

2016

Sustainable
Development
Report



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Message

At present, social responsibilities tend to a globalized trend. Enterprises, as important participants in social economy, practice social responsibilities capitalizing on their professional advantages. This has become an effective way for enterprises to manage strategy and enhance competitiveness. Having inherited the core principle of "Creating Value and Pursuing Excellence", China Jinmao has integrated the philosophy and value of corporate citizen into corporate development strategy and daily management, in an effort to achieve common improvement and sustainable development of economic, environmental and social values.

Strategic Upgrade Improves City Level

Committed to the mission of "Unleashing Future Vitality of the City", we continue to explore and expand the connotation of city operation. In 2016, under the guidance of the "Two-Wheel and Two-Wing Driven" Strategy, we focused on the city operation model of "Two Drivers and Two Upgrading" to help shape a new city core through planning to drive city upgrade and capital investment to drive industry upgrade.

Quality Upgrade Leads Quality Life

2016 is the "Quality Improvement Year" of the Company. We took this opportunity to create the quality culture of "Zero Tolerance for Defects" by adhering to the core philosophy of "Customer's Demand is Our Pursuit." By a range of activities such as "New Record of Quality" and "Rock Competition", we carried out fine management of project quality to comprehensively enhance product quality and better satisfy customers' needs and expectations.

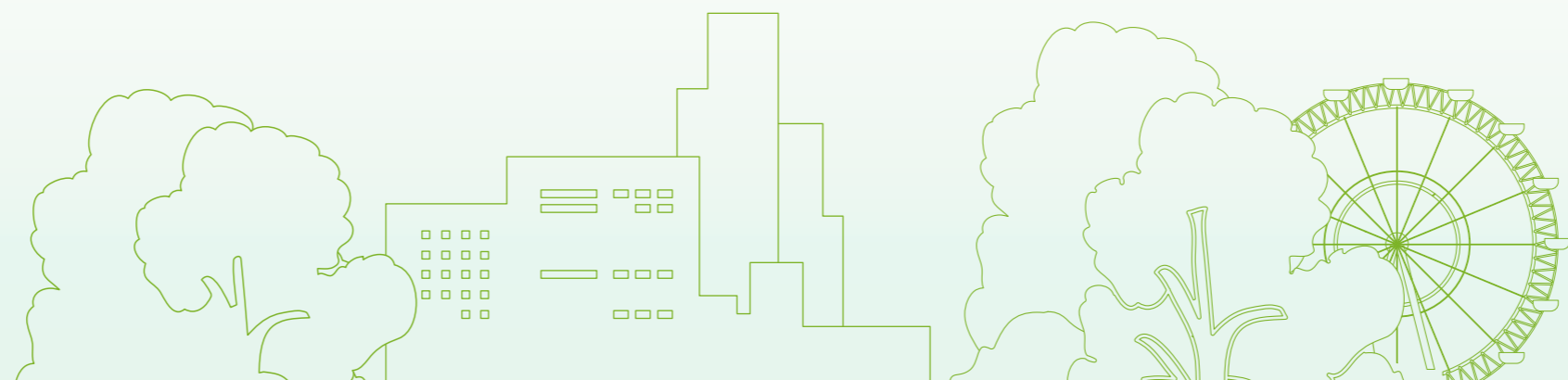
Green Upgrade Practices the Low-Carbon Green Commitment

We continue to promote implementation of green strategy and actively build up our product's soft power on green technology. In 2016, the Company leveraged its experience and strength in building energy-saving to integrate upstream and downstream quality resources along the industrial chain. We also set up the platform company "Jinmao Green Building", which focuses on the professional operation in the aspects of green practice, energy-saving and technology. In the course of city building and operation, the Company consistently respects for city function, ecological environment and humanistic ideas and pursued harmonious co-existence of our building with people, city and nature. Our goal is to build a world-class green ecological city with Chinese characteristics.

Expanded Contribution to Public Welfare Upgrade Helps Community Advancement

We attach great importance and lend active support to public welfare. Capitalizing on the two charitable foundation platforms set up in Hong Kong and Changsha, we continuously carry out public welfare activities and gradually build up a charity project brand with social influence. Meanwhile, in positive response to the national policy of "Targeted Poverty-Relief", we push forward "Charitable Activities in Southwest China" and other activities and provide targeted support for needy schools in remote areas in Guizhou, Chongqing and Yunnan by donating "China Jinmao Mobile Library". Besides, the Company also took an active part in developing and building low-income housings as a way to continuously practice social responsibilities. In 2016, the investment amounted to about RMB187.93 million and the completed area approximated to 77,000 m².

Looking forward to 2017, we will continue to adhere to the social responsibilities for corporate citizens, carefully listen to opinions and voices from all walks of life and improve the Company's duty performance capability and level constantly, so as to make more contributions to the sustainable development of society.



Figures for China Jinmao in 2016

Economy

RMB
166,904.1 million
Total assets up by 25% year-on-year

RMB
27,304.1 million
Operating revenue up by 54% year-on-year

RMB
8,290.8 million
Pre-tax profit up by 29% year-on-year

HK
9 cents
Stock dividend up by 13% year-on-year

36,950,000 m²
Total land reserve

92.98 %
Third-party entity quality inspection pass rate up by 5% year-on-year

100 %
Overall customer satisfaction for office buildings

71 %
Customer satisfaction for residential housings up by 7% year-on-year

83 %
Rate of closed complaints for the development sector

Community

8,522
Total registered suppliers

100 %
Signing rate of labor contracts

RMB
4.8 million
Employee training input

27.3 hours
Per capita training

RMB
40,563,600
Safe production input

34,250 person times
Safety training

RMB
4,991 million
Tax payment

Over RMB
1.8 billion
Cumulative public welfare input over

Environment

80
Various green building labels cumulatively obtained

62
Projects carried out according to the green building standards accounted for more than 90% of the total development projects

RMB
6.8 million
Total environmental investment

Our Honours

Field	Honour (part)
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Economy

- China Jinmao was honoured as one of the “2016 Top 10 Hong Kong Listed Domestic Real Estate Developers in Overall performance”, the “2016 Top 10 Hong Kong Listed Domestic Real Estate Developers in Wealth Creation” and the “2016 Top 10 Hong Kong Listed Domestic Real Estate Developers in Investment Value” jointly by the Enterprise Research Institute of the Development Research Centre of the State Council, the Institute of Real Estate Studies of Tsinghua University and China Index Academy
- China Jinmao was named in the “2016 13th China’s Blue Chip Real Estate Developers” master list by the *Economic Observer*
- China Jinmao was ranked in the “Top 10 H-share Listed Property Developers in the Overall Strength Index of Listed Property Developer in 2016” released by *China Business News*
- Jinmao Hotel was granted “Golden Pillow Award – China’s Best Hotel Owner in 2016” by *Business Travel* and *21st Century Business Herald*
- Changsha Meixi Lake International New City of China Jinmao won the “Home Environment Planning and Design Award of Global Forum on Human Settlements (GFHS)”
- Guangzhou Nansha Jinmao Harbour Project won the title of “315 Quality Property”

Community

- China Jinmao received Sinochem Group “2016 outstanding performance Prize of BenchMarking Improvement on Group Purchasing Management”
- China Jinmao was honoured as advanced enterprise in national “Safe Production Month” and “Ten-Thousand-Mile Journey to Safe Production” activities in 2016 by the Office of the Safe Production Commission of the State Council
- Sinochem Tower won the title of “Demonstration Enterprise for Safety Culture Construction in Beijing”
- China Jinmao was honoured as “China’s Model Enterprise in Talent Management in 2016” by Beisen Talent Management Institute
- The Commercial Business Department of China Jinmao won the title of the “Best Employer among Real Estate Enterprises in 2015-2016” at the 11th Commercial Property Festival organized by winshang.com in conjunction with 21st Century Chinese Commercial Real Estate Academy

Environment

- China Jinmao won the 5th place in the “Most Competitive Top 10 Enterprises in Green Building in 2016” rated by China Real Estate Business and the Organizing Committee of China International Real Estate & Architectural Technology Fair
- Hangzhou Binjiang Jinmao Palace Project was the first passing BREEAM certification in Zhejiang Province and won the prize of High-end Habitat Model in 2016

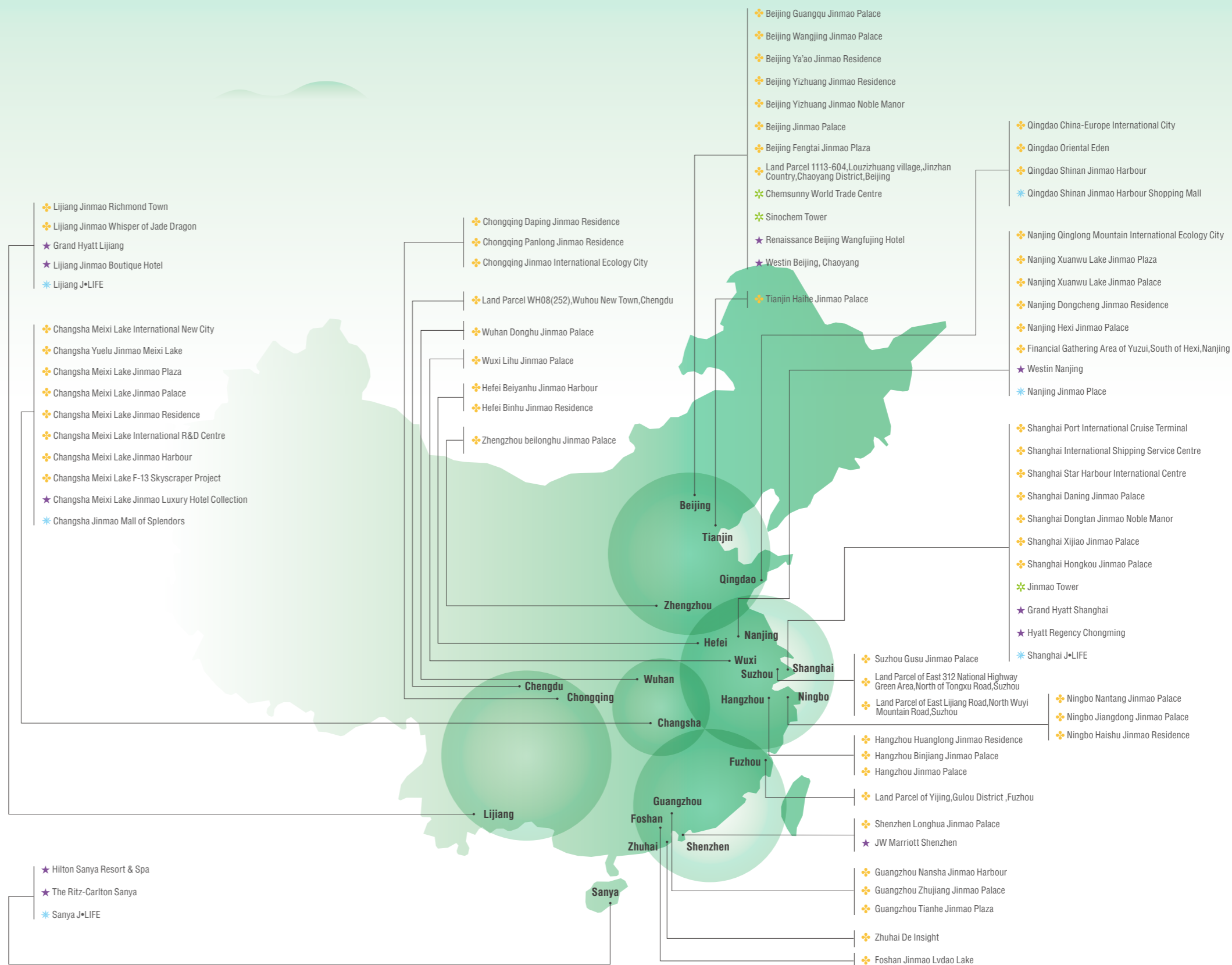
About Us

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, 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). It is now one of the component stocks of the Hong Kong Hang Seng Composite Index. Sinochem Group is one of the state-owned enterprises approved by the State-owned Assets Supervision and Administration Commission to engage principally in property development and hotel operations.

Having inherited the core philosophy of Sinochem Group — "Creating Value and Pursuing Excellence" and insisted on its adherence to top positioning and boutique line, China Jinmao has managed to speed up the launch of services and financial innovation with the aim to be the leading city operator in China.

Given our foresight on city potentials, China Jinmao has integrated the world's leading premium resources and introduced mutually beneficial city planning concepts to the cities to achieve the overall enhancement in regional functions and city vitality. Currently, the Company has succeeded in entering the markets in more than 20 core cities of the five major regions including Northern China, Eastern China, Southern China, Central China and Southwestern China and creating the high-end product series under the core brand name "JINMAO".

"JINMAO" is a famous trademark in China. Since 2005, "JINMAO" Brand has been included in the "China's Top 500 Most Valuable Brands" on twelve consecutive occasions. In 2016, "JINMAO" ranked the 205th with the brand value of RMB15.536 billion.



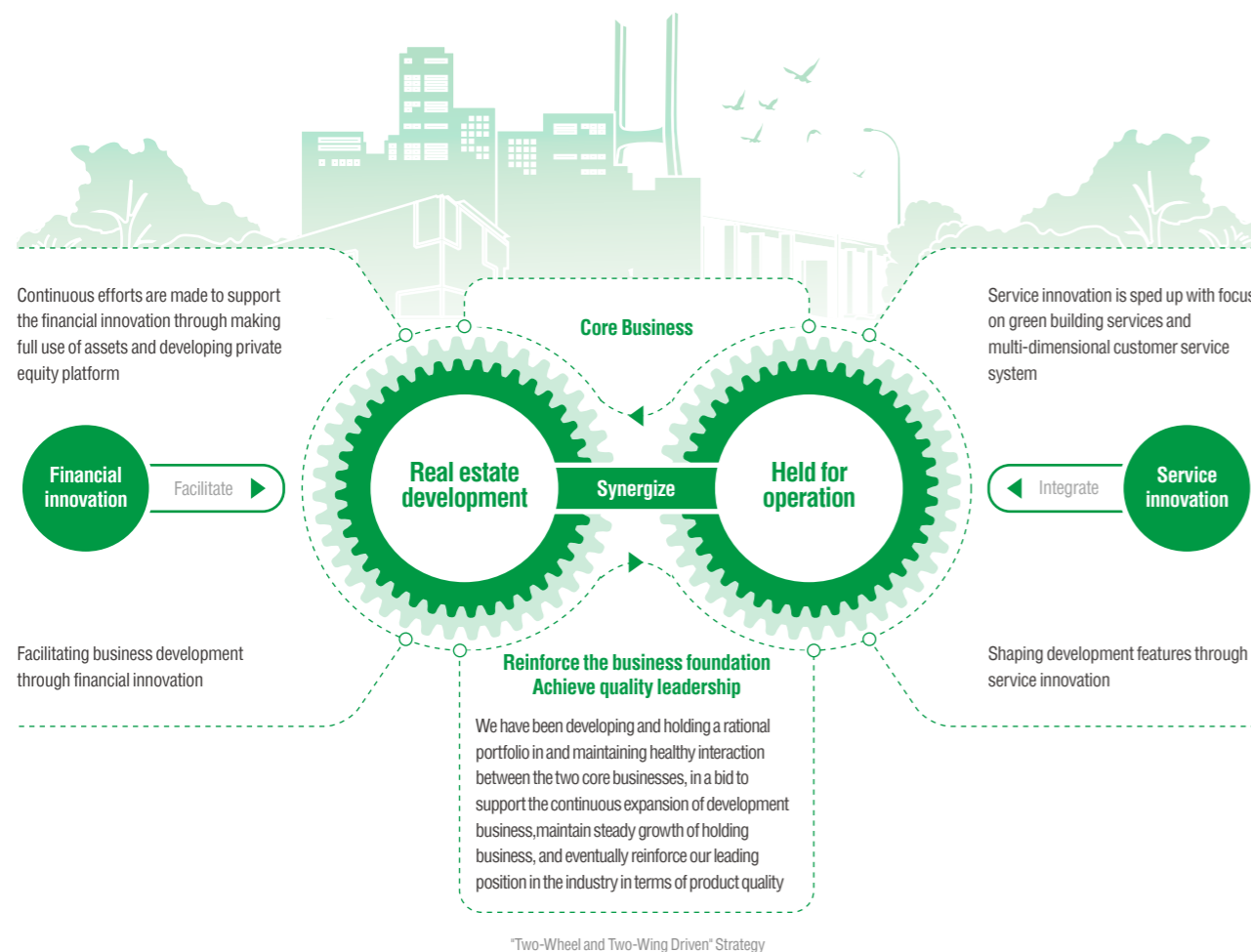
Property Development Commercial Leasing Hotel Operations Retail Operations



Strategy and Governance

Upholding its mission of “Unleashing Future Vitality of the City”, the Company gives full play to its experience in overall real estate development and operation to help the government build the new core of the city through plan-driven urban upgrade and capital-driven industrial upgrade.

