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GEELY

2018

**GEELY HOLDING GROUP
SOCIAL RESPONSIBILITY REPORT**



GEELY

Zhejiang Geely Holding Group Co., Ltd.

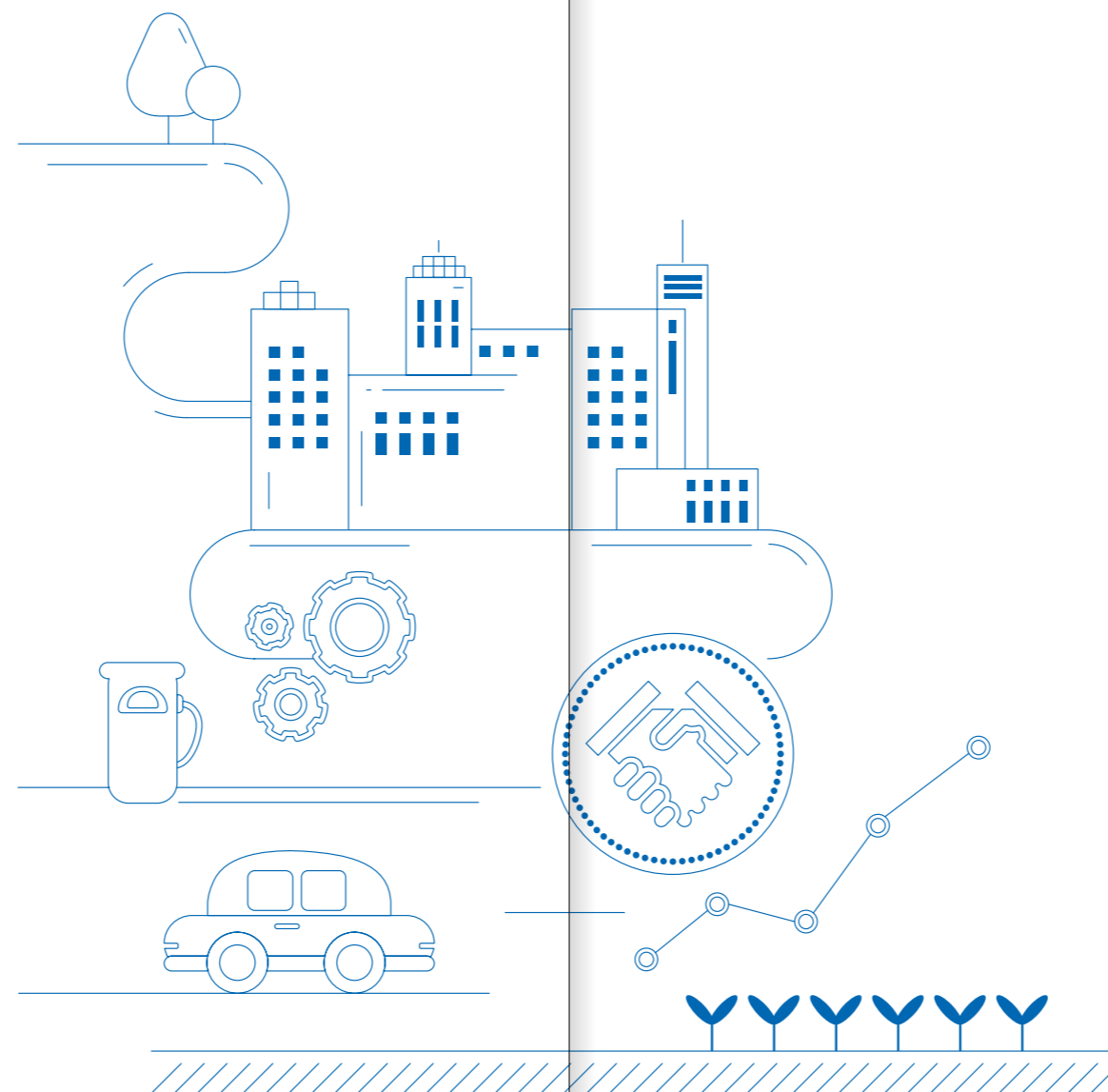
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G ABOUT THE REPORT

This report is released in both English and Chinese. In the event of any inconsistency between the English version and the Chinese version, the Chinese version shall prevail.

This report is the seventh consecutive corporate social responsibility report that Geely Holding Group has issued since 2012. In 2018, Geely Auto transformed from high-speed growth to high-quality development. While adhering to the core industry of automobiles, Geely Holding Group and its partners have conducted cross-industry integration, resource sharing and win-win cooperation. Geely Holding Group has actively explored the layout in the areas of globalization strategy, industrial internet, online digital technology and shared mobility, steadily promoted the development of technological innovation, and accelerated the transformation from an automobile manufacturer to a mobility service provider. Compared with last year, the corporate social responsibility report of Geely Holding Group in 2018 pays more attention to the disclosure of substantive issues management methods and aligns social responsibility strategy with the United Nations Sustainable Development Goals (SDGs).

Reporting period

This report covers the period from January 1, 2018 to December 31, 2018 with selected historical information.

Terms of Reference

For ease of reading, Geely Holding Group may be represented simply by "Geely" or "We/Us/Our".

Report Scope

Unless otherwise stated, the scope of this report covers only Geely Auto Group (including Geely Automobile Holdings Limited and its subsidiaries and Lynk&Co), Geely Commercial Vehicle Group and Mitime Group, excluding Volvo Car Group, Proton, Lotus, and Geely Technology Group. Besides, the core data of Geely Auto Group, Geely Automobile Holdings Limited, its subsidiaries and significant joint venture companies are respectively disclosed in the data index section of this report.

Report Contents

This report primarily discloses the corporate social responsibility philosophy and practice by Geely Auto and Geely's education ventures under Geely Holding Group in the aspects of social responsibility management, corporate governance, brand strategy, product research and development, customer service and experience, talent cultivation, value chain management, environmental protection and public welfare.

Reporting Guidelines

This report is based on the core options of *GRI Standards* published by the Global Reporting Initiative (GRI) and the Stock Exchange of Hong Kong Limited's *Environmental, Social and Governance Reporting Guide* (appendix 27 to the *Main Board Listing Rules*, hereinafter referred to as ESG), and refers to the Chinese national social responsibility standard: *Guidance on Social Responsibility (GB/T 36000-2015)*, *Guidance on Social Responsibility Reporting (GB/T 36001-2015)*, *Guidance on Classifying Social Responsibility Performance (GB/T*

36002-2015) and *Guidance on Social Responsibility ISO 26000* published by the International Organization for Standardization.

Compliance with Laws and Regulations

Geely Holding Group strictly obeys the laws and regulations that exert significant influence on Geely such as *Environmental Protection Laws of the People's Republic of China*, *Prevention and Control of Atmospheric Pollution Law of the People's Republic of China*, *Law of the People's Republic of China on Prevention and Control of Water Pollution*, *Soil Pollution Prevention and Control Law of the People's Republic of China*, *Technical Specification for Application and Issuance of Pollutant Permit Automotive Industry (HJ971-2018)*, *Environmental Protection Tax Law of the People's Republic of China*, *Labor Law of the People's Republic of China*, *Prevention and Control of Occupational Diseases Law of the People's Republic of China*, *Production Safety Law of the People's Republic of China*, *Management Methods of Production Safety Accident Contingency Plans*, *Regulations on Production Safety Incident Reporting and Investigation and Handling*, *Product Quality Law of the People's Republic of China*, *Implementation Measures of Regulations on the Administration of Recalls of Defective Automotive Products*, *China VI Emission Standard*, *Fuel Consumption Limits for Passenger Cars*, *Measures for the Parallel Administration of the Average Fuel Consumption and New Energy Vehicle Credits of Passenger Vehicle Enterprises*, *Interim Provisions on the Traceability Management of Recycling of New Energy Vehicle Power Storage Batteries*, and *Intelligent Manufacturing Development Plan (2016-2020)*.

As a company listed in the Stock Exchange of Hong Kong, Geely Automobile Holdings Limited has compiled 2018 CSR report under the latest ESG requirements. As of December 31, 2018, Geely Automobile Holdings Limited has complied with the code provisions of the *Environmental, Social and Governance Reporting Guide* in Appendix 27 of *Main Board Listing Rules* of the Stock Exchange of Hong Kong Limited. (Please refer to ESG index for corresponding relations between the ESG relevant data and the report content).

Data Sources and Description

Data presented in this report are collected from the formal documents and statistic reports generated by Geely Holding Group and Geely Automobile Holdings Limited, which have been reviewed by their respective departments. Unless otherwise specified, statistics scope is limited to Geely Auto Group. Unless otherwise specified, the monetary figures in this report are denominated in RMB.

Guarantee of Reliability

Geely Holding Group and Geely Automobile Holdings Limited have not identified any falsified content, misleading statements or other major omissions in this report.

Report Access and Further Reading

The electronic version of this report can be downloaded at the official website of Geely Auto Group (<http://zgh.com/>) and Geely Automobile Holdings Limited (<http://www.geelyauto.com.hk/>). More information on social responsibility of Geely can also be found from these websites.

G AT THE BEGINNING OF A CAR DREAM



Over the past 40 years, reform and opening-up have created a Chinese miracle. Geely's car dream is closely linked with the background of China's reform, opening up and rapid development. Geely's car dream is the epitome of China's private enterprises' continuous trial, creation, reflection and innovation in the process of industrial and consumption upgrading.

In the past years, there are many unforgettable moments. Nowadays, the world is in the introduction period of a new round of scientific and technological revolution and industrial transformation and commercial remodelling. Subversive technologies are emerging, and the industrialisation process is accelerating. Geely has transformed from a young company to a global technology-based enterprise. The continuous development helps Geely realize the dream of "Let the world be full of Geely".

Open China is closely linked with the world. The trend of global economic integration is irreversible. Made-in-China has reached a critical moment of transformation. Intelligent manufacturing is the only way out to a bright future. Any complaint and self-appreciation cannot avoid the ruthless market competition and cruel challenges. The Chinese manufacturing industry must go to the upper and middle levels of value creation chain, and form core creativity, instead of staying in the middle and low level of the value chain for a long time and continuing extensive development.

In 2018, the global automotive industry surges and falls. With the rapid development of the new economy, the new automobile manufacturing forces are rising rapidly. Traditional automobile companies are merging across industries, sharing resources, and constantly speeding up the pace of transformation. In the past year, Geely Auto has deepened the development strategy of refined cars, adopted the industry-leading New Product Development System (NPDS), independently developed B-segment Modular Architecture (BMA), realized a breakthrough in the mass production of Chinese brands L2 models and achieved counter-trend sales growth; more and more young consumers were attracted by several models of the Lynk&Co; Proton X70 jointly built by Proton and Geely was launched in Malaysia, and the revival of Proton ushered in the dawn; Lotus ushered in its 70th birthday, and continued to maintain its leading position in the research and development (R&D) of high-performance sports cars, manufacturing and lightweight technology; we have also made a significant progress in new energy commercial vehicles, industrialisation of methanol automobiles and other aspects, and London Electric Vehicle has gradually become the pioneer of zero emissions in the field of global urban transport.

There is no future without cooperation. Geely cooperates with all excellent enterprises including Daimler. On the premise of compliance with the law, fairness and transparency, and taking into account the interests of the partners, Geely seeks broader cooperation opportunities, jointly promotes the global automobile industry reform, adapts to the development of transportation technology, and provides a better travel experience for users.

We will not only focus on enterprises and industries but also continue to pay close attention to the consumer demand, user experience, sustainable social development, as well as clean energy, environmental protection, travel safety, privacy protection and other vital areas of people's livelihood. Geely continuously practices social responsibility by taking practical actions, supporting social forces in running schools, and engaging in philanthropy. In 2016, we launched the "Geely Timely Rain" Targeted Poverty Alleviation Project to explore Geely's unique social welfare model. We plan to help more than 20,000 needy families in five years through targeted poverty alleviation.

Only by moving forward steadily can we go further, and only by working hard can we get a payoff. The challenges ahead may be totally beyond our expectations. The best way to embrace the future is to create the future consistently. We must not rush to fantasy, not to be satisfied with vanity, do every work steadily and step by step, and constantly turn the blueprint of dreams into reality. The success belongs to every achiever!

李书福

G CREATING A NEW SCIENTIFIC WAY OF TRAVEL IN THE FUTURE

As long as the automatic driving mode is turned on, the destination is in front of you when you wake up; onekey flying, from the ground to the high altitude and from one city to another, makes travel fast; when people are still in the car, they can issue start-up instructions to the air conditioner at home. In recent years, Geely has a comprehensive layout in the fields of "Electrification, Networking, Intellectualisation and Sharing" of automotive, industrial internet, online digital technology, automotive chip, Low Earth Orbit satellite, communication technology, etc. These seemingly "science-fiction" intelligent three-dimensional travel ecology has now taken shape.

Travel is an essential part of people's daily life and the last problem of food, clothing, housing and transportation. Making travel safer, more environmentally friendly, more intelligent, more relaxed, happier, more economical and efficient is a common concern. Electric smart travel and networking sharing service are significant signs of personal travel entering a new era.



GEELY Technology Subverts the Imagination of Travel

Volvo has officially released a new 360c full-automatic driving concept car, which integrates automated driving, electrification, intelligent interconnection and security. It derives four functional areas, namely, bedroom, mobile office, living room and entertainment space. Passengers can change the environment setting of the car through the voice system. 360c replaces the traditional three-point seat belt with a "safety blanket". It can adjust itself to meet the passengers' need to lie down and rest during the journey. At the same time, Volvo hopes to build a globally unified technology standard for inter-vehicle communication of automated driving on this model, to realize transmitting the driving intentions in all directions accurately through external voice, colour and visual effects. These are Volvo's essential attempts to reshape the way people travel.

In 2017, Geely acquired Terrafugia, the world's first flying car company. Terrafugia's first oil-electric hybrid product is open for booking. The first batch of users will be mainly from the U.S. market. The flying range will exceed 600 km, and the flying speed will exceed 160 km/h, which can meet the needs



Volvo's "Safety blanket" Automotive Restraint System



Terrafugia's First Product

of inter-city travel. We believe that future flying cars will be divided into two series. One is similar to Terrafugia's first product, which requires the runway for takeoff and landing and is suitable for long-distance flight; the other is a multi-propeller vertical landing product which will be launched in 2023 and is ideal for crowded urban space.

Also, in 2018, Geely and China Aerospace Science and Technology Group launched a high-speed flying train project, with a maximum speed of more than 4,000 km/h, far exceeding the high-altitude cruise speed of about 900 km/h for ordinary civil aircraft. In the future, the flying train will refresh the human's perception of space and time once again and make the farthest distance close at hand.

GEELY Multiple Cooperations to Consolidate the Internet + Travel Framework

At present, new technologies and new modes have a profound impact on the global transportation field. Geely joins hands with its partners in ecological travel to promote the business model of innovative technology under the scenario of vehicle + interconnection. In early 2018, Geely joined hands with global partners in big data, artificial intelligence and other fields to launch the Geely Smart Ecosystem (GKUI), accessing Baidu, Tencent, Amap, JD.com, Ximalaya and other internet services, as well as more than 1,200 smart home devices, so as to realize the connection of mobile phones, cars and families. GKUI's new natural semantic engine can recognise dialects, easily completes multiple rounds of voice conversations, and has autonomous learning capabilities. Besides, you can interrupt it at any time.

GKUI Annual Big Data

- 806,838 users.
- Users used 2,569,399 GB of data throughout the year, which is enough for playing a 195-year-long 1080P HD movie.
- Average user online time is 1.2 hours/day.
- With 14 million high-quality copyrighted music, accumulative 512,089,716 music broadcasts, averaging 44.23 minutes of online listening every day.
- Cumulative navigation for 44,391,300 times.
- 720 million voice interactions and 378,000 daily wake-ups of voice assistants.
- Launched 100 locomotive wallpapers and 50 sets of themes, with user clicks for more than 23,000 times per day.

The 5G with low delay, wide coverage and super high network capacity is the best partner for vehicle networking. Geely and China Telecom, Qualcomm and other enterprises have carried out cross-industry collaborative innovations around 5G and V2X¹, cloud computing and big data, edge computing and other fields, to make positive contributions to create smart car networking and promote the transformation and upgrading of the automotive industry.

Railway system is the main artery of the real economy. It has always been the convergence of people flow and logistics. In the future, travel will also be a three-dimensional digital transportation network to link sea, land and air. In May 2018, Geely joined hands with Tencent and China Railway Investment Co., Ltd. to establish China Railway Gecent Technology Co., Ltd. Geely will make full use of its accumulated experience in transportation, intelligent ecology and user experience, together with partners, to integrate railway network and internet with sea, land and air transportation network. Thus, every passenger can enjoy integrated, online and offline collaborative one-stop intelligent and convenient travel services.



GEELY Sharing Makes Travel Easier

As early as 2015, Geely launched the internet + travel platform of Cao Cao Ride-hailing. From its birth, it always adheres to the operation mode of new energy vehicles + company ownership and operation + certified drivers and aims to create a one-stop low-carbon lifestyle for users. At present, Cao Cao is available in 30 cities in China, with a total of 31,000 new energy vehicles, more than 20 million registered users and more than 1.05 million daily active users.

Nowadays, online car booking has become one of the most important forms of shared mobility. Safety and service quality have always been the focus of competition for online ride-hailing. Cao Cao has always emphasised passenger safety and regulatory compliance to provide users with intelligent and environmentally friendly travel services. Cao Cao has fully introduced the driver training certification system of the London

¹V2X: Vehicle to everything.

taxi with a history of nearly 100 years and established Cao Cao College to train professional and certified drivers to provide quality services. Drivers of Cao Cao are all recruited and managed by Geely. Besides driving skills, they also need clear records of major traffic accidents and criminal history. Cao Cao initiated the "driver quality evaluation model", and only drivers with good emotional control ability and a healthy psychological condition can be qualified for admission. Before formal on board, every driver needs to complete training in business etiquette, service standards, driving safety, legal knowledge, first aid and other aspects in Cao Cao College to provide more professional, high-quality and safe travel services.

In October 2018, Geely formed a joint venture with Daimler Mobility Services to provide a new premium ride-hailing service using premium cars, e. g. Mercedes-Maybach, to meet the travel needs of different users. Faced with the opportunities and challenges brought by industrial change and business remodelling, Geely will better improve the travel structure and continuously enrich the user's intelligent travel experience rely on industrial interconnection and other technical means.

Six Business Modules of Cao Cao

Cao Cao	Cao Cao Green Business	Cao Cao Help	Low carbon U Products	Cao Cao Carbon Bank	Cao Cao Independent Travel
The total number of service is 120 million person-times. The total distance travelled is more than 1.2 billion kilometres, which is equivalent to travel around the earth for 30,000 circles.	Help government and enterprise customers effectively reduce the cost of official vehicles, and provide one-stop business travel solutions.	To meet the urgent needs of users, Cao Cao offers high-quality services such as individualised city-wide pick-up and delivery.	Focus on "low-carbon and high-quality" e-commerce platform, and create a city-wide fast shopping experience based on Cao Cao.	"Carbon Assets" trading system. Reduced a total of 170,000 tonnes of carbon emissions, equivalent to carbon reductions of planting 24,000 mu ² forest.	Through "Instant Tour", "Classic Tour" and "Theme Tour", we can provide users with a more convenient and comfortable travel experience.



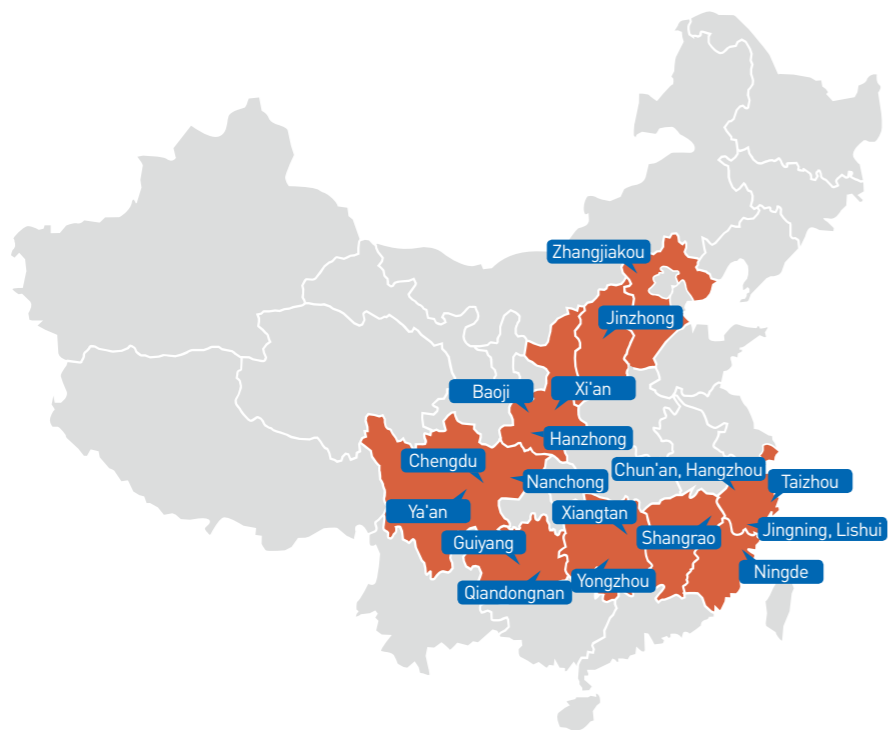
²Mu: a unit of area (1mu = 0.0667 hectares).

G POVERTY ALLEVIATION THROUGH “GEELY TIMELY RAIN”

In March 2016, Chairman Li Shufu deployed and launched the “Geely Timely Rain” Targeted Poverty Alleviation Project. After three years of practice, we have established an internal poverty alleviation mechanism of “group-led, base-sponsored, partnership collaboration and full participation”, constructed multi-party participation and peasant households benefiting poverty alleviation pattern of “government platform, enterprise-funded resources, co-op + peasant household execution, social organisation supervision”. We have carried out scientific poverty alleviation process control, including field research, formulated planning, project implementation and evaluation, and insisted to “solve the problems from the source”.

Adhering to the guiding ideology of “where we construct the Geely production bases, where we carry out targeted poverty alleviation”, we further expanded poverty alleviation areas of “Geely Timely Rain” Targeted Poverty Alleviation project. From 11 regions of 7 provinces in 2017 to 17 regions of 9 provinces in 2018, we will continue to carry out poverty alleviation by industry, poverty alleviation by education, poverty alleviation by employment, poverty alleviation by agriculture and poverty alleviation by consumption. We will increase investment in poverty alleviation funds and the number of poverty alleviation targets, with a planned investment of more than RMB600 million, to help more than 20,000 poor households lift themselves out of poverty.

In the past three years, we have invested more than RMB350 million in the “Geely Timely Rain” Targeted Poverty Alleviation Project, launched 25 agricultural assistance projects throughout the country, helped 25,213 person-times for people from more than 13,000 registered impoverished households in 17 places of 9 provinces. In 2018, Geely invested RMB275 million, assisted 15,881 people from 8,933 registered impoverished households, and provided 1,579 employment opportunities. In 39 villages of 20 counties, Geely carried out 25 agricultural projects and purchased RMB22.4237 million of agricultural by-products.



“Geely Timely Rain” Covering Areas (17 Regions in 9 Provinces)

GEELY Poverty Alleviation Through Industry

We are steadily promoting the construction of new bases in targeted poverty alleviation areas, as well as introducing supporting enterprises, including automotive parts companies and logistics companies to directly promote the development of the local economy and provide a large number of employment opportunities.

In 2018, Geely piloted the construction of demonstration factory on “Geely Timely Rain” Targeted Poverty Alleviation in Guiyang. We donated RMB63.35 million to Guiyang Charity Federation to build a new spare part manufacturing factory for targeted poverty alleviation in Guanshanhu District of Guiyang City, to provide small stamping parts and other spare parts for Geely’s Guiyang Base. In addition to the necessary technicians, it is proposed to recruit about 100 people from registered impoverished households, so as to ensure that “one person gets employed, and the whole family gets rid of poverty”. Also, 40% of the profits of the factory will be donated to Guiyang Charity Federation, which will continue to be used for targeted poverty alleviation and rural revitalisation.



Rendering of Guiyang Factory for Poverty Alleviation



Lynk&Co Zhangjiakou Plant

GEELY Poverty Alleviation Through Education to Break Intergenerational Transmission of Poverty

We should support education first during poverty alleviation, and poverty alleviation through education is the “one-hundred-year plan” to cut off the intergenerational transmission of poverty. Geely has invested more than RMB200 million in poverty alleviation through education, including vocational education, construction of facilities, training of teachers and subsidisation of students from registered impoverished households. Over the past three years, we have assisted students for more than 10,000 person-times.



Build Skills Training Centre

Integrate the Resources of Geely's Five Universities

Open "Geely Talents Classes"

- To explore the targeted poverty alleviation model, combining poverty alleviation through education and employment.
- In 2018, Geely invested nearly RMB110 million to build the Skills Training Centre of "Geely Timely Rain" Targeted Poverty Alleviation in Guiyang and Xiangtan.

- For students from registered impoverished households, all tuition fees and accommodation fees are exempted. Also, the return fees are reimbursed and the living allowance is provided. When finishing school, the students can work in Geely if they are willing to.
- At present, Geely's five universities have recruited 1,134 students from registered impoverished households, with a total subsidy of RMB20.0471 million. Among them, 887 new students were enrolled in 2018, with a subsidy of RMB13.3795 million.
- A tuition subsidy of RMB4,000 to RMB6,000 per year is provided for each student in secondary vocational, college and undergraduate institutions from registered impoverished households.

- In 2018, we cooperated with 45 local vocational and technical institutes in poverty-alleviation areas to set up 101 "Geely Talents Classes" to recruit 892 students from registered impoverished households.
- We invested RMB11.6805 million in the purchase of teaching equipment, the training of teachers and the upgrading of teaching programs.

Poverty Alleviation Through Employment to Enliven Rural Labor Resources

Providing employment opportunities to the registered impoverished households is the key to solving poverty. Geely has helped nearly 4,000 people from registered impoverished households to get jobs.

Geely requires complete vehicle factories and our suppliers to give priority under the same conditions to recruit candidates from registered impoverished households. Candidates from impoverished households will also be given priority in job positions in supporting roles such as landscaping, janitorial and catering services. We strive to make new employees from registered impoverished households account for 10% of the new employees. At the same time, we should actively encourage our suppliers to participate in poverty alleviation. In 2018, we offered jobs to nearly 1,200 people from registered impoverished households.

