



中国华融资产管理股份有限公司
CHINA HUARONG ASSET MANAGEMENT CO., LTD.

(在中華人民共和國註冊成立的股份有限公司)
(a joint stock limited liability company incorporated in the People's Republic of China)

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2018

社會責任報告

SOCIAL RESPONSIBILITY REPORT



2018 中國華融
CHINA HUARONG
SOCIAL RESPONSIBILITY REPORT
社會責任報告

目錄

1. 董事長致辭	3
2. 關於我們	7
2.1. 公司概況	7
2.2. 企業管治	11
2.3. 合規運營	13
3. 社會責任管理	16
3.1. 社會責任理念	16
3.2. 董事會參與	16
3.3. 利益相關方參與	17
3.4. 重大性議題判定	20
4. 實現平穩運營 夯實穩健發展基礎	21
5. 立足功能定位 回歸主責主業	23
5.1. 持續鞏固不良資產經營主業	23
5.2. 積極發揮救助型金融服務功能	26
5.3. 服務國家供給側結構性改革	26
6. 發揮牌照優勢 服務國計民生	30
6.1. 推進普惠金融服務	30
6.2. 提升服務品質	32





7. 廣泛凝聚共識 增強員工的價值獲得感	34
7.1. 保障員工合法權益	34
7.2. 促進員工成長發展	37
7.3. 關愛員工身心健康	39
8. 堅持低碳運營 促進綠色發展	41
8.1. 支持綠色產業發展	41
8.2. 推行綠色辦公	42
9. 助力脫貧攻堅 熱心社會公益	44
9.1. 全力落實精準扶貧	44
9.2. 熱心社會公益	50
10. 附錄	56
10.1. 社會責任報告獨立鑒證報告	56
10.2. 香港聯交所ESG指引索引	58
10.3. 報告編製說明	62
10.4. 讀者意見反饋表	64

董事長致辭



王占峰
董事長

董事長致辭

2018年是全面貫徹黨的十九大精神的開局之年，也是改革開放四十周年。中國華融以習近平新時代中國特色社會主義思想為指導，認真貫徹落實中央經濟工作會議精神和中央金融工作會議精神，回歸金融服務實體經濟的本源，立足化解金融風險的職責使命，聚焦不良資產經營主業，服務供給側結構性改革，有效發揮金融資產管理公司在金融體系中的作用，認真履行國有金融企業的社會責任，在完成自身經營目標的同時，積極實現企業經營的社會效果。

一年來，我們堅持把實現穩定健康發展作為履行社會責任的前提，妥善應對危機，實現平穩運營。面對突發事件的衝擊和內外部複雜多變的經濟金融環境，中國華融在上級相關部門的指導和支持下，以案為鑒，以案促改，全面加強黨的建設，主動應對危機，實現了平穩過渡，履行了國有金融企業的政治責任。2018年，我們堅持把黨的領導融入公司治理，完善公司治理架構；按照高質量發展理念，啟動新華融戰略轉型；加強風險防化，挽損止損取得實效；加強企業管治，重塑合規經營文化；持續鞏固主業優勢，保持經營總體穩定。截至2018年末，公司資產規模17,100.87億元，全年實現收入1,072.53億元，實現歸屬於本公司股東淨利潤15.76億元，納稅總額147.67億元，保持派息比率不變，以穩健經營成效維護了國家、股東、客戶、投資者和員工的利益。

一年來，我們注重發揮金融資產管理公司維護國家金融穩定的獨特功能，著力化解金融風險，服務實體經濟。2018年，中國華融聚焦主業，發揮在金融風險化解中的獨特作用，積極開展金融不良資產市場化收購處置業務。全年新增不良資產包業務投放453.41億元，中標資產包規模市場佔比約31%，幫助銀行業盤活存量；全年新增收購重組類業務投放1,499.08億元，增加對實體經濟的有效金融供給，為降低銀行業和實體企業的不良資產風險做出了積極貢獻。我們把握市場新變化、新需求，致力於成為專業的救助性金融提供者，全年新增問題企業重組業務投放資金98.29億元；積極穩妥實施市場化債轉股，支持實體企業降槓桿，全年新增投放資金39億元，累計投放資金196.57億元；積極幫助上市公司紓困，緩解股票質押風險，發揮了金融資產管理公司服務實體經濟、防範金融風險的積極作用。

董事長致辭

一年來，我們注重發揮多牌照協同優勢，在業務經營中惠及民生，服務經濟社會協調發展。我們堅持以客戶為導向，主動適應客戶多元化的服務需求，提供多功能、特色化金融服務，幫助客戶實現價值提升，並在促進經濟發展的同時實現自身的社會價值。2018年，中國華融落實金融業對外開放舉措，引入黑石集團、貝恩資本、橡樹資本等外資機構參與不良資產處置；支持雄安新區規劃建設，成立了全國第一家註冊在雄安新區的公募基金管理公司；鼓勵華融湘江銀行、華融金融租賃、華融消費金融等子公司支持小微企業、民營企業融資，加強「三農」金融服務，持續開展普惠金融服務，為社會居民提供方便快捷服務；開展綠色金融實踐，發行綠色金融債券，提供各類綠色金融產品及服務，重點支持環保領域重點項目建設、環保產業發展和清潔能源產業發展等，建設綠水青山，改善生態環境。

一年來，我們堅持「以人為本」，廣泛凝聚共識，構建企業與員工共同發展的華融大家庭。2018年，我們深入開展「只有華融好、大家才會好」大學習大討論，鼓勵員工為公司改革發展建言獻策，充分吸收廣大員工的建議和意見，凝聚起團結奮鬥、共同建設新華融的熱情和共同意志。以員工成長發展為重心，推進多元化人才培訓計劃，暢通員工晉升發展通道，構建公開透明、科學合理的正向激勵約束機制，激勵員工幹事創業擔當作為。召開公司第三屆第一次職工代表大會，審議、通過涉及員工切身利益的重要人事管理制度，充分體現廣大員工的意願，切實保障員工權益；開通「職工民主管理信箱」，面向全系統員工徵集意見建議；規範薪酬制度，完善補充醫療保險，推進企業年金制度建設；關愛員工身心健康，豐富員工業餘生活，幫助員工解決實際困難，提高員工對企業的認同感和歸屬感。

董事長致辭

一年來，我們深入推進扶貧攻堅的目標任務，心系公益事業，積極回饋社會。2018年，中國華融認真落實中央脫貧攻堅戰略部署，全年投入扶貧資金2,713.16萬元，助力定點扶貧縣宣漢縣完成2018年度脫貧攻堅目標。在甘肅省和政縣、臨洮縣捐贈扶貧資金60萬元，向貴州、海南等幫扶地區派駐15名扶貧幹部，組織開展當地扶貧幹部能力提升培訓班，把扶貧扶智有機結合起來；動員廣大員工積極購買幫扶地區的特色農產品，開展消費扶貧，支持貧困地區提升自我發展能力；組織「一對一」愛心資助，全年共有150餘名員工結對資助貧困家庭學生。我們還在全國範圍內開展社會公益與志願活動，廣泛開展金融知識宣傳教育，引導社會公眾科學選擇金融產品和服務，提高消費者財產安全保障意識。

2019年是新中國成立七十周年，是全面建成小康社會、實現第一個百年奮鬥目標的關鍵之年，也是建設新華融的開局之年。我們將圍繞新華融建設目標，堅持走高質量發展之路，堅持穩中求進總基調，深耕不良資產經營主業，持續加強風險防控，以實實在在的經營業績回報國家、股東、客戶和員工，為經濟發展、金融穩定、社會進步和綠色環保作出更大的貢獻。

