



# About This Report

## Reporting Period:

January 1, 2019 to December 31, 2019. Some contents are beyond the above scope to make this Report more comparable and forward looking.

## Reporting Cycle:

Annual report.

## Reporting Scope:

Data and facts involved herein cover the head office, branches and subsidiaries of Bank of Tianjin Co., Ltd. For the sake of presentation, they are collectively referred to as “Bank of Tianjin”, the “Bank”, “We” or “Us” in this Report.

## Reporting Standards:

This Report is prepared primarily in accordance with the *Environmental, Social and Governance Reporting Guide (ESG Reporting Guide)* under Appendix 27 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (Hong Kong Stock Exchange), and by reference to the *GRI Standards* issued by the Global Sustainability Standards Board, and relevant requirements set out in the *Opinions of the General Office of the China Banking Regulatory Commission on Strengthening the Social Responsibility of Banking Financial Institutions* and *Guidelines on the Corporate Social Responsibility of Banking Institutions of China*.

## Data Description:

Financial data disclosed in this Report is derived from the audited *2019 Annual Report*. In case of any discrepancy between data of this Report and the annual report, the information in the annual report shall prevail. Other statistics include the head office, branches and subsidiaries of the Bank, unless otherwise specified.

The currency in this Report is RMB, unless otherwise specified.

## Report Format:

This Report is released in an electronic version. You can read and download the report on the HKEX news website (website: [www.hkexnews.hk](http://www.hkexnews.hk)) and our website (website: [www.bankoftianjin.com](http://www.bankoftianjin.com)).

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## Chairman's Message

In the past year, the Bank has continuously strengthened strategic guidance, firmly established the new development philosophy of "putting quality first and giving priority to performance", and effectively implemented the "transformation + innovation" two-pronged development strategy, in line with our commitment to achieving sustainable economic, social and environmental development. In the latest 2019 Top 1000 World Banks list released by the Banker, we ranked 197th by tier 1 capital, the best result in history, and we also ranked among China's top 500 enterprises in 2019.

### As of the end of 2019

the Bank had provided

RMB **45.868** billion

in funding support for key projects in Beijing, Tianjin and Hebei

outstanding loans came in at

RMB **9.044** billion

up

**7.87%**

year-on-year

We established the Bank as a "mainstream" bank in the Beijing-Tianjin-Hebei region, adapting ourselves to major national strategies. With its head office in Tianjin, the Bank is deeply integrated into major national strategies such as "Beijing-Tianjin-Hebei Integration" and development of the "Xiongan New Area", aspiring to make original contributions to the development of the Beijing-Tianjin-Hebei region. As of the end of 2019, the Bank had provided RMB 45.868 billion in funding support for key projects in Beijing, Tianjin and Hebei, and outstanding loans came in at RMB 9.044 billion, up 7.87% year-on-year.

**Two-pronged development strategy combining business transformation and innovation.** Tasked with supporting the real economy, the Bank continued to drive transformation of traditional businesses, and built on its ability to provide inclusive financial services. In 2019, the Bank provided financial support for 396,810 inclusive small- and micro-business (SMB), marking a year-on-year increase of 398.75%. As of the end of 2019, the balance of inclusive small and micro loans was RMB 11.935 billion, up 72.75% year-on-year.

**Building a value-driven bank through optimal allocation of resources.** The Bank always attaches great emphasis on quality and efficiency as the top priorities, and a value-based bank has gradually taken shape. As of the end of 2019, the Bank's operating income was RMB 17.054 billion, up 40.49% year-on-year, hitting an all-time high. Net profit was RMB 4.609 billion, up 8.95% year-on-year.

### As of the end of 2019

anti-corruption training activities covered

**11,748**

person-times

**100%**

of our business outlets have been equipped with intelligent devices across the country

trained

**76,400**

person-times

**74.95** hours

of training per capita

**Tightening risk management to ensure regulatory compliance and integrity.** The Bank firmly upheld the risk prevention and control objectives, and continuously optimized the comprehensive risk management mechanism. Adhering to relevant regulatory requirements, we stepped up anti-corruption and anti-money laundering efforts, incorporating regulatory compliance and integrity seamlessly into our corporate culture. During the year, anti-corruption training activities covered 11,748 person-times and anti-money laundering trainings covered over 4,740 person-times.

**Optimizing customer experience through intelligent business transformation.** The Bank gives priority to online financial services innovation and development, focusing on intelligent transformation and upgrading of grassroots-level service outlets. The Bank launched its first "Intelligent Light Outlet" in June 2019. Some 1,314 new intelligent devices were installed and put into operation throughout the year, and 100% our business outlets have been equipped with intelligent devices across the country. The Bank actively expands online service channels, provides customers with more user-friendly and smarter internet financial services, and builds a digital bank offering the optimal customer experience.

**Attaching great importance to staff training and becoming employee well-being initiatives.** The Bank insists on building a comprehensive training system for its employees, and establishing a long-term talent incentive mechanism, and has consistently built on the talent pipeline, aligning the core values of the Company with those of its employees. As of the end of 2019, the Bank had a total of 6,767 employees and trained 76,400 person-times, with 74.95 hours of training per capita.

In 2020, guided with the "Six Strategic Positionings", and sticking to the "transformation + innovation" two-pronged strategy, the Bank will continue to contribute to the transformation of the banking market as a whole in line with the actual needs of the public and the society, and support the development of the real economy and sustainable growth of China's economy and the society.

Bank of Tianjin Chairman

李学刚



## President's Message

We have embarked on a new journey in the new era, with a new mission and new responsibilities. In the new year, the Bank will continue to carry forward the hardworking spirit, taking serving the real economy as the starting point and foothold. We will adapt to changes based on a clear understanding of them, stick to the "transformation + innovation" strategy, discover the development path for financial businesses in the new era that encourages positive interactions between business growth and corporate social responsibility, and make an original contribution to coordinated economic, environmental and social development.



### We upheld our belief in staying true to our mission

supported the real economy

advocated eco-friendly development

served a harmonious society

In 2019, following the general principle of seeking progress while ensuring stability, the Bank placed equal emphasis on business growth and stability amid dynamic changes, stepped up efforts to deepen supply-side structural reforms in the financial sector focusing on supporting the real economy and promoting the public's well-being, vigorously supported high-quality development of private enterprises, inclusive finance and manufacturing, and has been actively involved in green industry and social welfare initiatives. As a major regional commercial bank, we upheld our belief in staying true to our mission, continuously improved the standard of our management operations, supported the real economy, advocated eco-friendly development, served a harmonious society. While realizing our own economic growth, we honored our social responsibility to the country, shareholders, regulatory agencies, customers, employees and other stakeholders, and strived to achieve sustainable economic, social and environmental development.

**Supporting the real economy in line with national strategies.** The Bank has provided solid services to the real economy and innovated and optimized supplies of financial services. We effectively implemented the national and regional coordinated development strategy focusing on the Beijing-Tianjin-Hebei region, actively supported synergistic regional development, and facilitated industrial restructuring in the region by actively adjusting our own business structure, rolling out differentiated credit policies, improving credit investment, and diverting funding away from the fictitious economy toward the real economy to boost industry transformation. In the meanwhile, based on a thorough understanding of the development needs of businesses and customer groups, the Bank has innovated financial products and service channels to meet the increasingly diverse demand for financial services.

In 2019

the Bank organized a total of

**2,380**

financial knowledge publicity and education activities

distributed

**215,300**

pieces of publicity materials

sent

**3.41** million

pieces of publicity messages

organized

**245** charity events

with a total donation of

**7.4101**

RMB million

**Building a green bank to boost eco-friendly development.** The Bank is fully aware of the importance of creating a green economy to the strategy of "building a beautiful China", and has actively adapted itself to the latest development trends as well as the national green development policy, and incorporated green finance into all aspects of financial services and business management. We actively built a green finance system focusing on environmental and social risks, formulated the *Green Credit Guidelines of Bank of Tianjin*, promoted the "green credit" business, and shifted the priority in resource allocation toward eco-friendly, environmental protection and low-carbon industries. Furthermore, we vigorously promoted low-carbon operations, paperless business and green office, minimized negative impacts on the environment, and contributed to the formation of a resource-saving society. As of the end of 2019, outstanding loans granted by the Bank to energy conservation and environmental protection projects totaled RMB 8.136 billion. The emission and treatment of various emissions met the compliance requirements, and the consumption of office energy continued to decrease.

**Promoting the public's well-being and social harmony.** Committed to promoting harmony and seeking common development, the Bank fosters the public's well-being and actively gives back to the society. We innovated financial services focusing on the most prominent issues affecting people's livelihood to meet the multi-level and diversified needs of the general public. We continued to improve the overall user experience of consumers of financial services, ensured transparency of our products and services, effectively protected customer privacy, revamped consumer feedback mechanisms, and took all-round measures to enhance customer experience. We continuously carried out unique financial knowledge publicity and education activities to help the public understand their legitimate rights and interests and raise their awareness of risks involved in financial activities and liability associated therewith. Leveraging our own business operations and resources, we carried out targeted poverty alleviation initiatives, charitable donations and volunteer campaigns to facilitate the creation of a harmonious society. In 2019, the Bank organized a total of 2,380 financial knowledge publicity and education activities, distributed 215,300 pieces of publicity materials and sent 3.41 million pieces of publicity messages. We also organized 245 charity events, with a total donation of RMB 7.4101 million.

Bank of Tianjin President

Operating income was  
RMB **17.054** billion  
up  
**40.49%**  
year-on-year



Total assets of  
RMB **669.401** billion



Tax payment was  
RMB **1.227** billion  
up  
**8.11%**  
year-on-year



# MANAGEMENT

- About Us
- Company Governance
- Compliance and Risk Management
- Responsibility Management

The anti-corruption training activities covered

**11,748** person-times

anti-money laundering training covered more than

**4,740** person-times



“Value-driven Bank”  
“Bank Proud of Compliance  
and Integrity”



# QUALITY FIRST AND EFFICIENCY FIRST

## 質量第一 效益優先

## About Us

### ►► Company Profile

The Bank was established in 1996 as one of the first five urban cooperative banks officially approved in China. In 2007, it was renamed "Bank of Tianjin" with the approval of the former China Banking Regulatory Commission, currently known as the China Banking and Insurance Regulatory Commission (CBIRC), and began cross-regional operation. By setting up tier-one branches in Beijing, Shijiazhuang, Shanghai, Jinan and Chengdu, it formed a strategic layout of cross-regional operation expanding from Tianjin to the Beijing-Tianjin-Hebei region, the Yangtze River Delta, Western China and other parts of the country. Since 2008, it has been growing its footprint in rural areas by setting up eight county-level banks in Jizhou District of Tianjin, Ningxia and Xinjiang and investing in one county-level bank; in March 2016, it was listed on the Main Board of the Hong Kong Stock Exchange, followed by the foundation of Bank of Tianjin Financial Leasing Co., Ltd. (which was restructured to Bank of Tianjin Financial Leasing Co., Ltd in 2017) in October 2016, which marked the start of integrated business operations.

Adhering to the development philosophy of "putting quality first and giving priority to performance", the Bank flattened its management structure through optimization of resource allocation schemes and business restructuring, creating a "value-driven bank" amid a shift of focus from "business expansion" toward high-quality growth. As of the end of 2019, the Bank had 226 branches, including one business department, seven first tier branches, six second tier branches, six central sub-branches, one franchise organization and 205 sub-branches. Its total assets amounted to RMB 669.401 billion, with operating income of RMB 17.054 billion, customer loans and advances of RMB 281.229 billion, and customer deposits balance of RMB 350.996 billion.

As of the end of 2019

its total assets amounted to  
RMB **669.401** billion

with operating income of  
RMB **17.054** billion

customer loans and advances of  
RMB **281.229** billion

customer deposits balance of  
RMB **350.996** billion

### Industry engagement

The Bank has been actively involved in exchanges and cooperation with other participants in the banking market. It is the executive director department of China Enterprise Confederation, China Enterprise Directors Association, Tianjin Commercial Association and Tianjin Financial Association, and a member of China Banking Association. In 2019, the Bank officially became a member of Factors Chain International.

### Qualification advantages

- Grade-A lead underwriter of non-finance corporate debt financing instruments
- Core dealer of credit risk mitigation tools, credit risk mitigation warrant issuer, credit-linked notes issuer
- One of the first financial institutions to be licensed by the Beijing Financial Assets Exchange for underwriting debt financing plans, securitization of credit assets and M&A loans
- A member of the book-entry government bond underwriting syndicate of the Ministry of Finance; a member of local debt underwriting syndicates in Tianjin, Beijing, Shanghai, Hebei, Shandong and other regions; a member of the underwriting syndicate of financial debts of three policy banks
- Licensed for hedging derivatives trading
- Licensed for interest rate swap business and standard bond forward businesses
- Licensed for gold inquiry business trading with Shanghai Gold Exchange
- The Shanghai Branch of the Bank secured the membership of the China Foreign Exchange Trade System to conduct foreign-currency interbank borrowing in the Shanghai Free Trade Zone



Social honor



Sponsor	Name of award/honor
British magazine, the <i>Banker</i>	In 2019, ranked 197th among Top 1,000 world banks
China Lianhe Credit Rating Co., Ltd.	For three consecutive years, the Bank received the AAA credit rating as a bond issuer, ranking it among the highest rated commercial banks in China
China Enterprise Confederation, China Enterprise Directors Association	492nd of the China's top 500 enterprises in 2019 170th of the China's Top 500 Service Companies in 2019
Tianjin Enterprise Federation, Tianjin Entrepreneurs Association	12nd in Tianjin's Top 100 Enterprises List in 2019 No.5 in Tianjin's Top 100 Service Enterprises in 2019
China Banking Association	Wuqing Sub-branch Won Best Social Responsibility Special Contribution Outlet Award 16 Sub-branches Were Rated as Star-rated Outlets for Civilized and Standardized Banking Services
National Business Daily	2019 Excellent Cases of Chinese Financial Enterprises Fulfilling Social Responsibility 2019 China Jinding Prize -Outstanding Wealth Management Bank Award
JRJC	Outstanding Retail Bank Award Outstanding Service Trust Award
China Business Journal	Top 10 Outstanding Competitiveness in 2019
21st Century Business Herald	2019 Asian Outstanding Municipal Commercial Bank 2019 Inclusive Financial Business Bank
China Financial Market	2019 China Financing Award -Outstanding Science and Technology Innovation Enterprise Award 2019 China Financing Award -Best Listed Company Award
Investment Times	Best Small and Medium Banks in 2019
Trade Finance	Best Trading Brand Bank
China Securities Journal	Taurus Financial Bank Award of the Year
Clearing Center of Municipal Commercial Bank Funds	Best Practice Award
China Foreign Exchange Trading Center and National Interbank Funding Center	Active dealer in the inter-bank RMB market in 2019, top 300 inter-bank market deals in 2019, top 100 inter-bank RMB and foreign exchange market deals in 2019. "Bond Market Active Dealers", "Money Market Active Traders", "X-Repo Active Traders", "X-Repo Best Progress Award", "X-Bond Active Institutions" and "X-Lending Active Institutions" in the second quarter of 2019
China Securities Depository and Clearing Corporation	Top 100 Settlements in 2019-Excellent Dealers
Agricultural Development Bank of China	The "Award of Being Most Potential" of Financial Bond Outstanding Underwriter of Agricultural Development Bank of China in 2019
Beijing Financial Assets Exchange	"Award of Staying True To the Mission" of Creditor's Rights Financing Plan in 2019



# ►► Subject: Accurate Navigation to Benefit People's Livelihood

Under China's economic new norms, the main social contradiction has shifted to mismatches between unbalanced and inadequate development and the people's ever-growing needs for a better life. In 2015, the United Nations adopted 17 Sustainable Development Goals to address the most pressing challenges facing nations across the world. Bank of Tianjin is fully aware of the challenges and the fact that finance, as the blood vessel of economic development, is tasked with delivering "nutrients" to all fields of society. In order to solve the pain points and difficulties facing the Chinese society more effectively and in a well-targeted fashion, we incorporated corporate social responsibility deeply into our own development strategies and business operations focusing on fostering the public's well-being, guided with the UN's sustainable development goals. As

a municipal commercial bank rooted in Tianjin, the Bank has always adhered to the principle of "serving the local economy, SMBs, urban and rural residents". Under the guidance of the "transformation + innovation" strategy, we have stepped up efforts to further develop inclusive financial services related to "people's livelihood" in the Beijing-Tianjin-Hebei region, helping clients navigate their business operations through the socioeconomic transition. We strive to make financial services accessible to and benefit everyone and all families, in line with our commitment to promoting the development of the real economy, building a harmonious and well-off society, and boosting sustainable development.

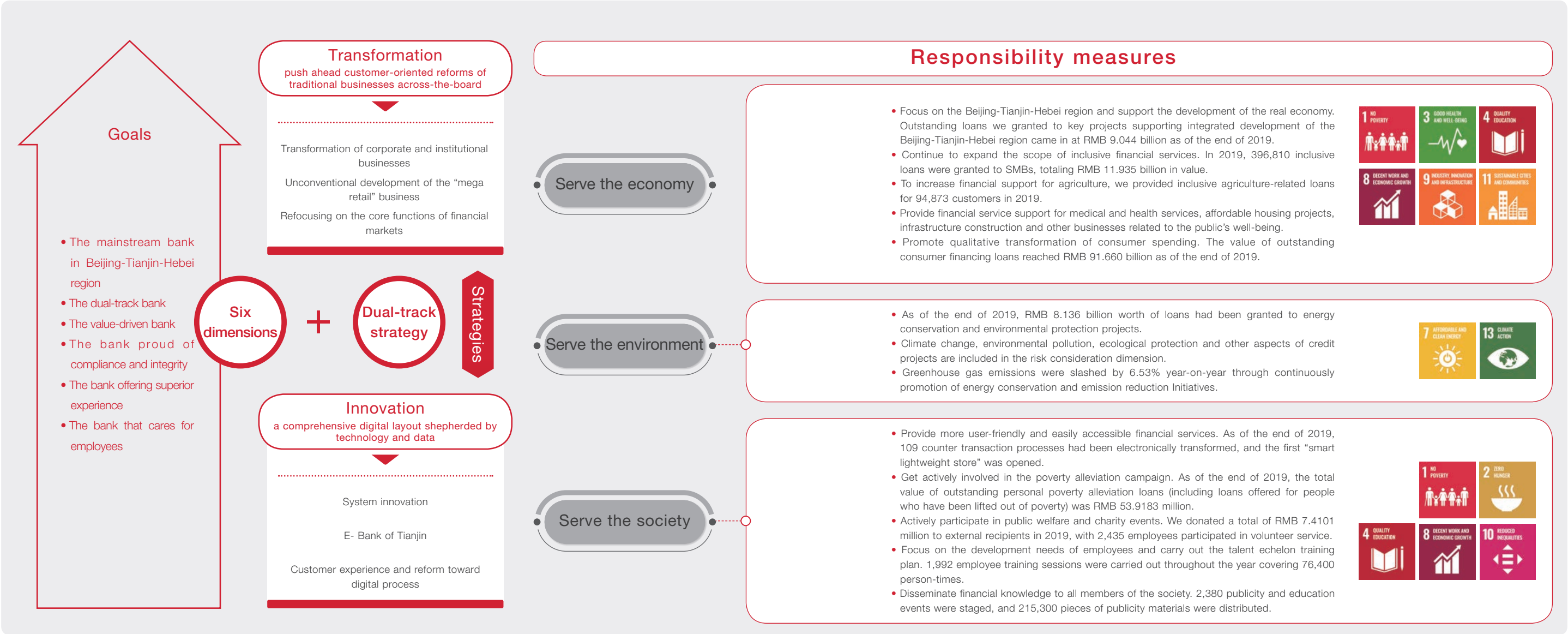
We have tapped into our service potential, and provided customers with more user-friendly, efficient and high-

quality financial services through digital innovation. We built a new E-Bank of Tianjin platform focusing on innovation-driven development of online financial services, continued to diversify online financial product lines based on customers' actual needs, and increased inclusive financial support. We continuously improved the service efficiency in offline service outlets, and pushed forward development of "smart lightweight stores" to process transactions more efficiently and provide more convenient and efficient services for the public.

We continuously improved the overall standard of our services, accurately aligning our diversified financial products and services with customer needs. We launched the "Seagull Pilot Training Camp" to enhance the overall service capability of members of the retail financial service teams, enabling them to provide customers with professional and

reliable services with total peace of mind. Furthermore, we implemented the "100 Banks for 10,000 Enterprises" campaign which dovetails exactly with the needs of corporate clients, SMBs, deeply explored the needs of enterprises, and continuously expanded the scope of inclusive financial services, with the aim of making financing more accessible and affordable for SMBs.

Going forward, we will continue to focus on inclusive finance and the public's well-being. We will accelerate the transformation of traditional businesses, continuously improve the efficiency of the Bank's financial services, further tap into our potential in terms of supporting socioeconomic growth and protecting the environment, and contribute to the sustainable development of the economy, the environment and the society.



