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 explore the harmonious coexistence model for people, nature and city. The Company obtained a total of 170 green building certificates 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 14.452 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. 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 18 million sq.m., and the annual carbon emission reduction is expected to exceed 271,000 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 promoted 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**

- **Total assets**: RMB 326,148.5 million
- **Operating revenue**: RMB 43,355.9 million
- **Profit before tax**: RMB 12,824.1 million
- **Dividend**: HK 23.00 cents

**Community**

- **Total no. of registered suppliers**: 9,958
- **Sign rate of labor contracts**: 100 %
- **Average no. of training hours per person**: 45 hours
- **Tax payment**: RMB 8,137 million

**Environment**

- **Total GFA of projects meeting green label design requirements**: 170 million sq.m.
- **Total environmental commitments**: HK 78,7149 million
- **Comprehensive energy consumption per RMB 10,000 of production value**: 0.11 tons of standard coal

**OUR HONORS**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Time</th>
<th>Prize</th>
<th>Issuer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMY</strong></td>
<td>March 2019</td>
<td>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”</td>
<td>Enterprise Research Institute of Development Research, Canshull of the State Council, Institute of Real Estate Studies of Tsinghua University and China Index Academy</td>
</tr>
<tr>
<td></td>
<td>March 2019</td>
<td>China Jinmao ranked 4th in the “2019 China Top Real Estate Excellence Top 100 in the PRC”</td>
<td>Guandian Index Academy</td>
</tr>
<tr>
<td></td>
<td>April 2019</td>
<td>China Jinmao was awarded the title of “Leading City Operator in China”</td>
<td>The Sixth China Industrial Park Innovation and Development Summit Forum</td>
</tr>
<tr>
<td></td>
<td>May 2019</td>
<td>Jinmao Property was ranked 22nd among the “2019 Top 100 Property Management Companies in China”</td>
<td>China Index Academy and China Real Estate TOP10 Research Team</td>
</tr>
<tr>
<td></td>
<td>June 2019</td>
<td>China Jinmao ranked No. 100 on the “China’s 500 Most Valuable Brands”</td>
<td>World Brand Lab</td>
</tr>
<tr>
<td></td>
<td>August 2019</td>
<td>China Jinmao was shortlisted for the first time and ranked 449th among the “2019 Top 500 Asian Brands” in 2019</td>
<td>China Index Academy and China Real Estate TOP10 Research Team</td>
</tr>
<tr>
<td></td>
<td>December 2019</td>
<td>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”</td>
<td>21st CIHAF 2019</td>
</tr>
</tbody>
</table>

| **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 10 in 2019 | ICRC, Green Ranking, CAIJING Magazine |
| | 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 won 4-Star Rating for Global Real Estate Sustainability Benchmark | Council on Tall Buildings and Urban Habitat (CTBUH) |

**Environment**

- **Total energy consumption per RMB 10,000 of production value**: 0.11 tons of standard coal
- **Rate of closed complaints for the development sector**: 99.53 %
- **Average score of third-party actual measurement**: 95.22 points
- **Customer satisfaction for residential properties**: 92 %
- **Customer satisfaction for office premises**: 100 %
- **Charitable commitments**: HK 8.7469 million
- **Safe production commitments**: HK 225,967 million
- **Operative revenue**: HK 43,355.9 million
- **Profit before tax**: HK 12,824.1 million
- **Dividend**: HK 23.00 cents
- **Operating revenue**: HK 43,355.9 million
- **Profit before tax**: HK 12,824.1 million
- **Dividend**: HK 23.00 cents
- **New cities penetrated**: 9
- **Customer (tenant) satisfaction for retail properties**: 99.53 %
- **Customer (patron) satisfaction for retail properties**: 100 %
- **Charitable commitments**: HK 8.7469 million
- **Safe production commitments**: HK 225,967 million
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.

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 18 meetings and passed 103 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.

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.

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 internal 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.

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.

In order to further enhance compliance awareness and standards of 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 72 front line managers, with a total class hours of more than 880 hours.

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.

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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 trust 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 “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 this 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.
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 57.28 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.

