



2019
Sustainable
Development
Report

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Report



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MESSAGE

The year 2019 marked the 70th anniversary of the founding of New China and the 20th anniversary of the grand opening of Shanghai Jin Mao Tower. During the year, we deeply practiced the core value concept of "In Science We Trust", took "Unleashing Future Vitality of the City" as our mission, continued to promote technological innovation, mechanism innovation and management innovation, explored the city operations model led by smart technology and featured by green and healthy development, and strove to create maximum economic, environmental and social comprehensive value, explored the road of sustainable development for the city, and better satisfied the people's desire for a better life.

Adhering to strategic direction and focusing on the future of the city.

The year 2019 was the year of city operations for China Jinmao. Facing the increasingly intensified internal and external risks and challenges, complicated development situation and increasingly fierce industry competition, we adhered to the development requirements of "moderate scale", adhered to the "city operations" and "two-wheel and two-wing driven" strategies, continued to deepen urban development and promoted market-oriented reform. In 2019, we were awarded the title of the "Leading City Operator in China" and our market capitalization exceeded RMB 70 billion for the first time. During the year, the Company achieved contracted sales of RMB 160.807 billion in total, representing a year-on-year increase of 25.63%, thereby ranking the TOP20 in the industry for the first time.

Improving the quality of living and serving innovative development.

During the year, adhering to the mission of "Build Quality for Better Life" and the philosophy of "Customers' Demand is Our Pursuit", we always put the building quality and living experience as the first priority to create a better living experience. We continued to strengthen the construction capacity, focus on the investigation and management of hidden dangers, and guarantee the construction quality. We provided customized services to meet the needs of consumers for a safe, comfortable, healthy and quality life by improving the efficiency of customer information feedback. In 2019, our average score of third-party actual measurement was 95.22 points, and the overall satisfaction of residential customers was 86%.

Inheriting the green DNA and unleashing the potential of zero carbon.

During the year, we adhered to the strategy of "Ever Green Quality", built ecological cities with science and technology, empowered life buildings with intelligence, committed to zero-carbon operation, and continued to carry out public welfare activities such as "Run Green China" to advocate low-carbon life and explored the harmonious coexistence model for people, nature and city. The Company obtained a total of 170 green building certifications or labels, accounting for over 90% of projects developed. The total gross floor area of the projects that meet the design requirements of green labels amounted to 14.4062 million sq.m. It is expected that the total greenhouse gas emission reduction in the whole life cycle of buildings will exceed 300,000 tons per year. As at the end of 2019, 46 energy station projects in cities, regions and projects were invested, constructed and operated, with a total energy supply area of approximately 28 million sq.m., and the annual carbon emission reduction is expected to exceed 270,000 tons.

Demonstrating Jinmao's warmth and empowering better lives.

During the year, we adhered to the principle of "co-creating our value with our partners in pursuit of win-win results", optimized the "linkage" resources expansion mechanism, integrated rich industrial resources, and worked with our partners to build a responsible supply chain. Adhering to the people-oriented principle, the Company attached great importance to and protected the basic rights and interests of employees, actively promoted the career development of employees, enriched the cultural life of employees, and motivated employees to make progress together with the Company. With "targeted poverty alleviation" and "poverty alleviation through education" as the main focus, the Company carried out public welfare activities including education support and charitable donations to contribute to the harmonious development of the society.

During the year, our continuous efforts in sustainable development were successively recognized by well-known institutions locally and abroad. We participated in the Global Real Estate Sustainability Benchmark (GRESB) assessment for the first time, and achieved 4-Star rating in the overall evaluation under the developer category. These achievements are inseparable from the support and participation of all stakeholders. We hope to obtain the continuous understanding, support and supervision of stakeholders through the systematic disclosure of this report.

In the new era, we will adhere to the strategic path of "City Operator" with strong development potential and fully empower city development. The Company will continue to focus on city operation, adhere to the innovation-driven approach, and continue to implement the goal of changing the urban development pattern, so as to bring more beautiful changes to the urban landscape and people's life.

FIGURES FOR JINMAO

Economy

RMB	RMB	RMB	HK
326,148.5 million	43,355.9 million	12,824.1 million	23.00 cents
Total assets	Operating revenue	Profit before tax	Dividend
9	95.22 points	86%	91%
New cities penetrated	Average score of third-party actual measurement	Customer satisfaction for residential properties	Customer (tenant) satisfaction for retail properties
92%	100%	99.53%	
Customer (patron) satisfaction for retail properties	Customer satisfaction for office premises	Rate of closed complaints for the development sector	

Community

9,958	100%	45 hours	RMB 225.967 million
Total no. of registered suppliers	Signing rate of labor contracts	Average no. of training hours per person	Safe production commitments
RMB 8,137 million	RMB 8.7469 million		
Tax payment	Charitable commitments		

Environment

170	14.4062 million sq.m.	RMB 78.7149 million
Green building certifications or labels received in the aggregate	Total GFA of projects meeting green label design requirements	Total environmental commitments
0.11 tons of standard coal/RMB 10,000	5.9%	
Comprehensive energy consumption per RMB 10,000 of production value	YoY decrease of energy consumption per unit of output value	

OUR HONORS

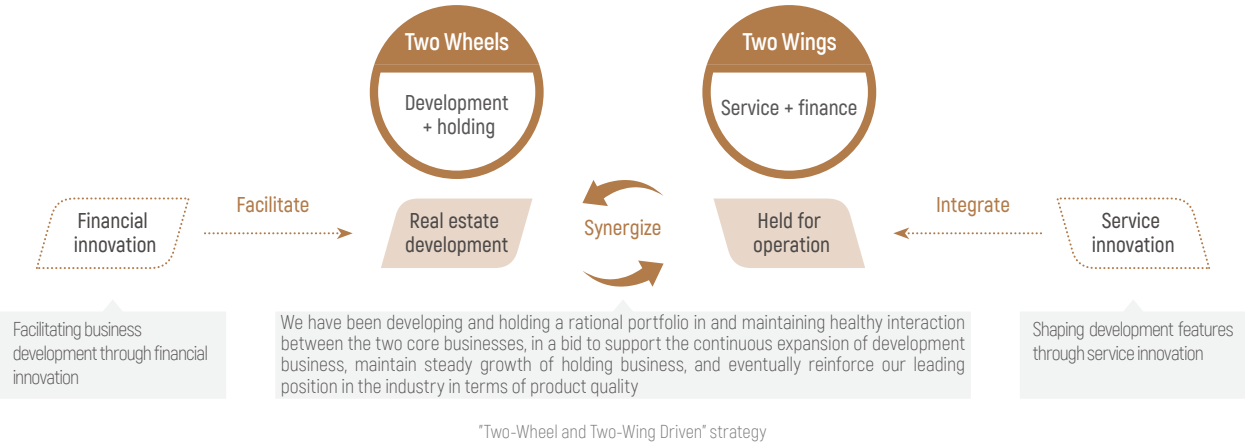
Aspect	Time	Prize	Issuer
ECONOMY	March 2019	China Jinmao was ranked 22nd among the "2019 China Top 100 Real Estate Developers", and was awarded the "2019 China Top 100 Real Estate Developers by Profitability TOP10", "2019 China Top 100 Real Estate Developers by Growth TOP10" and "2019 China Top 100 Real Estate Developers by Financing Capabilities TOP10"	Enterprise Research Institute of Development Research Center of the State Council, Institute of Real Estate Studies of Tsinghua University and China Index Academy
	March 2019	China Jinmao ranked 14th in the "2019 Real Estate Excellence Top 100 in the PRC"	Guandian Index Academy
	April 2019	China Jinmao was awarded the title of "Leading City Operator in China"	The Sixth China Industrial Park Innovation and Development Summit Forum
	May 2019	Jinmao Property was ranked 22nd among the "2019 Top 100 Property Management Companies in China"	China Index Academy and China Real Estate TOP10 Research Team
	June 2019	China Jinmao ranked No. 190 on the "China's 500 Most Valuable Brands"	World Brand Lab
	August 2019	China Jinmao was shortlisted for the first time and ranked 449th among the "2019 Top 500 Asian Brands" in 2019	World Brand Lab
	August 2019	Jin Mao Tower was awarded the title of the "World's 50 Most Influential Tall Buildings"	Council on Tall Buildings and Urban Habitat (CTBUH)
COMMUNITY	September 2019	China Jinmao won 4-Star Rating for Global Real Estate Sustainability Benchmark	GRESB
	December 2019	China Jinmao was granted the "Golden Bee Excellent CSR Report 2019 - Growing Enterprise" award	China Sustainability Tribune
	September 2019	China Jinmao won AAA rating for China Real Estate Developer's Green Credit Index Top 50 in 2019	IAC, Green Ranking, CAIJING Magazine
ENVIRONMENT	September 2019	Shanghai Jinmao North Bund won the "U.S. LEED System Certification Gold Award"	U.S. Green Building Council
	October 2019	Jin Mao Tower was awarded the Platinum Certification of "LEED for Building Operations & Maintenance: Existing Buildings"	U.S. Green Building Council
	December 2019	Jin Mao Tower was awarded the "Excellent Certification of BREEAM In-Use System" and the "BREEAM China In-Use Awards of the Year"	British Building Research Establishment
	December 2019	China Jinmao was ranked first among the "2019 Top 10 Most Competitive Green Property Developers in the PRC" and was named "2019 Top 10 Most Competitive Green Commercial Property Operators in China"	21st CIHAF 2019

ABOUT US

Company Profile

China Jinmao Holdings Group Limited (hereinafter referred to as "China Jinmao") is a platform enterprise under the real estate and the hotel segment of Sinochem Group Co., Ltd., one of the Top 500 World's Enterprises. On 17 August 2007, the Company was listed on the Main Board of The Stock Exchange of Hong Kong Limited (Stock Code: HK.00817). Sinochem Group Co., Ltd. is one of the central state-owned enterprises approved by the State-owned Assets Supervision and Administration Commission to engage in property development and hotel operations.

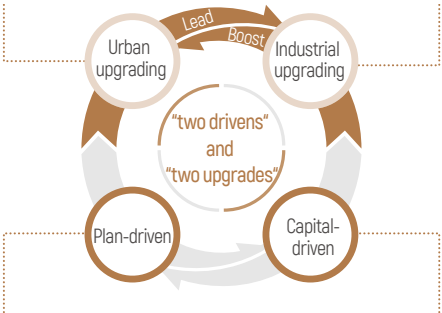
Upholding its vision of "Unleashing Future Vitality of the City" and insisting on its adherence to top positioning and premium quality, China Jinmao has focused on the city operation model of "Two Drivens and Two Upgrades" based on its strategy of "Two-Wheel and Two-Wing Driven" anchoring on leading quality, with the aim to be the leading city operator in China.



Reform of quality city lifestyles

The Company enjoys product superiority and brand reputation in the fields of quality residences, 5-star hotels, premium quality businesses, and 5A-class office premises

Planning team and partners with global visions
Practical experience in planning and implementation of city operation projects

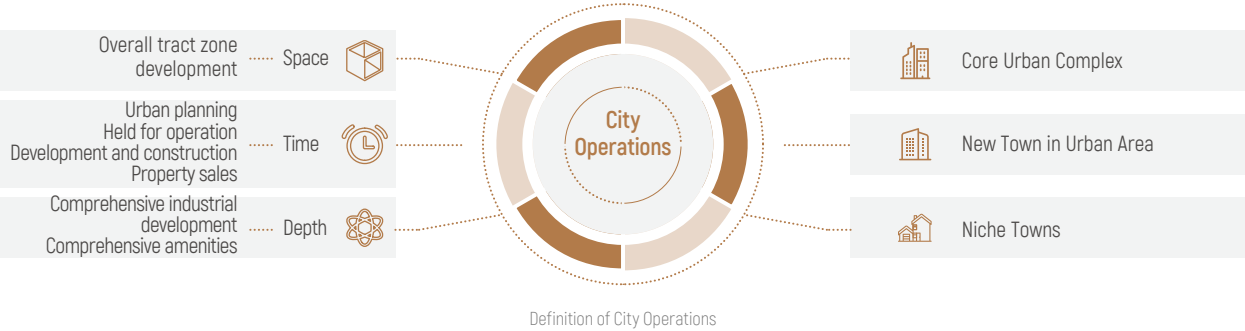


City Operations Model

Ongoing upgrade of quality industrial city

Comprehensive culture industry
Comprehensive health industry
Comprehensive technology industry

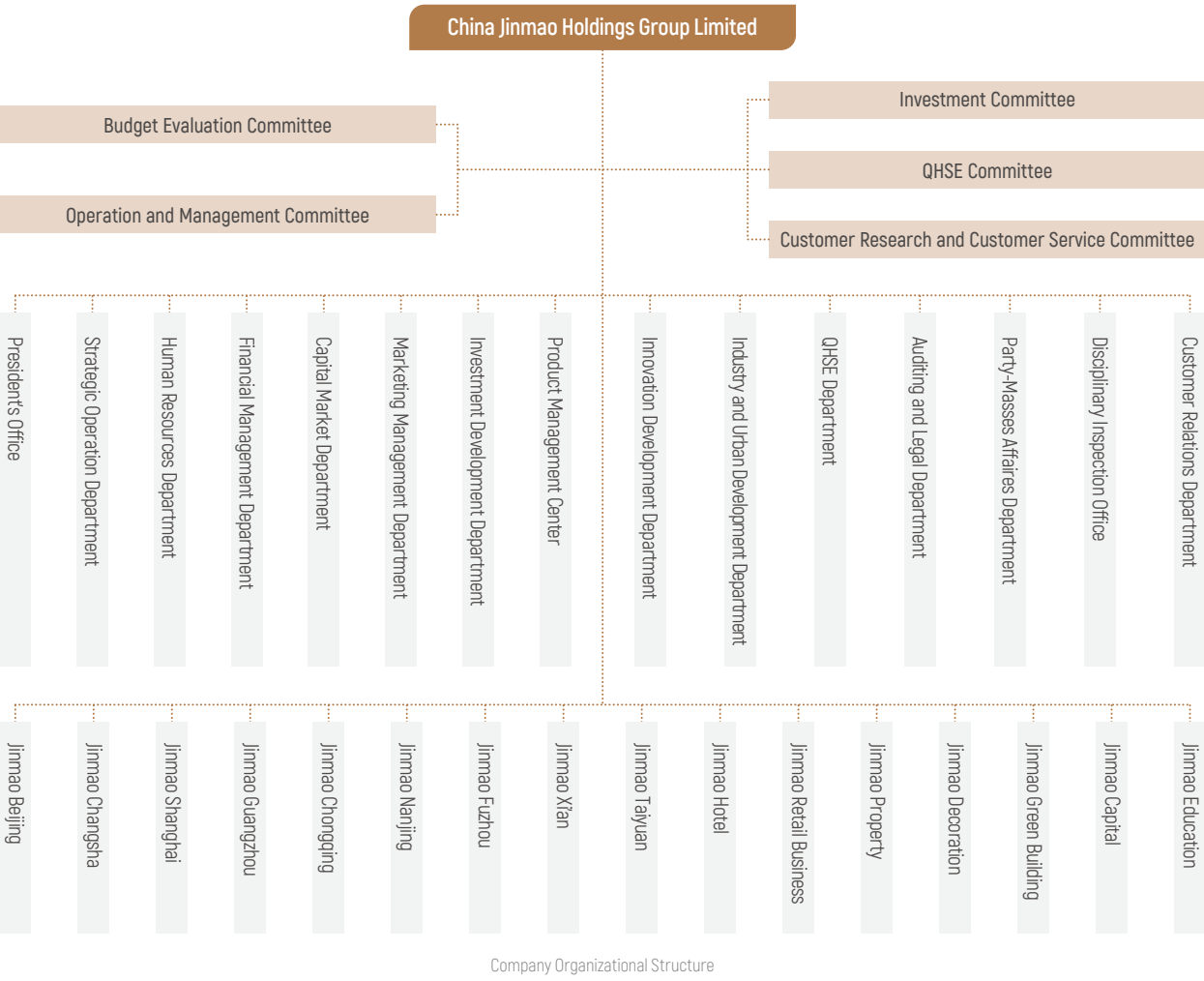
To achieve the purpose of advancing the industry with investment and the integration of industry and finance based on the strengths and credit endorsements of Jinmao Capital



"JINMAO" is a well-known trademark in China. Since 2005, "JINMAO" brand has been included in the "China's Top 500 Most Valuable Brands" on 15 consecutive occasions. In 2019, "JINMAO" ranked the 190th with the brand value of RMB 28.5 billion.

Organizational Structure

China Jinmao has established a listed company corporate governance structure in compliance with the regulatory requirements of the Hong Kong Stock Exchange, continued to carry out organizational upgrading, optimized the organizational structure of the headquarters, built a service sharing center and implemented a service-oriented headquarters. The Company promotes organization streamlining and process optimization, adheres to the three-level structure and two-level management and control, continuously optimizes regional and professional platforms and builds a flat organization. In 2019, China Jinmao set up a Customer Research and Customer Service Committee which takes charge of the establishment of related system and mechanism and decides on key issues in relation to customer research and customer service.



CORPORATE GOVERNANCE

China Jinmao strictly complies with the requirements of the Company Law of the People’s Republic of China and the Code on Corporate Governance Practices as set out in Appendix 14 to the Listing Rules of the Hong Kong Stock Exchange to establish a sound corporate governance structure for the listed company and to specify its terms of reference. China Jinmao has established a scientific decision-making and operation model under which the general meeting, the Board, the special committees under the Board and the management are authorized to manage, closely link and collaborate professionally.

In 2019, the Board and its specialized committees held 16 meetings and passed 109 written resolutions on 281 issues, covering major investment and financing transactions, remuneration and incentives, Board governance, information disclosure of listed company and other matters. For more information on the Board and corporate governance structure of the Company, please see the 2019 Annual Report of China Jinmao.

Compliance with Laws and Regulations

China Jinmao strictly complies with national laws and regulations and various regulatory requirements, and strengthens its efforts in corporate governance in accordance with laws to improve its compliance operation. The Company has further deepened and implemented the supervision and audit work of the entire business process, promoted and improved the risk management system and anti-corruption mechanism, and improved the efficiency of compliance management.

Strict supervision and audit

Led by the Audit and Legal Department at the headquarters, the internal audit system is revised on a rolling basis. In July 2019, the Internal Audit Management System of China Jinmao was promulgated and implemented to set out regulatory requirements on specific aspects such as audit plan, audit type and audit project implementation, covering China Jinmao and its wholly-owned institutions locally and abroad.

Improving the accountability mechanism for violations. The Company formulated and issued the Measures for the Implementation of Accountability Inquiry for Irregular Operations and Investments of China Jinmao, and established the Compliance Accountability Committee, which is the leading and guiding body of accountability for violations, to promote accountability for violations.

Carrying out audit work in an orderly manner. It organized and carried out audit work such as economic responsibility audit, compliance audit and follow-up rectification, and actively cooperated with external audit and supervision to ensure proper use of funds and standardized operation and management.

Strengthening compliance capability. The Company carried out the publicity and implementation of the Internal Audit Compliance of China Jinmao, improved the audit compliance awareness of all employees, risk management and prevention awareness and ability, continuously improved the professional expertise, and accelerated the efficient operation of the compliance audit management system.