In the poverty alleviation agricultural projects, we also give priority to recruiting local people from registered impoverished households. In 2018, we helped 298 people from registered impoverished households getting employed at their doorsteps and paid RMB1.7299 million salaries.



Poverty Alleviation Through Agriculture to Make the Lives of Poor Households More Dignified

Poverty alleviation can make people feel warm. Geely has invested RMB41.5 million in supporting special agricultural projects according to local conditions. We have actively promoted the fixed-location assistance work of "Enterprise-Helping-Village" to help registered impoverished households lift themselves out of poverty with more dignity.

In 2018, 25 agricultural projects were carried out in 39 villages in 20 counties in China according to the actual situation of main villages, with an investment of RMB32.115 million. The project helped 9,972 people from 3,024 registered impoverished households and benefited 37,024 villagers in 10,653 households.



GEELY Poverty Alleviation Through Consumption

Geely and its subsidiaries purchase agricultural products from poor village co-ops for use as staff meal ingredients and staff benefits on a priority and regular basis, "so that poverty alleviation is meaningful, and the consumers can feel warmth".

Since 2018, Geely has required 50% of the total amount of employee benefits to be used to purchase agricultural products in poor villages. The total amount of procurement has exceeded RMB40 million.



吉时雨
GEELY TIMELY RAIN

"Geely Timely Rain" Targeted Poverty Alleviation Project has been praised by the central and local Party committees and governments. It has won the 10th "China Charity Award" of the Ministry of Civil Affairs, the "CSR China Education Award — Special Prize for Targeted Poverty Alleviation" of the League Central Committee, and the honours of "Advanced Private Enterprises in National Employment and Social Security" commended by the Ministry of Human Resources and Social Affairs, All-China Federation of Trade Unions and All-China Federation of Industry and Commerce. In 2018, Wang Yang, member of the Politburo Standing Committee and Chairman of the Chinese People's Political Consultative Conference, commented on and praised Geely's efforts in targeted poverty alleviation. The "Geely Timely Rain" Targeted Poverty Alleviation Project will actively explore new ideas and modes for enterprises to participate in poverty alleviation according to the plan of poverty alleviation work of the Central Committee of the Party and the State Council. It will base on poor villages and focus on registered impoverished households to contribute to rural revitalisation and improvement of people's livelihood.

Responsibility Practice

Delivering the Warmest Wishes with the Simplest Gifts

On the 32nd anniversary of Geely in 2018, we received gifts from all over the country because of "Geely Timely Rain":

Organic Agricultural Suppliers Association • Qiandongnan • Guizhou

The simple people of Qiandongnan send blessings to Geely with their traditional and distinctive Tie-dye.



Linguang Primary School • Baoji • Shaanxi

The children picked up the various shapes of stones from the stream, and draw their wishes with colourful paints.



Zhengkeng Township • Jingning She Autonomous County • Zhejiang

The art of paper-cutting, the intangible cultural heritage of Zhengkeng, conveys the blessings of the She people.



Lushan County Dai Disabled Handicraft Farmers Professional Cooperative • Ya'an • Sichuan

Zhang Yan, who suffered from brittle bone disease since childhood, mastered the skills of wood processing through the employment project for disabled people and carved his wishes.



Sanya Institute of Technology • Sanya • Hainan

Derivative paintings produced by students supported by "Geely Timely Rain" in Sanya Institute of Technology.



Hantang Primary School • Nanchong • Sichuan

In the art course, the children depict the Geely car in their heart with imagination.



Look, I have GEELY schoolbag



GEELY OVERVIEW

Being one of the Fortune Global 500 for seven consecutive years.

In 2018, Geely Auto's sales reached 1,500,838 units, increasing 20.3% from the previous year. Lynk&Co sales reached 120,414 units.

In 2018, Geely Auto's new energy vehicle sales reached 67,069 units, increasing 165% from previous year.

Geely Auto's SUVs sales reached 853,618 units, accounting for 57% of Geely Auto's annual sales.

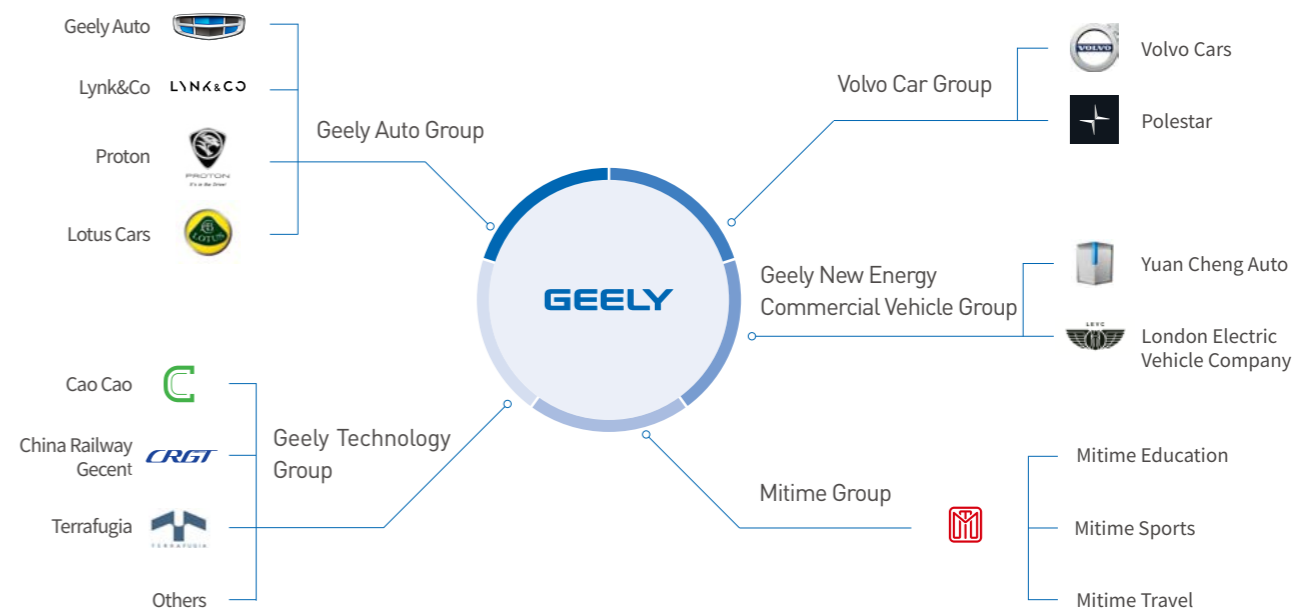
In 2018, Geely Auto's sales volume of vehicles between RMB100 thousand and RMB150 thousand, accounting for 30.2% of Geely Auto's total sales, sales of vehicles between RMB150 thousand and RMB200 thousand accounting for 6.4% of Geely Auto's total sales, the weighted average price of Lynk&Co 01 was RMB181,800.

In 2018, Geely Holding Group had total revenue of RMB328.521 billion, increasing 18.1% from the previous year; profit of RMB20.268 billion, increasing 7.7% from the previous year.

In 2018, Geely Auto's brand valuation rose by 62% to US\$6 billion, becoming one of the "Top 20 Most Valuable Global Auto Brands".



GEELY Group Profile



Geely Holding Group was established in 1986 and is headquartered in Hangzhou. In 1997, it entered the automotive industry. It owns auto brands including Geely Auto, Lynk&Co, Volvo Cars, Polestar, Proton, Lotus Cars, London Electric Vehicle Company, Yuan Cheng Auto, etc. Geely Holding Group has always focused on technological innovation and talent cultivation and continuously accelerated its strategic transformation. It has gradually developed into a global group that integrates design, R&D, production, sales and service of complete vehicles, powertrains and key components and covers travel services, online technology innovation, financial services, education, sports, etc.

1. Continuous Optimisation of Product Structure

Since 2016, with the launch of a series of new models, such as Boyue, Vision SUV and Emgrand GL, Geely's product lineup has been gradually improved. After two years of transformation, Geely ushered in the year of explosive growth of new product. We refitted 2018 Boyue, 2018 Emgrand GL, 2018 Emgrand GS and other 3.0 products, upgraded the new Emgrand and the new Vision, and launched Bin Rui, Bin Yue, Lynk&Co 02, Lynk&Co 03, and "Jia Ji", the first MPV. In the field of new energy vehicle, we have successively introduced new energy and electrified products, such as Emgrand EV450, Borui GE, Emgrand GSe and Lynk&Co 01 PHEV. Each of Geely's masterpieces can support corresponding market segments, including sedans, SUVs, MPVs and new energy vehicles.

With the continuous optimisation of product structure, Geely Auto's consumer group has changed. Geely Auto's users from first- and second-tier cities accounted for more than 50% of Geely users, and the age characteristics of users gradually tended to be younger and more elite, with the Post-90s accounting for more than 51% of the users. The average selling price and brand added value of each model is continually

rising: The sales volume of vehicles between RMB100 thousand and RMB150 thousand accounting for 30.2% of Geely Auto's total sales, vehicles between RMB150 thousand and RMB200 thousand accounting for 6.4% of Geely Auto's total sales, and the weighted average price of Lynk&Co 01 was RMB181,800. According to "Top 100 Most Valuable Global Auto Brands" issued by Brand Finance, a British branded business valuation and strategy consultancy, Geely Auto's brand valuation rose by 62% to US\$6.0 billion, among Top 20 Most Valuable Global Auto Brands. Geely Auto has begun to compete positively with mainstream joint venture brands.



2. Car Sales Achieved a Counter-Trend Growth

In 2018, Geely Auto's sales reached 1,500,838 units, increasing 20.3% from the previous year. Among them, the sales volume of Lynk&Co was 120,414 units; new energy vehicle sales reached 67,069 units, increasing 165% from the previous year. Geely Auto's SUVs sales reached 853,618, accounting for 57% of Geely Auto's total sales. Driven by Geely and Lynk&Co Brand, balanced development of Geely Auto's traditional sedan and SUV, and with the rapid rise of new energy vehicles representing the future trend, Geely Auto gradually formed a "three-pillar" pattern.

Geely adheres to independent R&D, with more than 20,000 R&D designers worldwide and tens of billions of RMB of annual R&D expenditure, and technology-driven innovation and development. We follow a generalised, platformized, and modularised strategic path to optimise cost control, strengthen internal collaboration, and improve management efficiency. In 2018, Geely Holding Group had total revenue of RMB328.521 billion, increasing 18.1% from the previous year; profit of RMB20.268 billion, increasing 7.7% from the previous year; total assets exceeded RMB270 billion. Geely has been one of the Fortune Global 500 for seven consecutive years.

In terms of export of automobile products, developing countries in Eastern Europe, the Middle East and Africa are the most important export markets for Geely Auto. In addition to exporting automobiles directly from China, Geely also assembles some export models with local partners through contract manufacturing arrangements. In 2018, Geely exported 27,768 vehicles through 336 sales and service outlets in 24 countries around the world, increasing 136% from 2017.

iNTEC (humanised intelligent drive)				
Intelligent Power	Intelligent Safety	Intelligent Pilot	Intelligent Netlink	Intelligent Health
G-Power Efficient Power Technology	G-Safety Humanistic Safety Technical	G-Pilot Intelligent Driving	G-Netlink Intelligent Netlink technology	G-Blue Health Ecological Technology
Driven by the core to make you excited High kinetic energy, low energy consumption, a full release of driving passion, provide exciting driving pleasure	Multilevel security to guard you Consideration of pedestrians and drivers lead to more active and comprehensive safety protection	Intelligent Driving Control to make you free To provide more free and comfortable travel enjoyment with the top domestic and world-leading Intelligent Technology	Intelligent and interesting interconnection to make you happy Not only to meet the daily travel needs but also to provide intelligent travel enjoyment from inside to the outside of cars	Intelligent purification to provide you with a clean and fresh experience Adhering to the concept of eco-friendliness, providing a healthier and more environmentally friendly driving experience
Intelligent Core Power System	Safety Identification Circle Four Level "Pedestrian Protection System"	Fully Intelligent Driving Robot	Super Digital Car with Intelligence and Interest	Eco-purification Car 1.0 and 2.0

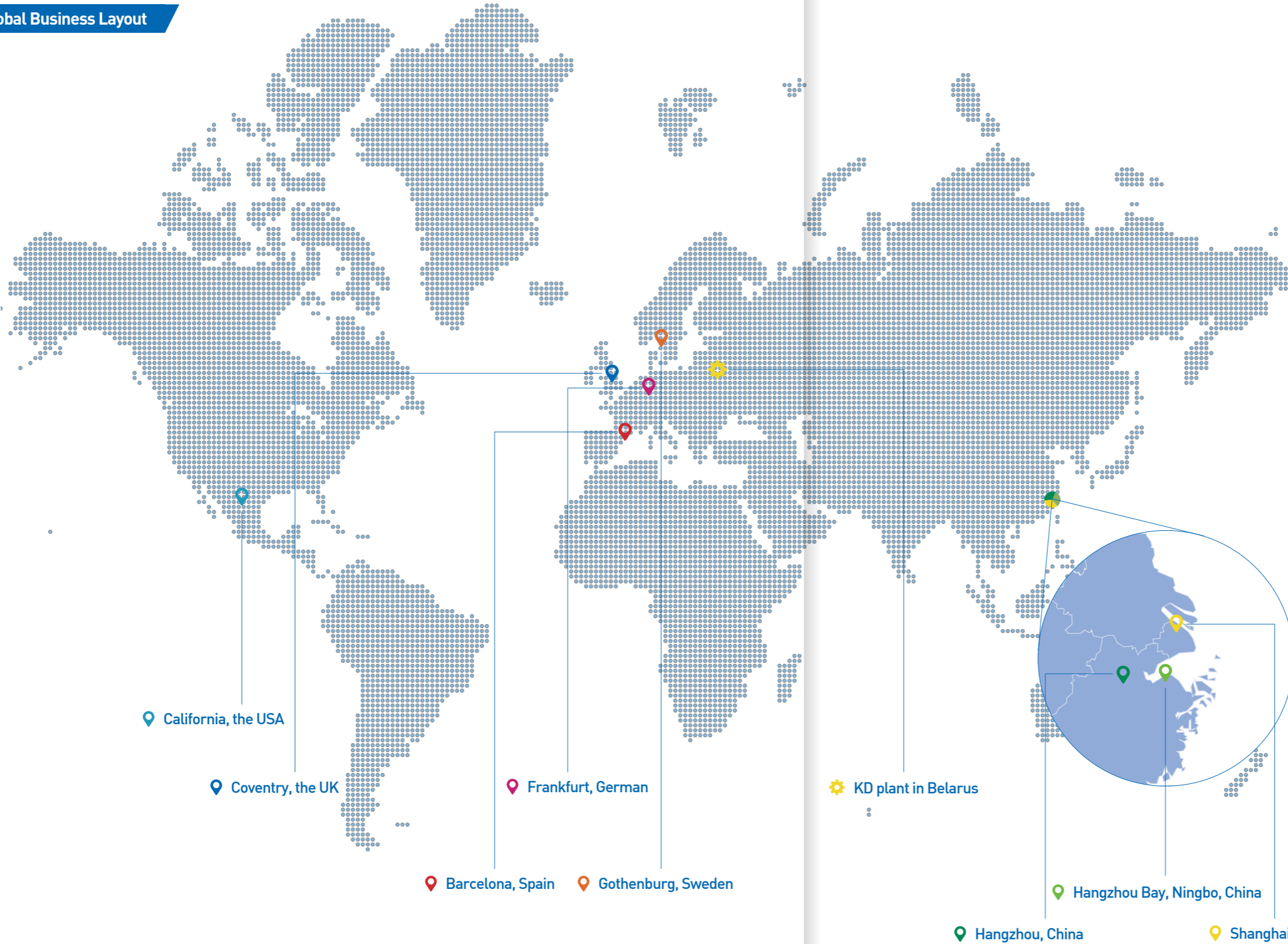
Structure of iNTEC (Humanised Intelligent Drive) Technology Brand

3. Further Globalisation

Geely Holding Group has established globalised engineering R&D centres and design centres. It has a large number of invention and innovation patents and has full intellectual property rights of all products. It has world-class modern automobile and powertrain manufacturing plants in many countries in three continents, including China, the United States, the United Kingdom, Sweden, Belgium, Belarus, and Malaysia. Also, it has more than 4,000 sales outlets and product sales and service network in more than 100 countries around the world.

As a high-end brand in the new era of European technology, European design, global manufacturing and global sales, in March 2018, Lynk&Co launched the "European Strategy": To open the first off-line European store in Amsterdam in 2019 and gradually promote to Barcelona, Berlin, Brussels, London and other cities; Lynk&Co 01 PHEV, the first model to enter the European Market, will be launched in the European market in 2020. At the same time, Lynk&Co will also launch pop-up shop for European cities that temporarily have no plans for opening off-line stores, which will cover 95% of the population of Europe. As a critical achievement of Geely Auto Group's global strategy, starting from Lynk&Co, Geely Auto Group will be a part of the global value chain, integrate resources, talents, technology and brands worldwide, and continue to promote the transformation and upgrading of China's manufacturing industry and the restructuring of the global automotive industry.

Global Business Layout



Five Engineering R&D Centres in the World

- Hangzhou Bay, Ningbo, China
- Hangzhou, China
- Frankfurt, German
- Gothenburg, Sweden
- Coventry, the UK

Five Design Centres in the World

- Shanghai, China
- Gothenburg, Sweden
- California, the USA
- Barcelona, Spain
- Coventry, the UK

Global Production Layout

- Headquarter
- Vehicle plants
 - Beilun
 - Hangzhou Bay
 - Chunxiao
 - Luqiao(2plants)
 - Linhai
 - Xiangtan
 - Chengdu
 - Baoji
 - Jinzhong
 - Zhangjiakou
 - Guiyang
- Powertrain plants
 - Hangzhou Bay
 - Chunxiao
 - Taizhou
 - Ningxiangji
 - Yiwu
 - Baoji
 - Guiyang
- Transmission Plants
 - Chunxiao
- KD plant in Belarus

GEELY Geely's Events in 2018

January 17th	Many leading financial institutions at home and abroad invested Cao Cao and has financed RMB1 billion in A round. Cao Cao's valuation exceeded RMB10 billion.
February 24th	Geely acquired 9.69% stake with voting right of Daimler, and became its largest single shareholder.
February 28th	Geely Atlas (Boyue) manufactured by the BelGee factory is officially launched in Moscow.
March 15th	Geely releases the industry-leading Geely Smart Ecosystem "GKUI".
March 26th	The European Strategy of Lynk&Co was released in Amsterdam, Netherlands, and the second mass-produced model of Lynk&Co 02 was launched globally.
March 27th	Geely issued its first asset-backed securities (ABS), with a total issuance of RMB1.98 billion.
April 21st	Lynk&Co 01 obtained five-star +, the highest rating in the crash test of China New Car Assessment Program (C-NCAP) in 2018.
April 24th	Zhejiang Geely Powertrain Company Limited, a subsidiary company of Geely Automobile Holdings Limited, established a new joint venture with Aisin AW Company Limited from Japan for the production and sales of six-speed gearboxes and parts.
May 4th	Zhejiang Provincial People's Government awarded Geely "Quality Award of Zhejiang Provincial People's Government in 2017".
May 28th	Borui GE, Geely's the first flagship model with the new energy hybrid system "Intelligent Power", and announced New Energy Strategy.
June 3rd	Geely Technology Group Co., Ltd. and Hainan Agricultural Reclamation Investment Holding Group Co., Ltd. signed a strategic cooperation framework agreement to create a green, intelligent and efficient way of travel in Hainan Province.
June 6th	Geely and Shell signed the Global Strategic Cooperation Agreement and will cooperate in the fields of racing, corporate social responsibility, digital and new energy transformation.
June 11th	Geely donated GBP100 thousand to a charity event for Children in London "Children's Magical Taxi Tour", which created the highest donation record.
June 30th	Chairman Li Shufu has won the honour of "40th Anniversary of Reform and Opening Up - Respect for Chinese Automobile Figures".
July 4th	Borui GE MHEV was awarded Platinum evaluation, the highest grade of China New Car Assessment Program (C-NCAP).
July 5th	China Railway Investment Co., Ltd., Geely Holding Group and Tencent jointly established the China Railway Gecent Technology Co., Ltd. for the construction and operation of the Wi-Fi platform for Electric Multiple Units (EMUs).
July 19th	Geely ranked 267 in the Fortune 500 in 2018 with revenue of US\$41.2 billion, rising 208 in seven years.
July 27th	The first hybrid vehicle, the Lynk&Co 01 PHEV luxury smart plug-in hybrid SUV, officially launched.
July 28th	Geely delivered 20 Geely King Kong to the Eastern Battle Zone Army of Chinese People's Liberation Army for "International Military Competition" and 2 Vision X3 as supporting vehicles.
August 18th	Geely and Proton signed the framework agreement for deepening strategic cooperation in new energy.

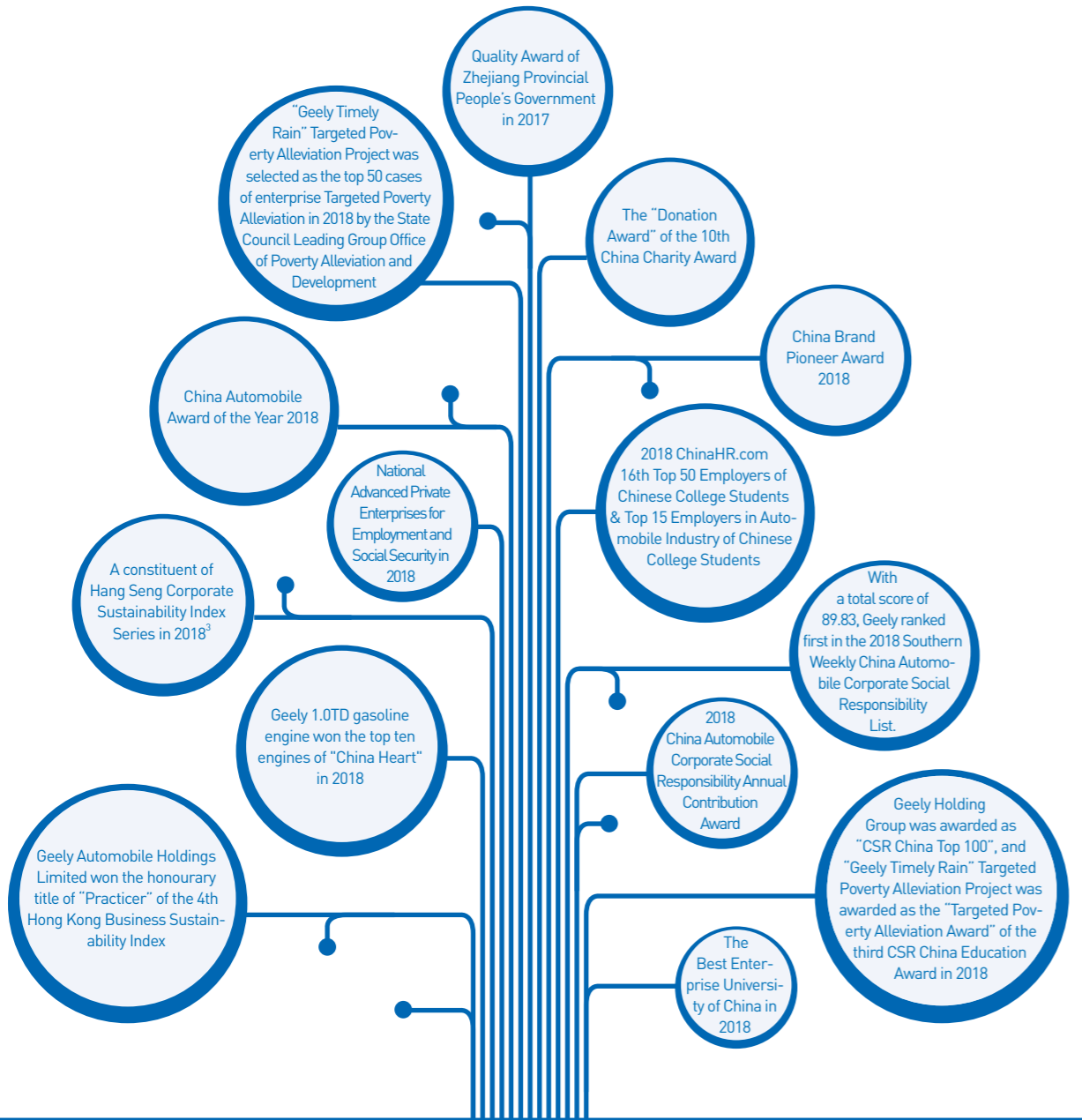


September 7th	Geely delivered 35 Borui GE as a concierge for foreign affairs.
September 8th-20th	Donated New Vision SUVs to support "100 People Help Shaanxi with Han Hong".
September 13th	Geely won the 10th "China Charity Award".
September 14th	Geely holds a 52% stake in Saxo Bank and has been the controlling shareholder of the bank.
October 14th	The final of Geely Emgrand GL Super Cup starts at Ningbo International Circuit.
October 19th	Lynk&Co 2018 Autumn/Winter Event was held at Fuji International Speedway race track in Japan. Lynk&Co 03 took part in the World Touring Car Championship on behalf of China.
October 24th	Daimler Mobility Services Limited and Geely Technology Group Co., Ltd. announced the formation of a joint venture to provide high-end dedicated vehicle travel services.
October 31st	Bin Yue, the first SUV under Geely BMA launched in Mogan Mountain.
November 6th	Geely signed a strategic cooperation agreement with China Aerospace Science and Technology Group Co., Ltd. to carry out high-speed flying trains, industrial internet and other cooperations.
November 16th	Geely New Energy Commercial Vehicle Group's first extended-range light truck RE500 standard model launched in Guangzhou.
November 26th	Geely held a signing ceremony of the strategic cooperation framework agreement with China Telecom Group Co., Ltd. to discuss the application of cloud computing, 5G and other frontier technologies in the field of intelligent vehicles.
December 18th	Chairman Li Shufu, as an outstanding representative of the open development of private automobile industry, won the honorary title of "Pioneer of Reform".
December 20th	Zhejiang Jirun Automobile Company Limited, under Geely Automobile Holdings Limited, established a associate company with Contemporary Amperex Technology Ltd. (CATL), to engage in research, development, manufacture and sales of batteries, battery modules and battery packs.



