



2022

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BYD CSR REPORT

ABOUT THIS REPORT

This 2022 report is the Corporate Social Responsibility (CSR) Report of BYD Company Limited (hereinafter "BYD" or "we"). BYD has been actively disclosing its fulfillment of environmental responsibility, corporate social responsibility and corporate governance to the general public, so that the society will understand and supervise BYD's corporate responsibility work and promote the understanding, communication and interaction between BYD and the public, thus realizing the sustainable development of the company.

Scope of Report

This report covers BYD Company Limited and its subsidiaries, with a time range from January 1 through 31 December 2022 (hereinafter "reporting period"). Certain content may involve earlier dates. Data as the basis of this report has been collected following our current management procedures. The unit for financial records featured in this report is Renminbi (RMB), unless otherwise specified.

Basis of Report

This report is primarily based on the ESG Reporting Guide (Appendix 27 of Main Board Listing Rules) by the Stock Exchange of Hong Kong Limited, and Guidelines of Shenzhen Stock Exchange on Self-Regulatory Supervision by Listed Companies No. 1 — Standardized Operation of Main Board Listed Companies. In the process, we also referenced Sustainable Development Goals (SDGs) of United Nations, Sustainability Reporting Standards by the Global Report Initiative (GRI) and CASS-CSR Guidelines (CASS-CSR4.0) by Chinese Academy of Social Sciences. Please refer to the indicator index at the end of this report for how disclosure for each specific indicator is covered in the report.

Confirmation and Approval

Upon confirmation by the BYD CSR management committee, this report was approved by the board of directors on 28 March 2023.

Access to the Report

BYD advocates sustainable environmental protection, therefore this report is not provided in physical form. Please view or download BYD's CSR report online, either at the "Sustainable Development" of BYD Group's official website (www.bydglobal.com), or the official website of HKEXnews (<https://www.hkexnews.hk>) or the "DISCLOSURE/Company Announcements/Company Profiles" of SZSE (<https://www.szse.cn/>). We hereby express gratitude to all stakeholders who provided us with advice and suggestions in the compiling of this report and promise to keep improving the quality of our reporting.

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LETTER FROM THE PRESIDENT

Actively Perform Corporate Social Responsibility and Promote Global Sustainable Development



In 2022, after being listed among world's top 500 companies, BYD has ride on the momentum, accelerated breakthroughs and made record highs. Reviewing 2022, BYD, following the green, innovative and opening-up new development philosophies, has firmly seized the opportunity of automobile atomization and intellectualization reform, and achieved breakthroughs in 4 key sectors: automobile, rail transit, renewable energy and electronics. Thus, a new landscape of passenger vehicle sector as the leading business with synergistic development of remaining sectors was built. BYD was lucky enough to usher in the opportunity of industry development. The new energy vehicles sector was facilitated by explosive development in technology, product and

market size, and delivered a record high of 1,788,000 new energy vehicles in 2022, representing a year-on-year growth over 217.6%. With new advantage of mass production, together with continuous acceleration of internationalization strategy, BYD has carved a path from independent innovation to comprehensive opening-up innovation.

The larger the enterprise, the greater the responsibility shall be assigned to it. BYD has fulfilled its responsibilities and adhered to its mission throughout the years, by insisting on developing in solution oriented approach and technological innovation driven approach. Through green technology, products and resolutions, BYD has accelerated the development of secondary energy-driven transportation system, aiming to cool the Earth by 1°C. As a determined practitioner and leader of the green dream, BYD has developed solar energy, energy storage stations and electric vehicles to establish a complete industry chain from energy absorption, storage to application. A green transportation system has been constructed by controlling air pollution with electric vehicles, and controlling traffic congestion with SkyShuttle. In 2022, BYD was the first manufacturer in the world suspended the production of fuel-engine vehicle and build the first zero-carbon headquarters of automobile brand in China, making a demonstration for the global transportation industry and those low carbon transformation manufacturers.

BYD holds on to a philosophy of technological innovation-motivated philanthropy and proactively engages in charities to undertaking its corporate responsibility and contributing to the society. In 2022, BYD Charity Foundation donated a total of RMB240 million to charity items, In terms of disaster relief, BYD contributed over RMB59.1 million worth of epidemic prevention and control fundings and supplies in 2022 and donated RMB5 million to Luding County, Sichuan Province for emergency relief and post-disaster recovery. In terms of education support, RMB17 million was contributed to continuously support school aid, scholarships, improvement of educational facilities and etc. As at the end of 2022, in terms of supports to disadvantaged groups, we have supported 992 children with cerebral palsy to receive recovery trainings and illness aid, donated more than 100 mobile infant rooms, and supported Peking University Shenzhen Hospital to establish hematology research center and promote diagnosis and research of hematology. BYD has devoted to charity work, including poverty alleviation, disaster relief, educational support and supporting disadvantaged groups, with an aim to create a better life with technologies and pursue dreams.

Any enterprise in the society is an enterprise of the society, a product of the times. BYD is shifting its business focus from basic capital accumulation and business expansion to undertaking greater social values and corporate responsibility, with an aim to overcome challenges of human society development through effective and practical solutions, to meet the public' s yearning for a better future with technological innovation, and to promote the sustainable development of the world and consistent advancement of the human society. BYD will be dedicated to achieving these goals.

Wang Chuan-fu

Chairman and President of BYD



1

ABOUT US

1.1 The Company

Founded in February 1995, BYD Company Limited ("BYD") is headquartered in Shenzhen, Guangdong. It is engaged in four major industries, i.e. automobile, rail transit, renewable energy and electronics, and has been listed on both Hong Kong and Shenzhen stock exchanges, one of World Top 500 Companies. A revenue growth of more than RMB424 billion was recorded in 2022, with a year-on-year growth of 96%, and we had over 570,000 employees. BYD Group has cumulatively applied for around 39,000 patents and about 27,000 authorized patents worldwide. With a strong sense of social responsibility and historical mission, BYD has established a green traffic system by popularizing electric vehicles to control pollution and launching the SkyShuttle to relieve traffic jams, in a bid to help realize the objective of "peaking carbon dioxide emission" and "realizing carbon neutrality".

Automobile. BYD has mastered the core technologies for the whole industry chain of new energy vehicles in terms of battery, motor, electrical control and chip. Carving a path from independent innovation to comprehensive opening-up innovation, BYD continues to lead the accelerated reform of new energy vehicles. Through years of hard efforts, with its superb technologies like Blade Battery, DM-i super hybrid system, E-platform 3.0, cell-to-body integrated design, e4 Platform and etc., BYD will seize the unprecedented growth opportunities. Sales volume of new energy vehicles kept breaking new industry records. In 2022, BYD delivered a total of 1,802,000 vehicles, with a year-on-year growth of 149.9%, including around 1,788,000 new energy vehicles, with a year-on-year growth of 217.6%, ranking first in the world in terms of sales volume of new energy vehicles. BYD has tapped into powerful automobile countries like Japan and Germany, and gained exposure to emerging markets including Thailand and Brazil. BYD recorded an accumulated sales volume of 3,330,000 new energy vehicles, and sold to more than 400 cities in over 70 countries and regions across the six continents of the world.

Rail transit. At the forefront of technological innovation of global rail transit, BYD exerted its integrated innovation advantage and extended its electric vehicle industry chain to rail transit by launching the medium-capacity "SkyRail" and low-capacity "SkyShuttle" for which it has proprietary intellectual property rights, filling the technological and industrial gap in rail transit and providing effective solutions to traffic jams in cities all over the world. In April 2021, the world's first autonomous SkyShuttle municipal demonstration line was launched in Chongqing, marking the commencement of commercial application. In December 2022, the first SkyShuttle municipal line was launched in Pingshan, Shenzhen, further forming a prior demonstration. SkyShuttle is a new product of cutting-edge technology and a green means of transportation. It serves not only as a product and a systematic solution but also as exploration for future living space and lifestyle. By fitting modern innovative technologies into cities, nature, economy, humanity and culture, BYD strives to increase urban competitiveness, improve the well-being of citizens and help create a prototype of future cities.

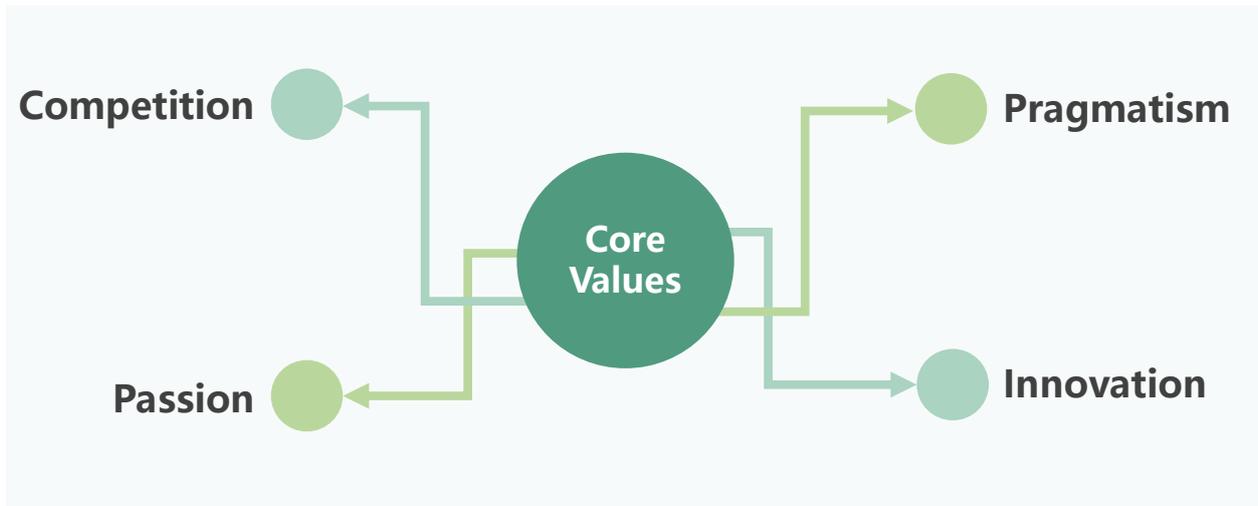
Renewable energy. As a provider of integrated renewable energy solutions, BYD produces relevant products like batteries, solar energy products, energy storage products, building a complete industry chain from energy absorption, storage to application. The Company' s renewable energy products cover consumer 3C battery, power battery, photovoltaic-storage integration, and other fields. BYD' s complete industry chain has enabled it to stay ahead trends in the industry. In 2022, the total sales volume of batteries reached 89.8Gwh, representing a year-on-year growth of 136.9%. Featuring high safety, long service life and long duration and free of nickel or cobalt, Blade Battery has passed the nail penetration test, the industry's toughest single-cell battery test, and highly recognized by the market. Relying on its Blade Battery , the Company pulled LFP-powered vehicles back on the main track of the industry almost all on its own. At present, BYD provides solar energy and energy storage solutions in America, Germany, Japan, Switzerland, Canada, Australia, South Africa and other developed and emerging markets of renewable energy.

Electronics. BYD Electronics (International) Company Limited (stock code: 285.HK) was listed on the Hong Kong Stock Exchange in 2007, and has been included in Hang Seng TECH Index in 2020. It has developed as a global leading high-end platform-based manufacturing enterprise, with products in sectors such as smartphones, computers, new-type smart products, new energy vehicle (automotive intelligent system) and medical health. With all-round R&D capability, super large-scale precision manufacturing capability and industry-leading intelligent information system and automation solutions, BYD Electronics (International) Company Limited provides global first-class brand customers with one-stop services covering product R&D, innovative materials, precision molds, components, EMS and ODM, supply chain management, logistics and after-sales.

For 28 years, BYD has been advocating a sustainable strategy on a global scale with powerful market planning. Our efforts have been widely recognized by the international community and have received accolades such as the Zayed Sustainability Prize, the UN Powering the Future We Want Energy Grant, and featuring on Fortune magazine's "Companies that Change the World" list. Our objective is to deliver " Technological innovations for a better life, by adhering to down-to-earth entrepreneurship and dedicated innovation".



Company Core Values



Mission

Technological innovations for a better life

Performance of Year 2022

- World Top 500 Companies

Annual revenue	Number of employees	Charity expense
RMB 424 billion	570,060	RMB 240million

- Sales of vehicles: 1,802,464 units, 149.88% year-on-year growth
- Sales of new energy vehicles : 1,787,838 units, 217.63% year-on-year growth
- Annual total mileage of car owners: total mileage of battery electric vehicles 19.4 billion kilometers, representing a save of 940,000 tonnes of fuel and oil;
- Annual carbon emission reduced by car owners: 2.38 million tonnes, representing a planting of 103 million trees.

Major Events 2022

- In January 2022, BYD Charity Foundation donated RMB10 million and epidemic prevention and control supplies worth RMB30 million to Xi'an Red Cross, to support the public of Xi'an to fight epidemic and overcome difficulties together.

比亚迪捐赠现金及物资 4000万元驰援西安

近日西安疫情防控形势严峻，抗疫情势牵动人心。比亚迪慈善基金会向西安红十字会捐赠1000万元人民币及3000万元抗疫物资，用以驰援西安抗疫。

没有一个冬天不会过去，没有一个春天不会到来，比亚迪将与西安人民一同抗击疫情，西安加油！

比亚迪
2022年1月4日

- In February 2022, BYD Group announced its brand upgrade and revealed brand-new logo. In addition, BYD automobile also upgraded its brand logo and launched a new brand proposition – TECHNOLOGY GREEN FUTURE.

old logo



new logo



科技 绿色 明天

TECHNOLOGY GREEN FUTURE 

In March 2022, BYD Company Limited signed a global strategic cooperation agreement and an equity cooperation agreement with Shell to jointly promote energy transformation, to optimize charging experience of users of new energy automobiles of BYD, facilitating the leap development of new energy automobile industry.



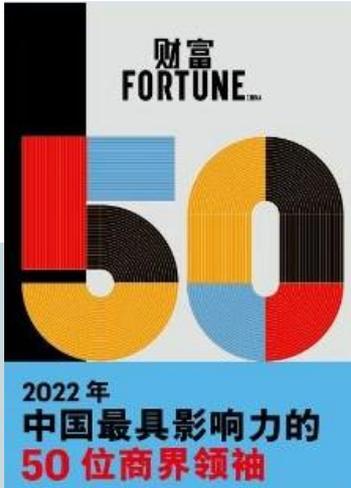
In March 2022, "Heart of China", a awarding ceremony for top 10 new energy vehicle systems was held in Beijing. BYD's "DM-i Super Hybrid" Driving System was awarded as Top 10 new energy driving system in 2021.



As of March 2022, the total mileage of BYD passenger vehicles was over 10 trillion kilometers while the highest mileage of battery electric public buses was over 640,000 kilometers, being equivalent of travelling 16 times around the Earth on the equator, hitting another record high in the industry.



In April 2022, Wang Chuan-fu, Chairman and President of BYD, was listed on The 50 Most Influential Business Leaders in China 2022 by Fortune.



In June 2022, share price of BYD hit record high, with total market capitalization exceeding RMB1 trillion. BYD becomes China's first automobile company joining the trillion-dollar market capitalization club.



In August 2022, BYD made the Fortune Global 500 list for 2022.



In April 2022, VEMO, the largest new energy transport operator in Mexico, purchased 1,000 units of BYD D1 from BYD Mexico, and 200 units of D1 have been put into operation in Mexico, formed the largest EV taxi fleet outside of China.



On 20 May 2022, on-line launch of "Splendid Changes" -CTB technology and pre-sale of Seal series was held in Shenzhen. CTB technology makes the upper limit of fuel-engined vehicles as the lower limit of electric vehicles.



In August 2022, Li Keqiang, then Premier of the State Council, visited BYD's factory located at Pingshan Shenzhen and gave guidance. He encouraged BYD to strive to be the ace among new energy vehicle brands. Combining both the spirit of science and craftsmanship, BYD would be able to create the ace.



On 23 August 2022, DENZA D9 was launched.

In August 2022, Ms. Li Ke, Executive Vice President of BYD Group donated 500,000 shares as a gift to establish "Li Anzhen Hematology Research Center of BYD Charity Foundation" located at Peking University Shenzhen Hospital, aiming to share love and benefit more patients with blood disorders.





On 17 October 2022, BYD introduced three series of electric vehicles in Paris motor show.

In November 2022, the roll-off production line ceremony of BYD's 3 millionth new energy vehicle was held at BYD's global headquarters, a symbolic milestone for BYD as the first Chinese brand making such achievement.



On 7 December 2022, BYD has entered into strategic cooperation with ASTARA, a distribution group in Chile, and introduced HAN EV and TANG EV to the market.

In December 2022, the first SkyShuttle municipal line was launched in Shenzhen, establishing "microcirculation" of the city.



Summary of Awards of Sustainable Development of BYD in 2022

No.	Award	Awardee	Presenter
1	Special Prize of Award for Science and Technology Progress of Guangdong	BYD Auto Industry Co., Ltd.	Guangdong Provincial People's Government
2	First Prize of Guangdong Machinery Industry Science and Technology Award	Fudi Power Co., Ltd.	Guangdong Mechanical Engineering Society ,Guangdong Machinery Industry Association
3	Silver Award for SDP Sustainable Improvement	Xi'an BYD Automobile Company Limited	Deutsche Telekom
4	Silver Award for EcoVadis CSR Rating	Hangzhou BYD Automobile Company Limited	EcoVadis
5	2021 Automotive Networking Business "Best Supplier Award"	Huizhou BYD Electronic Co., Ltd.	Continental Group
6	First Prize of 43 rd Quality Management Team of Hunan Quality Association	Changsha BYD Auto Co., Ltd.	Hunan Quality Association
7	2022 World Top 500 Companies of Fortune	BYD Company Limited	FOUTUNE CHINA
8	National Quality and Integrity Benchmark Enterprise	BYD Company Limited	China Association for Quality Inspection
9	Returning to No. 1 position in after-sales service customer satisfaction for MPV models for BYD SONG MAX by 2022 CAACS research	BYD Automobile Sales Company	China Automotive Maintenance and Repair Trade Association
10	No. 1 National Brand by 2022 CAACS research	BYD Automobile Sales Company	China Automotive Maintenance and Repair Trade Association
11	2022 Gold Prize of International Convention on Quality Control Circles (ICQCC)	Xi'an BYD Automobile Sales Company Limited	The 47th International Congress of the Quality Assurance Community – 2022 Jakarta
12	OPPO 2022 Excellent Supplier Award	Huizhou BYD Electronic Co., Ltd.	OPPO
13	2022 China Automotive Golden Wrench Award —Customer Experience Award	BYD Automobile Sales Company	China Auto Market / Automotive and Driving Maintenance Media / auto.sohu.com
14	Golden Wrench Service Top 100 Quality Shop 2022	Northern Zone Service Department	China Automotive Maintenance and Repair Trade Association
15	Top 100 ESG A-share Companies	BYD Company Limited	Securities Times
16	Outstanding cases of social responsibility of private enterprises in China 2022	BYD Company Limited	All-China Federation of Industry and Commerce
17	Best Listed Company of the 4 th New Fortune Selection	BYD Company Limited	New Fortune
18	Best ESG Practice Award of the 4 th New Fortune Selection	BYD Company Limited	New Fortune
19	Golden Bull Most Valuable Investment Award	BYD Company Limited	China Securities Journal

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CORPORATE GOVERNANCE



2.1 Corporate Governance

BYD has improved its corporate governance and established a sound internal management and control system in strict compliance with the Company Law, the Securities Law, the Code on Governance of Listed Companies and the Rules Governing the Listing of Stocks on the Shenzhen Stock Exchange and the requirements of other relevant laws, administrative rules, departmental rules and regulatory documents, in order to continuously improve the standard of governance of the Company.

BYD's board of directors exercises relevant powers and functions in accordance with laws, regulations and company rules, including but not limited to convene a general meeting of shareholders and to report to the general meeting, to formulate/execute decisions of the general meeting of shareholders, to determine the overall operation and strategic development of BYD, and to make decisions on operation and investment plans. Such meetings also provide guidance to the executive team to further improve corporate regulations and decision-making mechanisms, and regulate the workflow and approval procedures. The objective is to establish and maintain a modern, well-regulated corporate structure, to facilitate investment decisions of better efficiency and quality.

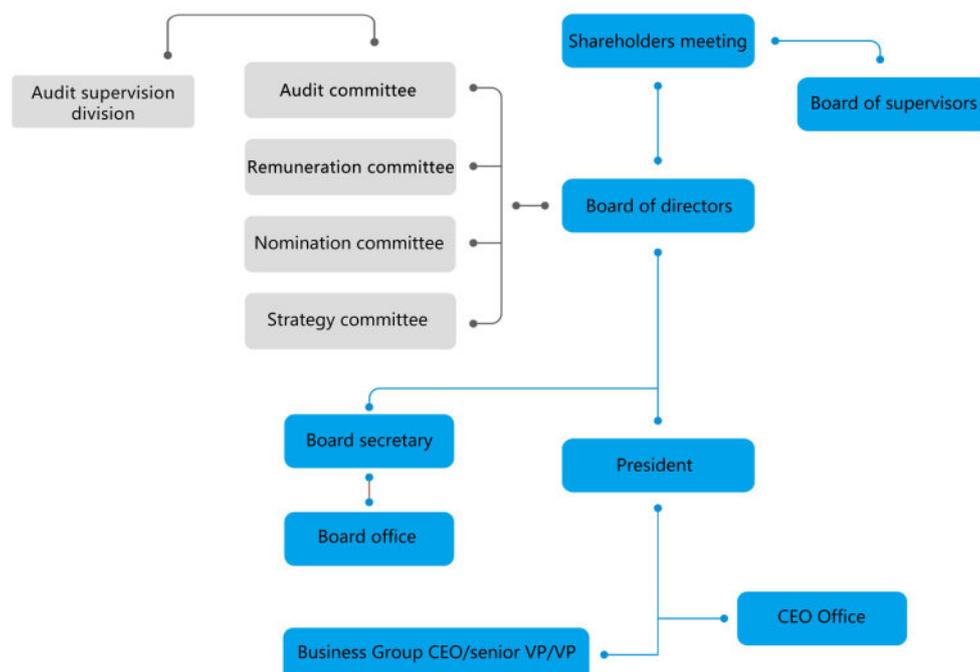
Decision-making Mechanism

Major decisions are first considered and analyzed collectively, then reviewed and considered by teams and specific committees. For proposals on major issues, the units involved are required to participate in relevant discussions and made responsible for their implementation.

