

CSR

- 2019 -

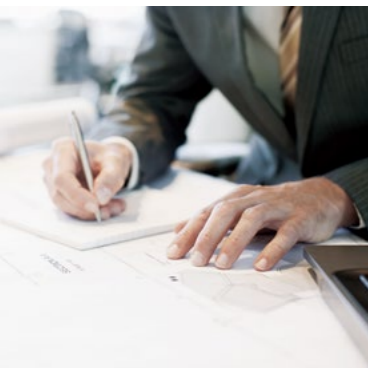
Geely Holding Group
Corporate Social Responsibility Report

GEELY



About this report	1	Overview of Geely	17	Respecting, supporting and providing happy lives to people	45	Integration and co-existence with the environment	59
Maintaining a strategic determination and strengthening confidence to advance a high-quality development	3	Organisation chart	18	Responsibility focus	45	Responsibility focus	59
		Geely's 2019 Timeline	22	Multi-pronged approach to ensure workers' rights	45	Multi-line approach for and acceleration of the new energy strategy upgrade	60
		Honours and social evaluation	23	Being people-oriented and caring for employee's occupational health and safety	47	Redefining Geely's green factories	62
		Responsible management	25	Finding the formula for talent cultivation	47	Challenging the zero-CO ₂ emissions lifecycle	63
Building smart city solutions and designing intelligent travel blueprints	5	Governance Structure	25	Sharing and caring to enhance the employees' happiness	49	Let society experience love	65
		Compliance management	26	Growing with partners	53	Responsibility focus	65
		Corporate Social Responsibility Management	27	Responsibility focus	53	Integration across disciplines, deepening philanthropic work	66
		Making fine cars for everyone	33	Collaborating with suppliers	54	Encouraging ingenuity, solidifying China's manufacturing foundation	67
Good engine makes great work while precision at the micron level completes Geely's quality	10	Responsibility focus	33	Winning together with stakeholders in the supply, manufacturing and sales chain	56	Leading sustainable public welfare through sentiments	69
		Building a community with a shared future for smart cars	33	Supporting industrial development	58	Performance Figures	74
		Building a performance evaluation system and promoting the implementation of quality strategy	37			Seeing the sun through clouds, getting ready for a brighter future	85
"Timely Rain": Building a warm, philanthropic business model	13	The Walking Air Purifier	39			ESG&GRI Indexes	87
		Treating the consumer's experience as the starting point	41			Reader Feedback	99

About this report



This report is the eighth corporate social responsibility report that the Geely Holding Group has issued consecutively since 2012. The report is published in both English and Chinese. In case of any divergence, the Chinese version shall prevail. The report focuses on the environmental, social and governance issues associated with Geely's development. In forwarding the strategy of sustainable development, Geely has steadily strived to maintain positive and effective collaboration and communication with its stakeholders. The board of directors is responsible for the supervision of Geely's social, environmental and governance matters. This report has been approved by the board and senior managers.

Reporting period

This report covers the period from 1 January to 31 December 2019, and includes selected historical information.

Terms of reference

For the ease of reading, the Geely Holding Group may hereafter be known as "Geely", "the Group" or "We/Us/Our".

Report boundary

Unless otherwise stated, the scope of this report covers only the Geely Auto Group (Geely Automobile Holdings Limited and its subsidiaries, Geely Auto, Geometry, and Lynk & Co), Geely New Energy Commercial Vehicle Group, Mitime Group and Geely Technology Group, excluding Volvo Car Group. In addition, the report's data indexes section discloses the core data of the Geely Auto Group (excluding the brands of Proton, Lotus and Smart), Geely Automobile Holdings Limited and its subsidiaries, as well as joint ventures with significant influence.

Report scope

This report mainly discusses Geely Auto and Geely's education ventures' corporate social responsibility (CSR) philosophy and practice, on social responsibility management, corporate governance, product research and development (R&D), customer service and experience, talent cultivation, value chain management, environmental protection and public welfare.

Reporting guidelines

This report is prepared in accordance with the core options of the GRI Standards published by the Global Reporting Initiative (GRI) and the Stock Exchange of Hong Kong Limited (HKEX)'s Environmental, Social and Governance Reporting Guide (Appendix 27 to the Main Board Listing Rules, hereafter known as ESG). This report also refers to the national standards for social responsibility: Guidance on Social

Responsibility (GB/T 36000-2015), Guidance on Social Responsibility Reporting (GB/T 36001-2015), Guidance on Classifying Social Responsibility Performance (GB/T 36002-2015) and Guidance on Social Responsibility ISO 26000 developed by the International Standard Organisation.

Legal compliance

Geely strictly abides by the laws and regulations of the People's Republic of China (PRC), including its Environmental Protection Law, Atmospheric Pollution Prevention and Control Law, Standards for fugitive emissions of volatile organic compounds, Water Pollution Prevention and Control Law, Technical regulations of issuing of pollutant discharge permits - Automobile industry (HJ971-2018), Environmental Protection Tax Law, Labour Law, Law on the Prevention and Treatment of Occupational Diseases, Production Safety Law, Measures for the Administration of Contingency Plans for Work Safety Incidents, Product Quality Law, Law on the Protection of Consumer Rights and Interests, Measures for the Implementation of the Regulation on the Administration of the Recall of Defective Auto Products, Sixth Stage National Vehicle Emission Standards, Guideline for Air Quality Assessment of Passenger Vehicles, Measures for the Parallel Administration of the Average Fuel Consumption and New Energy Vehicle Credits of Passenger Vehicle Enterprises and Provisional Regulations of Recycling, Reuse and Source-Tracing of Batteries of New Energy Vehicles.

As a listed company in the HKEX, Geely Automobile Holdings Limited has strictly abided by the latest requirements of ESG to prepare the Social Responsibility Report 2019. As of 31 December 2019, Geely Automobile Holdings Limited had abided by articles in Appendix 27 of the Environmental, Social and Governance Reporting Guide in the Main Board Listing Rules of the HKEX (Please see ESG and GRI indexes to navigate between data of ESG and the content of this report).

Data sources and description

Data disclosed in this report are derived from official documents and statistical reports of the Geely Auto Group and Geely Automobile Holdings Limited, reviewed by relevant departments. Unless otherwise stated, this report's data only cover those within the Geely Auto Group and all financial data are stated in RMB.

Report reliability

There have been no records of deceptive content, misleading descriptions or significant omissions in the previously published social responsibility reports.

Report access and further reading

This report and additional information on social responsibility are available on the official websites of the Geely Holding Group (<http://www.zgh.com>) and Geely Automobile Holdings Limited (<http://www.geelyauto.com.hk/>).

Maintaining a strategic determination and strengthening confidence to advance a high-quality development

The automotive industry has been reshaping since the rise of new entrants in the recent years. In facing the dual pressures of economic and industrial adjustments, Geely has deepened its practice of globalisation and promoted technological transformation. We persist the strategy of keeping up with the market, overtaking competitors in focal areas, achieving key breakthroughs, accomplishing vertical and horizontal integration, recruiting talents, surpassing the forerunners and leading the industry. We remain confident in our technology, products, brand and culture, and we keep to a steady pace of high-quality development.

Our brands – Geely Auto, Volvo Car, Lynk & Co, Geometry, Polestar, Proton, Lotus, London Electric Vehicles and Yuan Cheng Auto – while relatively independent, are collaborative in their development. All the brands have actively participated in market competition, focusing on customer and brand positioning. At the same time, the brands seek to be synergistic in research on fundamental technology, infrastructure development and other aspects, maximise resource-sharing within the group to create greater value for our consumers.

This year, Geely has become an official partner for the 2022 Asian Games in Hangzhou, China. By empowering the 19th Asian Games technologically, Geely will bring about mobility solutions that are more humanised and forward-looking. This year, Geely's product structure has continued

towards high quality, technology and value. Geely Auto has achieved production and sales of over 1 million units for 3 consecutive years and has become the fastest-growing Chinese automotive brand. With the release of "Geometry", a high-end automotive brand that runs solely on electricity, the 3 major brands (Geely Auto, Lynk & Co and Geometry) have entered a new era of parallel development. As the representative of "China Speed", Lynk & Co has won the FIA World Touring Car Cup Championship. This is a historic breakthrough for Chinese car brands, making a statement in the world's top competition and opening a new page for the development of motorsports in China.

The trend of economic globalisation is irreversible. Under the guidance of the Belt and Road Initiative, Geely has achieved remarkable results in its global development and has strengthened bilateral collaboration and communication with Europe, Malaysia and Belarus. Besides expanding its global R&D operations and laying out its design centres, Geely's brands have continuously strengthened cultural integration, collaboration with talents and technology fusion.

Organising education is more than just a responsibility to Geely; it is a sentiment. Geely is loyal to and yearns for education. Investing in education is the measure to provide talent for the development of Geely's automotive industry. In 2019, Geely's Mitime Education has improved the



level and quality of education in its associated schools, colleges and universities. It has also received widespread attention and recognition from society.

Geely continues to implement the "Timely Rain" project for targeted poverty alleviation. This project has registered more than 7,000 families, helped more than 1,200 individuals seek employment and launched 31 agricultural projects in 43 villages across 20 counties. Thousands of households have received love from Geely.

A sensible person knows to observe situations; a wise person knows to follow trends; a person who is in control of situations, however, takes the lead. In the new year, the "core engine" of Geely's development lies in promoting technological innovation so that business units remain robust and

maintain their competitive edge. Abiding by the law and regulation is the "lifeline" of our healthy development. Geely's source of strength comes from seeking talents and tapping on their capacities. Adhering to a user-centric philosophy, improving product quality, satisfying customers with our services; these are our ultimate goals. Geely must be firm and confident, strengthen our teamwork, forge ahead with determination, strive sound and steady development, and achieve what we longed for. Let all Geely people encourage each other in our endeavours.

李书敏



Building smart city solutions and designing intelligent travel blueprints



“ The nature of a smart city is the reshaping and remaking of the city based on its challenges and requirements. As a transport equipment, cars are closely linked to the people, neighbourhoods and cities. As a result, transport-related big data will be a significant basis for designing future smart cities. Using intelligent transportation as a breakthrough, Geely partnered with its up- and downstream industrial supply chain to enhance its expertise in cutting-edge technology.

Such technologies, which include new energy, car chips, edge computing, 5G+V2X and low-earth orbiting satellite, are aimed at building a system of facilities that is compatible to a smart city and to design for smart 3D mobility through planning.



Urban airspace mobility using the Volocopter.

N+1 options for future mobility

Humans have always yearned for autonomous driving. As the pioneer Chinese automotive to invest in key technologies and in the applications of the Internet of Vehicles, Geely has achieved Level-2 expertise across the spectrum for all categories of sedan, SUV and MPV. In 2019, Geely announced an enhanced "GKUI" (a smart ecosystem), spearheaded a self-development model on R&D in the industry and deeply defined the E01 car chip in non-exclusive cars. Subsequently, Geely aims to be the global pioneer for Level-3 production through a 100 million km road simulation experiment. This experiment seeks to provide greater safety margins and a more holistic backup system to ena-

ble a zero-accident vision for future mobility through quality autonomous driving. To offer more choices for transport and car-sharing, Geely has built a mobility platform for new energy – Cao Cao – using the B2C model, as well as a luxury car chauffeur service domain – StarRides. In addition, Geely is expanding future mobility vertically into the airspace. In 2019, Geely and Daimler AG co-invested in Volocopter, the German City Airspace Mobility Company, to connect the intra-city, short-haul transport nodes and to complement Terrafugia's inter-city airspace transport domain, to cover all grounds associated with the city's airspace travel.



Effort(less) parking

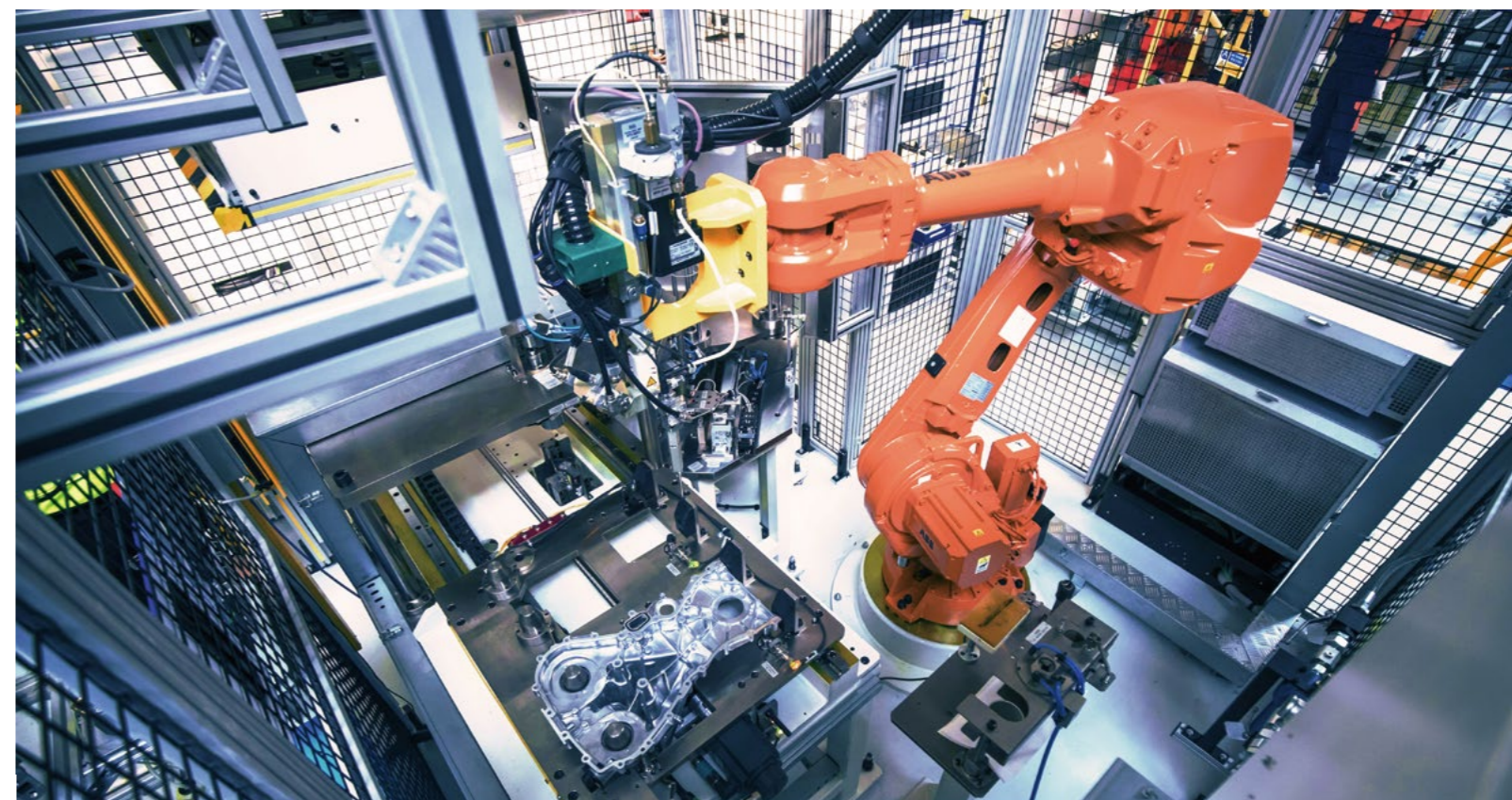
Imagine your car finding an empty lot and parking itself automatically after you have alighted at the mall, and your car awaiting at the exit when you are ready to leave ... these seemingly "sci-fi" feats can be fulfilled by Geely's Crawler Intelligent System, aimed at enhancing the consumer's last-mile experience.

Supported by facilities of the cloud database and those installed at roadsides and car parks, Geely's Crawler Intelligent System achieves safety in a comprehensive manner. Safety is achieved through the configuration of the current mass-produced sensors, integration of transport-related, big-data service platform, as well as the use of high-resolution maps and location positioning. The system has achieved 100% autonomous parking, as it is capable of distinguishing 17 road condition scenarios. Such scenarios include warnings of front collision, overtaking in the opposite direction, loss of car control, running red-lights, colliding into vulnerable people, congestion, nearby car tolls and charges, as well as notice for road hazards. The system is also able to rapidly iterate and continuously self-upgrade to the latest version, ensuring that new functions are promptly applied to non-exclusive car models to raise the product safety. Through this, the system is developing better autonomous driving and laying the foundations for creating an ecosystem for future mobility.

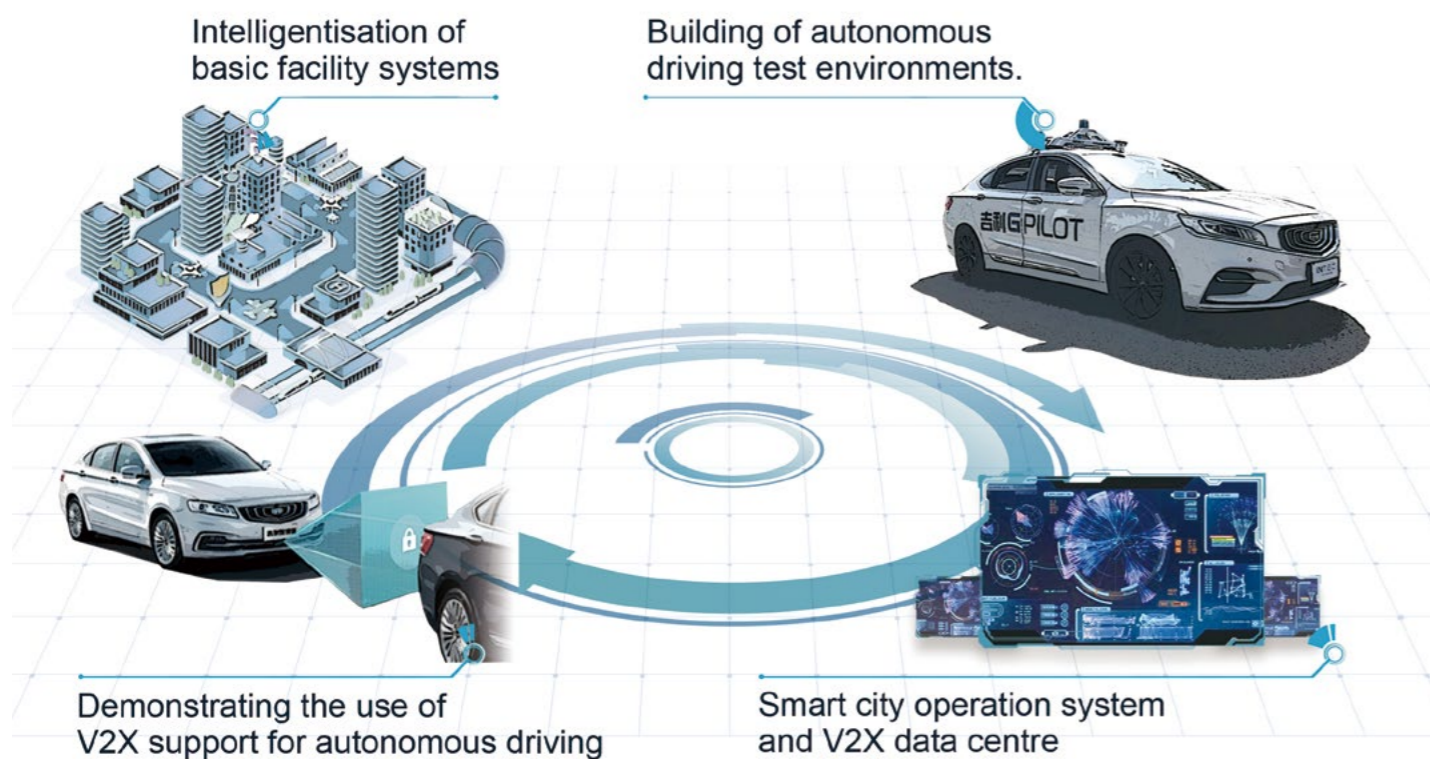
Demonstration of the intelligent technology-boosting smart city

The Ningbo Hangzhou Bay New Zone, built by Geely and the Hangzhou Bay New Zone's city government, has successfully passed the national smart city inspection in August 2019. It thus becomes the world's first comprehensive smart city demonstration zone for the applications of intelligent transport and autonomous driving. In addition, Geely has received the first batch of Internet-of-Vehicles license for autonomous-driving road tests. The license allows Geely to experiment scale of autonomous driving in any of the identified public open roads in cities in the Yangtze River Delta. Focusing on transport and mobility

services, Geely will participate in building "Hang-Shao-Yong highway" (G9221), the world's first intelligent and unmanned highway that supports intelligent driving. During the 2022 Asian Games, the highway will connect Hangzhou and Ningbo, and diverge further into the Asian Games areas such as Wenzhou and Jinhua, to provide visitors with an intelligent transport experience. By focusing on a product's future attributes and maximising consumer experience, Geely strives to become a global automotive company known for its innovative applications.



The most advanced high-end smart manufacturing equipment in the "micron factory" at the Geely Yiwu power base.



A smart city demonstration

Good engine makes great work while precision at the micron level completes Geely's quality

Engines are the "hearts" of cars. A powerful car engine has been the standard for fine cars. The Geely Yiwu power base is one of the 8 major manufacturing bases of the Geely Powertrain System. The base adopts world-class standards for technology and recruits the world's top high-precision, intelligent manufacturing equipment and testing instruments to develop a new generation of the Smart Engine T-Model power system. This system combines all of the in-

dustry's leading "micron-level" technologies to achieve excellent performance in fuel-efficiency, power output, durability, Noise, Vibration and Harshness (NVH) and other aspects. With the new Smart Engine, Geely has established a new generation of power systems, consisting of various energy powered technology such as the hybrid-, electricity-, alcohol- and hydrogen-powered Smart Engines.

Good tools are the prerequisites to successful works

High-precision hardware facility is the key guarantee to Geely's micron-level processes: the assembly line uses automated ABB robots, ATLAS tightening equipment and testing equipment for automated gluing. The gluing station adopts the world-renowned Cognex camera system that automatically detects gluing accuracy. In addition, fully automated equipment is adopted to tighten key bolts. Servo-electric cylinders are used to assemble the front and rear oil seals. The machine production line adopts advanced technologies, such as flexible



Micron-level craft

production technology with automatic loading and unloading, automatic conveying, high-pressure deburring, vacuum drying and cooling. A third of the entire assembly line is fully automated, thereby completely replacing staff and traditional logistics measures.

Currently, the Geely Yiwu power base has an intelligent manufacturing accuracy of 0–5 micrometres (a hair strand's diameter

is approximately 40–50 micrometres) and 350,000 km of ultra-long durability verification, which exceeds the industry standard by 46%. The power base also has a "Zero-Mistakes" intelligent selection and distribution system, which exceeds industry standards by 50%. The Yiwu power base adopts a 0.5 micron-level, supreme 3-coordinates measuring test to ensure consistent quality across units. The base also uses a "most astonishing" rolling system, which is capable of bearing extreme pressures of up to 10.4 tonnes whilst extending the longevity of the machine's abrasive resistance by 70–150%. The power base also uses the most exquisite micron engraving equipment, which achieves a high rolling ratio of 2.5. Geely's powertrain products achieve 3 "highs" – high precision, high quality and high consistency. The products have reached the European standards for luxury vehicle engine manufacturing.

Guided by the concepts of green development, Geely insists on the simultaneous planning of energy conservation, environmental protection and engineering construction. The Yiwu power base's 53 sets of processing equipment are 100% equipped with advanced treatment system for oil mist emissions, with a purification rate exceeding 95%. For recycling industrial wastewater, the base adopts the industry's advanced equipment for vacuum distillation and concentration, which has a recycling efficiency exceeding 90%. Notably, the adopted standard in the reuse of distilled water is twice as the national standard. With such strict standards, the power base could save 6,000 tonnes of industrial water use every year. In addition, the greening rate of the power base exceeds 40%, thereby creating a green, eco-friendly power town with minimal cost to the environment.

Adopting a multi-pronged approach to accomplish with ease



The Smart Engine T-Model manufactured by Geely's Yiwu Power Base's micron factory.

At present, the Smart Engine T-Model consists of 3 new models for the central direct-injection turbo engines, with a 1.0, 1.5 and 2.0 turbocharged direct injection (TD) respectively. The Smart Engine 1.0 TD has power per litre (P_L) of 100kW/L and a thermal efficiency of 36.8%, making it the world's most fuel-efficient engine. With the Smart Engine 1.0 TD, the Geely Binrui's real fuel consumption is only 3.5L/100km. One key competition between automotive brands is achieving the 1.5L engine displacement, which is regarded globally as the "gold displacement" of the new gener-

ation. Geely's Smart Engine 1.5 TD is leading the industry in many aspects – power, torque, NVH, reliability, economy and power responses. Furthermore, it is compatible with electric systems such as Mild Hybrid Electric Vehicles (MHEV), Plug-in Hybrid Electric Vehicles (PHEV) and Hybrid Electric Vehicles (HEV). Smart Engine 2.0 TD makes the list of Ward's 10 Best Engines and Geely Xing Yue, equipped with Smart Engine 2.0 TD, can accelerate from rest to 100 km in just 6.8 seconds.

In response to the industry challenge – the 3-cylinder engine technology – Geely has collaborated with Volvo to invest heavily and has successfully reinvented the 3-cylinder engine by rewriting more than 20 technologies. These include the unique zero-vibration balance shaft system, centrifugal variable valve timing (VVT) system and the silent transmission chain system. The reinvented 3-cylinder engine is highly efficient and achieves high energy-savings and stability. Geely's R&D and technology preparations are forward-looking; for the next 10 years, Geely's current single-cylinder engine, which has an indicated thermal efficiency of 49.5%, will continue to meet the Euro 7 and China 7 emission standards.