Case

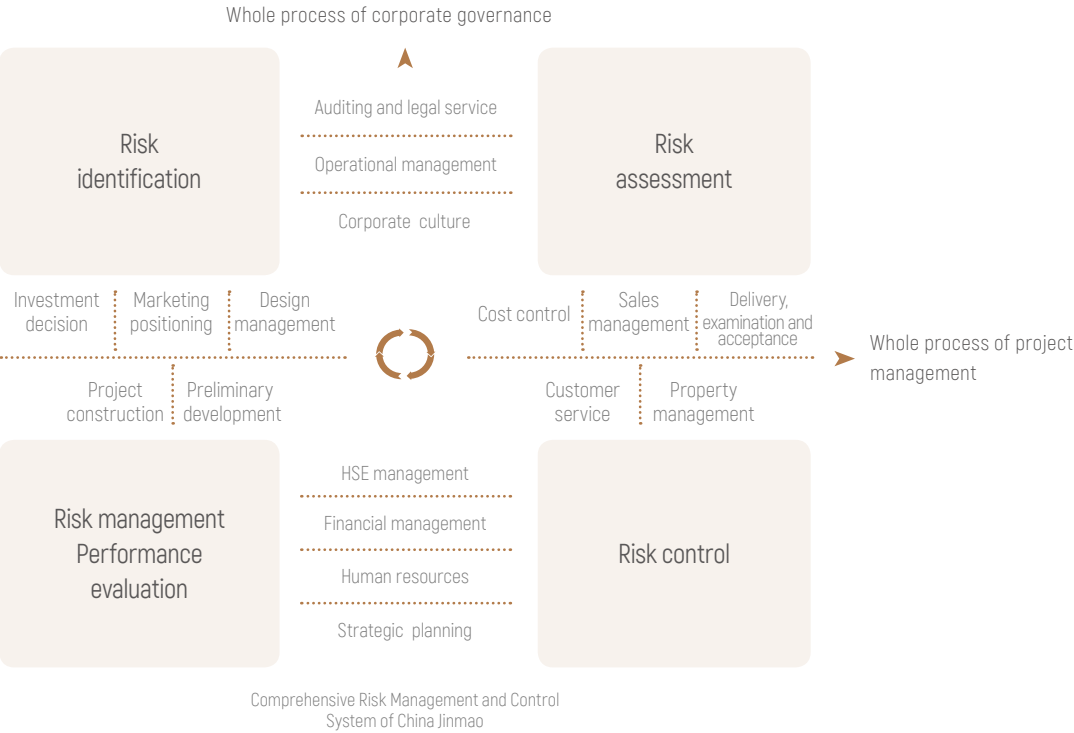
Essential course for managers on front line audit

In order to further enhance compliance awareness and standardize operational management, managers including the executive deputy general managers of the regional companies of China Jinmao joined the front line in audit, and participated in the cross-regional and cross-professional audit work as a “part-time auditor” for no less than a week, and put forward further measures for compliance operation of their respective companies by way of event diary and other methods to strengthen compliance awareness and practice. The activity covered a total of 22 front-line managers, with a total class hours of more than 880 hours.



Comprehensive risk management

We always adhere to the principle of prudent risk management, improve the comprehensive risk management and control system, carry out risk management work covering the whole process of corporate governance and the whole cycle of project management, strengthen the integration of risk management and internal control mechanism, and promote the steady development of the Company. In 2019, the legal review rate of contracts was 100%, and there was no significant risk event.



Identification and assessment of material risks. The Company regularly identified and sorted out material risks, carried out major risk project assessment and inspection activities, clarified risk warning indicators, optimized process and improved efficiency, with which we have effectively improved our process risk management as well as prevention and control capabilities.

Strengthening legal risk management and control. The Company updated the Legal Affairs Management System of China Jinmao, formulated the Guidelines for Legal Affairs Management of China Jinmao, explored the establishment of an active risk prevention and control management system, and improved the quality and efficiency of legal business handling.

Organized legal professional trainings

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Deepening anti-corruption

We strictly abide by the anti-corruption laws and regulations, actively implement international initiatives such as the anti-corruption principles advocated by the United Nations Global Compact in accordance with the requirements of Sinochem Group. In 2017, we joined the China Enterprise Anti-fraud Alliance to jointly create a clean business environment. We adhere to a zero-tolerance approach to corruption, which is led by the Disciplinary Inspection Office, to continuously establish and improve the anti-corruption work mechanism, strengthen supervision and promote implementation, and regularly carry out warning education and training on integrity in order to create a good culture of integrity. In 2019, the Company did not have any incident of corruption.

Improving anti-corruption policy system. The Company newly formulated, revised and issued 6 working procedures for the Disciplinary Inspection Committee and Disciplinary Inspection Office of China Jinmao, revised the Integrity Risk Prevention and Control List on a rolling basis, improved the prevention and control measures, and continued to improve the construction of anti-corruption system covering China Jinmao and its subsidiaries.

Facilitating the reporting channels. The Company strengthened the handling of complaints and cases, clarified the reporting channels, and promised to protect and treat all the persons making truthful and appropriate reports fairly, and strictly kept the identity of the whistleblower confidential, so as to prevent the whistleblower from retaliation or being treated unfairly.

Implementing the main responsibility of supervision. The Company conducted supervision and inspection on the performance and treatment of leading cadres, established the integrity files for the key staff positions of China Jinmao, organized and signed the Responsibility Letter of China Jinmao on the Construction of Clean Party and Clean Government, and continued to strengthen the sense of responsibility of integrity of “key leading staff”. The Company organized suppliers to sign the “Sunny Agreement” and established a mutual supervision mechanism with suppliers to prevent corruption and bribery in the bidding and procurement process.

Strengthening the education of integrity. The Company held corruption-warning conversations with key staff positions at all levels, carried out anti-corruption education for all employees, and enhanced the awareness on anti-corruption through watching warning education films, visiting anti-corruption warning education bases and organizing quizzes, etc.

Business confidentiality management

We have established the Confidentiality Committee to formulate the Confidentiality Management System of China Jinmao in accordance with the Law of the People's Republic of China on Protection of State Secrets, the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations, so as to implement the protection of business secrets and safeguard the national security, interests and the safety, reputation and interests of the Company.

The Company strengthened the standardized management of the basic work such as confidentiality and compliance with business ethics, promoted self-examination of problems, and ensured the legal compliance of employees' behaviors. The Company classified business secrets into three levels, i.e. “core, important and ordinary” according to their importance, carried out business secret knowledge learning, training and publicity, invited external lecturers to conduct talks on how to improve protection of business secrets, and launched technical measures for business secret protection to enhance the confidentiality awareness of all employees of the Company.

Intellectual property protection

In strict compliance with the requirements of the Patent Law of the People's Republic of China, the Trademark Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations, we continuously strengthen the management of intellectual property rights, and safeguard the rights and interests of intellectual property rights through patent and copyright application, trademark registration, trademark monitoring and anti-counterfeiting. At the same time, we fully respect and protect the intellectual property rights of others, and safeguard the legitimate rights and interests of others from infringement.

In 2019, the Company applied for 129 patents and obtained 44 invention patents, 83 utility model patents and 2 appearance patents.

Case Continuing to protect brand name

China Jinmao regards a good brand reputation as the most valuable intangible asset and wealth, so efforts are spent to build a sound rights protection system, crack down on brand infringements, protect the legitimate rights and interests of brand ownership and consumers, and purify the market environment.

Improving trademark management system. The Company extended trademark protection by applying for trademark registration for new businesses and new products, and carried out preparation work for trademark registration in advance according to the Company's development strategy and potential business needs so as to build a stronger base for brand name protection. In 2019, 237 trademarks were registered, and 808 applications were submitted for trademark changes.

Sorting out the files and certificates. The headquarters collaborated with various business units to collect nearly 1,000 various awards, contracts and invoice evidences; and worked with external lawyers and notary offices for unified notarization. The Company replaced the original certificate evidences with notarial certificates and presented them for any trial process at courts to improve the utilization rate and value of existing brand evidence.

Collecting information for brand name protection. On top of full internet searches made on Baidu, WeChat, Weibo, SoFang, Leju, Ctrip and other comprehensive platforms, a special mailbox was opened for reporting cases related to infringement of intelligent property rights. An activity known as Jinmao IP Protector Commendation was rolled out to encourage all employees of the Company to become a member of the IP protection army.

Initiating legal actions. The Company collected, identified and evaluated potential infringement clues, and through the mixed uses of lawyer letters, litigation filings, injunctions, settlement negotiations and other measures, facilitated the resolution of infringement cases and related rectifications. In 2019, in relation to IP protection, 16 trademark lawsuits were filed, 22 lawyer letters were sent, and RMB 7.43 million was awarded as compensation for litigation.

Strengthening the awareness on IP protection of all our staff. Through training on brand name protection, publication of clarification statements on our official website, and advertising on special topics via the Company's official Weibo account, we continued to enhance the brand name protection and IP protection awareness of all our staff.



Operational Management

Based on the trust and support of shareholders, China Jinmao insists on innovative development, promotes market-oriented reform, improves the protection mechanism of shareholders’ interests, establishes a good communication mechanism, and gives the best returns to shareholders with continuous growth in operating results.

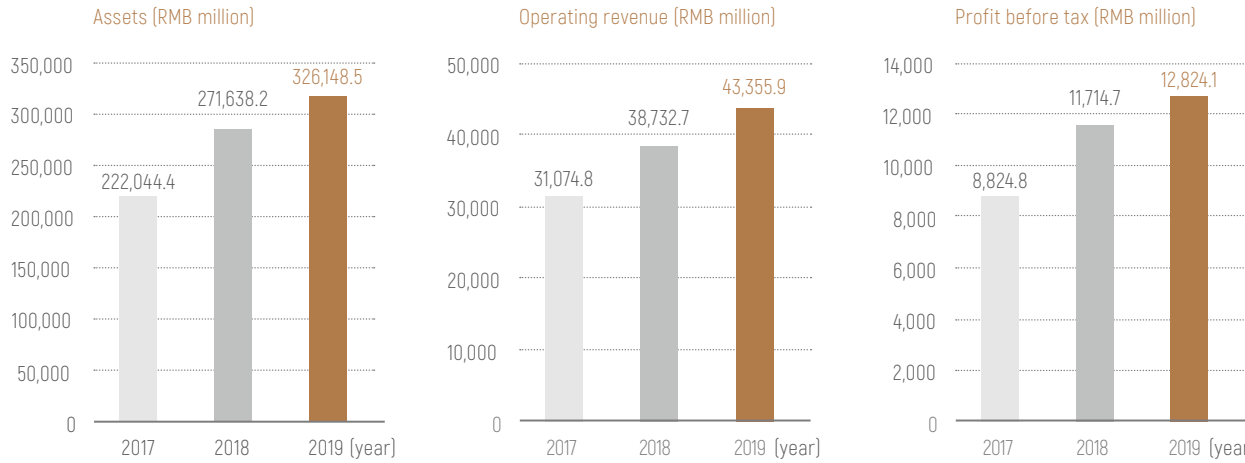
In 2019, the Company tapped into 9 new cities, newly acquired 7 city operation projects with a total of 20 projects.

City operation projects and property development projects had an area yet to be delivered of approximately 57.14 million sq.m. and approximately 27.28 million sq.m. respectively.

As at the end of 2019, China Jinmao had deployed 47 Jinmao Palace projects in 24 cities across the country, with the average selling price ranking first among the TOP20 property companies for three consecutive years.

	Unit	2017	2018	2019	YoY growth (%)
Assets	RMB million	222,044.4	271,638.2	326,148.5	20
Operating revenue	RMB million	31,074.8	38,732.7	43,355.9	12
Profit before tax	RMB million	8,824.8	11,714.7	12,824.1	10
Revenue from city and property development	RMB million	26,869.2	33,734.2	37,721.4	12
Revenue from commercial leasing and retail operations	RMB million	1,370.0	1,449.8	1,446.8	0
Revenue from hotel operations	RMB million	2,070.0	2,047.9	1,967.1	-4
Others*	RMB million	765.6	1,500.8	2,220.6	48
Dividend	HK cents	18.0	22.0	23.0	5
Basic earnings per share	RMB cents	37.27	45.28	55.38	22

*Note: Others primarily includes the property-related revenues arising from the observation deck on the 88th floor of Jin Mao Tower, property management, green buildings technology, building decoration, etc.



Strengthening communication with investors. The Company established a good investor communication mechanism, continuously strengthened the communication and exchange with investors and other stakeholders, and timely disclosed the latest investment and operating information to domestic and overseas investors in accordance with the legal requirements to ensure the completeness, accuracy and compliance of information disclosure. In 2019, the Company issued 79 announcements, circulars, interim and annual reports on the Hong Kong Stock Exchange platform.

- Attended 32 domestic and overseas investor conferences and held exchanges with 33 domestic and overseas investment banks
- Held in-depth dialogues with domestic and overseas investors regarding the Company’s performance and development strategies, 2 results press conferences, 4 overseas and 6 domestic non-trading roadshows
- Held a reverse roadshow inviting more than 40 domestic and overseas analysts and investors



Reverse roadshow

Enhancing investment and financing capabilities. Exploring the value of data, we improved the quantitative analysis and investment management capabilities in the investment research stage according to the industry policy orientation and market demand. The Company continued to explore financial innovation and expand financing channels to achieve diversified and low-cost financing. In 2019, the financing interest rates of the Company were significantly lower than the industry average, and the financing costs remained at a low level in the industry.

Steadily promoting the implementation of mixed-ownership reform. On the premise of maintaining Sinochem Group as the single largest shareholder, the Company accelerated the implementation of mixed-ownership reform to inject a strong market gene for future development and drive the future value growth of the Company.

Strengthening cost control. Adhering to lean management, the Company kept on the arduous streamling work which gave rise to the digital transformation of cost refinement management through informatization methods including the Sunny and Fair Procurement Platform, Costing System 2.0, Project Synergy APP, Haishubao Data Chain and Online Design Review Platform.

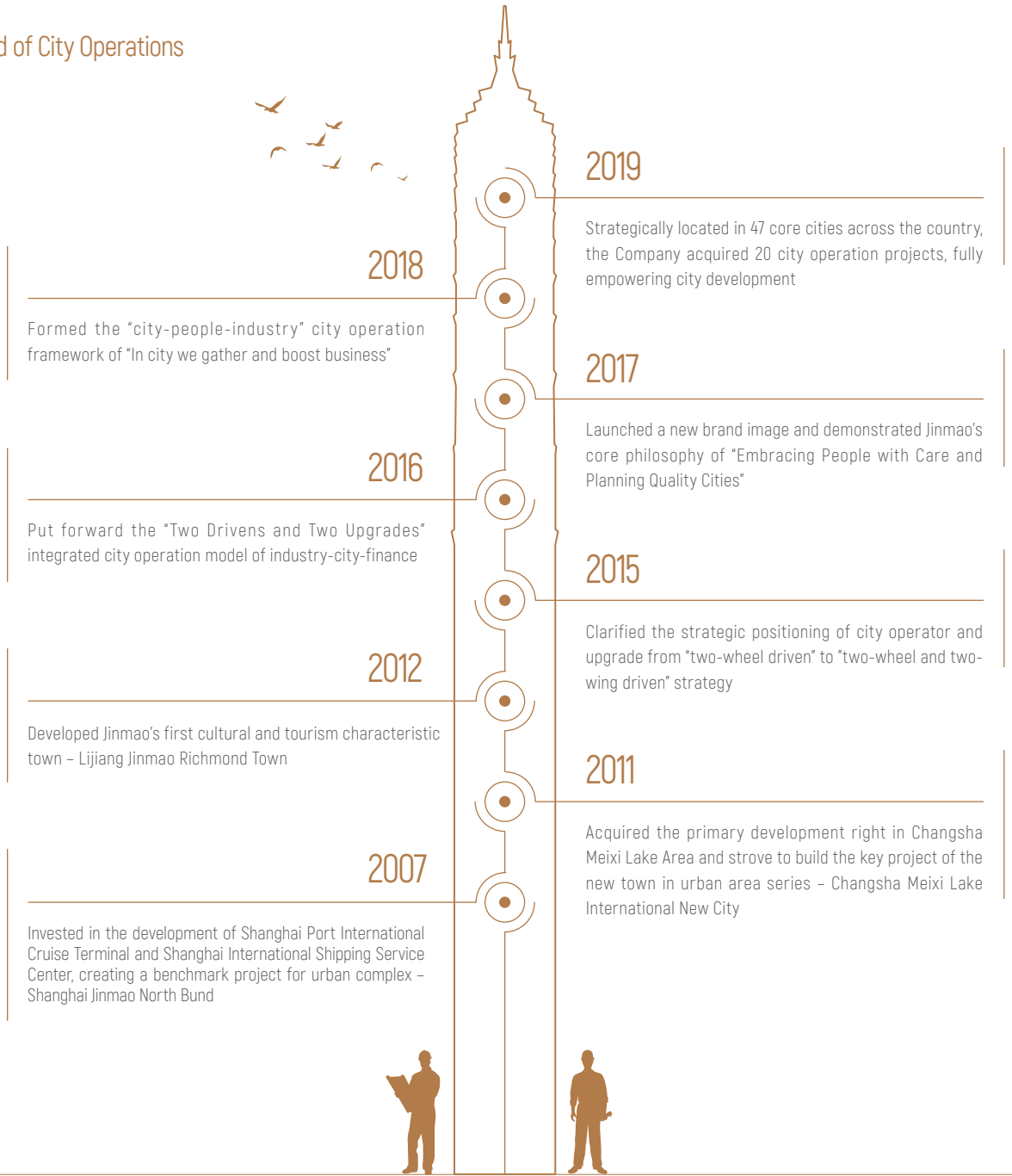
Case Diversified cooperation with Ping An and New China Life

In July 2019, China Jinmao entered into a share placing agreement with Ping An and a share subscription agreement with New China Life. Upon completion of the transaction, Ping An, as the second largest shareholder, held 15.2% and New China Life held 9.18%. With the industrial segments, such as technology, health and annuity, of Ping An and New China Life in perfect agreement with China Jinmao’s industrial resource direction known as “Comprehensive Technology, Comprehensive Health and Comprehensive Culture”, China Jinmao will further enrich its industrial resource base and facilitate the acquisition of city operation projects. It will also actively carry out multi-level cooperation with financial institutions under Ping An and New China Life to obtain multi-dimensional financial support.

Focusing on City Operations to Empower City Development

With the demand of new urbanization construction and local economic growth, city operations have become a must option for the real estate industry. As one of the earliest city operators in China, China Jinmao always adheres to the forward-looking vision and thinking, takes "Unleashing Future Vitality of the City" as its vision, gives full play to its experience in city operations, cultivates the potential of each region, and promotes city upgrading and industrial upgrading, in an effort to achieve the dream of future habitat and city. 2019 is defined by China Jinmao as the "Year of City Operations". During the year, China Jinmao made continuous breakthroughs in the strategic direction of "City Operator" and brought new life to more cities.

Road of City Operations



City-Industry Integration to Promote City Upgrade

China Jinmao believes that upgrading city functions, improving city structure and developing city industry are key to unleashing future vitality of the city. The Company has always adhered to the tailor-made concept for the cities, coordinated the layout with a comprehensive view and international standards, and constantly consolidated and expanded industrial resources while enriching high-end facilities to rejuvenate the cities, so as to facilitate the transformation and upgrading of the urban industry and fully stimulate the economic vitality of the cities.

In 2019, the Company made in-depth layout in 6 major city clusters, namely Beijing-Tianjin-Hebei, Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Chengdu-Chongqing, the middle reaches of Yangtze River and the Guanzhong Plain, and launched 7 new city operation projects throughout the year, adding to a total of 20 city operation projects.



The project, having a total site area of 13,350 mu and a total gross floor area of approximately 8.26 million sq.m., insists on developing "technology and innovation industries, ecological and leisure industries" as core operations, and "integrated services industry, city amenities industry" as complementary developments, to form a "2+2" industry system that merges industries with the city, with a view to developing into a new central area of Rui'an in the future.



The project, having a total site area of approximately 9,574 mu and a total gross floor area of approximately 2.66 million sq.m., is based on the travel records and footprints of Xu Xiake and his legendary experience as background, to blend with a diverse range of businesses, including specialty small town, theme park and high-end residences, with a view to setting a new benchmark for happy travelling experience suitable for all age groups in all seasons.



The project, having a total site area of approximately 780 mu and a total gross floor area of approximately 1.34 million sq.m., plans to build the tallest tower in Yueyang, alongside with a commercial street area with features of Yueyang and upgraded urban supporting facilities on a full scale, enabling the project to become a new landmark and a new brand of Yueyang.



The project, having a total gross floor area of approximately 1.81 million sq.m., comprises core segments, such as Sino-Netherlands Industrial Park and TOD New City. In future, the project will develop into a modern new city with urban facilities, smart manufacturing, smart industry and eco habitat available at one stop.



The project, having a total site area of approximately 1,280 mu and a total gross floor area of approximately 2 million sq.m., plans to develop a city core area with high-end commercial complexes, grade 5A office towers, five-star hotels and central park, and to create an innovative magnetic pole for industries to attract various types of industry clusters with a view to becoming a model international new city in Fuzhou New Area.



The project, having a total gross floor area of approximately 760,000 sq.m., comprises Grade 5A offices, international 5-star hotels, commercial street zones with riverside style and high-quality residences to gather efforts to develop six key industries, including high-end equipment, IT manufacturing, artificial intelligence, modern medicine, new materials and new energy automobiles, thus supporting the upgrading and transformation of city capabilities.



The project, having a total site area of approximately 8,145 mu and a total gross floor area of approximately 4.88 million sq.m., will be developed into a smart, green, ecological, international, innovative and creative city through the process of city operation, population gathering and industry attraction while promoting the upgrading of city landscape and upgrading of city industries.

Innovative cooperation to expand city operations

In the process of evolution of city operations, China Jinmao insists on fully combining its own city operation capabilities and industrial upgrading capabilities with the demands of city construction and development in various cities, innovates the promotion model of city operations, integrates internal and external industrial resources, and actively communicates with local governments to explore a win-win situation among the government, city operators and industrial resource partners.