BYD's top position is that of the President, who is responsible for planning the company's directions, setting development goals and monitoring their implementation; reviewing and approving BYD's major decisions, organizational restructuring and important documents. The President also oversees the launch and execution of the company's new projects and future developments.

BYD has established a rigorous decision-making mechanism. Self-evaluations on the design and effectiveness of its internal controls are also carried out regularly. The scope of evaluation has been expanded and fully covers the company's production, operation and management. The goal of internal control is effectively achieved, and no material flaws are found in the decision-making mechanism.

Organizational chart of BYD Company Limited



2.2 Compliance Operation and Business Ethics

As a commercial entity, BYD adheres to the principle of operating in good faith, abides by business ethics, and abides by all applicable laws and regulations, regulatory provisions, industrial norms, rules and regulations, as well as relevant international treaties and rules in China and the countries and regions where its businesses are located.

Compliance Operation

BYD formulates compliance management system, integrates compliance requirements into all business and management processes, and standardizes all activities of production, operation and management. The BYD Code of Conduct explicitly requires compliance with laws and regulations on personal information protection, export controls and economic sanctions, anti-monopoly, competition and fair-trade in countries of operation. BYD attaches importance to and continues to create a culture of compliance and honesty, requires employees to strictly abide by national laws and regulations, business code of conduct and the company's rules and regulations, seriously study and abide by the compliance requirements related to their responsibilities, receive compliance training, actively identify, report and prevent and control compliance risks, refuse violations, take responsibility for the compliance of their own behaviors, and take the initiative to report violations at the same time.

BYD has dedicated intellectual property and legal departments to encompass relevant intellectual property and legal affairs throughout the entire group. Business divisions have their own legal units or specialists to inspect and review legal management and execution within the division on a regular or irregular basis. An effective internal control mechanism has been established with corporate-scale policies such as the BYD Legal Dispute Management Policy, the BYD Contract Management Policy, BYD Code of Business Ethics, the BYD Anti-monopoly and Fair Competition Compliance Management Regulations, BYD Export Control Administration Regulations and BYD Personal Data Protection Management System updated in a timely manner; supporting procedures have also been established to ensure that all operations abide by laws and regulations. In order to support business development timely and effectively, to curtail legal risks from the source, and to ensure secure operations, BYD implemented a model of dual matter, deeply participating in business operations and providing legal solutions based on demand. The Company has built a platform for management of legal affairs, including a contract management platform and a dispute case management platform, which effectively avoid the risk of personnel operation or fraud, and standardise the case-handling process.

Compliance Training

Compliance culture is an important part of company culture. BYD regularly organizes training and exchange activities, builds a comprehensive training system for management, personnel from key positions and new recruits. In 2022, BYD self-developed 5 online general education courses on key legal compliance modules - personal information protection and data compliance, export control, anti-monopoly and anti-commercial bribery, and opened them to all employees on the Group's internal platform, and more than 10,000 people have learned since their launch. In addition, a total of 18 special training sessions on legal compliance practices in important areas, key personnel and key links were held. BYD has established a compliance culture through the construction of a comprehensive compliance management system, compliance training and compliance publicity, strengthening the awareness of all employees of legal compliance, integrity and compliance operation, and guiding all employees to consciously implement compliance concepts and comply with compliance requirements.



Compliance training

Intellectual Property Protection

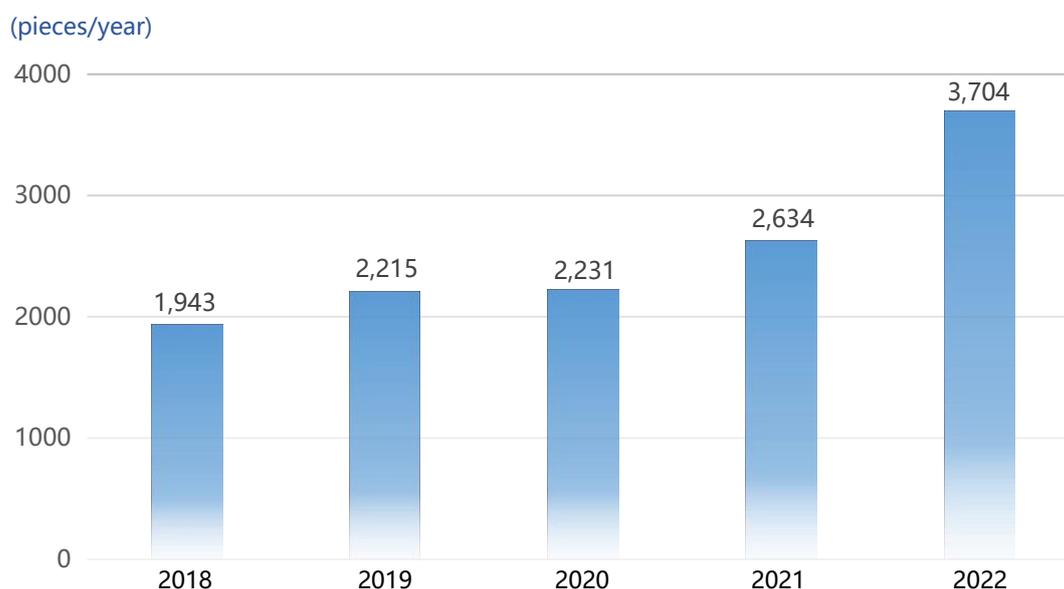
BYD has formulated its intellectual property strategy, adhering to the concept of “technological innovation changes the world, intellectual property competes for the future”, strengthening intellectual property protection with a value-oriented approach, complying with and applying international rules and regulations, jointly building technical standards, leading the development of the industry and promoting social progress. After years of exploration, accumulation and development, BYD has completed three phases of intellectual property rights, namely “quantity doubling”, “quality improvement” and “patent layout”, and has achieved the original accumulation of quantity of intellectual properties, quality enhancement of patents and intellectual property protection of associated patent portfolio. At present, the Company has entered the phase of value patents, focusing on patent quality improvement and exploration of value patents. Through the oriented guidance in the phase of value patents, the R&D department will be guided to carry out in-depth, multi-dimension and all-round technological innovation, explore and lay out a better and higher-value patent portfolio, and realise the creation and application of high-value patents, so as to take the intellectual property rights to a new horizon.

Intellectual Property Rights Protection Policies

Based on the philosophy of “institutionalization of policies, proceduralization of systems and electronization of procedures”, BYD manages intellectual property rights with a holistic approach encompassing the creation, protection and application of intellectual properties. The system of intellectual property rights protection is constantly optimized to facilitate the healthy development of intellectual properties protection in the Company, and take the intellectual property rights to a new horizon. Through formulation and operation of a full-process, system-wide intellectual property rights system, the Company made clear its intellectual property related duties and goals and established a long-term mechanism for the application, management and utilization of the Company’s intellectual property rights. The Company has launched the intellectual property management platform to realize the full-life management of intangible assets such as patents, trademarks and copyrights, making the management of the Company’s intangible assets more centralized, more efficient and safer.

Quantity of Patents

By 31 December 2022, BYD has accumulatively filed for 31,908 patents in China (15,573 inventions, 13,386 utility models, 2,570 appearance designs and 379 patents in Hong Kong/Macau/Taiwan), and 7,855 patents overseas. A total of 23,260 patents have been awarded in China. 3,409 patents were awarded in China in 2022. A total of 3,713 patents have been awarded overseas. 295 patents were awarded overseas in 2022.



(The above data represents the new patents awarded in the past 5 years at home and abroad)

Intellectual Property Rights Training

Intellectual property culture is an important part of company culture. The Company regularly organizes training and exchange activities, builds a comprehensive training system for employees at different levels, and strengthens the promotion and implementation of intellectual property concepts and business cooperation. In 2022, nearly 70 intellectual property training sessions were held, with a total number of participants nearly 4,200. The Company builds its intellectual property culture through the establishment of an innovation system, intellectual property publicity and intellectual property training, to enhance the intellectual property awareness of all employees.



Intellectual Property Rights Training

Business Ethics

BYD abides by business ethics, strictly prohibiting corruption, bribery and fraud in all forms. Offending personnel will be punished and prosecuted in accordance with rules. We strictly prohibit offering, accepting or claiming bribery, gifts, hospitality and any other form of activity intended to affect BYD's relevant business decision in order to acquire abnormal or inappropriate advantages. BYD strictly abides by relevant laws, regulations and regulations such as the United Nations Convention against Corruption, the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, the Criminal Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and the Interim Provisions on Prohibiting Commercial Bribery. During the Reporting Period, BYD did not have any violations of laws and regulations related to corruption, bribery, fraud, etc., which had a significant impact on the Group's operations.

BYD has been working hard and exploring on the road of anti-corruption for many years. BYD has set up an audit supervision division, which is dedicated to anti-corruption and . In 2022, the audit supervision division has even made systematic adjustments to the anti-corruption mechanism and strategy in respect of organisational structure, system building, authority management and communication channels in three areas, i.e. pre-prevention, in-event monitoring and post-event investigation.

Organisational structure

In addition to strengthening anti-corruption investigation and internal audit, the audit supervision division has also set up an inspection subdivision to inspect the industrial parks and business divisions and visit partners to collect opinions and advice, identify risks and issues, and investigate and punish violations. A procurement supervision subdivision has also been set up with additional personnel to conduct full inspection of purchase orders, without letting go of any suspicious or problematic spot. The focus of supervision includes purchase orders, the on-site audit, recruitment, selection and assessment of suppliers, purchase price, share, strategy, quality inspection, acceptance, payment, etc.

System building

In order to ensure the standardization, normalization and systematization of anti-corruption, BYD keeps improving its system construction according to relevant laws and regulations and international standards as well as in line with business practices, to provide comprehensive system support for anti-corruption. In 2022, adhering the three principles of "fairness, transparency and competition", BYD comprehensively reviewed and optimised its rules and regulations to fix management loopholes, remove human factors and eliminate rent-seeking space. The "Management Measures for Suspected Benefit Transfer" has been formulated to transform from the pure "evidence identification" in the past, according to which investigation and punishment are conducted only when we have evidence, to a model of "evidence identification + behavior identification". This will help us identify corruption signals in a timely manner, discover problems early and correct them when they are nascent, do supervision well, and strengthen management to protect cadres and protect "good cadres". Through summarising some negative behaviors in the procurement industry from the whole society, and combining them with our past investigation and punishment cases, we have concluded suspected benefit transfer behaviors such as "splitting orders to avoid bidding", "inviting unqualified suppliers to participate in procurement projects", "designating second and third-tier suppliers to suppliers" and "refusing suppliers to participate in procurement projects without sound reasons", and a negative list has been formed to make employees be aware of the red line, keep the bottom line and do not get out of line. Once the behaviors in the negative list are discovered, even if there is no evidence of corruption, employee involved will also be severely punished internally and transferred out of his or her position and unqualified for salary increase, promotion and equity allocation permanently. BYD optimised and improved its procurement rotation system to truly achieve the departure of two relationships (i.e. relationship with original suppliers and relationship between superior and subordinate) through rotation. It developed the "Integrity Incentive Measures" to further enhance employees' motivation to actively resist bribery. By means of rewards, BYD helps employees refuse temptation and actively resist commercial bribery.

Authority management

BYD strengthened authority management to "put power in a cage", and take the supervision of procurement authority as the top priority of procurement supervision. Supplier admittance and removal is decided by the procurement committee, which is no longer controlled by a certain procurement personnel or through department personnel. The on-site examination and approval of production material suppliers, which is no longer led by the procurement department, is carried out by the audit teams set up by the quality department of the Company in an independent and united way. The review and selection of suppliers are separated with the quality review department, procurement department and departments which use the materials performing their respective duties and functions, thus establishing a mutual binding and supervision relationship. BYD made every effort to rectify the procurement model of "inviting quotations or bids" through changing the status that the "right to invite" was in the hands of a few procurement personnel, ensuring that qualified suppliers have a fair opportunity to participate in competition. There will be no more bargaining once a bid is won to ensure the seriousness and fairness of the bidding. In the event of bargaining after a bid failure, only the general manager has the right to negotiate. BYD recovered the decision-making rights of personnel below the general manager during the procurement process. The price survey process is cancelled to reduce the possibility of quotation leakage or the manipulation of quotation by procurement personnel. Through system settings, automatic payment is made when conditions are met, and payment is no longer manually controlled, therefore reducing the space for rent-seeking.

Communication channels

BYD advocates "all staff participating in anti-corruption and supervision". We will ensure strict punishments for fraud and corruption, and hold accountable dereliction of duty, such as neglect of duty and abuse of duty. In order to give full play to the supervisory role of all employees and relevant parties, BYD has established smooth channels for honesty issues reporting to encourage employees, employees from other units and any other insiders to perform the honesty supervision system of BYD, and actively report cases of embezzlement, corruption and other violations of laws, regulations and disciplines. In

2022, in addition to accepting and dealing with whistle-blowing and complaints and investigating them in a timely manner, BYD took proactive moves to inspect business divisions and industrial parks, conduct employee interviews and visit and communicate with suppliers to collect opinions and advice as well as complaints and whistle-blowing information, with a view to identifying issues, tackling areas of weakness and rectifying defects. Regular supplier satisfaction surveys are conducted to understand suppliers' voices and demands and to promote continuous improvement in procurement management. BYD has posted procurement supervision and feedback channels in procurement meeting rooms and delivery platforms throughout the Company, and in addition to the original unified complaint and whistle-blowing channels, the contact details of dedicated supervisors are also published. There are many dedicated procurement supervisors who are assigned according to the regional division of labour to ensure timely response and handling of suppliers' requests. Through the measures above, the original "passive and one-way communication" was transformed to multi-channel communication featuring "active and two-way communication", which helps establish more smooth, timely and effective communication channels and feedback mechanisms.

Contact BYD to report corrupt activities

- Email: tousu@byd.com
- Tel: 86-0755-89888888 Ext. 62407
- WeChat official: [lianjiebyd](#)

Self-discipline and sunny communication

Integrity is not only a basic requirement of the Company for its employees but also a fundamental principle to be followed in their official dealings. In business contacts with personnel of external units, upon the principle of openness and transparency, employees of BYD are required to protect the interests of the Company, promote the Company's integrity communication regulations, do not engage in improper contacts with personnel from external units in pursuit of personal gains, do not offer or ask for benefits in any name or way, and do not offer or accept gifts and hospitality beyond the scope of laws and business practices. According to statistics, employees rejected bribes 622 times in 2022. Since 2017, when the anti-corruption filing process went online, employees rejected bribes for a total of 3,008 times.

For employees who violate integrity discipline, BYD will terminate the employment contract with them in strict accordance with the rules and regulations and record their information in the de-listing enquiry system and share with the industry, and those who are suspected of violating laws and committing crimes will be handed over to judicial organs. In 2022, 167 persons were investigated and punished for dishonesty issues and serious violations, and 4 corruption litigation cases have been closed. BYD has joined the enterprise anti-fraud alliance, to share information about offenders of professional ethics. Employees involved in corruption and other violations will be blacklisted in the industry.

BYD regards partners as business partners, regards honesty as an important prerequisite for cooperation, and strives to jointly create a fair, just, honest and win-win cooperation environment. We sign integrity cooperation agreements with our partners to clarify BYD's anti-corruption stance and requirements. We hope that our partners and BYD will maintain a common anti-corruption attitude and determination, be honest and self-disciplined, supervise each other, and jointly build an "anti-corruption fence". For units that violate the principle of integrity, BYD shall, in accordance with the contract or relevant agreements, hold cooperative units liable for breach of contract, such as claiming liquidated damages, canceling the cooperation qualification, and putting them on the blacklist of cooperative partners. In 2022, a total of 307 suppliers were prosecuted for breach of contract by BYD for violating the integrity cooperation agreement.

Integrity Culture

BYD continues to strengthen integrity publicity and education for employees, and promotes and interpret integrity systems, uncover corruption and popularise relevant laws and regulations through the “Integrity BYD” website, WeChat official account and WeCom account for the publicity of anti-corruption. In 2022, BYD published nearly 100 graphic articles, in which the attack on soft corruption and alleged transfer of benefits was a key topic this year. In addition, BYD organises an “Integrity Month” event every year. In 2022, BYD organized senior management to take a stand on integrity, and the senior management actively practiced and conveyed the value of integrity with their deeds. The middle and grassroots management received integrity training, signed integrity pledges, and the majority of employees participated in the creation of clean works, etc., through carrying out various forms of integrity publicity and education activities, continued to improve employees’ awareness of integrity and self-discipline, built a solid line of professional ethics defense for employees, thus creating a good atmosphere of integrity and discipline throughout the Company.



Integrity training

In its anti-corruption efforts, BYD will continue to establish an anti-corruption system that combines both prevention and punishment through establishing and improving systems as well as attaching equal importance to education and supervision, and actively practice its integrity culture featuring “conscientiousness, honesty, self-discipline, eliminating the impure from the pure and making radical reform” , to escort the healthy development of the Company.

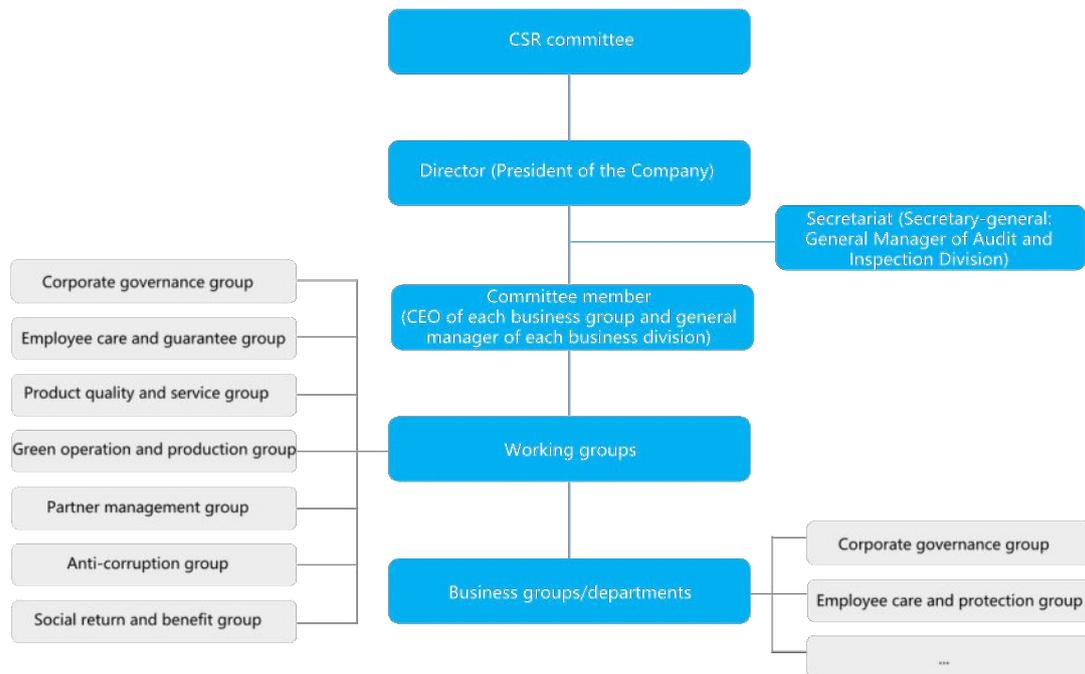


2.3 Sustainability Management

Board Statement

BYD's Board of Directors takes full responsibility for ESG of the Group and is responsible for overseeing the setting of the Group's sustainability strategic goals and work plan, and identifying, evaluating and managing important topics related to corporate governance, society and the environment. BYD Corporate Social Responsibility Committee (CSR Committee) is responsible for the implementation of daily work and coordinating working groups to carry out work according to the plan. The Board reviews the implementation of sustainability of the Group. On 28 March 2023, the Board approved this report.

CSR Organization Chart of BYD



Communication Mechanism

BYD has continuously improved its communication mechanism for sustainability. In 2022, BYD CSR Committee facilitated internal communication and holds relevant meetings and trainings to promote the implementation of the various modules of the Company's social responsibility. In terms of external communication, BYD actively participated in external activities, including participating in the Shenzhen Stock Exchange's "Survey on International Sustainability Disclosure Standards", accepted an interview by the media on ESG, participated in the All-China Federation of Industry and Commerce's "2022 Excellent Case of Private Enterprise for Social Responsibility" and was successfully selected as a candidate, and communicated and exchanged views with domestic and overseas investors on ESG topics.



Participation of Stakeholders

BYD has actively worked closely with stakeholders and listened attentively to their needs as an important input of management optimization. In 2022, we communicated with stakeholders through multiple channels and responded actively and quickly.