關於我們

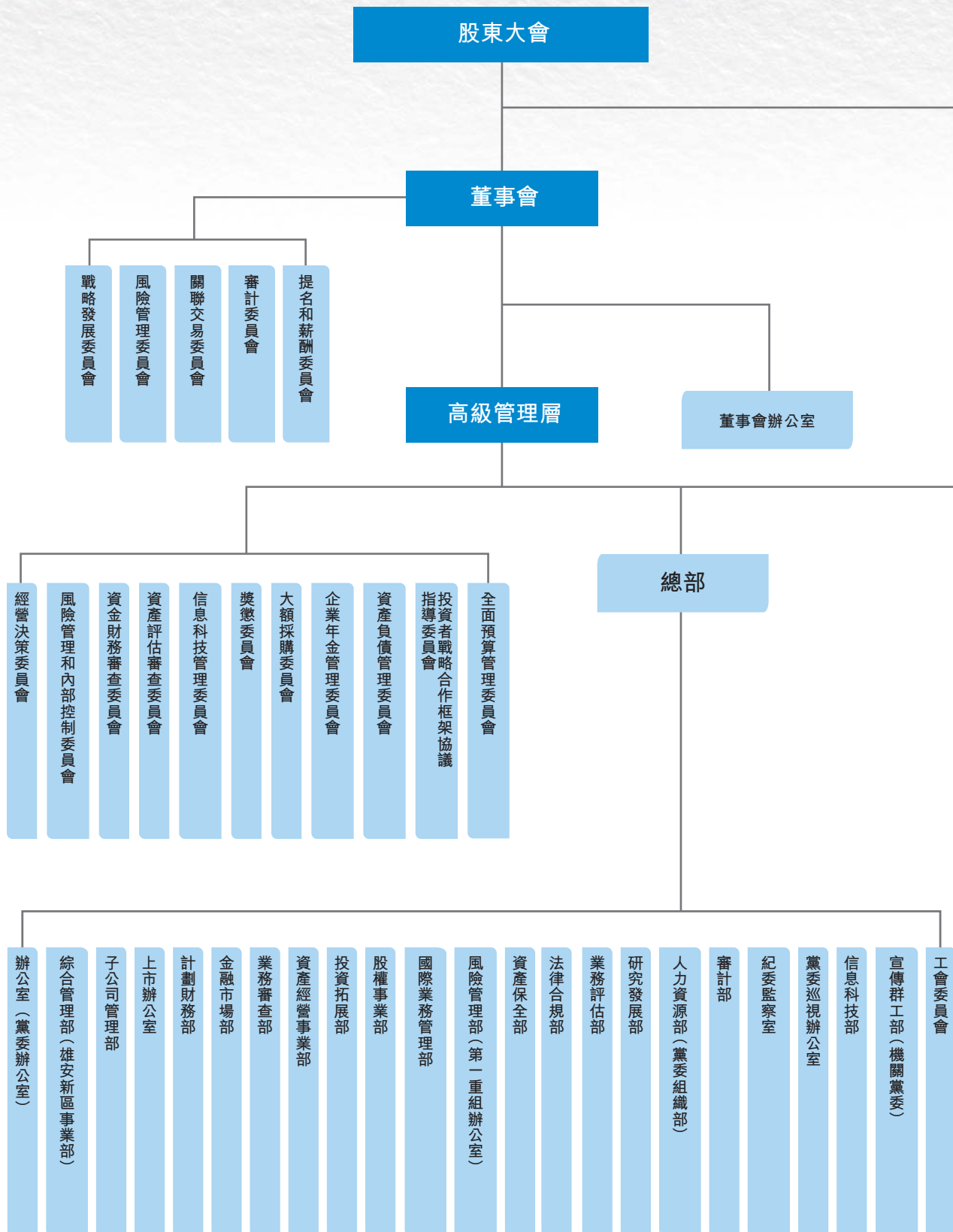
公司概況

公司簡介

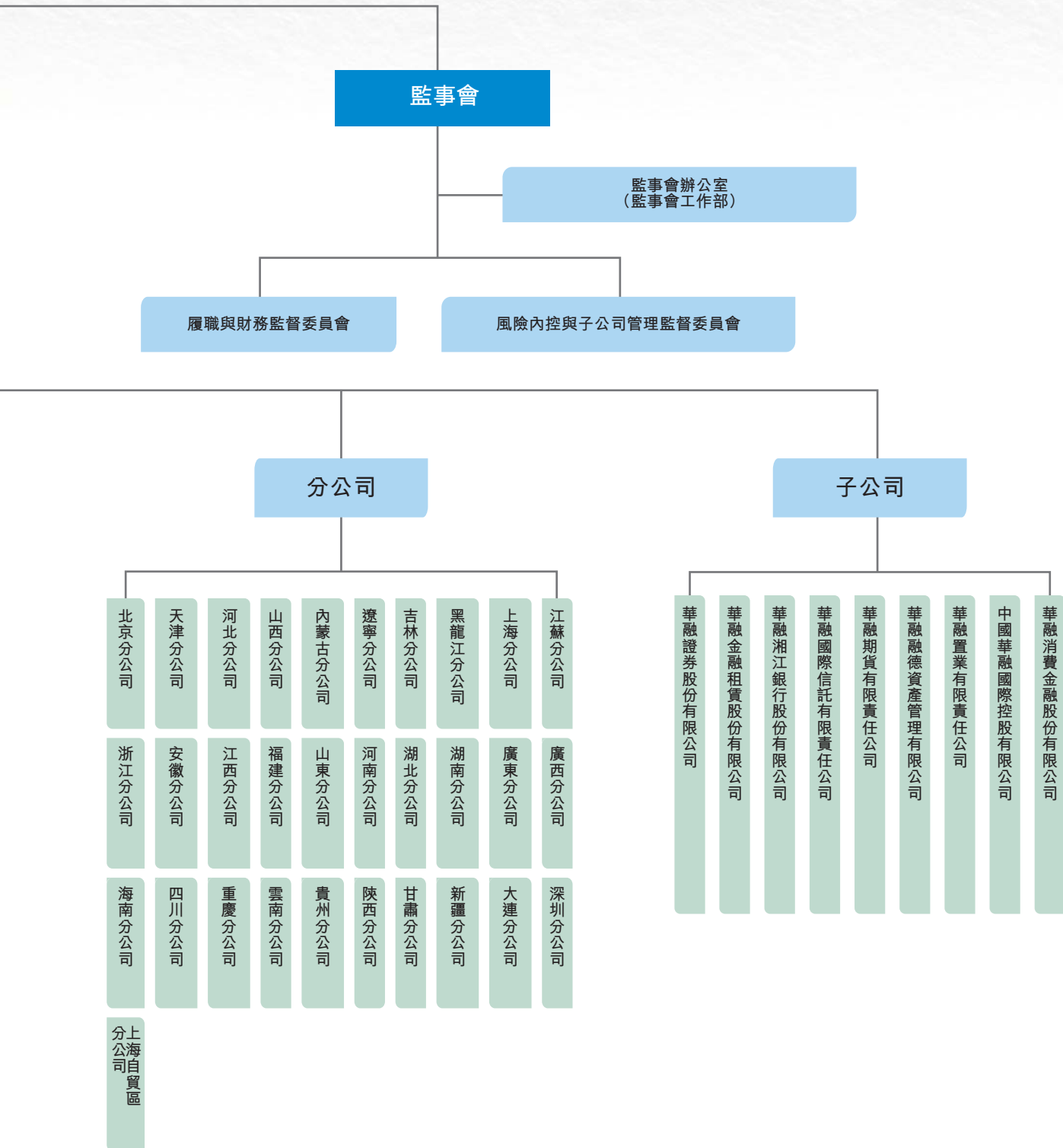
中國華融資產管理股份有限公司(簡稱「中國華融」，股份代號：2799)前身為中國華融資產管理公司，成立於1999年11月1日。2012年9月28日，經國務院批准，公司整體改制為股份有限公司。2015年10月30日，中國華融在香港聯交所主板上市。

公司主要業務包括，不良資產經營，金融服務以及資產管理和投資，其中不良資產經營是公司的核心業務。目前，中國華融在中國內地設有31家分公司和華融證券、華融金融租賃、華融湘江銀行、華融信託、華融期貨、華融融德、華融置業、華融消費金融等多家運營子公司，服務網絡遍及中國30個省、自治區、直轄市；在香港特別行政區、澳門特別行政區設有華融國際、華融金控、華融投資和華融澳門等多家境外平台公司，集團員工約1.2萬人。

關於我們



關於我們



關於我們

組織架構

戰略與企業文化

新華融基本內涵：政治清明、治理有效、主業突出、質量優良、擔當作為、低調務實。

願景：以服務實體經濟為根本目標、以防範金融風險為根本任務、以自身改革為根本動力，圍繞新華融目標，建立現代企業制度，立足不良資產主業，建設高質量發展的金融資產管理公司。

核心價值觀：廉潔守信、專業專注、穩健合規、擔當作為。

戰略定位：回歸主責主業，成為救助性金融提供者；深化主業內涵，成為「大不良」資產經營者；發揮牌照優勢，成為助力供給側結構性改革、服務實體經濟的精準金融服務者。

獎項與榮譽

入選全國銀行間同業拆借中心《2018年度銀行間本幣市場交易300強》榜單

榮獲中國扶貧基金會頒發的2018年度「作出傑出貢獻獎」

關於我們

企業管治

公司嚴格遵守香港上市公司的企業管治守則，嚴格執行境內外的監管規定，以案為鑒、以案促改，推進黨的領導與公司治理深度融合，改善和優化公司治理架構，著力構建權責明晰、協調運轉、有效制衡的法人治理機制，為公司實現合規運營、健康發展提供保障。

股東大會

股東大會是公司的權力機構。股東大會依法行使決定公司經營方針和年度投資計劃，選舉更換董事、非由職工代表擔任的監事，審議批准董事會、監事會報告，審議批准年度預算、決算方案，審議批准公司利潤分配和彌補虧損方案，修訂公司章程、股東大會、董事會和監事會議事規則等職權。2018年，公司共召開6次股東大會，審議批准議案13項，報告事項1項。

董事會

董事會是公司重大決策機構，向股東大會負責。董事會依法行使的職權包括但不限於以下各項：負責召集股東大會，並向股東大會報告工作；執行股東大會的決議；決定公司的經營計劃、發展戰略和投資方案；制訂公司的年度財務預算方案、決算方案；制訂公司的利潤分配方案和彌補虧損方案；制訂公司增加或者減少註冊資本的方案；擬訂合併、分立、變更公司形式和解散方案；制訂發行公司債券、任何種類股票、認股證或者其他有價證券及上市的方案；擬訂購回公司股票方案；擬訂公司章程、股東大會議事規則、董事會議事規則的修訂案等。截至2018年12月31日，董事會由10名董事組成，其中執行董事2名，非執行董事4名，獨立非執行董事4名。2018年，董事會共召開13次會議，審議通過議案51項，報告事項8項。

關於我們

監事會

監事會是公司的監督機構，向股東大會負責。監事會依法行使的職權包括但不限於以下各項：檢查監督公司財務，審核財務報告和利潤分配方案等財務資料；制訂監事會議事規則或擬定監事會議事規則修正案；監督公司政策和基本管理制度的實施；提名股東代表監事、外部監事和獨立非執行董事等。截至2018年12月31日，監事會由5名監事組成，其中股東代表監事1名，外部監事2名，職工代表監事2名。2018年，監事會共召開5次會議，審議通過23項議案。

高級管理層

高級管理層是公司的執行機構，對董事會負責。高級管理層根據董事會授權，組織、協調總部各部室、分子公司落實公司轉型發展戰略，執行董事會決議，聚焦不良資產主業，積極探索轉型發展，有效加強風險管控和防範化解，不斷提高合規經營水平，努力建設高質量發展新華融。

關於我們

合規運營

內控管理

公司圍繞運行有效、報告可靠和經營合規等目標，持續完善內控管理體系，強化內部控制措施。公司董事會、監事會、高級管理層、總部部室、分公司(營業部)、子公司等各層級機構和經營管理部門、內控管理部門以及內部審計部門組成的內部控制三道防線，各司其職，相互補充、相互強化，共同服務於業務開展和風險防控。

2018年，公司以源頭治理和過程控制為核心，以防範風險和提高質量為重點，進一步加強內控機制建設，通過與外部合規文件和公司內部制度雙向對標，對各類業務和管理活動流程進行全面梳理評估，優化流程管控；對《內部控制流程框架》《內部控制手冊》及其配套的《風險控制矩陣》進行了修訂，為公司內部控制提供堅實的制度基礎。

全面風險管理

公司全面加強風險管理和合規文化建設，建立獨立、全面、有效的全面風險管理體系，不斷優化改進各類風險管理工具，持續加強風險化解舉措，統籌推進集團資產保全工作，確保公司經營管理依法合規。

2018年，公司從信用風險、市場風險、操作風險、流動性風險、資本充足水平五個方面開展了壓力測試。進一步完善了壓力情景指標，有效評估公司日常管控的風險，為預測指導公司運營提供保障。從測試結果來看，壓力情景下相關指標在可承受範圍內。

關於我們

供應鏈管理

公司嚴格依照國家招投標管理相關要求，不斷完善供應商管理體系。制定實施《公司大額採購委員會工作規則》，對高價值的供應商招標流程進行規範管理，並在採購過程中對供應商的環境及社會影響予以充分考慮，確保招投標過程的透明、公正和供應鏈的完整有效。

中國華融的供應商主要包括辦公設備、車輛等辦公硬件，以及專業服務提供商。2018年組織單項100萬元以上大額採購項目23個，年度合作供應商23個。

反腐倡廉

2018年，國家有關部門查處了公司原黨委書記、董事長賴小民嚴重違紀違法案件。公司紀委認真履行監督職責，建立了覆蓋全系統的檢舉舉報平台，注重發揮社會監督和群眾監督的作用；嚴格依紀依規開展執紀審查，營造風清氣正的良好政治生態。堅持把監督挺在前面，修訂完善紀檢監察各項規章制度，補齊制度短板，強化權力運行的監督制約；持續整治利益輸送問題，出台《關於在經營活動中防止利益輸送有關規定的通知》，並組織各級認真開展排查，構建與業務對象「親清」分明的合作關係，為公司高質量發展保駕護航。