<table>
<thead>
<tr>
<th>Unit</th>
<th>2019 (year)</th>
<th>2018 (year)</th>
<th>2017 (year)</th>
<th>YoY growth [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>RMB million</td>
<td>222,044.4</td>
<td>221,838.2</td>
<td>271,638.2</td>
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<tr>
<td>Operating revenue</td>
<td>RMB million</td>
<td>31,074.8</td>
<td>38,732.7</td>
<td>42,098.8</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>RMB million</td>
<td>8,834.8</td>
<td>10,741.7</td>
<td>12,040.1</td>
</tr>
<tr>
<td>Revenue from city and property development</td>
<td>RMB million</td>
<td>26,880.2</td>
<td>33,716.2</td>
<td>33,711.4</td>
</tr>
<tr>
<td>Revenue from commercial leasing and rental operations</td>
<td>RMB million</td>
<td>1,370.1</td>
<td>1,446.8</td>
<td>1,446.8</td>
</tr>
<tr>
<td>Revenue from total operations</td>
<td>RMB million</td>
<td>2,270.1</td>
<td>2,242.9</td>
<td>2,207.0</td>
</tr>
<tr>
<td>Other*</td>
<td>RMB million</td>
<td>706.6</td>
<td>1,200.8</td>
<td>2,270.6</td>
</tr>
<tr>
<td>Dividend</td>
<td>HK cents</td>
<td>18.0</td>
<td>22.0</td>
<td>23.0</td>
</tr>
<tr>
<td>Basic earnings per share</td>
<td>RMB cents</td>
<td>37.27</td>
<td>46.08</td>
<td>50.58</td>
</tr>
</tbody>
</table>

*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.

Enhancing 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 exchages with 33 domestic and overseas investment banks
- Held in-depth dialogues with domestic and overseas investors regarding the Company’s performance and development strategies, 7 results press conferences, 4 overseas and 6 domestic non-trading roadshows
- Held a reverse roadshow involving more than 40 domestic and overseas analysts and investors

Strengthening cost control: Adhering to lean management, the Company kept on the arduous streamlining 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, Hashubao Data Chain and Online Design Review Platform.

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 10.2% 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.

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 10.2% 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.

Diverse roadshow
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.

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.

Road of City Operations

2019
- Strategically located in 47 core cities across the country, the Company acquired 20 city operation projects, fully empowering city development.
- Launched a new brand image and demonstrated Jinmao's core philosophy of "Embracing People with Care and Planning Quality Cities."
- Clarified the strategic positioning of city operation and upgrade from "two-wheel driven" to "two-wheel and two-wing driven" strategy.
- Acquired the primary development right in Changsha Meixi Lake Area and strove to build the key project of the new town in urban area series – Changsha Meixi Lake International New City.
- Put forward the "Two Drivens and Two Upgrades" integrated city operation model of industry-city-finance.
- Developed Jinmao’s first cultural and tourism characteristic town – Lijiang Jinmao Richmond Town.
- Invested in the development of Shanghai Port International Cruise Terminal and Shanghai International Shipping Service Center, creating a benchmark project for urban complex – Shanghai Jinmao North Bund.

2018
- For read the "city-people-industry" city operation framework of "In city we gather and boost business."

2017
- Launch the Company's first international luxury hotel – Jinmao Shanghai Window.

2016
- Focusing on City Operations to Empower City Development
- Put forward the "Two Drivens and Two Upgrades" integrated city operation model of industry-city-finance.

2015
- Developed Jinmao's first cultural and tourism characteristic town – Lijiang Jinmao Richmond Town.
- Invested in the development of Shanghai Port International Cruise Terminal and Shanghai International Shipping Service Center, creating a benchmark project for urban complex – Shanghai Jinmao North Bund.

2011
- Acquired the primary development right in Changsha Meixi Lake Area and strove to build the key project of the new town in urban area series – Changsha Meixi Lake International New City.

2007
- Formed the "city-people-industry" city operation model of industry-city-finance.
- Developed Jinmao’s first cultural and tourism characteristic town – Lijiang Jinmao Richmond Town.
- Invested in the development of Shanghai Port International Cruise Terminal and Shanghai International Shipping Service Center, creating a benchmark project for urban complex – Shanghai Jinmao North Bund.
Innovative cooperation to expand city operations

In pursuit of sustainable city operations, China Jinmao continuously improves city operation capabilities and actively cooperates with city governments, leading associations, and third-party industry players to enhance city operation performance. The Company established the city operation stage, built an industrial resource sharing platform, and assisted the expansion of city operation projects. Further, with the establishment of a city map tool system, China Jinmao explored data value, improved the quantitative analysis ability during the investment 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.