# Company Governance

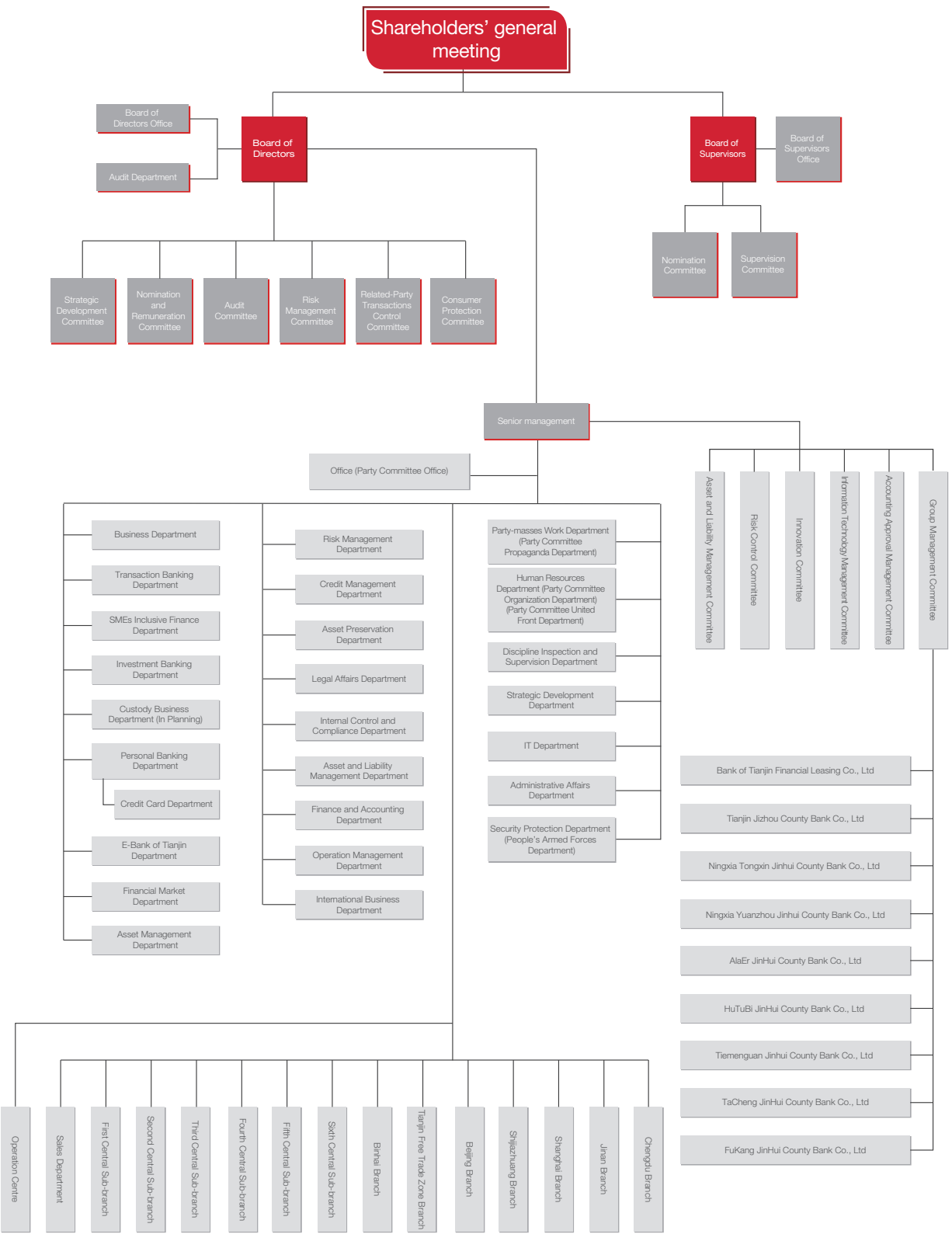
In strict accordance with the *Company Law of the PRC*, *Law of the People's Republic of China on Commercial Banks*, *Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited*, and other relevant laws and policies as well as *Corporate Governance Code* set out in Appendix 14 of the Hong Kong Listing Rules, the Bank has consistently improved its corporate governance structure to delimit the responsibilities and powers of internal governing bodies such as the shareholders' general meeting, the Board of Directors, the Board of Supervisors and the senior management, strengthened the corporate governance balance system requiring "performance of respective duties based on a clear division of powers and responsibilities, mutual coordination and effective checks and balances", and ensured effective corporate governance characterized by systematic decision making, rigorous supervision and sound business operations. The Shareholders' general meeting is the highest authority of the Bank; the Board of Directors is the decision-making body; the Board of Supervisors is the supervisory body; and the senior management functions as the executive body.

The Bank is well aware that the diverse composition of the Board of Directors is conducive to achieving the Company's strategic objectives and delivering sustainable growth. Therefore, when selecting and appointing board members, various diversification factors were considered based on the Bank's business model and actual needs. The Bank's Board of Directors currently has 13 members, including three executive directors (including one female executive director), five non-executive directors (two of whom are female members) and five independent non-executive directors. The number of independent non-executive directors accounted for more than one third of the total number of board members. Therefore, the Board of Directors had adequate access to independent opinions.

The Board of Directors has a Strategic Development Committee, a Related-Party Transactions Control Committee, a Risk Management Committee, an Audit Committee, a Nomination and Remuneration Committee and a Consumer Protection Committee. These committees operate under the board's leadership and provide opinions for its decisions. The Board of Supervisors has five Supervisors, including one Shareholder Representative Supervisor, two Employee Supervisors and two External Supervisors, with the Nomination Committee and the Supervision Committee established under the Board of Supervisors. Under the leadership of the Board of Directors, the senior management is responsible for executing resolutions of the Board of Directors, overseeing routine business and management operations at the Bank, and reporting regularly to the Board of Directors and the Board of Supervisors.

The Bank has strictly complied with the *Environmental, Social and Governance Report Guidelines (ESG Report Guidelines)* set out in Appendix 27 to the Listing Rules of the Hong Kong Stock Exchange. The Board of Directors is responsible to assess and determine the Company's risk exposure at the environmental, social and governance (ESG) levels, ensure effective operation of the risk monitoring system, formulate and evaluate the Bank's ESG management policies, strategies, priorities and objectives, and deliberate and make decisions on major ESG issues to incorporate ESG ideals into the development strategy and management. During the reporting period, the Bank deliberated on ESG-related matters such as *Social Responsibility Report of Bank of Tianjin Co., Ltd. in 2018*, *Money Laundering Risk Management Policy of Bank of Tianjin Co., Ltd.* and *Consumer Rights and Interests Protection Report of Bank of Tianjin Co., Ltd. in 2018*. With a view to ensuring complete compliance with the requirements of the *ESG Reporting Guidelines*, the Bank has set up its own ESG indicator system, revamped the ESG performance reporting procedure, and set up an effective social responsibility professional work organization system. The ESG working group reports ESG-related matters to the Board of Directors, and the professional ESG management capability has been improved.

This Report was released by the Board of Directors after deliberation.



Corporate Governance Structure Chart



## Compliance and Risk Management


The Bank has always placed compliance management at the core in its operation and management, and continuously improved its business integrity and internal control systems, tightened risk prevention and control, and built a bank that values regulatory compliance and integrity. We seek to achieve genuinely safe and stable long-term development and serve the society in good faith.

## ►► Risk Management

The Bank has a well-established risk management system in place. It developed and implemented various measures to assess, determine, monitor and manage different types of risks including ESG-related risks. The Board of Directors is the Bank's highest risk management institution, and is responsible for ultimate risk management and review, and for reviewing and approving risk management strategies and measures, supervising the risk management and its internal control systems, and assessing the overall risk level based on monitoring information and risk reports of the senior management. The senior management is responsible for supervising the Bank's overall risk management, including the formulation and implementation of risk management policies and procedures. The Risk Management Committee under the Board of Directors is responsible for developing the overall risk management framework, policies and tools, and monitoring the Bank's risk management operations. The Risk Management Department is responsible for formulating and implementing relevant risk management policies and procedures in accordance with the risk management strategies formulated by the Risk Management Committee.

## Build a comprehensive risk management system

The Bank has continuously strengthened its comprehensive risk management system and stepped up risk control efforts. In 2019, the Bank continued to push forward the establishment of an integrated and comprehensive risk management system. The *Comprehensive Risk Management System of Bank of Tianjin Co., Ltd.* and *Risk Preference Statement of Bank of Tianjin Co., Ltd. in 2019* were amended and issued, further optimizing the comprehensive risk management system with respect to management activities concerning the governance structure, system process, risk appetite and stress testing. We established a comprehensive risk management organization system under the leadership of the Board of Directors with clear responsibilities, mutual convergence, effective checks and balances, and well-defined reporting relationships, improved the group's risk appetite at the consolidated level, aligned its risk appetite with strategic planning, and achieved synergistic coordination between risk management and the Bank's development strategy. We innovated business operations while ensuring compliance with relevant regulatory regulations and asset quality at the same time, sustainable development was achieved as a result.

The main risks confronting the Bank are credit risk, operational risk, market risk, liquidity risk and information technology-related risk. Details of relevant risk management measures are provided in the *Management Discussion and Analysis -Risk Management* chapter of the Bank's *2019 Annual Report*. 



## Strengthen compliance and risk management

The Bank attaches great importance to compliance and risk management, and has consistently developed the compliance culture. In order to ensure legal and regulatory compliance during business and management operations, the Bank has formulated the *Compliance Risk Management Policy of Bank of Tianjin Co., Ltd.* and the *Compliance Risk Management Measures of Bank of Tianjin* in accordance with the *Guidelines for the Compliance Risk Management of Commercial Banks*, and has continuously improved the risk control mechanism and process covering the whole process, and all businesses, products and business operations, to ensure that the policy requirements are in place.



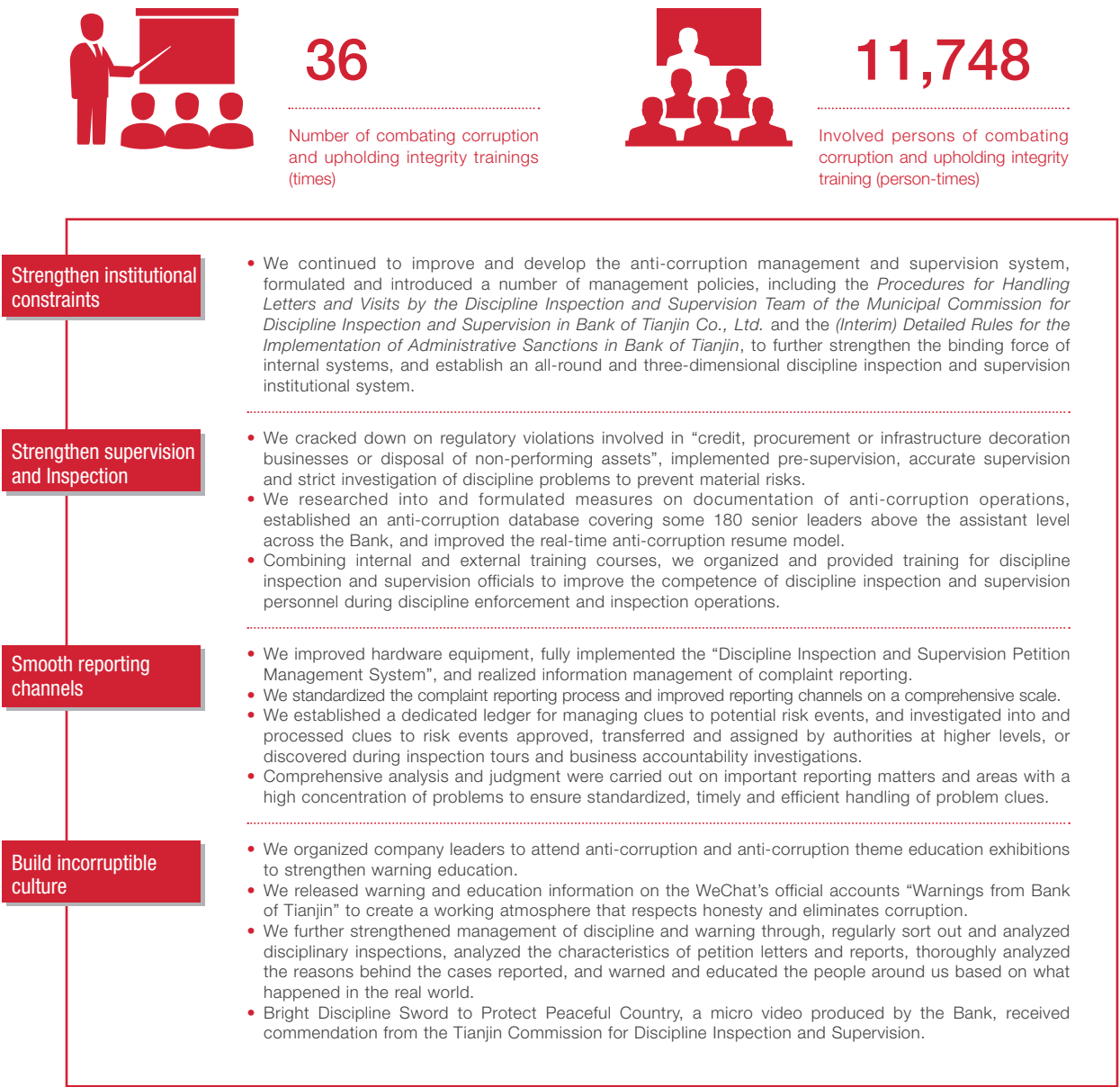
	Non-performing loan ratio	Capital adequacy ratio	Provision coverage
2019	1.98%	15.24%	220.58%

▶▶

Anti-corruption

The Bank is committed to upholding the bottom line of integrity and compliance. We strictly complied with the *Criminal Law of the People's Republic of China*, the *Supervision Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China* and the *Company Law of the People's Republic of China and Interim Provisions on Banning Commercial Bribery* by State Administration for Industry & Commerce and other relevant laws, regulations and basic moral standards, various risk incidents such as bribery, extortion and fraud have been eliminated.

With a view to ensuring effective corruption risk prevention and control, the Bank has continuously stepped up supervision activities, established a sound discipline inspection and supervision system, carried out well-targeted and rigorous supervision and inspection, and unblocked whistleblowing channels to collect clues to potential risk events. Moreover, the Bank promoted the development of the anti-corruption culture, enhanced staff's awareness of the importance of regulatory compliance and improved self-discipline among them, and prevented corruption risks in multiple dimensions. To the Bank's knowledge, lawsuits arising from violation of anti-corruption, anti-bribery, anti-fraud or other laws or regulations effective at the place of operation have not occurred during the reporting period.



▶▶

Anti-money Laundering

The Bank is well aware of the severity of damages caused by money laundering to the financial management order and economic interests. As a member of the financial system, we are duty bound to prevent money launderers and terrorist organizations from using financial channels for illegal transactions. Adhering to the principle of "making risk-oriented anti-money laundering efforts involving all employees and covering all business processes", the Bank intensified anti-money laundering efforts, further developed the anti-money laundering management system, innovated and transformed business systems, strengthened anti-money laundering risk control, and comprehensively promoted anti-money laundering management, in strict compliance with the *Law of the People's Republic of China on Anti-money Laundering*, the *Counter-terrorism Law of the People's Republic of China*, the *Management of Large and Suspicious Transaction Reports in Financial Institutions*, the *Guide for Financial Institutions in Risk Assessment of Money Laundering and Terrorist Financing and Classification and Management of Clients*, the *Behavior Management Guidelines of Employees in Financial Institutions of Banks* and other relevant laws and regulations. Since 2014, the Bank has been successively rated as a grade-A banking financial institution on anti-money laundering in the Tianjin Municipality. To the Bank's knowledge, no lawsuits arising from violations of anti-money laundering laws and regulations have occurred during the reporting period.





►► Supplier Management

With a view to ensuring effective procurement regulation, and improving the standard of supplier management operations, the Bank conducted procurement management in strict compliance with the requirements of laws and regulations such as *the Bidding Law and Implementation Regulations of the People's Republic of China* and *the Interim Provisions on Centralized Procurement Management of State-owned Financial Enterprises*. In addition, the *Procurement Management Measures of Bank of Tianjin* has been formulated to guide the Bank's bidding procurement and supplier management, to ensure the openness, fairness and impartiality of procurement practices, to ensure that suppliers are assessed based on their business qualifications as well as performance of their social responsibility, and to avoid environmental and social risks in the supply chain.

Standardize the procurement process

▼

Strictly control supply chain risks

▼

Practice green procurement

- In accordance with the specific procurement requirements and pursuant to relevant laws and regulations, basic eligibility criteria have been established for suppliers in collaboration with professional third-party tender agencies, laying down specific requirements with respect to candidates' basic financial capacities, professional and technical capacities, their ability to support service channels, and industry experience, with a regularized and standardized supplier bidding, scoring, ranking and selection process introduced.
- "Within three years, there is no record of major violations of laws in various business activities" is included as a basic eligibility criterion for new suppliers. It is stipulated that all procurement bidding work of the Bank shall be subject to supervision and inspection by the internal control and compliance department, audit department, discipline inspection and supervision department and other departments to screen out candidates that committed major violations in the past three years.
- It is strictly prohibited to employ suppliers that included in the list of those who default on court orders, the list of parties involved in major tax violations, and the list of records of serious violations in government procurement activities.
- In the *Procurement Management Measures of Bank of Tianjin*, it is clearly stipulated that priority should be given to purchasing energy-saving and environment-friendly products under the same conditions.



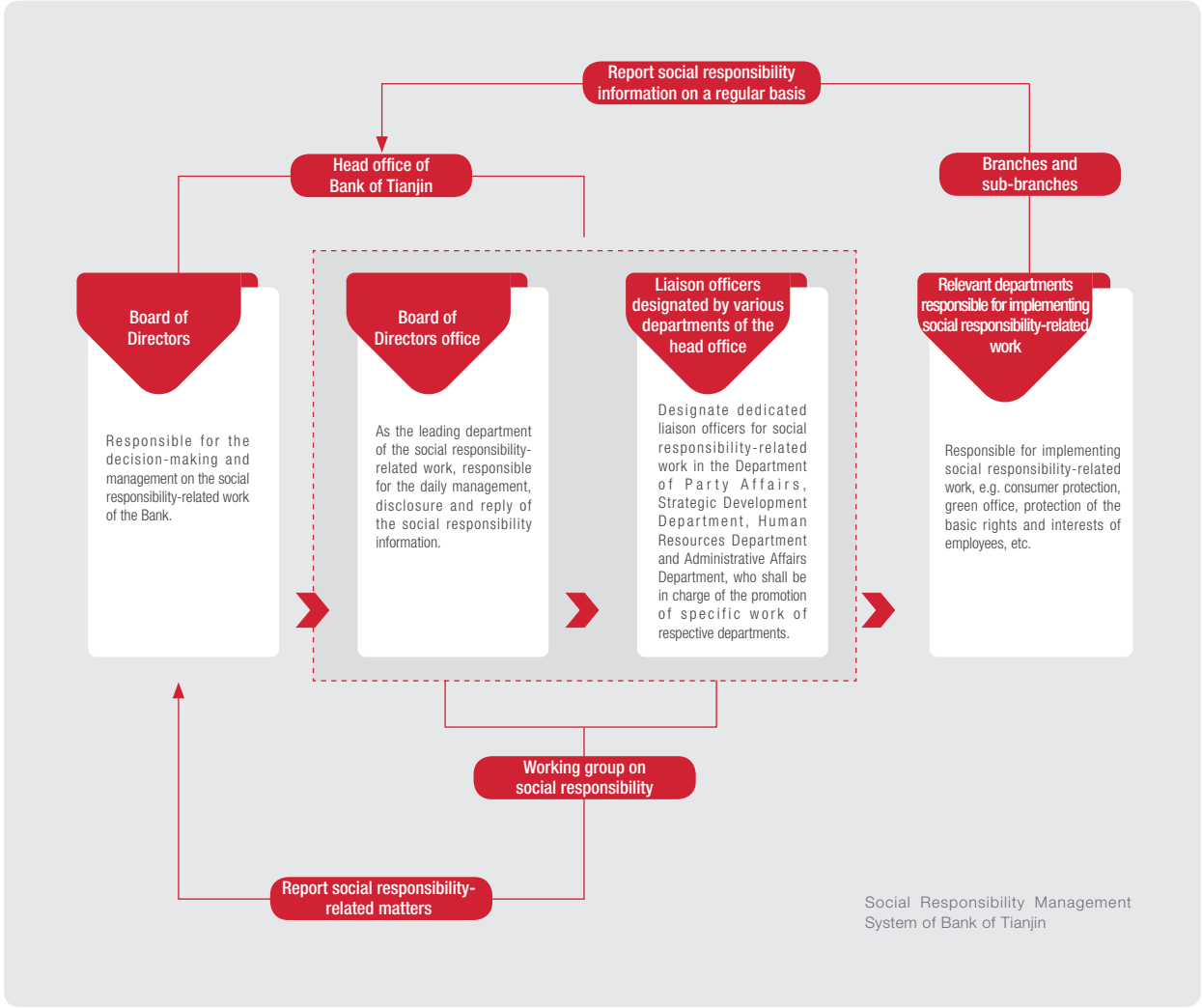
Responsibility Management

With a view to improving the standard of social responsibility management, and effectively promoting sustainable economic, environmental and social development, the Bank has thoroughly implemented the *Company Law of the People's Republic of China*, the *Guidelines for the Governance of Listed Companies*, the *ESG Report Guidelines* of the Hong Kong Stock Exchange, the *Opinions of the General Office of the China Banking Regulatory Commission on Strengthening the Social Responsibility of Banking Financial Institutions*, the *Guidelines for Corporate Social Responsibility of Banking Financial Institutions in China* and other relevant requirements, and set up a long-term mechanism based on the actual circumstances at the Bank to fulfill its corporate social responsibility.

►► Responsibility Management System

The Bank integrates social responsibility into company management and decision-making, and actively performs its social responsibility. We have continuously improved the social responsibility management system, established a social responsibility management system interconnecting internal units at upper and lower levels, and laid down the social responsibility working procedures and responsibilities covering the head office and local branches alike. As the highest decision-making body of the Bank, the Board of Directors assumes the ultimate responsibility for the Bank's social responsibility work, and is responsible for reviewing and deliberating on important social responsibility management matters, assessing and determining risks and opportunities related to the Bank's social responsibility, supervising the risk management and monitoring system, formulating overall social responsibility management policies, strategies, priorities and objectives, and regularly reviewing the Bank's corporate social responsibility performance and progress in achieving the objectives.

In order to ensure effective promotion and fulfilment of social responsibility, the Bank has set up a social responsibility working group consisting of members from departments involved in environmental, social and governance issues. The working group is responsible for promoting the ESG campaign and regularly reporting to the Board of Directors on ESG-related operations. The office of the Board of Directors, as the lead unit of the working group, is responsible for the coordination and overall planning of social responsibility operations. All departments of the head office have designated a liaison officer for social responsibility work, who, as team members, are responsible for performing specific tasks and maintaining and reporting the annual ESG information together with the departments that they worked for. Relevant departments at local branches executed specific tasks in accordance with the requirements of the head office, and submitted social responsibility information to authorities at higher levels on a regular basis.





►► Communication with Stakeholders

Combining routine communications and special regular communication sessions, and integrating internal communications and external exchanges, the Bank conducts thorough communications with stakeholders, accepts their supervision, listens to their requirements and expectations, and responds to them in a timely manner. According to the division of responsibilities and contact interfaces of various departments, the Bank has established routine communication mechanisms that suit to the communication habits of different stakeholders. During the reporting period, the Bank conducted special communication activities such as shareholder visits and evaluation of important issues. In the process of communication, the Bank synthesizes and records the demands of relevant parties, identifies and evaluates corporate social responsibility issues based the opinions of stakeholders, and establishes smooth channels to make communications and feedback more effective.

CASE

Special Communication Events Organized for Minority Shareholders

In order to effectively understand and address the actual needs of shareholders, and protect the rights and interests of minority shareholders, the Bank has actively adapted its service philosophy and gradually established a regular communication mechanism for shareholders. During the reporting period, the Bank organized a three-month visit to domestic corporate shareholders and held a forum for minority shareholders in September 2019, creating an opportunity for face-to-face communications between minority shareholders and the Bank's senior management. During the visit, the Bank held in-depth discussions with minority shareholders on issues of major concern to shareholders, such as simplifying the dividend distribution process, strengthening shareholder management and services, and seeking business cooperation. The Bank collected 357 questionnaires, and promptly assigned the issues to relevant departments for resolution. The move was positively supported and assured by the shareholders.