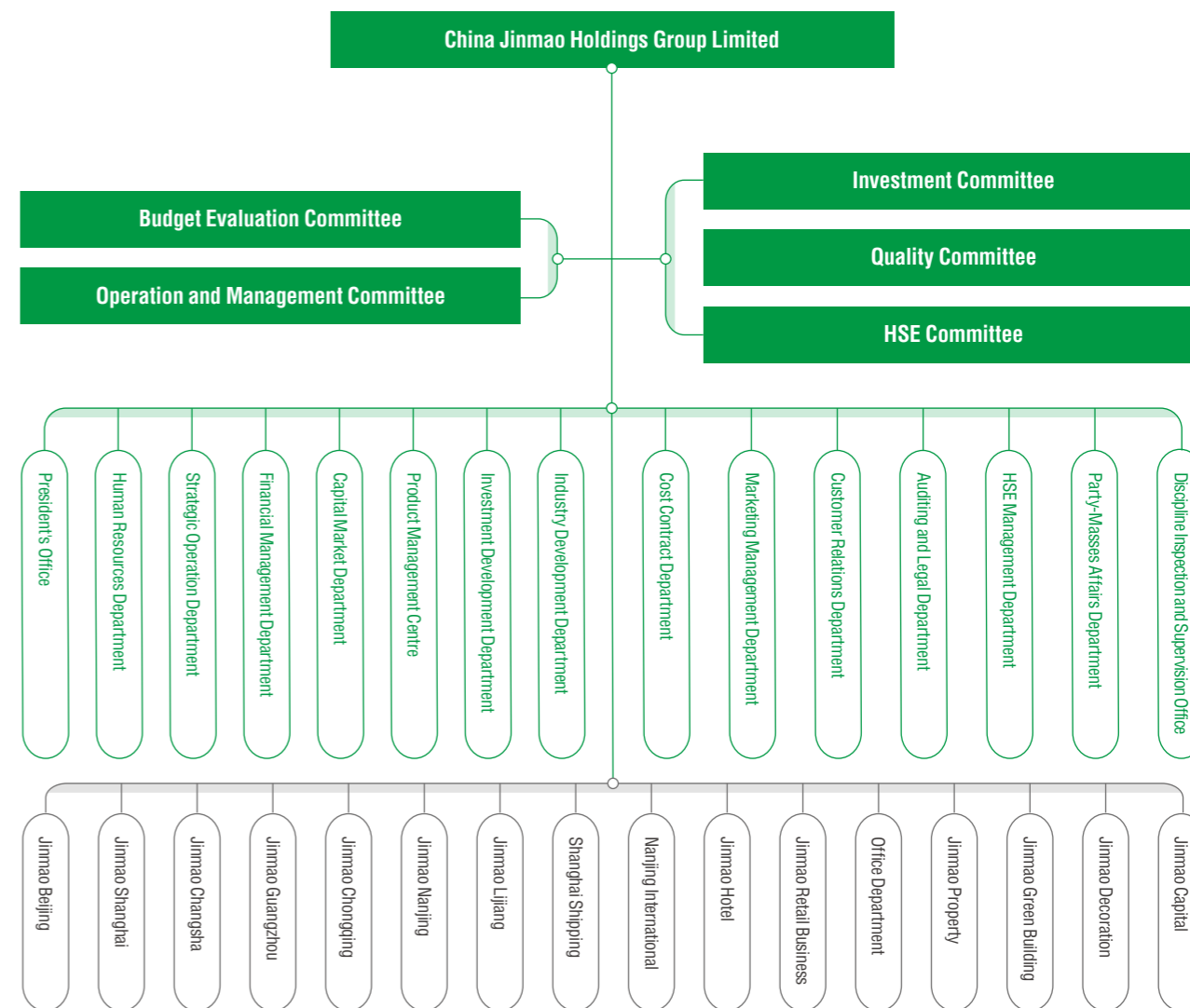
Insisting on the leading quality as the primary demand, China Jinmao keeps reinforcing the foundation of the two businesses of development and holding by optimising business mix and enhancing operating efficiency. Specialising in asset activation and building a private equity platform to promote finance innovation and focusing on green building service and multi-dimensional customer service, China Jinmao accelerates service innovation with a view to achieving the “Two-Wheel and Two-Wing Driven” strategic upgrade.



Tips: "Two Wheels and Two Wings"

The "Two Wheels" are Development and Possession; The "Two Wings" are Service and Finance.

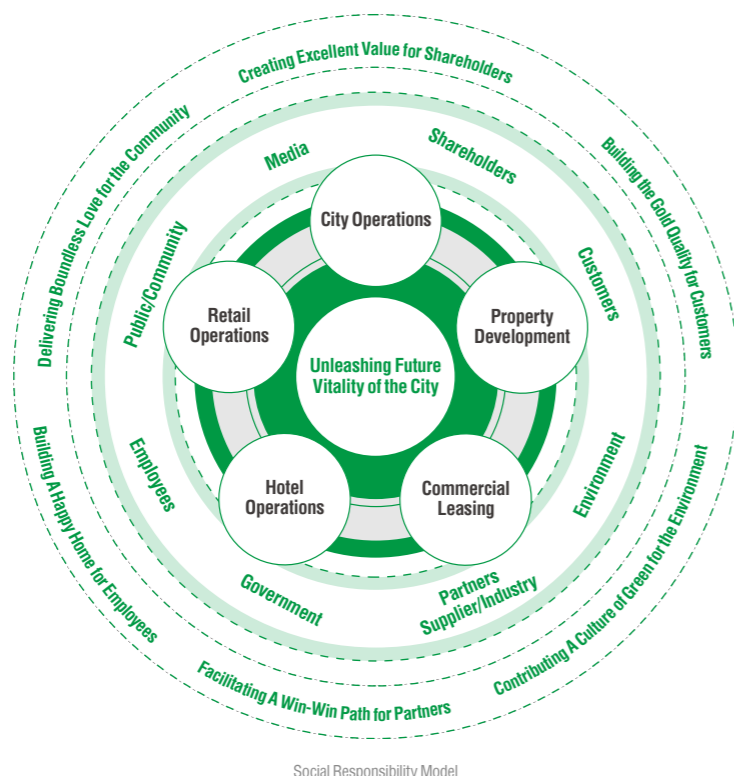
China Jinmao has established a corporate governance structure of listed companies meeting the regulatory requirements of the Stock Exchange of Hong Kong Limited, implemented the code provisions and most of the recommended best practices in the *Corporate Governance Code* set out in Appendix 14 to the *Listing Rules* of the Stock Exchange of Hong Kong Limited and provided a full picture of the Company's overall abidance with the *Corporate Governance Code* by the annual report 2015 and interim report 2016 issued in 2016. China Jinmao has set up the scientific decision-making and operation model of authorized management, close connection and professional collaboration among the General Meeting, the Board of Directors, special committees under the Board and the operation management. The Board is scheduled to review the operation of empowerment and make corresponding updates at the end of each year to continuously improve the corporate governance structure. In 2016, the Board and special committees thereunder convened 32 meetings and passed 43 written resolutions for 124 issues covering the Company's significant investment and financing transactions, remuneration and incentive, Board governance, information disclosure of listed company, etc.



Organizational Structure

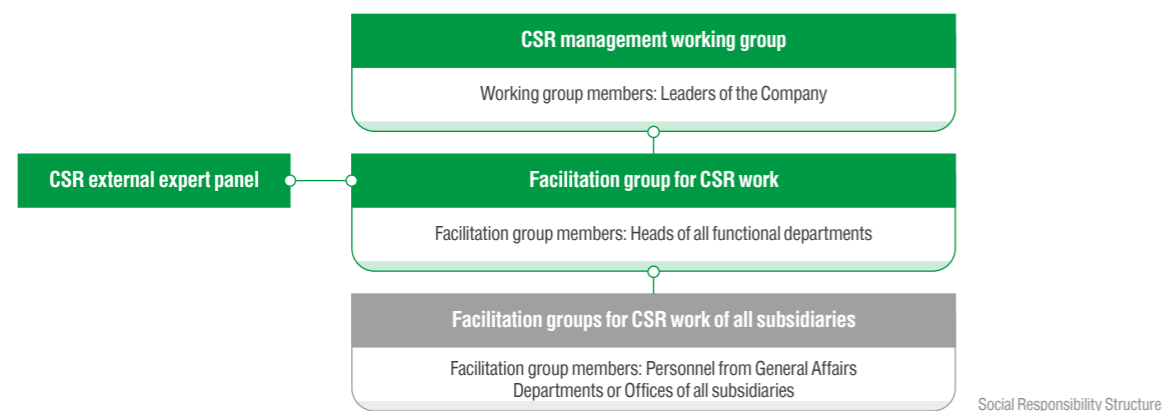
Social Responsibility Management

The Company integrated the mission of "Unleashing Future Vitality of the City" into its vision, value, corporate strategy and daily management and business operations, and the employees' pursuit of value and job responsibilities, so as to achieve a win-win situation and value sharing with employees, the society, environment and other interested parties.



Responsibility Governance

The Company gradually optimized its social responsibility management, established a well-structured social responsibility-related work system featuring well defined rights and responsibilities and all level collaboration, reviewed social responsibility issues, and clarified the priorities and subjects in the fulfilment of its social responsibilities, laying a good foundation for fulfilling its social responsibilities.



Responsibility Honours

The Company earned the title of "China Real Estate Trend Award-Real Estate Developer of Social Responsibility of 2016" at the Boao Real Estate Forum.

The Company was honoured with "Corporate Social Responsibility Award" at the 2016 China Corporate Social Responsibility Summit organised by *China Business Journal*.

Responsibility Communication

The company strengthened its communication with interested parties, stayed informed of and promptly responded to interested parties' expectations and demands through diversified communication channels and means, and consolidated the basis of common development of the Company and interested parties.

Interested parties' expectations and demands

Interested parties	Expectations and demands	Communication and actions
Government	<ul style="list-style-type: none"> Abide by the law Pay taxes according to law Support regional economic development 	<ul style="list-style-type: none"> Integrity management Project cooperation Strategic cooperation
Shareholders	<ul style="list-style-type: none"> Enhance profitability Improve corporate governance structure Fulfil information disclosure obligation Ensure maintenance and appreciation of state-owned assets 	<ul style="list-style-type: none"> Hold general meetings Issue reports on a regular basis Telephone interview Roadshow / reverse roadshow
Customers	<ul style="list-style-type: none"> Honour an agreement with integrity Information transparency High-quality products/services Meet diversified and personalized demands 	<ul style="list-style-type: none"> Performance of contract Jinmao Luxuriance Suggestions and feedback Unified national customer service hotline
Partners/Suppliers/Industry	<ul style="list-style-type: none"> Fair competition Promote industry technological progress Extend the industrial chain and expand industrial services 	<ul style="list-style-type: none"> Participate in industry development forums Participate in the compilation of industrial standards Semi-annual and annual performance appraisal of suppliers
Employees	<ul style="list-style-type: none"> Guarantee of rights and interests Occupational development and training Health and safety Humanistic care 	<ul style="list-style-type: none"> Construction of trade unions Educational training Labor protection Outreach activities
Environment	<ul style="list-style-type: none"> Development of green buildings Energy conservation and emission reduction Promote healthy and green lifestyle 	<ul style="list-style-type: none"> Promote green strategy Green construction Practice environment protection
Public/Community	<ul style="list-style-type: none"> Community involvement Charity 	<ul style="list-style-type: none"> Welfare housing construction China Jinmao Charity Foundation Changsha Jinmao Public Welfare Education Foundation
Media	<ul style="list-style-type: none"> Compliant publicity Build a good image 	<ul style="list-style-type: none"> Regular seminars We Media + Alliance Summit "Green Jinmao" series activities of the media

Creating Excellent Value for Shareholders

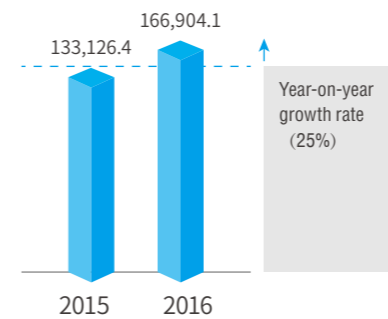
We endeavour to create superior values for shareholders and keep improving operational management, quality and efficiency, in order to reward investors with ever-increasing market values for their long-term trust and support.

Management of Business Performance

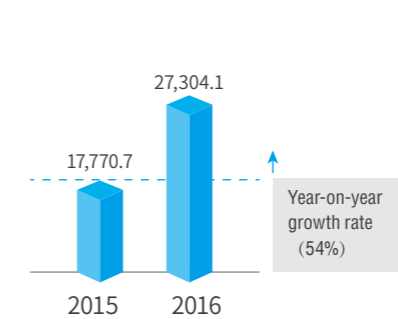
Given the complicated and changeable environment, we firmly grasped the market opportunities to achieve new breakthroughs in business performance. In 2016, we achieved a contracted sales amount of RMB48.5 billion (a historical high). We recorded an operating revenue of RMB27.3 billion, up by 54% year on year. We insisted on positive investment strategies and stepped into seven new cities. The planned floor area of new land reached 3.03 million square metres, the total land reserves came to 36.95 million square metres and the land reserve in the secondary market was 11.77 million square metres.

	2015	2016	Year-on-year growth rate (%)
Revenue from city and property development/RMB million	14,384.0	23,593.0	64
Revenue from commercial leasing and retail operations/RMB million	1,198.5	1,274.5	6
Revenue from hotel operations/RMB million	1,814.4	1,890.0	4
Stock dividend/cent	8.0	9.0	13
Basic earnings per share/cent	30.64	23.76	-22

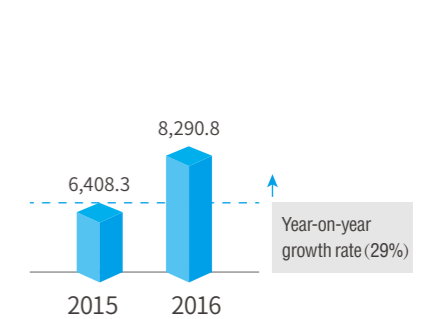
Total assets (RMB million)



Revenue from operation (RMB million)



Pre-tax profit (RMB million)



Law Compliance

We observed various laws and regulations and policy requirements, conducted audit throughout the business process and established a sound anti-corruption system, so as to promote standardized enterprise management. In 2016, we had no illegal acts such as tax evasion.

Audit Management

We carried out effective internal audit to ensure proper use of assets, protect the shareholders' rights and interests and prevent compliance risks.

Expand audit coverage

We tried to realize full coverage of audit, covering such aspects as implementation of rules and regulations and procedures, finance, bidding and procurement, project quality and marketing.

