Great Wall Motor Company Limited

Strategy and Sustainable Development Committee of the Board Management Policies

The policies were considered and approved at the 40th meeting of the eighth session of the Board of Directors on 18 July 2025

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Chapter 1 General Provisions

Article 1 These policies are formulated in accordance with the Company Law of the People's Republic of China, Articles of Association of the Company and other relevant regulations, in order to strengthen the strategic management of Great Wall Motor Company Limited (the "joint-stock company" or the "Company"), accommodate the needs of the Company's sustainable development, integrate the favourable resources better, gain competitive strength, increase the core competitiveness, improve the effectiveness and quality of material investment decisions, and perfect the corporate governance structure of the Company.

Article 2 The Company's strategic plan herein refers to, under the premise of fully guaranteeing the independent operation of each business module of the Company, all medium and long-term development plans of the Company.

Article 3 These policies specify the process, period and content of the Company's strategic plan and sustainability management, which are the basis for the Company to carry out strategic plan and shall be complied by the joint-stock company and each functional module.

Chapter 2 Strategic Plan and Sustainability Management Structure

Article 4 The management structure of the Company's strategic plan and sustainability include the board of directors of Great Wall Motor Company Limited, the Strategy and Sustainable Development Committee, and Operation Management Department.

Article 5 The board of directors of Great Wall Motor Company Limited is the supreme decision-making body of strategic plan and sustainability management under the General Meeting of Shareholders of the Company, the responsibilities of which include:

(1) to consider and approve the Company's strategic plan;

(2) to consider and approve the proposed annual adjustment of the Company's strategic plan;

(3) to review the reports on sustainability and ESG matters;

(4) to consider and approve the strategic plan of each functional module of the Company and make decision;

(5) to consider and approve the proposed annual adjustment of the strategic plan of each functional module of the Company and make decision;

(6) to consider and approve other major matters related to the Company's strategic plan and make decision.

Article 6 The Strategy and Sustainable Development Committee is a specific working body established under the board of directors, and a deliberative body of the Company's strategy and sustainable development. Its main responsibilities are studying and making recommendations on the matters such as long-term development strategy and major investment decisions, external public policies, sustainable development and environmental, social and governance policies.

Article 7 The Strategy and Sustainable Development Committee consists of three to seven directors, of which at least one shall be Independent Non-executive Director (Independent Director).

Members of the Strategy and Sustainable Development Committee shall be nominated by the chairman of the board of directors, more than one-half of Independent Non-executive Directors or one-third of all directors, and shall be elected by the board of directors. The Strategy and Sustainable Development Committee shall have one chairman (the convener) who is responsible for presiding the work of the Strategy and Sustainable Development Committee and shall be chaired by the chairman of the board of directors.

The terms of office of the Strategy and Sustainable Development Committee shall be the same as that of the board of directors. Members are eligible for re-election upon expiry of terms of office. Where a member no longer serves as a director of the Company, he or she automatically ceases to be a member, and the Committee shall fill up the vacancy in accordance with this provision of these Terms of Reference.

Article 8 Members of the Strategy and Sustainable Development Committee mainly exercises the following responsibilities and authorities:

(1) to attend meetings of the Committee punctually, and express opinions on the matters discussed thereon and exercise voting rights at the meetings;

(2) to propose matters for discussion at the meetings of the Committee;

(3) to sit in or observe relevant meetings of the Company, conduct studies and researches and obtain reports, documents, materials and other relevant information necessary for the performance of his/her responsibilities;

(4) to fully understand the responsibilities of the Committee as a whole and those as a member of the Committee, and acquaint himself/herself with the operation, management, business activities and development of the Company to ensure his/her capacity for the performance of responsibilities;

(5) to guarantee that he/she has devoted sufficient time and attention to fulfil his/her responsibilities;

(6) to perform other duties as required by the policies.

Article 9 The primary duties of the Strategy and Sustainable Development Committee are:

(1) to consider the Company's strategic plan and form opinions;

(2) to consider the proposed annual adjustment of the Company's strategic plan and form opinions;

(3) to consider the strategic plan of each functional module and form opinions;

(4) to consider the proposed annual adjustment of strategic plan of each functional module of the Company and form opinions;

(5) to study on significant capital operations and asset operating projects which are subject to the approval of the board of directors according to the Articles of Association and form opinions;

(6) to discuss on other significant matters of related strategic plan of the Company and form opinions;

(7) to carry out research, analysis and risk assessment on the Company's sustainable development, environmental, social and governance (ESG) and other related matters, and propose sustainable development policies, strategies and goals;

(8) to organize or coordinate the supervision and inspection on the Company's sustainable development and ESG-related policies, management, performance and target progress, and make corresponding suggestions;

(9) to review the Company's sustainable development and ESG-related reports, and report to the board of directors;

Article 10 Where the Strategy and Sustainable Development Committee of Great Wall Motor Company Limited considers the strategic plan issues of the Company, the relevant head of each functional module shall attend and participate in the discussion.

Article 11 The Strategy and Sustainable Development Committee shall hold at least one regular meetings every year, and all the members of the committee shall be notified 7 days before the meeting. The meeting shall be chaired by the chairman, or, where the chairman is unable to present at the meeting, one of the members (an Independent Non-executive Director) is authorized by the chairman. The meeting of the Strategy and Sustainable Development Committee shall not be held unless no less than two-thirds of the members of the Strategy and Sustainable Development Committee members are present; each member shall have one vote; resolutions made by the meeting shall not be valid unless adopted by more than half of all members.

Article 12 Minutes shall be taken for the meetings of the Strategy and Sustainable Development Committee. Members present at the meeting shall sign on the minutes. The minutes shall be kept by the secretary of the Board of the Company. The resolutions and voting results approved at the meetings of the Strategy and Sustainable Development Committee shall be reported to the Board in written form.

Article 13 Operation Management Department is the executive division of the Company's strategic plan, and its responsibilities include:

(1) to formulate and explain various strategic management plan systems of the Company;

(2) to organize the formulation of the Company's strategic plan and the annual adjustment of the Company's strategic plan;

(3) to organize research on significant issues related to the Company's strategic plan;

(4) to supervise the implementation of the Company's strategic plan and report to Strategy and Sustainable Development Committee on a regular basis.

Chapter 3 Contents and Requirements of Strategic Management

Article 14 The Company's strategic management includes strategy formulation, strategic deployment and strategic adjustment.

Article 15 Strategy Formulation

(1) The senior management of the Company forms the strategic ideas of the Company's development based on collective discussion;

(2) Based on the analysis of the Company's external environment, internal resources and capabilities, the Strategy and Sustainable Development Committee initially put forward the Company's development strategy proposals;

(3) The decision-makers of the Company preliminarily determine the strategic development direction and strategic objectives of the Group on the basis of listening to the reporting of various modules and collective discussions;

(4) Based on the opinions of the senior management of the Company, the Operation Management Department formulates certain strategic alternatives;

(5) The senior management of the Company makes decisions according to the alternative plans;

(6) The Operation Management Department makes written corporate strategies and issues them according to the senior management decision;

(7) Strategy formulation is a complex and dynamic process. In the process of formulating the strategic plan, it is normal that every link may be repeated for several times due to the influence of various factors. After the strategic decision is determined, the Company's strategy remains relatively stable for a relatively long period of time to ensure the effective implementation of the plan. Unless there is a material change in the circumstances, the Company's strategy will generally not be adjusted significantly.

Article 16 Strategic Deployment

(1) The deployment of the Company's strategy shall be carried out in accordance with the two main lines of "indicator line" and "planning line", and the three-level indicator system is built, namely the company level, department level and position level;

(2) Each functional module shall prepare functional strategic plan such as R&D strategy, production strategy, marketing strategy, supporting strategy, human resource strategy, financial strategy, informatization strategy, quality strategy and brand strategy, as well as long-term and short-term plans according to the Company's strategic requirements;

(3) The Strategy and Sustainable Development Committee shall consider the functional strategic plan submitted by each functional module, and focus on whether it is comprehensive, sustainable and feasible;

(4) Each functional module shall formulate its annual policy objectives and business plan in accordance with the overall policy objectives of the Company which shall be decomposed and implemented to ensure the effective implementation of each functional strategy;

(5) The operation and supervision division shall monitor the implementation of the strategy, collect and analyze relevant information on a regular basis, and report any deviation from the strategy to the Strategy and Sustainable Development Committee in a timely manner;

(6) The Operation Management Department shall organize quarterly meeting for performance analysis and annual meeting for strategy questioning to conduct phased strategic evaluation and review.

Article 17 Strategic Adjustment

(1) Normal Adjustment

To make sure the Company's strategy is well adapt to changes in the internal and external environment, the Company shall adjust its strategy according to normal adjustment mechanism and make continuous improvement to form a PDCA cycle of strategic management:

a. Where a material deviation from the implementation results of the Company's strategic plan to its strategic objectives occurs, a strategic correction is required timely and adjustments shall be made to strategic plan or strategic objectives;

b. When the Company's operational requirements change and the strategy or objectives must be changed, the Company can make strategic adjustments as required.

(2) Abnormal Adjustment

The Operation Management Department shall formulate a strategic emergency adjustment mechanism to effectively respond to sudden changes in the internal and external environment. According to the degree of impact of the changes on the strategy, the Company shall start the strategic emergency plan in a timely manner, systematically identify and analyze the change points of abnormal events and external environment, and make adjustments to the existing objectives, strategy and plans.

The information trigger points affecting the strategy are divided into internal points and external points:

a. Internal trigger points: sudden changes in key operational capabilities (including research, production, supply and marketing) and core resources (human and finance); changes to major organizational restructuring and major personnel (such as changes in key technical backbones and major senior management);

b. External trigger points: major changes in the macro environment, drastic changes in industry dynamics and trends, sudden changes in competitors' strategies, and changes in demand of customer and market.

Chapter 4 Strategic Plan Document Filing, Storage and Inspection

Article 18 The Company's strategic plan documents include strategic plan file, strategic plan adjustment documents, strategic plan documents of each functional module, and strategic plan adjustment documents of each functional module.

Article 19 The Company's strategic plan documents are collectively stored by the Operation Management Department.

Article 22 The Operation Management Department shall categorize and label the strategic plan documents according to the Company's file management system for inspection and shall properly store the relevant documents.

Article 21 The Company's strategic plan documents are material files, and the Operation Management Department shall implement a hierarchical confidentiality management system to prevent the document from being accessed by unrelated persons.

Chapter 5 Supplementary Provisions

Article 22 These Policies shall be drafted and revised by the Operation Management Department of Great Wall Motor Company Limited and issued after approval by the board of directors of the Company.

Article 23 The Policy is implemented upon the issue.

Article 24 These Policies shall be interpreted by the board of directors of Great Wall Motor Company Limited.

Great Wall Motor Company Limited
18 July 2025