

2024

Sustainability Report



苏州农商银行  
SZRCB



Official WeChat



Mobile Banking

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# About This Report

This is the 9th Social Responsibility Report (also the 1st Sustainability Report) released by Jiangsu Suzhou Rural Commercial Bank Co., Ltd. (“the Bank”) since 2017, to disclose the Bank’s philosophies, practices and achievements in sustainable development (i.e., environmental, social and governance (ESG)).

## Reporting Scope

**Reporting Period:** This report covers the period from January 1, 2024 to December 31, 2024 (the “Reporting Period”). To improve the comparability and perspectiveness, the time frame of some sections in this report may extend beyond the Reporting Period.

**Scope of Organization:** This report focuses on Jiangsu Suzhou Rural Commercial Bank Co Ltd., including the Head Office, branches and subsidiaries. Unless otherwise specified, the scope of this report is consistent with that of the Bank’s Annual Report.

**Reporting Cycle:** This report is released on an annual basis, consistent with the financial year.

## Appellation Description

For the ease of expression and readability, “Jiangsu Suzhou Rural Commercial Bank Co Ltd.” In this report is also referred to as “Jiangsu Suzhou Rural Commercial Bank”, “SZRCB”, “the Bank” or “We”.

## Preparation Basis

- Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies on Shanghai Stock Exchange No. 14 – Sustainability Report (for Trial Implementation)
- Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies on Shanghai Stock Exchange No. 4 – Preparation of Sustainability Report
- Ministry of Finance Corporate Sustainability Disclosure Standards—Basic Standards (for Trial Implementation)
- China Enterprise Reform and Development Society Guide to Corporate Social Responsibility Reporting in China (CASS-ESG 6.0)
- UN Sustainable Development Goals (SDGs) 2030
- Global Reporting Initiative Sustainability Reporting Standards (“GRI Standards”) (2021)

## Data Sources

All information and data used in this report are sourced from the official documents, statistical data and financial reports of the Bank, as well as the information collected, summarized and audited by the Bank. For any discrepancy between financial data quoted herein and that in the Annual Report, the latter shall prevail. Unless otherwise specified, all amounts in this report are expressed in RMB.

## Access to this Report

This report, released in electronic form, is available in both Chinese and English. For any discrepancy or conflict between the Chinese Version and the English Version, the Chinese Version shall prevail. You can access or download the electronic version of this report from the websites of the Bank (<https://www.szrcb.com>) or the Shanghai Stock Exchange (<http://www.sse.com.cn>).

# Message from the Chairman

2024 is a critical year for Suzhou Rural Commercial Bank to fully implement the guiding principles of the 20th CPC National Congress. It marks the 20th anniversary of the restructuring and establishment of Suzhou Rural Commercial Bank, and serves as a pivotal year in advancing our “Three-One-Five” Development Strategy. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, Suzhou Rural Commercial Bank fully implements the spirit of the 20th CPC National Congress and the Second and Third Plenary Sessions of the 20th Central Committee of the Communist Party of China, and follows the directives of the Central Economic Work Conference and the Central Financial Work Conference. We strive to become “a benchmark bank leading the industry, a value bank highly recognized by society, and a bank where employees gain more happiness”, and properly implement “Five Major Initiatives”, to promote our high-quality and sustainable development.

Jiangsu Suzhou Rural Commercial Bank Co.,Ltd. Chairman



## Adhering to the Leadership in Party Building, Practicing Finance for the Well-Being of People

Suzhou Rural Commercial Bank always leads high-quality development with high-quality Party building, and promotes the deep integration between Party building and corporate governance. We give full play to the demonstration role of our “Integrity-driven Financial Pioneer” Party-building brand, to unite the driving forces of growth and stimulate innovation through brand development. We are committed to our mission of serving the real economy with financial service, anchoring our position in supporting agriculture and small businesses, and accurately allocating financial resources to the key areas and weak links of regional economic development. We build a multi-level, wide-coverage and sustainable rural financial service system, and innovate products and service modes to enhance support for agriculture, rural areas, and farmers. We also continuously evolve into a financial services steward for small-micro enterprises, construct a diversified portfolio of products and services, and provide services covering the entire life cycle of a wide range of small and micro enterprises.

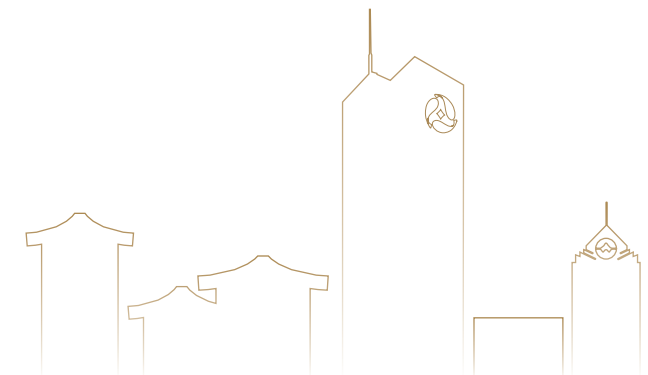
## Advancing Green Finance, Support Industrial Upgrading and Transformation

The Bank thoroughly implements the philosophy of green finance and fully supports the development of the Yangtze River Delta Eco-Green Integrated Development Demonstration Zone. We are expanding our green finance toolkit and qualified by the People's Bank of China to provide carbon emission reduction support tools, thus implementing the first re-lending for carbon emission reduction support tools. By promoting the green cooperation between the government and the Bank, we jointly established the “Inclusive Financial Workstation for Efficient Utilization of Water Resource” and launched products such as “Water Conservation Loans” and “Water Rights Loans” to introduce financial resources for low-carbon and green regional development. We optimize green finance service solutions and carry out activities such as the “Green and Low-Carbon Financial Services into Enterprises of the Textile Industry”, to help the green transformation of industries and empower corporate sustainable development with financial force. In addition, we also explore service innovation, set up a specialized team to serve technology enterprises, set up a direct team for “Industrial Cluster Breakthrough”, focus on serving the four major industrial clusters of equipment manufacturing, electronic information, medical devices, and advanced materials, and make every effort to empower the development of the local real economy.

## Adhering to a People-Centered Approach, Building a Stable Development Momentum

The Bank continuously optimizes employees' growth paths, fully safeguards employees' rights and interests, takes diverse actions for physical and mental care, and promotes the formation of a healthy, civilized, optimistic, and participatory growth culture, providing stable happiness for our hardworking employees. We deepen our internal control system with “three lines of defense”, strengthen the construction of the risk management information system, build a digital risk control system that covers the whole Bank and runs through the whole process, and effectively improve the level of risk prevention and control. We also improve the compliance management system, anchor the goal of “achieving steady progress, risk prevention and control, scientific transformation”, focus on the main line of “compliance management and case prevention”, optimize the institutional framework, strengthen education and training, and build a firm line of defense for compliance management.

Standing at a new starting point, Suzhou Rural Commercial Bank will fully strengthen the Party's leadership and deepen the integration of corporate governance, adhere to the philosophy of “long-termism” and “value coexistence”, to nourish the real economy with financial “vitality”, empower people's livelihood and well-being with innovation, and make contributions to Chinese-style modernization!



# About SZRCB

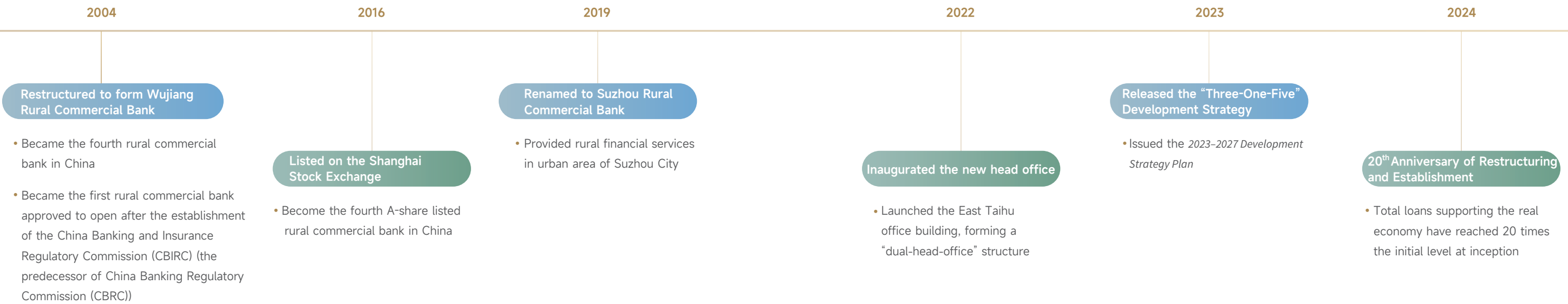
## Company Profile

Jiangsu Suzhou Rural Commercial Bank Co., Ltd. ("Suzhou Rural Commercial Bank" or "the Bank"), previously known as "Wujiang Rural Commercial Bank", is a financial institution with a long history of over 70 years, with the service dating back to the 1950s. After the restructuring on August 25, 2004, the Bank became the fourth rural commercial bank in China, and went listed on the Shanghai Stock Exchange in 2016, making it China's fourth A-share listed rural commercial bank. In 2019, the Bank was renamed "Suzhou Rural Commercial Bank" (Stock Name: SZRCB; Stock Code: 603323).

The Bank is headquartered in Wujiang District, Suzhou, with 94 business outlets. Among them, 79 outlets are located in Suzhou, covering Wujiang District, Gaoxin Zone, Wuzhong District, and Xiangcheng District. The remaining 1 branch and 14 non-local sub-branches are located outside Suzhou City. In addition, as the main sponsor, the Bank initiated the establishment of Hubei Jiayu Wujiang Village Bank Co., Ltd., and invested in four rural commercial banks in Dongtai City, Sheyang County, Rugao City, and Qidong City in Jiangsu Province. The Bank has been implementing the "Three-One-Five" development strategy since 2023. We adhere to our market positioning of supporting agriculture and small businesses, and supporting the real economy. Guided by the core values of "Integrity, Pragmatism, Efficiency, Innovation, Progress" and the mission "To Be a Financial Butler and Create Worry-free Service", we strive to build a benchmark bank leading the industry, a value bank highly recognized by society, and a bank where employees gain more happiness", to write a new chapter of high-quality development.



## Milestones





Development Strategy

Development Goal

During the planning period, we will adhere to the “Three-One-Five” Development Strategy, focus on customers, expand the breadth and depth of financial services, create the brand of “Financial Butler”, and work together with customers to develop the “Financial Butler” brand.

“Three-One-Five” Development Strategy

Overall Strategy

- Building “Three Banks”: a benchmark bank leading the industry, a value bank recognized by society, and a bank where employees gain more happiness.
- Creating “One Mode”: Construct the overall business model of “joint asset management”, discard the “local optimization” mindset, focus on asset management, base operations on joint management, ensure innovation-driven empowerment, pursue the “global optimization” of the Bank’s overall operations, and promote the company’s overall value to new heights.
- Advancing “Five Major Transformations”: Fully implement five major transformation strategies: business collaboration, ecological workshop, digital innovation, operational empowerment, and dynamic lightweight. Strive to achieve “internal coordination, external adaptability, improved efficiency, fast branch operations, and agile asset turnover”.

Corporate Culture



Vision

Building “Three Banks”

A Benchmark Bank Leading the Industry  
A Value Bank Recognized by Society  
A Bank Where Employees Gain More Happiness



Mission

To Be a Financial Butler and Create Worry-free Service

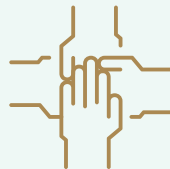
Start with Finance  
Root in Butler Service  
Support with Service



Values



Integrity



Practicality



Efficiency



Innovation



Process

2024 Honors and Achievements

Honor Category	Honorary Awards	Awarding Authority
 Comprehensive	★ 558th Place in the “2024 Top 1000 World Banks”	The Banker
	★ 2024 Knowledge Innovation Headquarters Enterprise in Yangtze River Delta Ecological and Green Integrated Development Demonstration Zone	Executive Committee of Yangtze River Delta Ecological and Green Integrated Development Demonstration Zone
	★ 5A Credibility Unit of Labor Security in Suzhou	Suzhou Bureau of Human Resources and Social Security
	★ 2024 Top 100 Enterprises with Comprehensive Strength of High-Quality Economic Development in Wujiang District	CPC Party Committee of Wujiang District, Suzhou City People’s Government of Wujiang District, Suzhou City
	★ 2024 “Jinyu Awards” - “Outstanding Small and Medium-sized Asset Management Rural Commercial Banks” ★ 2024 Top Ten National Rural Financial Institutions with Comprehensive Wealth Management Ability	PYSTANDARD
	★ 5th Golden Bull Award of Wealth Management for the Banking Industry	China Securities Journal
 Governance	★ Best Practice in Investor Relations Management for Listed Companies	China Association for Public Companies
	★ Tianji Award for Harmonious Investor Relations	Securities Times
	★ Most Promising Bank Award in 2024	Stock Star
 Social	★ Third-Class Collective Merit for Internal Security Work of Institutions in Suzhou	Public Security Bureau of Suzhou
	★ 2024 Outstanding Tax Contribution Enterprise in Wujiang District	CPC Party Committee of Wujiang District, Suzhou City People’s Government of Wujiang District, Suzhou City
	★ 2023 Most Charitable Donor Enterprise in Wujiang District	CPC Party Committee of Wujiang District, Suzhou City People’s Government of Wujiang District, Suzhou City
	★ 2023 Category II Achievement Award in Excellent Topics from Intelligent Innovation Laboratory of Banking and Insurance of Jiangsu Province	Jiangsu Regulatory Bureau of National Financial Supervision and Administration

Honor Category	Honorary Awards	Awarding Authority
 Social	★ 2024 Excellent Unit for Optimizing Payment Services and Enhancing Payment Convenience in Suzhou	Suzhou Branch of the People's Bank of China
	★ 2023 Advanced Collective of Financial Technology Work in Suzhou City	Suzhou Branch of the People's Bank of China
	★ 2024 Advanced Unit for E-CNY Pilot Program in Suzhou	Suzhou Branch of the People's Bank of China
	★ 2023 Advanced Unit for Regulatory Statistical Data Governance Work in Suzhou Banking Industry	Suzhou Regulatory Sub-bureau of National Financial Supervision and Administration
	★ Four Outlets Awarded the Title of “2023 Civilized and Standardized Service Elderly-Friendly Outlet in Jiangsu’s Banking Industry” (among the Total 14 Organizations Awarding the Title)	Jiangsu Provincial Banking Association
	★ 2023 “Digital Transformation Advanced Unit” by the Jiangsu Financial Association	Jiangsu Financial Association
	★ 2024 Corporate Social Responsibility Award of SSE-Golden Wealth Management	Shanghai Securities News
	★ Award of Innovation Leader for Financial Digitalization	2024 FDS Financial Leadership Summit
	★ "Jiangchengyizhan" Winning the Smart Community Innovation Award for Best Retail Bank"	6th Retail Banking Leaders Annual Conference Organizing Committee
	★ "Mobile Financial Client Annual Security Management Demonstration Institution" Award	Beijing National Financial Technology Certification Center
 Environmental	★ 2024 Award of Leap in Growth on the Digital Finance on the Gold Award List of Digital Finance	China Financial Certification Authority (CFCA)
	★ Sustainable Development Achievement Award for Key Cultivation Projects of Suzhou Green and Low-Carbon Finance Laboratory	Suzhou Branch of the People’s Bank of China, Financial Committee Office of the CPC Suzhou Municipal Committee, Suzhou Regulatory Bureau of the National Financial Regulatory Administration, Suzhou Finance Society
	★ “Shuyun e-Loan” Winning the Excellent Case Award	Financial City-Level Service Innovation and Development Alliance in Yangtze River Delta Eco-Green Integrated Development Demonstration Zone
	★ 2023 Advanced Unit in Green Finance of Jiangsu Province	Green Finance Committee of Jiangsu Province
	★ Excellent Social Responsibility Product winning 2024 “Jinyu Awards”	PYSTANDARD



# Performance in 2024

## Economic Performance

Total Assets	Total Deposits	Total Loans
2,139.87RMB 100 million	1,702.49RMB 100 million	1,293.34RMB 100 million
Operating Income	Total Profit	Net Profits
41.74RMB 100 million	21.50RMB 100 million	19.46RMB 100 million
Average Return Rate on Total Assets	Weighted Average Return on Net Assets	Non-performing Loan Ratio
0.93%	11.67%	0.90%
Provision Coverage Ratio	Capital Adequacy Ratio	Core Tier 1 Capital Adequacy Ratio
428.96%	13.08%	10.91%

## Environmental Performance

Balance of Green Credit	Increase in Green Credit
54.56RMB 100 million	21.30%



## Social Performance

Social Contribution per Share	Total Number of Employees	Employee Satisfaction
3.92RMB	1,975Person	96%
Investment in Employee Training	Total Number of Suppliers	Customer Complaint Resolution Rate
464RMB 10,000	2,398Supplier	100%

## Governance Performance

Estimated Dividend Distribution for 2024 (Tax Inclusive)	Cash Dividend per 10 Shares (Tax Inclusive)	Signing Rate of Integrity and Other Related Business Ethics Agreements
3.30RMB 100 million	1.80RMB	100%



# Development Highlights

## Implementing Five Major Initiatives, Creating a New Chapter for Rural Commercial Banks

For a long time, Suzhou Rural Commercial Bank has steadfastly been embracing the philosophy of new development, and pursuing a path of distinctive growth by focusing on key sectors and innovative product and service offerings. With a commitment to “leading the way and setting a model”, the Bank effectively advances its five major initiatives of “S&T finance, green finance, inclusive finance, pension finance, and digital finance”. These initiatives aim at continuously enhancing the adaptability, inclusiveness and competitiveness of financial services to better support the real economy, and contribute to the creation of a new pattern of regional development.



### S&T Finance

#### Positioning customer groups

The Bank adheres to the principle of “small-scale lending, early-stage lending, and strict-criteria lending”, and focuses on serving enterprises with leading technology talents, S&T enterprises at the equity financing stage, and specialized and sophisticated enterprises that produce novel and unique products in Suzhou City.

#### Improving the service structure

The Bank creates an organizational system featuring “professional management by head office departments, specialized expansion by direct sales teams, and dedicated implementation by professional sub-branches”. We cultivate a team of composite talents who understand both S&T innovation and finance, and strive to solve the financing difficulties in the “first-mile” development journey of technology enterprises in the initial stage with the courage and wisdom of “willing to lend, able to lend, and daring to lend”

#### Innovating adaptable products

The Bank launches the “companion growth plan” for technology enterprises, and focuses on technology enterprises at early-to-mid development stage. We continuously innovate products, establish a multi-dimensional credit evaluation system, value enterprise innovation capabilities and growth potential, break the traditional reliance on financial statements for bank credit, dive into industrial research and enterprise value exploration, and create a differentiated and standardized S&I finance product line.

#### Building service ecosystems

The Bank integrates resources from various parties, and builds science and innovation service ecosystems such as “government, bank and enterprise”, “investment and loan linkage”, “combined financing”, and “service alliance”. We innovate the “High-tech Enterprise Cultivation Loan Product”, and become one of six selected banks for both the “One Bank, One Brand” Tech Cultivation Loan Project of Suzhou Municipal S&T Bureau and the “Innovation Cluster Loan” project to provide dedicated support to the biopharmaceutical and high-performance fiber industries in Suzhou. In addition, the Bank engages in the investment-loan linkage with the Suzhou Angel FOF, and cooperates in the “Angel Loan” Project.

#### Main Achievements



The balance of loans for sci-tech enterprises exceeded RMB

18 billion

The number of sci-tech enterprises as credit clients exceeded

1,500

# Green Finance

## Deepening the philosophy of green finance

The Bank takes the initiative to assume the responsibility of ecological and environmental protection and joint governance, makes green finance as an important direction for differentiated operations, and implements a "one-vote veto on non-environmentally projects" for green loans.

## Supporting the green transformation of industries

The Bank attended the "Conference on Global Influence of Low-Carbon and Sustainable Transformation of the Textile Industry" and released the *Initiative of Promoting Sustainable and Low-Carbon Transformation of Textile Industry in Shengze and Enhancing the Global Influence of Shengze Weaving*, to promote the green and low-carbon development of the textile industry and enhance the global influence and brand image of "Shengze Weaving" in the global textile market. We also participated in the preparation of the *Directory of Economic Activities with Transformation Finance Support in Jiangsu Province (for the Printing and Dyeing Industry)*, to provide further direction for the green and low-carbon transformation paths and goals of segmented industries.

## Enriching green finance tools

The Bank is qualified by the People's Bank of China to provide carbon emission reduction support tools, and under the guidance of the Suzhou Branch of the People's Bank of China, open all business channels to implement the first re-lending for carbon emission reduction support tools.

## Promoting government-bank green cooperation

The Bank works with the Water Affairs Bureau of Wujiang District to co-build the "Inclusive Financial Workstation for Efficient Utilization of Water Resource", and initiates the integrated "water conservation + finance" Party-building alliance. We have launched products such as "Water Conservation Loan" and "Water Rights Loan", and provided 15 enterprises with loans amounting to RMB 373 million, to introduce financial "vitality" for the green development of local economy and leverage "loans" to accelerate the water conservation efforts in Wujiang. We also co-host the "Green and Low-Carbon Financial Services into Enterprises of the Textile Industry" event with the Government of Shengze Town, to empower green development of enterprises with financial power.

### Main Achievements



- Sustainable Development Achievement Award for Key Project Cultivation by the Suzhou Green and Low-Carbon Financial Laboratory
- The "Financial Support for the Low-Carbon Transformation of the Textile Industry" Project was selected as one of the excellent cases of green finance in Suzhou.
- The balance of green loans is RMB **5.456** billion (based on the statistical data of the (People's Bank of China).

# Inclusive Finance

## Executing the product portfolio strategy

The Bank executes the "SZRCB E-Loan + Family Loan" product portfolio strategy, and integrates online and offline business transformation. We reduce the financing threshold of universal micro-credit loans, improve the user experience, and contribute to the development of the real economy. As of the end of 2024, "SZRCB E-Loan" and "Family Loan" program had extended valid credit lines to 21,400 client households, with total credit approved amounting to RMB 5,470 million. Among these, 16,500 households utilized the credit facilities, maintaining an outstanding balance of RMB 3,619 million.

## Advancing "Thousands of Enterprises, Tens of Thousands of Households" visitation campaign

The Bank initiated the "Thousands of Enterprises, Tens of Thousands of Households" visitation campaign, established a financing coordination mechanism for small and micro enterprises, and jointly promoted the enterprise-wide credit in a mode of "big data + iron feet" to realize resource sharing and complementary advantages, thereby expanding the coverage of inclusive financial services. As of the end of 2024, the bank had cumulatively visited 10,139 enterprises, achieving inclusive finance loan approvals totaling RMB 1,574 million, with RMB 1,294 million effectively disbursed.

### Main Achievements

- The "SZRCB E-Loan" was included in the *Selection of Financial Products of Rural Small and Medium-sized Banks Serving the Real Economy*.
- The Bank's project *Big Data Technology-Based Inclusive Finance Data Element Sharing Platform* was recommended by the People's Bank of China Jiangsu Branch as an exemplary case of outstanding achievements.
- 20 "Jiangcun Service Station" of the Bank were recognized as comprehensive model sites by Jiangsu Rural Commercial United Bank, achieving **100** % completion rate of demonstration site construction targets during the reporting period.
- Inclusive loans for rural households and small-micro enterprises: RMB **37.750** billion.
- Inclusive small-micro loans: RMB **35.500** billion.
- Inclusive agricultural loans: RMB **8.004** billion.

(Data from Regulatory Authorities)

## Co-building inclusive financial service points

In collaboration with government and enterprise partners, the Bank co-builds inclusive financial service points called "Jiangcun Service Stations", enabling villagers to access a comprehensive range of services, including "finance + lifestyle + government affairs", without leaving their villages. As of the end of the Reporting Period, 51 "Jiangcun Service Stations" have been established, with 48 of them already in operation. Over the past year, we processed more than 110,000 transactions and served 162,000 villagers.

## Innovating tax-bank cooperation mode

The bank has established tax service stations to achieve "one-stop service, nearby service, and multi-point service", and provided one-stop financial services for small and micro enterprises, which features simplified financing procedures and lower financing costs.

## Promoting cross-industry cooperation

The Bank deepens cooperation with Taizhou Power Supply Company, promotes the "Worry-Free Electricity Loan" service plan, and explores more cross-industry cooperation models to provide financing support for more small and micro enterprises.

## Pension Finance



**Creating an elderly-friendly brand**

The Bank creates an elderly-friendly service brand ("Su Xin Le Xiang"), establishes elderly-friendly service feature outlets, and builds a "product-service-system" ecosystem.



**Issuing Senior Citizen Cards**

The Bank has launched the first "Senior Citizen Cards" in Suzhou, and integrated functions within the cards to offer a range of benefits. We have issued more than 210,000 Senior Citizen Cards, and made a total of 6.86 million distributions, with a total amount of approximately RMB 397 million.



**Upgrading service outlets**

The Bank completes the elderly-friendly renovations of offline outlets, provides dedicated service windows and large-font operation guides for the elderly, and launches elderly-friendly mobile banking services to simplify pension inquiries and transfer processes.



**Popularizing financial knowledge**

The Bank partnered with communities to host the "Pension Finance Knowledge into Ten Thousand Homes" event. A total of 30 sessions were held in 2024, covering over 5,000 person-times of participants, with a focus on promoting knowledge on anti-fraud and asset allocation.



**Setting up Xiaoyuan Service Teams**

The Bank has set up Xiaoyuan Service Teams to carry out outreach services in communities and rural areas. In 2024, the Bank established 6,198 files of elderly customers, received 5,110 inquiries from elderly customers, conducted 738 publicity activities for elderly customers, and provided 198 times of door-to-door services to elderly customers.

### Main Achievements



- **14** outlets were awarded the honorary title of provincial elderly-friendly outlets.
- The scale of physical social security cards and respect for the elderly card users is leading in the industry.

## Digital Finance

### Developing digital intelligence tools

The Bank deeply integrates large models with our businesses to enhance office efficiency and user experience in fields such as credit business knowledge bases, intelligent advisors, translation assistants, copywriting, document quality, code assistants, credit management, and internal training.

### Upgrading the integrated marketing platform

The Bank has built a public-private integrated marketing platform. Adhering to the core philosophy of customer journey operation, we implement an omni-channel closed-loop management mechanism, create linked marketing scenarios, accurately meet customers' needs, and maximize marketing effectiveness.

### Enabling the upgrade of knock-out products

The Bank continuously optimize the "SZRCB E-Loan", the self-operated online series loan, which breaks regional restrictions. We build a unified, efficient, and convenient online loan service system, to offer customers more standardized and integrated financial services.

### Building an integrated risk control platform

The Bank created five key capabilities: Variable Center, Model Center, Decision Center, Map Center, and View Center. Using the decision engine as the driving force, we efficiently link data, models, and strategies to build a solid and flexible risk control ecosystem.

### Collaborating with universities to drive digital intelligence innovation

The Bank has worked with the Suzhou University to build the "Digital Financial Innovation Research Institute", and host the "Financial Transformation: Future of Digital Revolution and Financial Services" seminar. We drive the integration of business and technology with a digital mindset, accelerate digital transformation through innovation, and accelerate the enhancement of digital financial capabilities.

### Main Achievements

- The "One Person, One Profile" recommendation engine has recommended personalized products to over 1 million mobile banking customers, with the top 3 product recommendation accuracy reaching 96.5%, greatly improving customer experience and product sales conversion rates.
- The Bank obtained the invention patent certificates for business recommendation methods, devices and systems based on big data and customer profile.
- The Bank obtained software copyright certificates for integrated marketing management platforms
- The Bank won the "Application Promotion Achievement" Award from the Intelligent Innovation Laboratory of Banking and Insurance of Jiangsu Province.
- The Bank awarded the "Digital Transformation Advanced Unit" by the Jiangsu Financial Association.



# Sustainable Development Governance

## Sustainable Development Vision

The Bank remains anchored in its strategic vision of “building Three Banks”, deeply integrates the philosophy of sustainable development into corporate DNA, and adheres to promoting the organic unity of economic quality, social progress, and humanistic care through the power of finance.

### A Benchmark Bank Leading the Industry

The Bank aims to become a benchmark for high-quality development, take a leadership within operational indicators, and achieve significant results in transformation work; becoming a benchmark for innovation in the financial industry, promoting reform and innovation through financial technology, and enhancing brand features through thematic finance; evolving to a benchmark for services for manufacturing sectors, targeting at manufacturing market and promoting transformation as the main service direction.

### A Value Bank Highly Recognized by Society

The Bank steadily creating social value, injecting financial vitality into the real economy, improving service quality and effectiveness to demonstrate financial responsibility; carefully safeguarding customer value, meeting customers' full asset financial needs, and protecting customers' comprehensive wealth growth; continuously achieving investment value, creating a stable investment experience, and generating considerable investment returns.

### A Bank Where Employees Gain More Happiness

The Bank allowing employees to experience care, creating a democratic and harmonious working environment, and providing rich and reliable solid guarantees; allowing employees to grow, opening fair and just career paths, and creating a platform for talent development and entrepreneurship; allowing employees to feel confident, highly consolidating the consensus on enterprise development, and deeply recognizing the Su Nong brand culture.

In the future, the Bank will focus on the “Three-One-Five” Development Strategy and the theme of high-quality development, and work with stakeholders to create long-term value in economic prosperity, social inclusion, and environmental friendliness, to write a new chapter of sustainable development.

## Governance Mechanism for Sustainable Development

The Bank actively integrates the philosophy of sustainable development into business management, with the Board of Directors playing a leading role in coordinating strategic decisions and supervision of sustainable development, incorporating core sustainable development topics such as green finance and inclusive finance into the Bank's strategic planning. The various specialized committees under the Board of Directors are responsible for managing specific topics, coordinating the management efforts with senior management, ensuring an orderly division of labor, and jointly promoting the solid implementation of sustainable development work across the Bank.

To enhance ESG management capabilities and raise awareness of ESG governance, the Bank actively conducts ESG-themed training. The ESG-related training, including ESG concepts and policy interpretations, is incorporated into the daily training of the management and staff in functional departments.



The Bank integrates ESG principles into risk management and decision-making processes, and strengthens the risk control in environmental, social, and governance aspects. We identify risk factors such as credit risk, market risk, liquidity risk, operational risk, money laundering and terrorist financing risk, strategic risk, and reputation risk.



◆ Communications with Stakeholders

The Bank places high importance on the key role of stakeholder communication in sustainable development governance. By identifying stakeholder groups and their core concerns, we continuously optimize the construction of diversified communication channels. Based on regular dialogue and information feedback, the Bank accurately grasps the key concerns and development suggestions of each stakeholder, and effectively incorporates substantive demands into strategic decision-making and operational improvements, promoting the formation of a symbiotic, shared, and win-win sustainable development ecosystem.

Stakeholders	Expectations and Demands	Countermeasure
 Government and Regulatory Agencies	Compliant Operation Risk Control Service for the Real Economy Green Finance Maintenance of Financial Stability Tax Contribution	Maintain Compliance and Integrity in Operations Implement Comprehensive Risk Management Support Inclusive Finance Innovate Financial Products and Services Launch Green Finance Products Strengthen Communication and Cooperation Make Lawful Tax Payment
 Customers	Convenient Services High-Quality Products Protection of Consumers' Rights and Interests	Enhance Service Quality Promote Digital Banking Innovate Financial Products Protect Consumers' Rights and Interests
 Employees	Protection of Employees' Rights and Interests Employee Career Development Employee Remuneration and Benefits Good Working Environment	Protect Employee Rights and Interests Improve Training and Promotion Systems Improve Compensation and Benefits Prioritize Employee Well-being
 Suppliers and Partners	Fair Cooperation Business Ethics Sustainable Supply Chains	Adhere to Integrity in Operations and Cooperation Improve Supplier Management
 Shareholders and Investors	Return on Investment Transparency in Information Disclosure Corporate Governance	Improve Business Performance Protect Investor's Rights and Interests Standardize Information Disclosure Optimize Corporate Governance
 Community and Public	Financial Education Charitable Investment Community Development	Contribute to Rural Revitalization Support Charity and Public Welfare Popularize Financial Knowledge

◆ Analysis of Material Topics

The Bank systematically sorts out stakeholder demands, improves the diversified communication mechanism, and orderly advances the evaluation of material topics. The Bank systematically sorts out stakeholder demands, improves the diversified communication mechanism, and orderly advances the evaluation of material topics. Based on operation characteristics, stakeholder's concerns, and global sustainable development trends, and by reference to ESG-related guidelines and industry standards both at home and abroad, as well as multi-dimension analysis such as questionnaire survey and peer benchmarking, we identify and assess material topics with significant impact on the sustainability of the Bank and of high concern to stakeholders.







Materiality Issues Matrix

Materiality Issue Evaluation Results

Statement of Materiality	Issues
Dual Materiality	Service for the Real Economy, Practice of Inclusive Finance, Rural Revitalization, Green Finance, Financial Technology Innovation, Information Security and Privacy Protection, Protection of Customers' Rights and Interests, Employees' Rights and Development, Risk Management
Financial Materiality	Response to Climate Change
Impact Materiality	Compliant Operations, Anti-Commercial Bribery and Anti-Corruption, Anti-Unfair Competition, Due Diligence
Average Materiality	Green Operations, Responsible Procurement, Social Contribution, Stakeholder Communication





# Governance:

## Fortifying the Foundation of Governance, Enhancing the Resilience of Development

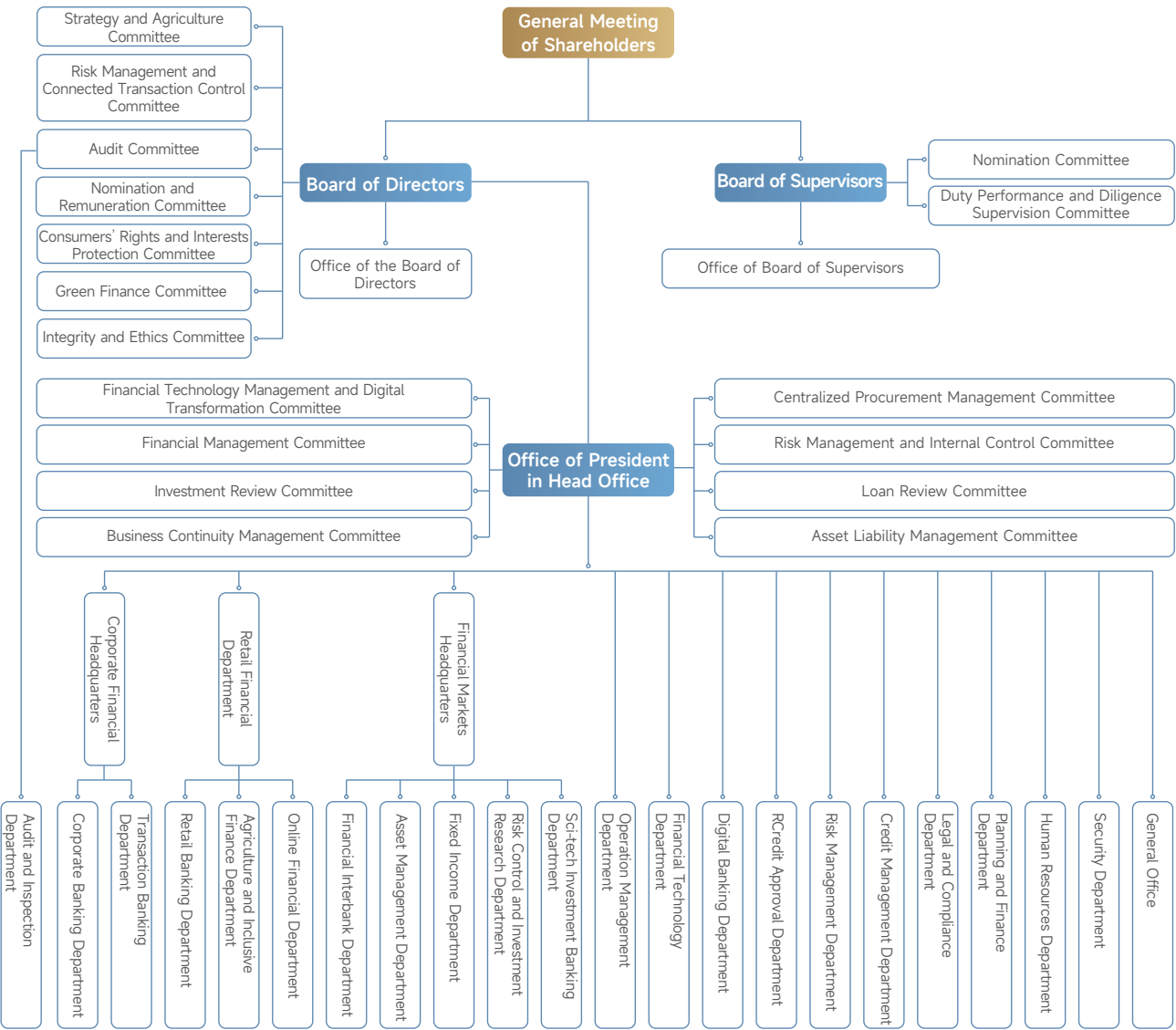
The Bank continuously improves governance mechanisms, strengthens the strategic decision-making of the Board of Directors and the supervisory efficiency of the Board of Supervisors, and optimizes the collaborative operation system of "the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors, and the Senior Management". By building an intelligent information risk control system to strengthen the line of defense against risks, leveraging digital technology to deepen business and technology integration, and advancing compliance management simultaneously, we drive the realization of the Bank's sustainable development value through the modernization of governance capabilities.



Enhancing Governance Standards and Quality  
Improvements, Embarking on a Path of Steady and  
Sustainable Growth

Standardizing the Governance through the General Meeting of  
Shareholders, the Board of Directors, and the Board of Supervisors

The Bank strictly adheres to relevant laws and regulations, such as the *Company Law of the People's Republic of China*, the *Commercial Banking Law of the People's Republic of China*, and the *Governance Code for Listed Companies*, and continues to improve the governance structure consisting of "the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors, and the Senior Management". Through a series of management systems, such as the *Articles of Association of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.* (hereinafter referred to as the "Articles of Association") and the *Rules of Procedure of the General Meeting of Shareholders of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, we build a modern corporate governance mechanism where each party performs its duties, assumes responsibilities, and maintains mutual checks and balances. Relying on an operational system featuring "scientific decision, efficient execution, and strong supervision", the Bank has developed a standardized governance model covering all processes such as strategy formulation and risk management, which effectively ensures the stable operation and sustainable development. The Bank has also been selected as a sample stock in the Shanghai Stock Exchange's Corporate Governance sector, and the normativity and effectiveness of our governance system have been recognized.