GEELY Honour and Social Evaluation

1. Honours



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"Practicer" of the 4th Hong Kong Business Sustainability Index



恒生可持續發展企業指數系列 2018 - 2019 成份股

Hang Seng Corporate Sustainability Benchmark Index



China Education Award "CSR China Top 100"



"Geely Timely Rain" won the "Targeted Poverty Alleviation Award"



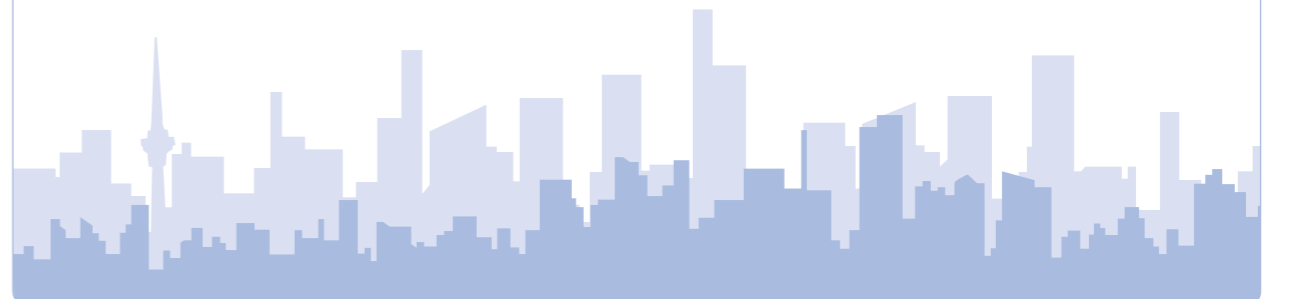
The "Donation Award" of the 10th China Charity Award



2018 China Automobile Corporate Social Responsibility Annual Contribution Award



National Advanced Private Enterprises for Employment and Social Security in 2018



2. Social Evaluation

Mekual, Moroccan Ambassador to China

We hope that more Geely products will enter Morocco in the future so that Moroccans can feel the high quality of Geely's cars.

Chen Chuang, Deputy Director-General of Diplomatic Service Bureau of the Ministry of Foreign Affairs

After more than three years of cooperation in foreign affairs concierge vehicle service, Geely Borui has successfully completed many tasks rely on excellent quality. It has demonstrated the high-quality performance of China's own brand cars in various foreign affairs activities, and we have full confidence in the product strength of Geely Auto. The automobile manufacturing industry is a high-end manufacturing industry with high technology integration, which greatly reflects the comprehensive national strength of a country. The participation of Geely Borui GE fully represents China's advanced manufacturing level and China's strength in the new era and conveys China's strength and charm to the world. We look forward to a more environmentally friendly and outstanding performance from Borui GE.

Wang Qing, General Manager of Lichi 4S Shop in Huzhou, Zhejiang Province

We joined the Geely family at the best time, and Geely shows us a vast space for future development. We will adhere to Geely's brand concept to return each user with high-quality products and high value-added services and be a lifelong partner of users.

Qian Gan, General Manager of Zhongcheng 4S Shop in Changzhou, Jiangsu Province

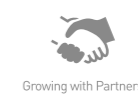
Geely Auto is a leading brand in China, and its performance in recent years is not inferior to joint venture brands. We are proud of Geely's high-quality and refined models and are encouraged by the sound product layout. We believe that Geely will soon achieve better results than the joint venture brand. We will cooperate with Geely to create new channels and service benchmarks for Chinese brands to provide a better experience for users.

Mr. Xu, Owner of Geely Vision SUV

I am satisfied with Geely Auto's after-sales service. The maintenance of wipers, brake pads, tire pressure, and so on is conscientious. Even the small problems that do not affect the driving situation will be carefully handled. I have participated in the Geely's public welfare activities, such as Green Runway, "100 People Help Shaanxi with Han Hong", etc. Geely's public welfare activities were in the front line and not formalistic. The recognition of the Geely brand is relatively high, and I will give priority to Geely's cars when buying a car in the future.

Mahathir, Malaysian Prime Minister

Since the cooperation with Geely, we have seen Proton recovering step by step. In the past few years, Geely Auto has reached a world-class level in terms of production quality and passenger experience. Thanks to Geely's commitment and contribution to the development of Malaysian automobile industry. It is believed that Geely's advanced technology, sustained innovation ability and successful transformation experience will bring a brand new look to Proton and Malaysian automobile industry.



Gao Hong Wei, Chairman of China Aerospace Science and Technology Group Co., Ltd.

Geely is a company with dreams and has the characteristics of diligence, hard work and innovation. We hope that we can leverage our strengths with Geely to achieve a win-win situation.

Liu Tao, a famous actress

The Emgrand GL is a very comfortable family car with high quality and can also be on the racing track after modification. It has excellent maneuverability and power.

Isabel Domingos, Ambassador of São Tomé and Príncipe to China

Geely Borui GE has large space and comfortable interior and is designed with a lot of Chinese elements. It has an elegant appearance with a lot of high technology. If Geely sells cars to São Tomé and Príncipe in the future, I believe that it will get good market feedback in many African countries.

Darko Payovic, Ambassador of the Republic of Montenegro to China

Geely has good quality, advanced technology, environmental considerations, and all the other elements needed to achieve great success in the world. Geely's concept of environmental protection is highly in line with the Republic of Montenegro's. We should promote automobile enterprises like Geely not only because of the economic benefits they generated but also because of their contribution to the world.

He Guang Yuan, Former Minister of Machinery Industry

The private automobile enterprises, like Geely, have fully exerted their institutional advantages and seized opportunities, and they have shined in the domestic market and even on the international stage. The market has praised these enterprises.

Cai Shi Qing, Former Chairman of China Automobile Industry Corporation

Lynk&Co manufacturing base has many unique and original features in the application of internet and intelligent technology, which is worth learning by other enterprises.

Liu Xiao Ming, Chinese Ambassador to the UK

It is a revolution for the UK and an excellent opportunity for China's electric vehicle industry to replace the fuel vehicles in London with electric vehicles. Geely has a firm foothold in the UK and can further radiate Europe and go global.

Chinese Auto OEMs Industry Research Report by Deutsche Bank 2018

China's "dual-credit" system and the requirement for the industry to achieve an average fuel consumption of 5L/100km by 2020E – among the most stringent globally. Considering the cost and other limitations, we think that the 48V technology is a better fit for Chinese car companies among several techniques that can meet the fuel-saving requirement. Geely has made some achievements in the exploration of various fuel-saving technologies and introduced many fuel-saving models, such as Borui GE. Geely is the forerunner in the 48V field among domestic Original Equipment Manufacturer (OEMs). On 28 May, the company launched a new product called Borui GE. Besides, Geely launched the Blue Geely Initiative, promising to achieve the fuel consumption control target ahead of time and realize the plan that new energy vehicles account for more than 90% of Geely's total sales. Compared with its peers, Geely's exploration of new energy and fuel consumption is more carefully planned, and Geely's past performance also shows its ability to meet the latest fuel consumption requirements. Our results show that Geely is one of the most well-prepared companies to meet the future average fuel consumption standards.

Li An Ding, Columnist

I began to pay attention to Geely in 1998, and I couldn't even keep up with the pace of Geely's progress. Today, Geely is no longer the same as it was 20 years ago, and Geely's achievements are far more than the accomplishments of Geely in five years and eight years ago. It has become an enterprise highly relying on technological innovation with rapid iteration and upgrading of products. It has become an international first-class professional team, which is led by outstanding leaders and is permeated with corporate culture genes. It began to have the strength to play a "World Cup" with multinational corporations and became a new enterprise changing with each passing day.

Chen Zhi Gang, Vice-Director of the Poverty Alleviation Office of the State Council

Geely combines the reality of enterprises and unifies poverty alleviation by industry, poverty alleviation by employment and poverty alleviation by education. It created a new poverty alleviation model. Like Geely's Tea Travel Culture Project in Leishan, in addition to donating funds, it also deploys managers, trains local talents, builds trademarks and opens sales channels to solve the problem of the development of the entire industrial chain. This model not only promotes poverty alleviation and accelerates the process of poverty alleviation but also becomes a demonstration in the cause of poverty alleviation in China and provides a beneficial reference for other developing countries.

Wang Li Tao, Minister of Poverty Alleviation and Social Services of the All-China Federation of Industry and Commerce

"Enterprise-Helping-Village" is a systematic project. In the process of practice, Geely has made full use of its management advantages, capital advantages, technological advantages, market advantages and the ability to integrate resources and has come out with a unique and sustainable way for enterprises to participate in poverty alleviation.

Zheng Wen Kai, Chairman of China Poverty Alleviation Foundation

Geely not only provides funds but also offer support in management, technology, market and other aspects. Such poverty alleviation measures fully reflect Geely's high sense of social responsibility. What we should learn more is Geely's innovative ways and models of participating in poverty alleviation.



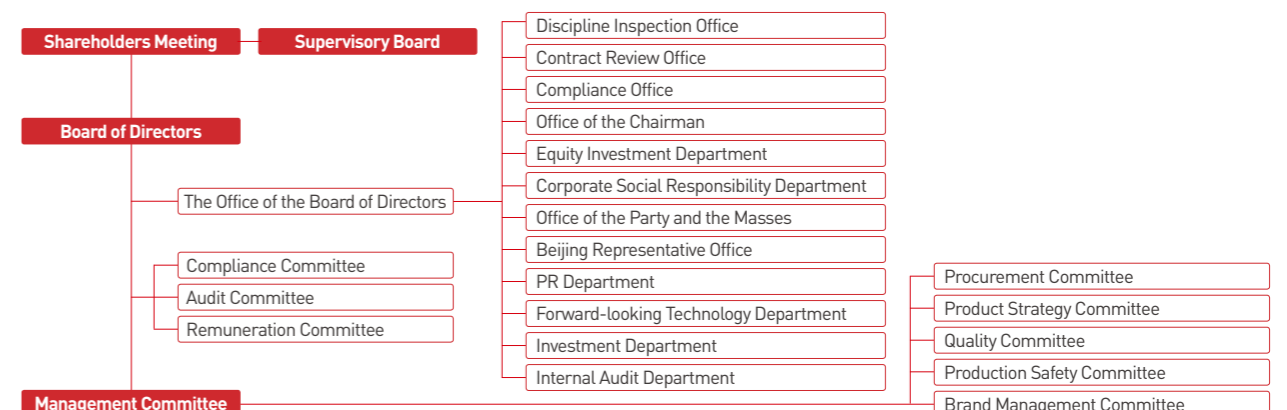
RESPONSIBLE BUSINESS OPERATIONS

GEELY Corporate Governance

1. Governance Structure

In strict accordance with relevant laws, regulations and policy requirements, Geely Holding Group continuously improves the modern corporate governance structure composed of the shareholders meeting, the board of directors, the supervisory board and the management committee and forms a balances mechanism among power, decision-making, supervision and management organs.

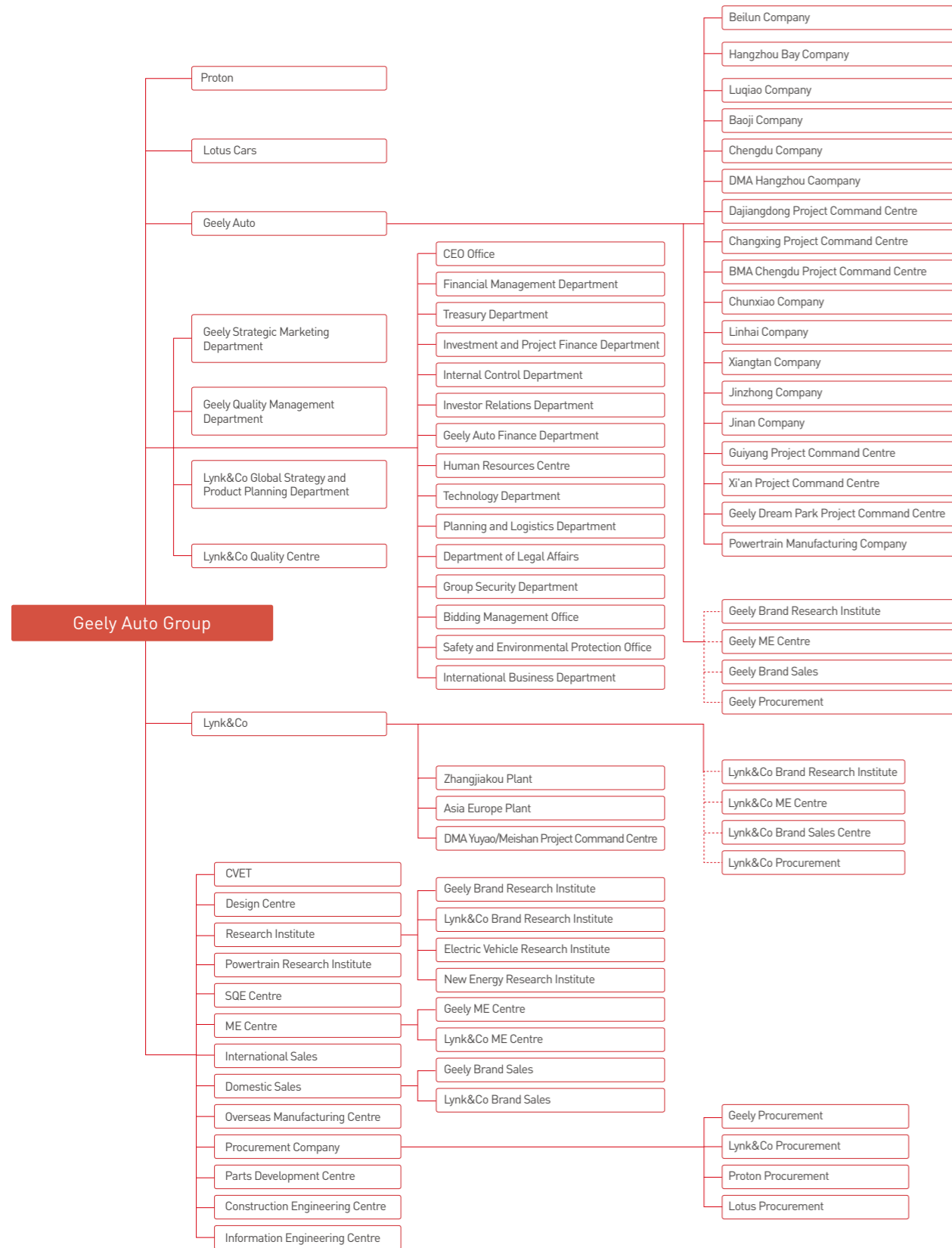
At present, the Board of Directors of Geely Holding Group has set up the Office of the Board of Directors, which has 12 departments under including the Chairman's Office, the Discipline Inspection Office, the Compliance Office, the Office of the Party and the Masses, the Public Relations Department, the Corporate Social Responsibility Department, the Forward-looking Technology Department, etc. In addition, the Board of Directors has three specialised committees, including the Compliance Committee, Audit Committee, and Remuneration Committee. The Management Committee consists of five professional committees, including the Procurement Committee, the Product Strategy Committee, the Quality Committee, the Production Safety Committee, and the Brand Management Committee. Through the overall coordination of each committee under the Management Committee, the Group's 19 functional departments and core subsidiaries carry out daily management work. The Board of Directors of Geely Automobile Holdings Limited is composed of 12 directors, including one non-executive director and four independent non-executive directors. Directors possess extensive experience in the automobile industry, commercial management and the operation of the capital market. The Board, with its diverse composition, can provide strong support and evaluate the effectiveness of management's decision-making on environmental, social and governance risks. For detailed information on the directors, please refer to the *Geely Automobile Holdings Limited Annual Report 2018*.



Geely Holding Group Organization Chart

Directors Profiles of Geely Automobile Holdings Limited

Executive Directors	Non-executive Director	Independent Non-executive Directors
Li Shu Fu (Chairman), Yang Jian (Vice Chairman), Li Dong Hui (Daniel) (Vice Chairman), Gui Sheng Yue (Chief Executive Officer), An Cong Hui, Ang Siu Lun (Lawrence), Wei Mei	Carl Peter Edmund Moriz Forster	Lee Cheuk Yin (Dannis), Yeung Sau Hung (Alex), An Qing Heng, Wang Yang



Organization Chart of Geely Auto Group

2. Compliance Management

Compliance with laws is the premise of the long-term sustainable development of enterprises. The highest governing body of Geely's Compliance is the Compliance Committee. The Chief Compliance Officer coordinates the entire compliance management work. The Compliance Office organises the implementation of various compliance systems. The Compliance Committee has Legal Affairs Department, Internal Audit Department, Discipline Inspection and Supervision Department, Internal Control Department and other risk management departments, aiming to foster a high standard corporate culture with business ethics and compliance principles.

In 2018, according to GB/T 35770-2017 *Compliance Management System Guidelines* issued by General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardisation Administration of the People's Republic of China, and the Compliance Management Guidelines for Overseas Enterprises issued by the National Development and Reform Commission and referring to the best compliance management practices of global enterprises, Geely revised its Compliance Management System and divided the system into three levels and 15 sub-systems to serve the operation and development of the group.

I. Criteria	II. Compliance Management Systems	III. Operational Measures for Compliance Management
<ul style="list-style-type: none"> Compliance Code of Conduct applicable to all employees. 	<ul style="list-style-type: none"> Specific compliance requirements under the core requirements of the <i>Compliance Code of Conduct</i> are applicable to all employees. Five Provisions including <i>Gift and Hospitality Management System, Conflict of Interest Management System, Business Partner Compliance Management System, Marriage Celebration and Funeral Ceremony Operating Standards, One Post and Two Responsibilities of Leaders.</i> 	<ul style="list-style-type: none"> Applicable to compliance system administrators. Nine provisions including <i>Compliance Risk Management Measures, Implementation Rules of Compliance Training, Compliance Performance Evaluation Measures, Compliance Consulting, Reporting, Investigation and Reward Management Measures, Compliance Management Organization Structure and Responsibility Regulations, Guidelines for Subsidiaries to Establish Compliance Management Organs, Compliance Committee Meeting Regulation, Joint Meeting System of Group Compliance Risk Control Departments, and Interview System for Winning Bidder of Major Construction Projects.</i>

In order to fully understand the operation of Geely's compliance management, Geely carried out the compliance promotion activity for a month and assessed and evaluated 74 companies monthly. In 2018, we visited 17 companies and held 13 seminars, conducted questionnaires for 26,325 internal employees and 1,341 business partners, carried out 1,041 compliance training sessions with 97.56% employee coverage and 99.43% compliance examination pass rate, and invited external legal advisers and lawyers from well-known law firms to conduct two special anti-monopoly training sessions for relevant core legal personnel in Geely for 53 person-times.

In terms of the compliance management of business partners, Geely insists on treating all business partners fairly and impartially, firmly opposes any form of commercial bribery and fraud, and strengthens the communication and dialogue of compliance by issuing Letter of Honest Operation, Declaration of Compliance and Integrity or Compliance Initiative and signing letters of commitment. In addition to strengthening the construction of internal compliance system, Geely also actively promotes and guides upstream and downstream industry chain partners to establish a compliance management system and jointly create a compliance environment in the industry.

3. Combating Corruption and Building a Clean Company

Geely constantly improves its key business processes and requires every employee to follow the core requirements of "integrity and self-discipline, honesty and trustworthiness, diligence and responsibility, cooperation, efficiency and transparency", strictly abide by the laws and regulations, industry standards, in-

ternal rules and ethics of the operating location, and oppose any form of commercial corruption and fraud.

We have carefully combed the risk points in the process of management and performance of key posts and put anti-corruption education into various training contents. We studied and explored the legal characteristics of major cases under the new situation and strived to eliminate illegal acts in the bud.

4. Risk Control

Based on the internationally-used COSO-ERM framework and the Basic Standards for Enterprise Internal Control issued by the Ministry of Finance of the People's Republic of China and other five ministries, Geely has established risk management systems and procedures. We have carried out risk assessments (including environmental, social and governance risks) in various business modules, such as sales, R&D, procurement, manufacturing, new business, engineering and compiled risk maps to form a multi-channel risk management defence line. We dynamically supervise the effectiveness of internal control operations, formulate corresponding annual plans and submit them to the board of directors for approval, so as to ensure the effective implementation of risk management and control. In 2018, Geely organised three Audit Committee meetings so that the management team can keep abreast of the major problems, potential risks and management status of the group, promote the rectification of the issues, gradually change the "correction after the event" into the "control in the event", and strive for the "prevention in advance".

In terms of business secrets and sensitive information control, Geely Automobile Holdings Limited has established the *Safeguard Measures and Procedures for the Directors and Senior Officers to Disclose Insider Information and/or Stock Price Sensitive Information*. On the premise of market transparency, Geely Automobile Holdings Limited conducts risk control to prevent unnecessary stock price fluctuations caused by the disclosure of inside information.

5. Intellectual Property Protection

Independent intellectual property rights are the core competitiveness of automobile enterprises. Geely insists on independent innovation, integrates global wisdom, and constantly accumulates practical experience and innovative achievements. In order to actively respond to the severe situation of international intellectual property competition and stimulate employees' innovative vitality in technology, design and software development, we have compiled *Geely Holding Group Intellectual Property Management Measures* to comprehensively protect intangible assets, such as trademarks, patents, copyrights and domain names.

In 2018, through specialised legal training, we gradually enhanced the awareness of intellectual property protection of relevant business personnel. For Geely service stations and suppliers, we actively carried out internal audit and rectification. We resolutely crack down on counterfeit spare parts, especially the critical spare parts related to the safety of users, to safeguard the legitimate rights and interests of consumers while ensuring the sales of Geely genuine spare parts.

6. Economic Performance

Unit: RMB100 million

Indicators \ Year	2016	2017	2018
Total Assets	675.83	849.81	914.61
Gross Revenue	537.22	927.61	1,065.95
Corporate Income Tax	10.34	20.39	22.85
Net Profit	51.70	107.35	126.74

Note: The economic indicators only refer to Geely Automobile Holdings Limited.



GEELY Corporate Social Responsibility Management

1. Social Responsibility Concepts

In 2015, the United Nations officially issued the Transforming Our World – the 2030 Agenda for Sustainable Development and proposed 17 Sustainable Development Goals (SDGs), aiming to eradicate poverty, combat inequality and injustice and address climate change issues globally from 2015 to 2030. On the basis of the corporate mission of "make good cars that are the safest, most environment-friendly and most efficient", Geely identifies the critical areas of sustainable development from the needs of relevant parties and its own situation, formulates corresponding action paths, and interprets the brand mission of "make refined cars for everyone" with best practices.

Stakeholder Expectations	Product	Economic	Environment	Social
	<ul style="list-style-type: none"> Health and safety Technological innovation Excellent quality Superior service 	<ul style="list-style-type: none"> Compliance management Financial health Value Creation 	<ul style="list-style-type: none"> Green operation Resource recovery and utilisation Risk control Dealing with climate change 	<ul style="list-style-type: none"> Creating job opportunities Employee care and growth Value chain win-win Participating in public welfare

Geely's Corporate Mission: Making good cars that are fastest, most environment-friendly and most efficient.
Geely Auto's Brand Mission: Making refined cars for everyone

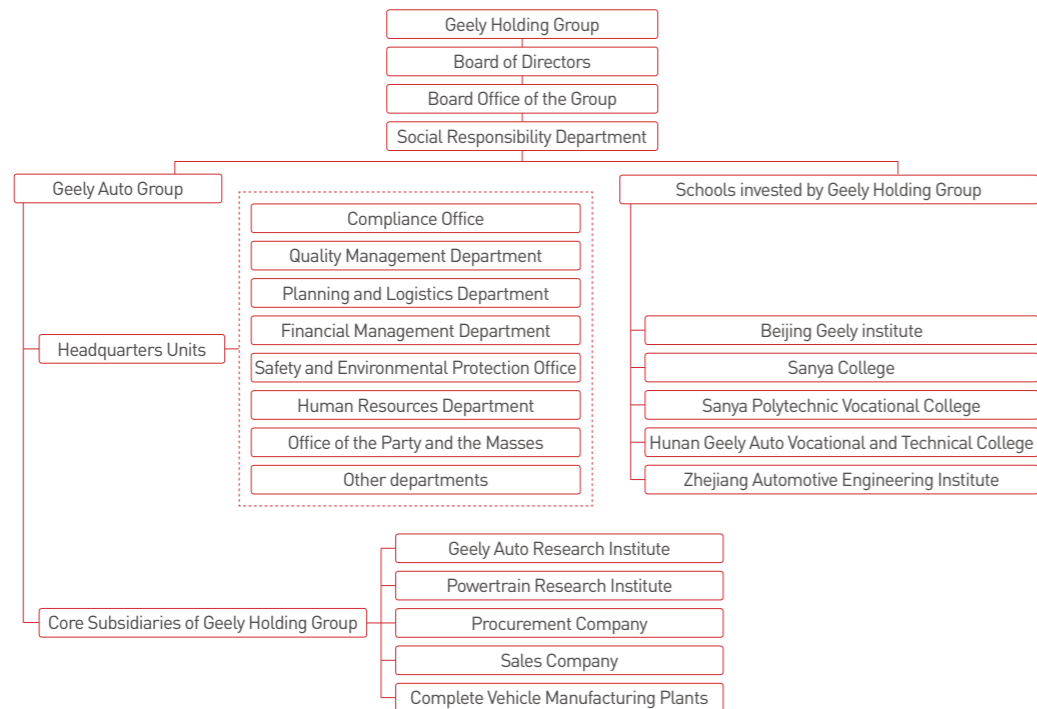
Key Areas	Action Paths
	<ul style="list-style-type: none"> Targeted Poverty Alleviation: Poverty alleviation through industry, poverty alleviation through education, poverty alleviation through employment, poverty alleviation through agriculture and poverty alleviation through consumption. Investment in Higher Education: Beijing Geely College, Sanya College, Sanya Polytechnic Vocational College, Hunan Geely Auto Vocational Technical College, and Zhejiang Automotive Vocational Technology College.
	<ul style="list-style-type: none"> To promote the use of clean fuels, such as methanol. Research on Hydrogen Fuel and Metal Fuel Cell Vehicles. To implement solar photovoltaic power generation project and set the target of 200 MW of installed capacity of photovoltaic power generation project in 2020.
	<ul style="list-style-type: none"> To standardise enterprise governance to achieve sustainable economic growth and achieve the plan of exceeding 2 million of Geely's car production and sales by 2020. To bring together global talents and protect employees' rights and interests.
	<ul style="list-style-type: none"> To accelerate the global layout and achieve global manufacturing and sales. To advance the "Belt and Road" Initiative steadily. To stick to independent innovation, use 5G and other frontier technologies, and create intelligent travel ecology.
	<ul style="list-style-type: none"> State-level demonstration of green factory construction and continuous improvement of the performance level of green operation. To promote the consolidated logistics and improve the efficiency of logistics management. High standard recycling and utilisation of packaging materials and vehicle materials. To constructing procurement entity, promote globalisation and platform-based sustainable procurement. To develop New Energy Vehicles and realize the plan that new energy vehicles sales account for more than 90% of Geely's total sales. To apply Cao Cao's Carbon Bank and Solar Photovoltaic Power Generation Project for China's Voluntary Carbon Emission Reduction Project to accelerate the pace of the realisation of energy conservation and emission reduction target through carbon trading.