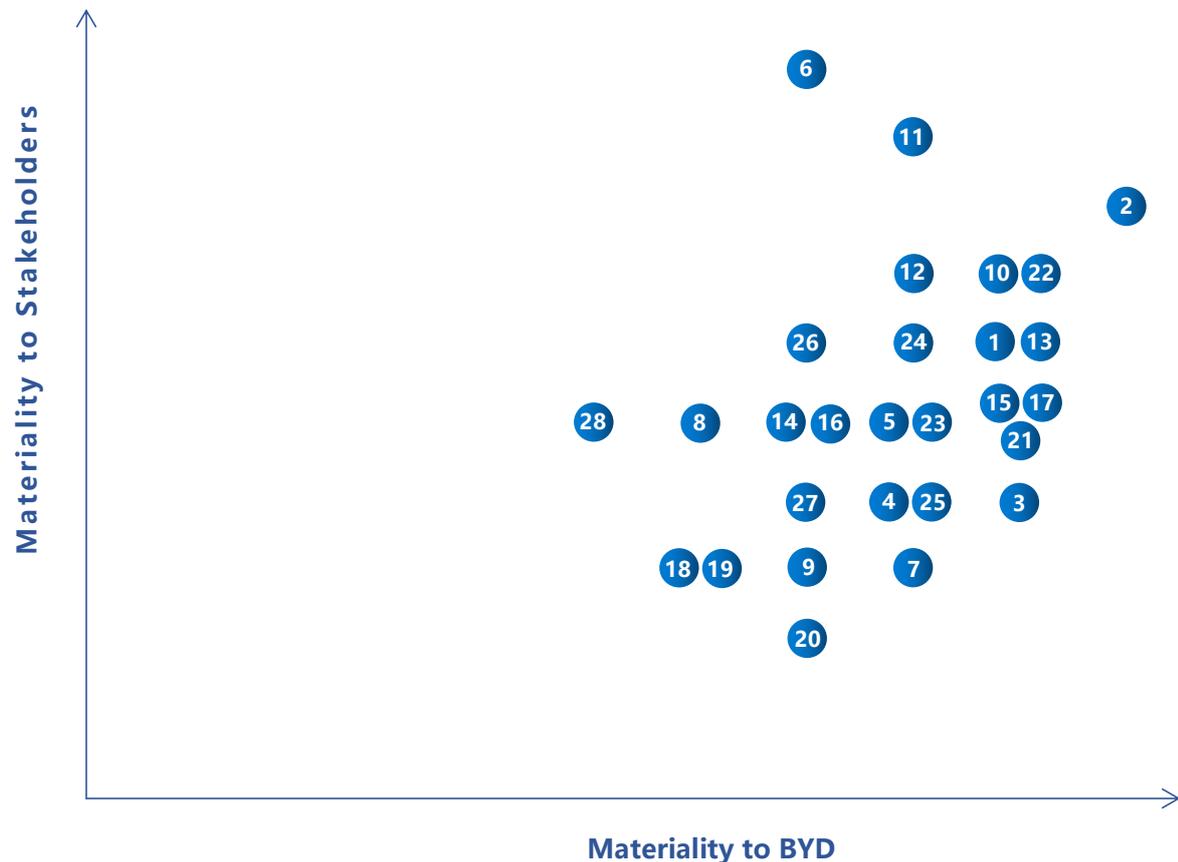
Stakeholders	Primary Topics	Method/Channel of Communication
Clients and consumers	<ul style="list-style-type: none"> Product quality Customer privacy Green product Green technology 	<ul style="list-style-type: none"> Online promotion: BYD Automobile APP/WeChat official account/Weibo/telephone Offline trade fair and promotion activities New product release Customer satisfaction survey
Staff	<ul style="list-style-type: none"> Staff' rights and interests Occupational health and safety Staff development Caring for staff 	<ul style="list-style-type: none"> Staff training Union activities Online channels: complaint mailbox, telephone, WeChat official account, WeCom account, questionnaire survey
Shareholders and investors	<ul style="list-style-type: none"> Corporate governance Results of operations Compliance operation Information disclosure 	<ul style="list-style-type: none"> Shareholders' general meeting Performance release Investors forum Major reverse roadshow Regular information disclosure Email and telephone
Suppliers and distributors	<ul style="list-style-type: none"> Supply chain management Green procurement Business ethics Customer satisfaction Compliance operation 	<ul style="list-style-type: none"> Supplier evaluation & audit On-site investigation and inspection Training Suppliers' conference and distributors' conference WeChat official account, telephone and Email
Government sectors and regulators	<ul style="list-style-type: none"> Green production Green operation Compliance operation Results of operations 	<ul style="list-style-type: none"> Investors forum Field research Work report
Industry and standards association	<ul style="list-style-type: none"> Product liability Green production Technology innovation 	<ul style="list-style-type: none"> Participating in meetings of NGOs Attending industry conference Participating in industrial information exchange and sharing Offering suggestions on industrial planning
General public	<ul style="list-style-type: none"> Social public welfare Voluntary services Environmental Protection 	<ul style="list-style-type: none"> Carrying out public welfare programs Carrying out voluntary activities Adhering to green operation and production

Substantial Topics

Identifying, Reviewing and Finalizing Topics

We have identified a list of three substantial topics for 2022 in environmental, social and governance dimensions based on the Company's substantial topics over the years combined with the Company's development, industry dynamics, various standards and other stakeholders' attention, and finally determined 28 substantial topics. Through stakeholders' survey, we carried out materiality assessment and survey, and combined the two dimensions of "materiality to stakeholders" and "materiality to BYD" to form a matrix of materiality. The expert panels, formed by the CSR committee, and the Board carried out comprehensive reviews and finally determined the topics.

Substantial Core Topics for 2022



1. Corporate governance

2. Results of operations

3. Intellectual property rights

4. Compliance operation

5. Business ethics

6. Participation of stakeholders

7. Shareholders' rights and interests and return

8. Distributor management

9. Supply chain management

10. Product quality

11. Service quality

12. Management of customer relationship

13. Customer privacy protection

14. Care for customers

15. Green operation

16. Waste management

17. Greenhouse gas emission management

18. Energy management

19. Resources management

20. Climate change

21. Technological innovation

22. Green product

23. Salaries and benefits

24. Occupational health and safety

25. Employee development

26. Care for employee

27. Employees' rights and interests

28. Social public welfare

3

WIN-WIN PARTNERSHIP

3.1 Protecting Shareholders' Interests

Since becoming a listed company, BYD has always paid close attention to the protection of investors' rights, by establishing and constantly improving a system for this very purpose. We are working hard to maintain a stable stock price and to provide plans and mechanisms for the return of investments. We honor our promises and disclose relevant information timely and sufficiently. Our objective is to communicate and interact with investors through diverse channels, and substantially protect the legal interests of our investors.

Investor Relationship Management

Following relevant laws and regulations, as well as rules regarding the disclosure of listed companies stipulated by SZSE and HKSE, BYD discloses information to shareholders and investors timely, truthfully, accurately, and completely, in order to improve its publicity and transparency of operation.

BYD protects legal interests of medium and small shareholders in strict accordance with the listing rules and relevant regulations of other securities market. We are constantly perfecting our articles of association, rules of procedure for shareholder meetings, and dividends distribution policies according to the requirements of the listing rules for the equal protection of shareholder interests. Company information is furnished to medium and small shareholders through performance presentations, investor surveys, and regular Email/phone contacts, where shareholders' questions will be answered. In doing so, we hope to achieve positive interaction with medium and small shareholders.

In 2022, BYD held a total of two shareholders meetings.

2022 first extraordinary general meeting was held on 27 May 2022, where a total of 336 shareholders and shareholder representatives owning and representing 1,433,046,017 shares, accounting for 49.2262% of the Company's total shares, attended the meeting.

The shareholders meeting for the year of 2021 was held on 8 June 2022, where a total of 399 shareholders and shareholder representatives owning and representing 1,430,271,810 shares, accounting for 49.1309% of the Company's total shares, attended the meeting.

From the attendance of the shareholders meeting, more medium and small shareholders participated in our meeting during the Reporting Period, contributing inputs to company governance and business operation.

In 2022, 81 groups visited BYD for field research, including investors from trust funds, brokerages, insurers, private equity, and QFII. We attended over 55 investment bank and broker conferences both domestically and overseas and organized multiple performance presentations and domestic/overseas roadshows.

Return to Shareholders

Improving return to shareholders and protecting the interests of medium and small shareholders has always been a focus at BYD.

To share the benefit of business growth with all shareholders, we have taken factors such as overall operations, financial conditions, and shareholder interests. As reviewed and approved on the 2021 shareholders meeting on 8 June 2022, the equity distribution plan for the year of 2021 is: taking the total capital stock of the company, 2,911,142,855 shares (1,813,142,855 A-shares, 1,098,000,000 H-shares) as the base, dividends will be paid to all shareholders at a cash rate of RMB1.05 (tax included) per 10 shares. With no bonus shares, no reserve fund converted into share capital, total cash of RMB305,670 thousand was to be paid to shareholders as dividends.

2019-2021 Equity Distribution Plan of BYD

Category	2019	2020	2021
Total capital stock on which the distribution is based	2,728,142,855	2,861,142,855	2,911,142,855
Basic earnings per share as disclosed in the annual report (RMB)	0.5	1.47	1.06
Amount of equity per share (RMB)	0.06	0.148	0.105

The 2021 Equity Distribution Plan of the Company was executed on 29 July 2022.



3.2 Distributor Management

BYD constantly improves and standardizes its distributor management. With comprehensive brand upgrades, diversified training and professional assessment, we have enhanced the operating ability and service quality of our distributors, and brought quality products and services to customers via joining hands with distributors. In 2022, BYD won two firsts in the J.D. Power 2022 China Auto Distributor Satisfaction Study. With a score of 860 points, BYD won the first place in the satisfaction ranking of Chinese mainstream auto brands and the first place in the satisfaction ranking of independent brands.

Image Upgrade of Distributors

In the current increasingly intense competition in the automotive market, BYD continues to promote new energy technological innovations to improve product quality and comprehensively promote the upgrade of its brand image. The continuous changes in customer needs and the overlapping and replacement of customer groups have also put forward new requirements for BYD's service experience. BYD continues to apply the concept of "Wisdom to Enjoy Service" and introduce the "Five Senses" service experience, aiming to help its distributors improve their service quality and bring customers an immersive car buying experience. "Wisdom to Enjoy Service" comprehensively innovates the user experience from the brand to the store image and to the sales process, and via creating a demonstration store with 100% customer satisfaction and setting up a service model for its distributors in 2022, it continuously improves customer and brand reputation.

Distributor Training

BYD organizes and guides the distributor sales service procedures and ideas, analyzes and summarizes the problems often encountered in the process of sales service, constantly develops new ideas and methods in service, and provides different types of special training, such as Iron Army Training Camp and In-store Guidance for Distributors, to help distributors improve operation management ability and jointly create a better brand image.

Iron Army Training Camp

The "Iron Army Training Camp" training program aims to build an invincible sales team with excellent service quality and professional sales skills with trainees including mainly terminal sales personnel, pre-sales and after-sales management. The training covers five aspects: brand power, service power, sales power, management power and product power. Through multiple forms of combination, we can continuously empower and improve distributors, continuously improve personnel quality and strengthen the management ability of distributors. In 2022, the scale of Iron Army Training Camp continued to expand, and more than 60,000 distributors were trained in the camp. With a dynamic turnover rate of trainees of 41.14% lower than that of the whole country in 2022, the Iron Army Training Camp has played an important role in reducing the distributors' turnover and maintaining the stability of distributors' employees. At the same time, the monthly sales volume of trainees in 2022 increased by 28.87% compared with the national rate. The Iron Army Training Camp has helped the terminal sales force to effectively improve its business ability through professional training, and significantly promoted the overall sales growth of distributors.

In-store Guidance for Distributors

In order to improve the order conversion rate of distributors, optimize store operations, set up a benchmark store, and promote healthy internal competition, we conducted 360 comprehensive diagnosis and evaluation of distributors through in-store guidance, and carried out field research and rectification from personnel management, lead management, market management, test drive management, delivery management and customer maintenance, output segmented operation guidance, collected excellent operation cases for sharing and promotion to improve the comprehensive operation management capability of the stores in all aspects and help enhance sales.

Distributor Assessment

Consumer Satisfaction (NPS)

The customer satisfaction is the prerequisite of good brand image, word-of-mouth, and customer loyalty. In order to improve the service level and quality of BYD distributors, encourage distributors to pay attention to customer experience, BYD has established the concept of service in full life cycle and standardized the definition of distributor sales satisfaction and the direction for improving sales satisfaction. In 2021, BYD introduced the Net Promoter Score (NPS), an index that measures the likelihood that a customer will recommend a brand or service to others, to comprehensively evaluate each distributor's ability and contribution in sales and service. BYD sends NPS survey questionnaires to customers in an orientated way so that the customers can participate in the survey and score the sales services provided by distributors (0-6 points, detractors; 7-8 points, passives; and 9-10 points, recommenders). BYD provides incentives to service personnel with high customer recommendations and strengthens the service awareness of terminal service personnel; distributes orders to the distributors to which customers give low scores. The distributors with low scores shall contact the customers for communication and settlement, so as to achieve a closed loop to solve the customer's demands and pain points. Through online publicity, training and management assessment, the NPS value of BYD customer satisfaction for sales services continued to increase during the Reporting Period, and the NPS value of BYD Ocean Series increased from 78.8 points in April 2021 to 95.9 points in December 2022. The NPS value of BYD Dynasty Series increased from more than 70 points in April 2021 to 94.6 points for the whole year of 2022.

Special Assessment of Service Quality

BYD continues to carry out special assessment of service quality, so as to strengthen the management of service quality of distributors, improve the level of service quality of distributors and form a good state of common improvement of sales volume, service and brand image. The special assessment of service quality is mainly conducted via inspection by mystery shoppers with weekly ranking. The assessment objects include distributors and front-line personnel, who will be motivated according to the inspection results of mystery shoppers. The 3.0 upgraded version has been officially launched in 2022.

Focusing on the core principle of "one bottle of water, four sentences and one value", the Ocean Series strives to improve its professional ability and customer experience, and at the same time supports the operation management and marketing capabilities of the stores with activities including "Bright Ship Action", "Sunshine Action" and "Extraordinary 5+3". Through the unremitting efforts in 2022, the service quality score increased from 66.6 points to 78.3 points, the passing rate of the Bright Ship project increased from 33.3% to 99.1%, the average order growth rate of the stores brought by the activities reached 31%, and the delivery passing rate increased from 74% to 96%. While effectively promoting the implementation of the strategic policy of "strict management, strong channels, emphasizing service, improving reputation, and building a brand", it has continued to receive praise from customers, achieving a win-win situation in both performance and brand image.

The Dynasty Series has created an exclusive metaverse for service centering on the five senses of "sight, hearing, smell, taste and touch". By incorporating "offering a bottle of water when the customers enter the store, and providing a mask when the customers leave the store" into its overall sales process, promoting smart fragrance, introducing Starbucks, upgrading the water bar area, and renewing the clothing, the Dynasty Series provided its customers with a comfortable and pleasant immersive car buying experience. Through campaigns such as "Summer Offensive", "Autumn Harvest Action", "Winter Sunshine" and "Creating a 100% Benchmark", terminal services were stimulated and service capabilities were consolidated. The service quality score leaped from 69.85 points at the beginning of the year to 80.63 points at the end of the year; the passing rate increased from 61% to 96% because of the carrying out of the "heart" delivery from providing flowers for individual high-end customers to covering all customers; the terminal service perception is improving, customer evaluation continues to rise, consumer praise is received repeatedly, and the service has become a selling point.

3.3 Supplier Chain Management

BYD has formulated a series of supplier management systems such as BYD Supplier Requirements, Specific Measures for BYD Productive Material Suppliers Review, Specific Measures for BYD Non-Productive Material Suppliers Review, Specific Measures for BYD Supplier Corporate Social Responsibility Management, which are optimized and updated regularly with new laws and regulations of international, national, local and industry associations, as well as the latest requirements of customers and the management of the Company included. The supplier management system defines the social responsibility requirements for supply chain partners from the aspects of labor standards, occupational health and safety, environmental management, trade safety, anti-corruption and anti-commercial bribery. The relevant documents explicitly prohibit suppliers from purchasing conflict minerals. The same prohibition extends to downstream suppliers, whom will be investigated by BYD. We have publicized BYD's corporate social responsibility requirements and BYD's high attention to corporate social responsibility to all suppliers through various ways.

In recent years, BYD has undergone a pivot in the procurement of production materials, from price-oriented to value-oriented. Certain key components and parts are provided entirely by industry-leading suppliers. All manufacturers of BYD's productive materials have passed the quality system certification, those of automotive materials are required to pass the IATF16949 certification, and those of track materials are required to pass the ISO9001 or ISO/TS22163 certification, and other materials are required to pass the ISO9001 certification.

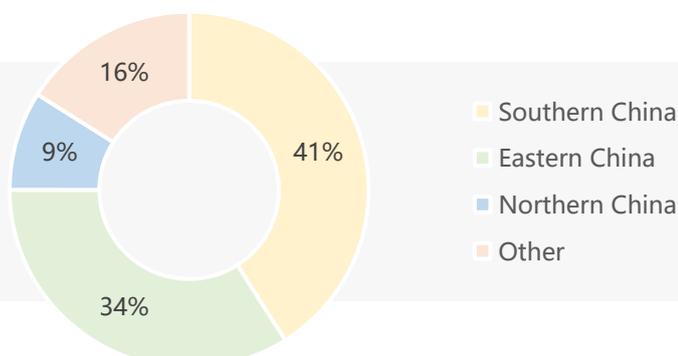
Risk Management of Supply Chain

With the aim of "prevention first, combined prevention and control", we implement comprehensive risk management. BYD has established a risk management committee and a procurement taskforce, and formulated the BYD Company Procurement Risk Management Procedure. The procurement taskforce of the risk committee is responsible for collecting the risk management information of the supply chain and conducting risk assessment, setting risk thresholds and devising corresponding countermeasures, regularly summarizing and analyzing the effectiveness and reasonability of the existing risk management strategies, and constantly revising and improving them according to the actual situations. In 2022, the procurement taskforce identified 5 risks, analyzed the causes and effects of these risks, and formulated risk strategies and countermeasures.

Number of Suppliers

BYD implements procurement localization and selects nearby suppliers, and the priority order are local companies - companies within the province - domestic companies (including foreign investment companies) - foreign companies. BYD has more than 11,000 cooperative suppliers, 41% of which are located in Southern China, 34% in Eastern China, 9% in Northern China and 16% in other regions until the end of 2022. In recent years, due to the increased demand and the expansion of passenger vehicles, batteries, tracks and other businesses, BYD has added factories in many places, and the number of suppliers in Eastern China (such as Changzhou, Fuzhou, etc.) is on the rise.

SUPPLIER DISTRIBUTION



Selection of Suppliers

Convention of Contracting Suppliers

BYD has always adopted strict labor practice standards, human rights standards and environmental standards for screening our suppliers, required suppliers to establish a management system that meets the requirements of ISO14001, promised to apply and promote a corporate social responsibility management system that meets the requirements of SA8000, and abided by BYD's Corporate Social Responsibility Clauses in its cooperation agreements.

Suppliers are required to ensure that they do not use any form of forced labor, bonded labor (including debt mortgage) or indentured labor. They shall not use child labor at any stage of the business process. They shall treat employees fairly and offer equal pay for equal work, and do not discriminate against employees because of race, color, age, gender, ethnicity, religion, belief, etc. Suppliers must provide employees with a safe, healthy and pollution-free environment to minimize potential hazards in the workplace.

Suppliers are required to consider the impact on the environment in the process of product design and production, and implement continuous improvement programs to deal with these impacts, including replacing materials, reducing carbon emissions and improving the treatment and control methods of waste affecting air, water, and soil. The raw materials or products provided by the suppliers to BYD must comply with the national standards and local regulations of the place of production and sales, as well as BYD's requirements for toxic and hazardous substances.

Selection of New Suppliers

Before introducing new suppliers, BYD will conduct an investigation for their necessary credentials, and record Responsibility of BYD Supplier Investigation Form. The suppliers will not be selected if they don't meet the required standards.

Before introducing new suppliers, BYD will sign the relevant cooperation agreement which contained CRS provisions with such suppliers to guide and supervise the suppliers to respect human rights, treat employees preferentially, and protect the environment.

The BYD Supplier Review Sheet is the basis of such investigation. The Sheet features dedicated sections such as "corporate social responsibility" and "hazardous substance control", comprehensively rating suppliers and their downstream supply chains in terms of labor and human rights, environmental protection, and other aspects. All information will be verified on site, with multiple provisions of veto power.

For materials with HSF (Hazardous substances free) requirements, we confirm the compliance of the supplier's HSF data at the sample certification stage, and require the supplier to submit relevant questionnaires, test reports, analysis reports, etc. Those that do not meet the requirements will not be used.



Routine Review and Evaluation of Suppliers

We regularly investigate and review our suppliers' corporate social responsibility performance and compare against CSR provisions of the BYD Suppliers Review Sheet on site. Those failing the review will be followed up on the rectification and closure for the non-conformities to facilitate improvement. Suppliers failing to rectify to the standard within the given time may be severed from BYD's supplier network, depending on the actual situation.

Subjects of the annual review are selected from qualified suppliers. BYD drafts a list based on the nature of source materials, such as those with high pollution and energy consumption, like die-casting, casting, PCB, and electroplating. Suppliers of listed materials will be reviewed as per BYD Annual Report on Important Performance Indicators of Environment and Humanities. If the investigation results do not meet the requirements or the energy consumption of the supplier increases significantly, the supplier will be asked to implement rectifications, a process that will be followed up by BYD.

A conflict mineral survey was conducted on suppliers of tantalum, tin, tungsten and gold materials that are included in products or used in manufacturing processes. The survey results showed that 3TG used in the supply chain came from conflict free mineral smelters recognized by CFSI.

For materials that have HSF requirements, the HSF compliance of the materials is confirmed during incoming inspection. After change or expiration of HSF data, the supplier is required to provide HSF data again.

BYD regularly goes to the government website to check whether any BYD suppliers are included in the blacklist, or there are violations. If any, BYD will require the supplier to rectify in time. If the rectification does not meet the requirements, BYD will stop its cooperation.



Supply Chain Platform

BYD practices the three guidelines of fairness, transparency (with traceability) and competition, promotes competitive procurement, comprehensively optimizes the system, improves the management system, and builds an efficient and collaborative supply chain platform for mutual benefit and win-win situation. Information technology has been applied in key stages of the procurement process to achieve high efficiency and transparency (with traceability) through online records. BYD will continue to promote green procurement and practice its corporate social responsibility.

Practicing the three guidelines of fairness, transparency (with traceability) and competition

In 2022, BYD held a supplier conference and released the "BYD Procurement Iron Law", fully publicized to its internal staff and suppliers, and conveyed its determination to build a new procurement system. To strengthen the supervision and management of the entire procurement process, a procurement supervision department has been set up under the audit and supervision department by BYD, to conduct full inspection of purchase orders and comprehensive supervision of procurement operations. Therefore, we can practice the procurement guidelines of fairness, transparency (with traceability) and competition with suppliers, and work together to create a clean and open business environment.



2022 BYD New Energy Vehicle Core Supplier Conference

BYD reinforces competitive procurement. In 2022, BYD issued a total of 161 supplier recruitments, and opened up channels to attract high-quality suppliers. A procurement committee has been established to make decisions on the entry and exit of suppliers. The guidelines of fairness and transparency have been practiced in supplier management. The group's bidding center was established to strictly implement the procurement method based on bidding, supplemented by competitive bidding and careful use of bargaining. Through a fair and transparent supply chain platform, eligible suppliers were invited to participate in the competition and suppliers were selected in strict accordance with the competition results.

Green Procurement and Circular Development

In terms of supply chain and raw materials, BYD always adheres to green procurement, establishes a sound green procurement system of "green suppliers and green raw materials", and standardizes various environmental management in procurement, to ensure that every purchased component meets the green environmental requirements. BYD advocates the development of a circular economy, actively explores ways to improve the resource utilization and reduces the total use of packaging materials.