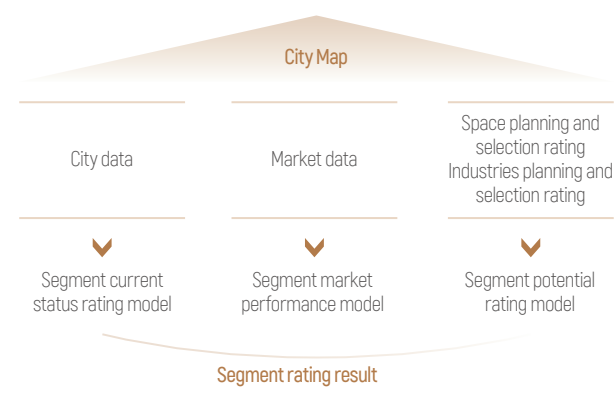
Enhancing city operation capability

The Company issued and implemented the "12361" city operation strategy implementation system, built a city map tool system, established a city operation performance system, achieved precise project layout and industrial upgrading empowerment by means of information technology, explored the city potential, and enriched the contents of city operations.

Building Instrument System. Relying on the mechanism jointly established by the headquarters, regional/city/sector and external data experts, the Company has built a city map tool system with "one map", "one report" and "one system", explored data value, improved the quantitative analysis ability during the investment research stage, built an industrial resource sharing platform, and assisted the expansion of city operation projects.



- The Company consolidated 82.72 million city data and market data, covering city data of 9 segments including transportation, education, medical care, humanities and land, as well as market data including new and second-hand housing, taking into account the segments' current status and actual market performance of local cities, and achieved targeted expansion of city operations.
- The Company integrated the space planning and industry planning factors, realized the assessment of the potential, current status and market performance of the city segments to have a better estimation of the future development trend of the city, thus providing a quantitative reference for the city's entry.



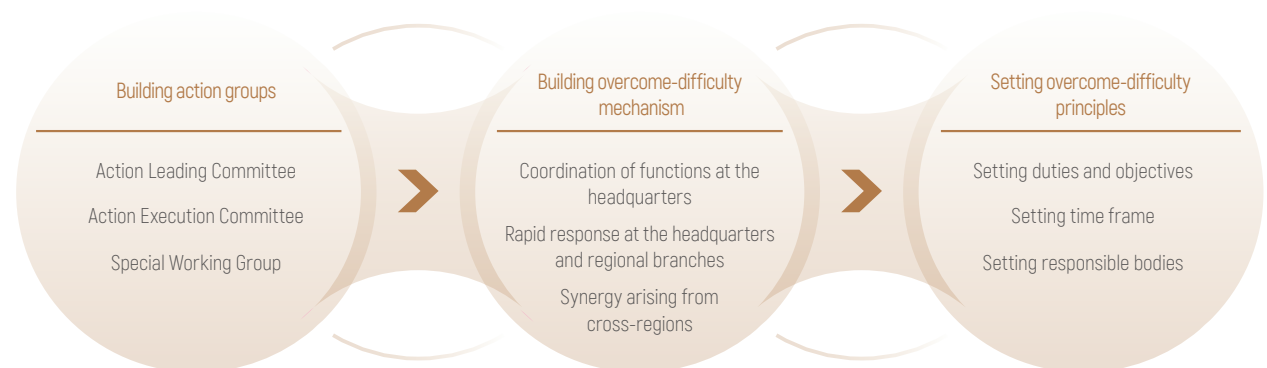
Building performance system. Under the guidance of "whole life cycle, all-staff actions and one whole account", the Company established the assessment standards for city operation projects covering the three stages of "expansion, construction and operation" of projects, optimized and established the assessment and evaluation system which reflected the value contribution of each segment, and helped each branch company form a joint force, providing management guarantee for the acquisition and operation of city operation projects.



Building talent team. China Jinmao actively brought in professionals from industry and city operations and held four sessions of training under the theme of city operations, kicked off the propaganda of the city operations implementation system, and built a preliminary talent team of industry and city operations with the joint efforts of the headquarters, regional and city branches, to strengthen the guarantee of city operation organization.



Launching the 'Hundred-day' Plan. China Jinmao established a coordination and rapid response mechanism to achieve rapid communication and the rapid support of front-line demands, which facilitated the completion of four city operation projects, namely Sanya Nanfan Technology City, Fuzhou Binhai Smart New City, Hangzhou Fuyang Qianwang City Complex and Zhengzhou Mazhai New City.



The "Hundred-day" Plan-Coordination and Rapid Response Mechanism

Promoting the implementation of industrial resources

The Company strengthened the coordination of internal resources, enriched external resource access channels, accelerated resource aggregation and improved resource connection and implementation efficiency.



- Strengthening the coordination of internal resources.** We strengthened the synergy with Sinochem Group, ChemChina, China Ping An and New China Life Insurance to facilitate the acquisition of city operation resources.
- Promoting the implementation of external industrial resources.** The Company actively expanded channels and resources such as national and industry leading associations, carried out the three-level joint promotion of leading IP industrial resources, and promoted the sharing, connection and implementation of industrial resources. In 2019, 13 industrial resources including Hainan Institute of Chinese Academy of Sciences, CITIC Agricultural Industry Fund, Health Management Center of Canada, Shanghai Normal University Affiliated School, Sinochem Environment and Sam's Club were implemented. The number of new industrial resources strategic cooperation contracts reached 406, totaling 804.
- Building a platform for sharing industry information.** With over 1,100 online resources, China Jinmao increased the efficiency of resource sharing and interaction between the headquarters, regional and city branches to facilitate the completion of industry and city operation projects.
- Integrating third-party industry data.** To assist with extending industry vision, China Jinmao launched cooperation with TianYanCha and Wind, thereby expanding industry information sources.



Cooperation with ChemChina New Material Co., Ltd. to promote the Crystal Smart New Town Project in Guizhou



Hainan Seed Institute of Chinese Academy of Sciences set foot in Sanya Nanfan Technology City



Shanghai Normal University Affiliated School set foot in Ningbo Life Science City



Reigate Grammar School set foot in Zhangjiagang Smart Science City

- Using industry PE innovatively.** China Jinmao explored the model and mechanism of using industry PE in city operation projects, and promoted the two-way coordination between industrial investment and city operation projects.



Expanding government relations channels

We always attach great importance to the integration into the national urban development, pay close attention to the national strategic direction and the policy requirements of local governments, pay attention to the development of the industry, actively communicate with governments at all levels, and help the city upgrading according to local conditions through the market-oriented operation mechanism of "win-win situation for government and enterprises".

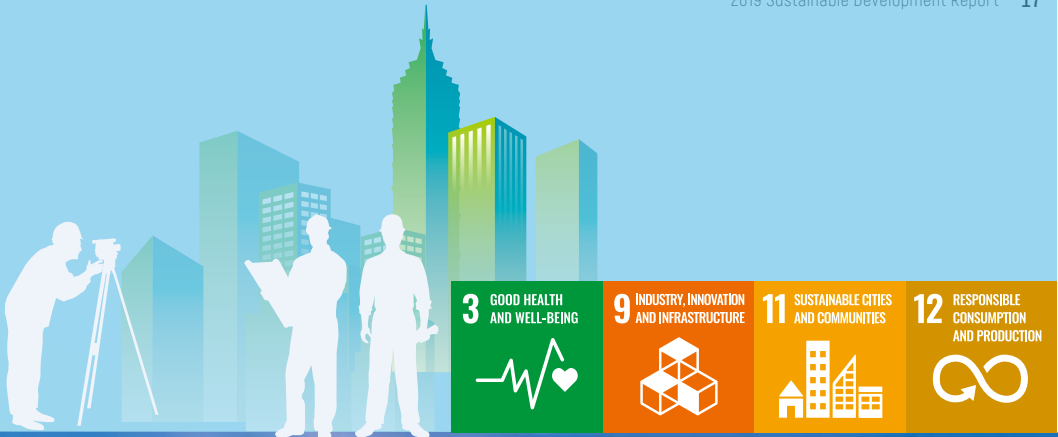
- The Company continued to promote the establishment of the liaison network with respective provincial or municipal offices in Beijing, developed a regular communication mechanism and established connections with 20 provincial and 42 municipal offices in Beijing.
- For the first time, the Company held the 2019 China Jinmao Government Enterprise Cooperation and Exchange Conference and City Operation Projects Lighting Ceremony, which fully combined the Company's city operation capacity and industrial upgrading capacity with the demands of urban construction and development in various cities. 17 provincial and 32 prefecture-level municipal governments stationed in Beijing and 22 industrial partners attended the conference, and established multi-party cooperation platforms such as government, city operators and industrial resource partners to promote the win-win cooperation between the government and enterprises.



2019 China Jinmao Government Enterprise Cooperation and Exchange Conference

As time goes on, so must our commitment to pursuing our dreams. In 2020, China Jinmao will continue to give full play to its experience and advantages in city operations, implement solid resource integration capabilities and in-depth operation capabilities, and grow together with the cities to help the government build a new city core and bring more and better changes to the city's outlook and people's lives.

DELIVERING EXCEPTIONAL QUALITY AND EMBRACING INNOVATIVE DEVELOPMENT



With the advancement of China's new urbanization strategy, the continuous development of the real estate industry and the continuous upgrading of people's expectations for a better life, customers have put forward more requirements on hardware and software for living quality. For China Jinmao, while insisting on high-end positioning, this is both an opportunity and a challenge. We will maintain our strategic focus, adhere to the mission of "Build Quality for Better Life", focus on improving the quality of products and services, and create a better life with smart technology.

Our Focus

Refined design, lean quality, service innovation and customer satisfaction

Our Actions

- Technology innovation to support fine design
- Comprehensive management to ensure the quality of Jinmao
- Various initiatives to provide quality services
- People-oriented approach to improve customer satisfaction

Our Progress

95.22 points	86 %	100 %
Average score of third-party actual measurement	Customer satisfaction for residential properties	Customer satisfaction for office premises
91 %	92 %	99.53 %
Customer (tenant) satisfaction for retail properties	Customer (patron) satisfaction for retail properties	Rate of closed complaints for the development sector



Chapter Special Column

Quality Upgrade, Defining the Future of Human Settlements

Jinmao Palace is a high-end refined residential product launched by China Jinmao and also the most well-known residential product line of China Jinmao. Since its inception in 2009, Jinmao Palace has embarked on a decade of progress in iterative process. Adhering to the core value of "In Science We Trust", China Jinmao constantly explores the future human settlement experience with smart technology as traction and green health as characteristic.

Ten years of in-depth development to build Jinmao Palace Super Brand

Over the past ten years, with 47 projects deployed in 24 major cities across the country, Jinmao Palace has grown into a super brand IP in the real estate market .

In 2009, Beijing Guangqu Jinmao Palace, the first Jinmao Palace, created a new category of "Technology Residence".

In 2015, Shanghai Daning Jinmao Palace achieved a full coverage of 12 smart technology systems and built a benchmark project of Jinmao Palace series with a whole life cycle system. It is the first smart technology home in Shanghai to be awarded the "BREEAM Certification" and the "Three-Star Green Building Standard Certification".

In 2019, Shenzhen Longhua Jinmao Palace formulated unified IoT and Interconnection Protocols to allow different brands of smart home products to provide linkage services on the same platform and to truly realize the intelligent IoT of scientific and technological residence, setting another benchmark work of Jinmao Palace.



Beijing Guangqu Jinmao Palace



Shanghai Daning Jinmao Palace



Shenzhen Longhua Jinmao Palace

Technology leap towards intelligentization

The comfortable living experience of each Jinmao Palace is supported by the evolution and upgrade of the 12 smart technology systems and the re-thinking of the human habitat. Jinmao Palace 2.0 products were upgraded in both green health and smart technology, achieving a leap from technology housing to smart housing.

Jinmao Palace 1.0

Green technology is used to reshape a healthy and comfortable living environment. It has 12 smart technologies to safeguard healthy and quality living from six dimensions, namely air, temperature, humidity, noise, sunshine and water. It is a **"breathable house"** for customers.

Jinmao Palace 2.0

With the integration of smart technologies based on the Internet and the IoT, AI, and big data, Jinmao Palace 2.0 offers remote control and automatic identification, meets various needs of different individuals at different times and on different occasions, so as to provide personalized intelligent service experience for property owners, and a **"thinkable house"** for customers.

Continuous evolution, technical support and industrial chain guarantee

The continuous evolution of Jinmao Palace's products is driven by the two major technical support platforms and the two major industrial chain support platforms – the smart data platform and the smart service platform, the green health industry chain and the smart technology industry chain.

Two Platforms

The smart data platform is used to collect and analyze three types of data, namely indoor environment, user behavior and energy operation, to customize the comfortable living environment, high-quality life scenario model and energy operation strategy for customers.

The intelligent service platform provides 24-hour uninterrupted services to property owners by introducing AI intelligent butlers and intelligent voice interaction.

Two Industrial Chains

The green health industry chain covers green technology research and development, green energy operation, green parts integration, equipped with the development capability, operation capability and integration capability across the segments.

The smart technology industrial chain fully guarantees Jinmao Palace smart residence's demand for smart home, smart security and smart energy, and at the same time gradually shapes the market-oriented product capability.

Optimizing Design with Technology

China Jinmao holds on to the direction of high-end positioning and premium quality. Based on comprehensive understanding of customers' needs and combining with local natural conditions and humanity habits, China Jinmao brings the most intimate and optimized product to customers highlighting dedicated design and innovative technology.

Optimizing fine design

Adhering to the people-oriented approach, we have portrayed prospective users in the design for different customer groups and living styles in different places, and optimized the layout and landscape of property units to meet the differentiated needs of different owners.

Improve planning and design. Relying on the professional resources of City Ideal College and Real Estate College, the Company improved the management and control system and technical standard system for planning and design. The Company carried out benchmarking seminars and special sharing activities for benchmarking enterprises in the industry, and provided training with an attendance number of 1,600 in 2019.

Promoting the R&D of the Palace series 2.0. Focusing on customer pain points and industry technologies, the Company formed a Palace series R&D technology landscape; established a three-tier R&D management model of the headquarters-regional branch (green building) – project, accumulated R&D achievements and formed a series of standard guidelines.

Enhancing the product competitiveness of Residence series. The Company carried out multi-professional linkage, deeply benchmarked against benchmark enterprises in the industry, refined and upgraded 12 core contents of Residence series by focusing on the two major customer groups comprising children and young people, and improved the quality of Residence series products through innovation.

Building commercial highlights. We conducted market research to develop differentiated and haptic experience product models. We carried out benchmarking research and consumer research and development analysis, and launched 12 innovative highlights for the Mall of Splendor.

IP MALL

I CARE

Contactless Payment

Popular Online Photos

Environmental Protection and Energy Saving

ARSupport

24 NIGHT LIFE

Smart Parking

Cozy Environment

Civic Square

Urban Meeting

Space Business Segment

12 highlights of Mall of Splendor

Case Beijing Taihu Jinmao Residence accurately identified key customer groups

Before entering Taihu, China Jinmao conducted a large number of researches in the early stage, and finally obtained an accurate portrait of major customers: young people who purchased the first unit in Beijing are a group of young customers with sound educational background, broad thinking, acute fashion sense, keen to try new things and value for money. In order to better cater for the needs of major customers, based on thousands of questionnaires on the existing owners of the Residence Series, Taihu Jinmao Residence has gained an insight into the possible changes in living needs of the target customers in the next five years to ten years, carried out forward-looking design, made breakthroughs and innovations on the heritage, and continuously updated the living concept by integrating elements such as precise temperature sensor system, three-stage filter air purification system, practical sanitary system and scientific storage into the unit design.



Beijing Taihu Jinmao Residence

Case Transforming old plants into Tianjin Jinmao Place

The red brick factory of Tianjin First Thermal Power Plant represents the proud old industrial civilization in Tianjin, and is also the location of many movies, carrying the feelings and memories of several generations. After obtaining the land parcels of the old plant in Tianjin First Thermal Power Plant, we did not demolish the old plant but instead conducted renovation and upgrade in an effort to retain the plant elements to the maximum extent. Haihe Plaza was created between the old factory and Haihe. Through innovative business forms such as children's mountain, rooftop garden, parent-child interactive venue and creative market, the project has established an emotional connection with the city communities from a humanistic perspective, so as to provide high-end living needs for the owners of Haihe Jinmao Palace and people in the surrounding areas, and at the same time to activate the urban hot spots and gradually become a landmark in Tianjin.



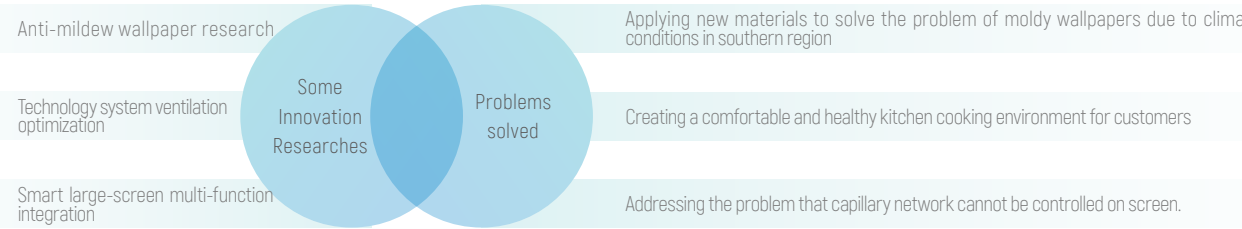
Old plant of Tianjin First Thermal Power Plant



Tianjin Jinmao Place after transformation

Promoting innovative technology

We always attach great importance to scientific and technological innovation. Based on customers' needs and the unique nature of each city, we integrate the concept of scientific and technological intelligence and green ecology into design, and adapt to local conditions to provide more comfortable and convenient living space for urban residents. The investment in R&D for the year amounted to RMB 145 million, representing a year-on-year increase of 178%.



Case Improvement of living experience with 6 new technologies

The Company released the Jinmao Palace 2.0 standards, and applied 6 new technologies, including the fresh air and variable air flow volume temperature control technology, fresh air ionic air purification technology, and the distributed ventilation test and optimization, to improve indoor temperature comfort and ensure indoor air quality, so as to provide customers with a more comfortable living experience.

New Technologies	Application Value
Fresh air and variable air flow volume temperature control technology	Raising comfort level of indoor temperature
Enhancement of distributed air flow	Addressing the issues of domestic kitchen and bathroom caused by concentrated air flow technology
South China Palace-series technology system R&D	Creating a living environment with readily adjustable temperature and humidity and purified air
Fresh air ionic air purification technology	Addressing the issue of air purification caused by concentrated fresh air system
Vibration and noise reduction by particle damping	Developing vibration and noise reduction products including sound-proof board and pipe silencer
Improved capillary radiation efficiency	Adjusting the capillary radiation power of each household through changing water temperature

Jinmao Palace 2.0 Six New Technologies

Maintaining High Quality through Effective Management and Control

China Jinmao always gives top priority to quality and safety, and continuously improves the quality and safety management systems, focusing on the investigation and management of hidden dangers, and providing customers with high-quality, safe and reliable products and services in accordance with the principle of "risk management, excellent quality, progress guarantee and improvement of work efficiency".

Implementing quality management

China Jinmao advocates the concept of comprehensive quality management, continuously improves the project management capability, promotes the development of professional teams, strengthens the quality awareness and safety awareness of front-line employees, and standardizes the professional behavior of front-line employees.

Improving management mechanism. We strengthened the implementation of the three-tier project quality management and control model and responsibilities of the headquarters-regional branches-projects, and improved the construction quality and safety organization at all levels. We established a regional management capability evaluation mechanism to conduct comprehensive capacity assessment from four dimensions, namely organizational guarantee, management system, management behavior and project status. In addition, we established a quality management system supported by the whole process management such as foundation pit, main structure and fine decoration, and carried out special quality improvement by launching 11 new quality management systems.

Enhancing management skills. We promoted the cultivation of project management experts and technical experts, and the professional team of construction project management to improve the professional, standardized and refined management of projects. Through the "Rock Campaign" training class and project leader training class, the Company provided training to project engineering technicians and management personnel to improve their professional knowledge and management skills.

"Rock Campaign · Craftsmanship" Class: 10 sessions in total with 7,078 attendances

Building high quality projects

China Jinmao attaches great importance to quality and safety management, continuously enhances the control of all aspects of project quality management, strengthens risk prevention and control, and pays close attention to hidden danger investigation and treatment. Based on an actual measurement of performance assessed by a third party in 2019, China Jinmao scored 95.22 points, maintaining our leading benchmark position in the industry.