Organizational Structure of Suzhou Rural Commercial Bank

General Meeting of Shareholders

The General Meeting of Shareholders is the decision-making body of the Bank. In compliance with the *Company Law of the People's Republic of China*, the *Articles of Association*, the *Rules of Procedure of the General Meeting of Shareholders*, and other legal regulations and internal requirements, the Bank convenes and holds General Meetings of Shareholders, treat all shareholders equally, and protect the legal rights of shareholders, including voting rights.

Key Performance

In 2024,  
the Bank held **2** General Meetings of Shareholders,  
at which **17** proposals were reviewed and  
approved.



Board of Directors

The Board of Directors is the decision-making body of the Bank, accountable to the General Meeting of Shareholders and assuming ultimate responsibility for the Bank's operations and management. The Board of Directors consists of specialized committees, including the Audit Committee, the Strategy and Agriculture Committee, the Risk Management and Connected Transaction Control Committee, the Nomination and Remuneration Committee, the Green Finance Committee, the Consumers' Rights and Interests Protection Committee, and the Integrity and Ethics Committee. Each committee performs its supervisory, decision-making, and other duties according to its working rules.



In 2024, the Bank held **4** meetings of the Board of Directors, at which **91** proposals  
were reviewed or heard, leading to **45** resolutions; **20** meetings of specialized  
committees under the Board of Directors were held, at which **125** proposals were  
reviewed and approved.

The Bank prioritizes the development needs and values the diversity of the Board of Directors by considering factors such as the gender, age, and educational background of the members of the Board of Directors. Each director provides reasonable opinions and suggestions for the Bank’s business decisions and standardized operations based on their professional experience. In addition, the Bank has legally established the *Independent Director System*, to clarify the duties of independent directors and give full play of their roles to jointly ensure the scientificity of the decisions made by the Board of Directors.



As of the end of 2024, the Board of Directors of the Bank has **14** members, including **5** executive directors and **9** non-executive directors (**5** of whom are independent directors). Independent directors account for **35.71**%, and female directors account for **14.29**%.

Strategy and Agriculture Committee

In 2024, the Strategy and Agriculture Committee held 4 meetings, at which 41 proposals were reviewed, such as the 2023 Business Operation Report, the 2023 Report on Financial Services for the Agriculture, Rural Areas and Farmers, the 2023 Social Responsibility (ESG) Report, and the 2023 Corporate Governance Evaluation Report.

Risk Management and Connected Transaction Control Committee

In 2024, the Risk Management and Connected Transaction Control Committee held 4 meetings, at which 42 proposals were reviewed, such as the 2023 Comprehensive Risk Management Report, the 2023 Compliance Report, the 2023 Special Report on Connected Transaction, and the 2023 Liquidity Risk Management Report.

Audit Committee

In 2024, the Audit Committee held 4 meetings, at which 29 proposals were reviewed, such as the 2023 Annual Report and its Summary, the 2023 Audit Report, the Special Anti-Money Laundering Audit Report, the Special Audit Report on Remuneration Management and Performance Assessment, and the Special Report on Market Risk.

Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee held 2 meetings, at which 6 proposals were reviewed, such as the 2024 Remuneration Plan for Directors and Senior Management, the 2023 Work Report of Independent Directors, and the formulation of the 2024 President's Commitment to Business Goals.

Green Finance Committee

In 2024, the Green Finance Committee held 2 meetings, at which 2 proposals were reviewed, including the 2023 and 2024 Work Plans of the Green Finance Committee, and the Research Report on Green Finance Business Innovation.

Consumers’ Rights and Interests Protection Committee

In 2024, the Consumers’ Rights and Interests Protection Committee held 2 meetings, at which 3 proposals were reviewed, such as the 2023 Work Report on the Protection of Consumers’ Rights and Interests.

Integrity and Ethics Committee

In 2024, the Integrity and Ethics Committee held 2 meetings, at which the 2023 and 2024 Work Plans of the Integrity and Ethics Committee, and the 2024 Mid-Year Work Report, were reviewed.

Specialized Committees	Independent Directors (Person)	Non-independent Directors (Person)	Whether the independent director(s) serves as Chairperson of the committee
Strategy and Agriculture Committee	1	4	No
Risk Management and Connected Transaction Control Committee	3	2	Yes
Audit Committee	3	2	Yes
Nomination and Remuneration Committee	3	2	Yes
Green Finance Committee	3	2	Yes
Consumers’ Rights and Interests Protection Committee	0	5	No
Integrity and Ethics Committee	2	3	Yes

Board of Supervisors

The Board of Supervisors is the internal supervisory body of the Bank and is accountable to the General Meeting of Shareholders. The Board of Supervisors, following laws and regulations such as the *Company Law of the People’s Republic of China*, the *Articles of Association*, the *Rules of Procedure of the Board of Supervisors*, carefully fulfills its supervisory duties and effectively protects the legitimate rights and interests of the Bank, shareholders, employees, creditors, and other stakeholders.

As of the end of 2024, the Board of Supervisors has 9 members, including 3 employee supervisors, 3 external supervisors, and 3 shareholder supervisors.

Key Performance



In 2024, the Bank held **4** meetings of the Board of Supervisors, at which **72** proposals were reviewed or heard, leading to **39** resolutions. We also held **6** meetings of its specialized committees, at which **42** proposals were reviewed and approved.

Senior Management

The Board of Directors of the Bank appoints one President and four Vice Presidents to form the President’s Office. The President’s Office is accountable to the Board of Directors, protects the legitimate interests and rights of depositors, shareholders, and the Bank, and works with the Board of Directors and the Board of Supervisors to form a complete governance structure. The President’s Office exercises organizational leadership for business management within the scope authorized by the Board of Directors, fully implements the annual business management objectives agreed upon with the Board of Directors, and accepts the supervision and evaluation of the Board of Directors and the Board of Supervisors.

The President’s Office has established the Financial Technology Management and Digital Transformation Committee, the Financial Management Committee, the Investment Review Committee, the Business Continuity Management Committee, the Centralized Procurement Management Committee, the Risk Management and Internal Control Committee, the Loan Review Committee, and the Asset Liability Management Committee.



## ◆ Remuneration Management of Directors, Supervisors and Officers

The Bank conducts performance evaluations and determines remuneration for directors, supervisors, and senior management according to the *Performance Evaluation and Remuneration Management Methods for Directors and Key Personnel*, the *Performance Evaluation and Remuneration Management Methods for Supervisors*, the *Performance Evaluation and Remuneration Management Methods for Senior Management*. The Bank deeply integrates ESG governance into the operational management system, attaches importance to the implementation of ESG concepts, and links core ESG indicators such as inclusive finance, digital transformation, and talent development to the remuneration of the President, senior management, and other core personnel, incorporates them into the annual performance assessment system, and promotes the organic integration of sustainable development and value creation. Executive directors, employee supervisors, and senior management are paid monthly basic salaries and pre-paid performance bonuses according to the Bank's remuneration system. Performance-based remuneration is paid according to annual evaluation results (deducting pre-paid performance). Non-executive directors (including independent directors), shareholder supervisors, and external supervisors are paid allowances based on annual evaluation results. For details on the remuneration of directors, supervisors, and senior management, please refer to the 2024 Annual Report of the Bank.

## ◆ Protection of Investors Rights and Interests

### ◆ Communication with Investors

The Bank attaches great importance to the protection of investors' rights and interests and investor relationship management, and actively builds bridges of two-way communication and positive interaction with investors to enhance investors' recognition of the value of the Bank. The Bank has developed the Investor Relations Management Measures, adhering to the principles of "compliance, equality, initiative, and integrity". We treat all shareholders equally, providing convenience for shareholders, especially small and medium-sized shareholders, to participate in communication. Through performance briefings, the Shanghai Stock Exchange E-Interaction platform, investor hotlines, and other channels, we continuously demonstrate the company's investment value to investors, working together with them to write a new chapter in the Bank's high-quality development.

The Bank's high-quality and effective investor relations management work has been continuously recognized by authoritative institutions, and was awarded the "Best Practice in Investor Relations Management for Listed Companies" by the China Association for Public Companies for the first time in 2024, and the "Tianji Award for Harmonious Investor Relations" by the Securities Times for three consecutive years, and for the first time won the "Most Promising Bank Award" in the 2024 "Power of Capital" Annual Awards.



### Case Study

#### Visit to Listed Companies and SZRCB | SZRCB Successfully Held the "Investor Exchange Day in 2023"

On May 21, 2024, the "Investor Exchange Day in 2023" event of the Bank was successfully held at the Office Building of Dongtaihu Branch, aiming to promote mutual trust through communication and seek development through exchange.

#### On-site Visit

During the event, investor representatives from more than ten investment institutions, including securities firms, funds, and insurance capitals, gathered at the Office Building of Dongtaihu Branch. They visited various our facilities, such as the employee convenience store and the employee medical office, to experience up close the Bank's people-oriented approach and commitment to building a "Happy Bank". Additionally, investors, accompanied by the staff, visited the Bank's e-CNY pilot branch – Dongtaihu Branch in Suzhou.

#### Investor Seminar

The Chairman of the Board of Directors, the President of the Bank, the Secretary of the Board of Directors and the heads of relevant business departments attended the investor seminar. At the seminar, the Chairman of the Board expressed his warm welcome to investors, and briefly shared with them the Bank's strategic layout as well as the experience in characteristic businesses. During the interactive session of the seminar, investors eagerly asked questions, and the management of the Bank, based on the current industry trends and market changes, provided detailed answers to the investors' general concerns about the business plan, future growth space, asset quality outlook, performance expectations and other aspects.



Investor Exchange Day



Key Performance

In 2024, the Bank conducted **11** investor communication events and held **3** performance briefings.

◆ Compliant Information Disclosure

The Bank strictly adheres to the *Company Law of the People's Republic of China*, the *Measures for the Administration of Information Disclosure by Listed Companies*, and other relevant laws and regulations. We have formulated the *Information Disclosure Affairs Management System* to standardize our information disclosure work, strengthen the management of information disclosure affairs, and ensure the authenticity, accuracy, timeliness, and completeness of information disclosure. In addition, in accordance with the *Management Measures for Insider Information*, we continue to strengthen confidentiality regarding insider information, uphold the fairness principle of information disclosure, and effectively protect the legitimate rights and interests of stakeholders such as investors. In 2024, the Bank disclosed 4 regular reports, 46 interim announcements and non-announcement disclosure documents, and was not penalized for any violation of information disclosure.

◆ Return on Shareholders' Investment

The Bank values reasonable investment returns for shareholders. To further strengthen the awareness of returning value to shareholders and improve the profit distribution policy, the Bank has formulated the *2023-2025 Shareholder Return Plan*, focusing on long-term, sustainable development and strategic transformation implementation. The plan comprehensively considers factors such as actual operating conditions and business development capabilities, establishing a continuous, stable, and scientific return plan and mechanism for investors to ensure the continuity and stability of dividend distribution policies.

Key Performance

The cumulative dividends since the listing(2016-2023) amounted to RMB **1,909** million,  
with an estimated dividend amount of RMB **330** million for 2024.



# Implementing Comprehensive Risk Control for Protection, Providing Precise Support for Development

◆ Governance

The Bank is committed to improving its comprehensive risk management. We ensure safe and sound operations at a reasonable level of risk by improving our comprehensive risk management system, continuously conducting risk identification, risk assessment and risk monitoring, and striking an appropriate balance between risk and return.

The Bank has established a comprehensive risk management structure covering the Board of Directors, the Board of Supervisors, senior management, and functional departments. Each level of the management structure performs its respective responsibilities in accordance with the division of labor, and manages the various risks encountered in business management in an orderly manner according to the risk management policies, procedures, and methods.



Board of Directors

- Formulate the overall risk management strategy, supervise the risk management and internal control systems, and assess the overall risk for the Bank.



Risk Management and Connected Transaction Control Committee

- Supervise senior management's control of various risks, regularly assess the risk status of the Bank, review the basic systems of risk management and internal control, provide suggestions for improvement, and inspect and supervise the risk management situation and report it to the Board of Directors.



Board of Supervisors

- Supervise the Board of Directors and senior management in the fulfillment of their relevant duties, propose risk management recommendations, and urge corrective actions.



Senior Management

- Formulate and promote the implementation of corresponding risk management policies, systems and procedures based on the risk management strategy formulated by the Board of Directors.
- The Vice President in charge of risk management, on behalf of senior management, assumes the responsibility of promoting comprehensive risk management, and fulfills relevant duties such as promoting the operation of the framework and formulating policies and procedures.



Risk Management Department

- Develop comprehensive risk management policies and processes and monitor risk management, and take the lead in comprehensive risk management responsibilities. The Risk Management Department, the Credit Management Department, the Planning and Finance Department, and other departments form the main functional departments of risk management together, and specifically implement all risk management policies and systems.



Functional Departments

- Assume direct responsibility for risk management, formulate management measures and operational guidelines, and ensure consistency with risk management policies and procedures; promote the full understanding and effective implementation of risk management policies and procedures.
- The Audit and Inspection Department is responsible for conducting independent reviews of risk management and control environments.

In accordance with the requirements of documents such as the *Guidelines for Comprehensive Risk Management Measures in Banking Financial Institutions*, the Bank has formulated the *Measures for Comprehensive Risk Management of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, to continuously improve the comprehensive risk management level and gradually establish a comprehensive risk management system for the Bank.



Strategy

Strategic Planning for Comprehensive Risk Management

To improve comprehensive risk management level, strengthen risk management responsibilities, and promote comprehensive, coordinated, and sustainable development, the Bank has formulated the Report on the *Strategic Plan of Comprehensive Risk Management of Jiangsu Suzhou Rural Commercial Bank Co., Ltd. (2023-2027)*, and established a management mechanism for tracking, evaluating, adjusting, and assessing the strategic plan for risk management, to incorporate the strategic plan into the annual key work scope and promote the implementation of the comprehensive risk management strategy.

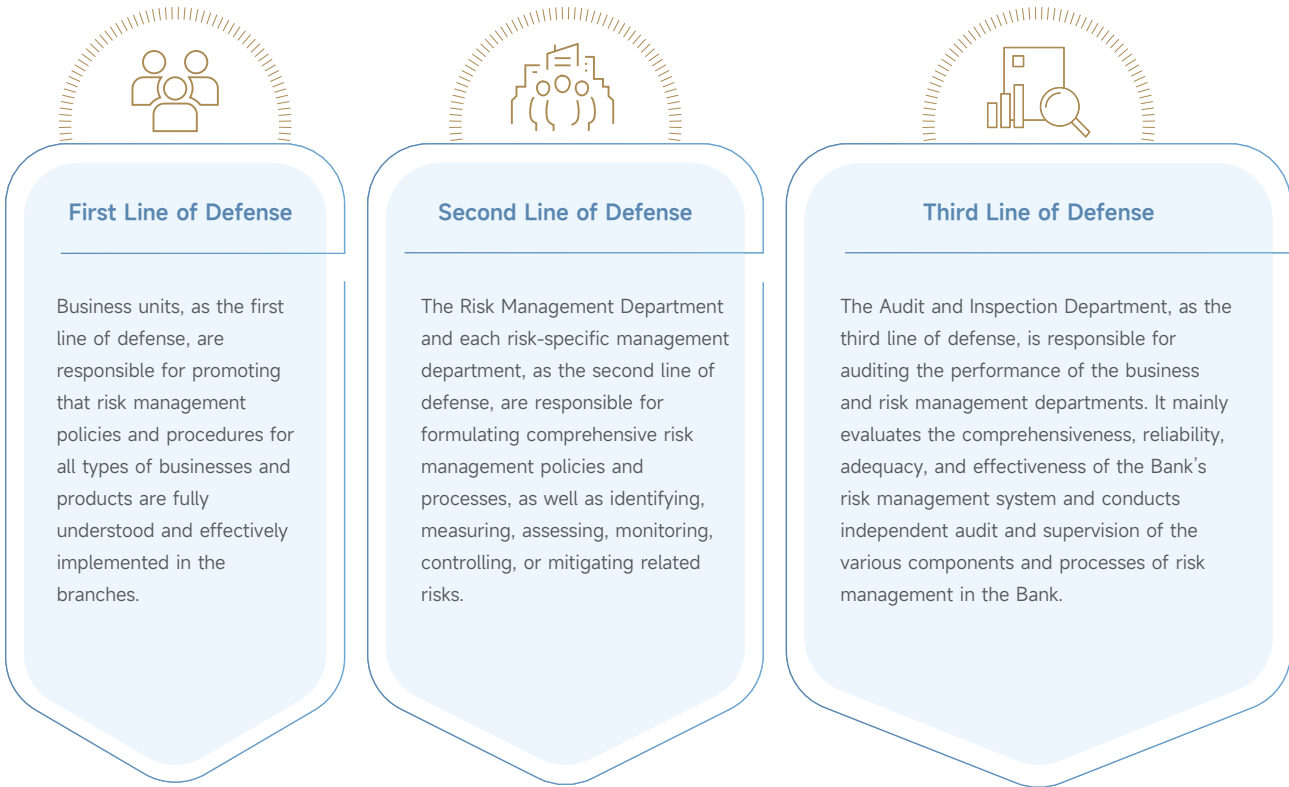
Plan Implementation for Comprehensive Risk Management



Impact, Risk, and Opportunity Management

Improvement in the Internal Control System

The Bank continues to improve the “three lines of defense” structure composed of the “business departments - risk management departments - internal audit departments”, to advocate and establish a risk management philosophy and culture for sustainable development.



Management of Key Risks

Upholding the business philosophy of the principles of compliance, stability, steady progress and controllable risks, the Bank strengthens the management of risks such as credit risks, market risk, liquidity risks, operational risks, money laundering and terrorism financing risks, strategic risk, and reputation risks, to continuously solidify the development foundation and build a long-term and stable risk management system. In 2024, the Bank completed annual risk analysis and assessment work, generated a comprehensive risk report, and implemented precise measures targeting major risks related to credit, market, liquidity, operation, money laundering, terrorist financing and information technology, to achieve effective control over relevant risks.

Measures for Risk Management in Key Fields



- Establish risk appetite limit indicators, optimize the monitoring, early warning, reporting, disposal, and assessment mechanisms of such indicators, and achieve closed-loop management of the risk appetite limit system. Hold risk management meetings to accurately and timely communicate the risk appetite.
  - Enrich intelligent means of risk prevention and control. Follow the direction of scenario-based, intelligent, and visualized approaches to fully promote the transformation of non-performing asset collection and disposal work. Introduce big data models to accurately locate risk points, and effectively enhance proactive risk management capabilities. Create AI robots to answer questions based on a credit knowledge base and provide intelligent guidance on credit policies, processes, operations, etc.
  - Complete third-party verification of expected credit loss (ECL) implementation, further optimize system models, improve the ECL management system, and enhance risk mitigation capabilities.
  - Improve the quality and efficiency of basic credit management and improve the closed-loop credit management from multiple aspects. Timely formulate and update credit management measures, improve the review mechanism, and carry out the reform in loan renewal process, etc.
- 
- Optimize the construction of the market risk management system, establish an effective market risk governance structure and management responsibilities, and build a market risk management system covering basic systems, general management measures, and operating procedures.
  - Conduct a comprehensive review of the transaction business risk process, strengthen risk control measures for key risk points, and establish effective risk monitoring programs.
  - Set up a market risk limit management system to effectively manage market risks. Sort out and set parameters for the market risk management system, and achieve the dual management goal of business development and risk control.
  - Prevent the interweaving and evolution of multiple risks. Embed the market risk limit system into the transaction approval process, monitor and issue early warnings in real-time, use methods such as market monitoring and stress testing to respond to risk evolution, and establish a firewall to prevent risk contagion.
- 
- Formulate the *2024 Liquidity Risk Appetite and Management Strategy*, define the liquidity strategy and corresponding liquidity risk management objectives for the year, and revise the thresholds for the tiered early warning indicator system accordingly.
  - Conduct cash flow analysis and routine stress tests to ensure that cash flow gaps align with liquidity risk limits.
  - Optimize the liquidity risk management system, launch an indicator calculation module, and improve liquidity risk management efficiency.
- 
- Optimize the employee behavior warning model, release the *Checklist for Identifying Employees' Abnormal Behaviors*, and carry out credit screening, complaint-related investigation, model monitoring, and other investigative tasks;.
  - Conduct process optimization and evaluation on the connected systems and processes in the operation compliance risk management system, and practice the principle of "one business, one system, one process" through system control.



- Conduct daily monitoring, report large transactions and suspicious cases, manage suspicious account cases, report key suspicious cases, and adjust risk levels.
  - Revise relevant systems and continue to identify money laundering risks related to e-CNY and acquiring businesses.
  - Enhance technical support, optimize related information systems, combine customer risk classification work to quantify rating levels, improve ratings, refine standards, clarify processes, and empower risk identification at business sides.
- 
- Strengthen on-site inspections of outsourcers to enhance outsourcer risk management;
  - Continuously improve the network security system, build a fortress for secure business transactions, and reduce potential risks;.
  - Actively conduct business continuity drills at all levels, and strengthen comprehensive risk assessments.
- 
- Improve the quality and efficiency of compliance control, promote the optimization of internal control processes, and strengthen supervisory inspections.
  - Conduct compliance reviews, including reviewing non-standard contracts, contract templates, systems, measures, etc..
  - Conduct in-depth compliance education, diversify the forms of compliance training, and gradually solidify the foundation of a compliance culture.
- 
- Strictly adhere to information disclosure rules, complete information disclosure work with high quality, and strengthen communication with investors.
  - Conduct self-inspection of public opinion risks, carry out monthly self-inspection and drills to identify potential reputational risks and hazards, and organize online public opinion training for all information officers of the Bank to enhance relevant capabilities.
- 
- Uphold the principle of prudence, and advance relevant work in an orderly manner according to specific work methods to avoid implementation risks.
  - Adhere to the principle of priority, focus on relevant work, clarify priorities, and allocate resources to ensure the implementation of key matters.
  - Adhere to the principle of relevance, ensure the alignment of strategy implementation with performance indicators, and promote both short-term and long-term development.

◆ Enhancement of Mechanism Construction

The Bank continues to strengthen the construction of its comprehensive risk management mechanism, promote coordination and cooperation of the three lines of defense, improve system documents for managing various major types of risks, and refine management requirements for different types of risks to ensure that the comprehensive risk management of the Bank is complete and adapts to regulatory requirements and business realities. Evaluate the effectiveness of the comprehensive risk management system, pay attention to the governance and implementation of the relevant performance and implementation of the main responsible units or individuals, and consolidate and improve the weaknesses.

Risk Appetite and Limit Management

The Bank continuously enhances the level of refinement in risk management. The risk appetite is aligned with strategic objectives and business plans to ensure that the risk-bearing capacity matches the pace of business development, and quantitative and qualitative limit indicators are set in accordance with the dimensions such as customers, industries, regions and products. These limits are communicated to business lines by means such as performance evaluations and accountability, to strengthen the rigid constraints of the full-process risk management for the whole bank.

Construction of Digital Risk Control System

A full-process digital risk control system covering the whole bank is established to strengthen the construction of the risk management information system. During the Reporting Period: first, we completed the reconstruction and launch of the internal rating model system for retail credit customers, achieved full coverage of internal ratings across three business segments, and provided support for the formulation and implementation of the credit business differentiation strategy. Second, we built a digital risk control management system for our retail credit business, sorted out 500 digital risk control rules in the 5 systems of the Bank nearly to remove duplicate and gather relevant information, and established 7 digital risk control decision-making systems covering the entire lifecycle of retail business as per priorities, to achieve the digital configuration of high-risk long process and low-risk short process. Third, we completed the independent migration and the credit card model migration of the Ban' E-Loan models, realized the independent management of risk control models for all business segments, and independently developed 52 iterative optimization models throughout the year. Fourth, we also launched the retail filter, which allows users to easily understand the risk characteristics and financing costs of first-time loan customers on mobile devices and provides digital support for the decision-making of precise pricing.


Assistance in Optimization of Credit Process

During the Reporting Period, optimization measures at each stage included introducing tax risk reports before loan approval, incorporating high-risk industries into long-process management, centralizing loan disbursement management for retail business during the loan process, and digitalizing post-loan services such as non-principal renewal loans.

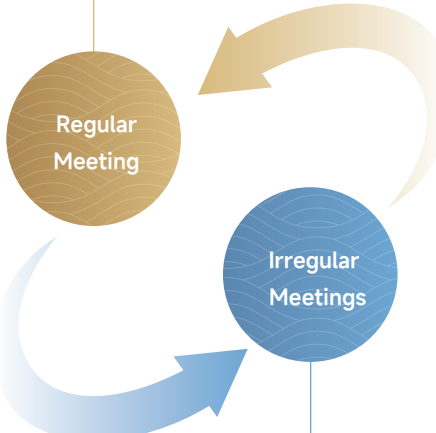
◆ Development of Risk Culture

The Bank views the development of risk culture as an important cornerstone for sound operations. By improving systems and mechanisms and providing risk management training, we strengthen the risk control awareness of all employees, continuously build a solid risk defense, and provide strong support for high-quality business development.

The Bank holds regular risk management-related training quarterly, including credit work meetings for frontline customer managers and the work meetings of the risk management and internal control committee for the management level of the Bank.




Work Meeting for Risk Management



Regular Meeting

Irregular Meetings

In addition to the above regular meetings, risk management departments actively participate in external training programs. The topics covered include online loan risk management, market risk rating modeling, and the construction of digital risk control systems in emerging technological fields.



External Training on Risk Management

◆ Metrics and Targets

The Bank builds a comprehensive risk analysis and early warning system for various types of risks, establishes a risk appetite and risk limit management indicator system, formulates clear execution and accountability mechanisms, and monitors implementation in real-time. Adjustments are made as necessary to ensure the effective communication and implementation of risk appetites and limits. We strictly adhere to the requirements of the National Financial Regulatory Administration and local regulatory authorities, fully achieve 100% compliance with the regulatory indicators of important institutions in the agricultural banking system, and continuously strengthen the foundation of risk prevention and control.





## Achieving Compliance to Lay a Solid Foundation, Leveraging Intelligence to Empower Operations

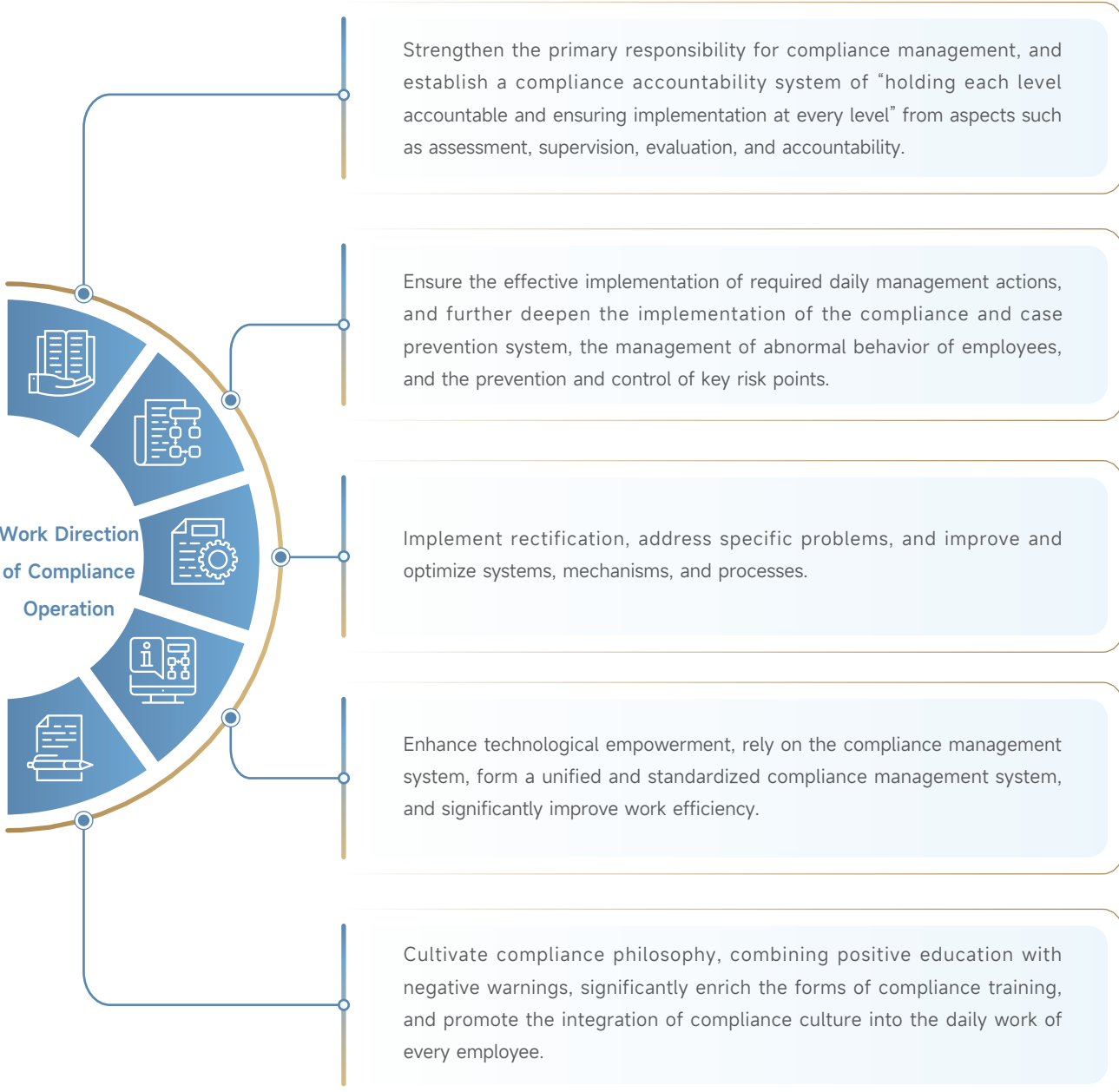
### Governance Management Organization

The Bank has established a compliance management organization with reasonable division of labor and clear responsibilities, covering the Board of Directors, the Board of Supervisors, senior management, the Legal and Compliance Department, as well as other business departments and branches. The compliance responsibilities at each level are clearly defined, with a focus on enhancing efficiency, strictly controlling risks, and ensuring service quality. We actively promote flat management, continuously optimize business processes and resource allocation, and strengthen the effective operation of the compliance system.



### Strategic Planning for Compliant Operation

Under the guidance of the Board of Directors and regulatory authorities, the Bank always adheres to the purpose of regulating and promoting business development. We deeply implement the *Guidelines on Compliance Risk Management in Commercial Banks* issued by the National Financial Regulatory Administration, as well as the *Priorities for Legal and Compliance Work of the Rural Commercial Bank System of Jiangsu Province in 2024 and the 2024-2026 Work Plan for the Construction of Compliant Banks in the Rural Commercial Bank System of Jiangsu Province* formulated by the Jiangsu Rural Commercial United Bank. With the development goal of "achieving steady progress, risk prevention and control, scientific transformation" and the two main work lines of "compliance management and case prevention", the Bank establishes and improves the compliance risk management system, continuously optimizes the compliance management system framework, orderly promotes the construction of a compliance culture, enhance the effectiveness of internal control and compliance management, and advance the continuous and healthy development of all businesses.

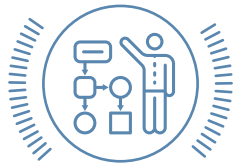


◆ Compliance Management Measures

◆ Compliance Risk Management and Control

The Bank has formulated the *Compliance Management Measures for Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, and orderly organized and performed compliance management work such as rule and regulation management, compliance review, and compliance inspection, to continuously improve the quality and efficiency of internal control and compliance management. Based on the Compliance Evaluation Checklist, the Bank defines the evaluation criteria and formulates the corresponding work requirements for the risk points in aspects of compliance and legal affairs management, system and process management, case prevention management and employee behavior management, and conducts assessment on the implementation of the work to promote improvements and optimization of non-compliant issues.

○ Priorities of Compliant Operation in 2024 (Part) ○



System and Process Optimization

Maintain the review and optimization of business processes, conduct process optimization evaluation work, perform the sorting, assessment and optimization of key business processes, fully utilize technological means to improve process effectiveness, continuously enhance risk control capabilities, and standardize business process operations.



Compliance Case Prevention and Inspection

Enhance risk prevention and control through multi-dimensional case prevention and inspections, advance the compliance inspection plan on a quarterly basis and implement relevant rectifications based on the GRC system; formulate an annual internal control and case risk inspection plan, align with the latest inspection requirements of the Jiangsu Rural Commercial United Bank, focus on plan adjustment in key fields, supervise the implementation of relevant plans through the Compliance Case Prevention Leading Group, enforce the “plan-execution-optimization” closed-loop management, and improve internal control initiative and regulatory coordination effectiveness.



Management of Employee Behaviors

Revise the *Code of Compliance for Employees of Jiangsu Suzhou Rural Commercial Bank Co., Ltd. on Compliance Management Practices* (hereinafter referred to as the “*Code of Compliance for Employees*”), establish a continuous employee conduct evaluation and supervision mechanism, and optimize the employee behavior early warning model, to effectively standardize the behaviors of employees. Use a variety of methods to strengthen daily risk monitoring and early warning, promptly identify risks related to employees’ abnormal behaviors, effectively standardize employee behavior, and enhance the accuracy of behavior management through technological empowerment. Collaborate with local public security bureaus, procuratorates, courts, local discipline inspection and supervision commissions, and other relevant departments to strengthen the synergy of supervision efforts.

◆ Cultivation of Compliance Culture

Upholding the compliance philosophy of “compliance-based establishment, compliance priority, total compliance and proactive compliance”, the Bank deeply carries out compliance training and training, and promotes all employees to talk about, learn and practice compliance. In 2024, the Bank offered 13 compliance-related training sessions, including a bank-wide compliance training, the President’s insights on compliance, on-site compliance training, compliance training for new employees, legal training, periodic training on business line, and thematic training, which effectively enhanced the Bank-wide awareness of compliance risk prevention. The Bank continuously innovates compliance training and publicity forms, and subtly embeds the foundation of compliance culture in modes that resonate with our employees, such as weekly compliance quizzes, compliance-themed live streaming, learning point rewards, compliance slogans and video selections, and labor skill competitions.

Cultivation of Compliance Culture





◆ Anti-Money Laundering Management

In strict compliance with the *Anti-Money Laundering Law of the People’s Republic of China*, the *Rules for Anti-money Laundering by Financial Institutions*, and other anti-money laundering laws, regulations, and regulatory requirements, the Bank maintains the key line of defense to stabilize the financial order and ensure the safety of the financial system. In the development strategy, the Bank clearly puts forward the requirement of “increasing attention to anti-money laundering work, strengthening the money laundering risk management, optimizing the anti-money laundering mechanism and internal division of labor, and improving the level of the anti-money laundering work”. In accordance with applicable laws and regulations such as the newly revised *Anti-Money Laundering Law of the People’s Republic of China*, the *Company Law of the People’s Republic of China*, and the requirements of the relevant systems of the Jiangsu Rural Credit Union, the Bank has continuously improved its anti-money laundering rules and regulations and formulated a series of systems such as the *Operating Procedures for Anti-money Laundering Work of Jiangsu Suzhou Rural Commercial Bank Co. Ltd.*, the *Money Laundering Risk Assessment and Management Measures of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, and the *Emergency Management Measures for Money Laundering Risk Events of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, laying a solid foundation for the development of anti-money laundering work.

Anti-Money Laundering Risk Control

Based on systems such as the *Management Measures for the Self-Assessment of Money Laundering and Terrorist Financing Risks of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, the Bank promotes the work mode of “centralization, specialization and systematization”, and establishes a sound anti-money laundering work mechanism and operation process that features centralized processing, risk control, quality and effectiveness. We standardize anti-money laundering work such as money laundering risk assessment, customer due diligence, large transaction and suspicious transaction reporting, inspection and audit, and actively fulfill our anti-money laundering obligations. In accordance with regulatory requirements and based on the actual needs of the Bank, we continuously optimize the anti-money laundering information systems to provide technical support for anti-money laundering work such as large and suspicious transaction reporting, customer identification, and the retention of customer identity information and transaction records.

Training on Anti-Money Laundering

The Bank establishes a long-term training mechanism for anti-money laundering, forms a full-coverage, multi-level and diverse-channel anti-money laundering training system, and formulates a training plan every year to ensure that personnel at all levels, especially those in key positions, possess the ability to fulfill anti-money laundering responsibilities and enhance the quality and effectiveness of anti-money laundering work.

To further strengthen the construction of anti-money laundering team, the Bank organized 6 centralized training sessions on anti-money laundering in 2024, including bank-wide employee training, training for full-time employees, training for new employees, and training for directors, supervisors and senior executives, which effectively enhanced the capability and professional skills of related personnel involved in anti-money laundering tasks.

Daily Training and Education

- The Anti-Money Laundering Leading Group holds quarterly meetings on anti-money laundering work, and actively cooperates with and participates in relevant anti-money laundering training organized by the People’s Bank of China and the Jiangsu Rural Commercial United Bank;
- Each branch learns AML business knowledge and AML risk tips with methods such as morning meetings and after-shift meetings every month.

Enhancement of Diverse Training

- The Bank offers a variety of training on professional anti-money laundering, including inviting professionals or internal trainers to deliver centralized lectures, setting up training courses on online platforms, etc.;
- The Bank strengthens the management of a professional sequence of anti-money laundering team and sets up a professional anti-money laundering team.

Case Study

Training on Anti-Money Laundering for All Employees

In October 2024, to further enhance the Bank’s anti-money laundering management level and improve employees’ ability to carry out anti-money laundering work, we invited senior experts from a third-party organization to train all employees. The training content covered aspects such as theoretical knowledge on anti-money laundering and due diligence methods, and included a training test section to ensure that all employees thoroughly understood the training content.



Training on Anti-Money Laundering for Directors, Supervisors and Senior Management



Training on Anti-Money Laundering for New Employees

Promotion of Anti-Money Laundering

The Bank continuously strengthens the anti-money laundering compliance culture and promotes the joint efforts of all parties to safeguard financial security through multi-channel anti-money laundering publicity activities. In 2024, the Bank organized and carried out themed publicity activities such as “3·15 Anti-Money Laundering, Anti-Voice Phishing and Anti-Online Gambling” publicity event, the Rural Credit Union Payment Settlement and Anti-Money Laundering Knowledge Competition, and the Xiaoyu Anti-Money Laundering Course on the Bank’s WeChat Official Account, effectively enhancing the anti-money laundering awareness of all employees.

Enhancement of Internal Education



The Bank disseminates the philosophy of anti-money laundering in modes such as policy lectures and risk case warnings, and utilizes channels such as official websites, Weibo Official Account and WeChat Official Account to conduct experience exchanges, publicize typical cases, create a positive work atmosphere, and enhance the anti-money laundering awareness of all employees.

External Diversified Publicity



Through diversified publicity channels for anti-money laundering in forms such as screens and TVs in branches, we actively publicize citizens’ anti-money laundering obligations to different customer groups and partners. Targeting the “low-income, low-education and low-age” populations, we promote a series of training sessions on the dangers of selling personal information, the implementation of punitive measures, and account service policies that benefit the public in “families, villages and schools”, to create a community-based prevention and treatment atmosphere.