關於我們

注重教育引導，加強幹部員工法律法規教育，促使幹部員工自覺防止和糾正違紀行為。2018年，公司組織開展專題警示教育以及多場廉政教育活動，建立「廉潔華融」網站和微信公眾號，推進廉政文化建設，持續強化廉潔教育。

反洗錢

公司嚴格遵循反洗錢法律法規，認真履行反洗錢法定義務，持續完善反洗錢管理體系和工作機制。2018年，公司組織開展了反洗錢客戶受益所有人信息錄入工作，修訂完善《反洗錢內部控制規範》，制定並印發《洗錢和恐怖融資風險管理工作方案》；引入第三方供應商的反洗錢反恐融資名單數據庫，進一步加強對非金子公司反洗錢工作的管控和監督；積極組織各項反洗錢宣傳和培訓，強化全員反洗錢意識。

社會責任管理

社會責任理念

中國華融立足金融資產管理公司功能定位，致力於服務實體經濟、防控金融風險、深化金融改革三項任務，在建設高質量新華融的同時，切實服務國家發展戰略，積極投身精準扶貧、社會公益、環境保護等，不斷提升公司促進經濟社會協調發展的能力，為國家、客戶、股東、投資者、員工和社會創造價值。

— 為國家：聚焦主責主業，服務實體經濟，化解金融風險，維護國家經濟金融安全穩定。

— 為客戶：用優質的金融服務幫助客戶實現價值提升和企業再造。提供救助性金融服務，提升低效或無效資產價值，同時發揮多金融牌照優勢，提供多功能特色化金融服務。

— 為股東和投資者：穩健合規經營，不斷提升公司價值，實現對股東、投資者和市場的良好回報。

— 為員工：搭建職業平台，關心員工成長，增強員工的凝聚力和獲得感，實現個人價值和公司價值共同發展。

— 為社會：關心社會發展，切實履行維穩、扶貧等社會責任，積極開展金融知識傳播、愛心捐贈等社會公益活動。

董事會參與

公司董事會對社會責任策略及報告承擔責任，定期監察可能影響本公司業務或運作、股東與其他利益相關方的社會責任相關事宜，制訂公司社會責任管理方針、策略及目標。2018年，公司董事會對於反腐敗、扶貧、環境、社會及管治(ESG)相關議題的政策、措施進行審閱和監督。

社會責任管理

利益相關方參與

中國華融搭建有效和多樣化的溝通渠道，堅持與各利益相關方深入溝通交流，保持溝通的頻率與成效，及時收集各方反饋信息。本集團已識別出了重要的利益相關方類型及其需求，設定了針對性的響應方式。本報告作為中國華融社會責任工作的集中展示，也通過信息披露的方式對其需求做出了響應。

利益相關方關注點與溝通渠道一覽表

利益相關方類型	主要關注點	主要溝通方式	主要回應措施
監管機構	穩健的企業運營 完善的內部控制體系與風險管控體系 積極履行金融企業社會責任	定期匯報 參與行業會議 公司官方網站 中國華融微信公眾號	建立全面的企業內控體系，提升企業治理水平 積極行動，化解社會金融風險 提高企業運營效益
地方政府	帶動地方及周邊產業發展 合規運營 依法納稅	政府會議 定期拜訪 政府工作人員監察 公司官方網站 中國華融微信公眾號	提供就業崗位，貢獻稅收 配合政府監察工作，完善內部合規監察制度 遵守法律法規

社會責任管理

<p>股東和投資者</p>	<p>持續穩定的投資回報</p> <p>及時的信息披露</p> <p>合規的企業運營</p>	<p>股東大會</p> <p>定期報告及公司公告</p> <p>投資者見面會、業績發佈會、路演等信息發佈渠道</p> <p>公司投資者關係電話及郵箱</p> <p>公司官方網站</p> <p>中國華融微信公眾號</p>	<p>提升業務多元化水平，鞏固行業領先地位</p> <p>接待投資者來訪、來電及來函，加強有效溝通和信息披露</p> <p>完善內部合規體系</p>
<p>客戶</p>	<p>高質量的產品和服務</p> <p>及時響應客戶要求</p> <p>提供綜合解決方案</p>	<p>客戶回訪</p> <p>定期拜訪</p> <p>客戶滿意度調查</p> <p>公司官方網站</p> <p>中國華融微信公眾號</p>	<p>建立全面的服務響應制度</p> <p>完善客訴處理流程</p> <p>制定服務標準化指導手冊</p>

社會責任管理

<p>社區</p>	<p>支持社區發展</p> <p>尊重社區文化，參與社區活動</p>	<p>社區代表調查</p> <p>日常走訪</p> <p>公司官方網站</p> <p>中國華融微信公眾號</p>	<p>支持社區各項事業發展</p> <p>開展社區公益服務活動</p> <p>保持良好溝通</p>
<p>員工</p>	<p>廣闊的職業發展空間</p> <p>豐富的薪酬福利</p> <p>完善的健康安全保障</p>	<p>內部網站</p> <p>企業內刊</p> <p>職工代表大會</p> <p>公司官方網站</p> <p>中國華融微信公眾號</p>	<p>完善員工招聘、晉升等內部管理制度與體系</p> <p>豐富員工生活</p> <p>提供多樣化的員工工作與生活保障</p>
<p>供應商</p>	<p>公平公正公開的採購流程</p> <p>按時履行合同約定</p> <p>帶動企業成長，實現雙贏</p>	<p>定期質量溝通會議</p> <p>公司官方網站</p> <p>中國華融微信公眾號</p>	<p>保證採購流程的透明度，接受內部及外部監察</p> <p>合理管控企業現金，保證及時付款</p> <p>促進與供應商溝通交流</p>

社會責任管理

重大性議題判定

通過與各類利益相關方不同形式的互動與溝通，對同行業企業社會責任報告披露的議題進行對標分析，按照香港聯交所《上市規則》附錄二十七《環境、社會及管治報告指引》的要求，確定本集團2018年社會責任議題包括公司治理、風險合規、穩健經營、化解金融風險、服務實體經濟、創新服務及產品、客戶隱私保護、客戶服務、綠色金融、綠色辦公、員工發展、健康安全、薪酬福利、社會公益、精準扶貧、責任採購。2018年，本集團以在線問卷調查的形式確定議題披露程度和邊界，識別關鍵社會責任議題並作出判斷。利益相關方調查問卷髮放對象分為內部利益相關方，包括管理層員工和基層員工；及外部利益相關方，包括股東、客戶、供應商、監管機構、地方政府、社區代表和媒體。最終收回問卷1,848份，確認各利益相關方最為關注的重大性議題如下：

中國華融2018年社會責任重大性議題矩陣



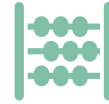
實現平穩運營 夯實穩健發展基礎

2018年，公司堅決貫徹落實黨中央、國務院、銀保監會決策部署，立足金融資產管理公司的功能定位，回歸本源，聚焦主業，主動應對危機，及時調整經營策略，深入排查風險隱患，扎實推進化險瘦身，保持總體經營穩定。截至2018年末，公司資產規模17,100.87億元，全年實現收入1,072.53億元，實現歸屬於本公司股東淨利潤15.76億元；全年納稅總額147.67億元，保持派息比率不變，以實際行動維護國家、股東、投資者的利益。



資產規模

17,100.87 億元



收入

1,072.53 億元



歸屬於本公司股東
淨利潤

15.76 億元

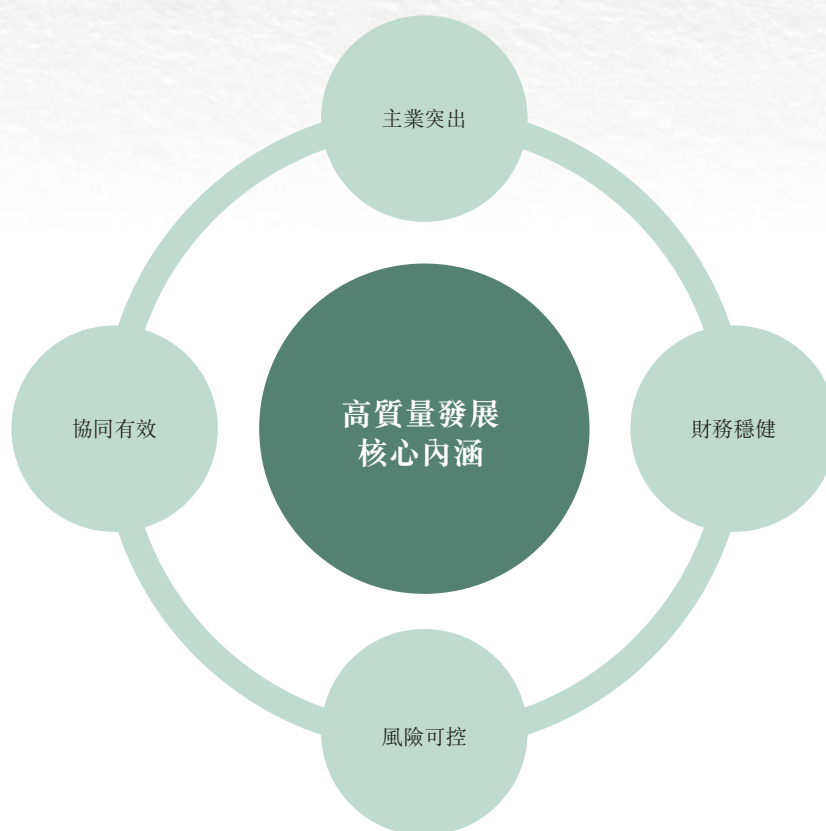


納稅

147.67 億元

2018年，公司全面加強黨的建設，全面肅清賴小民流毒，以案為鑒，以案促改，堅持把黨的領導融合到公司治理的全過程，切實發揮黨委領導核心作用，進一步完善公司治理架構。公司確立了建設新華融的戰略目標，以「主業突出、財務穩健、風險可控、協同有效」為高質量發展的核心內涵，著力扭轉過去粗放激進的發展方式，全面加強風險管控，優化業務結構，重塑穩健合規的經營文化。以「資產規模保持平穩、業務結構趨於合理、盈利能力回歸常態、風險隱患有效緩解、資本槓桿持續優化」為目標，制定經營計劃。公司上下進一步統一了思想認識，凝聚起團結奮鬥、共同建設新華融的熱情和信心，為公司下一步高質量發展注入了強大動力。