Implementing the Rock Campaign 2.0. We carried out activities including "Actual Measurement of Projects", "Hammer Action" and "Site Open Day" to strictly control all aspects of projects. We launched the Online Project Synergy APP 2.0 and integrated 10 inspection scenarios of quality and safety management. The construction team, supervision team and costing team realized the coordination of quality management and changes in supplementary project agreement through online collaboration. As at the end of 2019, the applet was promoted to 185 land parcels from 36 cities.



Project Synergy APP2.0 Interface

Increasing the application of technological innovation. We actively promoted the application of the "four new technologies" to essentially reduce the risks associated with quality and safety , improve quality of products and engineering capabilities, achieve sound insulation and noise reduction, and increase comfort via technology systems.

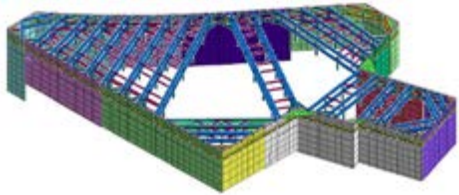
No.	Four new technologies applied	Major quality issues addressed
1	Aluminum alloy template	Improve construction precision of main structure
2	High precision building board	Prevent indoor plaster cracking
3	Non curable rubber modified asphalt coating	Waterproofing
4	Puddle flange	Prevent leaking at pipe bottom; manage floor thickness
5	Equipment on elevated base	Reducing vibration and noise to increase indoor comfort level
6	Integrated fresh air piping technique	Prevent dust accumulation in fresh air pipe
7	Fully-optimized drainage system	Bathroom odor elimination

Some of the four new technologies applied and issues addressed

Case

Construction of Finite Element Analysis Model for Foshan Dadou Project to ensure the quality and safety of the foundation pit

The Foshan Dadou Project of China Jinmao had certain issues including irregular shape of foundation pit, complicated supporting system,etc. In order to ensure that the foundation pit support design meets the safety requirements, the Company established a three-dimensional calculation model using Midas/GTS, a comprehensive finite element analysis software to analyze and evaluate the mechanical properties of the supporting structure, soil displacement and supporting internal force caused by foundation pit excavation, and concluded that the maximum displacement of the supporting structure of all sections of the foundation pit meets the regulatory requirements, and the safety and stability of reinforced concrete support are ensured.



Foundation pit support model

Case

Improving quality and efficiency with Project Synergy APP

In the fourth "Rock Campaign" competition on quality and safety skills, engineers in various positions used Project Synergy APP 2.0 to achieve online collaboration and timely logging. 37 quality issues were recorded and distributed within 20 minutes. As opposed to paper records, the quality inspection ability, hidden danger investigation efficiency were greatly improved, circumvention of engineering risks were much more effective.



Engineers in the Campaign Competition

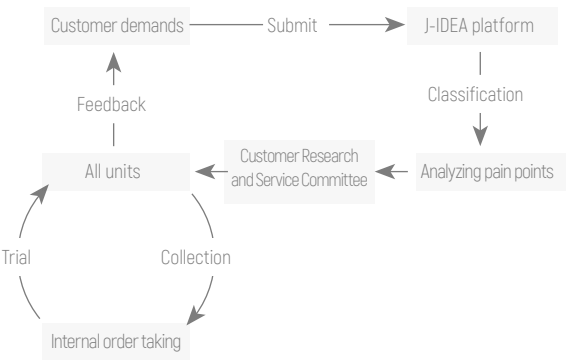
Improving Experience through Luxuriance Service

Adhering to the concept of "customer demand is our pursuit", China Jinmao strengthens the awareness on customer service of all employees, focusing on customer sensitivity, and integrating customer needs into service quality improvement to provide customers with comfortable experience.

Focusing on service innovation

Leveraging the "Jinmao Luxuriance" platform, China Jinmao improved the customer service management system and established a multi-format customer management mechanism. Through resource integration and integrated development, we provided customized services to meet consumers' requirements for safe, comfortable, healthy and quality life.

Innovating customer demand management. On the basis of continuous improvement of the closed-loop mechanism of customer demand, the Company actively engaged its employees through classified solutions, taking orders upon raising hand and other means, tapped into customer pain points, and accelerated the feedback mechanism and implementation of customer needs.



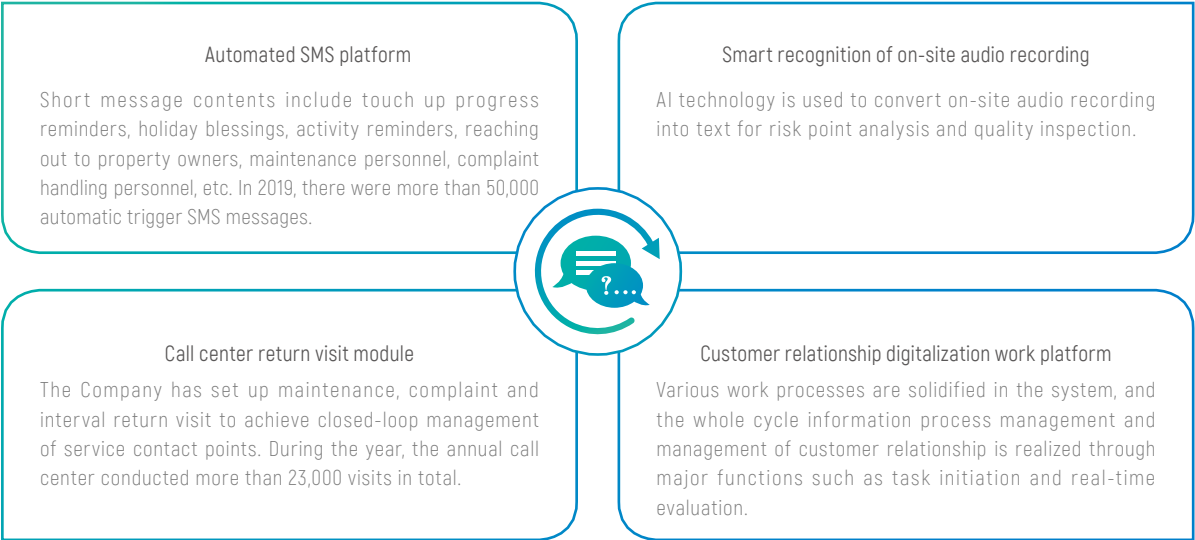
Customer demand collection and closed-loop mechanism

Upgrading Jinmao Luxuriance 2.0 platform. The Company completed the upgrade of Jinmao Luxuriance 2.0 and added convenient functions such as certificate processing, electronic receipt and house monitoring services to realize the innovative integration of customer services and the Internet. The number of fans and owners of Jinmao Luxuriance has grown rapidly, with 200,000 fans on the platform, representing a year-on-year increase of 50%.



Jinmao Luxuriance 2.0 Platform

Establishing a digital customer service platform. We use technologies including AI, IoT and big data to establish a digital customer service platform and create intelligent service experience for customers.



Case "Taking orders upon raising hand" to solve common customer needs

In September 2019, focused on the common needs of customers including storage space and roof optimization, China Jinmao launched the "J-IDEA" customer demand response activity through various innovative methods and solutions so as to encourage employees to actively participate in the implementation and solution of customer needs by "taking orders upon raising hand". A total of 294 employees' feedback was collected.

Case "Luxuriance Products" platform offering customers a variety of experiences

Jinmao Luxuriance added "Luxuriance Products" to online platform, integrated internal and external resources, and combined different products including fashion hot spots, Jinmao Hotel and Retail Business to provide customers with various life references. Jinmao Luxuriance created a customer experience and business scenario integrated platform through "Luxuriance Products", held a number of brand building activities, and initiated more than 90 charitable activities, involving 16 cities and leading to participation of a total of 26,000 owners.



Case Jinmao Property safeguarding customers' safety

In 2019, 9 provinces and cities including Zhejiang were hit by Typhoon "Lekima", and a number of China Jinmao's projects were within the influence of Lekima". Prior to the arrival of the typhoon, Jinmao Property set up a flood control team and conducted comprehensive safety inspection on each project to ensure that the drainage facilities and underground drainage systems are in good condition. Through timely releasing typhoon prevention reminders through multiple channels, owners were reminded to pay attention to the safety of their house during typhoon. Jinmao Property also took the initiative to contact the owners for indoor inspection, and prepared sufficient flood prevention materials. After the typhoon, the staff of Jinmao Property immediately carried out repairs and maintenance of the affected facilities, removed the water on road surface, re-inspected various facilities and equipment, and carried out comprehensive cleaning and disinfection of the garden area to ensure the safety of the property owners.



Jinmao Property Emergency Flood Control Team carried out safety inspection



Staff of Jinmao Property contacting the owners for indoor inspection

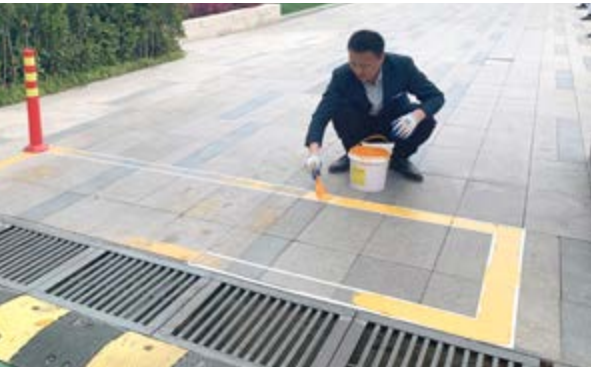
Case Jinmao Property providing comprehensive services to customers



Putting on door handle covers before winter



Spraying pesticide to control insects

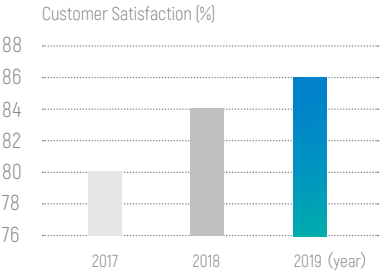


Marking optimal locations for motor vehicles at the entrance



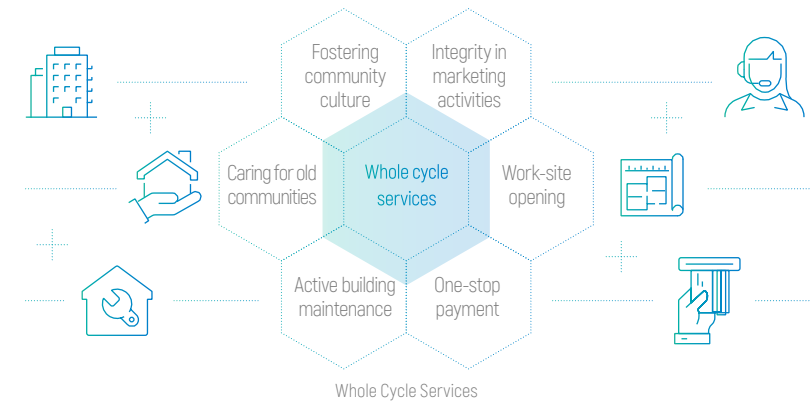
Repairs and maintenance of various pipelines

Enhancing customer satisfaction



We actively communicate with our customers, listen to their opinions, respond to their demands and continuously improve customer satisfaction. In 2019, the satisfaction rate of residential customers rose for the seventh consecutive year, setting an excellent score in the industry.

Developing innovative customer relationship management methods. In addition to whole cycle services, the Company established a national distributed call center system, formed a feedback mechanism with unified management and information pathway, improved the efficiency of customer information feedback, and continuously improved customer satisfaction.



Tips:

Data middle-end office refers to a platform that collects, calculates, stores, and processes massive data through data technology while unifying standards and calibers.

Data Middle Office System

Customer data middle-end office	Customer digital file	Delivery planning platform
Establishing customer data sharing mechanism, which allows each branch company to quickly and efficiently collect and manage customer information	Customer information sharing at different stages such as sales, delivery and check-in is achieved to facilitate maintenance and follow-up, and to handle customer complaints	Unified delivery planning, orderly launch and pre-delivery work

Attaching importance to customer privacy protection. Through the use of technological protection, authorization setting and other means, we ensure that only operators with relevant authorities can access customer information, and no personnel can download or export customer information in batches to ensure customer information security. In 2019, there were no complaints due to leakage of customer information.

Improving the efficiency of handling customer complaints. The Company regulated the handling of various customer complaints in accordance with the Guidelines on Handling Customer Complaints of China Jinmao. Through the complaint upgrade mechanism and hot-spot complaint reporting mechanism, the Company improved the handling capacity of mass complaints and key complaints. China Jinmao carried out public opinion monitoring on all-network customers covering the complaint section on government websites, Weibo, WeChat, forums and portal websites, and gave feedback on customers' opinions within 24 hours to improve the processing efficiency. A hotline complaint handling mechanism was established to listen to customers' opinions and timely identify, respond, handle and provide feedback to customers covering 365 days throughout the year.

In 2019, we received **3,435** complaints from customers, with a complaint handling rate of **100** %.

Case

Launching customer communication activities attended by key staff

In order to "stepping into customers' shoes and keeping up with customers", China Jinmao continued to carry out "face-to-face meetings with customer" attended by key staff to identify customers' needs and provide customers with caring services. In 2019, a total of 750 face-to-face meetings were held, solving 140 problems.

Examples of feedback from property owners	Solutions
Kitchen fume	Completed rectification and received good feedback from the property owners. The extractor hoods of the subsequent projects were upgraded using the latest solutions available.
Elevator noise	Through examination and analysis conducted by professional organizations, the noise issues of elevators were effectively improved with a noise reduction plan in place.
Watercourse safety hazards	Protective fence was designed and installed for the watercourse in the garden area based on the opinions of property owners.



A face-to-face meeting held by Shanghai Branch

Case

Satisfying the needs of property owners with small details

Leveraging "J-IDEA" platform, Jinmao Property collected opinions and demands of property owners, improved customer communication and feedback mechanism, so as to jointly create a warm community atmosphere.



Waste sorting



Pet toilets



Laying a running track



Organizing badminton club for owners



Building a festive landscape



Organizing Owners' Associations

Fighting the epidemic and protecting the homeland

At the beginning of 2020, the COVID-19 epidemic was the spotlight of the whole society. China Jinmao fully supports the epidemic prevention and control work. With the goal of "no one is dispensable", it guarantees the safety of production and life jointly with owners and customers to protect the big family of China and to defend tens of thousands of small families.

1 Rushing to the rescue of the big family of China

During the early stage of the outbreak of the epidemic, China Jinmao rushed to participate in the epidemic prevention and control defense war, quickly established an epidemic prevention and control working group, and initiated the "Rushing to the rescue of the big family of China" plan at once, focusing on the deployment of national key anti-epidemic work and the needs of the cities in the regions severely affected by the epidemic and fully supporting the frontline anti-epidemic work.

Assisting in the construction of Leishenshan Hospital: Baggage clearance and dormitory vacation for 220 dormitories and 880 beds were completed, and all areas were disinfected within two hours.

Joining hands with merchants to tide over difficulties: 17 days' rents were reduced or waived for all shops under various commercial projects (the Mall of Splendors, Jinmao Place, JLIFE, etc.) across the country during the Spring Festival to get through the tough times with merchants.

Gathering love to support Wuhan: Sinochem Group, parent of China Jinmao donated RMB 30 million. China Jinmao called for all employees in donating RMB 3.34 million to the charity organizations in Wuhan.

3 Assisting in setting up a warm home

During epidemic prevention and control, facing the situation of continuous improvement and the accelerated the order of recovery of production and living, China Jinmao actively promoted the resumption of production and work, expressing its respect to the frontline "anti-epidemic warriors" and its gratitude to owners.

Launching the "Setting Up a Warm Home Plan". We provided home purchase convenience policies such as discounts on home purchases, discounts on payment methods, discounts on selling old and buying new, and worry-free home purchase plans to medical staff participating in the fight against the epidemic, for staff of medical equipment and epidemic consumables production enterprises, individuals and enterprises donating money and materials, and volunteers, community workers, policemen and others who made direct contributions to fight against the epidemic during such difficult time.



The "Online Experience Center" was fully launched. Information on all projects in 48 cities across the country was displayed through the "Jinmao Fan" applet and the "Online Home Purchase Live Broadcasting Room" to enable customers to understand project developments without leaving their homes.

4 Building a superior home with technology empowerment

The "foot ban" brought about by the epidemic has made people cherish health more and placed higher demands on the home environment. For many years, China Jinmao has insisted on enabling healthy human habitat with green technology, and has created a safe and healthy living space for owners by advancing quality upgrading through technological innovation.

Building a healthy home that "can breathe". Four air purification processes are set up in the fresh air system of the products of Jinmao, namely primary filtration + secondary electrostatic filtration + medium efficiency filtration, which can effectively filter PM2.5 and other pollutants in outdoor air, and the comprehensive filtration efficiency reaches more than 90%. The fresh air sent into the room is treated by cold/heat process, dehumidification/humidification, sterilization and disinfection, etc., to keep the indoor air fresh and greatly reduce the rate of airborne infection. The DC new wind mode adopted by the system realizes the operation of the air supply channel and the exhaust channel independently of each other, which effectively avoids cross-infection in community neighborhoods.



Creating an invisible "protective shield" for the bathroom. The same floor drainage system is used in the residential community. The drainage stand pipes and branch pipes of sanitary ware do not pass through the floor, which can completely isolate bacteria and odors in the drainage pipeline, avoid aerosol or contact transmission, reduce the risk of water leakage between upper and lower residences, and prevent virus cross pollution.

2 Defending tens of thousands of families in the community

During the war against the epidemic, China Jinmao carried out an epidemic prevention and control action with the theme of "Defending Tens of Thousands of Families in the Community" to strengthen epidemic prevention and control, optimize service, ensure the safety and convenience of owners, merchants, customers and all staff, and guard each small family related to Jinmao.

Safety protection to build a strong line of defense

We immediately sourced adequate protective supplies and facilities, and provided anti-epidemics supplies to property owners and customers free of charge. A total of 57,634 masks, 15,528 bottles of disinfection supplies, and 35,050 pairs of protective gloves were distributed to owners.



Distributing face masks to residents

A strict management and control system was established for the disinfection of public areas and the maintenance of fresh air systems. Door handles, lift cabins, gardens and other public areas were regularly disinfected, and filtration systems of fresh air systems and air conditioners and relevant pipes were maintained and sterilized.



Strict sterilization and disinfection in common areas

Sound tracking and filling systems were set up to carry out key personnel investigation, regularly measure the body temperature of all employees, conduct body temperature monitoring and health status communication for incoming and outgoing personnel, and collect statistics on the flow of more than 4,800 own employees, merchants and contractors of projects in operation across the country on a 100% basis.



Monitoring the health status of all persons going in and out

Neighborhood watch to provide attentive services

Owners were provided with direct supply of vegetables, express delivery and collection, free haircut, return home ride, data printing, green plant maintenance, supermarket purchase agency and other services, and every effort was made to ensure the life convenience of owners during their home isolation. During the epidemic period, in total, 112,524 cattles of fresh vegetables were supplied to owners, more than 80,000 express deliveries to home were made, and 6,700 other services such as haircut and purchase agency were provided.



Providing fresh vegetables to owners free of charge

An "Online Mall" was established and provided to merchants for use free of charge during the epidemic period. Jinmao Commercial provided funds to cover the logistics costs, offered subsidies for promotional discounts, and rendered free reconciliation services, etc. to ensure commercial operation during the epidemic prevention and control period, and also provided more convenient services for the life of urban residents.



Online Mall

The "Fighting Coronavirus Together" online free clinic and consultation channel was opened in conjunction with "Chunyu Yisheng" to make full use of existing doctor resources to provide free online consultation services for all people on a full-time basis to alleviate the pressure of hospital visits and the risk of cross infection.



Providing free online medical consultation services

CARING FOR NATURE AND LEADING GREEN DEVELOPMENT

At present, coping with climate change has become the shared responsibility of the world. The Chinese government has proposed a strategic plan to accelerate the development of ecological civilization. All sectors of the society are also highly concerned about environmental issues. These bring higher requirements for business operations. China Jinmao attaches great importance to the risks brought by climate change and adheres to the green life cycle. On the basis of the three key directions of "eco-city, life-building and zero-carbon operations", China Jinmao has developed the green industry model, green economic model, green management and life model, to build ecological cities with green technology, empower life building with green intelligence, and lead low-carbon life with green power, thereby implementing the strategic layout of "Ever Green Quality".



