

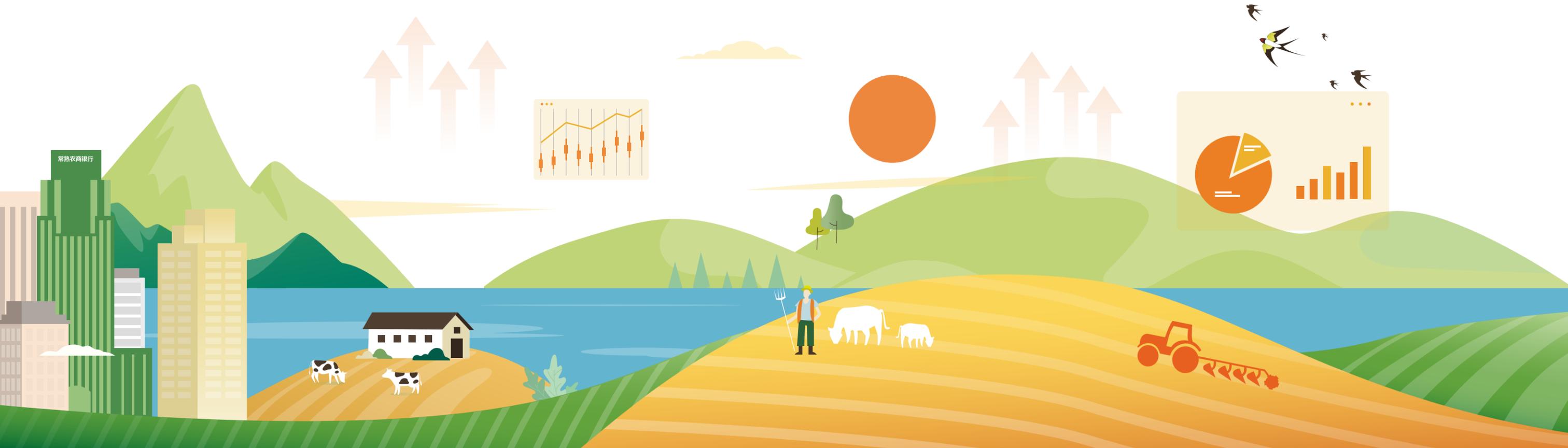


# 2023 CORPORATE SOCIAL RESPONSIBILITY REPORT



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## About This Report

The purpose of this report is to respond to the expectations of stakeholders and show Jiangsu Changshu Rural Commercial Bank's concept, management, actions and achievements in CSR.

### Time Range

This report covers from January 1, 2023 to December 31, 2023. Historical data has been retrospectively applied where appropriate.

### Organizational Scope

Unless otherwise specified, this report covers Jiangsu Changshu Rural Commercial Bank Co., Ltd, including all its branches and subsidiaries.

### Release Cycle

The report is an annual report.

### Basis of Preparation

This report has been prepared with reference to the Shanghai Stock Exchange's *Guidelines for Environmental Disclosure by Listed Companies on the Shanghai Stock Exchange* and *Guidelines for the Preparation of Reports on the Implementation of Social Responsibilities by Companies* (collectively referred to as the "SSE Guidelines"), and refers to the United Nations Sustainable Development Goals ("SDGs") and the *Sustainability Reporting Guidelines* (GRI Standards) published by the Global Reporting Initiative (GRI).

## Explanation for Appellations

For ease of presentation, Jiangsu Changshu Rural Commercial Bank Co., Ltd. is referred to in the report by the terms "Changshu Rural Commercial Bank", "Changshu Bank", "the Bank", "our Bank", "the company" and "we".

### Data Description

The information and data quoted in this report come from Changshu Bank's official documents, statistical and financial reports, as well as information on corporate social responsibility that has been counted, summarized, and reviewed by the company.

## Access to the Report

The report is published in both printed and electronic forms. The electronic version can be downloaded from the website of Shanghai Stock Exchange ([www.sse.com.cn](http://www.sse.com.cn)) and the Bank's official website ([www.csrbank.com](http://www.csrbank.com)).

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## Message from the Executive



2023 is the opening year for the implementation of the strategic plan of the 20th National Congress and the start of a new journey of Chinese modernization. Under the complicated and severe internal and external environments, Changshu Bank has always adhered to the market positioning of serving the "three rural areas and two small businesses", and has made the financial support for the revitalization of the countryside and the promotion of the modernization of the agricultural and rural areas as the top priority for the whole bank. With high-quality products and efficient services, Changshu Bank will contribute to the modernization of agriculture and rural areas in the new era and better serve the people's better life.

### **Rooted in our roots, we are helping to revitalize the countryside.**

We continue to deepen our market positioning of "supporting agriculture and small businesses", constantly innovate inclusive financial products and services, and strengthen precise drip irrigation in key areas such as rural revitalization and small and micro enterprises. In 2023, we will establish the "1+N" grid model, promote the blossoming of inclusive financial services in multiple locations, and provide residents with accurate and inclusive financial services. We adhere to the policy of "making the number of households bigger and the number of customers smaller", and continue to deepen and improve our micro and small products and service system to support the development needs of micro and small customers in villages and towns.

### **We are committed to using technology to build a responsible bank.**

We are committed to serving our customers with technology empowerment and adhering to the service concept of "always on the people's side and caring for the first choice". In 2023, we have continuously improved the top-level design of financial technology innovation, steadily advancing the construction of "large platforms, small applications." We have innovated multi-channel interactions to deepen the new model of branch services, continuously enhancing the level of online business operations, promoting the aging-friendly transformation of financial services. We have successfully created 5 aging-friendly outlet benchmarks, focusing on improving the accessibility, coverage, and satisfaction of financial services, practicing the concept of a responsible bank.

### **We are deeply committed to green and sustainable financial practices.**

We are committed to integrating the principles of green, low-carbon, and sustainability into our daily operations, providing financial services to support the goals of "peaking carbon emissions and achieving carbon neutrality." We aim to create new characteristics and advantages in the development of green finance, focusing on the green financing needs of "agriculture, rural areas, and small and micro enterprises." We innovate in green financial products and services, with the balance of green credit at the end of 2023 expected to increase by 15% year-on-year. We adhere to green and low-carbon operations, promote the construction of photovoltaic power generation projects in our branches, create green data centers, and take multiple measures to reduce the environmental impact of our operations.

### **People-oriented, we aim to build a harmonious society.**

We continually focus on the needs and development of our customers, employees, and communities, joining hands with all parties to create a harmonious and beautiful society. Adhering to the talent philosophy of 'Inclusiveness and Putting Employees First', we pay attention to the progress and growth of our employees, effectively protect their legal rights and interests, and have upgraded various employee welfare and care measures to continuously enhance the happiness and sense of belonging of our staff. Relying on the Changshu Rural Commercial Bank Charity Foundation, we continuously practice the concept of public welfare. Over the years, we have carried out various public welfare projects such as donating to schools and helping with medical expenses in Hubei, Gansu, Yunnan, and other places. Our total annual donation expenditure is RMB 6.92 million, through which we convey the warmth of our industry to society in practical actions.

Facing the new journey and new mission, we will focus on the main business, deepen our expertise, and always adhere to the positioning of being "agriculture-oriented, small-scale, and local". We will stick to our original intention of supporting agriculture and small enterprises, create the "Feiyan" brand for financial services to the public, win the reputation of the people with warm micro and small financial services, establish a positive image of finance for the people, and pursue the path of high-quality development for local finance.

March 21, 2024

# About Us

Jiangsu Changshu Rural Commercial Bank was restructured and established on November 28, 2001, which is a joint-stock rural financial institution with a history of more than 60 years and is one of the first batch of joint-stock rural financial institutions in China, and was listed on the Shanghai Stock Exchange on September 30, 2016 (stock code: 601128). According to the latest ranking by the British magazine "The Banker", Changshu Bank has been selected as one of the "double top 500" in the global bank brand value and the global top 1000 banks.

### Pioneer in Agricultural Finance Reform

We adhere to the exploratory spirit of "dare to break through, dare to try, dare to do". We were also the first to introduce a state-owned large bank, Bank of Communications, as a strategic investor and the largest shareholder, and have equity participation in seven rural financial institutions.

### Microfinance stalwarts

Firmly positioning in the "three rural and two small" market, we set up a business unit system of micro-credit franchise in 2009, creating specialized, replicable and industry-leading micro-credit core technology, and serving more than 520,000 loan customers. Among all the loans, over 60% of the credit funds are used to support small and micro enterprises, over 70% of the credit funds are invested in agriculture-related fields, and nearly 80% of the credit funds are used to serve the real economy.

### Capital market player

Benefiting from its differentiated market positioning, Changshu Bank has maintained the highest profit growth rate, non-performing loan ratio, provision coverage ratio and other indicators of listed banks since its listing, and its stock valuation level is among the top in the industry. For six consecutive years, Changshu Bank has been ranked No. 1 among county agricultural and commercial banks in the "gyro" evaluation system of the China Banking Association, and has been awarded Grade A in information disclosure evaluation by the Shanghai Stock Exchange for five consecutive years.

### Village Bank Practitioner

Based on the exploration and practice of inclusive finance and the replication and promotion of the "Changnongshang micro-credit model" through the establishment of a village bank. On September 19, 2019, Xingfu Village Bank, the first investment-management village bank in China, was officially opened in Haikou City, Hainan Province, under the centralized management of 32 "Xingfu" village banks. min six provinces, including Hubei, Jiangsu, Henan, Yunnan, Hainan and Guangdong.

Looking ahead, with our original aspirations firm as a rock and our mission upon our shoulders, Changshu Bank will, under the guidance of Xi Jinping on Socialism for a New Era, never forget our original mission of "supporting agriculture and small enterprises", and will keep in mind our mission of "inclusive finance and responsible banking". With determination and enterprise, we will strive to better assume the responsibility of being the main force in rural finance in the new era, and will spare no effort in building a first-class listed rural commercial bank with distinctive features!

# Corporate Culture

<p><b>Our Enterprise Vision</b></p> <p>Rural financial leader</p>	<p><b>Our Enterprise Mission</b></p> <p>Inclusive finance, responsible bank</p>	<p><b>Our Core Values</b></p> <p>Honesty and dedication, sharing and growth</p>
<p><b>Our Enterprise Spirit</b></p> <p>Reflective and optimism, courageous and innovation</p>	<p><b>Our Management Idea</b></p> <p>Focus on small and medium, flexible and efficient</p>	<p><b>Our Development Concept</b></p> <p>Dare to explore, Steady development</p>
<p><b>Our Management Philosophy</b></p> <p>Compliance responsibility and keep improving</p>	<p><b>Our Talent Concept</b></p> <p>Be Inclusive, employee first</p>	<p><b>Our Service Notion</b></p> <p>Mind the people's livelihood, customer's first choice</p>

# Our Achievements

- **No.325 in the Global Banking Brand 500 2024** *The Banker (UK)*
- **No.405 in the Global Banking 1000 2023**
- **No. 81 in China's Top 100 Banking Industry in 2023**
- **First place in the overall score of county agricultural banks in the "Gyro" evaluation system for the year 2023** *China Banking Association*
- **Evaluation of Disclosure Efforts 2022-2023 Grade A** *Shanghai Stock Exchange (SSE)*
- **2023 Regional Impact Bank of the Year Tianguis Award** *The Securities Times*
- **ESG Golden Jasmine Award for 2023** *Xinhua Daily News*
- **The 4th Banking Industry Money Management Golden Bull Award - Money Management Bank Golden Bull Award** *China Securities Journal*



# Corporate Governance

Changshu Bank insists on integrating Party leadership into all aspects of corporate governance, promoting modernization of corporate governance, standardizing the operation of the "Three Councils and One Level", creating long-term value for stakeholders, focusing on risk management and compliance, and comprehensively improving the level of corporate management and decision-making efficiency.

## Construction of the Three Councils and One Level

The Bank emphasizes shareholders' return on investment, focuses on sustainable development, highlights the protection of stakeholders' rights and interests, and strives to build a harmonious multi-interested relationship. At present, the Bank's shareholders' general meeting, board of directors, supervisory board and senior management have a clear division of labor, mutual checks, and balances, and are organically connected; the basic system of corporate governance is comprehensive and systematic, and the operation of each level of corporate governance is standardized.

**Shareholders' Meeting**

The Shareholders' Meeting is the authority of the Bank. The system of shareholders' meeting has improved the effective channels of communication with shareholders and ensured that all shareholders have the right to know, participate and vote on important matters of the company. During the reporting period, the Bank held one annual meeting and two extraordinary meetings, at which 15 proposals were considered and passed. All the meetings were held in compliance with the corresponding legal procedures and shareholders' rights to participate and vote were safeguarded. Among them, 10 proposals were counted separately by small and medium shareholders.

**Board of Directors**

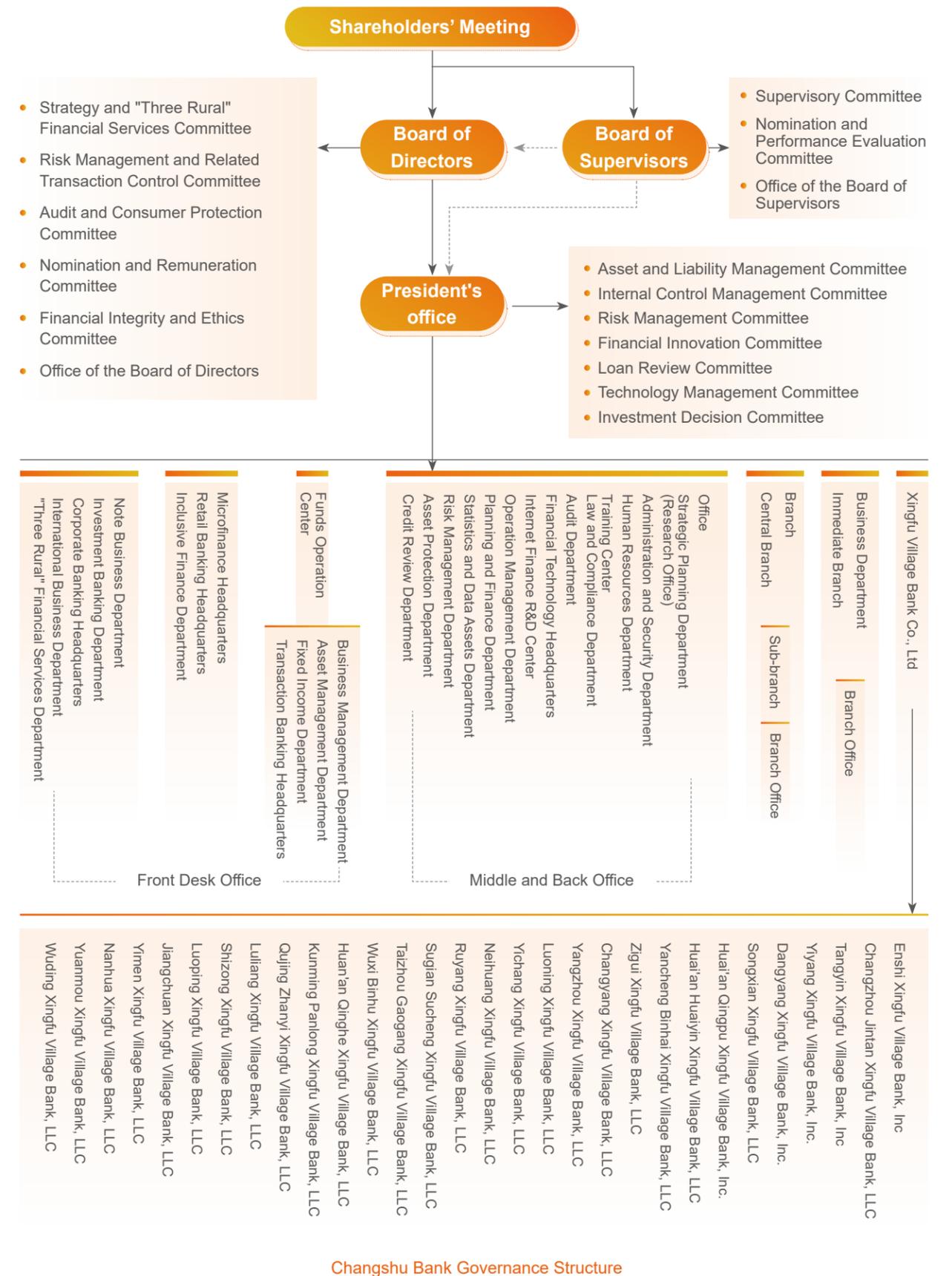
The Board of Directors is the decision-making body of the Bank. The Board of Directors currently consists of 13 members (2 women), including 3 executive directors, 5 non-executive directors and 5 independent directors, with the number of independent directors accounting for more than one-third of the total number of board members. The Bank's Board of Directors consists of the Strategy and "Three Rural" Financial Services Committee, the Risk Management and Related Transaction Control Committee, the Audit and Consumer Protection Committee, the Nomination and Remuneration Committee, and the Financial Integrity and Ethics Committee. During the reporting period, the Bank held a total of 7 meetings of the Board of Directors and considered 62 proposals.

**Board of Supervisors**

The Board of Supervisor is the Bank's supervisory body. The Bank's Board of Supervisor currently consists of 6 members (3 women), including 2 shareholder supervisors, 2 external supervisors and 2 employee representative supervisors. Under the Board of Supervisors, there are Nomination and Performance Evaluation Committee and Supervisory Committee. During the reporting period, the Supervisory Board held 4 meetings and considered 36 proposals.

**Senior Management**

The Bank currently has seven members of senior management, including a president, four vice-presidents, an assistant to the president, and a secretary to the board of directors. Under the President's Office, there are Asset and Liability Management Committee, Internal Control Management Committee, Risk Management Committee, Financial Innovation Committee, Loan Review Committee, Science and Technology Management Committee, and Investment Decision-making Committee.



Changshu Bank Governance Structure



First meeting of the eighth session of the Board of Directors



Second Extraordinary Shareholders' Meeting of 2023

## Communication with Investors

The Bank attaches great importance to the interests of investors and continuously strengthens investor communication. In 2023, Changshu Bank has hosted 78 batches of on-site and telephonic research inquiries from institutional investors, involving 640 institutions and 765 individuals, participated in 37 securities strategy meetings, and conducted one-on-many communications with 496 institutional investors and 546 individuals.

The Bank interacts with institutional investors and small and medium-sized investors through annual, semi-annual, and third-quarter online performance briefings. On April 26, 2023, the Bank held an investor exchange meeting in Shanghai, attended by more than 100 banking researchers, institutional investors, both online and offline. The participating leaders, investors, and institutional analysts engaged in a heated interactive exchange, providing detailed answers to the concerns of investors, further enhancing investor confidence in the development of Changshu Bank.



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Changshu Bank 2023 Investor Exchange Meeting

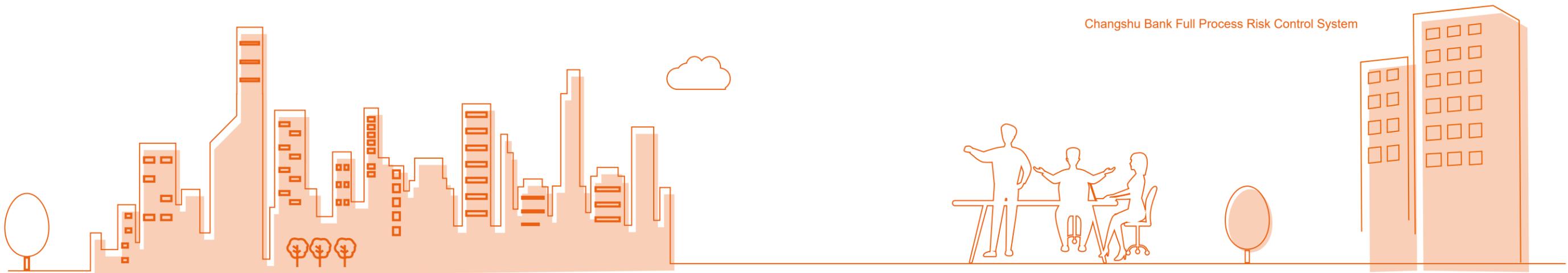
## Risk Management

The Bank implements regulatory requirements, continuously strengthens risk management and control, actively prevents and resolves financial risks, and enhances its ability to provide high-quality financial services by relying on risk management policies and procedures such as the *Statement of Risk Appetite*, *Opinions on Risk Management Work*, *Measures for the Management of Connected Transactions*, *Rules for Implementing the Assignment of Risks for Funding Businesses*, and other risk management policies and procedures.