實現平穩運營 夯實穩健發展基礎



實施路徑

堅定瘦身化險，加快經營基本面的修復

- 業務結構趨於合理
- 盈利能力回歸常態
- 資本槓杆持續優化

堅守核心主業，優化可持續的盈利模式

- 服務供給側改革，構建「大不良」格局
- 以數量擴張到質的提升，推進主業升級換代
- 創新投融資模式，從重資產向輕資產轉變

精益配置資源，提高全要素生產率

- 主業經營能力優化
- 短期回報與長期回報相結合
- 風險有效控制

立足功能定位 回歸主責主業

中國華融注重發揮金融資產管理公司維護國家金融穩定的獨特作用，著力化解金融風險，服務實體經濟。2018年，中國華融集團切實做到堅持業務發展回歸本源、思想行動回歸初心，嚴守國家法律法規，遵循銀保監會監管政策與要求，落實各項工作部署，深耕不良資產經營主業，積極探索新的業務機會與模式，致力於成為專業的救助性金融提供者。

持續鞏固不良資產經營主業

不良資產經營業務是中國華融所有產品業務體系的基礎和核心。2018年，中國華融基於集團「兩個回歸」的指導戰略，著力解決公司激進粗放式發展模式，深化高質量內涵式發展道路，進一步鞏固了不良資產經營主業經營地位。2018年末，集團主業資產規模人民幣8,662.50億元，全年實現收入人民幣647.71億元，在集團總收入中的佔比由上年的53.8%提高至60.4%。



主業資產規模

8,662.50 億元



主業收入

647.71 億元



主業資產規模佔比

51.1%



主業收入佔比

60.4%

立足功能定位 回歸主責主業

2018年，中國華融把握銀行業加大不良貸款處置的市場機遇，全年新增不良資產包業務投放453.41億元，收購不良資產包規模1,323.99億，中標資產包規模市場佔比約31%。年末收購處置類不良債權資產餘額1,626.91億元，增長15.5%。服務實體經濟化解不良資產需求，全年新增收購重組類業務投放1,499.08億元，年末收購重組類不良資產餘額3,702.55億元，增長12.9%。通過開展不良資產經營，公司幫助銀行業盤活存量，增加對實體經濟的有效金融供給，為降低銀行業和實體企業的不良資產風險做出了積極貢獻。



案例：中國華融舉辦大型不良資產推介會

2018年9月，中國華融舉辦大型不良資產推介會，推出資產規模729億元，吸引了國內外銀行、保險、基金等各類金融機構，國內知名地產集團，不良資產二級市場重要投資者和服務商，以及國際知名另類投資基金等130餘家專業機構超過300名代表參會。會議期間，中國華融與16家資產交易服務商及專業投資商進行了現場簽約。



中國華融資產推介會現場



與意向投資者進行互動會談

立足功能定位 回歸主責主業

案例：中國華融召開主業發展研討會聚焦主責主業

2018年12月，中國華融召開主業發展研討會，邀請內外部專家就宏觀經濟形勢、AMC主業發展的方向和模式進行講解和探討。



中國華融召開主業發展研討會

案例：華融交易中心成立，成為國內首家專注於不良資產交易的平台機構

2018年2月，由中國華融資產管理股份有限公司發起，經北京市人民政府批准設立的華融中關村不良資產交易中心股份有限公司(簡稱「華融交易中心」)在北京正式揭牌開業，成為國內唯一一家以不良資產交易為主的專業平台，填補了我國相關領域的空白。

立足功能定位 回歸主責主業

積極發揮救助型金融服務功能

2018年，中國華融把握市場新變化、新需求，積極探索新的業務模式，大力推進問題企業重組，探索實施上市公司紓困業務，為社會提供救助性金融服務。全年新增問題企業重組業務投放資金98.29億元，同比大幅增長。



案例：中國華融首單紓困民營企業項目落地

某藥業公司為國內創業板上市公司，公司控股股東由於股票質押產生流動性風險，波及上市公司的穩定經營。中國華融以大宗交易的方式成功受讓該藥業公司控股股東部分流通股股票，化解股東流動性風險，在不影響上市公司控制權的基礎上，幫助其改善公司治理結構，緩解流動性壓力，穩定企業生產經營。

服務國家供給側結構性改革

中國華融注重發揮專業優勢，針對實質性問題企業、問題資產，以多種業務模式滿足客戶需求，幫助國企、民企減負增效、轉型升級，實現健康經營。2018年，中國華融新增實施7個市場化債轉股項目，投資金額39.01億元。截至2018年末，已落地實施的市場化債轉股項目共14個，累計投放資金196.57億元。

立足功能定位 回歸主責主業



案例：中國華融、華融瑞通支持國家高端裝備製造業龍頭企業做強做優

2018年，在中國華融總部的支持下，華融瑞通作為領投方，成功參與並完成了中國船舶工業集團有限公司旗下兩家上市公司中國船舶工業股份有限公司與中船海洋與防務裝備股份有限公司市場化債轉股項目，有力地支持國家高端裝備製造業龍頭企業做強做優。



案例：中國華融北京分公司助力企業混改

某全國知名白酒企業，由於近年來受困於體制僵化、營銷受限等原因，與一線白酒企業差距逐年拉大，當地政府多次嘗試對該白酒企業進行改制，但均未成功。中國華融北京分公司通過實施綜合金融服務手段，幫助某民營企業盤活低效資產，改善企業流動性，協助其成功參與了對該白酒企業的混改，扭轉了該白酒企業的營業局面，走出了一條國企混改的破局新路。混改完成後，北京分公司通過結構化設計和整體金融服務，幫助解決開發建設創新產業園區等項目中面臨的困難，實現主營業務轉型升級，取得了良好的社會效益和經濟效益。



案例：中國華融四川分公司幫助化纖龍頭企業解決流動性困難

四川某化纖集團是全球最大的黏膠長絲生產供應商和我國黏膠長絲行業的龍頭企業，因流動資金階段性緊張，極需進行債務重組，維持企業穩健運營。四川分公司及時了解集團債務情況，充分發揮不良債權收購重組專業優勢，通過債權轉讓與債務重組，幫助該集團走出困境，並深化合作，為客戶提供綜合金融服務，助力實體企業實現高質量發展。

立足功能定位 回歸主責主業



案例：中國華融重慶分公司支持精密製造業的發展

某集團是一家以自動化儀表製造為核心的國家計劃單列企業和首批國家級技術創新示範企業，但因業務拓展產生流動性困難。中國華融重慶分公司通過收購重組該集團對其子公司的非金不良債權，盤活應收賬款資源，規範關聯企業借款，幫助企業化解內部流動風險，通過資源整合為企業發展帶來新的活力，有力支持了綜合性儀器儀表產業發展。



案例：華融證券助力過剩產能優化重組

2018年，華融證券協助國內某上市集團順利完成對某上市水泥公司的收購工作，協助該上市集團認購水泥公司控股股東的新增註冊資本，收購信託持有的水泥公司控股股東的股權，並通過二級市場增持的方式收購水泥公司股份，助力上市集團推動區域性資源整合、促進區域性生態文明建設，化解過剩產能，服務國家供給側結構性改革。

立足功能定位 回歸主責主業



案例：華融金融租賃積極參與浙江自貿區建設

浙江自貿區作為中國東部地區重要海上開放門戶示範區，是推進我國與「一帶一路」沿線國家合作的重要窗口。華融金融租賃發揮金融租賃優勢，積極服務自貿區建設，與舟山市、普陀區政府簽訂合作協議，設立專門項目公司對接自貿區的金融租賃需求；在舟山投資近40億元，支持區域現代海洋產業發展，助力大宗商品儲運中轉加工交易中心、江海聯運服務中心、通用航空產業基地建設，推動自貿區經濟社會發展。

發揮牌照優勢 服務國計民生

中國華融注重發揮多牌照協同優勢，持續提供多元化、特色化、專業化的普惠金融服務，大力支持「三農」和小微企業發展，持續加大基礎設施建設等領域投入，不斷提升客戶體驗，在經營發展中惠及民生，促進經濟社會協調發展。

推進普惠金融服務

服務「三農」

中國華融積極落實國家「三農」發展政策，旗下華融湘江銀行等子公司立足區域實際，不斷擴大「三農」服務網絡，積極提供特色化服務，支持帶動「三農」企業發展。



案例：華融湘江銀行大力支持「三農」

截至2018年末，華融湘江銀行涉農貸款實現明顯增長，增速達20.24%。

2018年，華融湘江銀行新設立8家縣域支行，縣域支行(含設立在縣域的社區支行)總數達到60家，進一步擴大「三農」服務網絡。

穩妥推進農民住房財產權、農村承包土地經營權抵押貸款試點。截至2018年末，華融湘江銀行已在湖南省所有「兩權」抵押貸款試點落地業務，餘額較上年增長27.44%。

開展農業產業鏈金融服務，推廣糧食貸、油茶貸、生豬貸、特色貸等特色產業化金融服務，適時推出「養殖貸」「種植貸」「農資採購貸」等支農信貸產品。

發揮牌照優勢 服務國計民生

惠及民生

中國華融積極參與民生工程建設，大力支持醫療健康、棚戶區改造等民生項目，促進社會保障水平的提高，為社會居民提升福祉。

案例：華融金融租賃支持普陀區民生事業

浙江省舟山市普陀區碼頭整合工程建設有資金缺口，華融金融租賃發揮自身專業化優勢，設計5年期租賃方案，及時解決企業資金需求問題，加快了舟山市普陀區該民生工程項目的順利推進。

支持小微企業發展

中國華融積極為小微企業提供創業配套金融服務，幫助企業拓寬融資渠道，解決融資貴融資難問題，切實服務小微企業發展。

案例：華融湘江銀行支持小微企業發展

截至2018年末，華融湘江銀行小微貸款及戶數均有大幅增長；有效控制1000萬以下小微貸款利率及不良率。2018年，華融湘江銀行實施優化創業貸，建立健全「給力貸」產品體系。

搭建了與政府職能部門、擔保公司、風險基金、核心企業等機構合作的批量獲客渠道，加強與互聯網金融機構的合作，實現了線上貸款從無到有的變化。

探索建設小微特色支行。因地制宜建設小微特色支行和科技專業支行，支持做大做強民營和小微企業金融服務，現已建設了17家小微特色支行、4家科技支行。

進一步提高項目審批效率。實行差異化審批授權，賦予分支機構靈活審批權限；持續優化貸款流程，進一步簡化申請貸款的資料要求。

發揮牌照優勢 服務國計民生

提升服務品質

中國華融堅持以客戶為中心，圍繞客戶多元化的需求，拓展創新業務模式，不斷提升服務水平。修訂《客戶主辦制度管理辦法》，加強集團對客戶服務的統籌管理；啓用客戶投訴專線電話，及時處理客戶的投訴事件；注重客戶隱私保護，維護客戶合法權益；積極開展集體客戶回訪工作，不斷提高服務質量。



案例：華融湘江銀行完善消費者權益保護機制

2018年，華融湘江銀行修訂完善了《華融湘江銀行金融消費者投訴管理辦法》，強化投訴系統化管理，要求所有投訴工單均納入系統進行全流程管理，實行每日跟蹤處理。對每季度投訴情況進行分析通報，著重對投訴焦點問題進行分析，加強以訴促改。