Green logistics: BYD is committed to providing more environmental-friendly modes of transportation. For example, we are actively promoting low-carbon marine transportation and new energy vehicle road transportation to reduce air pollution. The low-carbon marine transportation reduces carbon dioxide emissions by 46% per container by using new carbon neutral fuels (such as methanol) instead of fossil fuels.

Green packaging: BYD actively promotes the recycling of logistics packaging boxes. For example, we have gradually replaced the cartons, wooden packaging boxes and iron frames used in the transportation of battery pack products with the recyclable blister box with a service life cycle of more than 3 years and an annual recycling cycle of over 900 times, greatly reducing resource consumption.

4 INTELLIGENT MANUFACTURING



4.1 Product Responsibility

Quality Vision Share quality development, Enjoy quality life

Quality Values

Customer first

Constantly find out our customers' needs and exceed their expectation

People before product

Respect processes and disciplines, implement the 5S standard, and cultivate a spirit of craftsmanship

FMEA

Thoroughly grasp mechanisms and pay close attention to prevention

Principle of refusal

Refuse to accept, produce, and issue any defective product

Leave no loose ends

Pursue every accident under investigation, every unpunished person of liability, any unimplemented rectification plan and every undisciplined party of liability to the last step.

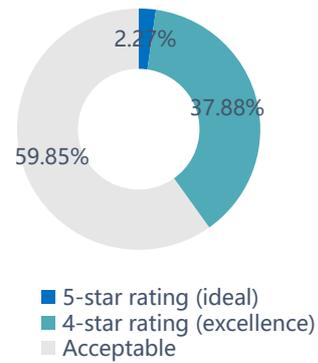


Product Quality Management System

Based on IATF 16949, ISO/TS 22163, China Compulsory Certification (CCC) rules and specifications, environmental labelling guidelines, Ministry of Industry and Information Technology Order No.54 Administrative Rules on the Admission of New Energy Vehicle Manufacturers and Products, GB7258-2017 Technical Specifications for Operation Safety of Motor Vehicle, GB 18384-2020 Electric Vehicles Safety Requirements, and requirements of laws and regulations, BYD has established a reliable document management system and a quality star rating system model driven by the philosophy of "compare, support, compete, exceed", rating the quality control of factories on system, processing and product dimensions. During the reporting period, BYD did not violate laws and regulations pertaining to product responsibility.

In terms of quality management system star rating, a total of 131 factories have been rated in 2022, 2.27% of which have achieved 5-star rating (ideal), 37.88% have received 4-star rating (excellence), with the rest deemed acceptable. It effectively ensured the operation of the quality management system, strengthened the competitive atmosphere and promoted the continuous improvement of backward factories.

Quality management system star rating



So far within the BYD Group, 56 factories have passed ISO9001:2015 quality management system certification; 64 factories have passed IATF16949:2016 system certification; in particular, 20 BYD automobile factories have passed the ISO9001:2015 quality management system certification, and each of the 58 first-level assembly parts factories passed the IATF16949 system certification.

In terms of product certifications, Passenger vehicles, buses, and safety-related components (lights, rearview mirrors, etc.) of BYD have passed the China Compulsory Certification (CCC).

Our quality control measures include special quality inspections, in-depth analysis of product failure, and prioritized risk identification. After finding the root cause of issues, we will improve the system accordingly. Preventive measures are also highlighted using FMEA tools and error prevention methods. Our systematic planning incorporates IQS vehicle evaluation, with WDI, PDI, and VDS supporting IQS new vehicle quality inspection, to further improve design precision and development quality.

The quality control process of BYD starts from actual products. The philosophy of CAPD review is further implemented through systematic star rating review and special quality inspections. We will first find the root cause of issues, and then optimize the process accordingly. We are one of the first vehicle manufacturers to implement a "quality system competitiveness index", which can be related to the overall performance as well as the performance of business units and factories, deriving advancement from competition. It has been currently well applied in 5S star rating, quality culture and service quality evaluation of industrial parks.



Research and Development Quality Control

To manage product research and development and ensure the quality of new products, we have established the product research and development management process and developed the PLM management system, specifying relevant procedures for early concept, project proposal, proofing, trial production and mass production transfer. We first understand what customers need and then develop products based on their needs to avoid any change to the products at a later stage.

For the quality of new products, we have strict benchmarks from design to prototyping and mass production. Risks are identified through FMEA. Components of high risk must undergo multi-staged evaluation from the research and development E process. Those with medium risk will be evaluated in prototyping. Components with low risk are inspected and rectified by the factory. The quality capability evaluation for new products is intended to inspire factories to focus on yield and pacing, so as to prepare them for mass production of vehicles and ensure components will pass PPAP approval.

On top of new product quality capacity evaluation, we are also motivating and regulating the quality control after mass production of various types of vehicles through PPAP rating to ensure that raw materials and components necessary for the production of passenger vehicles and relevant parts continue to meet the requirements of product design and mass production. The measure also helps to improve the consistency of manufacturing and product suitability. For the development of new products, we have created the role of development quality engineers (DQE), who are responsible for monitoring of quality throughout the development process, to maintain stable and reliable component quality.



Processing Quality Control

Process-oriented, Multi-staged control

The principle of quality control is in-depth understanding of mechanisms, systematic planning, thorough execution, full accountability, company-wide participation, fast response, closed loop management, and positive cycle. Employees are encouraged to report potential issues, replay failure, and counter unknown risks through trial and error. The Company is pushing forward automated manufacturing with the utilization of SPC and MSA tools and error proofing means, with the objective of delicate manufacturing facility management, intelligent on-site quality control, legal compliance, and meeting customer demands.

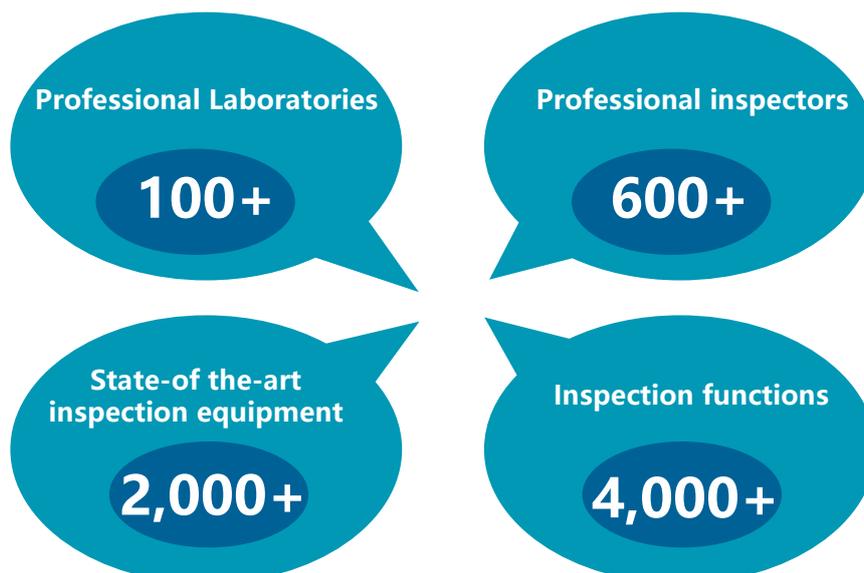
Ensuring Zero Defects Based on Effective Inspection and Strict Control

BYD strictly controls the whole process from incoming materials to delivery, inspects materials, semifinished products and finished products according to the product quality planning requirements, and conducts various performance and function tests, so as to ensure that the products can meet the requirements of customers. Relevant management procedures and inspection standards are in place for each stage.

BYD's Automobile Industry Cluster Product Inspection Procedure ensures that all products conform to regulatory requirements through standardized inspections, particularly in terms of inspection preparation (inspector credential, equipment, environment, basis, and procedure), product inspection requirements, shipping inspection requirements, handling of anomalies during inspection, analysis of inspection data, and archiving of inspection records. All vehicles are sufficiently inspected before they leave the factory.

BYD rigorously inspects all manufactured vehicles, with zero tolerance to defects. The inspection process is empowered by state-of-the-art equipment and intelligent monitoring systems, such as headlight examination machine, dynamic rotating hub test platform, braking test platform, sideslip test platform, exhaust analyzer, four-wheel aligner, malfunction diagnosis tester, panoramic chamber, four pillar test rig, and enhanced road performance tester. Vehicles are tested in a comprehensive manner for quality before they leave the factory.

In addition, BYD has established a sound and complete automotive and parts and components inspection center, which is located in three cities, namely, Shenzhen, Shanwei and Xi'an, with more than 100 professional laboratories, more than 600 professional inspectors, more than 2,000 units (sets) of state-of-the-art inspection equipment, and more than 4,000 inspection functions. It covers seven major fields, namely, whole vehicle, safety, NVH, EMC, powertrain, parts and components and materials. We have obtained more than 500 CNAS standards recognition both at home and abroad.



Aftersales Service

BYD has a comprehensive product tracing and rapid complaint system to avoid product responsibility risks throughout the whole process from raw material sourcing to manufacturing, shipping, and delivery. For product safety, we follow the BYD Automobile Product and Responsibility Control Procedure, identifying management requirements of product safety and responsibility related to design, procurement, approval, manufacturing, sales and aftersales service processes.

Sound Recall System

We have strictly followed the relevant requirements of Defective Vehicle Product Recall Management Regulations in respect of vehicle quality control and recall of defective products. Our Automobile Industry Cluster Defective Product Recall Procedure clearly defined requirements for information filing, creation and maintenance of databases for every stage, conditions of recall, domestic recall (verification of information, voluntary recall, ordered recall), and international recall, so that defective vehicles will be disposed of effectively and properly in order to contain any resulting damages.

In 2022, due to the manufacturing impropriety of some vehicles' power battery pack trays, the mounting surface of the tray valve was uneven and there was a risk of water invasion. This may cause the electrical circuit of the power battery system to malfunction, and in extreme cases, it may cause the risk of thermal runaway of the power battery, posing a safety hazard. BYD has conducted two recalls, the first recall was issued on 29 April 2022 for 9,663 vehicles of Tang DM-i produced from 2 September 2021 to 14 March 2022; the second recall was issued on 29 July 2022 for 52,928 vehicles of Tang DM-i produced from 5 April 2021 to 18 April 2022, accounting for 3.36% of its total sales that year. BYD Auto Industry Co., Ltd. entrusted authorized dealers to inspect the recalled vehicles, and would replace the battery packs free of charge to eliminate potential safety hazards if the battery packs are leaking or the mounting surface of the tray valve is uneven.

Users can call the customer service hotline of BYD Automobile Co., Ltd.: 400-830-3666 for details of this recall. In addition, users can also visit the government websites dpac.samr.gov.cn and www.recall.org.cn, or follow the WeChat official account (SAMRDPAC) for more information.

Product recall rate in the past three years:

Product liability	2020	2021	2022
Percentage of products recalled for safety and health reasons	0%	3.1%	3.36%

Quality Culture

Quality is the foundation for BYD's growth. To enhance a quality culture and create serious and pragmatic working attitude that always seeks to excellence, we are inspiring employee awareness and passion and helping them possess necessary skills through a series of measures, such as quality month, skill competitions, QIC rating, writing competition and craftsman appraisal.

Intelligent Manufacturing Craftsman Development

In September 2022, BYD's fourth quality month campaign was launched under the theme that "Intelligent Manufacturing, Craftsman Development". Relevant activities were carried out at the Group and business divisions from four aspects of "Knowing Intelligent Manufacturing", "Walking into Intelligent Manufacturing", "Thinking about Intelligent Manufacturing" and "Promoting Craftsman Spirit", emphasizing the role of intelligent manufacturing in quality assurance, promoting the manufacturing standard and quality management of each business division in the Company to transform and upgrade, and helping the development of the Company with craftsman and intelligent manufacturing.

During the quality month campaign, the Company focused on carrying out various quality activities, such as setting up intelligent manufacturing photo-taking hot-spots for KOLs, collecting ideas and thoughts, sharing internal and external excellent use cases, starting from which, the Company will also fully improve quality awareness, implement innovative transformation and development of quality management with automation, informatization, digitization, interconnection, and intelligence, and combine the spirits of science and craftsman to create a reputable brand.



Kick-off meeting of the quality month under the theme that " Intelligent Manufacturing, Craftsman Development"

Construction of Craftsman Spirit

BYD has established the "BYD Company Craftsman Spirit Construction Management Regulations", and with the skills competition as the starting point, the selection of bronze emblem, silver emblem and gold emblem craftsmen is carried out every year to strengthen employees' craftsmanship spirit of "love, focus, responsibility and innovation". Four steps to promote employees to develop the craftsman spirit of "ingenuity and quality, excellence".

In 2022, after 3 months of craftsman selection, 6 company gold emblem craftsmen finally be selected from the 83 selected silver emblem craftsmen. At the same time, we also actively participate in the selection of external craftsmen, and a total of 21 employees have won the titles of Shenzhen Excellence Craftsman, Shenzhen Longgang Craftsman, Shenzhen/Changsha Baiyou Craftsman, etc.

Quality Achievement

There is no end to the improvements, and BYD has implemented various improvement methods within the Group. In 2022, BYD launched its first QIT (quality improve team), which incorporates lean manufacturing, Six Sigma, error prevention and other quality improvement methods into the appraisal activities. A total of 140 outstanding quality improvement teams were selected from two appraisal activities held throughout the year. In addition, BYD persisted in implementing QCC in depth. In 2022, there were 11,453 filed QCC projects, with 9,867 projects completed, and the annual QCC improved revenue was RMB510 million. Meanwhile, the Company actively participated in the external QCC appraisal activities and achieved the following excellent results: the Company won one gold and four bronzes at the QCC evaluation competition held by Shenzhen Association for Quality; the Company won 12 first prizes and 27 second prizes at the QC team evaluation competition held by Xi'an Association for Quality; the Company won 5 first prizes and 5 second prizes at the Hunan Machinery and Equipment Industry Quality Management Achievement Competition.

Number of filed
QCC projects

11,453

Number of QCC
projects completed

9,867

QCC improved revenue

RMB510 million



QIT results conference held in the second half of 2022

4.2 Quality Services

BYD is dedicated to the protection of customer interests through a holistic system. Under the broad canopy of the Company's management system, divisions and subsidiaries have tailor-made customer management policies and measures based on characteristics of their business scopes and target customer groups, with an aim to protect customers' interests while bringing them with high quality services.

Management of Customer Relationship

To maintain and manage the relationship with our customers, BYD has established a customer relationship management system - CSCC customer relationship management platform covering the needs of customers in different stages such as car purchase, car use and replacement. The platform includes information management, customer management, project management, product management and service management. Meanwhile, we invite customers to visit our factories to help them gain in-depth knowledge about our production process and quality control process and establish benign interaction relationship with our customers.

BYD strives to create product experience with in-depth intelligence based on customer needs, committing to realizing the in-depth human-to-vehicle interaction. BYD Automobile APP is an application platform for intelligent driving and mobile life based on customers' needs of "buying, playing, using and controlling a car", which can create a heart-warming and intelligent driving experience for customers centering on four sectors of community interaction, shopping mall, remote control of vehicles and vehicle service. The community sector offers customers a rich and comprehensive sharing community with online and offline activities, models club, specialties and categories, knowledge learning, dynamic updates, etc., which is dedicated to enhancing customers' sense of identity and participation; the vehicle control sector is easy and fast to operate, with remote control of vehicle functions, providing customers with a safe and convenient intelligent experience; the mall sector solves customers' after-sales needs and provides intelligent hardware and software purchase, points redemption and other interests and benefits, building up a heart-warming after-sales business system for customers; the service sector provides customers with exclusive high-end service products, covering airport parking, car pickup and delivery, private pile reporting and installation, maintenance appointments, roadside assistance, etc., creating a vehicle service system catering for customer needs.



Protection of Customers' Privacy

All employees are required to sign our Non-Disclosure Agreement when they join BYD. Customers' private information are under strict protection. In order to protect both parties, suppliers and service providers participating in business activities also have to sign a NDA. We sign privacy policy agreements with customers to give them sufficient personal rights. Private information of customers is stored in our CRM, DMS systems, and background system of BYD Automobile APP, which are augmented with strict access control. At the same time, a whole process management system covering collecting, processing, applying and deleting customer information has been established to strictly protect sensitive personal information of customers and manage customer information files scientifically.

Management of Customer Relationship

BYD has formulated a series of administrative measures for customer complaints such as the BYD Customer Service and Communication Management, BYD Auto After-sale Customer Complaint Management Process and Dynasty Series Sales Business Division Distributor Sales Complaint Management Mechanism to ensure constant improvement in service quality and solve customer complaints rapidly and effectively. In 2022, a total of 60,234 complaints were received for the Dynasty Series, with a complaint prompt response rate and prompt resolution rate both reaching 96%, and a complaint rate being controlled within 0.6%; in 2022, a total of 46,778 complaints were received for the Ocean Series, with a complaint response rate of 96.4% and prompt resolution rate of 95.8%.

Prompt Resolution Rate of Customer Complaints			
Type \ Year	2021	2022	Year-on-year Growth
Presales (Dynasty Series)	90%	96%	6.7%
Presales (Ocean Series)	90.4%	95.8%	6.0%
Aftersales	94.45%	94.85%	0.42%

Care for Customers

In 2022, under the guidance of the service philosophy of "Excellence in Diligence, Integrity in Heart", BYD relied on more than 1,300 offline service stores to comprehensively upgrade customer experience, actively fulfill social responsibility and build up integrity in operation and management. In addition, we continue to provide users with an exclusive communication community through the BYD Automobile APP, and organize special customer care activities, striving to bring users an exclusive experience while promoting a positive and healthy driving experience. By doing so, car owners are expected to have a deeper understanding and experience of sustainable life in the activities, and this concept is expected to be spread to all car owners through online content dissemination.

Fully Upgrading of Service Stores, Service Procedures, Standards and Products

In order to bring customers a better service experience, BYD Auto has upgraded its service stores nationwide, optimizing and upgrading the store image, rest areas and workshops.

In terms of service procedures, BYD's core procedures on service with absolute sincerity was optimized and upgraded in 2022 by optimizing service efficiency for better customer experience and improving service staff motivation, with an aim to create an efficient operation system while respecting every real service scenario.

In terms of service standards, BYD Auto has revised and upgraded its charging pile installation service standards in 2022, introducing the ability to book charging pile installation services prior to vehicle delivery ahead of the industry, which enhanced the customer experience by pushing forward charging pile installation services.

In terms of service products, BYD Auto has completely upgraded its pick-up and delivery service and travel alternative service to protect customers' every driving scenario with a full life cycle and all-round solution.

Upgraded Customer Care Activities

In 2022, BYD invested tens of millions of RMB to support and completely upgrade its customer care activities. The offline activities have been organized around more than half of China, visiting 56 cities across the country. 91 customer care activities were carefully planned for the regional cultural characteristics, allowing car owners to obtain a new travel experience from physical exercise to knowledge learning, thus conveying a more comfortable driving lifestyle to customers.



Sincere forum activity

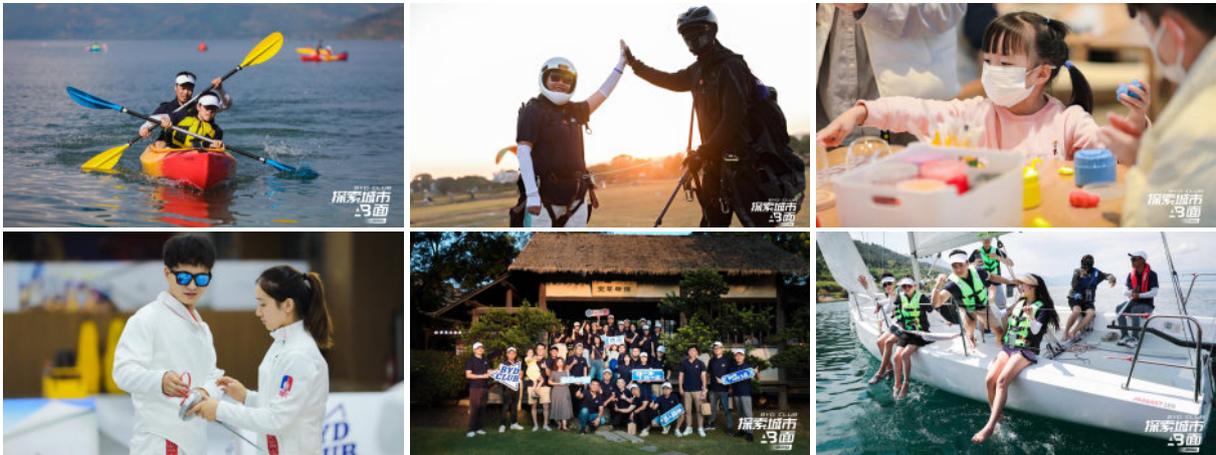


Great Love and Sincerity activity

Diversified Car Owner Living Experience

BYD CLUB' s Exploration of the AB Side of the City

We combined the unique culture of each city in China with the "BYD CLUB Fans Culture" to bring car owners from the busy daily life of the A-side of the city to the beautiful B-side of the city, and exported a series of unique and exclusive activity experiences for car owners through a series of niche activities. Through activities such as sea fishing, paddle boarding, camping, sailing, and heritage restoration, we promoted a positive and healthy driving life and helped the construction of social spiritual civilization.



BYD CLUB Light Chaser Project

Based on the brand proposition of "Technology-Green-Tomorrow", a series of study tours to explore clean energy/technology projects were launched to link the fans activities with the brand proposition and create a light chasing journey exclusively for the car owners and the brand. Through the visit and tour to water conservancy, photovoltaic power stations, wind power plants, FAST, and aerospace breeding bases, car owners learned the stories behind various great tasks, gained a deep awareness of the strength of the motherland's technology, comprehended the progress of the national clean energy industry, and understood the meaning of "Cooling the Earth 1°C" .



In addition, we also held joint activities with partner employer fans of other industries, so that users of other products can understand and recognize us, which also provided our car owners with different elements of the activity experience.

Customer' Satisfaction

BYD Automobile ranked the top of domestic brands in terms of after-sales service satisfaction in the 2022 China Automotive After-sales Service Customer Satisfaction (CAACS) Survey. At the "2022 (17th) China Automobile Golden Wrench Award", BYD Automobile won the "2022 China Automobile Golden Wrench Award-Customer Experience Award".