Enhancing city operation capability

The Company consolidated 82.72 million city data and market data, covering 47 cities and commercial maps to form a comprehensive database of China's city operation performance, which provides data support for city operation decision-making. The Company integrated city operation planning and regional branches to develop city operation projects. The “Hundred-day” Plan was launched to ensure a successful start, where over 100 city maps, 64 reports, and 43 cities and commercial maps were completed. The Company enhanced the coordination and response mechanisms to achieve rapid communication and the rapid support of evaluation system which reflected the value contribution of each segment, and helped each branch company form a joint force, providing management guarantee for city operation projects.

The “Hundred-day” Plan-Coordination and Rapid Response Mechanism

Building performance system: the Company launched inter-departmental cross-departmental coordination, and built an evaluation system for the city operation stage, which enables the development of city operation projects, the research stage, and the development and operation stage. The evaluation of the city operation stage is conducted for the first time, integrating 17 provincial and municipal government relations. 17 provincial and municipal government relations attended the conference, and established multi-party cooperation platforms such as the 20 provinces and 32 municipal government relations attended the conference, and established multi-party cooperation platforms such as city operation projects.

Expanding government relations channels

As China Jinmao continues to grow, it strengthens its cooperation with various companies in the industry to promote the completion of industry-level projects. The Company signed contracts with ChemChina New Material Co., Ltd. to promote the Crystal Smart New Town project. The Company actively expanded channels and resources such as national and industry leading associations, carried out the three-level joint promotion of leading IP and promoted the sharing, connection and implementation of industry resources, and promoted the sharing, connection and implementation of industry resources.

Integrating third-party industry data

To assist with extending industry and city operation capabilities, the Company actively fulfilled tasks and projects and 5 fund cooperation projects during the investment period of industrial PE, reviewing 8 PE projects and completing 8 PE projects and 5 fund cooperation projects during the investment period of industrial PE, reviewing 8 PE projects and completing 8 PE projects and 5 fund cooperation projects during the investment period of industrial PE, reviewing 8 PE projects and completing 8 PE projects and 5 fund cooperation projects during the investment period of industrial PE. The Company surveyed over 1,100 IP resources, and cooperated with TianYanCha and Wind to build a platform for sharing industry information. With over 1,100 online companies, the platform has more and better changes to the city's outlook and people's lives.

Expanding industrial resource sharing platform

China Jinmao 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 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.

Promoting the implementation of industrial resources

The Company’s innovation emphasizes innovation in industrial resources across industries, cutting-edge resources, and improved resource utilization and improved resource utilization.

The Company strengthened the coordination of internal resources, cutting-edge resources, and innovative resource utilization through improved resource utilization and improved resource utilization. The Company strengthened the coordination of internal resources, cutting-edge resources, and innovative resource utilization through improved resource utilization and improved resource utilization.

The Company integrated the Finance Business Unit and Agriculture Business Unit, China Jinmao has set up the Guangdong Industry City office. The Company cooperated with the Chemistry and Nano-Bionics (SINANO) in Rui’an, Wenzhou. The Company cooperated with ChemChina New Material Co., Ltd. to promote the Crystal Smart New Town project. The Company surveyed over 1,100 IP resources, and cooperated with TianYanCha and Wind to build a platform for sharing industry information. With over 1,100 online companies, the platform has 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 Average score of third-party actual measurement
86% Customer satisfaction for residential properties
91% Customer (tenant) satisfaction for retail properties
92% Customer (patron) satisfaction for retail properties
100% Rate of closed complaints for office premises
99.53% Rate of closed complaints for the development sector
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.

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.

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.
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.

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.

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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.

Optimizing Design with Technology

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. In order to better cater for the needs of major customers, based on thousands of questionnaires on the existing owners of the Residence Series, the Company accurately identified key customer groups.

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

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.

Some New Technologies

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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 airflow volume temperature control technology, fresh air and indoor 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.

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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 five decoration, and carried out special quality improvement by launching T11 high-quality management systems.