發揮牌照優勢 服務國計民生

案例：華融金融租賃加強航空租賃業務培訓

2018年，華融金融租賃舉辦航空租賃業務專題培訓，邀請中國商飛公司專業人員開展主題為「中國商用飛機與租賃」的授課，公司業務部門80餘人參加培訓。重點對ARJ21-700飛機、C919大型客機、CRJ929客機等航空產品進行了研究，積極探索公司未來業務增長極，努力提升業務服務水平。



航空租賃業務培訓現場

廣泛凝聚共識 增強員工的價值獲得感

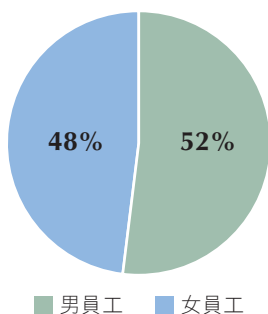
中國華融堅持以人為本，始終關愛關注員工發展，通過「只有華融好，大家才會好」的學習討論，充分吸收廣大員工的意願和建議，激發員工擔當作為、幹事創業，努力增強員工的價值獲得感。

保障員工合法權益

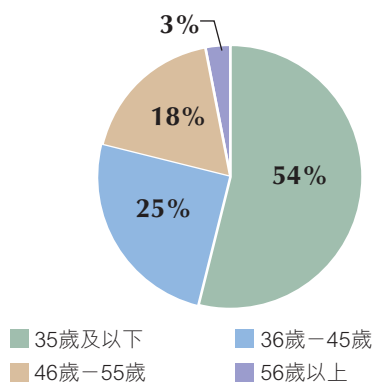
嚴格執行合法用工

中國華融嚴格履行《中華人民共和國勞動法》《中華人民共和國勞動合同法》等法律法規，遵循勞工合同自願簽訂原則。2018年，公司員工勞動合同簽訂率100%，不存在僱傭童工的情況，未出現強制勞工以及其他勞動爭議等相關問題。2018年集團強化合法用工、平等用工原則，在招聘、薪酬、培訓、升遷等事宜上杜絕一切形式性別、地域、民族、宗教、年齡、政治立場等歧視，確保所有員工均享有公平、公正、公開的工作機會。截至2018年12月31日，中國華融擁有員工約1.2萬人，其中女員工5,705人，佔比48.4%，海外員工481人，佔比4%。

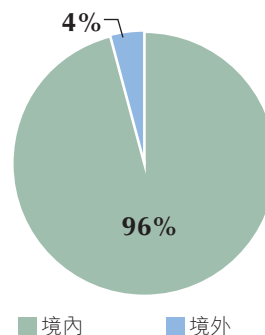
按性別劃分的員工人數



按年齡劃分的員工人數

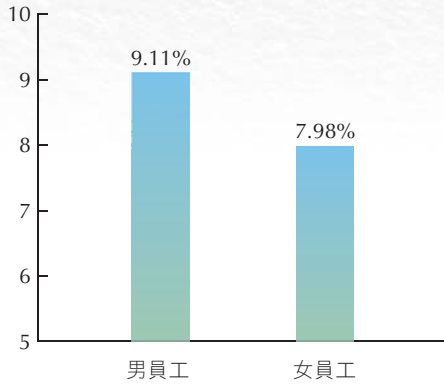


按地區劃分的員工人數

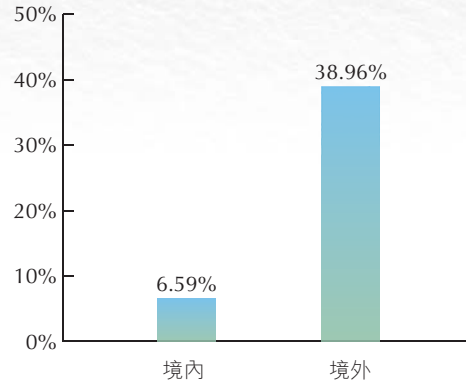


廣泛凝聚共識 增強員工的價值獲得感

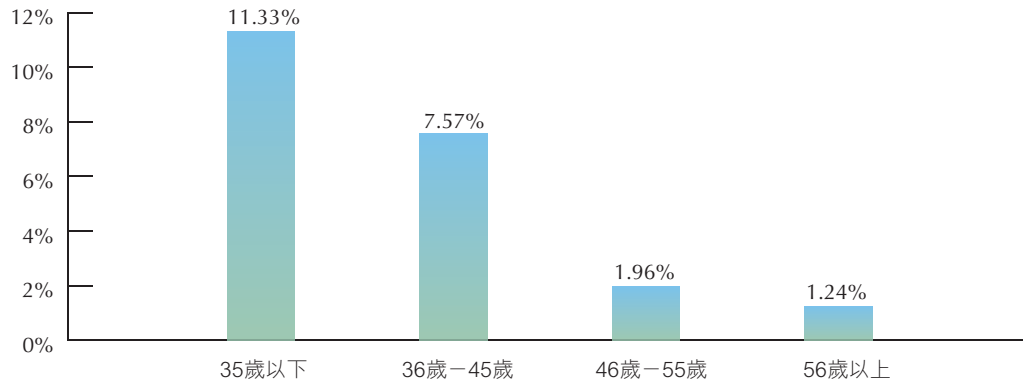
按性別劃分的員工流失比例



按地區劃分的員工流失比例



按年齡劃分的員工流失比例



註：員工流失比例指報告期內離職人數佔報告期末員工人數及報告期離職員工人數總和的百分比。

保障員工薪酬福利

2018年，中國華融印發《補充醫療保險管理辦法》為員工及時辦理多層次的補充保險。截至2018年末，集團母公司及所有直管子公司已全部建立企業年金制度，實現補充養老制度的全覆蓋。

廣泛凝聚共識 增強員工的價值獲得感

支持員工參與民主管理

2018年，中國華融開展第三屆第一次職工代表提案徵集工作，徵集提案49件，後續通過提案審查委員會確立案8件。職工代表大會投票表決通過了《中國華融工資管理辦法(暫行)》《員工考勤和休假管理辦法》等4項涉及員工切身利益的重要人事管理制度。開通「職工民主管理信箱」，直接面向全系統員工徵集意見建議，形成常態化的員工反饋機制。



中國華融召開第三屆第一次職工代表大會

廣泛凝聚共識 增強員工的價值獲得感

促進員工成長發展

中國華融注重以員工發展為中心，結合公司轉型發展的戰略和多牌照、專業化的業務特點，堅持尊重人才、重用人才的理念，堅決匡正選人用人風氣，建立公正透明、規範有序的員工招聘和職務晉升管理體系，積極引進高素質專業化人才，加強員工的職業培訓，努力使員工在與華融共同發展中充分實現個人價值。

職業發展。2018年，中國華融在改善既有人才管理制度的基礎上，優化員工成長路徑，拓寬職業發展通道，努力做到人崗相適、人事相宜、人盡其才。公司印發《員工職務任免管理辦法》，規範員工職務管理；印發《專業技術職務任職資格管理辦法(試行)》《高級專業技術職務任職資格評審規程》，規範員工專業技術職務評審，優化公司專業技術人才隊伍結構；持續推進博士後工作站建設。

職業培訓。中國華融初步建立了「統籌規劃、分類管理、分級實施、統一考核」的綜合培訓體系。2018年，中國華融制訂了《幹部員工教育培訓管理辦法(試行)》，推行以細分業務為導向的多元培訓計劃，組織實施集團層面重點綜合管理類培訓項目。積極開展各條線專業培訓，全年共開展13次風險管理培訓工作，主體涵蓋新形勢下反洗錢、關聯交易、減估值等最新管理動態要求等；開展政策解讀系列培訓課程，增強員工對監管政策和公司發展策略的理解。

廣泛凝聚共識 增強員工的價值獲得感

2018年集團重點綜合管理類培訓項目

十九大精神專題輪訓	6期	全體中層管理人員、各單位高級員工代表共計656人參加
中國行業發展報告會	1期	董監事、董秘等高管人員
香港特許秘書公會培訓	3期	
「重要監管政策意見解讀宣講」系列活動	2次專題學習	全集團
不良資產主營業務培訓班	1期	幹部員工
「堅定理想信念，廉潔規範從業」新員工培訓班	1期	幹部員工

2018年在分、子公司各地組織安排了定制化、多元化的培訓課程，實現為員工按需「賦能」。

廣泛凝聚共識 增強員工的價值獲得感



案例：

華融金融租賃：2018年，華融金融租賃參加監管部門、中國華融組織的培訓共計10次；派出人員參加行業及高校類培訓項目共計26個；組織內部培訓項目34個；設立網絡學習平台。

華融證券：全年組織開展合規專項系列培訓共19次，平均每月1-2次，參訓人員近200名。

華融匯通：舉辦不良資產包系列培訓6場次，共計培訓學時24小時，參加人數達千餘人次。

華融消費金融：舉辦數據挖掘、建模培訓及建模大賽，開展內訓師培訓、黨建工作培訓，參訓人員近百名。

華融華僑：舉辦2018年度「華融華僑大講堂」系列培訓活動，全年幹部員工參加各類形式的培訓90餘人次。

華融科技：實施「未來星」訓練營——應屆生專項培養，針對新員工進行素質拓展、通用培訓、技術培訓，培訓內容包括企業文化、信息安全培訓、公司業務介紹、職業素養等，幫助新員工全面了解公司概況，提升崗位技能。

關愛員工身心健康

中國華融採取多種措施，豐富員工業餘生活，幫助員工解決實際困難，提供關愛扶持，用實際行動闡釋「以人為本」的理念，強化員工對企業的認同感和歸屬感。

廣泛凝聚共識 增強員工的價值獲得感

關愛身心健康。2018年，開展員工體檢743人次，開展女職工婦科專項體檢，簽訂女職工特殊權益保護專項集體合同，關愛女性員工職業發展。2018年，本集團員工工傷損失天數合計為834天，人均工傷損失天數為0.07天，未發生員工因工死亡事件。

幫扶困難員工。2018年，華融愛心信託幫扶系統內困難職工2人，撥付款項1萬元；公司工會開展雙節特困和單親女職工送溫暖活動，慰問員工共計57人次，發放慰問金19.3萬元。

豐富業餘生活。2018年，開展勞動競賽活動，樹立業務標桿和標兵能手；開展職工攝影作品徵集活動，收到攝影作品共計750張(組)，經推選部分作品入圍「全國金融系統紀念中國改革開放40周年」攝影展；公司總部舉辦職工健步走活動，公司領導和500餘名總部員工踴躍參加，倡導強身健體、快樂工作、快樂生活理念。



中國華融總部機關舉辦「只有華融好大家才會好」健步走活動

堅持低碳運營 促進綠色發展

中國華融積極開發綠色金融產品，助力綠色環保產業發展，在日常運營中致力於控制和減少環境影響，支持國家環境保護事業和生態文明建設。

支持綠色產業發展



案例：華融湘江銀行開展綠色金融實踐

華融湘江銀行把培育綠色金融納入自身經營戰略和發展規劃，積極提供各類綠色金融產品及服務。制定了覆蓋整個綠色信貸業務流程的風險監控體系，將以節能減排為代表的綠色產業納入優先支持類領域；提高過剩行業的客戶評級准入門檻，嚴格限制貸款流向高污染、高能耗和產能過剩行業，控制環境風險。