Stakeholder	Wishes and demands	Means of communication	Response of the Bank
The Government	<ul style="list-style-type: none"><li>Supporting national economic development strategies, and driving regional economic growth</li><li>Achieving maintenance and appreciation of state-owned assets</li><li>Contributing stable tax and employment opportunities</li><li>Supporting agriculture, rural areas and farmers, and promoting the overall development of urban and rural areas</li></ul>	<ul style="list-style-type: none"><li>Policies and guidelines</li><li>Working conferences</li><li>Information reporting</li><li>Interview</li></ul>	<ul style="list-style-type: none"><li>Prudent business operation and compliance with national macroeconomic policies</li><li>Promoting the public's well-being, supporting development of SMEs, "agricultural, rural and farmer-related" businesses and regional industry</li><li>Supporting major national strategies such as Beijing-Tianjin-Hebei integration</li></ul>
Regulatory agencies	<ul style="list-style-type: none"><li>Operating businesses in compliance with laws and regulations</li><li>Upholding the bottom line of risk prevention</li><li>Maintaining stability and security of financial systems</li></ul>	<ul style="list-style-type: none"><li>Regulatory policies</li><li>Investigations and interviews</li><li>Message reporting</li><li>Work instructions and reports</li></ul>	<ul style="list-style-type: none"><li>Complete compliance with regulatory policies and requirements</li><li>Strengthening corporate governance, equity management and affiliate management, etc.</li></ul>
Industry association	<ul style="list-style-type: none"><li>Strengthening self-discipline within the industry, and improving financial services</li><li>Timely communication feedback and quality of materials</li></ul>	<ul style="list-style-type: none"><li>Telephone, WeChat and email</li><li>Information reporting</li><li>Working conferences</li><li>Trainings</li><li>Questionnaires</li></ul>	<ul style="list-style-type: none"><li>Improving communication mechanism and good cooperation</li><li>Actively participating in industry activities</li></ul>
Shareholder	<ul style="list-style-type: none"><li>Rigorous risk control</li><li>Satisfactory return on income</li><li>Clear strategic planning</li><li>Good credit rating</li><li>Smooth communication of information</li></ul>	<ul style="list-style-type: none"><li>Shareholders' meeting</li><li>Investor Roadshow</li><li>Symposiums</li><li>Investor Hotline, Mailbox</li><li>Interview</li><li>Questionnaire survey</li></ul>	<ul style="list-style-type: none"><li>Strict risk control and standardized corporate governance practices</li><li>Improving business performance through prudent operations</li><li>Based on its own development situation, formulating a clear strategic plan</li><li>Optimizing investor relations management</li><li>Innovating shareholder service mode</li></ul>
Customer	<ul style="list-style-type: none"><li>Detailed financial product information</li><li>High-quality and secure financial services</li><li>Sales promotions, and basic knowledge on the use of bankcard for bankcard users</li></ul>	<ul style="list-style-type: none"><li>Customer-service hotline</li><li>Site survey</li></ul>	<ul style="list-style-type: none"><li>Releasing more product information to meet customer needs</li><li>Improving service quality and paying due attention to customer experience</li><li>Disseminating basic knowledge on the use of bankcard, and information on sales promotion campaigns</li></ul>
Employees	<ul style="list-style-type: none"><li>Reasonable remuneration and staff benefits</li><li>Good career development</li><li>Satisfactory working environment</li><li>Effective protection of employees' rights and interests</li></ul>	<ul style="list-style-type: none"><li>Workers representative's congress</li><li>Training and business exchange seminars</li></ul>	<ul style="list-style-type: none"><li>Fair employment policy</li><li>Sound salary incentive mechanism and training system</li><li>Paying due attention to office environment and employees' physical and mental health</li><li>Ensuring that employees are entitled to participating in democratic management and supervision of enterprises</li><li>Enforcing the staff benefits policy</li></ul>
Suppliers and partners	<ul style="list-style-type: none"><li>Long-term healthy partnerships</li><li>Responsiveness in communications and high-quality communication materials</li><li>Fair and good opportunities for cooperation</li></ul>	<ul style="list-style-type: none"><li>Telephone and e-mail</li><li>Bidding and tendering</li><li>Contract</li><li>Negotiation</li></ul>	<ul style="list-style-type: none"><li>Research and communication, professional consultation</li><li>Collecting materials and preparing reports</li><li>Paying due attention to timeliness and quality of information feedback</li><li>Equality, mutual benefit, performance in good faith and performance</li></ul>
Environment	<ul style="list-style-type: none"><li>Developing green finance services</li><li>Promoting "green office"</li></ul>	<ul style="list-style-type: none"><li>Publicity of energy conservation</li><li>Green public welfare activities</li></ul>	<ul style="list-style-type: none"><li>Development of guidelines on green credit</li><li>Implementing green office and building a green bank</li></ul>
Community	<ul style="list-style-type: none"><li>Getting involved in community development</li><li>Contributing to social harmony</li><li>Disseminating financial knowledge</li></ul>	<ul style="list-style-type: none"><li>Visit to local communities</li><li>Public welfare activity</li><li>Lecture on financial knowledge</li></ul>	<ul style="list-style-type: none"><li>Organizing volunteer activities to assist vulnerable groups and actively participate in public welfare undertakings.</li><li>Safeguarding operational security, and disseminating financial knowledge</li></ul>
Public and media	<ul style="list-style-type: none"><li>Maintaining good public relations</li></ul>	<ul style="list-style-type: none"><li>Interview</li></ul>	<ul style="list-style-type: none"><li>Further developing the communication and cooperation mechanism</li><li>Actively media coverage and publicity</li></ul>



► Surveys Concerning Material Topics

The Bank attaches great importance to communication and interactions with stakeholders. A thorough understanding of the expectations and concerns of all parties regarding the Bank’s corporate governance, strategy, risks, environment, supply chain management, employee rights and interests and other issues enables the Bank to tackle key issues more effectively and in a targeted manner, improving its management standard and achieve long-term sustainable development.

In 2019, the Bank conducted an assessment of the materiality of important social responsibility issues via a questionnaire survey of stakeholders. A total of 1,874 questionnaires were collected. After identifying, assessing and ranking the issues, 26 material issues were identified as the priority areas of the Bank’s social responsibility management, and were disclosed in this Report.

Material Issues Identification Process of Bank of Tianjin



Materiality Issues Matrix of Bank of Tianjin





The total value of outstanding loans granted to key projects supporting integrated development in the Beijing-Tianjin-Hebei region came in at

RMB **9.044** billion



The total value of outstanding inclusive SMB loans was

RMB **11.935** billion



The total number of businesses that received inclusive SMB loans was

**396,810** users

# SUPPORTING THE ECONOMY

- Supporting Synergistic Development in the Beijing-Tianjin-Hebei Region
- Supporting Economy Transformation
- Supporting “Agricultural, Rural and Farmer-Related” Projects and Small- and Micro-Businesses
- Fostering the Public’s Well-being



The total value of outstanding consumer finance loans was

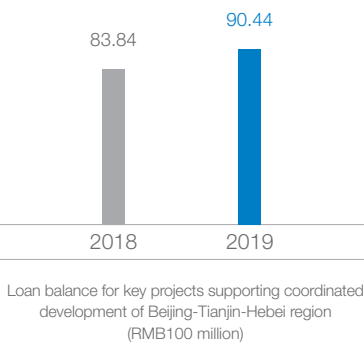
RMB **91.660** billion

“Mainstream Bank in  
Beijing-Tianjin-Hebei  
Region”  
“Dual-track Bank”



# Supporting Synergistic Development in the Beijing-Tianjin-Hebei Region

Revolving around integrated development in the Beijing-Tianjin-Hebei region, the Bank has integrated itself in national strategies such as “Tianjin Free Trade Zone”, “Beijing, Tianjin and Hebei Integration” and “Xiongan New Area”, placing “focusing on Beijing, Tianjin and Hebei, supporting the development of the real economy, and becoming the mainstream bank in Beijing-Tianjin-Hebei region” at the top of the six development visions. In 2019, the Bank issued *Several Opinions of Bank of Tianjin on Supporting the Synergistic Development of the Beijing-Tianjin-Hebei Region* to increase support for projects related to the coordinated development strategy of Beijing, Tianjin and Hebei, and granted RMB 1.937 billion worth of loans. As of the end of 2019, the total value of outstanding loans granted to key projects supporting integrated development in the Beijing-Tianjin-Hebei region came in at RMB 9.044 billion, marking a year-on-year increase of 7.87%, with the cumulative value of such loans amounting to RMB 45.868 billion. In the meanwhile, the Bank continued to expand the development channels of financial services in Beijing, Tianjin and Hebei, and ratcheted up support for offerings of local government and corporate bonds in Beijing, Tianjin and Hebei. As of the end of 2019, the Bank had underwritten a total of RMB 4 billion of local bonds in the Beijing-Tianjin-Hebei region, up 11% year-on-year. Financial support for corporate bond financing reached RMB 8.2 billion, marking a year-on-year increase of 49%. We actively built a cross-regional cooperation platform, and improved the outlet layout of regional branches, in an effort to facilitate the formation a new pattern of coordinated development between Beijing, Tianjin and Hebei sharing the same goals, integrated measures, complementary advantages and mutual benefit and win-win.



## Increase credit support for key projects

- Support cross-regional transfers of industries: Loans were granted to the Zhongguancun National Engineering and Technology Innovation Base Project, Tianjin Physical Store Project of Beijing Gold Trading Center, Beijing-Tianjin Gaocun Science and Technology Innovation Park Construction Project, and Binhai High-tech Zone Bolong Lake Science and Technology Park Factory Building Construction Project.
- Support integration of transportation facilities: Loans were granted to Beijing-Tianjin-Hebei City Railway, Caofeidian Port, Okai Airlines and other projects.
- Support urban construction: A loan of RMB 500 million was offered for the Zhangjiakou Shantytown Transformation Project. We played a facilitative role in the ultra-short-term financing bond offering of China Xiongan Group to support urban facility construction in Xiongan New Area.
- Support ecological and environmental protection: Provide financial support to energy-saving and environmental protection projects such as Internal Combustion Engine Exhaust Aftertreatment Device Project and Hengshui Botanical Garden.

## Broaden financial services channels

- Leveraging its position as a member of local government bond underwriting syndicates in Tianjin, Beijing and Hebei, the Bank ramped up support for offerings of local government bonds, especially special local government bonds. Most of the funds were invested in local shantytown transformation, infrastructure construction, sewage treatment, medical and healthcare and higher education projects to facilitate the development of major national projects and cater to the financing needs of public utilities.
- Through corporate bonds underwriting deals, we broadened the financing channels for enterprises, with priority given to enterprises specializing in urban construction, high-end equipment manufacturing and information technology businesses in the Beijing-Tianjin-Hebei region.

## Build a cross-regional cooperation platform

- We sponsored and established the “Bank-bank Cooperation Platform for Circum-Bohai Sea”, and continuously promoted in-depth collaborations among banks in cross-administrative regions leveraging the mutual cooperation mechanism in platform liquidity, credit business, investment business, financial function and information policy.
- The “2019 Inter-bank Cooperation Forum on Synergistic Development of the Beijing-Tianjin-Hebei Region” was held to promote inter-bank institutions to exchange and share business development experiences, deepen cooperation in related businesses, and enable inter-bank financial institutions to transform and develop healthily.

## Improve the layout of regional outlet

- We have set up 11 tier-one branches (sales departments and central sub-branches) and 189 outlets in the Beijing-Tianjin-Hebei region.
- The Tongzhou Sub-branch was established to facilitate the construction of Beijing's sub-center and expand our business network to cover all core areas in the city.
- Shijiazhuang Branch, Bank of Tianjin was established in Xiongan New Area to deepen the cultivation of high-quality enterprises in Xiongan New Area. As of the end of 2019, it had invested RMB160 million in loans in the Xiongan New Area.
- A sub-branch was set up in Zhuozhou and has been incorporated into the Beijing-Tianjin-Hebei modern transportation network, to further develop the outlet network in Hebei Province, further diversify financial services, and to enhance the Bank's interconnected service capability in the Beijing-Tianjin-Hebei region.

## CASE

### Supporting the Development of Private Enterprises in the Beijing-Tianjin-Hebei Region

With a view to unlocking the vitality and creativity of private enterprises in the Beijing-Tianjin-Hebei region, the Bank has taken multiple measures to boost the development of private enterprises, in accordance with the State Council's *Opinions on Creating a Better Development Environment to Support the Reform and Development of Private Enterprises*.

A Tianjin-based logistics startup succeeded in securing long-term trunk transportation orders from upstream companies based on successful application of information technology specially designed for logistics businesses, and then used its core resources to organize downstream transportation capacity for transportation, providing services for many leading Chinese logistics operators. However, it suffered from a gap in working capital due to the long billing cycle. Based on an assessment of its business performance, the Bank developed a comprehensive credit plan for the company to fill the funding gap, and issued a bank acceptance bill of RMB 40 million in November 2019. The credit injection effectively solved the working capital squeeze resulting from a mismatch between the collection cycles of upstream and downstream players along the supply chain, and helped the private company achieve high-quality growth.



## Supporting Economy Transformation

The Bank has always adhered to the philosophy of financial services for the real economy, and refocused on its core businesses and the central functions of financial services. In order to build on its ability to support the real economy, the Bank adopted a two-pronged approach placing equal emphasis on business transformation and innovation. On the one hand, it sought to drive the transformation of traditional businesses to make the financial supply more efficient and well-targeted, and to direct more funds into real economy, with the target to promote industrial upgrading; on the other hand, it focused on the development demands of the industry and customer groups and met the diverse demand for financial services through innovative financial products and service channels.

### ►► Supporting Industrial Upgrading

China's economic transformation has reached a critical point where the old growth drivers are being replaced by new ones. As a powerful tool to promote economic growth, the financial sector is tasked with promoting industry restructuring and upgrade. In response to the evolving situation, the Bank has continuously improved its financial service and credit policies tapping into its potential in terms of resource integration and allocation. Guided by the national industrial development policy, we drew up the *Credit Policy Guidelines 2019 of Bank of Tianjin* taking into account the Bank's strategic plans, and rolled out differentiated credit policies following the principle of “adding one batch, maintaining one batch, keeping one batch and withdrawing one batch”, with the aim of facilitating the development of new industries, helping traditional industries create new growth drivers through business optimization and upgrade, and stimulating deep-level revolutions across industries.

With a view to stepping up cultivation of emerging industries, the Bank has made active efforts to foster new growth engines to provide fresh momentum for sustainable and

healthy economic development, focusing on the development policies of national strategic emerging industries and on the development directions of key industries such as meta health, meta consumption, new generation information, high-end equipment manufacturing, green credit and energy conservation and environmental protection, meta logistics and transportation, “agricultural, rural and farmer-related” businesses, and non-profit organizations.

With a view to facilitating traditional industry transformation and upgrade, the Bank effectively implemented the national supply-side reform strategy, and gradually phased out high-pollution, high energy consumption and overcapacity businesses. The Bank carried out dynamic listing-based management by adjusting existing loans and optimizing the credit structure, and closely monitored the implementation of listing-based management in industries with severe overcapacity. In addition, the Bank worked closely with local governments to reduce hidden debts, standardize and improve existing businesses, and help local industries make structural changes and upgrade.

## CASE

### Supporting the Real Economy by Innovating Supply Chain Finance Models

As an innovative business model, supply chain finance connects core enterprises and upstream and downstream businesses to provide financial products and services for flexible use. It plays a significant role in promoting cost reduction and efficiency improvement, supply-demand matching and industrial upgrading, and has become an important driving force for the supply-side structural reform. The Bank actively implemented the *Guidance of the General Office of the Bank of China Insurance Regulatory Commission on Promoting the Supply Chain Finance to Serve the Real Economy*, and formulated *(Interim) Supply Chain Finance Business Management Method of Bank of Tianjin* and the *Measures of Bank of Tianjin on Management of Cloud Chain Factoring and Financing Business of Chinese Enterprises* to tap the full potential of the supply chain finance business. In 2019, the Bank developed a new model of supply chain finance and a supply chain model for downstream distributors, taking certain niche markets as the entry point.

Cloud chain factoring is an innovative online supply chain finance service jointly developed by the Bank and the cloud chain supply chain finance platform of Chinese enterprises. By extending the credit of large enterprises to the upstream supply chain, it helps central enterprises to allocate resources with greater flexibility, and effectively addresses financing difficulties facing upstream small and medium-sized enterprises along the supply chain. On June 24, 2019, the Bank's first cloud chain factoring finance transactions were carried out in Tai'an Branch, subordinate to Jinan Branch. It helped central enterprises and their upstream suppliers accelerate circulation of accounts receivable and conduct ownership confirmation, financing, etc., as well as helping the upstream suppliers secure factoring loans.

## CASE

### Supporting Diversified Business Development of Enterprises

In order to adapt itself to the rapid changes in the global energy industry, a major Xinjiang-based energy group decided to diversify and transform its existing businesses to boost the development of the new energy business. In line with its commitment to supporting the real economy, the Bank invested RMB 150 million in the group and RMB 290 million in its subsidiaries to support their transformer production lines and power transmission and transformation project. After the project goes into operation, the group will become the largest intelligent electrical equipment R&D and production base in western China, as well as an influential eco-friendly high-end manufacturing base offering the most sophisticated technologies. Nearly 1,000 new jobs were created, and opportunities to cultivate more outstanding employees were provided. Furthermore, we accelerated the construction of a modern industrial system in Xinjiang to promote harmonious and steady development in the region.



## ►► Innovation of International Businesses

With a view to further facilitate trade and investment activities, and to creating a favourable business environment for enterprises operating cross-border businesses, the Bank introduced cross-border business management policies including the *Management Measures for International Settlement Business of Bank of Tianjin* and *Management Measures for the Administration of Import and Export Documentary Business of Bank of Tianjin*, in compliance with relevant requirements of the *Notice of State Council on Several Measures to Promote Foreign Trade Growth* and *Notice of the People's Bank of China on Further Improving the RMB Cross-border Business Policies to Promote Trade and Investment Facilitation*. We continued to improve and optimize the product structure of international businesses, and provided enterprises operating cross-border businesses with a wide variety of financial services including international payment settlement, cross-border RMB transactions and transnational trade financing and free trade-related services. During the reporting period, the Bank successfully launched the SWIFT GPI (Global Payments Innovation) Project, which greatly improved both the speed and transparency of cross-border payments, catering to the enterprises' need for payment settlement and cross-border financing services.

## Supporting “Agricultural, Rural and Farmer-Related” Projects and Small- and Micro-Businesses

The Bank actively implemented the strategic policy of rural revitalization, which involves building an inclusive financial service system giving priority to agricultural businesses and SMBs in market positioning. We refined our financial services in line with the business objectives of “serving the local economy, SMBs and urban and rural residents”, duly fulfilled our financial service responsibilities, improved the standard of financial services in remote areas, and continued to upgrade financial services for SMBs and “agricultural, rural and farmer-related” businesses to stimulate economic growth.

### ►► Supporting “Agricultural, Rural and Farmer-Related” Projects

The Bank is a champion of the philosophy that financial services should “benefit both urban and rural areas and the people”, and has identified “agricultural, rural and farmer-related” businesses as one of top priorities for financial support. It has effectively contributed to the national strategy of “reviving the countryside” by continuously increasing financial support for agriculture-related undertakings. During the reporting period, all staff members of the Bank worked together to ensure fulfilment of the requirements of *Guidance from the People's Bank of China, China Insurance Regulatory Commission, China Securities Regulatory Commission, Ministry of Finance and Ministry of Agriculture and Rural Affairs on Financial Services for Rural Revitalization*, diverted more financial resources to key sectors and “weak links” in rural economic and social development, and made great efforts to stimulate agricultural development, beautify the countryside and increase farmers' income. As of the end of the reporting period, the combined value of outstanding agriculture-related loans offered by the Bank as an inclusive financial service was RMB 1.95 billion, accounting for 10.25% of the total value of outstanding agriculture-related loans. During the reporting period, inclusive-finance agricultural loans were granted to 94,873 customers.

Inclusive-finance agriculture-related loans

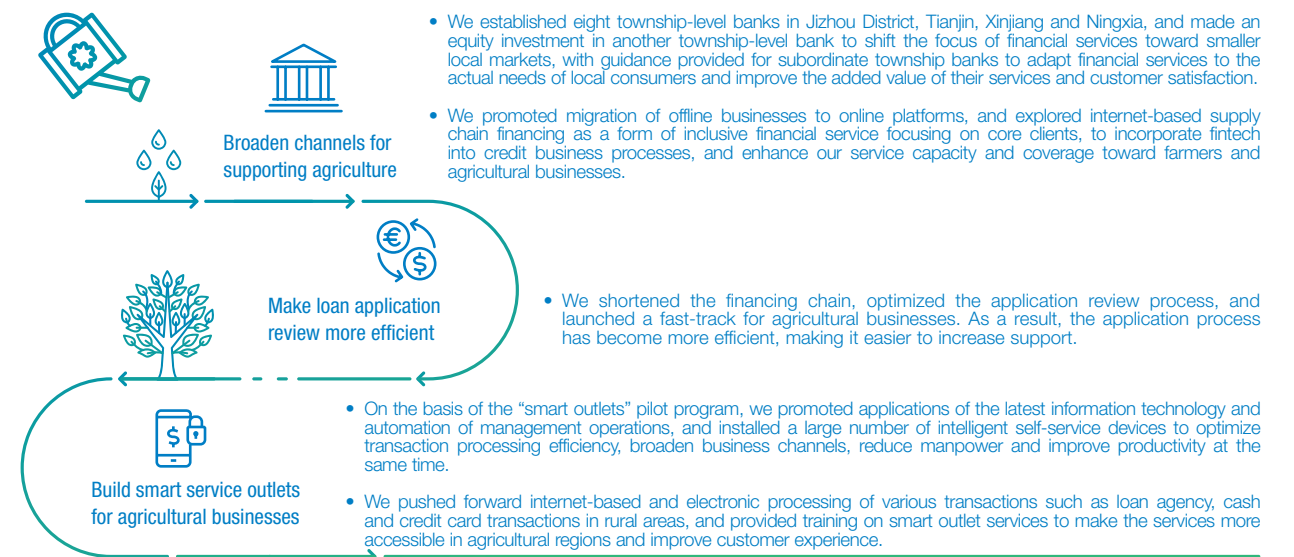
RMB **1.95** billion

Customers benefitted from inclusive-finance agriculture-related loans

**94,873** customers

### Improving service access

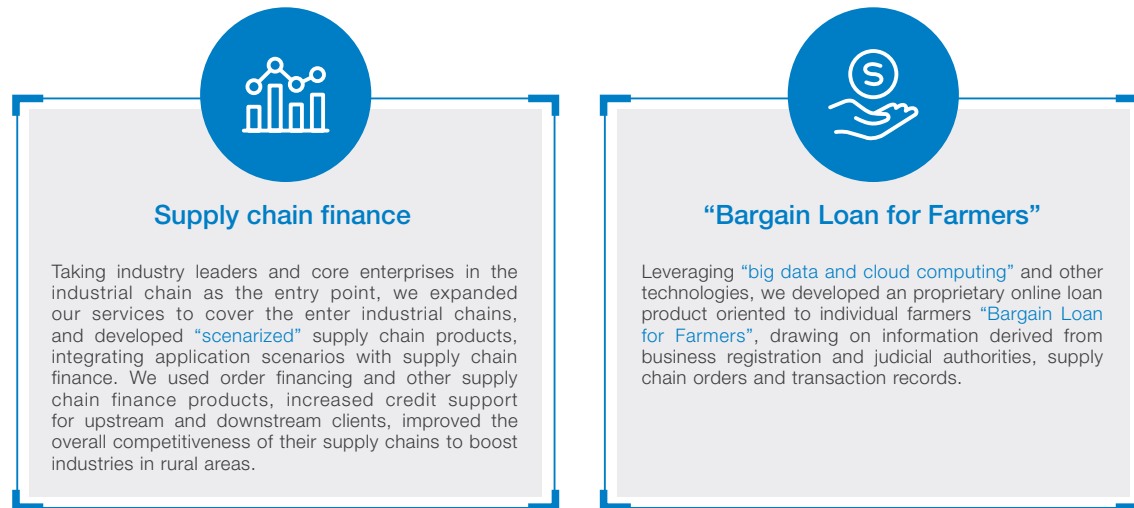
With a view to making financial services easily accessible in agricultural regions, the Bank continued to develop inclusive financial services in rural areas following the principle of “serving communities and supporting agricultural businesses and SMBs, with a solid foothold in county-level markets”, and in line with its commitment to increasing the breadth and depth of agriculture-related financial services. By broadening service channels, improving financing process and optimizing service functions, we continued to improve the quality of services for agricultural, rural and farmer-related businesses, and contributed unceasingly to the revival of rural areas.