### Improve the risk management system

The Bank has established a comprehensive risk control system that includes risk identification, assessment, monitoring and reporting. In 2023, the Bank will further promote risk management through financial technology innovations, and put online the counter risk warning model and real-time warning model to conduct more accurate real-time monitoring of abnormal changes in online and offline accounts, so as to realize early detection and control and better protect customers' property safety.

 <p><b>Early warning of counter operation risks</b></p>	<ul style="list-style-type: none"> <li>In 2023, the Bank added <b>92</b> counter operation risk early warning models to monitor the business from the perspectives of process standardization, behavioral standardization, account management, fund security, etc., so as to realize the enhancement of counter operation risk control and account control capability.</li> </ul>
 <p><b>Real-time Early Warning Model</b></p>	<ul style="list-style-type: none"> <li>In 2023, the Bank went online with a total of <b>11</b> real-time early warning and interception models, realizing real-time account control and early detection and control of accounts involved in crimes.</li> </ul>



## Protection against systemic risk

The Bank has always attached importance to the prevention of systemic risks and has taken measures to improve its ability to prevent systemic risks. In 2023, the Bank has established and actively improved the emergency management mechanism, continuously updated the recovery plan at the group level, ensured that all recovery measures are real and effective, guaranteed that the Bank's key businesses and services are not interrupted, and achieved an orderly recovery and disposal, so as to protect the legitimate rights and interests of financial consumers and the public interest of the society.

### Continuously updating the recovery plan and disposal plan

- Determine the governance structure for recovery and disposal at the Group level, continuously identify the Bank's key functions, key shared services, core business lines and important entities, and at the same time set up indicators and trigger values in terms of capital and liquidity, and apply different scenarios to test credit risk, market risk, concentration risk, and interest rate risk in the banking book, The Bank has also used different scenarios to test the consumption of capital under different stress levels for credit risk, market risk, concentration risk, banking book interest rate risk, liquidity risk, etc. The Bank has also explained in detail the implementation steps, timing and effects of eight types of capital recovery measures, five types of liquidity recovery measures and seven types of disposal measures, and clarified the communication strategies with the supervisory authorities, customers, employees and the public during the implementation of the measures, so as to enhance the Bank's ability to respond to the extreme situations and effectively contribute to the prevention and control of systemic risks.

### Strengthening business continuity management

- Drawing on advanced experience in the industry, we adopted an analysis model combining qualitative and quantitative analysis to carry out a bank-wide business impact analysis, identifying 14 important businesses and improving the comprehensiveness and adequacy of the analysis.

### Scenario analysis and stress test

- Our Bank has carried out an internal capital adequacy assessment, identifying and evaluating various risk levels and management capabilities across the entire bank; in conjunction with major factors such as macro-regulatory policies, future business development strategies, and changes in capital supply and demand, we have cautiously set management objectives for capital adequacy ratios; at the same time, we have conducted the 2023 internal capital adequacy ratio stress test, calculating the capital adequacy ratio levels under both benchmark and stress scenarios, with the results indicating that under mild, moderate, and severe stress scenarios, our Bank's various capital adequacy ratios for the next three years will meet the requirements after the addition of the second pillar capital adequacy ratio.

## Leadership of Party Building

In 2023, the Bank firmly implemented the *Provisions on the Main Responsibility of Party Committees for Implementing Comprehensive Strict Governance of the Party* and formulated an annual list of responsibilities for comprehensive and strict party governance. We actively promoted the grassroots Party organizations to effectively assume the responsibility for Party management and governance, and clarified the duties of the Party secretary as the first responsible person. At the same time, we deeply promoted the organic linkage and integrated implementation of the main responsibility of the Party Committee and the supervisory responsibility of the Discipline Inspection Commission to ensure that the responsibility of comprehensively governing the Party in a strict manner was effectively implemented. The Bank also gives full play to the pioneering and exemplary role of Party members, and promotes actions such as financial benefits, rural revitalization, and social welfare with Party building as the lead, injecting new vitality and impetus into the high-quality development of Changshu Bank.

### Creating a "Finance+" service circle

The Bank has taken advantage of party building and bank-local cooperation to build a "Finance+" service circle that integrates convenient services, smart communities and financial services. To create a "financial + government services circle", social security, health insurance, administrative approval and other matters into the bank outlets, to realize the health insurance 27 and social security 23 window and self-service business local outlets full coverage, Meili three outlets were included in the "15-minute" health insurance service circle provincial demonstration sites; to create a "financial + government services circle", the Bank of the party building co-construction of the advantages of cooperation between the Bank and the local community. Create "Finance + Industry Circle", organize more than 10 thematic salons around Changshu's characteristic industries, link customers upstream and downstream of the industrial chain and supply chain together, and help customers find customers, which effectively promotes the cooperation between banks and enterprises; create "Finance + Life Circle", cooperate with Changshu Municipal Party Committee and the government of Changshu City, and provide the financial services to the customers. We have also built a "Finance+Life Circle", jointly created the "Haitang Shop" platform for benefiting farmers and enterprises with the Organization Department of Changshu Municipal Party Committee and Changshu Federation of Trade Unions, combined with the offline "Feiyan Bazaar" and online "Changyin Live" and other special activities, and put up a variety of products on the market. Combined with the offline "Feiyan Market" and online "Changyin Live" activities, the platform sells more than 3,700 kinds of local agricultural products and commodities on shelves.



Opened a special window for one-stop service for enterprises

The first event of "Changyin Chain of Accounts" in 2023

### Promoting Party Building Twinning "Friend Circle"

Insisting on party building to lead rural revitalization and expanding the leading role of party members and cadres, the Bank continues to promote Party building twinning "circle of friends", and achieves "full coverage" of twinning in local townships and streets. Based on "full coverage" of local townships and streets, the Party Committee of the Head Office of the Bank has entered joint construction with 26 ministries, commissions, and bureaus under Changshu City to deepen business cooperation and participate in rural governance. The Bank has selected and assigned 15 agency heads at the town level to also serve as members of the Party (Work) Committee, to buttress the needs of the private economy and small and medium enterprises, and to provide more grounded and comprehensive services for the development of the local economy; at the village level, the Bank has selected and assigned 259 business cadres to the villages to also serve as director assistants and financial commissioners, to participate in grass-roots grid governance and buttress the services for rural revitalization, and to play a unique role in the improvement of the appearance of the villages, civilized countryside construction, and grass-roots social governance. Playing a unique role. The Bank promotes party building and rural civilization, and the staff on duty promotes star-level civilized household appraisal and points exchange in 27 villages, with a cumulative total of more than 10,000 civilized households appraised and more than 1,000 civilized points exchanged.



The president of Meili Branch was posted in Meili Town and was appointed as a member of the town's "Industrial Investment Think Tank".



Cohost New Citizen Volunteer Service Points Redemption Activity with Hujing Village

### Establishing Demonstration Bases for Party Building

Our Bank is dedicated to creating a series of special demonstration bases for party building. At the headquarters, we have established a bank-level image exhibition hall, the "Feiyan Party Building Hall," which has received over ten thousand visits. At our branch offices, we have created several special high-quality red bases, including more than 40 "Fengxiang Bar" service centers in the Changshu urban area, which cater to new types of employment groups, providing a "rest and recharge" space for special groups such as couriers and sanitation workers. At the ShajiaBang branch, we have established a red lobby, jointly built a party and mass service center with Zhitang town, and created a comprehensive convenient service micro-position for the public.



Red Base at Shajiabang Sub-branch



Fengxiang Bar

## Business Ethics and Compliance

Changshu Bank is committed to compliance governance as the core of corporate governance, continuously deepening integrity building and actively implementing the spirit of the eight provisions of the Central Government. We strictly enforce anti-money laundering regulations and comprehensively optimize our policies, systems and management processes to ensure the sustainable development of the company.

### Anti-money laundering

The Bank has established a comprehensive anti-money laundering organizational structure, and in the *Measures for the Management of Money Laundering and Terrorist Financing Risks (for Trial Implementation)*. It is clearly stated that the Board of Directors is explicitly responsible for the ultimate management of money laundering risks, the Board of Supervisors is responsible for the oversight of money laundering risk management, the senior management is responsible for the implementation of money laundering risk management, and each business department is directly responsible for the management of money laundering risks. In terms of the implementation of specific tasks, the Anti-Money Laundering Leadership Group of the Head Office has clearly designated the Operation Management Department as the anti-money laundering competent department, with an affiliated Anti-Money Laundering Center that coordinates the smooth progress of the Bank's anti-money laundering work across all departments. The responsibilities and division of labor of all departments, branches, and related subsidiaries in the management of money laundering risks are clearly defined, and a hierarchical, coordinated, and effective operational mechanism is established.

In 2023, our Bank further strengthened the anti-money laundering management by implementing multiple measures focusing on the improvement of the internal control system, model construction, system function optimization, due diligence, promotional training, and AML inspections. These efforts were aimed at continuously establishing and improving the risk prevention and control systems for money laundering and terrorist financing, thereby maintaining financial stability.

### > New and revised anti-money laundering systems

In 2023, a total of seven new and revised anti-money laundering regulations were completed throughout the year, including the revision of the *Working Rules of the Leading Group on Anti-Money Laundering and Counter-Terrorist Financing*, the *Measures on Anti-Money Laundering and Counter-Terrorist Financing*, the *Provisions on the Management of Anti-Money Laundering and Counter-Terrorist Financing Audits*, the *Rules on Anti-Money Laundering Work in Retail Lines*, and the *Rules on Anti-Money Laundering Work in Micro- and Small-Scale Entering Financial Lines*, and the new *Measures on the Administration of Co-ordinated Investigations on Anti-Money Laundering and Counter-Terrorist Financing* and the *Rules on Anti-Money Laundering Work in Online Financial Lines*. *Measures for the Administration of Anti-Money Laundering and Anti-Terrorist Financing Co-ordination*, and *Rules for Anti-Money Laundering Work in the Line of Network Finance*, and the internal control system for anti-money laundering has been further improved.

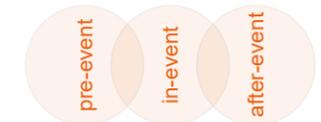


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new and revised anti-money laundering regulations were completed throughout the year

### > Enhancement of modeling

In 2023, 10 new suspicious high-level models were added. In line with the current high incidence of telecommunications fraud and the actualities of our Bank's anti-money laundering efforts, innovative forms of identification were developed, with a focus on establishing a model system that combines "pre-event", "in-event" and "after-event" detection.



### > Carrying out a number of Investigations

A thorough investigation of money laundering risks was conducted, with a total of 8 risk investigations carried out throughout the year. These included investigations into ATM abnormal transactions, large deposit certificate transfers, gambling, bank and security transfers, recharge and payment services, and gold POS consumption.

### > Launching anti-money laundering knowledge promotion activities

In 2023, the Bank will expand the scope of anti-money laundering knowledge promotion activities through a variety of publicity initiatives, ranging from "outside" (the general public) to "inside" (internal employees), and from "down" (offline) to "up" (online), expanding the breadth of publicity and carrying out various anti-money laundering knowledge promotion activities. During the year, more than 70,000 publicity visits were made and 10,000 publicity brochures were distributed. External use of "3-15 Consumer Rights and Interests Protection Day", "4-15 National Security Education Day", Financial Knowledge Popularization Publicity Month, the annual centralized publicity and other important time nodes, through the police and banks linkage, "Feiyan Huinong" special evening party and the official WeChat public account, the company continues to promote anti-money laundering thematic publicity activities. Internally, we have built a full-coverage, multi-level and multi-form Anti-Money Laundering training system to enhance the team's risk control capability and risk awareness of all staff.

70,000

publicity visits were made

10,000

publicity brochures were distributed



Changshu Bank Anti-Money Laundering Awareness Campaign



Changshu Bank Staff Anti-Money Laundering Training



Changshu Bank's integrity culture real-life teaching



Changshu Bank Finance with integrity Painting and Calligraphy Exhibition

## Compliance management

In 2023, the Bank will continue to promote the construction of the compliance management system, formulate the *2023 Compliance Bank Construction Work Plan* based on the *Compliance Bank Construction 2021-2023 Work Plan*, emphasize "comprehensive compliance management", and complete the tasks of the "Year of Comprehensive Compliance Deepening". It will focus on "comprehensive compliance management" and complete the tasks of the "Year of Comprehensive Compliance Deepening", and enhance compliance management mainly in terms of effectively strengthening job security, making efforts to make up for the shortcomings of case prevention work, vigorously focusing on internal control and compliance management, enhancing the effectiveness of legal services in various aspects, comprehensively improving consumer rights and interests protection, effectively consolidating the support of information technology, comprehensively strengthening the cultivation of a compliance culture, optimizing the system of assessment and accountability for compliance and deepening the construction of a compliant bank.

- **Construction of institutional process system**
- **Implementing four mechanisms for compliance and case prevention management**

In 2023, the headquarters newly established 317 systems, revised 122 systems, and abolished 182 systems. It formulated regulations such as the *Jiangsu Changshu Rural Commercial Bank Deepening Case Special Rectification Work Implementation Plan*, *Jiangsu Changshu Rural Commercial Bank Deepening Case Special Rectification Work "One Thing to Another" Extension Investigation Implementation Plan*, and the *Jiangsu Changshu Rural Commercial Bank Case Special Warning Education and Risk Investigation Work Plan*, to advance the special case rectification work.

First, clarifying the content and requirements of the work of the backstopping system, mainly "three ones", i.e., a quarterly meeting, a half-yearly conversation, and a yearly visit, to refine the compliance and case prevention network and enhance the level of compliance and case prevention management of all levels of institutions. Secondly, in accordance with the work plan of the chartered system and partnership system, the online management system was designed, and the management structure of the chartered system and partnership system was built based on the human resources system. Thirdly, we have newly implemented the mechanism of informing customers of the granting of credit and the mechanism of returning visits to credit customers, to strengthen the supervision at the customer level. At the same time, we added the implementation of home visits for new employees before joining the company.

- **Improvement of internal processes and mechanisms**
- **Continuously build a compliance culture system**

In 2023, the Bank completed the optimization of four processes, namely, post-credit management of credit business, centralized processing of anti-money laundering suspicious screening for operation management, dynamic review of unit accounts and employee behavior management, and improved the case prevention mechanisms for employee management, operation management and reconciliation management.

Make full use of channels such as Lanxin official account and Xiao Yan Academy to continuously release violation cases, compliance knowledge consultation collections, compliance courseware, etc., to enhance the awareness of case prevention and management level of the whole bank; carry out quarterly meetings on compliance, and produce and push out the situation of regulatory fines, compliance work arrangement, and learning of warning cases on a quarterly basis for the study of each department and branch; carry out on-site The company also carries out on-site compliance lectures for organizations or business units, deepening the touch with the cases around us and people around us, and building an excellent internal compliance culture.

## Building integrity culture

The Bank has cultivated a culture of integrity and enforced strict "six disciplines" and "six prohibitions" on party members and cadres. We continue to promote the implementation of management measures such as the *Changshu Agricultural and Commercial Bank's Measures for Rewarding Reporting* and the *Changshu Agricultural and Commercial Bank's Implementing Rules for Letters and Visits*, and optimize the process of handling reports in order to create a clean and honest working environment.

### ● Strengthen the "top leader" integrity conversations

Formulate the *Discipline Inspection Committee Work Plan for Strengthening Supervision over 'Top Leaders' and Leadership Teams*, focusing on conducting conversations with lower level "top leaders" to identify and rectify issues immediately. In March, June, and September, three batches of centralized conversations were held with more than 120 lower-level "top leaders," sending a strong message of comprehensive and strict supervision and signing the "Three Commitments" for compliance and integrity in performing official duties (*Ten Behavioral Prohibitions Commitment, Compliance Commitment, Integrity, and Self-discipline Commitment*).

### ● Sorting out integrity risk points

Combined with the new situation and new issues, 577 integrity risk points were re-combined, covering 298 positions in the Bank, and 100 preventive and control measures were formulated to form the *Changshu Agricultural and Commercial Bank Integrity Risk Prevention and Control Handbook (October 2023)*, which, together with the existing 66 main manifestations of abnormal behavior of the employees, 20 main integrity risk points, 25 main abnormal behavioral dynamics, the *Employee Occupational Conduct and Code of Conduct*, and one to form the Bank's Integrity Behavior List and Negative Behavior List.

### ● Carry out "Five Ones" integrity training

Carry out a warning education party class, a clean theme essay contest, a clean calligraphy and painting exhibition, a practical teaching session, and a branding collection activity, enriching the "510" training on integrity. Produce a cautionary education video titled *Case Study: Red Line*, organizing staff to watch it in the Small Swallow Classroom, reaching 6,000 viewers. Organize a centralized study of the "Sixteen Red Lines for Employee Practice" and have 4,639 warning letters signed. Important departments have conducted 155 thematic cautionary education activities, accumulating over 60,000 participants. The "Always Clean" radio program continuously pushes out more than 200 "words of warning" and over 50 "alarm bell" messages.

## Social Responsibility Management

The Bank fully implements the concept of sustainable development and actively fulfills its corporate mission of “inclusive finance, responsible banking”, and continues to build its social responsibility management system by improving its governance structure and enhancing stakeholder communication.



## Responsible Management

In order to ensure the effective management and implementation of the Bank's social responsibility work, the Bank has established a social responsibility management system led by the board of directors, organized by senior management, and implemented by relevant functional departments, and clearly defined the specific division of labor and responsibilities at the CSR level.

## Stakeholder Communication

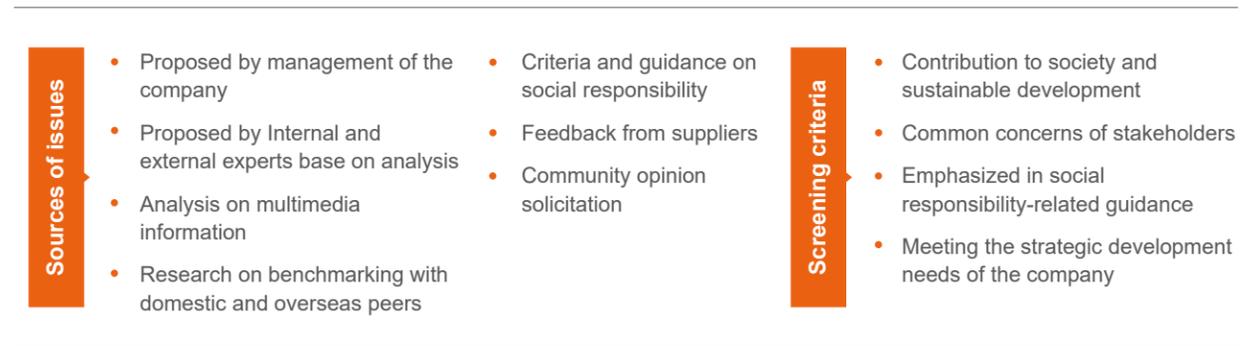
The Bank attaches importance to communication with stakeholders and has established a regular stakeholder communication mechanism to listen to voices from different perspectives, which serves as an important basis for improving environmental, social and governance levels.