Improve audit methods

According to the operation conditions, development stages and effectiveness of internal control of different subsidiaries, we prepared customized audit examination plans based on "one enterprise, one policy", and specified the audit contents and key points.

Improve audit efficiency

We built a professional audit team, vitalized audit resources and made full use of various channels to obtain audit information.

Anti-Corruption

Based on the working strategy of “positive propaganda and punitive warning”, we included corruption and bribery prevention in operation management and daily management, worked out sound prevention measures and reporting channels, kept building and consolidating a sound political atmosphere and work environment. In 2016, we incurred no corruption and bribery event and were not involved in any corruption-related lawsuit concluded.

- **Improve systems**

We revised 17 discipline inspection and supervision rules including *Measures for Implementation of Responsibility System Concerning Construction of A Clean Government* and *Anti-corruption Work of China Jinmao and Detailed Rules for Implementation of Incorruptible Employment of Leaders of China Jinmao*.

- **Improve discipline inspection ability**

We improved the professional quality and work ability of the discipline inspection and supervision team via intensive trainings, exchanges and discussions.

- **Conduct honesty education**

We set up a sound training and education system and actively conducted exemplary education, warning education and post honesty education, so as to create a probity culture atmosphere. In 2016, we organized over 100 anti-corruption propaganda and education activities via lectures, visits and probations for over 2,700 persons.

- **Enhance supervision and management**

We carried out bottom-up incorruption risk management activities; established the response-on-demand mechanism; signed letters of responsibility and letters of commitments concerning construction of a clean Party level by level; widened the reporting channels, with reporting hotline and mailboxes set by the Company and reporting mailboxes set by subsidiaries.

- **Establish an incorruptible supply chain**

We established a bidding supervision work system. The members of the commission for discipline inspection conducted on-site bidding supervision and signed their names for the bidding and purchase activities; the supplier contracts signed must be attached with “Sunshine Agreement”, or contain anti-corruption clauses.

Risk Prevention and Control

We reviewed risks of different business sectors in an all-round way, intensified efforts for management and control, and focused on macro economy and high-risk areas such as policy risk, market risk, capital risk and project operation and management risk. In 2016, we reviewed and signed 8,615 contracts via the online office platform. All the contracts passed legal review. We incurred no major risk event.

- **Improve system building**

We worked out over 30 standards, guidelines and management measures to meet the requirements for internal control management; supplemented and revised the *Power and Responsibility System Manual of China Jinmao (Version 201702)* and *Legal Risk Prevention and Control Manual*.

- **Major risk prevention and control**

We strengthened the awareness of risk prevention and control, analyzed seasonal, normal and systematic market risks in development stages and took corresponding measures.

- **Promote fair competition**

Regarding suspicious infringement upon the Company’s trademark right and illicit competition in the market, we successfully safeguarded our legal rights in two cases and effectively protected the Company’s rights and interests in trademark and brand.

- **Protect business secrets**

We revised the confidentiality management standards and specified the scope of business secrets; the leaders signed letters of leader responsibility for confidentiality work and secret-related persons signed letters of commitment concerning confidentiality; we examined the secret-related persons and formed a list of secret-related documents and frequently contacted persons, so as to realize directional and focused management and control; we carried out training on *Prevention and Management of Leakage Risk of Business Secrets* to improve confidentiality consciousness and ability.

- **Improve risk awareness**

We offered 42 legal trainings on *Advertising Law*, *Commodity House Purchase and Sales Contract*, basic knowledge about contract law, etc.

Information Disclosure

We insisted on high-standard, timely, accurate and normative information disclosure, enhanced communication with interested parties such as investors and media, improved the communication mechanism, and expanded the communication channels, so as to improve the interested parties’ recognition for the Company.

Announcements	Roadshows	Meetings
We published 74 announcements, circulars, interim reports and annual reports on the Stock Exchange of Hong Kong Limited, to ensure timely, complete, accurate and compliant information disclosure of the listed company.	We organized two overseas result-related non-deal roadshows, one domestic result-related non-deal roadshow and one domestic reverse roadshow, and maintained good relationship with overseas and domestic institutional investors and investment banks.	We organized 15 investors’ meetings and informed the overseas and domestic investors of the latest investment and operation information of the Company in time.

Marketing Management

We innovated marketing modes, improved marketing efficiency and enhanced control over the market on the whole. We created incremental values for shareholders, customers and partners via online and offline coordination, multi-channel cross-border cooperation and megamarketing based on multi-platform network access.

- **Improve the marketing system**

We formulated and published standards, guidelines and procedures covering full-cycle basic systems, project positioning stages, marketing management stages, marketing planning stages and bidding and purchase relating to marketing expense, and regulated marketing activities, so as to adapt to changing marketing environment of the real estate market.

- **Innovate marketing modes**

After “November 11 Sold-out Day” for two consecutive years (2014 and 2015), the “Sold-out Day” in 2016 was further upgraded, with the core of the activity shifted from residence to sizable trade which covered all forms of sizable products like office buildings, apartments and commercial buildings. In form, we creatively adopted webcast and VR technology. We showed ourselves to more audience via two webcast platforms (“Inke” and “Yizhibo”). We used VR videos to display Changsha Meixi Lake International New City project so that the visitors could intuitively feel the unique charm of the project.

Financial Management

We tamped financial foundation management, enhanced interaction and connection and fully utilized international and domestic markets to intensify capital operation, optimize capital structure and reduce comprehensive cost.

Enhance foundational financial management	Maintain good credit rating	Innovate financing tools
We helped the frontline improve internal control, optimize personnel allocation and enhance foundational financial capability based on the problems in foundational financial management of various business sectors and difficulties requiring support from head office.	We paid attention to rating maintenance and managed capital structure with reference to various core financial indicators of the rating agency. In 2016, we successfully issued US\$500 million of secondary guaranteed perpetual capital securities overseas and obtained rating agency Moody’s Ba2 debt rating.	We innovatively issued perpetual convertible securities (PCS), secondary perpetual USD bonds, commercial mortgage backed securities (CMBS), etc. in domestic and overseas markets, so as to enhance the flexibility of financing methods and reduce comprehensive financing cost.

CASE Innovative financing tools to reduce financing costs

In August 2016, China Jinmao took the initiative to launch the commercial mortgage backed security (CMBS) - “Go High Investment Attraction • Jinmao Chemsunny Special Asset Management Plan”, which was the first listed security in China and conformed to international standards, with RMB4 billion raised. The financing cost of 3.3%/year hit a record low in asset-backed securities of enterprises in the same period in domestic capital market. In compliance with international standard practice, we innovatively introduced double SPV structure of “Trust + Special Plan” which directly linked with the capital market and featured lower financing cost, larger financing scale and better principal repayment mode as compared with traditional bank loans.



Building the Gold Quality for Customers

We adhere to the principle of “Active, Timely and Considerate Service”, bear in mind the service tenet of “Customer’s demand is our pursuit”, keep improving product quality and build a special customer service system, in order to improve customer satisfaction.



Quality Living Environment

We strive to provide customers with high-quality living experience and promote product and service innovation, so as to bring healthy, safe and exquisite life for customers.

Residences



Measures

Improve the technological contents of residences to let customers enjoy healthy life with the help of technology.

Case

Shanghai Daning Jinmao Palace is a residence project which has been awarded Three-Star Certification of China Green Building Label and is the first to obtain BREEAM Certification in China. It strictly complies with the requirements of Jinmao for high-tech residences and provides customers with comfortable and healthy high-tech residences with “constant temperature, constant humidity, constant oxygen supply, low noise, appropriate light, no dust, no pollution and low consumption”.

Retail operations



Measures

Build a differentiated lifestyle centre with focus placed on experience and service.

Case

Jinmao Retail Business exerted great efforts to introduce four innovative operation modes integrating children entertainment, catering, sports & recreation and retail experience in Changsha Jinmao Mall of Splendors, in order to provide consumers with omni-directional “emotional experience” in shopping.

Hotels



Measures

Upgrade products and provide more people-oriented services to meet family recreation needs.

Case

Hilton Sanya Resort & Spa launched the family-style ocean-view suites with two bedrooms full of kid-appeal by renovating the living rooms in the original suites into children’s rooms with children facilities and game areas. In the blue-toned sea world rooms and green-toned fairy forest rooms, the kids feel as if they were sleeping in the fairy tales.

Office buildings



Measures

Enrich the supporting services of office buildings to improve customer satisfaction.

Case

Chemsunny World Trade Centre brought in Jinmao Library and COFCO Life Experience Pavilion, so that the tenants can enjoy more delicate products and services in the building.

Supreme Quality

We took the opportunity of “Quality Upgrading Year” to promote 1234 strategy for quality management. Based on the qualification rate after actual test and through such activities as “Rock Action”, “Benchmark Creation” and “Quality Rectification”, we enhanced three-level (the headquarters -regional companies-projects) control mode for project quality, built a whole-process quality control system covering full lifecycle of products, created a “zero tolerance” culture in quality problem, practiced craftsman’s spirit and kept solidifying a quality real estate image of “supreme quality, eco-friendliness and smart technology”.



“Rock Action”

Based on systematic methods and “big project” thought, we, from the perspective of customers, got through the bottlenecks and barriers affecting the product quality between professional lines including design, bidding and purchase, cost, engineering and customer service and kept improving all the staff’s quality management ability, in order to create products of China Jinmao that can stand the test of time, market and customers in quality.

“Benchmark Creation” activity

We promoted introduction of new techniques and technologies for various projects, improved project quality to industry benchmark level and created a benign atmosphere of “comparing, learning, catching up, surpassing” for project management, so that various projects could make comparisons, find out differences and get promoted, display their exemplary and leading roles, form excellent results of knowledge accumulation and energetically popularize them.

“Quality Rectification” activity

With increasing awareness of defects, various projects organized technique training, conducted lean process management and worked out reward and punishment measures to enhance quality management, eliminate defects, control risks and improve quality.

CASE Quality information platform

To build and maintain project quality management platforms, China Jinmao built two platforms through PC and mobile terminals to promote coordinated management, resource sharing and exchange and mutual progress among regions and projects, and to push forward implementation of meticulous project management.

Platform at PC terminal

We realized coordinated management, learning exchange, knowledge precipitation and innovation through uploading of monthly reports about projects, sharing of information about quality management standardization and technology standardization, experience sharing of excellent examples and resource sharing of innovative research results. We have worked out clear rewards and punishment measures by setting a champion list, an honor list and a poor rating list.

Platform at mobile terminal

We realized on-site and whole-process mobile quality inspection for project quality management from multiple professional dimensions including civil engineering, refined decoration and machine electricity and rapidly rectified the problems found on site; in respect of house inspection and delivery, we realized point-to-point reporting, visualization of rectification list of mobile recording and timely rectification close and responsibility tracking.

CASE “Rock Action” contest

The “Rock Action” contest was attended by 24 teams consisting of China Jinmao, main contractors, supervisors and various subcontractors. Through knowledge contests and contests of practical operations, we aimed to promote implementation of quality management system, create a completion atmosphere for quality upgrading among all the staff, integrate suppliers in China Jinmao’s quality management system and comprehensively improve project quality management.



“Rock Action” contest

CASE Supreme quality of Lijiang Jinmao Richmond Town

With a craftsman attitude and spirit, Lijiang Jinmao Richmond Town pursued perfection in every detail, created high-quality products and strictly complied with test standards, so as to become an industry benchmark. It is a partner and filming location of Great Chinese Experts, a prime program of CCTV, and has been authorized by CCTV as a base for practical training and contest of Great Chinese Experts.



Lijiang Jinmao Richmond Town has been authorized by CCTV as a base for practical training and contest of Great Chinese Experts

Sincere Services

China Jinmao improved customer service ability and kept satisfying and exceeding customers' ever-growing expectations, in an effort to build a characteristic customer service system. In 2016, 71% customers were satisfied at the residences, up by 7% year on year and exceeding the industry average.

• Consolidate the management foundation

Centred on customer full lifecycle, we issued 4 standards and 15 guidance documents including *Guidelines on Zero Distance Work with Customers for All the Staff in Development Sector of China Jinmao* and *Standards for Latitude Evaluation of Customers of China Jinmao*.

• Promote standardized services

We took "Casting Sword Campaign", built up the awareness of customer service, established a customer service system with Jinmao characteristics and improved professional ability and awareness of customer service, so as to promote customer satisfaction to the industry benchmark level.

Tips: "Casting Sword Campaign"

We started the "Casting Sword Campaign" aiming at the cultivation of customer service awareness. We improved systems and focused on defects in order to enhance management and control. We consolidated the foundation to establish a featured customer service system. We strived to maximize customer service awareness by setting up a customer service system. Meanwhile, we improved management and control in key points and established the position of our Customer Relationship Department as "customers' spokesman", with a view to forming a customer service system with China Jinmao's characteristics, improving professionalism and awareness in customer service, promoting customer satisfaction to the industry benchmark level and making service capability the core momentum of the Company.

• Establish a communication platform

By setting up a national unified customer service and supervision hotline 4001-817-817, we specified the unified handling channel, responded to and handled customer complaints in time. Moreover, we gave feedback to customers and called back to consult about rectification, so as to serve customers more effectively and timely.

The complaints lodged through 400 hotline were addressed responsively and the handling results were satisfactory. I hope Jinmao can improve the customer service hotline by notifying owners of handling progress, solving problems for owners as soon as possible so as to provide a better living experience.

Owner in Beijing Yizhuang Jinmao Residence

Jianmao often does callbacks so that owners can fully express their opinions and suggestions.

Owner in Changsha Meixi Lake Jinmao Residence

Jianmao provide timely services. When I called for a repair, they would send someone to my house really fast.

Owner in Qingdao Shinan Jinmao Harbour

In 2016 we received two complaints about sprung roof falling-off in Beijing Guangqu Jinmao Palace. After making a thorough survey, we instantly made a repair scheme. Repair was done for the first house and for the second house, we have reached a consensus with the owner about the method of repair and compensation.

• Strictly prevent excessive commitments

We ensured "unification" of salespersons' words, display of prototype rooms, contract appendixes and delivery standards and focused on such problems as house delivery, maintenance and handling of customer complaints.

• Listen to customers' needs

We engaged an independent third-party research institution to conduct a survey on customer satisfaction on a regular basis and analyze customers' satisfaction at and needs for China Jinmao's products and services in a scientific and in-depth manner.

• Properly handling customer complaints

By issuing the *Guidelines for Customer Complaint Handling of China Jinmao*, we regulated the procedures for handling of various customer complaints, sorted and classified customer complaints, took different handling measures for customer complaints of different classifications, and improved the ability to handle customer complaints, so as to reduce the risk of customer complaint escalation. In 2016, 83% of the complaints of the development sector were closed.

• Protect customer privacy

We independently developed a customer service system to obtain necessary customer information according to laws and took such measures as permission setting and technical protection to prevent stealing of customer information. In 2016, there appeared 13 complaints about leakage of customer information, which was the lowest in the same aspect in the industry. We will make efforts to enhance the system, mechanism and personnel management concerning protection of customer information and privacy, so as to prevent the similar cases.

Better Community

We are committed to building and keeping a happy community, being the most thoughtful housekeeper for tens of thousands of owners and promoting harmonious coexistence.

- **Good-neighbourliness-Home** Open physical stores to provide "one-stop" life services for owners
- **Good-neighbourliness-Elderly Centre** Provide a study, entertainment and social intercourse platform for elderly owners, enabling the seniors to have a happier retirement life.
- **Good-neighbourliness-Growth Centre** Build a quality, rich, convenient and innovative learning platform to provide tailored courses for young owners
- **Good-neighbourliness-Storehouse** Provide private and intelligent storing space with constant humidity and temperature for those owners in need
- **Good-neighbourliness-Real Estate Agent** Provide house leasing and selling, parking space leasing, agent ownership transfer and wealth management services for owners
- **Good-neighbourliness-V-shopping** Help owners group purchase products cheap in price and high in quality
- **Good-neighbourliness-Tourism** Provide Jinmao-unique travel routes and housekeeper and tour guide services for owners

CASE "Good-neighbourliness • Home"

Jinmao Property built the first physical "Good-neighbourliness • Home" station in Beijing Wangjing Jinmao Palace, providing "one-stop" housekeeper-like life services for owners.

- Shared dining room. For purchase of premium coffee or wine, business meeting or reading.
- Self-service area. For self-service laundry, car wash reservation and mailing services.
- Product experience area. Owners can have access to organic grain and oil and imported wine just inside the community and can experience home service robot for free.
- Office area. For receiving owners, offering consultation and answering owners' enquiries in a timely manner.



"Good-neighbourliness • Home" station in Beijing Wangjing Jinmao Palace was unveiled



staffs of Beijing Wangjing Jinmao Palace led the owners to experience the products

Abide by the neighborhood rules to build a harmonious community

Articles of Neighborhood Rules

1. Greet and smile at neighbors;
2. We are happy to contribute to the construction of "neighborhood community", and actively participate in community activities and community co-construction;
3. We will care for and help elderly people living alone and children in the community;
4. We ensure proper custody and timely return or handing over of other people's items picked up in the community to the property management centre;
5. We are happy to exchange and share unused items with neighbors, or donate to charities to make the best use of them;
6. We will provide the necessary cooperation for the maintenance of neighboring houses, and make the best efforts to give neighbors support and help;
7. We promise to dress properly and have good manners in public places, turn down the volume in the house when neighbors are at rest, and avoid affecting others in outdoor entertainment and exercise;
8. We promise not to throw items out of the window, not place items easy to fall on the windowsill and the edge of the balcony, and never throw objects from heights for others' lives and property safety;
9. We promise not to rent our houses to a group of people or privately separate houses for rental. Our houses are only for residential use. We boycott "changing from residential to commercial", and take the initiative to report and monitor each other to maintain the property value;
10. We will keep the public places clean and tidy, and not dry clothes in public places;
11. We love our own pets, but we are more concerned about the feelings of neighbors. We promise to get permits for pets, keep regular vaccination, use pet leash to walk the dog, clean up pet droppings, not to bring pets into the indoor public places, and consciously abide by national laws and regulations;
12. We will actively comply with the guidance of property service staff, park cars in order, not block the fire channel, and not occupy others' parking spaces;
13. We have the obligation to protect the community environment, respect for the work of others, keep the corridor clean, not to pile up garbage or sundries in the corridor, elevator car, or unit entrance door, sort garbage and dump into designated area; take decoration and construction waste to the designated area as required;
14. We promise to care for flowers and trees in the community, not to trample the lawn, not to guide pets to defecate on the lawn, not to climb trees in the community, and not to pluck fruit from trees at will;
15. We promise to swipe cards to enter the community and avoid being followed, and have visitors check in with property service staff;
16. We will jointly protect our community, and immediately inform property service staff of any suspicious persons or unusual circumstances;
17. We will inform the property management centre in advance of rental/sale/decoration of houses and ask the tenants/homeowners/builders to go through relevant procedures at the property management centre;
18. We will educate children not to play in the parking lot, not to ride fast, and not to play in the water system and fountain;
19. We will comply with the proper guidance and management of property service staff in public areas.





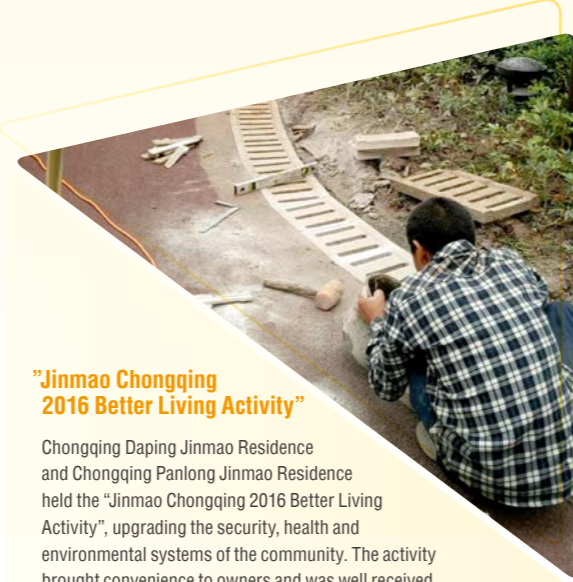
“Bring Warmth to Community” series activities

Beijing Guangqu Jinmao Palace, Beijing Wangjing Jinmao Palace, Beijing Ya’ao Jinmao Residence, Beijing Yizhuang Jinmao Residence worked together to hold the “Bring Warmth to Community” series activities, respectively providing four value-added services, namely construction quality enhancement, service quality improvement, initiative service and upgraded maintenance, which won recognition from owners.



“Green Trip at the Beginning of Summer” activity by owners in Shanghai Daning Jinmao Palace

Shanghai Daning Jinmao Palace held the “Green Trip at the Beginning of Summer” activity. Owners went to Jiaying Organic Agricultural Demonstration Park for fruit picking.



“Jinmao Chongqing 2016 Better Living Activity”

Chongqing Daping Jinmao Residence and Chongqing Panlong Jinmao Residence held the “Jinmao Chongqing 2016 Better Living Activity”, upgrading the security, health and environmental systems of the community. The activity brought convenience to owners and was well received.



Shadow boxing club

China Jinmao Changsha Company held a variety of art and cultural activities such as shadow boxing, badminton and folk paper-cut, making residents live life to the fullest in their spare time and have a rich spiritual life.



Happy Together in Jinmao Richmond Town

Lijiang Jinmao Richmond Town held the “Jinmao Richmond Town Neighbours’ Happy Together and Opening Ceremony of National Exhibition Tour of Relics of Dongba Culture”, impressing owners with the charm of Dongba culture of the Naxi nationality.



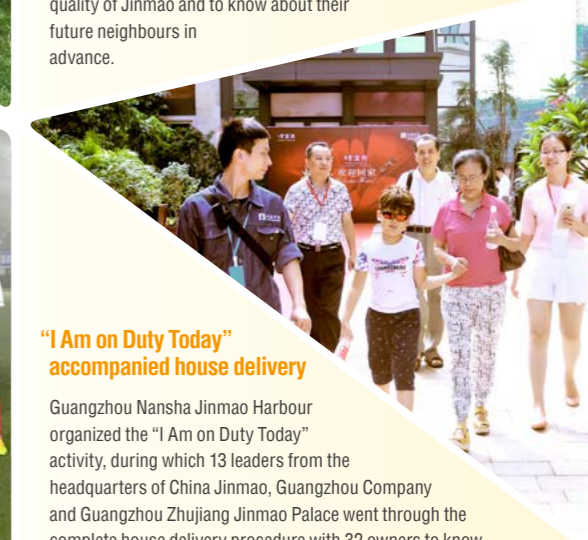
“Jinmao Harbour Power”—owners’ football club

Qingdao Shinan Jinmao Harbour launched the “Jinmao Harbour Power” interest club recruiting activity and formed football, badminton, basketball, yoga, dancing and running clubs, helping owners have a healthy life style while bringing them closer to each other.



“Walking into Jinmao” construction site open day

Hangzhou Huanglong Jinmao Residence held the “Walking into Jinmao” construction site opening day to acquaint more than 350 owners with the building materials, construction details and project progress, enabling the owners to have a close encounter with the construction quality of Jinmao and to know about their future neighbours in advance.



“I Am on Duty Today” accompanied house delivery

Guangzhou Nansha Jinmao Harbour organized the “I Am on Duty Today” activity, during which 13 leaders from the headquarters of China Jinmao, Guangzhou Company and Guangzhou Zhujiang Jinmao Palace went through the complete house delivery procedure with 32 owners to know about their expectations of Jinmao and Nansha Jinmao Harbour.

It’s great to have such an (face-to-face) activity, which enabled owners to directly express their opinions to the leaders of Jinmao. That’s really impressive.

Owner in Guangzhou Nansha Jinmao Harbour



Contributing A Culture of Green for the Environment

Adhering to a green strategy, we explored green technology research & development, green construction consultation and other green building services, and applied green concept to the whole process from planning, design, technology, construction to operation. By holding environmental protection activities, we spread green ideas in a bid to build a beautiful China with the whole society.



Green Strategy

We adhered to a green strategy and actively built up our soft power with green technology as the core. With the value of green brand increasing year by year, our green image won wide recognition from the industry and customers.

Upgrade Green Strategy

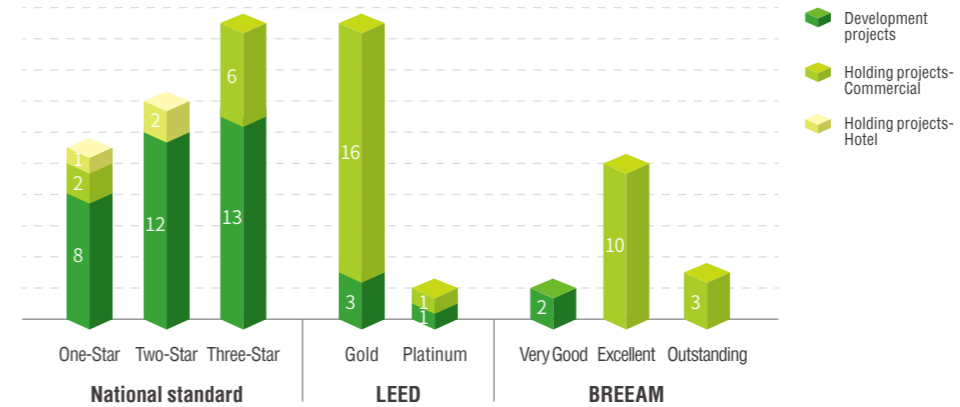
Established "Jinmao Green Building Technology Co., Ltd." to make full use of the leading role of the innovative green building business, paid attention to green energy, old house reconstruction and green integrated services, tried to make a profit in the first year of establishment, and continuously implemented the Company's green strategy.

Develop Green Building

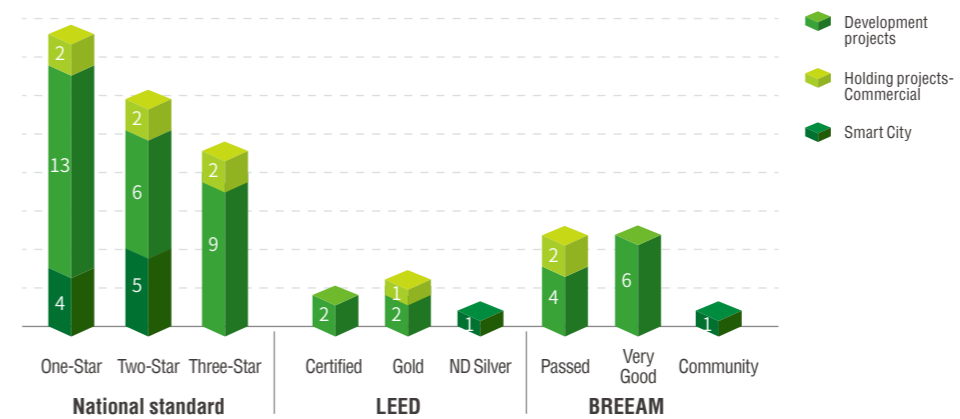
Promoted green building certification; As at the end of 2016, the Company gained 80 green building certifications and 62 of its projects were constructed as per green building standards, accounting for over 90% of its total development projects. In 2016, the Company was named as the "2016 Mainland China's Top 10 Most Competitive Enterprise in Green Building" by CIHAF committee and China Real Estate News.

Note: ① As at the end of September 2016

Projects with green label



Projects in progress as per the green label standard



80

Green Building Certifications gained

10

"2016 Mainland China's Top 10 Most Competitive Enterprise in Green Building"

Creating Excellent Value for Stakeholders

Building the Gold Quality for Customers

Contributing A Culture of Green for the Environment

Facilitating A Win-Win Partner for Partners

Building A Happy Home for Employees

Delivering Boundless Love for the Community

Green Building

Promoting the development of green construction is an important step to cut down on resource consumption, reduce construction waste, eliminate environmental pollution, and achieve energy conservation and emission reduction. We adhered to concept of full product lifecycle management, paid attention to green design, built a green supply chain, promoted green construction and green operation with an aim to make green construction the new normal.

Index	2014	2015	2016
Comprehensive energy consumption (10,000 tons of standard coal) ^①	1.3713	1.4175	1.6217
Electricity (10,000 kWh) ^①	8,015.03	8,340.83	8,973.45
Natural gas (10,000 m ³) ^①	290.42	295.08	390.15
Comprehensive energy consumption per RMB10,000 production value (tons of standard coal per RMB10,000) ^③	0.128	0.1223	0.1321
Carbon dioxide emission (ton)	-	-	Direct emission (Scope 1) : 4,598.53 by gasoline consuming official business cars ^④ Indirect emission (Scope 2) : 89,465,297 by purchased electricity ^①
Gasoline (ton) ^④	-	-	5,858
Total water consumption (ton) ^①	842,310	806,681	866,605
Unit water consumption (ton/RMB10,000) ^①	32.14	45.39	31.74
	-	-	-
Battery (piece)	1,000	2,500	2,000
Ink box (piece)	17	16	15
Paint (ton)	0	0	0
Coating (ton)	0	0	0
Fluorescent tube (piece)	700	1,400	1,200
Coating color tank (piece)	22	45	16

Remarks:

① The scope of statistics covers related projects like Chemsunny World Trade Centre, Sinochem Tower, Shanghai Jinmao Tower and Nanjing Xuanwu Lake Jinmao Plaza.

② The scope of statistics covers Chemsunny World Trade Centre and Sinochem Tower.

③ As compared with 2015, comprehensive energy consumption per RMB10,000 production value increased in 2016 mainly because Nanjing Xuanwu Lake Jinmao Plaza was put into operation.

④ The scope of statistics covers official business cars in the Head Office of the Company.

Green Design

We strengthened green design management, systematically promoted green technology and application of green products, reduced environmental pollution and energy consumption, and increased the use of recycled resources.

• Green Design Management

We standardized the management of green construction project from project positioning to post-project evaluation; provided feasibility report template for green construction projects and other examination templates to facilitate examination of green construction projects; perfected the green construction design standards by formulating Green Building Design Task Book, *Guidelines for Green Residential Design*, etc.

• Application of Green Products

We weeded out inefficient, high-energy-consuming and highly-polluting techniques and equipment and promoted the application of energy-saving, emission-reducing and low-carbon designs, construction techniques and materials.

• Promotion of Green Technologies

We promoted the use of “Twelve Science & Technology Systems” in project building to create a “low-noise, photopic, dust-free and pollution-free” living environment with constant temperature, humidity and oxygen level.

• Research & Development of Green Products

Based on the demand for on-site service and customers’ needs, we upgraded technology systems and related equipment to provide a better living environment. We did research & development on ground partition cleaning equipment and reproducible formaldehyde purification equipment to reduce PM2.5 and PM10, eliminate formaldehyde and avoid secondary pollution.