Rejecting the exclusiveness of new energy technology and benefitting the citizens with technological bonuses

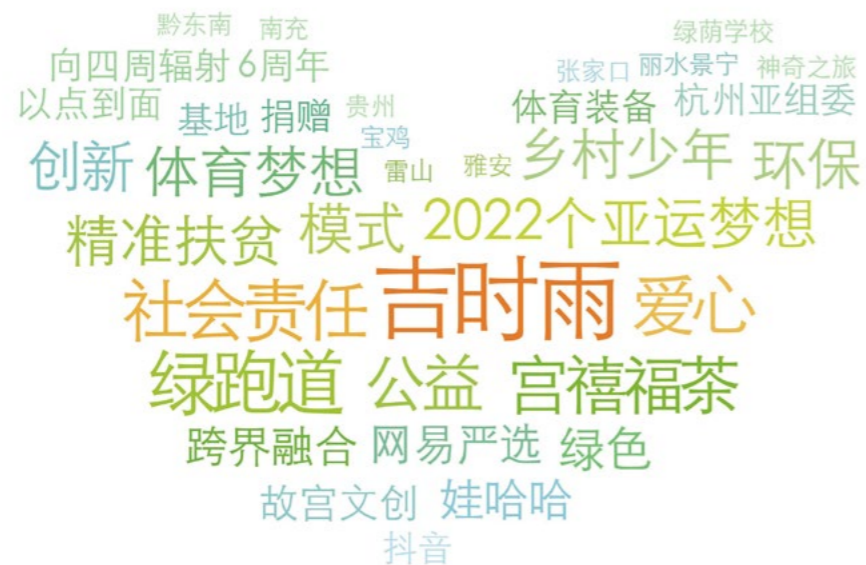
Using its unique big data on China's roads, Geely has developed the Smart Engine Power that caters to its Chinese customers and suits China's road conditions. The engine's power is adjusted to match the gearbox power based on the wheel's torque requirements, as well as to create a smarter and more pleasant driving experience in China.

Comparing with industry competitors, the core technology of Geely's Smart Engine

has been one generation ahead of that of Japan and Germany's, setting a high technical benchmark for the industry. Whilst striving for technological breakthroughs, Geely has not forgotten its original intention. Geely seeks to enable most consumers to enjoy the technological bonuses brought by the rise of the Chinese automotive technology, thereby allowing luxury car standards to be implemented in and popularised by Geely's car models.



"Timely Rain": Building a warm, philanthropic business model



Characteristics and key achievements of Geely's Timely Rain.

“ In March 2016, Geely launched the “Timely Rain” project, targeting at alleviating poverty through 5 aspects – Industry, Education, Employment, Agriculture and Consumption. The project had plans to invest more than RMB600 million to help more than 20,000 impoverished families in 20 regions across 10 provinces over the period of the 13th Five-Year Plan.

In 2019, the “Timely Rain” project had invested a total of RMB240 million, registered more than 7,000 impoverished families (14,000 individuals), helped more than 1,200 individuals to seek employment. The project also launched 31 agricultural projects in 43 villages across 20 counties and purchased agricultural products costing approximately RMB38 million. Since its inception in 2016, the project has invested a total of RMB550 million in poverty alleviation, registered more than 30,000 individuals, purchased agricultural products worth approximately RMB79 million and helped 20 regions in 10 Chinese provinces.

Decorated achievement through different means of poverty alleviation



Poverty alleviation through industrial development

Upholding Geely's ideology of bringing targeted poverty alleviation to where Geely's industrial developments are, Geely has brought new manufacturing bases into the poverty alleviation zones to bring about up-and-downstream economic development locally. In November 2019, the Geely Baize Aluminium Industry Project officially started operations. The industry project includes production line projects for

aluminium wheel casting, aluminium sheet and a national research institute for aluminium. The industry project will advance the aluminium industry and extend its industrial chain, increase its added value and bring about a quality economic and development renewal in Baize, the old revolutionary base area.



Poverty alleviation through education

Capitalising on its advantageous access to the educational resources that its 5 schools have, Geely has developed a system that integrates approaches to poverty alleviation through education and employment. Poverty alleviation can be achieved through the provision of vocational education, enhancing school-enterprise partnership, pedagogy training, building technical training centres and registering impoverished students

for educational support. Till date, the “Timely Rain” has collaborated with more than hundreds of vocational schools, opened more than 260 “Geely Talent Classes”, recruited more than 3,000 registered, impoverished students. Accumulatively, Geely's 5 schools have also recruited more than 1,600 registered, impoverished students and supported them through subsidies amounting to RMB42 million.

2019's achievements for poverty alleviation through education with the Geely "Timely Rain".

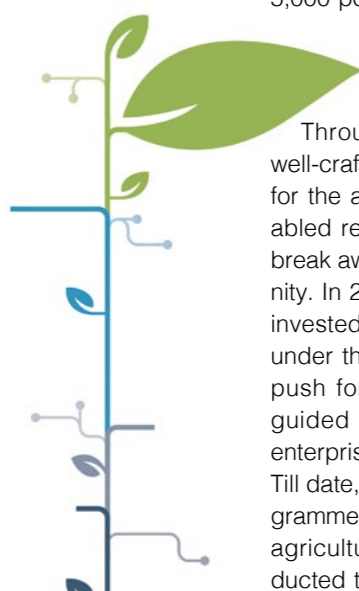
Building vocational training centres	Opening "Geely Talent Classes" through school-enterprise collaboration	Supporting registered impoverished students
<ul style="list-style-type: none"> ◆ Establishing the Xiangtan vocational training centre; the Guiyang vocational training centre will be ready for operations. ◆ Invested RMB140 million to build the vocational training centres in Baoji and Chengdu . 	<ul style="list-style-type: none"> ◆ Worked with 30 vocational schools in poverty areas and opened 60 "Geely Talent Class". ◆ Recruited approximately 800 registered, impoverished students. ◆ Invested more than RMB1 million in education resource procurement, cultivate teachers and enhance pedagogical strategies. 	<ul style="list-style-type: none"> ◆ Recruited more than 500 registered, impoverished students in its five schools. ◆ Subsidies exceeding RMB7 million.



Poverty alleviation through employment

In the employment of blue-collared and logistical supporting staff, we mobilised all our car manufacturers and supporting suppliers to preferentially recruit registered, impoverished individuals. We also try to enliven the village manpower resources by providing local agricultural programmes and flexible work-from-home programmes. Till date, Geely has helped more than 5,000 registered, impoverished individuals seek employment and has truly achieved the notion of "one more job, one less impoverished family". In 2019, Geely's bases in the poverty alleviation areas have recruited more than 5,000 people, of which more than 18% are

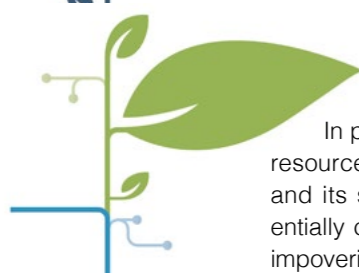
individuals of registered, impoverished families. Concurrently, Geely has invested more than RMB2.3 million in training programmes to raise the vocational capabilities of the impoverished individuals in the Ya'an region. These programmes include 4 work-at-home training programmes targeted at people with disabilities, 2 nanny and caregiver training programmes targeting families who have lost their land in the process of urbanisation, and finally, one programme targeted at passing on intangible heritage culture for the local speciality – the bamboo weaving craft. More than 340 registered, impoverished individuals have benefitted from these programmes.



Poverty alleviation through agricultural programmes

Through a series of well-thought and well-crafted poverty alleviation programmes for the agriculture industry, Geely has enabled registered, impoverished families to break away from the poverty cycle with dignity. In 2019, more than RMB2 million were invested into the agricultural programmes under the "Timely Rain" project to actively push for in-situ, poverty alleviation work guided by the notion of a "thousands of enterprises helping thousands of villages". Till date, investments in the agricultural programmes have reached RMB47 million. 31 agricultural programmes have been conducted to support agriculture development

in 43 villages across 20 provinces, using methods in line with the local circumstances. We have registered more than 3,000 impoverished families (10,000 individuals) in the agricultural programmes, benefited 11,000 village households and 40,000 villagers. Registered, impoverished individuals are also preferentially employed in their local poverty alleviation programmes. In 2019, Geely helped more than 300 registered, impoverished individuals seek employment locally, with outgoing salary figures amounting to more than RMB2.5 million.



Poverty alleviation through consumption

In procuring food ingredients, canteen resources and employees' welfare, Geely and its subsidiary companies will preferentially consider products from registered, impoverished villages and purchase as per

regular market rate. Procurement expenditure for 2019 has amounted to RMB38 million while total procurement expenditure thus far has exceeded RMB79 million.

Inventing new poverty alleviation model and continuing charity

From alleviating poverty through industry assets to supporting the entire industry chain, Geely has continuously consolidated its industry assets and vantage points to go beyond just financial investments. It also works with the management, technical and market support endlessly to explore new, sustainable approaches to end poverty. At the same time, in 2019, Geely has worked with many partners to create a list of popular cross-over products online for its corporate branding:

May – Collaborated with the Chinese Palace Museum on the "Palace Grace Tea", September – Partnered with Wahaha Group on sugar-free green tea, November – partnered with NetEase Yeaton on the "Eastern Vegetation Leishan Red Plum Tea", Nearly Chinese New Year – Geely's "Timely Rain" to re-launch the "Palace's Grace Treasure Chest", consisting of 8 nut types from the

poverty alleviation regions to symbolise auspice and welfare to all, Partnered Tik Tok's "Mountain Goods' headlines", Geely rolled out the "Leishan Mist Green Tea". As of December 2019, assisted by Geely, sales of the Leishan Yunjian Tea company have exceeded RMB5 million, of which RMB4 million were from the market, not including Geely.



Practicing Responsibility

Support from the entire industry chain – the Leishan Tea project

Under the centralised guidance from the Hangzhou City East-West Poverty Alleviation Cooperation, Geely's counterparts have supported the tea production project for Leishan county, Qiandongnan prefecture, Guizhou. This project was implemented in the Sanjiaotian village, Wangfeng township, in Leishan province, with investment amounting to RMB20 million allocated to more than 133.3 hectares of tea plantations. New tea leaf refinement factories and facilities were also built, thereby actualising the notion of "picked locally, locally refined".

In the aspects of the operation model, Geely introduces contemporary enterprise management concept, where staff of the deputy-chief level are posted on site for the

long term. They will be responsible for the project operations and local talent cultivation. In terms of technology, Geely employs experts to set standards for production processes and to provide relevant training expertise. To motivate farmers, Geely has actively adopted a model to circulate land use rights. In terms of marketing, Geely has built the "Industry + Business" model to tap onto renowned brands under the Zhejiang Tea Group, to expand the sales channels for Leishan Tea, thereby creating an integrated "Capital + Management + Technology + Sales" industry chain for tea. At present, the project has benefitted 17 local villages and 1,700 impoverished individuals.

The logic behind the future plans for "Timely Rain"

2020 will be the year of closure for the "Timely Rain" project. Geely plans for "Timely Rain" to expand beyond poverty alleviation and more broadly to public welfare and charity work. Working with the existing foundations of the poverty alleviation programmes, Geely will endlessly seek for new approaches towards welfare and charity to help regions supported by the "Timely Rain" project to remove their "impoverished" labels for good.

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



17 PARTNERSHIPS FOR THE GOALS

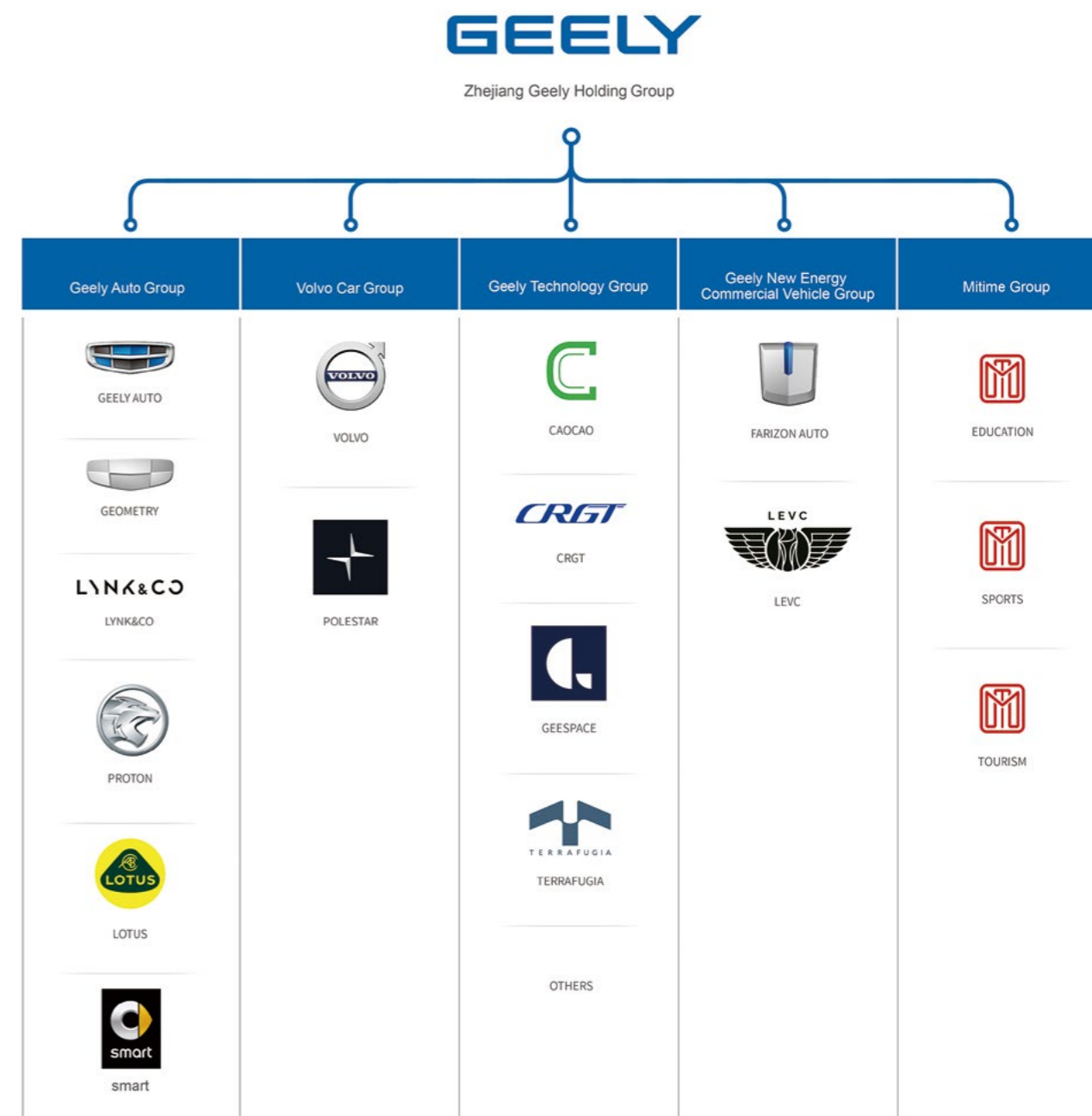


Overview of Geely Holding Group

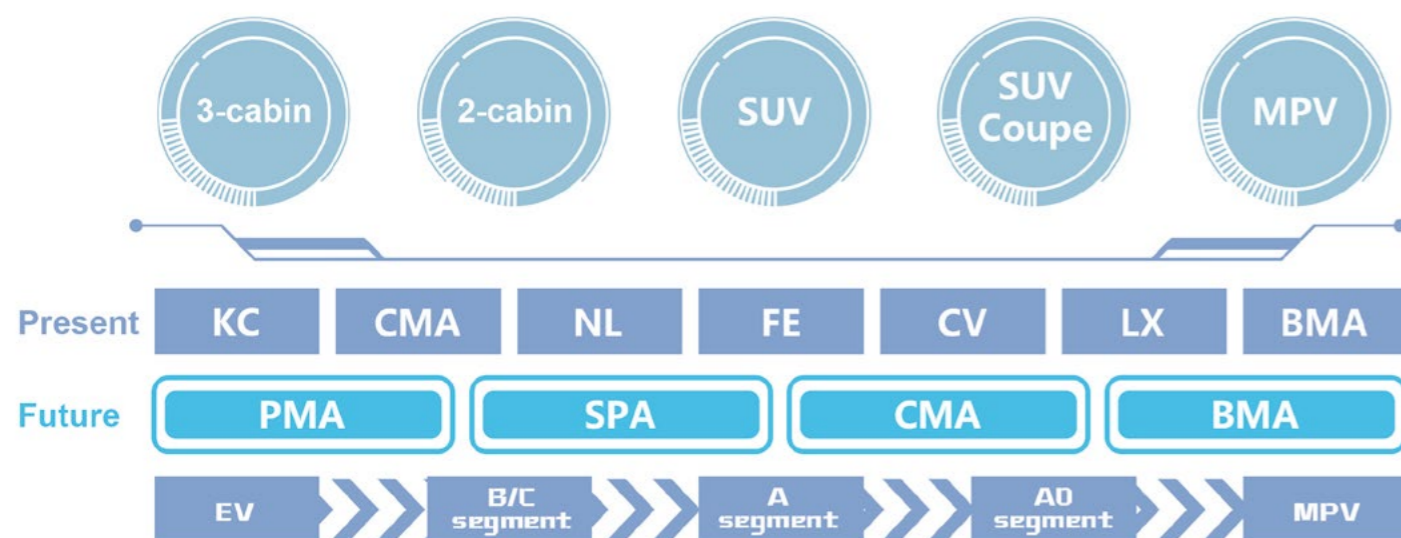
“ The Geely Holding Group was established in 1986 and is headquartered in Hangzhou. In 1997, Geely entered the automotive industry and has focused on technological innovations and talent training, and actively promotes its strategic transformation and upgrading. Geely owns auto brands including Geely Auto, Lynk & Co, Geometry, Volvo, Polestar, Proton, Lotus, London Electric Vehicle and Yuan Cheng Auto. Geely has gradually developed into a global innovation group that integrates design, R&D, production, sales and services of complete vehicles, as well as powertrains and key components. Geely’s businesses range from travel services to digital technology, financial services, education, sports and etc. Geely has entered the Fortune 500 for the 8th consecutive year.



Organisation chart



Organisation chart for the Geely Holding Group



Operating platforms for product competition

1 Complying with the trends of transformation and building core competitiveness

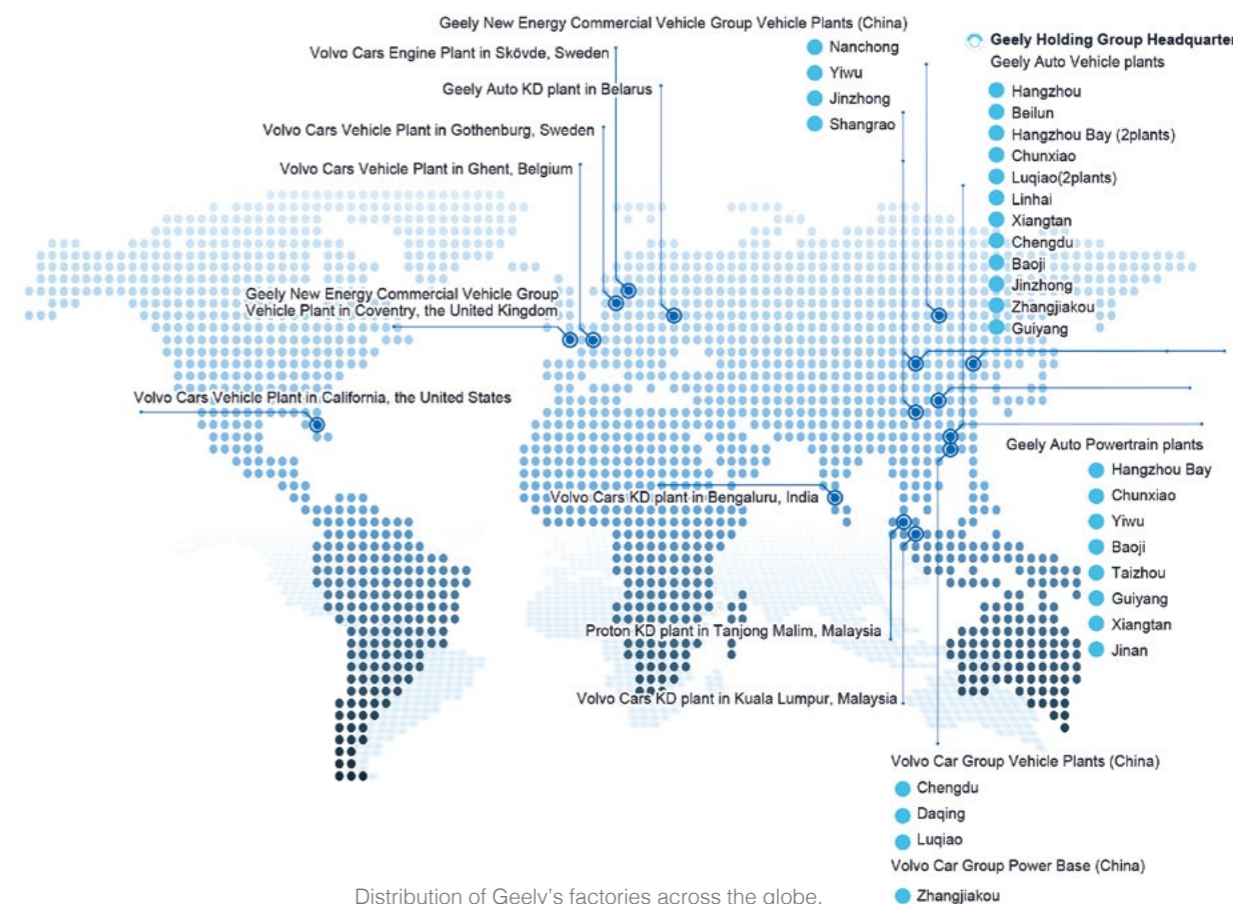
“Electrification, intelligence, networking, and sharing” are redefining the automotive industry. Geely drives its technological transformation by innovating in R&D. In the past decade, Geely has invested more than RMB100 billion in R&D, and the Geely Auto Group and Geely Technology Group have obtained nearly 17,677 patents. Geely believes in technological empowerment to create a more pleasant travel experience for users and accelerates the strategic transformation from a car manufacturer to an automotive, travel service provider. Owing to the massive accumulation of technical achievements, Geely’s auto-

motive brands rely on platforms, such as Compact Modular Architecture (CMA) and B-segment Modular Architecture (BMA), to create more value for their consumers. Greater value creation is also achieved through efficient collaboration and sharing in basic technological research and infrastructure development. Geely’s Smart Engine provides 100% self-developed overall solutions for new energy power system through 4 major technology means – hybrid power, pure electricity, alternative fuels and hydrogen fuel battery cells. Geely has successfully transitioned from a technology follower to a technology leader.

2 Implementing the Belt and Road initiative and linking the world with cars

Guided by its globalisation strategy of localising production, supply chain, management as well as sales and services, Geely has integrated technology, product, talent and culture in its operations in member countries of the Belt and Road Initiative. Through such integration, Geely has facilitated learning from each other and a coordinated development of the global automotive industry. To the west of Great Britain, Geely has reshaped the century-old classical taxi in London and across the Scandinavia, Geely has revitalised Nordic luxury car brands. To the South in Peninsular Malaysia, Geely has resuscitated Proton, and in the North in Siberia, Geely has helped Belarus to achieve its dream of producing national cars. Geely has built engineering R&D and de-

sign centres in Hangzhou (China), Ningbo Hangzhou Bay Area (China), Shanghai (China), Gothenburg (Sweden), Coventry (the United Kingdom), Frankfurt (Germany), California (the United States), and Barcelona (Spain) which comprise more than 20,000 R&D engineers. Geely has built world-class modern manufacturing plants for vehicle and powertrain in China, the United States, the United Kingdom, Sweden, Belgium, Belarus and Malaysia, with more than 4,000 sales outlets across more than 100 countries. In 2019, the export of Geely’s cars reached 57,991 units, a year-on-year increase of 109%. The expansion of Geely’s overseas market continues to accelerate, enhancing Geely’s overseas branding and influence.



Distribution of Geely's factories across the globe.

3 A steady increase in market share and leading confidence amongst Chinese brands

In 2019, Geely continues to refine and enrich its products: the entire Emgrand series was renewed; the SUV category has expanded to include CMA Xing Yue; and a new generation of Bo Yue PRO models is also created. Geely also launched high-performance electric vehicles, namely Geometry A and the 2020 Bo Rui EG, and redesigned the Yuan Jing SUV. Amongst them, Xing Yue, Jia Ji and other new models also rolled out the MHEV and PHEV versions. Emgrand GL PHEV and Bin Yue PHEV were also launched in mid-2019.

Geely has multiple production lines in the new energy technology, such as mild and plug-in hybrids, as well as pure electrics, covering all categories of cars, SUVs and MPVs, and continues to meet the demands of the automotive market for high-end, personalised and green products. Geely adheres to a strategy of high-quality development, strengthening the entire industrial

value chain, forging resilient production lines in the recession of the automotive market and steadily improves the brand's added value. In 2019, Geely's market share has reached 6.5%, rising from 6.2% in 2018, and Geely's annual sale also reached 1,361,560 units, topping Chinese automobile car sales for the 3rd consecutive year. Amongst them, Lynk & Co's sales were at 128,066 units, a year-on-year increase of 6.4%. Sales of new energy vehicles were at 113,067 units, a year-on-year increase of 69%; 799,763 SUVs were sold, accounting for 58.7% of Geely's total annual sales. The sales ratio of Geely's cars with retail prices exceeding RMB80,000 reached 72.8%. The average retail price was RMB123,000, and the average retail price ranges from RMB100,000 to RMB150,000. In addition, young customers in first- and second-tier cities grew rapidly, who have become the main buyers.