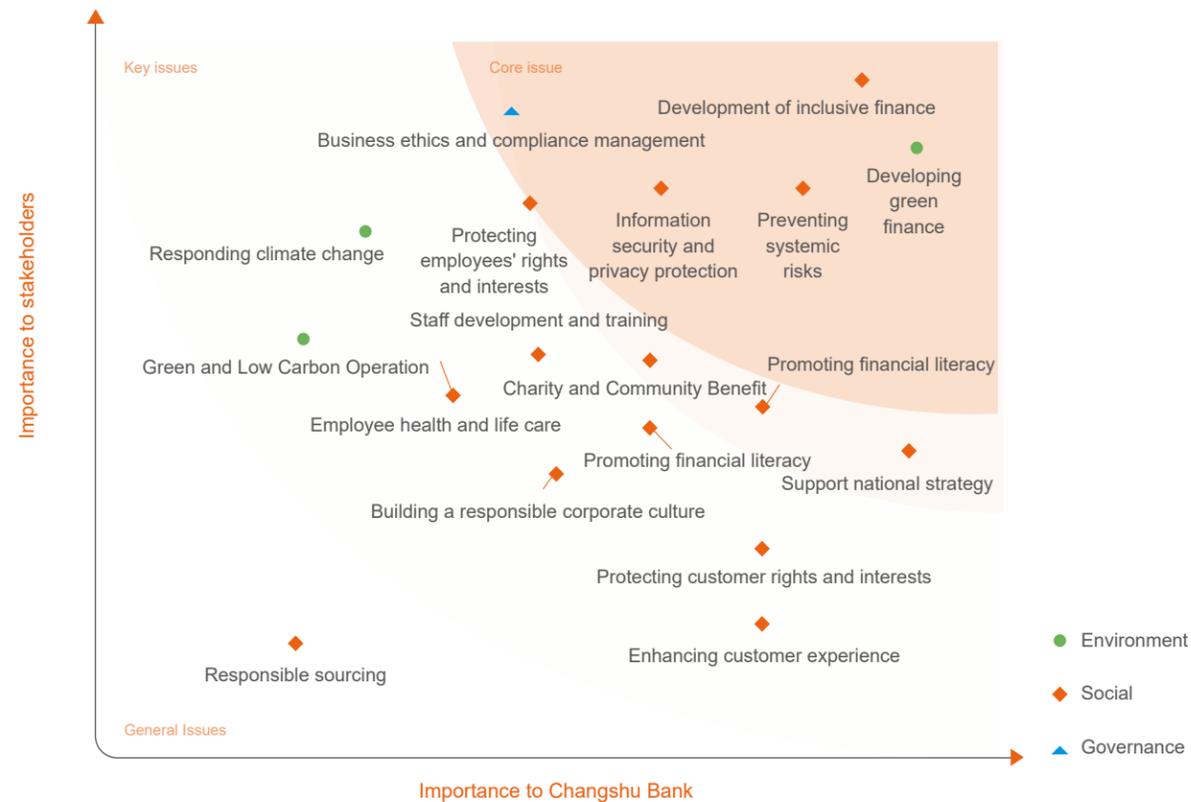
## Identification of Material Issues

In accordance with the Shanghai Stock Exchange's "Guidelines for Disclosure of Environmental Information by Listed Companies" ("SSE Disclosure Guidelines"), the Bank makes reference to the United Nations Sustainable Development Goals ("SDGs") and the Global Initiative ("GRI") standards in defining the content of the report, and strengthened interaction with stakeholders through various means to understand the degree of concern, expectations and demands of stakeholders on the company's CSR. We identify and screen CSR issues relevant to the Bank through suggestions from company management, domestic and international peer benchmarking studies, multimedia information analysis and on-site surveys to understand the extent of stakeholder concerns and then determine the final materiality of the issues.

### Social Responsibility Issue Screening Process



### Matrix of CSR Materiality Issues of CRC Bank in 2023



## United Nations Sustainable Development Goals

While the Bank focuses on its own development, it is always concerned about the international community and the global trend of sustainable development. Guided by the United Nations Sustainable Development Goals (SDGs), the Bank has continued to carry out several actions in the hope that its own practices in sustainable development will help to build a more sustainable planet. Each department of the company discusses the United Nations Sustainable Development Goals, and in 2023, we will help to implement the Sustainable Development Goals in the whole company through a number of practices.

### Practices of the Bank in 2023

#### SDG1: No poverty



Innovative "three rural" products and services help revitalize the countryside, support poor college students, donate infrastructure, and promote common prosperity.

- It has set up **32** Xingfu system village banks, **357** business outlets across the Bank, and constructed **276** light outlets such as inclusive financial service points and Xingfu stations to further improve financial accessibility.
- Social welfare donations totaled RMB **6,916,800**, and boosted sales of agricultural products by RMB **2,494,400**.

#### SDG4: Quality education



Helping students in impoverished areas to obtain a better and fairer education through about six types of donation and sponsorship programs.

- The "Feiyan for Education" program was launched to provide assistance to **47** local poor college students in Changshu, with a cumulative total of RMB **374,000**.

#### SDG3: Good health and well-being



We protect the health of our employees by organizing both regular medical check-ups and a supplementary medical insurance plan, and we provide a number of benefits to enhance the well-being of our employees.

- Employee medical checkup rate is **100%**.
- Upgrade employee welfare and care measures.
- Regularly organize diversified employee activities such as reading, running, badminton, etc. to enrich the spare time life of employees.

#### SDG7: Affordable and clean energy



Innovative construction of pilot zero-carbon outlets to reduce carbon emissions through the use of clean energy and the retrofitting of air-conditioning systems, lighting systems and other infrastructure.

- In 2023, **6** new branch photovoltaic power generation projects were added, and **8** outlets have been put into operation, with a photovoltaic power generation installation capacity of **333.3KW** and an annual power generation capacity of about **339,500 kWh**.

**SDG8: Decent work and economic growth**



To provide employees with a variety of training systems and two types of promotion paths, to promote the development of employee careers, highlighting the value of employees.

- A total of **293** training sessions of various types were held, with **87229** person trained, totaling **318,000** credit hours, and **75.32** credit hours were completed per capita for the Bank's employees across all channels.

**SDG9: Industry, innovation and infrastructure**



Develop inclusive finance, precisely support regional high-end manufacturing industries, and support industrial innovation and development in towns and rural areas.

- The balance of the Bank's agricultural loans amounted to RMB **148.670** billion and personal business loans amounted to RMB **89.865** billion.

**SDG11: Sustainable cities and communities**



- Accelerated the integration of finance and technology to build more diversified intelligent service scenes and serve community finance.

- Creation of **5** Provincial Banking Association benchmarks for age-friendly outlets

**SDG12: Responsible consumption and production**



Protect consumer rights, protect customer privacy, and maintain information security.

- The complaint handling rate was **100%**, and the customer service center called customers with an overall satisfaction rate of **97%**.

- Organized more than **60** on-site training sessions on information security for employees.

- Organized a full network security knowledge test, covering more than **6,000** people.

**SDG13: Climate Action**



Innovate green financial products, guide financial investment in green and low-carbon industries, and stimulate green economic growth.

- The balance of green credit of the Bank amounted to RMB **2.627** billion, an increase of over **15.41%** for the year, effectively supporting the green and low-carbon transformation of the real economy.

- Ten new green bond investments were made, totaling more than RMB **893** million.



# 01

## Upholding Financial Inclusion and Focusing on Urban-Rural Development

- "Three Rural " Financial Services for Rural Revitalization
- "Microfinance" to Support Micro and Small Development
- Digital RMB Improving Public-benefit Services

Changshu Bank adheres to the business philosophy of compliance and green, firmly upholds the market positioning of "supporting agriculture and small businesses", carries out the mission of a responsible bank, empowers itself with science and technology and the Internet, and gives priority to rural revitalization and small and micro-enterprises, and actively promotes the country's rural revitalization and the important strategy of financial inclusion to put them into practice.

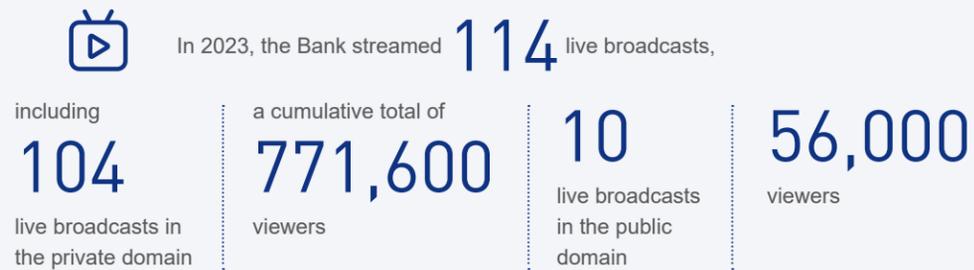


Case

Changshu Bank Launches a Series of Live Events to Benefit the Public

Since the establishment of Changyin Live in November 2019, the Bank has continued to devote itself to building a shared and open live broadcasting platform, prying up the fan traffic economy by creating a win-win traffic ecosystem for multiple parties, helping enterprises to transform their online marketing and supporting the development of the real economy. In 2023, the Bank held a series of live broadcasting activities for the benefit of the public, which mainly included helping enterprises to bring goods, knowledge lectures, festive activities, and financial business. There are four major types of live broadcasts, while driving online consumption and offline attracting traffic, brought financial knowledge popularization and interpretation of health insurance and other related policies to the public.

Changyin Live actively develops multi-platform live broadcasting, and sets up live broadcasting on different platforms such as video channel, Enterprise WeChat, and live channel for different scenarios, audiences, and contents. Through the Video Account, it has assisted the trade union in live streaming the Changji Basketball Tournament, the branch anniversary manager's live streaming, and the public housing policy lectures. It has also jointly carried out live streaming with Haitang shop through Shangzhibo. Through the on the live broadcast joint Haitang shop carry goods live. A multi-dimensional, multi-platform, multi-participant live broadcast matrix took shape.



- Changyin's live broadcasting room went into the organization and conducted more than 30 live broadcasts for this off-site organization, assisting the organization to carry out offline activities such as launch events, anniversary celebrations, merchant services, etc., and attracting 10,000 people for the organization.
- Jointly with the business lines, we carried out more than 20 live broadcasts of precious metals, 4 live broadcasts of online deposits, 5 live broadcasts of digital RMB, 3 live broadcasts of loans, 2 live broadcasts of brokers, and 2 live broadcasts of credit cards, which led to the sale of more than RMB 10 million of precious metals, more than RMB 6 million of deposit sales, and the opening of more than 100 accounts of digital RMB.
- Jointly held 10 live broadcasts of public welfare knowledge popularization with the Court, the Medical Insurance Bureau, the Fifth People's Hospital and the Provident Fund Center, with a total of more than 150,000 viewers. Linkage with the Bureau of Agriculture and Rural Development to carry out live broadcasting activities for farmers in Changshu, serving a total of 8 farmers for live broadcasting sales in this quarter, with sales amount exceeding RMB 10,000. Cooperated with the Harvest Festival to carry out live broadcast promotional activities, with live introduction of on-site activities and 50,000 viewers.
- Collaborating with Changshu Party Building Assistance for Agriculture Platform Haitang Shop to conduct live broadcast activities, featuring locally sourced products, with a total viewership of 45,000 and live sales amounting to RMB 5,178. In order to recover the loss of farmers' agricultural products, we collaborated with Haitang Shop to carry out the Golden Autumn Farming live broadcast activities, with a total of more than 30,000 people watched, of which the sunshine rose grapes as the focus of the promotion of agricultural products for sale. Sales reached more than 8,000 pounds during the live broadcast.



Poster for Haitang Shop to help marketing agricultural products



Haitang Shop live streaming of agricultural products



Live streaming of agricultural products

## "Three Rural " Financial Services for Rural Revitalization

The Bank has continued to promote the development of three-agriculture financial business, directing more resources to the agriculture-related sector through several aspects such as product research and development, business connection, policy research, and management services, and injecting new financial vitality for the comprehensive promotion of agricultural and rural modernization. As of December 2023, the balance of the Bank's agriculture-related loans amounted to RMB 148.670 billion, an increase of RMB 14.180 billion from the beginning of the year, helping to promote the modernization of agriculture and rural areas under the jurisdiction and further realize rural revitalization.



### Innovation in "three rural" products and services

Since 2023, the Bank has been focusing on the Bank's "Rural Revitalization" project by promoting the "three credit" projects, creating "credit villages", "credit users" and "credit agriculture", and exploring new models of locally appropriate financial products for different markets in different fields. By focusing on the "three credit" projects, creating "credit villages", "credit users" and "credit agriculture", innovating locally appropriate financial products for different markets in different fields, and exploring new modes of financial services for rural revitalization, the Bank has continued to promote the development of rural revitalization-related businesses across the bank.

Showcase of cases of innovation and effectiveness of "three rural" service products and services:

#### Liveability in a Thousand Villages

To promote the improvement of the rural living environment, the construction of high-standard ponds and other key projects, the Bank continues to grasp the "Liveability in a Thousand Villages" project, to help the construction of projects such as the characteristic idyllic countryside, and to promote the integrated development of one, two, three industries such as rural tourism, etc. In 2023, the Bank, through continuous docking with major agricultural and rural projects under its jurisdiction and real-time understanding of the funding needs of the projects, realized five major agricultural and rural projects, supported credit funds of RMB 180 million, and used commercial paper bonding support of RMB 146 million and bankers' acceptances support of RMB 2.5 million to fully satisfy the main body of the "Liveability in a Thousand Villages" project under its jurisdiction.

#### "Agricultural Bills" service

In 2023, through collaboration with the Changshu City Agricultural and Rural Bureau, the Changshu City Supply and Marketing Cooperative, and the Changshu City Agricultural Production Materials Co., Ltd., our Bank has developed the nation's first "Agricultural Bills" service. In terms of business model, our Bank provides credit to farmers to open "Agricultural Bills" for payment of agricultural materials such as seeds, fertilizers, and pesticides to the agricultural material companies. Upon maturity, the farmers' personal credit endorsements ensure the payment of the funds. This not only solves the problem of farmers' early-stage financing channels but also smooths the transaction credit channels between farmers and agricultural material companies, helping farmers to "capitalize on credit assets."

#### "Family Farm Loan" specialty product

The Bank has continued to support the development of new agricultural business entities, focusing on solving the core pain points of insufficient collateral capacity and "difficult and expensive financing", which are common among such customers. In 2023, the Bank, in conjunction with the city's "One Million Family Farms" cultivation project, innovatively launched the "Family Farm Loan" featured product, which provides credit lines in a hierarchical manner to meet the liquidity turnover needs of family farms. By the end of 2023, the Bank had served 279 family farm customers and provided credit support of RMB 51 million.

#### "Agricultural construction loan" "Agricultural operation loan"

The Bank launched the "Agricultural construction loan" and "Agricultural operation loan" products to promote the long-term development of special agriculture, leisure agriculture and green agriculture, and to realize the simultaneous enhancement of rural comprehensive financial service capacity and business development benefits. As of the end of 2012, the Bank had 218 customers with a loan balance of RMB 1.841 billion, an increase of RMB 273 million or 17.41% from the beginning of the year.



#### Changshu Bank continues to promote the "Three Credits" key project

Through the six major initiatives of "Party Building Leadership + Five Empowerments", i.e., standardization, digitization, mobility, gridding, and comprehensive empowerment, the Bank improves the quality and efficiency of financial services, integrates into the governance of villages and communities, and carries out the "Three Credits" key project in accordance with the local conditions to create a new model of "Credit Village", "Credit User", and "Credit Agriculture" for rural revitalization. It has carried out "three credit" projects according to local conditions, created "credit villages", "credit users" and "credit agriculture", and explored new models of financial services for rural revitalization. Since 2023, the Bank has successfully extended the "Three Credits" model to Meili Town, Shanghu Town and Dongbang Town, and deepened the progress in Haiyu Town and Shajiabang Town, which have already signed the contract. In 2023, the Bank has provided credit to a total of 52,900 households in the five sections, with a credit amount of more than RMB 20 billion, and a credit coverage rate of more than 80%, an average increase of 19 percentage points compared with the beginning of the year. The credit coverage rate exceeded 80%, an average of 19 percentage points higher than that at the beginning of the year, and the "Three Credits" project was remarkably effective.

#### Enshi Tea Loan Product

Enshi state is a concentrated tea industry production area and selenium-rich agricultural products current demonstration area. "Enshi Yulu" and "Lichuan Hong" has become the pillar industries in Enshi state. The state's two cities and six counties are all tea production, engaged in tea production, processing, trade, enterprises, individuals, and workshops. Enterprises, individuals, workshops. In 2023, Enshi tea processing output value of RMB 9.5 billion, which "Enshi Yulu" output value exceeded RMB 3 billion, "Lichuan hong" output value exceeded RMB 1.6 billion. The comprehensive output value of the tea industry exceeded RMB 25 billion. Through the preliminary investigation and visit, the Bank understands that most of the tea enterprises year-end payback is a common settlement method, due to the capital recovery cycle is longer, so in the peak season of the production of funds in greater demand. In order to better serve the tea industry, the Bank launched the "Xingcha Loan" to help tea enterprises, tea farmers to expand production. Tea loan services in the tea industry planting, acquisition, processing, sales of the whole industry chain, credit limit of up to RMB 3 million, can solve most of the tea enterprises, tea merchants, tea vendors, growers of capital needs. As of the end of 2023, the Bank had 881 Xingcha loan customers with a balance of RMB 152 million, of which 750 and RMB 127 million were placed in 2023.

## Enhance capacity to provide services to the three rural areas

The Bank has taken a variety of measures to optimize its capacity to provide services to the three rural areas, enhance the impact of its products and the efficiency of its services, and steadily promote the high-quality development of its business while meeting the wide-ranging and multi-level needs of its customers in rural areas.

### Active promotion of business

Since 2023, the Bank has made efforts to promote the "Su Nong Loan" business throughout the bank by conducting comprehensive visits to customers, launching special product competitions within the Bank, and actively recommending the adoption of the "Su Nong Loan" product list by the Bureau of Agriculture and Rural Development, among other means. As of December, 43 households have utilized the service, with a total credit balance of RMB 97.4 million. The number of customers and the amount of credit extended have consistently ranked among the top of 60 rural commercial banks in the province. The credit balance of the "Huinong Quick Loan" business has reached RMB 831 million, an increase of RMB 100 million from the previous year.

### Deepening grid-based governance

The Bank continues to deepen the rural revitalization grid, extends the reach of financial services, and ploughs into the "1+N" grid model, which is based on a geographic grid and combines a few characteristic grids to realize the flowering of inclusive financial services at various points.

### Enhancing the efficiency of approvals

The Bank continuously explored the approval models for grain production planting and hog farming, accelerated credit approval decision-making in related industries, pushed forward the further improvement of the approval efficiency of customers of key agricultural products, guided the investment of credit funds in the field of key agricultural products, and maintained the price stability of key agricultural products in the region. By the end of 2023, the Bank had supported 8,842 grain production entities with a total of RMB 1.95 billion, an increase of RMB 320 million or over 19% from the end of 2022; and 807 hog breeding entities with RMB 230 million, an increase of RMB 27 million or over 13% from 2022, effectively ensuring the stable supply of regional agricultural products.

### Digital Platform Innovation

Focusing on the three rural areas, the Bank continues to build and optimize the "Rural Revitalization Digital Intelligence Platform" and creates the Bank's distinctive rural revitalization financial service platform through the "build-connect-use" approach, and continues to deepen the construction of three major platforms: the Rural Revitalization Digital Intelligence Platform, the Changyin Business Platform, and the Changyin Life Platform. It continues to deepen the construction of the three platforms, namely the Rural Revitalization Digital Intelligence Platform, Changyin Business Platform, and Changyin Life Platform, to further serve the three major areas of rural areas, agriculture, and farmers, and is committed to improving the quality and efficiency of financial services through the digitization of the science and technology system.