5

EMPLOYEES FIRST

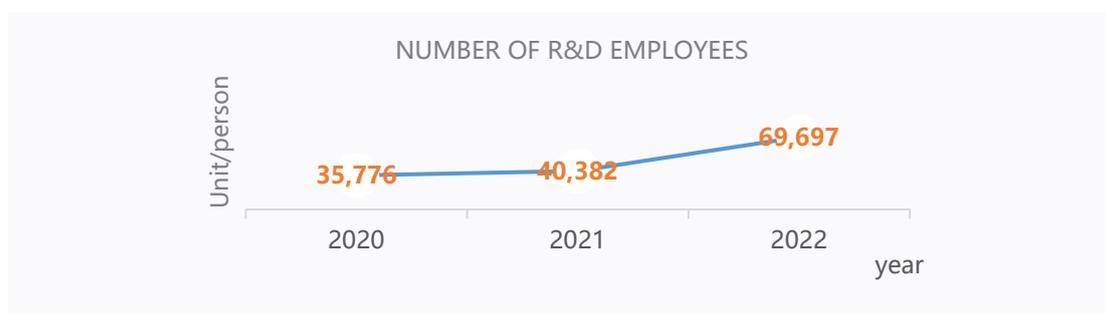


5.1 Responsibility to Employees

BYD's HR approaches are guided by the principle of "employees first". We respect every employee's rights, help them to grow, and encourage technological innovation. We are trying our best to create an environment that is fair, just, and open, for our employees to work in and develop a career.

As of 31 December 2022, BYD had over 570,000 employees worldwide, with 9,141 graduates, 11,650 interns, and 1,413 disabled recruited though the year to work in BYD's various units. About 13% of senior executives are female.

Under the influence of the pandemic, "promoting employment and ensuring growth" has become an important indicator to measure the harmonious development of society. BYD is good at developing itself in solving social problems to fulfil its brand mission. As a responsible national enterprise, BYD actively cooperated with the human resources and social security bureau, employment bureau and other government authorities and set up various employment channels and platforms to absorb local workforce. In 2022, BYD recruited as many as 230,000 people. In China, the proportion of local employees reached 52.9%, and in major overseas bases, the proportion of local employees came to 92.5%, which greatly promoted the harmonious development of society and economy.



Category	Number of people	Proportion
R&D employees	69,697	12.2%
Male employees	396,376	69.5%
Female employees	173,684	30.5%

Employment System

In accordance with the Labor Law and the Labor Contract Law of the People's Republic of China, as well as the employment laws and regulations of the countries where it operates, and integrating various standards systems regarding quality management, occupational health, environmental safety and social responsibility, BYD has established its own code of conduct and relevant systems for human resources management, recruitment management and prohibition of forced labor. BYD follows the guideline of "equal opportunity, recruitment based on capability", eliminating discrimination in recruitment and prohibiting forced labor, labor trafficking and child labor. In 2022, BYD's workforce comprised over 50 ethnic groups, with more than 60,000 ethnic minority employees.

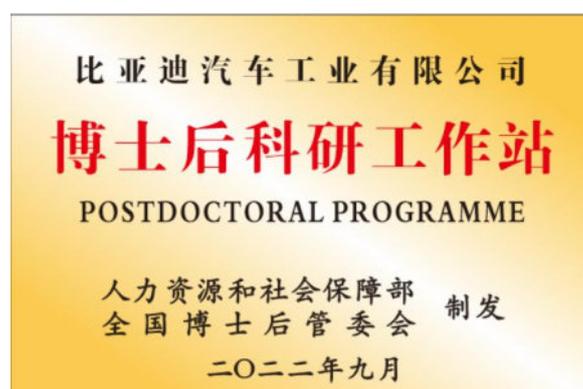
During the recruitment process, BYD adopts an ID card scanning system to automatically identify and alert employees of their age, which, together with the ID verification process happening concurrently, provides double guarantees against child labor. For employees found to be under 16 years of age, BYD provides all necessary assistance for repatriation to their guardian's location in accordance with the Company's procedures. In order to standardize the resignation management, BYD has defined the resignation process, and protects the legitimate rights and interests of resigned employees according to relevant laws and regulations.

BYD employs all its employees on a voluntary basis and does not employ nor support the employment of forced labor. The Company has set up various channels for employees to provide feedbacks. In addition to the regular communication channels such as HRJD, email, mailbox and telephone, BYD has also leveraged the advantages of its information technology platform to establish a "Face-to-Face with HR" App in 2022 to provide a dedicated feedback channel for its employees that covers every employee's mobile platform through WeCom. This has greatly improved the privacy, convenience and promptness of employees' personal feedback. Throughout the year, the Company has received and facilitated its employees to handle 50,278 enquiries.

During the Reporting Period, BYD did not use any child labor, nor did it violate laws or regulations pertaining to the use of child labor and forced labor and to labor trafficking.

Talent Training and Development

BYD has always adhered to the core talent development concept of "people before products", and has been committed to building a multi-level learning organization that targets all the employees on the technology, marketing, operation and comprehensive posts. To this end, the Company has established multi-training channels online and offline, and continues to enhance the competitiveness of its talents through various innovative training and cultivation approaches, such as face-to-face lectures, case studies, event-based development, skill competitions and project-focused deliberations. In 2022, BYD Auto was approved by the Office of the National Administrative Committee of Post-Doctoral Researchers and the Human Resources and Social Security Department of Guangdong Province to set up a postdoctoral researcher station, which made the Company one of the first batch of enterprises registered in this regard in China.



BYD attaches great importance to the development and cultivation of its employees. In order to better cultivate talents, the Company has designed and established a multi-channel talent cultivation, development and management system for its employees in the areas of management, technology and skills. On the one hand, we have sustained, for consecutive years, our efforts in the training project called "Star of Tomorrow, Transforming in 100 Days" for new graduates, in an effort to provide them with guidance for their smooth adaption to the new environment and empower their professionalism enhancement. In addition, the Company organised the first BYD internal technical title assessment program in 2022, opening a new chapter in the cultivation and development of technical talents. To perfect the development pathway for skilled personnel, BYD has established a mentorship training and skill level accreditation system to build an internal supply chain of skilled personnel. With the continuous optimisation of the E-learning online learning platform, BYD has developed 22 series of courses and over 1,000 self-developed courses in 2022, bringing the number of courses available on the platform to over 5,000. The annual online and offline training hours reached 28.91 million class hours, or 48.19 class hours per person, with 100% of our employees participated in such on-the-job trainings.



"Star of Tomorrow, Transforming in 100 Days" Training Camp for New Graduates



Technical title assessment



Skilled personnel accreditation

Remuneration system and providing for employees

BYD always abides by the Labor Law and other relevant laws and regulations, makes every effort to encourage employees to give full play to their own strengths, help them realise their personal values, and recognise their work performance, and provides attractive remuneration packages based on the value of their contributions, so as to reward them and improve their motivation, happiness, sense of achievement and sense of belonging.

Remuneration and incentive system

BYD reviews and revises its remuneration system every year based on laws and regulations and taking into account market conditions, with a view to establishing a differentiated remuneration management system based on value of contributions and safeguarding the interests and well-being of employees; and continuously improving the remuneration increase and profit-sharing mechanism based on the linkage between the Company's operating results and the value of employees' contributions, so as to motivate employees to work hard continuously.

In addition to the Company-level incentive awards, BYD launched a new round of employee share ownership plan in 2022, to further attract and retain outstanding management personnel and business backbones, and to enhance the cohesiveness and competitiveness of employees of the Company. In every country/region we operate in, we strictly adhere to local laws and regulations regarding work hours and holidays. Employees are entitled to annual paid leave, maternity leave, marriage leave and other leaves as part of our benefit package. BYD fully implemented the Labor Contract Law and fulfilled the labor contracts in accordance with the law. As always, BYD has signed labor contracts with 100% of its employees.



Providing for Employees

We care about the life quality of our employees, especially their immediate needs in housing, transportation, child education, health care, etc., for which we have provided attentive and normalized care services to enhance their sense of belonging and happiness.

Nutrition

All BYD production bases across the country are equipped with cafeterias to provide diversified food for employees three times a day, making it convenient for employees to eat nearby and also ensuring the healthy diet based on strict food safety control. In 2022, the Company had its cafeterias comprehensively upgraded and renovated, with the dining environment optimized constantly. Adequately innovative foods and drinks have been successively provided to meet the diverse dietary needs of employees, such as characteristic dishes from both the north and the south, fancy noodles, hot pots, etc. In addition, BYD has introduced a variety of high-quality food chains in all of its industrial parks across the country, greatly enriching the taste buds of employees.



Housing

Dormitories are built within BYD manufacturing parks across the country. In addition to air-conditioning, water heaters and living necessities, BYD renovated the dormitories in 2022 to make them more intelligent and secure by introducing laundry reservation service and smart door locks. BYD pays a housing fund for all employees and provides housing subsidies for employees who cannot be accommodated in time due to limited dormitory resources, so as to ensure a comfortable accommodation environment for all employees. Meanwhile, BYD has constructed employee housing in major cities like Shenzhen and Huizhou, which are continuously offered at prices much lower than the market rate to those eligible.

Transportation

BYD provides daily shuttle services with multiple shifts and routes for employees' commuting. A SkyShuttle-based three-dimensional transportation network has been set up within the industrial parks to connect all major work and dormitory stations, greatly enhancing the convenience and efficiency of commuting for employees. In 2022, employees were still entitled to zero down payment for purchasing BYD vehicles, subsidiaries for using cars for official affairs and free charging service in the industrial parks.



Shuttle bus



In-park SkyShuttle

Health care

BYD attaches great importance to the health of its employees and pays for social medical insurance in compliance with labor laws and regulations of China and the countries where it operates. In addition, BYD has set up a dedicated healthcare fund to provide additional financial support for those with medical needs in addition to medical treatment. In 2022, BYD's healthcare fund paid approximately RMB15 million for the medical treatment of 4,607 employees, and provided a total of approximately RMB5 million in medical aid to 196 employees with serious illness. Moreover, BYD organises annual health check-ups for its employees, with a 100% coverage rate for those working in arduous positions. BYD also introduced professional medical check-up institutions and affordable pharmacies to all industrial parks, which greatly facilitated employees' access to medical treatment, health check-ups and daily medication receipt. In 2022, in the midst of the pandemic, all industrial parks joined hands with medical rooms and pharmacies to distribute free emergency medication to employees getting infected with COVID-19, which significantly alleviated the anxiety of employees in the face of drug shortages.

Child education

BYD incorporated the Shenzhen Yadi School in joint force with Shenzhen Middle School, which consists of kindergarten, primary school and middle school. The Company is also communicating actively with schools in the vicinity of production plants, to secure education for the employees' next generation.

Protection of special population

BYD strictly implements relevant national regulations on the protection of female employees, providing special care for pregnant, breastfeeding or puerperal females in the form of pregnancy rooms and break between shifts in addition to the normal pregnancy examination leave, advanced pregnancy leave, maternity leave and breastfeeding leave.



5.2 Caring for Employees

Mental Health System Development

Employees are regarded as the most valuable asset in BYD. BYD acknowledges that the mental health of employees is an essential guarantee for its safe production and sustainable development. Thus, BYD attaches great importance to the mental health of its employees. Since 2022, BYD has created dedicated positions within the Company, such as staff care commissioner, and adopted a combined approach of introducing quality external psychological counselling programmes and conducting internal publicity to guide employees to participate in various psychological development activities, in order to continuously improve and perfect the psychological service system for BYD's employees. In addition, multiple measures such as publicity and education, targeted training, consultation and psychological crisis intervention have been adopted by BYD for the mental health of its employees. All these measures are aimed at shaping BYD employees into self-respecting, confident, rational, calm, friendly and caring people.

As a result of the mental health system development, 88% of the employees who had received psychological counselling and services reported in 2022 that they were able to effectively improve their mood and sleep problems through counselling, and that they were able to gain effective strategies to cope with their problems from the counselling. Every month, BYD regularly invites psychologists to give lectures on mental health, which cover self-cultivation and improvement of emotional intelligence, the power of rebuilding a positive mindset, workplace communication and other topics of concern to employees. We also, closely sticking to the "employee-centred" management philosophy, actively organise and participate in training seminars covering communication skills, stress management, physical and mental health, and other aspects to improve the mental health of our staff on a comprehensive basis.



Publicity on Mental Health Knowledge



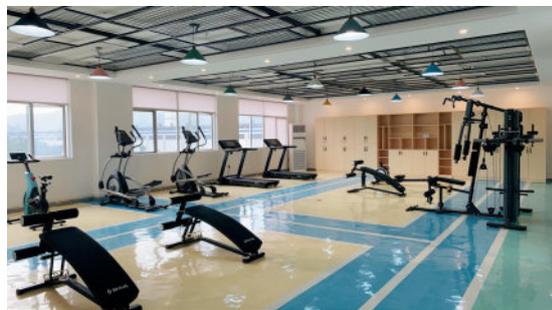
Psychological training lecture

Parks of Happiness

In 2022, in order to build parks of happiness and continuously improve the satisfaction and happiness of employees, industrial parks across the country organised a rich series of staff care activities on the basis of ensuring pandemic prevention and control, mainly including social parties for empty-nest youth, factory celebration months, mobile game competitions and other recreational and sports activities. These activities enriched the spiritual life of employees in many ways and through many channels, providing them with an all-round sense of well-being. In addition, to meet the diverse lifestyle needs of its employees, BYD actively promotes the development of corporate culture and offers leisure and entertainment venues and sports facilities for its employees. In 2022, BYD invested more than RMB100 million to build a 630 m² staff home and a 41,000 m² Qidi Sports Centre. Moreover, BYD has set up billiard rooms, cinemas, children's playgrounds and other personalised activity venues in its industrial parks to cater to the exercise needs of employees and their families in various aspects, so that employees can truly work happily and live healthily.



Basketball Court



Fitness Room



Live Music



Social Parties for Empty-nest Youth



"Rong Yao Cup" Mobile Game Competition



Staff Reception Day

5.3 Occupational Health and Safety in Production

BYD consistently implements its production safety guidelines and policies, and has established a safety responsibility system for all employees in accordance with regulations and standards. EHS committees have been set up at different levels in the Group and its business units to take charge of the specific occupational health and safety work, and to establish a long-term mechanism to protect the occupational health and safety of employees by constantly improving the occupational health management system, revising and adjusting the management system and procedures in a timely manner, and refining the code of conduct for EHS management, so as to continuously improve and enhance the safety of employees in production and work places.

BYD has established a safety rating fund, under which incentive awards such as Top 10 EHS Leadership, Safety-featured Team, Hazardous Chemical Guardian, Special Elite and Guardian Star have been set up. The Company also organises quarterly summing-up meetings to build a platform for sharing summaries, identifying and absorbing effective safety management experiences and approaches, setting up benchmarks for safety production, stimulating the grassroots' enthusiasm for participating in safety culture and creating a competitive culture of "comparing, learning, catching up, helping and surpassing".

Furthermore, in order to protect occupational health and safety of employees and relevant parties who may enter, we have conducted review for construction qualification and personnel and equipment entry, and inspection for personnel entry training and sit management in accordance with BYD Safety Management Regulations on Parties Related to Secure Environment, Law of the People's Republic of China on Production Safety, Law of the People's Republic of China on Construction, Law of the People's Republic of China on Fire Protection, Law of the People's Republic of China on Prevention and Control of Occupational Diseases, Law of the People's Republic of China on Environmental Protection, and Law of the People's Republic of China on the Safety of Special Equipment, established EHS integrity files of related parties' breach of contracts and accidents, and required suppliers to comply with safety control requirements, so as to be responsible for both employees and landlords. At the same time, we were committed to ensuring the health of employees and their families, calling on employees' families to participate in BYD safety, fire-fighting and health education activities, and improving traffic in the park to ensure their safety. During the reporting period, BYD did not seriously violate laws and regulations pertaining to occupational health and safety.

The Company's responsible occupational death number and proportion for occupational death and occupational injury in the past three years:

Year	Number of Occupational Death	Occupational Death Proportion	Number of Lost Days due to Occupational Injury	Lost days due to occupational injury rate (LDR)
2020	1	0.00039%	7,680.625	3.03
2021	0	0	8,182.25	2.10
2022	0	0	7,033.62	1.48

Notes:

Calculation method: occupational death proportion=number of occupational death/annual average number of staff

Lost days due to occupational injury rate (LDR)=number of lost days due to occupational injury/annual average number of staff*100

Construction of Safety Culture

In 2022, under the new situation of the increasing number of new parks and new employees, we will "strengthen the foundation and condense advantages to prepare for the future". Focusing on the safety concept of "reverence for life and safety in development", we extend and expand the core safety values covering "responsibility, capability, prevention and implementation", to advance safety work from "passive management" to "cultural edification-based autonomous management". To this end, we have created a cultural atmosphere that emphasises safety, raised the safety awareness of our staff through a variety of publicity and competition activities, and carried out substantial work to improve our working environment and equipment, so as to enhance the level of intrinsic safety. Through cultivating dedicated safety personnel for teams and groups, empowering BBS, JSA, 8D and other approaches, we continued to enhance the skills and management abilities of our full-time and part-time EHS personnel to prevent accidents.

To the sustainable development of a company, safety is the foundation. In 2022, BYD launched a series of occupational health and safety themed activities to create a strong sense of recognition, belonging and happiness among employees through shaping the safety culture.

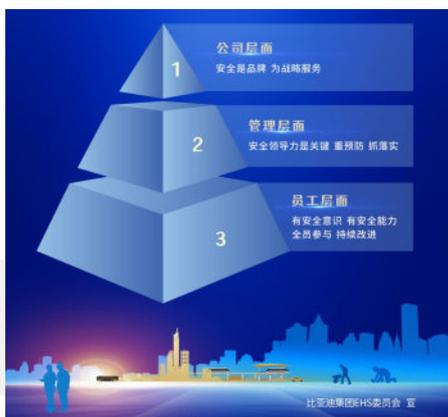
100-Day No Accident Campaign

From March to June 2022, BYD initiated a 100-Day No Accident campaign to create an all-involved sound atmosphere of safe production. During the campaign, the Company organised a calligraphy competition named "Show BYD's Safety Culture with Your Calligraphy Work" and a thematic activity titled "Tell Your Safety Stories" to encourage all staff to participate in the construction of safety culture, deepen their understanding of the Company's safety philosophy and practice safety in their practical work. During the campaign, outstanding factories were awarded with the 2022 Safety and Environmental Protection Fund, whilst plant managers of the bottom-ranking factories were interviewed individually by the Secretary General of the Group's EHS Committee.



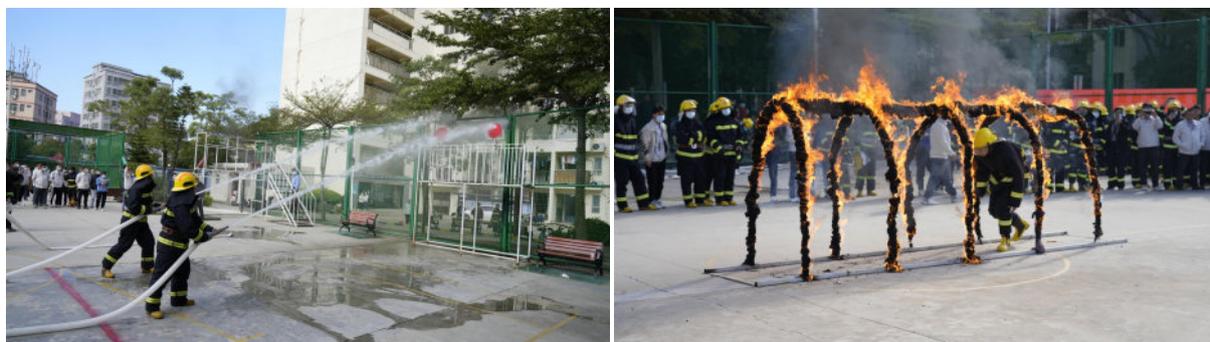
Safety Month

In June 2022, BYD rolled out the "Safety Wake-up Call", "Di An Cup" online quiz, LOTO + Intrinsic Safety campaign and BBS Behavior Observation workshop under the theme of "Complying with Production Safety Law and Being A Good Primary Responsible Person". All these efforts are aimed at promoting safety culture, building up safety awareness of employees, practicing safety values and being a good "primary responsible person". The President, general manager and key responsible person of each business unit, acting as safety pioneers, engaged themselves in actively and took the lead by announcing safety pledges and safety messages to staff.



Fire-fighting Month

In November 2022, BYD organised a series of training sessions titled "Learning from successful experiences of others, strengthening our own foundation", a joint drill named "Battle for Practice, Not for Show", the "Fire-fighting Ongoing" campaign, the "Fire-fighting Hero Cup" skills competition and other activities. All these activities are under the theme of "Strengthening Fire Safety for High Quality Development" and aimed at making everyone aware of the importance of fire safety and enhancing their awareness of fire safety, so as to achieve the goal of "everyone is alert to fire safety and masters self-rescue skills for fire disaster, and everyone is acquainted with fire safety knowledge and knows how to use it".



Safety first-aid training

In addition, the first-aid knowledge training on CPR and AED defibrillation was also carried out, with more than 2,000 participants throughout the year. Efforts have been taken to improve learners' safety awareness and emergency capability, disseminate public safety and first-aid knowledge.



Construction and sharing of training base

Embracing the tenet of openness and service sharing, the Shenzhen Safety Training and Education Base is open to surrounding enterprises, public institutions, schools and communities for free visiting and learning. In total, it has received more than 100 exchange visits and trained over 5,000 people. Experience of Shenzhen has been promoted to industrial parks in Xi'an and Changsha, and training rooms have been set up in business units and factories to enable employees to integrate theory with practice and, through experiential and situational scenarios, recognize safety risks, understand safety regulations, master safety skills, and strengthen safety awareness.

During the reporting period, there was no incident of safety or occupational health violation that had a significant impact on the Group. Throughout the year, the Group carried out 23,240 inspections on potential hazards, with a 100% rectification rate; and conducted 1,585 emergency drills, with a 100% completion rate.

6

GREEN DEVELOPMENT



6.1 Green Operation

As an active advocate for environmental protection, BYD strives to minimize its own direct impact on the environment while helping the community reduce energy consumption by producing eco-friendly products. BYD regularly reviews its greenhouse gas emission data and engages third-party agencies to conduct carbon emission verification while continuously monitoring and improving its own greenhouse gas management performance. By strengthening energy management, encouraging energy-saving renovation and reducing pollution emissions, BYD has been making persistent efforts to reduce its energy consumption and CO₂ emissions.