## Innovating agriculture-related products

Based on in-depth studies on the regional environment, consumer demographics and business characteristics, the Bank created a modular and regionalized model of agriculture-related products and services with local characteristics to offer well-targeted support for agricultural production activities, and effectively meet farmers' demand for financial services.



### CASE

#### Providing a Complete Range of Financial Services Covering Entire Industrial Chains to Stimulate Growth in the Pig Farming Market

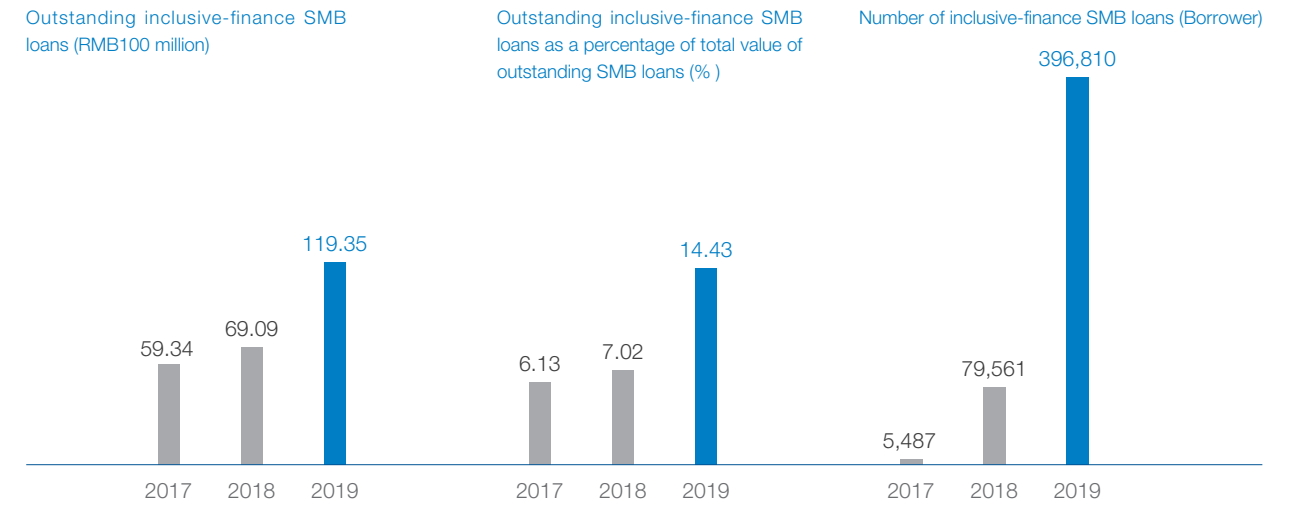
Pig slaughter in China has plunged by almost 30% year-on-year since June 2019 due to the outbreak of the African swine flu and several other factors, resulting in continuous increases in pork prices. Responding to the government's policy to facilitate pig supplies and stabilize pork prices, the Bank increased support offered to pig farming businesses pursuant to the requirements of the *Notice on Supporting the Work of Stabilizing Pig Production and Ensuring Market Supply* jointly issued by the CBRC and the Ministry of Agriculture and Rural Affairs.

The Bank cemented product-based interconnections with leading agricultural enterprises actively, and granted its first pig farming loan of RMB 1.1 million employing the "core enterprises + farmers" model, helping pig farmers fund purchases of professional equipment. The Bank further deepened cooperation with leading agricultural and animal husbandry enterprises, pushed forward product innovation starting with the issuance of the pig farming loan, and provided farmers with a full suite of financial services covering all segments throughout the industrial chain such as feed, breeding equipment and pig seedling procurement, with the aim of boosting the development of the pig farming industry as a whole.

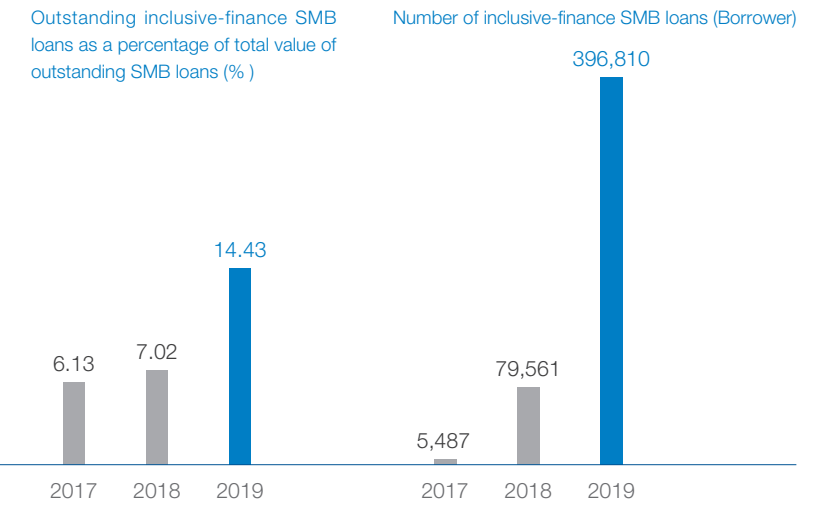
## ►► Supporting Small- and Micro-Businesses

Effective development of inclusive financial services is the key to making financing more accessible and affordable for SMBs. The Bank formulated and implemented the *Implementation Plan of Bank of Tianjin for Deepening Financial Services for Small and Micro Enterprises* and the *(Interim) Administrative Measures of Bank of Tianjin Concerning Internet-based Proprietary SMB Loans* in accordance with relevant requirements of the *Opinions on Further Deepening Financial Services for Small and Micro Enterprises*. We lowered financing costs for SMBs, explored various ways of fintech application, accurately met customers' needs, continuously built on our inclusive financial service capacity and efficiency, further optimized related business processes, worked on business enablement through technology development, developed tailor-made, customised and differentiated financial products for SMBs, and extended our services to cover all aspects of socioeconomic development.

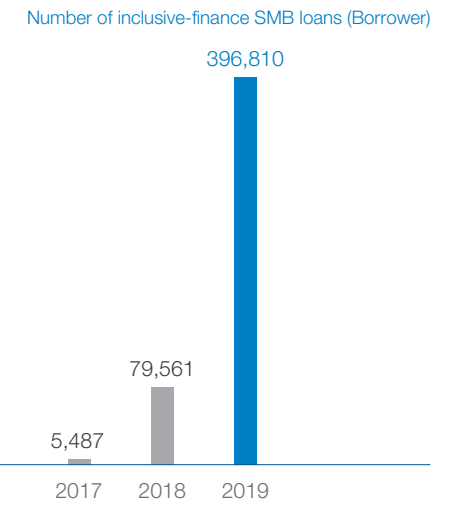
Outstanding inclusive-finance SMB loans (RMB100 million)



Outstanding inclusive-finance SMB loans as a percentage of total value of outstanding SMB loans (%)



Number of inclusive-finance SMB loans (Borrower)



## Optimizing business processes

The Bank has always committed itself to providing professional and effective financial services for SMBs. In 2019, we improved the efficiency of the loan review and approval process with the introduction of internet-based SMB credit extension service, and achieved "sharing more data, running fewer errands" for customers. We waived and reduced service charges for SMBs, and funded re-loans for agricultural businesses and SMBs, effectively reducing financing costs for small businesses. We continuously broadened the scope of financial supports, and provided SMBs with a more flexible and user-friendly service platform.

### Improve the efficiency of application review and approval



- A fast-track approval channel was established for private enterprises and SMBs whose credit exposure is less than RMB 10 million (inclusive), resulting in improved efficiency of application review and approval.
- The manual review and department-by-department approval system formerly adopted for certain credit businesses has been replaced with a highly efficient, automated online approval process with simplified hardcopy submission and review formalities, and identity verification and information communication are conducted using modern technology to improve the speed and efficiency of loan application review and approval.

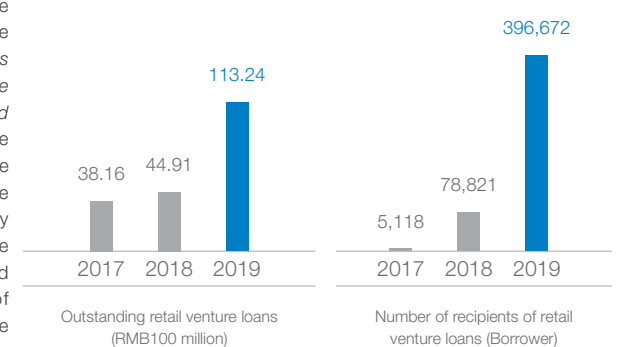
### Reduce financing costs



- We rigorously enforced the fee waiver policy for SMBs, strictly implemented relevant national regulatory rules and departmental requirements, and strictly complied with the CBIRC's "Seven Prohibitions" and "Four Disclosures" regulations, as well as the "Two Prohibitions and Two Restriction" following the principle of openness and transparency.
- We made full use of policy tools such as targeted RRR cuts and SMB loans to deepen financial services for SMBs, and secured low-cost funding to support the development of SMBs through inclusive financial services.

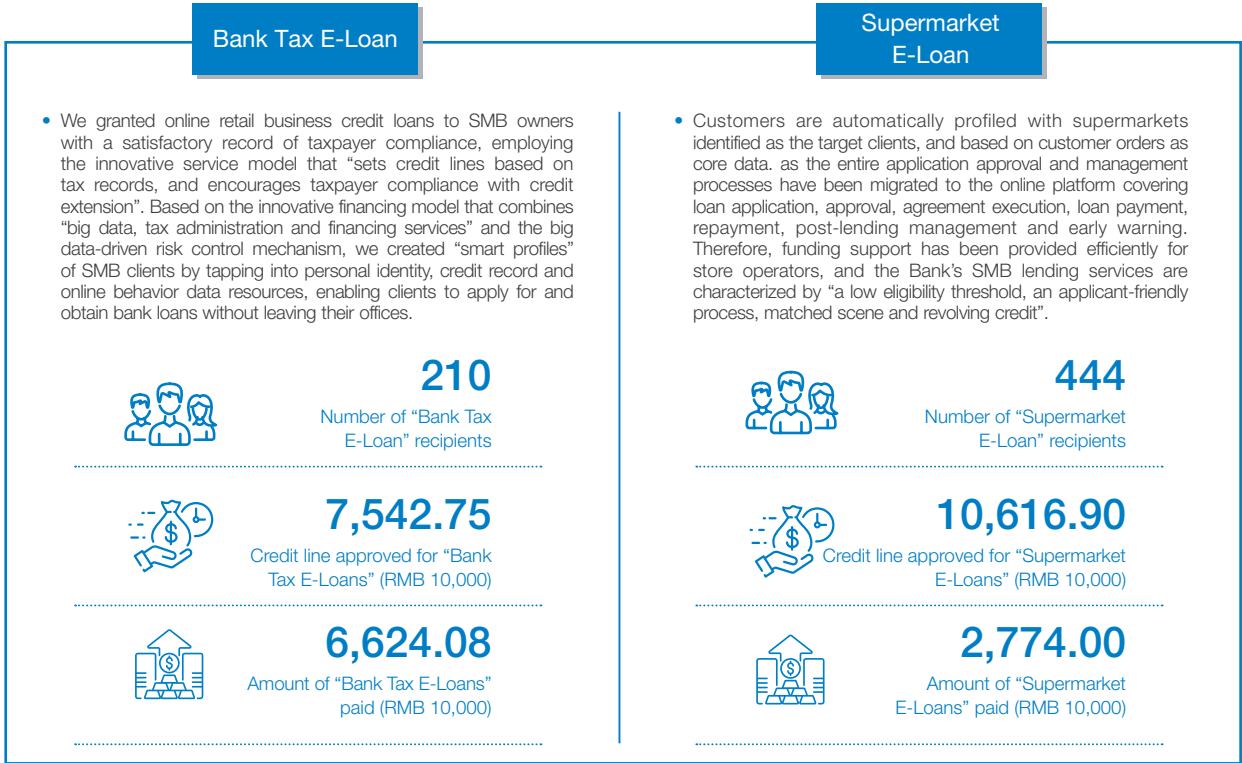
### Broaden the scope of support

- In terms of guaranteed venture loans for retail customers, the Bank revised the *Measures of Bank of Tianjin on the Administration of Guaranteed Venture Loans* to broaden the range of eligible recipients, ease interest rate control, open online application channels, diversify product lines, utilize multiple online and offline channels, and support the development of startup companies with concrete actions.



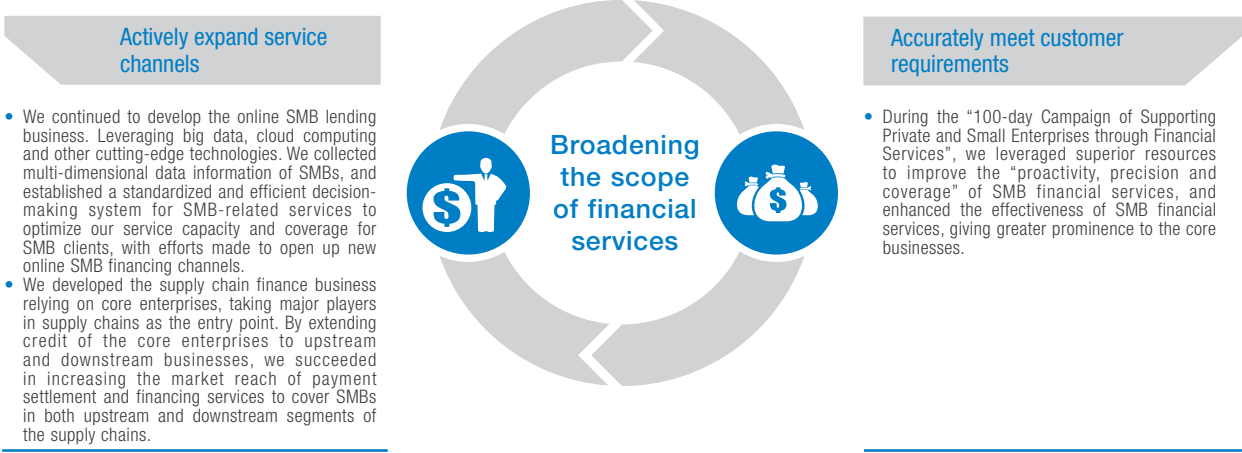
### Innovating SMB-oriented products

The Bank has consistently stepped up product and service innovation efforts. Leveraging the latest information technology, we have innovated financing service models and developed differentiated financial products and product portfolios in line with the unique characteristics and actual needs of small and micro businesses, based on market research findings. In 2019, we carried out the first SMB refinancing transaction, and released two SMB-oriented products, Bank Tax E-Loan and Supermarket E-Loan, to further improve the product structure and increase market reach.



### Broadening the scope of financial services

The Bank continued to expand service channels, effectively integrated fintech into the Bank’s SMB lending services implemented the development concept of “boundless connections”, pushed forward migration of business operations onto online platforms and expansion of offline businesses, and improved the efficiency of credit extension to meet SMBs’ needs for fast financing services. Furthermore, we used various channels to cater to the needs of SMBs, increased market penetration of our financial services, and managed to broaden the scope of financial services.

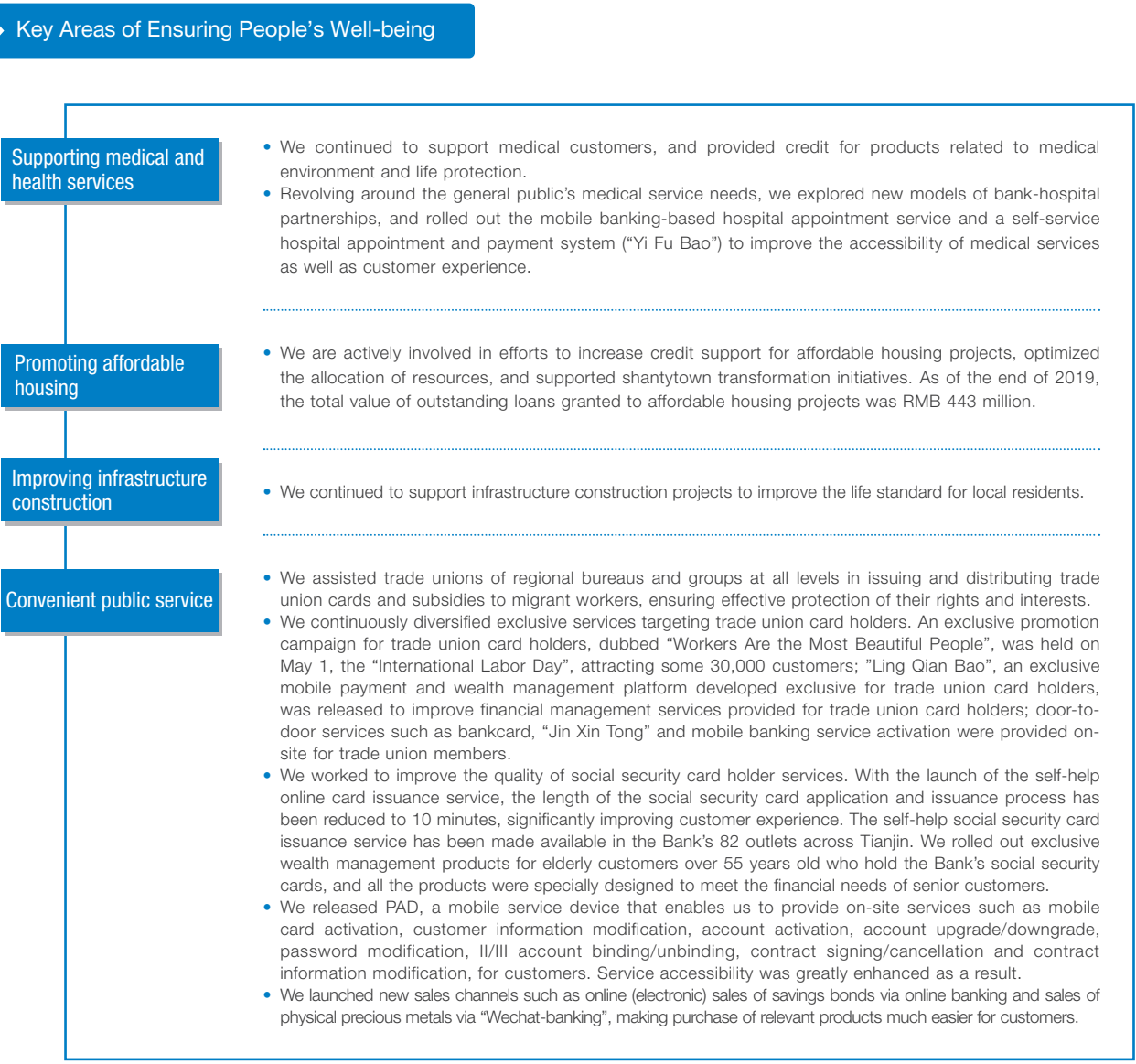


## Fostering the Public’s Well-being

As a municipal commercial bank, the Bank has made continuous contributions to the personal well-being of urban and rural residents, which is established as the underlying mission. We continued to increase support for businesses and undertakings aimed at improving people’s livelihood in 2019, knowing that “there is no end to ensuring and improving people’s livelihood, only a continuous new starting point”. We also revamped the personal financial service system, stepped up development of user-friendly services with unique characteristics, made optimal efforts to meet the people’s growing needs for a better life and improve the public’s well-being in terms of medical care, education, housing, consumption, social security, etc.

### ▶▶ Contributing to the Cause of People’s Livelihood and Well-being

Focusing on the most prominent issues related to the public’s well-being, the Bank is committed to increasing support for healthcare, affordable housing, infrastructure construction, and public service to effectively address issues affecting people’s livelihood security, meet people’s needs at multiple and diversified levels, and promote a sense of well-being among the public.





## CASE

### Supporting Shantytown Transformation in Southern Zhejiang Technology City

Shantytown transformation is directly connected with people's livelihood and aims to improve housing conditions of low-income families, and improve the functions of cities and the urban environment. The Bank supported shantytown transformation projects to improve housing conditions and safety for poor households in rural regions, in accordance with the State Council's *Opinions on Accelerating Transformation of Shantytowns and Opinions on Ensuring Effective Transformation of Shantytowns in Cities and Towns and Dangerous Houses in Urban and Rural Areas and Supporting Infrastructure Construction*.

The shantytown transformation project in Southern Zhejiang Technology City is an important move in the "people-oriented" new urbanization campaign in Wenzhou. With a view to supporting reconstruction of "villages in cities", the Bank offered a five-year loan of RMB 2 billion for basic construction operations involved in the shantytown transformation program in Southern Zhejiang Technology City. A total of 4,471 people will be relocated and resettled through the program, with significant implications in terms of improving the housing conditions of poor families, rectifying weaknesses in urban development, and stimulating effective demand in the local market.