### Creating an Intelligent Three Rural Service Platform and Actively Exploring the Strategic Scenario of "Digital Village"

In 2023, the Bank will continue to build and optimize the "Digital Intelligence Platform for Rural Revitalization", upgrading and forming seven functional modules combining sunshine village affairs, financial management, capital management, asset management, comprehensive portal, large-screen early warning, and data docking and processing, and providing towns and villages with a complete, open, and flexible one-stop financial service based on the goal of rural revitalization. financial services for towns and villages.

Since 2023, the Bank has actively explored the "Digital Village" strategic scenario and launched the digital RMB function on the Digital Intelligence Platform for Rural Revitalization. In 2023, the Bank opened a total of 197 digital wallets for village-level collective economic organizations, of which 151 villages were involved, and the opening rate of the wallets for the villages under the Bank's supervision reached 87.8%, contributing to 1,730 payments and receipts of RMB 1.026 billion.



### Establishing a "1+N" grid model to create a "Heavenly Net" for financial inclusion

The Bank has continued to improve its grid-based tools and established the "1+N" grid model, which is based on a geographic grid to promote inclusive financial services in multiple locations.

- Laying a solid foundation for the "1" geographical grid:** The first "branch-village-household" three-level grid management model, clear each level of the grid to cover the area, to determine the responsibility of each grid, has completed the 29 level of the grid, 221 secondary grids, 2154 three-level grid. The grid has been completed 29 primary grids, 221 secondary grids, 2154 tertiary grids "divided into fields to people". The company carries out regular grid visits, constantly updates and maintains the latest grid information, integrates a list of 9 categories and 37 grid financial services, and sorts out 22 inclusive financial labels covering wealth management, pension and social security, and online services, so as to provide residents with accurate and inclusive financial services.
- Doing a good job in the "N" characteristic grid mode:** Plowing the whole village credit granting grid mode and carrying out whole village credit granting. Explore the business model of the garment city business circle, docking visits to more than 400 merchants in the garment city, the use of digital twin technology to accurately locate the location of merchants, real-time display of the business status of the merchants, to provide accurate, personalized acquiring financial services. Innovate the linkage mode of the employees of the enterprises, establish the relationship map between 6,400 enterprises and 260,000 employees in the grid, and provide tools to analyze the situation of the enterprises in the grid and the demographic structure of the employees.
- Intelligent Grid View:** In terms of map visualization, the first grid VR+GIS map, through drone aerial photography, family household anchor points, etc., to achieve grid VR map presentation and family household flat map presentation, automated generation of village situation report. The grid family information and financial information can be "understood in every village". In terms of data standardization, the grid address cleaning is carried out, and on the basis of the five-level administrative division, the standardized address of "natural village-household foundation-door plate" is further refined to realize the data statistics "layer by layer drilling down". The data statistics can be "drilled down from layer to layer". In terms of service precision, the company has integrated the functions of ACRM customer financial labels, service task push, and one-stop processing to realize the "deep plowing" of grid financial services.



### Tongguanshan Village Integrated Service Model of Supply and Marketing + Finance + Livelihoods

Our Bank, in collaboration with the Changshu Supply and Marketing General Corporation, the Tongguanshan Village Committee, and cooperatives, among others, has built a comprehensive service model that integrates the agricultural, cultural, and tourism development of Tongguanshan Village, creating a "Supply and Marketing + Finance + Livelihoods" service model.

- By leveraging organizational strengths, we have connected cooperative supply and marketing partnerships to prosper the circulation of cooperative goods. Through financial collaboration, we have promoted the economic development of the regions where key projects are located, while also providing more job opportunities.
- To advance the operational development of cooperatives, the Tongguanshan Village Supply and Marketing Cooperative Society relies on post stations to provide services and expands its market reach through our Bank's mall.
- To ensure customer needs are met, various intelligent machines are deployed to offer convenient basic services such as small deposit and withdrawal transactions, points redemption, payment of water and electricity bills, and government and people's livelihood services.
- Creating grid-based financial services, deepening the grid-based services in Tongguanshan Village, the current rate of ten thousand yuan households in the grid exceeds 70%, and the credit coverage rate exceeds 34%.



## "Microfinance" to Support Micro and Small Development

In 2023, Changshu Bank, in accordance with its strategic development plan centered on the "One Light and Three Transformations and Three Projects," adhered to the policy of "expanding the number of households and serving smaller customers." The Bank continuously deepened and improved its microfinance products and services system, promoted the expansion of services into the sinking market, supported the development needs of micro and small enterprise customers in rural areas, and accelerated the intelligent and digital transformation of microfinance services.

### Improve product and service system

In 2023, in order to effectively solve the problems of difficult and expensive financing for small and micro customers, the Bank will continue to improve its small and micro product and service system in accordance with the "three ideas" of standardization, process optimization and continuous optimization, and will meet the needs of different customer groups and expand potential business opportunities through innovative products and optimized processes.

#### Launch of diversified retail products

The Bank fused micro and retail products into 4 categories: business, consumption, mortgage and credit card. 2 business loans and consumption loans were retained offline, and the Star Series product line was expanded online to 6 products, namely, Star Huizhou Loan, Star Easy Financing, Star Enjoyment Loan, Shooting Star Loan, Star Credit Loan and Star Tax Loan. Meanwhile, the Bank continued to carry out the Sunshine Credit Project and launched the Changshu grid-based exclusive online product Citizen Loan in February 2023, which was upgraded through 7 iterations to fully realize the full-coverage service for residents and new citizens. In 2023, a total of 23,000 households were granted credit of RMB 3.08 billion, and 2,918 households were granted credit of RMB 410 million.

#### Building a customized micro and small products system

The Bank continues to improve its micro and small products service system, focusing on micro and small business owners, self-employed industrial and commercial households, owners of small family workshops, rural farmers and other customers who are "unwilling to be done by large banks and unable to be done by small banks" as the starting point, and building an online and offline omni-channel, multi-faceted operation and consumption, featured and customized micro and small products system, focusing on broadening customers' financing channels. In 2023, the Bank will match its micro and small products to the needs of micro and small enterprises by understanding their needs. The Bank launched the "Dream Loan" for rural revitalization, which is a family-based credit unit with pure credit and no collateral, and can be used on a revolving basis with a single credit. Meanwhile, the Bank launched customized products based on local economic characteristics and industrial features, such as the "Crystal Loan" for the Donghai region, the "Happy Residential Loan" for the Southern Jiangsu region, and the "Live Streaming Loan" for the live streaming e-commerce industry. Loan" for the live broadcasting e-commerce industry, etc.

#### launched customized products



the "Crystal Loan" for the Donghai region

the "Happy Residential Loan" for the Southern Jiangsu region

the "Live Streaming Loan" for the live streaming e-commerce industry Loan for the live broadcasting e-commerce industry

**In-depth exploration of potential customers**

The Bank focused on waking up 80,000 customers with outbound calls and successfully woke up 2,398 customers with a balance of RMB 322 million. The Bank achieved in-depth exploration of potential customers internally and customized the sale of specific products to meet the different needs of different customers. The Bank's "Emergency Loan" was sold to public customers, with a total of 1,568 households, RMB 1.328 billion granted and RMB 709 million utilized; the Bank's "Star Easy Finance" was sold to Pay by Code customers, with a total of 1,050 households, RMB 153 million granted and RMB 93.82 million utilized; and the Bank's "Retail Asset" was sold to mortgage customers, with a total of 88 households, RMB 12.68 million granted and RMB 7.59 million utilized.

**Optimization of service experience**

The Bank creates a visual configuration of products and processes, establishes a customer-centric integrated credit system, and introduces differentiated investigation processes and approval strategies for matching account managers and customers at different levels. The Bank realizes senseless refinancing through non-repayable refinancing combined with star refinancing, continuously optimizes the service process, advocates early refinancing, cultivates employees' awareness of early refinancing, and unifies credit granting to avoid multiple investigations and approvals, so as to comprehensively enhance the customer experience.



**"Changzhi Loan" supports the development of auto parts companies**

An auto parts enterprise, founded in 2021, the enterprise new auto parts production project, including production workshop and R&D office building, etc., new presses, shears, welding robots and other production and auxiliary equipment, it is expected that the average annual output value of mu will reach RMB 9.09 million / mu. The settlement of the project can not only effectively strengthen the township's industrial sector, but also drive the transformation and upgrading of the surrounding enterprises, and further promote the regional auto parts manufacturing industry to the intelligent, technological development and transformation. The Bank actively docked with the enterprise, tracked the progress of the project through the whole process, and granted a credit of RMB 55 million for the overall project, of which RMB 20 million was allocated for the special "Changzhi Loan" product for the transformation and upgrading of the manufacturing enterprises, which can be used to obtain a subsidized interest rate of about 4%, effectively reducing the financial costs of the enterprise, and formulating a suitable repayment plan in accordance with the actual situation of the enterprise to promote the smooth implementation of the project. The Bank has also formulated appropriate repayment plans according to the actual situation of the enterprises, thus promoting the smooth implementation of the project. The Bank has explored in-depth and actively docked with the enterprise's needs for capital, settlement, bank notes and discounting, and the enterprise has recognized the Bank's services and designated the Bank as a long-term business partner.



**Accelerating the digitization of micro and small services**

The Bank continues to optimize the quality and efficiency of its processes by leveraging its digital advantages. The Bank continues to optimize its digital service system and continues to give full play to its digital strengths and optimize the quality and efficiency of its processes to achieve the goals of "digital intelligence to attract flows", "digital intelligence to control risks" and "intelligent back-office".

**Digital Intelligence**

The Bank analyzed water flow and credit to explore customers' loan demand and granted a total of 9,140 households with credit. The Bank realized accurate traffic diversion through digital cooperation with Suzhou Credit Collection Company, granting credit to 7,813 households.

**Digital Intelligent Risk Control**

The Bank went online with the Intelligent Collection System, whereby collection tasks are pushed to account managers by the system and collection strategies are matched according to the 16-gang situation, realizing a 30% increase in collection volume. The Bank's micro-audit was fully online, with the online rate reaching 100%.

**Intelligent back office**

The Bank optimizes marketing management, customer management and employee management through a digital platform. Since the launch of the subliminal customer platform in July 2023, 656,000 households have been marketed and 14,300 credits have been granted within the system. For customer management, a total of 1,099 labels have been built within the system, including 50 in the scenario category. In terms of employee management, the system has built a comprehensive management platform and gone online with nine mechanisms.

Focusing on digital product innovation, the Bank has innovated a total of four-wtar Series online products based on the organic integration of big data modeling and experts' experience, targeting business and consumer segments, and covering credit and mortgage security. The "Star Easy Financing" online product focuses on self-employed industrial and commercial groups in the professional market, providing precise relief for small and micro customers, and focusing on solving the problems of difficult, expensive and slow financing for small and micro customers. The "Star Easy Financing" online product adopts a "dual channel" service mode of whitelisting and non-whitelisting. By visiting 180 professional markets and nearly 100 industrial villages, the Bank's micro and small account managers focus on combing the operating lists of micro and small entrepreneurs and self-employed businessmen, and provide whitelisting services to reduce intermediate links; for non-whitelisted customers, as long as they confirm their business entities and meet the standardized credit qualifications on line, they can also enjoy the same credit services with flexible terms and repayment as they borrow. In the loan process, online application, intelligent approval and independent signing are realized. Customers can carry out the whole process of online operation through mobile banking and micro-banking channels, and the quota is issued in 5 minutes, and repayment is withdrawn online, which is convenient and quick, and greatly improves the efficiency of small and micro services.



Micro account managers visit professional markets and industrial villages

## Supporting the development of the real economy

The Bank actively plays the role of the main financial force, serves the real economy, responds to major national strategies, increases inclusive financial support, continuously improves the quality and efficiency of services, and assists the high-quality development of manufacturing enterprises by supporting the iterative upgrading of the local manufacturing industry and innovating the product system. On the one hand, it focuses on high-quality customers in the industry and increases its credit support services for advanced manufacturing clusters such as new-generation information technology, high-end equipment, new materials, biomedicine and high-end medical devices, new energy, and "strong industrial chains", "small giants" that specialize in specialties, and single-champion enterprises, etc. It also expands the credit support services for enterprises in the manufacturing industry. Credit support services, expanding the scale of medium- and long-term loans and credit loans in the manufacturing industry, and improving the quality and efficiency of new credit investment. On the other hand, we make good use of the "nuclear weapons" for international business expansion, encourage foreign trade enterprises to match foreign currency financing products with credit line support according to the background of import and export trade, and optimize the settlement and financing integration for domestic trade enterprises by making full use of the advantages of domestic letters of credit, such as "real trade background, low capital consumption, and adjusting the ratio of bills and loans". For domestic trade enterprises, the company makes full use of the advantages of domestic letters of credit, such as "real trade background, low capital consumption, and adjustable bill-to-credit ratio", to optimize the comprehensive settlement and financing services.

The Bank increases credit investment around the modern industrial pattern in Changshu area and innovatively launches the "Easy Equipment Loan" product, which is mainly for manufacturing small and micro enterprises that purchase equipment within one year or intend to purchase equipment, and the funds can be used to provide borrowers with liquidity generated from daily production and operation, and to replace the equipment mortgage loans of financial leasing companies.



### The Bank's "Easy Equipment Loan" solution for technology-based SMEs

A science and technology enterprise is a small and medium-sized enterprise mainly engaged in the manufacturing of electronic components, semiconductor discrete devices, integrated circuit chips and products. It plans to put into full production and upgrade in the second half of 2023, but there is a certain liquidity gap. Considering the actual situation of the enterprise, the Bank recommended the "Easy Equipment Loan" product, and through in-depth communication to obtain the customer's approval, the Bank obtained a credit line of RMB 10 million within three days and successfully withdrew RMB 5 million. Due to the government's increased efforts to attract investment in recent years, many introduced enterprises will initially invest in a large number of equipment, this part of the customer is exactly the potential customers of the Bank's equipment easy loan products, identify the key customers and accurately recommend the Bank's advantageous products, to help small and micro-price customers to solve their own difficulties and at the same time to promote the high-speed development of the business.



## Digital RMB Improving Public-benefit Services

Taking the pilot work of digital RMB in Suzhou as an opportunity, the Bank expanding the multi-Scenario application of digital RMB for the benefit and convenience of the public under the principle of "one bureau, one department, one organization", and created a multi-scenario digital RMB ecosystem including digital government affairs, financial disbursement, retail stores, and medical consultation. By the end of 2023, 85,727 personal wallets had been opened, 28,689 public wallets had been opened, 5,662 digital RMB acquirers had been expanded, full coverage of local and foreign digital RMB business had basically been realized, and 5,874 digital RMB loans of various types had been issued, with a total amount of RMB 8.5 billion.

### Doing a good job in grassroots research

The Bank conducted high-frequency research on 42 branches, 3 street communities, and 5 professional markets and business districts in Suzhou by setting up a special research group on digital currency to promote the government's policies on digital currency work at the grassroots level and to convey the deployment of the Bank's work on digital currency, and at the same time actively listened to customers' requests and truly understood the pain and difficulties of the grassroots level in promoting the business of digital currency, so that we could collect samples for optimizing the work on digital currency. Collecting samples.

### Realization of the entire process of digital RMB loans online

Realization of the function of automatic conversion of RMB and digital RMB during the application of the Bank's credit system, MCP, and Cloud Loan (online withdrawal by customers) services, with the loan funds directly disbursed to the customer's wallet and combined with the trustee payment service. The realization of this function significantly reduces the length of digital RMB loan disbursement and provides customers with a better digital currency loan experience.

### Landing rural revitalization agriculture-related loans

Under the guidance of the Bureau of Agriculture and Rural Development, the Bank created a digital RMB demonstration village, and issued a total of 108 agriculture-related loans and green financial loans with a total amount of RMB 558 million, providing strong support for the rural revitalization of the digital RMB demonstration village in Changshu.

### Creating a publicity atmosphere for digital currency

The Bank has launched a series of digital currency themed publicity activities in various forms and with rich contents through various online and offline channels, covering the local and foreign regions. The Bank has equipped its business outlets with promotional materials such as pull-tabs and folding pages, released a series of tweets on "Frequently Chatting Digital Currency Knowledge Class" through its WeChat public number, WeChat Friend Circle and other media platforms, and carried out a live broadcast of digital currencies on line to enable customers to better understand and accept digital currencies, and to assist in the marketing of digital currency products.



Digital RMB Knowledge Classroom Broadcast

Digital RMB Smart Vegetable Market



Digital RMB Knowledge Classroom Broadcast

# 02

## Leveraging Technology and Fostering Attentive Services

- Improving Science and Technology Management
- Optimizing Customer Experience
- Strengthening Information Security

Changshu Bank takes it as its responsibility to provide better services to customers, actively promotes the deep integration of financial technology with products and services, continuously improves its online and offline service capabilities, continuously strengthens the protection of customers' privacy and information security and is committed to building a responsible bank.



## Improving Science and Technology Management

In 2023, the Bank took "improving quality and efficiency, integrating into the frontline, empowering by technology and practicing internal skills" as the starting point, and successfully completed the commissioning of Yangu Data Center, which, together with the head office data center, the data center in the archive building and the off-site disaster recovery center in Wuhan, constituted a two-location multi-center structure to support the Bank's future needs for rapid development of its business and further deepened the healthy and stable development of its business through the establishment of the integrated service desk and the science and technology manager, as well as the establishment of five industry-technology agile teams. In addition, the Bank has established a comprehensive service desk, a science and technology manager, a three-use engineering experience officer and a TPC (technology, business, and organization) frontline communication platform, and five industry-technology agility teams to further deepen the fusion of business and technology and empower healthy and stable development of business.



## Strengthening the institutional base

In 2023, the Bank formulated a plan for the development of financial technology (2023-2026), proposing to steadily promote the construction of "big platforms and small applications" to empower the digital transformation of business; to focus on customers, promote the transformation of science and technology from "system construction" to "service operation", and from "function realization" to "experience design", and continuously improve the user experience. We will continue to enhance the service capability of the four platforms, including the integrated service desk and the technology manager, strengthen the innovation of financial products, and further enhance the independent research and development capability of science and technology by constructing a number of important projects and declaring invention patents or software copyrights.

The Bank further strengthened its fintech business empowerment and fully enhanced its business digitization around the strategic direction of the entire business in 2023.

-  Launched an intermediary business platform to integrate the Bank's internal intermediary business-type systems, improve business management functions and innovative development modes, improve delivery efficiency and reduce account risks.
-  Promoted the construction of the risk control center, developed 148 models and 4,271 rules, which were applied to more than 90 different business scenarios/products, such as credit risk and transaction risk.
-  The online marketing middle office builds digital marketing capabilities around account managers, realizing multi-platform and multi-system interconnection of customer information and multi-directional recording of customer interaction behaviors.
-  The Bank has completed the launch of the digital cooperative office platform, which has opened up internal management systems such as OA, finance and human resources, and enhanced the cooperative office capacity of the whole bank; the Bank has also launched the unified operation platform, which integrates the business platforms such as Xiaoyan, MCP, and mobile halls, and improves the user experience and system synergies, and greatly improves the efficiency of the marketing and business development.

The Bank continued to strengthen the construction of its financial technology talent team, increase resource investment, and continuously consolidate the foundation of science and technology innovation to ensure the smooth realization of the strategic objectives of the financial technology plan. In 2023, the Bank will promote the reform of the science and technology talent system, enhance the quality and efficiency of recruiting, implement the staff upgrading development system, and intensify the efforts in staff training and assessment, so as to further increase the stability and sustainability of the scientific and technological talent team. The Bank will further enhance the stability and sustainable development of its scientific and technological talent team.