Corporate Social Responsibility Model of Geely Holding Group

2. Social Responsibility Management Structure

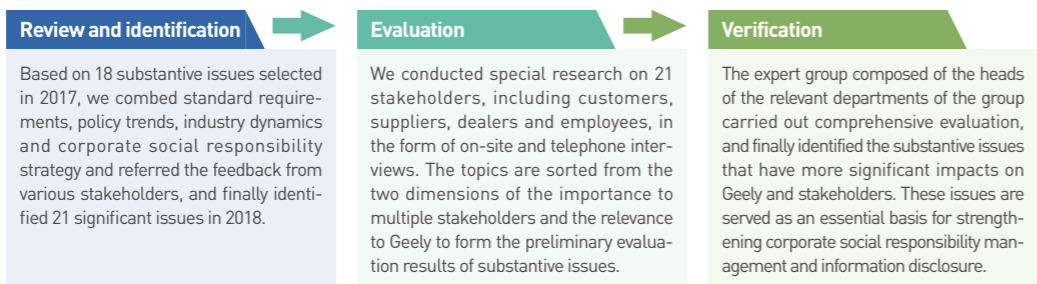
The Corporate Social Responsibility Department, which is under the Board office of the group, undertakes Geely's business of corporate social responsibility and sustainable development. Functional departments like the Compliance Office, the Quality Management Department, the Safety and Environmental Protection Office, the Planning and Logistics Department, the Human Resources Department, Office of the Party and the Masses, etc., as well as core subsidiaries like Geely Auto Research Institute, sales companies, procurement companies and vehicle manufacturing plants are responsible to implement the Group's social responsibility policies and measures.

As a listed company in Hong Kong, Geely Automobile Holdings Limited attaches great importance to the work related to social responsibility and continuously optimises the relevant information disclosure mechanism to ensure that it meets the requirements of the Environmental, Social and Governance Reporting Guide in appendix 27 to the Main Board Listing Rules of the Stock Exchange of Hong Kong Limited. At the same time, we actively participate in the rating of social responsibility management and related reports by official agencies, so as to facilitate investors, regulators and other stakeholders to better understand the general performance of the company in the environment, society and governance.

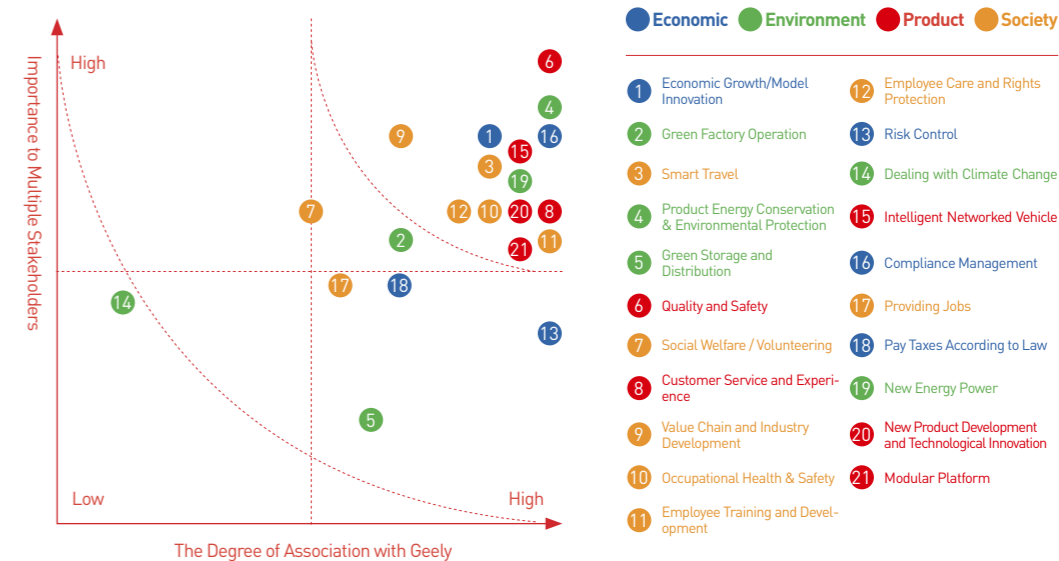


Corporate Social Responsibility Management Framework of Geely Holding Group

3. Substantive Issues Analysis



Geely's Procedures for Defining Substantive Issues in 2018



Geely's Substantive Issues in 2018

Significant changes in Geely's substantive issues compare with 2017:

- Chunxiao, Baoji and Zhangjiakou plants have applied national-level green factories, and other bases are also applying. In 2018, we replaced "Energy-saving Emission Reduction/Recycling" and "sewage and waste treatment" in 2017 with "Green Factory Operations".
- Added the "Smart Travel" issue, including the sharing mode of Cao Cao, representing Geely's gradual transition from automakers to travel service providers.
- Geely has cooperated extensively with Qualcomm and China Telecom in the field of intelligent interconnection, thus upgrading the issue of "Intelligent and Technological Innovation" to "Intelligent Networked Vehicle".
- Upgrade the importance of "Compliance Management" and "Customer Service and Experience" of Geely.
- Added the "New Energy Power" issue and adjusted the category of "product energy conservation and environmental protection" from product to environment, consistent with G-Blue in iNTEC.
- Added the issue of "New Product Development and Technological Innovation". In 2018, Geely launched new models, such as Binrui, Binyue, Lynk&Co 02 and Lynk&Co 03, and gradually formed a leading New Product Development System (NPDS) to manage the development process of new products in a more macro and scientific way.
- Added "Modular Platform" issue due to BMA, independently developed by Geely.

Correspondence of Geely's Substantive Issues in 2018

Substantive Issues	Disclosures of GRI Standard	Corresponding Chapters In This Report	
High-Substantive Issues	Quality and Safety	GRI 416 Customer Health and Safety	Making Refined Cars for Everyone
	Product Energy Conservation & Environmental Protection	GRI 302 Energy	Making Refined Cars for Everyone Creating a New Scientific Way of Travel in the Future
	Value Chain and Industry Development	GRI 102 General Disclosures/ GRI 308 Supplier Environmental Assessment/ GRI 414 Supplier Social Assessment	Growing with Partners
	Economic Growth/Model Innovation	GRI 201 Economic Performance	Geely Overview Responsible Business Operations



Substantive Issues	Disclosures of GRI Standard	Corresponding Chapters In This Report	
High-Substantive Issues	Compliance Management	GRI 102 General Disclosures	Responsible Business Operations
	Intelligent Networked Vehicle	GRI 102 General Disclosures	Creating a New Scientific Way of Travel in the Future
	Smart Travel	GRI 102 General Disclosures	Creating a New Scientific Way of Travel in the Future
	New Energy Power	GRI 102 General Disclosures	Creating a New Scientific Way of Travel in the Future
	Employee Care and Rights Protection	GRI 401 Employment/ GRI 402 Labor/Management Relations/ GRI 403 Occupational Health and Safety/ GRI 404 Training and Education/ GRI 405 Diversity and Equal Opportunity/ GRI 406 Non-discrimination/ GRI 408 Child Labor/ GRI 409 Forced or Compulsory Labor	Showing Respect, Achieving Success and Creating Happiness
	Occupational Health & Safety	GRI 403 Occupational Health and Safety	Showing Respect, Achieving Success and Creating Happiness
	New Product Development and Technological Innovation	GRI 102 General Disclosures	Geely Overview Making Refined Cars for Everyone
	Customer Service and Experience	GRI 102 General Disclosures/ GRI 418 Customer Privacy	Making Refined Cars for Everyone
	Employee Training and Development	GRI 404 Training and Education	Showing Respect, Achieving Success and Creating Happiness
Modular Platform	GRI 102 General Disclosures	Making Refined Cars for Everyone	
Mid-Substantive Issues	Social Welfare / Volunteering	GRI 413 Local Communities	Poverty Alleviation Through "Geely Timely Rain Building a Harmonious Society"
	Green Factory Operation	GRI 301: Materials/ GRI 302 Energy/ GRI 303 Water/ GRI 304 Biodiversity/ GRI 305 Emissions/ GRI 306 Effluents and Waste/ GRI 307 Environmental Compliance/ GRI 308 Supplier Environmental Assessment	About the Report Living in Harmony with Nature
	Providing Jobs	GRI 401 Employment	Showing Respect, Achieving Success and Creating Happiness
	Pay Taxes According to Law	GRI 102 General Disclosures	Responsible Business Operations
	Risk Control	GRI 102 General Disclosures/ GRI 205 Anti-corruption	Responsible Business Operations
	Green Storage and Distribution	GRI 301 Materials/ GRI 302 Energy	Living in Harmony with Nature
Low-Substantive Issues	Dealing with Climate Change	GRI 201 Economic Performance/ GRI 305 Emissions	Living in Harmony with Nature Creating a New Scientific Way of Travel in the Future

4. Communication with Stakeholders

Combining Geely's business module, operation management and substantive issues, we have identified eight groups of relevant parties that are critical to Geely's development, including government and regulatory agencies, investors, customers, employees, suppliers, dealers, environment and society. Based on the characteristics of various stakeholders, we have set up different channels for communication. We disclose business information and accept public supervision in accordance with the relevant requirements of information disclosure. We have established a diversified dialogue mechanism among stakeholders and continuously improved the operational efficiency. In 2018, through the WeChat Subscription Accounts of

Geely Holding Group, Geely Auto and Lynk&Co, we created 195, 1,010 and 442 posts respectively. Geely's WeChat Subscription Accounts have more than 1.26 million followers and more than 60.41 million views; Geely has created 2,478 posts on Weibo and has more than 1.54 million followers, with average monthly traffic of 700,000 +. The new list index ranks steadily among the top 10 in Wechat and Weibo Weekly influential list of Chinese enterprises.

Stakeholders	Issues Concerned	Our Responses
Government and Regulatory Agencies	<ul style="list-style-type: none"> Compliant operation Economic growth Providing employment Reducing emissions 	<ul style="list-style-type: none"> Compliance with laws and regulations, paying taxes according to law, and fighting against monopoly Leading partners to operate honestly and fighting against corruption Compiling risk maps and paying attention to intellectual property protection Enhancing environmental and safety management and accepting supervision and assessment Implementing the "Belt and Road" Initiative Providing jobs and training 4000571840 (24-hour) Compliance Consulting and Reporting Hotline and COC@Geely.com Consulting and Reporting E-mail
Investors	<ul style="list-style-type: none"> Return on investment Operational information disclosure 	<ul style="list-style-type: none"> Managing prudently and maintaining a good market value level Improving governance and strategic planning and protecting the interests of investors Strengthening communication and timely disclosing operation information
Customers	<ul style="list-style-type: none"> Diversified product structure Product quality, safety and environmentally friendly performance Driving experience and customer service After-sales and product recall system 	<ul style="list-style-type: none"> Adhering to independent technological innovation and building intelligent travel ecology rely on 5G and other frontier science and technologies Focusing on customer experience and conducting a customer satisfaction survey Quick response to emergency maintenance and consumer complaints Protecting customer privacy and ensuring information security Interacting actively with customers through car clubs and club activities
Employees	<ul style="list-style-type: none"> Vocational health and safety Benefits and promotion space Vocational training and career planning 	<ul style="list-style-type: none"> Developing N-Pillar Management of Human Resources Establishing a secure information platform and paying attention to employee health and safety Caring for employees' family Launching Information Credit Information System Stratified personnel training mechanism Listening broadly to the voice of employees in the form of rationalisation advice and efficiency surveys Providing a variety of staff activities
Supplies	<ul style="list-style-type: none"> A normative and transparent procurement process Integrity and reciprocity Joint development 	<ul style="list-style-type: none"> Sustainable procurement Supplier guidance and training Conducting internal compliance checks Additional Supplier Environment and Safety Agreement
Dealers	<ul style="list-style-type: none"> Products and services quality guarantee Providing the necessary technical support 	<ul style="list-style-type: none"> Developing a dealer operation and management approach and optimising the sales network Organising capacity-building training and skills contest Conducting sales promotion activities Conducting compliance checks within the system
Environment	<ul style="list-style-type: none"> Energy-saving and environmentally friendly products Life cycle green operation Focusing on climate change Environmental information disclosure 	<ul style="list-style-type: none"> Launching the Blue Geely Initiative and promoting steadily Advocating sharing mode like "Cao Cao" tailored taxi Building exemplary green factories Using clean energy efficiently and building online energy management systems Promoting consolidated logistics Strengthening the recycling and utilisation of packaging materials and vehicle materials
Society	<ul style="list-style-type: none"> Public welfare Volunteer service 	<ul style="list-style-type: none"> Investing and building a number of vocational and technical colleges Carrying out "Geely Timely Rain" Targeted Poverty Alleviation Project, Green Runway and other projects Organising voluntary activities

G MAKING REFINED CARS FOR EVERYONE

GEELY Responsibility Focus

The new generation of information technology represented by artificial intelligence is deeply integrated with automobile manufacturing technology, and a new round of industrial revolution is imminent. Nowadays, automobiles are no longer just tools for transportation but more advanced intelligent equipment with stronger performance and more comfortable driving experience. The intelligent equipment is becoming the next development trend. Geely adheres to the R&D strategy of "innovative breakthroughs, integration of global wisdom, and control of core technology", grasps the historical opportunity of global automotive industry value chain reconstruction, creates extremely comfortable intelligent travel life for users, and builds the third living space and intelligent space.

The BMA platform's parts universalisation rate can reach up to 70%, R&D cost can be reduced by 20%-30% compared with the traditional platform, R&D cycle can be shortened to 18-24 months.

Geely spent a total of RMB71 million on safety verification throughout the year; completed 737 vehicle crash tests; carried out 2,210 safety performance tests of various components with, and the pass rate of the components in the tests was over 97%.

The use rate of platform-based materials for new models is over 60% and even 80% for some specific projects.

Geely Borui and Binrui won the 2018 C-ECAP Platinum with high scores of 94.47 and 92.59, respectively.

In the J.D. POWER after-sales Customer Satisfaction Index (CSI) study, Geely is rated as the high-level satisfaction for seven consecutive years and ranked the ninth in the automotive industry with a score of 719.

In 2018, the number of car riders in the Geely Club almost tripled compared with the number in 2016. There were 871 active car riders' associations nationwide, and they organised 854 car riders' activities. Geely provided gifts and financial support of more than RMB2 million.



Geely Overview



Responsible Business Operations



Making Refined Cars for Everyone



Showing Respect, Achieving Success and Creating Happiness



Growing with Partners



Living in Harmony with Nature



Building a Harmonious Society

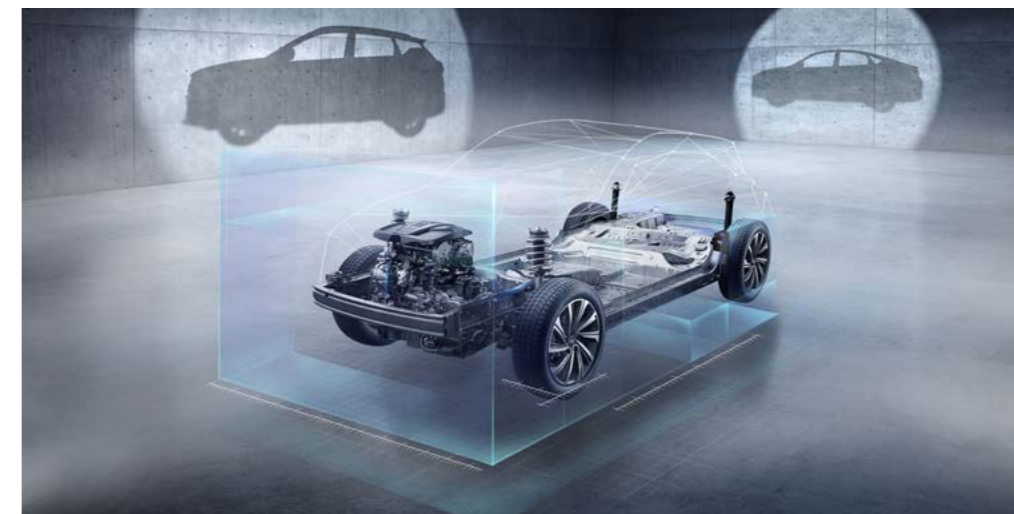
GEELY Modular Car-making Concept

The modular architecture, like a magic cube for intelligent car making, can realize the random combination of the power module, the electrical module, the chassis module, the body module, etc. It is a reflection of the overall strength of international automobile enterprises, such as technology research and development, production management level and supply chain integration ability. Its highly flexible scalability and scale advantages have become the technical support for automobile enterprises to achieve breakthroughs.

After developing the Compact Modular Architecture (CMA) together with Volvo, on July 25, 2018, Geely has unveiled BMA, a new modular architecture fully self-developed and designed for B-Segment compact cars. More than 1,500 engineers from over 20 countries around the world have been testing more than 5 million kilometres for four years to meet the regulatory and technical requirements for fuel consumption in different countries and regions. At present, Binrui, the first sedan of the platform, is officially launched, and the first Class A SUV-SX11 has also entered the road test stage. The design period of the architecture is 10-12 years, and it is expected to update the technology in conjunction with market demand in the fifth year or so.

The main advantages of BMA include:

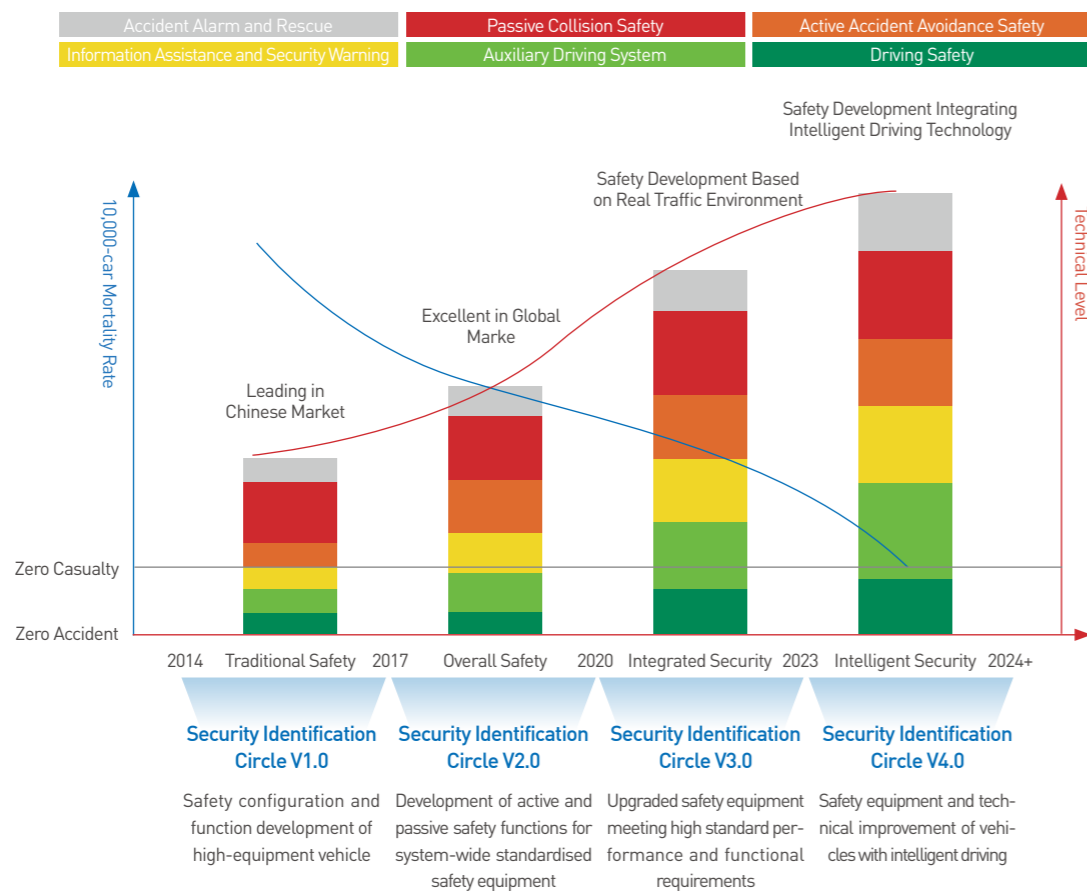
- **Developing Multi-level and Multi-type Vehicles** – The length, width, distance between wheels, and wheelbase can be flexibly adjusted. It can be used for the development of vehicles from A0 to A+ and from Sedans, SUVs, MPVs, Crossovers to Wagons. The cost of R&D is 20%-30% lower than that of traditional platforms.
- **Improving the Efficiency of R&D** – The universalisation rate of parts can reach up to 70%, significantly reduces the work of repeated validation in the R&D process and ensures the product quality. At the same time, vehicle development time will be cut to 18 to 24 months, nearly double the speed of the traditional platform R&D.
- **Advanced Active and Passive Safety** – Products under BMA is developed using 70% high-strength steel and 20% hot-formed steel. It was designed to exceed Europe and China's 5-star crash safety standards; with HID high-level intelligent driving hardware, more high-level automatic driving functions can be realized in the future.
- **Multiple Powertrain Options** – Can better and faster integrate advanced development concepts with the internet, new energy, and other advanced technologies, to achieve the synchronous development and launch of traditional power and new energy powered vehicles.
- **Ultimate Interior Space Utilisation** – Powertrain, suspension, seat position, ergonomics, and component layout has been optimised to ensure maximum interior space under the premise of an unchanged car length.



GEELY All-around Vehicle Safety

Geely upholds the core concept of “people-oriented safety” and adheres to the goal of “zero casualties” in 2025 — to realize that no one will be seriously injured or killed by driving or riding a new Geely car in a traffic accident in 2025. We studied the characteristics of traffic accident under the real road environment thoroughly and found solutions to these safety risks through intelligent and integrated technological innovation. After verification, these new technologies will be applied in Geely’s new models and continuously upgraded to improve the safety of Geely’s vehicles.

1. The Framework of Humanistic Safety Technology Route



2. Technological Innovation of Product Safety

Geely has advanced virtual performance development capabilities and can use Computer Aided Engineering (CAE) technology to develop overall product performance. It covers the simulation fields of strength durability, NVH⁴, crash safety, Computational Fluid Dynamics (CFD), and energy management. In 2018, Geely and its partners jointly researched on pedestrian protection airbags and advanced leg types for pedestrian protection. We defined pedestrian protection objectives, proposed pedestrian protection airbags layout and design requirements, and finally verified by simulation and experiment. Thus to make a technical reserve for the development of pedestrian protection performance for future vehicles.

To prevent collisions between passengers in side crashes, as well as between passengers and distal door guards, the European regulations have put forward evaluation plans for distal passenger protection. Distal

⁴NVH: Noise, vibration, and harshness.



protection technology is a new form of passenger protection in side crash. After side crashes, airbags will spread forward from the inside of the seat to prevent collisions on the seat-side of the passenger. There is no mass-produced vehicle in the world equipping this kind of airbag, and domestic technology development is limited. We actively deploy the research and application of related technologies to fill the gaps, so as to lay the foundation for the Geely brand to enter the European market.

At present, the new energy vehicle has become the primary vehicle type in the new project development, but the existing regulations cannot solve or avoid all the high voltage problems in the collision test. In 2018, we compiled the *Code for Crash Protection Design of High Voltage System for Geely New Energy Vehicles*, designed a variety of automatic power-off schemes for collisions with high voltage, and applied them to different Geely vehicles.

3. Excellent Safety Testing Ability

Geely’s safety performance verification starts from the component level, extends to the system level, and finally reflects the general safety performance of the vehicle, forming a comprehensive safety verification system. In 2018, we established a test data audit system and developed test quality evaluation standards to improve the validity of test data while ensuring that the number of tests meets the project development. We invested safety verification funds of about RMB71 million in the year, completed 737 crash tests, simulated 364 crash tests, and performed 2,210 safety tests on various component levels. The pass rate of the tests was over 97%.

In order to meet the Geely Auto’s future development needs, we started to build new testing capabilities from three aspects. Firstly, the two-wheeled vehicle test. We carried out targeted research that takes pedestrians, bicycles, electric bicycles, motorcycles and other disadvantaged road users as the primary protection objects, which created a technological precedent for domestic independent brand automobile enterprises; secondly, the electrical safety during a crash. We measured the resistance and energy of the new energy in-vehicle Rechargeable Energy Storage System (REESS) to complete the new energy safety test capability and physical protection system of the vehicle-level; thirdly, to improve the current normative testing capability, especially at the component level. For example, in the aspect of child protection safety evaluation, we introduced the new official mainstream child seat, and carried out a static evaluation in terms of compatibility with vehicles and compatibility with child dummy installation, so as to provide more comprehensive child protection verification support.



4. Genuinely Carrying Out Safety Education and Research

We have compiled relevant enterprise standards such as *Accident Data Collection for Road Vehicle Evaluation of Occupant Constraint Performance*, *Measuring Method of Crash Severity in Road Vehicle Traffic Accident*, and *General Investigation Standard for Geely Auto Traffic Accidents*. We have continuously carried out in-depth investigation and analysis of traffic accidents of Geely's cars, accurately measured the damage of each vehicle, and draw a probability distribution map of Geely's car damage to provide an essential reference for component layout design. At the same time, relying on the database of China In-Depth Accident Study (CIDAS), we carried out the research on traffic accident characteristics and damage mechanism of vulnerable road groups to provide real and reliable data support for the future development of Geely Auto's pedestrian protection technology.



Simulation of Typical Accident Process for Vulnerable Road Groups

Responsibility Practice

Lynk&Co Safety Experience Day

On July 15, 2018, Lynk&Co held the China Travel Safety and Lynk&Co Safety Experience Day in Tianjin Zhongxuan Lynk&Co 4S shop. While popularising the safety awareness of car travel, it demonstrates the safety genes and cutting-edge safety concepts of Lynk&Co: Safety should not be limited to the "accident" level, but should return to "human".