Economic performance of Geely Automobile Holdings Limited from 2017 to 2019

Units in RMB100 million

Indicator \ Year	2017	2018	2019
Total Asset	849.81	914.61	1,079.28
Total operating revenue	927.61	1,065.95	974.01
Corporate income tax	20.39	22.85	13.75
Net profit	107.35	126.74	82.61

Geely's 2019 Timeline

4 February 2019	Geely participated in "Challenge Impossible", a CCTV programme, to challenge "auto-driving".
26 February 2019	Geely collaborated with Qualcomm and Gosuncn Group, with plans to release the world's first mass-production models supporting 5G and C-V2X in 2021.
11 March 2019	Geely launched the first high-end MPV - Jia ji.
28 March 2019	Geely and Daimler Group formed a joint venture to operate and develop the brand of Smart worldwide jointly.
11 April 2019	Geely released a new energy pure electric brand - Geometry, in Singapore
13 April 2019	Geely became the official automotive service partner of the 19 th Hangzhou Asian Games and launched the Asian Games strategy with a theme of "Happy commute in Asian Games with the Geely's Technology".
26 April 2019	Geely launched the first M100 methanol heavy-truck tractor.
10 May 2019	Geely released the Crawler Intelligent System. With the help of sensors and V2X technology and auxiliary facilities such as "cloud storage", "monitoring system on roads" and "monitoring system at parking areas", the Crawler makes parking 100% autonomous.
20 May 2019	Geely launched the "Palace's Grace Treasure Chest" with Leishan Tea, crafted by the Chinese Palace Museum's Department of cultural products and services. This launch is part of the "Timely Rain" poverty alleviation project.
29 May 2019	Geely released the first hydrogen-fuelled, battery cell bus.
31 May 2019	Geely's Shell Lubricant Team won the 2019 Taklamakan Rally and Drivers Championships.
12 June 2019	Malaysia's ALTEL Corporation and China's ECARX Technology, invested by Proton Motors and Geely Holding Group, established a technology-based joint venture to create a more pleasant smart-travel experience for Malaysian customers.
12 June 2019	Geely Automobile Holdings Limited and LG Chem established a joint venture to engage in power battery-related business, including R&D, manufacturing, sales and after-sales service.
14 June 2019	Geely released the 5G smart bus, which is the first 5G commercial products after the 5G license was issued.
17 June 2019	London Electric Vehicles launched new range-extend light commercial vehicles
25 June 2019	ECARX Technology signed a strategic cooperation agreement with Tencent Auto Intelligence to carry out in-depth cooperation around intelligent Internet Services, joint user operations, AI and cloud technologies
3 July 2019	The Geely Holding Group and Baidu signed a strategic cooperation agreement to start comprehensive cooperation around the application of AI technologies, such as intelligent networking, intelligent driving, smart home and e-commerce in the field of automobile travel.
5 July 2019	Geely collaborated with the National Railway and provides WIFI service on high-speed trains, which serves as an entrance to provide full-chain services for passenger travel.
5 August 2019	Lynk & Co launched the first sports car, Lynk 03+.
13 August 2019	Geely's Atlas 1.8 TD Yandex Auto Edition was launched in Russia
9 September 2019	The Geely Holding Group and Daimler AG Group jointly invested in Volocopter, the German City Airspace Mobility Company, to design and plan the air travel in urban areas.
16 September 2019	Geely obtained the first batch of licenses on intelligent connected vehicles in the Yangtze River Delta.
19 September 2019	Cao Cao Hitch was launched online for trial operations in Hangzhou and Chengdu, China.
25 September 2019	Geely's compact SUV - Geely Coolray was launched in Manila, the Philippines.
30 September 2019	Cui Zaifu, Vice President of Geely Auto Group, won the "Chinese Government Friendship Award".
22 October 2019	Geely delivered 20 Geometry A as concierge vehicles and working vehicles for the Ministry of Foreign Affairs of the People's Republic of China and the Beijing Football Association respectively. Geely's cars were selected as concierge vehicle in foreign affairs for 5 consecutive years.
6 November 2019	The first Thai-made British taxi TX4 was launched.
25 November 2019	Geely New Energy Commercial Vehicle Group, CURO Group, and Posco International Group (South Korea) established a strategic cooperation relationship to jointly develop the global strategic layout of Geely's commercial vehicles.
3 December 2019	StarRide, a programme focusing on high-end travel services, was launched in Hangzhou, China.
15 December 2019	Lynk & Co's team won the 2019 FIA WTCR World Touring Car Cup.
15 December 2019	Supported by Geely's technology, Proton X70 was developed and fully manufactured in Malaysia.
17 December 2019	Geely and Danish Saxo Bank Limited established a financial, technology-based joint venture to provide financial and regulatory technology solutions to Chinese financial institutions and investors.

Honours and social evaluation

1 Honours



2 Social Evaluation

For years, Geely has been well-prepared, innovative and progressive. It is the core strength of the Chinese automotive industry and the trendsetter for this era of intelligent vehicles. Not only will the strategic cooperation between Baidu and Geely bring about a more natural and convenient interaction between human and cars, this cooperation will also accelerate the pace for the intelligentisation of the car and travel industries. Thereby, the cooperation enables Chinese automotive to be a forerunner in the era of intelligent travel.

—Founder of Baidu, Chairman and CEO, Robin Li

Geely is the forerunner of the Chinese automotive industry, while LG Chem has approximately 2000 soft case battery cell patents. Our joint-venture will support healthy progress and acceleration in the industry with new energy.

—LG Chem CEO, Kim Jong-Hyun

Geely has developed rapidly, thrusting itself to be a key player in the global automotive industry. It is a forerunner in the core technology domain for new energy, intelligent connection and self-driving technologies. Through its technological empowerment, Geely will provide athletes, coaches, officials and visitors of the 19th Asian Games with exceptional travel experience, and showcasing the Chinese technological vibrance to the world.

—President of the Olympic Council of Asia, Sheikh Ahmed

As the representative of Hangzhou brands, Geely has always been focusing on industrialising, rooting itself in Hangzhou and finding its foothold in China, whilst eyeing the global market. It has become the role model for Chinese automotive brands in moving towards mid- and high-end products and has contributed significantly to the world.

—Standing committee of Henan Province and secretary of the Zhengzhou Committee of the Communist Party of China, Xu Liyi

In the 5 years of use, we have truly experienced the reinvention of Geely's quality, design and auxiliary support. The car has received positive feedback and praise from our diplomats. For the development of the automotive industry, the transition to new energy cars is inevitable. Geely's Geometry A, which is its new generation of high-end electric vehicles, will bring about longer miles, more intelligent and comprehensive support as well as more comfortable rides. We look forward to its stellar performance in servicing the diplomats we receive.

—Deputy Director-General for the Administrative Department, Ministry of Foreign Affairs of the People's Republic of China, Chen Chuang

Using new energy sources is the new trend. To own a car powered purely by electricity is an achievement. You will not want to drive other cars after driving Geometry A.

—Renowned Chinese professional footballer, Yu Dabao

The London Electric Vehicle Company is making these wonderful machines here in the West Midlands, the home to the First Industrial Revolution. Not only did they retain the traditional icon of the car structure, they also made it quieter, more comfortable and achieved zero-emissions. We are seeing a new Industrial Revolution, a green one. Besides bringing about breakthroughs in green technologies, this revolution will also create more employment opportunities.

—Prime Minister of the United Kingdom, Boris Johnson

Geely's development strategies are neither vague nor enigmatic; they are practical and rooted in reality. Not only do these strategies anticipate the future, they also morph with time. Geely juggles both technological transformation and consumers' experience; from invention and production till evaluation, Geely stays through with its consumers. This is how Geely captures the consumers' attention in the market.

—Ex-General Manager for Beijing Automotive Group, Zheng Huanming

There are many reasons why Geely is developing so rapidly. First, Geely's leaders recognise and seize opportunities. Second, Geely recognises and values talent. Geely does not simply groom talents; it respects, seeks and capitalises on them.

—Ex-Minister for the Ministry of Machine Building, He Guang Yuan, on driving Lynk

The feeling of winning a motorsport is incomparable. Lynk & Co. 03 TCR has given me so much confidence on the race tracks; be it accelerating, overtaking or speeding at the corner, I am in control.

—2017 WTCC World Driver's Champion, Thed Björk

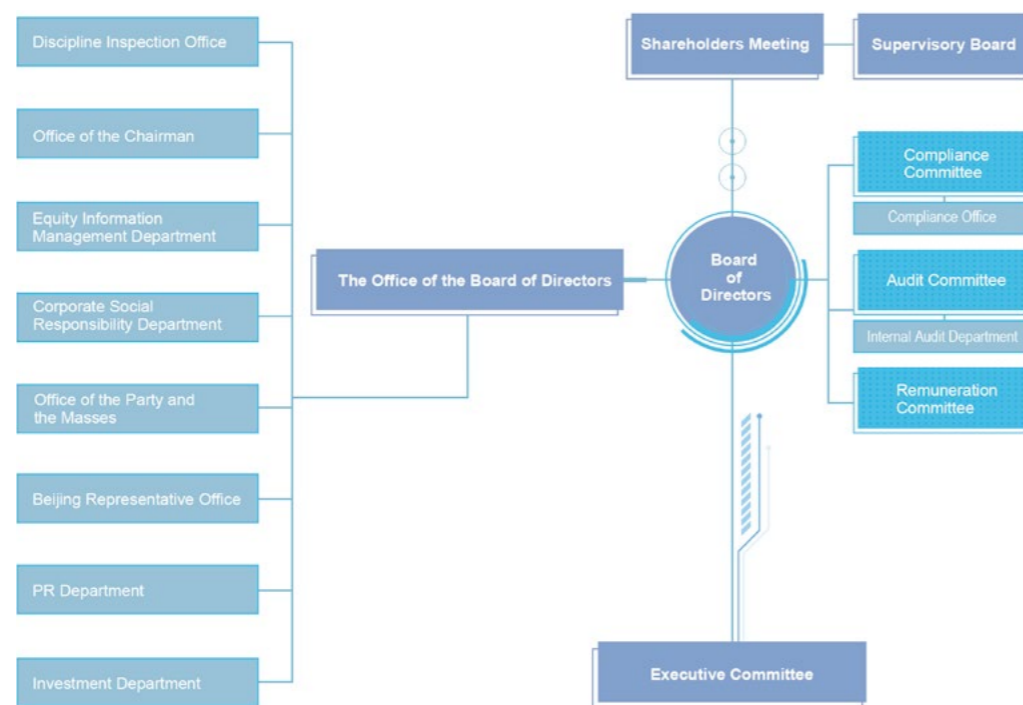
The race car modified based on the Emgrand GL has strong engine power, is easy to control, and it brings about an immediate spark and thrill when driven.

—Geely Super Cup competitor, Liu Cheng Wei

Despite being an entry-level competition, the standards in the Geely Super Cup is extremely high. A motorsport is the manifestation of a car manufacturer, a country and an ethnic group's search for technical finesse. The Super Cup is key in the fledging motorsport culture in China. It is remarkable for Geely to hold the Super Cup series for 13 years.

—Geely Super Cup competitor, Wu Hao

Responsible management



Geely Holding Group's governance structure.

Governance Structure

Strictly abide by the listing rules and relevant laws and regulations, Geely refines its governance structure by creating checks and balances between the authority, decision-making body, supervisory body and management organisation. Periodically, Geely evaluates the effectiveness of the policies and implementation of internal control to ensure sustainable and robust development. The role of the Board of Directors includes setting strategic directions, deliberating on key topics, safeguarding investor relationships and enhancing risk management. Currently, the Board of the Geely Holding Group has set up 3 committee offices, each targeting compliance, auditing and remuneration respectively. With planning

and coordination helmed by the executive committees, Geely's headquarter and its divisions, as well as its subsidiary companies and their relevant departments, will work on the daily management and operations. The Board of Directors at Geely Automobile Holding Limited consists of 12 directors, of which include 1 non-executive director (resigned on 21 August 2019) and 4 independent non-executive directors (please refer to the Geely Automobile Holdings Limited 2019 Annual Report for more information on our directors). In 2019, the Board of Directors called for 142 meetings to discuss matters pertaining to investment plans, annual budget, sales performance, sustainability and more.

Compliance and Risk Management

Legal compliance is the foundation for high-quality development of enterprises in a rapidly changing environment. Geely has established and gradually improved upon its internal compliance management system by upholding laws and regulations. The newly revised "Zhejiang Geely Holding Group Co., Ltd. Compilation of Compliance Management System (2019 Edition)" covers 5 compliance management policies including the Compliance Code of Conduct, Conflict of Interest Management Policy and Business Partner Compliance Management Policy, and 9 specific guidelines including the Measures of Compliance Risk Management and Implementation Guidelines of Compliance Training.

1 Constructing Compliance Management

The highest governing body for Geely's compliance management is the compliance committee. At present, Geely has formed a 5-level compliance management organisation: compliance committee, chief compliance officer, compliance office, compliance management post and compliance liaison officers. The compliance organisation consists of more than 20 full-time and 400 part-time staff. The business scope of the compliance organisation covers compliance management-related training and promotion, performance evaluation, compliance risk control and prevention, reporting and investigation of violation, as well as inspection on information security. In addition, Geely is committed to constructing a compliance culture, and con-

tinuously improve its employees' awareness of compliance management through compliance promotion months, knowledge contests and compliance moot courts. We have carefully summarised the risks identified in operations management and the duties, key position, and embedded these anti-corruption education in various compliance training. In 2019, we organised 54 compliance training sessions, covering a total of 7,142 staff at various levels, including new employees, mid-level and senior executives, and executives. The total training duration was 126.5 hours, in which the concept of compliance (e.g. anti-corruption and strengthening the compliance defence line) is continuously perpetuated.

2 Building compliance for information management

To improve the efficiency and intensity of implementing Geely's various measures of compliance management, Geely has developed a "national regulation database" and information management systems for the management of items such as bidding contract, intellectual property, litigation, conflict of interest and gift management. Relevant business operations are performed in accordance with standard processes. Not

only does it improve work efficiency, it also prevents and controls risks of violating related laws, regulations and compliance management. In addition, Geely's public account on WeChat "Geely Compliance" has launched a new function of "Compliance Reporting". Thus, various stakeholders can report the found violations to the compliance office anytime and anywhere through their mobile phones.

Departments in Geely

Internal Audit	Discipline, Inspection and Supervision	Internal Control	Human Resources	Legal Affairs
<ul style="list-style-type: none"> Review the effectiveness of risk management and internal control 	<ul style="list-style-type: none"> Investigate corruption issues such as serious violations of laws and regulations. Prevent and control risks of integrity violations. 	<ul style="list-style-type: none"> Coordination and systems building; designing strategies and approaches towards risk management. 	<ul style="list-style-type: none"> Prevent and control risks of violations of laws. Conduct compliance management of recruitment, assessment and other related businesses. 	<ul style="list-style-type: none"> Conduct antitrust investigations, investment and merger review, intellectual property protection, anti-money laundering, trade sanctions and export controls. Prevent and control risks of law violations.

The main responsibilities of the key departments in Geely's compliance and risk management

3 Risk Management System

Geely via a set of management system carries out identification, evaluation and avoidance of both internal and external risks in advance. Geely has established risk management systems and procedures based upon key areas, key processes and key personnel. Geely's internal audit, internal control, discipline inspection and supervision, and legal affairs departments have conducted their respective duties in risk prevention

and control, and conducted in-depth risk assessments of various business modules, such as R&D, procurement, manufacturing, sales, recruitment and new business. Meanwhile, Geely's risk identification system has also incorporated environmental, social and governance aspects, drawing risk maps and eventually forming a multiple-pronged risk defence.

Corporate Social Responsibility Management



Geely's Social Responsibility System

1 The concept of Sustainable development

In 2015, the United Nations (UN) proposed 17 Sustainable Development Goals (SDGs) in the report of "Transforming our World: The 2030 Agenda for Sustainable Development". At the same time, China also executed the Belt and Road Initiative and the fundamental strategy of targeted poverty alleviation. Combining the goals and strategy, Geely has identified the key areas of

Geely's social responsibility. Such responsibility starts from the stakeholders' expectations and their realities and are based on Geely's mission of "making the safest, most eco-friendly, most energy-efficient cars that can be driven all over the world". Geely has contributed to global sustainable development by promoting its replicable actions and cases.

2 Structure in managing social responsibility

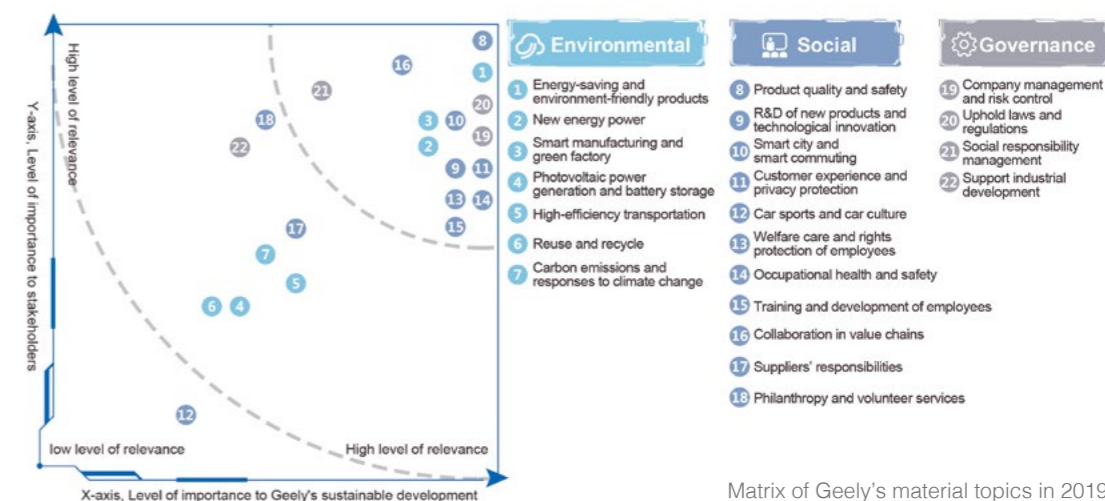
Geely's governance structure has covered the work associated with social responsibility. The Department of Social Responsibility under the Board Office of the Group undertakes Geely's business of corporate social responsibility and sustainable development. The Group's social responsibility policies and measures are implemented by operating departments, such as the Office of Environmental Health and Safety, Department of Planning and Logistics, Department of Human Resources, Office of Party and the Masses, and core subsidiaries, such as Geely Auto Research Institute, ME manufacturing centres, sales companies, procurement companies and vehicle manufacturing plants. The primary duties of the Department of Social Responsibility (DSR) include identifying of environmental, social and governance related risks, analysing policies and trends of sustainable development

in the automotive industry, formulating sustainable development strategic plans, identifying critical issues associated with sustainable development, and designing and implementing public welfare projects. The DSR routinely reports to the Board Office regarding the progress of Geely's social responsibility work and the related problems. The DSR also receives supervision and evaluation from the Board Office. The Board Office gives final approval for and permission to major matters of the group, such as adjustment of sustainable development strategy and publishing annual corporate social responsibility report. In addition, Geely actively participates in the evaluation of social responsibility-related reports with authoritative institutions, continuously optimising policies and strategies of social responsibility and providing support to the Board Office's decisions on social responsibility-related work.

3 Management of material topics

According to the GRI Standard's requirements, the selection procedure of material topics for this Corporate Social Responsibility report consists of 3 major steps: The first step is review and identification. Based on the 21 material topics identified in 2018, 22 key topics were confirmed after reviewing policy trends, industrial development and strategies of social responsibility and combining feedback from various stakeholders. The second step is evaluation. We conducted thematic surveys on 24 stakeholders, including customers, suppliers, dealers and employees through face-to-face and telephone interviews. We also conducted discussions on selected topics













and evaluated and ranked their importance based on (i) importance to stakeholders and (ii) importance to Geely's sustainable development. The comprehensive importance rankings formed the preliminary assessment results of material topics. The last step is validation. The DSR has organised expert panel discussions with related departments, conducted a comprehensive evaluation of the preliminary assessment results and finalised the material topics that have more significant impacts on both ourselves and our stakeholders. These material topics are regarded as an important foundation to strengthen the Group's social responsibility management and information disclosure.



Matrix of Geely's material topics in 2019

Geely's material topics and their correspondence in 2019

Material Topic	Correspondence to GRI Standard	Correspondence to this report	
Product quality and safety	GRI 416 Customer Health and Safety	Making Fine Cars For Everyone	
Energy-saving and environment-friendly products	GRI 302 Energy	Integration and co-existence with the environment Making fine cars for everyone	 
Uphold laws and regulations	GRI 102 General Disclosures	Responsible Management	
Management and risk control	GRI 102 General Disclosures, GRI 205 Anti-corruption	Responsible Management	
Customer experience and privacy protection	GRI 102 General Disclosures GRI 418 Customer Privacy	Making fine cars for everyone	
Occupational health and safety	GRI 403 Occupational Health and Safety	Respecting, supporting and providing happy lives to people	
Smart city and smart commuting	GRI 102 General Disclosures	Building smart city solutions and designing intelligent travel blueprints	
R&D of new products and technological innovation	GRI 102 General Disclosures	Overview of Geely Holding Group Making fine cars for everyone	
Welfare care and rights protection of employees	GRI 401 Employment, GRI 402 Labour/Management Relationships, GRI 403 Occupational Health and Safety, GRI 404 Training and Education, GRI 405 Diversity and Equal Opportunity, GRI 406 Non-discrimination, GRI 408 Child labour, GRI 409 Forced or Compulsory Labour	Respecting, supporting and providing happy lives to people	
Training and development of employees	GRI 404 Training and Education	Respecting, supporting and providing happy lives to people	
Smart manufacturing and green factory	GRI 301 Materials, GRI 302 Energy, GRI 303 Water, GRI 304 Biodiversity, GRI 305 Emissions, GRI 306 Effluents and Waste, GRI 307 Environmental Compliance	About This Report Good engine makes great work while precision at the micron level completes Geely's quality Integration and co-existence with the environment	  
New energy power	GRI 102 General Disclosures	Overview of the Geely Holding Group Integration and co-existence with the environment	 
Collaboration in value chains	GRI 102 General Disclosures, GRI 308 Supplier Environmental Assessment, GRI 414 Supplier Social Assessment	Growing with partners	
Social responsibility management	GRI 102 General Disclosures	Responsible Management	

Material Topics with Medium Importance	Philanthropy and volunteer services	GRI 413 Local Communities	Timely Rain™: Building a warm, philanthropic business model	     
	Support industrial development	GRI 102 General Disclosures	Overview of Geely Holding Group Growing with Partners	
	Suppliers' responsibilities	GRI 308 Supplier Environmental Assessment GRI 414 Supplier Social Assessment	Growing with Partners	
	Carbon emissions and responses to climate change Society	GRI 201 Economic Performance, GRI 305 Emissions	Integration and co-existence with the environment	
	High-efficiency transportation	GRI 301 Materials GRI 302 Energy	Integration and co-existence with the environment	
	Reuse and recycle	GRI 301 Materials	Making fine cars for everyone Integration and co-existence with the environment	
	Photovoltaic power generation and battery storage	GRI 302 Energy	Integration and co-existence with the environment	
Material Topics with Low Importance	Car sports and car culture	GRI 102 General Disclosures	Making fine cars for everyone	

4 Communication with Stakeholders

Combining factors such as Geely's business modules, operation management and material topics, we identified 8 categories of stakeholders that are important to Geely's development. They are namely the government and regulators, investors, customers, employees, suppliers, dealers, the environment and society. In response to the needs of various stakeholders, we have established different communication chan-

nels, such as Geely's official website, Weibo, WeChat public account, to disclosed the Group's business information while accepting public supervision. These are done based on the relevant requirements for information disclosure. We have developed a mechanism for diverse stakeholder dialogues and continuously improve the efficiency of operation management.



Stakeholder	Focused topics	Our responses
Government and regulators	<ul style="list-style-type: none"> ◆ Compliance management ◆ Economic growth ◆ Providing jobs ◆ Reducing emissions 	<ul style="list-style-type: none"> ◆ Complying with laws and regulations, conducting antitrust investigations and opposing unfair competition ◆ Leading business partners to perform integrity management and anti-corruption measures ◆ Strengthening risk prevention and controls in issues related to the environment, society and regulation ◆ Strengthening environmental and safety management and accepting regulatory assessments ◆ Implementing the Belt and Road Initiative ◆ Providing jobs and training talents ◆ Participating in local infrastructure construction
Investors	<ul style="list-style-type: none"> ◆ Return on investment ◆ Business information disclosure 	<ul style="list-style-type: none"> ◆ Ensuring stable operations and Maintaining a good level of market value ◆ Improving governance and strategic planning to protect investors' rights ◆ Strengthening communication and prompt disclosure of operation information
Customers	<ul style="list-style-type: none"> ◆ Diverse product structure ◆ Product quality, safety and environmental performance ◆ Driving experience and customer service ◆ After-sales and product recall system 	<ul style="list-style-type: none"> ◆ Adhering to independent innovation and building a smart 3D commute ecosystem ◆ Focusing on customer experience and conducting customer-satisfaction surveys ◆ Quick response to emergency repairs and consumers' complaints ◆ Protecting customers' privacy and strengthening information security ◆ Actively interacting with customers through activities organised by Geely's associated driver clubs.
Employees	<ul style="list-style-type: none"> ◆ Occupational health and safety ◆ Benefits and room for promotion ◆ Vocational training and career planning 	<ul style="list-style-type: none"> ◆ Adopting a N-pillar approach in human resources management ◆ Establishing a safety information platform and caring for employees' health and safety ◆ Extending employee care to employees' families. Purchasing commercial insurances for employees and their families ◆ Establishing an echelon talent-training mechanism ◆ Listening to employees and setting up employee care funds ◆ Organising various employee activities
Suppliers	<ul style="list-style-type: none"> ◆ Standardised and transparent procurement process ◆ Reciprocity ◆ Common development 	<ul style="list-style-type: none"> ◆ Procurement platforms ◆ Providing guidance and training for our suppliers ◆ Evaluation and social responsibility evaluation of suppliers
Dealers	<ul style="list-style-type: none"> ◆ Guarantee the product and service quality ◆ Provide necessary technical support 	<ul style="list-style-type: none"> ◆ Developing measures on operation management of dealers and optimising sales network ◆ Organising competence training and skills competitions ◆ Launching sales promotion ◆ Carrying out compliance inspection in the system
Environment	<ul style="list-style-type: none"> ◆ Energy-saving and environment-friendly products ◆ Green operations throughout the product's life cycle ◆ Focusing on climate change ◆ Disclosure of environmental information 	<ul style="list-style-type: none"> ◆ Steadily promoting the new energy strategy ◆ Promoting shared transport modes such as "Cao Cao" ◆ Constructing green factory and micron factory demonstration projects ◆ Efficient use of clean energy and online energy management ◆ Promoting efficient logistics ◆ Strengthening the recycling of vehicles and packaging materials
Society	<ul style="list-style-type: none"> ◆ Public welfare and charity ◆ Volunteer service ◆ Investing and constructing more vocational schools and technical colleges ◆ Carrying out public welfare projects such as the "Timely Rain", aimed at targeted poverty alleviation, and the "Green Runway" to fulfil rural youth sports dream ◆ Conducting volunteer services 	<ul style="list-style-type: none"> ◆ Investing and constructing more vocational schools and technical colleges ◆ Carrying out public welfare projects such as the "Timely Rain", aimed at targeted poverty alleviation, and the "Green Runway" to fulfil rural youth sports dream ◆ Conducting volunteer services

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Making fine cars for everyone

Responsibility focus

Continuing with its strategy to “making fine cars for everyone”, Geely incorporates state-of-the-art technologies for car safety and healthy ecosystem environment into its product development and manufacturing system. This ensures high-quality product and service, creating an experience beyond expectations for every user.