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 building high quality projects, focuses on the integration of quality, safety, efficiency and energy conservation and environmental protection, and continuously improves the quality and safety management system.

Implementing the Rock Campaign 2.0. We carried out activities including “Actual Measurement of Projects”, “Hammer Action” and “Silk 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 cost team realized the coordination of quality management and changes in supplementary project agreement through online collaboration. As of the end of 2018, the applet was promoted to 105 land parcels from 36 cities.

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.

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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.

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

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.

"Luxuriance Products" platform offering customers a variety of experiences

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.

- Automated SMS platform
  Short message contents include touch up progress reminders, holiday blessings, activity reminders, reaching out to property owners, maintenance personnel, complaint handling personnel, etc. In 2019, there were more than 50,000 automatic trigger SMS messages.

- Smart recognition of on-site audio recording
  AI technology is used to convert on-site audio recording into text for risk point analysis and quality inspection.

- Customer relationship digitalization work platform
  Various work processes are solidified in the system, and the whole cycle information process management and management of customer relationship is realized through major functions such as task initiation and real-time evaluation.

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 safeguarding customers' safety

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Jinmao Property safeguarding customers' safety
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 practices. 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.

Establishing customer data sharing mechanism, which allows each branch company to quickly and efficiently collect and manage customer information.

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.

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.

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.

CASING FOR NATURE AND LEADING GREEN DEVELOPMENT

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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.
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 disposable”, 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.

**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 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.

**Building a superior home with technology empowerment**

The “fast bar” 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.

The “Online Experience Center” was fully launched. Information on all projects in all cities across the country was displayed through the floor, which can completely isolate bacteria and odors in 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.

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.

Creating a double purification system for air. Cold/heat process, dehumidification, sterilization and disinfection, etc., to keep the indoor air fresh and the indoor temperature stable. The fresh air sent into the room is treated by cold/heat process, dehumidification, sterilization and disinfection, etc., to keep the indoor air fresh and the indoor temperature stable.

Defining the need to support Wuhan! Sinochem Group, parent of China Jinmao donated RMB 33 million, China Jinmao called for all employees in donating RMB 13.4 million to the charity organizations in Wuhan.

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**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**

A strict management and control system was established for the distribution 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.

**Providing fresh vegetables to owners free of charge**

Owners were provided with direct supply of vegetables, express delivery and collection, free haircuts, return home rides, data printing, green plant maintenance, special purchase pharmacy and other services, and every effort was made to ensure the life convenience of owners during the home isolation. During the epidemic period, in total, 102,504 cans of fresh vegetables were supplied to owners, more than 80,000 express deliveries to home were made, and 6728 other services such as haircut and purchase agency were provided.

**Neighborhood watch to provide attentive services**

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.

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”.

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green building certifications and labels obtained in 2019</td>
<td>30</td>
</tr>
<tr>
<td>Green building cost standards and labels cumulatively obtained as of 2018</td>
<td>170</td>
</tr>
<tr>
<td>YOY decrease of energy consumption per unit of output value</td>
<td>5.9%</td>
</tr>
<tr>
<td>Comprehensive energy consumption per RMB 10,000 of production value</td>
<td>0.11 tons of standard coal/RMB 10,000</td>
</tr>
<tr>
<td>Total investment in environmental protection</td>
<td>RMB 78.7149 million</td>
</tr>
</tbody>
</table>
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.

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).

China Jinmao leads green development

China Jinmao embarks 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.

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.
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.

**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. 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.

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.

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**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.

**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 Lushui 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.

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**CARING FOR SOCIETY AND CONTRIBUTING TO HARMONIOUS DEVELOPMENT**

**DELIVERING EXCEPTIONAL QUALITY AND EMBRACING INNOVATIVE DEVELOPMENT**

**CARING FOR NATURE AND LEADING GREEN DEVELOPMENT**
### Building Green Homes

China Jinmao Holdings Group Limited has established the GHSC 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 all Project Sites of China Jinmao.