2018年3月，華融湘江銀行成功發行2018年第一期綠色金融債券，發行規模25億，截至2018年末，華融湘江銀行成功發行兩期綠色金融債券，發行規模35億，募集資金專項用於中國金融學會綠色金融專業委員會編製的《綠色債券支持項目目錄》規定的綠色產業項目。已投放的綠色產業項目涉及污染防治、清潔交通、生態保護和適應氣候變化三個一級類別，涉及污染防治、環境修復工程、鐵路交通、城鄉公路運輸公共客運、新能源汽車、自然生態保護及旅遊資源保護性開發、林業開發和災害應急防控八個二級類別。主要分佈在湖南省9個城市，涉及18個核心客戶，進一步拓展了綠色信貸融資渠道，降低了綠色產業項目融資成本。

堅持低碳運營 促進綠色發展

推行綠色辦公

中國華融嚴格遵守《中華人民共和國環境保護法》，積極推行綠色辦公理念，引導企業和員工通過點滴行動踐行低碳節能，降低日常運營帶來的環境影響。華融金融租賃等子公司通過制定《辦公用品管理辦法》等制度辦法，提出建設節約型企業，提倡勤儉節約、經濟實用、綠色環保、按需購置，優先選擇新能源公務車輛。

中國華融綠色辦公舉措

中國華融綠色辦公措施	<p>倡導網絡信息化、無紙化辦公，提倡辦公紙張雙面打印和再生紙的使用</p> <p>隨手關燈、關閉不常使用的電器，夏天空調溫度設置為26℃以上</p> <p>提倡辦公樓宇空調及供暖系統採取循環節能方式，辦公照明逐步開展LED節能改造</p> <p>在開水間設置乾淨水回收桶，回收的水用於保潔使用，節約用水</p> <p>與客戶及集團內部聯繫會議時，優先選擇電話會議和視頻會議，減少不必要出行</p> <p>在會議和接待中用瓷杯替代一次性紙杯和瓶裝水，節約資源並減少廢棄物的產生</p> <p>設置廢舊電池、廢舊墨盒回收箱，將有害垃圾處理與生活垃圾處理區別開來，交由外部具有專業資質的第三方妥善處置</p> <p>在辦公場所內增加適宜的植物和盆栽，為員工創造良好的辦公環境</p>
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堅持低碳運營 促進綠色發展

中國華融在運營過程中所消耗的能源主要包括辦公用電、公務車輛汽油、辦公取暖用天然氣，消耗資源主要是辦公用水及紙張。中國華融一般廢棄物主要為廢紙及辦公垃圾，不產生廢氣及廢液，運營中產生的廢棄硒鼓、墨盒等由廠家回收，燈管、電子廢棄物等由有資質的第三方機構進行處理。

集團／公司2018年能源及資源消耗、廢棄物及排放情況¹

議題	類型	數量
資源消耗	電(單位：千瓦時)	24,790,107.29
	汽油(單位：噸)	1,255.30
	水(單位：噸)	235,607.60
	天然氣(單位：立方米)	668,555.07
	外購熱力(單位：百萬千焦)	21,433.08
	液化石油氣(單位：立方米)	8,013.26
	辦公用紙(單位：噸)	6,141.77
廢棄物	廢棄硒鼓(單位：件)	6,014.00
	廢棄墨盒(單位：件)	1,013.00
	廢棄燈管(單位：件)	6,237.00
	電子廢棄物(單位：噸)	14.15
	生活垃圾(單位：噸)	3,070.43
	廚餘垃圾(單位：噸)	721.14
排放	範疇一與範疇二 ² 二氧化碳排放量(單位：噸)	30,260.80

1 報告期內，我們對集團總部分公司及子公司總部的各類能源消耗、廢棄物及排放進行統計核算，作為2018年度披露範圍。

2 範疇一為直接溫室氣體排放，範疇二為外購熱力、電力或蒸汽產生的間接溫室氣體排放。

助力脫貧攻堅 熱心社會公益

中國華融認真貫徹落實中央脫貧攻堅決策部署，發揮自身的優勢與特長，動員全系統的力量與資源，通過產業扶貧、教育扶貧、民生扶貧等方式，注重把扶貧與扶智結合起來，切實把精準扶貧的目標任務落到實處。中國華融致力服務社會民生，在全國範圍內開展社會公益與志願活動，關愛困難群體，用愛心回饋社會。

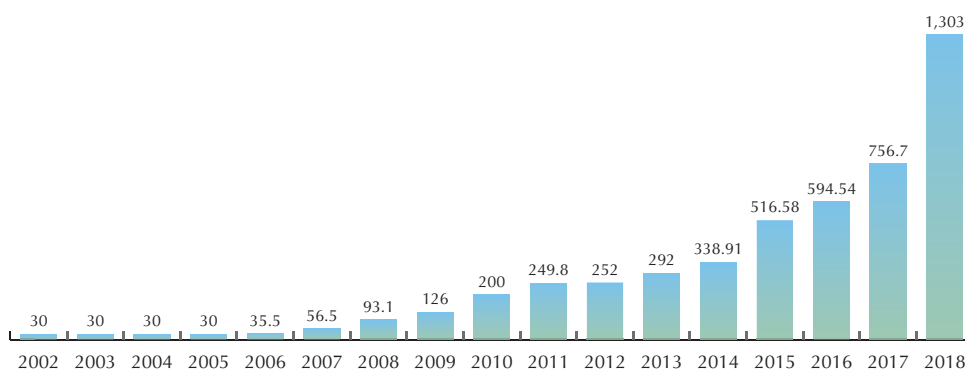
全力落實精準扶貧

中國華融認真貫徹國家「精準扶貧、精準脫貧」基本方略，將精準扶貧作為重大政治任務，主動承擔央企社會責任，形成了以定點扶貧為主、兼顧專項扶貧和地方扶貧的扶貧格局。組織開展「中國華融愛心扶貧日」、消費扶貧、「一對一」愛心助學等扶貧主題活動，形成了全集團關注扶貧、參與扶貧的良好氛圍。

扎實開展定點扶貧

自2002年起，中國華融開始承擔對四川省宣漢縣的定點扶貧任務，充分發揮金融優勢，聚焦產業扶貧、民生扶貧和教育扶貧三大重點領域。2002-2018年公司定點扶貧投入資金總額4,934.63萬元，年均290.27萬元。

中國華融定點扶貧資金投入（單位：萬元）



助力脫貧攻堅 熱心社會公益

推進產業扶貧。2018年，中國華融共投入130萬元助力產業扶貧，在宣漢縣開展了仁義村車厘子種植示範基地、板橋河村蜀宣花牛養殖場等項目，支持發展契合當地實際的種養殖業，並設計了村民入股等方式分配產業扶貧項目的收益，為貧困村、貧困戶提供穩定、可持續的經濟收入。

開展消費扶貧。2018年，中國華融通過直接購買和幫助銷售等方式，號召員工參與購買集團幫扶發展的宣漢縣桃花米等農副產品，幫助宣漢縣貧困地區銷售桃花米等農特產品174.35萬元，緩解貧困戶農產品銷售難問題，有效幫助貧困村實現增收，提升貧困戶的生活水平。



助力脫貧攻堅 熱心社會公益

助力民生扶貧。2018年，中國華融在原有「華融井」等民生扶貧項目基礎上，加大了對宣漢縣農業農村基礎設施建設等方面的資金投入力度。組織實施了仁義村安全飲水工程、村莊內部道路硬化等民生扶貧項目，此外，還投入100萬元支持宣漢縣參加中國扶貧基金會發起的「頂樑柱」健康扶貧公益保險項目，為宣漢縣建檔立卡貧困家庭主要勞動力（18-60周歲）提供住院補充醫療保險，支持貧困家庭改善健康條件，減少因病致貧、因病返貧的現象。

開展教育扶貧。中國華融助力鄉村教育事業發展，大力支持宣漢縣教育事業發展。實施了多個教育扶貧項目，重點投向宣漢縣的鄉村學校，包括教學樓、宿舍樓建設，鄉村教師獎勵基金，鄉鎮高中獎、助學金項目等。2018年，集團在教育扶貧上共投入445.46萬元，實施了隘口鄉中心校運動場建設，天生中學女生宿舍樓配套設施建設、黃金中學遷建以及宣漢縣最美鄉村教師獎勵基金、中國華融助學扶貧基金等項目。共計獎勵培訓優秀教師50人，獎勵優秀貧困高中畢業生60人次，資助貧困高中生210人次。此外，集團150餘名員工積極參與「一對一」愛心助學幫扶活動，捐款30.3萬元，資助了宣漢縣150名貧困學生。

助力脫貧攻堅 熱心社會公益



2018年中國華融•宣漢縣最美鄉村教師培訓活動見面會

助力脫貧攻堅 熱心社會公益

支持地方對口扶貧

中國華融支持分子公司持續開展地方對口幫扶工作。2018年，山西、內蒙古、安徽等13家分公司和華融信託、華融證券等子公司，在貧困地區的特色產業發展、基礎設施建設、民生改造、兜底補助等方面投入幫扶資金並組織開展扶貧項目。新疆、貴州、海南等7家分公司向幫扶地區派駐了19名扶貧幹部，為當地提供人才智力支持。



中國華融分、子公司積極參與地方扶貧工作

助力脫貧攻堅 熱心社會公益

案例：中國華融支持新疆和田市基礎教育事業

中國華融幫助新疆貧困地區改善辦學條件、提高辦學水平，出資1,000萬元支持新疆和田市基礎教育，捐建中國華融和田市希望幼兒園、中國華融和田市希望小學，積極支持當地教育事業發展。



中國華融捐建的和田市希望幼兒園、和田市希望小學

助力脫貧攻堅 熱心社會公益



案例：中國華融雲南分公司推進危房改造工程助力精準脫貧

為解決雲南紅河州元陽縣嘎娘鄉嘎娘村掛聯貧困戶的住房保障問題，中國華融雲南分公司多次深入扶貧點選址和協調，多方籌措資金，並組織員工捐款。2018年著力推進兩戶掛聯貧困戶的危房重建項目，新房於2018年7月完工並交付使用，全年共組織7次走訪，共計42人次，扶貧投入共14萬餘元。



熱心社會公益

中國華融始終關注社會公益事業，為社會弱勢群體提供志願服務，大力開展社會公益實踐；深入社區內部，強化金融知識的普及與宣傳，提升社會公眾的金融知識水平和風險防範意識。