Building a community with a shared future for smart cars

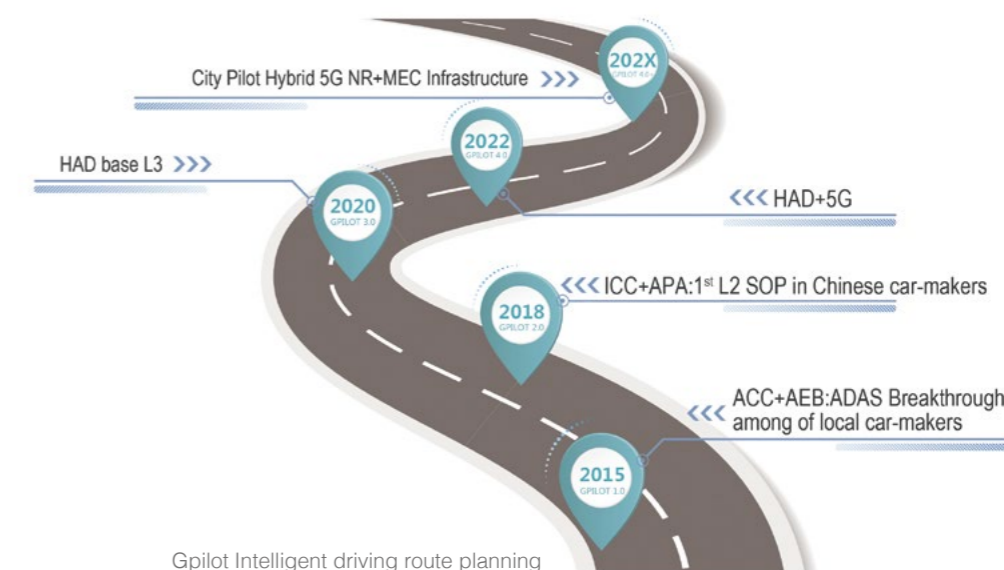
Safety will be the primary concern a user considers when rejecting autonomous vehicle and this must be addressed for the further development of autonomous driving. Geely confronts the concerns and taps on the opportunities brought by “Smart +”, highlighting its doctrine focused on health and safety.



1 Interpreting the goal of intelligent driving

Geely believes that autonomous driving will be “a community with a shared future”, comprising safety, health, human and cars. The key is intelligence, and the core is automobiles, characterised by connected communication infrastructure, provided that traffic safety, smoothness and high efficiency are ensured. The ultimate goal of manufacturing intelligent cars is safe, unmanned driving, which closely connects users, cars

and car companies. Geely always adheres to the concept of “openness and mutual benefit, harmonious coexistence”, promotes cooperation and communications within and between industries, gathers wisdom, and unites consensus. Geely strives to work with other automotive companies to promote the Chinese automotive industry, to reach the mid-to-high levels in the global automotive value chain.

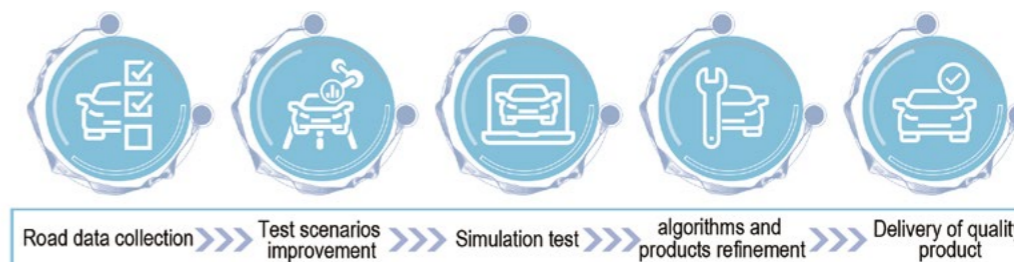


Gpilot Intelligent driving route planning

2 Setting a new industry benchmark with "Global Security"

In the processes of technological innovation and consumption upgrade, the concept of developing automotive products must keep pace with the times where safety is a core issue. Geely extends the human-based security to a concept of “Global Security”, covering passive, active, pedestrian, environmental, information, property, and high-voltage power security issues. We started with in-depth investigation and

followed up on the evaluation of traffic accidents, reconstructed accident scenarios, and built a virtual scenario database for testing active safety and autonomous driving functions. We have proposed suggestions to improve targeted products, with a higher level and more comprehensive standards for safety, thereby redefining the awareness of car safety and safeguarding car usage in all scenarios.



Procedure of autonomous driving testing and delivery



Practicing Responsibility

The sense of security for Lynk & Co. exceeds 5-star +

In 2019, Lynk & Co. 02 ranked Five-star + with a comprehensive score of 95% in the China's New Car Assessment Programme (C-NCAP) evaluation, becoming the first model to receive Five-star + after the release of the 2018 C-NCAP evaluation method.

As the second market-listed model under CMA, Lynk & Co. 02 inherited the safety genes of CMA. 80.5% of the vehicle's steel plates are high-strength steel plates. Coupled with the application of leading technologies such as laser welding and thermoforming, the car frame structure is as strong as the Iron Man. In terms of passive security, Lynk & Co. 02 adopted a unique design that sub-frames drop during head-on collision. This design increases the energy absorption by deforming the front rails and sinking the engine in the event of a collision, thus reducing the overall impacts

of a head-on collision at the passenger compartment.

The car frame structure is regarded as a passive security mechanism in protecting passengers during an accident. A more effective way to protect drivers and passengers, however, is to predict danger in advance, thus avoiding accidents entirely. Not only does it effectively protect the drivers and passengers in the car, it also protects pedestrians outside the car. Lynk & Co. 02 is equipped with a pedestrian recognition Autonomous Emergency Braking (AEB) system that can identify vehicles in front and pedestrians taller than 80 cm. When the speed is within 30 km/h, the system can automatically brake to avoid the collision. When the speed is greater than 30 km/h, the system can also minimise the collision damage to pedestrians through automatic braking.

3 Innovating safety technology and performance testing

In improving user experience, Geely launched a 3D driver monitoring system, composed of 6 functions: intelligent monitoring of drivers and passengers, dynamic gesture, head position, driver off-position and belongings monitoring as well as fragrance function control. This monitoring system can evaluate the real-time safety status of drivers and identify dangers. Meanwhile, with the help of active pre-tensioning seat belts, the monitoring system provides early warning through sounds and images. In addition, Geely's smart cockpit is equipped with dynamic gesture recognition technology, in which a driver can directly control window lift and fragrance system through gestures.

For pedestrian protection, Geely has developed a bumper airbag which is the first-of-its-kind in China. When deployed, the bumper airbags cover the bumpers' upper and middle areas, effectively supporting the weight of the upper limbs of a human body, absorbing collision energy and strengthening the protection of vulnerable groups on the street (e.g. pedestrians and cyclists).

In response to its global safety development strategy, Geely has continuously expanded its testing capabilities to regulations worldwide. Geely owns a laboratory with China National Accreditation Service for Conformity Assessment (CNAS), with inspection qualifications that are able to inspect safety performance of products at vehicle-, system-, and component-level. Relying on first-class testing equipment and lab technicians, the laboratory can test a series of active safety systems such as autonomous emergency braking, off-



lane warning and adaptive cruise systems. Geely has built a mobile internet-based platform that enables data analysis, operation management laboratory verification of intelligent networks and smart transportation. For new-energy vehicles, Geely has independently designed high-voltage power security systems and procedure, enabling safety testing for new-energy cars at the vehicle level.

*In 2019, we completed 2,734 vehicle collision tests,
3,428 collision simulation sled tests,
720 frame structure tests,
2,699 pedestrian protection tests,
5,557 seat belt tests,
and 2,059 airbag ignition tests.*

■ Building a performance evaluation system and promoting the implementation of quality strategy

Geely adheres to the concept of "Benchmarking management and quality management", establishing and continuously optimising the entire process of evaluating quality competitiveness. The quality management model is in line with international standards. In 2019, Geely passed the ISO 9001: 2015 Quality Management System certification, and the average system compliance rate has increased by 6%.

1 Deciphering the code for quality upgrade

To continue improving Geely's quality management, in 2019, we released the quality "4-3-10 strategy", established a big data centre in quality management, adopted real-name system in the entire business-chain operation, implemented an autonomous quality assurance system across Geely's global operations and developed

a full-scale, sensitive quality management platform. We constantly benchmark our products against German, Japanese and other high-end products. In addition, we have monitored and analysed operation processes to identify quality risks in advance and proactively prevent and control quality deviations.

4-3-10 Strategy

We implemented 4 major changes in the quality system: new energy quality, durable quality and supply chain quality, and carried out 10 key tasks in 3 areas, namely in R&D for quality, manufacturing quality and service support.

2 Implementing original standards for quality evaluation

For our consumers, we have established and implemented the GCPA-101 full-process vehicle evaluation system, covering R&D, procurement, manufacturing and sales services. Through product, new car and durability evaluations, we have identified and incorporated the customers' real needs and complaints. Such information is used to guide product development, quality improvement and product acceptance,

with the aim of achieving "zero defects" in manufacturing. According to the results of a survey conducted by J.D. Power, Geely's new car quality Initial Quality Study (IQS) in 2019 was 103 PPH (defects per 100 vehicles), a 12 PPH drop from that of 2018; the overall ranking was 34th, 5 ranks higher than that of 2018. Among the new cars, the Geely Borui ranked 1st in the segment of mid-size, high-end economy cars.

3 Verifying and testing to ensure product quality

Geely has 13 laboratories, 5 of which have obtained CNAS qualification certificates, covering test such as vehicle collision, NVH, Electromagnetic Compatibility (EMC), working-condition performance and volatile substances. The labs can conduct more than a thousand tests for car components, including physical and chemical analyses of metal materials, detection of banned

substances, electrical and electronic performance, reliability in different environmental conditions, and durability. At present, Geely's conventional testing capabilities can fully meet the life-cycle testing needs from automotive R&D to mass production, providing true and accurate data for quality control of Geely's products.

4 Recalling defective products, responsibility to users

With regards to the quality control and recall of defective products, Geely has established the Regulation on the Administration of Recall of Geely's Defective Products and a recall procedure in strict accordance with the relevant requirements of the Regulation on the Administration of Recall of Defective Auto Products. Meanwhile, to prevent

future recalls and reduce the risk of batch recalls, Geely has established corresponding defect inspection procedure, conducted investigations and reviews on other mass-produced models and new products, in response to domestic and foreign recall issues and internal batch issues. There was 1 public recall in 2019.

Practicing Responsibility

Recalling Geely Yuanjing, G7 and EC7 cars

Following the requirements of the Regulation on the Administration of Recall of Defective Auto Products and Measures for the Implementation of the Regulation on the Administration of the Recall of Defective Auto Products, Geely has recorded its plans for recall with the State Administration for Industry and Commerce. Since 9 January 2020, Geely has recalled a portion of the Yuanjing and GC7 cars produced during the period from 7 October 2010 – 7 July 2012, totalling 42,216 cars. A portion of EC7 cars produced during the period from 5 July 2011 – 31 May 2012 were recalled, totalling 47,441 cars.

These recalls were made due the potential safety hazard caused by the fuel pump components. When driving, there may be an abnormal abrasion between the fuel pump brush and the commutator and when overly abraded, the fuel feed is interrupted, causing the car to stall while driving. To

eliminate the hazard, Geely will replace the fuel pumps of cars within the recall period with a newer fuel pump model, for free.

Using registered letters, phone calls and messages, we have contacted the relevant car owners to invite them to approach the nearest Geely car servicing station for a free check and maintenance. Consumers can call the consumer service hotline at 400-886-9888 using a landline or their handphone, to receive information regarding this product recall. Consumers can also log into the Defective Product Administration Centre (DPAC) website (www.dpac.gov.cn) under State Administration for Industry and Commerce, or follow the Wechat Public Account (SAMRDPAC) for more information. In addition, consumers can also call the DPAC's hotline: 010-59799616, to submit their feedback on issues surrounding the recall procedure, or to submit clues of auto defects.



■ The Walking Air Purifier

Geely's health and ecological technology, G-Blue, comprises 3 main aspects, namely eco-materials, health and life care, as well as air quality management. Proactive health management in cars are conducted using technologies such as antibacterial and antifungal interior materials, smart car fragrances, AQS (air quality monitoring system), high-efficiency purification air conditioners, certified eco-friendly textiles, as well as an odour evaluation system. Geely adopts comprehensive controls from the source materials to the entire vehicle to provide customers with a comfortable sensory experience whilst ensuring that all car odours meet the standard requirements.

1 Implementing the most stringent regulations

The 2019 conversion of the Guidelines for the Evaluation of Air Quality in Passenger Cars from recommended standards to mandatory standards is still progressing. The use of benzene, ethylbenzene, xylene and other substances in the mandatory standards have been significantly tightened compared with the those in the recommended standards. Besides, total volatile organic compounds (TVOC) might also be included in the scope of the mandatory standards. At present, Geely has taken the lead in evaluating air quality in passenger cars in accordance with the latest national

standards. In addition to the most basic "5 types of benzene and 3 types of aldehydes" (benzene, toluene, ethylbenzene, xylene, styrene, formaldehyde, acetaldehyde, and acrolein), Geely has also tested and regulated polycyclic aromatic hydrocarbons, which are harmful to human health, and amines and plasticisers, which are odour sources. In the meantime, Geely also formulated enterprise standards for key components of car interiors, such as seats, ceilings, carpets, and dashboards, to ensure an industry-leading level of environmental quality in Geely's cars.

2 Building digital platforms for material management

In terms of new material research, Geely has focused on 3 directions: environmental protection, lightweight and high sensitivity. Eco-friendly materials such as plant-based fibre components, lightweight materials such as plastic fenders, and high-sensation soft-touch materials have been used in some models in 2019. This year, Geely also established a digital material management platform to further improve the efficiency of Geely's material development work and promote international linkage and resource integration with the R & D centres in Europe. Meanwhile, Geely has made new breakthroughs in adopting platform operations in material management; such

platform operations were adopted in more than 85% of various projects. Geely has formulated and refined our car material usage development plans by improving the design-model selection for our auxiliary parts and key material selection, thereby controlling the capacities and performance of our car's interior materials from the start. Further, Geely has chosen to use only materials that are recyclable, with supporting recycling technology. Geely also keeps track and restricts the use of a list of materials that cannot be recycled, such as asphalt boards and damping concrete boards.

3 Pursuing the "Platinum Award" and "Green Design Product" labels

At the stages of component manufacturing and production, Geely has further reduced VOC emissions from moulded parts and controlled in-car odours by adjusting moulding parameters such as temperature and pressure, as well as adopting processes such as curing, baking and ventilation. With unremitting efforts, 6 of our models - Borui GE, Xingyue, Jiaji, Binrui, Emgrand and Emgrand GL, have won the Platinum

award in the China Eco-Car Evaluation Regulations (C-ECAP). In 2019, Lynk & Co 02, Lynk & Co 03, Binyue, Jiaji and Xingyue passed the "Green Design Products" evaluation of the green manufacturing system, by the Ministry of Industry and Information Technology. Geely continuously improves the environmental performance of its automotive products from all aspects of the car's entire life cycle.

¹China's eco-car evaluation is based on the life cycle concept and evaluates the ecological performance of automotive products from 3 aspects: health, energy saving, and environmental protection, through 5 basic index: in-car air quality, in-car noise, harmful substances, comprehensive fuel consumption, and exhaust emissions. The evaluation results are intuitive and quantifiable, and thus used to sort eco-car grades, corresponding to certification marks from high to low - platinum, gold, silver, bronze and unlicensed.

Treating the consumer's experience as the starting point

For many years, Geely has always adhered to the service concept of "Care in the details", focusing on user experience and feelings, and comprehensively standardising and systemising customer service. Geely strives to present our professional, rigorous, efficient, and friendly services through the application of technologies such as standardised service processes, standardised maintenance operations, enhanced hardware, enhanced maintenance capability, improved personnel quality, constructed professional call centre and intelligent diagnosis. We guarantee our customers with high-quality experience throughout the entire life cycle of our products and services. For international markets such as Kuwait and the Philippines, Geely has adjusted its strategies according to local conditions – renovating store interiors, preparing maintenance manuals, standardising service processes and constructing mobile service networks to improve the brand image.



1 A comprehensive implementation of the "satisfactory Geely" project

Geely continues to upgrade our catering, facilities, brand image and services. For in-situ management, our standard requirements are tidy and orderly service stations, polite and friendly customer reception, as well as clean, tidy, bright and orderly maintenance workshops. Based on customers' needs, we have initiated a transparent workshop project to create transparent service, enhance our customers' sense of trust and improve the efficiency of our service station operation. We have built sheet metal spraying centres nationwide and standardised the operations of sheet metal spraying by strictly following 6 standard requirements - standardised workshop construction and layout, standardised tools and equipment, personnel management, maintenance specifications, production management, as well as safety and environmental protection. We have built a

demonstration station of Geely automotive's after-sales service, setting a benchmark for the whole service network and comprehensively standardising the "quality 3.0 generation" service system.

To further enhance the professional capability of Geely's customer service, Geely continues to push on the 6 key post certifications (GKPC) and vocational maintenance technical certification (GMTC). The issued GKPC and GMTC numbers have increased by 75% and 296% respectively, compared with that of the beginning of 2019. In addition, Geely implements the idea of "improving skills through competition." Since 2010, Geely has held 10 consecutive national competitions on after-sales service skills, continuously improving service skills and service quality of our employees', so as to meet the individual needs of each user.

2 Responding promptly to customer's complaints

Geely implements a working system of "2-hour response, 72-hour closed-loop" and adheres to 3 principles when handling customer complaints. They are fast response, efficient processing and customer's satisfaction. We have formulated solutions based on the vehicle's actual conditions and arrange for customer follow-ups. We have established a service experience officer and arranged for Geely's R&D engineers to interact with customers to gather customers' suggestions on Geely's after-sales service, customer experience

and vehicle quality. In 2019, the service quality of Geely Auto has steadily improved and the complaint rate in 1,000 vehicles dropped by 23%. The nationwide, 1-time-repair recovery rate and punctual delivery rate reached record highs. According to the J.D. Power Automotive customer service index (CSI) study, Geely Auto scored 750 points, ranking 7th in the automotive industry and has stayed at the level of high satisfaction for 7 consecutive years.

3 Protecting privacy in the era of Big Data

It is Geely's responsibility to protect our customers' information. Independently, we have developed an information security system, executed strict management system and clarified the functions of Geely's departments and hierarchical management authority of dealers; in these ways, we ensure that our customers' data are not stolen or leaked. With the rapid development of

intelligent connected cars, threats are also escalated in the field of automotive information security. Geely has joined the 360 Total Security to carry out automotive information security protection, based on bug mining and conducted a full life-cycle assessment on automotive information security to comprehensively protect our customers' privacy in the era of Big Data.



4 Connecting the world with Geely – Ji Xing Tian Xia

As the communication link between the Geely brands and customers, Geely's Driver Club – Ji Xing Tian Xia – has actively interacted with fans through 3 platforms, forums, WeChat and Weibo. And over the past 11 years, Ji Xing Tian Xia has organised routine activities, such as "WE", "Jiyou

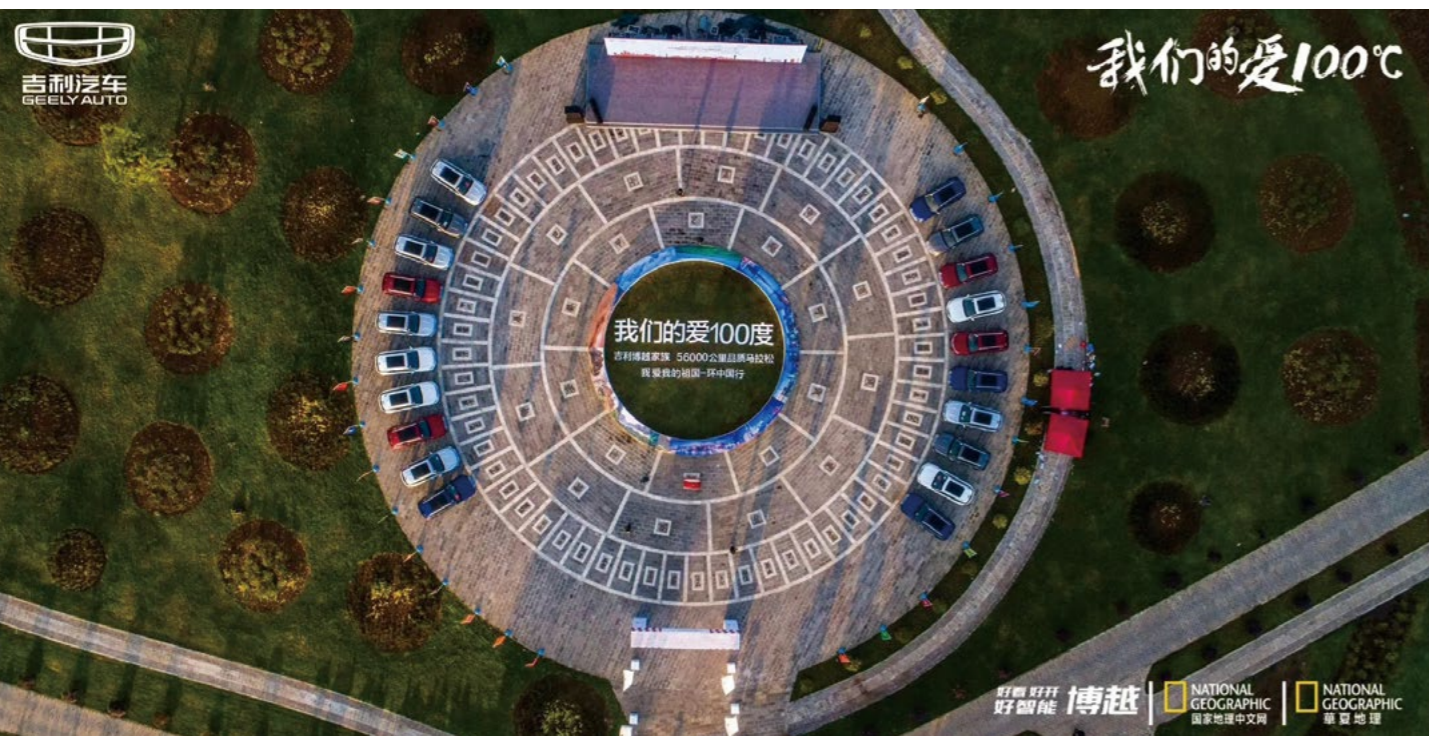
FUN" and "Ji Jia Yan". By 2019, Ji Xing Tian Xia has 2,358,908 followers, more than 1,000 active car clubs across the nation and organised 644 active car clubs across the nation. Each brand continues to improve its reputation through unique car culture.

Practicing Responsibility

Celebrating the 70th Anniversary of the PRC with a 56,000 km marathon

Coinciding with the 70th anniversary of the founding of the People's Republic of China, in September 2019, 800,000 Geely's Boyue drivers led 8 million Geely car owners, driving across China, starting from Tengchong and passing through more than 20 provinces and municipalities and 100 cities. They crossed all terrains, including plateaus, deserts, hills and other complex roads such as highways, ice and snow-covered roads, as well as non-paved roads, despite high temperatures and cold environments. We have also held super-fun test driving more than 10 times, car karaoke compe-

titions in more than 30 cities and treated more than 50 'Ji Jia Yan' dinners to our car friends, etc. Through these activities, we unified our customers and turned the high-quality marathon event into a communication tie and platform for Geely's customers. In addition, Geely and the National Geographic have formed a strategic cooperation to jointly explore the great beauty of China's territories. We visited 56 ethnic settlements, immersed ourselves in their customs and cultures, and found colourful cultural treasures. Geely's Boyue family has become a tie for national unity.



5 Highlights of China's motorsports

Developing motorsports requires long-term perseverance. Geely's goal is to globalise the standards of Chinese motorsports and ignite the Chinese consumers' enthusiasm towards motorsports. Over the years, Geely has developed a motorsports promotion model that is international, diverse and popular. Besides the Geely Super Cup, Geely has also participated in international sports events, including WTCR (World Touring Car Cup), China Around Taklimakan (International) Rally, the Morocco International Off-Road Rally and the Dakar Rally. Geely has supported China's motorsports to reach greater heights in competitions.