#### Indicators

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensively, energy consumption (10,000 tons of standard coal)</td>
<td>14,830</td>
<td>14,713</td>
<td>13,109</td>
</tr>
<tr>
<td>Electricity (10,000 kWh)</td>
<td>8,401.5</td>
<td>8,337.91</td>
<td>8,959.21</td>
</tr>
<tr>
<td>Natural gas (10,000 m³)</td>
<td>304.89</td>
<td>303.27</td>
<td>239.72</td>
</tr>
<tr>
<td>Comprehensive energy consumption per RMB 10,000 of production value (tons of standard coal/RMB 10,000)</td>
<td>0.1198</td>
<td>0.12</td>
<td>0.11</td>
</tr>
</tbody>
</table>

| CO₂ emission (tons) (1) | | | |
|---|---|---|
| Direct emission (scope 1) (a) | 0.02549 | 0.0248 | 0.02074 |
| Direct emission (scope 2) (b) | 0.0248 | 0.0248 | 0.0248 |
| Indirect energy emission (scope 2) (c) | 0.0248 | 0.0248 | 0.0248 |
| Indirect energy emission (scope 3) (d) | 0.0248 | 0.0248 | 0.0248 |

| CO₂ emission intensity (ton/RMB 10,000) | 39.28 | 37.58 | 37.52 |
| Gasoline [l] | 5.89 | 5.92 | 5.92 |
| Total water consumption (tons) (1) | 175.84 | 181.96 | 181.96 |
| Unit water consumption (ton/RMB 10,000) (1) | 25.28 | 25.28 | 25.28 |
| Non-hazardous waste emission (1) | 2,371,828.7 | 3,396,840 | 3,787,939.9 |
| Hazardous waste emission (1) | | | |
| Batteries | 2.34 | 2.498 | 2.078 |
| Ink cartridges | 37 | 44 | 66 |
| Paint (tons) | 0 | 0 | 0 |
| Coating (tons) | 0 | 0 | 0.2 |
| Coating materials (tons) | 137 | 703 | 703 |
| Coating solutions (tons) | 137 | 703 | 703 |

#### Notes:
1. Covered projects including Beijing Chemsunny World Trade Center, Shenzhen Tower, Shanghai Jin Mao Tower, Nanjing Sunac Jinmao Plaza, energy operation 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 Shenzhen Tower.
5. According to the 2016 National Carbon Emission Factor determined by the National Development and Reform Commission.
6. General Rules for Energy Consumption Calculations, adjusted the CO₂ calculation coefficient and revised the CO₂ emission data.

#### 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 UK Jinmao Green Building Technology Residential Development Center**

In June 2019, Jinmao Green Building and UA Design jointly established the UK 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 base 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 Home’ 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, 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’.

Green building certifications and labels were obtained in 2019:

- 30 Complying national green building certifications and labels
- 20 BREEAM certifications
- 8 LEED Pre-certification

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

Fulfilment of Energy Saving and Emission Reduction Targets for 2019

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total energy consumption (tons of standard coal)</td>
<td>&lt; 28,200</td>
<td>15,370.38</td>
</tr>
<tr>
<td>Fresh water consumption (tons)</td>
<td>&lt; 1,011,100</td>
<td>928,274</td>
</tr>
<tr>
<td>COD emission (ton/ha)</td>
<td>&lt; 248</td>
<td>226.76</td>
</tr>
</tbody>
</table>

Case Study: 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 Study: 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 25 villas in the hotel used to be heated by electric water heaters, incurring high energy consumption for hot water and large emission of fumes. 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.

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.

- The “Six One Hundred Percent” dust control measures are seriously implemented in all development projects
- Construction wastes in buildings are lifted and removed by using sealed professional garbage channels or closed containers, and throwing from the sky is strictly prohibited.
- For bare grounds on non-construction operation surfaces, the earthwork temporarily stored is covered with dust screens or treated by taking measures such as turning to grass.
- Concrete, fly ash, gravels and other fine-grained building materials that are liable to generate dust are stored or covered under sealed closure.

- We pursue and guide soil remediation of projects such as Guiyang Crystal Smart New City Project in Jinmao Crystal Smart New City Project.
- We standardize construction and domestic solid waste classified disposal requirements for timely clearance and disposal.
- Warehouses where oil materials are stored on site shall carry out anti-leakage treatment to prevent oil leakage leading to soil and water pollution.