公益活動

中國華融積極開展捐資助學、尊老敬老、幫困助貧、環境保護等各項公益活動，支持民生發展，為建設和諧社會貢獻企業力量。

助力脫貧攻堅 熱心社會公益

案例：華融湘江銀行2018綠色助學行動惠及千名貧困學子

華融湘江銀行連續五年組織開展「綠色助學行動」公益助學活動，資助家境貧寒、品學兼優的高中畢業生順利轉入大學階段學習。2018年華融湘江銀行共投入320萬元，資助1,000名學生。華融湘江銀行員工還自願與學生結成互助對子，開展「手拉手」活動，進行一對一幫扶。2014年以來，綠色助學行動累計資助了5,000名貧困學子，捐資總額超過1,500萬元。



華融湘江銀行2018綠色助學行動

助力脫貧攻堅 熱心社會公益

普及金融知識

中國華融建立金融知識宣傳教育的長效機制，引導社會公眾科學選擇金融產品和服務，提高消費者財產安全保障意識，切實保護消費者的合法權益。



案例：華融消費金融開展「普及金融知識萬里行」活動

2018年7月，華融消費金融開展了普及金融知識萬里行活動，對合肥市民開展金融知識宣傳普及並提供現場業務諮詢。工作人員向前來諮詢的市民普及如何妥善保管銀行卡、安全用卡須知、注意個人信息保密；如何更好地防範非法集資、電信詐騙等知識，並通過現場答疑的方式使宣傳活動取得更具針對性效果。工作人員現場答覆市民諮詢100多次，發放宣傳材料近千份。



向社區居民宣傳金融安全知識

助力脫貧攻堅 熱心社會公益



案例：華融金融租賃開展「送金融知識進校園」主題活動

2018年9月，華融金融租賃組織青年志願者走進浙江大學，開展「送金融知識進校園」主題活動，發放《送金融知識進校園讀本》等資料300餘本，現場講解非法金融活動的特徵及其危害性，進行正向的金融安全意識宣傳和風險提示，引導學生認真學習金融知識，樹立正確理財和消費觀念，自覺遠離和抵制非法金融活動。



助力脫貧攻堅 熱心社會公益

志願服務

中國華融於2015年成立了青年志願者協會，制定了《中國華融青年志願者協會章程(試行)》，現擁有100多名青年志願者。2018年，公司青年志願者共完成志願服務500小時。



案例：華融交易中心開展「關愛銀發幸福有您」多項主題活動

2018年，華融交易中心加強志願者隊伍建設，全年開展包括「關愛銀發幸福有您」在內的多項主題活動。聯合北京市海澱區北下關街道共同開展「金融知識進萬家」「濃情中秋幸福送暖」學雷鋒活動，走進社區普及金融知識，共同營造良好的金融生態環境；走訪慰問低保戶、殘疾人、空巢老人等困難群眾，帶去米麵糧油等生活用品，並送上節日問候和祝福。



助力脫貧攻堅 熱心社會公益



愛心信託

中國華融於2014年針對社會公益、定點扶貧及內部幫扶等工作成立了「華融愛心信託」，資金主要用於參與社會突發重大災害事件的捐贈、救助工作，對公司系統內困難員工及罹患重大疾病員工提供幫扶慰問，以及用於支持公司參與的社會公益事項。2018年，中國華融新疆分公司申請華融愛心信託資金8.5萬元，為墩村群眾發放愛心煤、為墩村貧困大學生發放助學金。

附錄



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社會責任報告獨立鑒證報告

安永華明（2019）專字第 60098698_A01 號

中國華融資產管理股份有限公司董事會：

一、鑒證範圍

中國華融資產管理股份有限公司（以下簡稱“貴公司”）2018 社會責任報告（以下簡稱“社會責任報告”）由貴公司編制。收集和披露社會責任報告內容，包括根據香港聯合交易所有限公司證券上市規則附錄二十七《環境、社會及管治報告指引》要求的原則以及貴公司選擇的標準編制社會責任報告，是貴公司管理層的責任。保留充分的證據，以及設計、實施和維護與社會責任報告編制相關的內部控制也是貴公司管理層的責任。

我們的責任是根據貴公司管理層的要求以及雙方于 2018 年 12 月簽訂的業務約定書中的條款，對社會責任報告中披露的 2018 年社會責任關鍵績效資訊實施《國際鑒證業務準則第 3000 號：歷史財務資訊審計或審閱以外的鑒證業務》（ISAE3000）中有限保證的鑒證程式並形成鑒證意見。

根據雙方的業務約定條款，本鑒證報告僅為貴公司董事會出具。我們的工作僅限於就上述約定事項向貴公司董事會進行彙報，而非其他目的。我們不會就我們所實施的工作、出具的報告或做出的結論對除貴公司董事會以外的任何協力廠商承擔任何責任。

二、鑒證工作

我們按照 ISAE3000 的要求計畫和執行鑒證工作。為了得出鑒證結論，我們執行了下列工作：

根據貴公司管理層的要求，我們選取了如下地點進行現場工作，對社會責任報告披露的 2018 年社會責任關鍵績效資訊實施鑒證程式：

- 中國華融資產管理股份有限公司總部
- 中國華融資產管理股份有限公司浙江分公司
- 華融湘江銀行股份有限公司

除此以外，我們沒有在其他地點實施鑒證程式。

我們對社會責任報告就以下選定的 2018 年社會責任關鍵績效資訊實施了鑒證工作程式：

環境類指標

- 天然氣使用量
- 汽油使用量
- 辦公用紙量
- 用水量
- 用電量

社會類指標

- 定點扶貧資金投入
- 集團通過“華融愛心信託”對外捐助金額

針對以上關鍵績效指標，中國華融應用了香港聯合交易所有限公司證券上市規則附錄二十七《環境、社會及管治報告指引》進行準備。

附錄



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有限保證的工作包括對選定的關鍵績效指標的負責人進行訪談，執行分析性程式和其他有限保證程式等。

我們所實施的鑒證程式僅限於以下方面：

- 訪談貴公司參與提供社會責任報告中所選定的關鍵績效資訊相關的部門人員；
- 實施分析性覆核程式；
- 對選定的社會責任關鍵績效資訊實施抽樣檢查；
- 對選定的社會責任關鍵績效資訊實施重新計算；
- 我們認為必要的其他程式。

我們相信所獲取的證據作為出具有限鑒證結論的基礎是充分而合適的。

三、鑒證的局限性

我們的鑒證工作不包括：

- 鑒證除上述關鍵社會責任績效資訊外，其餘資訊或資料（含財務資訊和資料）的準確性及公允性；
- 鑒證貴公司管理層的預測性聲明；
- 鑒證歷史比較資料。

四、保證水準

我們的鑒證程式是為得出有限保證的鑒證結論而設計的，執行這些程式並不會使我們獲取為得出合理保證的結論而所需的全部鑒證證據。儘管我們在決定鑒證程式的性質和範圍時會考慮貴公司內部控制的有效性，但我們的目的不是就貴公司內部控制的有效性發表意見。

五、結論

基於本鑒證報告所述的範圍、實施的程式和上述局限性，我們的鑒證結論如下：

我們沒有注意到任何事項使我們相信，在中國華融 2018 年社會責任報告中選定的關鍵績效指標在任何重大方面按上述定義的標準存在不公允的表述。

六、獨立性說明

我們遵循了安永全球獨立性政策。安永全球獨立性政策是根據國際會計師聯合會的要求而制定的，我們相信沒有任何事項或其他專案服務的提供會損害到我們社會責任報告鑒證服務工作的獨立性。

七、鑒證團隊

本次鑒證服務工作人員包括來自我們社會責任報告鑒證服務領域的專家，他們在國內或國際上從事類似的鑒證服務，我們的鑒證團隊滿足了本專案要求的工作能力和工作經驗。



安永華明會計師事務所（特殊普通合夥）
安永華明會計師事務所（特殊普通合夥）

中國 北京

2019 年 6 月 13 日

附錄

香港聯交所ESG指引索引

披露指標		回應
範疇：環境		
A1：排放物		
一般披露		P43
A1.1	排放物種類及相關排放數據	集團運營主要集中在辦公場所，對環境影響較小
A1.2	溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	P43
A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	P43
A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	P43
A1.5	描述減低排放量的措施及所得成果	減排措施見P42。因排放量較小，暫無定量減排計劃
A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果	處理方法見P42。因產生量較小，暫無定量減排計劃
A2：資源使用		
一般披露		
A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)	P43
A2.2	總耗水量及密度(如以每產量單位、每項設施計算)	P43
A2.3	描述能源使用效益計劃及所得成果	節能措施見P42。因能源消耗量較小，暫無定量節能行動計劃

附錄

披露指標		回應
A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果	集團用水全部來自市政供水。節水措施見P42，因使用量較小，暫無定量節水行動計劃
A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量	公司業務僅提供服務，不涉及包裝材料
A3：環境及天然資源		
一般披露		P42
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動	P42
範疇：社會		
僱傭與勞工準則		
B1：僱傭		
一般披露		P34
B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數	P34
B1.2	按性別、年齡組別及地區劃分的僱員流失比率	P34
B2：健康與安全		
一般披露		根據《勞動法》界定，本集團工作範圍內無職業病風險
B2.1	因工作關係而死亡的人數及比率	/
B2.2	因工傷損失工作日數	/
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法	P40

附錄

披露指標		回應
B3：發展及培訓		
一般披露		P37
B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比	／
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數	／
B4：勞工準則		
一般披露		P34
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工	／
B4.2	描述在發現違規情況時消除有關情況所採取的步驟	／
運營慣例		
B5：供應鏈管理		
一般披露		P14
B5.1	按地區劃分的供貨商數目	P14
B5.2	描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目、以及有關慣例的執行及監察方法	P14
B6：產品責任		
一般披露		本集團主營業務不直接面向消費者，無健康安全、隱私等風險
B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比	公司不直接提供實體產品

附錄

披露指標		回應
B6.2	接獲關於產品及服務的投訴數目以及應對方法	／
B6.3	描述與維護及保障知識產權有關的慣例	公司業務不涉及知識產權管理
B6.4	描述質量檢定過程及產品回收程序	公司不直接提供實體產品
B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法	P32
B7：反貪污		
一般披露		P14
B7.1	於滙報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	／
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法	P14-15
社區		
B8：社區投資		
一般披露		P44，P50
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)	P44-55
B8.2	在專注範疇所動用資源(如金錢或時間)	P44-55

附錄

報告編製說明

本報告是中國華融資產管理股份有限公司為滿足香港聯合交易所有限公司(簡稱「香港聯交所」)證券上市規則(「上市規則」)附錄二十七環境、社會及管治報告指引(「ESG指引」)要求編製的第三份對外公開披露的社會責任報告，旨在回應利益相關方期望，展示中國華融在環境、社會、企業管治及可持續發展方面的理念、管理、行動和成效。