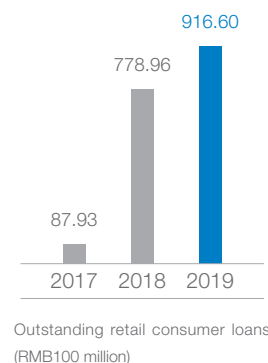
## CASE

### Supporting the Development of Pension Industry

Given the speed of population aging in China, it has become imperative to speed up the development of the pension industry, and effectively address the elderly's growing demand for pension services. The Bank supported the development of the pension industry, in compliance with the *Several Opinions of the State Council on Accelerating the Development of Pension Services*. During the reporting period, we conducted an on-site investigation on a healthcare and pension service enterprise, and found that the company had successfully scaled up its operations after several years of business development, but a funding gap has appeared. Based on a thorough analysis of its business performance and funding needs, the Bank approved a financial service solution that involves offering an RMB 11 million working capital loan to solve the funding gap for medical equipment purchases. As a result, the company imported advanced medical equipment from abroad, updated its hardware service facilities, and improved the overall standard of its elderly health services.

## ► Supporting the Livelihood Consumption

In order to adapt the Bank to the private consumption upgrade and transformation, and better meet consumers' demand for high quality products, we further diversified consumer finance products in 2019, with the aiming of promoting the public's well-being. Taking high-frequency everyday consumption scenarios as the entry point, we established multi-business partnerships, and brought online consumption scenarios to offline stores, which played a pivotal role in consumer finance services, seamlessly integrating online and offline operations. These efforts supported consumer services that have a positive effect on people's livelihood, stimulated retail sales, and made life more enjoyable by fostering a strong sense of well-being among the public. As of the end of 2019, the Bank's outstanding retail consumer loans was amounted to RMB 91.66 billion, marking a year-on-year increase of 17.67%.



## Innovative Consumer Finance Products

<h3>Every Day Loan</h3> <p>As the Bank's first proprietary retail online consumer loan product, "Every Day Loan" was developed based on the special financing needs of ordinary consumers, to meet their demand for small-sum installment finance services covering various consumption scenarios.</p>	<p>It was specially designed based on special consumer finance needs typical of the Bank's high-quality cardholders, to effectively meet the diversified consumption needs of borrowers.</p>	<h3>Meituan Joint Credit Card</h3> <p>The "Meituan Joint Credit Card" was released in partnership with Meituan Dianping. It features fully automated "instant" application review and approval, with a large number of promotion campaigns launched to meet the needs of cardholders in different consumption scenarios.</p>
	<h3>White Collar Loan</h3>	

## CASE

### The "Tuesday Promotions" Campaign

In a bid to make our financial services more relevant to consumers, we introduced a theme campaign dubbed "Tuesday Promotions". A series of special promotions were offered for debit card customers, entitling them to sales discounts every Tuesday for purchases with selected merchants including Sinopec, CaoCao Car, Bianlifeng, Suning Store and other sellers of high-frequency consumer goods and services required by ordinary people in their everyday lives, such as food, clothing and housing and transportation-related products and services, materially benefitting customers, as well as creating an excellent cardholder experience. As a result, we cemented our relationships with the customers, stimulating consumer spending among the general public.

## CASE

### "Joint Credit Cards" Promote Consumer Spending

By promoting multi-business partnerships, the Bank stepped up innovation of consumer finance services to make routine shopping more convenient for consumers and effectively safeguard their rights and interests. In 2019, the Bank and Meituan Dianping released the "Meituan Joint Credit Card" designed for everyday shopping, dining and entertainment activities, thus creating a two-way business enablement model combining "the internet and credit card services". We optimized credit card business processes to introduce "mobile" sales channels, realize online application and automate application review and approval leveraging the latest big data, cloud computing and AI technologies, thereby improving operating efficiency and user experience at the same time. Furthermore, relying on Meituan Dianping's well-established application scenarios for everyday shopping activities, the Bank organized and launched special promotions such as "First Taster", "Spend Six Yuan Less on Food Every Day" and "Monthly 50% Discount on Movies" for holders of Meituan Joint Credit Card, with the aim of satisfying their shopping needs under different scenarios and stimulating consumer spending at the grassroots level.





Greenhouse gas emissions  
decreased by  
**2,035.46** tons of CO<sub>2</sub>e  
↓  
% with a year-on-year  
decrease of  
**6.53%**

Overall energy consumption  
decreased by  
**711.69** tons of standard coal  
↓  
% with a year-on-year  
decrease of  
**9.73%**

Water resources consumption  
decreased by  
**7,398.44** tons  
↓  
% with a year-on-year  
decrease of  
**5.52%**

# SERVING THE ENVIRONMENT

- Supporting Green Finance
- Advocating Green Office
- Carrying out Environmental Protection Activities





# Supporting Green Finance

Adhering to the “green development” philosophy, the Bank effectively implemented the *Guiding Regulations on Building a Green Financial System*, incorporated green finance requirements into all aspects of its business and management operations, actively built a green financial system, paid due attention to environmental risks, contributed to the development of green industries, made considerable efforts to reduce the impacts of business activities on the environment, provided financial support for the fulfilment of sustainable development objectives, worked closely with other members of the society to build a beautiful China.

## ►► Focusing on Environmental and Social Risks

The Bank has consistently tightened early warning against environmental and social risks associated with credit projects, and pays due attention to public hazards and risks that customers and their key affiliates may pose to the environment and society during construction, production and other business activities, in strict compliance with relevant requirements of the *Opinions of the General Office of the China Banking Regulatory Commission on Green Credit Work*. In addition, we incorporated climate change, environmental pollution, ecological protection and other environment-related considerations into the risk assessment program. With a view to strengthening risk prevention and control concerning high-risk businesses that may seriously affect the environment and society, the Bank formulated *Credit Policy Guidelines 2019 of Bank of Tianjin* and *Green Credit Guidelines of Bank of Tianjin* to actively adjust the structure of our lending businesses, and tighten up control on credit offered for high-priority industries under state regulation and those posing major environmental or social risks. As of the end of 2019, none of our existing corporate loan clients were found in violation of environmental protection, work safety, etc. laws or regulations, in possession of outdated production facilities, or failed to conform to occupational disease prevention and control standards, without making necessary rectifications.



## ►► Promoting Green Credit

Developing the green economy is an important way to build a “beautiful China”. The Bank is committed to actively promoting the development of eco-friendly credit services, and to diverting more resources toward green, environmentally-friendly and low-carbon industries. In strict accordance with the *Guiding Regulations on Building a Green Financial System* issued by the People’s Bank of China and other seven ministries and commissions, and the *Green Credit Guidelines* issued by the China Banking and Insurance Regulatory Commission (formerly known as the China Banking Regulatory Commission), the Bank continued to improve the green financial service system, stepped up positive guidance on green credit services, and assisted clients with their efforts to drive a smooth transition toward the low-carbon economy. While promoting rapid socioeconomic development, we also made effective efforts to meet the people’s ever-growing needs for a beautiful ecological environment. As of the end of 2019, outstanding loans offered by the Bank for energy conservation and environmental protection projects stood at RMB 8.136 billion, including new loans worth RMB 1.826 billion granted during the reporting period.



CASE

### Supporting Estuarine Wetland Development at the Yuqiao Reservoir

Wetlands, forests and oceans are known as the three major ecosystems on earth. They play an irreplaceable role in regulating climate, conserving water resources, coping with climate change and protecting biodiversity, hence the nickname “kidney of the earth”. Yuqiao Reservoir, located in Jizhou District, Tianjin, plays an important role in diverting the Luanhe River into Tianjin’s urban water supply system. Major pollution sources in the upper reaches of the reservoir were not effectively treated in recent years, and the water quality has deteriorated as a result. The local water bodies have become increasingly eutrophicated, with algae outbreaks posing a serious threat in summer. The Bank proactively contacted clients who are involved in estuarine wetland development project at the Yuqiao Reservoir, and provided them with credit loans totaling RMB 236 million. The project can effectively treat upstream water inflow, a main source of pollutants, slow down the eutrophication process at the reservoir, purify wetland water and improve flood control standards.

## CASE

### Supporting the Development of Renewable Energy Businesses

Developing the renewable energy industry is an effective way to solve many environmental and social challenges facing the society today, such as energy shortage and climate change. The Bank has always committed itself to promoting harmonious development of the environment, society and economy. Since October 2019, the Bank has issued RMB 100 million worth of perpetual and medium-term notes to replenish working capital for a major domestic enterprise specializing in solar energy service solutions and the manufacture of solar silicon chips, batteries and components. The funds will help customer further promote renewable energy projects, and provide important support for ecological civilization construction and climate change governance.



## ►► Developing Green Services

The Bank has incorporated environmental protection into its routine service operations by unlocking the full potential of information technology, continuously diversified electronic channel services, and promoted paperless counter services. We worked closely with corporate clients to reduce negative impacts on the environment, and contributed to the formation of resource-friendly society.

- We actively promoted online banking, mobile banking and WeChat-based banking services, minimized the use of printed documents, reduced operating costs as well as carbon emissions generated by traditional financial businesses. During the reporting period, the paperless e-banking replacement ratio came in at 83.36%.

### Electronic sales channel construction

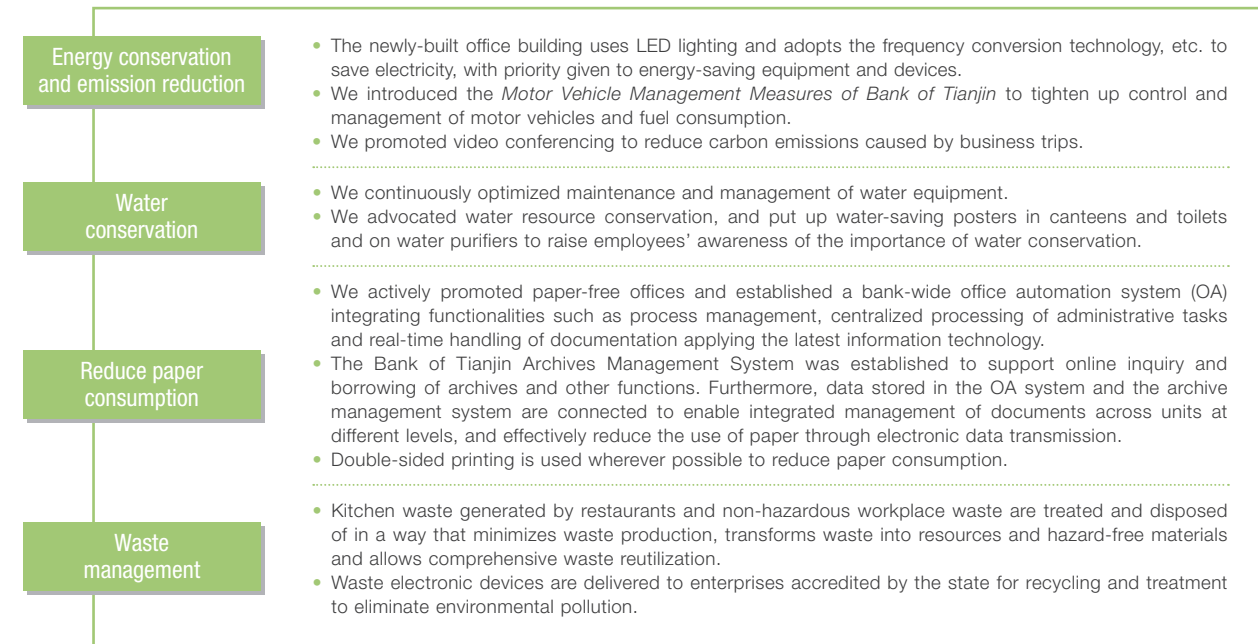
- To promote the application of paperless systems in all stores throughout the Bank, hardcopy receipts and documents have been phased out and replaced by electronic documents with the introduction of the electronic transaction processing, a service model developed based on the characteristics of smart devices, resulting in automated and simplified workflow, reduced workload for counter staff and significantly improved customer experience.

### Paperless "Super Counter"

## Advocating Green Office

The Bank has made conscious efforts to minimize the impacts of its business activities on the environment, and to integrate low carbon emission and environmental protection considerations into its business and management operations. We tightened regulation on staff conduct, promoted paperless administration, reduced consumption of resources and energy and waste emissions, and rigorously enforced energy conservation and environmental protection requirements to make offices more energy-efficient and environmentally-friendly, in strict compliance with the *Environmental Protection Law of the People's Republic of China*, *Energy Conservation Law of the People's Republic of China* and other relevant laws and regulations. During the reporting period, we held 41 public events to promote green office ideals, and no environment-related lawsuit were lodged against the Bank.

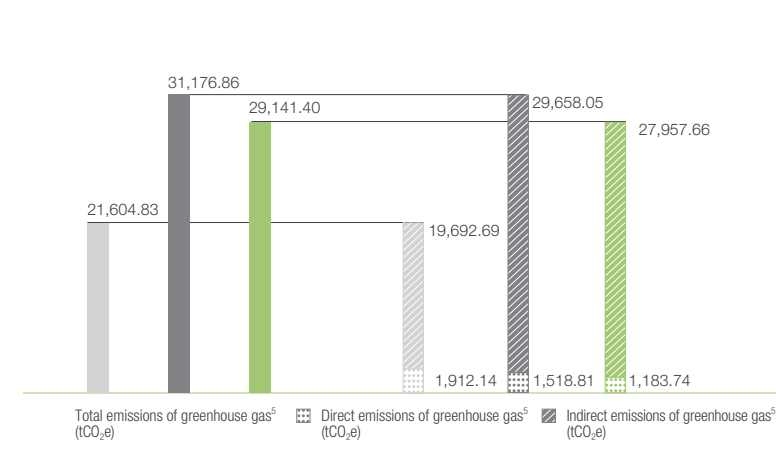
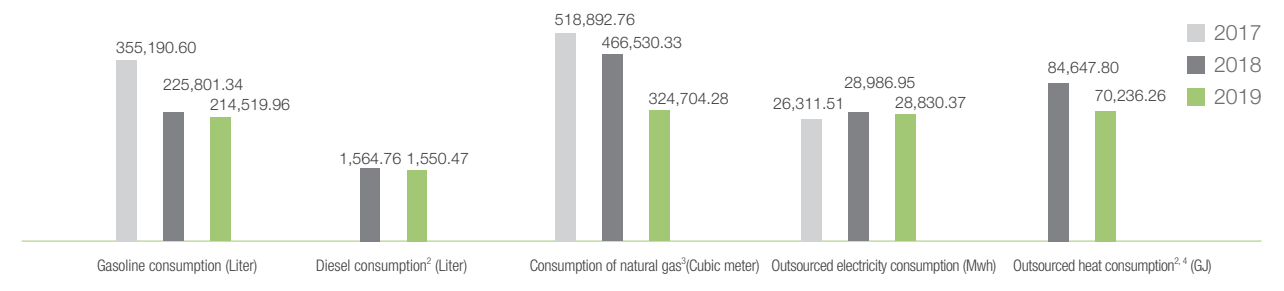
## Green operation measures



## Environmental performance<sup>1</sup>

Energy resources consumed by the Bank mainly consist of gasoline consumed by company vehicles, outsourced heating supplies, and electricity and paper consumed on a daily basis.

The main emissions include greenhouse gases generated by energy consumption and office and domestic waste.



Notes:

<sup>1</sup> Unless otherwise specified, environment-related statistics cover the head office, branches, subsidiaries and affiliates.

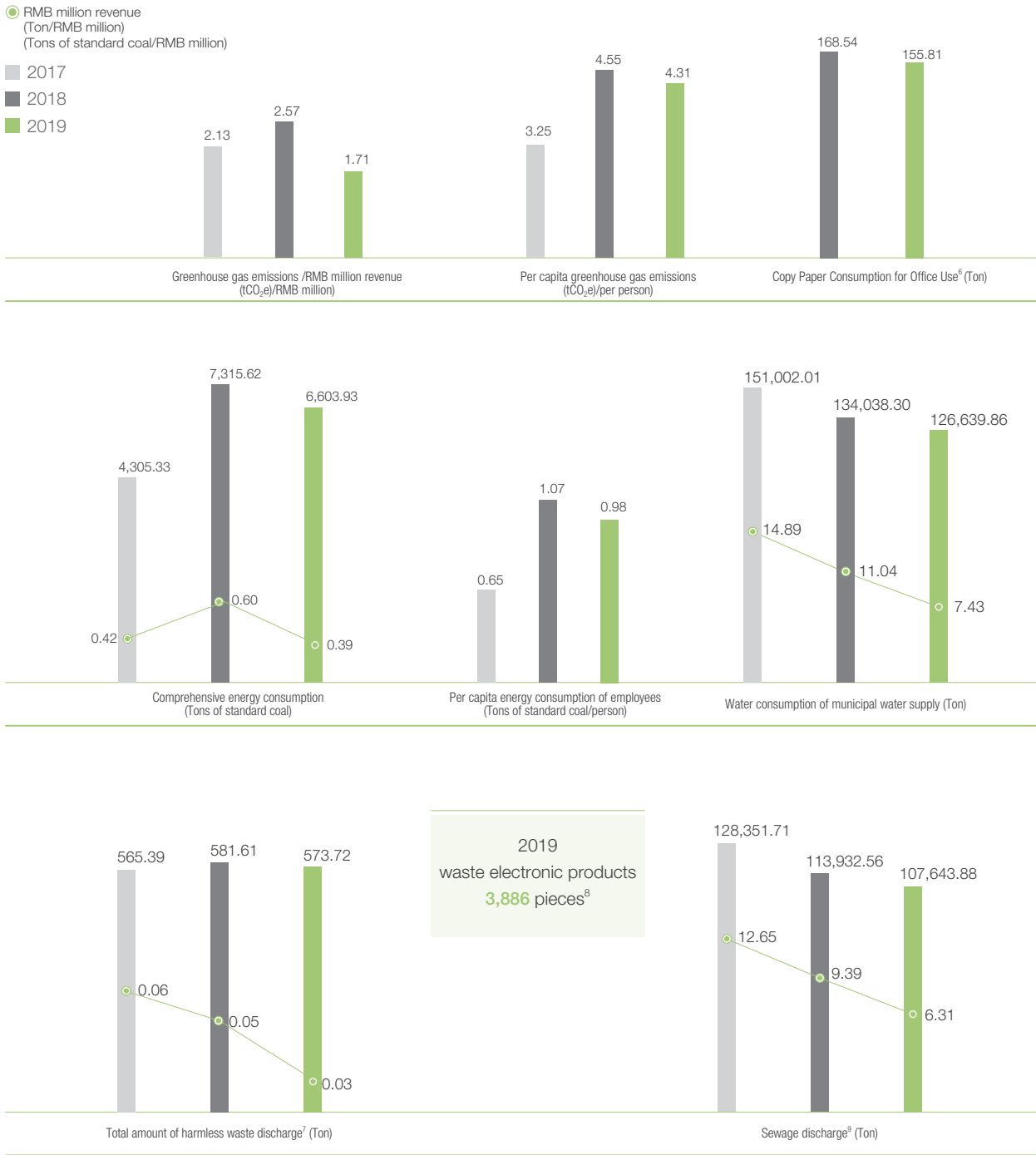
<sup>2</sup> In 2018 and 2019, the Bank further refined the environmental information collection mechanism, collected statistics on diesel consumption and outsourced heating supplies, and calculated greenhouse gas and comprehensive energy consumption.

<sup>3</sup> During the reporting period, the head office building was closed for renovation from April to December 2019, during which time no natural gas was consumed, hence the sharp decrease in natural gas consumption in 2019 relative to the previous years.

<sup>4</sup> The 2019 calculation method for outsourced heating supplies was established by reference to relevant provisions of the *Energy and Water Statistical Report System (November 2018)* formulated by the National Bureau of Statistics and supplemented and printed by the Beijing Municipal Bureau of Statistics. The statistics cover the head office, branches, subsidiaries and affiliates that paid heating charges to the heating suppliers.

<sup>5</sup> The calculation method of greenhouse gas emissions was established by reference to relevant provisions of the *Greenhouse Gas Accounting System Enterprise Accounting and Reporting Standards 2012 (Revised Edition)* issued by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) and the *Fifth Assessment Report* issued by the Intergovernmental Panel on Climate Change (IPCC). The power grid emission factors used in the calculation of range II refers to the latest *China Regional Power Grid Emission Factor (2017)* released by the Department of Climate Change of the Ministry of Ecology and Environment.





Notes:

<sup>6</sup> During the reporting period, the Bank conducted intensive management focusing on the use of office paper, and collected statistics on the use of A3 and A4 copy paper separately. The statistics on consumption of office copy paper includes consumption of A4 and A3 copy paper at the Bank's head office, branches, subsidiaries and affiliates. 2018 statistics were recounted employing the new statistical criteria.

<sup>7</sup> The calculation method for the total amount of harmless waste discharge generated from office and domestic waste is established by reference to the *Handbook of Urban Domestic Source Production and Discharge Coefficient for the First National Pollution Source Census* issued by the State Council.

<sup>8</sup> The waste electronic products data include waste electronic products such as microcomputers (mainframes), monitors, servers, notebook computers, printers and other waste electronic devices generated from routine office operations at the Bank's headquarters. It is measured by piece of equipment and is therefore not included in the calculation of generated waste measured by weight.

<sup>9</sup> The calculation method for sewage discharge is established by reference to GB 50318-2017 *National Standard Urban Drainage Project Planning Code of the People's Republic of China* issued by the Ministry of Housing and Urban-Rural Development.

## Carrying out Environmental Protection Activities

The Bank has organized a diverse range of environmental protection events to mobilize forces throughout the society to stimulate green development. On the one hand, we promoted green lifestyles to all our clients and customers through business activities; on the other hand, we called on staff members to get actively involved in public welfare activities related to environmental protection, raising their environmental protection awareness and disseminating the green development philosophy to the public.

### CASE

#### “One-Cent Bus Ride” Green Lifestyle Promotion Campaign

The Bank is committed to inspiring customers to adopt a green lifestyle by setting examples. As part of an effort to promote low-carbon green travel, the Bank launched the “One-Cent Bus Ride” campaign offering discounts on bus fare paid using mobile devices in Tianjin. During the event, holders of Bank of Tianjin credit cards and trade union cards can buy bus ticket for RMB 0.01, by scanning a bus code generated on the UnionPay Cloud Flash Payment APP or using UnionPay Mobile Phone Flash Payment Service. The campaign attracted a large number of customers to convert to the environmentally-friendly mode of public transportation. A total of 448,100 tickets were purchased, effectively mobilizing the masses to reduce energy consumption and emissions and protect the environment.