- We strengthen long-term monitoring of environmental noise at construction site by way of dedicated staff monitoring and management to avoid disturbing residents during construction.
- Noise threshold requirement of the construction industry is applied in construction sites, and soundproof shed is set up for strong noise equipment.
- Where work at night is indeed necessary due to the requirement of production process, government approval is obtained according to local regulations, communicates with residents in surrounding areas, and measures are taken to minimize construction noise.

- Drainage and other permits are obtained for the property development and holding projects.
- Divided use of drainage pipe network and sewage pipe network are implemented at construction sites.
- Unified planning of drainage channels is made for the site passage ways and material storage sites, and sedimentation tank is set up.

- During construction at night, we strictly abide by the relevant national regulations, arrange on-site lighting reasonably, adjust direction of light emission, and concentrate light transmission.

- During the construction process, shielding measures are taken when working at high places to reduce interference to nearby residents.
Promoting Low-Carbon Living

China Jinmao advocates a green and low-carbon production and lifestyle, focusing on practicing the concept of environmental protection in daily work. It 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.

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.

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 green building

We promote green office building, advocate simple, energy-saving, 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.
**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.

**Case: We advocated waste classification to build a green community**

In different regions, we have promoted waste 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.

**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.

**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.

**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” public welfare 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 activities, 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.

**Case: Tree planting for many years to promote the development concept of an upward, healthy and scientific life.**

In April 2019, China Jinmao was invited to attend the 15th International Green Building and Building Energy Saving Conference and New Technology 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.

**Case: Sharing Operation Experience and Building a Green Future**

In April 2019, 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
Average no. of training hours per person
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 training stations for farmers and herdsmen, with a total of 600 farmers and herdsmen 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.

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.

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.
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

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.

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 systems 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 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.

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.

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China Jinmao Holdings Group Limited

**Cooperation with enterprises.** We attach great importance to all-round cooperation with 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 Fujii Technology and launched a brand new milestone in the industry investment segment.

In March 2019, Jinmao Capital and Fujii Technology confirmed the 8 round of investment and financing cooperation, and the hotel, property and green building business segments under China Jinmao entered into strategic cooperation agreements with Fujii Technology respectively, clearly stating that they will conduct in-depth exploration in the integration of AI technology and city operation strategy.

*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 to promote the new progress of industry-university-research cooperation, 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 cooperation 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 incite 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-and-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.

**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.

We adhere to the principle of equal employment, comply 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, continue to implement the China Jinmao's White Paper on Human Resources and China Jinmao's Operational Manual on Labor Relations Management, and actively promote the fair and equitable employment of employees of different nationalities, ethnicities, races, genders, religious beliefs and cultural backgrounds, and encourage employees to participate in any unfair or discriminatory employment practices.

We also 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 interests 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.

Optimizing remuneration package

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**National statutory benefits**
- Five mandatory insurances and one housing fund: pension, medical insurance, unemployment insurance, work injury insurance, maternity insurance, housing provident fund
- Other benefits: national statutory holidays, annual leave, maternity leave, marriage and bereavement leave, parental leave, family leave

**Company fringe benefits**
- Work-related allowance: meal allowance, transport allowance, phone allowance, etc.
- Living expense related allowance: high temperature allowance, holiday allowance
- Security benefits: annual health checkups, business insurance
- Labor union benefits: visiting benefits, birthday benefits, cultural and sporting activities
- Family allowance: housing allowance, living allowance, accompanying spouse allowance

**Remuneration and benefits of China Jinmao**

**by gender**
- Female employees: 3,740
- Male employees: 5,683

**by age**
- Aged 30 or below: 1,945
- Aged 31-40: 4,115
- Aged 41-50: 1,491
- Aged 51 or above: 3,504

**by academic qualifications**
- Bachelor's degree: 4,083
- Postgraduate or above: 1,614
- Junior college or below: 7,447
- Junior college or above: 3,676

**2018 Staff Turnover Breakdown**
- Development Segment: 12.1%
- Holding Segment: 10.7%
- Value-added Business Segment: 12.3%
- Innovation Segment: 9.8%

**2019 Staff Turnover Breakdown**
- Development Segment: 10.3%
- Holding Segment: 11.02%
- Value-added Business Segment: 11.31%
- Innovation Segment: 11.1%
Promoting Career Development

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.

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, organised regular meetings for employees to exchange opinions and helped them enhance their professional skills.