Recruiting for quality and efficiency

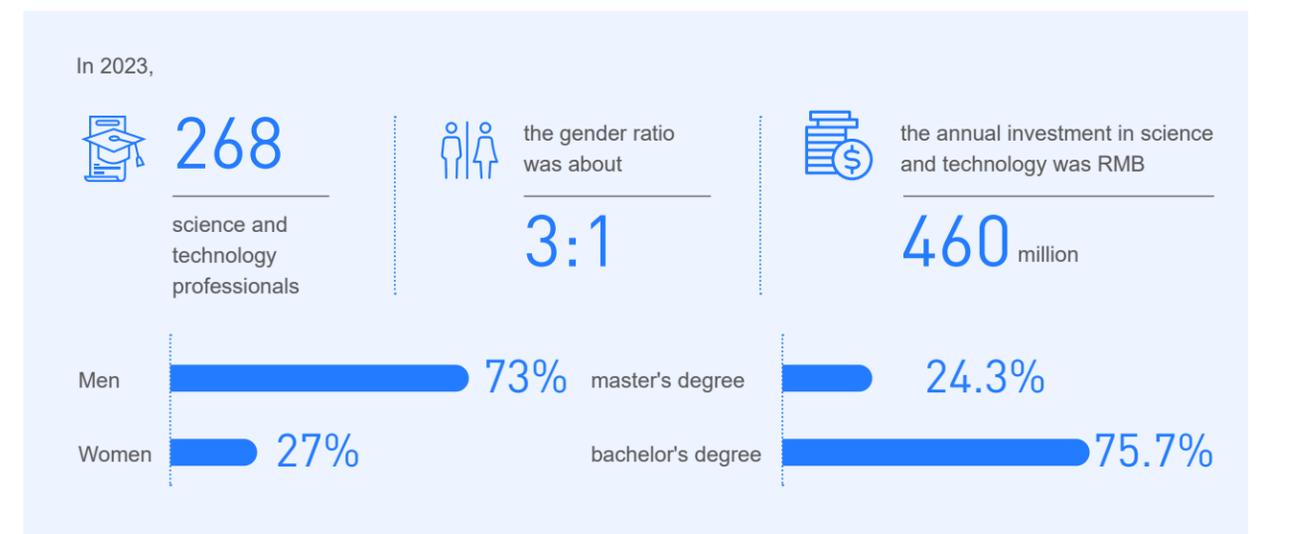
Continuously broaden new recruitment channels, carry out internal competitions, etc., continuously implement the "Thousand Talents Plan" for talent recruitment, focus on high-precision talents for talent recruitment, promote the implementation of the Thousand Talents Plan, accelerate the introduction of scientific and technological talents through continuous broadening of new recruitment channels, increasing the frequency of recruitment interviews, internal competitions, and encouraging internal referrals to improve the ratio of personnel from 211 and 985 prestigious schools, replacing third-party companies with employee productivity, and cultivating scientific and technological talents with awareness of financial risks and Internet thinking.

Landing staff upgrading and promotion development system

Through the mechanism of hierarchical classification and upgrading twice a year, it accelerates the development speed of excellent talents, and at the same time, through the competency assessment, job duty combing, and job value assessment, it constantly conducts a fine inventory of talents, and pulls employees around the organization's goals to continuously improve their abilities and realize their self-worth.

Increase staff training and appraisal

Increase staff assessment efforts, in addition to the daily performance appraisal, increase the various types of special incentives, involving 8 categories of 19 special assessment; increase personnel training efforts, focusing on internal trainers, school recruiting management training students, school-enterprise cooperation groups for special training.



## Protection of intellectual property rights

The Bank continuously strengthens the protection and management of intellectual property rights in accordance with the *Measures for the Management of Information Technology Intellectual Property Rights of Jiangsu Changshu Rural Commercial Bank*, actively applies for invention patents or software copyrights for relevant innovative products, timely protects the legitimate rights and interests of technological employees, and enhances the enthusiasm of financial technology work. In 2023, the Bank issued the *Management Measures for the Financial Technology Innovation Fund of Jiangsu Changshu Rural Commercial Bank*, which set up special rewards for invention patents as a supplement to the performance appraisal, encouraging employees to research and develop new technologies and products in a more in-depth manner, so as to improve the Bank's technological innovation capability and market competitiveness.



Important Achievements of Changshu Bank's Technical Invention Patents and Software Copyrights (Part)



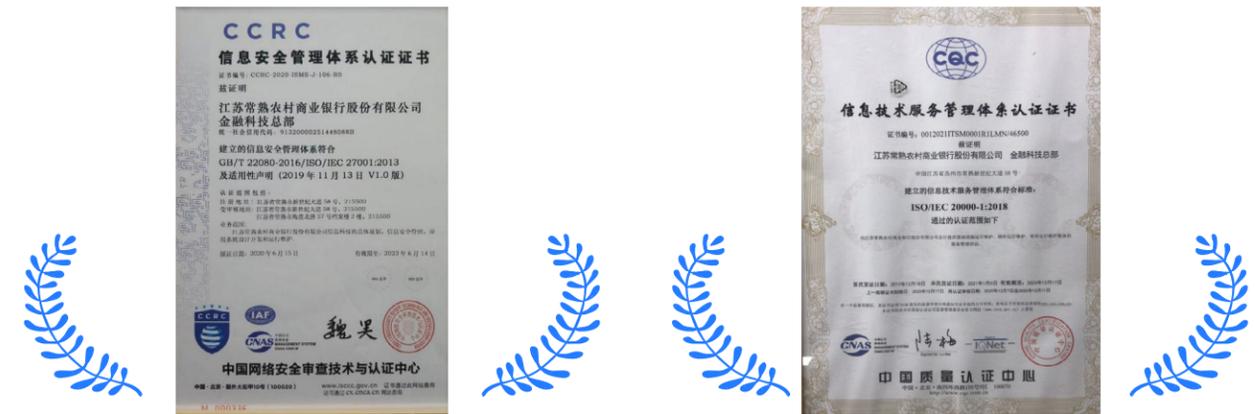
### The First "Changyin Cup" Digital Finance Innovation Competition

In order to actively respond to the requirements of our country to accelerate the construction of digital economy, carry forward the "four dares" spirit of "dare to do, dare to break through, dare to do, dare to be the first", and comprehensively promote the digital transformation, the Bank organized the first "Changyin Cup" Digital Finance Innovation Competition, aiming to find the best cases of digital transformation, activate data assets, and cultivate a group of digitally minded employees. The theme of the first Digital Finance Competition is to focus on the Bank's digital transformation, take the integration of technology and business as a link, and promote the application of information systems, data assets, and digital thinking throughout the bank.



## Improvement of scientific and technological qualifications

The Bank continuously improves its information management level according to the requirements of management system standards related to information technology and information security, and actively applies for the industry's technology competence system assessment. The Bank's information security management system has passed ISO27001 certification, its information technology service management system has passed ISO20000 certification, and the project management capability of its financial technology headquarters has passed CMMI maturity level 3 certification.



ISO27001 Certification

ISO20000 Certification

As of 2023, the Bank has obtained

**5** patents

for system-related national technology inventions

**51**

software copyrights

During the year, the Bank obtained

**1**

invention patent

**7**

software copyrights



CMMI Maturity Level 3 Certification

## Optimizing Customer Experience

The Bank is committed to providing customers with the highest quality services and continuously optimizing the service process with innovative means of information technology in order to enhance customer experience. We continue to improve the complaint handling mechanism, standardize the complaint acceptance and disclosure process, and are committed to enhancing the efficiency and quality of complaint handling to ensure a better service experience for our customers.

### Enhancing the offline business office experience

#### ● Optimization of online services

The Bank took multiple measures to enhance the efficiency of business processing and optimize customer experience through making offline services online. The Bank has enriched the functions of remote video center and accessed six new video services, such as face-to-face signing of the first drawdown of small and micro loans and face-to-face signing of the maximum guarantee contract; realized on-line booking of changes and cancellation of public accounts to optimize the process of public services; built the micro-banking on-line queuing system, real-time reminders of number pickup, notification of arrival, etc.; and docked with the ACRM system to notify the manager of the management of the account of the arrival of the VIP customer.

#### ● On-line Enterprise Comprehensive Financial Service Platform

The Bank completed the construction and comprehensive promotion of the Enterprise Comprehensive Financial Service Platform (the new version of Enterprise Internet Banking), which effectively enhanced its business, marketing, integration and service capabilities, fully protected the safety of customers' funds through the use of security controls, digital certificates, key authentication and other technologies, maintained the safe and stable operation of the Enterprise Internet Banking on a daily basis, and provided more online support for the work of enterprises, and won the "Nineteenth (2023) Annual Event of Joint Digital Finance Promotion" Best Security Award for Enterprise Digital Finance.

#### ● Innovative Scenario Services

For the digital operation and management of chambers of commerce and associations, we have launched the "Good Helper" platform, which provides six basic services for chambers of commerce and associations, including membership management, information management, activity management, supply and demand management, expense management and financial services, through the customized solution of "small program + back-office management system". management, activity management, supply and demand management, expense management and financial services.

#### ● Upgrading the intelligent operation services of the branch

Creating digital employees, transforming and completing 50 transactions at the counter to realize automated identification of customer signatures online; applying face recognition and OCR technology, combined with the whitelisting mechanism, to realize automated authorization of customer detail inquiries, which greatly reduces the workload of authorization at branches and shortens the waiting time of customers;

#### ● Creating benchmarks for elderly-friendly locations

In 2023, we successfully create five elderly-friendly locations, carry out the aging transformation of smart counters, and put on-line the caring mode; add the fingerprint entry function to effectively solve the problem of elderly customers who are unable to handle transactions on the equipment side because they do not know how to sign. We have also launched the "Winning in the Hall" program to enhance the service capability of its employees through lectures and on-site introduction; it has set up additional service teams in the halls, done a good job in the division of roles, and implemented the duties of the positions to ensure the continuity and smoothness of the customer service, and to maximize the provision of the "full-process accompaniment" service to the elderly people who are in need.



### Benchmarking of Aging-Friendly location--Shajiabang Sub-branch

Changshu Bank Shajiabang Sub-branch adheres to the parallelism of traditional services and intelligent innovation, focuses on the high-frequency financial needs of the elderly, helps the elderly to get on the "digital express", and gives the elderly a greater sense of access and happiness in the process of enjoying financial services.

- **Strengthening the standardization of services for the elderly:** Focusing on financial service scenarios for the elderly, it has set up work plans or systems for ageing-friendly services, including service guidelines, emergency response and complaint handling systems.
- **Strengthening specialized training for employees in elderly-friendly services:** Improving the content of training for practitioners in elderly-friendly services, strengthening training in consumer protection content such as solving common difficulties encountered by the elderly in the use of smart technologies, and preventing illegal fund-raising and telecommunication network fraud, so as to enhance the level of elderly-friendly services and emergency response capabilities.
- **Optimizing the aging service process in outlets:** We focus on the quality of services for the elderly and other special groups, and further improves the quality and effectiveness of aging services in terms of consultation and guidance, counter services, humanistic care, and protection of rights and interests.
- **Improvement of ageing-friendly service facilities:** Starting from the special situation of elderly customers, we have created the Red Elderly Public Welfare Zone and improved the facilities to help the elderly, including the configuration of special seats for the elderly, presbyopia glasses, magnifying glasses, first-aid medicine kits, wheelchairs, crutches, umbrellas, professional blood pressure meters and other equipment to help the elderly, and reasonably equipped with enlarged fonts for the elderly version of the commonly used business descriptions, manuals of financial knowledge, newspapers, magazines and reading materials such as red books, and so on.



Elderly friendly  
Shajiabang Sub-branch



### "Bank & Supermarket" Cooperation with Changkelong

In response to the Department of Commerce's action to build the county commercial system and support rural revitalization, as Changshu people's "own bank" and "own supermarket", our Bank enters into a comprehensive strategic partnership with Changkelong by leveraging the strengths of both parties in terms of branches, channels, personnel, and technology. This is the first time we have engaged in an all-around strategic cooperation. Both parties carry out a "bank + supermarket" model where each entity hosts the other within their physical locations. As a result, we have opened 5 "bank-within-a-store" branches and 3 "store-within-a-bank" supermarkets throughout the year. This collaboration enables customer acquisition of our Bank, benefits for customers, and profits for the supermarket, creating a tripartite win-win situation.

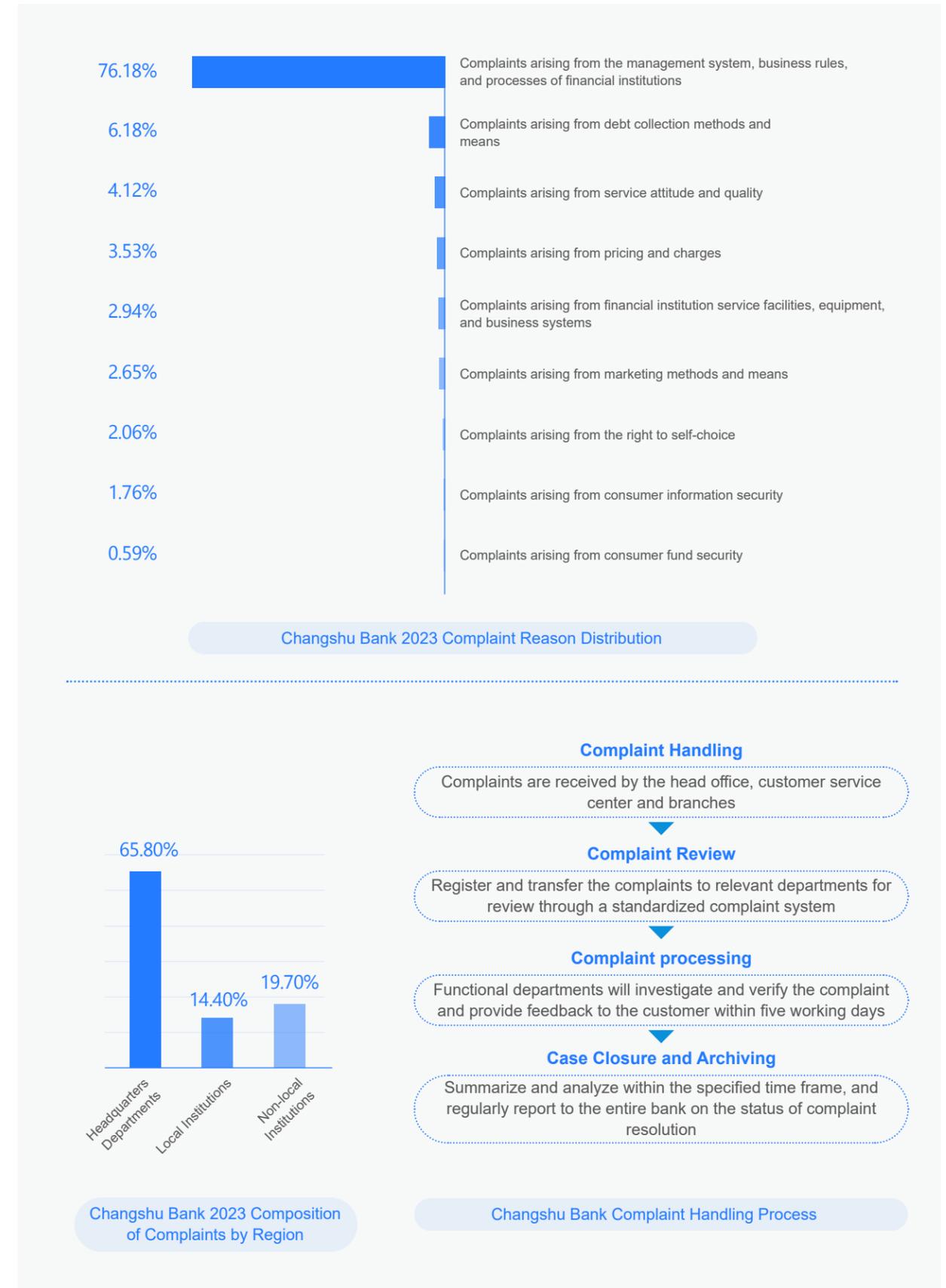
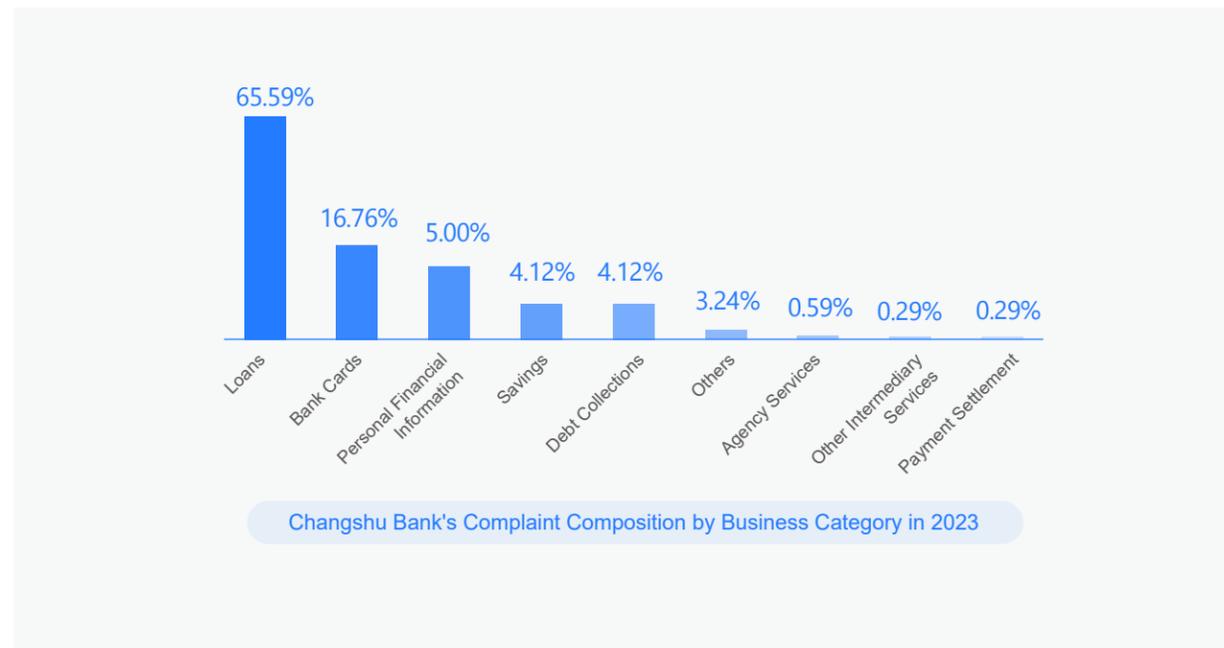


A store-within-a-bank supermarket

## Enhancing complaint management

In 2023, our Bank earnestly implemented the relevant regulations on complaint management of the regulatory authorities and continued to improve the complaint handling mechanism to protect the legitimate rights and interests of financial consumers. First, we have optimized the complaint handling process by establishing a dedicated consumer complaint handling working group to coordinate, implementing a tiered classification management system for consumer complaints (ordinary, complex, urgent, significant), clarifying the complaint handling processes across various channels, and using a combination of 'first-point responsibility, assigned handling, and escalated management' to investigate, verify, and handle consumer complaint matters. Second, we have established a consumer complaint assessment team to determine the nature of the complaints. For those complaints that are deemed valid, we conduct a 'two-level upward accountability' and 'dual-track handling' process, deducting assessment points from the responsible parties, in order to raise the level of attention paid by all units to complaints and reports.

In 2023, our Bank handled a total of 340 financial consumer complaints. In 2023, the handling rate of the complaints was 100%, and the satisfaction rate of the handling reached 97%.



## Strengthening Information Security

The Bank attaches great importance to the protection of user privacy and information security, and continuously optimizes its technical architecture, enriches its policy system, and enhances its management capabilities in order to achieve continuous improvement in the technical management of information security and privacy protection across the Bank.