The Lynk&Co 01 model breaks the traditional safety perception and has been designed with the concept of "all-around safety", including passive safety, active safety, pedestrian safety, environmental safety, and property safety. In 2018, Lynk&Co 01 was awarded the 2015 C-NCAP Five-Star+ Safety Assessment with a high score of 60.1, and a full score in the side crash test and seat whiplash test. It became the only vehicle with a five-star+ score in the 2015 China Automotive Safety Crash Standards System.

C-NCAP Result		
Frontal Collision Test Score		17.72 Points
40% Side Collision Test Score		17.33 Points
Side Collision Test Score		18.00 Points
Seat Whipping Test Score		4.00 Points
Additional Points	Side Seat Belt Warning Device for Front-Row Occupant	1.00 Points
	Side Airbag and Air Curtain	1.00 Points
	ESC Device	1.00 Points
Total		60.1 Points
Rate		★★★★☆



GEELY High Standard of Perception Quality

High-quality management is a systematic project, which is closely related to the R&D system, manufacturing system, and supply chain management and control of automobile companies. Geely adheres to the "Quality Leadership Project" and integrates the excellent performance model into the whole process of daily operation and management. In July 2018, we released the "Geely Ten Quality Articles" to promote the quality management system for all employees to take the initiative to take responsibility from the bottom up.

Ten Quality Articles

01. To Stand Fast the Quality Red Bottom Line and Prevent Low Quality.
02. To Ensure the authenticity of data and Prevent Falsification.
03. Adhere to Customer Consciousness, and to Prevent Departmentalism.
04. Insist on Taking The Initiative to Take Responsibility Instead of Shirk Responsibility.
05. Adhere to Quick Response to Prevent Delays.
06. Insist on Doing the Right Thing Once to Avoid Repetition.
07. Insist on Repeated Verification to Prevent Mass Outflow.
08. Adhere to Quality Standard Benchmarking, and to Avoid Divorcing from Reality.
09. Adhere to One-vote Veto and Avoid to Compromise and Concessions.
10. Adhere to Crisis Awareness to Prevent Overconfidence.

1. Enhancing Quality Management Assurance Ability

Starting from the "safety", "reliability", and "comfort" of the products, we carry out comprehensive quality benchmarking according to the whole process of "R&D", "procurement", "manufacturing", and "sales service". We investigate customer needs and expectations, identify critical elements of the product realisation process, and establish assessment indicators and evaluation criteria. Also, we regularly carry out the evaluation and special audit of the whole process competitiveness of the product line to ensure the continuous improvement of the quality management system. In 2018, Geely's assurance capability of quality management system in production bases increased by 14.4% compared with the same period in 2017.

2. Enhancing Quality Control in an All-round Way

Focusing on design quality, process quality, parts quality and perception quality, Geely has built a "zero defect" manufacturing quality system on the basis of benchmarking higher. In 2018, we solidified the effective improvement schemes and working methods implemented in various product lines and formed a shared manual. The durability quality of spare parts has been improved by more than 20%. According to J.D. POWER's research results on China Initial Quality Study (IQS), among 285 models of 77 Chinese car brands, Lynk&Co ranked third with 94 points of PP 100⁵.

3. Responsible Product Recall

For vehicle quality control and defective product recall, Geely has established Geely Auto Product Recall Management Regulations and defect detection process in strict accordance with the relevant requirements of the Regulations on the Administration of Recalls of Defective Automotive Products. We conducted one public recall in 2018. At the same time, in order to eliminate the current market concerns and doubts about the three-cylinder engine, we extended the warranty on the main parts of the three-cylinder engine to 800,000km within eight years. We also announced the extended warranty program for 28 products of 5 models, such as Borui GE, Binrui, Binyue, Emgrand EV, and Emgrand GSe.

⁵ Number of problems per hundred cars. The lower the score, the lower the frequency of failures. The average PP 100 of mainstream vehicles in 2018 is 107.

Responsibility Practice

Geely Recalled Some of the Borui GC9

Geely has filed a recall plan with the General Administration of Quality Supervision, Inspection and Quarantine following the *Regulations on the Administration of Recalls of Defective Automotive Products* and the *Implementation Measures of Regulations on the Administration of Recalls of Defective Automotive Products*. Since January 26, 2018, Geely has recalled 40,068 units of Borui GC9 manufactured from April 1, 2015, to October 28, 2016.

Vehicles within this recall range, due to the defects of long-time corrosion resistance of the pins of the wiring harness connectors of electric power steering (EPS), may report fault codes of electrical steering power system after long-term use. In extreme cases, the vehicle's electronic power steering may fail, posing a potential safety hazard. Geely installs rubber pads between the electric power steering gear shell and the motor and greases the wire harness terminals to eliminate safety hazards for vehicles within the recall range for free.

We entrusted Geely Auto Special Service Stations to notify the relevant owners through registered mails, telephone calls, short messages, etc. and asked the relevant owners to go to the nearby Geely Auto Special Service Station for free maintenance. Users can call the customer service hotline 400-886-9888 via landline or mobile phone to get the information about this recall. Users can also visit the AQSIQ Defective Product Management Centre website (www.dpac.gov.cn) and the WeChat Subscription Accounts (AQSIQDPAC) for more details. Also, users can also call the AQSIQ Defective Product Management Centre hotline 010-59799616 to report issues during the implementation of the recall or to submit defects.

GEELY In-Car Health Ecosystem

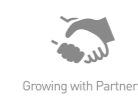
Geely's health eco-technology G-Blue has been successfully applied in the models launched in 2018, and users can feel the convenience and safety brought by new ecological technologies at close range.

1. Inconceivable Technologies for Ecological Car Environment

In the future ecological planning, the fragrance system varies depending on the scenario. When the car enters a specific environment, the fragrance system will automatically release the smell matching the scenario to enhance the user's sensory experience. At the same time, we are planning a full car aseptic and anti-mildew technology to create a long-lasting aseptic and comfortable space. In addition, we will also integrate advanced technologies, such as big data, cloud computing, and artificial intelligence to build a Geely eco-vehicle management system.

The Main G-Blue Technologies Applied

Eco-textile Materials	Fragrance System and Odour DNA Technology	Intelligent Health Management System
Lynk&Co 02 and Lynk&Co 03's seatbelts are equipped with eco-textile technology, which has been certified by European stringent Oeko-Tex standards. The seatbelts can effectively reduce the risk of sensitisation of infants and young children in cars.	Both of Binrui and Binyue are equipped with Odour DNA technology to create a pleasant interior atmosphere of "Chinese Tea Fragrance" and "Elegant Bamboo Fragrance" respectively, thus to provide users with comfortable sensory experience.	Borui GE is equipped with an intelligent health monitoring and management system, which can automatically monitor the PM2.5 and carbon dioxide content in the car, and switch the internal and external circulation to ensure high air quality inside the car.



Responsibility Practice

Your Car Deserves a Premium Fragrance

The Geely car fragrance system has been applied to a sports model SUV, which is about to enter mass production. The development of the corresponding fragrance materials has also been completed. The suppliers of the fragrance materials are from the birthplace of modern perfumes, Grasse, France. The materials selected are natural raw materials from the European traditional flavour raw material production areas.

We pay close attention to the environmental and health characteristics of the developed fragrances. The various fragrance materials have been certified by the International Fragrance Association (IFRA). At the same time, we also made corresponding tests following relevant domestic laws and regulations. We ensure that the materials are safe while adjusting the atmosphere inside the car and delighting the passengers.

2. Electronic Nose Odour Evaluation System

In addition to meeting the basic national regulations, Geely pays more attention to the smell inside the car. In terms of odour evaluation, we have developed the first electronic nose system for odour recognition in the industry, which can achieve rapid odour evaluation and accurate traceability. The testing range covers the complete vehicle, components and materials. The electronic nose test needs massive data to construct a human-machine matching model. According to the current verification results, the stability and accuracy of the equipment can meet the requirements of odour consistency control in the production line. Later, more vehicle samples will be added to expand the functional scenarios of electronic nose applications.

3. Promoting Material Platform

Since the end of 2016, Geely Material Platform has been nearly completed. The platform materials used for new models is over 60%, and even up to 80% for some projects. Material platform emphasises the universalisation of materials. The material performance and parts compatibility verification and accreditation are completed in the early stage of project development. Each model can directly use the materials to avoid repeated verification of the performance of the same material, improving efficiency and reducing resource waste. In order to meet the requirements of higher material standards for Lynk&Co and PMA platform⁶, we will continue to improve the recognition and application of material platform and strive to achieve material platform covering all models of Geely brand as soon as possible. At the same time, Geely carries out high-standard recycling of vehicle materials. In 2018, the utilisation rate of renewable materials was 93%, 8.4% higher than that in 2017, and the recycling rate of raw materials was 97%, 2.1% higher than that in 2017.

4. Automotive Lightweight Technology and Its Application

According to the relevant data, the fuel consumption per 100km can be reduced by 0.3-0.6L by reducing every 100kg of the vehicle's weight, and the fuel efficiency can be increased by 6%-8% by reducing 10% of the vehicle's overall weight. In order to further improve the power performance of Geely's cars and reduce fuel consumption, we actively carried out special research on vehicle lightweight. Starting with the use of new lightweight materials, new processes and implementation of the lightweight structure, some lightweight technologies, including high-strength steel plates, hollow stabilizer bars, 0.8mm silent steel plates, bio-based PVC fabrics, lasers welding technology and materials, such as magnesium alloys and aluminium

⁶ Geely's pure electric modular architecture platform.

alloys, have been applied to the development of new vehicles.

5. Product Ecological Design

Geely Borui and Binrui won the 2018 China Eco-Car Assessment Program (C-ECAP) Platinum⁷ with high scores of 94.47 and 92.59, respectively. Emgrand GL, Emgrand "1 Million", Emgrand GS, Borui GE, Boyue and Lynk&Co 01 passed the evaluation of "Green Design Products" of the Green Manufacturing System of the Ministry of Industry and Information Technology in 2018.

GEELY Upgrading User Experience

Geely upholds the service concept of "detailed care" and builds a customer service and after-sales guarantee system that matches the 3.0 generation refined car from the perspective of the "user life cycle". We provide customers with intimate services, responsible maintenance, high quality, sincere and comfortable experience. In 2018, Geely Auto released a new road rescue system, which effectively improved the efficiency and quality of road rescue services by replacing road rescue vehicles, improving road rescue equipment and upgrading service process details.

1. Intelligent Solutions for Call Centre

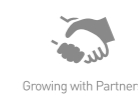
In the era of internet + big data, artificial intelligence technology has rapidly penetrated all walks of life. We have developed a vehicle network road rescue system, which integrates the functions of one-key rescue, information sharing, vehicle maintenance cloud diagnosis, online navigation, and so on, and continuously upgraded in line with user needs. The information of the call centre is intensive, and Geely is gradually exploring and trying to combine these technologies with the call centre business to provide intelligent services. In order to provide a more precise intelligent solution, in 2018, we carried out a series of preparatory work:

- Merged Lynk&Co and Geely Auto Call Centre to realize technology sharing, so that engineers can understand and master the business knowledge of all types of vehicles.
- Recombed the departmental business guidance manual, kept updating and improving business operation procedures, and carried out corresponding business training.
- Established a call centre file, including all technical knowledge, business processes, various types of business acceptance data, performance appraisal system, to facilitate data analysis.
- Regularly summarize and revise the customer service scripts, and hold "Voice of Care" monthly speech training program.
- Implemented a road rescue early warning mechanism. To feedback the progress of road rescue step by step to urge and supervise service providers.
- Created VIP exclusive customer service and provided more distinguished, professional and high-quality service.

Total Traffic Volume (Times)	Hotline Answering Rate	User Consultation Times (Times)	Inbound User Satisfaction Rate
1.3 million+	91.36%	602,275	98.65%
↑ 50%	↑ 0.86%	↑ 19%	↑ 0.48%

Main Operational Data of Call Centre in 2018

⁷ Based on the concept of the life cycle, China Eco-Car Assessment Program evaluates the ecological performance of automotive products from three aspects: "health, energy saving and environmental protection", including five basic indicators: air quality inside the vehicle, noise inside the vehicle, harmful substances, comprehensive fuel consumption and exhaust emissions. The evaluation results are classified by intuitive and quantitative ecological car grades and issued in platinum, gold, silver, bronze and unlicensed forms with corresponding certification marks.



Responsibility Practice

The Warm Stories Behind the 400 Hotline

There are people standing in the spotlight and shining, and there are people standing behind the scenes in silence. People who work in the call centre is the behind-the-scenes heroes on the phone for 365 days to solve problems for customers. They are familiar with the products and service policies of each model, know the configuration and technical knowledge of different vehicles, and know how to communicate with different customers. It is said that companionship is the best confessions of everlasting love. They never leave, only to provide more professional and diversified services to everyone.

There are more than 1 million phone calls a year, and warm-hearted stories happen every day. In a late night in 2018, 400 hotline staff received a call for help from a user. "I'm in a car crash, and I'm dying, help..." Unlike ordinary rescues, it seems that the people called for help has just experienced a severe car accident and is unconscious.

Since the user didn't provided a clear address, the call centre cannot send the rescue team. Geely call centre sent a request to the relevant department immediately to look for the user, and at the same time, called the traffic police and 120 (First-aid Ambulance in China). Also, the call centre continued to try to contact the user. After nearly two hours of searching, with the support of the traffic police, the rescue team finally found the user and sent the user to the hospital in time. When the comatose user's condition has been downgraded from critical, the 400 hotline staff finally felt relaxed. They may be far away, but so close when people need them. They are willing to stay at the 400 hotlines, waiting for people who need help.

2. Customer Privacy Protection Strategy

It is the unshirkable duty and obligation of Geely to ensure the security of customer information and respect customers' privacy. We protect customer information through advanced information security systems and strict management systems. Any department or anyone who needs to inquire about customer information must go through a series of standardised procedures and be approved by the general manager. At the same time, we strengthened the management of external visitor access, computer lock, material placement and printing, file transmission, etc., prohibited the use of non-office software to transfer pictures and documents. We also issued regulations for 4S shops and service stations to strictly keep customer information confidential, and not use it without authorisation. In addition, Geely will quickly verify the enquiry of any activity and winning information via 400 hotlines, timely feedback and submit to the relevant departments for follow-up processing.

3. Customer Complaints and Satisfaction Management

We adhere to the three principles of "quick response, efficient handling and customer satisfaction", formulate corresponding solutions according to the actual situation of vehicles, and arrange customer return interviews; implement the "two-hour response, 72-hour closed-loop" working system; timely pass reasonable suggestions in complaints to relevant functional departments for product upgrading and business improvement. Every user who goes to the service station for maintenance will receive a satisfaction survey message. We will have return interviews to 100% of the users who expressed dissatisfaction to know the reasons and solve the problems. In 2018, the complaint rate per 1,000 cars dropped 45% year-on-year, and users call to praise via 400 increased 87% year-on-year.

The user demands various from different regions, different cities, different groups, and different periods. We need to know the current needs and satisfaction levels of users in order to be able to adjust and improve them accordingly. We implemented normal and unannounced visits, telephones, SMSs, on-site inspection, voice of customers (VOC) symposium, real mysterious customers, third-party inspection and other multi-dimensional user demands and satisfaction survey methods. In 2018, in the J.D. POWER after-sales Customer Satisfaction Index (CSI) study, Geely rated as the high-level satisfaction for seven con-

secutive years and ranked the ninth in the automotive industry with a score of 719.

Measure	Inspection					Unannounced Visits				
	Computer-Assisted Telephone Interviewing System	SMS Satisfaction Survey	Service Diagnosis Model	Service Manager Station Inspection	BOC Inspection	On-Site Inspection	Irregular Inspection	Cross Checking	Voice of Customers	Third-party Mysterious Customers
Monthly Return Interview	Customers Visited the Stations	Quarterly Coverage	Monthly Average Inspections	Quarterly Coverage	Twice Per Year	Irregular	Personnel Stationed Abroad	15 Cities Per Year	Twice Per Year	Key Cities
96,000	3,000,000	3,000	6,000	2,500	1,000	1,000	130	60	1,000	2,000
Sample/Year	Sample/Year	Time/Household/Year	Time/Household/Year	Time/Household/Year	Time/Household/Year	Time/Household/Year	Time/People/Year	Session/Year	Time/Household/Year	Sample/Year

User Demand and Satisfaction Survey Method

I have doubted many times, whether it is a Geely car or not. There is no such ceremony for BMW or Land Rover when buying cars. There were flowers at the pick-up ceremony, and the 4S shop staff were gathered to listen to the new car owner's speech. Geely is excellent. It has changed a lot since I bought Geely King Kong 12 years ago. Once again, it proves that my choice is right, and I am sure that Geely can have a bright future.

— Mr. Xue, An Owner of Geely Car

4. Improving User Experience in Extreme Conditions

As a vital travel tool, automobiles have extremely high requirements for performance and life. Many factors are affecting the quality of cars, which must be rigorously verified before launch. The "high temperature, high altitude and extreme cold" test of automobiles is an indispensable key link for testing vehicle quality and eliminating vehicle faults. It is also an important basis for testing whether vehicles can adapt to extremely harsh environments. The belief of "challenging the extreme cold and the extreme heat, and devoting ourselves to studying and setting the benchmark" encourages every Geely engineer to focus on product details.

High Humidity Test	High-Temperature Test	Plateau Test	Extreme Cold Test
<p>Location: Qionghai District, Hainan</p> <p>Average humidity: 83%</p> <p>Test duration: 40 days</p> <p>Assessment contents: Corrosion resistance, fuel economy and reliability and consistency of various functional modules.</p>	<p>Location: Turpan</p> <p>Temperature: around 41°C</p> <p>Test duration: 50 days</p> <p>Test contents: Temperature model of fuel and oil, high temperature knocking and early combustion inspection, vehicle air conditioning and thermal management system testing, vehicle odour under high-Temperature exposure, etc.</p>	<p>Location: Golmud area</p> <p>Altitude: Average altitude 2780m</p> <p>Test duration: 30 days</p> <p>Test contents: Starting, idling, drivability of the vehicle, and performance of key components, such as turbocharger, at high altitude and low-pressure.</p>	<p>Location: Heihe area</p> <p>Temperature: -30°C -40°C</p> <p>Test duration: 50 days</p> <p>Test contents: Drivability including starting, accelerating, shifting and climbing after a low-temperature cold start to ensure the normal use of vehicle and its parts in an extremely low-temperature environment.</p>

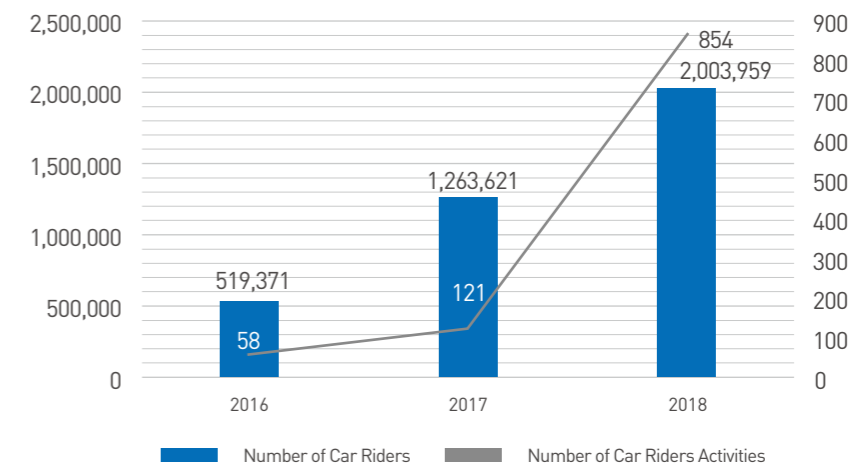
My work is related to the safety of every user and car. There are significant differences between female drivers and male drivers in the seat, steering wheel adjustment, vehicle function and feeling. Setting up a female test driver is also based on customer needs. At present, there are few female test drivers in domestic automobile manufacturers, and the test work in an extreme environment is full of passion and challenge for me. I am proud when the car I tested is delivered to the user.

—Wang Shumei, Geely Test Driver in Extreme Cold Zone



5. Ten Years of Geely Club

Established in 2008, Geely Club has been committed to building a bridge of communication between brands and riders for ten years. The club currently operates three platforms: Community Forum, WeChat and Weibo, which are the solid positions for Geely Auto to interact with fans. In 2018, the number of Geely Club's car riders almost tripled compared with 2016, and the club has 871 active car riders' associations nationwide; Geely club organised 11 official car rider activities, such as "Geely FUN", and 432 "Geely Family Party" by dealers; car riders organised 411 offline activities, and Geely provided gifts and financial support of more than RMB2 million. Through a series of exquisite activities, we have gradually shaped the culture of Geely car owners and won the reputation of Geely brand.



Car Rider Data for the Last Three Years

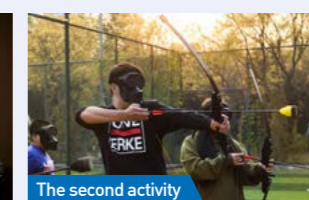
Responsibility Practice

2018 Geely FUN Inventory



The first activity

September, Hangzhou, making a ukulele



The second activity

October, Beijing, arrow game



The third activity

October, Shanghai, woodworking experience



The fourth activity

October, Shenzhen, making Pumpkin lanterns



The fifth activity

November, Hangzhou, powered parachute



The sixth activity

December, Guangzhou, bungee jumping

In addition, we have set up “Geely Post Stations” to provide discounts and customised services for car users by cooperating with special shops and create a new form of connection with car users.

Meanings of Geely Post Stations

For Riders	For Shops	For the Club
<ul style="list-style-type: none"> A hub. It is a coffee shop where Geely car users make friends, a refueling station in the middle of self-driving tour, a playground for group activities of car users. 	<ul style="list-style-type: none"> A platform. Relying on the trust and support of millions of riders, Geely selects experts from boutique hotels, restaurants, leisure and entertainment to achieve mutual benefit and win-win. 	<ul style="list-style-type: none"> A brand new cultural space. A place for car riders to meet friends known in virtual platforms, such as forums.

Responsibility Practice

Emgrand GS Owners Erhai Activity

On March 12, 2017, 153 Emgrand GS owners spontaneously assembled in Linhai, Taizhou, forming an adaptive cruise control (ACC) super long team and successfully created a Guinness World Record. On May 11, 2018, we launched the second ACC challenge — “ACC Driving Around Erhai”, a new multi-road automatic car-following challenge. We equipped recorders on each of the Emgrand GS cars, and all the results were judged based on the recorder. The entire journey is 120km, crossing the city avenue, country roads, high-speed corners and the highway around the lake, and we successfully reached the end. It is not only a challenge but also an activity makes safe driving a daily habit.



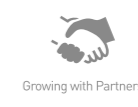
6. Fast and Furious



Car racing is a kind of culture but also a sort of feeling. Through FIA F4 China Championship, CFCP China Formula Award, Ring Tower Rally, Silk Road Rally, and Dakar China Series, Geely has gradually established its position in Chinese racing culture.

As a civilian racing sport that has been held for more than a decade, after competitions in the four sub-stations of Zhuhai, Chengdu, Ningbo and Shanghai, the final of 2018 Geely Emgrand GL “Geely Super Cup” was held on October 14 at Ningbo International Circuit. The 2018 Geely Super Cup is divided into two modules, the “Geely Speed Experience Camp” and the “Geely Speed Challenge Competition”, which take into account both professional competitions and product experience. In order to promote the influence of automobile sport among female car owners, the top three female drivers were awarded the Female Driver Cup. Since 2018, the “Champion Driving Training Camp” has been added to the “Geely Super Cup” to provide drivers with more professional driving and control trainings and enhance their track driving skills through an in-depth study from professional drivers.

In the future, Geely will build the automobile sports industry chain based on the advantages of the original equipment manufacturer. In addition to the professional fields related to the track construction, training and product development, Geely will also develop social and travel functions about the racing events. Geely will take on the responsibility of publicising professional sports knowledge and imparting professional skills, and use the multi-pronged approach to realize the racing dream of car enthusiasts.



6 SHOWING RESPECT, ACHIEVING SUCCESS AND CREATING HAPPINESS

GEELY Responsibility Focus

Geely is committed to creating an equal, fair and harmonious working environment, paying attention to cultural integration, rejecting discrimination in race, nationality, religion, disability, gender, education, etc. We firmly oppose child labour and refuse forced labour. We transformed and upgraded the N-pillar human resources, established corporate universities, built talent forests, fostered a corporate culture, to achieve common development of employees and enterprises for common commercial pursuits.

65,208 employees in Geely Auto Group in 2018.

More than 80 Special Recruitment Fairs.

Established “Geely Pioneer” Club with nearly 40 colleges and universities in China.

Employee Mutual Assistance Fund helped 82 People with a subsidy amount of RMB339,000.

Geely Care Fund helped 209 people with a subsidy amount of RMB161,100.

Supported 91 staff’s children for education with a subsidy amount of RMB417,000.

In 2018, awarded the Medal of Loyalty for 121 employees worked for Geely for five years, ten years, 15 years and 20 years.

Created 4,050 face-to-face and online courses with more than 2,100 internal trainers.

Employee satisfaction rate was 85.4%, with an increase of 4.8% compared with 2017.

GEELY See Model

On the basis of the N-pillar human resources, Geely jumps out of the limit of human resources and builds the See Model which is more in line with global talent development and management. See has two main implications:

- Looking from the outside to the inside, through the development strategy of enterprises and excellent corporate culture, to realize the global talent gathering, so that the external mature talents can see the Geely's platform and space.
- Looking from the inside to the outside, through the "endogenous talent training" mechanism and competitive incentive system, to stimulate staff vitality and creativity, so that the internal growing talents can see their growth and talent.



Strategy	Empowering	Experience
Seeing the future. Geely conducts the global distribution with an international perspective to plan, coordinate, evaluate and motivate global talents. Through formulating a global talent strategy, establishing an agile organisation, building a customised business talent model, setting up a worldwide thinking and localised operation mechanism, to further optimise the talent structure and achieve a win-win situation for talent and enterprise development.	Seeing the value. On the one hand, through the selection of high-potential talents and skills competition to find talents. On the other hand, through the energy storage project to create internal dynamic mechanism; through the activating projects to improve organisational efficiency and vitality; through the P2P project to achieve HRBP role cognitive transformation to establish a new business partner service model; through the talent delivery project to accelerate the stratification of talents; through the training program for all employees to realizes self-empowering.	Seeing the needs. At different stages of employee interview, entry, trial, retention, rotation, retirement/departure, according to the different needs of talents, Geely established a whole career life cycle care plan for employees to improve their sense of belonging and happiness; in addition, by creating boundless products for employees to deliver new experience scenarios, creating perceived quality project of service experience, implementing strategic talent maps, big data projects, etc. to enhance staff's sense of achievement and accomplishment in Geely.

GEELY Equal Opportunities to Attract Talents

With an "open, respectful and tolerate" attitude, we have created a harmonious working environment for each employee; we have built a matching compensation and benefits system for front-line and overseas employees to fully protect the basic rights and interests of each employee.



1. Diversified Recruitment Channels

For the employment needs of business units, such as R&D, production, supply chain and marketing, we have conducted talent inventory and analysis across the industry to build an industry "external elite talent pool". In 2018, Geely launched more than 80 "specialised job fairs", covering the major provinces and cities of the country, as well as the United States (Silicon Valley), Germany, India, Japan, South Korea, and other countries.



In terms of campus recruitment and campus employer brand building, we have established "Geely Pioneer" clubs with nearly 40 colleges and universities in China, and held campus recruitment fairs in many cities at home and abroad, to constantly inject a new spark of life into Geely.

2. Protecting Employees' Rights and Interests

We have signed seven collective agreements with our employees, such as *Labour Contract*, *Special Wage Collective Contract and Agreement on Protection of Rights and Interests of Female Workers*, to protect their fundamental rights.

In addition, we continued to carry out employee mutual assistance and caring work. In 2018, Employee Mutual Assistance Fund helped 82 people with a subsidy amount of RMB339,000; Geely Care Fund helped 209 people with a subsidy amount of RMB161,100; we supported 91 staff's children for education with a subsidy amount of RMB417,000.

3. Sound Compensation and Welfare System

In order to enable employees to find a suitable development direction and carry forward the spirit of craftsmanship, Geely has set up corresponding development channels for employees of different occupation types and established a personalised and competitive salary and welfare system and growth space. In Geely, blue-collar workers can get the income up to the income of deputy chief engineer of the institute through their efforts and promotion.

We have established a sound welfare system that takes into account and respects the cultural habits of foreign employees. We provide quarterly benefits, holiday benefits, birthday benefits and a free medical check-up for employees each year. Following relevant regulations, we strictly implement annual leave, sick leave, maternity leave/paternity leave, marriage leave, funeral leave, and other vacation systems.

Besides, we promote the incentive mechanism for the achievers, set up the Shufu Award, Loyalty Award, etc., to shape and cultivate business benchmarks. In 2018, Geely awarded the Medal of Loyalty for 121 employees worked for Geely for five years, ten years, 15 years and 20 years.

4. Constructing Professional Integrity Alliance System

Combining years of accumulated practical results, Geely developed the professional integrity system in 2018 – the 91zhizhen.com Professional Credit Platform. This system can not only help enterprises to tap professional integrity talents but also help individuals to establish their professional integrity files around the pre-set integrity standards, and jointly promote the integrity social ecology.

On the functional module, the 91zhizhen.com has not only professional integrity background investigation system but also integrity alliance system. The integrity alliance system will be free to the entire automotive field (including the upstream and downstream industrial chain of the original equipment manufacturer). At present, more than 100 enterprise have participated in the system to help the industry to negotiate, build and share the integrity alliance ecosystem.

GEELY Umbrella for Employees' Health and Safety

With the safety production information platform, Geely comprehensively promoted the construction of safety production standardisation by holding a series of activities, such as "Safe Production Month". At the same time, we actively carried out occupational hazard identification and risk management and control, and continuously strengthened employee safety education and training. No significant safety and occupational disease incidents have occurred so far.

In 2018, we completed the first-class safety standardisation self-assessment of five bases in Guiyang, Chunxiao, Baoji, Jinzhong and Zhangjiakou, and carried out a thorough self-examination around five aspects: basic management, machinery, electricity, thermal explosion, working environment and occupational health. The first phase of safety production informatisation project was officially launched in May, covering ten vehicle production bases and involving 16 management modules, such as work plan, potential danger elimination, dangerous operation, education and training, emergency management, accident events. The efficiency and informatisation level of safety management on site has been effectively improved.

Also, Geely cares for the health of employees and their families. We spend nearly RMB100 million to purchase commercial insurance for all employees and their families (spouses, children and parents), such as accident/illness death, severe illness and outpatient/emergency, to release their worries and enhance the cohesion of our company.

GEELY Geely Elite Cultivation

Geely is committed to building a first-class enterprise university with internationalisation, professionalisation and specialisation, shortening the training period for talents, improving the applicability of talents, and building a Geely talent forest. We are willing to recruit new hands, regardless of seniority. In Geely, people get not only a good salary but also a career platform, growth space and global vision.

Geely Enterprise University "One Two Three Four" Sustainable Talents Training Mechanism

One Standard

- Talent Standard

Two Systems

- Talent Training System
- Career Development System

Three Platforms

- Learning Platform
- Operational Management Platform
- Evaluation Platform

Four Centres

- Resource Development Centre
- Operational Management Centre
- Evaluation Development Centre
- Cultural Communication Centre



Cadre Training	Cultivation of Professional Talents	Cultivation of Skilled Talents	Talents Reserve
<ul style="list-style-type: none"> ▪ Continuous development of Sailing, Voyage, Pilotage, V Sailing Projects in Bases. ▪ Implementing the "Talented Dolphin Plan" and the "New Promoted Staff Turning Plan". 	<ul style="list-style-type: none"> ▪ Establishment of leading research and development, finance and other professional colleges. ▪ Developing "Manager Growth Dolphin Class Plan", "Quality Elite Training Camp", "Woodpecker Plan" and "New Energy Talents Reserve and Training Project". 	<ul style="list-style-type: none"> ▪ Creating "Metamorphosis Plan" and "3+1 Training System". ▪ Directional Training of Skilled Talents through School-Enterprise Cooperation. 	<ul style="list-style-type: none"> ▪ Deep-ploughed Young Goose, Goose, Flying Goose, Golden Goose and Other "Goose Plan" Training System.

Stratified Talent Cultivation Mode

In terms of training resources and learning platform construction, Geely has built a job map of 486 benchmark posts and compiled curriculum maps based on the post qualification standard system. We have created 4,050 face-to-face and online courses with more than 2,100 internal trainers so far. In addition, Geely independently developed a comprehensive training management platform with online learning, knowledge management, and training data statistics to achieve mobile education for employees.

Responsibility Practice

Treat Technology as Art

I am Fan Wu, a post-90s from the trial production centre of Geely Auto Research Institute. I joined Geely after graduating from university in 2012. The first project I participated in was the shakedown test of Borui. It was a great test for me who just graduated. We found abnormal noises of the gearbox in Borui in Golmud. The project team went to 4S shops for several times to disassemble the gearbox but found nothing, which seriously affected the test progress. I gave up the weekend and rest time, discussed with engineers for many times. After many investigations, we finally found that the problem lies in the cracks in the inner oil seal of the gearbox spindle. So I contacted the manufacturer to replace the oil seal and suggested that the project team should ask the manufacturer to develop the oil seal verification process to ensure that the vehicles would not have such problems.



Practising rather than papers makes the master. Only to devote yourself to solving problems, can you grow up in the predicament. At present, I have led more than ten research institute core projects in assembly trial production, and overcome many assembly difficulties. I regard the spirit of artisans as my professional belief, and every car I participated in production is engraved with my name. Any slight mistake may lead to a catastrophe of human life. I must shoulder this responsibility. At the same time, I unreservedly share the skills and methods I have mastered, and have helped Geely train six apprentices, more than 200 multi-skilled workers, team leaders and trainees all over bases in Hangzhou Bay, Luqiao, etc. We should not only be satisfied with the completion of the shakedown test but also have the spirit of never stopping, excellence, down-to-earth and ingenuity to constantly create high-quality products.

Responsibility Practice

Ingenuity of Power

My name is Zhang Liang, and I entered Geely in 2003. From Geely's earliest engine production base, Ningbo First R&D Base, to the Hangzhou Bay First R&D Base, to the current Chunxiao Power Base. Over the past 15 years, I have participated in the evolution of Geely Power from 1.0 to 3.0 era. The development history of Geely Auto is also my personal growth history.



In line with the spirit of loving what you do, I continued to overcome difficulties in the field of equipment management. I led the maintenance team to develop the equipment maintenance information system and build Geely's first equipment maintenance standardisation system. This system saved tens of millions in equipment procurement costs for Geely and set records for the most extended service life, the highest annual output, the shortest maintenance time and the lowest maintenance cost of the Geely engine plant.

Adhering to the concept of the craftsmanship of tackling key technical problems and inheriting experience, I have trained 11 equipment maintenance and management talents for Geely. My equipment team and I are like "babysitters" of the production line. We must ensure the regular operation of each equipment and process. In 2018, I was lucky to enter the strategic group of Geely Professional Skills Leading Talents. I think everyone can be an excellent craftsman, no matter who you are, what profession you are engaged in and what position you are in, as long as you insist on trying best to do the job.

GEELY Improving Employee Happiness Index

Culture of Geely Achievers

All Geely achievers are
Customer-centered, results-oriented, in pursuit of excellence, creating value and building respect.

As Geely achievers, we shall commit to the following actions
Customer first, full of passion, challenge yourself, performance-oriented.

Key words

1. Dynamically benchmarking
2. Dare to be the benchmark

Culture of benchmark

Dynamically targeting the high-performance & high-growth organizations, benchmarking higher. Dare to become the benchmark and industry leader.

Culture of Benchmarking

Culture of Problem Solving

Geely employees should implement this culture in daily production and operation management.

We shall find and solve problems instead of avoiding or ignoring them.

Basic code of conduct

1. Integrity and self-discipline
2. Honesty and trustworthiness
3. Diligence and responsibility
4. Efficiency and transparency

Compliance is duty of everyone, it creates great value. Leaders are obligated to set good examples, all staff should consciously abide by the compliance.

Culture of Compliance

Four Major Cultural Systems



In order to enrich staff's life, Geely organises health lectures, free expert clinics and various specialised training, as well as spring parties, singer contests, badminton matches, basketball games, table tennis matches, birthday parties and other recreational activities. Our care extends to employees' families so that every Geely employee can work safely and continuously improve their ability and level. In 2018, employee satisfaction rate was 85.4%, with an increase of 4.8% compared with 2017.

1. Corporate Culture Leadership

Corporate culture is the value created by all employees through long-term integration. Geely has gradually formed four major cultural systems: "Culture of Geely Achievers, Culture of Problem Solving, Culture of Benchmarking, and Culture of Compliance".

2. Promoting Management by Technologies

Geely adheres to the road of technological innovation and independently develops the C3 mobile phone system with easy-to-use functions, rich information and friendly interface to provide professional human resources services for all Geely employees. Using the APP, employees can learn about company information, look up personal information and other self-service, and communicate through forums and employee communities. The APP has dramatically enhanced the employee experience.



3. Happy Work and Happy Life

In 2018, through a series of activities, such as collective weddings, family open days, relay races and cultural trips, Geely provided employees' families and the community with an opportunity to know Geely in depth and create a "happy" atmosphere.

We continue to strengthen our love for Geely Achievers and prepare plenty of overtime dinners and weekend buffets for the achievers. Their families will also receive thank-you messages and care from Geely.

Geely cooperated with local public kindergartens in Hangzhou Bay, Baoji and other bases to open several Geely kindergartens. The Geely Kindergarten's schedule is synchronised with the corresponding manufacturing base to ensure that Geely employees' children can get quality education while ensuring that employees can work at ease. In the future, Geely sets out to plan a nursing home to solve the nursing problem for employees' parents.

For retired employees, the department they worked in will arrange a simple retirement ceremony and give a retiring bronze medal and car model souvenirs. In special occasions of the year, such as the Double Ninth Festival, the Company Celebration Day, and the Spring Festival, Geely invites retired colleagues back to visit the company.



Care for Retired Employees



32nd Anniversary Relay Run



Collective Wedding Ceremony of 32 Newlyweds

GROWING WITH PARTNERS

GEELY Responsibility Focus

Standing on a new starting point for millions of sales, Geely will further integrate global resources with a more open and inclusive attitude, build a global value chain collaborative sharing system, and share new opportunities for industrial transformation.

Helped 132 suppliers to complete capacity improvement projects, found and solved 26,618 parts and components problems, and created RMB690 million economic value by supplier quality improvement.

82.6% of the 978 Geely Auto's dealers have introduced 3.0 channel image standards.

65% of Geely's dealers have made profit, and the proportion of dealers with flat and positive revenue is as high as 95%.

In 2018, Geely Auto had 138 new dealers, of which 49.3% had joint venture backgrounds or were transformed from joint venture dealers; the average sales of dealers were 1,323.

Carried out 4,720 large-scale marketing activities and achieved more than 214,000 orders.

In 2018, the cumulative online service was 5,564,680 person-times, and the e-commerce platform realized sales of 307,595 units.

Certified 2,390 person-times of dealers' key positions, and certified 5,062 person-times of sales consultants, with a pass rate of 98%.

Applied for 2,566 patents, 2,037 of which are granted, and published 52 academic papers.



GEELY Supplier Cooperation

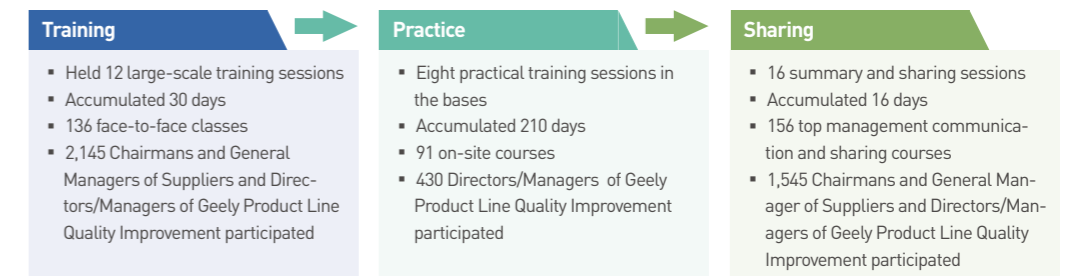
To build a globally competitive quality supply chain assurance system and ensure the realisation of the Geely 20200 strategy, we have established an SQE supply chain engineering centre to build long-term partnerships with suppliers. We provide all-around support for supplier development from technology, management and personnel, promote two-way communication and knowledge sharing, and constantly improve the effectiveness and efficiency of the process to achieve win-win cooperation.

1. Procurement Information System Upgrade

With the continuous standardisation of Geely's procurement business process, the procurement information system has been upgraded to SRM⁸4.0, which enables full-process management of supplier access certification mechanisms and procurement processes, as well as reduce overall operational cost. We have a comprehensive control over the construction of the supplier system. In addition to paying attention to the quality of the suppliers' products, we require all parts and components suppliers to pass the environmental management system certification and add the suppliers' environmental commitment in the contract. Through the gradual improvement of the procurement information system, we have constantly improved the cooperation of the supply chain and the overall efficiency of procurement operation.

2. Supplier Capability Improvement

SQE Supply Chain Engineering Centre has established the Quality Management College of Geely Enterprise University and implemented the Supply Chain Talents V Program to help train supply chain talents by the innovative "Training-Practice-Sharing" quality class model. In 2018, we helped 132 suppliers to complete capacity improvement projects, formulated 1,452 key task proposals, held 660 monthly quality meetings of suppliers' general managers, found and solved 26,618 parts and components problems, prevented 15,280 issues. We have created RMB690 million economic value by supplier quality improvement.



Geely Supply Chain Talent V Program

3. Supplier Assessment and Exit Mechanism

Geely conducts supplier performance reviews quarterly from the four aspects of supplier quality, cost, delivery and technology. We divided the evaluation results into four grades, A, B, C, and D, sorting from the best to the worst, and formulated the corresponding reward and punishment measures. According to the annual assessment of suppliers, we introduce excellent suppliers every year and eliminate the worst 20 suppliers. In 2018, the proportion of grade A and B suppliers increased from 75% in 2017 to 90%.

Quality Module	Cost Evaluation	Delivery Module	Technology Module
Service attitude, problem solving ability, honesty problem, qualification of foreign inspection, on-site waste data, etc.	Price advantage assessment on the premise of a satisfied quality.	Timeliness of store replenishment, production line shutdown time, excess freight rate, and spare parts satisfaction rate.	Development progress guarantee ability, technical ability and performance, and information security risk handling.

Supplier Review Aspects

⁸SRM: Supplier Relationship Management.

GEELY Dealer Management

The Geely Auto Dealer Network has covered major cities and major business circles across China. In order to enable more than 6 million loyal customers to enjoy high-quality services matching the 3.0 generation of refined cars, we continue to deepen the construction of the 3.0 marketing system, and continuously improve the hardware facilities and service level of dealers. In 2018, in the J.D. POWER survey of dealers' Customer Satisfaction Index (CSI), Geely ranked 17th in the passenger car brand with 645 points, increased seven places compare with 2017.

1. Image Building and Profitability

At present, 82.6% of more than 978 Geely Auto's dealers have introduced the 3.0 channel image standard. The dealers have upgraded the hardware and software of shop exhibition hall layout, maintenance workshop specifications, VIP lounge, open negotiation area, fittings area, and so on, to provide consumers with a more comfortable car-buying environment and service experience.

The dealers' confidence comes not only from the good development momentum and prospects of Geely Auto but also from the gradual improvement of profitability. In 2018, against the background of the general decline in profits of dealers in the same industry, 65% of Geely's dealers made profits, and 95% of them have flat and positive revenues. In 2018, Geely Auto had 138 new dealers, of which 49.3% had joint venture backgrounds or were transformed from joint venture brand dealers; the average sales of dealers were 1,323.



2. Experiential Marketing

In order to add "rituals" in the car-purchasing process, we have planned various sales promotion activities, such as pre-sale tasting, score challenge competition, test driving experience officer, and designed scenario-based experience mode. For example, the 2018 Boyue added the in-car KTV singing experience, so that customers can experience the high-quality sound of the Morley speaker. In 2018, we carried out 4,720 large-scale marketing activities and got over 214,000 orders.

New Borui upgraded the powertrain and chassis alignment to provide a more delicate and comfortable driving experience; Compared with the old version, the overall weight loss of 75kg helps to improve fuel economy. In addition, the 360-degree Security Identification Circle, HUD head-up display, etc. of the New Borui make drivers more confident in predicting and choosing the optimal route, therefore, they can also be faster in traffic jam.

— Luo Yu, Chetoushe, New Borui Experience Officer



Geely Overview



Responsible Business Operations



Making Refined Cars for Everyone



Showing Respect, Achieving Success and Creating Happiness



Growing with Partners



Living in Harmony with Nature



Building a Harmonious Society



Responsibility Practice

Geely Boyue China-European Quality Travel

On May 4, 2018, a fleet of 4 Boyue 2018 set off from Xi'an for the one-month "100-longitude challenge" China-Europe quality travel. The fleet passed through 58 cities in nine countries including Russia, Belarus, Germany, France and the United Kingdom, and spanned 18,000km across the Eurasian continent. It experienced the severe test of more than ten complex road conditions, such as Gobi, mountains, grasslands, basins, and sandstones, as well as four climate zones and three natural zones.



Since the launch of Boyue in March 2016, we have sold more than 500,000 units in 25 months, which placed in the first echelon of China's SUV market. In February 2018, Boyue was officially launched in Moscow, opening a new chapter in the development of overseas markets and starting the journey from China's "online celebrity" to the global classic. The "100-longitude challenge" is not only to travel from the east longitude 108 to 0, spanning about 100 longitudes for the first time, but also to share the "Belt and Road" strategic opportunity and show the strength and self-confidence of Chinese brands.

Fortunately, I am the 500,000th owner of Boyue. As a mother-to-be, I will consider whether the car is suitable for family use. Boyue's function meets all my requirements, for example, the convenient voice control function. Boyue has also done a good job especially in the aspect of car safety which I care most about, and Boyue's in-car air purification function makes me and the baby more comfortable.

— Li Na, the 500,000th Boyue Owner

3. Dealer Training and Skills Competition

To further enhance the dealer's business ability and Geely brand image, we continue to carry out certification and training of the ten key positions and sales consultants. In 2018, we certified 2,390 person-times of dealers' key positions, and certified 5,062 person-times of sales consultants, with a pass rate of 98%; offered 146 high-quality marketing courses and trained 2,698 person-times, with a pass rate of 97%; conducted 25 in-store dealer counseling and business training, covering more than 900 dealers and more than 1,800 people; developed 32 H5 online learning coursewares, with a total reading volume of 60,000. In addition to the knowledge of cars, Geely sales consultants also have service etiquette and child care training, to provide users with convenience in a car purchase.

Besides, we promote learning through holding various dealer competitions to constantly improve the professional skills and professionalism of dealers. In the 9th National Sales Elite Competition of Geely Auto in 2018, more than 10,000 sales consultants participated in the competition. Finally, 36 national elites and 50 online elites were selected.

4. E-commerce Platform Innovation

Geely has built a new generation of internet e-commerce platform and developed marketing tools, such as lottery, carpooling and vouchers, which has provided excellent marketing support for the pre-sale of new cars. At the same time, the platform is gradually changing from a vertical media of automobile to a user-originated content display platform. In 2018, we provided online services for 5,564,680 person-times, and sold 307,595 units in e-commerce platforms.

5. Auto Finance

In order to reduce the operating costs of dealers and standardise the process of dealer financing business, Geely offers interest subsidies to dealers who meet the financing policy and provides interest-free financial services to qualified customers. At present, 90% of dealers have opened a tripartite financing business.

We developed Jizhi Butler APP based on thorough customer need survey to provide customers with convenient car loan services. At the same time, we strengthen the development of financial products and optimise the approval process. Customers can use an ID card to apply for financial support and pass the approval within two hours to pick up the car in a short time. The customer's financial car-buying experience is improved continuously and satisfaction is increasing.



GEELY Accelerating the Development of Auto Industry

In 2018, we carried out in-depth research on road traffic safety and vehicle safety forward-looking technologies with Tsinghua University, Hunan University, Jilin University, Tongji University, Hefei University of Technology, etc. As the governing unit of China-Sweden Research Centre for Traffic Safety, we participated in the application of Sino-Swiss intergovernmental cooperation projects, such as Research on Behaviours of Drivers and Traffic Vulnerable Groups with Chinese Characteristics. We undertook industry exchange activities such as "Intelligent Netlink Automobile Standards Work Series Conference" and "New Capital · Auto Industry New Technology Summit". Through information exchange, experience sharing and resource sharing, and with strategic collaboration with global partners, we will create a symbiotic, co-prosperous and win-win industrial ecological chain.

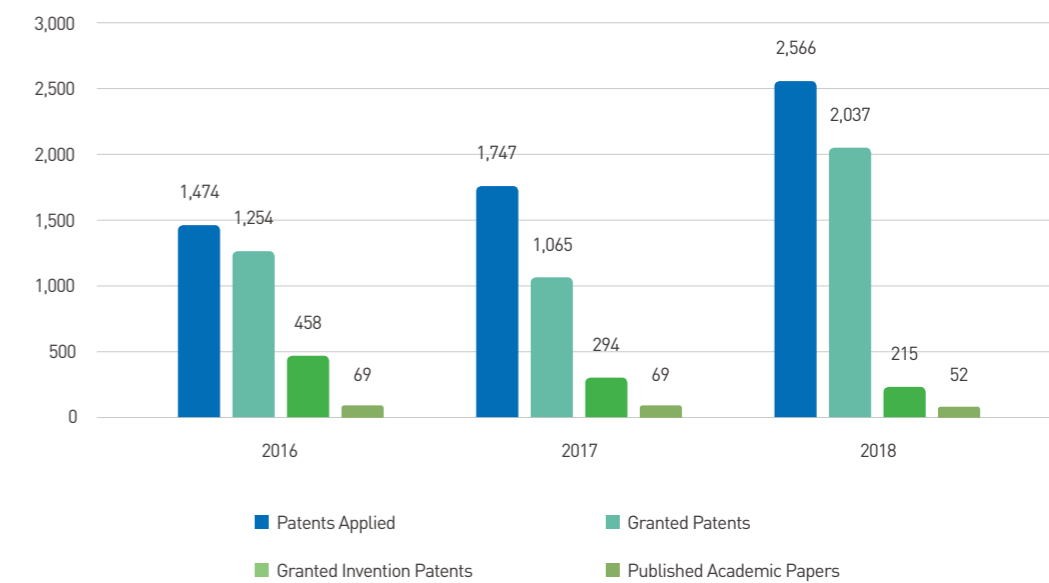
1. Cooperative Research

Whiplash is a rapid back-and-forth movement of the neck caused by the joint action of acceleration and inertia of the driver and passenger of the collided vehicle during a rear-end auto accident. In the case of a low-speed rear crash accident, the risk of neck injury caused by whiplash is high, exceeding 90%. After the accident, the injured person may have neck pain. This kind of injury is not fatal, but post-traumatic rehabilitation requires a complex and long-term process, and some even become permanent and incurable damage.

We have cooperated with many organisations to carry out the *Regular Pattern Analysis Of Dynamic Test Of Seat Whipping Performance Impact In Different Speed And Research On Dummy Head And Neck Whiplash Injury* to explore the difference in the neck protection ability of the seat headrest under different crash strength. The research results of this project will play an essential role in guiding the improvement of the protection level of car seats.

2. Independent Intellectual Property Rights

Geely adheres to independent R&D, independent innovation, and independent intellectual property rights. In 2018, Geely applied for 2,566 patents, 2,037 of which are granted, including 215 invention patents, 1,152 utility model patents, and 664 design patents. Also, we published 52 academic papers.



Geely's Intellectual Property Rights in the Past Three Years

G LIVING IN HARMONY WITH NATURE

GEELY Responsibility Focus

Geely has always adhered to the concept of environmental protection in the whole auto life cycle of R&D, procurement, production, transportation, recycling, etc. We actively promote Geely's new energy strategy and accelerate the construction of a greener and smarter modern plant through refined environmental management and effective energy conservation and emission reduction measures.

Borui GE MHEV's overall fuel consumption per 100 km is 5.8L, and the fuel-saving rate is up to 15%. It can achieve ultra-fast power response within 0.3s, and its 0-100 km/h acceleration time is only 8.9s.

Geely has conducted R&D on methanol fuel for more than 12 years. Geely has completed the development of 5 methanol power systems and 14 methanol sedans and obtained nearly 100 patents.

The average range of RE500 Yuan Cheng extended-range light truck can reach 500km, and it can be fully charged in 3.5 hours under slow charging mode.

All Geely's production bases' pollutants were up to the discharge standards, and the safe disposal rate of hazardous wastes reached 100%.

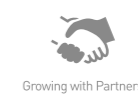
100% of Geely's production bases have completed the construction of environmental management systems and passed the third-party certification.

The reuse rate of industrial water in the bases exceeded 98%.

By the end of 2018, Geely has set up 112 recycling outlets for new energy power battery nationwide.

In 2018, Geely's Solar PV capacity reached 100MW, with annual power generation of more than 100 million kWh. The photovoltaic power generation project can provide more than 15% of the electricity for a single base.

Since the implementation of the Zhangjiakou Consolidated Logistics Project, the transportation cost has been reduced by 20%.



GEELY

Focusing on Independent Research and Development of the New Energy Core Technology

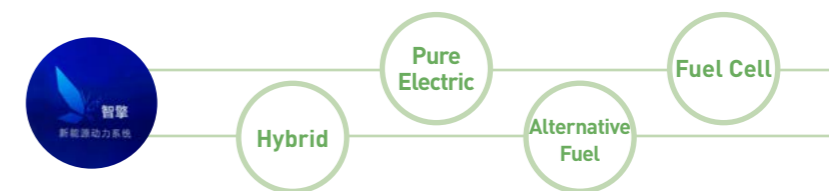
As early as more than a decade ago, Geely has set about its new energy strategic layout and technical reserves. In 2015, Geely Auto announced "Blue Geely" Initiative, promising to meet and exceed Chinese government's fuel directives to bring average fuel consumption to 5L per 100km by 2020 in phase four. In 2018, Geely's average fuel consumption was 5.60L per 100km, and with an average fuel consumption credits of 960,000. We hope to be fully prepared in new energy technologies to play a leading role in the world.

Geely Auto is committed to be the leader and popularizer of China's new energy and energy-saving technology, and equip Geely's cars as well as luxury cars.

— An Conghui, President of Geely Holding Group, President and CEO of Geely Auto Group

1. Entering the Era of New Energy Vehicle

2018 is the first year for Geely to enter the era of new energy vehicles. Relying on the "Blue Geely" Initiative, we inherited "iNTEC humanised intelligent driving technology", released the "Intelligent Power" new energy powertrain system, and launched five new energy vehicles with new energy vehicle credits of 310,000. Geely's new products will be fully electrified in the future, and more than 30 new energy vehicles and energy-saving models will be launched within three years.



Technological Paths of "Intelligent Power" New Energy Powertrain System

In terms of pure electric technology, Geely owns three power technologies of "power battery, electric motor and vehicle electric control". The stable operation of Cao Cao over hundreds of millions of kilometres in China has effectively proved the stability of Geely's new energy technology. The new Emgrand EV450, launched in 2018, has a range of 450km and is expected to exceed 500 km by 2020. China's first open-source and all-new-generation pure electric modular architecture independently developed by Geely will lead the industry in 3 to 5 years and firmly occupy the first technical echelon in the industry.

Geely hybrid technology includes three main paths: Mild Hybrid Electric Vehicle (MHEV), Hybrid Electric Vehicle (HEV) and Plug-In Hybrid Electric Vehicle (PHEV). We originated the combination of internet technology and new energy combining intelligent technology with the power system, which has reached the leading level of new energy-saving in the world. Among them, Intelligent Power • MHEV technology can achieve fuel saving rate of 15%, planning to increase to 25% by 2020; based on Geely's self-developed P2.5⁹ architecture, Intelligent Power • PHEV technology achieved the industry's highest transmission efficiency of 97%, and will achieve power improvement of 30% and fuel saving efficiency rate of 50% in the future, entering an era of high-efficiency mechanical power.

⁹ A solution that the motor is placed in the transmission, and the motor and the transmission are integrated through a power coupling strategy. Compared with the traditional P2 architecture, the power output is stronger and the connection is smoother. Compared with the P3 solution, the P2.5 solution has a compact architecture, needs less space, and has a more reasonable layout.

Geely's R&D of methanol fuels have lasted for 12 years. It is the earliest enterprise in China to develop methanol vehicles. At present, we have completed the development of 5 methanol power systems and 14 methanol sedans, obtained nearly 100 patents.

In terms of hydrogen fuel cell technology, we expect to launch a mass-produced vehicle using hydrogen fuel cells in 2025.

2. Borui GE, Born to Lead

Geely's first flagship vehicle equipped with Intelligent Power Hybrid Technology, Geely Borui GE, was officially launched in 2018. The MHEV model of Borui GE is the first mass-produced B-class car in China with a 48V MHEV system. The average fuel consumption is only 5.8L per 100km, the fuel-saving rate is up to 15%, which is better than the 1.5T model of the same class in fuel economy; it can achieve ultra-fast power response within 0.3s, and its 0-100 km/h acceleration time is only 8.9s, with a 10% acceleration performance increase.

Key Data of the Borui GE PHEV Performance Challenge

7.32s

Borui GE 0-100 km/h acceleration time is only 7.32s

Japanese Contrast Model 1: 8.38s Japanese Contrast Model 2: 7.97s
American Contrast Model: 8.91s German Contrast Model: 10.33s

58KM

Range of Borui GE in Pure Electric Mode Reached 58km

American Contrast Model: 43km German Contrast Model: 51km

1.5h

Equipping with 6.6kW fast charging, it can be filled in about 1 hour and 37 minutes in the actual test.

After watching a movie, your Borui GE is full of power.



Borui GE has introduced a smart travel management system that can change the driving mode according to the road conditions and is suitable for urban road conditions. At the same time, Borui GE is also the first mass-produced B-class vehicle in China with L2 intelligent driving. It can start a supreme intelligent driving system with ICC intelligent navigation, all-speed Adaptive Cruise Control (ACC), Lane Keeping Assist (LKA), Autonomous Emergency Braking (AEB), Speed Limit Information Function (SLIF), Automated Parking Assist (APA), and so on. With the 360-degree security identification zone, Borui GE can fully realize intelligent car-following, intelligent speed adaptation, intelligent turning, intelligent risk avoidance, and intelligent parking.



3. Promoting the Electrification of Commercial Vehicles

Relying on the core technologies of the new e-GAPF power system, clean methanol power, smart interconnection, active safety, lightweight body and distributed electric drive, Geely focuses on improving the energy efficiency and safety performance of commercial vehicles and reducing environmental emissions and operating costs for commercial vehicles. After more than two years of development, Geely's commercial vehicles have formed two technological development routes including a new generation of urban commercial vehicles with the new e-GAPF electric power and highway commercial vehicles with energy-saving and emission-reducing methanol power system.

In 2018, we launched Yuan Cheng E6 light van and Yuan Cheng extended-range light truck RE500. Yuan Cheng E6 pure electric van is developed for urban logistics. It has an ample loading space, long range and rich configuration. The overall range of Yuan Cheng extended-range light truck RE500 is 500km. It is equipped with the e-GAPF power system that can finish charging in 3.5 hours under slow charging mode without large charging facilities. It is also equipped with vehicle networking function and interactive interface to realize a real-time collection of electronic documents information and other features. It not only creates a cool and pleasant driving atmosphere but also brings a humanised and intelligent driving experience.

Geely Commercial Vehicle now has two R&D centres in Hangzhou, China and Coventry, the UK, as well as five production bases in Nanchong in Sichuan, Jinzhong in Shanxi, Yiwu in Zhejiang, Shangrao in Jiangxi and Coventry in the UK. The e-GAPF power system used in RE500 extended-range light truck has cost more than GBP500 million over five years in accordance with London 2018 emission standards and has been proved by the operation of the new generation of London taxis for more than a year. In the future, Geely Commercial Vehicle will realize technology inheritance and development following the concept of "European Technology, Chinese Manufacturing, and Global Market".



GEELY Building Green Factories

With the increasingly stringent environmental protection policies at home and abroad, the industry's entry barrier has been improved. Geely identifies environmental compliance risks in advance, plans environmental management programs, and implements the environmental protection policy of "building green factories that are harmless to the environment and producing environmentally friendly vehicles that benefit humanity".

In accordance with the construction standards of green factories, we continuously promote the green transformation and upgrading of the automobile manufacturing industry. In 2018, all the pollutants in Geely's production bases were discharged up to the standard, and the safe disposal rate of hazardous waste reached 100%. Zhangjiakou and Baoji plants applied for the National Green Factory and passed relevant certification and publicity processes. They are finally granted the National Green Factory (the third batch).

1. Scientific Factory Site Selection

Geely's factories are located in the planned general industrial zones, not close to environmentally sensitive areas, such as nature reserves and scenic spots, and have no impact on local biodiversity and important water sources. All major construction projects' environmental impact assessments are approved as required.

2. Perfect Environmental Management System

100% of Geely's running production bases have completed the construction of the environmental management system and passed the third party certification. At the same time, suppliers that may have an environmental impact are included in the environmental management system. We have formulated performance indicators, such as the number of unexpected environmental incidents, the legal disposal rate of hazardous wastes, the normal operation rate of environmental protection facilities, the qualification rate of environmental monitoring, environmental complaints and penalties. In the future, we will further quantify and refine the control indicators of resource and energy consumption and pollutant emissions, and establish more stringent pollutant discharge standards than local standards.

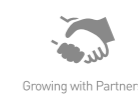
3. Energy Saving and Consumption Reduction Measures

Measures

- Introduced real-time monitoring and computer remote control system to ensure reliable operation of equipment and facilities;
- All public power equipment are energy-saving products promoted by the Chinese Government;
- Upgraded the fluorescent lamp in the plant to LED energy-saving light;
- Filtered and reused press hydraulic oil and machined cutting fluid;
- Adopt circulating air technology in Guiyang and other bases to recycle and reuse the air and heat in the painting workshop;
- The circulating water is used for cooling and rainwater test in the plant; the rinse water is reused in the painting workshop after ultrafiltration treatment. The reuse rate of industrial water in each base exceeds 98%.

4. Volatile Organic Compounds Treatment Has Achieved Initial Results

We adopt the latest waterborne middle-coating-free technology to eliminate the process of mid-



dle-coating, drying and polishing on the basis of the quality of paint film meeting various performance indicators. It significantly reduced the amount of paint used and the emission of volatile organic compounds (VOCs).

We applied Zeolite Rotor-Concentrator + incineration equipment to treat VOCs in the coating workshop in Chunxiao, Linhai, Zhangjiakou and other bases. The organic waste gas removal rate is over 98%, and the exhaust gas after purification is up to standard. In addition, we recycle the heat generated by incineration.

Jinzhong Base is the first plant in China to use dry carton to absorb and filter paint mist. The project implements a fully enclosed painting, and the paint mist purification rate can reach 95%. At present, we are gradually promoting this method to Hangzhou Bay, Guiyang and other bases.

5. Creating a Green Office Atmosphere

We advocate that every Geely employee save resources and energy in the daily office process and reduce pollutants. We strictly control the temperature of air conditioning, upgrade to energy-saving lights in office buildings, post slogans of "turn off lights", encourage people not to take elevators below six floors, advocate double-sided printing of office documents and paperless office, reduce standby energy consumption of office equipment, such as computers, thus to achieve low-carbon office through a series of refined management measures. Because of these small habits, the per capita electricity consumption of Geely headquarter's office area decreased by 17.42% in 2018 compared with the same period last year. Even in the peak of electricity consumption in August, the per capita electricity consumption decreased by 28.21% compared with the same period in 2017.

GEELY Solar PV and Energy Storage

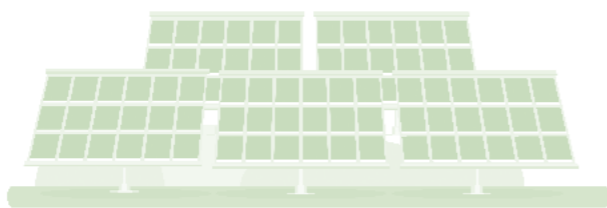
In order to promote the recycling of new energy automotive power batteries and implement the extension system of production responsibility of new energy automobile enterprises, Geely actively participated in the pilot work of related projects. Focusing on the life cycle of new energy automotive power batteries, and based on the breakthrough of the key technology of power batteries cascade utilisation and recycling, we are exploring the construction of recycling system of scrap power batteries and market-oriented business model.

Major work led by Geely during the pilot period in Zhejiang Province

Improving the Outlet Planning	Creating a Trading Platform	Developing Standards and Systems
In the situation of a growing number of new energy automotive scrap power battery, the planning and construction of the recycling network of scrap power batteries are carried out in accordance with the requirements of reasonable layout, environmental protection and safety.	Promoting the application of big data, Internet of Things and other information technologies in power battery recycling, creating a commercial service platform for scrap power battery recycling in Zhejiang Province, and building a comprehensive utilisation industry chain.	Formulating the management and operation criteria of new energy automotive power battery recycling outlets. Clarifying the disassembly criteria for power batteries, the temporary storage criteria for power batteries, the residual energy detection and residual value evaluation criteria for power batteries, and the recycling and sorting criteria, etc.

By the end of 2018, Geely had set up 112 recycling outlets nationwide and realized that all districts and cities in Zhejiang Province have more than one service outlets for new energy vehicle maintenance to meet the needs of scrap power battery recycling. At the same time, combined with Geely's solar photovoltaic power generation plan, we designed the technical scheme of storage system of new energy power battery in Yuyao and other plants, and reserved space for photovoltaic equipment and energy storage supporting facilities. In 2018, photovoltaic power generation projects in Jinzhong Base and other bases were gradually connected to the national grid, and Geely's Solar PV capacity reached 100MW, with annual power generation of more than 100 million kWh. The photovoltaic power generation project can provide more than 15% of the electricity for a single base.

Besides, through big data analysis, we established an energy information system that matches the development of the automotive industry to tap the potential for energy saving and formulated integrated solutions for energy utilisation, such as photovoltaic power generation and energy storage. In the future, we plan to make full use of market-oriented means starting from developing China Certified Emission Reduction projects to comprehensively manage Geely's carbon assets and promote the efficient use of clean energy and the realisation of sustainable development goals.



GEELY Energy-Saving and Efficient Consolidated Logistics

We continuously promote the centralised management and control of the vehicle and spare parts logistics and adopt integrated bidding for packaging materials and consolidated transportation. These measures not only improved the efficiency of logistics management but also saved more than 30% of the project cost. In 2018, we carried out consolidated logistics works in Luqiao and Zhangjiakou plants by sorting and arranging routes, integrating transportation and vehicle allocation, reducing the no-load rate, and increasing the loading volume. Since the implementation of the Zhangjiakou Consolidated Logistics Project, the transportation cost has been reduced by over 20%.

In the selection of transport vehicles, all the diesel forklift trucks in the factory are replaced by electrical ones, which can effectively reduce exhaust emissions and workshop noise. In addition, we choose recyclable and environmentally friendly packaging materials to realize de-papering. At present, we are planning the recycling of packaging materials in the whole supply chain, and it is expected that the annual packaging cost will be reduced by about 60%.



G BUILDING A HARMONIOUS SOCIETY

GEELY Responsibility Focus

To fulfil social responsibilities is the duty of enterprises. Geely invites stakeholders, including employees, dealers, suppliers, and customers, to participate in public welfare activities. We pay close attention to education and targeted poverty alleviation, continually explore the mode and channel for enterprises to participate in social welfare, and strive to convey warmth and care to more people in need.

Geely's five colleges and universities have educated 150,000 talents for society.

There are 432 graduate students and nine postdoctoral students graduated in Zhejiang Automotive Engineering Institute.

Institutions of higher learning have invested RMB7.8359 million in scientific research, and there are 179 ongoing research projects, 841 published papers, 28 monographs, three patents and eight software copyrights.

Completed 216 school-enterprise cooperation projects. The graduates majoring in automobile are popular, and the overall employment rate of colleges and universities is over 95%.

There are 496 employee volunteers in Geely Hangzhou Park, and they have provided 108 volunteer services with a cumulative volunteer service time of 3,382 hours.

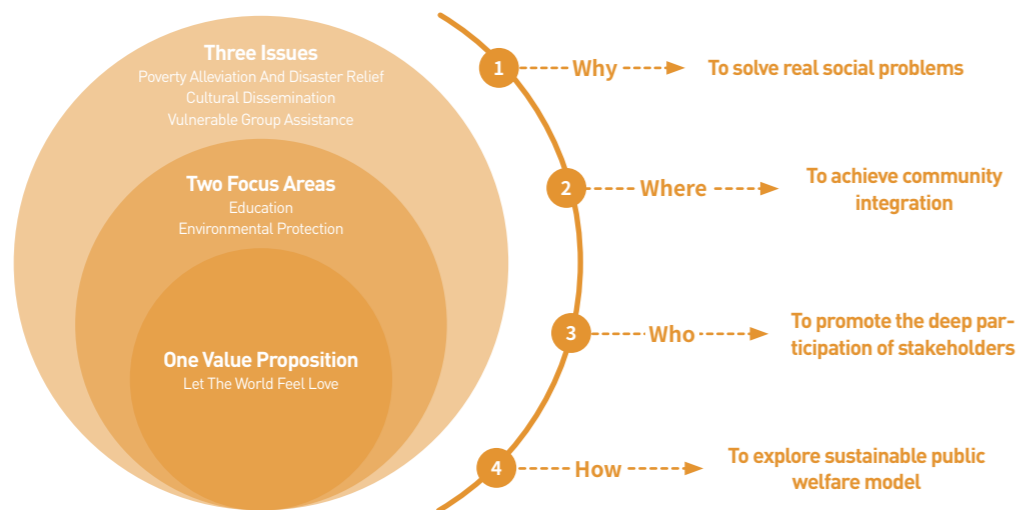
"Green Runway" has brought professional sports equipment, shoes and standardised sports courses to children in 19 primary schools in the past five years.

Since 2016, we have donated GBP60,000 to the "Magical Taxi Tour".

GEELY Geely Public Welfare System

Take "let the world feel love" as the public welfare value proposition, we focus on education and environmental protection, and radiate three public welfare issues: cultural dissemination, poverty alleviation and

disaster relief, and vulnerable group assistance. Our four public welfare principles are to solve real social problems, achieve community integration, promote the deep participation of stakeholders, and explore sustainable public welfare model.



GEELY Cultivating New Professional Talents

There is a shortage of applied talents in the current process of social industrialisation and even informatisation. The training of high-level technicians has become an urgent realistic problem to be solved. Since entering the education industry in 1997, Geely has established five colleges and universities, namely, Beijing Geely University, University of Sanya, Hunan Geely Automobile College, Sanya Institute of Technology, and Zhejiang Automotive Vocational and Technical College. We have educated 150,000 talents for society, and nearly 10,000 graduates have taken up jobs every year.

Entrusted by Society of Automotive Engineers of China, Geely invested in the establishment of Zhejiang Automotive Engineering Institute, the first private graduate school specialising in training master's and doctor's degrees in automotive engineering in China. At present, there are 432 graduate students and nine postdoctoral students graduated, and there are 178 graduate students in school. The type of talent output covers many fields and levels.

In 2018, we invested RMB7.835 million in scientific research, and have 179 ongoing research projects, 841 published papers, 28 monographs, three patents and eight software copyrights. After more than 20 years of practice in the fields of education reform and private education, Geely's colleges and universities have been widely praised by all walks of life and were awarded "Private Universities with Brand Strength in 2018", "Typical Demonstration Universities with 'Double Creations' in 2018", "Private Universities with Employment Competitiveness in 2018", etc.

The emergence of innovative achievements and major scientific discoveries often stem from the practice and enlightenment on the front line. Focusing on the automotive industry chain and economic and social development needs, Geely's institutes have created automotive technology and business marketing, tourism and cultural creativity, big data and artificial intelligence and other special major systems and quality courses. At the same time, we continue to explore the "professional" training mode and have completed 216 cooperative projects with government agencies, domestic and foreign institutions, scientific research institutions, industry associations, well-known enterprises, etc., to build broad training opportunities and employment channels for students. The graduates majoring in automobile are popular, and the overall employment rate of colleges and universities is over 95%.



The key to the innovative ability is the reform of the educational system, and the best solution is to enhance the competitiveness of education. Only through the combination of production, teaching and research, can we cultivate talents with market competitiveness.

— Li Shufu, Chairman of Geely Holding Group

Responsibility Practice

Innovating Talents Training by School-Enterprise Cooperation

In 2018, University of Sanya signed cooperation agreements with ten financial institutions, such as the Sanya City Centre Branch of the People's Bank of China and the Sanya Branch of the Industrial and Commercial Bank of China, to carry out cooperation in various fields, for example, financial research and personnel training.

Established "Regional Financial Development Research Centre" and "Sanya Financial Talents Training Base and Financial (Credit) Knowledge Promotion and Education Demonstration Base". Major cooperation projects include:

- Participating in and assisting in hosting the Sanya Financial Seminar;
- Establishing internship bases for college students to support and promote financial development;
- Providing financial services and popularising financial knowledge;
- Building financial research centres, research and application bases, work-study bases, etc.;
- Sharing talent cultivating and training resources, and maximizing social benefits.

Through the strategic cooperations, we will devote ourselves to making more significant contributions to the development of the financial industry in Sanya and even Hainan.



GEELY Developing Public Welfare as a Habit

Geely's voluntary service has become a normalised mechanism in such areas as blood donation, education assistance for needy students, automobile maintenance, subway service, first aid training and assistance for people in need. Taking Hangzhou Park as an example, in 2018, the number of Geely employee volunteers was 496, with an increase of 5.8% compared with 2017, and they have provided 108 volunteer services with the total volunteer service time of 3,382 hours. Public welfare has become a vital part of the happy life of every Geely person.

1. "Green Runway" Rural Youth Sports Dream Project

Geely's "Green Runway" Rural Youth Sports Dream Project aims at two aspects that are sports equipment donation and rural sports education focusing on rural physical education, to advocate the society to pay attention to the physical and mental health of children and adolescents in poverty areas and disseminate the sports spirit of "positive, unity and struggle".

The participants of "Green Runway" are mainly Geely riders who pursue quality and personality, love outdoor sports and have social responsibilities. At the same time, "Green Runway" encourages people who care the society to build a Geely public welfare platform through the annual Geely Green Runway series activities and advocates that everyone pay attention to the current situation of rural sports education.



In the past five years, "Green Runway" has covered Inner Mongolia, Yunnan, Shanxi, Gansu, Zhejiang, Shaanxi, Guizhou, Ningxia, Hubei, Guangdong, Hebei and Sichuan, and brought professional sports equipment, shoes and sports courses to 19 primary schools.

In 2018, the "Green Runway" public welfare project was carried out in conjunction with Geely's "Geely Timely Rain" Targeted Poverty Alleviation Project. We helped the children in rural primary schools in the targeted poverty alleviation area to realize their sports dream through "One Sports Knowledge Course", "One Week Sports Support Course", "One Donation Activity", "One Painting Activity" and "One Speech Activity".



"Green Runway" pays attention to people's "educational growth" and "potential development", and strives to help children in backward areas get fair educational opportunities and high-quality educational resources and become partners and friends during their growth. At the same time, using its advantages on education and automobile manufacturing industry, Geely promotes the innovation of traditional education mode and the healthy development of human body and mind through the cooperation of industry and education.



2. 100 People Help Shaanxi with Han Hong

As a partner of Han Hong Love Charity Foundation, Geely Auto has been helping Hanhong's team to carry out a series of public welfare activities in the West of China for six consecutive years since 2013. Over the past six years, Geely Auto has donated 165 Geely SUVs to the Hanhong Love Charity Foundation to support the helping activities in Xinjiang, Qinghai, Guizhou, Gansu, Ningxia and Shaanxi. These SUVs have travelled nearly 500,000km in more than 70 cities and counties in six western provinces and autonomous regions with Hanhong's team. Geely's cars travel twice as long as the equator in each helping activity.

In 2018, as a special vehicle for medical visits, Geely new vision SUV travelled 1,700km through 10 counties (districts) of 4 cities in southern Shaanxi in 15 days. It escorted the medical team of more than 200 people and consolidated the product image of "public welfare" and "happiness".



3. Looking For the Most Beautiful Rural Teachers

In the past 40 years of reform and opening up, the covering rate of nine-year compulsory education in China has reached 93.8%. This achievement is inseparable from the hard work of educators, especially rural teachers who take root at rural areas and stick to the three-foot platform with love and responsibility and show great strength.

The "Looking for the Most Beautiful Rural Teachers" activity has been held for two sessions, aiming at finding excellent rural teachers who have selfless dedication to education, firm ideas and beliefs, noble moral sentiments, solid knowledge and kindness, and promoting the good manners of respecting teachers and education.

In 2018, Geely organised dealers and car riders from all over the country to visit more than 30 rural schools in 18 provinces and cities, to find the model teachers and send more than RMB300,000 of teaching materials and sports goods to schools. After carefully screening and voting by the judges, we finally selected 21 "most beautiful rural teachers".



4. "Up Marathon"

The pursuit of speed and endurance represents perseverance and transcendence, which coincides with the connotation of the marathon. As a strategic partner of the international marathon, in 2018, Geely co-hosted marathon events in more than ten cities, including Nanjing, Ningbo, Taizhou and Nanning, and supported the country's first marathon to promote poverty alleviation, Miaoxiangshan International Village Marathon. As the official designated vehicle for the marathon, Geely Borui GE provides support services, such as pilot, referee and timing. By participating the activities, we advocate a green and healthy lifestyle.

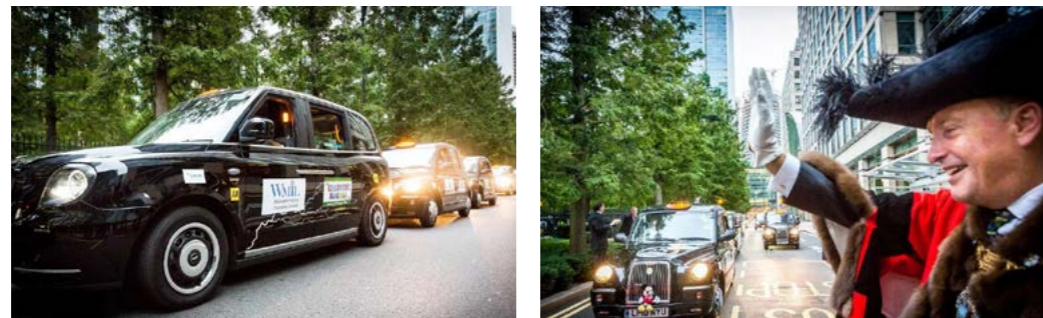


5. London Magical Taxi Tour

In September 2018, the "London Magical Taxi Tour", one of London's most popular children's charity activities, started from London Canary Wharf for 25th year. A fleet of more than 100 London's iconic Black Cabs sent more than 200 children with chronic illness or inconvenience to Paris Disneyland free of charge and accompanied them for an unforgettable weekend.