6

CLEAN WATER AND SANITATION

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

Our Focus

Green operation, green design, green construction, green procurement, green public welfare

Our Actions

- Full implementation of the green strategy and exploration of the "zero carbon" operation model
- Integration of the green concept into the whole life cycle of buildings to build green buildings and reduce pollution from the source
- Advocation of green lives by encouraging public participation and supporting environmental protection and public welfare

Our Progress

30

Green building certifications and labels obtained in 2019

0.11

tons of standard coal/RMB 10,000

Comprehensive energy consumption per RMB 10,000 of production value

RMB 78.7149

million

Total investment in environmental protection

170

Green building certifications and labels cumulatively obtained as of 2019

5.9

%

YoY decrease of energy consumption per unit of output value



Chapter Special Column

Carrying Forward Green Heritage, Creating Ever Green Quality

With a continued focus on ecological conservation and green development, the construction of green and smart cities and the creation of beautiful ecological environment are the development trend of advanced modern cities. Carrying forward green heritage, China Jinmao continuously carries out exploration and innovation, combines ecological conservation and environmental protection with building quality, and implements the “Ever Green Quality” strategy to contribute green power to urban development.

Jin Mao Tower leads green development

China Jinmao embarked on the journey of green development in Shanghai Jin Mao Tower 20 years ago. Since its completion, Jin Mao Tower has been exploring and practicing green building and operation.

In 2000, Jin Mao Tower was the first to implement EMC.

In 2012, it became the first commercial building in China that has passed the energy management system certification.

In 2013, Jin Mao Tower successfully passed LEED-EB Gold certification, representing longest running and tallest building in China among the existing buildings granted with LEED-EB Gold certification.

In 2019, Jin Mao Tower was awarded the platinum certification of “LEED for Building Operations & Maintenance: Existing Buildings” by U.S. Green Building Council, the “Excellent Certification of BREEAM In-Use System” and “BREEAM China In-Use Awards of the Year” by Building Research Establishment in the UK, making it the first skyscraper in China with both LEED and BREEAM operations certifications (the highest level).



Continuous exploration of ecological cities

Based on the foundation of green development in Shanghai Jin Mao Tower, China Jinmao has embarked on the journey to pursue a green development and ecological conservation. Since 2011, China Jinmao has regarded “Green Development” as one of the Company’s main strategies. In 2017, the Company proposed the green strategy of “Ever Green Quality” to comprehensively upgrade from three aspects, namely ecological city, life-building and “zero carbon” operation. Continuous exploration and innovation have made China Jinmao a benchmark brand in the green construction industry.



In the field of ecological cities. Under the “mutually beneficial urban planning concept”, we regard the various aspects of the city as an organic overall layout, covering three-dimensional and convenient transportation system, smart and clean energy system, advanced education and medical resources with a view to creating a green building and pleasant urban environment.

In the field of life building. We adhere to green standards as the basis of design. During the construction process, we use a large number of new construction systems including prefabricated buildings, and adopt the new technologies in the projects to improve the quality of buildings and reduce the waste of resources. Throughout the construction process, we adopt green construction systems in all construction sites of the projects, strictly implement noise reduction, dust prevention, water conservation, materials conservation and electricity conservation measures, achieve green and scientific management, and adopt intelligent measures to track the effectiveness of hidden danger rectification, and reduce the use of labor while ensuring the green implementation effect.

In the field of zero-carbon operation. We always adhere to the zero-carbon concept. Through system development of a series of resources including forward-looking planning, land consolidation, carrier and facility construction, diversified services and industrial investment, China Jinmao has realized the process of continuous improvement of urban value and operating efficiency of operators.

Integrating Ecology and City Planning

China Jinmao earnestly puts into practice Xi Jinping’s thoughts on promoting ecological progress, and builds ecological cities with science and technology to explore the harmonious coexistence mode of human, nature and city.

Ecological city planning. We adhere to the planning concept of “planning as the guide, reasonable layout and mutual existence” and take various aspects of the city as an organic overall layout. As a result, the development of each region of the city has achieved the overall development efficiency driven by local development.

Case

Qingdao Jimo Jinmao Smart International City won BREEAM China Award

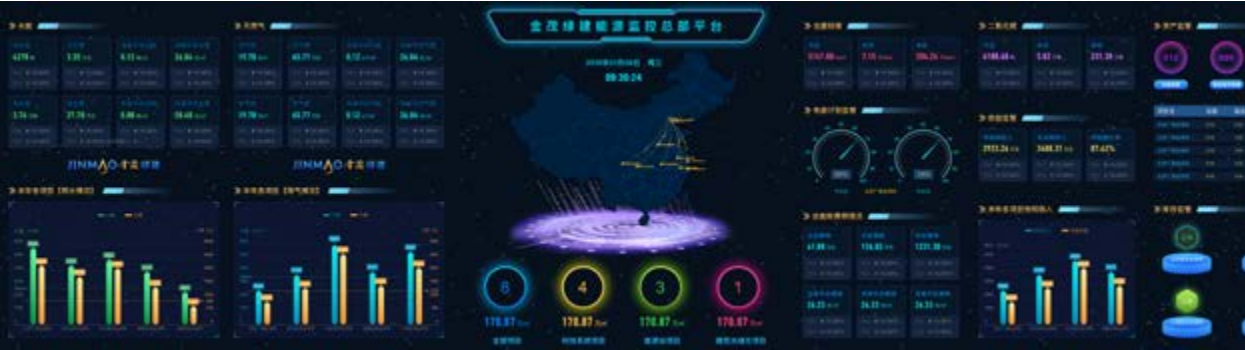
In November 2019, Qingdao Jimo Jinmao Smart International City won the 2019 BREEAM China Innovation Project Award, and was included in the list of candidates for projects in Asia at the BREEAM Annual Awards held in the United Kingdom in March 2020.



Qingdao Jimo Jinmao Smart International City introduced advanced international concepts to promote the overall development of the region in the future through resource integration and mutual development. In terms of quality of living, the Company empowered life-building with advanced technology, in aspects of community greening, flow design, building layout, construction process and digital management system to fully meet users’ physical and mental health needs and achieve the iteration of urban living standards.

Urban energy supply. We develop clean energy based on local conditions and innovate the supply of renewable energy to inject lasting vitality for the city’s sustainable development. With city operation projects as the main carrier, the Company vigorously promotes the use of clean energy and renewable energy systems, by making use of local natural resources, reducing the emission of hazardous pollutants, and thereby truly achieving environmental-friendly and urban sustainable development.

As at the end of 2019, **46** energy station projects in cities, regions and projects were invested, constructed and operated, with a total energy supply area of approximately **28** million sq.m., and the annual carbon emission reduction is expected to exceed **270,000** tons.



Jinmao Green Building Headquarters Energy Platform

Case

Nanjing Jiangbei New District Industrial Technology Research and Innovation Park achieved high energy utilization through multiple complementary functions

The Nanjing Jiangbei New District Industrial Technology Research and Innovation Park project is adjacent to the Lvshui Bay Ecological Reserve area along the Yangtze River, and the Nanjing Yangtze Finless Porpoise Conservation Reserve area is also within the area, which is a national first-class control area. Based on the actual situation of the region, China Jinmao has clarified the multi-energy complementation plan of the R&D Park Project: wastewater source heat pump technology + heat source tower heat pump + cold water unit + electrode boiler + water storage cooling heat storage + building photovoltaic integration, achieving efficient energy use while protecting the environment.

Innovative use of air source energy. The heat in the air is transferred to water through heat and mass exchanger, so as to avoid the high power consumption and low heat pump efficiency due to the humidity and cold in winter.

Peak clipping and valley filling in power system. Through using the electrode boiler to store thermal energy during the valley period at night and release heat during the peak period during the day, we expect that the annual peak-clipping valley filling capacity will exceed 70 million kWh, which will effectively balance the load fluctuation of the local power grid, improve the efficiency of power consumption, increase the backup capacity of the system, and promote the safe and stable operation of the power grid.



The Green Energy Application Project of Nanjing Jiangbei New District Industrial Technology Research and Innovation Park

Building Green Homes

China Jinmao has established the QHSE Committee, which is responsible for the specific implementation, supervision and management of the Company's environmental protection work, to continuously promote the deepening and implementation of environmental actions in respect of green buildings, implement the concept of green development in every aspect of design, procurement, construction and operation, and actively implement the requirements of environmental protection at every stage of buildings so as to improve the energy-saving capacity of buildings.

China Jinmao strictly implements the national requirements for ecological and environmental protection, and promotes the implementation of ecological and environmental protection work in terms of compliance procedure management, environmental process control and implementation of pollution prevention and control tasks. The Company strictly abides by the Environmental Protection Law of the People's Republic of China, the Environmental Impact Assessment Law of the People's Republic of China and other environmental protection related laws and regulations, thoroughly implements the Environmental Protection Management System of China Jinmao, and strictly follows the Guidelines for Civilized Construction Management of at Project Sites of China Jinmao.

Indicators	2017	2018	2019
Comprehensive energy consumption (10,000 tons of standard coal) ^①	1.4380	1.4273	1.3109
Electricity (10,000 kWh) ^①	8,401.15	8,331.91	8,159.21
Natural gas (10,000 m ³) ^①	304.89	303.27	231.72
Comprehensive energy consumption per RMB 10,000 of production value (tons of standard coal/RMB 10,000)	0.1198	0.12	0.11
CO ₂ emission (tons) ^⑤	Direct emission (scope 1): emission from gasoline consumed by vehicles for office use =15.16 ^② Indirect energy emission (scope 2): emission from electricity purchased = 200,863.26 ^③	Direct emission (scope 1): emission from gasoline consumed by vehicles for office use =11.66 ^② Indirect energy emission (scope 2): emission from electricity purchased = 199,207.80 ^③	Direct emission (scope 1): emission from gasoline consumed by vehicles for office use =7.84 ^② Indirect energy emission (scope 2): emission from electricity purchased = 195,078.72 ^③
CO ₂ emission intensity (ton/RM B10,000)	0.3043	0.3048	0.2794
Gasoline (tons)	5.88	4.52	3.04
Total water consumption (tons) ^①	734,504	812,369.38	830,130.00
Unit water consumption (ton/RMB 10,000) ^①	29.38	27.08	6.92
Non-hazardous waste emission ^③	2,371,828.7	3,396,640	6,797,559
Hazardous waste emission ^④			
Batteries	2,124	2,499	2,678
Ink cartridges	37	44	66
Paint (tons)	0	0	0
Coating (tons)	0	0	0.2
Fluorescent tubes	1,717	725	711
Coating buckets	12	14	15

Notes:
① Covered projects including Beijing Chemsunny World Trade Center, Sinochem Tower, Shanghai Jin Mao Tower, Nanjing Xuanwu Lake Jinmao Plaza, energy operations projects of Jinmao Green Building and Beijing Jinmao Eastern Garden Hotel.
② Covered vehicles of the Company's headquarters for office use.
③ Covered Jinmao Hotel. The figures for 2017 exclude Grand Hyatt Shanghai, Lijiang Jinmao Hotel · The Unbound Collection by Hyatt and Jinmao Purelax Mountain Hotel, Lijiang, and the figures for 2018 exclude Jinmao Purelax Mountain Hotel, Lijiang.
④ Covered Beijing Chemsunny World Trade Centre and Sinochem Tower.
⑤ According to the 2016 National Grid baseline emission factor determined by the National Development and Reform Commission's 2016 study, GB/T 2589-2008, General Rules for Energy Consumption Calculation, adjusted the CO₂ calculation coefficient and revised the CO₂ emission data.

Explanation on the treatment of hazardous wastes
The Company will sort and collect hazardous wastes for processing by competent waste treatment companies.

Explanation on the total packaging materials used for finished products
Total packaging materials used for finished products (in tons) and (if applicable) with reference to per unit produced are not applicable to the Company.

Upgrading green design

We adhere to the concept of “implementing measures in line with local circumstances and prioritizing passivity with focus on efficiency and health”, standardize the design process of construction products, develop, apply and promote more efficient and sophisticated green technologies, design more environmentally friendly and comfortable green products, and promote the perfect integration of construction products and natural environment.

Green design management. We have prepared the Green Building Design Mission Statement, Key Points of Green Building Design and Design Guidelines to improve the quality of green building design and reduce the environmental impact of products from the source of design.

Green scientific research platform. We step up the development of the green scientific research platform, promote the Company's innovation and practice in the environmental field, and realize the implementation of a number of innovation achievements.

Case Establishment of UA Jinmao Green Building Technology Residential Development Center

In June 2019, Jinmao Green Building and UA Design jointly established the UA Jinmao Green Building Technology Residential Development Center, which focuses on the R&D of green technology and the innovation of residential products, to jointly promote the development of green construction industry. With the concept of innovation-oriented coordination and green residential development, the R&D Center will conduct in-depth research in the fields of medical care, elderly care, schools and urban renewal projects, and form a unified standardized R&D management system through the achievements in planning, design and construction, so as to provide a basis for a more comfortable and ideal living environment.

Green technology application. We promote the R&D and promotion of energy conservation and environmental protection technologies, optimize the energy supply with renewable energy technologies, promote the integration of photovoltaic solar thermal buildings, reduce the comprehensive energy consumption of residential buildings, and lead a low-carbon and environmentally-friendly lifestyle. We strengthen the application of renewable energy and micro-grid technologies such as solar energy, wind energy, geothermal energy and biomass energy, and explore zero-carbon emission buildings and low-carbon parks.

Case Building "Energy-Generating Homes" by Jinmao Palace 2.0

Comprehensive utilization of renewable energy technologies in Jinmao Palace 2.0, including ground source heat pump, air source heat pump, river water source heat pump, sewage source heat pump, etc., realized the integration of photovoltaic solar thermal building, providing a green and environmental-friendly energy supply for the project, and making Jinmao Palace a “Energy-Generating Home”.



Jinan Olympic Sports Jinmao Palace adopted ground source heat pump and installed roof distributed photovoltaic system in some buildings

Green building certifications and labels were obtained in 2019

30

Comprising national green building certifications and labels

20

BREEAM certifications

8

LEED Pre-certification

1

National health building certification

1

As at the end of 2019, green building certifications or labels cumulatively obtained

170

Accounting for projects developed

over 90 %

The total GFA of the projects that meet the design requirements of green labels

14.4062 million sq.m.

It is expected that the total amount of greenhouse gas emission reduction in the whole life cycle of buildings will exceed

300,000 tons per year

Construction of green projects

We carry out environmental compliance and risk management, promote the implementation of prefabricated construction, and maximize water and energy conservation. In addition, we take control measures on dust pollution, noise pollution and solid waste pollution that may exist during construction to reduce the discharge of general solid waste such as waste water, waste gas and construction waste, reduce the impact of construction on the environment and promote green construction.

Environmental compliance management. All projects have obtained environmental impact assessment and legal compliance procedures for drainage and sewage discharge in accordance with the law, and implemented the “three simultaneous” management. In 2019, the Company did not have any non-compliance incidents with significant impact.

Environmental risk management. During the resource acquisition stage, the Company conducted risk identification on soil conditions, special geological conditions, water source reserves and nature reserves, and promoted comprehensive environmental risk management and control.

Environmental emergency management. All levels of enterprises have prepared emergency plans for environmental emergencies, equipped with emergency equipment for pollution control, and ensured that the emergency equipment is ready for use. Emergency training is provided to employees and relevant drills are organized regularly.

Conserving resources and energy. We vigorously promote the use of clean energy and renewable energy systems, carry out energy conservation publicity and technological transformation, and improve energy utilization efficiency. We attach great importance to water conservation, and seek to combine the water recycling system with the road dust reduction system, and recycle through sedimentation and filtration to effectively realize the recycling and reuse of water resources.

Fulfillment of Energy Saving and Emission Reduction Targets for 2019

Indicators	Target	Actual
Total energy consumption (tons of standard coal)	< 18,200	15,370.38
Fresh water consumption (tons)	< 1,011,100	928,274
COD emission (tons)	< 248	224.76

Case Jin Mao Tower improved water efficiency and achieved water conservation

By reasonably arranging the maintenance of water system and reducing the frequency of water discharge in the system, we achieved the purpose of water conservation. We strengthened the recycling management of condensate water, adjusted the operation of boilers in a timely manner according to seasonal temperature changes, two of which are maintained during the high temperature season each year to achieve water conservation.

Case The Ritz-Carlton Sanya renovated the hot water system with renewable energy

The original hot water system of The Ritz-Carlton Sanya was produced by using solar and natural gas boilers to heat through a volume heat exchanger. The 33 villas in the hotel used to be heated by electric water heaters, incurring high energy consumption for hot water and large emission of boilers. The hotel actively renovated the hot water system, installed air source heat pump and electric heating steam generator, with annual energy saving of 443 tons of standard coal. As a result, the hotel received an energy saving subsidy of RMB 353,500 under the energy saving renovation project of Hainan Provincial Government.



Commitment in environmental training

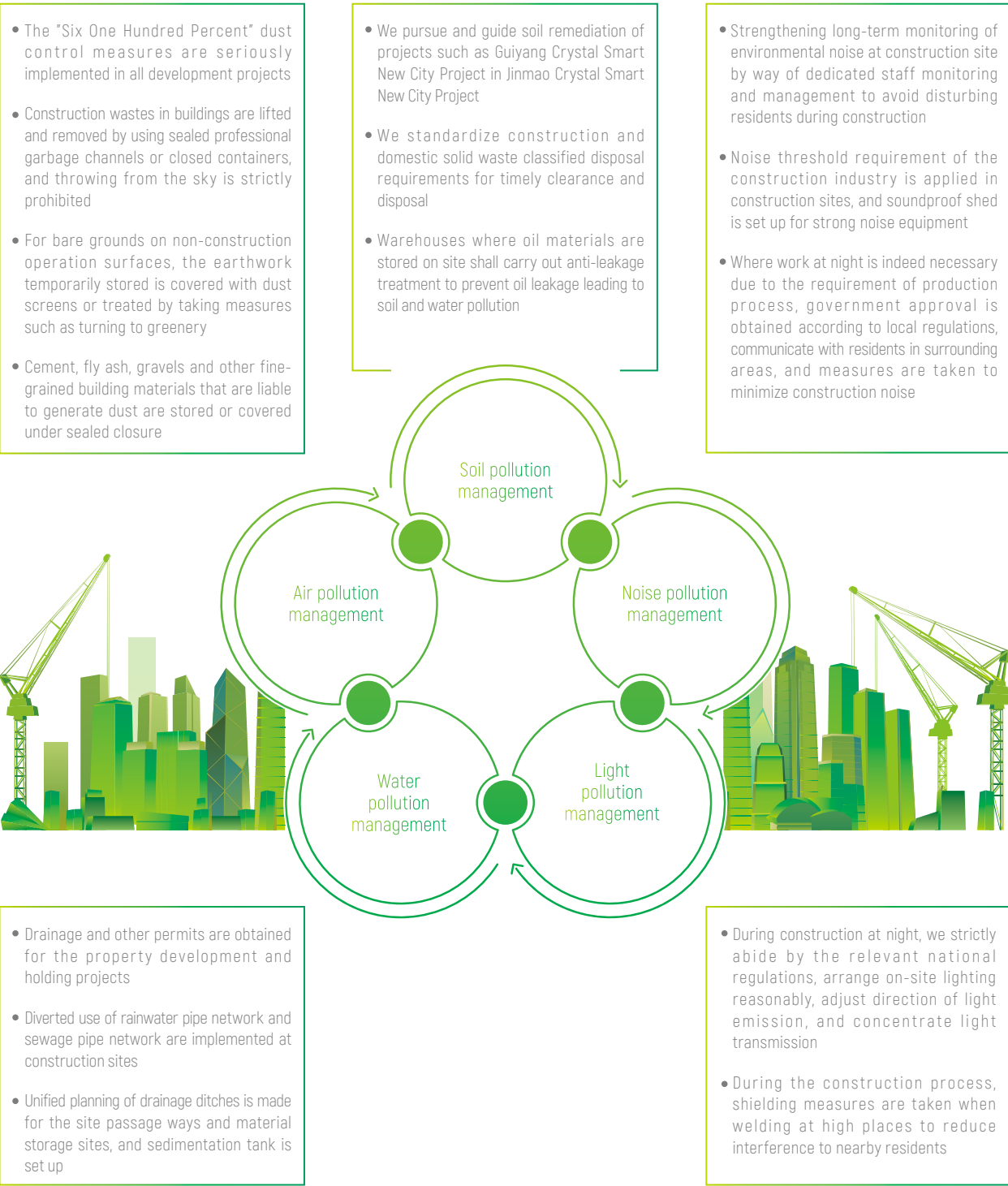
RMB 3.232 million

Number of training attendance

15,643

Strengthening waste management. We actively carry out comprehensive pollutant treatment projects to ensure that all emissions meet the requirements of laws and regulations and achieve refined management of emissions.