Case Study

“3·15 Anti-Money Laundering, Anti-Voice Phishing and Anti-Online Gambling” Campaign

In March 2024, the Bank organized the “3.15 Anti-Money Laundering, Anti-Voice Phishing, Anti-Online Gambling” Campaign to strengthen the protection of financial consumers and better safeguard their legitimate rights and interests. During the campaign, the Bank visited special groups such as the elderly, students, and migrant workers in rural areas and townships, and expanded the publicity coverage both online and offline, with a focus on the theme of “being alert to the traps of money laundering to protect your own rights and interests”. This effectively solved problems for the public and helped create a good environment for financial consumers.



Key Performance

Unit

2023

2024

Number of Training Sessions on Anti-Fraud and Anti-Money-Laundering

Times

13

17

Number of Participants in Training on Anti-Fraud and Anti-Money Laundering

Person-times

2,036

5,328

Number of Compliance Training Sessions Conducted

Times

12

13



Upholding Business Ethics to Practice Compliant Operation, Fostering Integrity to Shape a Prosperous Future

Anti-Commercial Bribery

In 2024, guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, the Commission for Discipline Inspection of the Bank thoroughly implemented the guiding principles of the 20th National Congress of the Communist Party of China and General Secretary Xi Jinping’s important thoughts on the Party’s self-reform. With firm support for the “Two Establishes” and resolute commitment to the “Two Upholds”, and based on the decisions and deployments of the Third Plenary Session of the 20th Central Commission for Discipline Inspection and the Fourth Plenary Session of the 14th Jiangsu Provincial Commission for Discipline Inspection, the Bank deepens the full and rigorous governance of the Party and the Bank in accordance with the working requirements for the Discipline Inspection and Supervision Group stationed at the Jiangsu Rural Commercial United Bank as dispatched by the higher-level commissions for discipline inspection and the Jiangsu Provincial Commission for Discipline Inspection. It has unswervingly advanced the construction of a clean and honest CPC and the fight against corruption, deepened the correct and clean disciplinary action against corruption, and played a better role of oversight in ensuring implementation and promoting continuous development, to provide strong political and disciplinary guarantee for the construction of the “Three Banks” in a “SZRCB Model”.

Responsibility for Clean Governance

In the principle of “whoever is in charge is responsible”, the Bank has comprehensively implemented the responsibility system for Party building and clean governance. These responsibilities are included in the annual performance assessment targets of the President and branch heads. The Commission for Discipline Inspection at the Head Office is responsible for organizing supervision, inspections, and assessments. The results of the assessment will be used as an important basis for the performance assessment, reward and punishment, selection and appointment of the primary management team, as well as the evaluation of outstanding units. In 2024, the Party branches and other units and personnel of the branches have all signed the Commitment to Party Integrity Construction, and the signing rate for documents related to professional integrity and business ethics reached 100%.



Pre-Appointment Communication on Integrity for Middle Management



Enhancement of Integrity Supervision

The Commission for Discipline Inspection of the Bank has faithfully fulfilled its supervisory responsibilities and unwaveringly promoted comprehensive and strict Party governance. It has taken precise and sustained actions to advance the fight against corruption and promote the “three non-corruptions” in an integrated manner with a “full-cycle management” approach, thus clearing obstacles and escorting the high-quality development of the Bank.



Identification of Integrity Risks

The Bank organizes integrity risk identification and prevention measures, identifies risk points from the three dimensions of roles, processes, and mechanisms, and evaluates and implements feasible control measures. In 2024, the cadres of the Bank have conducted in-depth self-assessments. Based on identified risk points, and efforts were made to formulate and implement control measures, improve prevention manuals, strengthen systems and rules, clarify operational guidelines, and establish a sound control mechanism.



Special Remediation and Supervision

The Bank establishes and improves long-term anti-corruption mechanisms, conducts regular special rectification campaigns, utilizes big data to identify risks such as transactions between employees and loan customers, and closely monitors the behavior of personnel in key positions. With a focus on key business areas and critical personnel, we implement multidimensional supervision and checks, and hold individuals accountable in strict accordance with relevant regulations.



Management of Employee Behaviors

A multi-level employee behavior management system has been established, where: first, the Employee Compliance Code is formulated to define standards of professional ethics; second, the Commitment to Integrity is signed to reinforce contractual constraints; third, a digital disciplinary supervision system is leveraged to enable dynamic risk monitoring; fourth, violations of integrity regulations are strictly addressed in accordance with rules such as the *Measures for Handling Employee Violations of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, to create a closed-loop control mechanism of “policy communication – behavioral constraint – technical supervision – disciplinary enforcement”.



Management of Reporting on Integrity

To fully leverage public oversight and encourage fact-based reporting of employee misconducts, disciplinary violations, and illegal behaviors, the Bank, in accordance with the *Measures for Handling Reports on Violations in the Banking and Insurance Industry* and other relevant regulations, and based on its actual needs, formulated the Measures for Integrity Reporting Management of Jiangsu Suzhou Rural Commercial Bank Co., Ltd., to strictly regulate the procedures for reporting, receiving, and handling reports, protect the legitimate rights and interests of whistleblowers, and maintain the order of reporting on integrity.



Reporting by Phone

Tel.: 0512-63968207

Reporting by Letter

Mailing Address: No. 10888, Dongtaihu Avenue, Wujiang District, Suzhou

Attention: Director of the Discipline Inspection and Supervision Office of the Party Committee, Jiangsu Suzhou Rural Commercial Bank Co., Ltd.

Post Code: 215200

Reporting by Visit

Office Address: No. 10888, Dongtaihu Avenue, Wujiang District, Suzhou

Reception: Discipline Inspection and Supervision Office of the Party Committee, Jiangsu Suzhou Rural Commercial Bank Co., Ltd.

Report by Email

Email: jlb@szrcb.com

Cultivation of Integrity Culture

The Bank remains committed to implementing the spirit of the 20th National Congress of CPC, and continuously strengthens Party building, Party integrity construction and corporate culture across the Bank. Through activities such as warning education conferences, Party discipline courses, and integrity training, we have built a diversified and all-encompassing “Clean SZRCB” financial culture promotion matrix to foster a culture of integrity and positive values.



Case Study

Warning Education and Integrity Lectures for Middle Management

In April 2024, to further advance the comprehensive and strict governance of the Party and raise awareness of clean and disciplined conduct among Party members and cadres, the Bank organized warning education sessions and integrity lectures for middle management. The Secretary of the Commission for Discipline Inspection and the Chairman of the Board of Supervisors delivered a lecture titled "Adhering the 'Five Fours' Discipline Principles, Striving for Clarity and Transparency". A total of 104 heads of departments and branches participated in the event.

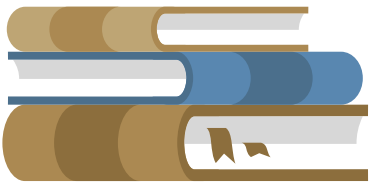
The Secretary of the Commission for Discipline Inspection, in line with current anti-corruption efforts in the financial sector and the requirements for building a clean culture in the new era, provided theoretical interpretations of policies, Party disciplines, and laws. By analyzing publicly disclosed corruption cases in the financial sector in recent years and linking them with real-life work scenarios, the lecture served as a strong warning to all middle management.



Warning Education Conference



On-site Warning Education



Key Performance

Unit

2024

Number of the Management Participating in Training on Anti-commercial Bribery and Anti-Corruption	Person	363
Percentage of the Management Participating in Training on Anti-commercial Bribery and Anti-Corruption	%	100
Total Duration of Training on Anti-commercial Bribery and Anti-Corruption for the Management	Hour	2,541
Number of Employees Participating in Training on Anti-commercial Bribery and Anti-Corruption	Person	1,975
Percentage of Employees Participating in Training on Anti-commercial Bribery and Anti-Corruption	%	100
Total Duration of Training on Anti-commercial Bribery and Anti-Corruption for Employees	Hour	5,925

Anti-Unfair Competition

The Bank always adheres to the operation philosophy of fair competition and honest business practices, and integrates compliance development into its strategy and daily operations in strict compliance with the *Anti-Unfair Competition Law of the People's Republic of China* and the regulatory requirements of the financial industry. The Bank continuously conducts business by laws, respects market rules, improves internal governance, strengthens employee behavioral constraints, optimizes customer service mechanisms, and resolutely resists unfair competition such as commercial defamation, misleading pricing, and vicious competition for talents. We effectively safeguard the order of the financial market and the rights and interests of consumers, to promote the healthy and sustainable development of the industry and to actively fulfill our social responsibility as a financial institution.



Protection through Compliance System

The Bank embeds the principles of fair competition in the *Employee Compliance Code* and the business management system, and clearly prohibits employees from engaging in unfair competition practices such as commercial defamation and forced bundling in business promotion, customer service, and other aspects, strengthening the awareness of compliant operation through institutional constraints.



Control of Talent Recruitment

In accordance with the regulations of administration authorities regarding recruitment in the industry, we standardize the recruitment process and procedures, ensure that commercial defamation, inducement to breach contracts, and other unfair competition behaviors are eliminated during the recruitment process, and maintain a benign ecology of talent flow in the industry.



Management of Service Pricing

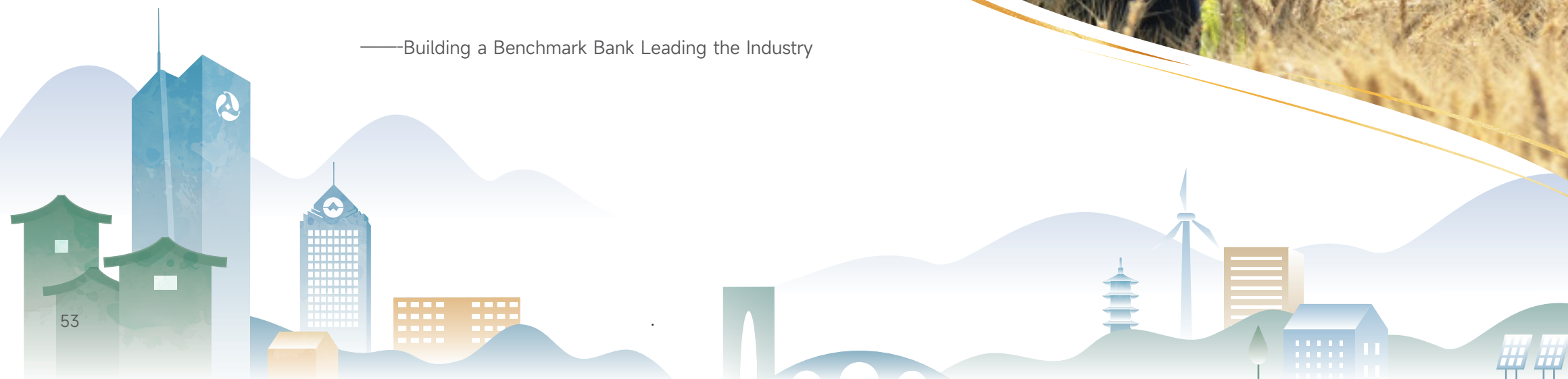
In line with the *Measures for the Administration of Service Prices of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, we establish a pricing compliance mechanism, and strictly prohibit the use of unfair pricing methods to eliminate or restrict service competition, and the false advertising or other unfair means to induce customers to accept services. We ensure all services are reasonably priced, information is open and transparent, and the rights and interests of consumers are effectively safeguarded.



## Development: Driving Finance Toward the Real Economy, Rooting in Inclusive Services for the People

As a regional rural commercial bank born from and thriving on agriculture, and as a partner bank deeply rooted in Suzhou - a hub for private enterprises - the Bank has always adhered to its founding mission of supporting agriculture and small businesses. It remains committed to serving the real economy and small-micro enterprises, with a primary focus on rural revitalization, private enterprise support, and sustainable economic growth. Upholding the principles of "oriented toward agriculture, the real economy, and social good", the Bank has forged a distinctive development path, achieving synergy between its own growth, client service, and social impact.

——Building a Benchmark Bank Leading the Industry



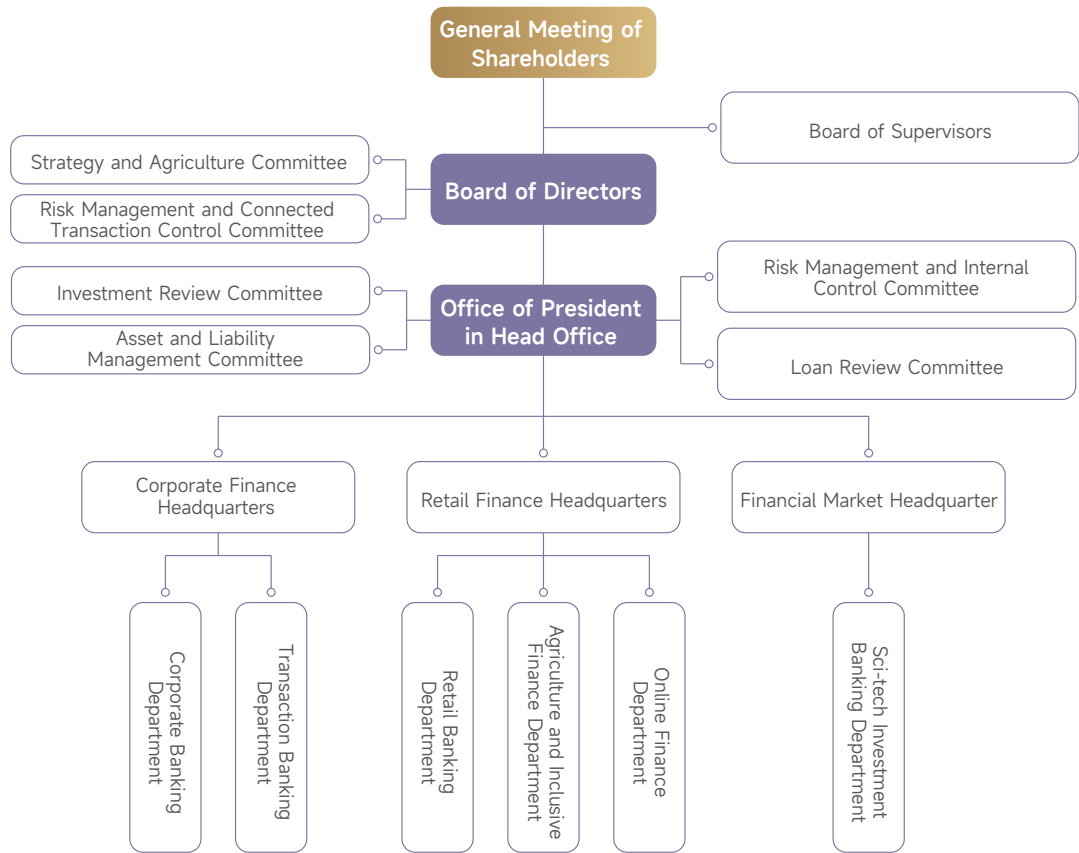


Deepening Support for Agriculture and Small Businesses, Fueling the Growth of the Real Economy

Governance

As a rural financial institution rooted in "agriculture, rural areas, and farmers" and serving local communities, the Bank has implemented the "2023-2027 Development Strategy" since 2023. We remain committed to the market positioning of "supporting agriculture and small businesses and serving the real economy", while advocating the service philosophy of "financial steward". This comprehensively enhances the quality and effectiveness of financial services, effectively meets customers' diverse financial needs, promotes broader social groups to enjoy high-quality financial services, and builds two key brands: "A Trusted Wealth Manager for the Public" and "Financial Services Steward for Small-Micro Enterprises".

The Board of Directors of the Bank formulates the development strategies focusing on supporting agriculture and small businesses and serving the real economy, and supervises the implementation of these strategies. The Board has established the Strategy and Agricultural Committee and the Risk Management and Connected Transaction Committee, which research and supervise the Bank's strategic management and risk management within the scope authorized by the Board, while also providing recommendations to the Board. The President's Office of the Bank implements the strategic plan formulated by the Board and regularly reports on its execution progress. Subcommittees have been set up under the President's Office, such as the Asset and Liability Management Committee, to assist in promoting relevant business departments in strengthening financial product innovation, optimizing service models, increasing support for agriculture and small businesses, enhancing inclusive finance supply, and continuously guiding the flow of financial resources to key areas and weak links in regional economic and social development.



Strategy

Identification of Risks and Opportunities

Risk Type	Description of Risk	Explanation of Financial Impact	Impact Duration	Impact on Value Chain	Countermeasures
Credit risk	Small-micro enterprises have lower risk resilience, potentially increasing non-performing loans.	Decrease in operating income and increase in operating costs	Medium and long term	Operations	Establish a comprehensive risk control system to diversify credit risks.
Cost risk	Inclusive finance transactions involve small amounts and high service costs, risking profitability.	Decrease in operating income and increase in operating costs	Short, medium and long term	Operations	Implement digital transformation to reduce operational costs, strengthen standardization and batch processing, and improve service efficiency.

Opportunity Type	Description of Opportunity	Explanation of Financial Impact	Impact Duration	Impact on Value Chain	Countermeasures
Policy opportunities	Local governments and regulators have issued a series of policies and guidelines to encourage financial institutions to focus on supporting small-micro enterprises.	Decrease in operating cost	Medium and long term	Operations, downstream	Respond to policies and guidelines issued by local governments and regulators to prioritize support for small-micro enterprises.
Market opportunities	In line with policy guidance and the characteristics of the local economy, there is significant potential for the expansion of financial services supporting agriculture and small businesses, with a market full of growth opportunities.	Increase in operating income	Medium and long term	Operations, downstream	Continuously enrich financial products and services to support agriculture and small businesses and serve the real economy, optimize financial business models, and contribute to regional economic development.





◆ Impact, Risk, and Opportunity Management

◆ Serving “ARF” - Leading the Charge in Rural Revitalization

The Bank is deeply committed to implementing the “Three-One-Five” development strategy blueprint, adhering to its original mission of supporting agriculture and small businesses, and focusing on the financial service needs of “ARF” to lead rural revitalization efforts. The Bank prioritizes innovation in products and service models, adapting to and participating in rural social governance to comprehensively enhance the quality and efficiency to serve “AGF”.

Key performance

During the reporting period, the Bank’s inclusive agricultural loans reached **8.004** billion yuan, an increase of **1.117** billion yuan from the beginning of the year, with a growth rate of **16.22**%. (Data from Regulatory Authorities)

Optimization of Financial Products for “AGF”

The Bank focuses on credit services for new agricultural business entities such as large-scale growers and breeders, family farms, and farmer cooperatives. It actively provides inclusive agricultural financial services to small-micro rural enterprises and individual businesses, developing specialized credit products such as “Fast Agricultural Loan”, “SZRCB Loan”, and “Micro-Enterprise Easy Loan”. Through door-to-door marketing visits, the Bank strengthens the promotion of its financial service steward attributes.

Agricultural Loan



The Agricultural Loan includes two sub-products: “Fast Agricultural Loan” and “Koi Agricultural Loan”. It is a business loan offered by the Bank to eligible “AGF” clients (such as family farms, large-scale growers and breeders, farmer cooperatives, agricultural social service organizations, and small-micro agricultural enterprises engaged in moderate-scale operations).

Agricultural Machinery Loan



The primary service targets of the Agricultural Machinery Loan are various new agricultural business entities operating within Jiangsu Province, such as family farms, large-scale growers and breeders, and farmer cooperatives. The loan can be used for daily operations of owned agricultural machinery or the purchase of farming equipment, with a maximum amount of 3 million yuan. It requires no collateral, is convenient and fast, supports multiple repayment methods, and offers preferential interest rates.

Women’s Loan

The Bank has established a strategic partnership with the Women’s Federation of Wujiang District to launch the “Rural Revitalization Women’s Loan” product, supporting rural women in innovation and entrepreneurship. By the end of 2024, it had granted credit to 4,819 households, totaling 828 million yuan, with an outstanding loan balance of 351 million yuan.

Case Study

“Agricultural Machinery Loan” Precisely Supports Rural Revitalization - Facilitating Efficient Summer Harvesting and Planting in Wujiang

During the critical period of summer harvesting and planting, the Bank innovatively launched the “Agricultural Machinery Loan” product. On June 14, 2024, it successfully issued the Suzhou’s first “Agricultural Machinery Loan” of 200,000 yuan to Mr. Xu’s family farm in Wujiang District, resolving the client’s financial shortage for upgrading agricultural machinery due to new automated irrigation facilities and expanded farmland leasing.



Building a Professional Team Serving “AGF”

The Bank actively implements the “Party-Bank + Financial Advisor” rural revitalization service initiative led by the Suzhou Supervision Branch of the National Financial Regulatory Administration and the Suzhou Agriculture and Rural Affairs Bureau. It has established a 58-member financial advisory team dedicated to rural revitalization, serving as the main force for projects such as “Large-Scale Visits to Enterprises and Households”, “Village-Wide Credit”, and “Practical Services for Villagers”. This accelerates the construction of a multi-level, wide-coverage, and sustainable rural financial service system.

Case Study

“Village-Wide and Enterprise-Wide Credit” Connects Farmers to a Credit “Fast Lane”



Village-Wide Credit

To implement the Jiangsu “Rich Farmer Easy Loan” Promotion and Enhancement Action Plan (2023-2025) issued by the provincial association, this Bank established an “Agile Four-Pronged Team” to fully advance the village-wide credit project. It actively conducts information collection and credit evaluations, promotes the establishment of “Credit Households” and “Credit Villages”, combines farmer ratings with credit scores to select high-quality credit households, and ensures precise credit issuance for small-scale inclusive farmer loans. By the end of 2024, the “Village-Wide Credit” project in Wujiang had served 155,900 households and 539,000 people.



Enterprise-Wide Credit

The Bank has established a “Three-Shaped Modeling” and public-private linkage mechanism, combining “Family Loan” and “SZRCB E-Loan” to connect with township enterprises and provide batch credit to employees. Enterprise-wide credit effectively reaches working villagers, thereby driving village-wide credit and truly creating a credit “fast lane” between the Bank and villagers. By the end of 2024, “Enterprise-Wide Credit” had added 3,242 credit users, totaling 676 million yuan.

Case Recognition

In 2024, the Bank's *Comprehensive Financial Services for "AGF" Empowering Rural Revitalization* project was recognized as a provincial exemplary case. The Comprehensive Financial Services for "AGF" project is based on the "People's Livelihood Access" initiative, which includes inclusive financial service points, sunshine credit, mobile banking, internet hospitals, and smart banking services for the Yangtze River Delta integration. Through an online-offline service model, it addresses rural residents' needs for comprehensive payments, social security cards, "internet + healthcare", business loans, and other services, truly bridging the "last mile" of rural financial services.

Innovative Service of "AGF" Co-Building Model

The Bank, together with the Wujiang District Development and Reform Commission and the Wujiang District Agriculture and Rural Affairs Bureau, co-built the "Party-Building Co-Construction 'Credit Village' Establishment" project, to create 20 "High-Quality Credit Villages" in Wujiang District. Through the online "Jiangcuntong" digital rural platform, offline rural inclusive financial service points, villager credit evaluations, and farmer point redemption measures, the Bank achieves shared credit data between banks and governments, uniting the efforts of government, banks, and villages to co-build a rural credit system.

Case Study

Zhong'anqiao Village - Credit System Construction - Selected as One of Suzhou's "Top Ten Exemplary Cases of Social Credit System Construction"

In 2024, the *Zhong'anqiao Village - Credit System Construction* case was selected as one of Suzhou's "Top Ten Exemplary Cases of Social Credit System Construction". The Bank developed a villager credit evaluation standard tailored to Zhong'anqiao Village's actual situation, combining "Village-Wide Credit" household data to integrate credit evaluation results with the village's household point system, summarizing comprehensive household points. By the end of 2024, it had completed credit evaluations for 485 households in Zhong'anqiao Village.

The Bank's "Jiangcuntong" digital rural platform has become a powerful tool for smart rural governance in Wujiang District. The platform integrates village affairs disclosure, villager self-governance, household points, credit evaluations, smart finance, and other functions, achieving digital and intelligent rural governance. In the "Rural Credit System" construction of Zhong'anqiao Village, the "Jiangcuntong" digital rural platform provided robust system support.



Case Study

Co-Building a Digital Rural Living Room

The Bank, in collaboration with government, enterprises, and institutions, has coordinated resources from various parties around five dimensions - "Digital + Party Building", "Digital + Industry", "Digital + Governance", "Digital + Services", and "Digital + Public Welfare" - to construct an information-driven "Trinity Integration" (production, life, and ecology) in rural areas. Online efforts: Collaboratively developed the "Jiangcuntong" mini-program to provide villagers and tourists with digital applications for education, healthcare, elderly care, etc. Offline initiatives: Established Digital Rural Hubs themed on intelligence, innovation, and services, creating seven centers including Financial Service Center, Government Affairs Center, and Digital Healthcare Center. This has fundamentally transformed rural governance from unilateral management to two-way interaction. By the end of 2024, the Bank had jointly built 21 "Digital Rural Living Rooms" in the Yangtze River Delta Water Village Hall.

During the Reporting Period, the Bank's Jiangcuntong · Digital Rural Platform won the 2023 7th Rural Small-Micro Enterprise Financial Institutions Technological Innovation - Product Innovation Excellence Award, and the "2024 Suzhou Digital Rural Development Excellence Project" of Suzhou Agriculture and Rural Affairs Bureau.



Case Study

Co-hosting the "4th Rural Entrepreneurship Competition"

The Bank partnered with the Wujiang District Agricultural and Rural Bureau and the Wujiang District Committee of the Communist Youth League to organize the "4th Rural Entrepreneurship Competition", selecting nearly 80 outstanding rural entrepreneurship projects. The goal was to provide a platform for rural innovators to showcase their achievements, attract capital and technology to rural areas, and continuously inject new vitality into rural industries and business formats.





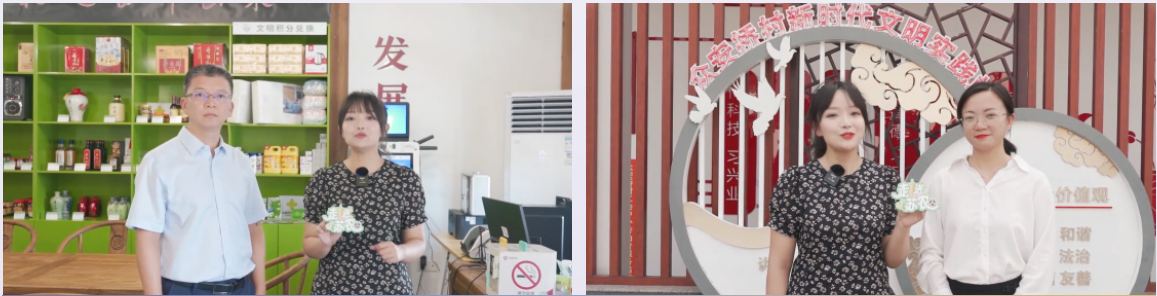
Case Study

Short Videos + Live Streaming of Building a New Model for Rural Revitalization

The Bank actively diversified its services for agriculture, rural areas, and farmers, injecting vitality into rural revitalization through innovative short video series and agricultural livestreams. During the Reporting Period, the Bank launched the “Explore Township Flavors with Suzhou Rural Commercial Bank” short video series in collaboration with the district media center, aiming to create high-quality video content. The series highlights unique local charms, featured merchants, and their stories across townships. 81 short videos were released throughout the year, generating over 820,000 views.



“Explore Township Flavors with Jiangsu Suzhou Rural Commercial Bank Co., Ltd.” Short Video Series



Agricultural supporting livestream

Extension of Service Channels for “ARF”

The Bank continuously enhanced its convenient and beneficial services by establishing “Jiangcun Service Station” as inclusive financial service points. These stations integrate “government affairs + village affairs + commerce + financial services” (“Four Affairs Integration”), becoming the first batch of provincial demonstration sites under the Jiangsu Rural Credit Union (now known as Jiangsu Rural Commercial United Bank). Through diverse scenarios and online/offline service platforms, the service stations expanded commercial functions. It covers farmer points redemption, agricultural product exhibitions, convenience stores, and the “Jiangcun Fresh Supply” platform. These one-stop inclusive services enabled villagers to meet routine needs without leaving their villages. By the end of 2024, 51 Jiangcun Service Stations had been established, with 48 operational. 20 stations were successfully recognized as provincial-level comprehensive demonstration sites by the Jiangsu Rural Credit Union (now known as Jiangsu Rural Commercial United Bank), achieving a 100% completion rate of the 2024 demonstration site construction target.



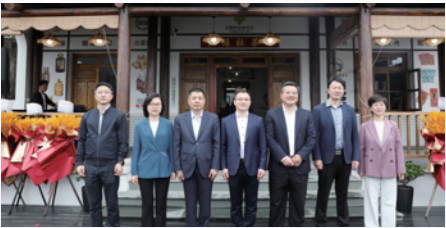
“Four Affairs Integration” Jiangcun Service Stations



Case Study

Opening of “Xie’s Specialty Service Station”

On April 28, 2024, the Xie's Special Service Center, jointly established by the Bank, Wujiang District Supply and Marketing Cooperative, and Zhong'an Cultural Tourism Cooperative under the “Tripartite Cooperation Model”, officially opened. The Bank’s “Jiangcun Service Station” was introduced to the financial service area, adding a new carrier for rural revitalization strategies to the vibrant rural land of Zhong'anqiao. As an innovative project of tripartite cooperation, the Xie's Special Service Center integrates financial services of “Jiangcun Service Station”, agricultural by-products sales, and teahouse leisure into one complex, creating a “Four-in-One” service hub that combines village affairs, government services, commercial services, and financial services. This initiative achieves the organic integration of rural governance, inclusive finance, government services, and industrial economic development, injecting greater warmth into rural governance.



Welfare Service of “ARF” Cultural Development

The Bank actively contributed to rural cultural construction through activities such as the “Send Opera to the Countryside” program and supporting intangible agricultural heritage performances at the village “Spring Festival Gala”.

Case Study

Premiere of “Send Opera to the Countryside”

On May 28, 2024, the Bank’s “Jiangcun Service Station · Beautiful Rural Encounters” series kicked off with the premiere of “Send Opera to the Countryside” in Renfu Village, Shengze Town, attracting hundreds of villagers. Co-organized by collaborative units integrating “party-building public welfare + government-bank affairs”, the event targeted 20 administrative villages with “Jiangcun Service Station”. It delivered targeted agricultural support services through opera performances, market stalls, and charity initiatives, fostering a harmonious rural culture. In 2024, the Bank organized a total of 20 rural outreach events with the theme of “Sending Opera to the Countryside”, deeply integrating financial services with cultural benefits for the public, benefiting over 8,000 person-times of villagers.



Case Study

Supporting Intangible Agricultural Heritage at the First “Village Spring Festival Gala” of Suzhou City

On October 12, 2024, the “Suzhou Rural Commercial Bank Cup” First Suzhou Agricultural Intangible Heritage Sports Cultural Exhibition and Suzhou’s inaugural “Village Spring Festival Gala” were held in Wuzhong District. The event unveiled a China Important Agricultural Heritage site and featured farmer sports performances by eight agricultural villages. At the “Village BA” awards ceremony, the Bank presented prizes to the Suzhou team, which won the runner-up title at the 2024 Hubei Province Beautiful Rural Basketball Tournament Finals and Six-Province Farmer Basketball Invitational.





◆ Practicing Inclusivity - A Trusted Wealth Manager for the Public

Meeting “Proximity Services” Needs of Civilians

The Bank continues to strengthen its responsibility for people's livelihood and deepen the construction of the financial services system for people's well-being. In response to the government's call for convenient services, and leveraging our advantage of a dense network of branches, extensive service coverage, and strong community ties, we have focused on advancing the "Human Resources and Social Security · Nearby Services" service network. We aim to create a unique "15-minute Human Resources and Social Security Service Circle". We have established 32 standardized social security card service points in Wujiang District, and through measures such as optimizing service processes, upgrading smart devices, and enhancing staff training, we have significantly improved the efficiency and quality of social security card services.

By the end of 2024,

the Bank had issued **1.2942** million social security cards, including **1.0653** million third-generation cards.



Proximity Service Outlets

Case Study

Launch of Direct “Flexible Employment Housing Provident Fund Services”

In May 2024, with guidance from the Suzhou Housing Provident Fund Center, the Bank became the first in Suzhou to directly handle flexible employment housing provident fund account openings and deposits via bank connections. As the first bank in Suzhou to directly connect flexible employment housing provident fund account opening and payment services, the Bank adheres to the “client-first” service philosophy, meticulously implementing every detail to truly realize convenient and efficient operations for clients. We prioritize clients’ “small matters” as major service priorities, empowering them to “enjoy living in Suzhou”.



The Bank's Dongtaihu Sub-branch was honored as one of the “Top 100 Featured Outlets” of the National Agricultural Credit Institution.



Best Retail Bank Smart Community Innovation Award

Promoting the “Consumption Intention” Need of Civilians

Expanding External Channels for Consumption Subsidies

Partnering with mainstream platforms like WeChat, Alipay, JD.com, TikTok, and Meituan, the Bank leveraged profit-sharing subsidies to “stimulate consumption” through channel integrations, creating a vibrant consumption atmosphere. In 2024, a total of 1.87 million yuan in cashback rewards were provided to clients, with over 100,000 participants, driving consumption totaling 32 million yuan accumulatively. Collaborating with 4S famous auto brands like Volkswagen, Honda, and Aion, the Bank offered special car purchase subsidies up to 2,000 yuan per household. Joint fuel discount campaigns with Sinopec distributed 1.28 million yuan in subsidies, benefiting 43,000 clients and boosting consumption by 20 million yuan.

Enhancing Credit Card Promotions

Focusing on bill installment, auto loans, and renovation loans, the Bank supported residents’ material and cultural needs. As of the end of 2024, the credit card overdraft balance of the Bank reached RMB 598 million, an increase of 197% compared to the beginning of the year. The number of credit card transactions reached 3.6 million, a 43% increase compared to the same period last year. Since August 2014, the Bank has leveraged the “Double Festival” consumption boom and launched the “Payment Carnival” campaign, effectively stimulating citizens’ willingness to consume.

Introducing Client Benefit Products

SZRCB E-Loan represents a successful exploration of “government data + S&T finance”, offering online applications and flexible repayment. As of the end of 2024, SZRCB E-Loan has served a total of 44,800 households, with a cumulative credit amount of RMB 12.045 billion. To better meet personal consumption credit needs, the Bank introduced interest rate coupons, providing up to 2.25 percentage point discounts to amplify policy effects through fee reductions.





Responding to the Needs of Special Groups “Easy to Handle”

The Bank actively responded to the national call to strengthen financial services for special groups, deepening elderly-friendly services and care for the disabled community, promptly implementing policies to benefit and support enterprises, and actively fulfilling social responsibilities.

Elderly-Friendly Service

As one of the earliest commercial banks in China to develop elderly financial services, the Bank will continue to establish “Civilized and Standardized Elderly-Friendly Service Outlets”, improve various elderly-friendly service measures, streamline operations, and enhance service quality. It will persistently elevate the level of elderly-friendly financial services at its outlets, providing warm and considerate services to ensure continued positive experiences.

The Bank established a dedicated task force for elderly financial services, with the Party Committee Secretary and Chairman serving as the team leader, the Deputy Party Committee Secretary and President as the executive leader, and relevant deputy presidents as deputy leaders. Various departments serve as team members. The task force office is located in the Retail Banking Department, acting as the lead department responsible for consolidating and coordinating the Bank’s elderly financial services. All departments and branches advance key annual tasks and specific initiatives in line with the Bank’s elderly financial services promotion plan.



Standardizing Systems to Strengthen Long-Term Service Management

1. Issued implementation plans for elderly-friendly services in branches and inspection plans for high-quality civilized services, standardizing elderly-friendly service measures and supervision systems, optimizing branch service processes, and enhancing standardized service levels. 2. Developed emergency response plans for branch incidents and detailed rules for door-to-door services, creating a comprehensive service list, clarifying emergency handling mechanisms and door-to-door service standards to ensure service quality and efficiency. 3. Prepared holiday banking manuals and branch micro-salon activity plans, establishing a collaborative mechanism to create marketing opportunities and improve comprehensive coordination capabilities.

Leveraging Technology to Innovate Elderly-Friendly Service Systems

The super counter introduced the “Suxin Edition” module, integrating card issuance and activation functions to improve operational convenience. Remote banking and client service hotlines added an “Elderly Exclusive” channel, offering slow-paced communication and “exclusive” services like business handling with one-click access. The smart operations platform added a “Elderly Finance” module, incorporating 44 standards for elderly-friendly outlets into daily branch practices, laying the foundation for branch atmosphere creation and data collection.

Building Volunteer Teams to Expand Elderly-Friendly Service Reach

Supported by the provincial association’s “Operation Service Efficiency Year”, the Bank launched elderly-friendly volunteer services, forming the “Xiaoyuan Service Team” to actively engage in community and rural areas with public welfare, convenience, and marketing services. Throughout the year, the Bank established 8,731 client profiles, including 6,198 for elderly clients, handled 5,110 elderly client inquiries, conducted 738 elderly-focused promotions, organized 55 events, and provided 250 door-to-door services, with 198 specifically for elderly clients.

Case Study

Recognized as Provincial “Civilized and Standardized Elderly-Friendly Service Outlets”

During the Reporting Period, the Jiangsu Banking Association announced the “2023 Jiangsu Banking Civilized and Standardized Elderly-Friendly Service Outlets” list, with the Bank’s Suzhou Dongtaihu Branch, Development Zone Branch Headquarters, Zhenze Branch Headquarters, and Xiangcheng Branch making the list. This marks the third batch of elderly-friendly outlets established by the Bank since 2021. By the end of 2024, the Bank had 14 outlets honored with this recognition.







Case Study

“Meimei Elderly Canteen” Social Security Card Elderly Meal Project

The Bank closely collaborated with local government departments to provide more convenient and diverse dining options for the elderly across the region. On one hand, social security card payment terminals were deployed at meal sites, enabling elderly clients to pay without cash or mobile phones by automatically calculating discounts and completing real-time settlements. On the other hand, digital RMB settlement functions were integrated into the dining equipment to meet diverse payment needs, using digital means to make elderly care smarter and more scientific.

By the end of 2024, 20 meal canteens participated in the program, serving over 37,000 meals, with more than 800 elderly clients regularly dining.

Key Performance

As of the end of 2024, over **210,000** “Senior Citizen Cards” had been issued, with a total of **6.86** million pension payments made, amounting to more than RMB **397** million.

Disabled-Friendly Service

The Bank issued measures such as the *Implementation Measures for Business Outlets of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and *Jiangsu Suzhou Rural Commercial Bank Hall Construction Standards*, taking active steps to ensure disabled clients can access financial services without barriers.