### Emphasis on customer privacy protection

The Bank has further clarified its data security management responsibilities in accordance with the "Measures for Data Classification and Hierarchy Management", continuously strengthened the construction of information security and privacy protection, enriched the overall strategy, improved the management capability, and done a good job in the technical management of information security and privacy protection in the financial industry. The Bank attaches importance to customer privacy protection, organizes external personal information protection review and assessment work every year, and improves the Privacy Policy of Jiangsu Changshu Rural Commercial Bank Co., Ltd. In accordance with the formulated "Measures for the Administration of Personal Financial Information Security", the Bank requires standardized user informed consent for a number of channels involving personal information security, such as Changshu Bank Mobile Banking, Changyin Life, Feiyan Code Payment, Internet Banking, etc., and informs users of the methods and scopes of personal information collection, use and storage by means of express reminders, and makes lawful and reasonable use of users' private information to enable the transmission of users' information in a safe and controllable environment. There were no major incidents related to information security and privacy protection during the year.

In 2023, the Bank further strengthened the management of personal financial information protection by establishing the "Personal Financial Information Protection Indicator Evaluation System", formulating 13 first-level indicators, 57 second-level indicators and 150 indicator requirements in three aspects, namely, rules and regulations, security technology and major business areas. We have organized 15 departments across the Bank to conduct gap analysis of personal financial information protection, and formulated 16 enhancement measures in the areas of personal financial information classification and hierarchical use management, life cycle technology management of personal financial information, as well as mobile Internet applications and sales business.

### Enhancing information security awareness

Our Bank attaches importance to the enhancement of employees' information security awareness and adopts the "1+N" approach to continuously carry out cybersecurity awareness education. In 2023, our Bank organized more than 60 on-site training sessions on cybersecurity for our employees and organized a cybersecurity knowledge test for our entire staff, covering more than 6,000 people.



In 2023, our Bank organized more than **60** on-site training sessions on cybersecurity for our employees and organized a cybersecurity knowledge test for our entire staff

covering more than **6,000** people

Changshu Bank Conducts Cybersecurity Awareness Training 2023

## Changshu Bank's "1+N" Cybersecurity Awareness Education System

### 1 Organizing Cybersecurity Month Activities

Internet security awareness education activities are carried out in the form of thematic on-site training, special security self-inspection, online and offline knowledge popularization, etc., to enhance employees' awareness of typical risk self-prevention:

#### Carrying out cybersecurity training for all staff:

Carrying out cybersecurity awareness training for all full-time (part-time) IT staff of the Bank, analyzing typical cybersecurity incidents and preventive measures, etc., with a total of more than 60 on-site training sessions.

#### Special self-inspection on internet security:

Through the internal "terminal security self-inspection system", the Bank carries out security inspection on the use of office terminals, and the IT personnel of each organization follow up and report on the rectification situation after problems are found, and rectification is completed and reported immediately when non-compliance is detected.

#### The combination of online and offline popularization of cybersecurity knowledge:

Promote electronic publicity materials related to the theme "Cybersecurity, Everyone's Responsibility" through the WeChat Official Account; continuously broadcast cybersecurity awareness videos on TV screens at various branches; display cybersecurity slogans on LED screens at branches; set up cybersecurity poster displays in employee canteens and at main entrances to popularize legal regulations; simultaneously, organize a comprehensive cybersecurity knowledge test for all employees, covering over 6,000 people.

By promoting cybersecurity awareness through multiple channels, at various times, and from various perspectives, we strengthen employees' ability to identify and respond to daily cybersecurity risks.

#### Regular release of online journals:

Publish 13 issues of cybersecurity education journals, covering topics such as preventing telecommunications fraud, phishing emails, ransomware attacks, and data security from internal information leaks.

#### Conducting cybersecurity drills:

Organized a phishing email exercise to effectively test the organization's and personnel's ability to command and respond to cybersecurity emergencies.

#### Active participation in cybersecurity awareness events:

Created a video piece on "Personal Information Protection Security Knowledge and Protection Skills" to participate in the "Cybersecurity, I'm Involved" event organized by the Office of the Changshu Cyberspace Affairs Commission and the "2023 Financial Technology Expert Competition".

### N Promoting cybersecurity awareness through multiple channels, at various times, and from multiple perspectives

# 03

## Promoting Low-Carbon Transition and Building a Green Bank

- Developing Green Finance
- Promoting Green Operations
- Responsible Sourcing

With the acceleration of global climate change response actions, our Bank has actively responded to the national strategy of carbon peaking and carbon neutrality, fully utilized our regional and industry advantages, and proactively assumed our environmental and social responsibilities. We have strengthened the identification and management of environmental and social risks, fully implemented a green and low-carbon operation model, and vigorously developed green financial business. In response to the challenges of climate change, we continue to explore new opportunities for green development and look for effective paths in line with sustainable development.



## Developing Green Finance

Utilizing our financial advantages, credit advantages and information product advantages, our Bank formulated the "Green Finance Development Strategy (2020-2025)". This strategy leads the entire Bank in providing loan support for energy conservation, emission reduction, and urban infrastructure projects. We integrate the prevention of environmental and social risks with the accelerated promotion of green business development and the enhancement of social responsibility to form the three major tasks of the green credit development strategy, effectively supporting the development of green finance business.

### Strengthening policy leadership

In 2023, our Bank issued the "Guidelines for Corporate Business Work for 2023", specifying the need to develop green finance and contribute to green development. Our Bank gives priority to supporting green environmental protection enterprises such as clean energy and energy conservation and emission reduction enterprises, while implementing a one-vote veto system for environmental protection, restricting access to resource-based enterprises with excess capacity or high pollution and energy consumption or environmentally non-compliant enterprises, and resolutely withdrawing from our stock of customers that do not meet environmental protection standards. Under the guidance of industrial policies, we will increase financial support for green industries that support carbon peak and carbon neutral goals, and continue to deepen the strategy of rural revitalization: we will pay attention to the enhancement of the rural living environment, focusing on the key points of "ecological beauty, environmental beauty, and humanistic beauty", and continue to assist key projects such as "Liveability in a Thousand Villages", the construction of "High-standard Ponds", and the remediation of water pollution, matching the special products such as "Rural Loan", "Rural Boosting Loan", and "Water Conservancy Loan" to comprehensively enhance the construction of infrastructures and rural living environments, and ensure that the growth rate of the Bank's green loans will be no less than the growth rate of the Bank's various loans in 2023.

### Strengthening environmental and social risk management

Based on the relevant spirit of the *Green Finance Guidelines for the Banking and Insurance Industry* issued by the China Banking and Insurance Regulatory Commission, our Bank incorporates environmental, social and governance requirements into the credit risk management process, focuses on realizing good social and environmental benefits, and leverages its financial strength to better support the green and low-carbon transformation of society.

In 2023, the Bank carried out in-depth quantitative analysis of environmental risks. In 2023, the Bank's internal credit ratings of enterprises affected by environment-related policies and their own EIAs were transferred to the changes in the internal credit ratings of the enterprises, reflecting the changes in the probability of default of the subjects. Under the effect of policy tightening, failure of EIA and other unfavorable factors, the overall internal ratings of the relevant customer groups will face a downward trend, and the total expected default amount of each grade calculated based on the "probability of default times loan amount" will be enlarged, which reflects the extent of the impact of environmental risk on the quality of assets.

For industries such as chemical, printing and dyeing, and non-metallic mineral products, which are susceptible to environmental risks, our Bank conducted sensitivity analysis of corporate environmental factors in 2023. We assumed that the customers with five levels of classification as normal and concerned were affected by factors such as energy conservation and emission reduction policies and non-compliance with environmental assessment standards, and assessed the extent to which these factors would affect the quality of our Bank's credit assets under mild, moderate and severe scenarios, i.e., scenarios in which the internal credit ratings would drop by 2, 3 and 4 levels, respectively. The results of the analysis showed that since our Bank's credit resource allocation has always been tilted towards industries and enterprises with low energy consumption, pollution and emissions, the overall scale of credit assets susceptible to environmental factors is limited, and the expected risk of new defaults is generally controllable under extreme circumstances.

#### Pre-loan Investigation

- Conduct a comprehensive investigation and assessment of the environmental and social impacts of the client and their projects. Gain an understanding of the client's historical information, current status, and potential issues related to environmental and social risks. Timely and accurately identify "green loans" in the credit system. Focus on investigating the actual situation of corporate pollution discharge and the holding of relevant permits.
- Strictly review the necessary conditions for the commencement of project construction (such as compliance with industrial policies and market access standards, project review and approval, or filing procedures), and pay attention to whether the approval or authorization authorities have the corresponding authority.
- Emphasize that new projects must comply with national industrial policies and development trends, and the project's environmental assessment should match the overall requirements of the planning environmental assessment.



- Our bank has established an "express lane" approval mechanism for green loan businesses and customers that comply with green, low-carbon, and circular economy principles. We provide a green channel for credit approval, adopt parallel work between review personnel and customer managers, and advance loan review processes. We have established a business management model that integrates front-end marketing promotion with mid-end credit approval. By considering the overall project risks, including environmental and social impacts, and other favorable factors, we propose final loan plans and determine reasonable, effective, and operational loan conditions and management requirements. Through the establishment of a "fast track" loan review model, we simplify credit application materials for high-quality green financing projects, streamline the credit approval process, and adopt a tiered and classified credit granting approach to improve approval efficiency. We have implemented a policy where credit approval for loans under RMB 15 million is to be completed within 1.5 working days, and for loans above RMB 15 million, within 5 working days.

#### Credit Approval



#### Post-loan Management

- Our bank strengthens communication with local environmental protection departments, regulatory authorities, news media, and stakeholders of loan customers (projects). We understand the compliance status of environmentally-related legal requirements for credit enterprises and proactively identify environmental and social risk factors of customers (projects). We monitor the implementation of related credit management requirements, as well as the recording of enterprise environmental protection labels into the management, in relation to major environmental risk events within our jurisdiction. For customers found to have environmental protection issues (or potential hazards), we use the artificial early warning function of the risk warning system to provide warning prompts and take targeted control or mitigation measures. This effectively controls and avoids environmental and social risks of customers (projects), as well as potential credit and reputational losses. We also strengthen the frequency of post-loan inspections for environmentally risky customers.



## Green financial product innovation

Based on the development concept and business characteristics, the Bank continued to promote the innovation of diversified green financial products and launched a series of standardized loan financing models and low-carbon financial products focusing on the green financing needs of "Agriculture, Rural Areas and Farmers" and small and micro enterprises. As of the end of 2023, our Bank's green credit balance amounted to RMB 2.627 billion, an increase of RMB 351 million, or 15.41%, from the beginning of the year, and the number of green credit accounts had reached 142, a rise of 39 accounts compared to the start of the year.



	Type of Loan	Purpose of Loan	Product Information
<b>Sewage Loan</b>	Borrowers who have obtained and confirmed their emission rights in the form of emission permits for a fee apply to our Bank for RMB working capital loans for their normal production and operation.	Mainly used for the enterprise's energy saving and environmental protection renovation and the financial needs arising from daily production and business activities.	The maximum loan amount for a single account shall not exceed RMB 20 million, and in principle, the maximum amount shall not exceed 70% of the appraised value of the sewage rights held by the enterprise; the security method shall be in the form of credit, and the sewage rights held by the borrower shall be added as collateral security.
<b>Jiangsu Carbon Financing</b>	Liquidity loans granted by the Bank to agriculture-related, small and micro and private enterprises in the directory of green enterprises with key support from the central bank funds in Jiangsu Province.	Mainly used for the financial needs of energy-saving and carbon reduction projects of enterprises, or the financial needs arising from the daily business activities of energy-saving and carbon reduction enterprises.	The interest rate of the loan is fixed, with the weighted average interest rate of the principle loan not exceeding 5.5% and the interest rate of a single loan not exceeding 6% (excluding 6%), and the approval mechanism of the preferential interest rate will be implemented for enterprises with significant carbon reduction. The guarantee method can be either credit-based or a combination of mortgage, pledge, guarantee, or any other forms of collateral.
<b>Environmental Protection Loan</b>	A financial product issued by our Bank to the borrower, jointly established by the Department of Finance, the Department of Ecology and Environment and the Rural Credit Union of Jiangsu Province, to provide loan credit enhancement and risk compensation for pollution prevention, ecological protection and restoration, environmental protection infrastructure construction, and environmental protection industry development projects carried out by enterprises in Jiangsu Province through the establishment of an ecological and environmental protection project loan risk compensation fund pool.	Can be used for energy saving and water conservation projects, ecological protection and restoration projects, resource recycling projects, pollution prevention and control projects, renewable energy and clean energy projects, energy saving and environmental protection service projects, and other environmental protection projects approved by the Provincial Assessment Center.	The maximum loan amount shall not exceed 50 million RMB; the term of a working capital loan shall not exceed 3 years, while the term for fixed asset loans or project loans shall not exceed 5 years. The interest rate for the loan shall not exceed the Loan Prime Rate (LPR) for the corresponding term of the most recent month plus 80 basis points. The guarantee methods may include mortgage, pledge, guarantee, or credit-based methods, either individually or in combination.



**"Jiangsu Carbon Financing" supports the production of wind power enterprises**

A machinery manufacturing company is mainly engaged in the production and sales of wind turbine generator base and supporting components, air condensers, and hydraulic generator base and supporting components. The company has established a comprehensive quality control system in aspects such as order management, technical documentation, supply chain management, raw material and auxiliary material incoming inspection, production process scheduling, process quality control, equipment management, and data collection and analysis. Over the years, the company has been based in the new energy industry, achieving a full process closed-loop control from supplier evaluation to raw material incoming inspection, product process control, product acceptance, and shipment. This customer had a capital gap of RMB 2 million in the production process, which was used to purchase raw materials needed for production. After learning about the company's financing needs through visits, the customer manager of this bank actively recommended the "Jiangsu Carbon Financing" product to ensure the company enjoyed the most favorable loan interest rate. Through service docking, RMB 2 million of "Jiangsu Carbon Financing" was successfully granted to the enterprise with an annual interest rate of 3.85%, successfully solving the urgent needs of the enterprise.

**Promoting green investment**

The Bank integrates the development of green finance, fulfillment of social responsibility and sustainable development of the Bank, and actively increases green investment. 10 new green bond investments were made in 2023, with a total investment amount of more than RMB 893 million; as of the end of 2023, the green bond holdings amounted to RMB 959 million, an increase of RMB 512 million, or 114.54%, compared to the start of the year.



**10** new green bond investments were made in 2023

a total investment amount of more than RMB **893** million

- On January 19, 2023** ➤ The Bank successfully invested in 2023 Industrial and Commercial Bank of China Limited, Hong Kong Branch Green US Dollar Financial Bonds in the amount of US\$19.96 million, with a coupon of 4.5%, a yield to maturity of 4.571% and a maturity period of 3 years, with the funds being used for the purpose of green assets under the green bond framework.
- On February 8, 2023** ➤ The Bank successfully invested in Wuxi Taihu New City Asset Management Co., Ltd.'s 2023 private offering of green corporate bonds (Phase I) for professional investors in the amount of RMB200 million with a yield of 4.1% and a maturity of 3+2 years. The proceeds from the capital term bonds, after deduction of issuance costs, will be utilized for the construction and operation of the Wuxi Taihu Bay Environmental Enhancement and Improvement Project.
- On March 28, 2023** ➤ The Bank successfully invested in 2023 CITIC Bank Green Financial Bonds (Series I) in the amount of RMB 0.05 billion with a yield of 2.79% and a maturity of 3 years. The proceeds from this bond will be used for green industry projects as stipulated in the *Green Bond Endorsed Projects Catalogue (2021 Edition)* in accordance with applicable laws and regulatory approvals.
- On May 31, 2023** ➤ The Bank successfully invested in 2023 China Construction Bank Corporation Sydney Branch Green US Dollar Senior Bonds in the amount of \$15,964,000 with a coupon of 4.5% and a yield to maturity of 4.5811% with a maturity period of 3 years, and the funds were used for the refinancing of existing debt.
- On July 3, 2023** ➤ Our Bank successfully invested in the 2023 Bank of China Limited New York Branch Green USD Subordinated Bonds, with an investment amount of \$1.978 million, a coupon of 4.625%, a yield to maturity of 5.0681%, with a maturity of 3 years. The net proceeds from the bond issuance will be used by the settlement institution to fund and/or refinance qualified environmental protection projects as defined in the company's *Sustainability Series Bonds Management Statement*.
- On October 25, 2023** ➤ The Bank successfully invested in the Agricultural Development Bank of China's green financial bond (series 2) for 2023 in the amount of RMB 50 million with a coupon of 2.41% and a maturity of 2 years, and the funds raised will be used for the Agricultural Development Bank of China's support of the project loan placement for biodiversity conservation.

**On October 25, 2023**

The Bank successfully invested in 2023 Industrial and Commercial Bank of China Limited, Hong Kong Branch Green US Dollar Senior and Subordinated Bonds in the amount of US\$15,970,000 with a coupon of 5.375% and a yield to maturity of 5.45% and a maturity of 3 years. The net proceeds from the issuance of bonds will be used by the settlement institution to fund and/or refinance qualified environmental protection projects as defined in the company's *Sustainable Series Bonds Management Statement*.

**On November 26, 2023**

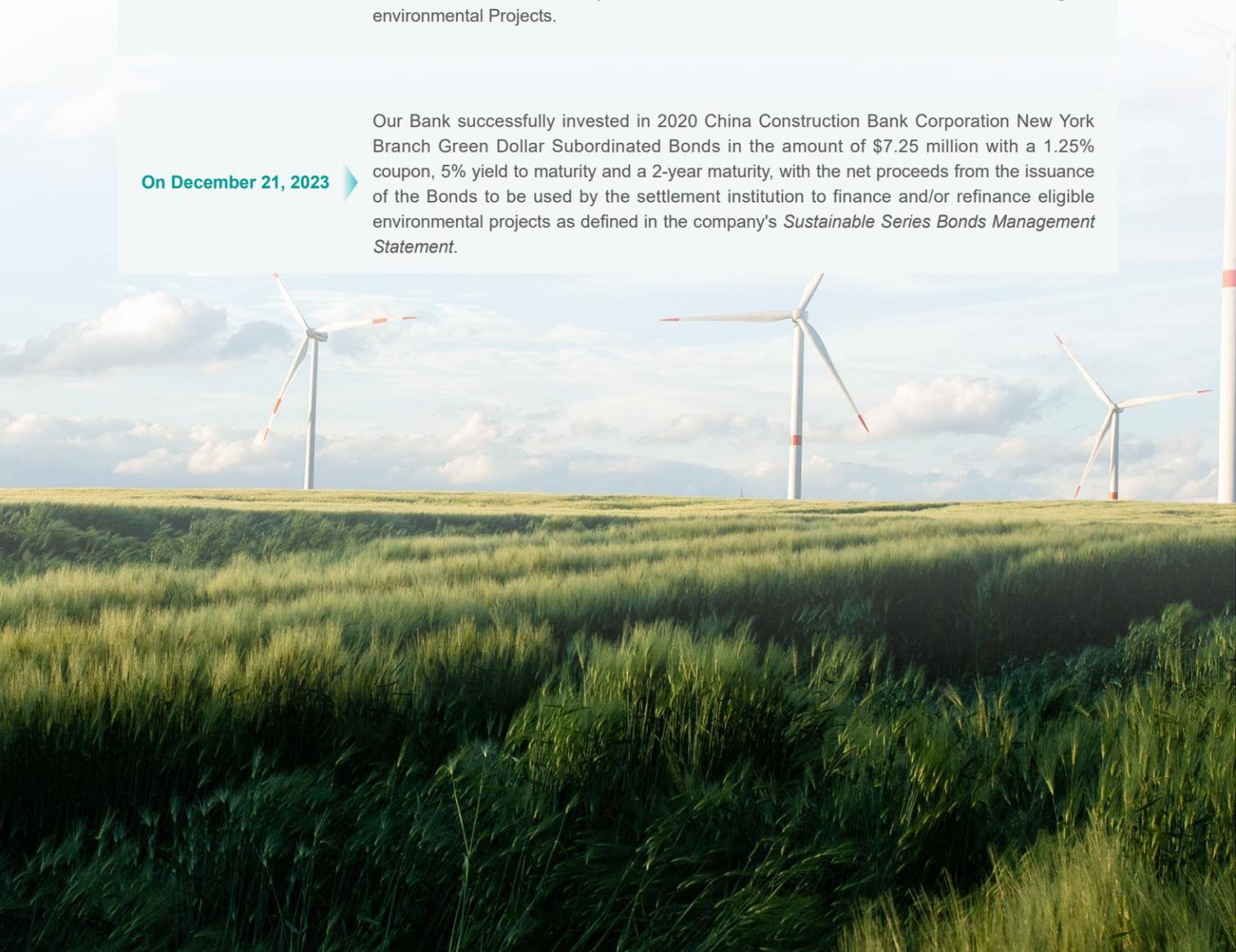
The Bank successfully invested in 2021 ICBC Financial Leasing Limited Green Dollar Senior and Subordinated Bonds in the amount of \$19,480,000, with a coupon of 2.25%, a yield to maturity of 5.7% and a maturity period of 3 years, with net proceeds from the issuance of the Bonds to be used by the settlement institution to finance and/or refinance eligible environmental projects as defined in the company's *Sustainable Series Bonds Management Statement*.