Reducing pollutant emissions. We promote construction industrialization and adopt construction systems, including prefabricated concrete and steel structures suitable for industrial production to minimize the environmental impact during the construction process.



Case Shanghai Xijiao Jinmao Palace Project adopted innovative process to reduce environmental impact

Shanghai Xijiao Jinmao Palace Project adopted the fully prefabricated construction technology. Through the pre-completion of the traditional construction workflow in the processing plant, as well as centralized control and unified discharge of environmental pollutants during the construction process, we significantly reduced the total amount of pollutants, including sewage discharge, dust and noise, and created a healthy project. This residential development recorded a national high prefabricated rate of 40%, and was awarded the "Two-star Green Building Label of Shanghai" with high building energy-saving rate, renewable energy utilization rate and green landscape ratio.



Case Dust-free operation during construction of Ningbo Jiangdong Jinmao Palace

Ningbo Jiangdong Jinmao Palace is in the fine-finishing process. In the gypsum board sealing section, a centralized basement processing zone is used to carry out the process of material feeding, production and loading. In the process of production, the project adopts customized dust-free saws to carry out cutting and construction work. During the process of operation, dust is also absorbed through brushing and the upper and lower air outlets, which greatly reduces the emission of gypsum dust and truly achieves the "dust-free" operation.



Promoting green procurement

We continue to improve the green procurement management system, maintain the green supply chain database, and fully integrate factors such as environmental protection, resource conservation, safety and health, and low-carbon environmental protection into the procurement process.

When selecting strategic suppliers, we select green and environmental-friendly products and apply energy-saving and environmental-friendly technologies. For important partners including general contractors, they are required to obtain ISO system management certification to support the development of green and low-carbon industry. By giving priority to the procurement and use of raw materials, products and services that are conducive to environmental protection, such as energy saving, water saving and material saving, we promote suppliers to improve environmental management standards, reduce greenhouse gas emissions from the source, and build a sustainable supply chain.



Promoting Low-Carbon Living

China Jinmao advocates a green and low-carbon production and life style, focuses on practicing the concept of environmental protection in daily office work, continues to hold large-scale public welfare activities for environmental protection, and actively participates in exchange activities under the theme of green construction, with a view to promoting the concept of environmental protection to a broad range of public.

Promoting green office

We promote the low-carbon concept, advocate simple, moderate, green and environmentally friendly working attitude, and urge employees to save water, paper and energy, to practice environmental protection and conservation in all aspects of work and life.

Reducing resource consumption. We promote paperless office, adhere to double-sided printing, and reduce paper consumption and implement the responsibility system of turning off lights, set automatic switching off all office equipment when not in use, and practice electricity saving. Through the online video conferencing, we reduce the number of business trips, and implement a vehicle use system of "encouraging carpooling and requiring approval for car service". In addition, we implement a light meal culture system and the "Clean Your Plate", and encourage employees to bring their own tableware and bring their own cups.



Jinmao Green Building follow me printing

Waste recycling. We recycle and reuse office supplies and beverage bottles, cultivate plants, purify air and beautify the office environment. We use dust bins and storage baskets that are made of waste paper, turning waste into treasure. In addition, waste classification is carried out in the office area to help maintain a green and clean office environment.



"Maoxin" online conference system



Recycling of office supplies by Jinmao Shanghai



Jinmao Beijing used waste paper to make a storage basket

Promoting green public welfare

We promote a green and healthy lifestyle, and have organized environmental protection and public welfare activities such as "Run Green China" and tree planting for many years to promote the development concept of an upward, healthy and scientific life.

Case Run Green China Charity Campaign

In April 2019, the sixth season of "Run Green China" ran simultaneously in 40 cities across 6 major regions in China. The activity joined hands with Tencent to carry out lunch activities for left-behind children, environmental protection flash action, etc., to convey the concept of healthy life and encourage the public to participate in public welfare activities.



Shanghai Station: Achieving breakthroughs in the cloud and stimulating the city's potential



Nanjing Station: Healthy Run Green starts with children



Chongqing Station: Leading the city's run in an upbeat spirit



Xi'an Station: Tang Dynasty Clothing showcased the elegance of ancient capital, running the new town with thousands of people



Suzhou Station: Run Back to Nature

Case We carried out tree planting activities and advocated low-carbon lifestyle

On 12 March, we carried out the activity of "Tree Planting Festival" across the country, and called on employees to establish environmental protection and conservation awareness in daily work and life, and advocated low-carbon lifestyle, including saving paper and reducing the use of disposable products.



Tree planting activity of Jinmao Headquarters



Jinmao Green Building tree planting activity



Tree planting activity of Jinmao Fuzhou

Case Hilton Sanya Yalong Bay Resort & Spa launched the "Earth Hour" public welfare activity

In 2019, Hilton Sanya Yalong Bay Resort & Spa held the "Earth Hour 2019 · Harmonious Coexistence with Nature" activity to promote the concept of protecting ocean and low-carbon travel. Through in-depth cleaning of beaches, practicing the "Clean Your Plate" and "Turning Trash into Treasure", as well as other forms of activates, we encouraged our employees and guests to respond to the initiative of harmonious coexistence between human social development and nature with practical actions, establish the awareness of conservation and environmental protection in daily life, and reduce the use of plastic products, so as to protect the beautiful homeland of humankind.



Case We advocated waste classification to build a green community

The implementation of garbage classification is related to the living environment of the public, as well as saving resources. It is also an important reflection of the level of social civilization. In order to raise the awareness of environmental protection of the nation, our communities in different regions have promoted garbage classification actively, set up detailed classified garbage bins, and regularly carried out publicity of waste classification knowledge and collection activities of recyclable materials to help cultivate good habits of garbage classification, form a good atmosphere of wide participation and environmental protection for the public.



Waste classification in Beijing Wangjing Jinmao Palace

Green exchange activities

We attach great importance to the development of green construction industry, actively participate in various domestic and overseas seminars and technology exchange forums, focus on green health, and promote smart living.



List of the 2019 China Jinmao Green Building Forums and Meetings

Case Sharing Operation Experience and Building a Green Future

In April 2019, China Jinmao was invited to attend the 15th International Green Building and Building Energy Saving Conference and New Technology and Products Expo, which prepared a smart and low-carbon overall view for future city operations in three aspects, namely "smart city", "smart energy" and "zero-carbon city renewal". The conference was co-sponsored by the Chinese Society for Urban Studies, the Shenzhen municipal government, U.S.-China Green Fund, CSUS'S Green Building Council, and CSUS'S Eco-city Research Committee, with "Upgrading Green Buildings and Promoting Green Development" as the theme.



China Jinmao shared wisdom and low carbon operation experience

CARING FOR SOCIETY AND CONTRIBUTING TO HARMONIOUS DEVELOPMENT

The health of the industry and supply chain, stability of talent team and harmony of community relations are the cornerstones for the sustainable development of an enterprise. China Jinmao takes full account of the relationship between people and people, between people and the city, and between people and the community. We work with suppliers to achieve a win-win situation, pay attention to the growth and development of our staff, focus on building a harmonious and friendly relationship with the community, actively participate in community public welfare undertakings, and make unremitting efforts to promote the sustainable development of society.

Our Focus

Win-win Cooperation, Industry Development, Staff Care and Social Welfare

Our Actions

Diversified cooperation to promote industry development

Extension of responsibilities to value chain and enhancement in supplier performance capability

Protection of the rights and interests of employees, consolidation of safe production, and attention to the growth and happiness of employees

Emphasis of targeted poverty alleviation and launch of social welfare activities

Our Progress

406

New industrial resources strategic cooperation

84

Charity activities

RMB 8.7469 million

Total donation in charity

45

hours

Average no. of training hours per person



Chapter Special Column

Targeted Poverty Alleviation, Contributing to Building a Moderately Prosperous Society

China Jinmao actively responds to the national strategy of targeted poverty alleviation and, leveraging its own advantages, cooperates with all sectors of the society to carry out various forms of poverty alleviation activities to contribute to building a moderately prosperous society in all respects and thereby winning the battle of poverty alleviation by 2020.

Promoting poverty alleviation through industrial development

China Jinmao continuously integrates its own resources, gives full play to the advantages of the value chain, replaces single financial assistance with technology, knowledge, equipment and talents, and helps the people in poverty-stricken areas expand production and increase income through local infrastructure planning and construction, organizing production training and other means. In 2019, China Jinmao built 3 new occupational farmers and herdsman mobile training stations in regions including Ar Horqin Banner, Inner Mongolia, with a total of 600 farmers and herdsman trained. As at the end of 2019, a total of 20 Mobile Libraries were built by China Jinmao, offering professional books on various areas, including planting, breeding and farming.



Launch of a new occupational training station for farmers and herdsman

Poverty alleviation through education

China Jinmao provides support for the development of education in poverty-stricken areas by setting up scholarships, providing assistance to repair the infrastructure of schools and regularly organizing volunteer teaching. The Company actively participated in the "Dream Fulfillment Campaign" initiated by Sinochem Group, calling on our staff to establish one-on-one paired assistance relationship with poor students, and supporting students from poor families in Tibet, Qinghai and Inner Mongolia. In 2019, a total of 327 employees were called to participate, and more than 400 students were subsidized, with aid funds amounting to RMB 384,900 in aggregate.



China Jinmao's donation ceremony for "Dream Fulfillment Campaign"

Poverty alleviation through coordinated consumption

China Jinmao extensively gathers social forces to support poverty-stricken areas, promotes the concept of consumption-driven poverty alleviation, expands sales channels, integrates supply and sales chains, forms an integrated model of poverty alleviation from production , supply and sales, and transforms the assistance mode from "giving fish" to "teaching to fish".

China Jinmao established marketing channels for major customers, established connection between supply and sales at designated points, and encouraged all operating units to give priority to purchasing products from poverty-stricken areas in terms of materials and festive goods distributed by labor unions. Leveraging the large-scale shopping malls and central stores of Jinmao Retail Business, Jinmao U+ and other physical sales outlets, coupled with the online platforms such as Jinmao U+ online sales platform and Jinmao Property Good Neighbor Online Shopping Mall, China Jinmao promoted sales by various means and provided assistance to sell more than RMB 430,000 of agricultural products from poverty-stricken areas including Linxi and Ar Horqin Banner.



Jinmao U+ online sales platform assisting in sales of high-quality products from Ar Horqin Banner

China Jinmao carried out the "Charity Market" activity to focus on selling quality products from Inner Mongolia, Hebei, Shanxi, Guangxi, Guizhou and other places, attracting urban residents to set eyes on the poverty-stricken and disadvantaged regions, broadening product sales channels and innovating sales models, helping approximately 2,400 poor households get rid of poverty.



"Charity Market" focused on selling products from designated areas of targeted poverty alleviation

The "Market in the Woods" was launched in the "Jinmao Retail Business Charity Month" to bring the beauty of our cultural heritage to the iconic landmark business district in Shanghai, so as to help handcrafters from mountains get rid of poverty with their own hands.



Poverty Alleviation through "Shenshan Market" helped over 8,000 embroiders

Respecting Partners with Win-win Cooperation and Development

China Jinmao actively optimizes and integrates resources, promotes strategic cooperation and relationship building with partners, conducts comprehensive cooperation with governments at all levels, enterprises, institutions and scientific research institutes, builds responsible supply chains, and shares sustainable development results with partners.

Strengthening supplier management

In 2019, the proportion of annual performance evaluation of suppliers

100%

Accumulated number of qualified suppliers

9,958

We have formulated the Implementation Rules for the Management of Suppliers and Contractors of China Jinmao to identify, screen, review, supervise and alert suppliers in various aspects including qualification review, performance evaluation, grading, reward and punishment to ensure the safe, healthy and sustainable development of supply chain procurement and performance of contracts.

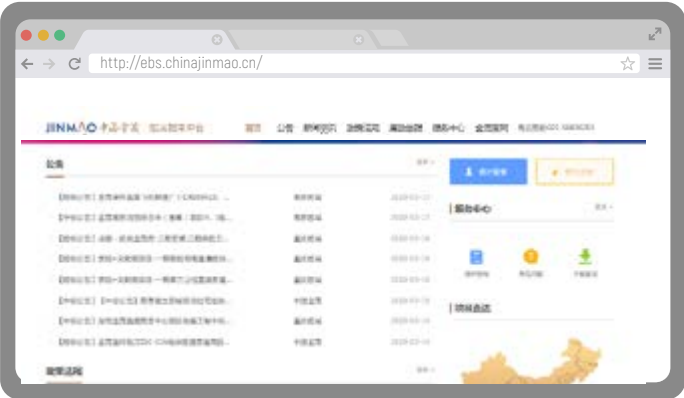
Number of suppliers in each region of China Jinmao

Number of Qualified Suppliers		Number of Qualified Suppliers	
Headquarters	87	Jinmao Nanjing	1,396
Jinmao Beijing	1,571	Jinmao Xi'an	290
Jinmao Shanghai	1,518	Jinmao Taiyuan	308
Jinmao Changsha	1,795	Jinmao Retail Business	83
Jinmao Guangzhou	1,412	Jinmao Green Building	27
Jinmao Chongqing	911	Jinmao Decoration	560

Optimizing procurement management. We strictly follow the Supplier Management Standards, Contract Procurement Management Standards, China Jinmao Supplier and Contractor Management Guidelines and other standards and operational guidelines, and strictly implement the supplier introduction review mechanism. China Jinmao completed the launch of the clean online platform for tendering and procurement to fully realize informatization support, improve procurement efficiency and reduce procurement risks.

Case The Sunny and Fair Procurement Platform was fully launched to ensure risks in the procurement process are under control

In June 2019, the Sunny and Fair Procurement Platform of China Jinmao was fully launched, and online operation was implemented throughout the whole process of bidding including online bid issuance, online bid return and online bid evaluation. Through open complaints and whistle-blowing, the Company signed the "Sunny Agreement" with the participants to effectively ensure that the bidding process is open, fair and just. The system's automatic risk identification and interception functions are realized through integrated alert system and management. Through automatic comparison and verification of supplier registration information and third-party information from sources including TianYanCha.com and Industry and Commerce Bureau, we intercepted non-compliant suppliers and significantly reduced procurement risks.



Promoting communication with suppliers. We maintain the mechanism of mutual visits between the senior management of key cooperative suppliers to form a "green channel" that can quickly respond to and solve problems efficiently. We also organize supplier communication activities to establish a sustainable strategic cooperation with mutual trust and win-win cooperation.

Enhancing supplier assessment. China Jinmao has established an incentive mechanism for outstanding suppliers and regularly assessed the performance of all suppliers. We improve the methods of procurement supervision process to realize automatic warning of management and smart blacklisting system for suppliers. The inspection mobile platform of suppliers is used for scoring and screening quality suppliers. According to the supplier survey results, the problems are rectified and suggestions are collected to ensure the healthy and sustainable of the cooperative suppliers.

Promoting diversified cooperation

China Jinmao actively integrates its own resource advantages, follows the path of win-win cooperation and development, and strengthens the cooperation relationship with the government, enterprises, scientific research institutions and colleges. Through building a global industrial resource platform, China Jinmao drives partners to work together to develop complementary advantages, and promotes diversified development layout.

Cooperation between the government and enterprises. China Jinmao improves the relationship network between the government and enterprises, enriches the channels and methods for connecting government and enterprises, develops the headquarters-regional-project hierarchy and comprehensive alignment with the mechanisms, strengthens the cooperation relationship with the government, and assists the city to achieve innovative and sustainable development with professional city operation capacity, so as to bring long-term value to society.



Sinochem Group, ChemChina and the People's Government of Shandong Province entered into a strategic cooperation agreement, pursuant to which both parties will carry out all-round, multi-level and broad practical cooperation in respect of "City Operations" to facilitate the replacement of old growth drivers with new ones and the economic and social development of Shandong Province

As at the end of 2019, New industrial resources strategic cooperation

406

Cumulatively entered into cooperation with

804 strategic partners

Cooperation with enterprises. We attach great importance to all-round cooperation with leading enterprises in various fields, give full play to the synergy, and promote mutual benefit, win-win and coordinated development of stakeholders.

Case Jinmao Capital signed a contract with Yunji Technology and launched a brand new milestone in the industry investment segment

In March 2019, Jinmao Capital and Yunji Technology confirmed the B round of investment and financing cooperation, and the hotel, property and green building business segments under China Jinmao entered into strategic cooperation agreements with Yunji Technology respectively, clearly stating that they will conduct in-depth exploration in the integration of AI technology and city operation strategy.



"AI-Powered City Operation" Innovation Exhibition Hall at the signing ceremony



Cooperation between schools and enterprise. China Jinmao cooperates with a number of universities and research institutes to deepen and broaden of industry-university-research exchanges, so as to achieve scientific and technological breakthroughs, cultivate talents, and promote a win-win situation between the enterprise and universities.

Case Jinmao Green Building held the 2nd High School Innovation Competition

The 2nd Jinmao Green Building Innovation Competition was held under the theme of "In Science We Trust and Unity in Knowledge and Action", with 12 domestic and foreign colleges and universities and scientific research institutes entering the final competition for 15 innovative topics covering three major areas, namely urban smart energy, healthy living and intelligence. The competition aimed to promote innovation and exchange between China Jinmao and domestic and foreign well-known higher education institutions, incorporate innovative technologies from higher education institutions, strengthen competition to promote production, cultivate industry-university-research cooperation between the Company and domestic and foreign well-known higher education institutions, accelerate the application and transformation of innovative scientific and technological achievements of higher education institutions, and incubate cutting-edge scientific and technological industries.



Case Jinmao Green Building established its first workstation for fellows and experts to promote the new progress of industry-university-research cooperation

In November 2019, Jinmao Green Building established the first workstation for fellows and experts of China Jinmao which comprises high-end talent including Shi Zhengrong, fellow of the Australian Academy of Technological Sciences and Engineering. The workstation will form an organizational structure that serves society, improves the professional development of R&D and innovation-driven capacity of the Company, and provide strong scientific and technological support for the development of the photovoltaic industry through integrating scientific research and product R&D.



Innovative cooperation model. China Jinmao has developed an open innovation platform for digital city operations, integrated innovative supporting resources including application scenarios, technology platforms, customer data, industry experience and cases, actively promoted the connection, roadshow and implementation of innovative projects, promoted the Company's high-throughput innovative business development, and achieved mutual benefit and win-win business value.

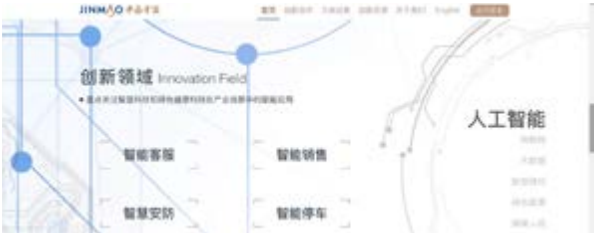
Case Overseas strategic cooperation and launch of Jinmao Open Innovation Platform

In November 2019, the Open Innovation Platform jointly developed by China Jinmao and Plug and Play Tech Center was officially launched. On the same day, the website Jinmao Innovation (cx.chinajinmao.cn) was launched, which comprehensively demonstrated China Jinmao's innovation planning, innovation direction, resource advantages, business needs and cooperation methods for various technological innovation partners.

In December of the same year, China Jinmao set up an overseas (Silicon Valley) innovation workstation in Silicon Valley, the United States, which further deepened the exchange and cooperation in innovation team, projects, models and other aspects, extended overseas innovation business and attracted scientific and technological cooperation resources, so as to continuously enrich and deepen the open innovation of the Company and promote the science and technology-driven innovation and transformation of enterprises.



Signing ceremony of the strategic cooperation



Jinmao Innovation Website: cx.chinajinmao.cn

Promoting industry development

We give full play to our industry influence, actively participate in the formulation of industry standards and specifications, strengthen the communication and interaction with the industry and industry resources, explore opportunities for mutual benefit and win-win, and promote internal cooperation and sustainable development of the industry.

Participating in the formulation of industry standards. We actively participate in the preparation of industry standards and rules to enhance the core competitiveness of the industry and contribute to the healthy and sustainable development of the real estate industry.

Case Participating in the formulation of the Green Technology Guidelines for Air Conditioning in Skyscrapers

China Jinmao participated in the formulation of the Green Technology Guidelines for Air Conditioning in Skyscrapers, which will become an important guiding document for the design, construction and operation of skyscrapers in China, greatly improving the construction and management skyscrapers in China, which marks a major innovation in this field.

Actively participating in industry exchanges. We have established close relationships with various national associations, including China Information Industry Association and China Council for International Investment Promotion, participated in top-tier domestic and overseas activities, including Internet Conference, World 5G Conference and China International Import Expo, covering the industrial circle of science and technology, culture and health, and effectively promoted the connection of industrial cooperation resources.