Barrier-Free Environment Construction

- All business outlets have barrier-free access to ensure a safe and smooth service environment.
- Barrier-free parking spaces are set up in business outlets where conditions permit to meet the parking needs of disabled clients.
- All business outlets have disabled access to meet the needs of clients who use wheelchairs.

Special Service Facilities

- Help phones and call buttons are installed with prominent signage to ensure timely assistance for clients with disabilities.
- Text communication services and electronic display queuing systems are provided to facilitate smooth interactions and normal transactions for hearing-impaired clients.
- At least one service facility is available to assist visually impaired clients in conducting their business.
- Daily inspections of barrier-free facilities are conducted to ensure they remain undamaged and unobstructed.

◆ Serving the Real Economy - Acting as a Financial Services Steward for Small-Micro Enterprises

Enriching the Financial Product Matrix of Small-Micro Enterprises

The Bank earnestly implements the decisions and deployments of the National Financial Regulatory Administration regarding inclusive credit, aligning with its vision of becoming “Three Banks”. It continues to serve as a “financial services steward for small-micro enterprises”, advancing the “Cultivation and Return Action Plan of Small-Micro Enterprises”. By introducing fee reduction policies, creating specialized products, and improving service efficiency, the Bank vigorously supports small-micro enterprises.

Key Performance

During the reporting period, the Bank’s inclusive small-micro loans reached **35.5** billion yuan, an increase of **4.029** billion yuan from the beginning of the year, representing a growth rate of **12.80**%. (Data from Regulatory Authorities)

To reduce financing costs for SMEs, the Bank has taken multiple measures: actively utilizing central bank monetary policy tools such as rediscounting and relending to provide differentiated interest rate benefits through a refined tiered pricing mechanism and strictly implementing fee reduction policies, lowering charges in payment and settlement processes. During the Reporting Period, the Bank waived fees totaling 12.9245 million yuan for small businesses and individual entrepreneurs.

By continuously innovating its credit loan product system, the Bank has developed specialized products such as “SZRCB E-Loan”, “Credit Loan” and “Suzhi Loan”. These products precisely meet the financing needs of different types of small-micro enterprises. By the end of the Reporting Period, the Bank’s credit loan business had achieved rapid growth, serving over 3,000 small-micro enterprises with loan disbursements totaling 11.916 billion yuan, significantly improving the accessibility and convenience of financial services for those enterprises and effectively alleviating the challenges of “difficult and expensive financing”.

Case Study

Optimizing “SZRCB E-Loan” Function to Enhance Financing Convenience

Leveraging the “short, fast, and easy” funding needs of individual entrepreneurs, the Bank integrated its “individual entrepreneur profiling platform” with the “one-click loan” feature of “SZRCB E-Loan”, capitalizing on its fast decision-making and high efficiency. This “efficient, convenient, quick review, and fast lending” approach has won strong client approval. By the end of the Reporting Period, “SZRCB E-Loan” had granted new credit approvals to 2,686 individual entrepreneurs, with 1,632 utilizing the credit and a total loan amount of 369 million yuan.

Case Study

Jiangsu’s First “Suzhirong” Insurance and Futures Transaction Implemented in Suzhou

“Suzhirong” is an innovative quality financing service jointly implemented by Jiangsu’s market regulatory authorities, financial regulators, the People’s Bank, and securities regulators. It provides quality credit, futures hedging, and insurance guarantees to enterprises with quality certifications, standards, and honors.

As a key local financial institution, the Bank played a pivotal role in promoting “Suzhirong”. By deeply understanding enterprise needs and collaborating with multiple financial institutions, the Bank successfully implemented a “quality credit + insurance guarantee + futures hedging” financing package, centered on enterprise quality. This success not only resolved concerns for Suzhou’s aquaculture enterprises but also set a reference model for similar businesses in Suzhou.

Case Study

Worry-Free Electricity Loan: Exploring a New “Electricity + Finance” Model

To further support small-micro enterprises in Taizhou, alleviate their electricity bill payment burdens, and ensure stable power supply, the Bank partnered with State Grid Taizhou Power Supply Company to launch the “Worry-Free Electricity Loan”, pioneering an “electricity + finance” model.

The Worry-Free Electricity Loan prioritizes loan funds for prepayment of electricity bills by businesses. The remaining loan amount can be used for other operational expenses at a low interest rate, effectively easing short-term financial pressure. This service quickly gained traction among enterprises. At its launch, five companies signed agreements as the first batch of participants. Since its official launch in November 2024, the Bank has visited over 600 clients, granting new credit approvals of RMB 26.9 million.





Building a Financial Services Ecosystem of Small-Micro Enterprises

The Bank established a dedicated financing coordination task force for the small-micro enterprises, led by the President, with participation from 14 departments and 94 branches, forming a full-coverage system (1 head-office task force + 1 branch task force + 9 regional task forces) to ensure its orderly service advancement.

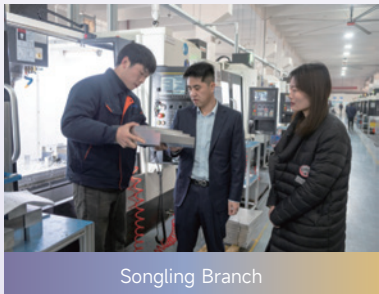
The Bank has integrated the “Zhengxiang” system of the Suzhou Financial Regulatory Sub-bureau with its own grid-based outreach system. By systematically organizing lists of financial products and clients, and implementing initiatives such as first-time borrower cultivation programs and the “Thousands of Enterprises, Millions of Households” outreach campaign, the precision and effectiveness of financing services have been enhanced through targeted outreach strategies and optimized service delivery.

To streamline inclusive finance processes and enhance review and approval efficiency, the Bank has introduced a “137” time-bound acceptance and review and approval commitment. For new credit business with compliant credit proposals, complete documentation, and thorough content, the Bank pledges to complete the approval process within 1, 3, or 7 working days, depending on the tiered credit amount, providing efficient services to address urgent corporate needs.

Case Study

Innovative Marketing Support and Optimized Visitation Model

In 2024, the Bank fully initiated the “Thousands of Enterprises, Tens of Thousands of Households” visitation campaign, actively engaging with government-recommended financing lists to break information barriers, optimize approval processes, shorten financing chains and strengthen digital inclusive product innovation, and accurately adapt to the financing needs of small-micro enterprises. By the end of the Reporting Period, the Bank had visited over 10,000 enterprises and granted cumulative credit exceeding 4.2 billion yuan.



Songling Branch



Miaogang Branch



Shengze Branch

Empowering Industrial-Financial Synergistic Development

Industrial Cluster Empowerment

Against the backdrop of Suzhou’s efforts to build a modern industrial system led by advanced manufacturing and promote the integrated development of industrial innovation clusters in the digital economy era, the Bank designated “industrial cluster Breakthrough” as a bank-wide key breakthrough project. The Party Committee’s “Industrial Cluster Breakthrough” project of the Bank was successfully selected as a 2024 Suzhou Municipal Demonstration Project for party building in new economic and social organizations. By establishing industrial cluster centers with the core mission of supporting the growth and strengthening of local advantageous industrial clusters, the project promotes the integration of industrial research, credit policies, risk control, service guidelines, and resource allocation. It serves as a critical bridge and platform for accelerating enterprise development and facilitating the continuous aggregation of various resources.

Case Study

Strategic Partnership with Wujiang’s New Generation Entrepreneurs Association

In 2024, the “Inheritance & Ascent” theme exchange meeting (Phase 3) of Wujiang’s Young Entrepreneurs Torch Project was successfully held. The Bank signed a strategic cooperation agreement with the Wujiang New Generation Entrepreneurs Association. It focused on entrepreneurial spirit inheritance and digital transformation. Both parties will build a diversified platform, offering priority credit support and joint theoretical learning to provide comprehensive financial services for young entrepreneurs.



Case Study

Leveraging the “Industry Expert + Financial Steward” Advantage to Support High-Tech Enterprises

A high-tech enterprise producing electric scooters faced a temporary cash flow shortage due to concentrated funding needs for raw material purchases and employee salary payments in the previous year. After receiving the enterprise’s request, the Industrial Cluster Center immediately activated its rapid response mechanism. The team from the center worked overtime to gather data and write a report, focusing on the industry characteristics and business model of the smart equipment manufacturing sector. From business submission to approval and loan disbursement, it took only one week to successfully grant the enterprise a loan of RMB 20 million, promptly resolving the urgent financial need of the enterprise and ensuring the smooth progress of its operations. The efficient and professional service earned the high recognition by the enterprise.

Key Performance

By the end of 2024, the Bank had granted credit to **32** industrial cluster enterprises, with the credit amount totaling **811** million yuan.



Supply Chain Finance

To better serve local economic development and address challenges like small-micro enterprise financing, the Bank adheres to a client-centric approach, to actively develop specialized supply chain finance solutions for small and medium banks. Based on authentic transaction data, the Bank has created tailored credit products for upstream/downstream small-micro enterprises in industrial chains. By integrating multi-dimensional big data (e.g., tax, export, invoice chains, local credit scores) into its approval models, the Bank enables fully online corporate lending processes, featuring credit approval before account opening, collateral-free loans and flexible borrowing and repayment.

Case Study

SZRCB E-Loan (Enterprise Edition) Solved the Financing Challenges of SMEs and Activated the Ecosystems of Industries with Local Characteristics

The Bank has launched the SZRCB E-Loan (Enterprise Edition), a corporate online loan product based on supply chain scenarios, using credit, tax, transaction data and other information for online model approval combined with offline due diligence. This product provides more convenient financing channels for small and medium-sized enterprises (SMEs) along the industrial chain, focusing on industries with local characteristics. It establishes a localized data system covering the upstream and downstream of the supply chain, improves the overall efficiency of capital flow within the supply chain, promotes collaborative development of upstream and downstream enterprises, and creates a positive cycle of "promoting production through the chain, and revitalizing the region through production". As of the end of December 2024, the SZRCB E-Loan (Enterprise Edition) had 1,708 active loan accounts and a loan balance of RMB 2.526 billion.

Extension of Cross-Border Financial Services

Guided by its philosophy of "Being Financial Stewards, Creating Worry-free Services", the Bank actively contributes to cross-border settlement and optimized payment services. Leveraging its "Dual-Station Model" platform, the Bank deepens regional engagement and supports high-quality foreign trade development through enhanced cross-border services.



Developing Cross-Border Settlement Convenience Function



100% ATM foreign card withdrawal coverage: All ATM equipment of the Bank support balance inquiries and cash withdrawal services using UnionPay, Visa, and MasterCard bank cards, achieving a 100% coverage rate of foreign card cash withdrawal function across all ATMs. Focusing on "payment services for the people", the Bank has prioritized optimizing payment services and enhancing payment convenience. By closely aligning with regional financial development characteristics and following the operational framework of "large-sum card transactions, small-sum QR code payments, digital currency leadership, and cash as a fallback option", we have effectively improved payment services for foreign visitors to Suzhou. This initiative supports the city's high-level opening-up to the outside world.



Optimizing Foreign Exchange Payment Services



Foreign currency and local currency account synchronous opening: In June 2024, the Bank successfully launched the synchronized opening function for institutional foreign currency and local currency settlement accounts, supporting the simultaneous opening of up to 14 foreign currency institutional settlement accounts. This significantly enhances both user experience and operational efficiency. Through a single account opening operation, clients can complete the opening of multiple currency settlement accounts simultaneously, with the system automatically generating account information sequentially, greatly reducing the account opening time.



Managing Foreign Exchange Derivatives Exposure



Automatic valuation function for foreign exchange derivatives: In 2024, the Bank expanded its automatic valuation function for foreign exchange derivatives, effectively integrating client-side derivatives transaction data from the international settlement system with financial market mark-to-market management. This has significantly improved the quality and efficiency of the Bank's foreign exchange derivatives exposure management. The launch of this function marks a further improvement in the Bank's comprehensive online service system for foreign exchange derivatives, covering front-end, back-end, multi-scenario, and full-cycle operations. By the end of 2024, the Bank has 145 foreign exchange derivatives contracted clients, an increase of 40.78% compared to 2023, with a contracted amount of USD 373 million, an increase of 28.62% compared to 2023.



Innovating Foreign Economic Service Platform



Launching the "One Bank, Two Stations" service model: In June 2024, the inauguration ceremony of the Wujiang District Foreign Economic Service Station and the Bank Current Account Direct Connection Outlet was successfully held. The "Two Stations Inauguration" is an important milestone in the high-quality development of the Bank's international business. This platform provides preliminary review and guidance for current account business, accepts administrative business applications and trade credit reports submitted by enterprises in the Wujiang District, answers various foreign exchange policy consultations of enterprises under current accounts, collects relevant appeals from enterprises, and provides comprehensive policy support.



Deepening All-round Win-win Cooperation



Signing ceremony of strategic cooperation with Suzhou Overseas Chinese Federation: In order to thoroughly implement the important speech and instructions of General Secretary Xi Jinping on the work in Jiangsu Province, actively respond to provincial-level platform cooperation opportunities, and improve the financial service mechanism for overseas Chinese-funded enterprises, in July 2024, the Bank held a strategic cooperation signing ceremony with the Suzhou Overseas Chinese Federation. The two parties agreed to carry out high-level, comprehensive, and in-depth strategic cooperation in the field of serving the real economy, leverage their respective core advantages, establish a cooperation model of "Chairman + President + Overseas Chinese Entrepreneur + Bank President", and improve the quality and efficiency of financial services benefiting overseas Chinese.





Metrics and Targets

The Bank has thoroughly implemented the work plan for inclusive finance, increased credit support for the field of technological innovation, established a scientific quantitative indicator system based on its own development reality, and clarified phased development goals. By refining implementation plans, improving supporting measures, and strengthening process control, a comprehensive target management system has been established to ensure the orderly promotion and effective implementation of various inclusive finance tasks.

Metrics and Targets	Achievement in 2024
Increase in Support for Agriculture and Small Businesses	<ul style="list-style-type: none"><li>Agriculture-related and small-micro loans amounted to RMB 105.972 billion, an increase of RMB 6.782 billion from the beginning of the year, with a growth rate of 6.84%, higher than the growth rate of all loans. (Data from Regulatory Authorities)</li><li>Inclusive loans to rural households and small-micro enterprises amounted to RMB 37.75 billion, an increase of 4.03 billion yuan from the beginning of the year, with a growth rate of 11.95%, higher than the growth rate of pure loans. (Data from Regulatory Authorities)</li></ul>
Increase in Support for the Real Economy	<ul style="list-style-type: none"><li>The Bank supports 121.841 billion yuan of real economy loans, an increase of 9.035 billion yuan from the beginning of the year, accounting for 94.17% of total loans. (Data from Regulatory Authorities)</li></ul>
Increase in Support for Private Enterprises	<ul style="list-style-type: none"><li>The Bank supports 79.429 billion yuan of private enterprise loans, an increase of 6.104 billion yuan from the beginning of the year, accounting for 61.39% of total loans. (Data from Regulatory Authorities)</li></ul>
Increase in Support for the Manufacturing Industry	<ul style="list-style-type: none"><li>The Bank supports 37.087 billion yuan of manufacturing industry loans, an increase of 2.255 billion yuan from the beginning of the year, accounting for 28.66% of total loans.</li></ul>



Supporting S&T Finance, Driving Industrial Upgrades

The Bank focuses on providing credit support for small-micro technology enterprises and continues to excel in the field of “S&T finance”. With the courage and wisdom of “willing to lend, able to lend, and daring to lend”, the Bank strives to solve the financing difficulties of technology enterprises in the initial stage, the “first mile” of their development.

Perfecting Governance Structure

To focus on improving financial services for start-up technology enterprises, the Bank has established the S&T Innovation Finance Center, a directly affiliated department of the head office, and the S&T Innovation Finance Special Sub-branch, the S&T Finance Industrial Park Sub-branch, which is the first S&T Innovation Finance Center established within the rural commercial bank system in Jiangsu Province. To better promote business development and enhance organizational efficiency, the Bank integrates and upgrades the S&T Innovation Finance Center to the S&T Investment Banking Department, and a S&T direct sales team was established, forming a technology financial service structure of “professional management by head office departments, specialized expansion by direct sales teams, and dedicated implementation by professional sub-branches”. The Bank has clearly defined serving leading technology talent enterprises at all levels and technology enterprises in the equity financing stage as key service objects, and has built a compound talent team that understands both S&T innovation and finance, providing “specialized and sophisticated” team services to “specialized and sophisticated” enterprises.

Optimizing Business Procedures

To further promote the development of S&T finance, the Bank has fully considered the lifecycle of technology-based enterprises, integrated technology credit services, and continuously updated operational procedures for innovation-driven financial services. In 2024, the Bank released the *Standard Operating Procedure for Innovation-Driven Financial Services of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.* to better meet the financing needs of Suzhou’s innovation-driven enterprises.

Exploring Green Development

Adhering to the positioning, the Bank launched the “Companion Growth Plan” for technology enterprises, following the principle of “early-stage lending, small-scale lending, and growth-oriented lending”. Through continuous product innovation, the Bank has created a differentiated and standardized product line for S&T finance, providing diversified credit support to small-micro technology enterprises and pioneering a specialized development path for “S&T finance”.



Innovating Product Systems

The Bank successively introduced “Talent Loan”, “Venture Capital Loan”, and “Suzhou Innovation Loan” to meet the credit needs of various technology talent startups and enterprises in the seed/angel financing stages. Collaborating with the Suzhou Municipal S&T Bureau, we jointly established the “One Bank, One Brand” risk compensation product and created the “Tech Loan Cultivation Loan” to specifically support enterprises in Suzhou’s high-tech enterprise cultivation database, filling a gap in specialized technology financial products for such enterprises. By participating in Suzhou’s “Innovation Cluster Loan” initiative as one of the six selected banks, we provide dedicated support to Suzhou’s biopharmaceutical and high-performance fiber industries. As of the end of June 2024, the three self-developed innovative S&T finance products, namely, “Talent Loan”, “Venture Capital Loan”, and “Suzhou Innovation Loan”, had served 285 clients with a total credit line of RMB 1.455 billion.

Strengthening Industrial Research

At the head office level, a “S&T Finance Lab” has been established, focusing on intellectual property in the technology sector. It analyzes key technology industries’ technological chain maps, upstream/downstream development trends, and industry characteristics, among other aspects. By adopting a cluster-and-chain mindset, the lab aims to “understand the industry in which clients operate, and then gain an in-depth understanding of clients through the industry chain”.

Promoting Service Sharing

Maintain close collaboration with technology industry service providers such as securities firms, accounting firms, law firms, intellectual property service agencies, and technology qualification application agencies to jointly provide comprehensive services for technology enterprises.

Conducting Investment-loan Linkage

Actively engage in frequent and effective two-way investment-loan linkage with external venture capital institutions, establish an external venture capital expert database, and regularly conduct project exchanges with experts from various venture capital firms. Learn from their investment philosophies to enhance enterprise value identification and operational risk assessment capabilities, “reviewing credit from an investment perspective” to better control credit business risks.

Perfecting Professional Approval Mechanisms

For credit approvals of early-stage technology enterprises, adopt a “pre-approval + intelligent approval” model, where S&T Finance professionals evaluate the company’s technological qualifications, and dedicated approvers conduct specialized credit limit assessments. The credit approval process incorporates intelligent risk control and analytical decision-making platforms, refining standardized due diligence, approval, and post-loan procedures. For companies with complete documentation, approval can be completed on the same day.

Case Study Successful Launch of the First “Angel Loan” Business

In 2024, the Bank successfully executed its first “Angel Loan” transaction. The “Angel Loan” product is a collaborative investment-loan initiative between the Bank, Suzhou S&T Innovation Venture Capital Co., Ltd., the Suzhou High-Tech District (Huqiu) S&T Innovation Bureau, and Suzhou High-Tech Venture Capital Angel Investment Management Co., Ltd. Through risk-sharing, it supports early-stage technology enterprises in Suzhou High-Tech District.



The Bank’s first “Angel Loan” was granted to a Suzhou-based company. The company is an integrated device manufacturer specializing in product definition, chip design, and key processes, and is one of the few domestic startups mastering ultrasonic CIS (CMOS Image Sensor) proprietary fabrication technology. While its products are still in the R&D phase with no mass production yet, securing bank credit support was challenging. Based on Suzhou High-Tech Venture Capital Angel’s seed-round equity investment, the Bank provided a 2-million-yuan “Angel Loan”, combining equity financing and bank credit to alleviate funding constraints and boost the company’s growth momentum and confidence.

Case Study “Talent Loan” – Precision Empowerment for Sci-Tech Talent Enterprises

In the current era of sci-tech innovation-driven development, talent-led enterprises, as the most innovative and dynamic scientific and creative groups, are the key force to promote industrial upgrading. The Bank focuses on this segment by launching the “Talent Loan” product, offering tailored support to accelerate the growth of sci-tech enterprises.

For example, a Suzhou-based biotech company specializes in microRNA-based early disease diagnostics. Despite the founder’s strong academic background, the company was in the R&D phase with no revenue and unverified talent qualifications, making financing difficult. The Bank provided a 1-million-yuan “Talent Loan” - its first to the company - to expedite R&D. Another case is one of the Suzhou-based medical devices companys, which focuses on cardiovascular implantable devices and holds 105 patents. Despite the Bank’s outstanding credentials, high R&D costs and lengthy product approval processes limited revenue, leaving the firm reliant on equity financing. After comprehensive consideration, the Bank granted a 3-million-yuan “Talent Loan”, injecting strong momentum into its development.

Case Study Enhancing the Financing Ecosystem for Tech Enterprises via Direct Financing Tools

The Bank has successfully structured China’s first green dual-innovation debt financing plan for a Jiangsu-based new material company; facilitated the issuance of innovation and entrepreneurship corporate bonds for a media technology company and a Kunshan-based optoelectronics company; partnered with Dongwu Securities to create China’s first credit protection contracts for innovation and entrepreneurship bonds, enhancing corporate creditworthiness and reducing financing costs through market-driven mechanisms.

As of the end of 2024, the Bank’s Sci-Tech Direct Team has provided credit support to over 100 early-stage tech enterprises, of which 90% are talent-led startups or pre-Series A equity financing firms, with first-time borrowers accounting for 30%.

Key Performance



The Bank serves **1,548** active sci-tech enterprise borrowers, with a sci-tech loan balance of **18.019** billion yuan, reflecting a year-on-year increase of **2.183** billion yuan ( **13.79%** ).



Innovating Digital Finance, Stimulating Growth Momentum

Governance

Governance Framework

The Bank places high importance on fintech and digital transformation, establishing a comprehensive governance framework covering the Board of Directors, Board of Supervisors, Senior Management, and business units, with clearly defined responsibilities at all levels. Under Senior Management, the Bank has established the Financial Technology Management and Digital Transformation Committee, chaired by the President, to oversee the implementation of the Bank's fintech and digitalization strategies.

Board of Directors

- As the highest decision-making body for the Bank's fintech and digital transformation, it is responsible for formulating strategies in fintech and digital transformation, approving or authorizing the approval of major related matters.

Board of Supervisors

- Oversee and evaluate the performance of the Board of Directors and Senior Management in fulfilling their responsibilities related to fintech and digital transformation.

Senior Management

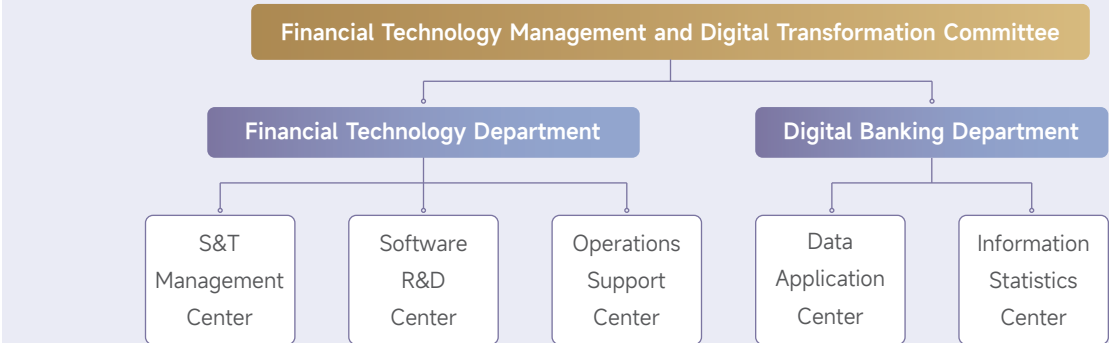
- Implement the resolutions from the Board of Directors, execute digital transformation plans, coordinate resource allocation, and manage talent strategies.

Financial Technology Management and Digital Transformation Committee

- Take charge of driving the Bank's fintech and digital transformation efforts, develop strategic plans, establish working mechanisms and institutional systems, clarify responsibilities of relevant departments, supervise implementation of related tasks, and regularly report to the Board of Directors and Senior Management.

Financial Technology Management Office, Digital Transformation Office

- The Financial Technology Management and Digital Transformation Committee consists of two executive offices: the Financial Technology Management Office (set up under the Financial Technology Department) and the Digital Transformation Office (set up under the Digital Banking Department). The Financial Technology Management Office is responsible for overseeing financial technology management work, covering functions such as technology governance and risk control, project planning and product innovation, information security protection and system operation and maintenance, and outsourcing service management. It relies on the software development center, operation support center, and technology management center to provide solid technical support and security for the Bank's digital transformation through clear division of labor and efficient collaboration. The Digital Transformation Office is responsible for leading the Bank's digital transformation work, including formulating transformation plans, supervising implementation, organizing cross-departmental coordination, conducting assessments, regularly summarizing reports, and promoting management innovation, while coordinating the implementation of business operation and management digitization to ensure the deep integration of transformation strategies and business development.



Policy System

The Bank has formulated the *2024-2026 Information Technology Development Plan of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, which establishes clear direction, objectives, and implementation pathways for the Bank's Financial Technology and digital transformation over the next three years, serving as the core guiding framework for subsequent digital initiatives. The Bank has also formulated rules and regulations such as the *Post-Evaluation Management Measures for Digital Projects of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and *Working Relations for System Supervisors of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, providing institutional safeguards to support the Bank's Financial Technology and digital transformation efforts.

Talent Development

The Bank focuses on financial technology and digital transformation, building a team of innovative talents that are professional, skilled, and efficiently collaborative. By the end of 2024, the Bank will have 145 full-time employees dedicated to financial technology and digital transformation, with research and development personnel accounting for 7.34%. A total of 100 employees hold mid- to senior-level professional certifications related to their work. The Bank actively responds to national incentive policies by formulating the "relevant innovation incentive management measures", which encourages innovation in financial technology and digital transformation and motivates employees. Furthermore, the Bank has further developed and improved a well-defined honor system and implemented a variety of flexible and efficient training programs and specialized competitions to ensure the ongoing innovation capacity of the Bank.

Key Performance

During the Reporting Period

the Bank conducted **41** training sessions on financial technology and digital transformation.

External Recognition

During the Reporting Period, the Bank has achieved remarkable results in financial technology and digital transformation, and was awarded the title of the 2023 "Digital Transformation Advanced Unit in Jiangsu Province" by the Jiangsu Financial Association and the "2023 Advanced Collective of Financial Technology Work in Suzhou City" by Suzhou Branch of the People's Bank of China. In terms of risk prevention and control, the Bank continuously optimizes the transaction anti-fraud system, and adds new risk control models such as victim models, consumer expenditure models, and private account models. Throughout the year, we intercepted more than 50 fraudulent transactions and effectively intercepted over 10 million yuan of defrauded funds, receiving praise from the Suzhou Anti-Fraud Center..

Strategy

Identification of Risks and Opportunities

Risk Type	Description of Risk	Impact Duration	Impact on Value Chain	Potential Financial Impact	Countermeasures
Technology Risks	The widespread application of artificial intelligence and big data technology in the financial sector may lead to data leakage and technical vulnerabilities due to complex algorithms and heavy reliance on data, damaging the Bank's reputation and increasing technology maintenance costs.	Medium and long term	Operations, downstream	Increase in operating costs	Strengthen technological resilience, adopt advanced data encryption technologies, and establish robust backup and emergency response mechanisms.
Management Risks	Insufficient talent development in big data applications and technological innovation may lead to operational errors and other risks.	Short term	Operations	Increase in operating costs	Enhance professional training, improving employees' understanding and mastery of systems and technologies.

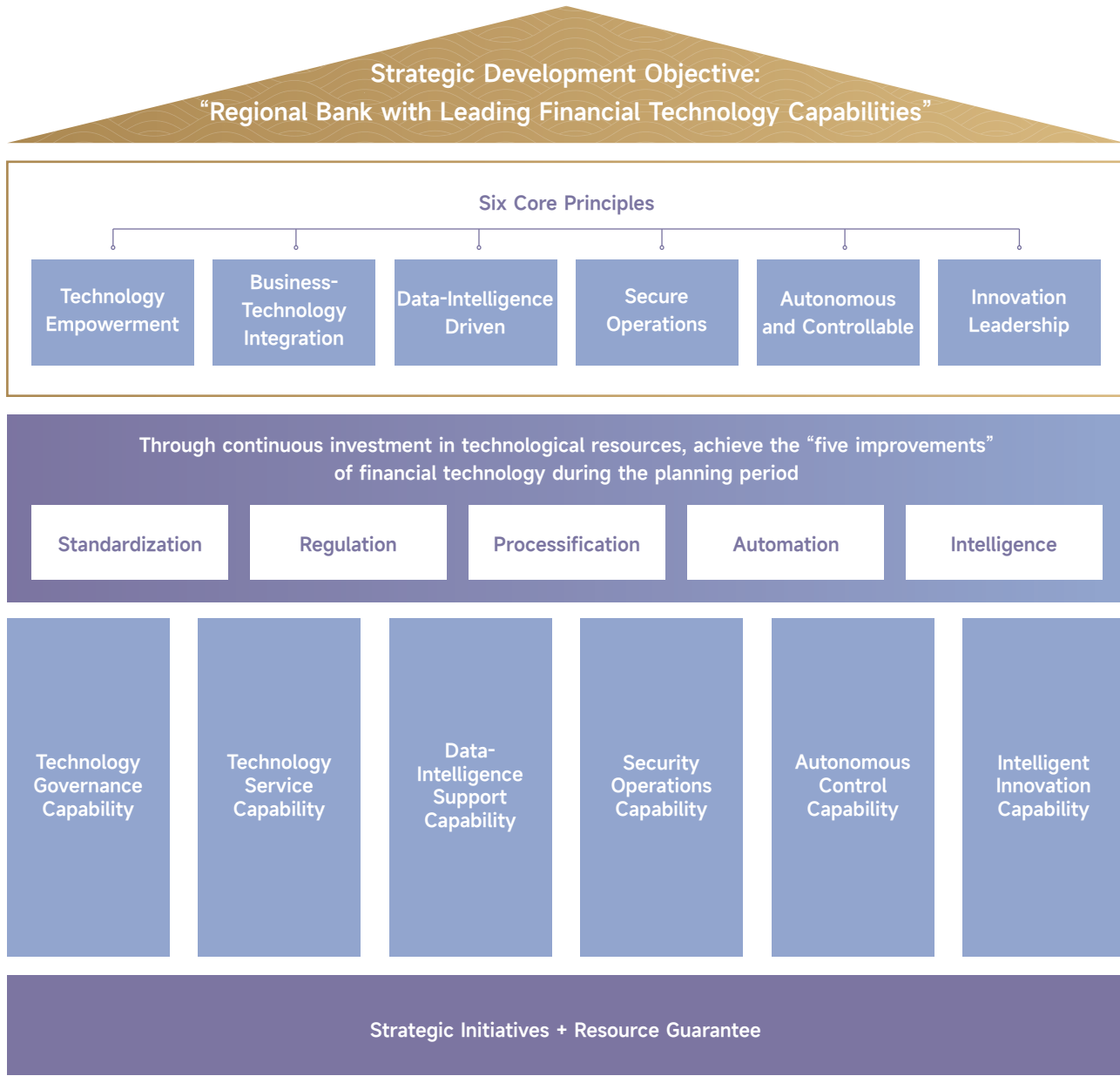
Opportunity Type	Description of Opportunity	Impact Duration	Impact on Value Chain	Potential Financial Impact	Countermeasures
Technological Opportunities	The application of technologies such as AI large models drives the upgrading of financial services, providing more convenient financial services to customers and reducing service costs.	Medium and long term	Operations	Reduced operational costs, increased revenue	Deepen the integration of technology and business, conduct research on cutting-edge technologies, and enhance independent innovation capabilities.



Financial Technology and Digital Transformation Strategic Plan

Financial Technology Development Plan

The Bank has formulated the 2024–2026 *Information Technology Development Plan of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, which is actively being implemented. This plan is guided by national policies such as the “14th Five-Year Plan”, the People's Bank of China's *Financial Technology Development Plan (2022–2025)*, and the financial technology development plan of the Jiangsu Rural Commercial United Bank. It aims to deepen the application of financial data elements and adopt multiple measures to advance digital finance construction, improve the technology governance system, strengthen financial security foundations, and efficiently empower the high-quality development of various business operations.





Orderly Promotion of Strategic Implementation



Enhancing Technology Governance Capability

Improve the technology operation mechanism to stimulate innovation vitality; promote the transformation of the technical architecture into a distributed model, enhancing the enterprise-level architecture support capability, and building leading technical capabilities; establish a mechanism for cultivating high-quality, multidisciplinary talents; strengthen the cultivation of a technological culture.



Enhancing Technology Service Capability

Reshape customer experience and reduce operational costs through innovative business models, while maintaining agility to quickly adapt to the changing demands of the market and customers; perfect the agile collaboration mechanism for the deep integration of technology and business, and jointly realize the “Suxin+ Service” technology service system.



Enhancing Data Support Capability

Accelerate the enhancement of internal data capabilities, fully leverage the value of data assets, improve data quality, and accumulate data service capabilities. Enrich data applications through the construction of channel scenarios. At the same time, prioritize risk control and data security to build a data capability system necessary for digital transformation and supporting rural revitalization.



Enhancing Autonomous Control Capability

Enhance the degree of autonomy in infrastructure and technology platforms, build a financial cloud platform with SZRCB characteristics, and provide guarantees for the business development across the industry, thereby improving autonomous control capabilities.



Enhancing Security Operations Capability

Continuously innovate and implement cybersecurity strategies, realize multi-platform coordinated management, and improve network security protection capabilities; reconstruct the operation and maintenance support system from both management and technical aspects, strengthen business continuity management, and ensure the sustainable and healthy development of business.

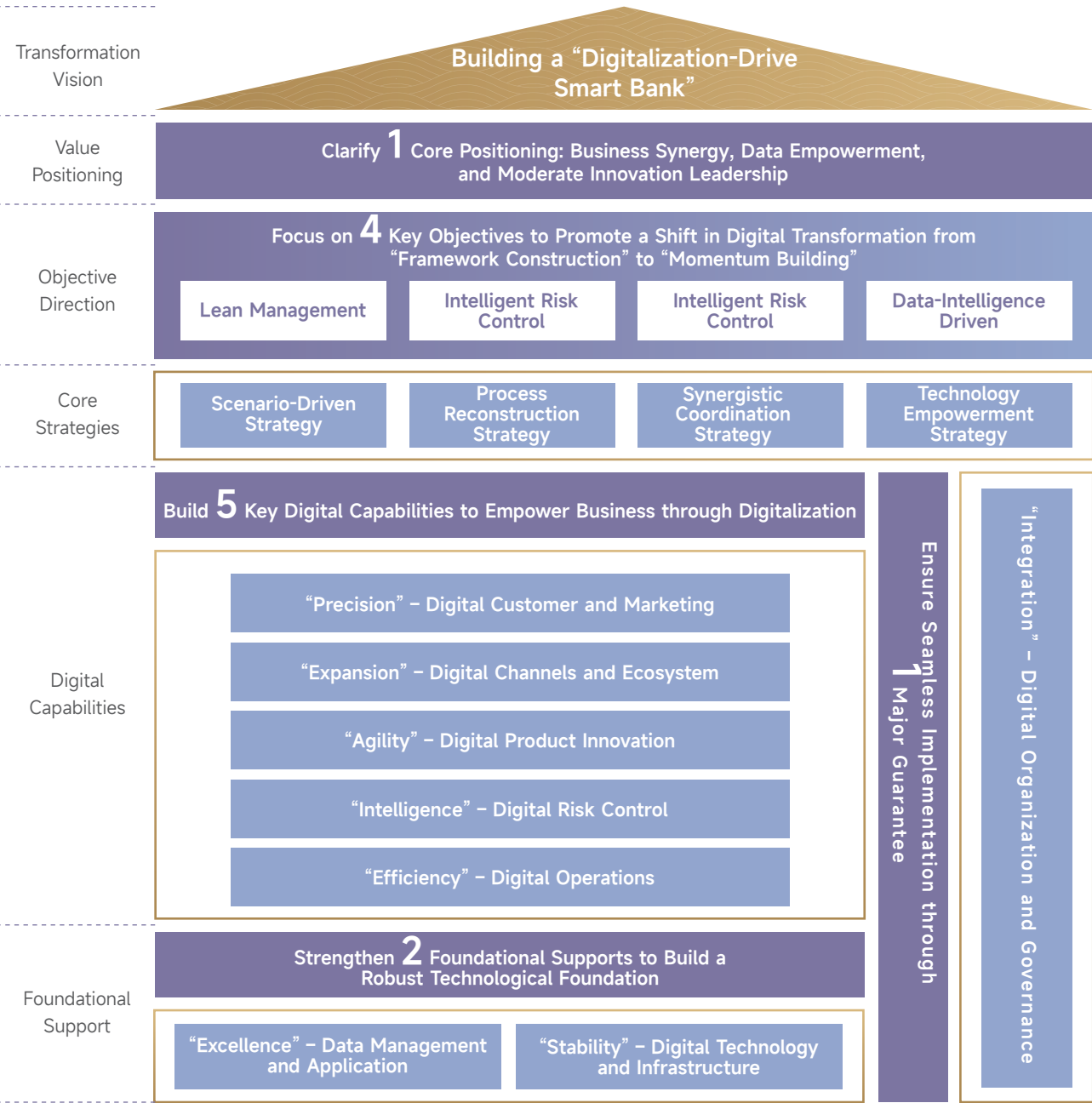


Enhancing Intelligent Innovation Capability

Conduct in-depth research on the innovative applications of new technologies such as AIGC in financial scenarios, and create a new generation of digital employees through AI+RPA, empowering and reducing the burden on all employees to enhance their core competitiveness.

Digital Transformation Development Plan

The Central Financial Work Conference has designated digital finance as one of the “Five Major Initiatives” setting forth new requirements for the high-quality development of digital finance. “Digital Transformation” is one of the “Three Major Projects” under the Bank’s “Three-One-Five” Development Strategy. It serves as a crucial approach to implementing the corporate culture of “Efficiency” and represents a new quality productive force driving high-quality business development. To achieve the transformation goals of “improving efficiency, reducing costs, and optimizing experience”, the Bank has formulated the 2024–2026 *Financial Technology Development Plan of Jiangsu Suzhou Rural Commercial Bank Co Ltd*. The plan clearly positions digital transformation as one that emphasizes “business synergy, data empowerment, and moderate innovation leadership”, and it establishes four strategic approaches of “scenario-driven, process reconstruction, synergistic coordination, and technology empowerment”, aiming to promote the development of five core digital capabilities of “customer and marketing, channels and ecosystem, products and services, risk control and compliance, and management and operations.”