Among them, the Geely Super Cup is independently organised by Geely. It is a private event that is popular, entertaining and

professional. As the first sports intellectual property (IP) organised by a Chinese car brand, the Geely Super Cup of Geely has completed 12 competition seasons, with nearly 1,000 motorsport fans participating in the challenge. In 2019, the Geely Super Cup added a new award, where the top 6 competitors were selected to attend the ultimate driver training camp in Nürburgring, Germany, the holy land for racing and motor fans from around the world. Motorsports is an important synergy content of Geely's Asian Games strategy. Geely will use motorsports as a link to connect customers, continuously enrich the connotation of Geely's culture, improve product quality and service experience, henceforth creating greater value for customers.

Lynk & Co Team won the 2019 WTCR World Touring Car Cup Championship with a score of 628 points, 34 points higher than the 2nd place. This is not only a strong evidence of the high level of the motor industry and the strong technical capacity of the company, but also the best payback to the Chinese motorsports industry which has been forging ahead. This is both an honour belonging to Geely Holding Group and Lynk & Co and a highlight of China's motorsports.

—China Automobile and Motor Sports Federation (CAMF)



8 DECENT WORK AND ECONOMIC GROWTH



Respecting, supporting and providing happy lives to people

Responsibility focus

Following the core value of the “happy life with Geely’s company” concept, we have created a system of care, with a life time cycle, for our employees. Building upon the present and eyeing the future, Geely is motivated by the See model, one that is more appropriate for global talent development and management. Through the model, we seek to empower our employees to the maximum and trigger their limitless creativity to combat and challenge more impossible with Geely.

Multi-pronged approach to ensure workers’ rights

In the face of the global market, Geely has established the “localised actions, globalised thoughts” management mechanism. Founded on the approach of “respect, adjust, accommodate and integrate”, Geely seeks to create an equal, fair and harmonious work environment for every employee. We have adopted methods that are suited to the local circumstances to establish cross-cultural communication and integration, and consolidated global talents of different histories and cultural backgrounds. We reject discrimination stemming from race, nationality, religion, disability, gender and education, and we reject forced labour too. At the same time, we strictly abide to the national and local laws and regulations, and forbid the employment of children under 16.

1 Creating equal opportunities to gather diverse talents

Building upon the existing foundations for the independent upgrade of the management, expertise and technology channels, Geely has added the “vigour plan” in 2019 to ensure that employees have the opportunity to rotate across positions within the Group and establish new employment development pathways. In cultivating Geely’s own talents, we have enabled our employees to morph and improve themselves in the highly flexible work system.

For talent recruitment specifically, Geely capitalises on recruitment platforms in schools by pioneering Geely-centred school club, creative competition, open day, summer and winter training camps and an integrated experts-

in-school, enterprise-school collaborative platform. In 2019, Geely has organised more than 80 school-only recruitment sessions in both local and overseas schools across 27 Chinese cities, for more than 40 high schools, and in countries like Japan and Germany. More than 2,000 fresh-graduates were recruited. In terms of recruitment, Geely uses an internationalised recruitment procedure and data management means to continuously enhance recruitment efficiency and quality. All year round, Geely has recruited more than 7,000 talents and the retention rate of new recruits beyond their probation period exceeds 95%.

Consolidating the past 33 years of implement-

tation experience, Geely continues to refine our industrial system for the alliance for talent integrity. At present, online social credit platform targeted at employment documents an employee’s employment life cycle, spanning

from pre-employment, employment to post-employment. These employment cases enable us and our peers to better select precise, lawful and quality talents.



2 Encouraging employees through the income and welfare system

Geely continues to refine our company welfare system, which provides seasonal, festive and birthday benefits, annual health check, as well as subsidies for housing, transport, meals, telecommunication and discounts for car purchase. Similarly, Geely strictly abides to the national laws and standards for annual, sick, maternity and paternity, as well as compassionate leave.

Taking reference to the “2019 Zhejiang Geely Holding Group Employee Performance Management Scheme”, we have created a “tiered, hierarchical and transparent” performance evaluation and encouragement system to bring Geely’s welfare and competitive opportunities to employee in a fair and open manner. Meant for all employees, Geely has actively rolled out management schemes to

encourage employees’ initiation and competitiveness through book prizes, loyalty award and awards for top 10 crafters. For the middle-upper management level and core, key talents, Geely rewards them through equity and implements mid-, long-term encouragement system. For front-line employees, Geely has built an income system which combines basic salary for position-specific work done and performance-based bonuses. For its 44,000 foreign employees, Geely has introduced a system of characteristic and competitiveness to encourage cultural and cross-cultural immersion activities. In its overseas market, we also respect the characteristics and cultural habits for the local income when building these overseas income systems, to attract and retain global top talents.

3 Achieving harmonious labour relationship through democratic communications.

We tapped on the Prime Minister’s welcome day, Union Chairman’s welcome day and the Party-Masses dialogue as platforms to listen to our employees’ suggestions and feedback. With our employees, we have signed 7 collective contracts, including the Income-Specialised Collective Contract and the Regulations Concerning the Labour Protection of Female Staff and Worker. Employees can

participate in the enterprise management activities democratically, through channels such as the Union Representative Council and the Collective Enterprise Negotiation. Such an approach is of benefit to a more holistic protection system for employees’ rights. For the past 6 years, Geely’s employee-satisfaction rating increased year-by-year and reached 86.2% in 2019.

Being people-oriented and caring for employee's occupational health and safety

In 2019, we have upgraded our safety production data system to include features like certificate management, patrol and information alert, to optimise high risk operations and trouble shoot sales procedures. Taking reference from the Mechanical Production Enterprise Safety Quality Standardisation Work Guideline, Geely has built first-tier safety production standardisation for 5 dimensions – basic management, mechanics, electric, thermal combustion, operation work and occupational health. With respect to occupational disease protection, we follow requirements from the ISO 45001 and OHSAS 18001 to build our occupational health and safety management system, which includes establishing a system for the recognition and management of the causes of occupational hazards and risk control for the year; organising occupational health and safety training and evaluation for employees

to ensure that employees are equipped with the relevant safety operation and prevention measurements; installing hazard prevention measures such as ventilation, dust removal and noise reduction facilities to reduce occupational hazards; equipping necessary safety gears and building occupational health cases for every employee. Employees are expected to pass the annual health check and we monitor our employees' health status. Activities such as safety production month, occupational health week and environmental protection day are also organised, and employees are also expected to pass safety knowledge competition, calls for environment-themed cartoons and fire drills to continuously enhance their occupational disease prevention capacities. Till date, no major occupational hazard nor occupational disease incidents has happened in Geely.

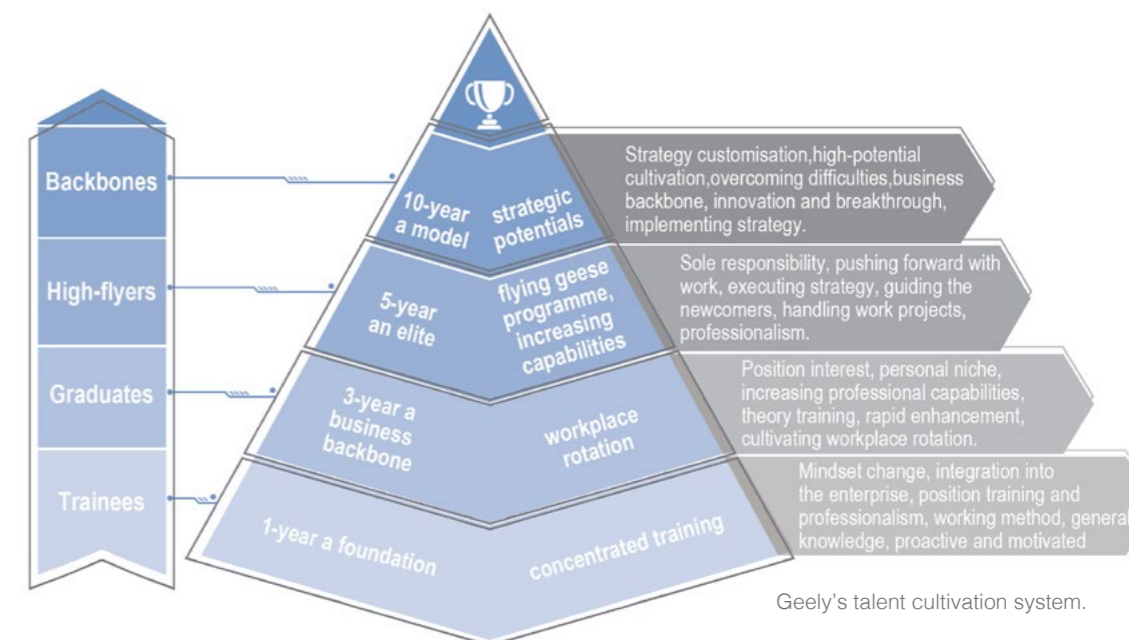
Finding the formula for talent cultivation

In targeting staff in different phases and tiers of employment, Geely has planned for cultivation programmes that are personalised and suited to the employees' respective scenarios. We have created enterprise university and established 20 colleges for leadership, cultural communication and promotion, as well as for research for car manufacturing. There are 3,200 in-house trainers and more than 6,000 training courses. Through the Geely Timely Learning platform, we have used data and information

to build up our employees' training cases in a more targeted manner, thereby achieving a standardisation in the management of the training programme system and continuously igniting our talents' potential and creative power. From developing oneself to contribution back to the enterprise, these "cinnamomum camphora" will slowly grow to become Geely's cornerstones and inject rigour and vigour into the enterprise endlessly.



Geely's stepped model for talent cultivation.



Geely's talent cultivation system.

Practicing Responsibility

Founding of skilled master studio for crafts continuity

I am Lu Rong Liang. I've been with Geely for 17 years and have longed perceived "moulding" as the occupation-for-life worth striving for. To create a car, there needs to be at least 4,000-5,000 sets of moulds, and each car model have their own mould assembly approaches. Also, the mould industry is one that demands one of the greatest precisions. Required precision can be 1/100mm. Over the past 28 years of training, I am able to distinguish between 3-5/100 mm (a hair strand is approximately 6-7/100 mm) through touch alone; some masters in Geely can even distinguish between 2-3/100 mm. Moulding is a precision job which requires diligent thinking and life-long learning.

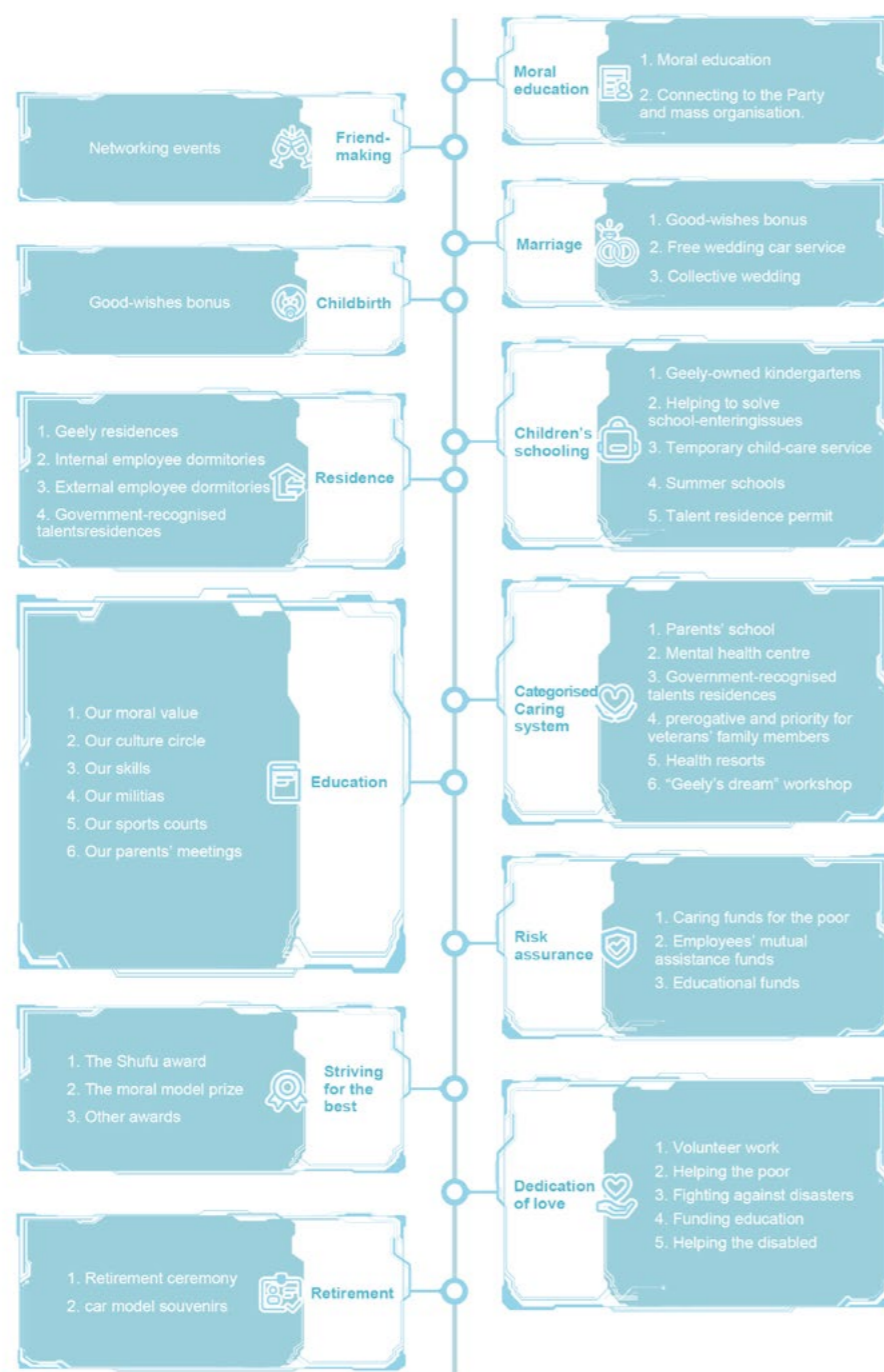
My interpretation of the artisan spirit is "supreme crafts, professionalism, perseverance, endless innovation and valuing traditions". I've founded my own skilled master studio, currently with 11 members. Each master guides 15 disciples and we've trained almost 70 people. Concomitant to tackling project-based skill development, we have created more than RMB2 million worth of economic benefits to Geely. At Geely, there are 26 skilled master studios like ours. We hope that by carrying an attitude to always refine and share heritage and crafts in a solemn manner, we can accelerate Geely's high quality development.



Sharing and caring to enhance the employees' happiness

We strive to establish a life-cycle caring system throughout the process, covering the employees' entry, work-life to retirement. To do so, we continue to promote the 3 major systems, namely care incentives, employees' mutual assistance and educational assistance. 26 June is designated as the Geely's employees' caring day. We provide exceptional care experience to employees of ethnic minority backgrounds, employees returning from study abroad, family members of veterans, volunteers, as well as advanced and outstanding individuals, etc.

Geely's employee life-cycle caring system 3.0



1 A characteristic culture which enhances cohesion

Corporate culture is the spiritual pillar of modern enterprises. Geely is committed to upgrading its corporate mission and values and has formed the outline of the corporate culture based on 4 cultural systems – culture for striving, problems, benchmark and compliance respectively. In practice, we have continuously enhanced our employees'

sense of achievement and happiness by processing employees' problem-solving tickets and proposals. In 2019, Geely handled more than 42,500 employees' problem-solving tickets, achieving a 100% of problem-solving rate and have received more than 666,900 employees' proposals, increasing the revenue of RMB445 million for the company.

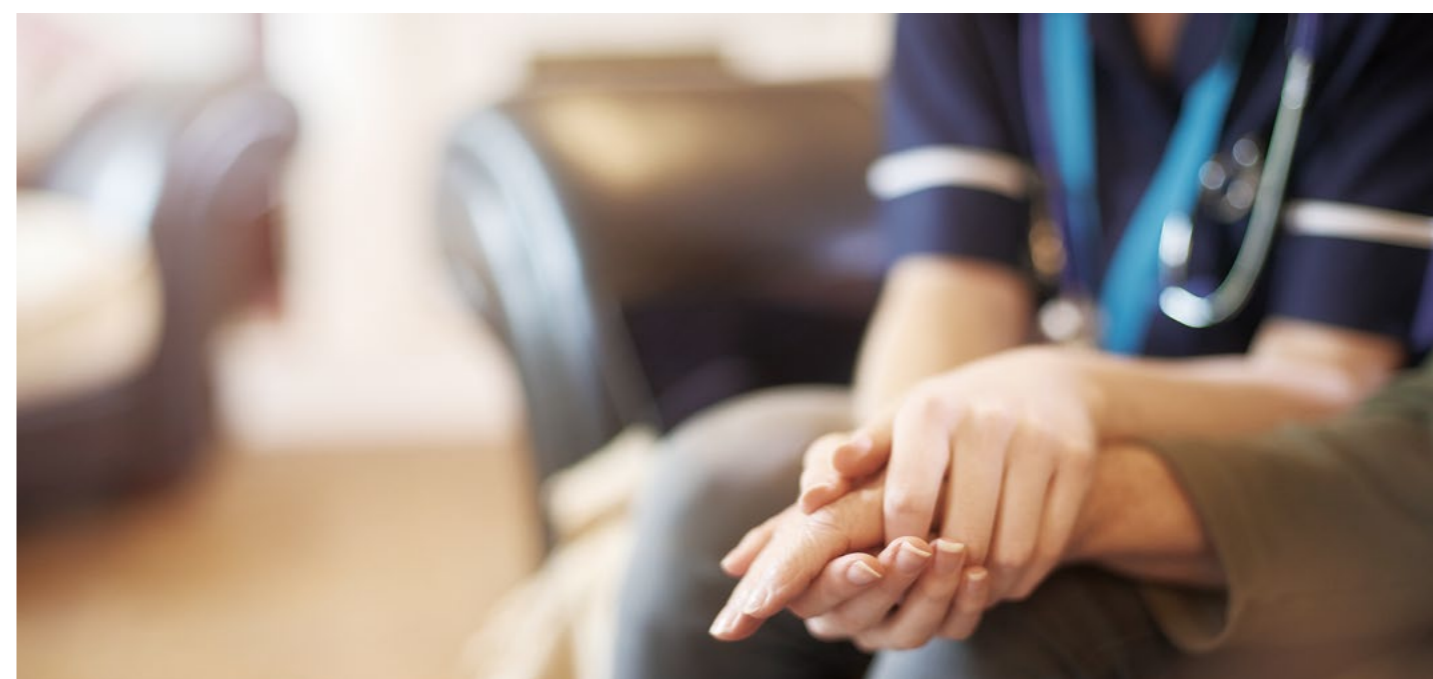
2 Extending care to the entire family

For the past 3 years, in addition to basic social insurance, Geely has invested nearly RMB100 million every year to purchase commercial insurances. The commercial insurances insure all employees and their spouses, children and parents, covering accidents/illnesses, critical illnesses and outpatient and emergency services. By the end of 2019, commercial insurances had insured 220,000 employees and their families, and more than 22,000 families.

Geely has carried out education assistance for 8 consecutive years, targeted at 3 types of poverty-stricken workers and families: those registered in the national or local targeted poverty alleviation program, those

who fulfil the Regulations of the State Council on the Minimum Living Standards for Urban Residents or the relevant regulations of the local party committees and governments, as well as those who are seriously impacted by illnesses and disasters. In 2019, we gave educational aid, amounting to RMB497,000, to 111 students. These students are our employees' children.

Meanwhile, Geely organised themed activities such as family gardening parties and open family days, providing opportunities for Geely's employees and their family members to experience Geely's development and changes in the working environment and to experience Geely's care.



3 Implementing "double love"

In the early stages of constructing bases and factories, Geely had simultaneously planned for supporting facilities, such as residences, hospitals and kindergartens. Geely has invested in upgrading the hardware in gyms, maternity suites and employee dormitories. Besides these, Geely has also established an independent brand serving employee health management – the Geely Great Health, which provides health testing, drugs, health

consultation, medical assistance and other health management services in the process of Geely's construction and development. In the meantime, Geely also organised various activities themed after "Geely cares for employees, employees love Geely", such as tea art, flower arrangement, sports league, relay race and collective wedding. These safeguard our employees' mental and physical health in all aspects.



Practicing Responsibility

Caring for employees' mental health, counselling workshop helps to alleviate distress

In mid-December 2019, Geely Automobile Holdings Limited organised a unique counselling workshop for Hong Kong employees, covering nearly 70% of employees. The workshop received positive responses. This counselling workshop was hosted by instructor NLP from Caritas Jockey Club Heart-spring Development Centre in Hong Kong. The workshop, aimed at improving employee

care and mental health for all, taught employees how to handle negative emotions through mind navigation, with music and psychodrama training programs. In the meantime, Geely has built a bridge of care between the corporate and employees, increasing the communication and cohesion of employees at all levels, continuously improving work efficiency.



Lei Weibiao (second from left, back row)

Practicing Responsibility

Being grateful for success, and volunteering in the hometown

My name is Lei Weibiao, a native of Zhengkeng Township, Jingning Dai Autonomous County, Zhejiang Province. I still remember the summer in 2005. Due to family financial issues, after college entrance examinations, I gave up on the opportunity to continue higher education and chose to work in Ningbo. I accidentally learned about the "Geely Future Talent Fund", which provides scholarships and allows one to enter and study in the Geely-owned universities, with the repayment from working in Geely after graduation. In September 2005, with the recommendation of my former high school teachers, I went through registration and examination, and successfully entered the Zhejiang Geely

Technician College. There, I majored in automobile manufacturing and maintenance. Since joining Geely in July 2007, I have actively participated in Geely's various public welfare activities, hoping to pass on my love through my work. Jingning county is one of the 20 regions targeted by Geely's poverty alleviation project - Timely Rain. As an employee from Jingning, I participated in the partner assistance projects with Jingning Vocational High School and Daji Kindergarten. I also worked in the educational assistance project, including visiting students living in poverty. I also participated in volunteer services at the Green Track Jingning Station to help children to realise their dreams.



Growing with partners

Responsibility focus

Geely has proactively followed the trend of global industrial change and cooperated with global partners at different levels and in different manners, continuously strengthening its competitiveness in supply chains, marketing channels and other aspects in the global system, and making breakthroughs in promoting Chinese automotive brands.



Collaborating with suppliers

Any problems in any car components may have significant impacts on the entire car. What a healthy supply chain ecology requires is the seamless connections with suppliers at different levels such as in R&D, procurement and manufacturing. All parties in the supply chain face the market competition together

and grow alongside each other. Geely Auto has established a globally competitive supply chain system with more than 200 international suppliers. Among them, more than 80% of the suppliers have invested in new operations which include production lines, equipment, technologies and processes.

1 Implementing the "Pyramid" dynamic management

Geely has established standards for suppliers' entry, evaluation and phasing out, and conducted "pyramid" dynamic management and optimisation for suppliers according to 3 dimensions, which are R&D, manufacturing and quality assurance. For strategic suppliers ranked at the top of the "pyramid", we give more resource support and privileges,

such as quota allocation and new project development; for suppliers with insufficient capabilities, we set up a quality management college to carry out customised training projects; the suppliers that we phase out are companies with low coordination, worsening quality problems and integrity, and compliance problems.

In 2019, we carried out **28** large-scale supplier trainings for **3,684** participants; held **10** press conferences to publish results of supplier quality improvement with **1,000** participants and supported **51** suppliers with in-situ assistance in process improvement, saving up to **RMB89.56** million in costs.

Rather than setting a compulsory quota to phased out suppliers each year, we systematically set supplier training targets and assistance plans based on the results from our objective evaluation of the suppliers. In the meantime, Geely has also extensively searched for suppliers around the world,

seeking opportunities to cooperate with outstanding global suppliers and forming a flexible management mechanism – introduce a batch, train a batch, and phase out a batch – to ensure that the supply chain system always has "fresh blood" supplement.

2 Breaking down information barriers and forming a joint procurement model

With the increasing purchase of new intelligent car components, the scope of Geely's procurement has expanded from only traditional hardware to an overall solution of both software and hardware. The Geely brands used to be unable to share information and data with each other, which affects the effective integration of resources. To solve this, in 2019, Geely sorted out the business processes and information systems of each brand and has formed a model of multi-brand joint procurement. In the joint procurement process, Geely ad-

heres to the principle of fair competition, treating foreign and local suppliers equally, and selects the most suitable suppliers according to the product and market needs. At present, Geely's self-owned suppliers account for about 60 – 70% of the competition. For core technology components, such as transmission and engine, Geely selects second-tier or even third-tier corresponding suppliers. Through vertical integration, including equity participation and holding, Geely has become more autonomous and flexible in controlling the progress of project development.

3 Leading suppliers in social responsibility performance

In 2019, we strengthened the supplier risk management and control, and incorporated environmental and social impact assessments in suppliers' audits and evaluations. Component suppliers are required to pass IATF 16949 quality management system, ISO 14001 environmental management system and OHSAS 18000 occupational health and safety certification, meet local environmental requirements, and use eco-friendly products as much as possible. There were 206 qualified Geely dealers in 2019 and all of them achieved the ISO 14001 certification. Meanwhile, Geely joins institutes such as research institutes, purchasing companies, SQE Engineering Centre to formulate capacity improvement plans for targeted suppliers.

Through measures such as supplier trainings, technology annual meetings, and in-situ follow-up guidance from Geely's engineers, Geely has comprehensively improved the compliance and innovation capabilities of its suppliers.

In addition, for some specific projects, Geely has imposed more stringent requirements on suppliers. For instance, for a new car model project, when the distance between the supply location and the production location is less than 1,000 km, we require that the suppliers use only recyclable packaging materials for product transportation. Under Geely's influence, in 2019, 70% of our suppliers had used recyclable packaging materials, covering 82% of car components.



Winning together with stakeholders in the supply, manufacturing and sales chain

Rather than expanding the number of dealers, Geely pays more attention to the quality management of dealer services. Geely has set a goal of "1,000 stores, same service standards", exploring opportunities for improvement in all aspects of dealer service.

1 Optimising the network of dealers and improving Geely's image further

By the end of 2019, there are 969 Geely Auto dealers. Among them, 87.7% of the dealers have completed store renovations according to the standardised Geely Image 3.0, a part of the Geely Product 3.0 project. From the start of the store construction to formal operation, we provide "consultant services" to dealers, providing professional guidance on hardware design, standard control and material procurement.

Lynk & Co has 284 dealers, a 18.8% year-on-

year increase. To adapt to the rapid changes in the market, in 2019, Lynk & Co has updated the Measures for the Management and Acceptance of Lynk & Co Image Construction. This has added supporting standards for constructing a new store in fourth- and fifth-tier cities, the decoration standards for economical Lynk & Co centres, as well as the measures for the management of incentive plans for the operation of Lynk & Co Space, etc.

2 Conducting trainings to improve dealers' operational capacity

In response to the different needs of dealers, Geely Auto and Lynk & Co have set up the corresponding training programs.

Key position certification projects	Sales consultants professional capacity projects	Product Sales Enhancement Projects
<ul style="list-style-type: none"> ◆ Strengthen basic sales skills ◆ Geely Auto has conducted 57 training sessions with 1,540 trainees ◆ Lynk & Co has conducted 22 training sessions with 466 trainees 	<ul style="list-style-type: none"> ◆ Improve the service awareness of sales ◆ Geely Auto conducted 8 tutorial classes, covering 120 sales consultants ◆ Lynk & Co conducted 48 training sessions, with a total of more than 1,565 participants. More than 85% of the sales consultants obtained the dealership experience consultant certification. 	<ul style="list-style-type: none"> ◆ Enhance the knowledge of product life cycle ◆ Geely Auto conducted training programs for the launch of Xingyue Cars and conducted advanced coaching in the Emgrand GS areas. ◆ In response to the problems encountered in the sales process, Lynk & Co has improved through actual sales experience and compiled case collections, videos and other materials.

2019 Dealers' training programs.

3 Adopting cross-industry marketing, enriching sales promotion activities

Car + food, car + drone, car + travel, car + Internet ... Geely Auto and Lynk & Co have combined their brand concepts and jointly promoted cross-industry marketing to form a marketing effect of 1 + 1 > 2. With the help of online platforms, such as TikTok, Toutiao and Xiaohongshu, dealers have increased their business profitability through internet celebrities' quality advertisements for products of Geely Auto and Lynk & Co. To provide customers with a better car purchase experience and enhance their sense of participation, Geely Auto joined with

dealers to conduct 311 sales promotion activities throughout the year, such as the test drive experience officer and point-collection challenge. Lynk & Co follows the concept of "more than just cars", transforming traditional dealers into the Co's Territory, a Lynk & Co-exclusive, sharing and networking social platform. In 2019, Lynk & Co has organised more than 580 interactive activities, such as global travel officers and car music festivals, to strengthen customers' perception and recognition on the Lynk & Co culture.

4 Introducing the 'Geely in thousands of families' programme into the counties

As the automotive markets in the first- and second-tier cities become more saturated, sales channel in the third- and subsequent-tier cities needs to be explored to achieve a sustainable consumption upgrade development. Since September 2019, Geely has entered 100 counties, including counties in Jiangsu Province, such as Lianshui county in Huai'an city, Fengxian county in Xuzhou city, Hai'an county in Nantong city, Taixing county in Taizhou city, Donghai county in Lianyungang city and Danyang county in Zhenjiang city. Geely has provided sales and

maintenance services for consumers in these areas. It should be emphasised that Geely did not simply promote the low-priced products. Instead, we promoted all models, including Xingyue and Boyue 3.0. We provide customers in the third- and fourth-tier cities with the opportunity to learn more about cars and to love them. We launched promotions, including discounts, free car purchase packages, low down payment and zero interest rates, as well as consumer education sessions such as product introduction and car classes.



Supporting industrial development

In 2019, Geely has continued to cooperate with universities such as Tsinghua University, Zhejiang University, Tongji University, Hunan University, and Xi'an Jiaotong University to research areas of automotive safety, intelligent driving and new energy. Geely has also collaborated with institutes such as the National Technical Committee of Auto Standardisation and China Insurance Automotive Safety Index (C-IASI) Management Centre, to establish the Chinese safety standards that are in line with the actual conditions of the road traffic in China. Geely is also one of the director members of the China-Sweden

Transport Safety Research Centre and one of the board members of the 5G Automotive Association (5GAA). Geely has been actively participated in industrial communication and hosted the second China Automotive Quality and Technology Alliance Conference and other seminars, joined industrial forums, such as the World New Energy Vehicles Congress, contributed to the discussion of the future development direction of the Chinese automotive industry, and continuously promoted the sustainable development of the automotive industry.

Geely has always adhered to independent R&D, independent innovation and intellectual property rights.

In 2019, Geely has obtained

1,933 patents,

including **27** international patents,

1,552 domestic

and foreign trademark applications,

and **61** software copyright applications.

7 AFFORDABLE AND CLEAN ENERGY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



Integration and co-existence with the environment



Responsibility focus

As the representative of China's smart manufacturing, Geely does not simply focus on the quality and efficiency of its production. It takes on the great responsibility of sustainable development proactively. Geely integrates the concept of state-of-the-art smart technology into its R&D and production system, thereby creating a quality-efficient-environment triangulated production system. We can look forward to a green and clean future.

Multi-line approach for and acceleration of the new energy strategy upgrade

To maintain the provision and market competitiveness of new energy vehicles and services to consumers, Geely goes all out to create the system for new energy powered smart engine covering 4 main technology channels – electric, hybrid, combustion replacement and hydrogen fuel batteries technologies – and realising a new preliminary transition from following existing technology to leading advances in technology.

1 Announcing the high-end, pure electric Geometry brand

In 11 April, 2019, Geely launched the high-end, pure electric Geometry Brand in Singapore, of which the first model, the Geometry A, a pure electric car model, made the global listing. In the aspects of high-dimensional safety, high-order design, high-touch technology and high-energy endurance, the Geometry A has redefined the standards for A Grade, pure electric cars.

The high-energy, extreme endurance version of Geometry A is capable of reaching the NEDC comprehensive road conditions for 500km continuously, expending only 13.5 kW/h over 100 km. To ensure the high-battery use performance, Geometry A utilises

Geely's new energy, smart engine and pure electric technology to conduct a live monitoring of battery and electric machinery system, and regulate car temperatures within the range of -30°C and 50°C, eliminating the challenge of travel in extreme weather conditions. On average, the Geometry A car series support 5 different charging modes and the fastest charging requires only 30 minutes for a 30-80% charge. Further, Geometry A is also equipped with capacities to support the SuperE energy-charging station, which can charge notebooks, laptops, ovens and headlights when needed.

2 Achieved bulk production of the well-praised 48V mild hybrid electric vehicle.

Geely is one of the earliest Chinese brands to fulfil 48V mild, hybrid electric vehicle (MHEV) production numbers and have successful ridden on the Borui GE, Jiaji and Xingyue car models to cover the 3 big production line of sedans, SUV and MPV. Using the luxury car testing standards adopted by Volvo as a basis, Geely has developed a corresponding examination procedure for MHEV. At present, Geely has accumulated more than

7.58 million km of road examination data and 500,000 hours of examination to ensure that the R&D of the MHEV technology is supported by strong and reliable data. At the same time, we fine-tuned the engine power output based on our unique big database of the Chinese road conditions to aggressively pursue lowest energy consumption and emissions, thereby tailoring the most exhilarating driving experience for the user.

Smart engine 1.5 TD engine is the first of Geely's engine to be coupled with the MHEV technology and is able to bring about the "3 golden treasures" for its users:

Comfort treasure – achieving the “no ignition” feeling for engines, smart sleep and best NVH experience.

Acceleration treasure – the engine's smooth powering is comparable to the natural inhalation 3.0L engine.

Oil fill treasure – equipped with technology to be more oil efficient through 5 management systems – smart energy volume management, smart torque management, smart on/off and travel management, smart energy recycling management and smart diving, with the greatest overall reduction in oil consumption of 15%.

3 Solutions for commercial cars powered by new energy

Geely's commercial cars, powered by new energy, include 2 major brands – the Yuan Cheng Auto and London Electric Vehicle Company – and covers 5 complete car production lines including heavy truck, light truck, pickup, utility and passenger cars. Focusing on the use of pure electric energy as a source of new energy technology, Geely is able to enhance the efficiencies of energy use in commercial cars whilst reducing the emissions by commercial cars greatly.

The development of methanol powered cars is an important move to reduce the safety pressure of new energy and to capitalise on resource integration. In April 2019, Geely's first methanol-powered heavy truck, which is equipped with the M100, an autonomous methanol powered technology, was launched and available to retail. Compared to methanol gasoline, methanol diesel and other hybrid fuel, the M100 which uses methanol powered engine emits significantly lesser carbon. Its

carbon emission level is even lower than the National V limit and satisfy the National VI standards.

The use of hydrogen fuel has several benefits, such as a diverse and wide supply source for hydrogen fuel; it is environmentally friendly and does not emit any greenhouse gas. In May 2019, Geely announced the first F12 bus powered by hydrogen fuel battery. F12 uses the best international hydrogen electric piling technology and in the actual transport ferrying test, F12 consumes 7.5kg hydrogen gas per 100km. A maximum hydrogen gas volume will be able to meet the operation demand for a day's worth of passenger ferrying. Besides zero-emissions and low energy consumption, the test also revealed that in extreme high and low temperature environments, F12 is similarly equipped with extreme adaptiveness, thereby providing a best case to achieve a green, public transport commute.

■ Redefining Geely's green factories

1 High standards for factory design and planning

All of Geely's manufacturing companies have chosen to be located in a normal industrial estate, and not near natural protected areas or areas with sensitive and vulnerable habitats. This ensures that there will not be impacts on the local biodiversity and key water sources. In the construction of new projects, Geely has experimented with the design and implication of earthworks to minimise soil erosion as much as possible, and have stored the gravel layer and surface earth layers separately for future restoration of the original landscape. Similarly, we sorted out our construction debris and decoration waste materials for better disposal.

Following the relevant standards for the industry and information integration, Geely has effectively used information, automation and intelligentisation technologies to implement the digitalised deployment for both old and

new bases, whilst ensuring that the deployment are suited to the local circumstances.

Of which, Geely Auto's second manufacturing base in the Ningbo Hangzhou Bay has adopted product lifecycle management (PLM), manufacturing execution system (MES) and totally integrated automation (TIA), and copied the entire set of physical production line onto the data platform (TEAM-CENTER) to achieve the optimisation, simulation and experimentation of the assembly line in a virtual environment. At the same time, by introducing flexible production and through intelligent control to enable the rapid restructuring of the production line, which enables the same production line to produce items that meet various needs and purposes. Combined with the automation of welding, gluing and paint spraying, the production system has been enhanced on all aspects.

2 High-quality environmental risk prevention and control system

Being the focal point of building an environmental management system, Geely's environmental risk management starts with identifying and evaluating the risks. This is to make targeted arrangements, such as real time monitoring and established respective prevention measures and emergency plans for environmental risks such as explosion caused by chemical leaks and limit exceedance due to a breakdown in pollution disposal facilities.

At present, Geely's manufacturing bases have fully completed the ISO 14001 for building environmental management system and are third-party certified. We have formulated the disposal rate for lawful disposal of hazardous waste and performance index for pollutants reaching maximum permissible

emission rate. In 2019, Geely's bases have strictly followed the relevant environmental laws, regulations and enterprise standards, and have undergone strict controls at every step for categorising, storing and transport of hazardous waste. At the same time, Geely repairs and maintains the facilities supporting eco-friendly processes periodically, conduct real-time monitoring of sewage and exhaust emissions, and track abnormal monitoring data and resolve them promptly. So far, there are no cases of limit exceedance, violation in environmental laws or fines, and the disposal rate of hazardous waste and pollutant emission rate have both achieved 100%. In the future, we will be using social credit to further enhance environmental early warning and response standards.

Geely's strict abidance to various environmental law and regulation for 2019

Besides Geely's strict adherence to the environmental law and regulation, we have periodically participated in river clean ups around the enterprise and the greening of river channels, and have frequently organised for communities living around the production factories and various renowned persons from different walks of society to attend the "Environment Open Day". Geely's official website, Weibo, We-Chat public account and other social media platforms are used to circulate and share Geely's data, and accept public monitoring through multiple channels.

3 The art of highly-efficient waste product management

In the pressurised car chamber, we compare the entire synchronising operating line (with no pause in between) of the all-sealed, large scale high-speed stamping with the traditional production line model (with pause in between). We found that the former could reduce energy consumption by more than 25%. Similarly, through the installation of waste disposal conveyer belt after the pressurised production line and the underground transport system for hazardous waste, Geely is able to gather and sort the waste, and has greatly increased our reuse and recycle rate.



Zeolite rotor concentrator + TNV combustion system

In the car-painting chamber, Geely has used RTO² facilities and advanced sewage treatment system to reduce sewage, exhaust and waste materials greatly. Benefits from the nation's most advanced coating process include saving 15-20% of energy consumption, lowering VOC³ emissions by 15-20%, lowering 20-25% of waste materials and lowering paint use by approximately 1L/vehicle. For exhaust management, combined with the carton dry filtration + Zeolite absorbent and concentration rotor + RTO system, Geely is able to lower up to 40% of electricity use and 50% of natural gas expenditure, with total OV absorbent and purification rate exceeding 97%. To reduce water consumption, the chamber has adopted the reverse flow washing measures, and strengthened the use of reclaimed water. In 2019, Geely's water resource and usage processes have not brought about significant impacts to the environment.

Challenging the zero-CO₂ emissions lifecycle

With the acceleration of climate change, the frequencies and magnitude of extreme weather conditions have increased. In end-2017, the overall design of China's emissions trading scheme was finalised and officially implemented. Although Geely has yet to be included in the list of carbon emission trading companies yet, we have advanced our development layout. The advancement is from a life cycle perspective, where we endeavour

to achieve zero carbon emissions in all stages of product design, manufacturing, automotive use, shared transport and material recovery.

In 2019, we referred to the recommendations of the Taskforce on Climate-related Financial Disclosure Working Group (TCFD) and disclosed Geely's work on climate change following the 4 parts of governance, strategy, risk management, indicators and targets.

²Regenerative thermal oxidizer

³Volatile Organic Compound

TCFD recommendations		Our responses
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	◆ The Board of Directors is responsible for evaluating Geely's sustainable development work, including issues related to greenhouse gas emissions.
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	◆ The Board of Directors is responsible for the supervision and evaluation of climate change related work. ◆ The Office of Safety and Environmental Protection (OSEP), logistics centre, and the ME Centre's manufacturing planning department are responsible for monitoring greenhouse gas emissions-related data and formulating corresponding energy conservation and emission reduction measures. ◆ The DSR is responsible for collecting feedback from various stakeholders on Geely's climate change work. The department also assists third-party organisations in conducting surveys on Geely's climate change-related work and researching future development trends and improvement space for Geely.
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	◆ China's environmental protection policy has become more stringent, and users' requirements for the environmental performance of automotive products have gradually increased. Geely faces long-term risks in policies and market. ◆ The emerging new environmentally-friendly materials, automotive lightweight technologies, and energy-saving and emission-reduction measures have become favourable opportunities for Geely to reduce costs and increase manufacturing efficiency. ◆ Opportunities to advance new energy strategy.
	b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	◆ Developing a new energy power system – Zhiqing, which adopts 4 major technologies – pure electric technology, hybrid technology, alternative fuels and hydrogen fuel cells. ◆ Promoting shared transport modes such as "Cao Cao" and "Star Rides". ◆ Deepening its overseas presence, Geely acquired London Taxi Company, produced new TX electric taxis, focusing on reducing urban emissions.
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario.	◆ Currently, we mainly conduct some directional and qualitative analyses. In the future, we will identify suitable scenario analysis methods and gradually move to more specific quantitative analyses.
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	◆ Regular communication with key stakeholders on sustainable development issues, including climate change-related content. ◆ The OSEP tracks and evaluates the potential real-time impacts of new environmental protection laws and regulations on Geely's environmental management work, formulates corresponding measures and reports to the OBOD for approval. ◆ The ME Centre's manufacturing planning department is responsible for preparing the energy management structure, online management of energy, and planning projects for solar photovoltaic (PV) power generation and new energy battery energy storage. ◆ The logistics centre is responsible for the recycling and evaluation of product packaging materials. ◆ The DSR dynamically monitors climate change risks identified by 3 rd -party research institutions.
	b) Describe the organization's processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	◆ Actively construct environmental management system and energy management system, and conduct internal audits at least once a year in response to climate change issues such as energy-saving and emission reduction.
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	◆ Disclosing the greenhouse gas emissions under Scope 1 and Scope 2 in the past 3 years, see the "ESG Key Performance Indicator" section.
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	◆ Actively constructing environmental management system and energy management system, and conducting internal audits at least once a year in response to climate change issues such as energy-saving and emission reduction.
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	◆ Plans to establish an environment-standardisation mechanism. To set more actionable and feasible targets for the reduction in greenhouse gas emissions. ◆ Cao Cao has gradually expanded its service to 167 million people with a service distance accumulated over 1.48 billion km, reduced 210,000 tonnes of carbon emissions. ◆ At present, the cumulative installed capacity of distributed PV generation projects exceeds 100MW, with an annual power generation over 100 million kilowatt-hours, which reduced emissions of ca. 10,000 tonnes of CO ₂ . Meanwhile, Geely's new energy power batteries are recycled for cascade utilisation, e.g., the batteries will be further utilised in the planned energy storage systems in the PV generation projects. In this way, the residual value of the recycled new energy power batteries is fully utilised. With the implementation of the PV generation projects at Geely's old and new base parking lots, the total installed PV capacity is expected to reach 300 MW by 2022. ◆ Promoting the centralised logistics control in Xiangtan, Hangzhou Bay, Yuyao and other bases, and strengthening the recycling of packaging materials for major components. All bases use 100% recycled packaging materials for engines and transmissions. ◆ In 2019, the average recoverable rate of automotive materials was 96.8%, and the recyclable rate was 94.4%, an increase in 0.7% and 4.5% respectively. ◆ In 2019, 2,500 new TX London electric taxis were officially put into use, reducing the use of petrochemical fuels about 850,000 tonnes, equivalent to 6,800 tonnes of CO ₂ . The new taxi model also reduced the emissions of nitrogen oxide by 99.5% compared to the original model.

4

QUALITY EDUCATION



11

SUSTAINABLE CITIES AND COMMUNITIES



Let society experience love

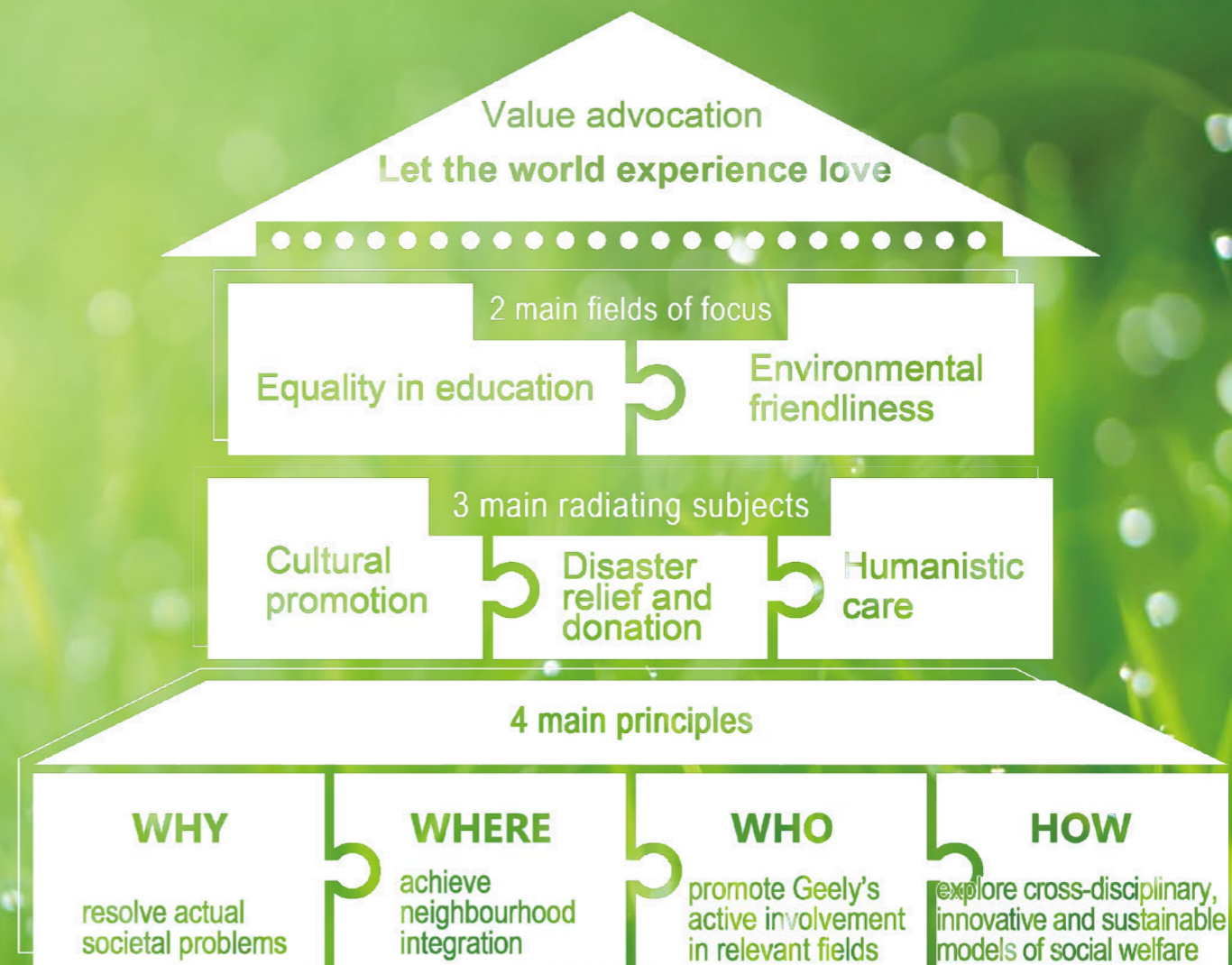
Responsibility focus

Geely has always seen corporate social responsibility as a key component of our enterprise development strategy. We participate in social development jointly with our employees, retailers, customers and other relevant interest parties, to continuously improve Geely's corporate social responsibility system and to share our care to thousands of people and families in a precise manner.

Integration across disciplines, deepening philanthropic work

Showing care and concern for society is not simple a responsibility to Geely; it is also a sentiment and an occupation that Geely has consistently adhered to. Geely advocates for "let the world experience love" as the mission for public welfare and focuses on the topics of equality in education and environmental friendliness. At the same time, Geely encour-

ages 3 main subjects – cultural promotion, disaster relief and donations, as well as humanistic care – to achieve 4 main charity principles, which include resolving actual societal problems, achieving neighbourhood integration, promoting Geely's active involvement in relevant fields and exploring sustainable models for charity and social welfare.



Geely's CSR system

Encouraging ingenuity, solidifying China's manufacturing foundation

Innovation is the spirit for an ethnicity's improvement and talents are the primary resource for innovation. Since Geely's inception into the automotive industry in 1997, we have opened schools and our founding history is part of the education history. At present, Geely has founded 6 schools, namely the Beijing Geely University, University of Sanya, Sanya Institute of Technology, Zhejiang Automotive Vocational and Technician College, Hunan Geely Automobile College and etc. Amongst them, Hunan University of Commerce Beijing College was opened in September 2019 and has since received 1,600 students.

Every college upholds the school mission of "stepping into school for a better step into so-

ciety", seeking to build joy from its educational sentiments. Surrounding themselves with the national strategy local socio-economic development trends, colleges have opened studies for economics, business management, law, engineering physics, traditional Chinese medicine, agriculture, literature, arts and education. At the same time, Geely continuously explores an "occupationally ready" method to groom talents and have collaborated with local governments, local and foreign schools, industry associations, renowned industrial partners to provide a diverse internship and employment opportunities for its graduating students. Through this, approximately 160,000 talents have joined the workforce thus far.

1. Same origins, unfolding the education dream – Zhejiang Automotive Vocational and Technician College

- ◆ On 22 March 1997, the Zhejiang Geely education centre was founded in the Geely industrial park, Linhai city, thereby setting the stage for Geely's future education organisation. In February 2008, the Automotive Vocational and Technician College was officially built.
- ◆ At present, there are 17 professional industry chain that are centred on car manufacturing, with a focus on the integration of enterprises with vocational schools and universities, as well as partnerships of schools and governments.
- ◆ Establishing the "modern apprenticeship" experience, creating a unique order list for series like "Emgrand" and "Lynk & Co".
- ◆ Exhibiting a real-life car craft education zone that integrates the actual car production workshop, practice and training.
- ◆ In April 2019, Geely has partnered Linhai city government to build Linhai's first specialised, vocational training base on developing industrial robots.

2. Major admissions, taking control of your life – Beijing Geely University

- ◆ A private, full-time undergraduate college approved by the Ministry of Education in 2000.
- ◆ Execution of major admissions in 2019 and students to choose their discipline and majors the following year.
- ◆ Possess a team of teachers consisting mainly of professors, assistant professors and professional engineers.
- ◆ More than 2,000 alumni have moved on to take on higher level management work in large and medium sized enterprises in China, enterprise by alumni have exceeded 1,000.
- ◆ Insistence on encouraging learning and teaching through competitions, and encouraging students to participate in various major-specific competitions.
- ◆ Partnering Malaysian, Thai and Danish colleges on collaborative exchange, giving students an opportunity to upgrade their education overseas.
- ◆ Vibrant school activities. Renowned scholars are invited to open the Geely Auditorium. There are more than 30 student clubs related to the arts, sports, welfare and more.

3. College in a forest – University of Sanya

- ◆ Sanya city's first university for bachelor's degree, co-established by the Hainan Province government, Sanya city government and Geely.
- ◆ Approximately 74% of total area greened, amounting to 1.498 million m² of green cover in school.
- ◆ Surrounding China's "Belt and Road" strategy and the economic development demands for Hainan's Free Trade Agreement (FTA) zone, the school has established 5 main majors on "Tourism and Culture", "Ocean and Car", "Business and Society", "Big data and AI" and "Sports and Health".
- ◆ Held more than 230 academic forums such as the Chinese-ASEAN Private Education Development and Cooperation Forum, Digital Industry and Scientific Development Academic Forum, Tourism Performing Arts and Sampan Culture Academic Forum and the Hainan FTA Medical Health "Industrial-Education research" Collaborative Development Seminar.

4. How to cultivate car talents who are refined inside and out?

The answer lies in Hunan Geely Automobile College

- ◆ Established in 2012. Appointed by the China Society of Automotive Engineers as a talent cultivation base, focusing on the education of automotive profession.
- ◆ Lectures given by many professional engineers in the car manufacturing industry from the Geely Xiangtan base and building training bases in schools following the standards in actual car workshops.
- ◆ Improving the "2-pronged teaching" cultivation model progressively through the combined connections between teachers and professional engineers, teaching and production, and classrooms and workshops.
- ◆ Emphasis on moral education and developing the "3-good" education philosophy: good characters, good habits, good techniques; innovating educational focuses; gratitude, labour, motivation as well as innovation and entrepreneurship education.
- ◆ Building the "Lei Feng team", which is responsible for activities that signify earnestness and modesty, such as the school's daily management, welfare activities and volunteering services.

5. Selected into the Ministry of Education's colleges for "1+X" certification and experience – Sanya Institute of Technology

- ◆ Established in 2009. Developing a characterised school model for higher vocational education, which is centered on talent cultivation and furnished by career development and trainings on applied technique services.
- ◆ In June 2019, the Sanya Polytechnic Vocational College was selected as one of the Ministry's first batch of "1+X" car use, maintenance and repair technology certification and experience colleges.
- ◆ In 2019, combined with Hainan's key industries, the school created the Health Management Department, added the Nursing discipline and built a Health Management training centre which covers basic medical and nursing, emergency care, and maternal and child care training programmes.
- ◆ In March 2019, everyone in the batch of 2018 for the talent cultivation programmes had drawn up and visualised their module maps.
- ◆ Keeping a foothold on the region's economic characteristics, the school has played to its unique characteristics and advantages to actively take on government training projects.

6. Starting a private, exploratory path to research on talent grooming – Zhejiang Automotive Engineering Institute

- ◆ The Zhejiang Automotive Vocational and Technician College started its operations in 2007, with the goal of cultivating vehicular engineer projects, enterprise management, and Masters and Doctorate graduates specialising in automotive sales.
- ◆ For the past 12 years, the school has groomed 468 graduates, 10 post-doctorates who have left their positions, applied for 389 patents and published 140 scientific papers (first, second authorship), of which 30 were SCI/EI accepted.
- ◆ Started joint-programmes with both locally and internationally renowned universities, such as Zhejiang University, Tongji University, Coventry University and Ghent University, to groom high-potential talents who are equipped with the global perspective.
- ◆ The school employs 215 professors who come from 14 countries and regions, covering 41 local and international Universities. Of which, the research directions of 17 fellows and 121 professors range from automotive to management strategy research.

Leading sustainable welfare through sentiments

Geely is committed to the long-term upgrade in and enhancement to societal well-being, and this is done through sustainable welfare projects and the usual volunteering events, giving back love and warmth to society.



1 The “Green Runway” that leads to the Asian Games dream

Since 2014, plans for the “Green Runway” Village Teenage Sport Dream have always been focused on the “education growth” and “development in potential” of teenage boys. For 6 years, the “Green Runway” have reached out to 37 primary schools in Inner Mongolia, Yunan, Shanxi, Gansu, Zhejiang, Shaanxi, Guizhou, Ningxia, Hubei, Guangdong, Hebei and Sichuan. Through the donation of basic sports facilities and equipment, the “Green Runway” also brought about 1-week, professional sport education programmes and one professional sporting events, to help 3,927 students fulfil their sporting dreams. More than 300 volunteers have participated.

In 2019, Baoji City proposed for schools which provide compulsory education to make football the required content for sports education. As the key stop for this year’s “Green Runway”, Geely and the Asian Games committee have prepared soccer balls and pro-



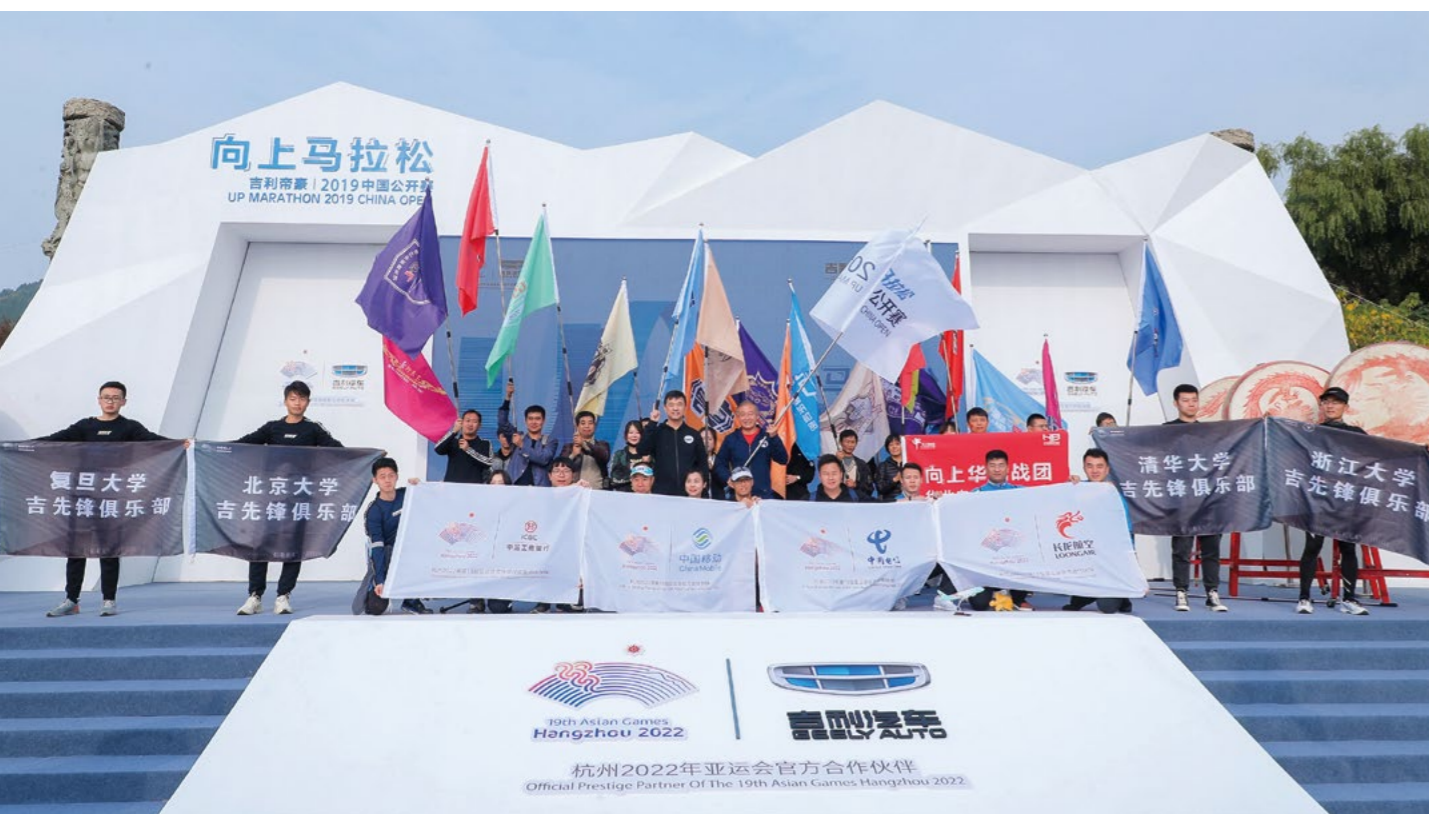
fessional facilities for football training for 15 local schools with the football dream. At the same time, in empowering the 2022 Hangzhou Asian Games, Geely and the Asian Games committee will collect the children’s dream cards and fulfil 2022 dreams during Asian Games period.

2 Opening of the “Hundred-support procession” charity with Hanhong

Again in 2019, Geely donated 30 new Yuanjing SUVs to the Hanhong Love Charity Foundation to serve specifically for medical inspections during a 15-day medical aid and relief campaign in remote, developing areas of Sichuan. For 7 consecutive years, Geely has participated in Hanhong’s “hundred medical relief action series” and has donated 195 SUVs till date, amounting to nearly RMB22 million. The accumulated miles of the charity have reached 600,000 km, spanning across 7 provinces and 80 counties in Xinjiang, Qinghai, Guizhou, Gansu, Ningxia, Shaaxi and Sichuan. The distance travelled by every medical relief campaign is equivalent to going twice around the globe while benefitting more than 70,000 people, which is comparable to a 2-year patient number count for a “3A” grade hospital. Hanhong’s “hundred-support procession”

has carried more than 100 renowned medical experts, driven across 2 cities, 3 provinces and 9 remote county cities in Sichuan, clocking a total distance of 3,300 km, which is the longest route taken in 7 years. During this campaign, 9 free, large-scale medical consultations were held to provide professional medical support to the locals. Free drugs were also given out and more importantly, free cataract removal surgeries were conducted on 200 local patients and medical treatment follow-ups were given to impoverished, critically ill patients. Serving as the medical inspection purposed car, all 30 Yuanjing cars enables more people to pursuit happiness by completing their escorting missions and recording zero failures and breakdowns along the Shu Road (roads in Sichuan region), where traverse is known to be as hard as scaling the skies.





3 Witnessing greater hopes for motivation

The "Vertical Marathon" is a grand, crossover occasion that marks the actualisation of the Geely Emgrand's "just for upward" spirit. Conducted since 2015, the biennial event has been organised 3 times and attracted more than 100,000 participants, concurring city summits like the Shanghai World Financial Centre and Guangzhou Tower. The marathon has become a national movement that spreads positive energy and motivation. Between 19 October and 23 November 2019, the Geely Emgrand Vertical Marathon 2019 China open competition had been conducted across 8 cities, first in XiAn, TaianTaishan, Zhengzhou, Harbin, Chengdu, Nanjing, Tianjin and finally Guangzhou. This year's Vertical Marathon has received special support from the committee for the Hangzhou 2022, 19th Asian Games, where in a live channel for the registration to be the Asian Games' torch bearer was held in the Taishan stop. All participants in the Vertical Marathon are equally qualified to become an Asian Games' torch



bearer, thereby spreading the Asian Games spirit widely to the nation. The "Vertical Libraries", which is a charity event bearing the "upward spirit", has been restarted, with renowned scholar Madam Yetan helming the post of Honorary Curator for this iteration. At the same time, Geely partnered with Cao Cao to install mobile "Vertical libraries" on thousands of passenger cars across many cities, to provide free books for reading. "Vertical Libraries" are also installed in all of Geely's authorised dealers in China, to create reading spaces for book enthusiasts and to encourage reading across the nation.

4 Car-owner charity campaigns

Since the listing of Geely Yuanjing, the "college student happiness education support campaign" has been established, advocating for car owners to co-start a "happiness charity" with Geely. To date, donations have reached RMB3.3 million, which has helped talented but impoverished students from all around China to fulfil their university dreams. In 2019, with the support of the Geely Club, club members from around China actively participated in organising charity events, such as donations from Anyang Boyue and Fushun Boyue Auto Clubs to Daping primary school and impoverished students, respectively; Bengbu Emgrand Legions' care for special-needs children and Zibo Emgrand Auto Club's charity drive.

Lynk & Co transformed the traditional retailers into the "Co Customer Land" to gather its Auto Club to organise a series of charity events. For instance, in July 2019, Changzhou Zhongtian Rihu Lynk & Co centre organised the "Trunk charity plan" for autistic children, where all proceeds from the sales of trunk items were used to support these children's rehabilitation. In 11 March, Shanghai Tongfuxiang Lynk & Co space activated the "Charity in China, heroes in harm's way", raising 59 consumers' donation of RMB4,735 to procure condolences materials to pay respect to the humble and adorable firefighters and war heroes in the Shanghai Jinshan fire fighting force.

5 Geely's rides for children in the Jingning She village

On 5 July 2019, Geely Hangzhou headquarters received the young guests from the Jingning She village, embarking on their 3-day learning journey. For 8 consecutive years, Geely has organised this item, which is carefully crafted and planned by the Geely party committee and union for the children. The programme includes visiting the Zhongnan Group's animation gallery and Binjiang Library, experiencing Hangzhou Zoo, Kunta Amusement Park and Hangzhou low carbon technology centre, and watching the Qiangjiang New City Light Show. Through the

varied and vibrant activities, the programme hopes to broaden the children's perspectives. On 18 June 2010, Geely signed an agreement with the Jingning She tribe autonomous county government to "sponsoring education and collaborating in running schools". Since then, Geely has helped the Jingning area through methods like organising expeditions to Hangzhou for the She Village children, sponsoring impoverished university students, procuring agricultural products, amounting to more than RMB5 million worth of support.



6 Endless and tireless volunteering services

Paired support, charity purchase, free vehicle inspection services, guidance services in metros and no-strings-attached blood donations have broadened Geely's endless charity contributions in every volunteering service units and charity programmes.

For the past 3 years on every Saturday, volunteers at the Geely Hangzhou Metro have sacrificed their break to help manage the Metro station crowd, give directions to passengers, guide passengers on ticketing at the Jiangling Road Station along the No.1 metro line. Till date, the volunteer team consists of almost 500 people and their accumulated services have exceeded 300 times, clocking almost 1,000 hours and have been recognised as an excellent team by the Hangzhou Metro Group for 3 consecutive years.

Donating blood that can be reproduced can save lives that cannot be restarted. Geely actively organises no-string-attached blood donation drive, and have made every 16 September the Geely Blood Donation Day. Since 2012, the Hangzhou headquarter alone has organised 8 consecutive donation drives, and the number of donors has totalled to 437 while the accumulated donation volume reached 121,920 millilitres.



7 London's Magical Taxi Tour sets off again

As one of London's most popular charity events amongst children, the "Magical Taxi Tour" have completed 26 journeys as of 16 September 2019. 120 Black Cabs have carried 200 children with chronic diseases and children who are critically-ill, on a 3-day charity journey from the London's Canary Wharf to Disneyland Paris.

Since 1994, the Magical Taxi Tour has brought 5,000 children to Disneyland Paris. As the parent company of the London Electric Vehicle Company (LEVC), Geely has provided 60,000 pounds to support the tours between 2016 and 2019. And in the next 5 years, Geely will continue to support this programme financially through donations.



Performance Figures

Note: The data scope of ESG Key Performance Indicator applies to Geely Automobile Holdings Limited (Stock code of Hong Kong Stock Exchange:175), its subsidiaries and significant joint venture companies¹.

ESG Key Performance Indicator

Categories of the Indicator	Unit	2017	2018	2019
A Environmental²				
Aspect A1: Emissions³				
Indicator A1.1 NOx emission ⁴	tonne	109.48	143.05	74.09
Indicator A1.1 SO ₂ emission ⁵	tonne	21.35	26.52	9.60
Indicator A1.1 NOx emissions per unit of sales volume ⁶	g/unit	87.78	95.32	54.42
Indicator A1.1 SO ₂ emissions per unit of sales volume	g/unit	17.12	17.67	7.05
Indicator A1.3 NMHC emissions per unit of sales volume	g/unit	108.08	31.67	33.16
Indicator A1.3 Xylene emissions per unit of sales volume	g/unit	14.08	11.39	6.67
Indicator A1.1 Waste water disposal	tonne	1,685,982.3	2,369,079.4	2,259,478.1
Indicator A1.1 Waste water disposal per unit of sales volume	tonne/unit	1.35	1.58	1.66
Indicator A1.1 Significant spills ⁷	tonne	0	0	0
Indicator A1.3 Hazardous waste handled per unit of sales volume	kg/unit	5.02	7.28	5.58
Indicator A1.5 Recycling rate of solid waste	%	96.32	92.23	91.91
Indicator A1.2 GHG emissions under Scope 1 ⁸	tCO ₂ e	126,933.99	138,921.43	141,099.52
Indicator A1.2 GHG emissions under Scope 2 ⁹	tCO ₂ e	346,172.65	425,621.87	418,179.98
Indicator A1.5 Reduced GHG emissions	tCO ₂ e	17,646.28	19,851.20	37,278.28

Aspect A2: Use of Resources				
Indicator A2.1 Direct energy consumption	tonne of standard coal	73,851.07	82,599.97	83,222.54
Indicator A2.1 Indirect energy consumption	tonne of standard coal	65,038.27	82,513.46	71,222.41
Indicator A2.1 Steel consumption per unit of sales volume	kg/unit	333.03	285.36	281.31
Indicator A2.1 Paint consumption per unit of sales volume	kg/unit	15.45	13.03	14.49
Indicator A2.2 Total water consumption	tonne	4,919,789	6,042,702	5,901,579
Indicator A2.2 Water consumption per unit of sales volume	tonne/unit	3.95	4.03	4.33
Indicator A2.3 Energy conservation rate ¹⁰	%	5.22	1.22	10.25
Indicator A2.4 Recycling rate of industrial water	%	98.00	99.00	98.92
Indicator A2.5 Packaging material used for exported vehicles	tonne	7,885	10,958	15,167
Indicator A2.5 Packaging material used for engines	tonne	2,166.8	4,420.0	4,386.0
Indicator A2.5 Packaging material used for transmissions	tonne	6.0	980.0	854.0
Indicator A2.5 Packing material used for 10 thousand of exported vehicles	tonne/10 thousand units	6,707.6	3,980.0	2,615.4
Indicator A2.5 Packaging material used for 10 thousand of engines	tonne/10 thousand units	1,832.2	26.5	32.5
Indicator A2.5 Packaging material used for 10 thousand of transmissions	tonne/10 thousand units	4.7	5.5	6.3
Indicator A2.5 Recycling rate of packaging material ¹¹	%	100	100	100

B Social				
Aspect B1: Employment				
Indicator B1.1 Total no. of employees	person	41,543	52,275	42,785
Indicator B1.1 No. of retired employees	person	4	25	34
Indicator B1.2 Total no. of employee turnover	person	6,284	11,438	8,921
Indicator B1.1 No. and proportion of employees by gender				
Female	person	5,132 (12.4)	6,601 (12.6)	5,748 (13.4)
Male	person	36,411 (87.6)	45,674 (87.4)	37,037 (86.6)
Indicator B1.1 No. and proportion of employees by employment type				
Employees	person/%	32,196 (77.5)	44,352 (84.8)	36,865(86.2)
Interns	person/%	8,730 (21.0)	7,658 (14.6)	5,789 (13.5)
Labour services	person/%	39 (0.1)	53 (0.1)	6 (0)
Reserved	person/%	561 (1.4)	212 (0.4)	91 (0.2)
Rehired retirees	person/%	17 (0)	0 (0)	34 (0.1)
Indicator B1.1 No. and proportion of employees by age group				
Under 30 years old	person/%	29,759 (71.6)	34,543 (66.1)	27,751 (64.9)
31-50 years old	person/%	11,320 (27.3)	17,032 (32.6)	14,433 (33.7)
Above 50 years old	person/%	464 (1.1)	700 (1.3)	601 (1.4)
Indicator B1.2 No. and proportion of employees turnover by gender				
Female	person/%	439 (7.0)	1,117 (9.8)	1,024 (11.5)
Male	person/%	5,845 (93.0)	10,321 (90.2)	7,897 (88.5)
Indicator B1.2 No. and proportion of employees turnover by age group				
Under 30 years old	person/%	5,367 (85.4)	8,014 (70.1)	6,277 (70.4)
31-50 years old	person/%	886 (14.1)	3,333 (29.1)	2,577 (28.9)
Above 50 years old	person/%	31 (0.5)	91 (0.8)	67 (0.8)

Aspect B2:Health and Safety				
Indicator B2.1 No. of accidents	number	19	19	13
Indicator B2.1 No. of work-related fatalities	number	0	0	0
Indicator B2.1 Accident rates of severe injuries	%	0.080	0.042	0
Indicator B2.1 Accident rates of light injuries	%	0.31	0.22	0.20
Indicator B2.1 Incident no. of occupational disease	number	0	0	0
Indicator B2.1 Rates of occupational disease	%	0	0	0
Indicator B2.1 Rates of work-related injuries	%	0.39	0.27	0.22
Indicator B2.1 Rates of absenteeism	%	0.028	0.025	0.044
Indicator B2.2 Lost working days caused by work-related injuries	Day	309	454	336
Indicator B2.2 Financial loss caused by accidents	10 thousand RMB	29.5	29.1	11.6
Aspect B3:Development and Training ¹²				
Indicator B3.1 No. of training sessions	session	17,356	23,415	22,076
Indicator B3.1 Total hours in training sessions ¹³	hours	3,572,753	5,258,149	4,854,023
Indicator B3.1 Percentage of employees trained	%	100	100	100
Indicator B3.1 Average training hours per employee	hours/person	91.0	75.3	69.8
Indicator B3.1 Percentage of training employees by employee category				
Senior management	%	100	100	100
Middle management	%	100	100	100
Ordinary employees	%	100	100	100
Indicator B3.2 Average training hours per employee by gender				
Female	hours/person	73.1	74.5	70.4
Male	hours/person	79.3	75.5	69.6
Indicator B3.2 Average training hours per employee by employee type				
Senior management	hours/person	83.0	76.0	59.8
Middle management	hours/person	81.0	75.5	63.6
Ordinary employees	hours/person	79.0	75.0	62.6
Indicator B3.2 Average training hours per employee by job Function				
Research	hours/person	84.0	76.0	79.3
Technology	hours/person	76.0	75.8	60.2
Administration	hours/person	72.0	75.3	63.8
Operation	hours/person	69.3	75.0	65.5

Aspect B6:Product Responsibility				
Indicator B6.1 Percentage of products sold or shipped subject to recalls for safety and health reasons ¹⁴	%	0	0	0

Note:

- The performance figures of Geely Automobile Holdings Limited do not include overseas subsidiaries.
- The data of 2018-2019 in Subject Area A Environmental include the data from joint ventures that has a significant impact on this report in terms of resource consumption and environmental emissions.
- Reasons for not disclosing Indicator A1.4 and Indicator A1.6: Geely has actively promoted paperless office and carried out pilot projects on reuse and recycling of domestic waste in office areas. Non-hazardous waste, such as domestic waste and office paper, is not Geely's main type of wastes.
- The data of 2017 in each plant were estimated based on the 2017 environmental monitoring report, the number of shifts and the number of working days in a year. Specially, data on Jinan plant were calculated based on 8 hours in 1 shift, data on Jinzhong plant were calculated based on 12 hours in 1.5 shifts, and data on the others were calculated based on 16 hours in 2 shifts, 300 working days a year. The data of 2018 in each plant were estimated based on the 2018 environmental monitoring report, the number of shifts and the number of working days in a year. The data of 2019 in each plant were estimated based on the 2019 environmental monitoring report, the number of shifts and the number of working days in a year. Specially, the data on Jinzhong and Guiyang plants were calculated based on 8 hours in 1 shift and data on Chengdu, Baoji and Zhangjiakou plants were calculated based on 16 hours in 2 shifts, 300 working days a year. In 2019, NOx emissions had decreased, owing to a drop in vehicle sales and changes in natural gas composition. This decrease is also attributed to the adoption of the low-nitrogen combustion and desulfurisation processes in natural gas boilers at each plant.
- With an increasing number of manufacturing plants and growing vehicle production, the total SO₂ emissions increased in 2018. In 2019, the total SO₂ emissions per unit of sales decreased, due to differences in natural gas composition and the adoption of the new low-nitrogen combustion and desulfurisation processes in natural gas boilers at each plant.
- The production-marketing model of Geely Automobile Holdings Limited is that sales determine production. Therefore, the related indexes in resource consumption and environmental performance were expressed in unit sales. In 2019, the NOx and SO₂ emissions per unit of sales decreased, due to differences in natural gas composition and the adoption of the new low-nitrogen combustion and desulfurisation processes in natural gas boilers at each plant.
- There is no leakage of oil, fuels or dangerous chemicals during the production and transportation of key manufactures of Geely Automobile Holdings Limited from 2017 to 2019.
- GHG emissions under Scope 1 include direct emissions from car testing and energy-consuming equipment, such as incinerators boilers, and in 12 companies of Ningbo, Hangzhou Bay, Chunxiao, Jinan, Chengdu, Xiangtan, Jinzhong, Baoji, Luqiao, Linhai and Zhangjiakou.
- GHG emissions under Scope 2 include indirect emissions from purchased electricity and steam in 12 companies of Ningbo, Hangzhou Bay, Chunxiao, Jinan, Chengdu, Xiangtan, Jinzhong, Baoji, Luqiao, Linhai and Zhangjiakou.
- Calculated according to the energy consumption per unit of sales. The historical data of energy conservation rate in this 2019 report shall prevail.
- Does not include the packaging material used in exported products.
- The historical data of the 2 indicators of No. of training sessions and Total hours of training sessions organised in this 2019 report shall prevail.
- Total hours in training sessions=Average training hours for A category employees * number of A category employees + Average training hours for B category employees * number of B category employees + ...
- There is no product recycled for safety and health reasons of Geely Automobile Holdings Limited from 2017 to 2019.