Case China Jinmao attended the 6th China Industrial Park Innovation Development Summit Forum

In April 2019, China Jinmao attended the 6th China Industrial Park Innovation and Development Summit Forum and joined over 300 domestic industry partners to discuss operation strategies, share authoritative experience, exchange industry information and share the overall development plan of the industry.



Valuing Employees and Helping Them Grow

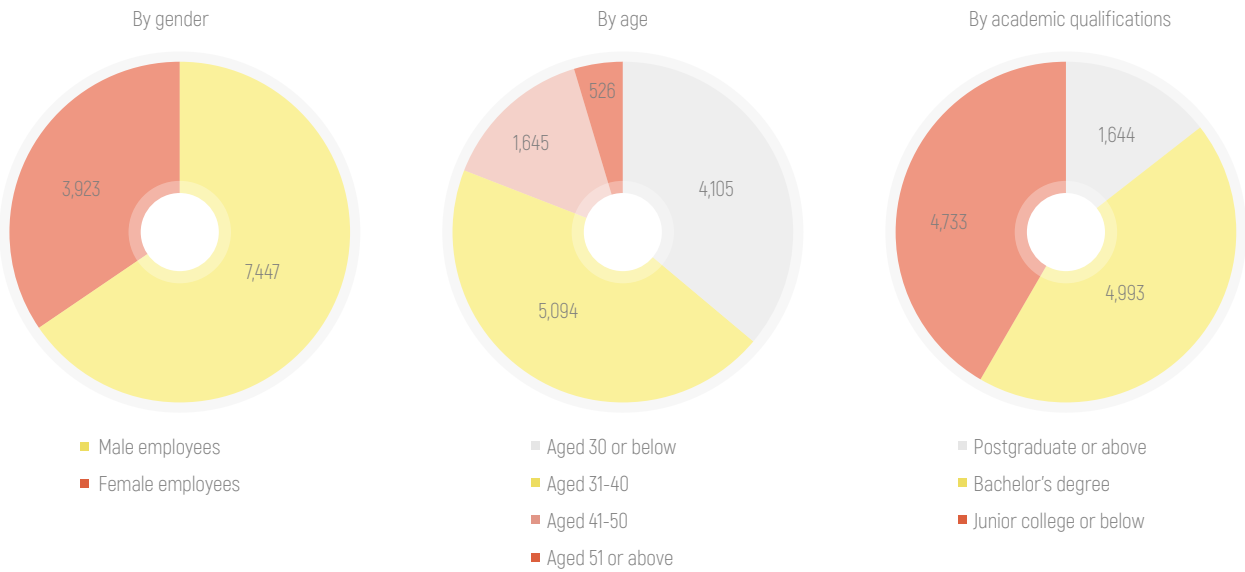
We attach great importance to the strength of talents, adhere to the talent development strategy of "creation, sharing and growth together", continue to improve the talent management mechanism, safeguard the basic rights of employees, establish an efficient remuneration management system, actively promote the career development of employees, guarantee occupational safety and health of employees, and stimulate employees to develop and grow with the Company.

Safeguarding Employee Interests

We adhere to the people-oriented principle, protect the legal interests of each employee, continue to improve the employee management systems, safeguard employees' right to know and participate through multiple channels, protect employees' privacy, and listen to employees' opinions.

Comparison of staff composition of China Jinmao

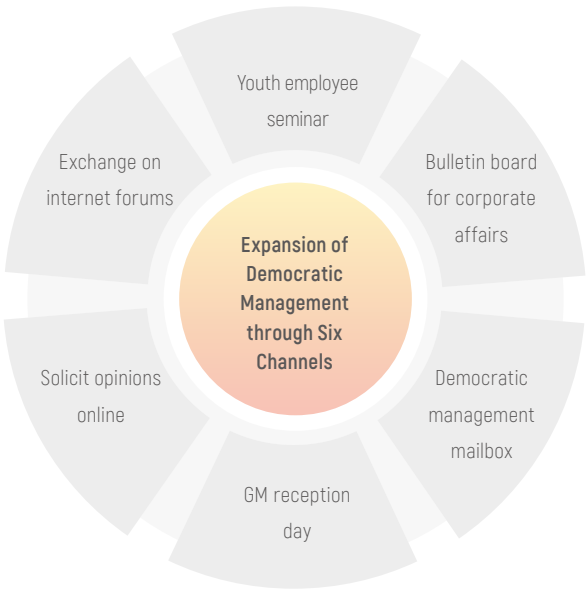
Indicators	2017	2018	2019
Labor contract signing rate (%)	100	100	100
Total no. of employees	9,149	11,095	11,370
Percentage of female management (%)	15.1	23	34.5
Employee turnover rate (%)	12.7	9.7	10.4



2019 Staff Turnover Breakdown			
Development Segment	Holding Segment	Value-added Business Segment	Innovation Segment
10.3%	12.1%	12.3%	9.8%

Adhering to equal employment. The Company strictly complies with the relevant requirements of laws and regulations such as the Company Law of the People's Republic of China and the Labor Law of the People's Republic of China, continues to implement the China Jinmao's White Paper on Human Resources and China Jinmao's Operational Manual on Labor Relations Management based our employment principle on labor contract employment, as supplemented by labor dispatch employment and part-time employment. We prohibit discrimination and employment of child labor and other forced and compulsory labor, and treat employees of different nationalities, ethnicities, races, genders, religious beliefs and cultural backgrounds in a fair and equitable manner, providing them with fair and reasonable employment and promotion opportunities.

Deepening democratic management. The Company convenes employee representative meetings on time and as required, and opens a number of channels such as the bulletin board for corporate affairs and the democratic management mailbox to listen to employees' demands, respond to employees' expectations, and establish a transparent and efficient democratic management mechanism to protect employees' right to know and participate.



Optimizing remuneration package

We continue to improve the remuneration package, make contribution to the five mandatory insurances and one housing fund for employees who have duly signed labor contracts in accordance with the law, and urge the labor dispatching units with which the Company has established a cooperative relationship to protect the legitimate interest of the dispatched employees in accordance with the law. The Company maintains competitive remuneration in the industry, strengthens the proportion of work performance in remuneration distribution, provides reasonable fringe benefits and motivates employees and arouses their sense of belonging.

National statutory benefits	Company fringe benefits
<ul style="list-style-type: none">Five mandatory insurances and one housing fund: pension, medical insurance, unemployment insurance, work injury insurance, maternity insurance, housing provident fundOther benefits: national statutory holidays, annual leave, maternity leave, marriage and bereavement leave, parental leave, family leave	<ul style="list-style-type: none">Work related allowance: meal allowance, transport allowance, phone allowance, etcLiving expense related allowance: high temperature allowance, holiday allowanceSecurity benefits: annual health checkups, business insuranceLabor union benefits: visiting benefits, birthday benefits, cultural and sports activitiesFamily allowance: housing allowance, living allowance, accompanying spouse allowance

Remuneration and benefits of China Jinmao

In 2019,
Employee representative meetings

41

Union establishment rate and
membership rate

100%

In 2019,
the annual leave on average was

7 days

Promoting Career Development

Professional rankings

15

We value the cultivation of talents, establish a scientific and complete training system, provide a number of promotion and development channels, help employees quickly master core skills and continuously progress and grow.

Facilitating employee development. The Company adopted the dual-channel career development path of management and professional rankings and established professional rankings, covering design, engineering, marketing, finance, auditing, human resources, cost procurement, strategic operation, investment, law, party and government discipline inspection, information technology, HSE, administration and customer service.

Average no. of training hours per person

45

Improving the training system. In line with the "multi-level training" system, while providing management courses for all employees, we designed different professional courses and training for key position staff, core staff, young talents, new managers and new employees. The Company also integrated internal resources with external professional lecturers, and through online means, such as CEO Lecture Hall, Business Classroom and OA Network College, or offline modes of teaching that combine lectures with on-site visits, organized regular meetings for employees to exchange opinions and helped them enhance their professional skills.



China Jinmao Navigators Training Program



China Jinmao Leadership Seminar

Breakdown of employees trained at different levels

Classification	Percentage of employees trained in 2019	Average no. of training hours per person in 2019 (Unit: hours)
Senior level	100	120
Middle level	100	110
General staff	61	42

Number of training hours taken by Headquarters and its member companies

Classification	Total hours taken (Unit: hours)	Classification	Total hours taken (Unit: hours)
Headquarters	53,895	Jinmao Xi'an	7,330
Jinmao Beijing	41,473	Jinmao Taiyuan	4,177
Jinmao Shanghai	37,431	Jinmao Hotel	7,856
Jinmao Changsha	21,223	Jinmao Retail Business	9,045
Jinmao Guangzhou	35,381	Jinmao Property	95,909
Jinmao Chongqing	31,660	Jinmao Green Building	7,438
Jinmao Nanjing	80,424	Jinmao Decoration	4,358



China Jinmao Human Resources Certification Professional Training



China Jinmao Ark Students Training Project



Scan "Jinmao Culture" WeChat official account to learn more details

In 2019,
161 visits were made to help employees with difficulties

Caring for Employees

We care about the lives of employees, establish and improve the assistance mechanism for employees in need, regularly organize and carry out various cultural and sports activities, so that employees can fully feel the warmth of being a part of the Jinmao family.

Helping employees in need. The Company increased investment in employee assistance, and promptly provided necessary financial aid and spiritual support to employees with significant difficulties in life. Employees and their immediate family members may receive company assistance for severe illness.

Caring for Employees' Life. We regularly visited frontline employees and strengthened the care for employees far from their home towns and their families to enhance their sense of belonging; various birthday and festival benefits were provided to raise employees' happiness.



Employee birthday party



Visiting frontline employees

Organizing cultural and sports activities. Through various activities, we encourage employees to integrate work with leisure and maintain physical and mental well-being. In 2019, on the basis of the original six major clubs, the Tai Chi Club was added. The headquarters of the Company organized various activities and festival events to enrich employees' life.



Hiking activity of Jinmao Headquarters



Speech contest of Jinmao Headquarters



Baseball club activity of Jinmao Headquarters



"Goddess festival" flower arrangement of Jinmao Headquarters



Jinmao Tianjin held a friendly football match



Football club of Jinmao Chongqing

In 2019,
The headquarters organized activities such as Women's Day, Children's Day, Lantern Festival and International Greeting Day

32

Held birthday parties for employees with different themes

12

Safeguarding occupational health

We highly emphasize occupational health and safety, and continue to improve the HSE management system with HSE risk management as the core and system management as the support. The Company endeavors to raise the risk awareness and safety awareness of all employees, enhance emergency response capabilities and safeguard personal safety and property of the employees.

Improving HSE management. The Company continued to optimize the three-in-one HSE (Health, Safety and Environment) management system, adhered to benchmarking management, strengthened the implementation of responsibilities, strictly controlled quality and safety risks, and laid a solid foundation for safe operation.



Number of work-related deaths and lost of working time incurred by China Jinmao

	Work-related deaths	Number of working days lost due to work injury
2017	0	25
2018	0	1,757
2019	0	373

Note: Work injuries figures for 2017 provided by the headquarters conform to those accepted by social insurance schemes, and figures for 2018 and 2019 are the statistical data of all operating units of the Company.



Occupational health and safety skills training

In 2019,
Number of injuries due to work

23 people

Time lost due to work injury per million hours

0.14

In 2019, the headquarters of the Company identified more than

14,000 hidden threats and problems

Rectification proposals of more than

1,000

Problem rectification rate

100 %

Carrying out safety inspection. According to the HSE Risk Manual, the Company organized regular comprehensive safety inspections for all departments and positions, combined with potential Hazard Check Cards, the "Ping An Jinmao" APP and other tools, adhered to the principle of "combination of inspection and assistance", and adopted various inspection methods, such as hierarchical inspection, assessment and evaluation, process inspection, delivery evaluation, random safety inspection and management review, and paid close attention to the implementation of the dual prevention mechanism of risk prevention and control and hidden threat investigation and governance, so as to effectively control various HSE risks in operation.

Number of safety inspections in 2019	
Classification	Number
HSE inspection	121
Process inspection	101
Delivery evaluation	26



On-site safety inspection

Organizing skills training. A series of HSE training programs, such as project leader HSE certification training, on-the-job training for HSE management personnel and fire safety training, were held regularly to enrich the means of training and integrate training into the safety culture. The Company organized events, such as Jinmao safety speech competition, safety knowledge competition, quality and safety skills competition, HSE by teams and HSE micro-video, to continuously improve the risk and safety awareness of management personnel, HSE professionals and frontline employees, and promote the establishment of a safety culture in the Company. The Company regularly conducted emergency drills for common emergencies to improve the sensitivity and alertness against risk sources, enhance employees' emergency awareness and disposal skills, improve self-help and mutual help capabilities, and ensure the safety of life and property.

Number of emergency drills held by branches and sub-branches

Name	times
Jinmao Beijing	152
Jinmao Shanghai	95
Jinmao Changsha	38
Jinmao Guangzhou	59
Jinmao Chongqing	40
Jinmao Nanjing	77
Jinmao Xi'an	10

Name	times
Jinmao Taiyuan	3
Jinmao Hotel	27
Jinmao Retail Business	82
Jinmao Property	896
Jinmao Green Building	72
Jinmao Decoration	9

In 2019,the Company conducted safety production trainings

4,133

with an attendance number of

190,481

with a total of

267,250.4 hours



Various safety skills training

Case

Launching the HSE By Teams Action Plan to comprehensively arouse employees' safety awareness against risk

In June 2019, China Jinmao issued the "China Jinmao HSE By Teams Work Implementation Scheme" and fully initiated the implementation of HSE management in frontline teams at the basic level. With a "three-stage" implementation, the Scheme launched a series of HSE training for new employees, HSE cultural theme events and pre-shift safety meetings, striving to achieve the goal of "zero injury" in all teams.

HSE by Teams in three stage (2019)



Caring for Employees' Health. The Company cares about the physical and mental health of employees, regularly visits frontline employees and organizes talks on mental health, provides first-aid training and free annual health checkups for employees to ensure the health and well-being of employees.



Training on CPR skills



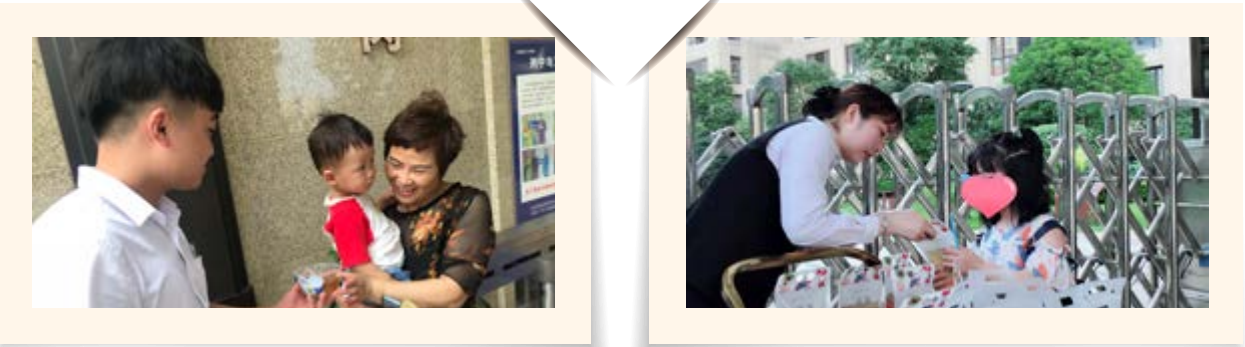
Cool refreshments to combat high temperatures

Respecting Community and Promoting Harmony

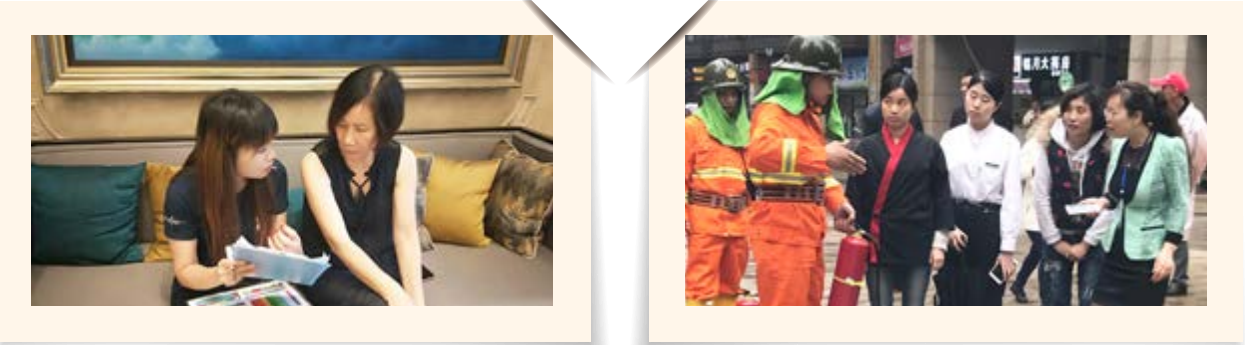
Upholding the mission of “alleviating poverty, actively participating in charity and building a harmonious community”, we organize events such as community care and social welfare, to contribute to the establishment of a harmonious society.

Building a warm community together

We are committed to building a warm community atmosphere, regularly providing free medical consultation, free medical consultation and other services. We visit the elderly in the community and provide free convenient services to demonstrate our care for the community.



Qingdao Jinmao Harbor and Changsha Jinmao Residence distributed free drinks in the summer



Pearl River Jinmao Palace held regular health checkups

Chongqing Jinmao Residence carried out fire fighting propaganda

Spreading the energy of public welfare

We integrated internal and external resources and held various forms of public welfare events to spread positive energy to the society.



Jinmao Shanghai visited a children welfare institution to carry out public welfare activities

Jinmao Changsha formed a volunteer team to care for the children of First Welfare Home in Changsha



Jinmao Hotel donated learning and daily supplies to Lanxiang Primary School, Shigu Town, Lijiang



Jinmao Qingdao organized the “Holding Hands with the Stars” green charity activity



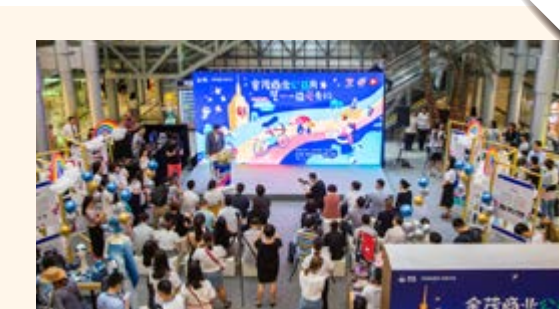
Jinmao Tianjin launched “Seven-color Flower House” caring campaign



Jinmao Zhengzhou organized a charitable donation activity



Jinmao Jinan visited Xingshen Special Children Education Center to participate in volunteer service activities



Jinmao Retail Business built a performance platform for Star Route Percussion Ensemble, formed by children with special needs

OUTLOOK

2020 is the pivotal year for comprehensively building a moderately prosperous society, and the decisive year of the 13th Five-Year Plan. It also marks the 70th anniversary of the establishment of Sinochem Group, and the critical year for China Jinmao to achieve RMB 200 billion leap forward in scale and strive to be one of the first among its peers. In the face of new opportunities and new challenges in a new era, China Jinmao will always adhere to "In Science We Trust", the development concept of Sinochem Group, commit to "Unleashing Future Vitality of the City", and strive to become a leading city operator in China. We will also actively explore sustainable management models and maximize the comprehensive economic, environmental and social value of the city to achieve high-quality and sustainable development.

Adhering to smart operation and setting a model for cities

We will propose city operation plans according to different land attributes and local conditions, continue to strengthen city penetration, explore smart city models, and constantly make breakthroughs in the strategic direction of "city operator" to bring new life to more cities. By seizing critical opportunities brought by national strategies, the Company will continue to tap into the high-end market and broaden our market share, to create new heights in innovative economy, quality of living and ecological value.

Building quality with ingenuity and creating value for customers

We understand that the experience of a better life comes from the exquisiteness and ingenuity of each product. Adhering to the mission of "Build Quality for Better Life", we will thoroughly implement comprehensive quality management and actively promote customer service upgrades to prove Jinmao's quality of living pursuit with strict operation specifications.

Caring for ecological environment and promoting green development

We will use city operation projects as the main carrier, always follow the design concept of "green, ecology, energy saving and intelligence", and adhere to green strategy in the whole process. The Company will continue to promote the use of clean and renewable energy systems, adhere to technology-driven innovation, focus on business development, build an ecological platform, and realize unlimited possibilities in a "better life with green technology".