<table>
<thead>
<tr>
<th>Classification</th>
<th>Senior level 100</th>
<th>Middle level 100</th>
<th>General staff 81</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average no. of training hours per person</td>
<td>45</td>
<td>15</td>
<td>35</td>
</tr>
</tbody>
</table>

Breakdown of employees trained at different levels:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Percentage of employees trained in 2019</th>
<th>Average no. of training hours per person in 2019 (Unit: hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General staff</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Number of training hours taken by headquarters and its member companies:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training hours taken (Unit: hours)</td>
<td>1,350</td>
<td>3,645</td>
<td>3,200</td>
<td>3,200</td>
<td>3,645</td>
<td>3,200</td>
<td>3,645</td>
<td>3,200</td>
<td>3,200</td>
<td>3,645</td>
<td>3,200</td>
<td>3,645</td>
<td>3,200</td>
<td>3,645</td>
</tr>
</tbody>
</table>
Caring for Employees

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

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.

Organising 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 organised various activities and festival events to enrich employees’ life.

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.

In 2019, the headquarters organized activities such as Women’s Day, Children’s Day, Lantern Festival and International Greeting Day. Held birthday parties for employees with different themes.掃“Jinmao Culture” WeChat official account to learn more details.

Safeguarding occupational health

We highly emphasise 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 endeavours 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 optimise 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Work-related deaths</th>
<th>Number of working days lost due to work injury</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>2018</td>
<td>0</td>
<td>1,787</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
<td>373</td>
</tr>
</tbody>
</table>

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.
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.

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.

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.

### Table: Number of Safety Inspections in 2019

<table>
<thead>
<tr>
<th>Classification</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSE Inspection</td>
<td>121</td>
</tr>
<tr>
<td>Process Inspection</td>
<td>101</td>
</tr>
<tr>
<td>Delivery Evaluation</td>
<td>26</td>
</tr>
</tbody>
</table>

### Table: Number of Emergency Drills Held by Branches and Sub-Branches

<table>
<thead>
<tr>
<th>Branches</th>
<th>Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jinmao Beijing</td>
<td>152</td>
</tr>
<tr>
<td>Jinmao Shanghai</td>
<td>95</td>
</tr>
<tr>
<td>Jinmao Changsha</td>
<td>90</td>
</tr>
<tr>
<td>Jinmao Guangzhou</td>
<td>55</td>
</tr>
<tr>
<td>Jinmao Chongqing</td>
<td>45</td>
</tr>
<tr>
<td>Jinmao Nanjing</td>
<td>77</td>
</tr>
<tr>
<td>Jinmao Xi’an</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>190,481</td>
</tr>
</tbody>
</table>

### Table: Numbers

- Number of emergency drills held by branches and sub-branches: 190,481
- Total attendance number: 267,250.4 hours
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.

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.
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 innovation 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 equitableness 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 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.

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.

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 shareholder’s interests 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 continued to upgrade 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 operation” 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.

Creating value with partners: 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.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Expectations and requirements</th>
<th>Communication and Response</th>
</tr>
</thead>
</table>
| Government/Regulatory authorities | • Operation in compliance with laws and regulations  
• Pay tax in accordance with the laws  
• Promote economic growth                                    | • Strengthen compliance management  
• Make tax payment on time  
• Implementation of national policies                           |
| Shareholders           | • Increases profitability  
• Improve organizational structure  
• Perform information disclosure  
• Preserve and increase the value of state-owned assets        | • Hold general meetings  
• Enhance corporate management  
• Transparent information disclosure                           |
| Customers              | • Integrity cooperation  
• Information disclosure  
• Premium quality  
• Consumer services                                            | • Performance of contract  
• Optimize customer communication platforms such as Jinmao Luxuriance  
• Enhance building construction quality  
• Improve customer service  
• Customer satisfaction survey                                  |
| Employees              | • Occupational protection  
• Career development  
• Working environment  
• Humanistic care                                                | • Timely and full payment of wages and social security  
• Improve promotion mechanism  
• Actively organize staff training  
• Safeguard occupational health                                |
| Environment            | • Reasonable use of resources  
• Ecological restoration  
• Energy conservation and emission reduction  
• Advocating green lifestyle                                     | • Promote green design, green construction and green operation  
• Export 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 | • Commitment  
• Act, fair, and open procurement  
• Win-win cooperation  
• Promote industry development                                  | • 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              | • Community engagement  
• Promote employment  
• Public welfare                                                 | • Carry out social welfare activities  
• Participate in community service  
• Targeted Poverty Alleviation  
• Provide voluntary services                                     |
| Media                  | • Good cooperation  
• Compliance promotion                                           | • 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**
  - Analysis on Standards and Guidelines to establish a database for the issues
  - Carry out industry benchmarking to identify issues with high relevance to China Jinmao’s business
  - Carry out policies and public sentiments analysis to identify the issues with general social demands

- **Sequence**
  - Carry out surveys on sustainability materiality via the Company's official website and WeChat official account to widely solicit opinions from the stakeholders
  - Impacts on the Company's strategies, operations and management
  - Issues identified by the stakeholders

- **Audit**
  - Internal audit by leaders, leadership team of corporate sustainable development management work, functional departments and branch companies as well as solicit opinions from stakeholders
  - Confirm key issues of each area and compile report

- **Confirmation**
  - Confirm key issues of each area and compile report

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Impact on the Company’s sustainable development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>High</td>
</tr>
<tr>
<td>Suppliers and Partners</td>
<td>Very high</td>
</tr>
<tr>
<td>Community</td>
<td>Extremely high</td>
</tr>
</tbody>
</table>

Materiality Matrix

- **Identification**
  - High
  - Very high
  - Extremely high

- **Sequence**
  - High
  - Very high
  - Extremely high

- **Audit**
  - High
  - Very high
  - Extremely high

- **Confirmation**
  - High
  - Very high
  - Extremely high

<table>
<thead>
<tr>
<th>Issue Management</th>
<th>Key Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Social responsibility issues</td>
</tr>
<tr>
<td></td>
<td>resonate with stakeholders</td>
</tr>
<tr>
<td></td>
<td>are committed to achieving joint development with stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Expected outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government/Regulatory authorities</td>
<td></td>
</tr>
</tbody>
</table>
• Strengthen compliance management  
• Make tax payment on time  
• Implementation of national policies |
| Shareholders           |  
• Hold general meetings  
• Enhance corporate management  
• Transparent information disclosure |
| Customers              |  
• Performance of contract  
• Optimize customer communication platforms such as Jinmao Luxuriance  
• Enhance building construction quality  
• Improve customer service  
• Customer satisfaction survey |
| Employees              |  
• Timely and full payment of wages and social security  
• Improve promotion mechanism  
• Actively organize staff training  
• Safeguard occupational health |
| Environment            |  
• Promote green design, green construction and green operation  
• Export 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 |  
• 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              |  
• Carry out social welfare activities  
• Participate in community service  
• Targeted Poverty Alleviation  
• Provide voluntary services |
| Media                  |  
• Active communication  
• Improve news disclosure system |

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| Shareholders           |  
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| Customers              |  
• Performance of contract  
• Optimize customer communication platforms such as Jinmao Luxuriance  
• Enhance building construction quality  
• Improve customer service  
• Customer satisfaction survey |
| Employees              |  
• Timely and full payment of wages and social security  
• Improve promotion mechanism  
• Actively organize staff training  
• Safeguard occupational health |
| Environment            |  
• Promote green design, green construction and green operation  
• Export 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 |  
• 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              |  
• Carry out social welfare activities  
• Participate in community service  
• Targeted Poverty Alleviation  
• Provide voluntary services |
| Media                  |  
• Active communication  
• Improve news disclosure system |

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• Strengthen compliance management  
• Make tax payment on time  
• Implementation of national policies |
| Shareholders           |  
• Hold general meetings  
• Enhance corporate management  
• Transparent information disclosure |
| Customers              |  
• Performance of contract  
• Optimize customer communication platforms such as Jinmao Luxuriance  
• Enhance building construction quality  
• Improve customer service  
• Customer satisfaction survey |
| Employees              |  
• Timely and full payment of wages and social security  
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### B. Social

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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.

Maturity
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 (INMA), which has certain quantification.

Balance
The report discloses the cases and data such as the employee turnover 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.

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
   - 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 Reporting Initiative.

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.