◆ Impact, Opportunity, and Risk Management

◆ Enhancing Financial Technology Empowerment

In 2024, guided by the “Three-One-Five” Development Strategy and the ten key annual tasks, the Bank adhered to its foundational principles while pursuing innovation in areas such as information technology governance, technology services, technology efficiency improvement, independent and controllable ITAI, intelligent scenario development, and security capability enhancement. These efforts continuously improved the Bank’s technological governance and service capabilities.



Financial Technology Implementation Outcomes in 2024

Value Delivery: Proactive Service Enhances User Experience

The Bank’s financial technology focuses on customers, branches, and business lines, and continues to optimize the user experience by aligning with customer needs and business requirements.

- Empowering the front office: The Bank promotes technology personnel to enter the front office and assigns specialists to business departments to focus on solving the pain points, difficulties and blockages of project demands, thereby enhancing the effectiveness of technology-enabled business development.
- Strengthening Primary Connections: The Bank enhances the coordination between technology and grassroots frontline staff by organizing tech personnel to conduct in-depth research at branch offices. Over the course of the year, 68 surveys and visits were made, fully collecting branch feedback and converting over 90 needs, with a production rate of 90%.
- Optimizing Branch Service: The Bank strengthens the standardization of branch services and information equipment, upgrades hardware and software devices, and improves counter transaction efficiency by 20%.

Business-Technology Integration: Agile and Stable Dual-Mode Supports Business Development

The Bank establishes agile teams that integrate technology with business, combining traditional centralized architecture and distributed architecture to promote business development through an agile R&D system.

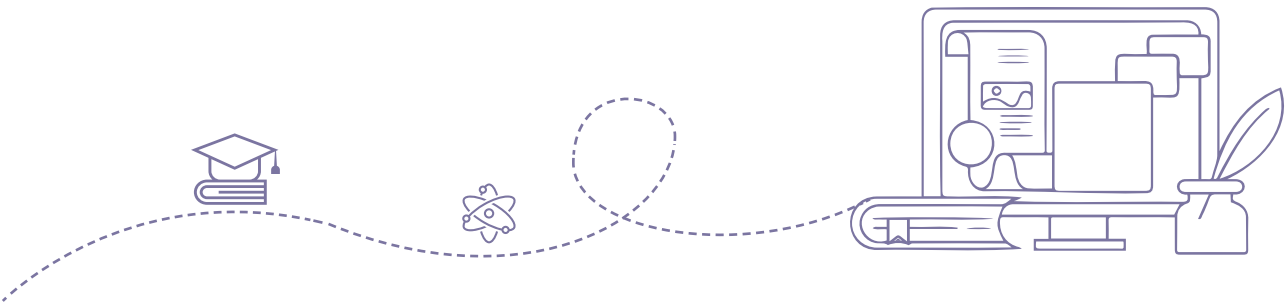
- Building Agile Team: The Bank has formed seven agile teams for business-technology integration, covering seven major scenarios such as online banking, SZRCB E-loans, and smart operations. These teams focus on quickly solving critical issues that primary branches and customers are concerned with. The SZRCB E-loan project, for example, achieved a flow reversal, with customer applications increasing by 280% compared to the previous year.
- Unifying Technical Architecture: The Bank unifies the application technology architecture and front-end framework, accumulating 173 front-end components, standardizing fonts and color schemes, enabling multi-platform deployment with one development, and re-planning management application architectures to achieve full-channel and full-scenario reach for the SZRCB’s applet .
- Establishing Quality System: The Bank establishes a technology quality delivery system, regularly create user experience monthly reports and quality monthly reports, execute 170,000 test cases, and reduce the defect rate of key projects by 50% year on year.

Financial Technology Implementation Outcomes in 2024

Scenario Innovation: Strengthening The Foundation Helps to Create a Demonstration Project.

The Bank strives for technological innovation to "lead the way and set an example", strengthen scenario innovation and autonomous control, and orderly promote the localization upgrade of core systems.

- Constructing Intelligent Scenarios: The Bank strengthens intelligent scenario construction, reconstructs smart halls, and shortens the average business processing time by 30%, significantly improving customer experience.
- Exploring and Practicing Large Models: The Bank keeps up with the times in advancing the exploration and practice of large models, successfully incubates the coding assistant tool DevAssist, promotes AI inclusivity, and builds private intelligent agents.
- Conducting ITAI of Core Systems: The Bank promotes the localization upgrade of the "core" system to high standards. As of the end of 2024, the localization development of all functional modules has been initially completed, and the localization transformation model project of UnionPay payment and data center migration has been successfully completed, with a performance improvement of more than 10 times.
- Applying Financial Cloud Platform: The Bank fully “constructs” the basic support role of the financial cloud platform, with 100% of applications going to the cloud throughout the year, and accelerates the construction of application containerization transformation.

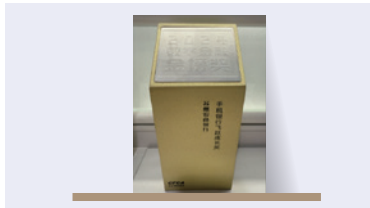




The Bank's financial technology innovation practices have yielded fruitful results, focusing on "technology R&D - scenario verification - results incubation" with full-chain collaborative efforts, creating benchmark cases in fields such as mobile finance, digital infrastructure, and other fields, which have been recognized by a number of industry authorities, and have systematically demonstrated the in-depth business-technology integration.


### Innovation of Mobile Banking Agile Team

The Bank has increased efforts for user experience improvement and compatibility testing, enhancing performance in areas such as application loading, rendering, and startup from a technical perspective. Our personal mobile banking indicators rank in the top tier nationally, winning the "Leap Growth Award" at the 2024 Digital Finance Golden Award List. The mobile banking-related experiences and methodologies have been recognized by Jiangsu Rural Commercial United Bank and shared within the system.




### Innovation of Intelligent Quality Inspection Platform

The Bank's financial technology independently developed and designed an intelligent quality inspection platform, integrating OCR recognition and voice equipment technology to achieve intelligent supervision and inspection of vouchers and audio-visual business. It won the "Digital Intelligence Application Innovation Excellent Case" in the 2024 National Rural Financial Institution Technology Innovation Excellent Case Selection.



### Innovation in Popularization of Financial Technology

The Bank actively promotes financial science popularization work, practicing inclusive finance as part of the "Five Major Initiatives", producing the short video themed "Practicing Inclusive Finance, Making Every Bit Count—The Uncommon Word Transformation Approach of Suzhou Rural Commercial Bank", which was selected for the 2024 National Financial Industry Science and Technology Innovation and Science Popularization Competition, fully demonstrating the Bank's technological innovation capabilities and firm commitment to social responsibility.



Every year, the Bank organizes a Programmer's Day Staff Skills Competition, showcasing its respect for technical professionals and recognition of the value of technology.

### Case Study

#### The Bank Successfully Held the 2nd "1024 Programmer's Day" Skills Competition

On October 24, 2024, the Bank successfully held the 2nd Tech Staff Skills Competition in celebration of "1024 Programmer's Day." The event not only reflected the Bank's respect for IT professionals, but also served as a key moment to demonstrate its progress in cultivating a strong tech-driven culture. By adopting a competition-based format, the event energized the professional enthusiasm of technical staff and provided a dynamic platform for enhancing the integration of technology and business.



◆ Advancing Digital Transformation

Through the strategic coordination of the Financial Technology Management and Digital Transformation Committee, robust risk control via institutional frameworks, and the strong professional support of a talent pipeline, the Bank is committed to translating technological strengths into tangible business value. The Bank aims to build five core digital business capabilities, reinforce two foundational supports of digital infrastructure, and strengthen one key guarantee mechanism for implementation—laying a comprehensive foundation for the enhancement of digital capabilities. In 2024, the Bank fully advanced 35 digital transformation projects, initiating and implementing 22 core tasks across key areas such as core customer group management, channel optimization and integration, intelligent risk control development, model building and scenario-based applications.



### Driving Customer and Marketing Digitalization with a Focus on "Precision"



Adhering to a customer-centric approach and leveraging cutting-edge technologies such as big data and artificial intelligence, the Bank concentrated on areas including customer tagging and profiling, differentiated management of core customer segments, and end-to-end closed-loop management of the integrated marketing platform, aiming to build a lean customer marketing model. Integrated marketing drives the development of consumer finance, with a focus on building a marketing system that integrates "customer tagging and profiling + marketing resource integration + marketing campaign planning + full-process marketing control + precision marketing modeling."

- In 2024, the Bank independently developed several Quick Win projects such as "Customer Value Enhancement" and "Loan-bearing Enterprise Identification", providing frontline marketing personnel with accurate target lists and insights to identify customer acquisition entry points.
- The digital upgrade of corporate banking services significantly boosted inclusive lending. By integrating core information such as operational overview, task indicators, credit approval, business processing, and customer contribution, the Bank constructed a "Corporate Business Overview Dashboard" to support precise decision-making.
- The introduction of standardized mapping tools improved the efficiency of relationship managers' visits. Additionally, the adoption of industrial cluster insight tools, along with integrated industry chain data, enabled in-depth sector research and the establishment of multi-dimensional industry analysis models and analytical insight capabilities, thereby enhancing the Bank's professional service capabilities for industrial clusters.



Facilitating Channel and Ecosystem Digitalization through “Systems”



Focusing on service scenarios, the Bank accelerated the development of a channel ecosystem. It established an online service system centered on the mobile banking app, supported by WeChat banking, remote banking, and intelligent customer service; and an offline service system based on physical branches, driven by intelligent customer service analytics and supported by relationship managers. This enabled a tiered marketing funnel model encompassing “online marketing – remote marketing – face-to-face offline marketing.”

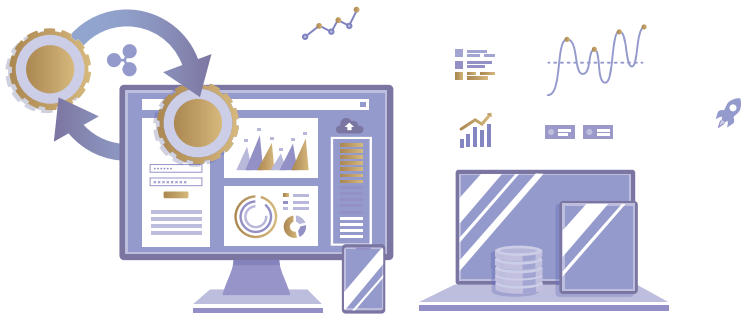
- The Bank completed the integration of the comprehensive marketing platform with related channels and launched innovative customer engagement models, such as AI-powered outbound calls, WeChat and SMS, significantly enhancing front-line marketing outreach.
- It built an integrated online-offline service experience by linking service halls with “PAD + Smart Counters + Traditional Counters,” enabling customers to make appointments online, obtain queue numbers upon arrival, and view real-time information on large screens. PAD terminals also offered functions such as pre-filling forms and account inquiries, reducing transaction processing time and improving overall customer experience.

Driving Product and Service Digitalization with “Agility” at the Core



The Bank established a cross-public-private marketing mechanism by creating a unified loan access port, focusing on customer value to drive comprehensive marketing transformation and advancing an integrated product operation and management system.

- In June 2024, the Bank launched and promoted its self-developed “SZRCB E-Loan” mini-program, which includes multiple access points such as personal business loans. This program provides full-process loan services for individual and small business clients, supporting functions such as initial loan face-to-face signing, online self-application with subsequent offline re-marketing, etc. The products within the SZRCB E-Loan mini-program run stably, with a smooth and easy-to-use interface. The average credit approval time is under 5 min, and the average loan disbursement time is under 2 min.



Driving Risk Control and Compliance Digitalization with “Prevention” as the Foundation



By leveraging diverse quantitative models and risk tools, the Bank exercises full-process control over various types of risk, building a strong risk barrier. Through data integration and iterative model optimization, the Bank continuously improves the risk control decision engine, effectively supporting the identification of credit risks in lending business and intelligent decision-making.

- During the Reporting Period, the credit system automatically integrated customer smart risk reports, enabling the online visualization of risk profiles and enhancing the investigation efficiency of marketing personnel. The Bank continued to add and optimize 43 risk warning signals, with red signals achieving hit rates of 96.88% for newly acquired corporate customers and 97.06% for newly acquired retail customers, allowing early detection of potential risks.

Driving Operations and Business Digitalization with “Convenience” at the Core



Upholding the commitment to financial services for the public, the Bank advances the digital transformation in the payment sector, enhancing payment convenience, exploring the transformation of operations into a “value center,” and expanding the scope of comprehensive financial services, striving to be a “financial butler”.

- The Bank launched the overseas card service function on its ATMs, becoming one of the first rural commercial banks in China to successfully implement this feature, further meeting the payment convenience needs of foreign nationals in China.
- The Bank implemented automatic remittance refunds and intelligent account entry features, converting 93% of manual work into system-driven automation, significantly improving the processing efficiency of customer payment transactions.
- The Bank completed the construction and launch of the Alipay QR code payment mini-program and one-stop fast payment agreements, enhancing the customer payment experience in both acquiring and issuing cards.
- The Bank pioneers and experiments in the field of digital community services, continuously optimizes SZRCB Service Station, promote the integration of finance and communities, as well as finance and non-finance sectors, and build an “Finance + Life” online community service platform.



The digital transformation of the Bank has achieved remarkable results, and forms a multi-level, full-chain transformation ecosystem through the "technology leadership, data-driven, mechanism innovation, and full staff participation" four-in-one strategy, creating exemplary practical benchmarks in fields such as industry-university-research collaborative innovation, data element governance, business scenario implementation, and digital culture cultivation.

Co-building the Digital Intelligence Foundation with Universities to Drive the Incubation of Innovation Results



The Bank has deeply cooperated with Suzhou University to jointly establish the "Digital Financial Innovation Research Institute", creating an integrated industry-university-research innovation platform.

In the field of big data applications, the Bank deepens the business scenario applications of the Digital Financial Innovation Research Institute. Using cutting-edge technologies like big data and artificial intelligence, we developed a full product recommendation model to connect with the "Recommended for You" module on the mobile banking app homepage. This provides personalized product recommendations for over a million mobile banking customers, creating a "One Person, One Profile" for mobile banking, further enhancing the customer experience.

In terms of large language model applications, the institute is dedicated to exploring areas like employee assistants and intelligent decision-making. The employee assistant utilizes large language models to achieve knowledge lifecycle management, knowledge generation, question-answer retrieval, and coding assistance functions. Intelligent decision-making leverages large language models to intelligently generate industry reports such as green finance and technology innovation finance, providing references for business decision-making. During the Reporting Period, the large language model successfully incubated the coding assistant tool DevAssist, which is available for all development and testing personnel, with a usage rate of over 90%, and a 30% increase in code adoption rate. Additionally, six major AI scene applications were completed, including the loan business knowledge Q&A assistant, official document beautifier, translation assistant, etc., significantly improving work quality and efficiency.

Realizing Data Element Interconnection and Solving the Challenges of Inclusive Finance



The Bank's project, Inclusive Finance Data Element Sharing Platform Based on Big Data Technology, was recommended by the Provincial Branch of People's Bank of China and selected as a model case showcasing outstanding achievements in financial technology development. Independently developed by the Bank, the platform integrates data middle platforms, machine learning, and big data analytics to establish and optimize a data-sharing system for inclusive finance. It enables interconnectivity between government and financial data and facilitates the effective governance of rural financial data, ensuring orderly and secure data element sharing while enhancing the efficiency of inclusive financial service efficiency of inclusive finance.

Dispatching Specialists for Precise Empowerment and Enhancing the Efficiency of Scene Production



Digital specialists are assigned to business departments to solve pain points and challenges. We organized research visits, collected suggestions and transformed them into effective demands to improve the commissioning rate, effectively promoting the digital transformation needs of various departments such as retail, corporate, credit, operation and management, and gold market. By the end of the Reporting Period, multiple business demand scenarios had been implemented, including special business view large screens, internal management of departments, customer flow conversion scenarios, and data enhancement for financial market business, among others.

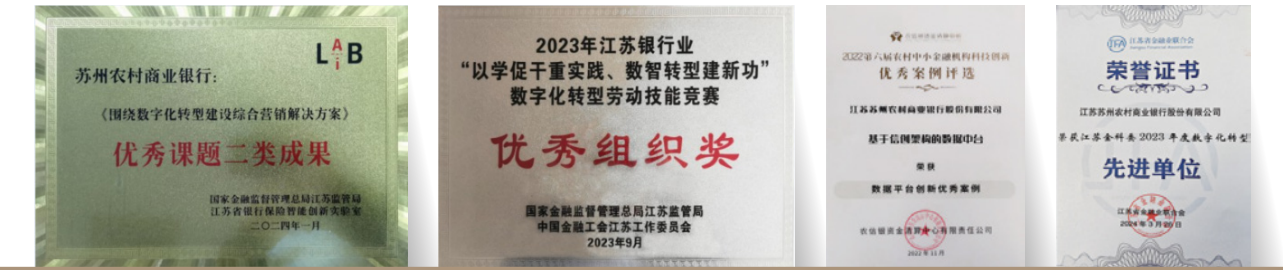
Creating a Scene Ecosystem and Fostering a Digital Innovation Culture



To activate the innovation vitality across the entire bank and strengthen the cultivation of a digital culture, the Bank has held the "Jinshu Cup" Data Scene Design Competition for two consecutive years, attracting participation from both head office departments and branches. The competition uncovers a large number of data scenes with practical application value, promotes the deep integration of data and business, continues to incubate excellent projects from the competition, and effectively stimulates employees' data-driven innovation thinking, providing new ideas and methods for the Bank's digital transformation.



Success Conclusion of the Second Jinshu Cup Data Scene Design Competition of SZRCB



Digital Transformation Related Awards & Honors of the Bank (Part)

Information Technology Risk Management

To enhance information technology risk management and effectively prevent risks arising during the development and application of information technology projects, the Bank, in accordance with its *Measures for Management of Information Technology Risks of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and other internal policies, has established a reliable risk management system covering key stages of the information technology and digital transformation project lifecycle. The Bank employs methods and processes for identifying, assessing, controlling, responding to, and continuously improving risks. Based on existing resources and capabilities, it implements specific risk management measures to control information technology risks at an appropriate level, ensuring the safe, sustainable, and steady operation of the Bank. This approach fosters business innovation, enhances core competitiveness, and promotes continuous optimization and improvement in all areas of technology management.

Fully understanding the critical importance of science and technology ethics in the development of financial technology, the Bank strictly adheres to science and technology ethics and integrates the management of science and technology ethics throughout the lifecycle of financial technology innovation activities. This ensures that the financial technology innovation activities of the Bank are conducted in a legal and compliant manner, and strengthens the ethical line of defense for the healthy development of financial technology.

Protection of Intellectual Property Rights

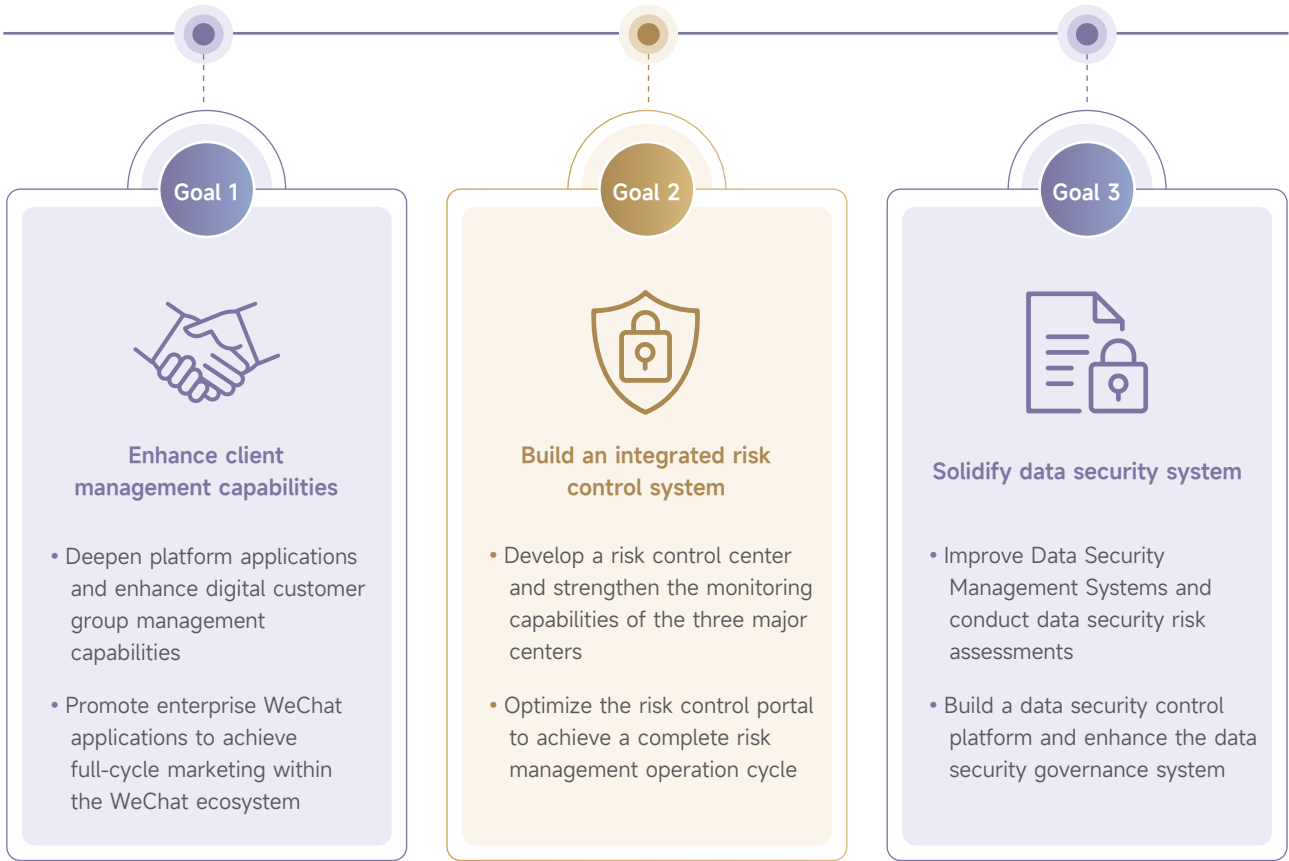
The Bank attaches great importance to the intellectual property protection and strictly adheres to relevant laws and regulations such as the *Patent Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*. The Bank continuously enhances its IP protection system. During the development of R&D projects, it registers IP rights for important systems in a timely manner. During external collaborations, it uses R&D contract clauses to ensure the legitimacy of third-party intellectual property introduced. The Bank also emphasizes the procurement of licensed software to ensure the implementation of technological innovation outcomes.



Patent Registration Certificate of the Bank (Partial)

Metrics and Targets

The Bank has focused on the “Three-One-Five” Development Strategy, concentrating on information technology governance, strengthening autonomous control capabilities, and other key areas. It has clearly defined relevant work goals. By adhering to the principles of innovation with integrity, the Bank continues to optimize its technology governance system, enhance its technology service capabilities, and fully support the high-quality development of financial technology, ensuring the successful implementation of the Bank’s strategy.



Key Performance

In 2024, the Bank has invested a total of RMB **224.966** million in technological innovation.

As of the end of the Reporting Period



The Bank had obtained **7** software copyrights, including mobile banking software copyright, data asset management platform copyright, integrated marketing management platform copyright, and DevAssist intelligent development assistance platform, as well as **3** authorized utility model patents.



# Social

## Practicing Finance for the People, Forging Toward a Better Future

——Building a Value Bank Highly Recognized by Society

The Bank actively practices its commitment to financial services for the public. It has strengthened information security management across the organization to protect data security and customer privacy, ensuring the full protection of consumer rights. The Bank strives to be recognized as a value bank highly recognized by society while adhering to social responsibility. The Bank adheres to a people-centered approach, creating a democratic, secure, and comfortable working environment. It has built multi-dimensional promotion channels to support talent development, providing a broad career development platform for employees. This aims to make the Bank a place where employees gain more happiness.







## Leveraging Dual Engines of Technology and Digitalization, Fortifying Lines of Defense for Cybersecurity

### Governance

#### Governance Framework

The Bank places a high priority on the development of its information and data security management system. The Financial Technology Management and Digital Transformation Committee is responsible for overseeing and reviewing major matters such as the information security strategy planning. Under the Financial Technology Management and Digital Transformation Committee, the Financial Technology Management Office is responsible for coordinating, supervising, and monitoring the implementation of information security measures to ensure the orderly execution of security practices. At the business execution level, the Financial Technology Department focuses on the information security protection of infrastructure and application systems, and is responsible for network attack defense, system vulnerability repair, and operation and maintenance risk control, to consolidate the security capability of the technical base. At the same time, the Digital Banking Department, as the leading management department for data security, coordinates the Bank's data security inspection work, formulates detailed data security implementation rules, and establishes a bank-wide data security training system. We integrates deeply data security into the security management system, with a focus on promoting data classification and grading, privacy protection, and other specialized tasks, to achieve full lifecycle data protection.

On this basis, the Bank has also implemented a cybersecurity responsibility framework, which includes a cybersecurity leadership group chaired by the Chairman, with the President serving as Vice-Chairman. The leadership group has established a cybersecurity office, headed by the Executive Vice President responsible for cybersecurity, with the Chief Information Officer serving as Deputy Director. Relevant department heads are members of the group, working together to promote shared responsibility for information and data security.

#### Policy System

To further strengthen the protection of consumer personal financial information and enhance overall information security governance, the Bank has enacted a series of regulations, including the *Measures for Management of Data Security of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, (*Measures for Management of Data Security*), *Measures for Management of Data Governance of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, and *Measures for Management of Personal Financial Information Protection Management of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* These measures comply with the *Guidelines for Data Governance of Banking Financial Institutions*, the *Guidelines for Information Technology Risk Management in Commercial Banks*, the *People's Bank of China's Implementation Measures for Financial Consumer Rights Protection*, and other relevant laws and regulations. These efforts adhere to the principle that "those who generate are responsible, those who transmit are responsible, those who use are responsible, and those who store are responsible," ensuring continuous improvement in the Bank's information security and privacy protection system.

### Professional Development

The Bank's Financial Technology Department has a dedicated cybersecurity team consisting of 5 personnel, all of whom are certified CISP (Certified Information Security Professional). In 2024, the Bank continuously enhances the construction of network information security capabilities and has offered 2 training sessions on cybersecurity awareness.

#### Case Study

#### Technical security training to enhance vulnerability handling and protection awareness

Between March and November 2024, the Bank organized technical security training sessions for internal technology staff, covering areas such as web security and code security. These sessions focused on addressing various security issues encountered in actual work, improving the ability of technology staff to handle network security threats and vulnerabilities.



#### Case Study

#### CISP training

In April 2024, the Bank organized CISP training for security personnel. This comprehensive training on information security systems enhanced the professional management capabilities of the staff. All participants passed the certification examination and received their CISP certificate.





External Recognition

During the Reporting Period, the Bank was awarded the “Demonstration Institution of the Security Management of Mobile Finance Customer APP” award by the Beijing National Financial Technology Certification Center. The Bank also received a 2C rating in the 2023 Information Technology Regulatory Assessment by the National Financial Regulatory Administration, ranking first among rural commercial banks in the Suzhou region. During the Reporting Period, the Bank obtained ISO 27001 certification for its Information Security Management System.



Strategy

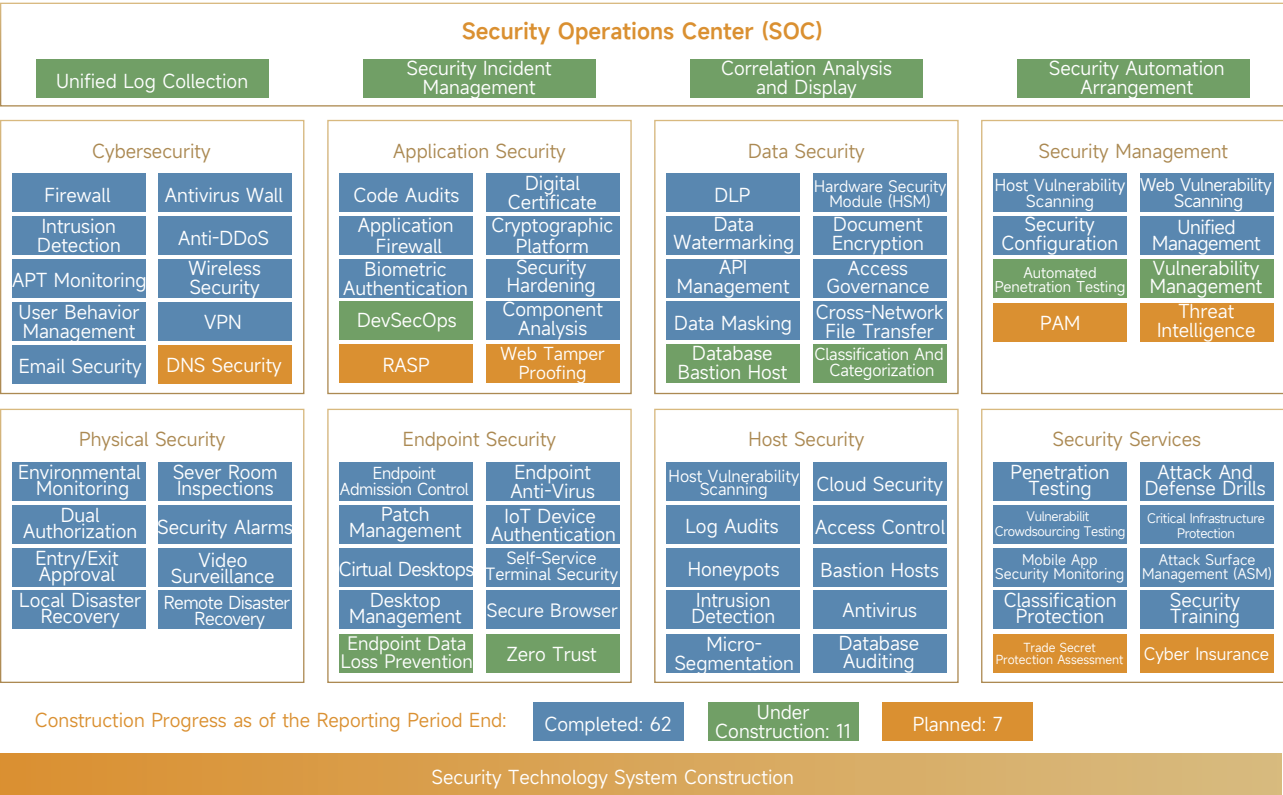
Identification of Risks and Opportunities

Risk Type	Description of Risk	Impact Duration	Impact on Value Chain	Potential Financial Impact	Countermeasures
Legal Risks	In the event of an information security incident, the Bank could face regulatory penalties and reputational damage.	Short and medium term	Operations Downstream	Increase in operating costs	the Bank has strengthened its business continuity management, regularly conducts information security inspections, carries out IT risk assessments, and continuously enhances its information security framework.

Opportunity Type	Description of Opportunity	Impact Duration	Impact on Value Chain	Potential Financial Impact	Countermeasures
Technological Opportunities	By leveraging technological measures to improve information network security capabilities, the Bank enhances the safety of business operations and enhances customer trust.	Medium and long term	Operations	Reduced operational costs, increased revenue	Encryption techniques and access controls are used to protect data security, while privacy-preserving computing technology enables secure and compliant data sharing, fostering business innovation and optimizing the customer experience.

Information Security Strategy Planning

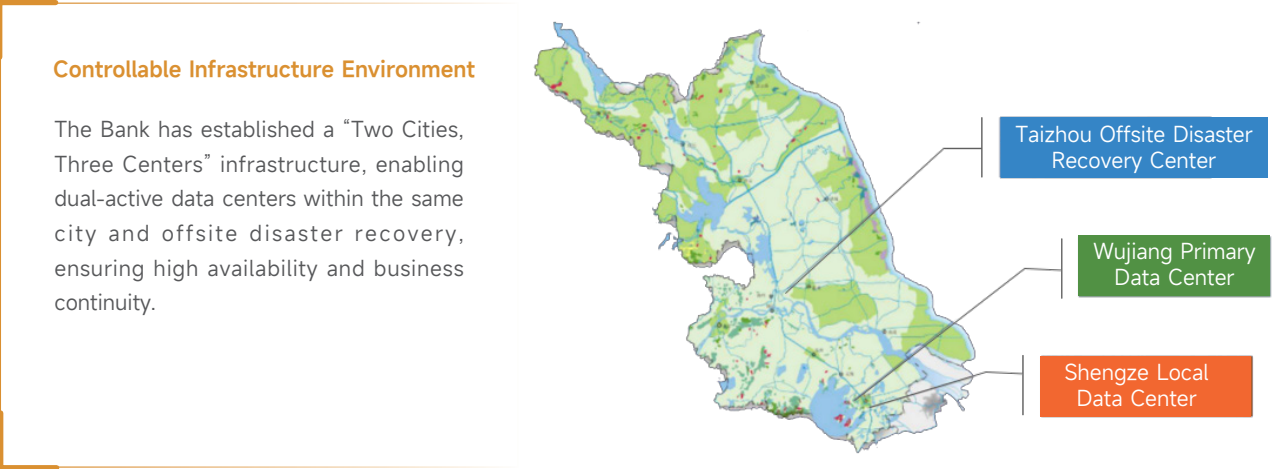
The Bank is committed to enhancing its overall information security capabilities. To this end, it has formulated the *Jiangsu Suzhou Rural Commercial Bank Co., Ltd. 2024 - 2026 Information Technology Development Plan*, which incorporates the improvement of the information security system into the Bank’s strategic plan, aiming to continuously improve cybersecurity defenses, ensuring business continuity and healthy development. In order to better protect the Bank’s information assets and achieve comprehensive control over network assets, the Bank has established a new security technology system that integrates detection, response, prevention, and disposal of attack behaviors. This includes embedding security standards throughout the entire application system lifecycle.



Impact, Risk, and Opportunity Management

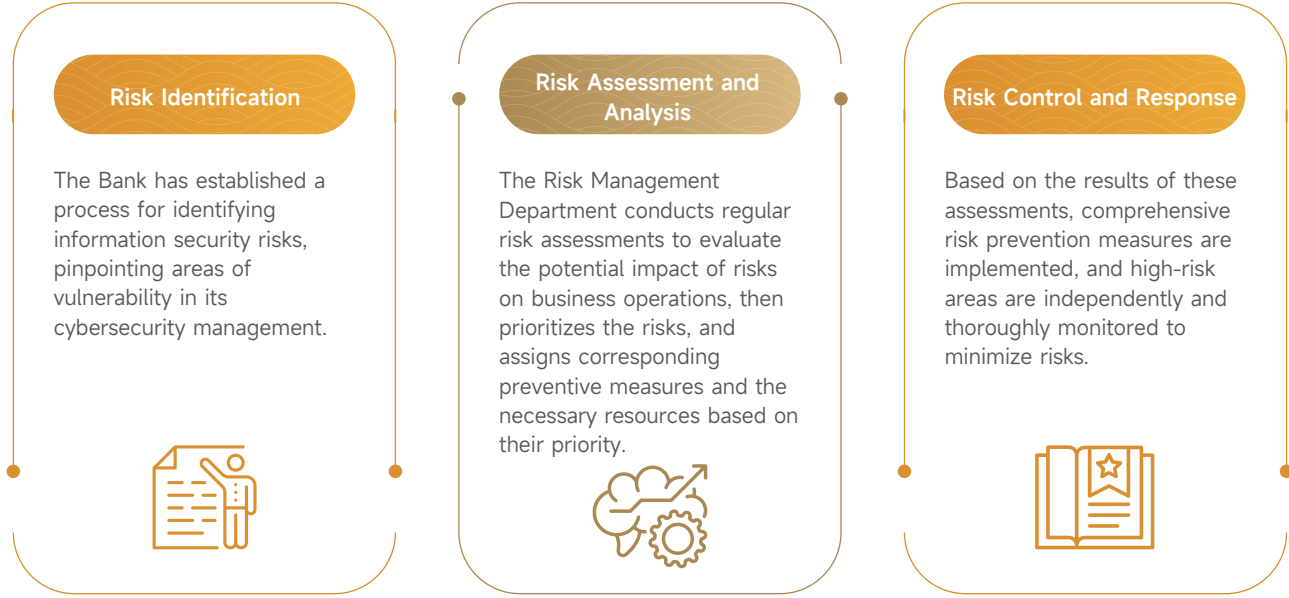
Strengthening Security Measures

The Bank is dedicated to constructing a comprehensive information security and data privacy risk management system to meet the needs of its digital transformation and strengthen its information security capabilities. By implementing measures such as host security development and the construction of a SOC, the Bank continues to strengthen its cybersecurity defenses to enhance the Bank’s security operations and protective capabilities, ensuring the stability and security of financial services, while creating a solid barrier to protect the Bank’s innovative development and client asset safety.





The Bank continuously conducts quarterly IT risk assessments, focusing on the following key areas: information system security management; system development, testing, and maintenance management; system operation management. The assessments help effectively identify and address potential risks in management processes, leading to continuous improvements in information technology and security management across the organization.



The Bank carries out an annual, specialized cybersecurity audit covering areas such as network cybersecurity and data security. In 2024, the Bank conducted a specialized audit on the security management of payment-sensitive information. The audit focused on key areas such as password management and specially engaged merchant management, identifying potential risks and driving corrective actions to continuously improve information security management effectiveness.

◆ Customer Privacy Protection

The Bank fully respects and protects client privacy. In channels involving client information such as online banking, mobile Apps, and WeChat, the Bank strictly enforces client privacy protection policies:





For the information security rights for consumers, the Bank conducts self-inspections in five key areas related to consumer information security rights: collection of personal information; storage and transmission of personal information; access and use of personal information; provision and deletion of personal information; third-party cooperation. The Bank treats personal information protection as a foundational, long-term responsibility, ensuring it is institutionalized and normalized. It strictly enforces the main responsibility for personal information protection.

◆ Heightening Security Awareness

The Bank regularly conducts cybersecurity emergency drills and specialized training to enhance the cybersecurity awareness of its staff. These efforts strengthen the Bank’s defense capabilities and ensure that the “Three-One-Five” Development Strategy is effectively supported.

To improve the ability to handle sudden cybersecurity incidents and establish a scientific, efficient, and rapid emergency response mechanism, the Bank has developed an *Overall Cybersecurity Incident Emergency Plan*, and established an emergency response leadership team, led by the executive responsible for technology, with participation from relevant department heads. This team is responsible for organizing, coordinating, guiding, and inspecting the Bank’s management of cybersecurity incident responses. The Bank regularly carries out cybersecurity emergency drills and specialized training for all staff, followed by periodic assessments to ensure that the Bank’s business systems operate securely and stably.

Key Performance

During the  
Reporting Period



the Bank got engaged in **2** cybersecurity drills, in particularly, participating in **1** phishing email drill of the Jiangsu Rural Commercial United Bank and independently implementing **1** red-blue team attack and defense drill. The drills systematically verify the Bank’s capabilities in threat monitoring, emergency response, and vulnerability remediation.

◆ Metrics and Targets

The Bank is committed to enhancing its data support capabilities and emphasizes data security as a critical focus. It has established information security risk management indicators and goals, collecting relevant data to monitor and track information security risks, ensuring that these risks remain within controllable limits.

Key Performance

In 2024



no information security incidents or catastrophic accidents caused by cyberattacks, nor any unexpected interruptions in important systems, networks, or businesses, occurred in the Company. The Bank implemented effective control of IT outsourcing risk, achieved 0 leakage of customer privacy data, and comprehensively safeguarded the safe and sound operation of financial businesses.



Protecting Consumers’ Rights and Interests,  
Building Trust-based Defense Line

◆ Governance

◆ Governance Framework

The Bank has established a three-tier organizational system for the protection of customers’ rights and interests: decision, management, and execution. The Board of Directors has set up a Consumer Rights and Interests Protection Committee, and the Financial Consumer Rights and Interests Protection Leading Group, led by the Legal and Compliance Department at the Head Office, works together with other departments to coordinate customer protection efforts. The Consumer Rights and Interests Protection Center, under the Legal and Compliance Department, is responsible for leading the organization, coordination, supervision and guidance of other departments and subordinate institutions to protect the rights and interests of consumers.

Board of Directors	Assume the ultimate responsibility for the protection of consumers’ rights and interests, undertake overall planning and guidance for the protection of consumers’ rights and interests, and incorporate the protection of consumers’ rights and interests into the business development strategy and corporate culture of the Bank.
Board of Supervisors	Supervise and evaluate the performance of the Board of Directors and senior management in the protection of consumers’ rights and interests.
Senior Management	Promote the effective implementation of strategic goals and policies concerning the protection of customers’ rights and interests, guide the establishment of an effective management system, clarify the responsibilities of each branch and relevant departments, and improve the assessment and evaluation mechanism for the protection of customers’ rights and interests.
Consumer Rights and Interests Protection Committee	Carry out relevant work as authorized by the Board of Directors, discuss and decide relevant matters, and study major issues and important policies on the protection of consumers’ rights and interests; establish and improve the management system for the protection of consumers’ rights and interests, and ensure the effective implementation of relevant policies and the achievement of relevant objectives.
Financial Consumer Rights and Interests Protection Leading Group	<ul style="list-style-type: none"><li>Be established under the leadership of the Legal and Compliance Department of the Head Office, and comprise members who come from the Retail Banking Department, the Department of Agriculture, Rural Areas, Farmers and Inclusive Finance, the Network Finance Department, the Financial Market Headquarters, the Financial Science and Technology Department, the Planning and Finance Department, the Operations Management Department, and the General Office.</li><li>Take the lead in organizing and implementing the requirements of the senior management on the consumer protection work of the Bank; formulate consumer protection systems for aspects such as product and service review, complaint management, internal assessment, and financial literacy publicity and education; promote the effective implementation of the Bank’s product and service management systems to meet the relevant requirements for the protection of consumers’ rights and interests; and update relevant systems promptly in accordance with supervisory requirements and changes in the market.</li></ul>
Consumer Rights and Interests Protection Center	Undertake the protection of consumers’ rights and interests in the Bank, and organize, coordinate, supervise, and guide other departments and lower-level institutions in the protection of consumers’ rights and interests.

◆ Policies and Systems

In strict compliance with the *Law of the People’s Republic of China on the Protection of Consumers’ Rights and Interests*, the *Implementing Measures of the People’s Bank of China for the Protection of Financial Consumers’ Rights and Interests*, and other laws and regulations, the Bank has formulated the *Measures for the Administration of the Protection of Financial Consumers’ Rights and Interests of the Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, the *Personal Financial Information Protection Policy of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.* to establish a sound system for the protection of financial consumers’ rights and interests and strengthen customer service management.

◆ Assessment Mechanism

The Bank establishes a mechanism for assessing the performance in the protection of customers’ rights and interests, incorporates the protection of customers’ rights and interests into the performance assessment system for institutions and employees at all levels, and ensures the implementation of efforts in the protection of customers’ rights and interests. By setting up a Compliance Evaluation Checklist, the Bank assesses and scores employee service behaviors in dimensions such as quality service, information disclosure, information protection, marketing, publicity, and complaint management.

◆ Capacity Training

To comprehensively improve the quality of financial services and effectively protect consumers’ legal rights and interests, the Bank has offered multiple specialized training sessions and invited experts for exchange, to enhance employees’ awareness and understanding of the protection of customers’ rights and interests.

Key Performance

During the  
Reporting Period,

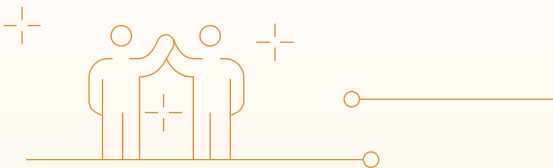
**1,609** person-times of participants received the Bank’s  
training on the protection of customers’ rights and interests.



Case  
Study

Training on the Protection of Customers’ Rights and Interests

In July 2024, the Bank invited experts in banking service marketing and consumer protection research to offer training for all employees on “the Interpretation of Consumer Protection Policies and the Handling of Customer Complaints”, aiming to enhance the Bank’s performance in the protection of financial consumers’ rights and interests and improve the overall service quality of the Bank.



◆ Strategy

◆ Identification of Risks and Opportunities

Risk Type	Description of Risk	Explanation of Financial Impact	Impact Duration	Impact on Value Chain	Countermeasures
Legal risks	Any poor performance of the Bank in the protection of financial consumers’ rights and interests may lead to regulatory penalties, damage to reputation, and other negative impacts, which could adversely affect the business operations of the Bank.	Decrease in operating income and increase in operating costs	Short, medium and long term	Downstream	Build the system and mechanism for the protection of financial consumers’ rights and interests, promote the popularization of financial knowledge, and handle customer complaints.
Market risks	Any failure of the Bank to respond promptly to consumers’ financial service or product needs or meet customer demands may lead to difficulties in expanding credit business.	Reduction in operating revenue	Short and medium term	Upstream and downstream	Actively respond to national policy requirements and expand financial services and products according to local realities; strengthen market research and customer demand analysis, optimize financial products and service processes in a timely manner, improve response speed and customer experience, and enhance customer feedback mechanisms and after-sales services.
Reputation risks	In recent years, the concept of “financial consumers” has gained increasing attention, and the awareness of the protection of financial consumers’ rights and interests has been raised. Any occurrence of serious customer complaint in the Bank may affect the brand image and reputation of the Bank.	Reduction in operating revenue	Medium and long term	Downstream	Strengthen employees’ compliance awareness, handle complaints effectively, strictly adhere to the protection of consumers’ rights and interests systems formulated by the Bank, and hold individuals accountable for violations of the Bank’s regulations.

Opportunity Type	Description of Opportunity	Impact Duration	Impact on Value Chain	Potential Financial Impact	Countermeasures
Technological Opportunities	The rapid development of financial technology provides the Bank with more technological means to protect customers’ rights and interests and can effectively improve the quality of customer service.	Increase in operating income	Medium and long term	Operations, downstream	Increase investment in technology, equip professional technical staff to continuously innovate service models, use technologies such as big data to analyze customer needs, provide personalized and precise financial services, and enhance the customer experience.



◆ Strategic Planning for the Protection of Consumers’ Rights and Interests

Based on the Guidelines on the Risk Prevention and Control for Personal Customers’ Financial Information Protection Cases in the Jiangsu Rural Commercial Bank System and the Audit Practice Guideline No. 4-Audit of the Protection of Financial Consumers’ Rights and Interests issued by the Jiangsu Rural Credit Union, the Bank incorporates the protection of financial consumers’ rights and interests into corporate governance, corporate culture, and business development strategy, fully implementing the protection of financial consumers’ rights and interests.

◆ Impact, Risk, and Opportunity Management

To effectively prevent and respond to potential risks in the protection of consumers’ rights and interests work, the Bank continuously improves the protection of consumers’ rights and interests review mechanism. This includes measures such as strengthening financial product reviews, improving emergency management mechanisms for unexpected events, optimizing complaint management and enhancing financial publicity and education, to safeguard the legitimate rights and interests of customers.

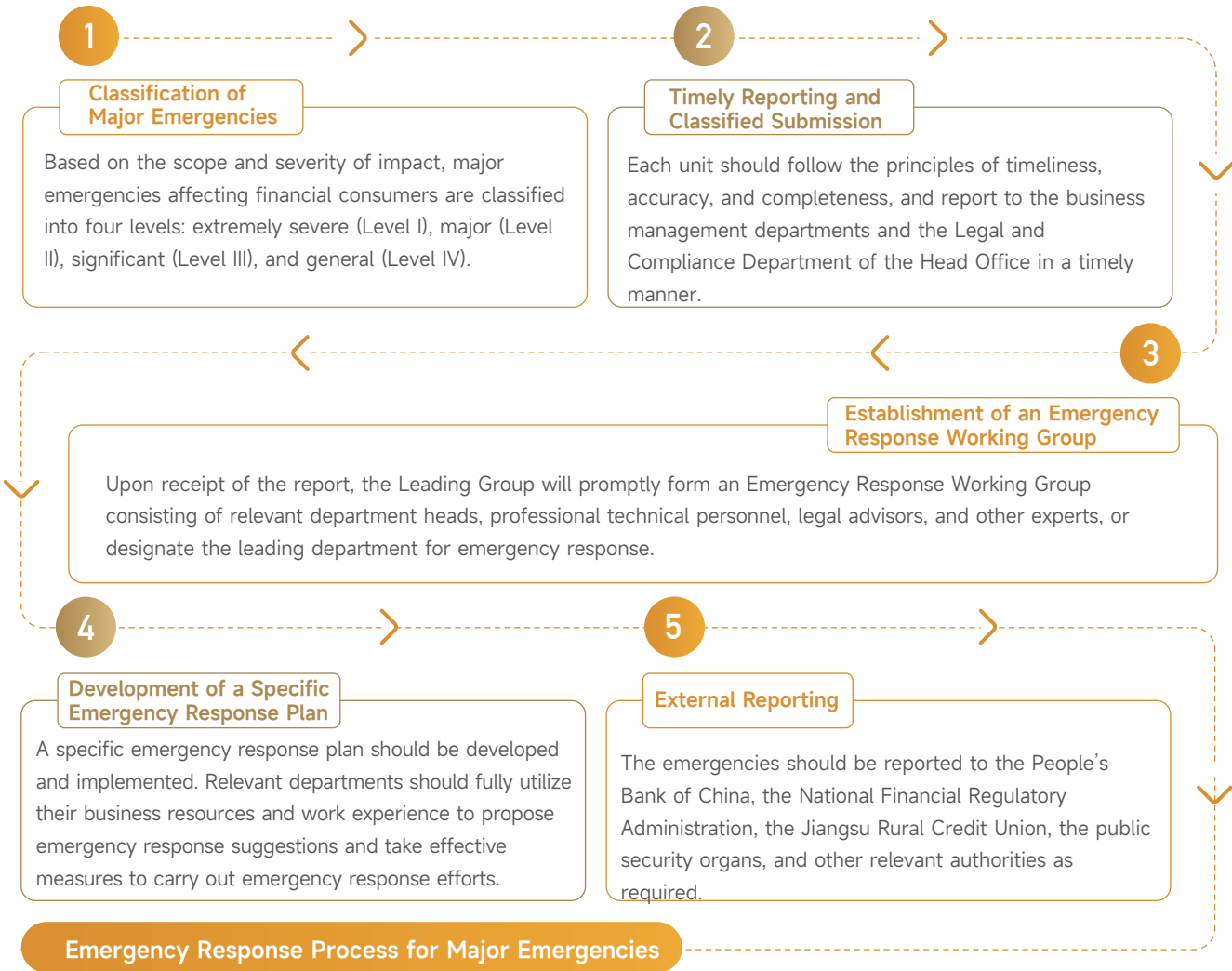
◆ Review of Financial Products

The Bank has formulated the Administrative Measures for Prior Review of the Protection of Financial Consumers’ Rights and Interests of Jiangsu Suzhou Rural Commercial Bank Co., Ltd., to implement prior review for the protection of financial consumers’ rights and interests. According to the principles of precedence, independence and objectivity, relevant functional departments providing financial products and services should submit relevant business rules, fee pricing and agreement terms for review before new products and services enter the market, to protect consumers’ rights and interests throughout all aspects of product design, marketing and promotion, and product sales.

By establishing a preemptive review mechanism for the protection of consumers’ rights and interests, the Bank ensures that business departments can manage and control a series of processes, such as the retention time of customer personal information, purchase channels, contract signing locations, and risk notifications. We disclose information that may influence consumer decisions, fully alert business risks, and safeguard the eight rights of financial consumers, including the right to know, property security, and information security, thereby effectively fulfilling the obligation to protect consumers’ rights and interests.

◆ Emergency Management

The Bank has formulated the Emergency Response Plan for Major Emergencies of Financial Consumers of Jiangsu Suzhou Rural Commercial Bank Co., Ltd., to regulate the emergency response to major emergencies in the protection of consumers’ rights and interests. Internally, the Bank has established a Leading Group for Emergency Response to Major Emergencies in the protection of consumers’ rights and interests, with the President serving as the group leader, the leaders in charge of the protection of consumers’ rights and interests as the deputy group leader, and the heads of each unit as group members. The group is responsible for the unified leadership and command of the treatment efforts related to major emergencies in the protection of consumers’ rights and interests, and as necessary, decide to request instructions from or report to local governments and regulatory agencies. The office of the Leading Group for Emergency Response is located in the Legal and Compliance Department which is responsible for leading, organizing, coordinating, and supervising all units in the emergency response to major emergencies affecting financial consumers.



◆ Enhancement of Customer Satisfaction

The Bank attaches great importance to customer service quality and has formulated the Management Measures for Consumer Complaint Handling of Jiangsu Suzhou Rural Commercial Bank Co., Ltd., to standardize the management of consumer complaint handling and ensure that consumer complaints are addressed in a timely and effective manner. The Bank’s consumer complaint management is subject to a management system featuring “centralized management, territorial management, counterpart handling, and division of responsibilities”. The Consumer Rights and Interests Protection Center under the Legal and Compliance Department undertakes the management of consumer complaints across the entire bank and is equipped with staff to handle the complaints.



The Bank has established smooth complaint channels by integrating hotlines for the protection of consumers' rights and interests, account service, and elderly service, and standardizing and publicizing channels and relevant information. Additionally, the posters for the protection of consumers' rights and interests are circulated on electronic screens in branches. Furthermore, the Bank actively organizes the "President Reception Day" activities to allow the President to listen to the urgent and pressing demands of the public, and creates a harmonious and healthy financial environment. During the Reporting Period, the Bank received a total of 418 complaints from external sources and participated in 4 dispute mediation cases through the "Suzhou Banking and Insurance Dispute Mediation Platform".

◆ Knowledge Dissemination and Publicity for the Protection of Financial Consumers' Rights and Interests

The Bank actively carries out knowledge dissemination and publicity for the protection of financial consumers' rights and interests. We have formulated the *Management Measures of Jiangsu Suzhou Rural Commercial Bank Co., Ltd. for Knowledge Dissemination and Publicity for the Protection of Consumers' Rights and Interests*. The Consumer Rights and Interests Protection Center under the Legal and Compliance Department is primarily responsible for drafting the annual financial knowledge dissemination and publicity plan, organizing various activities, and formulating the annual training plans for the protection of consumers' rights and interests.

Case Study

Financial Knowledge to the Countryside, Beneficial Policies to Farm Fields

In May 2024, the Bank held a "five-entry" event for the centralized education and publicity on financial knowledge, and a special publicity event themed "Entry into the Countryside". The "Five-Entry" concentrated education and publicity event focused on business scenarios and high-frequency matters related to the daily lives of the public, and was carried out in the rural areas, communities, campuses, enterprises and business districts. Relying on the Bank's "Jiangcun Service Station" inclusive financial service points, the "Entry into the Countryside" special event, enhanced the public's financial literacy of the public and their ability to identify and prevent risks, by bringing financial knowledge and people-friendly policies to the fields, villages and houses through on-site explanation, case analysis and other forms.



Case Study

Launch of the "3·15" Financial Security Publicity Campaign

On the occasion of "3·15" in 2024, the Bank launched a series of financial security publicity activities, set up publicity boards and brochures in the public education areas of its business outlets and rural inclusive financial service points, and utilized the screens and TVs of its business outlets to circulate publicity slogans and posters, with a view to enhancing the financial literacy of the public. To further enhance financial knowledge dissemination, the Bank cooperated with various towns to jointly carry out a series of activities themed "Seeing Beautiful Villages in Jiangsu" and "Sending Drama to the Countryside", to promote the financial knowledge publicity, prompt the risk of telecom fraud, guard against illegal financial activities, and protect the people's financial security.



Case Study

"School-Bank Collaboration to Build a Line of Defense – Xiaoyuan Anti-Fraud Protection for Campus" Campaign

In May 2024, the Bank dispatched the Xiaoyuan Service Team to the campus to launch an anti-telecom fraud publicity campaign. We shared typical case studies and provided a detailed explanation of the type of frauds that students in this age group might encounter. We also organized an interactive anti-fraud quiz, distributed ID card holders with anti-fraud labels, and invited both faculty and students to in raising fraud awareness. Through these fun and engaging activities, we aimed to deepen the understanding of anti-fraud knowledge among students and faculty.



Key Performance

During the Reporting Period, the Bank held a total of **180** events for financial consumer protection education and publicity, with a total duration of **360** hours.



Metrics and Targets

The Bank, in accordance with the spirit of the Central Financial Work Conference, has formulated the following objectives and work plan of protection of customers' rights and interests for 2025 to improve the financial system, optimize financial services, and prevent and mitigate risks:

Enhancing the Effectiveness of Complaint Coordination

According to the *Consumer Protection Linkage Contact Form*, the Bank has clarified the personnel responsible for complaint handling in each department and business, clearly defining each department's tasks in complaint treatment. Through a complaint register, complaints are promptly recorded, accurately dispatched, assigned to dedicated personnel, and reviewed within a specified time frame, with timely feedback provided on the results.



Resolving Disputes through Multiple Channels

Customers are encouraged to mediate disputes through the Suzhou Banking and Insurance Dispute Mediation Platform which can reasonably divert complaints to reduce the total number of redirected complaints.



Optimizing Personal Information Protection Mechanisms

The Bank has revised relevant personal financial information protection policies, conducted self-checks to enhance data governance and security management for the entire lifecycle of personal financial information, and improved the management of personal customer financial information security.



Indicator

Goal

Achievement in 2024

Customer Complaint Resolution Rate

Resolution Rate: 100%

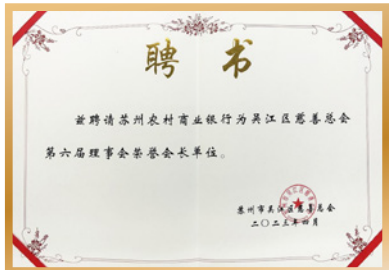
✓ 100%



Practicing Finance for Positive Societal Impact, Nurturing Hope for People's Livelihoods

Social Welfare and Charity

We always uphold our social responsibility, actively participate in public welfare causes, support sustainable social development, contribute to the achievement of the goal of common prosperity, and strive to become "a Value Bank Highly Recognized by Society". As the Honorary President of the Sixth Board of Directors of the Wujiang Charity Federation, the Bank remains committed to giving back to society, actively participate in charitable activities, and continually make contributions in the social welfare domain. Relying on the "Rainbow Volunteers" and "Xiaoyuan Service Team" brands, we collaborate with pioneering party members and key business personnel to strengthen our volunteer service efforts, including support for exam candidates, elderly assistance, and community convenience services. We are building a standardized and sustainable public welfare service system.



Honorary President of the Sixth Board of Directors of Wujiang Charity Federation

Charitable Donations

Case Study

坚守初心，新春捐赠显担当

In 2024, the Bank participated in the "Charity Donation for New Year" event in Wujiang District. During the event, the Bank once again demonstrated its commitment to love and responsibility by making a donation of RMB 2 million. This donation will be specifically used to support charitable efforts in Wujiang District, allowing more people in need to feel the warmth and care of society.

In addition, the Bank was awarded the title of "Most Charitable Donor Enterprise of 2023". This recognition is not only an affirmation of the Bank's charitable achievements over the past year but also a recognition of the Bank's long-standing commitment to charity and active participation in public welfare undertakings.



Case Study

Pairing Empowerment to Strengthen Villages, Enrich People, and Support Development

The Bank has actively fulfilled its role as a host bank for rural revitalization, and further integrated public welfare and charity with the promotion of village-level economic development. In 2024, the Bank launched a targeted assistance campaign for Zhong'anqiao Village in Zhenze Town, a key village in Suzhou City. Through measures such as upgrading the financial service station in Zhong'anqiao Village, expanding sales channels for agricultural products, and developing agricultural, cultural, tourism and study routes, we are driving village empowerment and enriching the people.

By providing financial support, the Bank helped build solar-powered street lights to improve rural infrastructure, making it more convenient for villagers to travel at night. Through special donations, we also organized the Dragon Boat Invitational during the Dragon Boat Festival, to further promote the development of the village's agricultural, cultural and tourism businesses and create a mass brand of cultural and sports activities.



Case Study

Mobilizing Employees to Awaken Big Energy with Small Acts of Kindness

The Bank focuses on organizing and mobilizing employees to participate in charitable donations while engaging in charitable and public welfare undertakings. In 2024, we encouraged employees and their families to participate in special donation events such as the "One Day Charity Donation" and Tencent's "99 Public Welfare Day", to further sow the seeds of love and charity, and promote traditional Chinese virtues.



◆ Voluntary Service

**Providing Themed Volunteer Services:** Under the theme of "Singing the Song of Youth, Assisting the Realization of Rural Revitalization", the Bank set up a youth commando team and joined hands with ministries, commissions and bureaus as well as enterprises and institutions to carry out a series of activities to help and benefit farmers including "Caring for the Elderly and the Young", "Delivering Operas to the Countryside", and "Delivering Public Welfare Services to the Countryside". We also launched the "High-Quality Credit Village" project, introduced a new module to the "Jiangcuntong" digital platform, and promoted the "Digital Credit for Benefiting Farmers". Throughout the year, the Bank conducted 20 special assistance activities for farmers, benefiting over 8,000 people.

In collaboration with the Wujiang Charity Federation, the Bank carried out the "Caring for the Elderly and Children" event, donating "love packages" to the elderly living alone in rural areas. We also investigated the situation of children with difficulties in the schools for children of migrant workers in Wujiang District, organized volunteer service teams to visit the schools and provide centralized assistance, and donated "love packages".



During the "Jiangcun Service Station · Beautiful Rural Encounters" series activities to assist farmers and benefit the people, the Bank distributed "love packages" to impoverished villagers, set up market stalls, and provided inclusive financial services, credit knowledge promotion, public welfare donations for poverty alleviation, displays and sales of agricultural and sideline products through the supply and marketing cooperatives, delivery of services to the countryside from Jiangsu Cable Network, and public welfare medical services from BOE Hospital.

**Providing Regular Volunteer Services.** The Bank organizes volunteers across the Bank to set up the "Xiaoyuan Service Team" and the "Jiangcun Service Station" village manager service team to carry out regular promotion of financial knowledge and provide haircutting, mending and other public welfare services in the countryside, schools and factories, as well as door-to-door services for the elderly in conjunction with the construction of the grid. Throughout the year, we have carried out 235 public welfare activities, involving 340 volunteers and benefiting 17,200 people.



Case Study

Protecting Beautiful Villages with Financial Knowledge

The volunteers of the Bank entered Shanwan Village in Fenhu to carry out a financial knowledge publicity campaign themed the "Entry of Financial Knowledge into the Countryside". They introduced laws concerning anti-telecom frauds to over 200 villagers through on-site explanations, case analyses, and prize-based Q&A, analyzed five common telecom fraud cases, taught anti-fraud techniques, and helped villagers protect their money. Our volunteers also invited villagers to watch anti-fraud films to help enhance villagers' anti-fraud awareness.



The volunteers of the Bank carried out a financial publicity activity themed "Building Beautiful Villages, Strengthening the Anti-Fraud Defense Line" at the "Jiangcun Service Station" in Kaixiangong Village, Miaogang Town. They explained the knowledge on anti-telecom fraud and demonstrated methods of identifying counterfeit currencies in a variety of forms.



The volunteers of the Bank also visited the Tuncun Elderly Activity Center to promote financial knowledge, and enhance the risk prevention awareness of elderly consumers by distributing leaflets, answering inquiries, and conducting scenario drills. In scenario drills, they simulated interactions between fraudsters and the elderly, and demonstrated four major traps, allowing elderly consumers present to feel the harm of financial fraud in the scene.



Case Study

Joining Hands with Hospitals to Build a Defense Line for Healthy Finance

The volunteers of the Bank joined hands with Suzhou BOE Hospital to launch the "Bank-Hospital Cooperation to Build a Line of Defense for Healthy Finance" event in Yejian Village of Tongli Town. The event provided villagers with health checkup services and promoted financial knowledge, deepening villagers' understanding of deposit insurance, counterfeit money prevention and other basic financial knowledge. The villagers actively signed up and eagerly participated in the event.



Case Study

Xiaoyuan Service Team Delivering Special Door-to-Door Services to Warm Hearts

Grandpa Lu in Tuncun Village was injured in a traffic accident and had limited mobility. The volunteers of the Tuncun Branch visited Grandpa Lu to assist him with the authorized face-to-face signature process.

The husband of Aunt Zhao from Xiangcheng suddenly suffered a stroke and became bedridden. The volunteers in the Xiangcheng Branch of the Bank went to her home to verify the situation, opened a green channel, and assisted Aunt Zhao in activating the financial function of her spouse's social security card.

Case Study

暖心护航高考季

During the National College Entrance Examination, the volunteers of the Bank set up 17 support points for the exam season across Wujiang District, Wuzhong District, High-tech Zone, and Xiangcheng District. We provided "Love Exam Assistance" services, offering free stationery sets, photocopying services, rest seats, and anti-heat medications to students and their families, cheering for the students and supporting their dreams.





Case Study

Lending a Hand with Love: Blood Donation Drive

In January 2024, the Bank actively organized a team of volunteers to participate in a voluntary blood donation campaign, practicing social responsibility through concrete actions. Volunteers rolled up their sleeves and passed on their love with warm blood, contributing their valuable efforts to ensure the supply of blood for clinical needs and help to save lives. This vividly interprets the spirit of volunteerism of "dedication, fraternity, mutual assistance and progress".



Case Study

Public Welfare Bazaar to Safeguard Workers' Money

On March , 2024, the volunteers of the Bank, in collaboration with the Xiliu Social Work Service Agency in Wujiang District, jointly held a public welfare bazaar themed "Inheriting Lei Feng's Spirit, Continuing the Red Bloodline" to protect the money of the worker group. At the event, volunteers patiently and carefully introduced to workers how to effectively prevent financial fraud and illegal fundraising, answered their questions regarding personal finances, and further raised their financial security awareness by distributing promotional materials and giving out small gifts, thus sending them the warm care of the Bank.



Indicator

Unit

2024

Public Welfare and Charitable Donation Funds

RMB 10,000

224.23

Support for community development

Construction of Integrated Community Service Points

The Bank is committed to supporting community development. Given the rising expectations of residents for enhanced community experience in the context of digital life, we have established the "SZRCB Service Station" as part of a comprehensive community service model. This service station blends banking and community ecosystems, offering both financial and non-financial services through collaborative partnerships with local streets and communities. Through thoughtfully designed online and offline scenarios, we engage residents in frequent and effective interactions, collaborating with communities to enhance overall service levels.



SZRCB Service Station Activities Snapshot

Community Services for Newly Employed Group

The Bank organizes and carries out ideological guidance and services for newly employed groups, launches the Party Building Service Project themed "Bringing Warmth to the 'Newly' Employed Groups", and set up the Party Building Service Alliance for Newly Employed Groups. We have held a total of 76 activities such as free health consultation, legal aid, skills training and summer camps for children of newly employed groups, and more than 3,000 gift packs were distributed to warm the hearts of Newly Employed Groups.



Warming the "Newly" Employed Groups to Move Forward Together

In addition, the Party Committee of the Bank has set up rest stations for new citizen groups at 14 outlets, and offered the "Six Exemption Services" as a heartfelt initiative aimed at new citizen groups, providing genuine care and attention. In January 2024, as part of the "Bringing Warmth to the 'Newly' Employed Groups" service project, a charitable assistance fund was established. The first batch of five new industry practitioners addressed their urgent problems and worries with the fund, allowing more services to accurately benefit newly employed groups and support "steady happiness".





## Upholding People-Centered Development, Creating a Tapestry of Happy Life

The Bank always adheres to a people-centered approach, committed to creating a democratic, harmonious, safe, and comfortable working environment. We build multi-dimensional career promotion pathways, fully empowering talent development, and providing a broad career development platform for employees at various positions and stages. We aim to create a positive working environment where every employee can experience a sense of achievement, belonging, and happiness, transforming the Bank into an organization where employees gain more happiness.

### Governance

The Board of Directors of the Bank views human resources as the core driver of sustainable development, scientifically formulating strategic planning for human resources to ensure that human resources management is highly aligned with and deeply integrated into the Bank's strategic orientation. The senior management of the Bank is responsible to the Board of Directors and resolutely implements the strategic deployment. Internally, we have established a comprehensive and closely linked human resources management system that covers all functions.

To ensure the smooth implementation of human resources planning, the Bank's senior management has set up a dedicated Human Resources Department responsible for employee recruitment, training, development, compensation, and benefits. The Bank strictly adhere to laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, and have formulated a series of rules and regulations, including the *Measures for Management of Labor Contract of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, *Measures for Management of Recruitment of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, *Measures for Management of Employee Education and Training of Jiangsu Suzhou Rural Commercial Bank Co Ltd.*, and *Measures for Management of Employee Compensation of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* These regulations establish a full-process management system that covers strict recruitment selection, precise education and training, scientifically designed compensation and benefits, and clear and transparent promotion systems.

At the same time, the Party and Mass Work Department of the Bank plays an essential role in meeting employee needs, promoting employee care, and continuously improving the working environment. Each business department deeply integrates into the human resources management system, focusing on specialized talent development and differentiated incentives and constraints. We systematically enhance employees' professional skills and fully stimulate their innovative potential and value creation abilities. Branch offices play a crucial role in human resources management, directly managing employees and team building. They strive to create a collaborative and positive team atmosphere where employees can truly feel a sense of belonging and value in their daily work, injecting continuous impetus into the sustainable development of the entire bank.

## Strategy

### Identification of Risks and Opportunities

Risk Type	Description of Risk	Explanation of Financial Impact	Reporting Period	Impact on Value Chain	Countermeasures
Operational Risks	The outflow of important management personnel or professionals may negatively impact the stability of operations and business development of the Bank.	Reduction in Operating Revenue	Short term Mid term	Operations	<ul style="list-style-type: none"><li>• Improve recruitment and training mechanisms to attract and retain talented individuals;</li><li>• Enhance employee care and communication to continuously boost employees' sense of happiness and belonging;</li><li>• Focus on employees' needs and expectations to effectively improve employee satisfaction;</li></ul>
Market Opportunities	Focus on people-centered development and enhance employee skills to lay a solid talent foundation for the long-term development of the Bank.	Increase in operating income	Short term Mid term	Operations	<ul style="list-style-type: none"><li>• Incorporate talent selection, development, utilization, and retention into the strategic planning;</li><li>• Define career development paths, provide fair promotion mechanisms, and create a harmonious and inclusive corporate culture atmosphere;</li><li>• Improve corporate culture building and enhance employee's cultural recognition.</li></ul>

### Human Resource Strategy Planning

The Bank has made "building a bank where employees gain more happiness" one of the key goals of the "Three Banks" strategic vision. Guided by the Party's innovative theories, the Bank continues to explore innovative paths for employee growth, fully safeguarding employees' rights and interests. It has implemented numerous physical and mental well-being actions, fostering a healthy, civilized, and vibrant corporate culture that encourages full participation from employees, creating a stable foundation of happiness for the hardworking employees at the Bank. Based on the *Three-Year Human Resources Development Plan for the Rural Commercial Bank System of Jiangsu Province*, the *Talent Development Plan for the 14th Five-Year Plan Period of Jiangsu Rural Commercial Banks*, and the *Development Strategy Plan for Jiangsu Suzhou Rural Commercial Bank Co Ltd. from 2023 to 2027*, and in light of its own reality, the Bank has developed and implemented the *Human Resources Plan for Jiangsu Suzhou Rural Commercial Bank Co., Ltd. from 2023 to 2027*. The goal is to build "a benchmark bank leading the industry, a value bank highly recognized by society, and a bank where employees gain more happiness". The plan focuses on the all-round introduction, cultivation, utilization, and management of talent, aiming to develop four high-quality talent teams specializing in operational skills, marketing, professional technology, and business management. Adopting a systemic approach, the Bank continuously optimizes its recruitment, training, development, incentive, and constraint mechanisms, striving to elevate its human resources to a new height and provide strong talent support and intellectual guarantees for the Bank's high-quality development.

During the Reporting Period, the Bank was awarded the "5A Credit Unit in Labor Security in Suzhou City" and the "Outstanding Demonstration Member Unit for Building Harmonious Labor Relations in Suzhou City".

◆ Impact, Risk, and Opportunity Management

The Bank places great importance on the workforce stability and continues to strengthen human resource risk prevention, effectively laying a solid foundation for its development. The Bank upholds the principle of “promoting based on performance, evaluating talent by achievements, allowing for the advancement and demotion of leaders, and enabling the free entry and exit of employees”, and applies a scientific and democratic management model. The Bank places a high value on employee development and training, establishing a comprehensive system that offers a wide range of training courses and learning opportunities. It has created “energy hubs” and “refueling stations” to support employees in their personal career growth. The “sense of fulfillment” experienced by employees is not only reflected in their career advancement and professional skill development but also in the Bank’s commitment to understanding and addressing employee needs through interviews and satisfaction surveys. The Bank ensures personalized care for its employees, fully safeguarding their well-being, and integrates the creation of a “happy bank” into every aspect of their work and personal lives.

◆ Recruitment and Employment

Recruitment Management

The Bank has developed the *Measures for Management of Recruitment of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and other relevant systems. Based on a comprehensive analysis and review of the Bank’s human resource needs, the Bank formulates an annual recruitment plan to ensure the scientific and standardized nature of the recruitment process, accurately matching talent with organizational needs. Throughout the recruitment process, the Bank treats all candidates equally and strictly executes the conditions outlined in the recruitment announcement. This ensures a fair, just, and transparent recruitment process.

The Bank focuses on targeted strategies, continuously strengthening the construction of talent sources. It has established a recruitment model centered on campus recruitment, with social recruitment as a strong supplement, aiming to attract excellent talent from various fields. The Bank actively provides employment opportunities for university students, and organizes campus recruitment presentations, winter and summer internships, and other activities to build a bridge for students to communicate with society. In addition, leveraging the brand advantage of “Suzhou Rural Commercial Bank”, the Bank has designed a recruitment visual system and created a recognizable brand image with the “Suxiaoyu” mascot, further enhancing the promotion and visibility of the Bank’s employer brand. The Bank actively provides employment opportunities for university students by hosting campus recruitment events, organizing summer and winter internships, and creating a bridge between students and society.

“Looking for the Koi Dream Team” Campus Recruitment

- The Bank actively plans and collaborates with universities to hold campus recruitment fairs and participate in various recruitment and job fairs to attract more outstanding graduates.



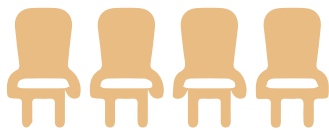
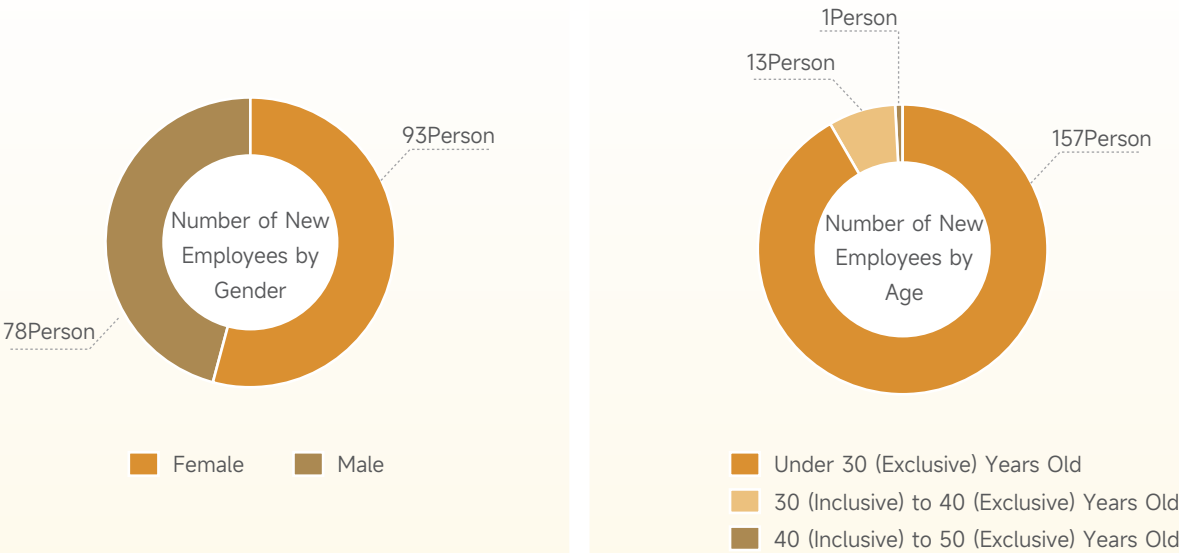
“Koi Dream·Fish Fry” Internship Program

- The Bank strengthens cooperation with key universities by establishing internship bases and graduate stations, expanding talent recruitment channels.



Recruitment Site

Number of New Employees



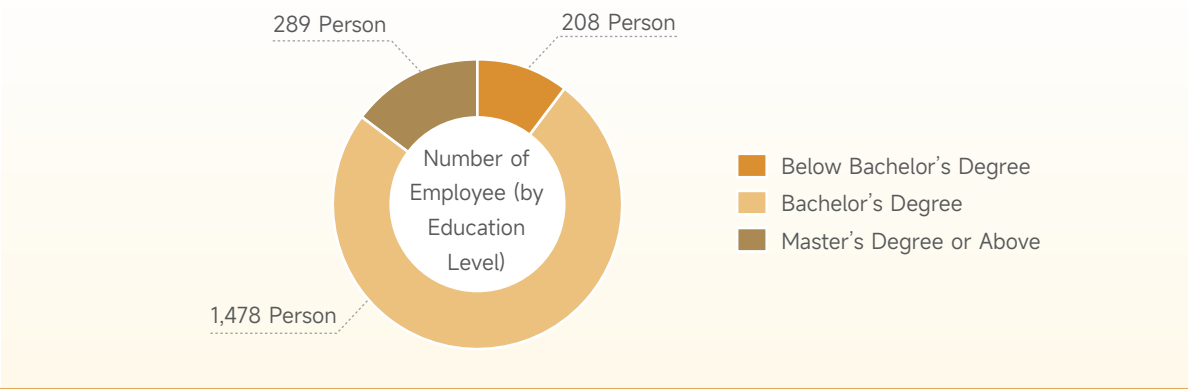
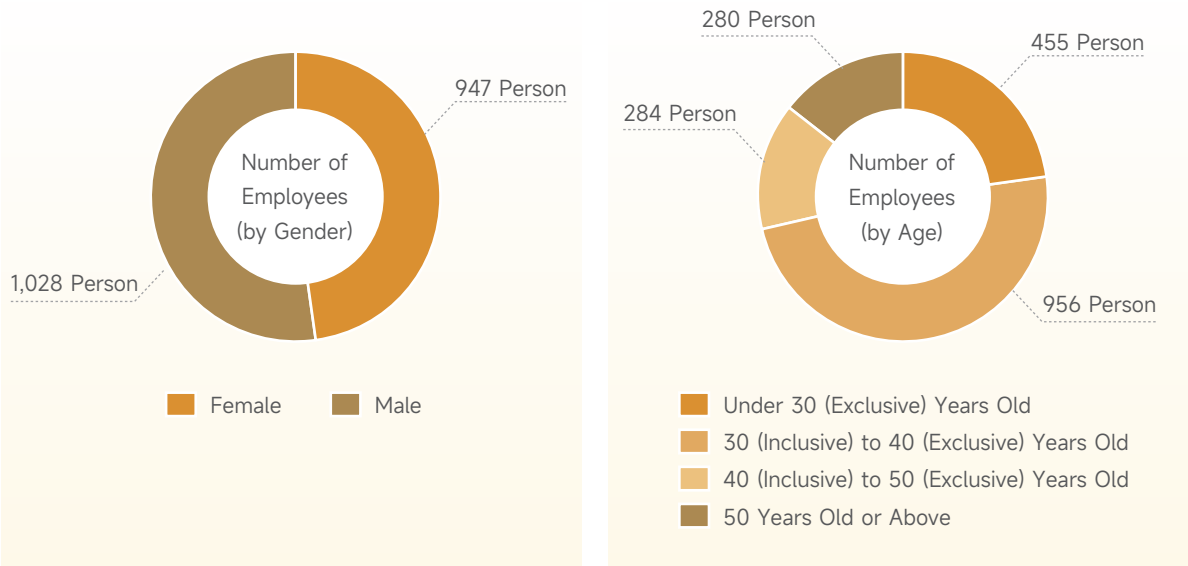


Employee Diversity Structure

The Bank attaches great importance to the structural optimization and diversification of its workforce, and continues to promote the diversification of the workforce in terms of age, gender, educational background, and professional ability, effectively enhancing organizational vitality and innovation capability.

Employee Structure

Indicator	Unit	2024
Total Number of Employees	Person	1,975
Signing Rate of Employment Contract	%	100
Number of Employees of Minority Nationalities	Person	7
Percentage of Employees of Minority Nationalities	%	0.35
Proportion of Female Management	%	35.27



◆ Remuneration and Benefits

Remuneration Management

To continuously motivate employees, enhance their work experience and sense of belonging, and promote the Bank's steady operation and sustainable development, the Bank has developed the *Measures for Management of Employee Compensation of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* In accordance with relevant requirements, employee compensation is divided into three major components: basic salary, performance-based pay, and benefits. The Bank strives to build a remuneration distribution mechanism that balances efficiency and fairness, business development and risk compliance, and short-term performance with long-term benefits.

Performance Appraisal and Appeals

The Bank has established a comprehensive and all-encompassing performance evaluation system covering all roles and functions. Based on its business reality, the Bank has developed an incentive mechanism that balances both short-term and long-term goals. In the multi-dimensional and multi-layered performance management process, the Bank emphasizes the coordinated development of scale, efficiency, structure, and risk. The Bank integrates core concepts such as social responsibility and risk control into the appraisal system, while also including key indicators like structural optimization and efficiency improvement. This helps create a reasonable incentive and constraint mechanism, empower business development and drive the improvement of the "new quality productive forces".

In terms of the appeal mechanism, the Bank places great importance on two-way communication between employees and supervisors. By utilizing digital tools, the Bank has established a stable and efficient performance feedback system, allowing employees to access their performance appraisal results through a mobile APP.

During the Reporting Period, the Bank conducted in-depth data analysis, combined with a comprehensive grassroots research, to reshape performance management for 2024. We optimized the way performance scores are distributed, improved the three-tier structure, and established effective links between different tiers and peers, while reasonably assigning common and individual indicators. In 2024, 100% of employees of the Bank underwent regular performance appraisals.

Employee Benefits

The Bank prioritizes employee needs and is committed to building an employee-oriented welfare system. It legally maintains employees' social insurance and housing funds and ensures that employees enjoy statutory holidays, paid annual leave, sick leave, work injury leave, and other vacation rights. Additionally, the Bank offers employees a series of unique benefits, including supplementary commercial insurance, meal subsidies, health check-ups, holiday allowances, birthday benefits, and group activities. These benefits are designed to support employees' work, physical and mental well-being, and overall quality of life, thus fostering strong motivation for the Bank's long-term development.



Benefits and Remuneration

2024

Social Insurance Coverage Rate

100%

Number of Employees in Difficulty Receiving Assistance

14Person

Per Capita Paid Annual Leave

8.78Days

Amount of Assistance for Employees in Difficulty

4.1RMB 10,000

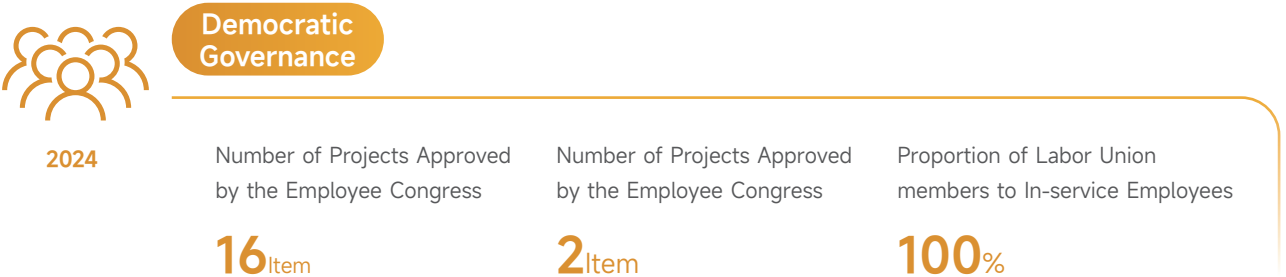
◆ Democratic Management and Employee Satisfaction

Democratic Governance

The Bank has consistently carried out democratic management for employees, strengthened the construction of trade union organizations, and established regular communication and home visit mechanisms. These efforts aim to gain a deep understanding of employee needs and fully ensure employees’ rights to be informed, participate, express their views, and supervise. The Bank fully utilizes the democratic management and democratic supervision roles of employee representatives to protect their legitimate rights and interests. By the end of the Reporting Period, the trade union membership reached 100%, covering all employees. This has truly ensured that every employee is integrated into the democratic management system, jointly building a harmonious and progressive corporate environment.

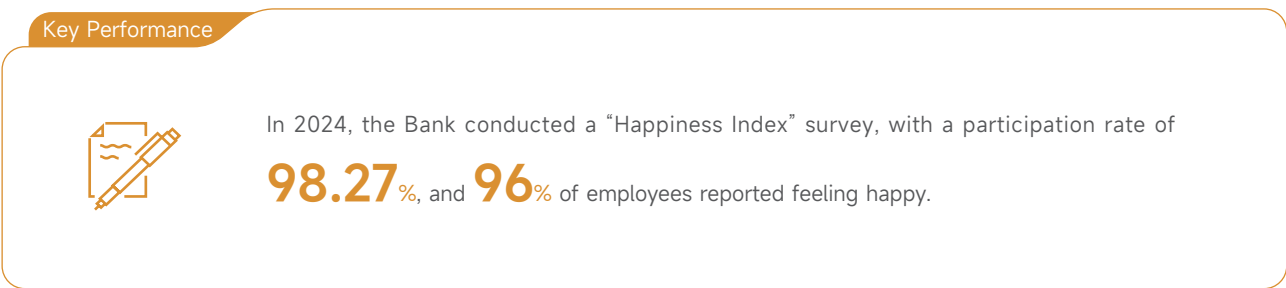
The Bank emphasizes practical action and broad public recognition, conducts mutual evaluations between departments and branches, implements “one-on-one interviews” with employees, organizes anonymous voting for democratic evaluations of managers, and pioneer the “Public Review System” to select reserve talents. These initiatives allow the exercise of employees’ right to speak, participate, and supervise, creating a new environment where employees can rise and fall based on merit, and fostering a fair and just environment for striving.

During the Reporting Period, the Bank held the 16th session of the 5th Employee Representative Congress, where 16 proposals were discussed and deliberated, including the *2023 Annual Work Report*, the *2023 Annual Report on Employee Supervisors’ Work*, and the *Proposal for the 2024 Salary Budget*. The representatives present voted on the proposals by anonymous ballot, resulting in 16 resolutions.



Employee Satisfaction

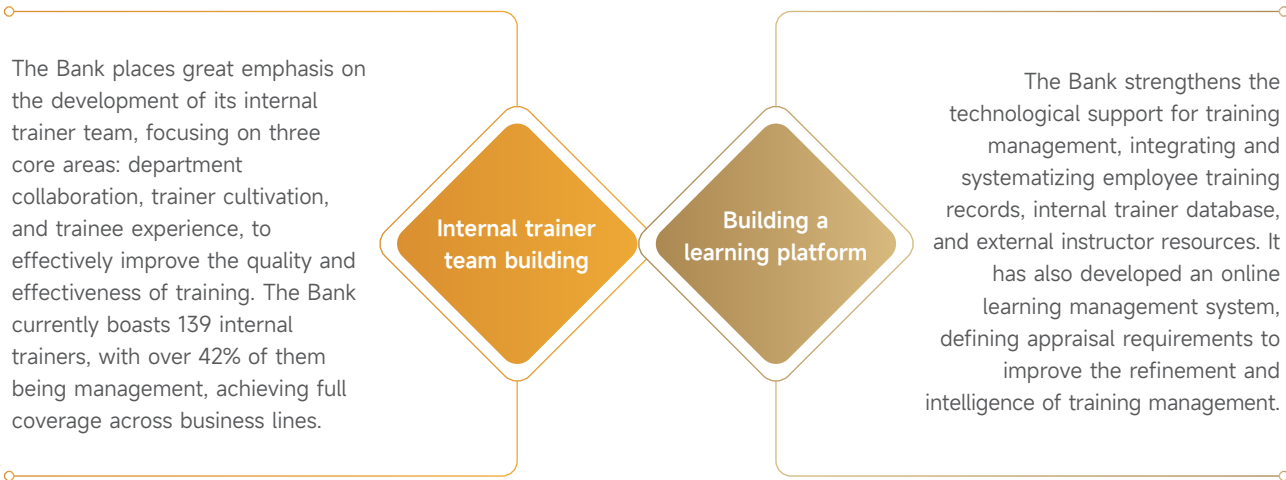
The Bank places great importance on employee happiness and conducts an annual happiness index survey to listen to employees’ genuine voices, precisely identify and promptly address their real issues. In 2024, the Bank conducted an employee happiness index survey by focusing on seven key dimensions including health protection, interpersonal relationships, training opportunities, work adaptation, compensation and benefits, self-realization, and career development. The survey results showed a 9.17% increase in employee happiness compared to 2023.



◆ Training and Development

Employee training

The Bank has formulated a series of policies, such as the *Measures for Management of Employee Education and Training of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and the *Measures for Management of Internal Trainers of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* to advance the scientific, institutionalized, and standardized approach to education and training. With a focus on basic management and capability enhancement, the Bank adheres to the principle of combining internal and external training. Using both online and offline teaching methods, including lectures, discussions, and practices, the Bank expands training channels, broadens the training scope, and builds a comprehensive employee training system that covers all levels, business areas, and positions. This empowers employee growth and business development.





Case Study

Internal Trainer Talent Show

From April to October 2024, to further explore and cultivate an outstanding team of instructors with far-reaching influence and broad dissemination in their professional fields, and to build a solid support system and talent guarantee, we are driving high-quality development across the Bank. We successfully held the "Internal Trainer Talent Show", focusing on five major themes: company business, retail business, risk prevention, operations management, and open innovation. The event attracted enthusiastic participation from employees across the Bank. Outstanding competitors thoroughly analyzed business challenges, shared practical insights, and vividly told workplace stories, showcasing the style and charm of our in-house trainers from multiple dimensions. The competition saw the emergence of a group of excellent in-house trainers, accumulating a large number of high-quality courses. This not only improved the internal trainer system but also achieved a closed-loop management model featuring explicit experience, structured knowledge, and systematic inheritance, injecting new momentum into the Bank's business transformation and talent development.



Internal Trainer Talent Show

Case Study

"Koi Dream Fish Leap" New Employee Training Camp

In January and July 2024, the Bank successfully held two sessions of the "Koi Dream Fish Leap" New Employee Training Camp. Through systematic teaching, the program helped new employees quickly adapt themselves to the working environment, better integrate into the Bank family, and complete the transition from "campus life" to "work life".



"Koi Dream Fish Leap" New Employee Training Camp

Case Study

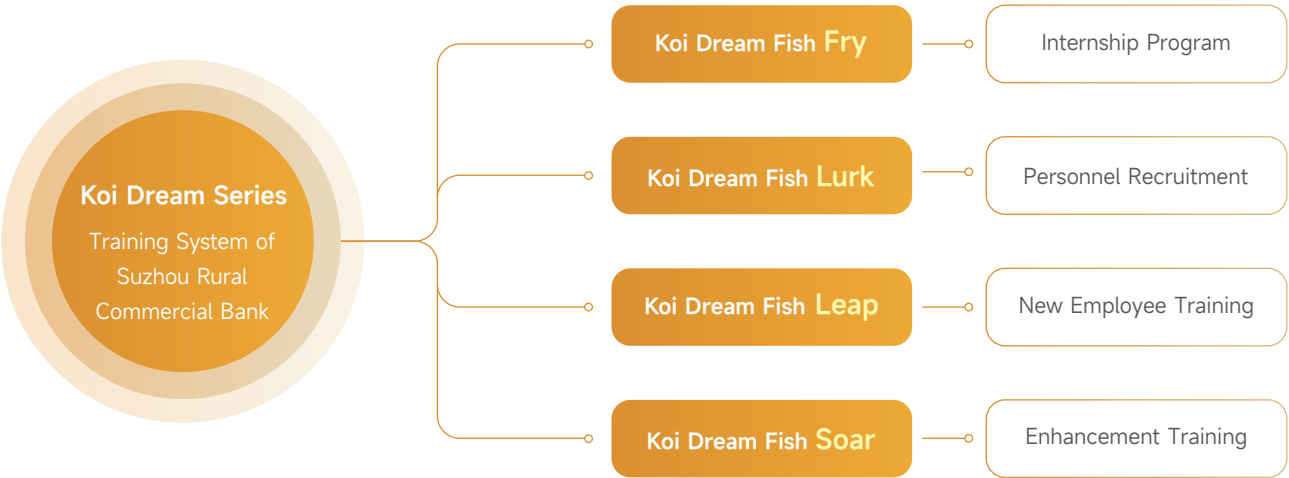
Middle Management Training Class

In April 2024, the Bank successfully held the middle management training class. Through a combination of online and offline training, specialized lectures, and self-learning, the program comprehensively trained high-quality middle management team.



Middle Management Training Class

The Bank has built the "Koi Dream Series" distinctive training system, which is structured around four chapters: Fish Fry, Fish Lurk, Fish Leap, and Fish Soar. This system covers internship programs, recruitment, new employee training, and further training, continuously empowering employee growth and promoting the talent pipeline development of the Bank.





Case Study

Learning and Thinking, Practicing with Dedication -  
“Koi Dream - Koi” Client Manager Rotating Training

From May to July 2024, the Bank successfully held the “Koi Dream - Koi” client manager rotating training. This training targeted client managers with differentiated, precise teaching methods, optimizing the training format and upgrading the curriculum system to cultivate a client manager team with forward-thinking vision and professional capabilities.



“Koi Dream - Koi” Client Manager Rotating Training

Case Study

Credit Loan Marketing Training

In June 2024, the Bank successfully held a credit loan marketing training program. The training focused on innovative approaches and methods for credit loan issuance, addressing practical challenges and issues in credit operations, optimizing credit resource allocation, and improving credit management levels.



Credit Loan Marketing Training

Case Study

Learning and Reflecting, Action with Distinction - Comprehensive Teller Rotating Training

From July to August 2024, the Bank successfully held the comprehensive teller rotating training. Based on the principle of “internal training as the main focus, supplemented by external training”, the training upgraded course content, distilled practical experiences, and developed a team of comprehensive tellers with high business proficiency, strong risk awareness, and excellent service quality.



Comprehensive Teller Rotating Training

Case Study

Focus on practical action, wisdom amassment for empowerment  
- management personnel and three major think tanks training

In October 2024, the Bank successfully held management personnel and three major think tanks training. Using diversified teaching methods, including case analysis, role playing, and interactive discussions, the training aimed to improve the comprehensive quality of management and staff, empowering the Bank’s high-quality development.



Management Personnel and Three Major Think Tanks Training



Employee training

Investment in employee training

464 RMB 10,000

Number of training programs conducted

73 Item

Number of employee training sessions

180 Session

Total number of participants in training

52,080 Person-times

Employee training coverage

100%

Average Training Duration per Employee

134.39 Hour



Employee Development

The Bank adheres to the principle of “focus on practicality, performance, and responsibility”, and is committed to providing a broad development platform for all employees. The Bank implements a fair, open, and just selection process, creating multiple development paths in both management and professional sequences, offering employees a stage to showcase their talent.

The Bank has established a five-level job sequence system based on the nature of job positions, and has set up a position-level evaluation system for different sequences. Each year, it conducts employee position evaluations, considering basic qualifications and using qualification evaluation models to comprehensively assess employees’ positions, allowing for promotions and salary increases. The Bank conveys a clear talent cultivation philosophy through practice, regardless of whether employees are at the grassroots level or in key positions. The principle of “performance determines the hero, and contribution earns rewards” is applied, enabling employees to increase their income while continuously improving and growing.



Employee Development

Number of employees having successfully transitioned or applied internally

434Person

Percentage of employees undergoing internal transfers or applying for internal positions

21.97%

Democratization of Talent Selection and Employment



The Bank strictly follows the *Guidelines for the Selection and Appointment of Middle Management in Jiangsu Rural Commercial Banks and the Measures for Management of Middle Management of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* to create a scientifically standardized selection and appointment process. It implements a comprehensive archival management and full-process supervision mechanism, promoting the democratization, institutionalization, standardization, and scientific management of talent and cadre selection. This ensures that truly capable and recognized talent stands out, injecting strong momentum into the Bank’s development.

Striving for Advancement and Achievement



The Bank adheres to the principle of “promoting the capable, accommodating the average, and removing the incompetent” in its personnel selection, using objective performance indicators to assess the abilities of leaders. It implements mechanisms such as the “Elite Program”, “Transparent Meritocracy”, and “Trial and Probation”, providing a development platform for all employees. The Bank has established dynamic management systems for a reserve leadership pool, an industry expert pool, and a high-level talent pool, forming the three major “SZRCB Think Tanks”.

Putting Employee Care into Practice

Employee Care Management

The Bank is concerned with the physical, mental, and cultural well-being of employees. It has established a Party and Mass Activity Center and an employee medical office, along with 13 employee clubs, to provide abundant sports facilities. Additionally, the Bank has set up an employee counseling room, offering a private and warm space for employees to express themselves. It also provides tailored psychological health training to different employee groups to help them maintain a positive mindset. The Bank has also launched the “Know Your Employees” interview series, using home visits, one-on-one talks, and other channels to gain a deeper understanding of employees’ work and life circumstances. This enables the Bank to provide the most considerate care and support.

The Bank continues to innovate its employee care methods by opening new channels for team-building activities that combine regional collaboration and branch coordination. These activities, including themed group building events, ensure timely organization and full participation across all employees, enhancing their sense of gain, happiness, and belonging.

In 2024, the Bank, in combination with regional features with team competitions, launched the “One City, One Competition” theme group-building activity. During various holiday periods, the Bank organized a series of events, including New Year’s themed activities, Lantern Festival riddles, talent showcases, children’s art exhibitions, employee-parent summer camps, internal trainer skills competitions, tour guide talent showcases, and themed movie screenings. These events throughout the year enriched employees’ leisure time, making them feel deeply cared for and valued.

Focus on Female Rights Protection

The Bank is committed to protecting the rights of female employees, and gives special attention to women during pregnancy, maternity, and breastfeeding periods, ensuring they receive legal protections for special labor rights. Each year, the Bank organizes various activities for female employees on occasions such as Mother’s Day and International Women’s Day to care for their physical and mental health and to celebrate the spirit of women.



Protection of the Rights and Interests of Female Employees

Proportion of Female Managers

35.27%

Number of Employees on Maternity Leave

52Person

Return Rate from Maternity Leave

100%



Case Study

“Caring for Women, Creating Shared Success” | Online Training for Female Employees

In March 2024, the Women’s Federation of the Head Office, in collaboration with the Trade Union, hosted an online training program for female employees titled “Caring for Women, Creating Shared Success”. The training aimed to guide female employees to face workplace challenges with self-respect, self-confidence, independence, and resilience, enhancing their self-protection awareness and skills. After the training, female employees expressed their enthusiasm to demonstrate their strength and contribute to the high-quality development of the Bank with their “female power”.

Case Study

“Spring Appointment, Blooming the Charm of Women” - International Women’s Day Themed Team-building Activity

In March 2024, the Bank’s Trade Union, in collaboration with the Women’s Federation, organized a Women’s Day themed team-building event. This carefully designed event featured a spring outing to appreciate the flowers and a hands-on crafting experience. The event was held in a relaxed and joyful atmosphere, allowing participants to enjoy the festive spirit and inject new vitality into their work.



Case Study

“Women Empowered, Revitalizing the Path of Work” – Women’s Cadre Training

In March 2024, the Bank organized the “Women Empowered, Revitalizing the Path of Work” themed study and 2024 annual women’s cadre training activity. The training consisted of four segments: speeches, recognition of outstanding individuals, thematic lectures, and experiential visits, aiming to further unite and empower the strength of women.



Case Study

Caring for Mother’s Health on Mother’s Day - Free Health Consultation

In May 2024, the Bank’s Trade Union collaborated with Suzhou BOE Hospital to host a free health consultation event for Mother’s Day. This event provided female employees with professional health advice and consultation services, aiming to guide them in paying more attention to their own health.



Enrichment of Employee Activities

Case Study

Lantern Riddle Guessing for Lantern Festival

In February 2024, the Bank organized a “Dragon Soars, Fortune Leaps, Joyful Lantern Festival” riddle guessing event for employees. This activity was held both online and offline, with prizes awarded to employees who answered correctly. The event was met with enthusiasm, allowing everyone to experience the charm of traditional culture, further promoting the construction of the Bank as a “happy bank”.



Case Study

Parent-child Summer Camp for Employees

In July 2024, the Bank’s Calligraphy and Painting Club organized 20 employee families for a “Children’s Heart Toward the Future” parent-child summer camp activity. During the event, children were guided by staff to visit sites such as Sanjiao Well, Zhongshan South Road, and the Dongtaihu office building. In addition, under the instruction of professional instructors, employees accompanied their children in calligraphy and painting creation and pastry making, with parental assistance. This event enriched the summer life of employees’ children and enhanced emotional communication between parents and children.





Case Study

"One City, One Competition" Themed Team Building

In 2024, the Bank introduced an innovative "One City, One Competition" themed team-building mode. Through the linkage cooperation of the general and subordinate Party branches and the coordination efforts across different regions, committee members of the Trade Union visited frontline employees of projects, and customized and organized team-building activities for employees in different regions, forming a new, timely and comprehensive mode of cultural and sports team building. In 2024, four "One City, One Competition" events were held, covering over 400 employees.





Case Study

Visits and Caring Activities for Double Ninth Festival

In October 2024, the Bank leadership visited and extended greetings to retired employees aged 90 and above, offering them respect and holiday blessings. The Bank is committed to providing thoughtful services to retired employees, caring for their mental well-being, and ensuring their physical needs are met. This helps foster a strong sense of organizational belonging among employees, steadily advancing toward the beautiful vision of a "happy bank".



Case Study

Celebrating the Anniversary of China, Hosting the First Employee Art Performance

At the end of September 2024, the Bank held an event themed "Towards the Future with SZRCB" to celebrate the 75th anniversary of the People's Republic of China, and also the first Employee Art Performance of the Bank. The event provided a broad platform for talent display and inspired employees to create excellent works such as songs, sketches, and recitations centered around the agricultural credit culture. It resonated with both the inheritance of rural credit spirit and the pulse of the times, vividly illustrating the patriotic sentiment of "advancing with the country, prospering with the farmers" and effectively enhancing employees' sense of belonging and value recognition.



◆ Employee Health and Safety

Enhancement of Safety Management

The Bank, in strict accordance with the laws and regulations such as the *Law of the People's Republic of China on Work Safety* and the *Fire Control Law of the People's Republic of China*, has established various internal regulations, including the *Measures for Management of Fire Safety of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* and the *Emergency Reporting System for Major Events and Emergencies at Jiangsu Suzhou Rural Commercial Bank Co., Ltd.* The Bank has set up a dedicated security department responsible for organizing safety management across the entire organization. The Bank's security is managed directly by the Head Office at the branch level, with each branch appointing a safety administrator and a part-time safety officer responsible for implementing security measures.



Employee Safety

Number of safety production accidents

0 Case

The number of security emergency drills

195 Session

Number of work-related deaths

0 Person

Case Study

Safety Management Work Meeting

In 2024, the Bank held a safety management work meeting for the second half of 2024 to review the safety and security situation of the Bank for the year, implement safety management requirements, and arrange security measures for the peak season at the end of the year and beginning of the next. The meeting was attended by leaders, heads of departments and branches, and all safety officers of the Bank. At the meeting, leaders emphasized the importance of safety awareness and management, and proposed four key requirements regarding the current security situation and the peak season. In addition, at the meeting, awards were given to the "Security Star" units and the "Security Vanguard" individuals in the second half of 2024.



Scene of the Safety Management Work Meeting



Protection of Employee Health

The Bank attaches great importance to employee health and safety, organizing annual health checkups for all employees. The checkup items are dynamically adjusted based on occupational characteristics and disease development trends. Professional personnel are arranged to interpret the medical reports and provide reasonable medical advice and health management plans for any abnormalities, ensuring employees are fully informed of their health status. In 2024, the employee checkup coverage rate reached up to 100%.

The Bank has set up a staff medical room to provide comprehensive health protection for employees and their families. The medical room offers such services as blood pressure and blood glucose monitoring, health consultations, prescription medication, wound dressing changes, specialized outpatient services, and checkup report distribution and interpretation. The Bank has also set up a “green channel” to ensure that in emergencies, employees can quickly access quality external medical resources and receive professional medical assistance promptly.

Case Study “Emergency” Care, Immediate “Response”

In June 2024, the Bank partnered with Suzhou BOE Hospital to conduct an AHA emergency response training program, aimed to popularize emergency rescue knowledge and improve the emergency response and treatment ability of the public and employees. All 104 employees in the Bank’s front-line teller positions participated in this training and obtained professional certification, achieving a 100% certification rate for branch front-line staff.



Occupational health

Investment in work-related injury insurance

78.09 RMB 10,000

Coverage rate of work-related injury insurance for employees

100%

Coverage rate of physical examinations for employees

100%

Creating a Safe Environment

The Bank adheres to the safety development concept and regards fulfilling social responsibilities and obligations for work safety as a core task. In accordance with the *Bank Safety Prevention Requirements* (GA38-2021), security facilities have been built for key locations such as business premises, self-service equipment, self-service banks, networked monitoring centers, data centers, server rooms, and equipment rooms to create a compliant work safety environment. The Bank has developed the *Employee Safety Handbook of Jiangsu Suzhou Rural Commercial Bank Co Ltd.* to continually improve the safety skills and awareness of all employees, laying a solid foundation for the Bank’s work safety initiatives.

The Bank continues to implement safety hazard investigations and rectification work, strengthening the construction and maintenance management of physical security, technical security, and fire safety systems. The Bank has actively promoted the digital transformation of security and fire prevention, achieving intelligent control, analysis, early warning, and handling of key areas and critical links in security and fire safety, creating a favorable safety environment for operations and ensuring the safety of both employees and clients.



Safety Education and Training

Number of Safety Training Sessions

5 Sessions

Number of Participants in Safety Training

2,396 Person-times

Hours of Safety Training Per Capita

1 Hour

Coverage Rate of Safety Training

100%

Case Study Fire Safety Drill

In May 2024, the Bank conducted fire safety drills for 133 safety officers, using a combination of theoretical learning and practical exercises. The training included fire safety knowledge, a real-life demonstration of fire equipment, immersive fire escape drills, and fire-fighting operations. This greatly enhanced the emergency response capabilities of each participant.



Fire Safety Emergency Drills

Case Study

Fire Safety Emergency Drill

In December 2024, the Bank invited the team leader of the Songling Fire Department in Wujiang District, Suzhou, and safety management experts to provide training on fire safety knowledge and daily safety management for business outlets. Additionally, the Bank, in cooperation with fire rescue units and the building property fire safety team, organized a fire safety emergency drill. Through practical simulation, the drill tested and improved the Bank's ability to swiftly respond and cooperate in the event of a fire, collectively fortifying the fire safety defenses.



Metrics and Targets

During the Reporting Period, the Bank boasted a 100% labor contract signing rate, a 100% social insurance coverage rate, and zero labor disputes. Employee training investment was RMB 4.64 million, with 100% training coverage for employees.

During the Reporting Period, the Bank achieved its goal of "zero" work safety accidents for the year, with no occurrence of work safety accidents.



Adhering to Responsible Procurement,  
Collaborating in Value Creation

Supplier Management

The Bank has formulated and released the *Supplier Management System of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.* to regulate the daily management of suppliers. Adhering to the principles of "fairness, justice, openness, and integrity" we implement strict control over supplier admission, regular assessment and evaluation, and supplier exit in the procurement scope. In the principles of "whoever investigates is responsible" and "whoever reviews is responsible", the management responsibilities of relevant departments and personnel are enforced to ensure the compliance and standardization of procurement work, and enhance the openness and transparency of procurement activities.





During the procurement process, the Bank requires suppliers to sign a Commitment to Integrity, and review personnel to sign a Commitment to Self-Discipline for each project. Additionally, we properly conduct training on centralized procurement management to strengthen internal understanding of sustainable supplier management, enhance integrity management of suppliers, control centralized procurement risks, and assist in cost reduction and efficiency improvement.

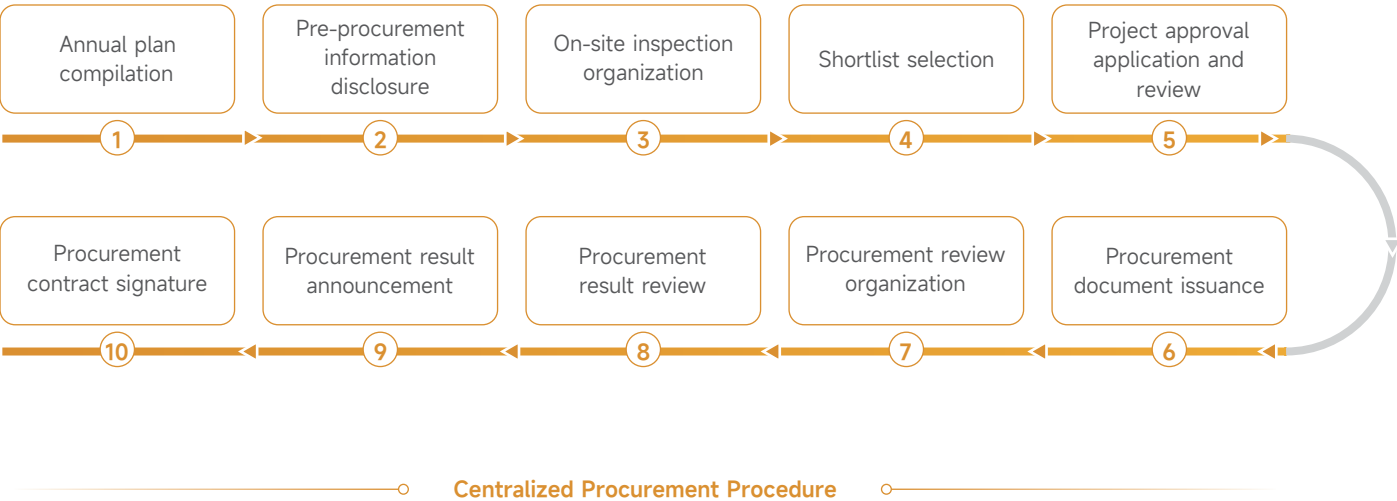
Indicator	Unit	2022	2023	2024
Number of Suppliers	Supplier	1,425	1,889	2,398

Key Performance

During the Reporting Period, the signing rate of the *Commitment to Integrity* by suppliers was **100%**.

Centralized Procurement Management

The Bank has formulated the *Centralized Procurement Management Measures of Jiangsu Suzhou Rural Commercial Bank Co., Ltd.*, establishing a Centralized Procurement Management Committee responsible for decision-making and oversight. This forms a management mechanism characterized by “unified oversight, hierarchical authorization, categorized management, and mutual checks”, adhering to the procurement principles of openness, fairness, impartiality, good faith, and efficiency to carry out centralized procurement activities in an orderly manner.



For procurement items within the centralized scope, The Bank ensures that procurement activities are open and transparent by publicly releasing centralised procurement information, treating small and medium-sized enterprises (SMEs) on an equal footing, and creating an open and competitive procurement environment. Additionally, the Bank strengthens information disclosure by publishing full-process announcements (e.g., tender notices, candidate lists, award results) in compliance with laws and regulations, optimizing the business environment.

Key performance

During the Reporting Period, **166** centralized procurement projects were completed.

Digital Procurement Platform

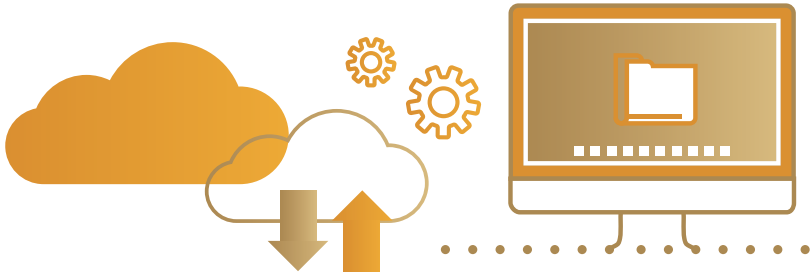
In recent years, adhering to the philosophy of innovation-driven development and cost reduction with efficiency enhancement, the Bank has continuously deepened the digital management reform of procurement, advanced the digitalization of centralized procurement, and optimized procurement management, thereby empowering the sustainable development of the Bank.

Enhancement of Digital Application Capabilities

The Bank launched the “Procurement Management System”, achieving online approval and review for the full process of procurement projects, significantly improving procurement efficiency and transparency. By continuously expanding information release channels, including self-owned publicity channels such as the official website and the procurement platform, the Bank promptly publishes tender information, effectively enhancing procurement efficiency and quality. As of the end of the Reporting Period, 2,398 suppliers were successfully registered and approved on the procurement platform.

Advancement of Digital Archive Management

For offline bidding projects, the Bank has progressively transitioned from offline archiving to a dual online-offline archiving model. By systematically recording key information of bidding projects, the Bank enables full-process tracking, significantly improving the efficiency and accuracy of archive management. During the Reporting Period, a total of 166 centralized procurement projects were archived cumulatively. Additionally, the Bank actively promoted paperless and closed-loop management of guarantee deposit accounts, standardized process nodes, effectively mitigating account management risks, and strengthening the security framework for procurement operations.





# Environmental: Developing Green Finance, Guarding Ecological Foundation

Rooted in Wujiang District, the Bank is a listed corporate bank headquartered in the Yangtze River Delta Eco-Green Integrated Development Demonstration Zone, and one of the regional local banks that have started to explore and implement green financial strategies at earlier stage. Under the guidance of the new development philosophy, we have insisted on green finance as a key direction of its unique operation, and created a green financial circle with "finance + technology", to contribute to the construction of a regional green development market community, and comprehensively enhance our green finance capabilities.



# Innovating Green Finance, Safeguarding Climate and Ecology

## Governance

To actively address climate change and protect the ecological environment, the Bank has established a “Decision - Management - Execution” three-tier organizational system. We set up a Green Finance Committee under the Board of Directors, and a Green Finance Department at the management level, and appointed Green Finance Liaisons at branch offices, forming a green finance organizational system where the Board of Directors provides overall leadership, functional departments offer professional guidance, and each branch implements the green finance strategy, ensuring the advancement of green finance.

### Governance Framework



## Policy System

The Bank has issued multiple internal policies related to green finance, such as credit work guidance, credit approval guidelines, performance assessment plans, and risk preference statements, and formed a comprehensive and multidimensional system framework that includes business processes, risk management, performance evaluation and green culture construction, to continuously improve the green finance mechanism system.

## Strategy

### Identification of Green Finance (Climate) Risks and Opportunities

Risk Type	Description of Risk	Explanation of Financial Impact	Explanation of Financial Impact	Value Chain Links Impacted	Countermeasures
Credit Risk	Acute Risks: Natural disasters triggered by extreme climate events may damage the assets of agricultural loan recipients and increase the probability of default.	Reduction in Operating Revenue	Mid-term Long term	Operations Downstream	Strengthen research, communication, and cooperation on green finance and climate change.
	Chronic Risks: Stricter environmental policies and regulations in the future may result in higher compliance costs and operating pressure for customers in industries with high carbon emissions, and potentially lead to environmental violations that impact financial stability and thus increasing the credit risk of the Bank.	Reduction in Operating Revenue	Mid-term Long term	Operations Downstream	Improve the green credit evaluation system and strengthen ESG risk management for customers.
Legal Risks	Failure to timely track national green finance, climate change, and related laws and regulations may result in legal disputes or fines.	Increase in Operating Costs and Decrease in Operating Income	Mid-term Long term	Operations Downstream	Closely monitor changes in related regulations and improve green finance systems.
Market Risks	Due to intensifying market attention to climate change and increasingly stringent regulatory environment, high-carbon industries are facing mounting pressure for low-carbon transformation, leading to increased asset price volatility. Insufficient innovation in green products may lead to failure to meet customers' green financing needs and result in reduced market competitiveness.	Reduction in Operating Revenue	Short term Mid-term Long term	Upstream Operations Downstream	Improve green finance products and services to meet the transformation needs of enterprises and reduce investments in high-carbon industries.
Reputation Risks	As societal attention to climate change issues increases, poor performance in addressing climate change, or inadequate review and monitoring mechanisms related to green finance, or financing projects held accountable for environmental pollution, may lead to reputational damage, or affect customer trust and investor confidence.	Reduction in Operating Revenue	Mid-term Long term	Operations Downstream	Enhance environmental information disclosure, actively develop green finance, sustainable investment and other businesses to enhance brand image.
Operational Risk	Extreme climate may damage data centers, equipment, systems, and other infrastructure on which the Bank relies, thus impacting business continuity.	Increase in Operating Costs	Mid-term Long term	Upstream Operations Downstream	Strengthen equipment and personnel safety management, and enhance emergency response capabilities.



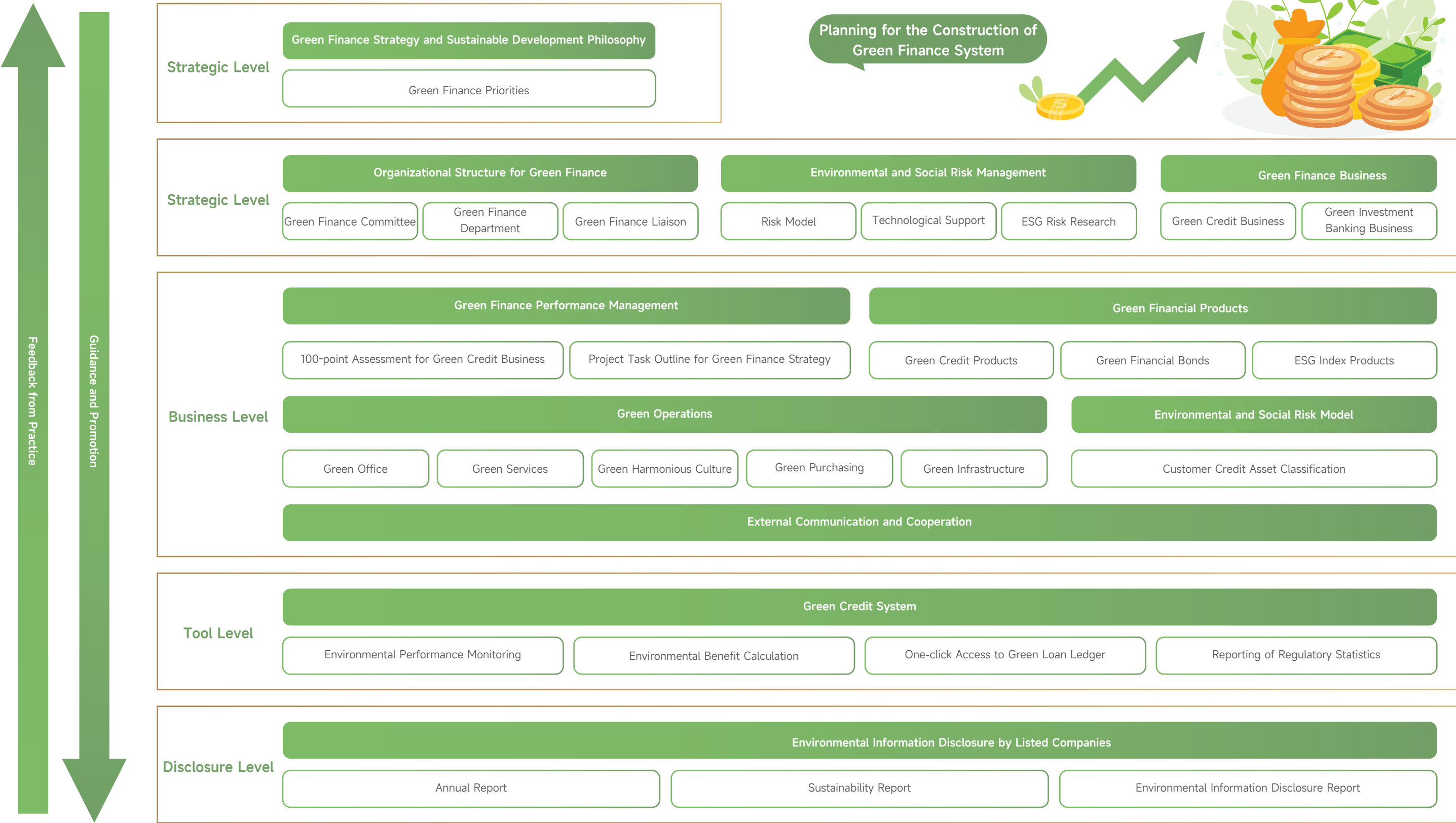
Opportunity Type	Description of Opportunity	Potential Financial Impact	Duration of Impact	Value Chain Links Impacted	Countermeasures
Policy Opportunities	The government attaches great importance to the development of green finance, issues a series of policy documents to promote its development, and supports the development of green finance through policy tools such as carbon emission reduction support tools.	Increase in Operating Income	Mid-term Long term	Operations Downstream	Strengthen research on relevant policies, laws, and regulations, and stay informed about and grasp relevant trends.
Products and Services	With the growing environmental awareness of investors, the promotion of government policies, and the accelerated green transformation of traditional enterprises, the green finance market is developing rapidly, the improvement in the competitiveness of products and services may bring business opportunities.	Increase in Operating Income	Mid-term Long term	Operations	Strengthen the innovation and promotion of green finance products and services to meet the sustainable investment and financing needs.  Deepen regional characteristics and inclusive green finance, and provide precise services for green transformation.
Market Opportunities	With the global concern about climate change, enterprises in high-carbon industries are accelerating low-carbon transformation due to policy pressure, generating demand for financing of technological upgrades, and ushering in development opportunities for green industries.	Increase in Operating Income	Mid-term Long term	Upstream Operations Downstream	Strengthen attention to green industries and projects, and seize development opportunities in the green industry.

◆ Strategic Planning for Green Finance

In the face of the severe challenge of global climate change, green finance has become an important tool for addressing climate change risks and promoting the green and low-carbon transformation and sustainable development of the economy. Under the guidance of the new development philosophy, we are committed to giving full play to our advantages as a local corporate bank, combining our strategic transformation and differentiated brand development with the promotion of local ecological construction and economic structure transformation. We have positioned “green finance” as a featured business and incorporated it into the “Three-One-Five” Development Strategy. We have innovatively proposed the “five major transformations” strategy, clarified the “ecological workshop strategy”, deeply implemented the concept of green finance, continuously deepened reforms and innovation, and improved the efficiency of green financial services.





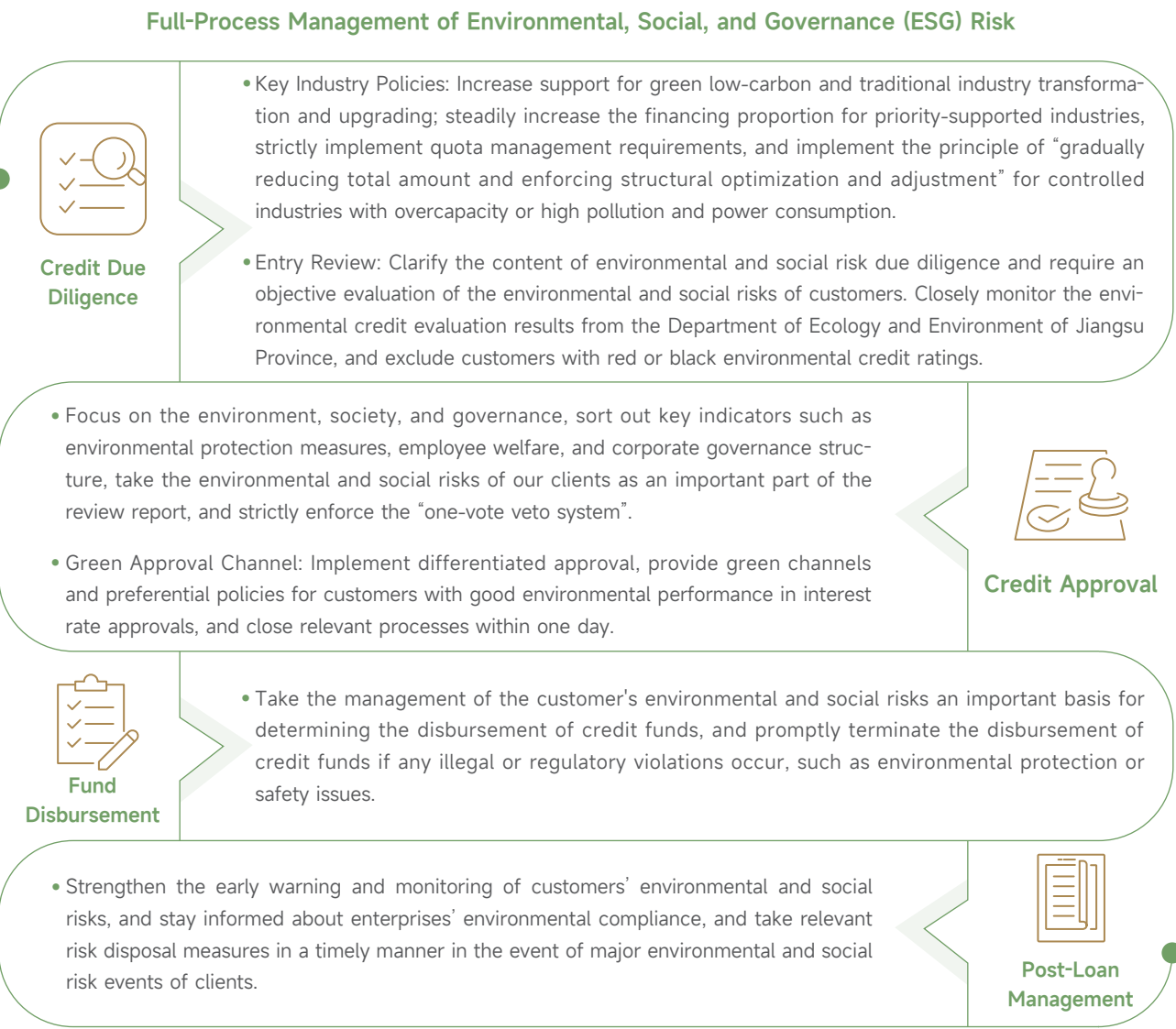


◆ Impact, Risk, and Opportunity Management

◆ Green Finance Risk Management

The Bank attaches great importance to green finance-related risk management, and promotes the integration of environmental and climate risk management into the entire process of business and risk management. We continue to enhance our control over the environmental, social, and governance (ESG) risks of credit customers, comprehensively evaluate their ESG performance, and scientifically guiding internal credit resources into higher-quality green clients.

In 2024, the Bank actively implemented the “2+N” structural optimization project. While deeply advancing the “deep green finance” and “carbon peaking & carbon neutrality” development projects, the Bank has developed an ESG evaluation guide for small and micro enterprises. Based on environmental, social, and governance indicators, we conduct comprehensive assessments of businesses and prioritize providing re-lending for supporting small enterprises to companies with higher ESG ratings.



In terms of technological support, the green credit system launched by the Bank integrates environmental and social risks with the “three checks” of loans, and achieves unified management of users, clients, permissions, reports, task centers, and mobile-based convenient approval for green credit business. The business process arrangement for reviewing and verifying the use of green loans in the credit system has enabled the identification of green attributes in credit business, the automation of green credit data statistics, and the management of environmental and social risks. This has provided strong support for reducing fees and providing quick approval for green financial business, while also ensuring the statistical work for green finance data.

In promoting ESG risk management for financial institutions, the Bank, under the guidance of the regulators, helps small and medium-sized banks quantify the environmental risks to which their own assets are exposed by issuing industry stress test reports for small, medium and micro customers. In addition, the Bank actively participates in the assessment of green financing entities and promotes carbon emission accounting and environmental information disclosure by banking institutions to enhance the transparency of green finance.

◆ Management of Climate Risks

The Bank attaches great importance to the potential impact of environmental and climate risks and opportunities on overall business management. Based on our actual needs, we apply the “identification - assessment - response” management process framework to identify physical risks, transition risks, and opportunities. We identify potential risks and opportunities, assess their potential financial impact, duration of impact, and value chain linkages impacted. We also analyze risks and opportunities that green finance and climate change may bring, and based on identification and assessment results, improve and develop response measures according to existing resources and capabilities.

◆ Innovation of Green Finance Products

The Bank considers green finance a key direction for specialized operations, and fully supports the construction of the Yangtze River Delta Eco-Green Integrated Development Demonstration Zone. We have introduced the Green Finance Service Plan to provide customers with green service solutions such as “Su Lv Rong”, “Carbon Reduction Support Tools”, “Green Fixed Asset Loans”, “Environmental Protection Loans”, “Pollution Permit Mortgage Loans”, “Water Conservation Loans”, and “Carbon Credit Finance”. We intensify innovation in green financial products to comprehensively meet the green business development needs of our clients, and strive to become their financial environmental consultant.

**Green Credit**

**“Su Lv Rong (Suzhou Green Finance)”**

The Bank actively responds to the green and low-carbon development strategy, constantly improving the quality and effectiveness of green financial services in line with the Guiding Catalogue of Green Industries, and the classification and standards for key areas of carbon emission reduction. In July 2024, we launched “Su Lv Rong” products, focusing on supporting the inclusive financing for small and micro customers that meet the Guiding Catalogue of Green Industries.

**Case Study**

**“Su Lv Rong” - Supporting Agricultural Enterprises and Empowering GAP Certification for Ecological Farming Upgrades**

An ecological technology company in Wujiang District of Suzhou, which was primarily engaged in fish farming and sales, actively promoted agricultural industrialization and had gradually formed an industry chain covering the production, storage, logistics, and distribution of freshwater fish, to ensure the quality of fish ingredients at each stage and obtain the GAP certification. We provided a comprehensive credit line of RMB 4.4 million to support our “Internet + aquatic products sales” fish fry procurement, with RMB 2 million obtained from re-lending for supporting small enterprises. This solved the long turnover time of the return on accounts receivable and address the urgent needs of customers.



Carbon Reduction Support Tools

The Bank follows the guidance of national policies and supports the green and low-carbon transformation of the real economy. In 2024, the Bank successfully obtained the Carbon Reduction Support Tools qualification from the Central Bank, and further expanded green support products.

Case Study

Carbon Emission Reduction Policy Tools - Helping Enterprises Save Energy and Reduce Emissions

In August 2024, under the guidance of the Suzhou Branch of the People's Bank of China, the Bank successfully launched the first re-lending business as a carbon emission reduction support tool, marking a significant breakthrough in the field of green finance.

A distributed PV project of a textile technology company in Suzhou became the first beneficiary case. The Bank utilized 30,000 m2 of factory rooftop to build a PV power station with a total investment of RMB 12.7 million. This effort achieved an annual saving of 1,034 tons of standard coal and a reduction of 2,502 tons of carbon dioxide emissions, lowered the annual electricity cost by RMB 1.6 million, and formed a win-win result for both the economy and the environment.

Against the backdrop of deepening green financial reform and with the application of more innovative tools, financial strength will continue to inject momentum into the green upgrade of the real economy, and paint a new picture of coordinated progress between high-quality development and ecological civilization construction.

“Water Conservation Loan” and “Water Rights Loan”

The Bank deeply integrates with local green development and empowers the intensive use of water resources with innovative financial tools, to promote the dual collaboration of “water conservation + finance” and the green transformation and high-quality development of enterprises. In August 2024, the signing ceremony of the first batch of “Water Conservation Loan” and “Water Right Loan”, also the signing ceremony of the strategic cooperation agreement between the Bank and the Water Affairs Bureau of Wujiang District in Suzhou City, was successfully held at the Bank, to inaugurate the “Inclusive Financial Workstation for Efficient Utilization of Water Resource” and help Wujiang District implement its green strategies of “Party Building + Water Conservation”, “Finance + Water Conservation”, and “Preferential Policy + Water Conservation”. By the end of 2024, the Bank had provided loans totaling RMB 373 million yuan to 15 enterprises, which introduced financial “lifeblood” to support low-carbon and green social development and accelerated the pace of water conservation efforts in Wujiang.



Green Wealth Management

To further practice the ESG responsibility investment concept, the Bank has pioneered the “ESG for Lucid Waters and Lush Mountains” themed wealth management product. From the perspectives of environmental protection, social responsibility, and corporate governance, it prioritizes investments in various green assets that meet the attributes of green finance. This effort meets the diverse needs of customers for the allocation of wealth management products, and expands the variety of green finance products offered by the Bank. Since its establishment, this product has consistently been a core part of the Bank’s wealth management scale. As of the end of 2024, the outstanding scale was RMB 3.083 billion.

◆ Optimization of Green Service Mode

The Bank adheres to the principle of “professional specialization,” maintains its positioning as a local bank, fully leverages regional resource advantages, explores local industry strengths, and creates innovative service models. We advocate for “acting as a financial butler” by providing differentiated and comprehensive services to customers. Under the vision of becoming a “Benchmark Bank” and a “Value Bank”, through green exploration, we are expanding the experience of serving the green transformation of the textile industry to other industries. On a broader level, we aim to contribute to the development of green finance and cultivate “new quality productive forces” for the construction of the Yangtze River Delta Ecological Green Integration Development Demonstration Zone.

Construction of Municipal Green Financial Platform

The Bank is actively building the Suzhou Green and Low-Carbon Financial Laboratory (hereinafter referred to as the “Laboratory”), which is dedicated to promoting financial institutions’ innovative services and mobilizing financial resources to support the regional green and low-carbon transformation and development. Based on Suzhou, the Laboratory will focus on societal impact and serve local communities, with its core emphasis on talent development. Rooted in Suzhou’s financial sector and networked through the city’s various functional departments and social resources, the Laboratory aims to gather financial strength, innovate financial support models, and promote green development. The “Guide to Low-Carbon Transformation and Financial Innovation of the Textile Industry” Project is a key project to help the Laboratory advance all tasks and assist the local traditional textile industry in transformation and upgrading.



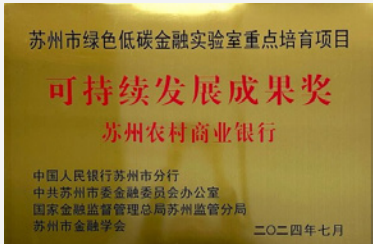
We focus on the pain points of the textile industry, government departments, industry associations, research institutions, leading enterprises, and other stakeholders are organically organized through financial links. By combining policy strength, resource advantages, platform effects, and talent wisdom, an integrated development mechanism for government, banks, and enterprises is built, providing diversified services for the green development of enterprises.



We prioritize the low-carbon transformation needs of the textile industry, we cooperate with the government to carry out the “Textile Industry Green and Low-Carbon Financial Services into Enterprises” activity, actively serving transforming customers.

We have settled in the Comprehensive Enterprise Service Center of Shengze Town, effectively combine green and low-carbon development with financial service guarantees, and create a “Finance + Technology” service IP to drive the transformation and upgrading of the textile industry. During the Reporting Period, we actively carried out bank-enterprise activities and served more than 80 enterprises.

In 2024, the Bank was awarded the “Sustainable Development Achievement Award” for key project cultivation by the Suzhou Green and Low-Carbon Financial Laboratory.



Sustainable Development Achievement Award for Key Project Cultivation by the Suzhou Green and Low-Carbon Financial Laboratory

Case Study

Collaborative Cooperation — “Green and Low-Carbon Financial Services into Enterprises in the Textile Industry”

On April 22, 2024, the “Green and Low-Carbon Financial Services into Enterprises in the Textile Industry” event was held at the Government of Shengze Town in Wujiang District. Leveraging platforms such as the “Suzhou Green and Low-Carbon Financial Laboratory”, Shengze Town organized enterprises to carry out systematic upgrades in green development, low-carbon transformation, brand building, smart transformation, and network connection, etc. This effort led to the emergence of a number of exemplary development cases. A credit granting ceremony was held, at which the Bank provided a credit line of RMB 1 billion. Through the collaboration of governments, banks, and enterprises, along with expert empowerment, we accelerated the low-carbon development of the textile industry, injecting green financial momentum into high-quality development. In 2024, 2 special lectures were held at the Enterprise Service Center to empower enterprises’ green development; the Shengze Branch successfully connected 332 enterprises with financing needs, with a new credit granting amount of 1.831 billion yuan.



Exploration of Service Model Innovation

In exploring green financial service models, the Bank, in collaboration with the People’s Government of Shengze Town in Wujiang District, initiated the “Guide to the Low-Carbon Transformation and Financial Innovation of the Textile Industry” Project, explored the “Five-in-One” green financial service mode of the textile industry, to help textile enterprises achieve technological upgrades and comprehensive emission reductions. In 2024, the “Financial Support for the Low-Carbon Transformation of the Textile Industry” project of the Bank was selected as an excellent case of green finance due to its contributions to green finance.



This project, through the model of “establishing a set of accounting methods, building a data platform, setting evaluation standards, preparing a technical guide, and developing an empowerment plan”, meticulously addresses the challenges in developing green financial service standards for the textile industry. By conducting a “Government-Bank-Enterprise” three-party cooperation, it connects industry transformation and green finance, collaborates with government departments to conduct policy promotion, and forms a work mechanism of “Government precisely controls carbon, enterprises precisely reduce carbon, and finance precisely supports,” guiding credit resources to support enterprises’ technological upgrades and comprehensive emission reductions. This fills the gap in financial standards and contributes to the green development and low-carbon transformation of the local textile industry.



Establishment of a Set of Accounting Methods

- Systematically analyze the main emission links, emission reduction directions, and accounting methods of the textile industry chain, using the “GHG Emission Reduction Methodology” unified standard to quantify the emission reductions brought about by enterprises implementing energy-saving technical transformation measures. The applicable scope, accounting boundaries, emission sources, emission reduction calculations, pre-determined parameters, and post-monitoring parameters are clearly defined, providing a solid foundation for later evaluation and monitoring, effectively filling the gap in the domestic textile industry’s full-process carbon emission reduction accounting.



Building of a Data Platform

- Leveraging the advantages of the Wujiang industrial internet resources, establish the “Textile Industry Energy Consumption and Carbon Emission Monitoring Platform,” which is divided into three parts: government side, enterprise side, and service side.
- The government side can oversee the distribution of energy consumption and carbon emission intensity of enterprises across the town, providing data support for the government to grasp the overall sources of carbon emissions, analyze the carbon consumption of enterprises in detail, and optimize the management of the carbon emissions in the industrial chain;
- The enterprise side provides each enterprise with real-time monitoring profiles of various energy data, conducting personalized carbon emission analysis and calculating carbon emission reduction performance;
- The service side publishes the latest developments in green finance and the textile industry, providing users with references for energy-saving products, technologies, and related policies and regulations.



Setting of a Set of Evaluation Standards

- Based on the economic and energy consumption information of the regulated textile industry enterprises in Shengze Town, the carbon emission intensity of each unit of production value in five major textile industry processes—such as chemical fiber production, weaving, and dyeing—is calculated. A carbon emission evaluation standard called “Carbon Credit Code” is established, classifying and grading the carbon emission intensity of each unit of production value to provide a precise list for differentiated financial support.



Development of a Technical Guide

- Combine the current situation analysis of the textile industry and its carbon emission characteristics, develop the Guideline of Recommended Best Applicable Technologies (BAT) for Carbon Emission Reduction of the Textile Industry in Shengze, systematically summarize the best energy-saving and emission reduction technologies that are applicable, practically feasible, and facilitate to promote on a large scale before 2030, provide specific guidance for enterprises’ technological upgrading and transformation, with an expected average emission reduction of at least 350,000 tons per year.



Formulation of an Empowerment Plan

- Collaborate with local government authorities to launch the “Carbon Credit Financing” support plan, which combines “administrative guidance” and “financial incentives.” Establish the dynamic whitelist database for enterprises under “Carbon Credit Financing” and incorporate textile enterprises’ carbon emission levels, green product certifications, energy-saving technical transformations, and digital management levels into the evaluation indicators, forming an action plan to guide the low-carbon transformation of textile enterprises.



◆ Enhancement of Green Communication and Research

The Bank actively participates in exchanges on green finance, strengthens researches of green finance, and solidifies the foundation for green development. We maintain close cooperation with multiple government departments, think tanks, and other organizations to jointly promote the innovation and market expansion of green finance products. During the Reporting Period, the Bank carried out 10 green finance-related interactions and exchanges with relevant social organizations, and published 12 green finance-related reports in the media.

For climate risk research in 2024, the Risk Management Department published the *Exploration of Climate Risk Management Practices in Bond Investments*, actively exploring practices to improve risk management under climate-related circumstances.



Key performance

During the Reporting Period, the Bank carried out **10** green finance-related interactions and exchanges with relevant social organizations, and published **12** green finance-related reports in the media.



Case Study

Participation in the “Conference on Global Influence of Low-Carbon and Sustainable Transformation of the Textile Industry” to Jointly Explore the Path to Low-Carbon Sustainable Development in the Textile Industry

On October 18, 2024, the “Conference on Global Influence of Low-Carbon and Sustainable Transformation of the Textile Industry” and Suzhou “1030” Industrial Salon Special Session on Chemical Fiber were held at the Renaissance Suzhou Wujiang Hotel. At the event, the Bank, the Government of Shengze Town in Wujiang District, the German Society for International Cooperation, and the Apparel Industry Influence Research Institute jointly released the cooperation initiative for building the international influence and capacity of Shengze’s textile industry in low-carbon transformation..

Domestic and international experts delivered keynote speeches on topics such as “Global Development Trends of Low-Carbon and Sustainable Fashion Textile Industry”, “Active Leadership in the New Fashion of Sustainable Transformation in the Fashion Industry—Brand Practices” and “Transformation Finance Supporting the Sustainable Development of Textile Industry Clusters — Green Development and Low-Carbon Transformation Project of the Textile Industry in Shengze Town. They also held themed discussions on “Green Transformation and Upgrade of the Regional Brand ‘Shengze Weaving’”. During the sharing session, speakers, focusing on themes of “Impact and Realization Path of Low-Carbon Sustainable Transformation of the Textile Industry from a Supply Chain Perspective” and “Regional Textile Industry Transformation and Financial Innovation, shared innovative practices and jointly explored new models of green, circular, and low-carbon transformation for the textile industry, to offer new ideas and directions for the sustainable development of the Textile Industry



Conference Site



Under the guidance of the “carbon peaking & carbon neutrality” goal, the Bank takes green finance as the entry point, deeply integrates into the process of industrial low-carbon transformation, and through measures such as carbon footprint accounting for the entire product chain and participating in compiling the transformation finance directory for the printing and dyeing industry, we integrate multiple resources, continuously strengthen green finance innovation capabilities, and build a green finance resource hub. We provide tangible “finance+” services to enterprises and promote the green development of industries.



During the Reporting Period, the Bank fully conducted research and compilation of the *Towards 2030—Fabric Carbon Footprint Performance Improvement Plan*. During the Reporting Period, the Bank cooperated with the Economic Development Office of Shengze Town to conduct carbon footprint accounting for typical local export fabric products, aiming to establish a standardized management system for product carbon footprints, strengthen the green management of upstream suppliers, promote enterprises to enhance their carbon management system, continuously explore energy-saving and carbon-reducing spaces, and innovate financial products, forming a complete closed loop for improving carbon footprint performance.



During the Reporting Period, we participated in compiling the transformation finance directory for the printing and dyeing industry. The Bank leveraged the foundation for the transformation and upgrading of the textile industry and the construction of high-end textile industrial clusters in Wujiang. By referencing relevant exploratory experiences inside and outside Jiangsu Province, we participated in completing the compilation of the *Directory of Economic Activities with Transformation Finance Support in Jiangsu Province (for the Printing and Dyeing Industry)*, and a clear direction for the green and low-carbon transformation paths of niche industries.

Metrics and Targets

The Bank focuses on increasing credit support for green industries and enterprises, and continuously improves the statistical mechanism of various indicators. As of the end of 2024, the green loan balance of the Bank was RMB 5.456 billion, with an increase of RMB 958 million or 21.30% from the beginning of the year.

Green Credit (based on the statistical data of the People’s Bank of China).





The Bank actively takes actions to address climate change and comprehensively promote green operation practices to make financial contributions to the transformation toward a low-carbon economy.



Total GHG Emissions (Scopes 1 and 2)

268.98<sub>tCO<sub>2</sub>e</sub>

Direct GHG Emissions (Scope 1)

9,961.67<sub>tCO<sub>2</sub>e</sub>

Indirect GHG Emissions (Scope 2)

10,230.65<sub>tCO<sub>2</sub>e</sub>

GHG Emission Intensity

2.45<sub>tCO<sub>2</sub>e/ RMB 1 Million (Revenue)</sub>

Note: Greenhouse gas (GHG) emission calculations are based on the "Guidelines for Greenhouse Gas Emission Accounting and Reporting for Public Building Operators (Enterprises)" (Interim) issued by the National Development and Reform Commission (NDRC). The electricity emission factor references the 2024 Announcement on CO<sub>2</sub> Emission Factors of Electricity Generation in 2022 by the Ministry of Ecology and Environment (MEE), with the East China regional factor specified as 0.5617 kgCO<sub>2</sub>/kWh.



## Implementing Sustainable Operations, Shaping Brighter Future

As a pioneer in green finance, the Bank actively responds to national calls, practices the green low-carbon concept, fulfills environmental protection commitments, promotes green operating models, and integrates deeply into the national new development pattern with comprehensive and multi-level measures. This helps stimulate industrial transformation and upgrading momentum and supports high-quality development.

In strict compliance with the requirements of laws and regulations such as the Energy Conservation Law of the People's Republic of China, the Water Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution, the Law of the People's Republic of China on the Prevention and Control of Water Pollution and the Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Wastes, the Bank attaches importance to the construction of a multi-dimensional green operation management system covering greenhouse gases, energy, water resources, paper, waste and pollutants. We continuously promote low-carbon office practices, and effectively reduce the environmental impact of our operations. During the Reporting Period, no significant administrative penalties or liabilities were imposed on the Bank by ecological and environmental authorities for any environmental incidents.

### Resource Conservation

#### Energy Usage

The Bank actively advocates for the philosophy of green and low-carbon operation, and strive to improve fine management practices. We have adopted a series of measures, including implementing energy-saving technological transformations, promoting the use of water-saving equipment, to reasonably and effectively reduce the operational costs of the headquarters building.

#### Measures for Energy Substitution and Energy-Saving Technological Transformation

Installing PV power generation equipment on the roof space of buildings and prioritizing the provision of clean energy for long-term power consumption scenarios such as basement lighting.



Adopt the "human body induction" intelligent control system in areas such as office buildings in Dongtaihu Branch and Zhongshannanlu Branch to realize on-demand lighting.

Implement the intelligent regulation and control of air-conditioning systems through a centralized management platform, set the operating temperature ranges in summer and winter, and unify start and stop times to avoid ineffective operation.



The server room in the Data Center was constructed with modular cold aisle technology. Through precise airflow organization and design optimization, it achieves effective separation of hot and cold air, significantly improving the cooling efficiency of the data center, reducing overall energy consumption and strengthening energy-saving construction at the data center.



2024年

Natural Gas Consumption	Gasoline Consumption	Total Purchased Electricity
3.43 <sub>10,000 m³</sub>	88,319 <sub>L</sub>	18,564,433 <sub>kWh</sub>
Total Energy Consumption	Consumption of Direct Energy	Consumption of Indirect Energy
2,421.40 <sub>tce</sub>	139.83 <sub>tce</sub>	2,281.57 <sub>tce</sub>
Comprehensive energy intensity		
0.58 <sub>tce/RMB 1 million (Revenue)</sub>		

Note: The total energy consumption was calculated by reference to the *General Rules for Calculation of the Comprehensive Energy Consumption* (GB/T 2589-2020).

◆ Water Resource Utilization

The Bank actively carries out water conservation actions, continuously monitors the water consumption systems of office buildings and business outlets, and reasonably adjusts the size of water flow and water consumption hours to prevent the running, spilling, dripping, leakage, pollution, and waste of water resources. In addition, the Bank actively utilizes a rainwater recycling system to achieve the recycling of water resources and effectively reduce municipal water consumption.

Case Study

Recycling of Rainwater

The office building of the Dongtaihu Branch is equipped with a rainwater recycling system to achieve water resource recycling. The collected rainwater is utilized for irrigation in landscaping and other scenarios, to effectively reduce municipal water consumption. The system reduces green water use by more than 60% and allows irrigation operations during the rainy season to essentially rely entirely on recycled rainwater.

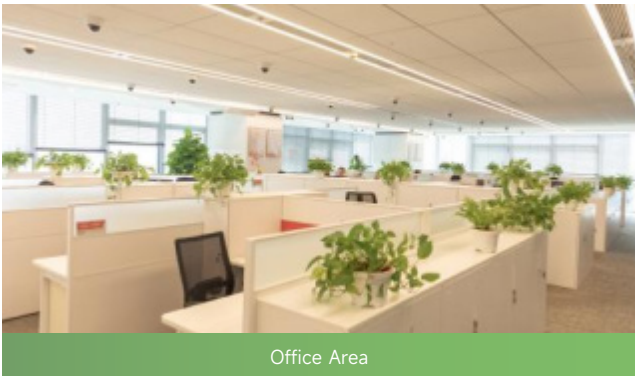


◆ Disposal of Wastes

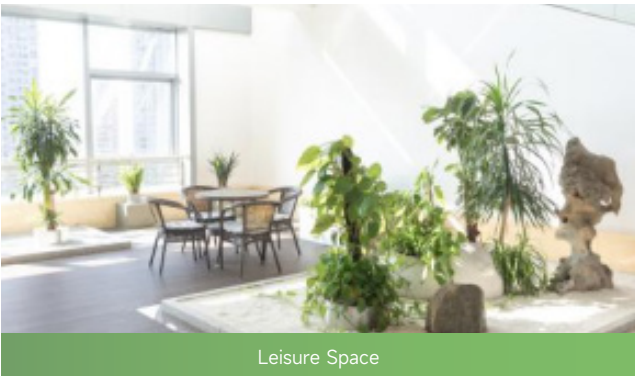
The Bank focuses on full lifecycle management of waste and effectively reduces the impact of waste on the environment by adopting standardized control, classified disposal, and recycling. The waste generated by the Bank mainly includes kitchen waste, general waste (including office and domestic waste), hazardous waste (including used toner cartridges, batteries and light tubes), etc. For different types of waste, the Bank has set up different treatment methods and standardized the waste disposal process.

Waste Disposal Process

Waste Sorting	Secondary Sorting	Temporary Storage	Waste Clearance
All office areas are equipped with standardized waste separation bins, with clear labels indicating the disposal openings for "Other Waste" and recyclable waste.	The cleaning staff carry out secondary sorting of the office waste every day at designated times to prevent mixed waste, and transfer the waste to the designated temporary waste storage room before the end of each workday.	The temporary waste storage room is divided into independent storage zones by waste type to prevent cross-contamination.	The Bank has signed a waste clearance agreement with a professional organization with municipal sanitation qualifications, to ensure that all types of waste can be cleaned on a regular basis.



Office Area



Leisure Space



Waste Sorting



Collection of Hazardous Waste







2024年

Total Water Consumption

71,109Ton

Water Consumption Intensity

17.04Ton/RMB 1 million (Revenue)

Green Office

The Bank actively responds to the call for green office, and fully implements the philosophy of green office. We're dedicated to cultivating the habit of saving every kilowatt of electricity and every drop of water, and work together to effectively reduce unnecessary waste and foster a positive and green office environment.

Measures for Green Office	Layered Management Mechanism	Conduct pilot work in the office building, try a layered management mechanism, implement the accountability system, and urge all employees to check the power-off status of electrical equipment.
	Promotion of Water-Saving Devices	Actively promote the use of water-saving faucets, toilets and other sanitary appliances, and achieve a water-saving rate of 30% to 50% when compared with the use of ordinary faucets and toilets, and water-saving appliances.
	Promotion of Paperless Office	Use electronic documents, email and cloud storage to replace paper documents.
	Digital Approval Process	Use an office automation system (OA system) to digitize the approval process.
	Electronic Archiving	Scan documents and file them electronically to reduce the storage space for paper files.
	Efficient and Resource-Saving Printing	Set the double-sided printing mode by default to reduce paper consumption. Set up shared printers to reduce the number of personal printing devices. Print informal documents in draft mode to reduce ink consumption.
	Enhanced Promotion	Strengthen the publicity of energy conservation and emission reduction, and enhance employees' awareness of saving resources.

Biodiversity Protection

The Bank actively responds to biodiversity protection and gives full consideration to ecosystem and biodiversity protection during the construction and site selection of all offices and business outlets, to avoid or minimize negative impacts on the ecosystem wherever possible. Meanwhile, the Bank is also committed to the protection of ecosystems and biodiversity, to safeguard the natural ecology with financial power.

Appendix

Indexes

Chapters and Sections		Sustainability Reporting Standards of the Global Reporting Initiative(GRI Standards)	Guide to Corporate Sustainability Reporting in China (CASS-ESG6.0)	Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies on Shanghai Stock Exchange No. 14 - Sustainability Report (for Trial Implementation)	Corresponding Sustainable Development Topics of the Shanghai Stock Exchange
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Feedback

Thank you for reading this report. To improve SZRCB's performance in sustainable development, further enhance its sustainable development capabilities and levels, and strengthen communication with all sectors of society, we sincerely hope that you will provide valuable feedback and suggestions on our work and this report amidst your busy schedule.

Multiple Choice Questions (Please check the appropriate box)

1. Your overall assessment of SZRCB's ESG performance:
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
2. Your overall assessment of this report:
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
3. How do you think SZRCB has performed in terms of communications with Stakeholders?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
4. How do you think SZRCB has performed in terms of corporate governance?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor?
5. How do you think SZRCB has performed in terms of service for the real economy?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
6. How do you think SZRCB has performed in terms of green finance?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
7. How do you think SZRCB has performed in terms of customer service?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
8. How do you think SZRCB has performed in terms of the protection of employees' rights and interests?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
9. How do you think SZRCB has performed in terms of voluntary service for public welfare?
- ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐ Poor
10. What are your opinions and suggestions on SZRCB ESG performance and this report?



Feedback Form

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