Greenhouse Gas Emissions in 2022:

Category	Unit	2020	2021	2022
Scope I- greenhouse gas emission(CO ₂ equivalent)	Ton	199,406	315,610	550,932
Scope II- greenhouse gas emission(CO ₂ equivalent)	Ton	3,945,773	4,903,502	7,511,038
Total greenhouse gas emission(CO ₂ equivalent)	Ton	4,1451,79.86	5,219,112	8,061,970
Greenhouse gas emission intensity	Ton/RMB10,000 revenue	0.26470	0.24147	0.19011

Notes:

(1) 1)Scope I represents fixed combustion source emission; Scope II represents indirect emission, And this report only discloses carbon dioxide emissions.

(2) It is calculated in accordance with the provisions of Guidance for Verification of the Organization' s Greenhouse Gas Emissions of Shenzhen.

Formula: $E = Q \times EF$ (E: carbon dioxide emission; Q: electricity purchased/natural gas consumption/gasoline consumption/diesel consumption; EF: emission coefficient)

In 2022, we continuously reported and investigated into accidents, held those responsible for accidents accountable, and prevented and rectified further accidents in accordance with the BYD Company Environmental Accident Investigation and Responsibility Handling Measures. During the reporting period, BYD has strictly abided by Law of the People' s Republic of China on Environmental Protection, Law of the People' s Republic of China on the Prevention and Control of Atmospheric Pollution, Law of the People' s Republic of China on Prevention and Control of Water Pollution, Law of the People' s Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes, Law of the People' s Republic of China on Prevention and Control of Pollution From Environmental Noise, Law of the People' s Republic of China on Soil Pollution Prevention and Control, Law of the People' s Republic of China on Environmental Impact Assessment and relevant laws and regulations in its daily production and operation.

Management of Energy

Energy consumption constitutes BYD's main source of emissions in its operations. In order to reduce emissions and mitigate its impact on the environment, the Company has formulated the Energy Conservation and Consumption Reduction Management Procedures of BYD, aiming to impose energy management, energy saving and emission reduction responsibilities within the Group, and facilitate the establishment of ISO 50001 Energy Management System Certification. BYD has established a full set of standards and regulations, together with a complete and effective documented energy management system, while unremittingly monitoring and optimizing the implementation thereof. By the end of 2022, all the major legal entities within the Group have completed their energy-saving targets, with their energy consumption intensity decreasing by more than 5% as compared with 2021, and their comprehensive energy consumption per unit of output value showing a declining trend.

During the Reporting Period, BYD launched 48 major energy-saving projects in terms of production technology and process management, which helped us save a total of 8,248 tons of standard coal and reduce CO₂ emission by 21,444.8 tons. The key energy saving projects are summarized as follows:

- Automation upgrade of the production line in Shenzhen Stamping Plant, which helps us save 398.99 tons of standard coal each year;
- Replacement of gears in the air compressor gearbox, which helps us save 572.39 tons of standard coal each year;
- Energy-saving renovation of the steam pipelines, which helps us save 469.81 tons of standard coal each year.



Number of new large-scale energy-saving renovation projects



Total energy saved



Total emissions reduced

Management of Water Resources

With great importance attached to the protection of water resources, BYD has formulated the Management Regulations on Water Conservation. Additionally, we have developed a water-saving plan on a yearly basis under the principles of “water conservation, control of total consumption, planning on use of water, comprehensive utilization and focusing on efficiency” , and continuously strengthen our water management efforts. We determine the quota on water consumption for each unit based on their actual water consumption, and closely supervise their performance. Besides, we have optimized our water consumption structure to improve the way we use water and minimize waste.

- **Reduction:** water consumption is reduced in line with the water-saving plan. We maintain our water supply network, water facilities, equipment and appliances regularly to minimize the chances of leakage.
- **Recycling:** we recycle and reuse cooling water and condensate water. We installed backflow valves for overflowing water in the cleaning lines as well as reduced the number of overflow outlets to recycle cleaning water, so as to improve the efficiency of our use of water.
- **Reusing:** we have established a reclaimed water reuse system to treat the domestic wastewater and industrial wastewater up to the standards and reuse the same in the staff dormitory washroom, plant watering, and road cleaning, etc.



reclaimed water recycling system

Management of Waste Water, Waste Gas and Solid Waste

BYD complies strictly with the applicable laws and regulations such as the Water Pollution Prevention and Control Law and the Air Pollution Prevention and Control Law, as well as the guiding policies such as the Comprehensive Management Program for Volatile Organic Compounds in Key Industries by establishing and uncompromisingly implementing the ISO14001 environmental management system, and formulating its own environmental management procedures, such as the Solid Waste Management Procedures of BYD and the Waste Water, Waste Gas and Noise Emission Monitoring and Control Procedures of BYD, so as to exercise tight control over the emission of various types of wastes, with the aim of effectively reducing pollution through restriction at the source and treatment at the end of the process. During the Reporting Period, BYD complied completely with the emission standards for wastewater, waste gas and noise.

Management of Solid Waste

Waste management has always been a major concern of BYD. In order to manage various types of wastes and clarify the responsibilities of the relevant departments, we have formulated a full set of strict regulations. BYD advocates disposal of solid waste by category, with the toxic or harmful substances handled by accredited external agencies, and domestic garbage and non-harmful industrial waste disposed of by external environmental sanitation departments; most of the recyclable waste is reused, with a portion of it recycled and handled by professional units. The Company actively resorts to process innovation and substitution of raw and auxiliary materials to reduce the production of toxic and hazardous waste, for example, it designs and replaces its product packages to increase the recycling rate, and adds lining to the packaging barrels of raw and auxiliary materials using coatings and sealants to avoid contact with pollutants and reduce the amount of waste packaging barrels.

Management of Wastewater and Waste Gas

With the prevention and control of the pollution of wastewater and waste gas as a major concern, BYD has formulated and has been continuously improving and optimizing the relevant management regulations. BYD's pollution prevention and control facilities follow the "three simultaneities" requirements for construction projects, i.e., they must be designed, constructed and put into use simultaneously with the production projects. In 2022, BYD further reduced its emissions and subsequent impact by effectively upgrading its waste gas collection and treatment procedures on the basis of effective monitoring and strict compliance with the emission standards. In the future, BYD will comprehensively upgrade its existing emission collection and treatment procedures in a wider range of its production areas.

Case 1

Organic waste gas treatment facilities are upgraded to further reduce VOC emissions on the basis of full compliance with the emission standards

- Upgrading treatment facilities, whereby waste gas treatment facilities are upgraded from "activated carbon adsorption & desorption + RCO" to "zeolite rotor + RTO"
- Applying new treatment facilities to enhance treatment efficiency



The pool of the wastewater station is capped to reduce gas escape

Case 2

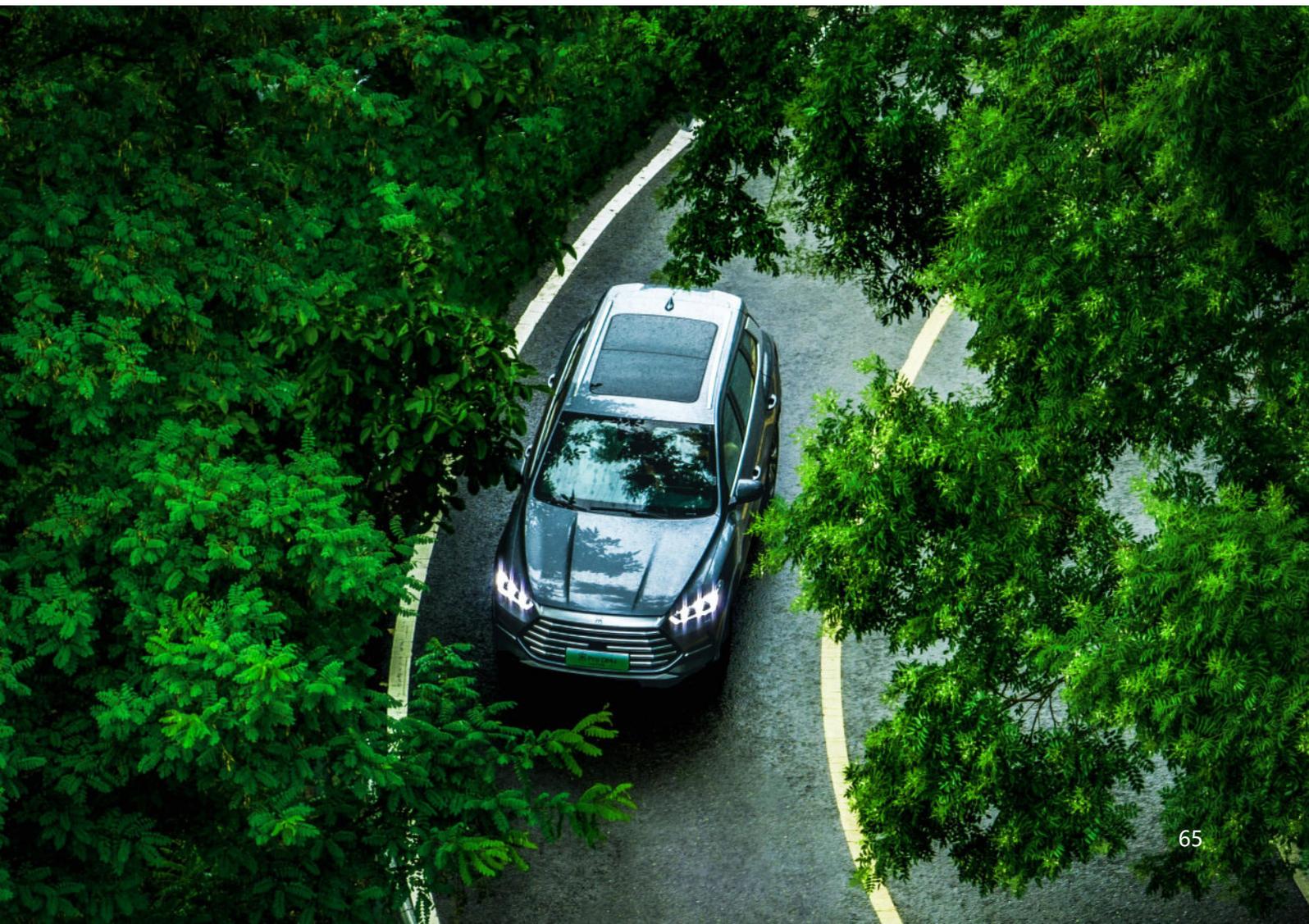
Through process optimization, i.e. upgrading the existing dip-painting process to the drip-painting process, replacing the original insulation paint + thinner material with eco-friendly mixed insulation paint, and replacing high-temperature baking process with medium and low-temperature baking process, etc., resulting in considerably reduced energy consumption, as well as the use and waste of insulation paint down by 20-50%, thus significantly reducing VOC emissions.

Case 3

BYD's complete vehicle coating plant invested nearly RMB600 million in technical renovation and equipment upgrade, with the 3C2B coating process upgraded into the B1B2 coating process, thus notably reducing solid waste and pollutant emissions.

Management of Noise

In order to live in harmony with the surrounding communities, the Company has taken a series of measures to technically optimize its ancillary facilities, environmental protection facilities, air compressor stations, cooling towers and other equipment around the plants, and installed sound insulation and noise reduction facilities. Such measures have effectively reduced the impact of production-related noise on the surrounding communities and created an enjoyable environment beneficial to both the community and the Company.



6.2 Response to Climate Change

According to the research of IPCC, human activities are estimated to have contributed to about 1.0°C of global warming as compared with that prior to the Industrialization. Should the current rate of warming continue, global warming could reach 1.5°C by 2030-2052, so there is no time to lose in cooling down our planet, and BYD has been taking vigorous actions to take on such a challenge.

Treatment Efforts

At the C40 World Mayors Summit held in Mexico back in 2016, BYD raised the proposal of "Cooling the Earth by 1°C". In response to the climate change as well as China's "3060" Dual-carbon Initiative (peaking carbon emission in 2030 and achieving carbon neutrality in 2060), the Company has established a Carbon Emission Control Committee as well as formulated a series of regulations such as the Carbon Emission Management of BYD, Regulations on Quantified Management of Carbon Emission of BYD and Regulations on Product Carbon Footprint Management of BYD to improve its carbon emission control capability and expertise and establish a carbon emission management system, with the aim of achieving carbon neutrality within the Company.

Actions and Achievements

BYD is committed to fulfilling people's wish for a better life, and actively exploits its unique advantages in the field of new energy to continuously explore its potential of carbon emission reduction. As industrial park is the main carrier of industrial development, the Company responded to China's "Dual-carbon" Initiative with the construction of a "zero-carbon campus", fully exploiting its unique advantages in the field of new energy industry. Following the guidelines of electrification in terms of energy supply, eco-friendliness in terms of electricity usage and digitalization in terms of intelligent operation, BYD carried out its carbon reduction efforts in an orderly manner.

Zero-carbon Campus

Under the guidance of its core concept of "eco-friendliness, development and sustainability", BYD announced in August 2021 that it would build the first headquarters with a zero-carbon campus in China. The zero-carbon campus at BYD's global headquarters has integrated a full range of green solutions, including photovoltaic battery, energy storage, new energy vehicles, SkyRail and SkyShuttle, in all aspects of production and life in the campus, helping it reduce emissions by a total of 245,681.89 tons of CO₂ equivalent. In 2022, with the assistance and support of SGS, an internationally recognized and authoritative testing, inspection and certification organization, BYD passed the ISO 14064 Certification and PAS 2060 Carbon Neutralization Certification, indicating its brilliant success in building China's first headquarters with a zero-carbon campus.



**CO₂ Emission reduced
by 245,681.89 tons**



Electrification in Terms of Energy Supply

- **Green logistics:** all the production activities in the campus are done by purely electric forklifts, stackers, pallets, heavy trucks and cleaners developed and manufactured by BYD itself, realizing green logistics in all aspects.
- **Green transportation:** with new energy vehicles, SkyShuttles and SkyRails, BYD has built an integrated and intelligent green transportation system, with vehicles running in the campus being 100% new energy-powered vehicles.
- **Green illumination:** all the public lighting devices in the campus have been replaced with solar-powered lights.



Eco-friendliness in Terms of Electricity Usage

We have reshaped our energy structure and switched from electricity to clean energy. We have established our own green power supply system by laying solar panels on all the available roofs, and built our own integrated solar energy storage system to guarantee electricity supply for production purpose. In addition, BYD has voluntarily purchased green electricity certificates and played an active role in the green certificate trading market. In 2022, BYD bought 104,707 GEC green certificates in the Shenzhen-Huizhou region, reducing CO₂ emissions by 91,294 tons. In the future, it will purchase more green certificates.

104,707

GEC Green Certificates

CO₂ Emission reduced by

91,294 tons

(A Green Power Certificate, also known as a "Green Certificate", is an "electronic ID card" for green power generated by renewable energy generators to certify and account for the generation and use of renewable energy. Each Green Certificate represents that 1,000 kWh (1 MWh) of electricity generated from renewable energy has been put on the grid or consumed locally.)

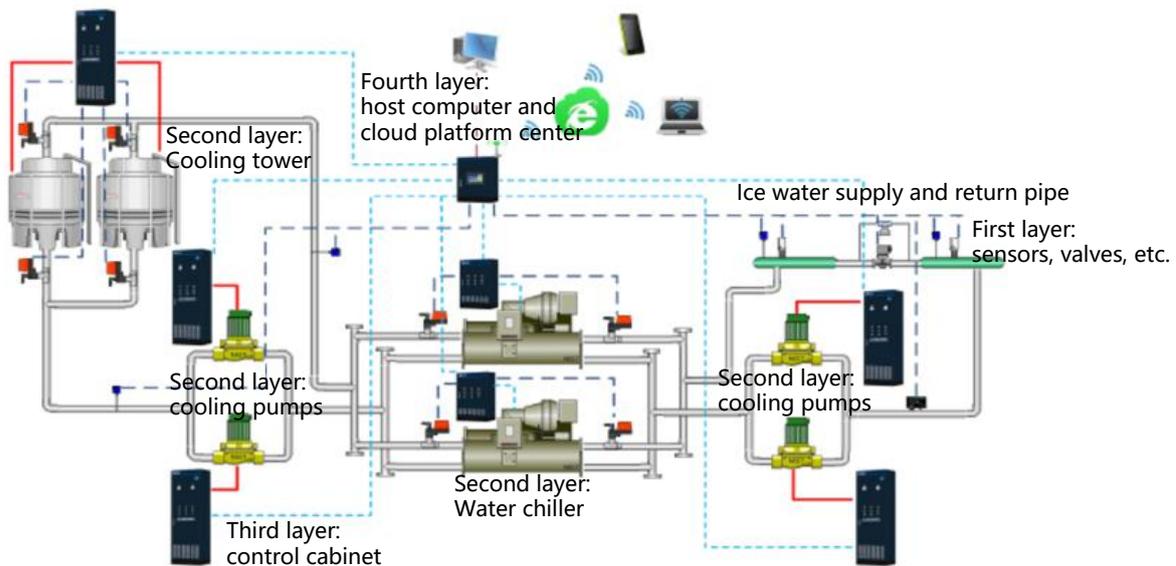
Digitalization in Terms of Intelligent Operation

In addition to giving full play to its own industrial advantages, BYD kept abreast of the latest development of digital information technology and integrated artificial intelligence technology into its energy-saving efforts. Through real-time monitoring, calculation, processing, and optimization of the operating parameters of its equipment, BYD has managed to prevent waste of power due to inefficient operation. The "EMS Intelligent Management System for Ice Water Stations" is one of the typical projects of digitization in terms of intelligent operation.

Case

EMS Intelligent Management System for Ice Water Stations

BYD designed its energy-saving control system and energy management platform according to the operational data of the central air-conditioning system as well as the environmental requirements, and adjusted the system dynamically according to the changing load factors of the buildings to improve the energy utilization efficiency and reduce energy consumption, thus achieving an annual power saving of 3,822,700 kWh.



Intelligent management principle diagram for ice water station

Cooperation and Sharing

BYD actively communicates with enterprises, universities, government, media and industry associations to share its experience in building its "zero-carbon campus" and to learn from each other's experience in carbon reduction; it participates in the industry association's research topics to discuss with them the establishment of industry carbon emission calculation standards, and explore the ways to address climate change.

➤ Research topics and formulation of standards in which BYD participated:

- Automotive Carbon Emission Benchmark Analysis and Policy Recommendations by China Automotive Engineering Research Institute Co., Ltd. (CAERI)
- Greenhouse Gas Emission Accounting and Reporting Standards for Automobile Industry Manufacturers by China Association of Automobile Manufacturers (CAAM)
- Product Carbon Footprint Mark Certification in Guangdong-Hong Kong-Macao Greater Bay Area (Shenzhen-Hong Kong) by Development and Promotion Alliance for Metrology, Inspection and Certification in Guangdong-Hong Kong-Macao Greater Bay Area and Shenzhen Academy of Metrology & Quality Inspection
- Carbon Footprint Evaluation Guidelines for Lithium-ion Battery Products by China Electronic Energy Saving Technology Association

- BYD participated in the 2022 Week-long National Campaign to Promote Energy Conservation - Tour in BYD



➤ Sustainable Strategic Partnership

On December 16, 2022, Tengshi Automotive signed a strategic partnership agreement with the Carbon Neutrality Lab of Tencent's Sustainable Social Value (SSV) Organization, pursuant to which the two parties granted each other the status of "Strategic Partner for Sustainable Development" and entered into a cooperation agreement on exploring sustainable development solutions and creating sustainable social value together. The two parties will also focus on new energy vehicle mobility, carbon inclusive benefit, carbon neutrality knowledge popularization, environmental protection and public welfare etc., leveraging their own advantages as a prestigious car manufacturer and an Internet company to jointly promote innovative projects, disseminating and promoting carbon neutrality projects, promoting low-carbon lifestyles and helping China achieve its carbon neutrality targets.



Green Achievements

In 2022, BYD reached another milestone in green manufacturing as Xi'an BYD Electronic Co., Ltd. was certified as a "National Green Factory", while BYD Auto Co., Ltd. was certified as a "National Green Supply Chain". This is an authoritative recognition of BYD's commitment to green development by the country. In addition, BYD is taking vigorous actions to obtain the ISO 14067 product carbon footprint certification. By inviting SGS, a third-party organization, to assist itself in the verification and analysis of the verification report, BYD is actively exploring methods to reduce carbon emissions.

Companies that have obtained the "National Green Factory" certification:

- BYD Auto Industry Company Limited
- Huizhou BYD Electronic Co., Ltd.
- BYD Auto Co., Ltd.
- Xi'an BYD Electronics Co., Ltd.

Companies that have obtained the "National Green Supply Chain" certification:

- BYD Auto Co., Ltd.

Companies that have obtained "Clean Production" certification:

- BYD Semiconductor Company Limited
- BYD Precision Manufacture Co., Ltd.
- BYD Lithium BATTERY Co., Ltd.



6.3 Green Products and Technical Innovation

Committed to solving social problems and driven by technological innovation, BYD has been eagerly promoting the sustainable development of human society with technological innovation. Back in 2008, BYD proposed its green vision of utilizing solar energy, energy storage station and electric vehicle to establish an eco-friendly layout of the whole industry chain from energy absorption, storage to application. BYD has established a complete new energy ecological circle, which can provide safe and reliable one-stop solutions and services, such as tackling air pollution with electric vehicles, and mitigating traffic congestion with SkyRail and SkyShuttle, and provide comprehensive three-dimensional green transportation solutions for cities around the world.

Technical innovation is like BYD's gene. To date, BYD has established 10 technical research institutes covering materials research, electronics, batteries, automobiles, new energy, rail transportation, and semiconductors to fully support the synergistic development of the Group's four principal industrial segments.

Energy Storage Products

BYD's energy storage business started in 2008, focusing on the development and application of energy storage systems and equipment. By now, it has formed a complete industrial chain integrating research, development, manufacturing, sales, service and recycling of energy storage products, covering grid energy storage, industrial and commercial energy storage and household energy storage applications. Relying on the Group's advanced and mature battery R&D and manufacturing technologies and strong innovation capabilities, BYD Energy Storage has been providing safe and reliable energy storage solutions for hundreds of energy storage projects at home and abroad, with its new energy storage products exported to more than 400 cities of more than 70 countries and regions on 6 continents, such as the United States, the United Kingdom, Germany, France, Switzerland and Italy, amounting to a total shipment of nearly 7 GWh as at 31 December 2022. With 15 years of "zero incident" records in the industry, BYD has always been committed to providing its customers with safe and reliable battery storage systems, promoting global energy transformation and working together with them towards a clean and bright future of sustainable development.

BYD Cube is the first product in China to incorporate thermal runaway testing into the testing of integrated energy storage products and pass the technical evaluation of international thermal runaway of energy storage products. It is the first in the industry to conduct UL9540A thermal runaway test on the battery cell, battery pack and battery system levels, with no fire, no explosion and no spreading recorded, convincingly verifying the safety of its products. BYD Cube adopts a liquid-cooling system which, compared with traditional air-cooled battery modules, requires no fans, thus saves more space and reduces energy loss, significantly reducing operation costs and ensuring proper operation of the battery within the optimal temperature range, providing long-term reliability, with better safety, reliability and longer service life. The launch of BYD's energy storage products with Blade Batteries in 2022 further improved the safety and lowered the lifecycle costs of its energy storage systems, offering a better solution to its customers.





In June 2022, BYD was ranked among the "Top 30 Energy Storage Industry Chain in 2022" by Gaogong Energy Storage and Gaogong Industry Research.

In August 2022, BYD received the awards of the "Best System Integrator Brand in China's Optical Storage and Charging Industry in 2022" and the "Energy Storage Battery Brand in China's Optical Storage and Charging Industry in 2022" from fgc360.com.



In December 2022, BYD was awarded the "Enterprise of the Year of 2022" by the Gaogong Golden Globe Award presented by Gaogong Energy Storage.

Innovative Technology

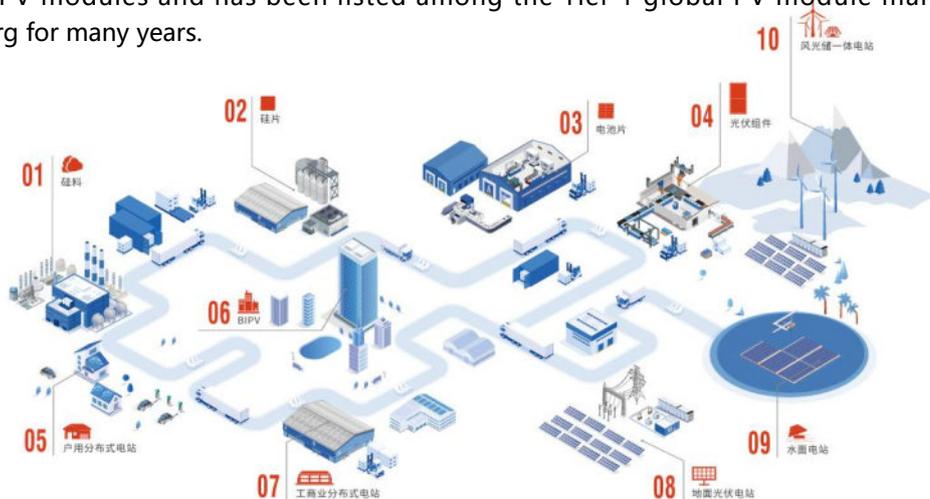
BYD Cube Energy Storage System

The BYD Cube is a new generation of energy storage system with ultra-high energy density, superior safety, ultra-long life and ultra-low cost, enjoying overwhelming advantages over its competitors.

Based on BYD's patented Blade Battery and CTS technology, the BYD Cube energy storage system has 89% higher capacity density than its predecessor, and can fit into a 20-ft container with 5.36MWh capacity. It comes with BYD's new generation of intelligent battery management system, with technical breakthroughs such as the one-touch start without commissioning, failure diagnosis, intelligent temperature control & interaction technology, etc. It meets the domestic and international safety standards such as UL9540A/NPPA68/NFPA72/NFPA855/IFC/CFC, and is contributing to extend BYD's 15-year record of zero safety incidents with its ultra-safe design. With the modular, standardized and intelligent design, it covers the industrial and commercial sectors as well as energy storage power stations.

Solar Products

BYD Solar Power was established in 2008, and after years of arduous work in this field, it now has a full coverage of the industrial chain including silicon wafer processing, battery cell and PV module manufacturing, and PV systems, focusing on providing PV products with better quality and better PV system solutions for its customers around the world. By now, BYD Solar Power has established a strong presence in China, the United States, Japan, the United Kingdom, Brazil, India, Australia and such countries. In addition, BYD Solar Power has risen to the 8th place in the world in terms of financeable value in PV modules and has been listed among the Tier 1 global PV module manufacturers by Bloomberg for many years.



For a long time, BYD Solar Power has been committed to shaping people's lifestyle with clean energy, aiming to achieve sustainable energy development. With a strong R&D team, a perfect technical innovation system, and high-quality products and services, BYD Solar Power relies on its all-in-one solution to ensure balanced power supply, continuous and stable output of clean power, and profit growth, which is suitable for applications such as residential distributed photovoltaic, industrial and commercial distributed photovoltaic, large-scale terrestrial power stations, mutual supplementation between agriculture and solar energy, and mutual supplementation between fishery and solar energy. BYD Solar Power is committed to building a clean and efficient energy system through technological innovation and practical actions, and strives to realize the harmonious coexistence between human beings and nature.



In 2022, BYD Solar Power was awarded the "Top 10 PV Battery/Module Brands", "Technology Breakthrough Award", "Most Influential Solar Battery Enterprise", "Most Influential PV Module Enterprise" and "Influential PV Battery/Module Brand" at the 11th Beijing Cup Voting for Influential PV Brands, in recognition of its good reputation and strong technical strength.



Innovative Technology

AURO P Highly Efficient PV Modules

In 2022, BYD Solar Power launched the AURO P series of highly efficient modules featuring high power, high efficiency, high reliability and low cost of electricity per kwh. The AURO P module covers silicon wafers of 166mm, 182mm and 210mm, and applies the gallium doping technology that has effectively reduced photovoltaic attenuation and offers excellent power generation performance. With a conversion efficiency of 21.7%, a first-year attenuation of -1.5%, and a linear attenuation of -0.45%, the module can generate more power over its life cycle, providing a strong guarantee for our customers' long-term profitability. Thanks to the use of the half-cut cell technology, the module has a lower rated operating temperature, which can effectively reduce the module's internal current transmission losses and increase its power generation efficiency. Meanwhile, the half-cut cell module can reduce the power loss caused by shading, as a result of which the power generation capacity can be significantly improved compared with the full-cell module.

In terms of reliability, AURO P modules offer quality warranty for 25 years, ensuring efficient and stable power generation. It adopts the non-destructive cutting technology, with smooth cutting surface and no micro-cracks, which effectively improves the anti-cracking ability of the module and further enhances the reliability of the product. With the support of the MBB technology, which adopts a narrower basebar design, the module can reduce the risk of hidden cracks caused by micro-cracks.



New Energy Vehicles

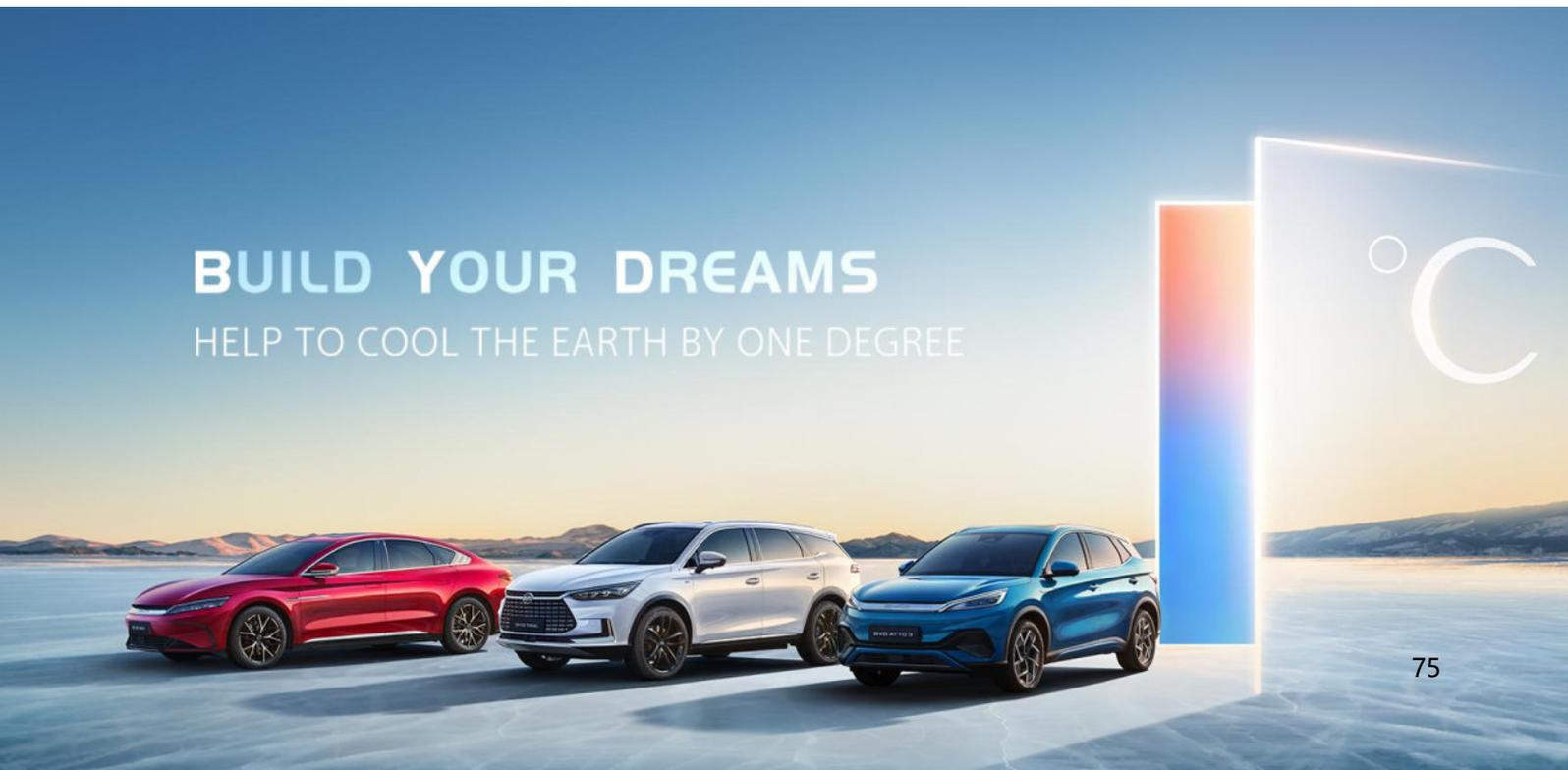
New energy vehicle is a key component of BYD's diversified industries that forms a close loop ranging from energy extraction, energy storage to energy usage, as well as a solution to tackle pollution for our community. At present, BYD's new energy vehicles have covered seven conventional categories such as private cars, taxis, urban buses, road passenger vehicles, urban commodity logistics, urban construction logistics, and sanitation vehicles, and four special fields such as special vehicles for warehousing, ports, airports, and mines, covering the whole market.

Passenger Vehicles

In 2022, BYD sold 1,781,999 new energy passenger vehicles (including 946,239 plug-in hybrid electric vehicles and 911,140 pure electric vehicles), ranking no.1 in terms of annual sales of new energy passenger vehicles for nine consecutive years in China, and further consolidating its position as an industry leader. By the end of 2022, BYD has sold more than 3.3 million new energy passenger vehicles.

In 2022, BYD recorded exciting results for its entire product lineup, with its Dynasty and Ocean series jointly driving BYD's new energy vehicle segment to make breakthrough upwards: during the year, the flagship model of the Dynasty series, BYD Han reported sales of more than 30,000 for four consecutive months, with cumulative sales of 274,000 units for the year, leading the China-made high-end vehicles to a new stage; the new flagship of the Ocean series, BYD Seal reported sales of more than 10,000 vehicles for three consecutive months, with cumulative sales exceeding 50,000 vehicles for the year, setting a new benchmark for pure electric sports sedans. Tengshi D9 has sold more than 10,000 vehicles since its launch, setting an outstanding example for intelligent luxury MPVs. In the future, BYD will form a matrix of professional and personalized brands with BYD (Dynasty and Ocean series), Tengshi, and Yangwang brands, ranging from household to luxury vehicles, and from popular to personalized models, to satisfy its users' versatile needs, so that every one of them can enjoy green travelling.

Meanwhile, BYD is actively exploring overseas markets, with an export of over 55,000 new energy passenger vehicles in 2022. By the end of 2022, BYD's new energy passenger vehicles have been exported to 35 countries and regions around the world, including Japan, Germany, Norway, France, Brazil, and Australia. With its new energy passenger cars gaining considerable popularity in overseas markets, BYD's globalization strategy is being accelerated.



BUILD YOUR DREAMS
HELP TO COOL THE EARTH BY ONE DEGREE

Commercial Vehicles

With its commercial vehicle business commencing in 2008, BYD is committed to revitalizing China's automobile industry, and leading the global industry transformation of new energy commercial vehicles. By now, BYD's commercial vehicle business has established a complete industrial chain covering product planning, research and development, manufacturing, sales and service for new energy commercial vehicles, with a product line consisting of a full range of pure electric buses growing from 6 meters to 27 meters in length, and pure electric trucks with a load capacity from 2.5 tons to 31 tons, covering urban public transportation, road passenger transportation, urban logistics, sanitation, ports, airports, mines and such other fields. More than 85,000 pure electric commercial vehicles have been delivered globally, with a total operating mileage of over 5.5 billion kilometers.

With its strategy of "electrification for public transportation" setting off a global wave, BYD's Commercial Vehicles continue to cultivate the domestic and overseas markets relying on its superior products and rich market experience, and with the brand appeal and influence of its new energy buses and trucks, BYD is accelerating its internationalization strategy and light up more cities with ecological civilization around the world. Today, BYD's new energy vehicles, represented by its new energy buses, have been in service in more than 400 cities of more than 70 countries and regions around the world, and have delivered more than 95,000 pure electric commercial vehicles worldwide with a total mileage of more than 10 billion kilometers.



Innovative Technology

DM-p King Hybrid

The whole new DM-p King Hybrid vehicles not only inherit the excellent genes of the first generation of BYD electric four-wheel drive vehicles, but also upgrade itself relying on the DM-i super hybrid technology, redefining four-wheel drive with the super power of electric four-wheel drive. The DM-p King Hybrid technology can bring the vehicle from 0 to 100km/h within 5 seconds, with its handling stability surpassing the mechanical four-wheel drive in every aspect, while inheriting the outstanding fuel-saving feature of the DM-i technology to achieve the three ultimate driving experiences, i.e. extreme speed, safety and economy.

The DM-p King Hybrid is an "electricity-based" four-wheel drive hybrid vehicle, which is 100% independently developed by BYD itself. Its core components, i.e. the 1.5T highly-efficient engine designed especially for hybrid vehicles, as well as the EHS160 electric hybrid system, have been fully upgraded. In addition, the newly developed rear drive 3-in-1 assembly, featuring a highly integrated system, contributes to greatly improved horsepower for the whole vehicle; the Blade Battery has also been fully upgraded, offering ultra-long pure electric mileage; the battery, noted for its fast charging ability, offers a maximum 2C charging rate that can charge the battery from 30% to 80% within 20 minutes.

The new DM-p King Hybrid four-wheel drive surpasses the mechanical four-wheel drive in four crucial aspects, i.e. power, safety, extrication, and energy consumption.

Higher power output	Tang DM-p boasts 0-100km/h acceleration within 4.3 seconds, and Han DM-p even tops 3.7 seconds, which is much faster than the gas-powered four-wheel drive vehicles.
Better Safety	the electric four-wheel drive has a shorter transmission path as the motor can respond within milliseconds, resulting in faster data collection, more accurate identification, hence better safety than the mechanical four-wheel drive.
Better extrication performance	the new Tang DM-p has better passing ability and extrication than mechanical four-wheel drive, which is inherited from the first generation of Tang DM.
Higher fuel efficiency	Tang DM-p's NEDC low-electricity fuel consumption per 100km goes down to 6.5L, and that of Han DM-p can be as low as 5.2L, both can travel more than 1000km with a full tank of gas and a fully-charged battery, which is "not only fast, but also cost-effective"!

In order to further reduce the energy consumption of the vehicle in a cold environment, Tang DM-p is also equipped with a heat pump, making it the first PHEV in China to be equipped with such a device. With the heat pump, Tang DM-p's air conditioning system can be more energy-saving, and its pure electric mileage can be extended by 20km for each 100km, and its air-conditioning system can save as much as 40% of the energy.

The new DM-p King Hybrid exhibits the charm of an electric four-wheel drive to the extreme, comprehensively surpassing the mechanical four-wheel drive and offering a king-like performance and driving experience to our users.

Application: DM-p King Hybrid is now available in Han DM-p, Tang DM-p and many other models.



DM-i Super Hybrid

DM-i Super Hybrid is also an electricity-based hybrid technology that overturned the gas-based design of traditional hybrid technology by relying on high-power motors and large-capacity power batteries as the main source of power, with its engine as a supplementary power source. The emergence of super hybrid makes it possible to achieve the near-perfect performance of a vehicle with ultra-low fuel consumption, quiet and smooth handling, and impressive power output.

BYD's DM-i super hybrid, with its core components employing world-leading technologies which are 100% independently developed, covers the control systems for the whole vehicle, engine, motor, and battery etc., and BYD's comprehensive independent R&D capability gives DM-i super hybrid strong vitality!

The Xiaoyun 1.5L high-efficiency engine designed especially for a plug-in hybrid vehicle, can achieve the world's highest thermal efficiency of 43.04% available for mass production, which boasts a compression ratio of 15.5, and an electricity-based structure, with the engine focusing on maintaining proper working conditions for ideal thermal efficiency.

The ultra-high efficiency EHS electro-hybrid system with high integration is 30% smaller and lighter than its predecessor. With a flat-cable design and a maximum speed of 16,000 rpm, the motor can generate a peak torque of 325Nm, and a peak power of 160kW, reaching a maximum efficiency of 97.5%, and staying above 90% for 90.3% of the time; in addition, its overall efficiency of the electronic control system can reach 98.9%.

This Blade Battery especially designed for DM-i super hybrid adopts a blade-like structure. The stable crystal structure of lithium iron phosphate and thermal management system can guarantee the its super safety and ultra-long life. In addition, with the world's first self-heating technology and the world-leading direct cooling technology, the Blade Battery can be used under all weather conditions.

The DM-i super hybrid's electricity-based structure and world-leading core component technologies help it achieve ultra-low fuel consumption, quiet and smooth driving experience, and excellent power output, and is able to achieve an attractive fuel consumption of 3.8 liters per 100km, which is very close to that of a pure electric vehicle, while the acceleration is 2-3 seconds faster than a fuel-driven car of the same class, beating the traditional fuel-based and hybrid vehicles in all aspects.

Application: DM-i Super Hybrid is available in various models such as Qin Plus DM-i, Destroyer 05, Song Pro DM-i, Song PLUS DM-i, Han DM-i and Tang DM-i.



Blade Battery Technology

The Blade Battery is a new generation of lithium iron phosphate battery launched by FinDreams Battery in 2020, which is 400mm-1200mm long, with a flat square structure arranged in an array, thus greatly improving its performance.

The Blade Battery has registered more than 600 patents, and enjoys five major advantages: super safety, super strength, super long mileage, super power output and super long life.

The Blade Battery enjoys high energy density, and through structural innovation, i.e. adoption of a highly integrated assembly with fewer structural components, it has significantly improved space utilization and significantly increased the mileage. Vehicles equipped with lithium iron phosphate Blade Battery can also achieve a long mileage of 700km or more.

The lithium iron phosphate battery enjoys a natural advantage of safety over the ternary lithium battery, and compared with the traditional lithium iron phosphate battery, the Blade Battery adopts a lamination process and a flat battery structure, resulting in a low inflation rate, and good radiation performance, enabling it to pass the nailing test (known as the Mount Everest of the power battery industry).

The birth of the Blade Battery has put an end to the pain of new energy vehicles in terms of safety and set a benchmark for new energy vehicles.

Application: BYD's full range of pure electric vehicles have all been equipped with the Blade Battery.



CTB (Cell-to-Body) Integration Technology

In 2022, BYD introduced the CTB (Cell-to-Body) technology to improve the performance of its new energy vehicles with groundbreaking innovation in battery technologies.

The CTB technology combines the battery's top cover with the vehicle's floor, as a result of which the power battery system is both an energy body and a structural component. Such integration simplifies the body structure and production process, representing a significant change in the traditional body design.

The CTB technology achieves a high degree of integration of the chassis and the battery system. The pure electric vehicle with CTB technology can have a torsional stiffness of over 40,000N-m/°, and the safety of the frontal impact structure can be increased by 50% and that of the side impact structure can be increased by 45%, thus achieving an increase in the strength of the whole vehicle.

The e-Platform 3.0 equipped with CTB technology has made new breakthroughs in safety, handling, efficiency and aesthetics, creating a product that the consumers can "buy with eyes closed and drive with pleasure", which is precisely in line with BYD's practical exploration of next-generation electric vehicles. As a leader of the new energy vehicles, BYD is committed to achieving safety without limiting the driving pleasure of consumers.

Application: BYD Seal, the first model equipped with the CTB technology was launched in July 2022 and has been highly recognized by the market, with sales continuing to rise. Additional vehicles equipped with CTB technology will be launched in the future.



Rail Transport

SkyRail and SkyShuttle are BYD's solutions to traffic congestion in the society. In recent years, with the continuous acceleration of the urbanization process, traffic congestion has been an increasingly serious problem. To solve this problem, coordinated development of the large, medium, small transportation capacity is essential, i.e. constructing a three-dimensional urban transportation system which can ease the burden of traffic on the ground, and grow into the air. BYD's SkyRail and SkyShuttle perfectly fill the gap of China's rail transport technology and industry, provide solutions for solving urban traffic congestion and open transport microcirculation, and contribute the "Chinese wisdom" to solving traffic congestion around the world.

In the field of rail transport, BYD gives full play to its advantages in integrated innovation. It has spent five years developing the mid-capacity straddling monorail "SkyRail" and seven years developing the new small-capacity "SkyShuttle". Both "SkyRail" and "SkyShuttle" have completely independent intellectual property rights and possess core technologies along the whole industry chain, representing a big contribution to the solution of traffic congestion around the world. Relying on BYD's superior R&D strength and DNA of innovation, "SkyRail" and "SkyShuttle" have been continuously upgraded towards the direction of intelligent operation, eco-friendliness and low-carbon, efficiency and energy conservation, with a series of innovative technologies introduced such as smart trains, smart energy, smart operation and maintenance, smart passenger service and fully automatic operation, creating innovative management models featuring full life-cycle cost-effectiveness and reduced manned operation, providing passengers with a safe, green, intelligent and efficient travel experience, and helping urban transportation develop in a high quality way.

- On April 8, 2021, BYD Rail Transport reached a new milestone as the Bahia SkyRail train rolled off the production line at BYD's global headquarters in Shenzhen. The Bahia SkyRail is the world's first cross-ocean SkyRail train, and BYD has also become the first private enterprise in China to go overseas in the field of rail transport equipment.
- On April 16, 2021, SkyShuttle, the world's first new energy unmanned small-capacity rail transport system, was officially launched in Bishan, Chongqing, symbolizing the opening of a new era of commercial operation of SkyShuttle.
- On December 28, 2022, Shenzhen Pingshan Yunba Line No. 1 was successfully launched for service, being a pilot project aiming to realize the organic combination of large and small transportation capacity and setting a good example of supplementing the rail routes in a mega city.

In the future, BYD will continue to strive to provide three-dimensional solutions for cities around the world with leading new energy technologies and high-quality rail transport products. We will strive to offer more low-carbon transportation solutions and achieve sustainable development!



Innovative Technologies

Beam-rail in one, shuttle-rail in one

Different from the traditional rail traffic system, SkyShuttle adopts the domestic innovative beam-rail in one technology, axle-rail integration design, and utilizes the self-developed rail-guided rubber wheel system and axles coupling technology theory to realize the coordination and integration of the car body and the rail beam, lightweight and green development, improve the efficiency of shuttle operation, enhance the environmental adaptability of the beam-shuttle, reduce engineering impact and shorten the construction period. This technology fills the gap in the industry while providing a green transportation solution for cities.

The rail beam of Bishan SkyShuttle Demonstration Line won the "China Steel Structure Golden Award", the highest honor for engineering quality in China's construction steel structure industry.

Application: In April 2021 and December 2022, it has been applied to Chongqing Bishan SkyShuttle Line 1 and Shenzhen Pingshan SkyShuttle Line 1, respectively. Subsequently, SkyShuttle projects in Changsha, Xi'an, Guiyang, etc. will be gradually put into use.



Fully automatic operation system of SkyShuttle

Based on the full automatic operation standard of rail transport, combining rail technology and automobile technology, making full use of LTE and other comprehensive information carrier channels, realizing automatic protection, automatic driving, automatic adjustment of operation, automatic vehicle section, intelligent operation and maintenance of the SkyShuttle system, creating a smart "transportation brain", allowing the " SkyShuttle " to be more intelligent and more flexible, establishing a real flexible-manpower and unmanned operation and maintenance system, improving operation efficiency, reducing operation and maintenance costs, safeguarding operation safety, and supporting the intelligent development of small-volume urban rail transport in the industry.

Application: The system has been mass-produced and applied on Chongqing Bishan SkyShuttle Line 1 and Shenzhen Pingshan SkyShuttle Line 1.

At present, it is in the process of developing, innovating and on-road testing of the new generation of fully automatic operation system in combination with new technologies such as positioning, intelligent sensing, 5G communication and artificial intelligence.



7

CONTRIBUTING TO THE COMMUNITY



In 2010, BYD donated funds to set up the BYD Charity Foundation, a national private charity organization. Since its establishment, adhering to the concept of "Technological Charity", the foundation has used technology to help poverty-stricken areas, and technical products to provide disaster relief, to support educational development and help disadvantaged groups in society, lighting up dreams with a single spark. By the end of 2022, the foundation has internally reviewed, approved and donated approximately RMB400 million for charitable projects in total (of which stocks are calculated based on the value at the time of donation). In 2022, we have made charitable donations of more than RMB240 million, with an amount of RMB86.29 million has already allocated.

7.1 Fight Against the Pandemic and Disaster Relief

Looking back at the third year of fighting against the COVID-19, during 2022, the pandemic recurred in many regions, BYD continued to support the fight against the pandemic and contributed to the prevention and control of the pandemic in those regions, donating a total of more than RMB59.10 million of pandemic prevention funds and supplies to Xi'an, Shaanxi, Anyang, Henan, Shenzhen, Guangdong and Hong Kong, China, respectively. By the end of 2022, BYD has donated more than RMB117 million of pandemic prevention funds and supplies worldwide.



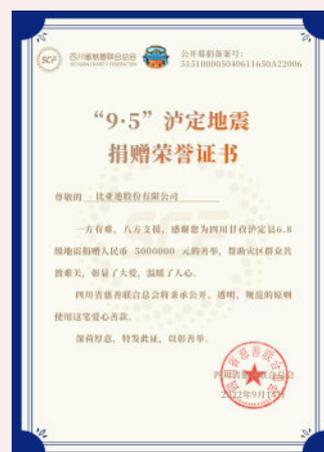
比亚迪捐赠现金及物资 4000万元驰援西安

近日西安疫情防控形势严峻，抗疫情势牵动人心。比亚迪慈善基金会向西安红十字会捐赠1000万元人民币及3000万元抗疫物资，用以驰援西安抗疫。

没有一个冬天不会过去，没有一个春天不会到来，比亚迪将与西安人民一同抗击疫情，西安加油！

比亚迪
2022年1月4日

On 5 September 2022, a 6.8 magnitude earthquake occurred in Luling County, Ganzi Prefecture, Sichuan Province, BYD was the first to respond with a donation of RMB5.0 million for emergency rescue, livelihood assistance for the people suffered from the earthquake, rescue team support, post-disaster reconstruction and other related works in Luling, Ya'an and surrounding areas.



7.2 Emphasize Education and Nurture Talents

Education is the foundation of a country, while talent needs to be nurtured through education. BYD continues to carry out public welfare projects such as school aid, scholarship, and improvement of educational facilities, and also implements new energy and environmental education public welfare projects in response to the National Double Carbon Initiative, facilitating the cultivation of more high-quality talents in China.

School aid

In 2022, BYD's Dream Realization Action Scholarship supported 198 students from middle school, high school and university, covering 12 provinces and cities including Yunnan, Qinghai, Shaanxi, Hunan, Hebei and Shandong. In 2022, a total of RMB345,400 was donated through the foundation; there were 71% of the students among the sixth batch of school aid by BYD's Dream Realization Action Scholarship-Poor High School Students took part in the 2022 Gaokao and were enrolled in undergraduate colleges and universities with excellent scores; in December 2022, the project launched the seventh batch of school aid for poor high school students, achieving precise assistance in education.

Scholarship

BYD encourages excellence by setting up a number of scholarships to commend outstanding students and faculty members, and has made a cumulative donation of RMB2.62 million to Central South University and Shenzhen Yadi School in 2022.

Improvement of educational facilities

In 2022, BYD donated over RMB9.0 million to implement the Reading Aid Program for rural children and set up more than 600 class book corners; BYD also donated teaching materials to Shenzhen Middle School and Shenzhen Yadi School for the purpose of improving teaching conditions for both schools, and donated two teaching cars to support the teaching and internship work of The Institute of Urban Underground Space and Energy Studies of The Chinese University of Hong Kong, Shenzhen .



Reading Aid Program for rural children

New Energy Environmental Education

BYD intends to donate RMB5 million between 2022 and 2024 to cultivate professional researchers in environmental protection of new energy vehicles, educate the public on new energy saving and environmental protection, and take active actions towards the "3060" dual carbon goal. In 2022, BYD has compiled a related research report and organized a high-end seminar.

7.3 Caring for the special population

Caring for the left-behind elderly, women and children

BYD cares about the left-behind elderly in rural areas, and provides pension support to 386 people through the foundation in 2022; "BYD's Great Love and Sincerity Assistance Program for Children with Cerebral Palsy" provides assistance to children in poverty with cerebral palsy, while improving the professional service capacity and organizational development capacity of private organizations, with a total of 49 rehabilitation trainers received our support in 2022, and 992 children have been provided with assistance so far.

In addition, to solve the awkward situation of the lack of baby care rooms in public places, BYD has donated 100 mobile baby care rooms to 12 cities across 6 provinces in China by the end of 2022, providing 300,000 breastfeeding mothers and babies with a private, safe, clean and convenient space for breastfeeding.



Xiao Jia, who is participating in the single training class and imitating hand clapping



BYD mobile baby care room

Caring for Special Patients

Since 2022, the foundation will donate a total of 500,000 BYD A shares (approximately RMB160 million at the time of donation) to support the establishment of a hematology research center at Peking University Shenzhen Hospital, hoping to promote study in hematology diagnosis, continuously explore new technologies and innovative treatments, for the purpose of allowing more hematology patients to receive the most advanced diagnosis technologies, and raising the hope for hematology patients.

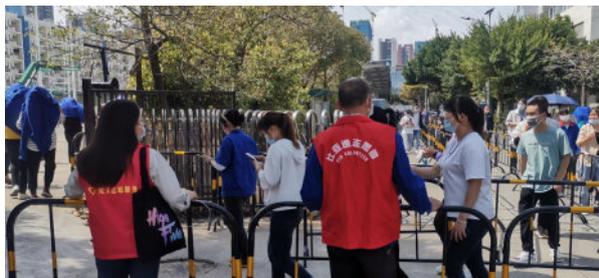


7.4 Volunteer Culture

BYD advocates employees to participate in public welfare and consistently conducts various voluntary activities to create a volunteer culture within the Company. BYD has set up 13 volunteer stations in mature industrial parks and living areas across China. By the end of 2022, BYD had registered more than 5,600 volunteers among its employees, serving 41,800 hours in total. During the Reporting period, BYD volunteers actively assisted the Group in anti-pandemic activities, including delivery of donated anti-pandemic supplies and nucleic acid testing assistance; as well as actively carried out various voluntary environmental protection actions in response to the Company's Double Carbon Initiative.



BYD Xi'an station conducted a recognition event for anti-pandemic volunteers and outstanding contribution factories



BYD volunteers in Huizhou station assisted in maintaining order at a large-scale nucleic acid testing site



BYD volunteers in Shaoguan station carried out "No Garbage on the Ground" campaign

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Unit	2020	2021	2022
A Environmental (intensity is calculated according to the annual revenue of the enterprise (RMB10,000))				
Aspect A1: Emissions				
Scope 1 greenhouse gas emissions	Tons	199,406	315,610	550,932
Scope 2 greenhouse gas emissions	Tons	3,945,773	4,903,502	7,511,038
Total greenhouse gas emissions	Tons	4,145,179	5,219,112	8,061,970
Intensity of greenhouse gas emissions	Tons/ RMB10,000 revenue	0.26470	0.24147	0.19011
Total domestic waste	Tons	36,316	55,368	108,948
Intensity of domestic waste	Tons/ RMB10,000 revenue	0.00232	0.00256	0.00257
Total non-hazardous production waste	Tons	33,435	41,6431	1,028,733
Intensity of non-hazardous production waste	Tons/ RMB10,000 revenue	0.02142	0.01927	0.02426
Total hazardous solid waste	Tons	29,085	41,446	71,741
Intensity of hazardous solid waste	Tons/ RMB10,000 revenue	0.00186	0.00192	0.00169
Total industrial wastewater	Tons	4,003,635	3,955,638	5,838,902
Intensity of industrial wastewater	Tons/ RMB10,000 revenue	0.25566	0.18301	0.13769
Total domestic sewage	Tons	14,648,672	20,541,783	34,213,140
Intensity of domestic sewage	Tons/ RMB10,000 revenue	0.93543	0.95038	0.80680
Total waste gas	10,000 m ³	4,777,096	8,990,645	9,614,336
Waste gas intensity	10,000 m ³ / RMB10,000 revenue	0.30506	0.41592	0.22672
Total COD	Tons	379.38	838.24	451.53
COD intensity	Tons/ RMB10,000 revenue	0.00002423	0.00003878	0.00001065
Total ammonia-nitrogen	Tons	33.85	46.91	41.51
Ammonia-nitrogen intensity	Tons/ RMB10,000 revenue	0.000002162	0.000002170	0.00000097
Total VOCs	Tons	87.11	233.22	492.01
VOCs intensity	Tons/ RMB10,000 revenue	0.000005563	0.000010790	0.000011602
Aspect A2: Use of Resources (data of Fuzhou, Zhengzhou, Shaoxing, Yancheng, Jinan, Xingsha, Hefei, Chuzhou and Ebu of Shenzhen were added for 2022)				
Total electricity consumption	10,000 kWh	415,826	516,756	791,552
Electricity consumption intensity	10,000 kWh/RMB10,000 revenue	0.02655	0.02391	0.01867
Total natural gas consumption	10,000 m ³	8,961	14,222	24,730
Natural gas consumption intensity	10,000 m ³ /RMB10,000 revenue	0.00057220	0.00065803	0.00058317
Total gasoline consumption	10,000 L	82.78	90.27	283.78
Gasoline consumption intensity	10,000 L/RMB10,000 revenue	0.000005286	0.000004176	0.000006692
Total diesel consumption	10,000 L	14.45	31.84	24.93
Diesel consumption intensity	10,000 L/RMB10,000 revenue	0.000000923	0.0000014731	0.0000005879
Total water consumption	10,000 m ³	2,940	3,592	5,110
Water consumption intensity	10,000 m ³ /RMB10,000 revenue	0.000187774	0.000166182	0.000120502
Total packaging materials	Tons	979,897	764,024	906,044
Packaging material intensity	Tons/ RMB10,000 revenue	0.06257	0.03535	0.02137

Key Performance Indicators	Unit	2020	2021	2022
B Social aspect				
Aspect B1: Employment				
Total number of employees	People	224,745	288,186	570,060
Number of employees by gender				
Male	People	147,966	193,983	396,376
Female	People	76,779	94,203	173,684
Number of employees by employment type				
Production personnel	People	148,634	216,674	442,076
Sales personnel	People	6,157	11,342	23,690
Financial personnel	People	1,295	1,588	2,527
Technical personnel	People	35,843	44,318	76,016
Administration personnel	People	32,816	14,264	25,751
Number of employees by age				
Age ≤ 30 years old	People	112,593	140,738	270,766
30 < age ≤ 50 years old	People	110,406	144,045	290,735
Age > 50 years old	People	1,746	3,403	8,559
Number of employees by geographical region				
Domestic	People	224,709	288,135	569,968
Overseas (Non-resident in Mainland China)	People	36	51	92
Employee turnover rate by gender				
Male turnover rate	%	51.6%	40.5%	37.3%
Female turnover rate	%	44.8%	38.4%	34.0%
Employee turnover rate by age group				
Age ≤ 30 years old	%	61.3%	50.8%	42.5%
30 < age ≤ 50 years old	%	32.6%	26.9%	29.6%
Age > 50 years old	%	5.9%	6.7%	13.4%
Employee turnover rate by geographical region				
Domestic	%	49.5%	39.8%	36.3%
Overseas (Non-resident in Mainland China)	%	1.2%	5.9%	5.7%
Aspect B2: Health and Safety				
Work-related deaths	People	1	0	0
Lost days due to occupational injury	Day	7,680	8,182	8,365
Aspect B3: Development and training				
Percentage of employees trained by gender				
Male	%	100%	100%	100%
Female	%	100%	100%	100%
Percentage of employees trained by employee type				
Senior management	%	100%	100%	100%
Middle management	%	100%	100%	100%
General staff	%	100%	100%	100%
Average hours of training for employees trained by gender				
Male	Hour/person	61.05	48.54	67.57
Female	Hour/person	67.34	57.09	59.80
Average hours of training for employees trained by employee type				
Senior management	Hour/person	17.96	12.41	36.32
Middle management	Hour/person	20.17	24.58	32.66
General staff	Hour/person	67.24	57.26	84.39
Aspect B5: Supply Chain Management				
Number of suppliers by geographical region (main distribution areas)				
Northern China	Supplier	879	956	988
Eastern China	Supplier	4,017	3,497	3,849
Southern China	Supplier	5,241	4,347	4,580
Aspect B6: Product Liability				
Percentage of products recalled for safety and health reasons				
Recall percentage	%	0	3.1	3.36
Aspect B7: Anti-corruption				
Number of closed corruption-related lawsuit	Lawsuit	1	2	4
Aspect B8: Community Investment (charitable donations)				
Investment in cash	RMB10,000	2,190	4,801	8,629
Investment in poverty alleviation	RMB10,000	463	329	756
Other				
Number of patents				
Patents applied for	Patent	4,653	3,142	3,760
Patent licensed	Patent	2,231	2,634	3,704

CONTENT INDEX OF THE ESG REPORTING GUIDE

Environmental

Aspect	Indicator No.	Indicator Content	Section
A1: Emissions	General Disclosure	Information on:(a) the policies; and(b) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	6. Green Development
	A1.1	The types of emissions and respective emissions data.	Key Performance Indicators
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
	A1.3	Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
	A1.4	Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
	A1.5	Description of emissions target(s) set and steps taken to achieve them.	6.1 Green operation
	A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	6.1 Green operation
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources (including energy, water and other raw materials).	6.1 Green operation
	A2.1	Direct and/or indirect energy (e.g. electricity, gas and oil) consumption by type (in thousand kWh) in total and intensity (e.g. per unit of production volume, per facility) by type.	Key Performance Indicators
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
	A2.3	Description of energy use efficiency targets set and the steps taken to achieve them.	6.1 Green operation
	A2.4	Description of whether there is any issue in sourcing water that is fit for the purpose, and the water use efficiency targets set and the steps taken to achieve these targets.	6.1 Green operation
	A2.5	Total amount of packaging materials used for the finished goods (in tons) and (if applicable) with reference to per unit produced.	Key Performance Indicators
A3: Environment and Natural Resources	General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	6.1 Green operation
	A3.1	Description of the significant impacts of business activities on the environment and natural resources and the actions taken to manage relevant impacts.	6.1 Green operation
A4: Climate Change	General Disclosure	Policies on identifying and responding to significant climate-related issues that have and may have an impact on issuers.	6.2 Response to climate change
	A4.1	Description of the significant climate-related issues that have and may have an impact on issuers the issuer and the actions to be taken to respond to them.	6.2 Response to climate change

Social

Aspect	Indicator No.	Indicator Content	Section
B1 : Employment	General Disclosure	Information on:(I) the policies; and(II) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	5.Employees First
	B1.1	Total workforce by gender, employment type (full-time or part-time), age group and geographical region.	Key Performance Indicators
	B1.2	Turnover ratio of employees by gender, age group and geographical region.	Key Performance Indicators
B2 : Health and Safety	General Disclosure	Information on: (I) the policies; and(II) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to providing a safe working environment and protecting employees from occupational hazards.	5.3Occupational Health and Safety in Production
	B2.1	Number and rate of work-related fatalities in each of thepast three years (including the reporting year).	5.3Occupational Health and Safety in Production
	B2.2	Lost days due to work injury.	5.3Occupational Health and Safety in Production
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	5.3Occupational Health and Safety in Production
B3 : Development and Training	General Disclosure	Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities.	5.1 Responsibility to Employees
	B3.1	Percentage of employees trained by gender and employee type (such as senior management, middle management, etc.).	Key Performance Indicators
	B3.2	Average training hours completed per employee by gender and employee type.	Key Performance Indicators
B4 : Labour Standards	General Disclosure	Information on:(I) the policies; and(II) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to preventing child labor and forced labor.	5.1 Responsibility to Employees
	B4.1	Description of measures to review employment practices to avoid child labor and forced labor.	5.1 Responsibility to Employees
	B4.2	Description of steps taken to eliminate such practices when discovered.	5.1 Responsibility to Employees

Social

Aspect	Indicator No.	Indicator Content	Section
B5 : Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	3.3 Supplier Chain Management
	B5.1	Number of suppliers by geographical region.	3.3 Supplier Chain Management Number of Suppliers
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	3.3 Supplier Chain Management Selection of Suppliers
	B5.3	Description of practices relating to identifying environmental and social risks in each segment of the supply chain, how they are implemented and monitored.	3.3 Supplier Chain Management Risk Management of Supply Chain
	B5.4	Description of the practices for promoting the use of environmentally friendly products and services in the selection of suppliers, how they are implemented and monitored.	3.3 Supplier Chain Management Selection of Suppliers
B6: Product Liability	General Disclosure	Information on:(I) the policies; and(II) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to the health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	4.1 Product Responsibility
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	4.1 Product Responsibility Aftersales Service
	B6.2	Number of product and service related complaints received and how they are dealt with.	4.2 Quality Services Management of Customer Complaints
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	2.1Corporate Governance Intellectual Property Protection
	B6.4	Description of quality assurance process and recall procedures.	4.1 Product Responsibility Aftersales Service
	B6.5	Description of consumer data protection andprivacy policies, how they are implemented and monitored.	4.2 Quality Services Protection of Customers' Privacy
B7: Anti-corruption	General Disclosure	Information on:(I) the policies; and(II) compliance with relevant laws and regulations that have a significant impact on the issuerrelating to bribery, extortion, fraud and money laundering.	2.2 Compliance Operation and Business Ethics
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	2.2 Compliance Operation and Business Ethics
	B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	2.2 Compliance Operation and Business Ethics
B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	7. Contributing to the Community
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	7.2 Emphasize Education and Nurture Talents
	B8.2	Resources contributed (e.g. money or time) to the focus area.	7.2 Emphasize Education and Nurture Talents

FEEDBACK FORM

Dear reader,

To make our CSR reports even better, we are grateful for your advice and suggestions. Please kindly fill out the following questionnaire and send it back to us.

Mailing address: 3009 BYD Rd, Pingshan District, Shenzhen, Guangdong Province, Postcode: 518118

Your Information

Name	Employer	Position	Telephone	Fax	Email

Multiple choice questions (Please check the corresponding box)

1.This report has provided a full and accurate view of the major impacts of the Company on the economy, society and environment.

Very good Good Fair Bad Very bad

2.This report provides response to stakeholders' concerns and disclosures.

Very good Good Fair Bad Very bad

3.The information, indicators and data disclosed in this report are clear, accurate and complete.

Very good Good Fair Bad Very bad

4.The readability of this report, i.e., the logic, content design, language and layout design is:

Very good Good Fair Bad Very bad

Open questions

1. Which part of this report are you most satisfied with?

2. What further information would you like to have?

3. Do you have any suggestion for our future CSR report?



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