### CASE

#### “Bank of Tianjin - Elite Forest” Branding and Tree Planting Campaign

The Bank made great efforts to restore and improve the environment by actively disseminating environmental protection ideals, and organized the second annual “Bank of Tianjin - Elite Forest” branding and tree planting campaign in 2019. During the event, several branches of the Bank organized more than 500 volunteers to carry out tree planting and environmental protection activities in Beijing, Tianjin, Shijiazhuang, Jinan, Luzhou and other cities. Some 800 trees were planted in total, promoting the green and environmental philosophy that “clean water and green mountains in today are the golden and silver mountains”. By making their own contributions to the greening of the country, employees throughout the Bank are motivated to act as disseminators, practitioners and guardians of ecological civilization construction and jointly protect the environment on which we live.



Some **1,314**  
intelligent devices have been installed  
covering all stores and service outlets  
**100%**  
with a smart customer service agent  
satisfaction rate of **99%**

 up  
**37.21%**  
year-on-year  
The total number of e-banking  
clients grew to  
**5,897,200**

**1,992**  
employee training sessions  
were held for  
**76,400**  
attendees in total  
**74.95** hours  
of training was provided per  
employee on average

# SERVING THE SOCIETY

- Enhancing Customer Experience
- Supporting Employees' Development
- Serving a Harmonious Society

A total of  
**2,380**  
financial knowledge publicity and  
education events were staged  
**215,300**  
publicity materials  
**3.41** million  
text messages were distributed

The bank donated  
RMB **7.4101** million  
to external recipients  
**245** public welfare events  
were organized  
**2,435**  
people participated in  
volunteer activities

**BANK**



“Bank Offering Superior  
Experience”  
“Bank that Cares for  
Employees”



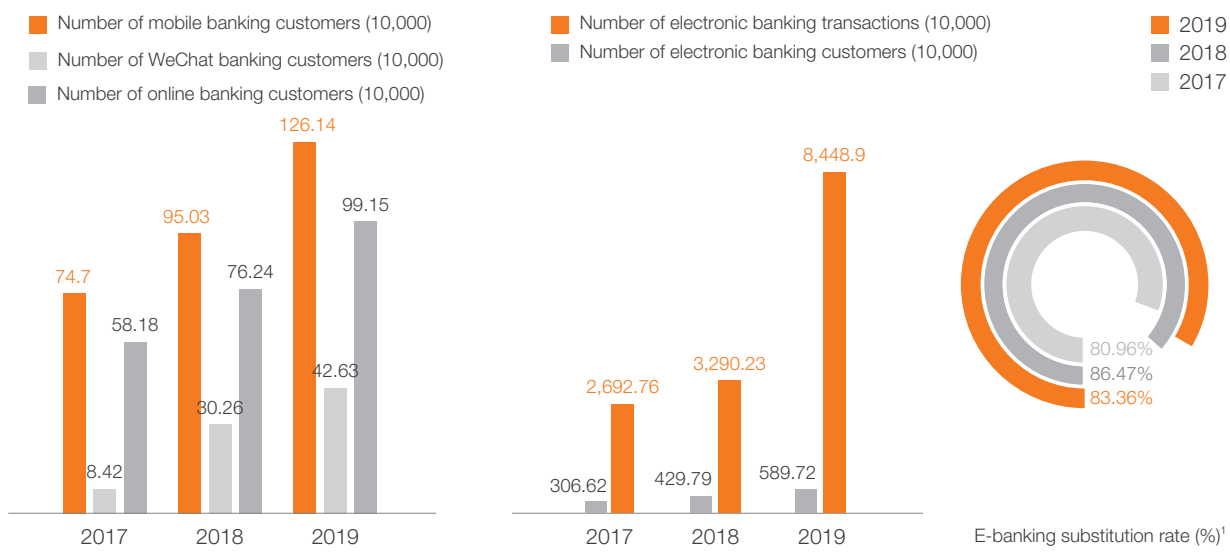
## Enhancing Customer Experience

The Bank is committed to creating a “bank that offers the ultimate customer experience”. In 2019, adhering to the “transformation + innovation” two-pronged development strategy, the Bank pushed forward end-to-end digital transformation of customer interactions, continued to diversify service models and tightened consumer protection efforts, improved the overall standard of financial services across-the-board, and strived to establish itself as a digital bank that offers first-class customer experience. In 2019, the Bank’s 16 business outlets were rated as “Service Quality Star Stores” by the China Banking Association, and four of them received the five-star rating.



### ► Providing Intelligent Services

The year 2019 marked a major breakthrough in the implementation of the Bank’s “transformation + innovation” two-pronged business strategy. During the year, the Bank effectively integrated technology development with business operations, aiming to drive digital transformation by innovating existing banking services using intelligent technology. Relying on a platform developed based on the internet technology, and adhering to the customer-oriented business philosophy, we transformed service outlets toward smart banking services. The first “smart lightweight store” was launched, indicating that the “tech + life” innovation initiative has started to bear fruits. We actively migrated formerly counter-based services onto the internet, and continuously improved the functionalities of online service channels such as mobile banking, online banking and WeChat banking, resulting in a substantial expansion of service channels. On the other hand, we continued to optimize transaction processes, further simplified transaction processing procedures, and reduced the processing time. Intelligent transformation enabled us to make our services more user-friendly, integrated and accessible via multiple channels.



Notes:  
1 In 2017 and 2018, the statistical scope of e-banking substitution rate only includes dynamic account transactions, while in 2019, non dynamic account transactions were included in the statistics, so the value is slightly lower than that in previous years.

#### Intelligent transformation of outlets



#### Smart channel construction



- We sped up installation of intelligent devices with the most advanced models deployed, and integrated multi-functional modules to meet customers’ demand for one-stop banking services. In 2019, 1,314 smart devices installed, and smart devices are currently available in all the Bank’s service outlets.
- Classification of application scenarios have been refined to create differentiated business portfolios based on differences in customer demographics in different stores, with smart service outlets divided into flagship, general and lightweight stores.
- We pushed ahead with smart store development, adhering to the principle of “customer-orientation” as well as the “emotional interaction-centered” and “tech + life” philosophies. The Bank’s first smart lightweight stores, South and North Avenue Sub-branch, was officially launched in June 2019.

- We actively pushed forward automated online customer service with the release of the “Interactive Voice Response (IVR) navigation service”, “a smart knowledge database Yun Xiao Mi” and the “online customer service” module, which enabled automated voice navigation for reporting lost bankcards, self-service customer queries and complaint filing. As a result, customer services have become more responsive. After the auto customer services went online, the connection ability increased by nearly 20% and customer satisfaction increased to 99%.
- A new generation of mobile internet portals have been released, with new core account opening, White Collar Loan, Supermarket E-Loan, UnionPay QR codes and household service sections launched.
- The “phone number-based payment” service was added as a new functionality of the mobile and online banking platforms, which can be used to make inter-bank transfers using mobile phone numbers linked to the account, resulting in improved user experience for customers of the electronic inter-bank transfer service.
- We continued to migrate counter-based services onto the internet. During the reporting period, we kicked off the corporate online banking service upgrade and facelift, and launched new business segments such as “single key corporate online banking”, exclusive mobile banking for corporate clients and agency distribution via internal accounts. Furthermore, we unblocked end-to-end business interactions with corporate users of online banking services, and the services will be rolled out in early 2020.

#### Transaction process transformation

- As of the end of 2019, we carried out electronic transformation of 109 counter-based transaction processes, substantially simplifying the processing procedures and reducing the transaction processing time.
- We revamped credit card transaction processes, introduced “mobile” sales channels and online application services, and automated application review and approval operations, thereby giving a boost to operating efficiency.
- The self-help social security card issuance system, and self-service card dispensers were installed in 82 service outlets throughout Tianjin, providing customers with one-stop services including card production and collection, financial account opening and activation and queries.

### CASE

#### The Bank Launched Its First “Smart Lightweight Store”

After nearly three months of intensive research, development and construction, the Bank’s first “smart lightweight store”, South and North Avenue Sub-branch, officially opened on June 6, 2019. Revolving around the construction concept of “taking emotional interactions as the core”, the new store showcases a “simple, relaxed and practically oriented” interior design, creating a new service model connecting service staff, hardware devices and furniture, which dovetails perfect with the Bank’s bold, innovative service philosophy of “combining technology with life”.

Adhering to the “customer-centered” business philosophy, the smart lightweight store caters to customers’ financial service needs and business operations to create a homely atmosphere. The lobby is divided into five functional areas: consultation and guidance area, self-service area, a lounge, wealth management and sales area and cash service counters. In terms of functional design, small and compact furniture and smart devices are fully integrated in the store to effectively optimize the service space. In addition, the queuing machines, the “Super Counter”, PAD and other smart equipment are also interconnected to create a minimalist and comfortable appearance and a completely new user experience.





## ► Improving Customers' Service

The Bank continued to improve the financial service experience for customers, focusing on the actual needs of customers, and opened up new service channels, and improved the service quality across business outlets, simplifying business processes to meet the actual needs of customers.



### Improving service quality

- We conducted self-inspections on standardized financial services, and effectively standardized outlet services, online banking services and elderly customer services.
- We further developed the service supervision and inspection mechanisms. Through internal video inspection, on-site spot checks, unscheduled visits and supervision conducted by external professional agencies, we acquired a comprehensive understanding of the quality of routine service operations at sales outlets, and raised staff's awareness for service quality, and improved customer service standard accordingly.
- We trained and tested front-line employees on professional skills and competence, and sharpened their professional skills and expertise, and improved the standard of customer services.
- A VIP reception room was added, with "fast-track" channels and "special service windows" introduced. The language is cordial, the service is enthusiastic, and effective customer guidance is provided at the lobby.

### Addressing customers' special needs

- We added the "Barrier Free" button on the Bank's official website and online banking webpages to make our services accessible to visually impaired customers.
- We added voice prompts on self-service devices, and installed devices with key bumps for customers with special needs.
- We built ramps next to the doorways of each store. Where it is impossible to build a ramp, the store telephone number is posted at prominent positions outside the building, so that customers with special needs can call for help.
- A voice calling system and calling display screens are installed at the stores. Some sub-branches have special seating areas and service windows reserved for people with special needs, with barrier-free signs and "guide dog allowed" signs posted to provide user-friendly services for the visually impaired.
- We provide one-stop guidance and one-to-one service for customers with special needs, arrange the nearby windows and offer fast-track services.

## ► Protecting Consumers' Rights and Interests

The Bank attaches great importance to the protection of consumers' rights and interests, which is incorporated into its corporate governance, corporate culture and business development strategies. We actively defend customers' rights and interests, and safeguard the safety of customers' assets, in strict compliance with relevant requirements of the *Consumer Rights and Interests Protection Law of the People's Republic of China*, the *Commercial Bank Law of the People's Republic of China* and other relevant laws and regulations. We always pay due attention to consumers' protection throughout business operations, and have formulated the *Administrative Measures of Bank of Tianjin on Protection of Consumers' Rights and Interests*. A sound consumer protection system is in place to ensure consistent improvement in customer satisfaction and a strong sense of trust.

### Customer Privacy Protection

Customer privacy protection is at the core of our information security strategy, and is seen as an important link in maintaining lasting mutual trust relationships with customers. We always treat customer information with strict confidentiality, and has reinforced responsibility of the head office and its branches as the main entities responsible for safeguarding consumer information security to ensure the safety and reliability of the Bank's customer information in compliance with relevant requirements of the *Notice of the General Office of the China Banking Regulatory Commission on Matters Related to Strengthening Network Information Security and Customer Information Protection*, formulated and implemented the *Administrative Measures of Bank of Tianjin for the Protection of Personal Financial Information of Financial Consumers*. During the reporting period, the Bank did not have any confirmed cases of violation of customer privacy or loss of customer data.

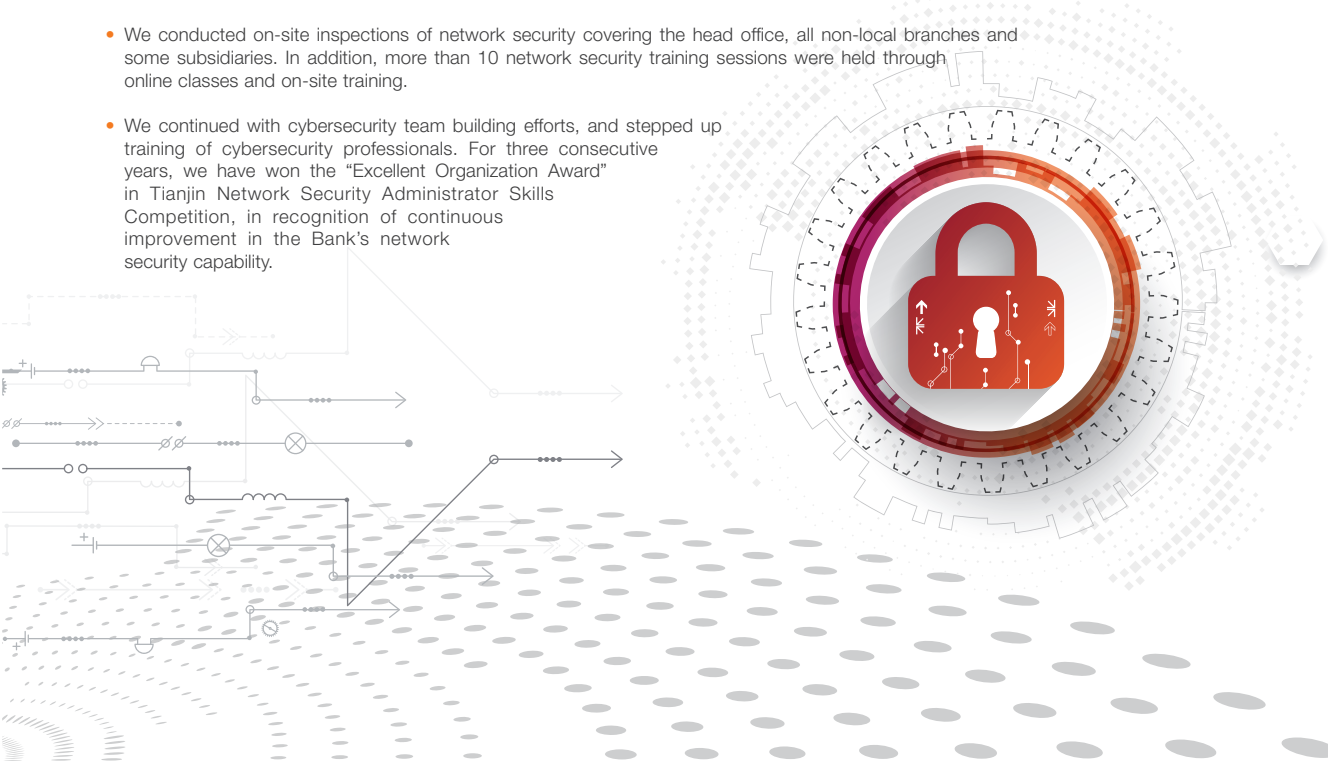
- The Bank's privacy policy for users of its electronic services is disclosed on the Bank's official website and mobile banking platform to ensure that customers understand the policy on personal information collection, use and confidentiality.
- In accordance with the *Information Security Technology Personal Information Security Standard*, the Bank improved the *Electronic Channel Privacy Policy of Bank of Tianjin* to clarify as to how personal privacy information is used and managed, and ensure regulatory and legal compliance in its use of personal information.
- We developed the *Data Security Classification Standards of Bank of Tianjin* followed by the introduction of classification-based management, established and improved the information protection mechanism for information system users, set up a data use approval mechanism in compliance with the requirements of the state and industry regulators, and took necessary encryption measures related to data storage and transmission, and established a password equipment management system.
- We carried out a campaign of "Special Rectification of Bank of Tianjin's Data Security Management", conducted self-inspections on the protection of important data and citizens' personal information to prevent the disclosure of important data and citizens' personal information.
- We conducted an investigation into personal financial information security risks to sort out potential risks by checking relevant systems, processes, posts, service outlets, staffing arrangements and technology, and rectified issues related to sensitive payment information.
- We engaged a third-party organization to assess privacy data security for mobile banking customers.
- We conducted personal information leakage emergency drills to raise the staff's awareness of the importance of personal information protection, and improve emergency response capability and efficiency of the Bank.



### Safeguarding Information Security






We are fully aware that integration of technology and financial services makes the services more convenient, but at the same time it puts information security management to the test. We strictly abide by the requirements of the *Cyber Security Law of the People's Republic of China*, and established the scientific and technological strategic goal of “building a stable bank”. We formulated the *Cyber Security Plan 2019-2020 of Bank of Tianjin Co., Ltd.*, revised and improved the *Cyber Security Management Measures of Bank of Tianjin* to strengthen information security management and build robust security defense lines.

- In accordance with the *Guidelines for the Security Assessment of Electronic Banks* of CBIRC, and drawing on advanced experience available in the industry, we conducted a comprehensive assessment of transaction security on electronic service channels including the online banking, mobile banking and WeChat banking platforms, and built on our emergency response capability against potential malicious attacks on the internet to reduce the risk of leakage of important information and property loss.
- We formulated the *2019 Information Technology Safe Operation Guarantee Plan* and set up a special working group to carry out a self-inspection of operations and maintenance security at the data center, and conducted a comprehensive investigation on the use of computer equipment, potential safety hazards of network systems, and infrastructure support capability of production computer rooms.
- As regards extraction of production data and the management of office computer terminals, the *Interim Plan on Further Strengthening the Safety Management of Data Use* is formulated to further reduce risks associated with data use and avoid information leakage.
- We monitor and test information technology operations on a monthly basis, and monitor and test network security on a quarterly basis. We established a refined big data management model for rectifying IT-related issues, and checked the rectifications item-by-item to ensure that the issues are effectively rectified.
- We strengthened technical support and adopted industry-leading transaction authentication tools such as Yun Zheng Tong and Bluetooth key to ensure financial security in the cyberspace.
- We conducted on-site inspections of network security covering the head office, all non-local branches and some subsidiaries. In addition, more than 10 network security training sessions were held through online classes and on-site training.
- We continued with cybersecurity team building efforts, and stepped up training of cybersecurity professionals. For three consecutive years, we have won the “Excellent Organization Award” in Tianjin Network Security Administrator Skills Competition, in recognition of continuous improvement in the Bank’s network security capability.




### Transparency of Products and Services

We provide transparent products and services to customers, performed obligations of information notification and risk warning before sales in strict compliance with regulatory requirements, effectively prohibited misleading and fraudulent sales practices, and protected consumers’ right to know and make property safety and independent choices.

				
<p>We set up “audio and video recording” facilities in the sales area, and tightened regulation on personal proprietary wealth management and agency sales practices to ensure regulatory compliance in business development operations.</p>	<p>We formulated and issued the <i>Regulations of the Bank of Tianjin for Management of Personal Product Information Query Platform</i> and clarified responsibilities related to personal product information protection, effectively safeguarding consumers’ right to know and make independent choices.</p>	<p>We revised the <i>Express Payment Authorization Agreement of Bank of Tianjin</i> to improve provisions regarding payment limits, verification methods and deduction scope, thus ensuring customers’ right of information related to payment transactions.</p>	<p>We conducted careful reviews to find out whether product agreements contain provisions on consumer protection, and thoroughly disclose risks involved, investment service terms and business transaction rules. Furthermore, channels for resolving disputes are specified to protect consumers’ right to know and claim compensation.</p>	<p>Promotional content is “not misleading, exaggerated or false or concealed”.</p>

### Preventing Financial Fraud

We do our best to help customers prevent financial risks and protect the safety of funds. As a countermeasure against telecom frauds, illegal fund-raising and other forms of financial fraud, which have been on the rise in recent years, we continued to safeguard against infringement on consumers’ rights and interests through effective publicity and education, and by issuing warnings. During the reporting period, the Bank’s Donghai Sub-branch and Heping Road Sub-branch successfully intercepted many fraudulent telecom transactions to avoid large economic losses for customers.



Publicity slogans were broadcast in stores; publicity and consultation desks were set up; publicity leaflets and publicity materials on telecom fraud prevention were distributed; and publicity events were held to prevent telecom fraud.

We produced 35,000 publicity leaflets and 2,000 publicity table mats on the theme of “Harmonious Sharing of Network and Prevention of Telecommunications Fraud”. We created cartoons to explain typical techniques of telecom fraud emerged in recent years and the countermeasures.

We trained employees to improve their ability to identify common methods of telecom network fraud based on interpretations of relevant laws and regulations and analysis of typical cases.

## CASE

### Successfully Intercepted Telecom Fraud

On September 9, 2019, an old man in his late 60s visited the Donghai Sub-branch and requested a large-sum early withdrawal of electronic treasury bonds and voucher treasury bonds, and wanted to transfer the money to another person's account. When processing the transaction, staff at the store found that the old man hesitated and evaded questions regarding the purpose of the funds transfer, and they became suspicious of the transaction. After several inquiries, they learned that the old man received a phone call from someone who claimed himself to be an official of the State Council, alleging that the customer's phone card had sent a large amount of fraudulent information and was now suspected of fraud. The criminals tricked the old man into opening an account with another bank, activating online banking service, and then transferring his deposits to the so-called safe account. The staff at the store immediately realized that this was a typical case of telephone fraud by posing as officials of a public security organ or state organ, and they tried to persuade the old man and warned him of the risks.

Thanks to their patient explanation, the old man realized at last that he had been a victim of telecom fraud. The staff helped him call the police and report the case. By halting the transfer, the customer avoided a loss of RMB 300,000.

## Consumers' Feedback

The Bank adopts the "customer first" policy, and attaches great importance to customers' opinions and feedback. We continuously strengthened pre-sales management employing a holistic approach. Customers' feedback is always taken seriously, and continuous improvement has been made based on customers' opinions. We continuously improved the standard of our services according to customers' actual needs, and provided them with satisfactory services. During the reporting period, the Bank received seven valid customer complaints, down 36.36% from the previous year.

### Strengthen pre-sales management

- Pay attention to the quality of routine service operations, strictly require compliance sales, strengthen pre-sales management, and reduce the probability of complaints at source.

### Handle customer complaints

- We formulated the *Customer Complaint Management Measures of Bank of Tianjin* to clarify the responsibilities, handling procedures and time limit of the complaint handling department, so as to ensure that consumer complaints are solved in a timely and effective manner.
  - We provided special training on complaint handling skills to enable employees to flexibly apply the skills and properly tackle problems for customers.
  - We set up a fast-track for handling complaints, and specified the authority to grant compensation requests, compensation limits and procedures regarding justified claims received from retail customers, with the aim of improving the efficiency of complaint handling and customer satisfaction.
- In 2019, customer satisfaction regarding the handling of complaints at the customer service center reached 99%.