**On December 21, 2023**

The Bank successfully invested in 2023 Bank of China Limited, New York Branch Green Dollar Subordinated Bonds in the amount of \$3,920,000, with a coupon of 4.625% and a yield to maturity of 4.77%, with a maturity of 3 years, and the net proceeds from the issuance of the Bonds will be used by the settlement institution to finance and/or refinance eligible environmental Projects.

**On December 21, 2023**

Our Bank successfully invested in 2020 China Construction Bank Corporation New York Branch Green Dollar Subordinated Bonds in the amount of \$7.25 million with a 1.25% coupon, 5% yield to maturity and a 2-year maturity, with the net proceeds from the issuance of the Bonds to be used by the settlement institution to finance and/or refinance eligible environmental projects as defined in the company's *Sustainable Series Bonds Management Statement*.



## Promoting Green Operations

With the construction goal of building an eco-friendly bank, our Bank promotes resource-saving measures such as paperless office and intelligent lighting management, optimizes waste disposal, and innovates in photovoltaic power generation pilots to continuously promote the green and low-carbon transformation of our own operations.

**Changshu Bank's Green Operations KPIs (2023)**

	2021	2022	2023	Indicator unit
Gasoline consumption of self-owned vehicles of the Bank	608,831.90	309,567.59	356,603.10	L
Natural gas consumption of the Bank	123,752	73,999.73	85,318	m <sup>3</sup>
Total purchased electricity consumption	31,104,679	33,389,605	36,626,419	kWh
Total water consumption	174,663	198,170	191,842	metric ton
Paper saved by electronic bills	46.9	58.79	60.30	10,000 pieces
Total annual greenhouse gas (GHG) emissions (Scope I + Scope II)	23,483.95	24,328.39	26,733.10	ton of CO <sub>2</sub> e
Total annual comprehensive energy consumption	4,641.31	4,534.51	4,997.89	ton of coal equivalent

## Paperless offices

Based on financial technology, the Bank continues to promote the paperless and intelligent process of business and office, continuously enriching the counter for paperless business scenarios, improving the recycling rate of office supplies, and reducing the generation of office supplies waste.

	Approach	Results
Paperless Counter	Paperless transformation of over-the-counter transactions.	In 2023, the number of paperless transactions was 4.26 million, accounting for more than 87.75% of the counter business size. Nearly 22,100 pieces of paper and about 44,300 business certificates were saved.
Paperless Archive	The electronic archive system separates system data from image storage to re-duce the pressure on the system server and realize uniform, standardized, and efficient management of archive image data.	In 2023, about 13.29 million copies of printed paper lists were saved.

Online Slips	The printing channels for corporate slips are increased. Online channels support the printing of online banking and web slips.	In 2023, the online slip rate reached 77.46%, reducing the printing of 8.68 million paper documents.
Online Account Checking	Account checking channels are increased. Corporate internet banking, corporate mobile banking, official website, and WeChat channels are available.	In 2023, a total of 603,000 electronic bills were issued, representing 99% of the full volume of bills.
Online Reviews	Due diligence reviews for corporate account opening can be completed online. Account manager can register survey information on the mobile terminal. On-site photo shooting is supported. The generated image data will be automatically sent to the account file.	In 2023, 13,800 surveys were conducted online, reducing the printing of paper materials.
Online Approvals	The approval process for non-counter business transaction limit adjustments was transferred to an online format, supporting intelligent service counters, mobile lobbies, unified operational platforms, and XiaoYan APP channels for initiating online approval processes for non-counter business transaction limit adjustments.	In 2023, a total of 12,660 online approvals were completed.

### Optimization of energy use structure

In 2023, our Bank continued to advance the digital and intelligent transformation of safety management, piloting the construction of a comprehensive safety management platform and a smart fire protection system. We completed the installation of photovoltaic power generation projects at 6 branches, bringing the total to 8 branches with installed photovoltaic power generation systems by the end of 2023. The actual installed capacity of photovoltaic power generation at branches in operation reached 378.66 KW, with an annual electricity generation capacity of approximately 391,100 degrees, saving costs of RMB 241,500.

Yangu Data Center



#### Building a Green Data Center

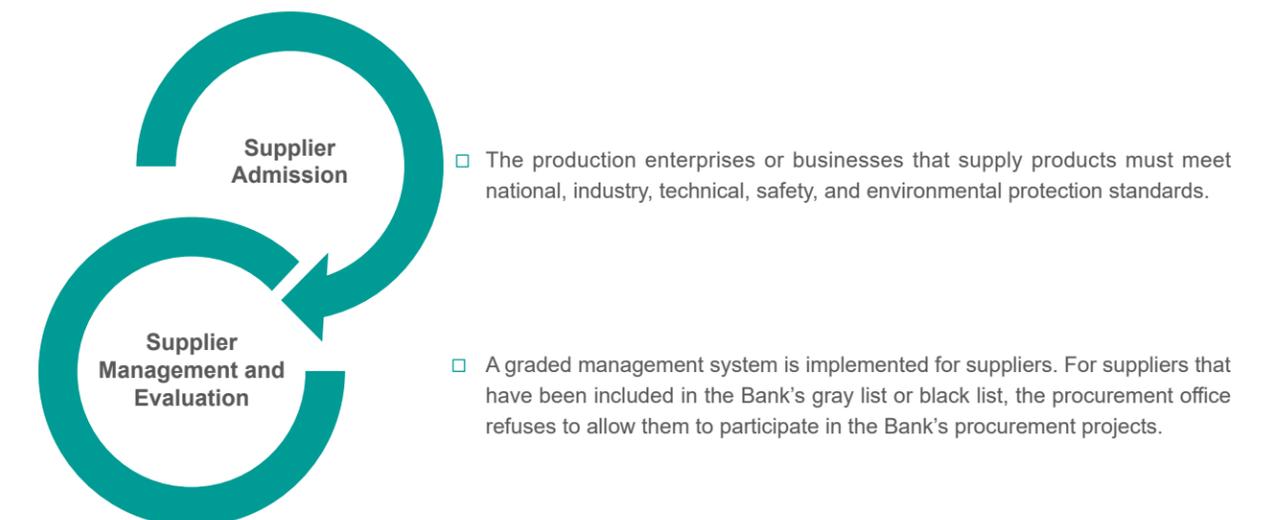
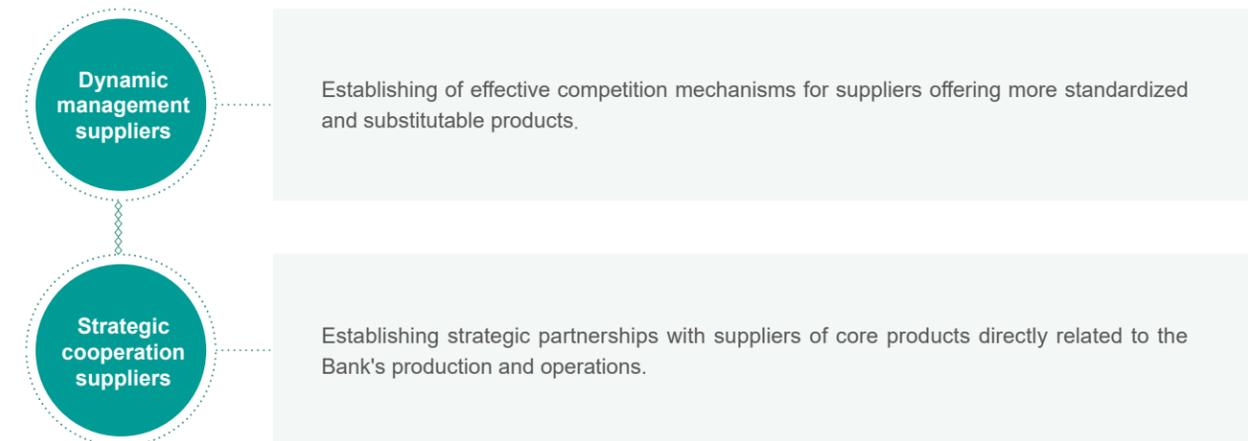
The Bank has built a green data center, Yangu Data Center, which is planned as a whole and constructed in phases, with a final design PUE of  $\leq 1.4$ . Responding proactively to the national call for energy conservation and emission reduction, the Bank follows the design concept of a green data center and adopts a standardized, modular layout process plan to achieve "High-efficiency universal and flexible layout", adopting high-efficiency electrical technology architecture, and adopting high-energy-efficiency equipment for the power supply and distribution systems to enhance the power supply efficiency. The application of modular intelligent energy-saving lighting system has won the "2023 Cloud Computing Center Science and Technology Excellence Award" issued by China Electronics Energy Saving Technology Association.

The air-conditioning and ventilation system of the center adopts the technical route of making full use of natural cooling, adopts fluorine pump dual-system precision air-conditioning, and enhances the efficiency of the refrigeration system through modular machine rooms and closed cold channels to reduce the energy consumption of refrigeration; and realizes "carbon neutrality" in energy consumption through the procurement of green power and the citation of photovoltaic power generation, and so on.

### Responsible Sourcing

The Bank has further improved the regulational support around supplier management such as screening, admission, review and evaluation of suppliers. In 2023, the Bank updated the "Regulations for Centralized Procurement Management (Trial)", the "Regulations for Centralized Procurement Review Management (Trial)", the "Regulations for Centralized Procurement Review Personnel Management (Trial)", and the "Rules of Procedure for the Centralized Procurement Management Committee (Trial)". These revisions further refine the sustainable admission requirements for suppliers, detailed process management, and strengthen regular reviews, conveying the Bank's support and advocacy for sustainable procurement behaviors to suppliers. In 2023, the Bank had 267 centralized procurement suppliers, of which 205 passed environmental and social-related audits. The number of suppliers increased by 11 in 2023, and the number of suppliers that passed environmental and social-related audits increased by 23.

The Bank implements a list-based, graded, and dynamic management system for suppliers, categorizing them into dynamic management suppliers and strategic cooperation suppliers, continuously optimizing the supplier structure, and controlling supplier risks.



# 04

## Fostering the Feiyan Culture and Assuming Responsibility

- Caring for Employees
- Consumer Protection
- Participating in Social Welfare

At CRC Bank, we adhere to the core values of “inclusive finance, responsible bank.” As part of our commitment to these values, we prioritize safeguarding the rights and interests of our employees, and we play an active role in social welfare and charity. We believe that by fulfilling our social responsibility, we can help improve the livelihoods and well-being of people, bringing happiness to both our employees and the communities we serve.



## Caring for Employees

CRC Bank earnestly safeguards the rights and interests of employees. As part of our management philosophy of “employee first as all rivers run into the sea”, we insist on providing equal employment and democratic management. We are dedicated to the development of our employees, and we strive to create a “happy bank” that cares for their well-being.

### Protecting employee rights and interests

At CRC Bank, we fully protect the legitimate rights and interests of our employees and are committed to diverse and equal employment practices. We strictly abide by the *Labor Law* and the *Labor Contract Law* of the People's Republic of China, prohibit the use of child labor and forced labor, and strongly oppose any form of discrimination based on age, gender, and region. In 2023, we renewed and perfected our system and measures for recruiting and selecting talents, and organized campus recruitment and went to Peking University, Shanghai Jiao Tong University and other universities to hold campus seminars to attract high-quality talents from universities.

#### Optimizing job descriptions and improving the accuracy of employment:

Our Bank, in line with our strategic development direction, and based on the optimization of organizational processes, has developed a posting and staffing plan in accordance with the efficiency of employees, optimized the human resources layout, streamlined and optimized job descriptions, and determined the responsibilities and qualifications for each position, using these as bases for recruitment, assessment, training, and promotion.

#### Formulating the staffing situation and standardizing recruitment needs:

In order to promote the standardization of recruitment requirements for each institution and line, the Bank has formulated the staffing situation through the comparison of the current staffing situation of each institution and line within the Bank, the scale of deposits and loans, and the per capita volume of business on the premise of distinguishing between the types of institutions and the geographical regions to which they belong, so as to realize the recruitment of staff on a sound basis.



Campus Seminar



### "Feiyan Lixue, Yuejian Mengxiang" University Students Brand Culture Activities

In order to realize the dream of a strong nation and cultivate social talents, we have organized the "Feiyan Lixue, Yuejian Mengxiang" university students brand culture activity for three consecutive years. In addition to exploring rural financial services, we are also fulfilling our responsibility to give back to society and cultivate future national talents. The "Feiyan Lixue" activity for college students, through the establishment of banking experience, group building exploration, brainstorming, task clues and direct letters, guides college students to understand the Bank's profound cultural heritage, provides a platform for college students' workplace internship needs, and transmits the original heart and mission of continuously caring for college students, practicing public welfare missions and assuming social responsibilities.



We have established a sound trade union in full compliance with the *Trade Union Law of the People's Republic of China* to promote the Bank's democratic management and supervision. We have also established an employee representative assembly system and hold employee representative assemblies regularly. This provides an effective way for employees to participate in the Bank's management and major decision-making, particularly in regard to major issues that affect their immediate interests. In this way, we have provided an open communication channel for our employees. We further strengthen our corporate governance by electing employee representative supervisors at the assembly.

### Caring for employee development

We prioritize the growth and development of our employees and offer a range of development opportunities. In April 2021, the Bank established the Changyin School, which officially opened in 2023. At the beginning of its establishment, the School set up four centers: Culture Center, Professionalism Center, Leadership Center and Academic Affairs Center. Under the Professionalism Center, it has set up seven sub-colleges, namely, Micro Finance College, Corporate Finance College, Retail Finance College, Operation Management College, Credit Risk Control College, Xingfu Village Banking College and Fintech College, to carry out stratified training. The school focuses on building a teaching system of "Three Teachings and Three Lectures", setting up a team of high-quality internal trainers, refining a set of distinctive educational methods, accumulating a series of classic teaching materials, and teaching financial knowledge and skills in a vivid manner, so as to gradually realize the goal of building from training implementation to learning management and performance improvement, and to cultivate a large number of inclusive financial talents.



New Employee Orientation for 2023 "Xinyan Program" at Changyin School

The school's training centers on the four major blocks of corporate culture promotion, new employee training, professional training, and cadre training, and builds a set of hierarchical and categorized training system from the bottom up to accelerate the integration of new employees, the competence of incumbent employees, and the growth of high-potential talents. Through both online and offline platforms, namely "Changyin Lecture Hall" and "Xiaoyan Academy", the company encourages outstanding employees to receive awards on the stage as well as give lectures on the podium, to gain personal value and promote the development of the organization, so as to realize the virtuous cycle of individual talents and the organization as a whole.

Changyin School					
Tiered and categorized training system					
Modules	Programs				
The Demonstration Platform	In-person: Regular lectures		Online: Xiaoyanxuetang APP		
"Honghugaofei" plan for talent development	Management category	"Qifei" plan	"Tengfei" plan	"Lingfei" plan	
		Front-line manager development program	Mid-level manager training program	Executive management training program	
The Core Lesson "Kunpengzhanchi" plan	Professional category	"Jiangqi" plan Internal trainer program	"Jiangxini" plan Premium courses/ Case studies	"Jiangxini" talent plan Responsibility and new business	
	General category	Industry knowledge	Company culture	Professionalism	Working skilsets
The Basic Training "Xinyan" plan	On-job trainings	One-on-one counter practical coaching			
	New employee trainings	Public recruiting new employee trainings	Campus recruiting new employee training	New employee onboarding assessment	
Company culture	Establishment and promotion of the company culture				
	United company culture	The first lesson for bank executives	VI Visualization	Employee activities	

Changyin School's hierarchical and categorized training system

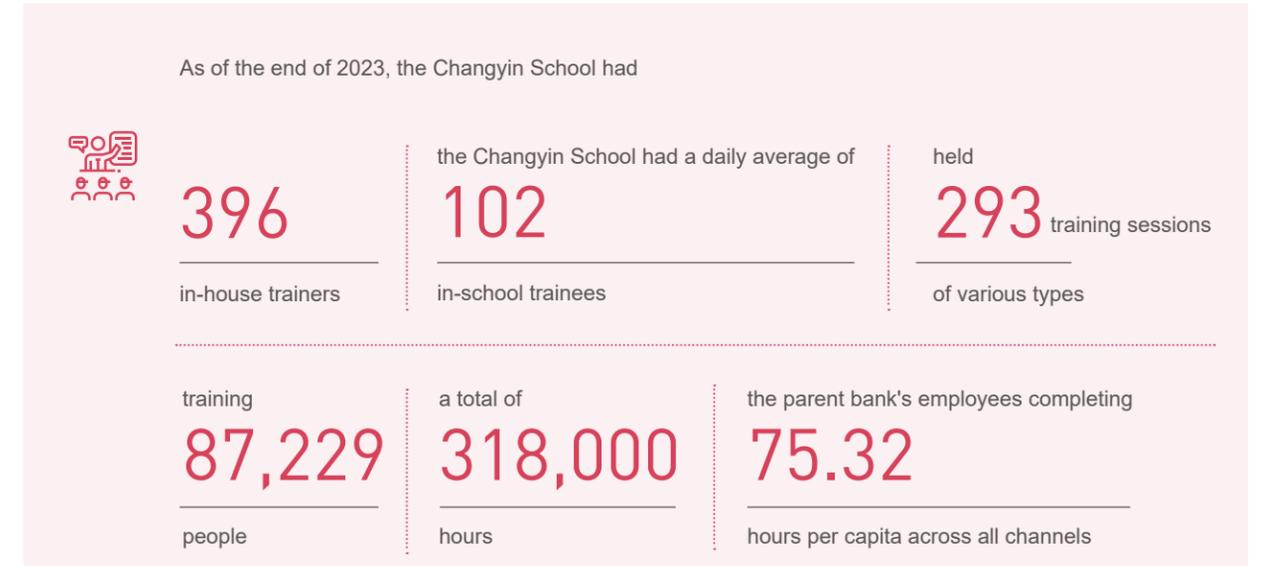
Excellent employee could perform on stage and deliver speeches

Accelerate talent development for high potential talents

Accelerate employee competency for existing employees

Accelerate employee integration for new employees

Foundation

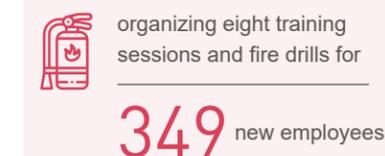


We put efforts into enhancing the employee promotion mechanism. By building a dual-channel (management sequence and professional sequence) promotion mechanism, we motivate, recognize, and cultivate high-potential employees, and provide continuous vitality for the Bank's development.



### Ensuring safety for employees

To create a safe and harmonious working environment, further enhance employees' safety awareness, and improve their ability to coordinate and deal with emergencies, in 2023, the Bank continued to carry out the *Fire Safety Month* serial sessions, organizing eight training sessions and fire drills for 349 new employees, and carrying out universal medical emergency care training.



The Bank leaders conduct special inspections of production safety work



### 2023 Special Training on Production Safety Knowledge

In 2023, the Bank conducted the annual special training on production safety knowledge. Members of the Bank's safety management team, safety officers from the Changshu area, heads of fire safety responsibilities from the head office departments, and members of the voluntary fire brigade in the head office building, totaling nearly 100 people, participated in the training on-site. Safety officers of institutions from non-Changshu areas and safety officers of various town banks within the province participated via video.

Mr. Hou Zecheng, expert on production safety from the National Emergency Management Department Training Center, interpreted the key provisions of the *Jiangsu Provincial Fire Safety Regulations* and the *Jiangsu Provincial Production Safety Regulations*. Through several recent cases of fire safety accidents, he clarified the enterprise safety in eight aspects, such as the safety responsibility system, the safety management system, the emergency plan, the safety training, the emergency drills, the risk identification, the safety inspections, and the equipment management. He also clarified the work requirements of each position such as the responsible person, safety manager, departmental safety administrator and employees.



### Fire safety training and evacuation drill organized by the Bank

In April 2023, Changshu Bank organized the fire safety knowledge training and evacuation drill for the first half of 2023, with the participation of about 100 employees of the head office and the video participation of the employees of the village banks.

The drill invited professionals from the National Emergency Management Training Center to explain the national fire safety situation, the key points and difficulties of fire safety management, the main responsibility of fire safety, the knowledge of escaping from high-rise buildings and the use of fire fighting facilities, and led the participants to conduct evacuation and fire extinguishing drills. Through this fire knowledge training and practical exercises, the staff's safety awareness was strengthened, and the fire emergency response capability of the head office building was further improved, so as to provide guarantee for the safe operation of the head office building.



The Bank's staff participated in fire safety training and evacuation drills

## Employee benefits and care

To build a Happy Bank, we have taken measures to protect employees' well-being and improve employee benefits. In 2023, we maintained 100% coverage for regular employee physical examinations. Additionally, we upgraded our employee benefit and care measures, revised and updated some employee management and benefit protection systems to provide comprehensive support for our employees.

- Medical
➤

Coordinated with multiple medical institutions to ensure the comprehensive health check-up for all employees (including retirees and those on internal retirement), promptly informed employees of any abnormal test results, ensuring that every employee could understand their health status and receive timely medical treatment if needed.
- Greetings
➤

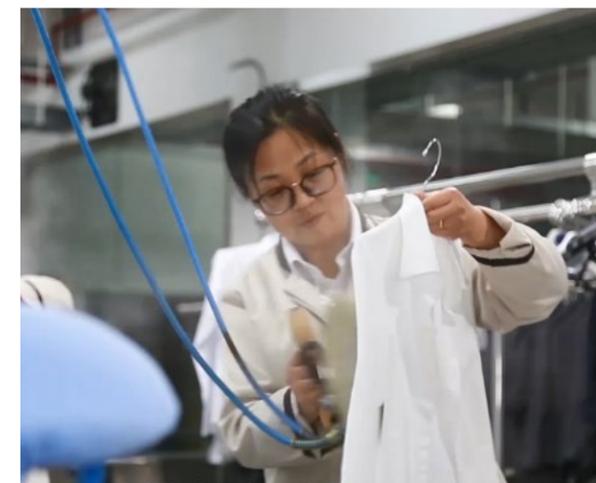
Investigated major illnesses or family difficulties among the Bank's employees and organized warm-hearted visits and greetings before the Spring Festival.
- Services
➤

Managed and provided services for the collective household registration, including the household registration relocation work for those not familiar with the area.
- Rewards
➤

Offered certain rewards to individuals who obtained relevant qualifications or were recognized and awarded.

We are dedicated to creating a healthy and comfortable working environment for our employees. We provide employees with convenient service facilities such as restaurants, cafes, bakeries, and hair salons. We regularly conduct inspections on workplace security and fire safety. According to their needs for work, we provide free laundry services for work clothes, offer communication subsidies, and distribute vehicle subsidies as per the Bank's employee vehicle subsidy management measures. Additionally, to ensure employee comfort, we provide a cold drink allowance during hot summer months and distribute summer and winter supplies.

We established Changyin Yanzhijiu Laundry to provide laundry services for the Bank's employees and some VIP customers. In 2023, 74,063 pieces of laundry were provided for employees free of charge, and 5,536 pieces were washed for a fee. Additionally, laundry services were offered to the Public Security Bureau, City Hall, Court, Southeast Street, Market Supervision Bureau, and Government Affairs Center, with a total of 9,916 pieces of laundry washed on behalf of others.



Health Post & Laundry Room



### The Bank launched the Hair Salon Welfare Program

To better serve the employees of our bank and meet the haircut needs of our institutional clients, employees, and their families, the bank has initiated haircut services at the fifth floor of the headquarters, the training center, and the financial technology headquarters. In total, we have provided haircut services to 25 institutions, with 630 haircut services redeemed through point exchange, and 3,400 haircut services provided to our employees throughout the year.



**630** haircut services

redeemed through point exchange

**3,400** haircut services

provided to our employees throughout the year



To promote a healthy work-life balance and improve employees' quality of life, CRC Bank supports and encourages employees to engage in various activities outside of work. The employee representative assembly leads the 20 employees' associations to set up the Sports Department, Talent Department, Life Service Department and Knowledge and Skills Department, which regularly organizes diversified activities such as reading, running and badminton and hires professional coaches to guide the lectures. In 2023, the associations conducted a total of 1,922 activities with 15,290 participants, which enriched employees' spare time life and promoted their physical and mental health.



In 2023,

the associations conducted a total of

**1,922** activities

with

**15,290** participants



### The Bank's "Fitness Association" promotes the physical and mental health of its employees

The Bank's "Fitness Association" provides full-body fat burning training, aerobics training, Pilates techniques, resistance training with equipment, and fitness methods for multiple parts of the body and muscle groups to help employees relieve stress, maintain good physical condition, and promote the development of daily exercise habits among employees. In 2023, the Fitness Association organized the Weight Loss and Slimming Competition, performed opening aerobics in the National Day South Lake Wetland Hiking Activity, actively assisted the office to carry out staff talent competition activities, and organized and carried out health knowledge lecture activities to enrich the spare time life of the association members.



Opening Aerobics Performance at the National Day South Lake Wetland Hiking Activity



Badminton Association Activities, Staff Talent Competition

## Consumer Protection

The Bank adheres to the principles of fairness, impartiality and honesty, and regards consumer protection as an important element of corporate governance and business strategy, and has been carrying out a variety of financial literacy and education activities for a long time. In 2023, the Bank adopted a comprehensive approach of "combining online and offline, and integrating various platforms" to strengthen the dissemination and promotion of financial knowledge. Special activities were organized, including the 315 Consumer Rights Protection Live Streaming Event, Financial Knowledge Promotion Month, and the "Summer Vacation Story - Little Bankers" themed event. These activities were promoted through multiple channels such as WeChat, Douyin (TikTok), Weibo, Lanxin, live streaming, and SMS. Over 690 financial knowledge promotion events were held, reaching more than 650,000 individuals. In addition, the Bank cooperated with the Suzhou People's Bank of China to carry out the construction and promotion of the "Suzhou Financial Enlightenment College" program, creating a good atmosphere for all people to learn about finance, and was awarded the "Suzhou Financial Enlightenment College Advanced Work Unit".



### Changshu Bank's "Summer Vacation Story - Little Bankers" Themed Event

In order to further enrich the forms of financial publicity and education, the Bank carried out the "Summer Vacation Story - Little Bankers" themed event, inviting a total of 20 children into the Head Office building for an internal visit and experiential learning, to open up the children's thinking on finance, and to guide them to set up a correct concept of consumption and values, which was unanimously praised by the parents. The "Summer Vacation Story - Little Bankers" themed event included bill counting skills, coin counting experience, anti-fraud graffiti and other sessions, teaching children financial knowledge in a fun and educational way.

Currency knowledge was explained; the Bank's staff explained the history of the evolution of currency, taught children to recognize various denominations of RMB, shared ways to reasonably dispose of New Year's money, and experienced the skills of counting banknotes as well as digital RMB, so as to enhance the children's awareness of financial management.

At the "Anti-Fraud Mini-Lesson" session; bank staff led everyone in singing the "Anti-Fraud Clap Song." Through the art form of "anti-fraud graffiti," they inspired the children to be vigilant against online frauds. Most importantly, by having the small hands pull the larger hands, the anti-fraud publicity work achieved the goal of "one student influencing one family and affecting an entire community."

Through zero-distance practice and immersive learning; this activity has given children a strong interest in financial knowledge and gained the support and recognition of parents. We will continue to explore new modes of financial education and contribute to the normalization of financial knowledge education and the construction of a harmonious financial environment.



Summer Vacation Story - Little Bankers" Themed Event



### Changshu Bank's 315 Consumer Rights and Interests Protection - Special Live Streaming Activity

In order to prevent and mitigate financial risks and strengthen financial consumer education, the Bank successfully held the "315 Consumer Rights and Interests Protection - Special Live Streaming" activity on March 10, 2023, which had a remarkable effect, as 22,000 people watched the live streaming on the day of the activity and took part in the interaction of prize-winning knowledge quiz on consumer protection and credit, and the event was well received by the public. In the live streaming activity, Changshu Bank and Changshu Municipal People's Court popularized laws and regulations as well as basic financial knowledge for the general public, and advocated that the public should consume in harmony and walk with the law.



### Financial Literacy Promotion Month Activities

The Bank and Changshu Municipal Media Center, Changshu Municipal Bureau of Culture, Sports, Radio, TV and Tourism and other relevant units jointly organized the "Harvest Celebration in Changshu, Harmony and Revitalization" 2023 Chinese Farmers' Harvest Festival. During the event, the Bank launched the "Changyin Daily Fun" Life Experience Pavilion, which was carried out in the form of offline activities + online Changyin live streaming room, mainly including Feiyan Bazaar, family farm service projects, anti-fraud and fraud prevention factory, Digital RMB promotion, financial services for new citizens, and financial knowledge games and quizzes and other featured thematic activities. The event attracted 1,500 offline visitors and 1,257 visitors through online live streaming.



attracted **1,500**

offline visitors

**1,257**

visitors through online live streaming

"Changyin Daily Fun" Life Experience Pavilion



### Several branches and sub-branches conduct fraud prevention campaigns for the elderly

The Zhenjiang Branch collaborated with nearby communities to host the "Make Dumplings, Learn about Anti-Fraud" activity. Several veteran Party members from the community participated in the event, learned about anti-fraud knowledge, and joined the branch employees in making dumplings. The Haiyu Sub-branch, in partnership with the Haiyu Nursing Home, conducted anti-fraud publicity activities and an elderly-friendly financial knowledge class, distributing over 50 promotional materials and assisting the elderly in downloading and installing the National Anti-Fraud Center app. They analyzed cases of fraud targeting the elderly and shared knowledge on preventing telecommunications frauds, enhancing the awareness of anti-fraud and risk prevention, and strengthening the security defenses against pension fraud.



Zhenjiang Branch and Haiyu Sub-branch Launched Fraud Prevention Publicity Activities for the Elderly



### Strengthening internal consumer protection training

In 2023, the Head Office's Consumer Protection Department, in collaboration with the Training Center, organized separate training sessions on complaints for the Bank's middle and senior management and account managers of large retail lines. The training covered an overview of consumer rights and interests protection, hot issues and analysis of complaints, complaint handling skills, etc. Typical complaint cases occurring in the Bank so far this year were also shared and discussed. The ultimate goal of focusing on the hot issues of consumer rights protection in the banking industry and improving complaint handling skills is to prevent and reduce the occurrence of complaints, listen to customers' demands to improve the quality of financial products and services, and ensure that the rights and interests of financial consumers are comprehensively and effectively protected, so as to realize the managerial value of the consumer rights protection work in the banking industry.



"Complaint Handling Masters" for middle and senior management training

## Participating in Social Welfare

The Bank continues to enhance the efforts to help the poor and needy. In 2023, Enshi Xingfu Village Bank appointed 12 village cadres to the countryside, to participate in the service and governance of the countryside, docking the work of rural revitalization, to come into the villagers side, to effectively solve the problem of the villagers in difficulty, and to promote the work of the financial beneficiaries to go deeper. Tangyin Xingfu Village Bank set up its own working group for poverty eradication assistance in the Village of Renguzhaozhuang village in conjunction with the village party committee to verify the information on the family demographics of the poor households. The working group conducted door-to-door visits to understand the family reality and was directly responsible for helping 13 poor families. From identifying the annual adjustment, publicizing the policy, to verifying the information by visiting the households and formulating the poverty eradication measures, the working group was fully involved and personally attended to matters.

In terms of public welfare activities, the Bank's Volunteer Association organized employees to carry out two batches of summer vacation tutoring and care activities in Changcheng Middle School in Hejiaping Town, Changyang Tujia Autonomous County, Yichang City, Hubei Province. Yiyang Xingfu Village Bank carried out the public welfare activity of "donating one dollar for sanitation workers", i.e., for every deposit slip issued by Yiyang Village Bank, one dollar was collected for sanitation workers. In total, we gathered over RMB 30,000 worth of kindness supplies.

In 2023, the Bank donated funds to participate in the "Yangtze River Great Protection, Building Green Fences Together" environmental protection project for the Changshu section of the Yangtze River implemented by the Changshu Shanglan Green Environmental Protection Club, and continued to donate to the provincial medical project "Heart Care Project" (free treatment of children's congenital heart disease in impoverished areas), which was hosted by the Second Affiliated Hospital of Nanjing Medical University.

The Bank continues to carry out various donation and assistance projects in different regions. According to the Bank's "Feiyan Scholarship Program" for precise financial poverty alleviation, in 2023, the Bank continued to promote the "Feiyan Scholarship Program". With the strong support of various basic-level branches of the Bank in Changshu, they completed the assistance for 47 poor college students in Changshu, with a total donation amount of RMB 374,000. Other projects include the "Xingfu Art Studio" classroom, the "Xingfu Reading Room" project, the smart blackboard donation projects, the centralized donation and assistance project, and the "Lijin Youth Palace" project, among others.



The Bank donated the Xingfu Ball Sports Center

## Key Performance Data

Indicators		2021	2022	2023	Unit	
Services for Inclusive Finance	Total loans	1,627.97	1,934.33	2,223.39	RMB 100 million	
	Total number of loan households	38.94	45.07	52.18	10,000 households	
	Personal business loans	648.66	741.94	898.65	RMB 100 million	
	Number of personal business loan households	18.95	23.54	28.72	10,000 households	
	Allocation of community and administrative village institutions (Changshu)	341	341	341	PCS	
	Family information filing	167.45	176.73	210.81	10,000 people	
	Family covered by family information filing	84.9	90.65	127.90	10,000 households	
Services for rural revitalization	Agriculture-related loans	1,151.19	1,344.09	1,486.70	RMB 100 million	
	Village banks	31	32	32	PCS	
	Village bank services outlets	168	179	189	PCS	
	Inclusive financial service outlets	238	200	194	PCS	
	Light outlets	95	88	82	PCS	
	Serving rural settlement account	52	31	78.14	10,000 households	
Serving green development	Green credit balance	15.6	22.76	26.27	RMB 100 million	
	Green bond investments	0.8	3.67	8.93	RMB 100 million	
Environmental management	Direct greenhouse gas emissions	1,601.81	838.81	966.42	tCO <sub>2</sub> e	
	Indirect greenhouse gas emissions	21,882.14	23,489.59	257,766.68	tCO <sub>2</sub> e	
	Total gasoline consumption by owned vehicles	608,831.90	309,567.59	356,603.10	L	
	Total gas consumption	123,752	73,999.73	85,318	m <sup>3</sup>	
	Total electricity consumption	31,104,679	33,389,605	36,626,419	kWh	
	Total energy consumption	4,641,31	4,534.51	4,997.89	tce	
	Total water consumption	174,633	198,170	191,842	Tons	
	Amount of paper saved by paperless billing	46.9	63.75	60.30	Tons	
Employee responsibility	Total number of employees		6,849	7,090	7,376	People
	Number of employees by employment type	Management	638	660	682	People
		Employees	5,912	6,274	6,540	People
		Dispatched employees	299	156	154	People
	Number of employees by gender	Male employees	3,188	3,235	3,387	People
		Female employees	3,661	3,855	3,989	People

Indicators		2021	2022	2023	Unit	
Employee responsibility	Number of employees by age group	Under 30 years old	3,478	2,982	3,106	People
		31-50 years old	3,136	3,846	4,018	People
		Above 50 years old	235	262	252	People
Employee responsibility	Number of employees by geographical region	China Mainland	6,849	7,090	7,376	People
		Abroad	0	0	0	People
		Hong Kong, Macau and Taiwan	0	0	0	People
	Work-related fatalities	0	0	0	People	
Employee responsibility	Percentage of employees trained, by gender	Male employees	46.55	46.17	45.60	%
		Female employees	53.45	53.83	54.40	%
Employee responsibility	Percentage of employees trained by employee category	Senior management	1.07	2.61	0.28	%
		Middle management	8.25	7.93	7.36	%
		Junior employees	90.68	92.46	92.08	%
Employee responsibility	Total hours of training per person by gender	Male employees	65.66	62.71	56.75	hours
		Female employees	66.49	67.68	56.76	hours
Employee responsibility	Total hours of training per person by employee category	Senior management	34.54	38.95	19.77	hours
		Middle management	67.08	42.30	49.59	hours
		Junior employees	66.38	67.74	57.10	hours
Supply chain management	Total number of suppliers for centralized procurement	245	256	267	PCS	
	Number of vendors that have conducted environmental and socially relevant audits	171	182	205	PCS	
Products and services	Effective complaint handling rate	100	100	100	%	
	Complaint handling satisfaction rate	98	98	97	%	
Community public welfare	Total public welfare investment	672.51	876.84	691	RMB 10,000	
	University students scholarship donation	110.08	87.65	67.40	RMB 10,000	
	Total value of donated facilities	130.87	120.27	232.88	RMB 10,000	
	Supporting the sale of agricultural products	396.70	428.14	249.44	RMB 10,000	

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## Reader's Feedback Form

Dear reader,

Thank you very much for reading the 2023 Corporate Social Responsibility Report of Jiangsu Changshu Rural Commercial Bank Co., Ltd. during your busy schedule. We look forward to your comments and suggestions on the report and our work. You can send us the completed questionnaire with your valuable comments by mail or scanning and emailing it back to us. Thank you!

Address: 58 New Century Avenue, Changshu City, Jiangsu Province, China

E-mail: 601128@csr.bank.com

You can also fill out the online questionnaire by scanning the QR code below:



1. Which category of stakeholders does either you or your workplace belong to for Changshu Bank:

- Shareholders
- Investors
- Employees
- Suppliers
- Customers
- Government
- Communities
- Academic Institutions
- Non-profit Organizations
- Other

Other (please specify)

2. Is the information you are concerned about reflected in the report?

- Yes
- Modest
- No

3. Your overall assessment of the Corporate Social Responsibility Report 2023:

-Readability (easy to understand, beautiful design, attractive, easy to find the information you need)

- 3 (good)
- 2 (fair)
- 1 (poor)

-Credibility (report information is authentic)

- 3 (good)
- 2 (fair)
- 1 (poor)

-Information integrity (both positive and negative information and meeting your information needs)

- 3 (good)
- 2 (fair)
- 1 (poor)

4. Can you easily find the information you are concerned about in the report?

- Yes
- Modest
- No

5. In addition to what has been disclosed in the report, what other information would you prefer to see?