Note: The data scope of GRI Key Performance Indicator is Geely Auto Group (excluding the brands of Proton, Lotus and Smart)

GRI Key Performance Indicator ¹				
Indicators	Unit	Annual data		
		2017	2018	2019
Making Refined Cars for Everyone				
Quality Indicator				
Malfunction rate per thousand (12MIS) ²	%	48	31	28
Public recall	time	1	1	1
IQS ³	%	113	115	103
Data of Club Membership				
No. of club membership	person	1,263,621	2,003,959	2,358,908
Annual growth rate	%	149.0	58.6	17.7
No. of club activities organised	time	121	854	644
Data of Consumers' Degree of Satisfaction				
Total no. of complaints processed	case	27,846	29,545	31,501
Proportion of complaints processed	%	100	100	100
Showing Respect, Achieving Success and Creating Happiness				
Overall Conditions of Employees				
Total no. of employees	person	42,914	65,208	58,813
No. of retired employees	person	24	28	36
No. of employee's turnover	person	7,191	11,618	13,972
No. of new employees	person	18,215	32,741	8,757
No. of disabled employees hired	person	0	0	0
No. of ethnic minorities employees	person	2,101	302	2,657
No. of employees in the highest governance body	person	32	32	32
No. of female employees in the highest governance body	person	4	4	4
No. of ethnic minorities employees in the highest governance body	person	1	1	1
No. of local senior executives hired	person	31	16	18
No. of fresh graduates hired	person	1,976	2,661	1,841

Percentage labour contract signed	%	100	100	100
Percentage of social security coverage	%	100	100	100
Percentage of health and medical records completed	%	100	100	100
No. of labour disputes complaints	number	25	27	22
Percentage of employees accepting assessment of performance and professional development at regular intervals	%	100	100	100
Proportion of employees in labour union	%	100	100	100
No. of team-building activities for employees	time	219	213	221
Total hours of team-building activities for employees	hours	1,102	1,278	1,283
Percentage of employees involved in activities	%	77.0	77.6	77.9
No. and proportion of employees by gender				
Female	person /%	5,579 (13.0)	9,346 (14.3)	9,016 (15.3)
Male	person /%	37,335 (87.0)	55,862 (85.7)	49,797 (84.3)
No. and proportion of employees by employment category				
Employees	person /%	33,043 (77.0)	55,770 (85.5)	51,522 (87.6)
Interns	person /%	9,012 (21.0)	8,957 (13.7)	6,953 (11.8)
Labour services	person /%	28 (0.1)	21 (0)	11 (0)
People rehired after retirement	person /%	58 (0.1)	76 (0.1)	57 (0.1)
Reserved people	person /%	773 (1.8)	384 (0.6)	270 (0.5)
No. and proportion of employees by age group				
Under 30 years old	person /%	30,898 (72.0)	41,170 (63.1)	36,933 (62.8)
31-50 years old	person /%	11,501 (26.8)	23,135 (35.5)	21,109 (35.9)
Above 50 years old	person /%	515 (1.2)	903 (1.4)	771 (1.3)

No. and proportion of new employees by age group				
Under 30 years old	person /%	15,610 (85.7)	26,228 (80.1)	6,049 (69.1)
31-50 years old	person /%	2,568 (14.1)	6,421 (19.6)	2,661 (30.4)
Above 50 years old	person /%	37 (0.2)	92 (0.3)	47 (0.5)
No. and proportion of employees turnover by age group				
Under 30 years old	person /%	6,112 (85.0)	10,040 (86.4)	9,502 (68.0)
31-50 years old	person /%	1,036 (14.4)	1,534 (13.2)	4,279 (31.3)
Above 50 years old	person /%	43 (0.6)	44 (0.4)	91 (0.7)
No. and proportion of employees turnover by gender				
Female	person /%	482 (6.7)	778 (6.7)	1,614 (11.6)
Male	person /%	6,709 (93.3)	10,840 (93.3)	12,358 (88.4)
Health and Safety of Employees				
No. of accidents	number	19	19	19
No. of work-related fatalities	number	0	0	0
Accident rates of severe injuries	‰	0.080	0.042	0.020
Accident rates of light injuries	‰	0.31	0.22	0.20
Incident no. of occupational disease	number	0	0	0
Rates of occupational disease	‰	0	0	0
Rates of work-related injuries	‰	0.39	0.27	0.22
Rates of absenteeism	‰	0.028	0.025	0.044
Reduced working days caused by work-related injuries	days	309	454	374
Financial loss caused by accidents	RMB10 thousand	29.5	29.1	23.0

Training and Growth of Employees ⁴				
No. of training sessions	session	17,748	25,618	23,446
Total hours of training sessions organised	hours	5,691,276	5,727,332	5,155,080
Percentage of training employees	%	100	100	100
Percentage of training employees by employee category				
Senior management	%	100	100	100
Middle management	%	100	100	100
Ordinary management	%	100	100	100
Average training hours per employee by gender				
Female	hours/person	69.6	80.6	70.4
Male	hours/person	67.3	81.7	69.8
Average training hours per employee by employee category				
Senior management	hours/person	59.3	79.0	59.8
Middle management	hours/person	63.4	82.0	63.6
Ordinary management	hours/person	62.1	81.5	62.8
Average training hours per employee by job function				
Research	hours/person	78.0	83.0	79.3
Technology	hours/person	59.0	80.0	60.2
Administration	hours/person	64.0	79.0	63.8
Operation	hours/person	65.0	81.6	65.7

Growing with Partners				
No. of Dealers ⁵	number	868	1,228	1,416
No. of dealer activities organised	time	4,193	13,125	18,048
Rates of dealers involved in activities	%	100	100	100
Integration and Co-existence with the Environment ⁶				
Investment of energy-saving technological transformation and environmental protection facilities	RMB10 thousand	30,400	32,329	41,300
Completion rate of "Environmental impact evaluation" and "Three Parallels" implementation at new and expansion projects	%	100	100	100
Compliance emission rate of main pollutant ⁷	%	100	100	100
Compliance emission rate of solid waste	%	100	100	100
Solid waste harmless treatment rate	%	100	100	100
Rate of environmental incidences and environmental issues complaints	%	0	0	0
Eco-friendly facilities allocated and normal operations rate	%	100	100	100
Percentage of greenery coverage built by company	%	19.9	20.0	20.0
Amount of major fines due to violation of environmental regulations and laws	RMB10 thousand	0	0	0
No. of non-economic penalties due to violation of environmental regulations and laws	time	0	0	0
NOx emission	tonne	109.48	143.05	74.09
SO ₂ emission	tonne	21.35	26.52	9.60
Waste water disposal	tonne	1,685,982.3	2,369,079.4	2,261,403.1
Weight of major leakage ⁸	tonne	0	0	0
Usage rate of recycled solid waste	%	96.32	92.23	91.91
Proportion of products passed safety and health assessment	%	100	100	100
Usage rate of renewable material	%	85.0	93.0	93.8
Raw material recycling rate	%	95.0	97.0	97.2
Energy and resource consumption of full vehicles and powertrain				
Direct energy consumption	tonne of coal	73,851.07	82,599.97	84,268.25
Indirect energy consumption	tonne of coal	65,038.26	82,513.46	77,087.94
Total water consumption	tonne	4,919,789	6,042,702	6,395,178
Usage rate of recycled industrial water	%	98.00	99.00	98.92

Let Society Experience Love				
Data of education industry ⁹				
No. of students enrolled	person	8,627	9,746	10,611
No. of Graduates	person	7,911	7,467	7,615
Employment rate ¹⁰	%	97.05	95.35	94.73
No. of scientific research projects	number	120	179	170
Total investment in research funding	RMB10 thousand	571.65	783.59	788.98

Note:

- The data scope of ESG Indicator is Geely Automobile Holdings Limited, while that of GRI Indicator is Geely Auto Group, so a figure of the same indicator is different.
- 12MIS=incidence of maintenance and repair in produced and sold cars over 12 months / No. of cars produced and sold over 12 months *1000.
- IQS= Complaint incidence / No. of cars*100.
- The historical data of the 2 indicators of No. of training sessions and Total hours of training sessions organised in this 2019 report shall prevail.
- Dealer data for 2017 only cover Geely Auto, dealer data for 2018cover Geely Auto and Lynk & Co, and the dealer data for 2019 cover Geely Auto, Lynk & Co and Geometry.
- The data statistics only cover the main pollutant discharge units of each production and manufacturing base, and the units that have relatively small resource consumption and environmental emissions, such as parts, sales, R&D, and administration have not yet included in the environmental data statistics.
- Main pollution includes the total amount and intensity of NOx, SOx, POP (persistent organic pollutants), VOC (volatile organic compound), HAP (hazardous air pollutants). PM (particulate matter), industrial wastewater discharges, COD (chemical oxygen demand), SS (suspend solids), ammonia nitrogen, pH.
- There is no leakage of oil, fuels and hazardous chemicals in the production and transportation of main manufactures in Geely Auto Group from 2017 to 2019.
- Including only Beijing Geely University, Hunan Geely Automobile College, University of Sanya and Sanya Institute of Technology, does not include Zhejiang Automotive Vocational and Technical College, Hunan University of Commerce Beijing College and Zhejiang Automotive Engineering Institute.
- The average employment rate of Beijing Geely University, Hunan Geely Automobile College, University of Sanya and Sanya Institute of Technology.

The automotive market has faced significant challenges since 2018. The challenges include both regular market variations and black swan events, such as the US-China trade war. In fact, since the 2008 Global Financial Crisis, great changes have never ceased for the automotive industry. These changes are the responses to the large-scale adjustments in the global economic structure and the major reorganisation in the global automotive industry. These changes are also an objective manifestation of the technological innovation-driven transformation in the automotive industry. Regarding these changes, Geely needs to analyse the principal contradictions, the directions of changes and prevailing trends. Such analytical capacity Geely's core strength to survive and develop in the fast-changing environment. On one hand, we must strengthen R&D and increase investments in areas such as electrification, intelligence, and autonomous driving. On the other hand, we must adopt a new way

of thinking because it is difficult to win this war alone. Geely must unite with friends and partners to obtain technological dominance through collaboration and sharing. To achieve high-quality development of the Chinese automotive industry, we must remain open, inclusive and cooperative, and we must strengthen our work in China and plan our future development across the world. In 2020, Geely will continue to promote its global development strategy, actively participate in the Belt and Road Initiative and fully integrate into the global automotive industry, and achieve synergistic development, bringing benefits to both ourselves and our friends and business partners. The next decades will be crucial for the conversion from the old to new energy. A new round of scientific and technological revolutions and industrial changes, such as artificial intelligence, big data, quantum information, and biotechnology, are buttressing and have generated a large number of new industries, formats and

models. The major breakthrough in technology will bring about significant changes to human lifestyle, industrial development and production across the globe, including the automotive industry and the wider transportation industry. Geely will proactively work on the transformation of "4 modernisations", lead the industrial development with innovation, create a new trend to integrate online and offline commerce, obtain technological dominance through collaboration and sharing with global partners, and jointly create a new ecosystem in smart 3D commuting. The aforementioned aspects pertain to changes, whereas others remain constant: first, we adhere to the core principle, which is to continuously create values for our consumers; second, we comply with our brand concept, which is to relentlessly pursue safety and health, a matter relevant to the values of the group. In the context of a constantly changing market, we must firmly grasp the "unchanged" aspects. Upholding the "unchanged" is how we can maintain long-term development

advantages and is a cornerstone that supports Geely in becoming a global innovative technology enterprise group with international competitiveness. Following the national strategy of high-quality development and the general direction of product transformation and upgrading, Geely will continue to focus on the core value of the brand of "people-oriented, technology, innovation", strive to achieve high-quality development through the leading technology brand of iNTEC and the Smart Engine power system. Geely will base on the new generation of world-class C-suite CMA generated from Industry 4.0, cater to the new development trend of the "4 modernisations" in the automotive industry, collaborate with global resources, deeply participate in global competition, and comprehensively move towards innovative technology companies.

**Every cloud has its silver lining,
building up for a brighter future**

ESG&GRI Indexes

ESG Indexes

(With reference to Consultation Conclusions, Review of the Environmental, Social and Governance Reporting Guide and Related Listing Rules on December 2019.)

Section B: Mandatory disclosure requirements		Chapter	Page	
Management framework	A statement from the Board containing the following elements: (i) a disclosure of the Board's oversight of ESG issues; (ii) the process used to identify, evaluate and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the Board reviews progress made against ESG-related goals and targets, and explains their relationships with the issuer.	About this report	1	
		Responsible management	25-26	
Section C: "Comply or explain" provisions				
A.Environment		Chapter	Page	
Aspect A1: Emissions	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have significant impacts on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NOx, SOx and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.	About this report Integration and co-existence with the environment	2 62-64	
	KPI A1.1	The types of emissions and respective emissions data.	Performance figures	74-75
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance figures	74
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, the intensity (e.g. per unit of production volume, per facility).	Performance figures	
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance figures	78
	KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Integration and co-existence with the environment	62-64
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.		
	Aspect A2: Use of Resources	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, storage, transportation, buildings, electronic equipment, etc.	Integration and co-existence with the environment	62-64
KPI A2.1		Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kwh in '000s) and intensity (e.g. per unit of production volume, per facility).	Performance Figures	75
KPI A2.2		Water consumption in total and intensity (e.g. per unit of production volume, per facility)		

	KPI A2.3	Description of energy use efficiency and a description of target(s) set and steps taken to achieve them.	Good engine makes great work while precision at the micron level completes Geely's quality	11 62-64
	KPI A2.4	Description of whether there is any issue with sourcing water that is fit for purpose, water efficiency and a description of target(s) set and steps taken to achieve them.		
	KPI A2.5	Total packaging material used for finished products (in tonnes), and, if applicable, with reference to per unit produced.	Performance figures	75
Aspect A3: The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		Integration and co-existence with the environment	62-63
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources, and the actions taken to manage them.	Good engine makes great work while precision at the micron level completes Geely's quality Integration and co-existence with the environment	11 59-64
Aspect A4: Climate change	General Disclosure Policies on measures to identify and mitigate significant climate-related issues which have impacted, and those which may impact the issuer.		Integration and co-existence with the environment	63-64
	KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact the issuer, and the actions taken to manage them.	Integration and co-existence with the environment	
B Society		Chapter	Page	
Aspect B1: Employment	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have significant impacts on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		About this report Respecting, supporting and providing happy lives to people	2 45-52
	KPI B1.1	Total workforce by gender, employment type (i.e. full- or part-time), age group and geographical region.	Performance Figures	76
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.		
	Aspect B2: Health and Safety	General Disclosure Information on: (a) the policies; and (b) Compliance with relevant laws and regulations that have significant impacts on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		About this report Respecting, supporting and providing happy lives to people
KPI B2.1		Number and rate of work-related fatalities occurred in each of the past 3 years including the reporting year.	Performance figures	77
KPI B2.2		Lost days due to work injury.		
KPI B2.3		Description occupational health and safety measures adopted and how they are implemented and monitored.	Respecting, supporting and providing happy lives to people	47
Aspect B3: Development and Training		General Disclosure Policies on improving employees' knowledge and skills for executing duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.		Respecting, supporting and providing happy lives to people
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Performance Figures	77
	KPI B3.2	The average training hours completed by each employee, categorised by gender and employee category.		

Aspect B4: Labour Standards	Information on: (a) the policies; and (b) Compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		About this report Respecting, supporting and providing happy lives to people	2 45
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Respecting, supporting and providing happy lives to people	45
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	NA	NA
Aspect B5: Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain.		Growing with partners	55
	KPI B5.1	Number of suppliers by geographical region.		54-55
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.		
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.		
	KPI B5.4	Description on practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored		
Aspect B6: Product Responsibility	General Disclosure Information on: (a) the policies; and (b) Compliance with relevant laws and regulations that have significant impacts on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		About this report Making fine cars for everyone	2 33-42
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Performance Figures	78
	KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Making fine cars for everyone	41-42
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Responsible Management Growing with partners	26-27 56,58
	KPI B6.4	Description of quality assurance process and recall procedures.	Making fine cars for everyone	37-38
	KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.		42

Aspect B7: Anti- corruption	General Disclosure Information on: (a) the policies; and (b) Compliance with relevant laws and regulations that have significant impacts on the issuer relating to bribery, extortion, fraud and money laundering.		Responsible Management	26-27
	KPI 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.	NA	NA
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Responsible Management	25-27
KPI B7.3	Description of anti-corruption training provided to directors and staff.			
Aspect B8: Community Investment	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.		Let society experience love	66
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).		
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	"Timely Rain": Building a warm, philanthropic business model Let society experience love	13-16 67-73

GRI Indexes

GRI Standard	Disclosures	Page numbers/ Reasons for omission
GRI 101: Foundation 2016		
GRI 102: General Disclosure 2016	Organizational profile	
	102-1 Name of the organisation	1
	102-2 Activities, brands, products, and services	17-18
	102-3 Location of headquarters	17
	102-4 Location of operations	17,20
	102-5 Ownership and legal form	16,25
	102-6 Markets served	20
	102-7 Scale of the organisation	17-18
	102-8 Information on employees and other workers	45-52,79-82
	102-9 Supply chain	54-55
	102-10 Significant changes to the organisation and its supply chain	N/A
	102-11 Precautionary Principle or approach	25-28
	102-12 External initiatives	1
	102-13 Membership of associations	58
	Strategy	
	102-14 Statement from senior decision-maker	3-4
	102-15 Key impacts, risks, and opportunities	25-28
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behaviour	26
	102-17 Mechanisms for advice and concerns about ethics	26
	Governance	
	102-18 Governance structure	25
102-19 Delegating authority	25-26,28	
102-20 Executive-level responsibility for economic, environmental, and social topics	28	
102-21 Consulting stakeholders on economic, environmental, and social topics	28	
102-22 Composition of the highest governance body and its committees	25	

	102-23 Chair of the highest governance body	25
	102-24 Nominating and selecting the highest governance body	25
	102-25 Conflicts of interest	31-32
	102-26 Role of highest governance body in setting purpose, values, and strategy	25,28
	102-27 Collective knowledge of highest governance body	25,28
	102-28 Evaluating the highest governance body's performance	25,28
	102-29 Identifying and managing economic, environmental, and social impacts	28-30
	102-30 Effectiveness of risk management processes	26-27
	102-31 Review of economic, environmental, and social topics	28-30
	102-32 Highest governance body's role in sustainability reporting	1,28
	102-33 Communicating critical concerns	28,31-32
	102-34 Nature and total number of critical concerns	28-30
	102-35 Remuneration policies	46
	102-36 Process for determining remuneration	46
	102-37 Stakeholders' involvement in remuneration	32,46
	102-38 Annual total compensation ratio	N/A
	102-39 Percentage increase in annual total compensation ratio	N/A
Stakeholder engagement		
	102-40 List of stakeholder groups	32
	102-41 Collective bargaining agreements	46
	102-42 Identifying and selecting stakeholders	31
	102-43 Approach to stakeholder engagement	32
	102-44 Key topics and concerns raised	28-30
Reporting practice		
	102-45 Entities included in the consolidated financial statements	1
	102-46 Defining report content and topic Boundaries	1
	102-47 List of material topics	28-30
	102-48 Restatements of information	78,84
	102-49 Changes in reporting	1

	102-50 Reporting period	1
	102-51 Date of most recent report	1
	102-52 Reporting cycle	1
	102-53 Contact point for questions regarding the report	100
	102-54 Claims of reporting in accordance with the GRI Standards	1
	102-55 GRI content index	91-98
	102-56 External assurance	23-24
GRI 103: Management approach disclosure 2016	The material topic management approach	
	103-1 Explanation of the material topic and its Boundary	28-30
	103-2 The management approach and its components	28
	103-3 Evaluation of the management approach	28
GRI 200 Economic Standard Index		
Economic Performance		
	GRI 103: Management approach disclosure 2016	19-21
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	21
	201-2 Financial implications and other risks and opportunities due to climate change	63-64
	201-3 Defined benefit plan obligations and other retirement plans	46,49-51
	201-4 Financial assistance received from government	N/A
Market Presence		
	GRI 103: Management approach disclosure 2016	45-47,49-51
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared with local minimum wage	45-46
	202-2 Proportion of senior management hired from the local community	79
Indirect Economic Impacts		
	GRI 103: Management approach disclosure 2016	66
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	5-9,13-16
	203-2 Significant indirect economic impacts	5-9,13-16,67-73
Procurement Practices		
	GRI 103: Management approach disclosure 2016	54-55
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	55

Anti-corruption		
	GRI 103: Management approach disclosure 2016	26
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	26
	205-2 Communication and training about anti-corruption policies and procedures	26
	205-3 Confirmed incidents of corruption and actions taken	N/A
Anti-competitive Behaviour		
	GRI 103: Management approach disclosure 2016	26,32,56
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	N/A
GRI 300 Environmental Economic Standard Index		
Materials		
	GRI 103: Management approach disclosure 2016	11,39-40,62-64
GRI 301: Materials 2016	301-1 Materials used by weight or volume	83
	301-2 Recycled input materials used	64,83
	301-3 Reclaimed products and their packaging materials	55,75
Energy		
	GRI 103: Management approach disclosure 2016	11,60-64
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	64,83
	302-2 Energy consumption outside of the organisation	64,83
	302-3 Energy intensity	64
	302-4 Reduction of energy consumption	60-64
	302-5 Reduction in energy requirements of products and services	60-64
Water		
	GRI 103: Management approach disclosure 2016	11,62
GRI 303: Water 2016	303-1 Water withdrawal by source	83
	303-2 Water sources significantly affected by withdrawal of water	N/A
	303-3 Water recycled and reused	83

Biodiversity		
GRI 103: Management approach disclosure 2016		62
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
	304-2 Significant impacts of activities, products, and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
Emissions		
GRI 103: Management approach disclosure 2016		11,62-64
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	74
	305-2 Energy indirect (Scope 2) GHG emissions	74
	305-3 Other indirect (Scope 3) GHG emissions	N/A
	305-4 GHG emissions intensity	N/A
	305-5 Reduction of GHG emissions	74
	305-6 Emissions of ozone-depleting substances (ODS)	N/A
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	83
Effluents and Waste		
GRI 103: Management approach disclosure 2016		11,62-64
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	83
	306-2 Waste by type and disposal method	83
	306-3 Significant spills	N/A
	306-4 Transport of hazardous waste	N/A
	306-5 Water bodies affected by water discharges and/or runoff	N/A
Environmental Compliance		
GRI 103: Management approach disclosure 2016		2,62
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	N/A
Supplier Environmental Assessment		
GRI 103: Management approach disclosure 2016		55
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	55
	308-2 Negative environmental impacts in the supply chain and actions taken	N/A

GRI 400 Social Standard Index		
Employment		
GRI 103: Management approach disclosure 2016		45-51
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	79
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	46-47,49-51
	401-3 Parental leave	46
Labour/Management Relations		
GRI 103: Management approach disclosure 2016		45-46
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	45-46
Occupational Health and Safety		
GRI 103: Management approach disclosure 2016		47,50
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	47
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	81
	403-3 Workers with high incidence or high risk of diseases related to their occupation	47
	403-4 Health and safety topics covered in formal agreements with trade unions	28-30,46-47
Training and Education		
GRI 103: Management approach disclosure 2016		47-48
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	82
	404-2 Programmes for upgrading employee skills and transition assistance programmes	47-48
	404-3 Percentage of employees receiving regular performance and career development reviews	80
Diversity and Equal Opportunity		
GRI 103: Management approach disclosure 2016		45
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45
	405-2 Ratio of basic salary and remuneration of women to men	46
Non-discrimination		
GRI 103: Management approach disclosure 2016		45
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	N/A
Freedom of Association and Collective Bargaining		
GRI 103: Management approach disclosure 2016		46,54-55
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A

Child Labour		
GRI 103: Management approach disclosure 2016		45,54-55
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	N/A
Forced or Compulsory Labour		
GRI 103: Management approach disclosure 2016		45,54-55
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	N/A
Security Practices		
GRI 103: Management approach disclosure 2016		47
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	47
Rights of Indigenous Peoples		
GRI 103: Management approach disclosure 2016		45-46
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	N/A
Human Rights Assessment		
GRI 103: Management approach disclosure 2016		45-46,49-51
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	45-46,49-51
	412-2 Employee training on human rights policies or procedures	47-48
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	46
Local Communities		
GRI 103: Management approach disclosure 2016		13-16,66
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	13-16,67-73
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A
Supplier Social Assessment		
GRI 103: Management approach disclosure 2016		54-55
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	55
	414-2 Negative social impacts in the supply chain and actions taken	N/A

Public Policy		
GRI 103: Management approach disclosure 2016		27-28
GRI 415: Public Policy 2016	415-1 Political contributions	N/A
Customer Health and Safety		
GRI 103: Management approach disclosure 2016		33-40
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	33-36,40
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	N/A
Marketing and Labelling		
GRI 103: Management approach disclosure 2016		41-42
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	41-42
	417-2 Incidents of non-compliance concerning product and service information and labelling	N/A
	417-3 Incidents of non-compliance concerning marketing communications	N/A
Customer Privacy		
GRI 103: Management approach disclosure 2016		42
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
Socioeconomic Compliance		
GRI 103: Management approach disclosure 2016		26
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	N/A

Reader Feedback

Dear Readers

Thank you for reading 2019 Geely Holding Group Corporate Social Responsibility Report. Unintentional flaws and omissions may have been inevitable in the process of writing this report, and we would very much appreciate your comments and suggestions.

Thank you!

Geely Holding Group
April 2020



Name:		Company:			
Contact Number:		Email:			
Your assessment of this report		Very good	Good	Fair	Poor
1	Do you think the structure of this report is acceptable?				
2	Are you able to understand the company's responsibility principles and practical highlights through this report?				
3	Do you think this report is reader-friendly?				
4	Do you think this report's content and layout are acceptable?				
5	What's your overall assessment of this report?				
Your suggestions for Geely Holding Group Corporate Social Responsibility Report:					
Your suggestions for Geely Holding Group's corporate social responsibility efforts:					
You can email the above form to the below contacts. We promise to take your comments and suggestions into consideration and not disclose the above information to any third party.					

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