### Listen to customer feedback

- Establish and optimize the complaint management system with automatic generation of statistics on customer complaints, analyze the trend in complaint volume fluctuations focusing on the most frequently complained issues, and ensure that the major issues are handled and solved in a timely manner.
- The "Voice of Customers" communication mechanism gives us access to customers' opinions and suggestions, and enables us to make rectification and improvement based on feedback and issues reported by customers.

### Continuous improvement and promotion

- The sub-branch against which complaints are filed by customers is required to identify weaknesses, propose measures to improve related operations, and make sure that customer complaints and suggestions are processed efficiently and effectively to improve the overall standard of services.

## Supporting Employees' Development

Building a "bank that cares for employees" is the core driving force behind the Bank's pursuit of "transformation + innovation" development. The Bank has always adhered to the principle of equal employment and has built a diversified working team. Listening to employees' demands, we adapted staff benefits packages and the working environment to employees' actual needs, creating a strong sense of belonging; set up a well-thought-out remuneration system that encourages continuous improvement in work performance; carried out echelon training plans for different positions to provide the best development opportunities for employees, and built a stable and dynamic team of high-quality talents.

### Equal Employment Opportunities

The Bank provides equal employment opportunities to all members of the society, is opposed to employment discrimination, treats employees of different nationalities, races, genders, religious beliefs and cultural backgrounds fairly and impartially, and strives to create a diverse working environment, in strict compliance with the *Labor Law of the People's Republic of China*.

In the employee recruitment process, the Bank sets post-specific eligibility requirements in accordance with relevant provisions of the *Employee Behavior Management Guidelines for Banking Financial Institutions* and the *Employees Management Measures of Bank of Tianjin*, thoroughly assesses professional conduct of job candidates, and ensures recruitment information transparency and a fair and merit-based recruitment process. Adhering to the principles of "free will" and "two-way selection", the Bank allows candidates to choose their positions based on their

free will, and carefully examines the age of candidates to avoid recruitment child labor or compulsory employment, in compliance with the *Labor Law of the People's Republic of China and the Regulations on Prohibition of Child Labor*. During the reporting period, forced employment or child labor did not occur in the Bank.

In the process of employment, the Bank is committed to establishing legal, compliant and harmonious labor relations with employees. The Bank adopts contract-based employment for all employees, and the employees have the right to leave their jobs freely with a reasonable notice. Where it decides to dismiss an employee, the Bank will act in strict compliance with the *Labor Law of the People's Republic of China* and other relevant laws and regulations.

As of December 31, 2019, the Bank had 6,767 full-time employees, with a labor contract signing rate of 100%.







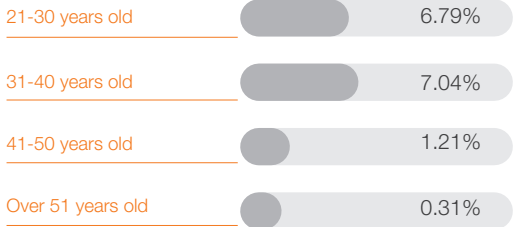
Employee turnover rate based on gender:



Employee turnover rate based on region:



Employee turnover rate based on age group:



►► Protecting Employees' Rights and Interests

The Bank abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Social Insurance Law of the People's Republic of China* and other relevant laws and regulations, respects the demands of employees, protects their legitimate rights and interests, and is committed to establishing and maintaining harmonious labor relations. We give full play to the role of trade unions and promote democratic construction; set reasonable working hours to protect employees' right to rest and vacation; has established a staff health management system, and pay due attention to staff's physical and mental health; and pay social insurance contributions for employees, and provide them with a complete range of social security benefits.

Promote democratic management

- Three staff representatives meetings were held in 2019 to protect employees' rights to participate in democratic management and supervision.
- We organized and held trade union work training sessions to improve the competence and qualifications of trade union officials, and promoted innovation-driven development of trade union operations throughout the Bank, enabling the trade union to fulfill their full potential.
- We organized collective wage negotiations and reviewed and passed the *Employee Wage Collective Agreement of Bank of Tianjin in 2019 (Draft)* to build a harmonious labor relationship.
- We solicited employees' opinions and suggestions, and issued monthly notices on progress made in processing the opinions and suggestions. Relevant information is publicized on the home page of the Bank's intranet, so as to improve the transparency of supervision activities and make the information accessible to employees at the grassroots level, and effectively resolve the difficulties encountered by them at work.
- We amended and issued the *Administrative Measures of Bank of Tianjin on Mass Petitions* to further optimize the handling of mass petitions, with the timely acceptance rate and the timely completion rate reaching 100%.

Reasonable working hours

- With an eight-hour-day work system, our employees are entitled to reasonable working hours according to law.
- Our employees are entitled to legal holidays, paid annual leave and other rights according to law.

Employees' physical and mental health

- An employee health management system is in place.
- Employees are protected by employee group accident insurance and group critical illness insurance.
- Introduction of the *Measures of Bank of Tianjin Concerning Employee Health Examinations* to provide regular physical checkup services for employees, with a coverage rate of 100%.
- During the reporting period, there were no work-related fatalities.

Effective social security

- We pay regular contributions to social insurance and the housing provident fund for employees.
- We provide employees with supplementary old-age insurance (enterprise annuity).
- We provide employees with supplementary medical insurance, and insurance against accidental injuries, critical diseases, etc. with a payment rate of 100%.

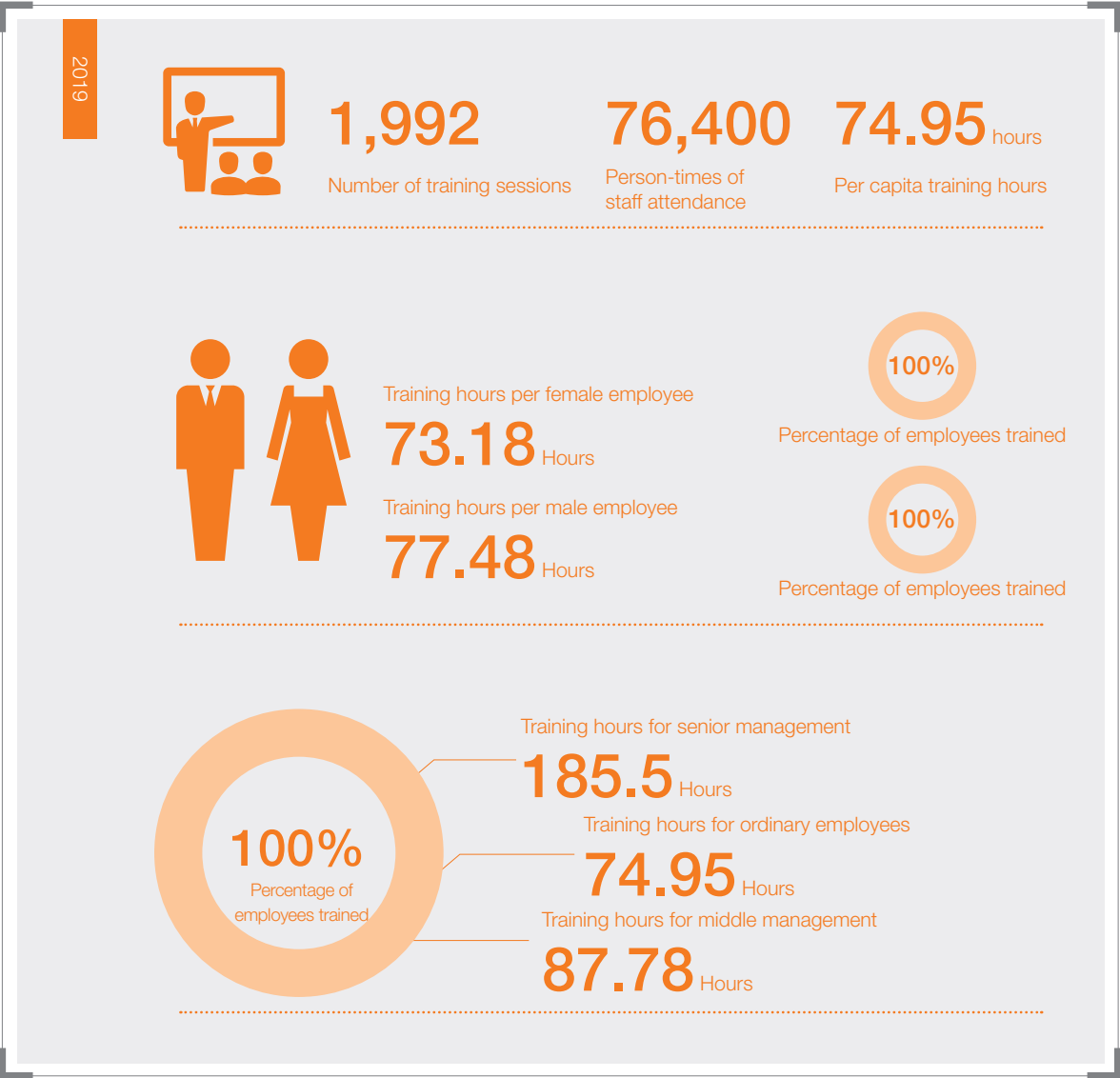
►► Helping Employees with Their Development

The Bank adopts the "human capital first" strategy in which personal development of employees is regarded as an inexhaustible source of business growth. We have made active efforts to build a platform for the growth and success of employees, innovated personnel training methods, enhanced personnel training efforts, improved the personnel training system, and optimized career development paths for employees, adapting ourselves to the latest development trends in the financial industry toward increasing "versatility, informatization and globalization".



### Training system optimization

Based on the latest development trends in the industry, and in accordance with the key regulatory requirements and the Bank's strategic plans, we draw up and update the outline of staff education and training work every year. In 2019, the *Staff Training Priorities of Bank of Tianjin 2019* and the *Bank-wide Key Training Project Plan 2019* were formulated and issued to continuously innovate the working methods of staff education and training, applying both the online and offline training and learning models. As regards online training activities, we successively launched 99 online college courses and professional post-specific qualification examination simulation exercises during the reporting period, with more than 60,000 hits by staff members; 42 online classes under the “Bank of Tianjin Lectures-e-lectures” series, with a total attendance of 12,600 person-times. In terms of offline activities, the head office organized the business backbone of the branches to carry out demonstration training projects in different specialties and levels. Through a wide variety of training courses covering various topics, all employees were provided with equal development opportunities that meet their diversified learning needs.



In order to effectively improve the special abilities of different types of talents, the Bank continuously held key talent echelon training programs, and made great efforts to promote professional team building in four areas.



### Team Building in Four High-Priority Areas

#### High-quality managerial staff



Taking outperforming grassroots-level managers as the entry point, we systematically improved the leadership skills of managerial staff. We organized theme lectures by university professors and the Bank's senior leaders sharing their insights on the reform and development of the Banking industry and the Bank's strategic planning, aiming to sharpen the strategic vision of members of the management team, improve their business creativity and execution power.

#### Building a pipeline of young managers

We stepped up training of young employees who have been included in the talent pipeline, improved the structure of management personnel at all levels, and adopted a training approach that combines “centralized learning” with “practice” to realize systematic and professional training; implemented training courses and the talent cultivation plan for outperforming young employees to enhance their teamwork spirit, scientific and innovative thinking and implementation ability. During the reporting period, we held the “career gas station” event for young employees, where the young employees were encouraged to think deeply about their work and life with the guidance of professional psychologists, and the core staff members shared their experiences to help young employees relieve workplace pressure, tap internal motivation and stimulate their enthusiasm for work.



#### Technological professionals



Based on the talent training strategy of “achieving professional excellence through highly specialized and practically-oriented training”, we organized and carried out professional training projects in multiple sectors to foster professional and technical talents and strengthen the practicability of training.

#### Operational and applied talents

Focusing on the general training needs of front-line employees, we communicated regulatory policies, rules and regulations, business processes and information on products and services with a high level of precision and in a timely manner. Professional training sessions conducted at the head office were deepened to reach the grassroots level, helping employees improve their professional competence and qualifications as well as execution power.



### CASE

#### “Seagull Pilot” Youth Elite Training Camp

The Bank adopted a differentiated management mechanism that prioritizes “selecting, using, fostering, retaining and awarding” for core talents, in line with its commitment to fostering professional talents with outstanding abilities. In 2019, with a view to further improving the Banks customer service capacity, we launched the “Seagull Pilot” Youth Elite Training Camp for front-line employees dealing with retail customers. The “Seagull Pilot” campaign was conducted by the Bank in partnership with insurance companies and professional training institutions, with the aim of giving employees access to high-quality professional learning resources that are effectively integrated with actual business practices, with more incentive resources provided and with stronger interest in learning opportunities.

The training camp offered a variety of courses covering a diverse range of topics. Through centralized training and teaching, online communication of Wechat-courses, one-on-one actual combat counseling, group construction roadshows and reading clubs, employees benefitted in terms of improving their professional and communication skills, thus enhancing the core competitiveness of the Bank's professional teams in all aspects.

As of the end of December 2019, one team-building course, 14 intensive face-to-face training sessions, eight online Wechat-class tutoring sessions, and some 200 product docking business training sessions were held under the “Seagull Pilot” campaign, with more than 100 employees from retail service teams, and over 100 grassroots-level managers attending the training activities.



## Encouraging the Acquiring of Professional Qualifications

In 2014, the Bank introduced the policy that all employees should be officially qualified for their positions at the Bank. Ever since then, we have held regular internal professional qualifications, selected competitive examinations, promoted the management of employees' professional qualifications, and encouraged employees to participate in external professional qualification courses. As of the end of December 2019, our employees had passed 5,415 professional qualification examinations for banking professionals, and more than 13,259 person-times have obtained professional qualification certificates.

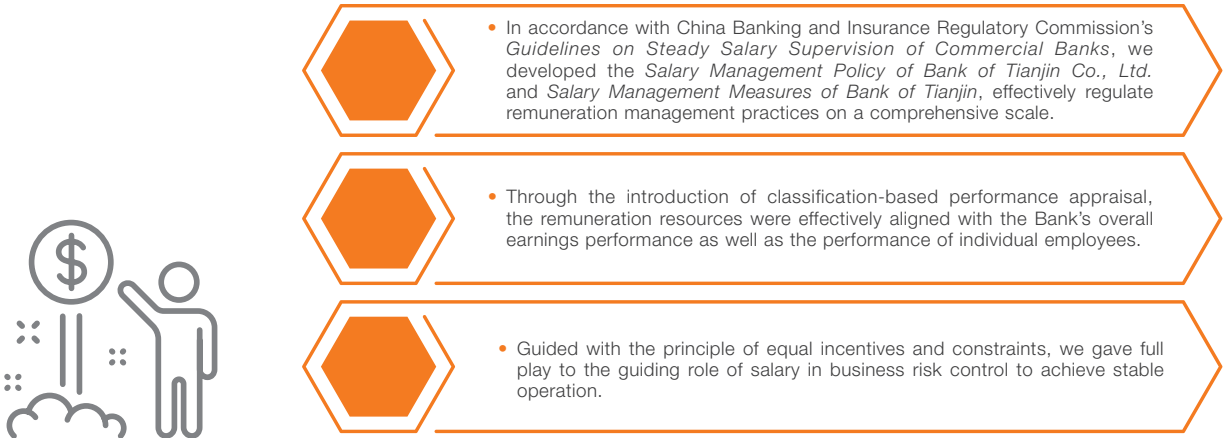
### Measures to Encourage the Acquiring of Professional Qualifications



## Systematic Remuneration and Compensation Incentive Mechanisms

Following the principle of "equal pay for equal work", the Bank has set up a broad-band salary management system characterized with diversified salary composition, standardized management practices and systematic implementation. It has proven very effective in stimulating the enthusiasm and creativity of employees, improving productivity, facilitating steady business operations, and increasing the Bank's sustainable development capability in line with employees' improved ability to fulfill their values.

### Systematic Remuneration and Compensation Incentive Mechanisms



## Caring about Employees' Life

The Bank is committed to creating a positive, harmonious and happy working environment for its employees. In accordance with management policies such as "Heartwarming Program" Implementation Measures of Trade Union of Bank of Tianjin, the Bank has continuously promoted the development of the labor union in terms of working and cultural environment, enabling the trade union to improve employee care services. We used diversified means to attract more employees to participate in various sports activities, and to promote the sense of well-being among them.

01 Organize walking activities for employees

02 Hold National Day staff art show

03 "Dragon Boat Festival and Happy Children's Tour" parent-child activities

04 Employees participated in daily activities of badminton association

05 Friendly matches between units of the basketball association

Support employees with special difficulties

- We conducted a thorough investigation of employees with special difficulties, documented information collected at different levels, established a staff support system, implemented dynamic management, and visited more than 140 workers with special difficulties during the year.
- During the Spring Festival, the Bank's leaders at all levels led teams to offer condolences to staff members with special difficulty and distributed solatium and consolation products.
- We implemented regulations concerning assistance for people diagnosed with critical diseases, offered condolences to employees who meet the conditions for care and sympathy for serious diseases, and helped eligible employees who meet the conditions for serious diseases to claim for financial aids.

Care for retired employees

- We organized physical examination for retired employees.
- We subscribed to the ZHONGLAONIANSHIBAO for retired employees.
- We visited retired employees during the Spring Festival, the Double Ninth Festival and other traditional festivals, the management visited 17 retired model workers and 905 retired employees during the year.

Recreational and sports activities

- We held workers' sports meetings, art performance, speech competitions, painting and calligraphy photography contests and other sports activities to enhance team cohesion.
- We set up staff hobby clubs to organize badminton, table tennis, basketball, calligraphy and painting and photography, walking and other activities on a regular basis every month to enrich employees' spare time life.
- We carried out staff competitions, spring and autumn tours and other special activities to meet the varied spiritual and cultural needs of employees.
- We selected employees to participate in badminton, tennis, table tennis, billiards, chess and other competitions organized by the Tianjin Municipal Trade Union, Tianjin Municipal Bureau of Financial Affairs, Tianjin Banking Association, etc. We won three group awards, nine individual awards and three organisation awards.



CASE



Second Workers' Sports Meeting

The Bank held the second workers' sports meeting from July 6 to September 7, 2019 in celebration of the 70th anniversary of the founding of the People's Republic of China. Sixteen teams and nearly 1,000 employees took part in the event. The game covers numerous sports, including six individual events (Chinese chess, table tennis, badminton, basketball, football and swimming) and track and field comprehensive events. The use of scientific and technological means to achieve the simultaneous online live broadcast of pictures and videos has attracted a large number of employees across the Bank. The total number of online watchers reached almost 200,000, demonstrating the good mental outlook of employees at Bank of Tianjin. The sports meeting boosted staff morale and enhanced internal cohesion.



16  
teams

Nearly 1,000  
employees took part in the event

The total number of online  
watchers reached almost  
200,000 person-times

Serving a Harmonious Society

The Bank is committed to giving back to society through concrete actions, and has succeeded in bringing positive changes to the society. In 2019, we pushed forward targeted poverty alleviation through financial services, and continued to contribute to the poverty eradication campaign to improve the physical and emotion well-being of people across China. We disseminated financial knowledge to the public leveraging our professional resources, promoted social welfare practices, encouraged and supported employees to actively participate in volunteer actions, and warmed the society with good deeds.

►► Carrying out Targeted Poverty Alleviation

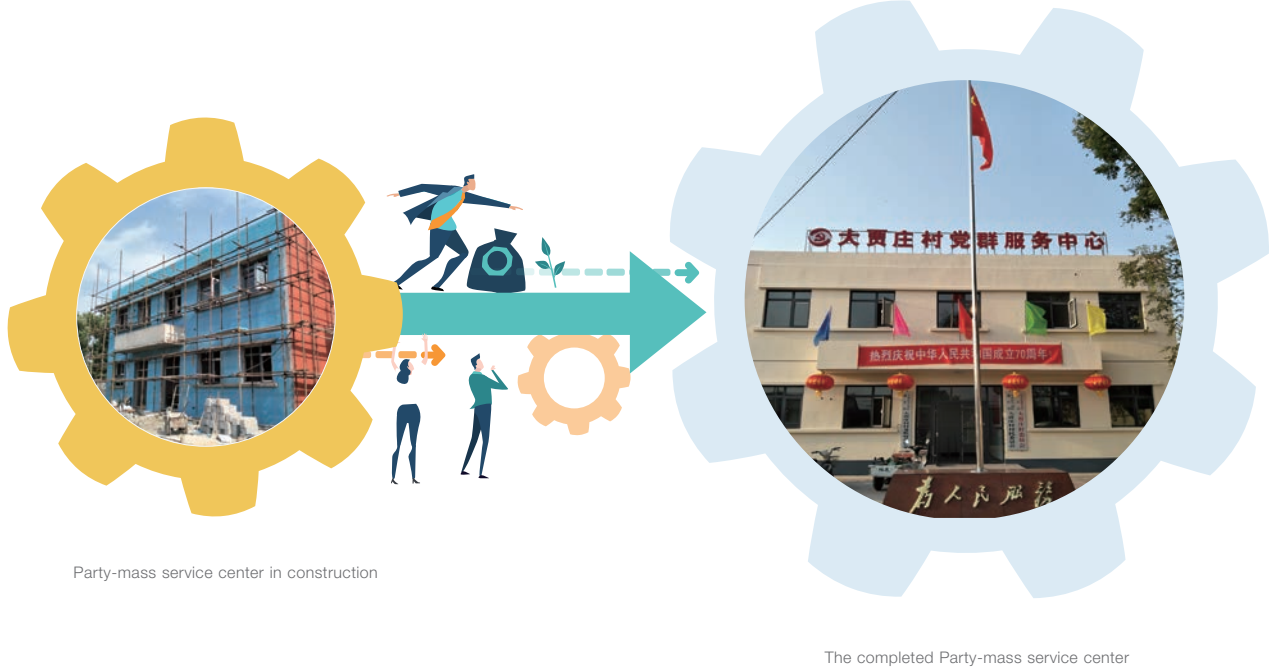
Eliminating poverty, improving people's livelihood and gradually achieving common prosperity are an important component of the social responsibility of Bank of Tianjin as a financial service provider. While continuing to develop its core financial businesses, the Bank established the strategy of supporting the development of poor regions, and steadily pushed forward East-West collaborative poverty alleviation and "paired assistance" initiatives, in compliance with the *Guiding Regulations on the Three-Year Action to Fight Poverty* and the *Notice of the General Office of China Banking and Insurance Regulatory Commission on Ensuring Effective Support for Revitalization of Rural Areas and Poverty*

*Alleviation in the Banking and Insurance Industry in 2019.* With a view to ensuring efficient and orderly development of targeted poverty alleviation projects, based on a profound understanding of local conditions in the villages assigned to the Bank, we formulated the *Village Support Work Plan of Bank of Tianjin 2019*, carried out five in-depth investigations, and held 16 work promotion meetings for supporting villages. We increased financial resource support for poverty alleviation from point to surface, seeking to drive a shift in poverty alleviation efforts away from the "blood transfusion" model toward one that focuses on organic development to build a well-off society in an all-round way.