The London Electric Vehicle Company (LEVC), which produces the classic Black Cab, commissioned an environmental research team from King's College to study the air quality inside the vehicle. The results show that the new generation of the LEVC TX5 taxi has a better air tightness, and with the support of pure electric zero-emission function, compared with the old taxi, TX5 can reduce pollution damage caused by polluted air by nearly half, so that the car has the air quality of "Norwegian forest". This year's "Magical Taxi Tour" fleet includes some new TX5 electric taxis.



As the parent company of LEVC, Geely Holding Group has donated GBP60,000 to "Magical Taxi Tour" since 2016. In June 2018, in celebration of the 25th anniversary of the "Magical Taxi Tour", Geely pledged to donate GBP100,000 to the "Magical Taxi Tour" in the five years from 2020 to 2024, which will be the largest donation ever received for the event.



6. Geely Car Riders' Charity Time

With the support of the Geely Club, Geely car riders associations actively organized caring public welfare activities, such as the caring activities of Orphanage of Borui car riders association in Suzhou, the caring activities of Zhongyuan Emgrand GL car riders association to help kindergartens in poor mountain areas, Shaanxi Emgrand car riders association to care for lonely old people, Liaoning Boyue car riders association to care for autistic children, Anyang Boyue car riders association to have charity donations, Guiyue car riders association to support education. Through various public welfare activities, the owner showed the temperature and social responsibility of the Geely brand with practical actions.



G PERFORMANCE FIGURES

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

ESG Key Performance Indicator				
Categories of the Indicator	Unit	Data of 2016	Data of 2017	Data of 2018
A Environment²				
Level A1: Emissions³				
Indicator A1.1 NO _x emission ⁴	tonne	44.85	109.48	143.05
Indicator A1.1 SO ₂ emission ⁵	tonne	8.28	21.35	26.52
Indicator A1.1 NO _x emission per unit of sales volume ⁶	g/unit	58.56	87.78	95.32
Indicator A1.1 SO ₂ emission per unit of sales volume	g/unit	10.82	17.12	17.67
Indicator A1.3 NMHC emission per unit of sales volume	g/unit	68.18	108.08	31.67
Indicator A1.3 Xylene emission per unit of sales volume	g/unit	10.36	14.08	11.39
Indicator A1.1 Waste water disposal	tonne	1,019,593.0	1,685,982.3	2,369,079.4
Indicator A1.1 Waste water disposal per unit of sales volume	tonne/unit	1.33	1.35	1.58
Indicator A1.1 The number of significant spills ⁷	tonne	0	0	0
Indicator A1.3 Hazardous waste handled per unit of sales volume	kg/unit	4.71	5.02	7.28
Indicator A1.5 Rate of recycled use of solid waste	%	96.45	96.32	92.23
Indicator A1.2 GHG emissions under Scope 1 ⁸	tCO ₂ e	75,971.95	126,933.99	138,921.43
Indicator A1.2 GHG emissions under Scope 2 ⁹	tCO ₂ e	246,066.02	346,172.65	425,621.87
Indicator A1.5 Reduced GHG emissions	tCO ₂ e	12,822.31	17,646.28	19,851.20
Level A2: Usage of Resources				
Indicator A2.1 Direct energy consumption	tonne of standard coal	43,531.42	73,851.07	82,599.97
Indicator A2.1 Indirect energy consumption	tonne of standard coal	46,454.87	65,038.27	82,513.46
Indicator A2.1 Steel consumption per unit of sales volume	kg/unit	322.94	333.03	285.36
Indicator A2.1 Paint consumption per unit of sales volume	kg/unit	13.59	15.45	13.03
Indicator A2.2 Total water consumption	tonne	2,482,625	4,919,789	6,042,702
Indicator A2.2 Water resource consumption per unit of sales volume	tonne/unit	3.24	3.95	4.03
Indicator A2.3 Energy conservation rate ¹⁰	%	/	2.17	/
Indicator A2.4 Usage rate of recycled industrial water	%	97.55	98.00	99.00
Indicator A2.5 Packaging material usage amount of the exported vehicle	tonne	3,033	7,885	10,958
Indicator A2.5 Packaging material usage amount of the engine	tonne	1,529.5	2,166.8	4,420.0
Indicator A2.5 Packaging material usage amount of the transmission	tonne	25.5	6.0	980.0
Indicator A2.5 Packing material usage amount of the exported vehicle per unit of sales volume	tonne/10 thousand units	1,392.6	6,707.6	3,980.0
Indicator A2.5 Packaging material usage amount of the engine per unit of sales volume	tonne/10 thousand units	19.8	1,832.2	26.5
Indicator A2.5 Packaging material usage amount of the transmission per unit of sales volume	tonne/10 thousand units	8.1	4.7	5.5
Indicator A2.5 Recycling rate of packaging material ¹¹	%	80.57	100	100

B Society				
Employment and Labor Criteria				
Level B1: Employment				
Indicator B1.1 Total no. of employees ¹²	person	28,055	41,543	52,275
Indicator B1.1 No. of retired employees	person	11	4	25
Indicator B1.1 Total no. of employees turnover	person	4,368	6,284	11,438
Indicator B1.1 No. and proportion of employees by gender				
Female	person	3,883(13.8)	5,132(12.4)	6,601(12.6)
Male	person	24,172(86.2)	36,411(87.6)	45,674(87.4)
Indicator B1.1 No. and proportion of employees by employment category				
Employees	person/%	21,574(76.9)	32,196(77.5)	44,352(84.8)
Interns	person/%	6,032(21.5)	8,730(21.0)	7,658(14.6)
Labor services	person/%	45(0.1)	39(0.1)	53(0.1)
Reserved	person/%	393(1.4)	561(1.4)	212(0.4)
Rehired and retirement	person/%	11(0)	17(0)	0(0)
Indicator B1.1 No. and proportion of employees by age group				
Under 30 years old	person/%	19,891(70.9)	29,759(71.6)	34,543(66.1)
31-50 years old	person/%	7,771(27.7)	11,320(27.3)	17,032(32.6)
Above 50 years old	person/%	393(1.4)	464(1.1)	700(1.3)
Indicator B1.2 No. and proportion of employees turnover by gender				
Female	person/%	478(11.0)	439(7.0)	1,117(9.8)
Male	person/%	3,890(89.0)	5,845(93.0)	10,321(90.2)
Indicator B1.2 No. and proportion of employee by age group				
Under 30 years old	person/%	3,141(72.0)	5,367(85.4)	8,014(70.1)
31-50 years old	person/%	1,186(27.1)	886(14.1)	3,333(29.1)
Above 50 years old	person/%	41(0.9)	31(0.5)	91(0.8)
Level B2: Health and Safety of Employees				
Indicator B2.1 No. of accidents	number	13	19	19
Indicator B2.1 No. of work-related fatalities	number	0	0	0
Indicator B2.1 Accident rates of severe injuries	‰	0.075	0.080	0.042
Indicator B2.1 Accident rates of light injuries	‰	0.415	0.310	0.220
Indicator B2.1 Incident no. of occupational disease	number	1	0	0
Indicator B2.1 Rates of occupational disease	‰	0.037	0	0
Indicator B2.1 Rates of work-related injuries	‰	0.49	0.39	0.27
Indicator B2.1 Rates of absenteeism	‰	0.045	0.028	0.025
Indicator B2.2 Reduced working days caused by work-related injuries	Day	279	309	454
Indicator B2.2 Financial loss caused by accidents	RMB10 thousand	17.7	29.5	29.1
Indicator B3.1 Level B3: Training and Growth of Employees				
No. of training sessions	session	10,799	17,356	25,618
Total hours in training sessions ¹³	hours	2,834,502	3,572,753	5,727,332
Percentage of training employees	%	100	100	100
Average training hours per employee	hours/person	66.0	91.0	75.3
Indicator B3.1 Percentage of training employees by employee category				
Senior management	%	100	100	100
Middle management	%	100	100	100
Ordinary employees	%	100	100	100
Indicator B3.2 Average training hours per employee by gender				
Female	hours/person	65.6	73.1	74.5
Male	hours/person	66.1	79.3	75.5
Indicator B3.2 Average training hours per employee by employee category				
Senior management	hours/person	68	83	76

Middle management	hours/person	69	81	75.5
Ordinary employees	hours/person	65.5	79.0	75.0
Indicator B3.2 Average training hours per employee by staff category				
Research	hours/person	67	84	76
Technology	hours/person	66.0	76.0	75.8
Administration	hours/person	65.0	72.0	75.3
Operation	hours/person	64.5	69.3	75.0
Operation and Management				
Level B6 : Product Responsibility				
Indicator B6.1 Percentage of products recycled for safety and health reasons ¹⁴	%	0	0	0

Note:

- ¹ The performance figures of Geely Automobile Holdings Limited don't include subsidiaries overseas;
- ² In 2018, the resource consumption and total environmental emissions indicators in A Environment include the data of joint venture companies which have significant impacts on this report;
- ³ Reasons for not disclosing Indicator A1.4 and Indicator A1.6: Geely's listed companies actively promote paperless office, and carry out classified recovery and recycling pilots for domestic garbage in office areas. Non-hazardous waste, such as domestic waste discharge and office paper consumption is not the main environmental discharge of Geely;
- ⁴ For the data of SO₂, NO_x, NMHC and xylene emissions in 2016, Luqiao and Jinan bases are calculated based on 8 hours in 1 shift, and the others are calculated based on 12 hours in 1.5 shifts, 300 days in production throughout the year; the 2017 data of each base is collected from the 2017 environmental monitoring report. Jinan base is calculated based on 8 hours in 1 shift. Jinzhong base is calculated based on 12 hours in 1.5 shifts, and the others are calculated based on 16 hours in 2 shifts, 300 days in production throughout the year;
- ⁵ With the increase of the number of production bases and vehicle production, the total SO₂ emission is on the rise. However, the SO₂ emission in 2016 is lower than that in 2017 due to the difference of natural gas components purchased from different bases;
- ⁶ The production-marketing model of Geely Automobile Holdings Limited is producing according to sales prospects. Therefore, we calculated related resource consumption and environmental performance figures on the base of sales volume;
- ⁷ There is no leakage of oil plants, fuels or dangerous chemicals during the production and transportation of key manufactures of Geely Automobile Holdings Limited from 2016 to 2018;
- ⁸ GHG emissions under Scope 1 include direct emissions from energy-consuming equipment, such as incinerators and boilers, and test cars in 11 companies of Ningbo, Hangzhou Bay, Chunxiao, Jinan, Chengdu, Xiangtan, Jinzhong, Baoji, Luqiao, Linhai and Zhangjiakou;
- ⁹ GHG emissions under Scope 2 include indirect emissions from purchased electricity and steam in 11 companies of Ningbo, Hangzhou Bay, Chunxiao, Jinan, Chengdu, Xiangtan, Jinzhong, Baoji, Luqiao, Linhai and Zhangjiakou;
- ¹⁰ It is calculated according to the energy consumption per unit of sales volume. Due to the newly-built production bases in 2018, the direct and indirect energy consumption are higher than that of 2017;
- ¹¹ Excluding packaging materials used for export of products
- ¹² The total number of employees in 2016 equals the average number of Geely Automobile Holdings Limited (Hong Kong Stock Exchange No. 175);
- ¹³ Total hours in training sessions=Average hours in training sessions of A category employees*number of A category employee + Average hours in training sessions of B category employee*number of B category employee + Average hours in training sessions of C category employee* number of C category employee.....;
- ¹⁴ There is no product recycled for safety and health reasons of Geely Automobile Holdings Limited from 2016 to 2018.

Note: The data scope of GRI Key Performance Indicator is Geely Auto Group.

GRI Key Performance Indicator ¹				
Indicators	Unit	Annual data		
		Data of 2016	Data of 2017	Data of 2018
Making Refined Cars for Everyone				
Quality Indicator				
Malfunction rate per thousand (12MIS) ²	‰	45	48	31
Public recall	time	3	1	1
IQS ³	%	118	113	115
Data of Club Membership				
No. of club membership	person	519,371	1,263,621	2,003,959
Annual growth rate	%	57.3	149.0	58.6
No. of club activities organised	time	58	121	854
Data of Consumers' Degree of Satisfaction				
Total no. of complaints processed	case	25,987	27,846	29,545
Proportion of complaints processed	%	100	100	100
Showing Respect, Achieving Success and Creating Happiness				
Overall Conditions of Employees				
Total no. of employees	person	29,344	42,914	65,208
No. of retired employees	person	12	24	28
No. of employees turnover	person	5,268	7,191	11,618
No. of new employees	person	11,429	18,215	32,741
No. of disabled employees hired	person	0	0	0
No. of ethnic minorities employees	person	591	2,101	302
No. of employees in the highest governance body	person	31	32	32
No. of female employees in the highest governance body	person	4	4	4
No. of ethnic minorities employees in the highest governance body	person	1	1	1
No. of local senior executives hired	person	11	31	16
No. of fresh graduates hired	person	1,581	1,976	2,661
Percentage labor contract signed	%	100	100	100
Percentage of social security coverage	%	100	100	100
Percentage of health and medical records completed	%	100	100	100
No. of labor disputes complaints	number	22	25	27
Percentage of employees accepting assessment of performance and professional development at regular intervals	%	100	100	100
Proportion of employees in labor union	%	100	100	100
No. of team-building activities for employees	time	211	219	213
Total hours of team-building activities for employees	hours	1,069	1,102	1,278
Percentage of employees involved in activities	%	76	77	77.6
No. and Proportion of Employees by Gender				
Female	person/%	3,539(12.1)	5,579(13.0)	9,346(14.3)
Male	person/%	25,805(87.9)	37,335(87.0)	55,862(85.7)
No. and Proportion of Employees by Employment Category				
Employees	person/%	22,418(76.4)	33,043(77.0)	55,770(85.5)
Interns	person/%	6,279(21.4)	9,012(21.0)	8,957(13.7)
Labor services	person/%	29(0.1)	28(0.1)	21(0)
People rehired after retirement	person/%	11(0)	58(0.1)	76(0.1)

GRI Key Performance Indicator				
Indicators	Unit	Annual data		
		Data of 2016	Data of 2017	Data of 2018
Reserved people	person/%	607(2.1)	773(1.8)	384(0.6)
No. and Proportion of Employees by Age Group				
Under 30 years old	person/%	20,100(68.5)	30,898(72.0)	41,170(63.1)
31-50 years old	person/%	8,804(30.0)	11,501(26.8)	23,135(35.5)
Above 50 years old	person/%	440(1.5)	515(1.2)	903(1.4)
No. and Proportion of New Employees by Age Group				
Under 30 years old	person/%	8,533(74.6)	15,610(85.7)	26,228(80.1)
31-50 years old	person/%	2,827(24.7)	2,568(14.1)	6,421(19.6)
Above 50 years old	person/%	60(0.7)	37(0.2)	92(0.3)
No. and Proportion of Employees Turnover by Age Group				
Under 30 years old	person/%	3,434(65.2)	6,112(85.0)	10,040(86.4)
31-50 years old	person/%	1,775(33.7)	1,036(14.4)	1,534(13.2)
Above 50 years old	person/%	59(1.1)	43(0.6)	44(0.4)
No. and Proportion of Employees Turnover by Gender				
Female	person/%	627(11.9)	482(6.7)	778(6.7)
Male	person/%	4,641(88.1)	6,709(93.3)	10,840(93.3)
Health and Safety of Employees				
NO. of accidents	number	14	19	19
No. of work-related fatalities	number	0	0	0
Accident rates of severe injuries	‰	0.110	0.080	0.042
Accident rates of light injuries	‰	0.40	0.31	0.22
Incident no. of occupational disease	number	0	0	0
Rates of occupational disease	‰	0	0	0
Rates of work-related injuries	‰	0.51	0.39	0.27
Rates of absenteeism	‰	0.056	0.028	0.025
Reduced working days caused by work-related injuries	days	415	309	454
Financial loss caused by accidents	RMB10 thousand	32.8	29.5	29.1
Training and Growth of Employees				
No. of training sessions	time	13,499	17,748	23,415
Total hours of training sessions organised	hours	4,063,108	5,691,276	5,258,149
Percentage of training employees	%	100	100	100
Percentage of Training Employees by Employee Category				
Senior management	%	100	100	100
Middle management	%	100	100	100
Ordinary management	%	100	100	100
Average Training Hours Per Employee by Gender				
Female	hours/person	65.5	69.6	80.6
Male	hours/person	62.0	67.3	81.7
Average Training Hours Per Employee by Employee Category				
Senior management	hours/person	55.7	59.3	79.0
Middle management	hours/person	60.2	63.4	82.0

GRI Key Performance Indicator				
Indicators	Unit	Annual data		
		Data of 2016	Data of 2017	Data of 2018
Ordinary management	hours/person	52.5	62.1	81.5
Average Training Hours Per Employee by Staff Category				
Research	hours/person	61	78	83
Technology	hours/person	57	59	80
Administration	hours/person	62	64	79
Operation	hours/person	50.0	65.0	81.6
Growing with Partners⁴				
No. of Dealers	number	920+	868	1,228
No. of dealer activities organised	time	331	4,193	13,125
Rates of dealers involved in activities	%	100	100	100
Living in Harmony with Nature⁵				
Investment of energy-saving technological transformation and environmental protection facilities	RMB10 thousand	9,500	30,400	32,329
Completion rate of "Environmental impact evaluation" and "Three Parallels" implementation at new and expansion projects	%	100	100	100
Compliance emission rate of main pollutant ⁶	%	100	100	100
Compliance emission rate of solid waste	%	100	100	100
Solid waste harmless treatment rate	%	100	100	100
Rate of environmental incidences and environmental issues complaints	%	0	0	0
Eco-friendly facilities allocated and normal operations rate	%	100	100	100
Percentage of greenery coverage built by company	%	20.0	19.9	20.0
Amount of major fines due to violation of environmental regulations and laws	RMB10 thousand	0	0	0
No. of non-economic penalties due to violation of environmental regulations and laws	time	0	0	0
NO _x emission	tonne	44.85	109.48	143.05
SO ₂ emission	tonne	8.28	21.35	26.52
Waste water disposal	tonne	1,019,593.0	1,685,982.3	2,369,079.4
Weight of major leakage ⁷	tonne	0	0	0
Usage rate of recycled solid waste	%	96.45	96.32	92.23
Proportion of products passed safety and health assessment	%	100	100	100
Usage rate of renewable material	%	85	85	93
Raw material recycling rate	%	95	95	97
Energy and Resource Consumption of Full Vehicles and Powertrain				
Direct energy consumption	tonne of coal	43,531.42	73,851.07	82,599.97
Indirect energy consumption	tonne of coal	46,454.87	65,038.26	82,513.46
Total water consumption	tonne	2,482,625	4,919,789	6,042,702
Usage rate of recycled industrial water	%	97.55	98.00	99.00
Building a Harmonious Society				
Data of Education Industry⁸				

GRI Key Performance Indicator				
Indicators	Unit	Annual data		
		Data of 2016	Data of 2017	Data of 2018
No. of students enrolled	person	8,664	8,627	9,746
No. of Graduates	person	8,253	7,911	7,467
Employment rate ⁹	%	96.94	97.05	95.35
No. of scientific research projects	number	120	120	179
Total investment in research funding	RMB10 thousand	447.40	571.65	783.59

Note:

¹ The data scope of ESG Indicator is Geely Automobile Holdings Limited, while that of GRI Indicator is Geely Auto Group, so a figure of the same indicator may be different;

² 12MIS=incidence of maintenance and repair in produced and sold cars over 12 months / No. of cars produced and sold over 12 months *1000;

³ IQS= Complaint incidence / No. of cars*100;

⁴ Dealer data for 2016-2017 only cover Geely Auto, and dealer data for 2018 cover Geely Auto and Lynk&Co.

⁵ The environmental data statistics only cover the main pollutant discharge units of each production and manufacturing base, and the units that have relatively small resource consumption and environmental emissions, such as parts, sales, research and development, and administration have not yet included in the environmental data statistics;

⁶ Main pollution includes the total amount and intensity of NO_x, SO_x, POP (persistent organic pollutants), VOC (volatile organic compound), HAP (hazardous air pollutants), PM (particulate matter), industrial wastewater discharges, COD (chemical oxygen demand), SS (suspend solids), ammonia nitrogen, pH;

⁷ There is no leakage of oil, fuels and hazardous chemicals in the production and transportation of main manufactures in Geely Auto Group from 2016 to 2018;

⁸ Including only Beijing Geely University, Hunan Geely Auto Vocational and Technical College, University of Sanya and Sanya Institute of Technology, does not include Zhejiang Automotive Vocational and Technical College and Zhejiang Automotive Engineering Institute;

⁹ The average employment rate of Beijing Geely University, Hunan Geely Automobile College, University of Sanya and Sanya Institute of Technology.

THE ROAD AHEAD WILL BE LONG, OUR CLIMB WILL BE STEEP

In 2018, the golden ages of China's automobile sales growth for more than 28 years ended. Facing severe challenges, Geely adheres to high-quality development, continually promotes product structure optimisation and adjustment, pays attention to the healthy development of systems and channels, and continuously improves the competitiveness of global systems, such as design, R&D, manufacturing, marketing experience and brand building.

We mainly focus on products and implement the "global development strategy for refined cars". In 2019, we plan to launch six new products, ten updated models and many new energy models to expand and build benchmarks for each segment of the market. At the same time, we will launch a new Geely Auto LOGO. The logo design is based on the extended universe integrated with starlight silver, space grey and Earth blue. Geely Auto will have a broader potential based on the development in the 3.0 era and enter a new era of youth, technology and globalisation.

As the first official partner of the Asian Games Hangzhou 2022, Geely launched the Asian Games strategy with the slogan "Enjoy E-mobility @ the Asian Games with Geely", and started an all-around brand upgrading action. We have grasped the opportunity of the "electrification, intellectualisation, networking, sharing" transformation of the global automobile industry, comprehensively promoted the electrification strategy, and launched new global all-electric brand "Geometry". Geely Auto will gradually be shaped into an innovative technology enterprise with core technology leading, global layout development and user-centred ideas.

The new technologies are penetrating every "capillary" of life at speed beyond our imagination. Everyone can fully feel the infinite pleasure of mobile travel with the Intelligent Transportation System consisted of a smart city, automated driving, high-precision map, artificial intelligence, and so on. All future travel visions are inseparable from the investment in innovation, research and development, personnel training, etc. In the future, Geely will continue to accumulate basic data and breakthrough technical bottlenecks in renewable energy use, automotive electrification technology, online digital technology and vehicle chip R&D, to master core technologies.

The enterprises under Geely Holding Group, such as Geely Auto, Lynk&Co, Volvo, Polestar Electric Vehicle, Lotus, Proton, Yuan Cheng Auto, London Electric Vehicle, are relatively independent but develop in coordination. Focusing on their users and brand positioning and based on global vision, these companies integrate global resources and move towards the mid- and high-end of the global value chain.

In an interconnected world, disruptive technologies will continue to sweep the automotive industry and the wider transport industry. The platform economy is the trend of the times. Building a shared digital platform and forming online advantages is the key to winning the future. Geely, in line with the mentality of cross-industry innovation and inclusive development, looks forward to working with more partners to promote the development of the world's automotive industry towards intellectualisation, electrification, networking and sharing.

ESG & GRI INDEX

ESG Index

ESG Index			Chapter	Page
	Comply or explain	Recommended Disclosures		
Aspect A1 : Emissions	General Disclosure Information on: (a)the policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO _x , SO _x , and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur Hexafluoride.Hazardous wastes are those defined by national regulations.		About the Report Living in Harmony with Nature	2 67-69
	KPI A1.1	The types of emissions and respective emissions data.	Performance Figures	77
	KPI A1.2	Greenhouse gas emissions in total (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).		
	KPI A1.3	Total hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).		
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).		
	KPI A1.5	Description of measures to mitigate emissions and results achieved.		
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.		
Aspect A2:Use of Resources	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.		Living in Harmony with Nature	67-69
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kwh in '000s) and intensity (e.g. per unit of production volume, per facility).	Performance Figures	77
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume , per facility)	Living in Harmony with Nature	67-69
	KPI A2.3	Description of energy use efficiency initiatives and results achieved.		67
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.		77
	KPI A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced.		

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Aspect A3:The Environment and Natural Resources	General Disclosure: Policies on minimizing the issuer's significant impact on the environment and natural resources.		Living in Harmony with Nature	67		
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.				
Aspect B1: Employment	General Disclosure Information on: (a)the policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion , working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		About the Report Showing Respect, Achieving Success and Creating Happiness	2 50-53		
	KPI B1.1	Total workforce by gender, employment type, age group and geographical region	Performance Figures	78		
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.				
Aspect B2: Health and Safety	General Disclosure Information on: (a)the policies; and (b)Compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		Showing Respect, Achieving Success and Creating Happiness	53		
	KPI B2.1	Number and rate of work-related fatalities.	Performance Figures	78		
	KPI B2.2	Lost days due to work injury.				
	KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Showing Respect, Achieving Success and Creating Happiness	53		
Aspect B3: Development and Training	General Disclosure Policies on improving employee' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.		Showing Respect, Achieving Success and Creating Happiness	53-54		
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Performance Figures	78-79		
	KPI B3.2	The average training hours completed per employee by gender and employee category.				
Aspect B4: Labor Standards	General Disclosure Information on: (a) the policies; and (b) Compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.		KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	Showing Respect, Achieving Success and Creating Happiness	50-51
	KPI B4.2	Description of steps taken to eliminate such practices when discovered	N/A	N/A		

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		KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Growing with Partners	58
Aspect B6: Product Responsibility	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.			Making Refined Cars for Everyone	39-41 43-47
		KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Performance Figures	79
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		KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Responsible Business Operations Growing with Partners	31 62
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		KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.		30-31
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With Regards,

Geely Holding Group

June 2019

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