Tips: “Twelve Science & Technology Systems”

- External thermal insulation system:** the respiratory curtain wall and external thermal insulation system are combined to reduce the impact of outdoor temperature fluctuations on the indoor temperature.
- External window system:** external window made of broken bridge aluminum alloy has a good air tightness, water proofness, thermal insulation, and can act as a barrier to keep the indoor heat in winter and prevent heat inflow in summer.
- LOW-E glass:** coated LOW-E glass, also known as low-radiation glass, has excellent insulation and good light transmission.
- Passive external sunshade:** The double silver plated second glass can prevent ultraviolet and infrared and other invisible lights more effectively compared to the external sunshade, making the room more comfortable.
- Full displacement dedicated ventilation systems:** the ventilation system with a professional air filter and humidification and dehumidification system can filter PM2.5, keep the indoor air clean and avoid various respiratory diseases caused by dirty outdoor air.
- Ceiling capillary network radiation system:** The system has high radiant heating and cooling efficiency and temperature uniformity; can be controlled and turned off in different rooms; and does not take up indoor space, with no feelings of wind and no noise.
- Same floor drainage system:** the system is easy to clean and repair and eliminate sound from holes without digging through the floor, creating a good indoor sound environment to achieve a high degree of comfort.
- Sound insulation and noise reduction system:** outdoor sound environment: the plantation of a wide range of vegetation in the community helps to eliminate noise. The separation of pedestrian and vehicles helps to reduce vehicle noise to homeowners. Indoor sound environment: with imported wooden steel clad door, sealed groove and tongue; external window made of broken bridge aluminum alloy, tempered hollow glass inside and outside, and inlaid with silicone and sealed with rubber strip; reinforced concrete floor, and the laying of sound-proof floor, the noise transfer between floors is effectively isolated.
- Ground source heat pump system:** ground source heat pump uses underground constant thermal field and geothermal heat pump tube placed under the basement floor and is buried in the ground in double U tube, achieving an inlet water temperature of about 20 degrees in winter and an outlet water temperature of about 37 degrees in summer.
- Automatic floor control:** the floor control system monitor in real-time, and unify the management of public lighting, ground source heat pump, underground temperature field, ventilation units, elevator operating status and other aspects to ensure the safe and reliable operation of system equipment.
- Smart home:** 1)anti-intrusion system, fire alarm; 2)lighting control; 3)video intercom; 4) scenario control; 5)network information services.
- Six-level security system:** the technical system including a card access control, closed-circuit television monitoring, electronic patrol, perimeter alarm, emergency call button, etc. fully meets the need of homeowners for security, comfort and privacy.

CASE

Green design for conservation of water resources

At the design stage of Changsha Meixi Lake International New City Project, China Jinmao took full account of the water environment of Meixi Lake and tried to protect the quality and quantity of water in Meixi Lake, increase its ecological environment capacity and conserve water resources.

- Water replenishment. A wetland with a capacity of 40,000 tons/day was built in the upstream for replenishing Meixi Lake.
- Purification. Six rainwater purification areas were set up to purify initial rainwater discharged into the lake.
- Recycling. Water pipes were laid around the lake and a pump station with capacity of 10,000 tons/day was planned to be built for public green space irrigation and road spraying in the 7.6-sq.km central city area.

Green Procurement

We upheld a philosophy of green procurement and continued to establish a sound green procurement system. In the process of procurement we emphasized environmental protection, resource conservation, safety & health, recycling and low carbon, and urged suppliers to increase the level of environmental management, realizing rapid, efficient and green procurement.

• Selection of Strategic Suppliers

We took environmental-friendliness and recyclability of raw materials as the criteria for selecting strategic suppliers, and built a green supply chain database via the green supply chain system.

• Procurement of Green Products and Services

In the process of procurement, we gave priority to those energy-saving, water-saving and material-saving raw materials, products and services.

Green Construction

We strictly abided by relevant environmental laws and regulations, established a sound green construction management system, promoted the application of green construction technologies, and increased the awareness and ability of green construction by organizing experience sharing and green construction training programs.

Observe Laws and Disciplines

We strictly followed the *Environmental Protection Law of the People's Republic of China*, *Law of the People's Republic of China on Environmental Impact Assessment* and other environmental laws and regulations on the development of all projects, carried out environmental impact assessment, and strictly implemented the "Three-Simultaneous" policy (simultaneous design, construction and start-up of a primary project and its associated environmental protection facilities).

Strictly Follow the Standards

We strived to establish our construction sites as examples of green, safe and standard local sites and develop our projects into a sample of national green construction projects, evaluated our construction projects in accordance with the *Green Construction Demonstration Project Evaluation Criteria*, and made classified statistics of water, electricity and material consumption at construction sites.

Keep Emission of Pollutants Below Standard

We ensured that discharge of waste water and pollutants from hotels, commercial buildings and office buildings was in compliance with law and that emission of COD and other pollutants was kept below the standard specified by law; as for catering merchants, we required them to install gas conditioners produced by manufacturers designated by the local environmental protection administration.

Reduce Pollution

We formulated the *Guidelines of China Jinmao for Dust Emission Control at the Construction Sites of Building Projects* and the *Guidelines of China Jinmao for Environmental Conservation Management at the Construction Sites of Building Projects*, in which we specified the measures for controlling dust pollution, noise pollution and solid waste pollution during the construction of building projects. We also tried to reduce emission of waste water, waste gas, construction waste and other solid waste and recycled concrete blocks and other construction waste.

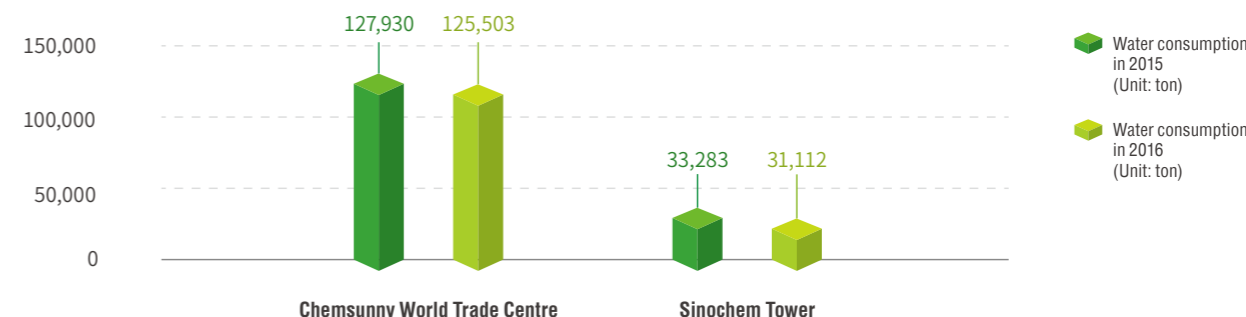
Notes to statistics of general waste: General waste such as scraps of paper, tyre, electrical appliances and office supplies and construction waste such as concrete and steel materials were collected by relevant departments and then sent to qualified institutions for treatment. So far the Company has no statistics about the generated quantity and recycling of relevant waste. We will realize regulated and systematic management of general waste in the next year as the Company is working on relevant systems.

Notes to total amount of packing materials used for manufactured products: Total amount of packing materials used for manufactured products (in tons) and (if applicable) amount per production unit do not apply to the Company.

Green Operation

To reduce resource consumption and minimize the impact of construction operation on the environment, we intensively carried out energy saving, water saving and material saving activities. In 2016, an accumulative volume of 16,217.39 tons of standard coal was consumed, including 89,734,500 kWh of electricity and 3,901,500 m³ of natural gas. Comprehensive energy consumption per RMB10,000 production value was 0.1321 tons of standard coal per RMB10,000.^①

① The scope of statistics covers related projects like Chemsunny World Trade Centre, Sinochem Tower, Shanghai Jinmao Tower and Nanjing Xuanwu Lake Jinmao Plaza.



• Monitoring of Energy Consumption

We relied on the energy consumption monitoring platform to provide quantitative data support for the energy consumption monitoring, energy consumption measurement and energy saving management of public buildings and energy efficiency design of new buildings, and to provide scientific basis for energy-saving operation and reform of projects.

• Energy Efficiency Enhancement

We established a smart energy management platform and Qingdao Oriental Eden Composite Energy Station after strengthening the research and development of such platform. The goal of the platform is to increase energy efficiency.

• Energy-Saving Reform

We reformed the air conditioning terminals in Sinochem Tower Office Building, which was estimated to save 129,000 kWh of electricity per year; we also replaced the lights of elevator front room in Nanjing International Apartment with LED tap lights, saving 36,266.4 kWh electricity per year, equivalent to RMB19,511.3.

• Green Office

We promoted video conferences and reduced the frequency and size of having non-local and on-site meetings. Furthermore, we made greater efforts to establish an office information system and promoted paperless office.

CASE Energy Management Platform

China Jinmao established an energy management platform to conduct energy consumption monitoring and save energy. In the future, the platform will make it possible to have access to the basic data and monthly energy consumption of all projects in the system. The platform can also monitor the electricity, water and gas consumption of all monitored buildings in relevant area. It can check the daily, monthly and annual data of "energy consumption", "cost", "standard coal", etc. of building electricity consumption through the "itemized measurement structure chart". Therefore, we can have a macro understanding of the operation efficiency of equipment, and have real-time monitoring over the temperature, humidity, PM2.5 and carbon monoxide concentration inside and outside typical rooms of projects.

CASE Composite Renewable Energy Centre of Qingdao Oriental Eden

Adhering to the principle of "ecology first", the Composite Renewable Energy Centre of Qingdao Oriental Eden set up a green ecology index system, made an overall plan for regional resources, promoted green buildings, improved environmental quality, built a green ecological demonstration area and realized a 50% utilization rate of renewable energy, so as to fully reflect harmonious coexistence between human and environment

- Solar energy. The installed capacity meeting the power distribution demands of energy stations is ≥ 20%; supply rate of sanitary hot water in Eden town is 100%; about 2 million kWh electricity is generated annually, saving about 720 tons of standard coal and reducing emission of carbon dioxide by 2,000 tons, sulfur dioxide by 60 tons and dust particles by 540 tons.
- Geothermal energy. 1,500 geothermal pump wells provide Eden with over 8,000 kW cold energy and 6,000 kW heat energy and can satisfy the demands of all main venues in Eden for cold and heat energy.
- Water resources. The water source heat pumps provide all the cold sources for riverside venues.
- Wind energy. Wind turbines; wind/solar hybrid streetlights; air source heat pumps supply all cold energy for Eden town and business streets.



Green Public Welfare

Adhering to creating green culture and disseminating the philosophy of green and healthy life, we introduce the sustainable development concept to employees' work and life, encourage employees to participate in social environmental protection activities, carry out environmental protection volunteer services and support public welfare projects relating to environmental protection to work together with the whole society to build a green, healthy and comfortable ideal home.



The Headquarters and Beijing Company of China Jinmao organized employees to participate in tree planting in nursery base to add greeneries to spring and enhance employees' awareness of planting trees to protect environment.



China Jinmao organized the Green Run China Challenge Q3 – "Enjoy the Running". The activity preserved the tradition of its two predecessors and further put forward the concept of "Transcendence" implicative of going beyond yourself and infinity, advocating players to continuously break through themselves and explore the new green, low-carbon and healthy lifestyle.



Ningbo Company of China Jinmao conducted the May 4 volunteer activity themed on "Green Jinmao, Low-carbon Life" and advocated the idea of low-carbon travel and green life by cleaning public bicycles in Ningbo City.



The Grand Hyatt Shanghai in conjunction with the Animals Asia Foundation held the first Blue Moon Charity Evening Dinner in the mainland. Themed on "Moon Bear's Home: Forest", the evening dinner proposed that citizens keeping pets should become "Responsible Pet Owners" and contributed all the proceeds from donation auction to the Animals Asia Foundation in support of its rescue work in the black bear rescue centre in Chengdu.



The Ritz-Carlton Sanya worked with the Sea Turtles 911 to build sea turtles station which creates more living opportunities for sea turtles in Hainan.



-  Creating Excellent Value for Stakeholders
-  Building the Gold Quality for Customers
-  Contributing A Culture of Green for the Environment
-  Facilitating A Win-Win Pattern for Partners
-  Building A Happy Home for Employees
-  Delivering Boundless Love for the Community

Facilitating A Win-Win Path for Partners

Sticking to the principle of “win-win cooperation”, we actively promote strategic cooperation with partners and share resources and value with partners to jointly boost industry growth under sustainable development.



Win-Win Cooperation

The rapid growth of China Jinmao is closely linked to partners' support. We actively build strategic cooperation and sharing platform to enhance cooperation with government, enterprises and research institutes. Besides, we endeavour to gather more resources and strengths through a win-win cooperation model to effectuate advantage complementation.

- **Cooperation between Government and Enterprise**

We cooperated with the Lijiang Municipal People's Government and Lijiang Municipal Sports Bureau to hold the Lijiang Half Snow Mountain Marathon, injecting new energy into the old town of Lijiang, and built the new core of the city together with the Lijiang Government.



- **Cooperation between School and Enterprise**

China Jinmao Charity Foundation and the Institute for Philanthropy, Tsinghua University signed a contract to jointly build a charitable platform, and the two parties would cooperate in charity projects including “Every Woman and Every Child” of the UN in an intensive manner.



- **Cooperation between Enterprises**

Cooperation in the introduction of industries. We carried out strategic cooperation with the China Publishing Group to build a national-class cultural industry cluster by introducing quality cultural industry resources to the pilot Qingdao China-Europe International City.



Cooperation with financial institutions. We carried out strategic cooperation with China Minsheng Bank to generate synergies arising from the resources of both parties on project development, innovation business and financial service.



Cooperation with multinational corporations. We jointly set up the real estate investment platform with Macquarie Capital, Jinmao Capital, which specializes in real estate private equity management.



Cooperation in project development. Under the cooperation with PowerChina, we obtained the commercial and residential land parcel in Shangtang, Longhua, Shenzhen, and the two parties will work together to build the first Jinmao Palace Project in Shenzhen.



CASE Gather multiple powers to discuss about city development together

In December 2016, China Jinmao held the 2016 China Qingdao Jinmao Industrial Development Summit which focused on big health, big culture and big technology. Present at the summit were more than 200 guests including representatives of government leaders, famous excellent enterprises at home and abroad, leading industrial experts and Sinochem Group and officials from Embassies of European countries represented by the UK and France, who had in-depth discussion about the summit theme of “Sustainable Innovation”. The summit finalized a batch of high-end industries in an intensive manner, fully demonstrated development results of Qingdao and discussed about city function and the path for industrial upgrading, becoming an important platform for exchange and cooperation.

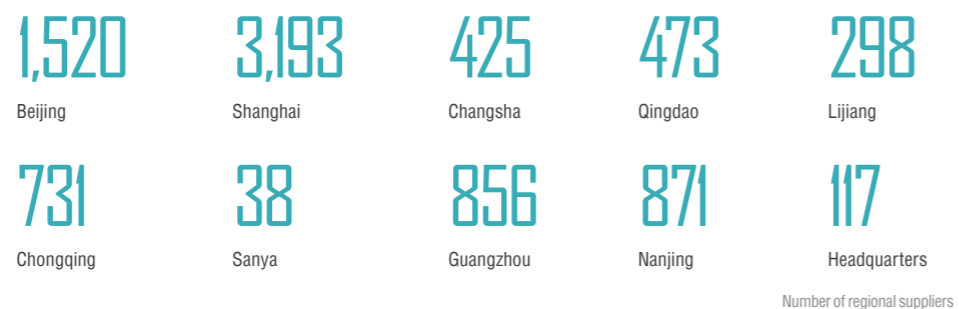


Supply Chain Management

8,522

Total registered suppliers

In the good business cooperation with suppliers, we safeguard the rights and interests of suppliers and enhance supplier management to create greater value in a broader development space together.



Regulate supplier management

Issue Supplier Management Standards, Contract Purchase Management Standards, Strategic Bidding Management Standards, Supplier Brand Database Management Standards and other supplier management standards and corresponding operation guidelines.

Establish the mechanism for exchange of high-level visits

Establish the mechanism for exchange of high-level visits with key suppliers in cooperation and enhance understanding and define the cooperation direction through high-level exchanges to form a quick-response and efficient problem-solving "green channel".

Set up supervision and assessment mechanism

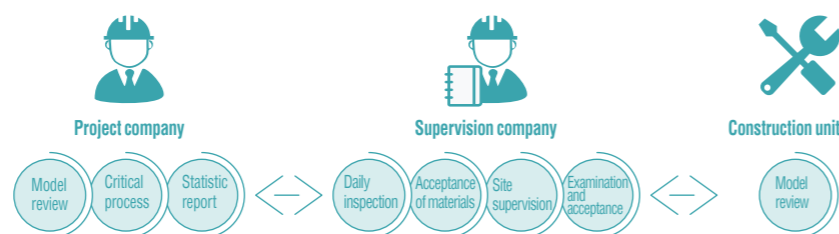
Organize professional strength of the Headquarters and various regional companies/project companies to jointly evaluate cost, bidding and purchase management of the regional companies/project companies, conduct audit on compliance of bidding and purchase; issue the Notice on Strengthening Onsite Management, Cooperation and Services of the General Contractor for Subcontractors to specify concrete management and control requirements and penalty measures, ensure that the general contractor has fulfilled the responsibilities and obligations of managing subcontractors and improve onsite management of the project. The regional companies/project companies signed the "Sunshine Agreements" with cooperation units to specify the two parties' probity responsibility and provide the reporting method.

Carry out evaluation on suppliers' duty performance

Carry out half-yearly and yearly appraisal on duty performance of contractors and suppliers to establish outstanding supplier incentive mechanism and strengthen quality supplier resources. In 2016, the Company conducted evaluations on supplier's duty performance for 1,831 contracts.

Information innovation helps building online closed-loop management of the supply chain

By building the project quality management APP that includes project companies and suppliers into process nodes, enabling different roles in the supply chain online to participate in closed-loop management, China Jinmao realized check and photographing without time restriction, collaborative follow-up and progress sharing and improved project quality. Besides, it also fully leveraged "Internet+" to enhance the supply chain management capability.



Industry Growth

Orderly competition and promising prospect is of great importance to enterprises in the industry. As a platform enterprise of Sinochem Group in real estate and hotel sectors, we fully leverage our own industrial influence, actively maintain the fair competition order across the industry and participate in formulation of industry standards and various exchange and interaction activities to promote sustainable development of the industry.

Subject research	Revision to national standards	Industrial exchange
We participated in editing three subjects of national key technology research and development program in the "13th-Five Year Plan", which are <i>Technical Specifications for Green Retrofitting of Existing Buildings</i> , <i>Technical Standards for Energy Efficiency Test of Air-conditioning Cooling Source System</i> and <i>Assessment Standards for Golden Card Buildings</i> respectively.	We contributed efforts to the promotion of real estate industrial management and technological advancement by participating in editing the <i>national Assessment Standards for Green Hotel Buildings</i> .	As vice president of the China Real Estate Association, we have engaged in widespread cooperation with the association in areas of integrating government resources across the sector and redevelopment of old buildings to promote experience sharing and industrial development.

CASE China Jinmao was named the vice chairman of the "Green Commercial Building Professional Committee of the Council"

At the "Inauguration Ceremony of China Green Commercial Building Professional Committee of the Council and Forum on Green Transformation and Energy Efficiency Technologies of Commercial Buildings" sponsored by the Green Commercial Building Professional Committee of the Council of China Association of Building Energy Efficiency, China Jinmao has been included in the first batch of members of the "Green Commercial Building Professional Committee of the Council of China Association of Building Energy Efficiency" and was appointed the vice chairman entity of the council.



CASE China Jinmao attended the 12th Conference on Green Building in China

Jinmao China's article on *Whole-Cycle Management of Commercial Properties by Enhancing Value Creation Capabilities* won the second prize of the National Corporate Management Modernization Innovation Achievement, which summarized and promoted the innovation experience in the new era of commercial property management and disseminated the state-of-the-art management theory and methodology.



CASE China Jinmao won the prize of the National Corporate Management Modernization Innovation Achievement

China Jinmao attended the 12th Conference on Green Building in China and was invited to hold the "Green Building and Technology Industry Development in China and China Jinmao Green Strategic Upgrade" forum. At the forum, the Company presented a full view of the good image of green property and announced the new direction of green strategic upgrading in the future. Beijing Jinmao Green Building Technology Co., Ltd. ("Jinmao Green Building") under the Company officially commenced operation.



Building A Happy Home for Employees

With adherence to the concept of “Joint Creation, Joint Enjoyment and Joint Growth”, we consider our employees as the most valuable asset and endeavour to give employees due respect, trust and growth opportunity and release their passions, sense of responsibility and creativity, so as to create greater value together.



Employees' Rights and Interests

Upholding a people-oriented approach, China Jinmao improves the employment management system and has established a sound and efficient incentive system and reasonable value distribution system. Employees' democratic interests are protected and all employees are encouraged to participate in the corporate management as a way to protect their rights of expression, participation and supervision.

Indicator		2014	2015	2016
Signing rate of labour contracts		100%	100%	100%
Employee headcount (person)		7,644	7,480	8,100
Sexual structure	Male (person)	4,749	4,584	5,014
	Female (person)	2,895	2,896	3,086
Age structure	30 or below (person)	3,366	3,014	3,365
	31-40 (person)	2,510	2,608	2,940
	41-50 (person)	1,296	1,386	1,343
	51 or above (person)	472	472	452
Education structure	Master's degree or above (person)	512	494	607
	Bachelor's degree (person)	2,106	2,283	2,676
	Junior college education or below (person)	5,026	4,703	4,817
Percentage of female managers		17.4%	20.5%	17.2%
Employee turnover rate		9.6%	14.4%	10.3% ^①

① Specifically, the turnover rate in development segment, holding segment, value-added business segment and functional departments of the Headquarters is 8.8%, 11.8%, 14.7% and 6.3%, respectively.

Equal Employment

We abide by the *Labour Law* and other relevant laws and regulations. Our employment principle is primarily based on labour contract employment, supplemented by labour dispatch employment and part-time employment. We engage and treat employees in an equal and impartial manner despite their nationality, ethnic group, race, sex, religion belief and cultural background, firmly prohibit employment and use of child labour, and oppose all forms of forced labour.

In 2016, the Company introduced 145 high-end talents and 797 core professionals, pointing to a continuously improving talent structure. The “Ark Students (Fresh Graduates)” plan continuously adds new blood to the Company. The “China Jinmao WeChat Recruitment” Public Account has attracted nearly 1,700 permanent followers and received more than 230 resumes.



China Jinmao WeChat Recruitment Public Account



Democratic Management

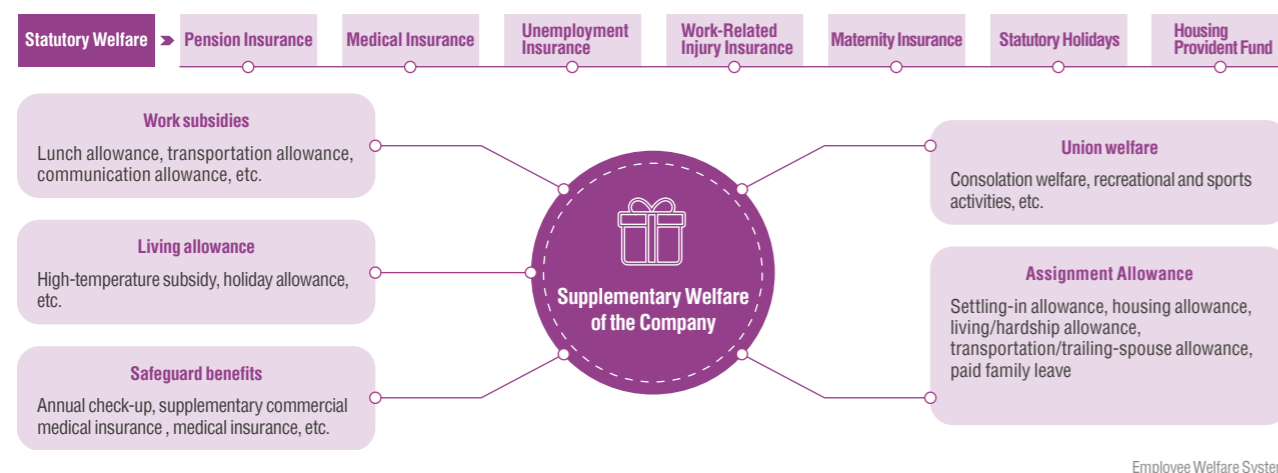
The Headquarters and subsidiaries have established labour unions with constant effort to strengthen functions and take employees' interests as the motive and target of the work; they also have established the democratic management and democratic supervision system based on the employee congress system. In 2016, the Company convened 4 employee congress meetings, and the union establishment rate and the membership rate were both 100%.

"Fast lane" for employee feedback:



Remuneration & Welfare

We keep improving the performance assessment and remuneration distribution system and have built the "two-wing" remuneration system to provide employees with competitive remuneration packages; innovated incentive tools and improved incentive system integrating "long-term, medium-term and short-term incentives" help stimulate the employees' work initiatives. Besides, we optimize the multi-level and multi-angle employee welfare system and purchase social insurance for all of our employees and provide supplementary commercial comprehensive medical insurance and family property insurance for them and their children aged under 21 as a way to motivate employees to create value, contributing to an enhancement in both corporate value and employee value.



Health and Safety of Employees

Adhering to the HSE principle of "people foremost, safe development, prevention first, giving priority to environmental protection, lean management and focusing on implementation", China Jinmao is devoted to building a long-term HSE management mechanism with China Jinmao's characteristics, which is centred on HSE risk management and supported by system management.

HSE Management

We established the HSE Committee with an occupational health and safety management system as the core, through which we kept improving the three-level (the Headquarters-regional companies/professional operation companies-projects) management and control system, carried out work related to HSE benchmark creation, conducted whole-process HSE management for contractors and strengthened implementation of safety production responsibility, in order to improve HSE management. In 2016, HSE training had a 41,899 attendance with 61,899 hours in total and there were 90 certified safety engineers.

• System Improvement

We established and kept revising and improving the three-level occupational health and safety management system. The Headquarters worked out and revised an HSE management manual, two HSE management standards and 30 HSE management guidelines; various regional companies and professional operation companies established HSE management systems and various subsidiaries obtained the certification of QHSE system with three-standard-in-one management system (ISO9001, ISO14001, OHSAS18001).

• Organization Optimization

We set up an HSE Committee. The general manager served as director of the committee, with the office set in HSE Management Department, and HSE departments set up in the subsidiaries. As at the end of 2016, there were 94 members of staff engaging in HSE management.

• Mechanism Control

We improved HSE control mechanism, enhanced redline consciousness, intensified efforts for support and assistance, strictly controlled major risks, and strengthened implementation of HSE entity responsibilities. Also we held meetings of the HSE Committee on a quarterly basis, summarizing implementation of HSE work and arranging work priorities for the next step.



Benchmark Creation

We actively participate in comprehensive construction of benchmark enterprise of HSE management of Sinochem Group, put emphasis on benchmark creation of five secondary enterprises (Jinmao Shanghai, Jinmao Changsha, Jinmao Hotel, Jinmao Retail Business and Jinmao Property), and constantly improve systematic HSE management by solving realistic problems and breaking through bottlenecks.

Felt leadership

- The leaders of the Company take the lead to make a personal safety action plan and publicize the plan
- Meeting the requirements for "Ten Ones" concerning safety examination, supervision of safe process, lectures led by the management and preservice safety interviews
- Leaders at various levels take the lead to handwrite judicial interpretations of the Supreme People's Court of the People's Republic of China and the Supreme People's Procuratorate of the People's Republic of China
- Organize HSE leadership evaluation

Linear responsibility

- Include HSE in the performance evaluation of various functional departments and enhance implementation of HSE responsibility of functional departments
- Greatly improve the office safety and vehicle safety management and marketing site management

Dependency Administration

- Further practice "double-duty-for-one-post" and link the HSE responsibility area of the frontline professional engineers of projects with their performance evaluation
- Implement grid management for dependency-related responsibility and specify the dependency administration responsibilities of various participants

Visualization

- Strictly implement the graphical standards in the *Standard Album for Management of Safe and Civilized Construction of Building Projects* and improve visualization of HSE management
- Promote implementation of visualization management requirements for office HSE and improve office HSE culture construction

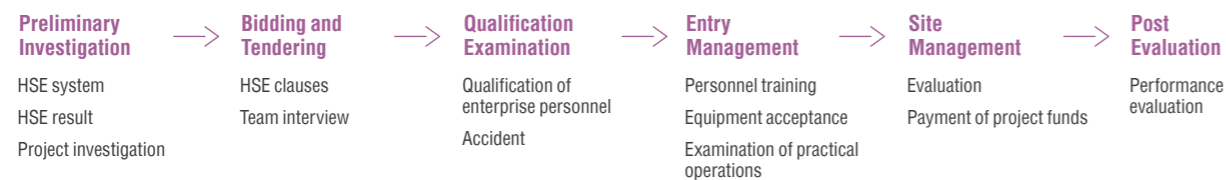
Safety culture

- Arrange safety sharing at meetings and work out HSE work plans for big activities
- Organize contests of safety-skill contests for crews, and standardize the safety behaviors of junior crews.

Benchmark Creation of HSE management

Contractor Management

We conduct whole-process HSE management for contractors, strengthen HSE evaluation, incentive and punishment mechanism for strategic contractors, implement pre-control management including entry interview and HSE planning, enhance risk control and training, and help contractors constantly improve HSE management ability.



Whole-process HSE management for contractors

CASE Reduce accident harm and prevent recurrence of accidents

In 2016, a fire accident happened with a commercial tenant in a project of the Company. Although the Company incurred no workday loss, its image was affected due to the accident. We dealt with the accident in time, fulfilled responsibilities and summed up lessons, so as to prevent similar accidents.

- Cause of the accident: Lack of a strong sense of safety responsibility, failure to identify and control major risks, insufficient management of relevant parties such as merchants and contractors, unbalanced HSE management level of regional companies and professional operation centres, and inadequate experience in HSE management for building and operation of large-scale commercial complex.
- Self-criticism and improvement: The HSE management system and mechanism covering various operation modes and the whole process should be improved. Intensify efforts for safety supervision and inspection by adopting the method of "Four Nots and Two Directness" to strengthen the identification and control of major risks in major links. Further push forward the HSE benchmark creation, improve HSE management standards and enhance the implementation of various benchmark creation measures. The HSE management ability of regional companies and professional operation centres requires constant improvement while the efforts for HSE training should be strengthened. The interview system concerning preservice safety should be comprehensively implemented and an HSE training system applicable to merchants and tenants should be established. At the same time, evaluation and accountability should be upgraded. Requirements for double-duty-for-one-post should be carried out and HSE red line awareness should be built up. Safety should always be put in the first place while the companies and employees violating HSE red line should be seriously punished and the responsibilities for accidents should be traced.

Tips: "Four Nots and Two Directness"

"Four Nots and Two Directness" is a secret visit and investigation system concerning safety production established and enforced by the State Administration of Work Safety in September 2014. It is also a working method, namely, not sending a notice, not greeting, not listening to reports, not needing accompaniment and reception, directly rushing to the frontline and directly going to the site.

Safety Actions

We put into practice various safety precautions, strengthened safety training for all the employees, carried out various safety production campaigns, enhanced safety examination, deepened emergency management, and improved safety production awareness and ability, in order to prevent safety risks. In 2016, we injected RMB40,563,600 in safety production and trained 34,250 person-time on safety production. There were no significant or more serious safety accidents happened and no work-related death appeared.

• Safety Training

We worked out an HSE training plan and matrix, independently develop courseware, organized training on fire safety, operation safety, leadership, HSE management of building projects and first-aiders; designed experiential safety training programs for building projects and practical operation evaluation programs for special types of work, and improved the safety and risk awareness of frontline employees.

• Safety Campaign

We carry out Occupational Health and Safety Awareness Week, Safety Production Month and Fire Safety Awareness Week activities throughout the Company.

• Safety Inspection

We carry out significant investigation and rectification activities concerning safety production and continuously promote hidden danger investigation and rectification work. We conduct an overall evaluation on building projects three times a year and held projects twice a year. In 2016, 2,185 hidden dangers and problems were found after evaluation and 332 suggestions were put forward. All the hidden dangers and problems were rectified.



President Li Congrui led a team conducting HSE examination in Shanghai Star Harbour International Centre

• Emergency Management

We revise the emergency management guidelines, define the power-responsibility and coordination mechanism concerning safety accidents, quality accidents, public opinion crisis, customer crisis events and informatization-related emergencies; the headquarters and subsidiaries implement emergency response plans of various levels, make an overall investigation from the emergency organization system to emergency materials; hold 208 emergency drills with 18,417 participants; send out warnings about severe weather via calls, messages and mails.

CASE Enhance prevention and self-rescue skills and improve firefighting and escape ability

China Jinmao Changsha Company invited a lecturer from Changsha Fire Control Centre to provide fire safety trainings and drills for 50 employees in the regional companies, so as to enhance the skills of employees in various departments in Changsha to identify and prevent fire hazards in life and work and improve their ability to fight an initial fire hazard and evacuate.



1,300 persons

Preservice HSE training of new employees (12 times)

21 persons

HSE training for key posts

27 persons

Training for HSE contact persons of functional departments

169 persons

HSE training for new HSE employees and construction personnel

227 persons

Give lectures to the grassroots (Jinmao Shanghai and JinmaoLijiang)

312 times

Occupational health and safety trainings

100%

Employee physical examination and health record coverage

Health Protection

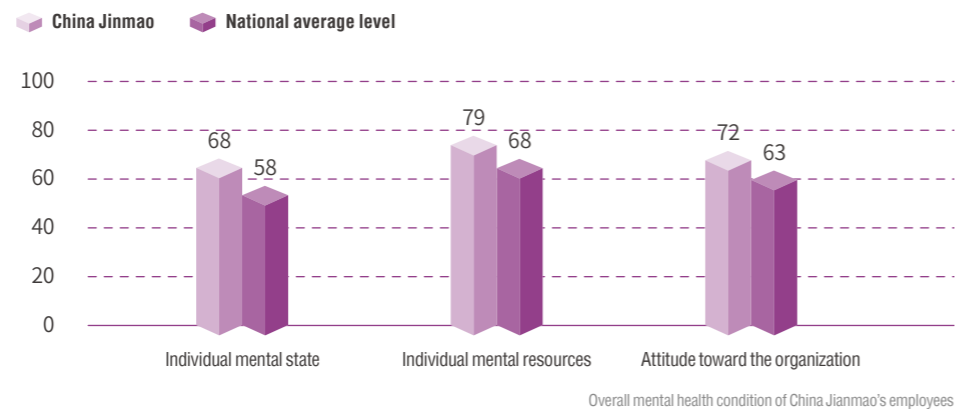
We care for employees' physical and mental health, provide employees with such services as physical examination and EAP (Employee Assistance Program), and advocate healthy work and life styles. In 2016, we offered 312 occupational health and safety trainings, with 100% coverage of employee physical examination and health record, and no accident of occupational disease happened.

Physical health

We provide physical examination services for employees, offering nearly 50 physical examination items according to genders and ages, and constantly increase or optimize physical examination items with reference to environmental changes and incidence of diseases.

Mental health

We pay attention to employees' mental health and help them improve their work and life quality. About 300 employees participated in "Boundless Heart • Jinmao Happiness" EAP services, including mental health test and learning of mental health knowledge. A mental health test shows that the overall mental health condition of China Jinmao's employees is better than national average level and professional manager level.



Employees participated in "Boundless Heart • Jinmao Happiness" EAP services

Employee Growth

China Jinmao believes that the development of an enterprise is driven by its employees. It keeps improving the training system, provides personalized training plans, encourages employees to seek continuing education, helps employees improve their comprehensive quality, improves the rate of matching between ability and post of employees and broadens employees' career development channels, so that it can grow together with its employees.

Systematic Training

Valuing the personal development of each employee, we established a thorough training system for employees, diversified the method and content of training, integrated internal and external resources to turn knowledge into achievements, and created a learning atmosphere. In 2016, we invested RMB4.8 million in employee training. Our total training hours added up to 69,379.4, that is, 27.3 hours for each person.

Company	Headquarters	Jinmao Beijing	Jinmao Hotel	Jinmao Shanghai	Jinmao Nanjing	Jinmao Guangzhou	Jinmao Chongqing	Nanjing International	Others
Total Hours	23,371	5,289.4	2,712	1,284.5	5,179	14,904	4,504.5	6,610	5,525

Tiered Training System

We provided different training programs for personnel in key positions, core talents, youth talents, new managers, and new employees and speeded up talent cultivation with the job rotation mechanism. We steadily increase our talent self-sufficiency ratio through the Pathfinder, Youth Talent and Ark Students talent cultivation projects. In 2016, 283 employees participated in the job rotation program; as at the end of 2016, the percentage of experienced front-line employees in the Headquarters reached 46.9%.

Establish Learning Platform

We perfected the knowledge sharing platform and finished the establishment and promotion of document knowledge base and project archiving base to ensure easy access to knowledge; we initiated establishment of online learning platform, and completed system function test and preparation of part of the courseware to create a fragment learning atmosphere.

Integrate Internal Resources

We actively cultivated internal trainers and organized lecturing skill seminars to look for more efficient ways of course development and lecturing; various training programs were held to help internal trainers accumulate lecturing experience and internal professional practice sharing was realized via "Business Class", "4:30 Class at Product Management Centre" and "Subsidiaries Expertise Class". As at the end of 2016, we had 47 China Jinmao Internal Trainers and more than 100 Business Unit Lecturers, and 107 professional courses were developed.



The 3rd New Employee Training Camp of China Jinmao in 2016



China Jinmao Ark Students intensive training

Occupational Development

China Jinmao's dual channel (management & profession) vocational development mechanism provided favorable conditions for employees' vocational development. Since the establishment of the "Management & Profession" dual channel talent development system, 15 core profession sequences were established, including design, engineering, cost, contract, customer service, HSE, strategic operation, investment and industry, law, finance, IT, audit (discipline inspection), human resources, party-masses relationship construction, and administration. Each year, more than 200 employees get promoted through the Profession Channel. In 2016, we cultivated professionals and improved their capacity via the profession-sequence-based learning map and completed design and course resource configuration of the learning map of engineering, design and operation.

CASE "China Jinmao Talent Development Season" helps career planning

China Jinmao regards the first and second quarters of each year as the "China Jinmao Talent Development Season", during which it helps employees know about themselves and make vocational development plans. Specifically, the Company, via talent review and Profession Sequence evaluation, appraises each employee in terms of work performance, values, post match degree, ability and job involvement and resolves on their promotion, demotion, profession upgrading, dismissal, salary adjustment and job rotation based on the appraisal results.

Employee Care

Taking cultural construction as the cornerstone, China Jinmao organized a variety of recreational and sports activities to care for the life and mental health of employees and increase team cohesiveness.

Cultural Construction

We took the Team Building Year as an opportunity to promote corporate culture, help employees foster correct values and recognize corporate culture. In 2016, 22 corporate culture themed training classes were held, adding up to 36 training hours and 946 person-time participation

Apart from existing carriers of cultural publicity such as "Staff World" corporate culture wall, enterprise journal, OA News and Party – Masses World, we kept creating new modes of cultural publicity. We aimed at building a publicity matrix featuring "One Brochure, One WeChat Public Account, Two Publications, Two Walls" to promote positivity. In total, we published 102 WeChat articles on Jinmao Culture account, 6 special issues of *Jinmao Party – Masses* and 4 issues of *China Jinmao*.



"Beacon-fire • Keep Going" corporate culture training camp held by China Jinmao Changsha Company

Care for Employees

We established and improved the mechanism for supporting distressed employees and carried out various cultural and sports activities to enrich employees' amateur life and share care for every employee.

- Assist distressed employees**
 We established the assistance system for distressed employees and increased relevant input, so that employees and their immediate families suffering from serious diseases can be helped.
- Care for employees' lives**
 We focus on humane care for employees; strengthen communication with young employees, and meet their demands from life, emotion, growth and other aspects; pay visits to retired employees.
- Organize activities for employees**
 We participate the Athletic Meets of Sinochem Group and organize outward-bound training activities for employees to help them achieve work-life balance and improve their happiness index.



In the Sixth Athletic Meet of Sinochem Group, China Jinmao captured first place in team total score and march-in ceremony

"Break the Limits, Challenge Yourself" hiking of China Jinmao Lijiang Company

"Running Jinmao Nanjing" event of China Jinmao Nanjing Company

Outreach activities for employees of the headquarters of China Jinmao



Delivering Boundless Love for the Community

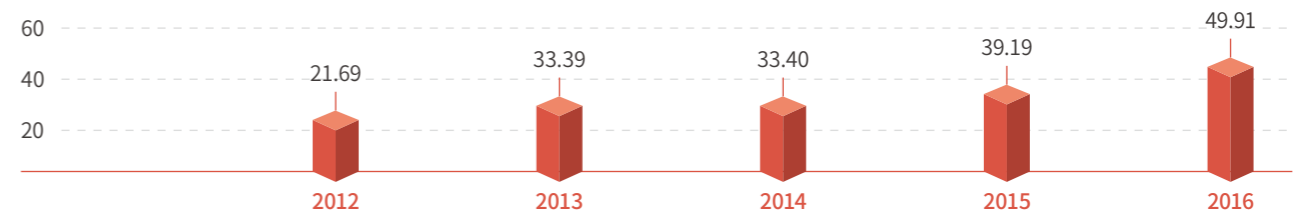
China Jinmao sees itself as a part of the community and adheres to the mission of “Helping the Poor, Proactively Participating in Charity, Promoting Social Harmony and Development”. It has focused on establishing a harmonious, friendly, mutual trust and win-win relationship with communities, maintained good communication with communities, and actively participated in public welfare undertakings to promote community development.



Community Development

China Jinmao gives full play to its strengths as a city operator, and actively participated in community projects such as indemnificatory housing construction, redevelopment of old buildings and infrastructure development to support regional economic development and improve residents' living environment. The Company also paid taxes in full and in time according to national tax laws to promote local economic development.

Tax amount (Unit: RMB100 million)



In 2016, China Jinmao joined hands with Poly Property and Xiamen C&D Real Estate to develop Shanghai Jiading E27-01 Project. The Project includes the construction of indemnificatory housing of 6,930 square metres, which will be transferred to the government at nil consideration upon completion. In addition, the Company also worked with Future Land Holdings Co., Ltd. to develop Shanghai Hongkou Guangyue Road Project. The Project includes the construction of indemnificatory housing of 2,745 square metres, which will also be transferred to the government at nil consideration upon completion. At the same time, community administration and medical and healthcare facilities of 2,000 square metres will also be constructed.

CASE Set up Jinmao Renwen Keting to power the international development of Hangzhou

China Jinmao launched “Jinmao Renwen Keting” in Hangzhou through the exhibition of classic photos of National Geographic and Louvre arts, and exhibition of Hangzhou Jinmao Palace. Jinmao Renwen Keting invited for the first time the classic photography exhibition for celebration of the 128th anniversary of the founding of National Geographic of the United States, which was divided into several themes, including “History”, “Adventure”, “Song of Life”, etc. China Jinmao introduced the international vision into new Hangzhou through “In the Same Frame with the World”.



CASE Carry out emergency rescue in communities

In January 2016, because of severe and sustained cold weather, the outdoor water meters and pipes of a large number of residents in Shanghai were frozen and broken, affecting their daily use of water. Shanghai Daning Jinmao Palace Project set up a Water & Electricity Emergency Repair Group overnight, and dispatched a team comprised of more than 40 experienced persons to Pengpu, Linfen and North Station residential community to make emergency repair. Such move was affirmed by leaders from Shanghai Jing'an District and housing authority and relevant government departments.



CASE Fight the flood to ensure community security

In July 2016, due to the rainstorms in Jiangsu, Yangtze River water level continued to exceed the warning line, large ponding areas appeared in Nanjing, and some communities and villages were flooded with water around 50-60 centimeters deep. While taking measures to prevent flood for relevant projects, Jinmao Nanjing also actively cooperated with local government and neighbourhood committees to do well the work of flood control and flood fighting. Therefore, it can help the surrounding hardest-hit communities fight the flood and protect the lives and properties of the public.



Public Welfare Management

We continued to promote the systematization of public welfare management, continuously improved public welfare management mechanism by establishing charitable foundations, cooperating with other foundations and building volunteer service teams. We encouraged and supported employees and owners to participate in public volunteer activities. The public welfare commitment of China Jinmao since 2007 totalled RMB1,818,376,500.

List of Public Welfare Commitment of China Jinmao						
Category	Education	Poverty alleviation	Disaster relief	Environmental protection	Medical treatment	Total
Public commitment (RMB10,000)	141,069.7	51.6	725.55	1,398.3	38,592.5	181,837.65

Public Welfare of Jinmao

Establish Charitable Foundation Platform

China Jinmao Charity Foundation carried out a series of charitable events in relation to education subsidy and assistance, poverty alleviation and disaster relief, helping the underprivileged to improve their living environment, standard of living and continue their education.

With the aim of "Supporting Public Welfare, Charity, and Education, as well as Promoting Social Harmony and Development", Changsha Jinmao Public Welfare Education Foundation has placed emphasis on helping and assisting the 14 schools in the district of Meixi Lake, Changsha.

Support Charitable Foundation

China Jinmao Chongqing Company donated RMB 2 million to the "Foundation of Culture and Cultivation for Adolescent Growth" under the "Public Welfare Foundation for Community Services" in Yubei District, Chongqing City. The donation was for launching the public welfare activities such as the "Plan of Building the Future", the "Plan of Caring for Adolescent Growth" and the "Plan of Supporting Rural Teachers", to support educational development in poverty-stricken areas

Organize Volunteer Service Teams

China Jinmao Ningbo Company, together with the Federation of Trade Unions of Dongjiao Sub-district, Jiangdong District, Ningbo City, Trade Union of Ningfeng Community, Dongjiao Sub-district and Trade Union of China Construction Eighth Engineering Division, established the "Home of Migrant Workers" and "Jinmao Volunteer Service Team" in the Federation of Trade Unions of Dongjiao Sub-district. The purpose of such move was to protect the rights and interests of migrant workers and provide assistance to them within volunteers' capacity.

CASE Support the development of educational undertakings

Changsha Jinmao Public Welfare Education Foundation has regularly held a series of public welfare activities including "Jinmao's Tribute to Teachers" and "Jinmao Public Welfare Lecture Hall", donated RMB300,000 to Changsha Library for setting up the Jinmao Branch of Changsha Library, and offered grants of RMB400,000 to aid students in Meixihu High School to promote the education development in the district of Meixi Lake, Changsha.



Funding for the Meixihu High School Attached to HNU



Jinmao Branch of Changsha Library



Event of public welfare activity "Jinmao Public Welfare Lecture Hall"



Public welfare activity "Jinmao's Tribute to Teachers"

CASE Integrate various social resources to create a multi-party charity platform

On 15 December 2016, China Jinmao held the Owner Appreciation Banquet in Beijing. China Jinmao gradually established "Golden Chinese Banquet", which integrated "high-end circle interaction, charity and integration of cross-border resources". By gathering and calling on everyone to do within his/her own capacity, China Jinmao established ways and modes for participation in charity work. In the future, "Golden Chinese Banquet" will become a platform for realizing social responsibilities and passing love for the city and society. On that day, each of 300 owners from 11 cities and other caring people brought one of their favourite books and donated them to Jinmao Mobile Library for Leftover Children in Guizhou.

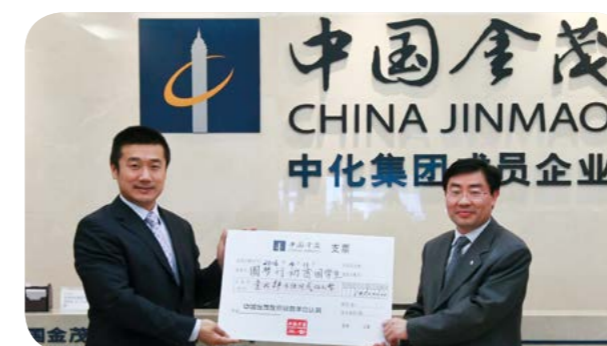


Targeted Poverty Alleviation

China Jinmao has proactively responded to the national call of "Targeted Poverty Alleviation", and continued to explore models for targeted poverty alleviation by giving top priority to targeted and educational poverty alleviation, which provided strong support for the Company's building a social image of a responsible state-owned enterprise.

Making Dreams Come True

Since 2014, China Jinmao focused on the targeted poverty alleviation, organized employees to actively participate in the "Making Dreams Come True", and raised RMB574,000 to provide education assistance to deprived students in Tibet, Qinghai and Inner Mongolia.



Donation ceremony of 2016 "Making Dreams Come True" of China Jinmao

Charitable Activities in Southwest China

China Jinmao carried out "Charitable Activities in Southwest China" public welfare activities in Chongqing, Guizhou and Yunnan to support education development in the deprived areas of Southwest China, care for young children and help leftover children grow healthily.

To improve the basic education facilities and the reading environment for children in the deprived areas, China Jinmao has been established Mobile Libraries in Xinglong Primary School in Yubei District, Chongqing, Ethnic Primary School in Dadi Shui Ethnic Township in Leishan County, Guizhou, Jiazi Village Primary School in Lijiang, Yunnan. The goal is to enhance leftover children's extracurricular reading, enrich their knowledge and expand their horizons.

China Jinmao Lijiang Company held "Heart-Warming Activity" in Jiazi Village Primary School, donating 146 pieces of down jackets and 5 sets of solar water heating equipment to the school, so children in the impoverished village on the Jade Dragon Snow Mountain felt the warmth from Jinmao in frosty winter.



Students from Ethnic Primary School in Dadi Shui Ethnic Township in Leishan County, Qiongdongnan Miao and Dong Autonomous Prefecture, Guizhou are reading book in China Jinmao Mobile Library



"Heart-Warming Activity" in Jiazi Village

CASE China Jinmao Mobile Library

The first China Jinmao Mobile Library, which is located in Yubei District, Chongqing, has more than 3,000 books initially, including Chinese and foreign famous works, books on science education, history and culture, fairy tales, travel, coaching tools, etc. The Library is open to students all day, and students can borrow books and watch films here for free. The Library also regularly organizes volunteers to carry out curriculum tutorial, interest groups, mental health counselling, legal advice and assistance, care and other activities.

The second China Jinmao Mobile Library is located in Leishan County in southwest Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou (state-level poor county). Dadi Shui Ethnic Township, which lies in the southern of Leishan County, is a relatively poor ethnic minority township. Dadi Ethnic Primary School has 512 students, with more than 290 students boarding at the school, most of whom are leftover children. The Mobile Library has more than 6,800 books, computers and projectors, so students can read books and watch films here.

The third China Jinmao Mobile Library is located in Jiazi Village, which lies in the valley in the east of Jade Dragon Snow Mountain in Lijiang City. The Village is geographically remote, about 2,000 meters above sea level, so the traffic is extremely inconvenient and economic condition here is relatively poor. The Village now has 635 households with 2,485 people. There is a primary school, which has 146 students. In view of the actual situation of Jiazi Village, China Jinmao purchased and donated bookshelves, tables and chairs and other furniture to the school, and provided more than 200 children's books on social science, culture and history, and interests for students to read for free.

China Jinmao Mobile Library' helps children develop reading habit that plants a seed for their future development. Here children can enrich their after-school life, learn knowledge and make friends outside the school and can also develop a positive and active personality. It is a platform for children to develop a healthy personality, rendering much help for parents.

—Parent of a student from Xinglong Primary School in Yubei District, Chongqing City

China Jinmao Mobile Library' has been put into use, which not only plays an active role for 'cultural cultivation' but also has an unusual significance in promoting educational poverty alleviation. The completion of the Library embodies China Jinmao's support and caring for charities and all kids' hopes and expectations. So it is not only the kids' spiritual home, but also contributes to the development of education for unprivileged children.

—Zhang Ping, Principal of Xinglong Primary School in Yubei District, Chongqing City



Students from Xinglong Primary School in Yubei District, Chongqing City are reading books in China Jinmao Mobile Library

Public Welfare Activities

We have been making contributions to helping the disadvantaged groups, funding education, developing green buildings and promoting green ideas, and constantly enhancing employees' sense of social responsibility by organizing public welfare activities.



China Jinmao Beijing Company organized employees to work with owners of Beijing Yizhuang Jinmao Residence Project to carry out "Jinmao Green Fruit and Vegetable Public Welfare" activity, during which, green fruits and vegetables were sold for charity, and all the proceeds from the sales were donated to child patients in Mentougou Rehabilitation Centre



The Ritz-Carlton Sanya Yalong Bay participated in the Teddy Bear Charity Auction, donating RMB60,000 to The Bright Connection



China Jinmao Shanghai Company worked with Huadong Company of China Construction Third Engineering Bureau to carry out 'Party Members' Aid' activity, and presented laptops to staff family with children studying at university.



Westin Beijing, Chaoyang organized employees to send moon cakes and stationery to children in Beijing City Children's Welfare Centre



China Jinmao Chongqing Branch, together with One Foundation Rescue Network (Chongqing), Tencent Foundation and other social institutions, packaged and transported supplies



Shanghai Hyatt Regency Chongming held "Color Run" activity, recruited 200 participants through online and offline platforms and raised RMB10,000, in the form of application fee, for WABC's education of autistic children



China Jinmao Tianjin Company organized employees to carry out voluntary activities in Seven-Color Flower Home to care for the orphaned and disabled children



The Labour Union of China Jinmao Hangzhou Company organized employees for gratis blood donation



Grand Hyatt Lijiang carried out "Helping Vocational Schools" activity, donating books to vocational schools to share the power of knowledge with the students

Creating Excellent Value for Stakeholders

Building the Grid Quality for Customers

Contributing a Culture of Green for the Environment

Facilitating a Win-Win Pattern for Partners

Building a Happy Home for Employees

Delivering a Boundless Love for the Community

Outlook

In 2017, as economic globalization continues to advance, low carbon economy and green development has become a global consensus and inevitable choice. China's economic development entered into the new normal state, state-owned enterprise reform put forward higher requirements for the enterprise to carry out responsible operation and achieve coordinated economic, social and environmental development. China Jinmao will continue to explore the characteristic social responsibility management model, promote social responsibility integration, and become a responsible city operator.

We consider branding as the inevitable path for enterprise development

We persist on the positioning of city operator, optimize the control system, promote financial innovation and service innovation, consolidate the "Two-Wheel and Two-Wing Driven" basis, build the brand characteristics of the company, and create value for shareholders.

We consider customers as the strategic resource for enterprise development

We continue to carry out the comprehensive quality management, strictly control the risks and insist on zero tolerance for defects to achieve substantive improvement in quality and taste. We focus on enhancing customer satisfaction, adhere to construct quality buildings based on local conditions, and consolidate the core competitiveness of "Leading Quality".

We consider innovation as the main driving force for enterprise development

We consider innovation as the main driving force for development, actively seek and enter the Blue Ocean for the development of green building industry based on customer demand. We continue to create innovative organization and culture, explore and improve the R&D fund, science and technology incentives and other innovative mechanisms.

We consider partners as the strong backing for enterprise development

We strengthen strategic cooperation with government, banks and other partners, cultivate strategic suppliers, enhance the ability of suppliers to perform responsibility, promote scientific and technological progress of the industry, and grow together with partners.

We consider talents as the foundation for enterprise development

We improve the selection, employment and incentive mechanism, establish the three-dimensional staff training system of "Headquarters - Region - Project" linkage, continuously optimize the staff structure, improve the quality and ability of staff, and enhance the staff capability and organizational vitality.

We consider charity as the responsibility for enterprise development

We promote the balanced development of the community economy, society and environment, ensure the implementation of targeted poverty alleviation; promote the formation of public charity activities system, and continue to create value for the community.

Expert Comments

This is the first Sustainable Development Report released by China Jinmao. From the report, I deeply feel the mission and responsibility of China Jinmao for "Unleashing Future Vitality of the City" and understand the efforts made by China Jinmao to continue to create the harmonious and prosperous landscape between people, building and nature.

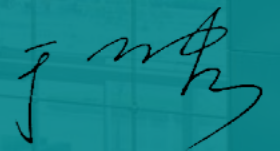
Focus on social hotspots and respond to social concerns

The Report focused on refined and high quality, green building, green construction, sincere service, community harmony, safety management, targeted poverty alleviation and other hot issues. There are six chapters in the report, including "Creating Excellent Value for Shareholders, Building the Gold Quality for Customers, Contributing A Culture of Green for the Environment, Facilitating A Win-Win Path for Partners, Building A Happy Home for Employees, Delivering Boundless Love for the Community". The chapters elaborate the responsibility implementation highlights and performance of the Company in 2016 and respond the concerns of interested parties respectively. The Report also disclosed the specific measures and future plans taken by China Jinmao in the owners' complaints and contractor safety incidents, reflecting the responsibility of China Jinmao for facing problems and positive improvement.

Intimate presentation to enhance the reading experience

The Report integrates the landmark building of China Jinmao, natural, urban and social elements together, giving a fresh and intimate visual experience, which not only shows China Jinmao's concept of releasing the city's future vitality, but also reflects China Jinmao's pursuit of harmony between humanities, nature, city, society and sustainable development. The Report applies data and figures to concisely and clearly show the abundant responsible practice and performance, giving a good reading experience.

I wish that Jinmao will constantly enhance the company's comprehensive value creation ability to achieve sustainable development on the road of building a green and eco-city with international standard and Chinese characteristics.



President/ Chief Editor of China WTO Tribune, Ministry of Commerce

ESG Index

Aspect	Indicator Description	Pages/Remarks
A. Environmental		P22-27
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A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P24
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P24
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Not yet counted, has been explained P24
A1.5	Description of measures to mitigate emissions and results achieved	P22-27
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	P26
A2: Use of Resources		P24-25,P27
A2.1	Direct and/or indirect total energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (per unit of production volume, per facility)	P24
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A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	P25
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Not disclosed, has been explained P26
A3: The Environment and Natural Resources		P28
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B. Social		
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Aspect	Indicator Description	Pages/Remarks
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B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	P40
B3: Development and Training		P41
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	P41 (Partial disclosure)
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B4: Labour Standards		P35
B4.1	Description of measures to review employment practices to avoid child and forced labour	P35
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B5.1	Number of suppliers by geographical region	P32
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	P26,P32
B6: Product Responsibility		P15-19
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B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	P12
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Community		
B8: Community Investment		P44-49
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	P44-49
B8.2	Resources contributed (e.g. money or time) to the focus areas	P45-49



Assurance Statement of Sustainable Development Report

TUV Asia Pacific Ltd. ('TUV NORD') has been commissioned by China Jinmao Holdings Group Limited (China Jinmao) to carry out an independent assurance of the 2016 Sustainable Development Report (the Report).

China Jinmao is responsible for the collection, analysis, aggregation and disclosure of the information within the Report. TUV NORD performs this work (assurance of the Report) in accordance with terms of reference agreed in the scope of engagement with China Jinmao. China Jinmao is the intended user 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 forth comprehensive non-financial report of China Jinmao, and it's the first time for China Jinmao to invite TUV NORD give an independent assurance.

Assurance Scope

- The Report revealed the accuracy and reliability of key performance, information and management system which happened during year 2016.
- Assurance address is in Sinochem Tower, No. A2 Fuxingmen Wai Avenue, Beijing, which is the headquarter of China Jinmao. The subsidiaries and branch companies of China Jinmao were not visited, neither the project sites.
- We evaluate the data and information of the Report, as well as the collection, analysis, and aggregation process.
- Due to the financial data had been audited by the third party and disclosed in China Jinmao 2016 Annual Report, so the correctness of the financial data in the Report is not in our assurance scope.

Assurance of the Report was done on 25-26.05.2017.

Assurance Methodology

- Review the documents provided by China Jinmao;
- Interview the person who collected data and information;
- Consult the relevant websites and media reports, verify the data and information through sampling method;
- Evaluate the Report based on the requirements of Environmental, Social and Governance Reporting Guide made by HKEX;
- 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 2016 Sustainable Development Report provides an appropriate and objective view of the sustainability & social programs and performances during year 2016. The data in the Report is reliable and objective, TUV NORD didn't find any system error or substantial error.

- The revealed information is clear, understandable and available;
- The Report takes "Unleashing Future Vitality of the City" as the theme, responds to the stakeholders' expectations and requirements through six chapters, which are Creating Excellent Value for Shareholders, Building the Gold Quality for Customers, Contributing A Culture of Green for the Environment, Facilitating A Win-Win Path for Partners, Building A Happy Home for Employees, and Delivering Boundless Love for the Community;
- The Report disclosed examples of customer information leakage, customer complaints, etc., shows the good balance.



Suggestion for Improvement

Through assurance and evaluation, we have the following improvement suggestions on the future sustainable development practice and management:

- It is recommended to implement the key environmental performance information of the Environmental, Social and Governance Reporting Guide to every department's work, and to make adequate preparations for the disclosure of information for the coming year;
- It is suggested to set practicable action plan of social responsibility practice in the relevant business departments, evaluate and update the plan regularly and persistently ;
- It is suggested to disclose some key performance information over the past three years or more in order to better reflect the comparability of the Report.

Special Statement

This statement excluding:

- The activity outside information reveal;
- The position, idea, faith, object, future developing direction, and promise stated by 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 conflicts of interest with the organization or any of its subsidiaries and stakeholders when performing the assurance of the Report. TUV Asia Pacific Ltd. was not involved in any manner with China Jinmao, when the latter was preparing the Report.

TUV Asia Pacific Ltd.

Authorized person: SONG Haining

Date: 2017.6.14

Team leader: Huangli

Date: 2017.6.14

Note: When there is a conflict between the declared Chinese and English versions, please prevail in Chinese.

About the Report

This report is the first Sustainable Development Report issued by China Jinmao Holdings Group Limited. The Company has issued three corporate social responsibility reports previously. The Report aims to communicate frankly with interested parties on corporate social responsibility concepts, practices and performance.

Duration of the Report

January 1 - December 31, 2016; part of the contents is beyond this duration to enhance the comparability of the Report.

Report release cycle

This report is an annual report.

The scope of the Report

Headquarters and affiliated companies.

Basis of preparation

This report is prepared with reference to the Environmental, Social and Governance Reporting Guide, of Hong Kong Exchanges and Clearing Limited, the Sustainability Reporting Guidelines (G4 and G-standards) of the Global Reporting Initiative, the Chinese National Standard GB/T 36001-2015 Social Responsibility Report Preparation Guidelines and so on.

Data sources

The data used in the Report are sourced from the official documents and statistics of the Company. The Company warrants that there are no false representations, misleading statements or material omissions in this report.

Reference instruction

In order to facilitate the presentation and reading, "China Jinmao Holdings Group Limited" in the Report is also represented by "China Jinmao", "the Company" or "we".

Preparation process



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.

Feedback Form

In order to continuously improve the social responsibility work of the Company, we hope to receive your feedback, which will be important basis for our improvement and enhancement. We hope that you will express your valuable comments on this report and our work in your busy schedule.

Your information:

Name: _____ Company: _____

Tel.: _____ E-mail: _____

Your evaluation:

1. What do you think about the report as a whole:

Very good Good General Bad Very bad

2. What do you think about the information disclosed in the report:

Very abundant Abundant General Less Much less

3. What do you think about the quality of the information disclosed in the report:

Very high High General Low Very low

4. What do you think about the layout design in the report:

Very reasonable Reasonable General Bad Very bad

5. Please put forward your comments on our work of corporate social responsibility and the preparation and release of the sustainable development report here:

Contact us:

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