Valuing cooperation and win-win situation while caring for the society

We will continue to strengthen strategic cooperation with the government, enterprises, scientific research institutions and other partners to build a responsible supply chain. Adhering to the "people-oriented" concept, the Company improves the human resources management system to maximize the value of the Company and its employees. Relying on Sinochem Group's high-quality platform and social influence, we combine the Company's operational advantages with regional resources to further participate in charity works and voluntary service activities, to contribute to community development.

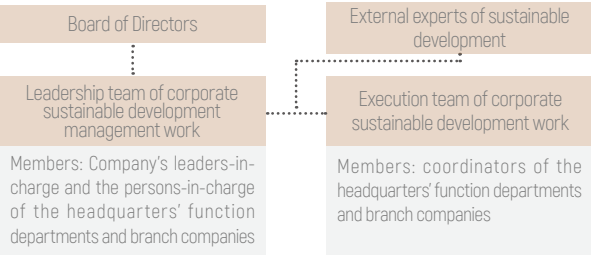
Time waits for no one, in the coming year, standing at the historical intersection of the "Two Centenaries", China Jinmao will seize every moment and embrace challenges with greater determination and courage, solve the problem of sustainable development with the spirit of innovation and entrepreneurship, and work together with stakeholders to start a new journey, break new grounds and jointly create a new future.

SUSTAINABLE DEVELOPMENT MANAGEMENT

With the mission of "Build Quality for Better Life", China Jinmao upholds the vision of "Unleashing Future Vitality of the City", continuously incorporates social responsibility into the Company's strategy, and creates a win-win situation with stakeholders such as shareholders, employees, customers, society and the environment.

Organizational System

In accordance with China Jinmao's Guidelines on the Management of Sustainable Development, we continuously optimized the management of sustainable development and gradually established a sound management system for sustainable development with clearly delineated responsibilities and linkages between the upper and lower levels to ensure the effective promotion and implementation of sustainable development.



Sustainable Development Management Structure

Strategies and Plans

Under the China Jinmao's Administrative Guidelines on Social Responsibilities, taking into account the requests of major stakeholders including shareholders, customers, environment, employees, partners and community, coupled with China Jinmao's own business characteristics, we have comprehensively assessed the Company's potential risk factors and determined the following strategies and plans for the management of sustainable development.

Creating value with shareholders: China Jinmao established sound investors' relations, strengthened the system to safeguard shareholders' interest and operated business in adherence to business ethics and in compliance with the laws and regulations while strengthening risk management and insisting on innovative development to maximize the returns to shareholders with sustainable operating results.

Sharing quality with customers: Committed to the mission of "Build Quality for Better Life", China Jinmao executed its undertaking towards each customer to provide customers with more diversified and comprehensive products and services in an effort to achieve the dream of future habitat and city.

Co-depending with the environment: Taking the green strategy as one of the Company's key strategies, China Jinmao continued to upgrade three areas namely "eco-city", "life building" and "zero-carbon operations" to build the "Ever Green" living model covering the whole process from design, construction to operation with a view to establishing itself as the model of city green operator in China.

Progressing together with employees: China Jinmao regarded employees as the Company's most valuable asset and respects their rights while ensuring their safety and health, creating a fair and open environment for employees and providing them with comprehensive career development channels and broad development potential for their growth in an effort to achieve enhancement in both corporate value and employee value.

Achieving win-win results with partners: In pursuit of achieving win-win results with partners, China Jinmao took a righteous and credible stance as the foundation of business and strove to achieve mutual benefits and win-win results through cooperation while safeguarding an open, fair and just marketing environment in an effort to build a win-win chain of sustainable development responsibilities.

Building harmony with the community: As part of the community, China Jinmao actively participated in community development and contributed to the public welfare industry by upholding the corporate development philosophy of "what is taken from society is used in society" to contribute to the building of a harmonious community.

Communication with Stakeholders

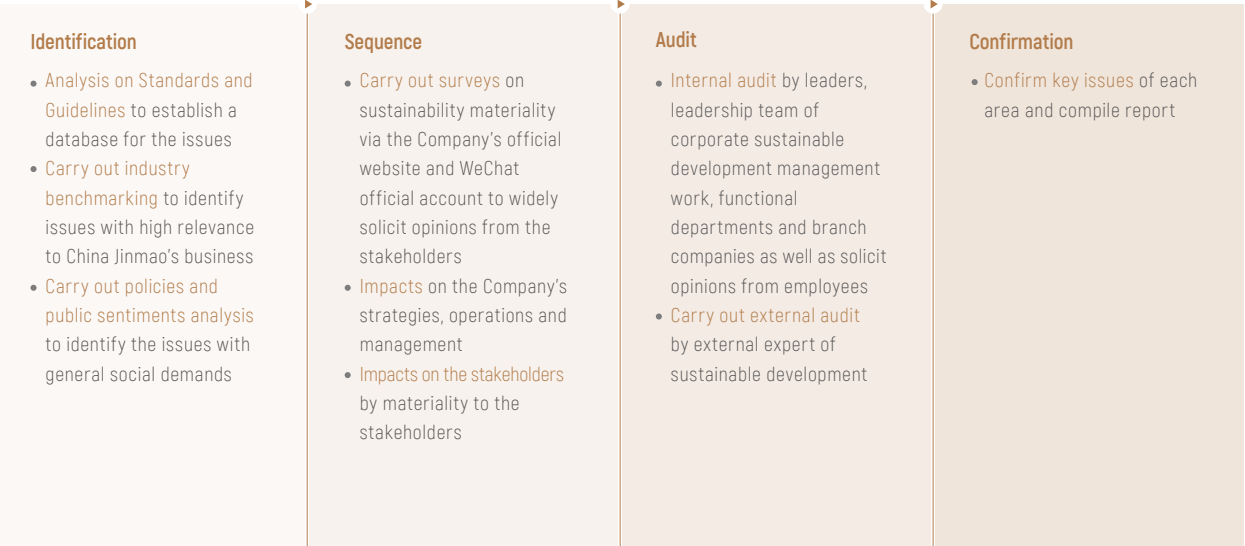
China Jinmao pays attention to the demands and expectations of stakeholders, makes timely communication and response, and always maintains good communication with stakeholders.

Stakeholders	Expectations and requirements	Communication and Response
 Government/Regulatory authorities	<ul style="list-style-type: none">• Operation in compliance with laws and regulations• Pay tax in accordance with the laws• Facilitate economic growth	<ul style="list-style-type: none">• Strengthen compliance management• Make tax payment on time• Implementation of national policies
 Shareholders	<ul style="list-style-type: none">• Increase profitability• Improve organizational structure• Perform information disclosure• Preserve and increase the value of state-owned assets	<ul style="list-style-type: none">• Hold general meetings• Enhance corporate management• Transparent information disclosure• Roadshows/Reverse Roadshows
 Customers	<ul style="list-style-type: none">• Integrity cooperation• Information disclosure• Premium quality• Consumer services	<ul style="list-style-type: none">• Performance of contract• Optimize customer communication platforms such as Jinmao Luxuriance• Enhance building construction quality• Innovate customer service• Customer satisfaction survey
 Employees	<ul style="list-style-type: none">• Occupational protection• Career development• Working environment• Humanistic care	<ul style="list-style-type: none">• Timely and full payment of wages and social security• Improve promotion mechanism• Actively organize staff training• Safeguard occupational health• Carry out various cultural and sports activities
 Environment	<ul style="list-style-type: none">• Reasonable use of resources• Ecological restoration• Energy conservation and emission reduction• Advocating green lifestyle	<ul style="list-style-type: none">• Promote green design, green construction and green operation• Layout of ecological cities• Resource conservation• Promote utilization of new energy• Disclosure of environmental information• Practice green and low-carbon office• Organize environmental protection events
 Suppliers and Partners	<ul style="list-style-type: none">• Commitment• Just, fair and open procurement• Win-win cooperation• Promote industry development	<ul style="list-style-type: none">• Performance of contracts in accordance with the law• Implement Sunny and Fair Procurement• Carry out government-enterprise, school-enterprise and enterprise-enterprise cooperation• Participate in industry communication• Supplier evaluation
 Community	<ul style="list-style-type: none">• Community engagement• Promote employment• Public welfare	<ul style="list-style-type: none">• Carry out social welfare activities• Participate in community service• Targeted Poverty Alleviation• Provide voluntary services
 Media	<ul style="list-style-type: none">• Good cooperation• Compliance promotion	<ul style="list-style-type: none">• Active communication• Improve news disclosure system

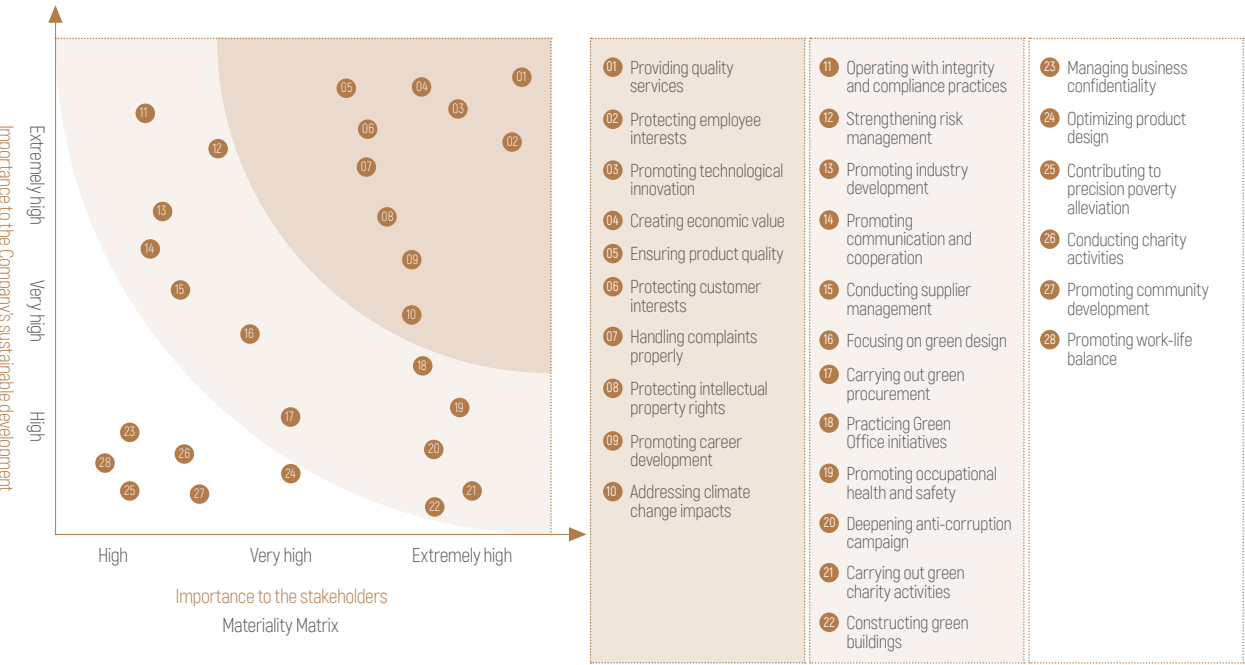
Issue Management

China Jinmao actively fulfills its social responsibilities, focuses on communication with stakeholders and makes timely response, actively identifies key social responsibility issues, and is committed to achieving joint development with stakeholders.

Identification and Sequence of Materiality Issues



Identification and Sequence of Materiality Issues



ESG Index

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	A1.2	Direct (Scope 1) and energy indirect (Scope 2) Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P36
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	P36
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	P36
	A1.5	Description of emissions targets set and steps taken to achieve those targets	P36-P40
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	A2.2	Water consumption in total and intensity (per unit of production volume, per facility).	P36
	A2.3	Description of energy use efficiency targets set and steps taken to achieve those targets	P34-P36
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency targets set and steps taken to achieve those targets	P38
	A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced	Not applicable, has explained, P36
	A3: The Environment and Natural Resources		P38-P40
	A3.1	Description of the significant impacts of business activities on the environment and natural resources and the actions taken to manage them	P38-P40
B. Social	Employment and Labor Practices		P52
	B1: Employment		
	B1.1	Total workforce by gender, employment type, age group and geographical region	P52
	B1.2	Employee turnover rate by gender, age group and geographical region	P52
	B2: Health and Safety		P55-P57
	B2.1	Number and rate of work-related fatalities	P57
	B2.2	Lost days due to work injury	P57
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	P55-P57

Aspect		Indicator Description	Pages/ Remarks
B3: Development and Training			P54-55
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management, etc.)		P55
B3.2	Average training hours completed per employee by gender and employee category		P55
B4: Labor Standards			P53
B4.1	Description of measures to review recruitment practices to avoid child and forced labor		P53
B4.2	Description of steps taken to eliminate child and forced labor when discovered		P53
Operating practices			P40、 P48-P49
B5: Supply Chain Management			
B5.1	Number of suppliers by geographical region		P48
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored		P48-P49
B5.3	Description of management relating to the identification of environmental and social risks in each aspect of the supply chain, how they are implemented and monitored		P48-P49
B5.4	Description of practices that facilitate the use of environmentally friendly products and services in the selection of suppliers, how they are implemented and monitored		P40
B6: Product Liability			P20-P27
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons		In 2019, the Company didn't have this phenomenon
B6.2	Number of products and service related complaints received and how they are dealt with		P26
B6.3	Description of practices relating to safeguarding and protecting intellectual property rights		P9
B6.4	Description of quality verification process and product recall procedures		P22-P23
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored		P26
B7: Anti-corruption			P8
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases		P8
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored		P8
B7.3	Description of anti-corruption training provided to directors and employees		P8
Community			P46-P47
B8: Community Investment			P60-P61
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport)		P46-P47 P60-P61
B8.2	Resources contributed (e.g. money or time) to the focus area		P46-P47 P60-P61



Assurance Statement of Sustainable Development Report

TUV Asia Pacific Ltd. ('TUV NORD') has been commissioned by the management of China Jinmao Holding Group Limited ('China Jinmao') to carry out an independent assurance of the sustainable development Report 2019 ('report').

China Jinmao is responsible for the collection, analysis, aggregation and presentation of information within the Report. TUV NORD's responsibility in performing this work (assurance of the report) is in accordance with terms of reference agreed in the scope of engagement with China Jinmao. China Jinmao is the intended users of this statement.

This statement is based on the assumption that the data and information provided in the report is complete and true. This report is the seventh comprehensive Non-financial report for China Jinmao, and it's the fourth time for China Jinmao to invite TUV NORD give an independent assurance.

Assurance Scope

- The report reveals the accuracy and reliability for key performance, information and management system which took place during year 2019.
- Due to the impact of the COVID-19 this year, after confirmation by China Jinmao, it was changed to online remote audit.
- We evaluate the collection, analysis, aggregation of the information and data.
- Due to finance data had been audited by the third party, and published in China Jinmao 2019 annual report, so the correctness of the financial data in the report is not in our assurance scope.

The online assurance of the Report was conducted on 24-25 March 2020.

Assurance Methodology

Assurance process including following activities:

- Review the document information which provide by China Jinmao;
- Interview the person who collected the report information;
- View the related websites and media reports, verify the data and information through sampling method;
- Refer to CSR requirement of Environment, social, and governance guideline which made by SEHK, we evaluate the report;
- Refer to AA1000AS (2008) Assurance methodology, and ISO 26000 social responsibility standard.
- Assurance activity is based on TUV NORD CSR report assurance management system.

Assurance conclusion

China Jinmao 2019 Sustainable Report provides an appropriate and objective view of the sustainability & social programs and performances during year 2019.



Materiality

The Company's 2019 sustainable development report discloses the important objective performance of enterprises in the economic, social and environmental fields of this year, and timely responds to the expectations of investors and other stakeholders;

Quantitative

In the report, the key performance of the environment and society is disclosed in a quantified form, such as Figures for JINMAO, which has certain quantification;

Balance

The report discloses the case and data such as the employee turn over rate and the lost working hours due to work injury, which has certain balance;

Consistency

Through sampling verification, the information in the report is reliable and objective, and TUV NORD does not find systematic or substantive errors.

Suggestion for improvement

Through assurance and evaluation, we have following improvement suggestion on CSR practice and management:

- It is recommended that in sustainable development management, companies can take the initiative to benchmark international standards, such as SDGs and MSCI ESG rating, so as to improve their sustainability management level;
- It is recommended to add simplified Chinese version when report is released, which can meet the reading habits of more stakeholders.

Special statement

This statement excludes:

- Any activity outside information disclosed;
- Any statement expressing the position, view, belief, objective, future direction and undertaking of China Jinmao.

Statement of Independence and Competence

TUV NORD Group is the world's leader in inspection, testing and verification, operating in more than 70 countries throughout the world and providing services which includes management systems and product certification; quality, environmental, social and ethical auditing and training; environmental; social responsibility and sustainability report assurance.

TUV Asia Pacific Ltd. affirms its independence from China Jinmao and confirms that there is no conflict of interest with the organization or any of its subsidiaries and stakeholders when performing the assurance of the Report. TUV Asia Pacific Ltd. was not involved in any manner with China Jinmao, when the latter was preparing the Report.

TUV Asia Pacific Ltd.

Authorized person: Mr.Song Haining

Date : 21 April 2020

Team leader: Ms.Huang Li

Date : 21 April 2020

Reader Feedback

Dear Stakeholders,

Thank you for reading this report during your busy time. The purpose of this survey is to have a better understanding of your expectations and needs for China Jinmao's work on sustainable development and to continuously improve our work on sustainable development. We sincerely invite you to participate in the survey and your views and opinions are of utmost importance to us. We sincerely thank you for your valuable opinions and suggestions.

1.As against China Jinmao, your identity is:

- ☐ Employees
- ☐ Consumers
- ☐ Suppliers
- ☐ Regulatory authorities
- ☐ Other government departments
- ☐ Media
- ☐ Others

2.Are you satisfied with this annual report as a whole?

- ☐ Yes
- ☐ No
- ☐ Average

3.Is the information you are concerned about reflected in this annual report?

- ☐ Yes
- ☐ No
- ☐ Average

4.What are your expectations or suggestions for our sustainable development report to be prepared and published next year?

- ☐ Innovative report topics
- ☐ Innovative structure and ideas
- ☐ Clear logical subjects
- ☐ Expansion of the applicable scope of sustainable development standards
- ☐ More reader-friendly interface
- ☐ More intimate linguistic style
- ☐ Others (please specify)

5.What are your suggestions or expectations for our work on sustainable development?

- ☐ Formulate long-term sustainable development plans
- ☐ Strengthen the establishment of sustainable development management organizations
- ☐ Carry out external communication with multiple parties
- ☐ Plan new influential public welfare projects
- ☐ Incorporate sustainable development related performance into management assessment
- ☐ Others (please specify)

About the Report

This report is the fourth Sustainable Development Report issued by China Jinmao Holdings Group Limited, which has previously issued three corporate social responsibility reports. The Report aims to communicate frankly with stakeholders about the Company's sustainable development concepts, practices and performance.

Duration

1 January - 31 December 2019, part of the contents is beyond this duration to enhance the comparability of the Report

Release Cycle

This report is an annual report.

Scope of the Report

Headquarters and affiliated companies.

Reference Criteria

This report is prepared mainly with reference to the Chinese Corporate Social Responsibility Report Preparation Guide (CASS-CSR4.0) issued by the Chinese Academy of Social Sciences, the United Nations Sustainable Development Goals (SDGs), the Environmental, Social and Governance Reporting Guide issued by the Hong Kong Stock Exchange and the GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board.

Preparation Process

With reference to the requirements of the above standards, the preparation process of this report is conducted in accordance with the procedures of peer benchmarking, questionnaire survey, stakeholder interviews, social responsibility investigation, information collection, information review, report writing, management review and report rating, so as to ensure the completeness, substance, truthfulness and balance of the contents of the report.



Access Method

The report is written in traditional Chinese and English, and released in printed and PDF electronic documents. Please visit the company website www.chinajinmao.cn to obtain the electronic version of the Report.

Reporting Commitment

China Jinmao undertakes that the contents of this report do not contain any false representations, misleading statements or material omissions, and is responsible for the truthfulness, accuracy and completeness of the contents.

Data Description

This report contains information mainly based on the statistics and official documents of China Jinmao from its establishment to 31 December 2019, and includes the forecast of the future in terms of business policies and strategies at the time of preparation.

Reference Instruction

In order to facilitate the presentation and reading, "China Jinmao Holdings Group Limited" in the Report is also represented by "China Jinmao", "the Company" or "We". The regional or municipal companies of Jinmao are all replaced by "Jinmao + City".

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China Jinmao
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A SINOCHEN Company