Blood transfusion	Strengthen village governance	<ul style="list-style-type: none"><li>We assisted the village committee with registration and renovation of dilapidated buildings.</li><li>We optimized the information management system, compiled computer programs, and established an electronic registration system that "assigns one account to every household" for village collectives to improve work efficiency and data accuracy.</li></ul>
	Improve infrastructure construction	<ul style="list-style-type: none"><li>We set up isolation protection nets, treated black and smelly water bodies, buried drainage pipelines, improved the environment in the village, and beautified the appearance of the village.</li><li>We promoted road hardening and street lighting, replaced 99 street lamps and improved local traffic conditions.</li><li>We built a public square for leisure activities for the villagers, constructed a new broadcasting system and promoted the development of cultural and sports activities.</li><li>Three service centers were built to strengthen the connection between the local Party committee and the masses, and they will function as a platform for delivering services to the public.</li></ul>
	Support household in difficulty	<ul style="list-style-type: none"><li>We visited 82 households with special difficulties.</li></ul>
Hemopoiesis	Financial poverty alleviation	<ul style="list-style-type: none"><li>For villagers who have funding needs, we determined reasonable lines of credit for them based on a thorough understanding of the capabilities and credit standing of households with official poverty designation, and monitored the use of loans to ensure that we can effectively serve the villagers to shake off poverty and become rich.</li><li>We maintained effective communication with regulatory bodies, and reported on irregularities related to targeted poverty alleviation loans on a quarterly basis, and made effective efforts to ensure the quality of poverty alleviation population information submitted.</li><li>As of the end of December 2019, the total value of outstanding personal targeted poverty alleviation loans at the Bank (including loans for people who have been lifted out of poverty) stood at RMB 53.9183 million, up 10.51% from the beginning of the year.</li></ul>
	Industrial poverty alleviation	<ul style="list-style-type: none"><li>We invested RMB 1.6 million industrial funds to set up an agricultural development company, and has decided to build greenhouses and interconnected greenhouses in preparation for the launch of "south-to-north fruit transplantation", goose breeding training, and industrial training projects.</li><li>We built farmland water conservancy facilities to increase added value of land.</li><li>A new 6,500-square-meter farmer's market was built to maximize economies of scale through centralized management.</li><li>We helped set up specialized farmers' cooperatives, established a stable income distribution model, achieved steady income growth, and formed a sustainable poverty alleviation trend.</li></ul>
	Consumption-based poverty alleviation	<ul style="list-style-type: none"><li>We entered into the Framework Agreement on Consumption Poverty Alleviation Collection and Supply with Tianjin Food Group Trading Co., Ltd. and issued a bank-wide scale proposal increase people's income and reduce poverty in poor areas, in line with the requirements of the <i>Guidelines of the General Office of the State Council on Deepening Consumption-based Poverty Alleviation to Win the "Tough Battle" of Poverty Elimination.</i></li></ul>

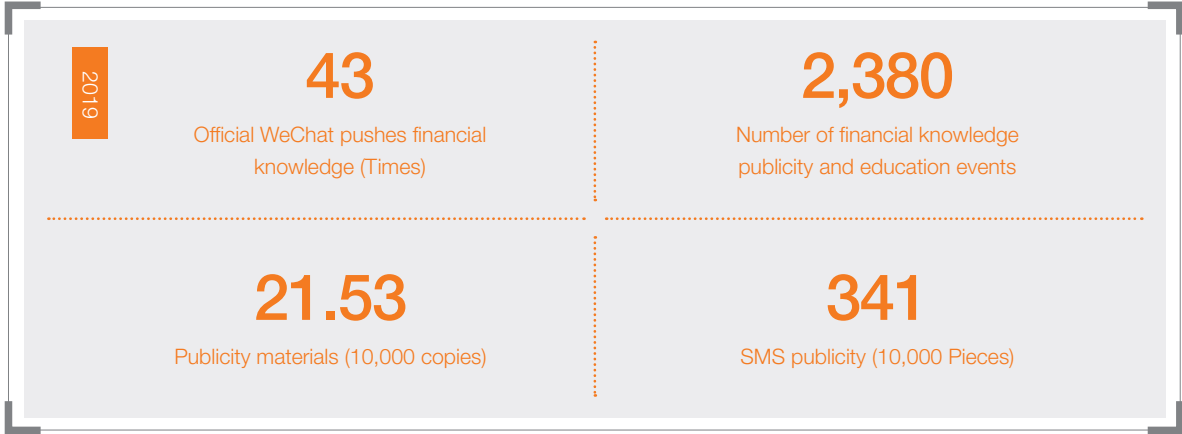


Before and after the construction of the Party-mass service center in the village



### ►► Popularizing Financial Knowledge

The Bank continued to disseminate financial knowledge, aiming to help the general public avoid falling victim to illegal financial activities. In 2019, in view of the weak links of financial knowledge and financial needs of different groups, we carried out special financial knowledge publicity and education events focusing on protection of financial consumers' rights and interests, wealth management skills, payment security, network security, anti-money laundering, prevention of telecom fraud, resistance to illegal fund-raising and personal credit investigation through online and offline channels, to cure financial illiteracy and meet the actual needs of different types of financial consumers. The events were held in villages with special difficulties, local enterprises and institutions, schools, hospitals, communities and shopping malls, helping people to rationally choose and correctly use financial products and services, so that financial development could better meet people's growing needs for a better life.



### ● Dissemination of financial knowledge through various channels

Service outlets

- Financial education content is displayed on LED screens.
- Publicity and consultation desks were set up to clarify and disseminate financial knowledge to customers.
- Distribution of self-made financial knowledge publicity leaflets and table mats.

Wechat official account  
Bank of Tianjin's official website

- We released a series of financial knowledge dissemination articles to enhance consumers' awareness on rights and risks.

Local communities

- As part of the 2019 "Financial Knowledge Dissemination Month & Financial Knowledge into Families & Trying to be Smart Investors & Trying to be Good Financial Netizens" campaign, local branches of the Bank provided face-to-face consulting services at public places such as residential communities, enterprises and shopping malls, effectively spreading financial knowledge to the public.

### CASE

#### “Financial Knowledge Dissemination Month” Publicity Campaign

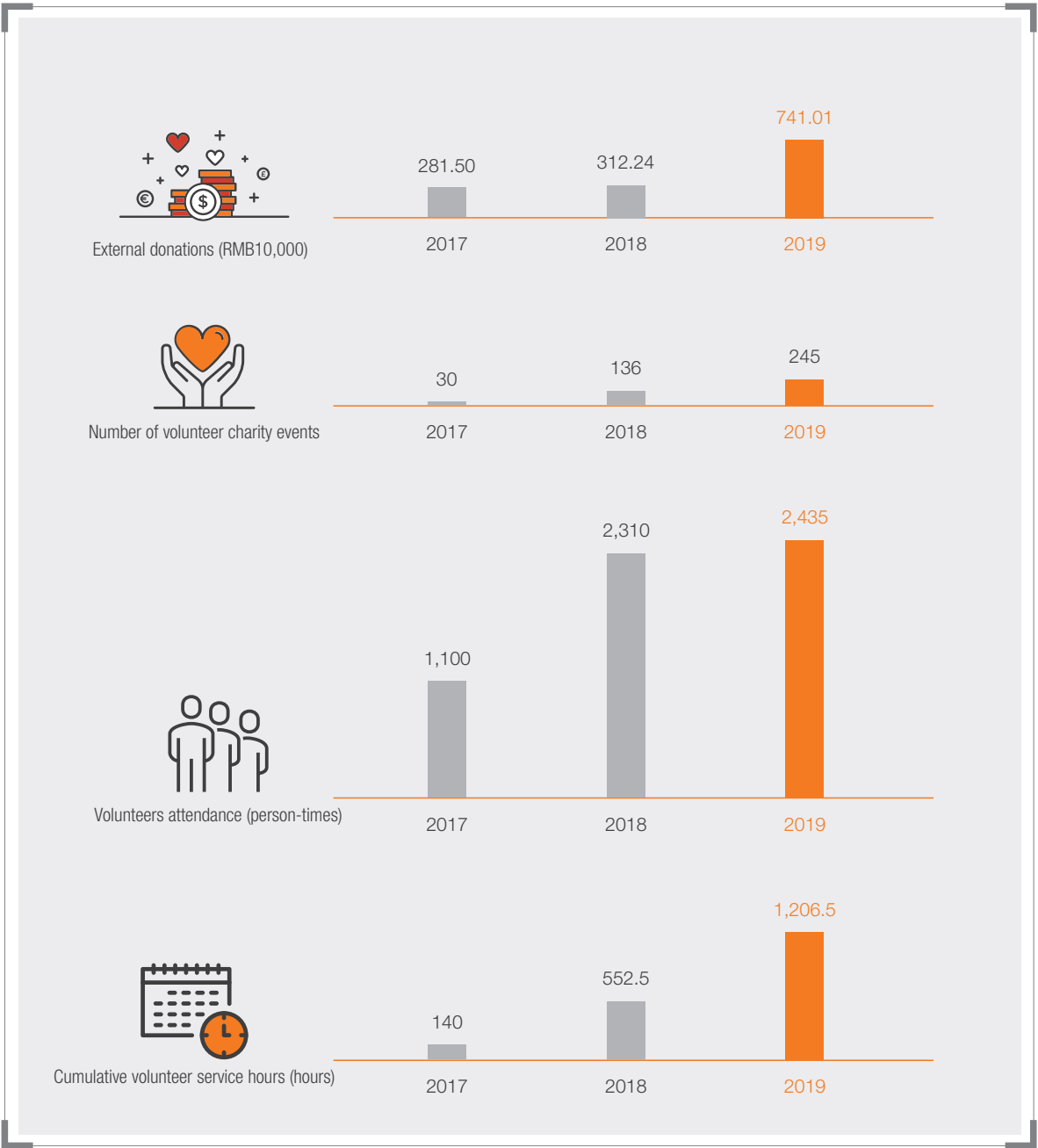
On September 20, 2019, the joint business department at the Bank's head office visited Gaochang Village, Douzhangzhuang Town, Wuqing to stage the publicity campaign dubbed “Financial Knowledge Dissemination Month & Financial Knowledge into Families & Trying to be Smart Investors & Trying to be Good Financial Netizens”.

During the campaign, our employees distributed brochures and leaflets focusing on the prevention of illegal fund-raising and telecom fraud activities and bankcard security, personal financial information protection, new version of RMB counterfeit currency identification and other financial issues, and answered the villagers' questions about financial matters. A wide variety of events such as on-site demonstration and quizzes were held to stimulate villagers' interest in financial knowledge. The campaign raised the villagers' awareness of the importance of financial security, and their ability to protect personal financial information, prevent and deal with illegal financial activities were improved, and financial risks prevention level was enhanced, earning the Bank widespread recognition among the local residents.



► Active in Public Welfare

The Bank actively participated in public welfare undertakings and paid due attention to consistently deepening its involvement in volunteer and public welfare activities. Over the past four years, we organized a series of activities on the theme of “Social Service for Young Employees at Bank of Tianjin Following Lei Feng’s Example”. Young employees throughout the Bank participated on an extensive scale in volunteer events that promote community co-construction service, supporting education in mountain areas, caring for the old and the young, etc. Through these activities, the employees became fully aware of the importance of matters that affect people’s livelihood and their social responsibilities. In 2019, the Bank donated materials to teenagers and children in remote areas in need of special care, and organized a series of volunteer activities for the elderly and the disabled.



Concerned about the physical and mental health growth of teenagers in special school



Serving the public and entrepreneurs and help optimize the business environment

Signing a volunteer service agreement with the “Lei Feng post station” at Shanghai World Expo to offer regular volunteer services

Caring for the daily life of the elderly in nursing homes

CASE

Chengdu Branch Launched a Public Welfare Campaign for Supporting Education in Mountainous Areas

We proactively honored our corporate social responsibility in line with the government’s call for efforts to eliminate poverty through education. From April 22 to 27, 2019, the volunteer service team at the Bank’s Chengdu Branch went to a boarding school in Jintang District, Kangding, Sichuan Province to carry out poverty alleviation and education assistance activities. The volunteers presented the school students with interesting courses such as “Violin Music Appreciation”, “Pros and Cons of Mobile Phone”, “The Silk Road Culture and Stories” and “Children’s Finger Exercise”. They also set up a reading room in the school, equipped with 10 computers donated and assembled by the volunteers. The reading room serves as a bridge connecting the students with the outside world. By making contributions within their capability, they conveyed the Bank’s love to the children living in remote mountains, kept their dreams alive and let the children in poor areas feel the warmth of the society.





Future Prospects

2020 is the decisive year for building a well-off society in an all-round way, and for achieving the targets for the “First 100 Years”. It is also the final year for the implementation of the Bank’s five-year (2016-2020) development strategy. We will continue to uphold the business philosophy focusing on the real economy and regional development, further align our objectives with major national strategies, consolidate the foundation of our business operations and management, maintain the strong development momentum of keeping the balance between profitability, quality and scale, and continue to work toward the fulfilment of the strategic vision of establishing the Bank as a “mainstream bank in Beijing-Tianjin-Hebei region, dual-track bank, value-driven bank, bank proud of compliance and integrity, bank offering superior experience, bank that cares for employees” as well as the implementation of the “transformation + innovation” two-pronged development strategy.

Tightening accountability-based management with a strong sense of responsibility. The Bank will further improve the standard of internal risk management, building on its capabilities in terms of enforcing the accountability-based management system, further develop the corporate social responsibility system, incorporate corporate social responsibility into business and management operations, improve the social responsibility management system based on clear division of responsibilities and effective collaboration among the Board of Directors, senior management and local branches, and continuously promote detail-oriented management of corporate social responsibility.

Refocusing on core businesses, and supporting economic development. The Bank will adapt itself to the national strategic requirements, further enhance the competitiveness of its core businesses, and step up business transformation toward “smart banking services”. Focusing on integrated development of the Beijing-Tianjin-Hebei region, we will actively support national strategies such as “stimulating growth of agricultural, rural and farmer-related businesses and SMBs”, optimize allocation of credit resources,

promote industry restructuring and upgrade, and boost the development of the real economy leveraging its financial strengths.

Developing green finance, and building a green bank. The Bank will step up efforts to develop eco-friendly banking services, continuously optimize the credit structure, promote the creation of a green credit system, vigorously support energy-saving and environmentally-friendly businesses, and further build on its green financial service capacities. We will continue to uphold the “green management” philosophy, promote the low-carbon operating model, actively participate in green public welfare undertakings, and make contributions to the “Beautiful China” campaign.

Pursuing sustainable development, and serving social harmony. Based on a thorough understanding of the actual needs of customers, the Bank will continue to diversify service models, further improve consumer protection operations, build more smart stores to make financial services more accessible and user-friendly, and enhance the overall standard of our financial services, in line with its commitment to providing customers with the ultimate user experience. We will improve the staff training system, create a harmonious working atmosphere, reinforce employees’ sense of belonging and identity, and build a bank that cares for employees. Furthermore, we will continue to perform our social responsibilities, disseminate financial knowledge, promote targeted poverty alleviation, and contribute to the transformation of the country into a well-off society.

People who are aspiring to walk away will not stop their steps in the half way. In 2020, the Bank will stay true to its mission, and refocus on and inject fresh vitality into financial services as the core businesses, creating greater value for society through improved services. We are committed to supporting the real economy and the supply-side structural reform, delivering business growth while maintaining the coordination and unification of economic, environmental and social development

Key Performance Results of 2019

► Economic performance:

Indicator	Unit	2017	2018	2019
Operating income	RMB100 million	101.43	121.38	170.54
Total assets	RMB100 million	7,019.14	6,593.40	6,694.01
Balance of deposit	RMB100 million	3,578.58	3,428.77	3,509.96
Loans and advances to customers	RMB100 million	2,416.37	2,769.43	2,812.29
Net profit	RMB100 million	39.43	42.30	46.09
Taxes paid <sup>1</sup>	RMB100 million	10.59	11.35	12.27
Return on average total assets	Percentage	0.58	0.62	0.69
Capital adequacy ratio	Percentage	10.74	14.53	15.24
Provision coverage	Percentage	193.81	250.37	220.58

► Social performance:

Indicator	Unit	2017	2018	2019
Total number of employees	Person	6,652	6,852	6,767
Number of male employees	Person	2,826	2,855	2,799
Number of female employees	Person	3,826	3,997	3,968
Social insurance coverage	Percentage	100%	100%	100%
Housing provident fund coverage	Percentage	100%	100%	100%
Supplementary health insurance coverage	Percentage	100%	100%	100%
External donations (total) <sup>2</sup>	RMB 10,000	281.50	312.24	741.01

►► Environmental performance:

Item	Unit	2017	2018	2019
Outstanding green loans	RMB100 million	112.73	115.61	81.36
Municipal water consumption	Ton	151,002.01	134,038.30	126,639.86
Outsourced electricity consumption	Mwh	26,311.51	28,986.95	28,830.37
Gasoline consumption	Liter	355,190.60	225,801.34	214,519.96
Diesel consumption <sup>3</sup>	Liter	–	1,564.76	1,550.47
Gas consumption	Cubic meter	518,892.76	466,530.33	324,704.28
Outsourced heating supplies <sup>3</sup>	GJ	–	84,647.80	70,236.26
Direct emissions of greenhouse gas <sup>3</sup>	CO <sub>2</sub> e (ton)	1,912.14	1,518.81	1,183.74
Indirect emissions of greenhouse gas <sup>3</sup>	CO <sub>2</sub> e (ton)	19,692.69	29,658.05	27,957.66
Where, greenhouse gas emissions generated by outsourced electricity	CO <sub>2</sub> e (ton)	19,692.69	20,346.79	20,231.67
Where, greenhouse gas emissions generated by outsourced heating services	CO <sub>2</sub> e (ton)	–	9,311.26	7,725.99

Notes:

<sup>1</sup> The total amount of taxes paid includes the amounts of "Income tax expense" and "Sundry taxes" in the Bank's financial indicators.

<sup>2</sup> The total amount of external donations includes the amount of cash donations from the Bank's head office and its branches and sub-branches.

<sup>3</sup> Diesel consumption and outsourced heating supplies data were not disclosed in 2017. In 2018 and 2019, the Bank compiled the diesel fuel consumption and outsourced heat statistics after refining the environment information collection mechanism. In accordance with the IPCC's methodology, we included diesel and outsourced heating emissions of greenhouse gases in the measurement of greenhouse gases, so the calculation of greenhouse gas emissions has changed substantially compared with the 2017 records.

Appendix

►► EGS Indicator Index

Level	Contents	Location disclosure
A1 Emissions	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: ① Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. ② Greenhouse gases include carbon dioxide, methane, nitrousoxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. ③ Hazardous wastes are those defined by national regulations.	44-46
	A1.1 The types of emissions and respective emissions data.	45-56
	A1.2 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	45-56
	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	The Bank's core businesses seldom involves the generation of hazardous wastes, and this indicator is not an important issue for the Bank.
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	45-46
	A1.5 Description of measures to mitigate emissions and results achieved.	45-46
	A1.6 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	45-46
	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	44-45
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	45-46
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	45-46
A2 Use of Resources	A2.3 Description of energy use efficiency initiatives and results achieved.	45-46
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	44-45
	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The core businesses of the Bank seldom involve the use of packaging materials, meaning that this indicator is less relevant to the Bank.



Level	Contents	Location disclosure
A3 The Environment and Natural Resources	General Disclosure	42-43
	Policies on minimising the issuer's significant impact on the environment and natural resources.	
	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	42-44、47
B1 Employment	General Disclosure	57-59
	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	
	B1.1 Total workforce by gender, employment type, age group and geographical region.	57
	B1.2 Employee turnover rate by gender, age group and geographical region.	58
B2. Health and Safety	General Disclosure	59
	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	
	B2.1 Number and rate of work-related fatalities.	59
	B2.2 Lost days due to work injury.	Plan for future disclosure
	B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored.	59
B3 Development and Training	General Disclosure	60-62
	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	
	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	60
	B3.2 The average training hours completed per employee by gender and employee category.	60
B4 Labour Standards	General Disclosure	57
	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	
	B4.1 Description of measures to review employment practices to avoid child and forced labour.	57
	B4.2 Description of steps taken to eliminate such practices when discovered.	No irregularities occurred during the reporting period.

Level	Contents	Location disclosure
B5 Supply Chain Management	General Disclosure	22
	Policies on managing environmental and social risks of the supply chain.	
	B5.1 Number of suppliers by geographical region.	22
	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	22
B6 Product Responsibility	General Disclosure	53-56
	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	
	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A
	B6.2 Number of products and service related complaints received and how they are dealt with.	56
	B6.3 Description of practices relating to observing and protecting intellectual property rights.	N/A
	B6.4 Description of quality assurance process and recall procedures.	N/A
	B6.5 Description of consumer data protection and privacy policies, how they are implemented and monitored.	53
B7 Anti-corruption	General Disclosure	20-21
	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	
	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.	20
	B7.2 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	20-21
B8 Community Investment	General Disclosure	65-69
	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	
	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	65-69
	B8.2 Resources contributed (e.g. money or time) to the focus area.	65-69

► GRI Indicator Index

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Indicator No.	Indicator contents	Location disclosure
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# Reader Feedback

Thank you for reading the Report. In order to ensure effective communication between you and other stakeholders and us, and continuously improve the performance of environmental and social responsibility and preparation of social responsibility report by our Bank, we are looking forward to hearing your valuable opinions and suggestions. You are welcome to comment via the following contact channels:

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**Please share your comments with us:**

1. Your overall impression of this Report:  
☐ Excellent ☐ Good ☐ Average ☐ Bad
2. What do you think of the clarity, accuracy, and completeness of the information and data disclosed in this Report?  
☐ Excellent ☐ Good ☐ Average ☐ Bad
3. How comprehensively do you think this Report reflects the economic responsibilities assumed by our Bank?  
☐ Excellent ☐ Good ☐ Average ☐ Bad
4. How comprehensively do you think this Report reflects the environmental responsibilities assumed by our Bank?  
☐ Excellent ☐ Good ☐ Average ☐ Bad
5. How comprehensively do you think this Report reflects the social responsibilities assumed by our Bank?  
☐ Excellent ☐ Good ☐ Average ☐ Bad
6. How reader-friendly is the design and layout of this Report?  
☐ Excellent ☐ Good ☐ Average ☐ Bad
7. Which aspect reflected in this Report do you think that needs improvement most?  
☐ Operations ☐ Services ☐ Environment ☐ Employees ☐ Social
8. Is there any matter that you would like to know but is not disclosed in this Report?
9. Your opinions and suggestions on the Bank's social responsibility work and the compilation of this Report: