

GEELY

# SUSTAINABILITY REPORT 2020

GEELY HOLDING GROUP



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# About this report

## Introduction

Geely Holding Group has issued annual Corporate Social Responsibility Reports (“CSR Report”) for eight consecutive years since 2012. We are delighted to announce that we will be renaming our “Corporate Social Responsibility Report” as “Sustainability Report” starting from 2021 to better demonstrate our commitments, management, actions, and performance in sustainability to our stakeholders.

## Title of the Report

Zhejiang Geely Holding Group Co., Ltd. (Geely Holding Group) now issues its annual corporate social responsibility report under the name “Sustainability Report”, formerly named the “Corporate Social Responsibility Report”. The change reflects Geely’s commitment to taking on the challenges and opportunities of global sustainable development. By integrating sustainability into corporate governance and working with the industry to develop solutions, we continuously demonstrate our pursuit of sustainability and our ambition to contribute to the global sustainability goals for Geely’s stakeholders.

## Reporting period

This report covers the period from 1 January 2020 to 31 December 2020. Information dating from before and after (i.e., 2021) this period is also included for comparability and completeness.

## Reporting scope

Unless otherwise specified, the scope of this report covers Zhejiang Geely Holding Group Co., Ltd. and its major subsidiaries, including Geely Automobile Holdings Limited and other joint ventures and associate companies with major businesses (including the sub-brands: Geely Auto, Geometry, and Lynk & Co), Zhejiang Geely New Energy Commercial Vehicle Group Co., Ltd. (including the London Electric Vehicle Company), Volvo Car Group, Zhejiang Genius & Guru Co., Ltd., and Hangzhou Youxing Technology Co., Ltd., a highly influential joint venture.

## Reporting guidelines

This report is prepared in accordance with the “Core Option” of the Global Reporting Initiative (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), with reference to the United Nations’ Sustainable Development Goals (SDGs), the *Environmental, Social and Governance Reporting Guide* of the Stock Exchange of Hong Kong Limited (HKEX), guidance on climate change-related information disclosure from the Task Force on Climate-Related Financial Disclosures (TCFD), and the critical issues under the classification of automotive and road transportation issued by the Sustainability Accounting Standards Board (SASB).

## Terms of reference

For readability and comprehension, Zhejiang Geely Holding Group and its subsidiaries are hereinafter referred to as “Geely Holding Group”, “Geely”, or “We/Us/Our”, while

- Geely Auto Group Co., Ltd. and its major subsidiaries are hereinafter referred to as “Geely Auto”;
- Zhejiang Geely New Energy Commercial Vehicle Group Co., Ltd. and its major subsidiaries, hereinafter referred to as “Geely Commercial Vehicle”;
- Volvo Car Group and its major subsidiaries, hereinafter referred to as “Volvo Cars”;
- London Electric Vehicle Company, hereinafter referred to as “LEVC”;
- Zhejiang Genius & Guru Co., Ltd. and its major subsidiaries, hereinafter referred to as “Genius & Guru”;
- Hangzhou Youxing Technology Co., Ltd. and its major subsidiaries, hereinafter referred to as “Youxing Technology”.

## Data

Data disclosed in this report are derived from official documents and statistical reports of the Group and reviewed by relevant departments. Unless otherwise specified, all financial data in this report is presented in CNY.

## Language

This report is published in English and simplified Chinese. The simplified Chinese version of this report is binding.

## Statement

This report has been reviewed and approved by the Board of Directors and is free of major errors or omissions and misleading content.

## Report access

To support environmental protection, this Report is published in electronic form and can be accessed and downloaded on the website of Zhejiang Geely Holding Group (URL: <http://zgh.com/>).

# Message from the Chairman

Chairman of Geely Holding Group  
Eric Li Shufu



The 2020 COVID-19 pandemic ravaged the global economy and society and brought the world's attention to sustainability. With great pride and honour, I can say with confidence that driving sustainability has always been at the heart of Geely's vision, and each year has brought about new achievements towards it. Now, we look back on our successes in sustainability and present with pleasure this annual overview of achievements, which summarises our progress in sustainability over the past year. On behalf of the Board of Directors, I hereby express our sincere gratitude to all the people, partners, and friends from around the world who have supported us since the very beginning.

Geely believes in acting towards goals and putting governance first. In 2020, we built a stronger and more scientific sustainability governance structure. Geely Holding Group led the Company with strategic management and forward-looking planning, which provided a basis for business units to operate and coordinate. We further defined the hierarchy of responsibility, enabling the four major responsibility areas, "product, economy, environment, and society", to support one another. With the existing governance structure, I am confident that Geely will continue to progress down the path of sustainable development.

A solid and reliable compliance system is indispensable to remain firm under the current abrupt and drastic changes. Geely Holding Group is a strong advocate of compliance cultures. In 2020, we consolidated our compliance management structure and organisational structure to strengthen the compliance audit system for subsidiaries in China and beyond. We also amended and issued various measures centred around information security. To control and prevent compliance risks, we have mapped out directives: Comprehensive Reach, Detailed Processes, Responsible Persons, and Scrutinised Review to enable reliable growth.

The mission of Geely Holding Group is to Align Strategies, Drive Change, and Create Value. All subsidiary brands are independent but stand united; the digital technology, mobility, and education business units complement and enable each other to grow. Geely hopes to become an intelligent, innovative, and agile mobility technology company with a global influence. To such ends, we will continue to adopt new technologies, models, and business practices to ensure sustainable corporate development. With the principles of flexibility and agility innate to our Chinese roots, we are confident that we can integrate any global processes and technology to create greater value.

In the current day and age, countries are imposing greater restrictions to reduce emissions and conserve energy

in order to reduce the potential harm caused by climate change and build a more sustainable future. In support of China's "Dual Carbon" goals, Geely remains unwavering in our commitment to green action: we increased investments into the R&D of new energy vehicles, built green factories and green production lines, and raised environmental awareness in employees as we strived to contribute to the development of an energy-saving and eco-friendly society.

Talent Forest, our initiative to attract and cultivate outstanding talents, has continued to guide our human resource efforts in 2020. We believe that a diverse talent pool and management team inspires creativity, that investing in every individual plants a seed for our future, and that regardless of rank, experience, or background, all Geely employees play an indispensable role in sustainable development at Geely. These beliefs will drive our efforts to nurture our workforce by tending to our Talent Forest and proving encouragement and support to help each and every employee flourish.

Corporate philanthropy at Geely is guided by the value proposition of "Let the world feel love". In 2020, Geely Holding Group set aside a special fund of CNY 200 million to combat the pandemic. Our programme to reduce poverty, Timely Rain, continues to generate life-changing results and has donated more than CNY 680 million in the

past five years to 20 regions across 10 provinces in China, directly benefitting over 30,000 impoverished individuals. Geely HOPE - Green Pathways programme has affected 42 primary schools in Inner Mongolia, Yunnan, Shanxi, and other regions, bringing sports facilities and supplementary courses to children in need. Geely Holding Group is committed to launching more programmes to promote public welfare and create a better world.

In 2021, Geely Holding Group will be welcoming its 35th anniversary. During this watershed moment, we will unveil our blueprint for sustainability in the mobility industry and realise the New Four Modernisations. We will lay the foundation for an intelligent integrated 3D mobility ecosystem and double down on our commitment to innovation & entrepreneurship, to transformation & progression, to being bold, and to creating value for users. Competing in the global market is no longer a dream but a goal within reach. We are connected to the world and starting a new journey. We are excited to join hands with global partners across boundaries and push for the transformation and development of a sustainable mobility industry.

# Message from the CEO

In 2020, the world experienced drastic changes and unprecedented challenges to the global economy. The global COVID-19 pandemic intensified climate change threats towards all industries, which became imperative for businesses to closely monitor risks from a global industrial chain that was restructuring. Traditional mindsets are no longer applicable, and Companies must adopt rolling adjustments to the ever-changing paradigm brought about by disruptions from innovative technology, new models, and business operations. Geely Holding Group, however, has created and nurtured opportunities in these times of crisis and strives to reach new horizons in this everchanging landscape. We collaborated with our wide range of global partners to accelerate digital transformation, propel development through innovation, and reimagine the future with technology.

Geely Holding Group believes in Common Prosperity: we promote a kind of sustainable corporate development that generates exceptional commercial value and tremendous social value. As a responsible corporate citizen, Geely Holding Group considers all 17 United Nations Sustainable Development Goals (SDGs) and the expectations of all Geely stakeholders, including investors, customers, partners, and employees, when formulating strategies and engaging in commercial activities. We continue

to reduce wasteful energy use and carbon emissions, improve product quality and safety, invest in technological innovation with respect to intellectual property rights, and support industrial transformation as part of our efforts to create a better future.

Today, carbon neutrality has become a global priority, the zero-carbon transformation is now a global consensus, and the green transformation of the automotive industry has since been fast-tracked. As an industry leader, the Geely Holding Group is always exploring different technological pathways and developing low-carbon solutions by investing in new energy and materials. We are most active in related fields such as passenger cars, commercial vehicles, and mobility as a shared service, and are also working with partners to promote low-carbon development across the automotive industry chain.

At the outbreak of the COVID-19 pandemic, we responded quickly with various measures to safeguard the health and safety of our employees, supported global business partners, and helped society contain the pandemic. To ensure business as usual across the supply chain, we strengthened our pandemic prevention and control measures, organised Geely and the supply chain's return to work, assessed the supply chain, and provided any necessary support.

The global automotive industry is in a golden era, which translates into tremendous competition and opportunities. Geely Holding Group's goal is to become a competitive and influential mobility technology company with a global presence. With independent corporate governance structures, development strategies, and brand positioning, all brands under the Geely Holding Group aim to improve efficiency, reduce costs, and ensure technological leadership through strategic cooperation such as collaborative development, collaborative procurement, shared infrastructure, and shared capacity.

Geely Holding Group has made a series of strategic adjustments to better adapt to technological and industrial changes and enhance corporate governance transparency and sustainability capabilities. Adhering to the management policy of "granting authority, respecting compliance, providing clear assessments, fairness, and transparency", Geely has built an organisational structure that can respond quickly to industry changes. We will continue to foster a competitive environment conducive to talent development to encourage capable and inspired young employees to pick up the mantle, leading Geely towards a better future.

In 2021, China launched the 14<sup>th</sup> Five-Year Plan and ushered in a new era of development. New targets represent a new

starting point but also greater responsibilities. Geely Holding Group will continue to honour its vision and mission. We will grow by following the footsteps of sustainability, achieve development by joining hands with global partners, and collaborate with upstream and downstream partners to achieve common prosperity. In the future, we will help Geely brands develop a science-based carbon neutrality roadmap, promote clean energy, and accelerate the transition to electrification as part of our efforts to realise carbon neutrality in the mobility sector. We also look forward to working with more global partners to explore new materials, sustainable design, intelligent manufacturing, and intelligent mobility to raise domestic and foreign standards and accelerate the green and high-quality development of the automotive industry.

Chief Executive Officer (CEO) of Geely Holding Group  
Daniel Li Donghui



# Focus

## Unwavering commitment contributes to carbon neutrality

Geely strives to manufacture safe, eco-friendly, and energy-efficient cars of the highest standards. We have collaborated with partners to build a global industry value chain to deliver competitive new energy & electrified models, green transportation platforms, and solutions to consumers and partners. Geely hopes to work with global partners to tackle climate change and support China's goal of carbon neutrality.



### Spotlighting carbon peak & carbon neutrality

In recent years, extreme weather events brought on by climate change have become increasingly common, and climate change is now a major global challenge to humanity.

On 12 December 2015, the 21<sup>st</sup> United Nations Climate Change Conference adopted the *Paris Agreement*. The treaty has since received strong support from the international community and prompted countries to take action to reduce greenhouse gas (GHG) emissions and enhance climate change readiness.

For Geely, carbon neutrality is both a challenge and an opportunity. Major auto groups around the world are now mapping carbon neutrality timelines to accelerate their progress. To support China's "Dual Carbon" goals (carbon peak and carbon neutrality), Geely is also promoting a new energy blueprint: we have formulated the "Two Blue Geely Action Plans" and built a multi-level new energy vehicle system that includes hybrid, pure electric, and fuel cells powered vehicles to actively reduce global carbon emissions.

## Responding to climate change

In 2019, Geely adopted, for the first time, the framework of recommendations from the Task Force on Climate-Related Financial Disclosure Working Group (TCFD<sup>1</sup>) for disclosing climate actions in governance, strategy, risk management, indicators, and target. In 2020, Geely reviewed existing physical and transition risks and opportunities and analysed related climate risks and opportunities.

Governance	Strategy	Risk management	Indicators and targets
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- The Board of Directors is responsible for evaluating the Company's sustainability efforts, including monitoring Geely's risk management structure and climate risks and discussing issues related to GHG emission control;
- Auto subsidiaries are responsible for appointing relevant departments, e.g., safety & environmental protection, logistics & transportation, and manufacturing; monitoring GHG emissions data, and formulating corresponding energy conservation and emission reduction measures;
- The Operation Management Office is responsible for collecting stakeholder feedback on Geely's climate action, assisting third-party organisations to conduct surveys on Geely's climate actions, and researching future development trends and areas for improvement.

Governance	Strategy	Risk management	Indicators and targets
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- At the current stage, Geely is analysing climate risks and opportunities through targeted and qualitative analysis. In the future, we will identify applicable scenario analysis methods and gradually shift to more accurate quantitative analyses.
- In 2020, we identified the following major climate risks / opportunities and their impacts on Geely:

<sup>1</sup> The Task Force on Climate-related Financial Disclosure (TCFD) is established by the Financial Stability Board to formulate a unified climate change-related information disclosure framework, thereby helping investors, lenders and insurance companies make reasonable assessments on climate change-related risks and opportunities and make smarter financial decisions.



Governance

Strategy

Risk management

Indicators and targets

Transition risks

Policy and legal risks:

- Short-term policy risks from laws requiring passenger vehicles to comply with the relevant regulations of the “Double Credit Policy” (including Corporate Average Fuel Consumption (CAFC) and New Energy Vehicle (NEV) Credits);
- Higher credit prices and harsher penalties from evolving carbon neutrality targets;
- Stricter policies and harsher penalties targeting commercial energy consumption, commercial emissions, and pollutant treatment from the government’s growing focus on environmental policies.

Technical risk:

With a growing global demand for low-carbon vehicles and green transportation, the rising prevalence of charging stations, and the depletion of non-renewable energy, we expect traditional gas-fuelled vehicles to decline in market share and be replaced by new energy vehicles (NEVs), which may lead to the following risks:

- Short-term risks from companies having to increase investments into the research and development (R&D) of new energy technologies;
- Mid-term risks of asset impairment from replacing existing equipment to achieve low-carbon production.

Market risk:

- Mid-to-long-term transition risks in the automotive industry from technological progression affecting consumer preference for vehicle use. New use scenarios have emerged with the development of car-sharing and autonomous driving technologies. Some consumers, especially those pursuing a low-carbon lifestyle, will favour more eco-friendly products and services.
- Changing consumer behaviours as the growing rarity of non-renewable resources and energy lead to unpredictable price fluctuations and affect the costs and prices of automotive products and services.

Governance

Strategy

Risk management

Indicators and targets

Reputation risk:

- Climate change has attracted increasing attention and is now a potential source of corporate reputation risk. Responsible companies must support the transformation to a low-carbon economy and avoid practices with negative impacts on society and the environment. Reputational risks could be effectively managed if the corporate chooses to proactively lead by example. On the flip side, those who do not commit may lose the support of stakeholders, which in turn results in negative impacts on the company’s reputation.

Physical risks

Acute risks:

- The Geely HQ and various production bases are located in Zhejiang Province, close to China’s southeast coastal area. Every summer, the region is exposed to “acute” risks from typhoons, heavy rainfall, and other extreme climate events, which has led to financial losses and injuries/fatalities among employees. Therefore, it is critical to assess the hazards from typhoons, floods, and other “acute” risks to the production facilities and employees of the company, as well as our ability to respond to disasters.

Chronic risks:

- Climate change results in “chronic” risks such as persistent high temperatures and rising sea levels, affecting the stability of production and supply chains.

Therefore, companies need to invest more resources in risk identification, risk response planning, and risk handling capabilities to prevent and defend against related physical risks.

## Governance

## Strategy

## Risk management

## Indicators and targets

**Climate-related financial opportunities**

Scientific advancement, technological revolution, and industrial transformation continue to flourish, accelerating the integration of energy, ICT, automotive, and transportation technologies. As such, developing electric, intelligent, and web-connected vehicles has become a major trend in the automotive industry. Profound changes are taking place in automotive products, transportation modes, and energy consumption structures, and the NEV industry chain is now facing unprecedented opportunities.

Geely understands that NEVs symbolise an important direction for corporate transformation and a new basis for economic growth. We continue to optimise products, strengthen cooperation with industry partners, enhance innovation capabilities, seek breakthroughs in critical core technologies, and strive to build an innovative, smart, and low-carbon mobility industry.

Geely has identified existing climate risks and opportunities and formulated strategies to cope with future challenges:

- Promote intelligent energy-saving NEVs and intelligent pure electric vehicles (PEVs) to transform into a PEV company
- Actively explore a wide range of new energy technology pathways such as pure electric, hybrid, plug-in hybrid, and methanol, and lead the development of new energy technologies;
- Launch innovative mobility models such as “Cao Cao” and “Star Rides”;
- Accelerate the deployment of Green Intelligent Link, a new energy transportation platform, to empower green logistics;
- Promote a closed-loop economy in the automotive industry from two ends: service system digitalisation, and digitalisation across the product life cycle;
- Launch the “Two Blue Geely Action Plans” in 2021.

## Governance

## Strategy

## Risk management

## Indicators and targets

- Geely has established a comprehensive risk management framework and system to identify, evaluate, and manage climate risks;
- Safety & environmental protection departments at all automotive subsidiaries track and evaluate the potential impact of new environmental protection laws and regulations on Geely’s environmental management efforts in real-time; formulate corresponding measures; and submit them to the Board office for approval;
- Manufacturing departments at all automotive subsidiaries are responsible for preparing the energy management framework, online energy management, solar photovoltaic power plans, and new energy battery projects;
- Logistics & transportation departments at all automotive subsidiaries are responsible for recycling, reusing, and assessing packaging materials;
- Geely will construct an 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 emissions and emissions reduction.

## Governance

## Strategy

## Risk management

## Indicators and targets

In the future, Geely plans to perfect the management mechanism of climate governance, strategies, risks, and opportunities; select sustainability and climate risk and response indicators relevant to Geely; and set feasible GHG emission reduction targets to further reduce carbon emissions and grow towards a low-carbon and sustainable future.





## New energy ecosystem

Climate change has become humanity's greatest challenge in the 21st century. Carbon neutrality is now a major responsibility and challenge, but it also presents incredible opportunities. As such, the Geely Holding Group is spotlighting risks and opportunities associated with global climate change and supporting China's efforts to achieve carbon neutrality. We seize every opportunity to explore and develop new models, work with partners to build a global industrial value chain, and strive to become a globally competitive and influential tech company of smart electric mobility and energy services.

We have formulated "Two Blue Geely Action Plans" ("Two Plans") in response to the changing applications and landscapes in the global automotive industry reform. The "Two Plans" is a comprehensive guideline that will help build a clean and green eco-friendly mobility ecosystem that can develop sustainably.

### Plan 1

Intelligent energy-saving and new energy vehicles: hybrid electric vehicles, plug-in hybrid electric vehicles, extended-range plug-in hybrid electric vehicles, and small-displacement energy-saving vehicles.

### Plan 2

Intelligent pure electric vehicles: ZEEKR Intelligent Technology, a new intelligent pure electric brand, was launched to compete in the intelligent pure electric vehicle market and now carries Geely's mission to create a new landscape for intelligent pure electric vehicles.

<sup>2</sup> HEV, short for Hybrid Electric Vehicle.

<sup>3</sup> PHEV, short for Plug-in Hybrid Electric Vehicle.

Geely has brought together more than 3,000 new energy R&D talents from around the world and invested CNY 30 billion to build a world-leading new energy R&D and manufacturing system. To date, Geely is fully capable of independently developing China's own new energy system and solutions.

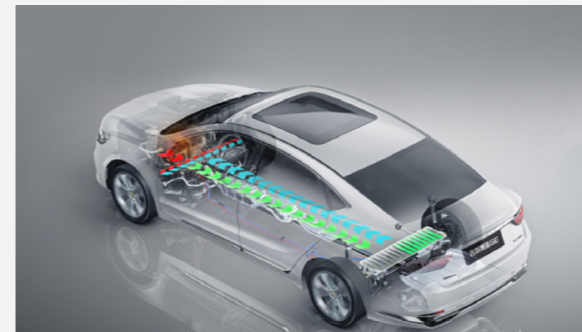
## New energy technology

Geely has formulated a diverse and systematic development pathway in consideration of the global carbon peak and carbon neutrality targets. We have made comprehensive plans for passenger vehicles, commercial vehicles, and car-sharing. We are also exploring diverse new energy technologies such as pure electric, hybrid, plug-in hybrid, and methanol to lead the technological transformation of domestic vehicle brands and give Geely a new edge with online-offline integration.



Pure electric

Sustainable Experience Architecture (SEA) is a milestone in Geely's move towards the era of intelligent pure electric vehicles, which drives the upgrade and open collaboration of the intelligent electric vehicle industry. Geely developed SEA according to user demands, and SEA transcends the limitations of traditional car manufacturing. By integrating hardware, systems, and ecological layers, we are committed to building a future mobility service system with infinite interactions and extensions, relying on the synergy between hardware capabilities, system computing power, and technical ecology.



Hybrid and plug-in hybrid

Hybridisation can help most countries realise near-zero-emissions transportation. Geely's 48V mild-hybrid and high-voltage hybrid (HEV<sup>2</sup> and PHEV<sup>3</sup>) technologies have reached industry-leading fuel efficiency levels. Geely Auto is now doubling down to develop a second-generation HEV system to potentially reduce fuel economy by 45%.



Methanol

Methanol stands out amongst existing energies as a clean oxygenated liquid fuel that is easy to store and use. Other advantages of methanol include its wide applications and large reserves. Geely is the first automotive company in China to research, develop, and industrialise methanol vehicles. Developing methanol vehicles is critical to Geely's future strategy, and Geely has now overcome technical challenges and obtained patents for preventing methanol corrosion and controlling emissions. We are proud to share that Geely is the first to mass-produce methanol vehicles in the world.

## Green capacity

Geely pays close attention to the fields of green capacity and Internet of Vehicles services. We've been accelerating the deployment of Green Intelligent Link, a new energy capacity platform, to empower green logistics, and help achieve carbon neutrality by relying on our own powerful ecosystem.

### Green Intelligent Link

At the core of Green Intelligent Link is customised cars. The platform can build on Geely and Transfar's ecosystems to offer the following services that cover all stages of car ownership: vehicle rental and sales, operation and maintenance of charging stations, and Internet of Vehicles. In the future, we will build a shared capacity platform and establish a green alliance to facilitate the development of green logistics and intelligent logistics. In 2020, Green Intelligent Link delivered more than 220 million kilometres in green mileage, which translates into 32,000 tonnes in carbon reduction and 29,547 million litres in fuel savings.

### Oneworld Technology

Oneworld Technology aims to develop an economical, green, and offline network for refuelling by offering customised green power capacity services throughout the product's lifecycle. Oneworld Technology can reduce pollution and carbon emissions generated in the transportation process and integrate complementary services such as the operation of power exchange facilities, battery banking, digital operations, and ecological and financial solutions.

Based on combined offline renewable energy technologies, Geely will also build an integrated green and intelligent energy station to store, charge, and swap wind and solar energy in 2021 as part of Geely's commitment to promoting low-carbon development through green capacity that features high efficiency, energy saving, low consumption, and zero carbon emissions. In the future, Geely will continue to promote the zero-carbon transformation of road freight as well.



## Carbon Neutrality from digital technologies

With digital solutions, Geely is revamping the Company to make it more competitive in the global automotive industry as we strive to deliver better user experiences. We are also employing digital solutions to encourage the industry chain to reduce carbon emissions and explore sustainable development pathways.

In 2018, Geely and Tencent cooperated for the first time to jointly establish China Railway Green Technology Co., Ltd. (CRGT) with the China Railway Construction Investment Corporation. The joint venture aims to provide a variety of transportation services for various high-speed rail users by integrating stations with high-speed trains and combining offline and online services.

In 2019, ECARX Technology (ECARX), Geely Holding Group's strategic investment subsidiary, signed an agreement with Tencent Auto Intelligence to collaborate closely on intelligent Internet services, joint user operations, and AI and cloud technologies. In 2021, Tencent Auto Intelligence's services were successively connected to various Geely Auto and Lynk & Co models.

### Joining hands with Tencent on the road to digital upgrade

In 2021, Geely will once again work with Tencent to develop a wide range of areas, including smart cockpit, autonomous driving, digital marketing, digital chassis, digital new business, and low-carbon development in the future. The strategic alliance will help us digitalise the "Uniform User Lifecycle", create a close loop of digitalisation across the entire industry chain and build a "Customer-oriented" digital service system from product research & development to manufacturing, from marketing to use, and from user operation to after-sales service.

Geely and Tencent will also work together to push for lower carbon emissions in the automotive industry chain. Through scientific and technological means, Geely and Tencent will explore scientific management strategies to establish an open platform on carbon neutrality as part of our commitment to the cause. Our collective goal is to strengthen corporate ESG governance and realise corporate sustainability.

# Focus

## Geely against poverty

2020 marks China's success in building a moderately prosperous society in all respects, the conclusion of the 13<sup>th</sup> Five-Year Plan, and a year of decisive battles against poverty. Geely launched Timely Rain, our targeted poverty alleviation project in 2016. Since then, Geely has heavily invested in targeted poverty alleviation actions guided by China's "Enterprises Assisting Villages" campaign with a focus on industry, education, employment, agriculture, and consumption, helping thousands of poverty-stricken households. Geely hopes to explore a renewable, replicable, and sustainable poverty alleviation model with long-lasting effects as we apply Geely's wisdom in society's innovative efforts against poverty.



### By the end of 2020, Geely has

Invested a total of  
CNY **680 million**  
in poverty alleviation

Helped more than  
**30,000**  
registered impoverished  
individuals

Geely brings targeted poverty alleviation to all areas with a Geely presence. To such ends, Geely has developed a comprehensive mechanism, whereby "poverty alleviation efforts are led by the Group, implemented by manufacturing bases, assisted by partners, and supported by all employees". The Group has also built a multilateral poverty alleviation model to help farmers, whereby "efforts are coordinated by the government, supported by companies by investing resources, carried out by co-ops and farmers, and supervised by social organisations as the supervisor". Upon in-depth investigations, we've also developed short-, mid-, and long-term poverty alleviation measures based on local conditions to ensure projects are sustainable and effective.

The Timely Rain programme has been widely recognised by the government, media, and all sectors of society, winning more than 70 awards or titles of honour such as the China Charity Award and Outstanding Private Enterprises Engaged in the National Targeted Poverty Alleviation Action of "Enterprises Assisting Villages" and "National Bases of Poverty Alleviation through Employment". Our successful poverty alleviation campaigns were selected for the first *Top 50 Excellent Cases of Targeted Poverty Alleviation by Chinese Enterprises* compiled by the Department of Poverty Alleviation of the Poverty Alleviation Office of the State Council.

Provided education  
support to more than  
**17,000**  
individuals

Purchased over  
CNY **100 million**  
of agricultural by-products



### Integrating resources and adapting locally help build a new model throughout the industry chain

The tea industry is one of the pillar industries in Leishan County, Guizhou Province, expected to increase farmers' income, alleviate poverty, and revitalise the rural area. In 2018, Geely launched a programme to support tea tourism and culture in the county and has since invested CNY 20 million to help transform and upgrade Leishan's tea industry by building new tea deep processing plants, deploying officers at designated sites for continuous support, and introducing modern corporate management practices.

In 2020, the "Demonstrative Tea Tourism and Culture Poverty Alleviation Project of Geely Holding Group in Leishan County" was handed over to the People's Government of Leishan County. To this day, the Group continues to help Leishan Yunjian Tea achieve CNY 5.2 million in sales revenue. Our continued efforts have benefitted more than 16,000 tea farmers, including more than 10,000 registered impoverished households.

- In terms of technical support, we brought in professionals to standardise tea garden management, product planning, tea-making technology, and product packaging to achieve technical standards, quality inspections, and field management.
- In terms of sales and marketing, we registered the "Leishan Cloud" brand and worked with internal and external parties to expand sales channels for Leishan tea.
- We encouraged employees to purchase tea through internal purchases and combined offline exhibitions with online platforms such as Cao Cao, Geely Business Travel, Jihao, and Geely Life to market the tea and drive sales.
- We developed a series of innovative crossover products to support poverty alleviation, such products include the "Palace Grace Tea" with the Palace Museum, the Timely Rain Flying Apsaras moon cakes with Dunhuang Inspiration, and matcha snacks and other derivative tea products developed with Zhejiang Tea Group to raise brand awareness for Leishanyun tea.

## Industry

The key to poverty alleviation through industry development is adapting to local landscapes. Geely is currently building new manufacturing bases, maintaining compliant operations in existing bases, and driving growth in local economies by introducing complementary companies such as auto part manufacturers and logistics companies. In 2018, Geely donated CNY 63.35 million to the Guiyang Charity Federation to build the Timely Rain Targeted Poverty Alleviation Demonstration Factory to provide auto parts to the Guiyang base. The new factory preferentially recruits employees from registered impoverished households and donates 40% of its operating profit to the Guiyang Charity Federation to further invest in targeted poverty alleviation and rural revitalisation.

## Employment

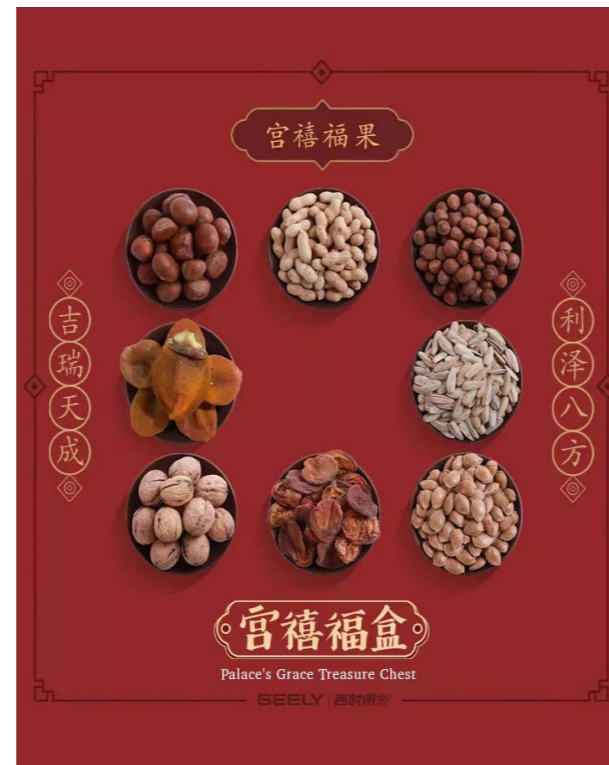
When recruiting workers or logistic personnel, Geely requires auto manufactures and upstream suppliers to give priority to candidates from registered impoverished households, and strives to make the registered households account for 10% of the new employees. By the end of 2020, Geely had employed over 5,000 individuals from registered impoverished households.

## Agricultural programmes

Geely is a strong advocate of China's targeted assistance programme - "Enterprises Assisting Villages". As of the end of 2020, Geely had launched 31 agriculture-based poverty alleviation projects in 43 villages across 20 counties and invested a cumulative total of more than CNY 51 million.

## Targeted procurement

Geely and subsidiaries regularly purchase and give priority to agricultural products from impoverished village co-ops for the cafeteria and employee benefits. In 2020, Geely spent over CNY 23 million on agricultural products to support impoverished villages. By the end of 2021, Geely had spent a cumulative total of CNY 100 million in this field.



Geely selected agricultural products from impoverished regions for the "Palace's Grace Treasure Chest", which is available on the Geely Commune app

## Education

Investing in education is one of the key measures to combat intergenerational poverty in the "one-hundred-year plan". Geely was able to capitalise on educational resources available at our 5 schools to develop a comprehensive system for poverty alleviation through education centred on vocational education, building facilities, training teachers, and subsidising students from registered impoverished households. By the end of 2020, Geely had invested more than CNY 400 million in poverty alleviation through education and helped more than 13,000 students over the years. In 2020, the Group invested over CNY 31 million and helped nearly 2,700 students.

### Enterprise-school cooperation grants students access to excellent inclusive education

In 2020, Geely focused on poverty alleviation through education in Guangxi Zhuang Autonomous Region. The Group cooperated with Baise Vocational College to launch 4 "Geely Talent Classes" and admitted 59 students from registered impoverished households. We also worked with 5 vocational schools in Nanchong City and donated teaching facilities valued at CNY 510 thousand, including vehicles, powertrains, and sheet metal tools. By the end of 2020, we had cooperated with hundreds of vocational schools, set up over 268 "Geely Talent Classes", and admitted over 3,000 students from registered impoverished households in total.

### Training programmes help impoverished households lift themselves out of poverty

Geely has invested around CNY 280 million to build the Timely Rain Targeted Poverty Alleviation Training Centre in Guiyang City, to provide free training on automobile manufacturing and maintenance for young people from registered impoverished households. After training, qualified students can work for Geely or seek opportunities elsewhere. In 2021, Geely built and started operating training centres in Zhangjiakou City, Baoji City, Xiangtan City, and Chengdu City.

# Focus

## Geely stands united against the pandemic

The outbreak of COVID-19 in 2020 captured the world's attention. Geely employees across the world dedicated themselves to the cause, remained committed to epidemic prevention, and stood united in their daily efforts. The individual efforts converged to create a powerful force against COVID-19.



### In 2020, Geely

Launched a special fund of CNY **200 million**

with the Li Shufu Charity Foundation to prevent and control the COVID-19 pandemic

Organised employee donations of more than CNY **8.4 million**

After the pandemic broke out, Geely Holding Group and the Li Shufu Charity Foundation launched a special fund of CNY 200 million to prevent and control the pandemic. The fund was specifically used to procure emergency supplies, such as masks, disinfectants, goggles and ventilators, construction of temporary hospitals in pandemic-stricken areas, and R&D of coronavirus vaccine & therapeutic drugs. Depending on how the pandemic develops, Geely will invest more into the special fund as necessary.

Li Shufu Charity Foundation also collaborated with Volvo Cars to launch a special COVID-19 fund through the Shanghai Medical and Health Development Foundation. To tackle the root cause, Volvo Cars first donated CNY 1 million to support the R&D of coronavirus pathogenesis, clinical treatment, and vaccine development. To contain the pandemic, Volvo Cars has also donated up to CNY 10 million in medical emergency supplies & equipment to the Shanghai Public Health Clinical Centre and other hospitals.

## Geely shows solidarity with public efforts against the pandemic

During the pandemic, Geely launched "Geely, in action" to mobilise the Group's global resources and join efforts with our various brands to combat the pandemic.



### Mobilising global resources to support pandemic prevention and control

On 10 February, medical supplies purchased by CEVT in Sweden, Spain, and Germany arrived in Wuhan City. The medical supplies, including over 170,000 medical masks and over 10,000 medical-grade goggles, were donations from CEVT to the Wuhan Pandemic Prevention and Control Headquarters and were valued at around CNY 2.6 million.

The procurement arms of Geely's domestic companies also spurred into action, purchasing and donating medical supplies to the Wuhan Union Hospital and Wuhan Tongji Hospital to support the efforts of frontline workers. Medical supplies included 14 ECG monitors, 1 ventilator, 1 non-invasive ventilator, 1 defibrillator, and 100 infusion pumps, which were valued at a total of CNY 1,314,200.



### Geely volunteers travel to the heart of the pandemic

On 26 January, Cao Cao launched an emergency fleet of hundreds of drivers to deliver food, groceries, and medication to designated communities in Wuhan for free and take non-feverish patients with medical emergencies to hospitals. Cao Cao also opened a special channel to provide free transportation services for frontline medical workers from four hospitals and medical volunteers from Zhejiang.

On 27 January, Geely Commercial Vehicle supplied vehicles via Yiwu Good Luck to the Yiwu Pandemic Prevention and Control Headquarters to support delivery services during the pandemic.

On 28 January, “Bapima Vehicle Rental”, a strategic partner of Geely Commercial Vehicle, dispatched their own trucks (E200) to the pandemic delivery fleet. The fleet is dedicated to delivering emergency medical supplies, drinking water, and other daily necessities to the hospitals of Wuhan City.

On 3 February, Geely and the Li Shufu Charity Foundation donated 50 Geely Jiaji cars to the Pandemic Prevention and Control Headquarters in the Wuhan Economic & Technological Development Zone. Geely later donated 108 Geely Jiaji model cars to Guizhou Province, Shanxi Province, Shaanxi Province, and Taizhou City to assist local pandemic prevention and control.

### Fighting COVID-19 with technological innovation

ECARX, a Geely brand, responded quickly to the pandemic by launching GKUI 19, an epidemic prevention app with three smart AI alert functions: epidemic prevention measures, real-time information, fever clinic information, to deliver the latest updates and help users get from point A to point B during the pandemic.

Yuren UAV (Zhuhai) Co., Ltd., a Geely subsidiary, launched the UAV disinfection scheme to fight the highly contagious coronavirus. The innovative UAVs can dispatch disinfecting solutions and powders to combat different viruses and quickly disinfect germs in the air, buildings, plants, and ground surfaces. The UAV can also quickly switch between disinfecting solutions or powders to meet different needs, effectively overcoming blind spots, preventing infections in frontline workers, and avoiding secondary virus transmission.

Joma, another Geely brand, deployed all 3D printers originally used to produce shoe models to manufacture protective masks to donate to frontline medical workers.

### Employment assistance programmes

To address unemployment among college graduates in Hubei Province, Geely launched a programme – Employment Aid in Hubei – in the region to help college graduates secure jobs.

To support graduates from 2020 in Wuhan or from Hubei Province and immediate family members of frontline medical workers across China (2020 graduates), Geely launched three direct employment schemes: cloud recruiting, preferential interviews, and preferential recruitment.

On top of the preferential recruitment, Geely also granted scholarships to high school graduates from the class of 2020 who are immediate family members of frontline medical workers from Hubei Province. The scholarship is available to new graduates enrolled in the Hunan Geely Automobile College.

## Foreign aid to support the global battle against COVID-19

As the number of positive COVID-19 cases rose rapidly around the world and paralysed many nations, we capitalised on our global presence to deploy aid and support countries battling the pandemic.

### Overcoming challenges with the global industrial chain

After resuming work, Geely also sought to relaunch the upstream and downstream industry chains and logistics channels. We also capitalised on the first-mover advantages we have in countries involved in “the Belt and Road Initiative” to guarantee foreign trade stability.

Meanwhile, Geely also strived to help upstream and downstream industrial chains resume work and production, keeping our global industrial chain stable.

By the end of May 2020, Geely was able to relaunch the domestic supply chain as over 480 Geely suppliers in the Zhejiang Province and Hubei Province received government approval to resume work. During the same time, Geely’s franchisees and point-of-sale systems were also able to get back on track; 99.8%, 97.08%, and 96.5% of Geely Auto, Geometry, and Lynk & Co franchisees have been able to resume work.

As we relaunched the industry chain and stabilised trade, Geely continued to carry out corporate social responsibilities, coordinating the global shipping of resources to deliver the first shipment of medical supplies to Germany, Sweden, and other areas with Li Shufu Charity Foundation to support global epidemic prevention efforts.



### A world united under Geely

In March 2020, Geely’s Proton Cars provided the Malaysian Ministry of Health with 50 Proton X70 cars, to assist frontline workers in Malaysia and drive staff of the Ministry of Health to and from work and to affected areas in urgent need of medical services.

At the end of March, Geely and Li Shufu Charity Foundation donated 20,000 disposable medical masks to the Philippines Ministry of Health for pandemic prevention and control.

Benelli, a motorcycle brand owned by Geely, donated 10,000 masks from our existing pandemic prevention supplies in China to Italy and Austria for daily pandemic prevention efforts at Benelli’s European headquarters.

## Geely Cares

The global outbreak of COVID-19 has brought society's attention to health and safety. Geely has always been people-oriented. As such, we've been deploying resources and capitalising on our industrial collaboration platforms and advanced R&D capabilities to safeguard the safety of our employees, drivers, and customers.



### | Safeguarding our employees

To contain the pandemic and prevent outbreaks, Geely quickly established an emergency task force and epidemic prevention measures to ensure employee safety as they returned to work.

For the safety of our employees, Geely instructed subsidiaries to implement the following measures: Easybao Insurance Agency: provide 30 million free COVID-19 insurance packages to car owners, dealers, employees, and their families; Business travel companies: select isolation hotels for our employees; IT departments: design and launch an internal app to record body temperatures, order meals, and provide technical support for telecommuting; HR shared service centres: create health files for all employees; Procurement companies: purchase medical supplies; CEO office: arrange customised bus routes for commuters; Geely Academy: use cloud resources to create more online learning opportunities for employees; All business units: assemble a team of volunteers, arrange chartered vehicles for commuters, and provide services for employees required to quarantine.

To honour outstanding people and deeds during the pandemic, Geely Academy's "Meet You" column organised a livestream titled "Geely Stars of the Pandemic". The programme contained 8 segments, including the "Birth of Geely N95 Cars (a car with onboard intelligent air cleaning system meeting the filtering standard of N95 masks)", "Purchasers' Mission under the Pandemic, Day or Night" and "A United Geely".

### | Ensuring health & safety on the road

Cao Cao acted quickly to guarantee the safety of drivers and passengers, launching a campaign to disinfect all vehicles daily and raising driver awareness of epidemic prevention.

Cao Cao also opened service locations for epidemic prevention in many operating cities to provide drivers with medical supplies such as masks, protective suits, disinfectants, oximeters, forehead thermometers, and commonly used drugs.

During the pandemic, Cao Cao also upgraded epidemic prevention measures, installing PEVA isolation films in vehicles to isolate the driver's seat to prevent droplet infection and protect the safety of passengers and drivers. The platform also disinfected the compartments multiple times a day to prevent infections.





# Let the world be full of Geely

## Group overview

Zhejiang Geely Holding Group was founded in 1986, with its headquarters in Hangzhou. Since entering the automotive industry in 1997, the group has focused on technological innovations and talent training. Now, Geely Holding Group has developed into a global innovative group dedicated to all areas of whole vehicle development, integrating design, R&D, production, sales, and services of vehicles, powertrains, and key components. Operation ranges from mobility services to digital technology, financial services, and education. With all efforts to embrace a multi-dimensional future of mobility, Geely Holding Group continues to develop cutting-edge technologies in new energy, shared mobility, vehicle networks, autonomous driving, onboard chips, low-orbit satellites, and laser communication.

Geely operates world-class vehicle and powertrain manufacturing plants in China, U.S., U.K., Sweden, Belgium, and Malaysia, meanwhile owning a worldwide sales and service network comprised of more than 4,000 branches.

In 2020, Geely Holding Group was ranked among the Fortune Global 500 for nine consecutive years (243<sup>rd</sup> in 2020), with assets totalling over CNY 390 billion.

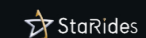


Since the M&A of Volvo Cars in 2010, Geely Holding Group has seized the momentum to deepen our overseas development and continuously strengthened the coordination of our brands. Geely owns auto brands including Geely Auto, Lynk & Co, Geometry, Volvo, Polestar, Proton, Lotus, London Electric Vehicle, Yuan Cheng Auto, Cao Cao and QJ Motor.



GEOMETRY

LYNK &amp; CO



VOLOCOPTER

钱江摩托  
QJIANG

## Significant events in 2020

### Set up a special fund of CNY 200 million for COVID-19 pandemic prevention and control together with Li Shufu Charity Foundation

On 28 January, Geely Holding Group, together with the Li Shufu Charity Foundation, set up a special fund of CNY 200 million for COVID-19 pandemic prevention and control.



### High-quality development in manufacturing with technological innovation

On 16 March, at the Zhejiang manufacturing high-quality development conference, Geely Holding Group won the title of "Eagle Act" cultivating enterprise, and Geely Auto won the title of "Per-Mu Efficiency Leading Enterprise". Eric Li (Li Shufu), Chairman of Zhejiang Geely Holding Group, was invited to attend and deliver a keynote speech on *Adhering to Technological Innovation and Laying a Solid Foundation for High-quality Development*. Representing the practical results of Geely's high-quality development, Geely 15TD+7DCTH PHEV High-efficiency Powertrain, 10TD "China Car Heart" Ten Best Engines, and 20TD Ward's 10 Best Engines were exhibited on the "First Set in Manufacturing Exhibition of Zhejiang".



### Received two #001 certifications, an industry benchmark in automobile ecological health

On 21 February, Geely Auto Omni-health Vehicle Special Programme Team was awarded the "CATARC CN95" certification by China Automotive Technology and Research Centre Co., Ltd. (CATARC) Huacheng Certification Centre for its first R&D result-vehicle standard high-efficiency compound air conditioning filter (Vehicle standard CN95 AC filter). It's the first onboard air conditioning filter product (#001 certified) with the highest level of official credential by CATARC. With the 2 certifications, Geely Auto achieved "three firsts" in the auto industry. It's the first auto enterprise to obtain an official CATARC certification, the first to put vehicle standard CN95 AC filters into production, and the first to offer free replacement of standard CN95 AC filters for car owners. On 25 February, Geely Auto obtained the world's first China-mark certification of #001 vehicle level solid particulate/aerosol filter protection issued by TÜV Rheinland, a world-famous certification authority.



### Assisting SMEs with digital transformation

On 13 May, the National Development and Reform Commission published the "Partnership for Digital Transformation" initiative, and Geely was among the first to join the initiative. This initiative aims to build a joint promotion mechanism to assist SMEs with digital transformation through the union of the government and all sectors of society. Through government guidance, platform empowerment, corporate championship, organisational support, and diversified services, the aim is to carry out inclusive service around "cloud service support, big data application, and AI enabling" on a more extensive and deeper scale which will enhance the supply of transformational services, accelerate the building of digital enterprises, and build digital industrial chains. This will cultivate a digital ecology and formulate a digital ecological community featuring "digital leadership, pandemic fighting, joint innovation and mutual benefit", supporting quality economic development.

### Fortune Global 500 for nine consecutive years

On 10 August, the 2020 Fortune Global 500 official announced that Geely Holding Group had entered the world's top 500 for nine consecutive years with a revenue of USD 47.8 billion (about CNY 330.8 billion), ranking 243<sup>rd</sup>. Also, Geely is the only Chinese private auto group on the list.



### Supporting the "Green + Smart" Asian Games with smart travel solutions

On 19 October, the Establishment of the 19th Asian Games Hangzhou 2022 Sponsor Club & the First Rotating Chairperson Company Award Ceremony was held in Geely's Headquarters, and Geely was elected as the first rotating chairperson company. Geely Preface became the official designated car for Asian Games Hangzhou 2022 and will provide smart travel solutions in Hangzhou and the Park for the Asian Games Hangzhou in the next two years.

Taking the opportunity of joining hands with the Asian Games Hangzhou, Geely will adhere to the core values of "people-oriented, innovation, and excellence" and take all-around technological innovation actions. Geely aims to achieve strategic cooperation with other sponsors with the world's leading automatic driving and cutting-edge Internet of vehicles technologies, focus on smart travel services, and create a Green + Smart Asian Games.



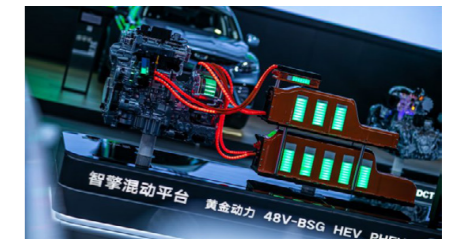
### Launched SEA Sustainable Experience Architecture, the world's first open-source architecture for EV

On 23 September, Geely officially launched SEA Sustainable Experience Architecture. As the world's first open-source architecture for EVs, SEA has broken through the limitations of traditional automobile manufacturing. It will become an auto development platform shared with other third-party auto manufacturers. It will assist the development of autonomous EV, building an open, sharing, and co-innovative smart EV travel service system, and promote the development of the industry through environmentally friendly, interconnected, and smart vehicles.



### The highest honour in powertrain technology in their Chinese auto industry

On 6 November, the China Society of Automotive Engineers (SAE-China) awarded Geely Holding Group with the highest honour, the "China Automotive Industry Science and Technology Award". It recognises our diversified powertrain platform with high compatibility, high energy efficiency, and high reliability. The platform demonstrates Geely's leading advantage in automotive core technology with our high expansibility and progressiveness.



# Recognition and honour



Fortune magazine

**Fortune Global 500**  
(For 9 consecutive years)



Brand Finance

**The world's most valuable brands**  
(For 5 consecutive years)  
**Top 10 Portfolio Brand Value**  
(For 2 consecutive years)



Fédération Internationale de l'Automobile

**World Touring Car Cup (WTCR)**  
**Champion for Lynk & Co Fleet**  
(For 2 consecutive years)



China Automotive News

**Social Responsibilities & Heroes during**  
**COVID-19 Pandemic Project: Chinese**  
**Automobile Enterprises - Excellent**



CSR China Education Award Committee

**The 4th "CSR China Education**  
**Award" - the Annual Best CSR**  
**Brands**



China Charity Federation

**National Charity**  
**Enterprise**



China Institute of Internal Audit

**National Advanced Group**  
**Of Internal Audit**



China Association for Quality

**National QC Project Outstanding**  
**Achievement Award**



Ministry of Industry and Information Technology  
of the People's Republic of China

**Demonstration Project for**  
**Construction of National Green**  
**Manufacturing System**



SAE-China

**First, Second, and Third Prizes of**  
**China Automotive Industry Science**  
**and Technology Award**



The People's Government of  
Zhejiang Province

**Second Prize of Zhejiang**  
**Science Progress Award**



Zhejiang Province Human Resources  
and Social Security Department

**Zhejiang Skill Master**  
**Studio**



China Computer Users Association

**CSUA Golden Dragon**  
**Award**



# CORPORATE RESPONSIBILITY

Geely continues to create value for users, improve employee competencies, and enhance company efficiency and sustainability through legal management.



ISO 27001 information security management system certification

# Corporate governance

Geely is committed to achieving a high level of corporate governance and maintaining a balance between the authority, decision-making, supervisory, and management board by building a functional governance structure.

Geely Holding Group's Board of Directors has set up the Office of the Board of Directors, Nomination & Remuneration Committee, and Compliance & Auditing Committee. The board is responsible for setting strategic directions, deliberating key topics, maintaining shareholder relationships, and appointing/dismissing, supervising, and evaluating the operation and management of the company.

An Operation Management Committee was set up to coordinate the planning and management of the daily operations of Geely headquarters and subsidiary companies. By continuously improving the corporate governance structure, we expect to meet the goals of Geely's strategic development and better implement the corporate mission of "driving strategic synergy, promoting reforms, and co-creating value".

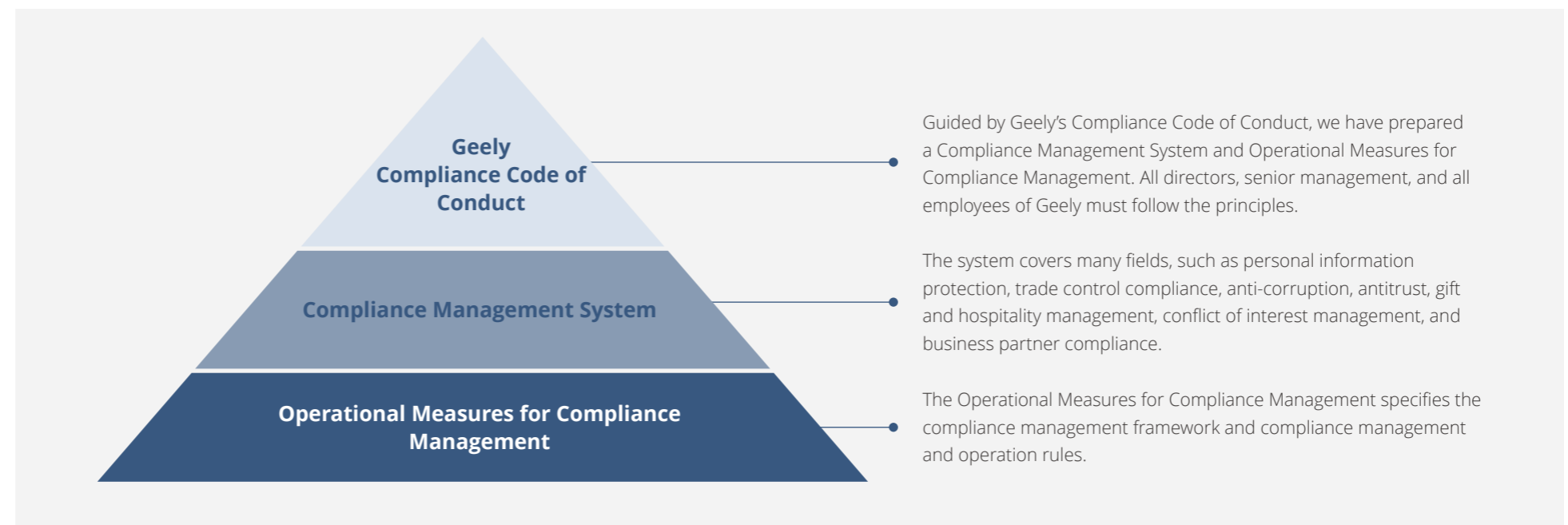
Geely is determined further to clarify the adjustment direction of the Board of Shareholders, the Board of Directors, and Management to meet the strategic development and management needs in 2021; in the future, the Group will set up a Strategic Investment Committee and ESG Committee to help to establish a scientific, dynamic, and sustainable global corporate governance system.

Honesty, integrity, and compliant operations have always been the core values in Geely's corporate governance. Geely has strived to establish a high-standard corporate culture that meets business ethics and compliance principles for years. Moreover, Geely requires management at all levels to set a good role model of integrity for every employee to understand and abide by laws and corporate regulations when representing the company. In addition to the continuous compliance management, all efforts have

been put into helping upstream/downstream industrial chains to create a compliance environment through communication, cooperation, and sharing of Geely's experience in compliance. By doing so, Geely can set up examples for partners and advance the compliance establishment of the whole value chain.

Geely has formulated the *Compilation of Compliance Management Systems* according to ten principles of

the United Nations Global Compact, applicable laws & regulations in countries or regions where Geely operates, *Compliance Management Systems - Guidelines (GB/T 35770—2017/ISO 19600:2014)*, guidelines for compliance management systems, a guideline for relevant ministries on governance, and the best practice of compliance management of global companies. Its objective is to safeguard compliance with all legal and regulatory requirements.



A multi-level compliance management framework to clarify the division of department responsibilities and personnel responsibilities has been set up to ensure the effective implementation of compliance management systems. Meanwhile, Geely has nominated a Chief Compliance Officer to take charge of the performance and coordination of compliance management of the Group, management of the compliance team, and recruitment and training of relevant personnel.



## Strengthening compliance management

In 2020, Geely continued making efforts in compliance, anti-corruption, personal privacy protection, and information security with our business partners. Geely consistently promotes establishing compliance management systems for ourselves and all stakeholders and strives to become a responsible enterprise. In June 2020, Geely was awarded as "Hangzhou Incorruptible Culture Demonstration Site".

### Anti-corruption and anti-commercial bribery

Geely is against any form of corruption and commercial bribery. We have formulated the *Code of Conduct for Integrity and Self-discipline and Implementation Rules of Punishment*. All employees are required to acknowledge and support the company culture and purpose, abide by laws & regulations and the internal management system, and carry on work with good professional conduct and ethics.

- **Risk control**

Periodically identify and assess compliance risks related to corruption, favouritism, and fraud, carry out necessary investigations, sort out rights & liabilities of risk control work and ensure effective risk response.

- **Consultation**

Encourages any units, employees, customers, business partners, or other relevant parties to consult with the Compliance Department or pertinent other departments in the case of potential commercial corruption and bribery.

- **Reporting**

Discloses reporting hotline, email, and official platforms, encourages insiders to report any commercial corruption and bribery behaviours, and rewards whistle-blowers and people who contribute to handling the corruption and bribery.

- **Whistle-blowers' protection**

Geely promises and demands that the identity and contents of the whistle-blowers should be kept strictly confidential to protect the interests of the whistle-blowers and avoid unfair treatment.

Email: [COC@geely.com](mailto:COC@geely.com)

Hotline: 4000571840

Web: <http://zgh.com/whistleblowing/>

## Data security management

A special data security management department has been established with a data security system. It enables risk control and supervision of data security, ensuring data security in business operations.

Geely obtained the ISO 27001 data security management system certification in 2018 for its data security management system. In 2020, Geely continued to carry out data security risk control following the international data security system management standards, conduct data security risk assessments throughout the Group, identify data security risks, and make rectification and real-time follow-ups.

In personal information processing, Geely strictly follows the basic principles of personal information protection such as “openness and transparency, fairness and lawfulness, clear purpose, minimum necessary data collection, and matched rights and responsibilities” to ensure the security of all data processing systems, components or activities, and the lifetime security of such data.



ISO 27001 data security management system certification

## Privacy protection

The booming digital economy era has made user privacy protection increasingly urgent. 128 countries have passed legislation on personal data and privacy protection. Geely highly values privacy protection and abides by the *Cybersecurity Law of the People's Republic of China*, *EU's General Data Protection Regulation*, and other laws & regulations of China and foreign countries. The company aims to control compliance risks of privacy protection by utilising rules, risk assessment, compliance training, process incorporation, and compliance audit, and privacy protection compliance systems are used to ensure smooth operations.

In addition, we have organised many activities to publicise and raise awareness of data security and personal privacy protection. We provide that our employees and partners fully understand relevant laws & regulations and Geely's management principles & methods in this field. In 2020, Geely did not experience any user data leakage, nor have we received any complaints about consumer data loss and violation of privacy protection.

### Privacy protection missions in 2020

#### Product privacy design compliance

Coordinate user experience centre, smart driving centre, the electrical and electronic centre of the Geely Automobile Research Institute, as well as related departments covering R&D modules to analyse product functions, assess the compliance gap according to the legislation of personal data protection and make changes accordingly, to ensure that products comply with laws and requirements.

#### Customer privacy protection

We published the *Administrative Measures for Compliance of Personal Information Security* that strictly follows the basic principles of “openness and transparency, fairness and lawfulness, clear purpose, minimum necessary data collection, and matched rights and responsibilities” to ensure the compliance of collection, use, storage, and deletion of information. Moreover, we have set up whistleblowing channels to receive and provide feedback on consumer claims ensuring global information security in data transmission.

#### Data transmission security

Conducted compliance assessment of overseas IT system deployment, provided feedback on risks related to the cross-border transmission of personal data and implementation of substantial compliance measures, and proposed compliance guidance; in addition, we assisted in the overseas deployment of HR system and cross-border transmission of employees' data to ensure compliance and security of personal information transmission among global enterprises.



## Cultivating compliance culture

Compliance culture is an indispensable part of the corporate culture communication system. Geely has established a compliance training system that applies to all employees to raise compliance awareness and create an environment for compliance culture. We have developed the *Group Training Management System*, *Compliance Performance Evaluation Method*, *External Training Management System*, *Internal Coach Management Measures*, and a series of policies and systems to ensure that compliance training is carried out regularly and extended to all employees effectively.

### Compliance training goals

- The coverage of compliance training for new employees, employees recently transferred to key positions, and recently promoted middle-level employees within 3 months reached 100%.
- Compliance training for all employees in all departments and subsidiaries at least once a year.
- Middle-level management and employees in key positions shall attend the training on updating key systems at least once a year.

For employees at different work levels, Geely has arranged compliance training courses at different levels

- **Elementary courses:** for new employees
- **Intermediate courses:** for middle management and employees in key positions
- **Advanced courses:** for senior management
- **Specialised courses:** employees in compliance management positions

In 2020, Geely continued its commitment to strengthening corporate compliance management, building a first-class enterprise in full compliance with laws and regulations, and carrying out a series of activities to establish compliance cultures, such as senior management training, Compliance Culture Month, Corporate Compliance Officer Certification and so on.



#### Senior management compliance training

3 sessions of senior management compliance training.



#### Daily training & publicity

61 sessions of daily training & publicity, with up to 5,878 trainees, and posted 81 compliance-related articles.



#### Compliance culture publicity

Activities include interviews with senior management on compliance, an online knowledge contest, compliance video shooting, etc., during the Compliance Culture Month.

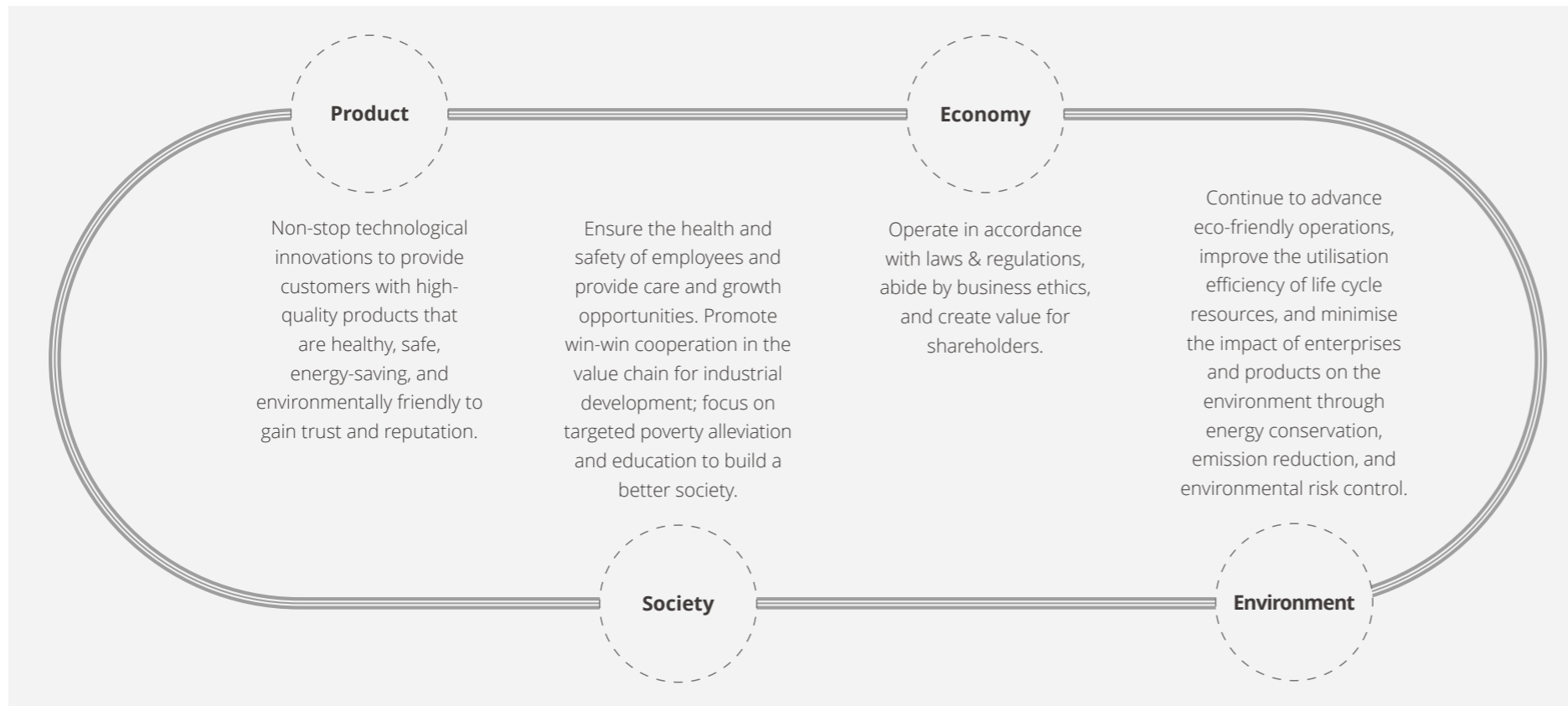


#### Operation of compliance branches

Initiated work related to compliance officer certifications and carried out preparation/recording of courseware and questions.

# Sustainability Management

Geely Holding Group places high value on sustainability and the relationship between enterprise survival, social development, and ecology. Starting from the four major areas of product, economy, environment, and society, we connect the world with the automobile as the carrier to initiate better life and contribute to the sustainable development of economy, culture, and environment.



## Sustainability governance








In 2020 Geely set out to establish an ESG governance structure to promote sustainability. The company planned to formally set up a sustainability governance structure consisting of the Board of Directors, ESG Committee, ESG Leading Team, and ESG Task Force in 2021 to take complete charge of the implementation and supervision of affairs related to sustainability.

## Stakeholder Dialogue

The sustainability management and action of enterprises are closely related to the participation and support of stakeholders. We reviewed and summarised nine categories of stakeholders crucial to the Group's development: the government & regulators, investors, clients & customers, suppliers, dealers, industry/peers, employees, the public, and the media. We continue to increase and improve communication channels and ways to meet all stakeholders' ever-changing appeals and demands in the value chain.

The media trend is changing. In line with the new media era, we've set up official Weibo, WeChat, TikTok, and dialogue mechanisms for the Group and subsidiaries to maintain close communication with all stakeholders and enhance stakeholders' understanding of our strategic planning and business development.



Stakeholders	 <b>Government &amp; Regulators</b>	 <b>Investors</b>	 <b>Clients &amp; Customers</b>	 <b>Suppliers</b>	 <b>Dealers</b>	 <b>Industry/Peers</b>	 <b>Employees</b>	 <b>The public</b>	 <b>Media</b>
Concerns and expectations	<ul style="list-style-type: none"> <li>• Lawful operation</li> <li>• Providing job opportunities</li> <li>• Energy conservation and carbon emission reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Lawful operation</li> <li>• Return on investment</li> <li>• Business information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality and safety</li> <li>• Customer service and satisfaction</li> <li>• Smart mobility</li> <li>• New energy power research and development</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain management</li> <li>• Fair competition</li> <li>• Protection of intellectual property rights</li> </ul>	<ul style="list-style-type: none"> <li>• Lawful operation</li> <li>• Customer service and satisfaction</li> <li>• Mutual benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality and safety</li> <li>• Technological R&amp;D and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Protection of rights and interests</li> <li>• Health and safety</li> <li>• Career development channels</li> <li>• Work and life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Charitable donations</li> <li>• Stimulating local economic and social development</li> </ul>	<ul style="list-style-type: none"> <li>• Information disclosure and dissemination</li> <li>• Brand reputation</li> </ul>
Methods of communication and response	<ul style="list-style-type: none"> <li>• Communication between government and enterprises</li> <li>• tax obligations</li> <li>• Poverty alleviation and assistance</li> <li>• New energy strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing an integral governance mechanism</li> <li>• Disclosing information timely</li> <li>• Communication with investors</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Online and offline activities</li> <li>• Customer satisfaction surveys</li> <li>• Handling of customer feedback &amp; complaints</li> <li>• Car clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Platform-based procurement</li> <li>• Supplier review and evaluation</li> <li>• Supplier meeting and training</li> <li>• Code of conduct for suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• On-site surveys and inspections</li> <li>• Dealers' skills competition and training</li> <li>• Optimising dealer's network</li> </ul>	<ul style="list-style-type: none"> <li>• Participating in setting industrial standards</li> <li>• Industry information exchange and sharing</li> <li>• Industry-University-Research institute collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Building a talent forest</li> <li>• Employee meetings</li> <li>• Employee mailbox</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted poverty alleviation</li> <li>• Voluntary public service</li> <li>• Providing jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Press conferences</li> <li>• Product launch conferences</li> <li>• Activities on media day</li> </ul>

## Materiality Analysis

We analysed the sustainability background and reviewed the significant issues in the *Geely Holding Group Corporate Social Responsibility Report 2019* while referring to GRI Standards, SASB Materiality Map, and the issues of concern to domestic and foreign counterparts. In-depth research on stakeholders was conducted to understand their expectations and priorities, and in the end, 26 issues closely related to Geely's sustainability were selected.



### Review

- Analyse the context of sustainability
- Analyse the latest developments
- Analyse feedback from stakeholders on the preceding CSR report



### Identify

- Refer to report disclosure guides at home and abroad and check peers' concerns to identify potentially important topics regarding environment, society and governance



### Assess

- Develop stakeholder communication plans, conduct in-depth interviews and surveys with internal and external stakeholders such as customers, suppliers, distributors, and employees in the form of on-site or online interviews, questionnaire surveys, etc., to understand the issues that all stakeholders are most concerned about
- Analyse the topics for their importance to stakeholders and to Geely Holding Group, and form preliminary evaluation results through matrix analysis



### Validate

- The internal experts from the Group's ESG Committee verify and confirm the impact level of the topics, and enhance the Group's sustainability management accordingly

## High-level Materiality Issues

### Governance (4)

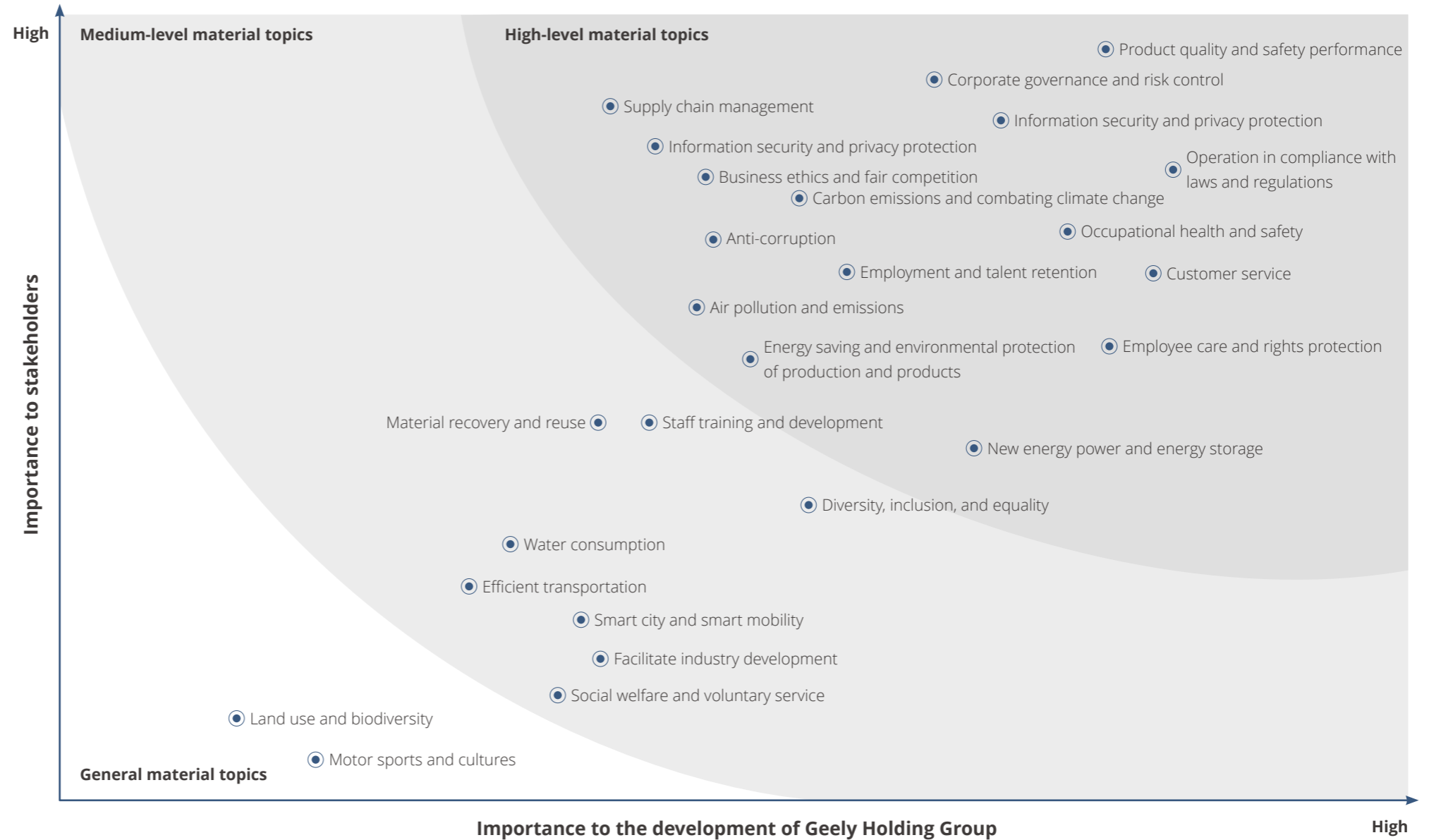
- Corporate Governance and Risk Control
- Lawful Operation
- Business Ethics and Fair Competition
- Anti-corruption

### Social (8)

- Employment and Retention
- Occupational Health and Safety
- Employee Care and Right Protection
- Supply Chain Management
- New Product Development and Technology Innovation
- Product Quality and Safety Performance
- Customer Service
- Data Security and Privacy Protection

### Environmental (4)

- Energy Saving and Environmental Protection of Production and Product
- New Energy Power and Energy Storage
- Carbon Emission and Climate Change Response
- Air Pollution and Emission





# MAKING SMART MOBILITY AN EXTRAORDINARY EXPERIENCE

Our pursuit in user-orientation centres around two core values, quality, and user experience. In this interconnected digital era, the Group continues to promote technological innovations, believing that only with strict quality control management, quality improvement initiatives, and strives for excellence by providing high-quality products and customer services can we create an extraordinary mobility experience for global users with our partners.



Geely Holding Group's total vehicles sales (including Proton Motors and Volvo Cars)

Geely Holding Group's investment in research and development

**2.1 million** cars

CNY **14.6 billion**

# Making refined cars

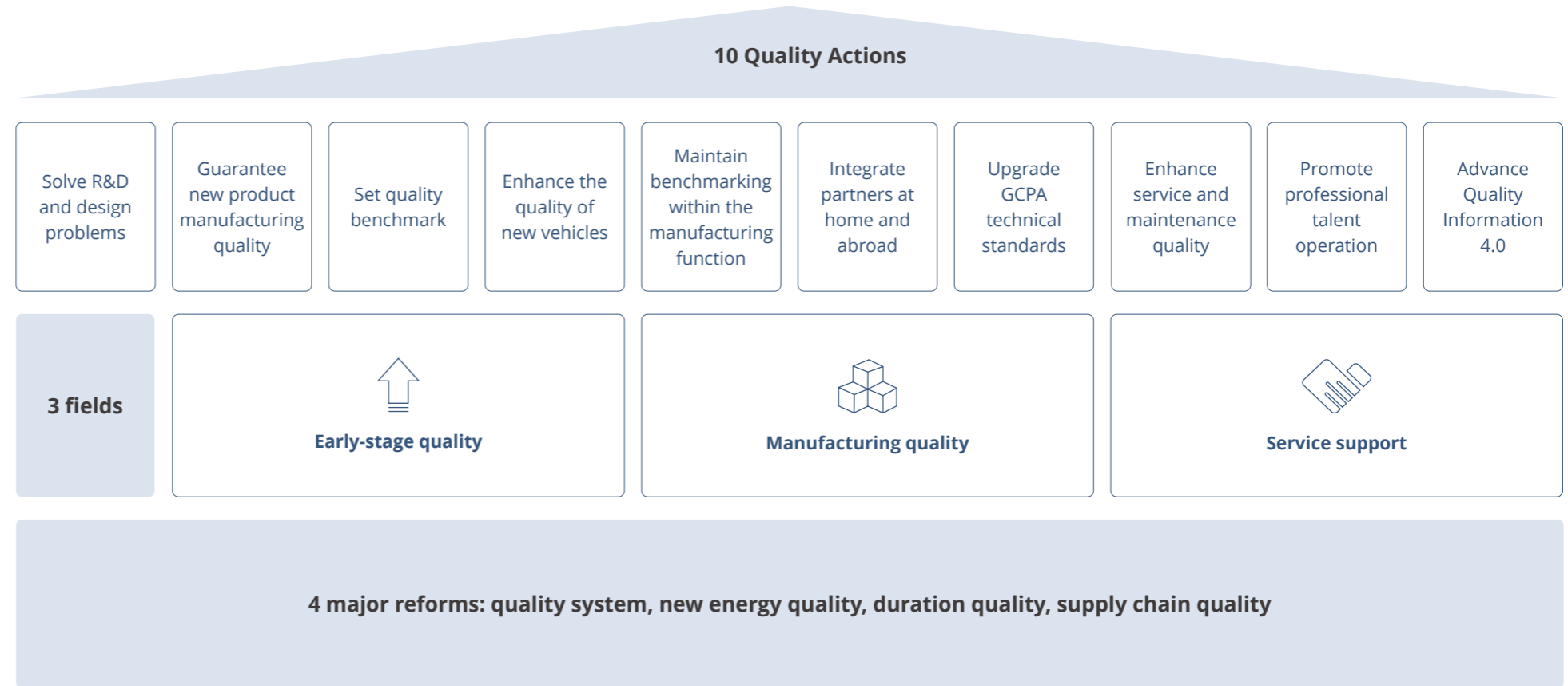
## Strict quality warranty

Excellence is the essential requirement for Geely's sustainability action. Since its establishment, Geely has emphasised quality and set high product quality requirements. We have put in all efforts to advance research and development, procurement, production, sales, service, and talent cultivation.

### Quality management system

Geely has established a sound quality management system per GB/T 19001-2016/ISO 9001:2015, IATF 16949-2016, and other relevant standards, and formulated quality management system requirements at all levels: revised or added on an annual basis according to our business needs. Through the management system and quality "4-3-10" Strategy, we can achieve complete quality control from R & D design, manufacturing and production to sales and after-sales.

There are three auto brands under Geely Group developed and manufactured in China, certified by the ISO 9001 quality management system. The powertrain is approved by the IATF 16949 automobile quality management system.



The Geely Auto "4-3-10" Strategy

## Product warranties

An error-prevention management system has been established by Geely that can prevent errors from product development, process design, and mass production. We strive to achieve “error-prevention” in the supply chain, production activities and new products.

We provide product quality warranty certificates in compliance with the law and ensure that the products sold meet the national mandatory standards. We have formulated the *Regulation on the Administration of Recall of Geely's Defective Products* and the *Administrative Measures for the Recall of Defective Automobile Products in Overseas Markets* with strict requirements set forth on the product recall process, which are in strict compliance with the *Regulations of the People's Republic of China on the Recall of Defective Automobile Products* and relevant overseas laws and regulations. In the event of any recall, the departments in charge within Geely will work together and build a defect certification team to verify product quality defects. Also, the product will be called back if the verification process indicates that the defect remains.

In addition, we have set up a defect inspection procedure based on the Quantum Nanoscience (QNS) by which we check for defects in advance to avoid a domestic and overseas recall. The system can also prevent potential recalls in batch in terms of mass production models and new product projects. It initiates the inspection for defects in the research and development stage, production, and supply chain quality to prevent recalls.

### Product error-proof

Input historical problems at the early stage of product design and development, and refine the design accordingly during the development of new models to prevent these problems.



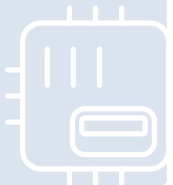
### Equipment & tooling error-proof

Realise manufacturing error-proof management with equipment and tooling.



### Production line error-proof

Realise all-round production error-proof management with the information system, the GDMP system big data platform and the on-site digital display.



### Traceability system error-proof

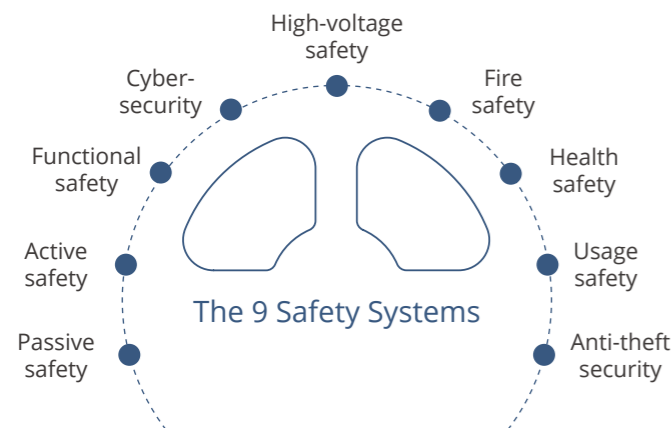
Independently develop a parts tracing system throughout the life cycle, and realise information-based parts tracing through the IWM logistics management system and MES manufacturing system that carry the information flow of material batches and the automatic logic matching of the big data platform GDMP.





## Integral safety guarantee

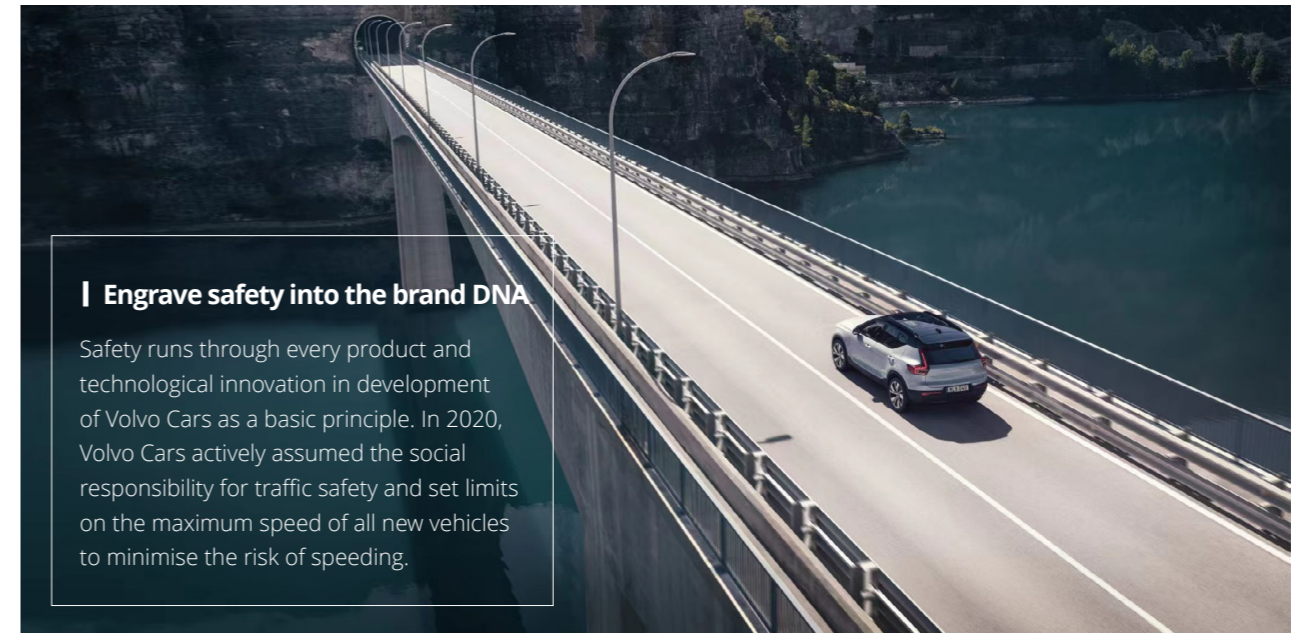
Safety is part of Geely's DNA which is constantly improving and updating. Our vision of "Global Safety" includes "Zero fatalities", "Zero health issues", "Zero hazards", "Zero property losses" and "Zero privacy disclosures". "Global Safety" is built based on "Life Safety", "Health Safety", "Property Safety", and "Privacy Safety" that covers 9 safety systems. We emphasise a people-centred philosophy that pays integral attention to the safety of drivers, vulnerable road users, and maintenance, and rescue personnel, covering various scenarios of vehicle use. We have also established the safety performance evaluation system and pedestrian safety performance protection system based on third-party evaluation systems such as China New Car Assessment Programme (C-NCAP), European New Car Assessment Programme (E-NCAP), and China Insurance Automotive Safety Index (C-IASI). The system standard is higher than the national standard.



## Improving driving safety

Upholding the design concept of "people orientation, safe eco-car", Geely integrates safety into the entire process of product design and development. Based on the research results on road traffic accidents, we designed the vehicle body with 10 dimensions (e.g., engine compartment head energy absorption space management and hidden engine hood hinges) to provide holistic protection for vehicle drivers and pedestrians.

The improvement of automated driving depends on the progress of performance indicators of the entire process. In the design process, Geely adopts the international standard of Road Vehicles Functional Safety (ISO 26262) to ensure the safety performance of system design and the usability of autonomous driving functions. Through the sensory integration of original data from radar and cameras, we improved our ability to identify and track targets and achieved high-precision positioning in the lane through high-precision data fusion to make sure that safe control of vehicles can still be effective in the case of unexpected lane lines and quality decline in road information. In the meantime, our core patent for backup control technology ensures timely intervention in the case of a single system failure; the backup control, braking, and steering performance are also available to maximise vehicle safety.



### Engrave safety into the brand DNA

Safety runs through every product and technological innovation in development of Volvo Cars as a basic principle. In 2020, Volvo Cars actively assumed the social responsibility for traffic safety and set limits on the maximum speed of all new vehicles to minimise the risk of speeding.

### Measures were taken by Geely Commercial Vehicle for driving safety

#### 360° blind spot detection

To address the safety risks that the blind spots of large vehicles pose to vulnerable road users (e.g., pedestrians or riders), we adopt the blind-spot monitoring technology equipped with 360° panoramic images of aerial view and single view to enable drivers to identify the blind spots promptly, thus protecting the safety of vulnerable road users.

#### Dual warning

The dual warning system monitors the driving state and driving environment ahead in the lane on a real-time basis and sends warning messages in the case of unintentional lane departure and possible forward collision to ensure driver safety, and effectively prevent traffic accidents caused by fatigue driving.

## Battery safety

To ensure the safety and reliability of the battery system, Geely develops and validates power batteries concerning UL 2580<sup>4</sup> of Underwriter Laboratories Inc. and the EU ECE<sup>5</sup> R100 safety certification on the basis of meeting national standards. In addition, we use big data technology to detect the health status of power batteries to achieve safety warnings in milliseconds.



ⓘ This is the first pure electric vehicle (XC40 RECHARGE) of Volvo Cars, whose battery can ensure the integral safety at a high level to mitigate the impact of collisions

## Safeguarding the health of vehicle occupants

Geely attaches great importance to the products' ecological safety and consumers' vehicle safety and invents technologies in health vehicles. We pioneer in creating an automobile ecological purification cabin that can intelligently isolate dust, smoke, PM2.5 and other hazardous substances in the air. It possesses CN95 air-conditioning filter with the first highest certification within the industry, intelligent air purification system (IAPS), PM2.5 detection and protection technology, fresh air system, green materials with low emissions, allergy-friendly ecological certification materials for infants, and other health technologies.



ⓘ Geely Farizon Auto E12 is a pure electric city bus that has passed all 5 certifications of "In-Cabin Wellness" and obtained the "5A CN95 In-Cabin Wellness" certificate

<sup>4</sup> UL 2580 refers to the Standard for Batteries for Use in Electric Vehicles.

<sup>5</sup> ECE certification is an approval system for auto parts implemented in accordance with the ECE regulations signed and promulgated by the Economic Commission for Europe (ECE) in Geneva.

## Ensuring mobility safety

The primary objective of Cao Cao mobility is to ensure the safety of vehicle occupants. Cao Cao has set up a safety management committee, safety management leadership teams, and safety operation divisions in each city across China to provide a safety guarantee system for the public. By the end of 2020, the company had more than 500 full-time and part-time safety management personnel in China.

In addition, Cao Cao has launched face verification, pre-employment training, emergency contact, itinerary sharing, number protection, and other products, forming a safety fortress for the whole process of access, register threshold, pre-trip protection, in-trip protection, and post-trip disposal. We also cooperate with insurance companies to insure all vehicles against compulsory liability insurance of motor vehicle traffic accidents and third-party liability insurance, and cover carrier liability insurance for passengers.

With the collaboration of the Group, LEVC China team works together with Cao Cao and Geely Auto to integrate R&D efforts to create a barrier-free and user-friendly version of the LEVC TX model. This model focuses on service and mobility accessibility, and fully guarantees the safety of vehicle occupants with its fully enclosed and isolated double cabins. This barrier-free and multi-purposed model of LEVC is manufactured with rear-hinged doors designed with the consideration of accessibility. Its various facilities to assist passengers that get on or off the vehicle makes it convenient for everyone to mobilise anywhere and at any time.



# Technological innovation drives development

In the era of intelligence, technologies such as 5G, the Internet of Things and big data are driving the transformation of industrial structure and technological landscape. Taking the initiative to embrace innovation and change, Geely is dedicated to putting all efforts into shared mobility service, vehicle networks, unmanned driving, car chips, operating systems, low-earth orbiting satellite, space exploration, and other cutting-edge technologies, to transform from an auto manufacturer to a smart electric mobility technology group that creates an integrative smart three-dimensional mobility ecosystem in the future, providing users with more amazing mobility experiences.

## Smart mobility ecosystem

### Construction of smart cities

Geely plays an active role in the ecological construction of smart cities and vehicle infrastructure cooperative systems. We have established China's first 5G-based edge computing and vehicle infrastructure cooperation smart city pilot project in Ningbo Hangzhou Bay New Zone and have also invested in the "Hang-Shao-Yong highway" project, China's first superhighway enabling autonomous driving. In the future, Geely's automobiles will provide smart mobility solutions with multiple scenarios in the core areas of the Asian Games in the form of fully autonomous driving.

### Forward-looking planning of airspace mobility

With forward-looking insight on city airspace mobility, Geely acquired Terrafugia in 2017 and co-invested in Volocopter with Daimler in 2019. With Terrafugia focusing on city connection and Volocopter on intra-city mobility, both of them dominate the low-airspace transport domain and bring innovative solutions for airspace mobility.



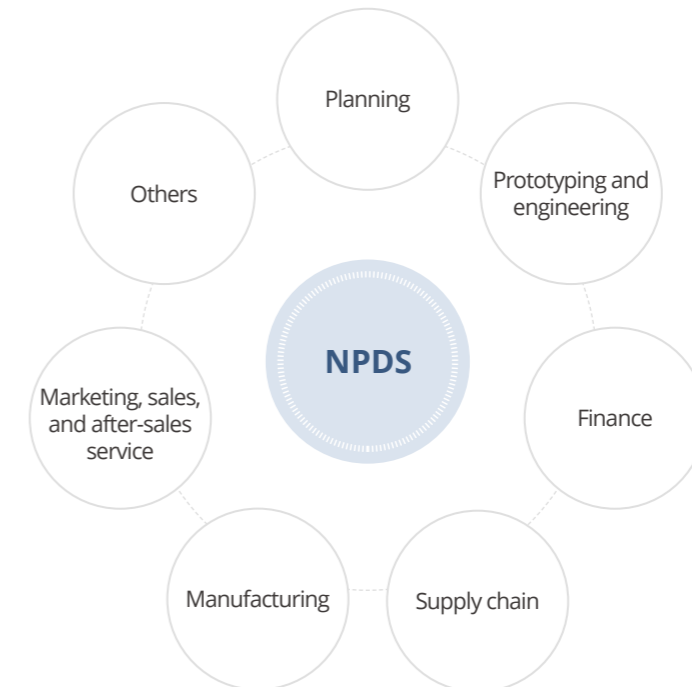
Volocopter air taxi equipped with a zero-emission helicopter that takes off and lands vertically will be a useful complement to urban transportation

# Managing research and development

## Research and development system

Geely adopts the R&D framework based on independent innovation, global intelligence, and core technology leadership. It adheres to the concept of "customer-centric, platform-based, modular, simultaneous engineering, refined, agile and flat management". Through this framework, Geely has established an industry-leading New Products Develop System (NPDS) to ensure the efficient production and smooth launch of new competitive products.

NPDS covers 7 fields, 18 main business flows, 6 supporting modules and more than 2,000 detailed business flows of vehicles, including the whole value chain of strategic planning, market research, product design and development, product verification, production, sales, and after-sales services. In 2020, in an effort to adapt to the rapidly changing market environment and meet the need for strategic development, NPDS developed processes such as configuration innovation, user experience, and OTA (Over-the-Air Technology).



## Research and development investment

Geely has five engineering research and development centres in Hangzhou (China), Ningbo Hangzhou Bay (China), Gothenburg (Sweden), Coventry (UK), and Frankfurt (Germany) and five global design studios in Shanghai (China), Gothenburg (Sweden), Barcelona (Spain), Coventry (UK), and California (USA). Geely invested nearly CNY 100 billion in research and development during the past 10 years. By the end of 2020, Geely had more than 20,000 employees engaged in research and development and design.

### Five R&D centres



Hangzhou, China



Ningbo, China



Coventry, UK



Gothenburg, Sweden

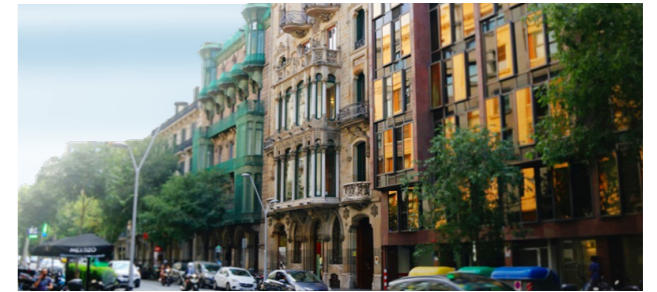


Frankfurt, Germany

### Five global design studios



Shanghai, China



Barcelona, Spain



California, USA



Gothenburg, Sweden



Coventry, UK

## Research and development results

In 2020, Geely entered the era of comprehensive architecture system for automobile manufacturing (4.0). In addition to integrating global technology and resources and actively working in international capacity cooperation, we also apply the world's leading basic modular architectures including BMA, CMA, SPA and SEA and are involved with the overall requirements for product layout ranging from pure electric, hybrid and fuel-based vehicles to compact and medium and large models to provide full support for connectivity, safety, new energy, future-based autonomous driving, and other areas.

### CMA modular architecture

As the first basic modular architecture for mid-size unibody automobiles jointly developed by Geely and Volvo Cars, CMA has spawned more than 10 products including Volvo, Lynk & Co, Polestar, etc., covering models supported by traditional powered and new energy-powered and high-performance vehicles, and has laid a solid foundation for the upgraded high-quality and high-performance products in the "4.0 era".



▲ Geely Preface with CMA as the basis is the first fuel vehicle to achieve OTA in the industry



▲ Volvo XC40 with CMA achieved the best star rating by E-NCAP and the top safety pick plus by IIHS and obtained the Annual Car Awards in Europe and Japan

### SEA Architecture intelligent evolution experience

SEA Architecture is an original pure electricity-based architecture centred on user mobility experience. It builds a three-dimensional layout with the hardware, system, and ecology layers. We broke the limitations on traditional car making to meet all the modelling needs of cars, SUVs, MPVs, small city cars, sports cars, pick-ups, and future-based vehicles.



▲ SEA architecture

### Intelligentisation

In the advent of smart vehicles era, Geely Auto has been engaged in autonomous driving in advance. In addition to the first driving model equipped with L2 assisted driving launched in 2018 and the autonomous valet parking system of "Crawler" released in 2019, the L2++ autonomous driving technology is expected to be configured in our models in 2021. In addition, the Group's sub-brands actively enter into cooperation agreements with key players in automation. In 2020, Volvo Cars signed a strategic cooperation agreement with Waymo in a bid to achieve fully autonomous driving for one in third of its products sold by 2025.

## Connection

Regarding connected vehicles, Geely has launched an industry-leading intelligent ecosystem GKUI19 (Geek User Interaction, GKUI). GKUI comes with a number of third-party Apps and intelligent voice AI assistants such as Gaode Map, Baidu Map, Tencent Map, Tencent Video and QQ Music to create an immersive experience of human-vehicle interaction for users.



connection1.0

Meet national policies and regulations and realise basic interconnectivity



connection2.0

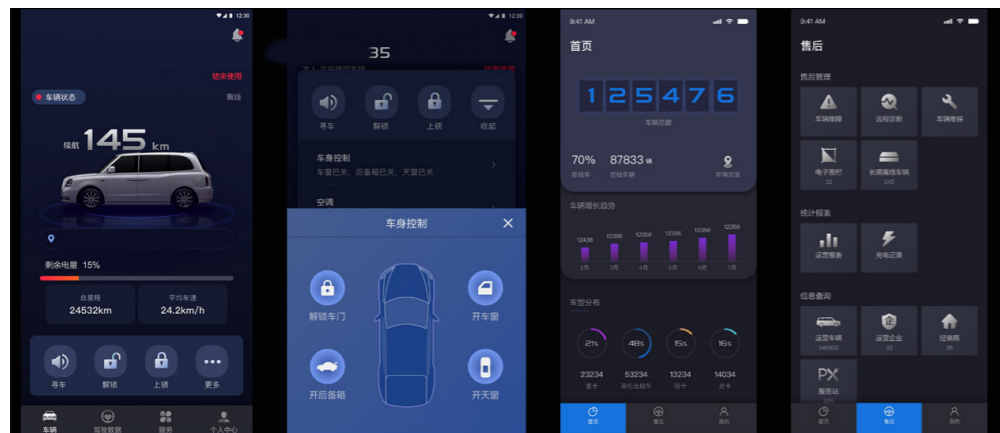
Realise multi-cloud platform integration and establish an intelligent networking system



connection3.0

Upgrade the intelligent networking system to support intelligent driving applications

In 2020, Geely Commercial Vehicle completed the construction of a national regulatory platform for long-range emission monitoring of heavy vehicles, realising application empowerment derived from massive data mining. Geely Commercial Vehicle also built multi-terminal portfolios based on the Internet of Vehicles to provide users with overall solutions for the entire lifecycle of commercial vehicles.



<sup>6</sup> The GLINX App for C-end users, providing online services covering application scenarios of commercial vehicles

<sup>6</sup> The statistical scope includes the business subject covered by the scope of the report.

## Electrification

Geely Auto proactively promotes the application of new energy and electrification technology in our vehicle products. Our 48V mild-hybrid technologies and high-voltage hybrids (HEV and PHEV) technologies can achieve industry-leading fuel efficiency. In terms of electrification technology, we have overcome the technical difficulties and actively promote the transformation and application of our technical achievements.

### ● 48V mild-hybrid technology

Geely Borui GE model is equipped with a 48V mild-hybrid control system. The control system is self-developed and possesses many intellectual property rights.

### ● Hybrid technologies (HEV/PHEV)

Geely Auto's HEV technology is in the lead of the industry. Products equipped with the first-generation self-developed hybrid system have already been launched and achieved fuel-saving of 30% to 32%.

### ● Pure electric technology

We have mastered a three-in-one powertrain system (including electric motor, electric controller, and decelerator) and equipped this on our EVs. With the electronic controller enhanced with SIC technology and the electric motor upgraded with oil cooling and performed winding technologies, the resulting mechanical efficiency and power density have been top of the industry. In terms of battery packs, Geely has achieved a leading level in the world with its integrated development and platform development of packs, battery safety, independent design, development of battery management system's (BMS) software and hardware, and simulation analysis and test technique, which have been applied in supporting the development and mass production of various vehicle models.

## Sharing

In 2015, Geely built China's first shared mobility platform as an automobile manufacturer. Cao Cao is China's first shared mobility service platform offering new energy vehicles with an online ride-hailing license. The Group has also joined forces with Daimler to launch the high-end mobility brand StarRides, which has been piloted in Hangzhou, Guangzhou, and Chengdu.

By the end of 2020, Cao Cao had a total of 49,457 self-owned vehicles, of which 48,127 were new energy vehicles, and was operating in 55 cities across China.

## Intellectual property protection

As Geely places independent innovation and intellectual property rights at the core of our business strategies, we have established a sound property rights protection system. The *Administrative Measures for Intellectual Properties*, *Administrative Measures for Patents*, *Administrative Measures for Trademarks* and other policies protect the company's core technologies in patents, trademarks, copyrights and domain names.

To promote innovation and strengthen management and protection of innovation results, Geely has established a property right management framework for patent purposes to effectively manage the establishment of patent management system, declaration of intellectual property rights, patent searching and analysis and detection of project patent risks.

<sup>6</sup>By the end of 2020, Geely Holding Group had more than 14,000 valid patents, including more than 4,600 invention patents.



“All our efforts reflect our overarching mission to improve users’ consumption experience, promote the brand image of Made in China, and immerse users into the quality and charm of Made in China. We must make non-stop efforts to raise the position of Made in China products”.

-- Eric Li (Li Shufu), Chairman of Zhejiang Geely Holding Group

## Dedicated services

### Improving dealer service capacity

#### Dealer management

Geely has made long-term plans to develop the dealer network channels and has also actively developed the dealer network to cover the markets at all levels nationwide. To protect consumer rights and interests and standardise the dealer management in a better way, Geely has formulated the *Measures on Operation Management of Dealers*, *Measures on the Management of Dealers’ Credit Points* and *Management Measures on the Inspection and Review of Dealers’ Operation Performance* to reinforce the standard management of dealers in operation system standards, actual execution, background supervision, as well as notification and rectification.

#### Dealer training

Training dealers will also help the company achieve its development goals. In Geely, the dealer training and development programme is taken as part of Geely’s talent development system. In doing so, we share skills, knowledge, and practical experience with dealers through online and offline training and guide them to pass on the concept of responsible consumption to consumers.



▲ Geometry’s on-site coaching for dealers’ operational capacity



▲ 2020 Sales Talent Competition



## Improving customer satisfaction

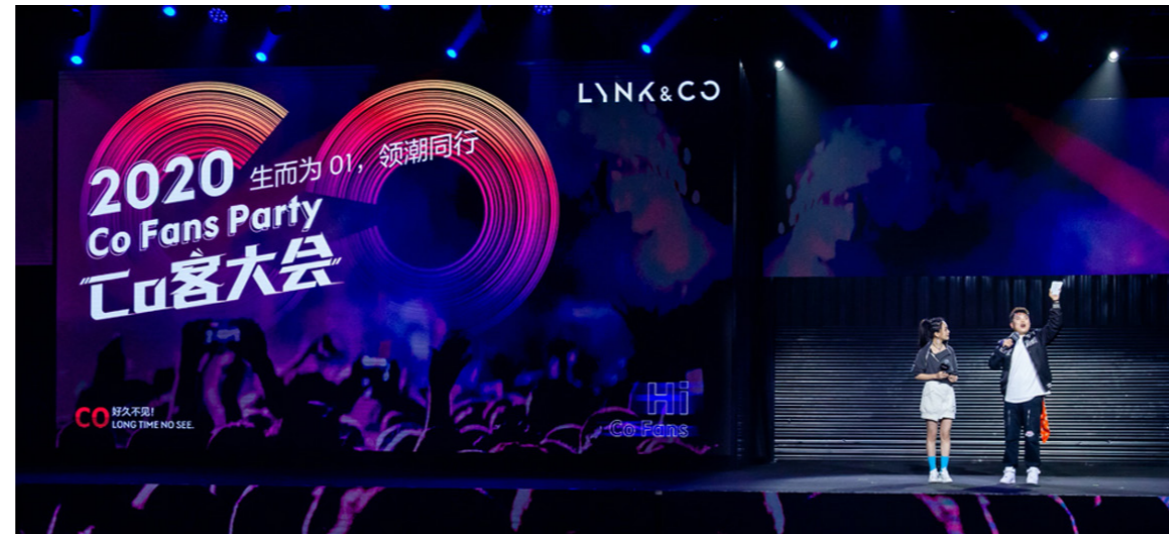
Geely's after-sales service concept, "Caring for the details", follows people-centred concept. We have established comprehensive customer service and an after-sales management process system where we take customer opinions seriously to constantly improve the quality of customer service and users' consumption experience and satisfaction.

### Customer communication and after-sales services

Our goal is to provide the ultimate services, focusing on the "1-2-3 quality service project" (i.e., "one centre, two criteria, and three progress"), under which Geely manages after-sales services in standardised procedures in terms of service outlet management, on-site management, service process, and after-sales maintenance.

To ensure the quality of our maintenance services, the "1-2-3 quality service project" sets two objectives, improving maintenance technology and employee skills. We provide a comprehensive skill certification system and enhancement training system for service outlets. Overseas customer service employees have also obtained the Geely key position certification (GKPC) and Geely maintenance technical certification (GMTC). During the pandemic prevention and control period in 2020, we've adopted innovative measures such as cloud live streaming and zero-contact training to achieve service and after-sales service at the same time.

Committed to creating a user ecosystem featuring co-creation and sharing, we have established "Geely Club", "Co:club", and other car owners' clubs or car circles to enable good communication and interaction with users. Users may post feedback on the website, book consultation services, redeem gifts at the store with "Geely Coin", and participate in offline activities. Through our communication and interaction with users, we understand customers' needs, so that we continue to optimise products and improve service quality to co-create and share with users.



2020 Lynk & Co Co Fans Party



Volvo Cars Brand Experience Centre



"Innovative C Series Geometry C 550KM Wonderful Journey" User Experience Activity

### Customer satisfaction and evaluation

Geely has continuously improved the customer feedback mechanism, complaint handling mechanism, and rapid response mechanism to provide a 24/7 service for user consultations and complaints to respond in a timely manner. Furthermore, we have also established the complaint handling standard of "2-hour response, 72-hour close-the-case", requiring customer service personnel to tackle customers' complaints within 2 hours after receiving the complaint information and offer solutions within 72 hours and actively implement corrective and preventive measures to prevent similar issues from reoccurring.

Customer complaints are classified and handled by their level of severity and urgency. In addition to the general customer complaint handling procedure, we have established an emergency warning mechanism to deal with a large number of similar complaints that may be caused by emergencies and set up a customer contact centre to address the possible risks resulting in customer complaints in advance to minimise the possibility of such complaints.

To continuously improve customer satisfaction, we have conducted third-party research and "customers' voice" seminars to fully understand customers' expectations and demands to take effective improvement measures.

In 2020, according to the J.D. Power Automotive customer service index (CSI) study, Geely Auto scored 753 points, higher than the overall level in the industry and ranked among the high satisfaction list for eight consecutive years.

# Coordinated ecological progress

## Creating a win-win situation with suppliers

To build a healthy and sustainable supply chain ecosystem, Geely is committed to creating a competitive global supply chain system and cooperating with global partners to create a sustainable future for the industry.

### Supplier access and evaluation

To safeguard the company's legal rights and interests, reduce production and operation costs, ensure project quality and prevent corruption, Geely and its affiliated group companies have established an open, fair, and impartial mechanism for supplier access and tender management mechanism. The *Group Tender Management Measures* defined the role and the remit of relevant departments in supplier access, supplier evaluation and supplier elimination management. When developing new suppliers, the affiliated group companies actively conduct a supplier risk assessment and access assessment and evaluate the supplier candidates through a three-way evaluation system for quality, technology, and procurement while referring to their sales scale, customer profile, business qualifications, and quality certifications to complete the access.

### Responsible supply chain

Geely continues to strengthen the supplier risk management and control by incorporating environmental and social impact assessments in the supplier access audit and evaluations to urge suppliers to review and enhance their sustainability management level. We have incorporated IATF 16949, ISO 14001 and OHSAS 18000 into supplier evaluation criteria to constrain the suppliers in the aspects of quality, environment, safety, labour, and integrity. In 2020, 99% and 97% of suppliers within Geely Auto and Geely Commercial Vehicle (subsidiaries of the Geely Holding Group) were certified by the IATF 16949 quality management system.

Meanwhile, we actively promote the joint efforts of Geely Auto and Volvo Cars (subsidiaries of the

Group) in planning, development, and procurement. Specifically, the sustainability indicators have been included in the supplier selection criteria and will be applied for future joint development and smart pure electric architecture procurement. Going forward, we will jointly communicate and plan common goals for the above future-based architecture products in business ethics, social responsibility, carbon emission reduction, renewable materials, and renewable energy utilisation to create a healthy and sustainable supply chain ecology.

Minerals such as tin, tantalum, tungsten, gold, and cobalt are indispensable raw materials for automobile manufacturing. To ensure such minerals are supplied sustainably, Volvo Cars, as a member of the RMI<sup>7</sup> organisation invited 12 level-1 suppliers

to participate in sustainable minerals programme of Volvo Cars in 2020 to assess their relevance to smelters and refineries that have attracted much attention in human rights and their supply chain to enhance the transparency and visibility of the mineral supply chain.

Geely focuses on the optimisation of supply chain efficiency, supplier capacity improvement, and coordinated development. Besides the Quality Management College, Geely also formulates and develops capacity improvement plans for targeted suppliers to provide professional quality enhancement training. We also maintain close and effective dialogue with our partners through daily communication and supplier conferences.

<sup>7</sup> RMI: Responsible Minerals Initiative (RMI) is a collaborative platform for addressing responsible mineral sourcing issues in global supply chains.

## Industrial integration for mutual development

Geely is committed to promoting industry communication and resource sharing. We have built a multi-party communication platform through our own cross-industry collaboration capacity to drive the integrated development of industries.

As the leading player in China's automotive industry, Geely Auto launched SEA in 2020. The project injects much co-creation energy to the automotive industry with its extremely high openness of "overall hardware compatibility, overall system evolution, and overall ecology cooperation". SEA Architecture has now opened more than 34 industrial clusters of smart mobility scenarios, attracting many world-leading ecological partners to embark on the journey to create the industry's future.

Meanwhile, Geely, in virtue of blockchain, big data and other cutting-edge technologies, focuses on financial technology and consumer Internet, develops supply chain finance, automotive digital marketing and transaction and investment in the technology business. We explore forward-looking areas such as carbon trading to stay ahead in digital technology and promote industrial digitisation.

### Promoting industry dialogue

Geely has actively participated in industry interactions. We discuss and exchange with fellow enterprises and industry peers by joining industry associations and alliances and attending industry conferences. As the vice-chairman of the China Association for Consumer Products Quality and Safety Promotion and a member of the China Association of Automobile Manufacturers and China Association for Quality, we have jointly established China Automotive Quality Technology Alliance with other domestic automotive enterprises and scientific research institutes as well as industrial institutions and served as the deputy director of the alliance. Among them, Volvo Cars is a member of the DRIVE Sustainability<sup>8</sup>. We actively participate in various associated task groups to build a more sustainable and circular automotive value chain.

China Association of Automobile Manufacturers	Vice President
China Machinery Enterprise Management Association	Vice President
National Big Data Alliance of New Energy Vehicles	Vice President
Zhejiang Industry Alliance of New Energy Vehicles	Vice President
Zhejiang Automobile Industry & Technology Innovation Association	Honorary President/Vice President

<sup>8</sup> Summary of Geely Holding Group's Membership in industry associations as of 31 December 2020

<sup>8</sup> DRIVE Sustainability is a partnership of 11 leading automotive companies carrying out influential activities by leveraging a common voice in its engagement with supply chain partners, stakeholders and related sectors to promote the sustainability of the automotive industry.

Geely had received multiple invitations to the discussion and development of various industry standards due to its advanced scientific research strength. In 2020, we contributed joint efforts to set standards for methanol fuel technology and electric vehicle range extender technology, filling the gaps in relevant technical specifications of the industry. In addition, we cooperated with the Ministry of Industry and Information Technology Equipment Industry Development Centre, China Automotive Technology and Research Centre Co., Ltd., and National Technical Committee of Auto Standardisation in the draft of the *Intelligent Connected Vehicle Data Interaction and Data Upload of Integrate Application Platform* in 2020.

### Driving industry research and development strength

Geely continues to enhance the core technologies and the advanced performance of its products with the assistance of industry-academy research cooperation platform. Moreover, advanced performance of its products and promotes the domestic and overseas integration of academic research and technology research and development to advance the development of industry R&D capabilities.

In 2020, Geely conducted research in cooperation with Chalmers University of Technology, Tongji University, South China University of Technology, and other universities on transmission control, inverter research and development, energy optimisation, and road safety. Specifically, the project the Research on Traffic Accident Injuries and Development of Protection Technology for Vulnerable Road Participants in China entitled by Tongji University and South China University of Technology won the second prize in the China Automotive Industry Science and Technology Progress Award. The project has independently completed the development platform of protection technology for vulnerable road participants, with 45 independent intellectual property rights and 19 authorised patents for invention attached and a total of 10 papers published.

As of the end of 2020, Geely Holding Group has led or participated in the formulation of 50 national standards and 5 industrial standards that had been officially released.

# OUR PATH TO CARBON NEUTRALITY

Geely focuses on the full life cycle of CO<sub>2</sub> emissions, including material selection and design, production or manufacturing and packaging and logistics to improve energy efficiency and achieve green production. In active response to the national goal of “carbon peak” and “carbon neutrality”, we take Geely’s research and development strength as the guide to building a zero-carbon future with green intelligence.



Automobile products in the Green Design Product list of the Ministry of Industry and Information Technology of the People’s Republic of China

15

Annual sales of Geely Auto's new energy and electric passenger vehicles

68,142



## Green actions across the value chain

### Green research and development and design

Geely continues to seek innovation in the environmental protection aspect of raw materials (e.g., automobile interiors). In our pursuit of gaining a green advantage, we advance the lightweight technology of automobile products, reduce the carbon footprint of automotive products throughout their entire lifecycle and promote the green development of the entire automotive industry chain.

### Environmentally friendly and sustainable materials

Geely selects eco-friendly materials with a focus on making the process of raw materials as environmental as possible to enhance the eco-friendly attributes of the automotive products from the source. Geely has successfully applied recycled steel, recycled aluminium, recycled plastics, recycled fabrics (for seat fabrics, roofs, etc.), and natural fibres (e.g., fibrilla, straw fibres, etc.) to automotive products.



[Polestar interior features 100% recycled materials](#)

#### Turning waste into wealth

In February 2020, in the global launch of our new concept car, the Polestar Precept, Geely provided new sustainable interior design solutions that is able to transform recyclable PET plastic bottles, fishing nets, and cork fibres into seat fabrics, interior panels and seatbacks, making mobility "a sustainable fashion". The instrument panel made of natural flax fibres is produced with fewer plastic materials that are difficult to degrade compared to traditional materials. Besides, it is 50% lighter than traditional interiors and can effectively reduce fuel consumption and greenhouse gas emissions.

To ensure the sustainability of raw materials, Geely insists on following the green principle for selecting materials for interiors and exteriors of vehicles, including strict management of the source of raw materials and avoiding using non-recyclable materials such as asphalt planks and ceramics to ensure that the selected materials can eventually be recycled by technology or energy.

#### Refined manufacturing through the best selection of recycled materials

Renewable raw materials are used to produce the interiors, seats, and roofs of E200 pure electric light trucks of Geely Farizon Auto. The proportion of recycled raw materials for seats is up to 7%. Based on the collection and accounting of supply chain component data, the raw materials of such vehicles can be reused at 89.9% and recycled at 94.2%.

Geely continues to focus on expanding recycled materials for vehicles and actively works on developing and applying sustainable materials with suppliers engaged in steel, aluminium, and plastic materials.

## Lightweight technology

In the area of lightweight technology for automotive products, Geely has mastered the core technology in applying Tailor Rolling Blanks (TRB) structure and applied it to several key structural positions on the vehicle body to form a structure-specific technology. The technology can form different thicknesses for different positions and enables thickness design according to performance requirements, such as thickening at high impact positions and thinning at the remaining positions to realise weight reduction while enhancing the crash safety performance. Geely has achieved an average weight reduction of more than 50 KG for 25 passenger vehicle models.

Lightweight technology application cases: Geely ICON		
System	Weight reduction (KG)	Main methods
Power	7	Structural optimisation, integrated design, and aluminium alloy
Chassis	7.5	Integrated design, layout optimisation, and high-strength steel body
Body	36	High-strength steels, structure adhesive, front and rear combination braking system (CBS), and thin panels
Exteriors	1	Styling optimisation
Interiors	8	Thin-walled steels with high strength
Appliances	2.2	Integrated design and linearly constrained optimisation
Total	61.7	

In 2020, Geely Haoyue, ICON, and New Yuanjing X6 were included in the Green Design Product list of the Ministry of Industry and Information Technology of the People's Republic of China (automotive products M1-modelled traditional energy vehicles). A total of 15 Geely products have been selected for three consecutive years, accounting for 38.5% of all selected automotive products. In addition, 6 models have won the Platinum award in the *China Eco-Car Assessment Programme* (C-ECAP) issued by China Automotive Technology and Research Centre.

Green product certification	Awarding models	Awarding institution	Awarding date
Green design product certification	Emgrand, Emgrand GS, Emgrand GL, Azkarra, Bo Rui GE, and Lynk & Co 01	Ministry of Industry and Information Technology of the People's Republic of China	2018
	Lynk & Co 02, Lynk & Co 03, Binray, Coolray, Jia Ji, and Tugella		2019
	Okavango, ICON, and New Yuanjing X6		2020
Platinum award in the <i>China Eco-Car Assessment Programme</i> (C-ECAP)	New Emgrand	China Automotive Technology and Research Centre	2016
	Emgrand GL		2017
	Bo Rui GE and Binray		2018
	Jia Ji and Tugella		2019

## Green production

In active response to the calls for energy conservation and environmental protection, Geely insists on the concept of synchronous improvement of energy conservation and productivity efficiency, promoting green production in construction, production, and operation to achieve integral low-carbon operation.

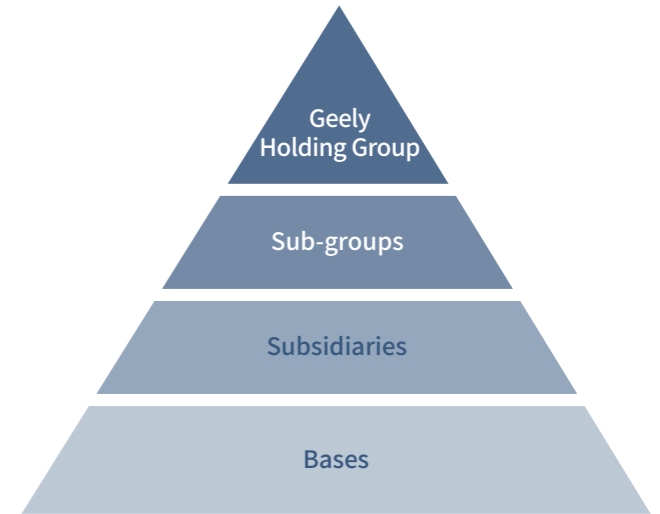
Geely has a complete set of Health, Safety and Environment (HSE) management systems with the *Environmental and Occupational Health and Safety Management System Manual of Zhejiang Geely Holding Group* as guidelines. In addition, with the support of documents covering multiple areas

and an operation mode of P (Plan) - D (Do) - C (Check) - A (Act), we improve the performance of our HSE management system constantly and effectively. A management framework of "Geely Holding Group - Sub-groups - Subsidiaries - Bases" has been set up as our management architecture where we follow the rule that "the person who is in charge or signs the document takes the responsibility" to control potential environmental risks and reduce/avoid incidents of environmental pollution.

Geely's manufacturing bases have strictly followed the *Environmental Factors Identification and Evaluation*

*Management Procedures*, the *Procedures on Prevention and Management of Water Pollution*, the *Standards on Calculation of Greenhouse Gas Emissions* and other procedures and incorporated the environmental factors in the *Criteria for Evaluating HSE Performance*. Geely Holding Group carries out liability assessments on subordinate units at the end of each year to continuously enhance its environmental protection performance.

In 2020, Geely completed the ISO 14001 environmental management system in all of its production bases, certified by third-party.



Geely Holding Group's HSE management structure



## Energy management & conservation and carbon reduction

Geely has established an energy management system requiring all bases to follow and prepare relevant policies and processes to effectively control production energy consumption. By the end of 2020, our bases in Chunxiao, Baoji, Zhangjiakou, Linhai and Hangzhou Bay had all been certified as green factories by the Ministry of Industry and Information Technology (MIIT) for their thorough energy management policies.

Our Energy Management System (EMS) is in place to real-time monitor abnormal indicators in the production and operation process to strengthen the energy management of production bases. Moreover, in the coating process which requires high energy usage, we recycle and reuse the waste heat of the drying stove to maximise the energy usage rate.

At present, Geely has installed photovoltaic power stations and introduced hydropower in certain production bases where purchased hydropower is available as clean energy resource for the production or living within bases. In the future, Geely will further increase the investment in photovoltaic projects and strengthen the development and use of clean energy to help reduce carbon dioxide emissions.



▲ Photovoltaic panels laid on the roof of the workshop and parking area in Tangjun Base of Geely Commercial Vehicle

### 100% renewable energy

A total of 365 photovoltaic solar panels were installed on the roof to collect energy for production and lighting throughout the new LEVC UK base production plant for an integral green design, successfully realising a 100% renewable energy supply within the base in 2020.





## Pollutant discharge management

Geely requires all subsidiaries to manage the pollutant discharge in the production process and take the responsibilities to meet the requirements of national and local laws, regulations, and standards. The compliance of discharges of water, gas, noise, and residue of their manufacturing bases are standardised and strictly implemented to reduce the probability of discharges and pollution incidents in the production process.

By 2020, the standard discharge rate of sewage, waste gas, noise and other pollutants in Geely bases have reached 100%, and the complied disposal rate of solid waste reached 100%.



### Exhaust gas emission

For the exhaust gases in the coating, Geely incinerates paint spraying exhaust gases through the zeolite wheel adsorption concentration and Regenerative Thermal Oxidizer (RTO) system and the dried exhaust gases through the Thermische Nachverbrennung (TNV) or RTO with natural gas as the combustion improver, which can increase the total purification efficiency of VOCs to above 90%.



### Wastewater discharge

Production bases set up wastewater reuse systems in the principle of “separate collection and graded treatment” for a higher water recycling rate and minimise the discharge. The industrial wastewater within bases is pre-treated in the wastewater treatment station and then transferred to a municipal wastewater treatment station. The water cannot be discharged until it reaches grade 1-A as specified in the *Discharge Standard of Pollutants for Urban Wastewater Treatment Plant* (GB 18918-2002).



### Solid waste discharge

Different from general solid wastes, we sort out non-hazardous solid waste (including steel scrap, ferrous materials, packaging waste and other recyclable waste) and sell it to recycling stations. For hazardous solid waste, we entrust the treatment to a certified organisation, and apply a joint billing system and ledger management system to promote the hazardous waste minimisation, all in strict compliance with national laws and regulations.

## Water resource management

Full assessment of the environmental impacts in compliance with relevant laws and regulations is done at the initial stage of site selection and plant construction, with consideration to the characteristics of local water resources. In the production process, we recycle and reuse water resources through different processes to reduce the usage as much as possible. For example, overflow rinsing, super filtration treatment of cleaning water and other processes are performed in our coating workshops. Adopting an advanced dry painting process with cartons absorbing paint mist to replace the traditional wet spraying process which uses more water. The water used in the rain test line of the assembly shop is reused in a closed-circuit cycle.

## Green packaging and logistics

### Sustainable packaging materials

In production and transport, Geely lowers the packaging consumption by multiple means including using recyclable materials and optimising transport schemes. Paper, wood, plastic, and other recyclable packaging materials are in use. We continue to promote the concept of green logistics and packaging and adopt the most appropriate mode according to the characteristics of bases and products. In addition, recyclable packaging is compulsory in transport when the distance between the supply and the base is within 1,000 km (inclusive).

#### | Use of recyclable packaging

In 2020, 35 component suppliers of Geely's Zhangjiakou base optimised packaging through flexible leasing and shared packaging to replace disposable carton packaging with recyclable packaging. Components with recyclable packaging can be directly transferred to the assembly lines, which dispenses with re-packaging and eliminates one-time garbage.

### Low-carbon logistics

To promote the green value chain, Geely continues to optimise the vehicle logistics and transport structure and develops railway and waterway transport routes (rail-water intermodal transportation). The increasing transit warehouses and the maximum use of rail-water intermodal freight for the transport of batch commercial vehicles aim at a green transport of higher efficiency, which can reduce front-end road transport and carbon emissions. In addition, we seek collaboration with third-party partners to introduce new energy vehicles into our low-carbon logistics system and promote their use among railway and waterway transport suppliers in Geely's logistics system.



Delivery by waterway



Delivery by railway

# Living a low-carbon life

## Green office

Upholding the concept of a green and eco-friendly office, Geely calls for the entire staff to follow energy-saving practices at any time and make every effort to create an atmosphere of “cherishing and making good use of electricity”. All employees are encouraged to develop good habits to practise energy saving to reduce the office's overall energy and resource consumption.

To regulate the rational use of water, electricity, and office supplies, we have adopted a routine inspection mechanism for office areas to check whether lights, air conditioners, printers, computers, and other devices in areas are turned off when not in use to manage office power consumption. As for the lighting, we use LED lights instead of traditional lighting for the optimisation of energy saving.

In 2020, Geely surveyed energy-saving equipment suppliers to acquire a better understanding of intelligent energy-saving programmes as well as possible facility and equipment upgrading solutions. A comprehensive report was made estimating energy-saving data to lay a foundation for future energy consumption management and control.

## Green mobility

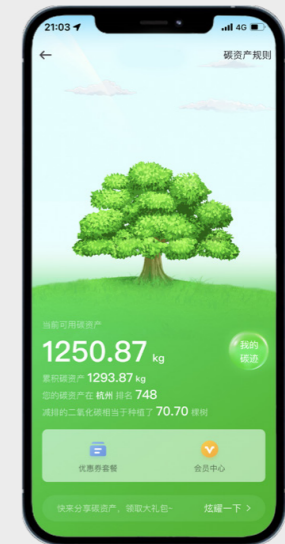
Geely is committed to achieving green and zero-emission travel with the application of leading technologies. Cao Cao, a taxi-hailing APP of Geely, practises its mission of “serving every trip well”. Cao Cao works together with consumers on developing a low-carbon, healthy, shared travel community to practise a new “green mobility” fashion through innovative integration of the world's leading Internet, V2X (vehicle-to-everything), autopilot technology and new energy technology into shared mobility service.

In 2020, Cao Cao's service distance of green mobility accumulated to over 1.87 billion kilometres, reducing 266 thousand tonnes of carbon emission and saving 131.02 million litres of fuel.

In addition, Cao Cao simulated banking operation mode and set up “Cao Cao Carbon Assets”, the first in China to store users' carbon credits as assets accumulated in trips served by electric vehicles (pure electric, hybrid vehicles, alternative fuel vehicles).

An open asset management platform for new energy vehicle CCER (China Certified Emission Reduction) will be established in the future, which helps individuals and small and micro businesses manage carbon assets and participate in carbon trading and benefit from it conveniently. Users are thereby encouraged to choose the green mobility mode and contribute to a full realisation of carbon neutrality by 2060.

- When users choose new energy vehicles registered in Cao Cao for their trips, the carbon dioxide emission reductions due to these trips will be accumulated as their carbon credits.
- Cao Cao opens asset accounts for all users separately to record their carbon dioxide emission reductions according to trip orders when users choose new energy vehicles and accumulates corresponding carbon dioxide emission reductions in their accounts.
- Users can redeem their assets for different amounts of service fees discount or low-carbon, recyclable environmental protection products.



The interface screenshot of Cao Cao Carbon Assets APP



# CORPORATE CITIZENSHIP

Geely always fulfils its responsibilities as a corporate citizen and makes every effort to deliver kindness and goodness. We value employee growth and encourage them to broaden their prospects. They are encouraged to participate in community construction and share Geely's achievements in enterprise development. We hope that each of their creation enjoys Geely's company.

<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p><b>4</b> QUALITY EDUCATION</p> 	<p><b>5</b> GENDER EQUALITY</p> 	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<p><b>10</b> REDUCED INEQUALITIES</p> 
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Coverage of employee supplemental commercial insurance

**100** %

Total hours of training for employees

**2.64** million hours



# Building a talent forest

## Geely Talent Forest Concept

Geely introduces external high-level talents and recognises them as “towering trees” rooted in Geely, and enjoys a favourable environment of sunshine, rains, and dew here. Through internal trainings, they take root and grow into saplings. These high-level talent saplings can then guide internal talents to grow together. They have different skills and expertise, constituting Geely’s talent forest with strong vitality and ecological regulation function.

## Respect

Geely follows the labour laws and regulations of the countries where we operate and sign labour contracts with employees to clarify the rights and obligations of both parties on the principle of equality, willingness, and consent. We are committed to building an inclusive and diversified organisation that rejects discrimination on nationality, race, sex, religious belief, sexual orientation, and prohibits any employment of child or forced labour.

When seeking talents, Geely takes into consideration of market characteristics and job demands to select candidates through global campus recruitment, social recruitment and internal transfer.

## Multiple channels for online campus recruitment

- Affected by COVID-19, Geely made full use of digital tools to digitalise the entire global fall campus recruitment online in 2020, including recruitment promotions, applications, interviews and offer issuance.
- Colleagues from power, engineering technology, IT, and other business modules were invited to give 14 global online live Air Talks, attracting 601 thousand views.
- We opened the first official talent recruitment store on Taobao - “Geely Talent Recruitment Store” and listed nearly 1,500 positions under 31 job divisions in 8 major categories. The recruitment delivered an e-commerce interactive experience and enhanced our dialogue with candidates.

## Compensation benefits and incentives

To attract and retain top-level talents, Geely provides employees with competitive salaries and benefits and strictly abides by applicable regulations to implement a system for management of annual leave, sick leave, maternity leave, paternity leave, marriage, and bereavement leave. Any forced labour is prohibited in Geely. We also provide our employees with diversified benefits, including quarterly benefits, holiday benefits, birthday benefits, as well as subsidies for housing, transportation, meals, and telecommunication.

The Group formulated the *Employee Performance Management Scheme* which was revised in 2020 to motivate the staff to work at their best. The scheme specifies the “hierarchical and transparent” KPI and incentive system. Different incentives are offered based on employees’ skill levels and position requirements. In addition, we have established a rapid market response mechanism to guide performance assessment and incentive mechanism for teams with operation leaders as the core. The mechanism carries out assessment for executives, experts and team members, and offers incentives accordingly to encourage employees to work efficiently and innovatively and improve organisational effectiveness.

In 2021, we plan to implement employees’ income growth plans, family health insurance plans, career development plans, etc. Geely is always dedicated to enhancing employees’ professional dignity and providing them with promising career prospects and secure life, to promote the sustainability of the whole industry chain and achieve common prosperity of the industry.

## Diversified communication channels

Geely is committed to creating a culture of equality, respect, and integrity. We listen to the voice of employees and ensure their legal rights and interests are protected as we have multiple channels for communication such as a collection of feedback and suggestions, democratic activities, general manager receptions, bonding conversations, etc.

Since 2014, we have cooperated with external consulting agencies to scientifically carry out employee efficacy surveys. For the past 7 years, Geely Holding Group’s employee-satisfaction rating increased year by year and reached 88.6% in 2020.

## Hearing employees’ voices

Geely Auto Research Institute has opened up the “Path for a Voice” as a channel for direct conversations between employees and senior executives to make their opinions and suggestions heard directly by senior executives, which improved communication efficiency. In 2020, feedback from 161 employees were collected through 11 communication conversations. Furthermore, Geely Auto Research Institute also created “Tree Hollow”, which allowed employees to make their voices heard through anonymous submissions. Questions raised in such a way were answered in the Echo of Tree Hollow.

## Fulfilment

Geely has built a comprehensive cultivation model that customised training for management talents, professional talents, skilled talents, strategic reserve talents, and business partners, providing a wide range of opportunities for the staff to enrich themselves.

### Training product system of Geely

**Foster corporate culture****Promote management reform****Drive talent development****Build a smart engine**

#### Management talents

- Pilot plan
- Voyage plan
- Sail-setting plan
- Dolphin plan
- Turnaround plan
- Sailing plan

#### Professional talents

- R&D Manager Task Force
- Quality Elite Training Camp
- Financial Manager Training Camp
- Project Manager Task Force
- Information Engineering Task Force
- Human Resources Task Force
- Product Manager Task Force
- Engineering Task Force
- Marketing Eagle Series

#### Skill talents

- Skill Master Studio
- Skill Leadership Plan
- Lu Yicong Plan
- Golden Seed Plan
- Standardised Skill Training

#### Strategic reserve talents

- Golden Wild Goose Programme
- Flying Wild Goose Plan
- Wild Goose Plan
- Young Wild Goose Plan
- GM1000 Programme
- Management Trainee Programme
- College-enterprise Cooperation Project

#### Business partners

- Service provider training and development plan
- Dealer training and development plan
- Parts supplier training and development plan



### New employee training programme

#### Evaluation and development pillar

Talent standards  
Talent assessment  
Talent evaluation and development



#### Content resource pillar

Lecturer Library  
Course Library  
Case Library



#### Digital pillar

Platform function planning and improvement  
Digital content construction  
Platform promotion and operation



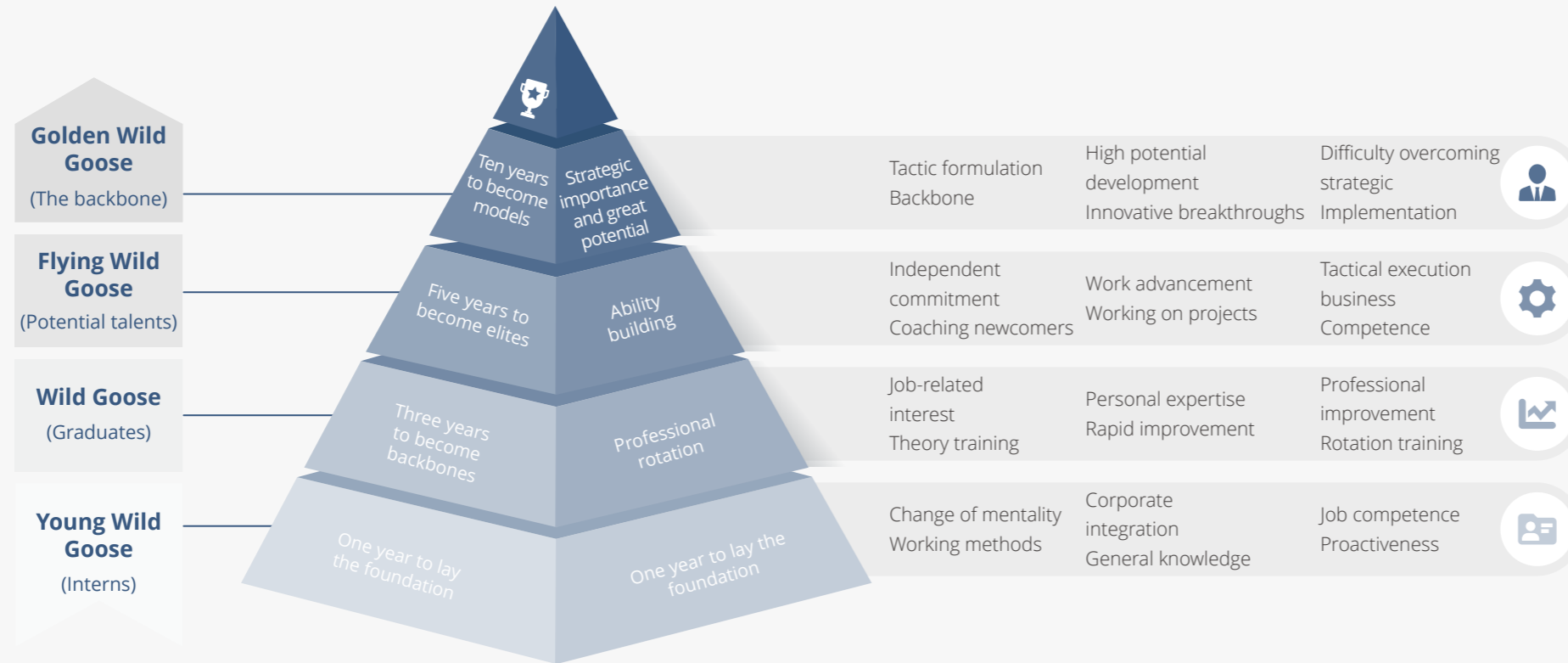
#### Training sharing pillar

Project management  
Database construction  
Big data analysis

**Corporate culture****Learning culture**

We place emphasis on in-house human capital cultivation and the “Wild Goose Plan” is set up accordingly to provide important support for enterprises to build an echelon of in-house trained human capital. The programme develops a personalised training mechanism based on the characteristics of employees at different development stages to ensure that they achieve growth in their own positions.

In an effort to address the shortage of high-level talents in the automotive industry and cultivate practical high-level talents and in-house trained top-level innovators, Geely cooperates with reputable universities and colleges at home and abroad to jointly develop a cultivation mode of high-level talents. The project aims to cultivate talents with master’s, doctors, and post-doctoral degrees specialising in automotive engineering, enterprise management, and automotive marketing.



Geely provides employees with three major development paths in talent development management: management, profession, and skills. Assessments are carried out annually through professional qualification evaluation, skilled employees’ star rating, and evaluation of leaders’ performance to secure development opportunities in these major channels. There is also the “vitality project” which runs and provides employees with equal opportunities.

In addition, Geely has formulated *In-house Trainer Management Measures* and organised a high-quality and high-level in-house trainer team through the integration of intra-group human resources. In-house trainers’ skills and professional levels are continuously improved as regular and irregular training, seminars or exchange meetings are organised.

## Happiness

Geely has established a life-cycle caring system throughout employment, covering employees' entry into work, and work-life to retirement. 26 June is designated as Geely's employees' caring day. We take measures to improve offices, promote caring practices, and carry out exciting activities to provide employees with a comfortable, safe, and happy working place so that they can enjoy the work and live a happy life in Geely.

### Occupational safety and health

Committed to protecting employees' health and safety in the workplace, we are in strict compliance with the *Law of the People's Republic of China on Work Safety*, the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and other relevant laws and regulations. In addition, Geely introduced international advanced HSE management system standards and an intelligent safety and environmental protection platform that has been built with the support of 5G and IoT technologies to achieve "Five Concerns in One" for production safety. By the end of 2020, Geely Holding Group's manufacturing bases had all been certified by ISO 45001 Occupational Health and Safety System.

To better address occupational health and safety risks, we have conducted various training and educational activities such as fire control campaign month, emergency drills, and pre-job training to enhance the staff's awareness of health and safety. By the end of 2020, no production safety accidents were reported in Geely Holding Group.

### Enhancing employees' sense of happiness

Geely has developed an integral employee protection system, purchased commercial insurance for employees and their families, and increased assistance and support for employees' families with difficult circumstances. In 2020, we implemented the *Opinions on Carrying out Geely's Theme Month of "Double Love" Project in 2020*, and continued to promote the caring practices for employees, helping them address difficulties such as children's enrolment, expensive rent, and parking.

We also offer car purchase discounts for employees and their family and friends. Employees can enjoy additional discounts based on a certain percentage of the market-guided price for car purchases. According to the brand maintenance cycle, employees' family and friends who buy cars can enjoy free maintenance.

The year 2020 marks the 34<sup>th</sup> anniversary of Geely's establishment. Since October, we had held the anniversary celebration of "Gratitude for Your Efforts, Greetings to Innovation and Transformation", a themed relay race, a collective wedding, a garden party for families, a leading motivation communication meeting, and the "Loyalty Award" ceremony to practise humanistic care.



▲ The Relay Run with the theme of "Passion & Innovation in Relays" of the 34<sup>th</sup>-anniversary celebration



▲ "Loyalty Award" to 5,556 employees with 5-year, 10-year, 15-year and 20-year service terms

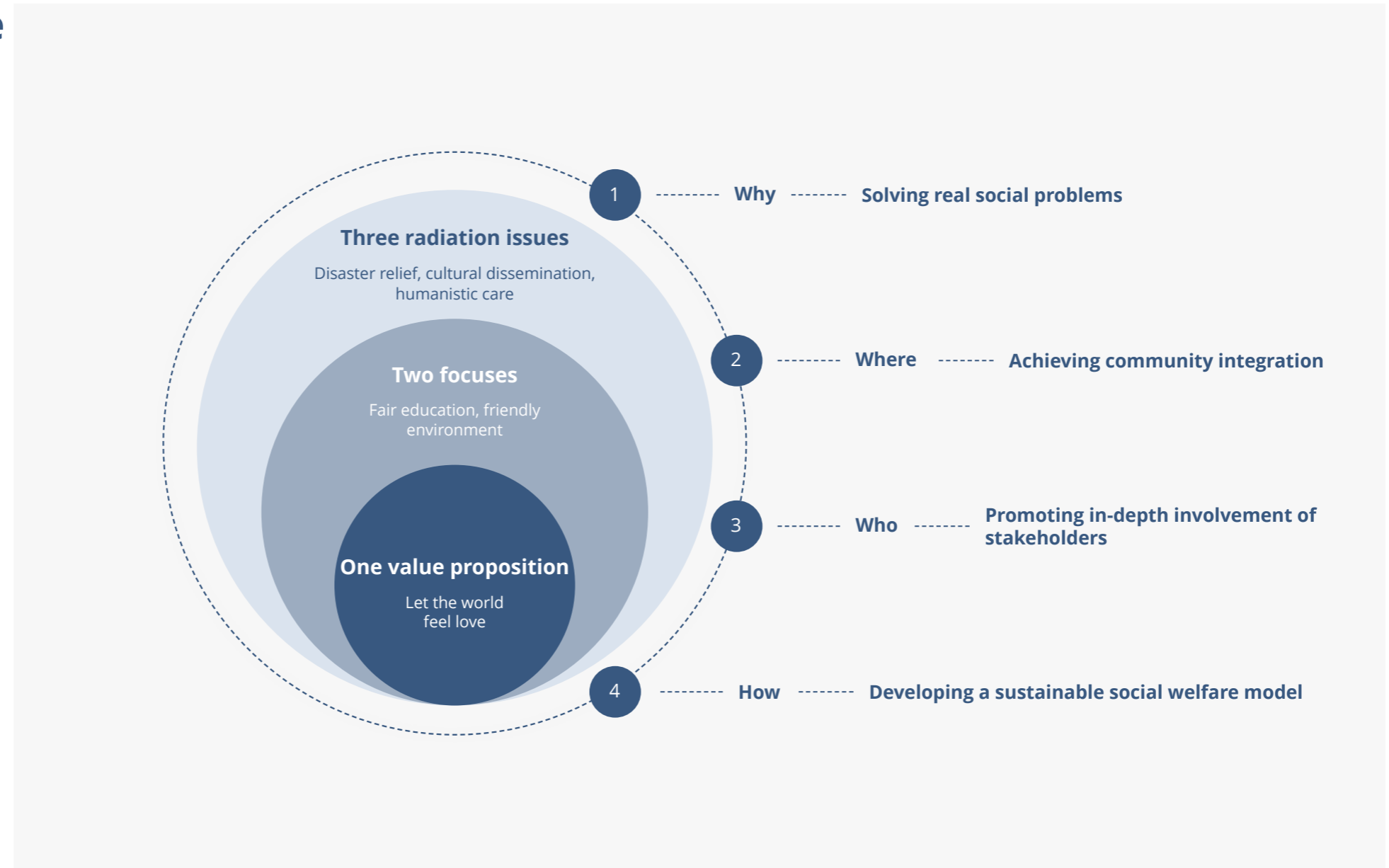


▲ The Chinese-style collective wedding



# Let the world feel love

Geely advocates for “Let the world feel love” as the mission for public welfare and focuses on equality in education and environmental protection. At the same time, Geely promotes 3 main topics – cultural promotion, poverty alleviation & disaster relief, and support to disadvantaged groups – to achieve 4 main charity principles, which include solving real social problems, achieving community integration, promoting in-depth involvement of stakeholders, and developing a sustainable social welfare model.





## The “Geely HOPE - Green Pathways” for dreams

The “Geely HOPE - Green Pathways” project aims to empower teenagers from rural areas with sports opportunities and raise public attention to rural physical education. 2020 marked the seventh year of the project. Together with Keep, we organised a charity event named “Geely Keeps Children’s Dreams Realised”, which converted caring people’s calories and sports achievements into a charity allowance in exchange for sports equipment. The equipment was sent to students who lack sports education resources. The online public welfare activity attracted over 100,000 users.

Over the past seven years, the “Geely HOPE - Green Pathways” reached out to 42 primary schools in Inner Mongolia, Yunnan, and Shanxi. Through the donation of sports facilities and equipment, and the volunteer teaching courses, the “Geely HOPE - Green Pathways” brought benefits to 7,230 students with a considerable mileage of 39,374.69 kilometres.

## Volvo Cars’ public car safety education activity

Volvo Cars has always been committed to the progress of traffic safety and the harmonious and healthy development of society. In 2021, Volvo Cars teamed up with China Next Generation Education Foundation to launch the Little Red Horse Safety Education Public Welfare Action Programme. Leveraging the professional resources of the Volvo Cars Brand Experience Centre and production base in Chengdu, the programme has innovatively provided education highlighting the combination of safety, science, and industrial visit. It was the first safety education public welfare project in China to integrate the concept of project-based learning (PBL). Till today, more than 1,000 students in Chengdu have participated in the programme and successfully completed the relevant course over the past few months. The class allows students to conduct inquiry-based learning through independent efforts and teamwork. While teaching youth about safety, health, and environmental protection, this further improves the quality of students by inspiring them to explore and innovate. Starting from Chengdu, the safety education programme will benefit more people across China through cooperation with more schools in different regions.



## LEVC “Supporting Transport for NCEE”

From June 6 to June 9, 2020, LEVC organised the activity of “Free Rides for NCEE Candidates” and coordinated 10 LEVC taxis to assist in the commute between the students’ residence and the exam venues in Zhejiang Yiwu High School, Yiwu No. 3 Middle School, Yiwu No. 2 Middle School, etc. Benefits were brought to more than 200 students and their parents during this activity.



# Key Performance<sup>1</sup> In China<sup>2</sup>

Indicator	Unit	2020
<b>Environment<sup>3</sup></b>		
<b>Emissions/Discharges</b>		
Nitrogen oxides (NO <sub>x</sub> ) emissions	tonnes	130.35
Sulfur dioxide (SO <sub>2</sub> ) emissions	tonnes	13.58
Volatile organic compound (VOCs) emissions	tonnes	40.55
Particulate matter (PM) emissions	tonnes	45.86
Industrial wastewater discharge	tonnes	2,115,371.38
Domestic wastewater discharge	tonnes	935,337.08
Chemical oxygen demand (COD) emissions	tonnes	252.03
Ammonia nitrogen discharge	tonnes	9.05
Total non-hazardous solid waste produced	tonnes	161,228.85
Total hazardous waste produced	tonnes	11,264.28
Compliance emission rate of solid waste	%	100
Solid waste harmless treatment rate	%	100
<b>Energy use</b>		
Natural gas	Standard Cubic Metre (SCM)	59,994,237.13
Gasoline	tonne	9,993.03
Diesel fuel	tonne	58.83

<sup>1</sup> Only data in 2020 are disclosed as the statistical scope of ESG key performance indicator in 2020 has changed from the previous year.

<sup>2</sup> The statistic scope in China covers Geely Holding Group group level, Geely Auto, Geely Commercial Vehicle, Genius & Guru, Youxing Technology.

<sup>3</sup> The statistical scope of indicator for pollutant emission, energy consumption and greenhouse gas (GHG) emission in 2020 applies to the vehicle bases affiliated to Geely Auto, power bases and research institutes that have a significant impact on the indicator, as well as the manufacturing bases and research institutes affiliated to Geely Commercial Vehicle.

Indicator	Unit	2020
Use of renewable energy - photovoltaic power generation	KWh	77,436,685.40
Use of renewable energy - hydropower <sup>4</sup>	KWh	44,710,482.00
Direct energy consumption <sup>5</sup>	tonne of coal equivalent	80,689.55
Purchased electricity	KWh	760,497,756.43
Purchased steam	tonnes	70,791.62
Indirect energy consumption	tonne of coal equivalent	102,568.97
Total energy consumption	tonne of coal equivalent	183,258.53
<b>GHG Emissions<sup>6</sup></b>		
GHG emissions (Scope 1) <sup>7</sup>	tCO <sub>2</sub> e	166,394.62
GHG emissions (Scope 2) <sup>8</sup>	tCO <sub>2</sub> e	518,513.58
GHG emissions (Scope 1 + Scope 2)	tCO <sub>2</sub> e	684,908.20
<b>Use of raw materials</b>		
Steel consumption	tonnes	356,192.38
Paint consumption	tonnes	16,151.82
<b>Packaging materials</b>		
Recyclable packaging materials used for engines	tonnes	4,300.60
Recyclable packaging materials used for transmissions	tonnes	1,062.00
<b>Water consumption</b>		
Industrial water consumption (freshwater)	ten thousand tonnes	446.55

<sup>4</sup> The statistical scope of indicator for hydropower use applies to the vehicle bases affiliated to Geely Auto, power bases and research institutes that have a significant impact on the indicator. Data of Geely Commercial Vehicle has not been collected.

<sup>5</sup> Data of energy consumption are calculated with reference to the General Principles for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2008).

<sup>6</sup> Data of GHG emissions are calculated with reference to the China Energy Statistical Yearbook 2013, the Guidelines on Provincial Greenhouse Gas Emission Inventory (Trial) and data published by government departments.

<sup>7</sup> The GHG emissions (Scope 1) apply to the vehicle bases affiliated to Geely Auto, power bases and research institutes that have a significant impact on the indicator and include the direct emissions generated due to the use of natural gas, gasoline and diesel oil in the operation of manufacturing bases and research institutes affiliated to Geely Commercial Vehicle.

<sup>8</sup> The GHG emissions (Scope 2) apply to the vehicle bases affiliated to Geely Auto, power bases and research institutes that have a significant impact on the indicator and include the indirect emissions generated due to the use of purchased electricity and steam in the operation of manufacturing bases and research institutes affiliated to Geely Commercial Vehicle. Among them, the purchased steam indicator of Geely Commercial Vehicle has not yet been included as the statistical scope of indicators in 2020 has been extended. The GHG emissions (Scope 2) of the purchased electricity for office operation is calculated based on the calculation factor of those in East China.



Indicator	Unit	2020
<b>Social indicator</b>		
<b>Occupational health and safety</b>		
Accident(s)	number	18
Work-related death(s)	person	1
<b>Products and customer service</b>		
Proportion of products that pass the safety and health assessment (%)	%	100
Complaint handling rate	%	100
<b>Community service</b>		
Investment in the targeted poverty alleviation	ten thousand yuan	4,100
<b>Employee rights<sup>9</sup></b>		
Number of fresh graduates employed	person	1,822
Minority employees at the end of the year	person	1,203

<sup>9</sup>The data scope of employees covers Zhejiang Geely Holding Group Co.,Ltd., Geely Auto (the listed company Geely Automobile Holdings Limited only), Geely Commercial Vehicle, Genius & Guru, and Youxing Technology.

Indicator	Unit	2020
By employment type: full-time employees	%	84.76
By employment type: other employees, including the reserved personnel, interns, labour services, rehired retirees	%	15.24
By gender: male	%	84.64
By gender: female	%	15.36
By age group: under 30 years old	%	51.85
By age group: 30-50 years old	%	46.11
By age group: above 50 years old	%	2.04
By region: mainland China	%	99.72
By region: overseas	%	0.28
Percentage of labour contracts signed	%	100
Percentage of social security coverage	%	100
Percentage of health and medical records completed	%	100
Percentage of health and medical records completed	%	100
Proportion of mainland employees in labour union	%	100
<b>Training and Growth of Employees<sup>10</sup></b>		
Total hours of training sessions organised <sup>11</sup>	hours	2,648,183

<sup>10</sup> Employee training data of Genius & Guru and Youxing Technology have not yet been included.

<sup>11</sup> 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 + Average training hours for C category employees \* number of C category employees.



## Volvo Cars<sup>12</sup>

Indicator	Unit	2020
<b>GHG emissions</b>		
GHG emissions (Scope 1)	tCO <sub>2</sub> e	84,000
GHG emissions (Scope 2)	tCO <sub>2</sub> e	101,000
GHG emissions (Scope 1 + Scope 2)	tCO <sub>2</sub> e	185,000
Total upstream GHG emissions (Scope 3)	tCO <sub>2</sub> e	12,090,000
Total downstream GHG emissions (Scope 3)	tCO <sub>2</sub> e	22,007,000
GHG emissions (Scope 3)	tCO <sub>2</sub> e	34,097,000
Total GHG emissions (Scopes 1 + Scope 2 + Scope 3)	tCO <sub>2</sub> e	34,282,000
GHG emission intensity	tCO <sub>2</sub> e/vehicle	52.1
Progress in achieving SBTi goals <sup>13</sup> (Scope 1 and Scope 2)	%	-19.2
Progress in achieving SBTi goals (Scope 3: use of products)	%	-5.2
<b>Energy use</b>		
Total energy consumption	MWh	1,071,000
Energy consumption intensity	MWh/vehicle	1.7
<b>Water use</b>		
Energy consumption intensity	tonnes	1,691,000
Water consumption intensity	tonnes/vehicle	2.7

<sup>12</sup> Data of Volvo Cars are quoted from the Volvo Car Group 2020 Annual Report, which has been disclosed. If there is any discrepancy in the data, the original report shall prevail.

<sup>13</sup> SBTi goals of Volvo Cars are set with the year of 2019 as the base year.

Indicator	Unit	2020
<b>Emissions</b>		
Total hazardous waste produced	tonnes	15,415
Total non-hazardous waste produced	tonnes	280,400
Total emissions/discharges	tonnes	295,815
<b>Recycling</b>		
Aluminium materials recycled	kg	126,181
Steel recycled	kg	270,606
Components recycled	number	39,828
<b>Employment</b>		
Global headcount at the end of the period <sup>14</sup>	person	40,131
Annual average number of employees	person	38,343
By gender: female	%	24.00
By gender: male	%	76.00
By region: Sweden	%	54.95
By region: China	%	20.11
By region: others	%	24.94
<b>Occupational health and safety</b>		
Work-related death(s)	person	0

<sup>14</sup> The total headcount is in full time equivalent (FTE) while the employee classification indicator is based on the "annual average number of employees".



## LEVC UK<sup>15</sup>

Indicator	Unit	2020
<b>Employment</b>		
Total employees at the end of the period	person	414
New hires	person	52
By employment type: full-time employees	%	99.03
By employment type: other employees	%	0.97
By gender: female	%	14.25
By gender: male	%	85.75
By age group: under 30 years old	%	14.73
By age group: 30-50 years old	%	44.44
By age group: above 50 years old	%	40.82
<b>Employee turnover</b>		
Number of employee turnover	person	64
By gender: female	%	22
By gender: male	%	78
By age group: under 30 years old	%	19
By age group: 30-50 years old	%	45
By age group: above 50 years old	%	36
<b>Employee training sessions</b>		
Total hours of training sessions organised <sup>16</sup>	hour	2,543
Average training hours per employee	hour/person	5
Number of participants	person	430

<sup>15</sup>Due to the different calibres of data and statistics at home and abroad, the LEVC UK key performance table is displayed separately.

<sup>16</sup>The total hours of training sessions for employees of LEVC UK does not include the time of workshop trainings and e-learning.

Indicator	Unit	2020
<b>Occupational health and safety</b>		
Accidents of severe injuries	person	11
Accidents of light injuries	person	19
Loss of work time due to work-related injuries	day	3
Work-related death(s)	person	0
<b>Energy consumption</b>		
Natural gas	KWh	1,486,080.00
Gasoline	litre	2,149.00
Purchased electricity	KWh	4,600.00
<b>Water consumption</b>		
Industrial water consumption (freshwater)	tonnes	21.70
<b>Emission</b>		
Volatile organic compound (VOCs) emissions	tonnes	0.35
Total non-hazardous solid waste produced	tonnes	706.50
Total hazardous waste produced	tonnes	34.10
Kitchen waste	tonnes	16.80
<b>GHG emissions</b>		
GHG emissions (Scope 1)	tCO <sub>2</sub> e	816.80
GHG emissions (Scope 2)	tCO <sub>2</sub> e	1,058.10
GHG emissions (Scope 1 + Scope 2)	tCO <sub>2</sub> e	3,093.40



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**Contact us**

Email: [sustainability@geely.com](mailto:sustainability@geely.com)



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