報告標準

本報告依照上市規則附錄二十七ESG指引、中國銀行保險監督管理委員會(原中國銀行業監督管理委員會)《關於加強銀行業金融機構社會責任的意見》、中國銀行業協會《中國銀行業金融機構企業社會責任指引》編製而成，並廣泛參考包括中國社會科學院《中國企業社會責任報告編寫指南(CASS-CSR4.0)》等在內的國內外社會責任報告標準。

報告覆蓋範圍

如無特殊說明，本報告涵蓋中國華融資產管理股份有限公司總部、分支機構及其附屬子公司。

報告數據來源

本報告關鍵財務數據摘自「中國華融資產管理股份有限公司2018年度報告」，其他數據來自公司內部管理體系。

報告時間範圍

2018年1月1日至2018年12月31日。部分內容適當追溯歷史數據。

附錄

報告稱謂說明

為便於表述和方便閱讀，「(本)公司」表示中國華融資產管理股份有限公司總部及分支機構，「中國華融」或「(本)集團」表示中國華融資產管理股份有限公司總部、分支機構及其附屬子公司。如無特殊說明，本報告中的「元」「萬元」「億元」分別代表「人民幣元」「人民幣萬元」「人民幣億元」。

報告周期

本報告為年度報告。

報告獲取

閣下可以在中國華融資產管理股份有限公司官方網站主頁的「投資者關係 — 定期報告」板塊或香港聯交所網站瀏覽或下載本報告的中、英文版本。

附錄

讀者意見反饋表

尊敬的讀者，您好！

非常感謝您在百忙之中閱讀《中國華融資產管理股份有限公司2018年社會責任報告》。殷切盼望您對本報告和我們的工作提出意見與建議。您可以通過郵寄方式將填好的問卷反饋給我們，亦可直接來電提出您的寶貴意見。謝謝！

地址：中國北京市西城區金融大街8號中國華融董事會辦公室

郵編：100033

電話：86-10-59619119

1. 您或您的的工作單位屬中國華融的哪一類利益相關方：

- | | | | |
|-----------------------------|-------------------------------|------------------------------|----------------------------------|
| <input type="checkbox"/> 股東 | <input type="checkbox"/> 員工 | <input type="checkbox"/> 供應商 | <input type="checkbox"/> 客戶 |
| <input type="checkbox"/> 政府 | <input type="checkbox"/> 監管機構 | <input type="checkbox"/> 社區 | <input type="checkbox"/> 其他(請說明) |

2. 您是否曾經讀過中國華融資產管理股份有限公司社會責任報告(如果您的答案為否，請忽略第3、4、5小題)：

- 是 否

3. 如果讀過，您閱讀的是紙質版還是電子版？

- 紙質版 電子版

4. 您期望看到紙質版還是電子版？

- 紙質版 電子版

5. 您對2018年社會責任報告的綜合評價：

- 可讀性(表達方式通俗易懂，設計美觀，引人入勝，容易找到所需信息)

- 3分(較好) 2分(一般) 1分(較差)

- 可信度(報告信息真實可信)

- 3分(較好) 2分(一般) 1分(較差)

- 信息完整性(正負兩方面信息兼顧，並且滿足您對信息的需求)

- 3分(較好) 2分(一般) 1分(較差)

除本報告已披露的內容以外，您還更希望看到哪方面的信息？

Contents

1. Chairman’s Statement	4
2. About Us	9
2.1. Company at a Glance	9
2.2. Corporate Governance	13
2.3. Compliance Operation	15
3. Social Responsibility Management	18
3.1. Social Responsibility Concept	18
3.2. Board Engagement	18
3.3. Stakeholder Engagement	19
3.4. Materiality Analysis	22
4. Consolidating Robust Development to Achieve Smooth Operation	23
5. Returning to Main Responsibility and Main Business Based on Functional Positioning	25
5.1. Continuing to Consolidate the Main Business of Distressed Assets Management	25
5.2. Actively Playing the Role of Financial Aid Provider	28
5.3. Serving China’s Supply-Side Structural Reform	28
6. Leveraging License Advantage to Serve National Economy and People’s Livelihood	32
6.1. Promoting Inclusive Financial Services	32
6.2. Improving Service Quality	34



7. Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition	36
7.1. Protecting the Legitimate Rights and Interests of Employees	36
7.2. Promoting Employee Growth and Development	39
7.3. Caring for Employees' Physical and Mental Health	41
8. Adhering to Low-Carbon Operations and Promoting Green Development	43
8.1. Supporting the Development of Green Industries	43
8.2. Promoting Green Office	44
9. Assist with Poverty Relief and Be Warmhearted to Public Service	46
9.1. Endeavour to Implement Poverty Alleviation	46
9.2. Enthusiasm in Public Service	52
10. Appendix	58
10.1. Independent Assurance Report of the CSR Report	58
10.2. HKEX ESG General Disclosures and KPIs	60
10.3. About this Report	64
10.4. Feedback Form	66





2018 中國華融
CHINA HUARONG
SOCIAL RESPONSIBILITY REPORT
社會責任報告

Chairman's Statement



Wang Zhanfeng

Chairman

Chairman's Statement

The year of 2018 marked the first year of the comprehensive implementation of the spirit of the 19th National Congress of the Communist Party of China and the 40th anniversary of reform and opening up. China Huarong, guided by Xi Jinping's vision for socialism with Chinese characteristics in the new era, has conscientiously implemented the spirit of the Central Economic Work Conference and the spirit of the Central Financial Work Conference. China Huarong returned to the origin of finance serving real economy to take up the responsibility of diffusing financial risks. With focus on the main business of distressed assets management, China Huarong served the supply-side structural reform and played effective roles in financial system as a financial asset management company. China Huarong earnestly fulfilled the social responsibility of state-owned financial enterprises by actively contributing to society and realizing its business goals.

Over the past year, we have properly responded to the crisis and achieved stable operations by adhering to the realization of stable and healthy development as the premise for fulfilling social responsibilities. Facing the impact of emergencies and the complicated internal and external economic and financial environment, China Huarong, under the guidance and support of relevant departments, drew on lessons learnt from past experience to promote reforms and comprehensively strengthen party building. By proactively responding to the crisis, it achieved a smooth transition and fulfilled the political responsibility of state-owned financial enterprises. In 2018, we insisted on integrating party leadership into corporate governance and improving corporate governance structure; in accordance with the concept of high-quality development, we initiated the strategic transformation towards "New Huarong"; we strengthened risk prevention and saw real improvements in stop-loss; we strengthened corporate governance and reshaped the culture of compliance operation; by continuing to consolidate our advantages of the main business, we maintained overall operational stability. As of the end of 2018, the Company's assets were RMB1,710.087 billion, and the annual revenue was RMB107.253 billion. The net profit attributable to shareholders of the Company was RMB1.576 billion, the total tax payment was RMB14.767 billion, and the dividend payout ratio remained unchanged. We safeguarded the interests of employees, investors, customers, shareholders, and the country with stable and sound business operations.

Over the past year, we have focused on giving play to the unique role of financial asset management companies in maintaining national financial stability, focusing on diffusing financial risks and serving the real economy. In 2018, China Huarong focused on its main business, played the unique role in resolving financial risks, and actively carried out the acquisition and disposal of distressed assets in the market. The company's new investment in distressed asset package in the year amounted to RMB45.341 billion, and the market share of bid-winning asset package accounted for about 31%, helping the banking industry revitalize the stock capital. Throughout the year, our new investment in acquisition-and-restructuring business amounted to RMB149.908 billion, increasing effective financial supply to the real economy, and thereby making positive contributions to reducing the risk of distressed assets of the banking industry and entity enterprises. By grasping the new changes and new demands of the market, we are committed to becoming a professional financial aid provider. Throughout the year, we invested RMB9.829 billion in new troubled corporate restructuring, actively and steadily implemented market-oriented debt-to-equity swaps to support entity enterprises to reduce leverage. To this end, we newly invested RMB3.9 billion to round up to a total investment of RMB19.657 billion. We actively helped bailing out listed companies, alleviating the risk of stock pledge, thereby playing an active role of financial asset management companies in serving the real economy, preventing and controlling financial risks.

Chairman's Statement

Over the past year, we have paid great attention to the synergy of multiple licenses, benefiting people's livelihood in our business operation and serving the coordinated development of the economy and the society. Adhering to the customer-oriented principle, we took the initiative to adapt to the diversified service needs of customers, provided multi-functional, specialized financial services to help customers achieve value enhancement, and to realize social value while promoting economic development. In 2018, China Huarong implemented the financial industry's opening-up measures by introducing foreign institutions such as Blackstone Group, Bain Capital and Oaktree Capital to participate in the disposal of distressed assets; supported the planning and construction of Xiong'an New District, and established China's first public fund management company incorporated in Xiong'an New District; encouraged subsidiaries such as Huarong Xiangjiang Bank, Huarong Financial Leasing, and Huarong Consumer Finance to provide financing to small and micro enterprises and private enterprises, to strengthen financial services to farmers, agriculture and the countryside, and to offer continuously inclusive financial services to provide the public with convenient and fast service; carried out green financial practices, such as issuing green financial bonds, providing various types of green financial products and services with focus on supporting key projects in the fields of environmental protection, environmental industry development, and clean energy industry development, thereby contributing to building lucid waters and lush mountains, and improving ecological surroundings.

Over the past year, we have broadly reached consensus and built a big Huarong family for the common development of enterprise and employees by adhering to the "people-oriented" principle. In 2018, we conducted in-depth learning and discussion with the theme of "Huarong shares weal and woe with everyone", encouraging employees to make suggestions for the Company's reform and development, fully absorbing the suggestions and opinions of the employees, and uniting everybody to work together to build a "New Huarong" with passion and common will. Focusing on the growth and development of employees, we promoted diversified talent training programs, unblocked the promotion channels for employees, and established an open, transparent, scientific and rational positive incentive and restraint mechanism to encourage employees to work hard in an entrepreneurial and responsible manner. The first session of the third staff representative conference was held to consider and adopt the important personnel management system involving the vital interests of employees, which fully embodies the wishes of the employees and effectively protects the rights and interests of employees; the "Employees' Democratic Management Mailbox" was opened to collect opinions and suggestions from employees across the Company; the salary system was standardized to improve supplementary medical insurance and promote the construction of enterprise annuity system; we cared for employees' physical and mental health by enriching employees' spare time, helping employees solve practical difficulties, and enhancing employees' sense of identity and belonging to the Company.

Chairman's Statement

Over the past year, we have advanced our progress with poverty alleviation, and we have been committed to public welfare and active contribution to society. In 2018, China Huarong earnestly implemented the strategic plan of the central government to fight poverty and tackle difficulties. Throughout the year, we invested RMB27.1316 million in poverty alleviation and helped Xuanhan county, a designated poverty-stricken county, complete the goal of poverty alleviation in 2018. We donated RMB600,000 of poverty alleviation funds to Hezheng county and Lintao county of Gansu province, and dispatched 15 poverty alleviation cadres to Guizhou, Hainan and other areas to organize capacity improvement training for local poverty alleviation cadres thus to combine poverty alleviation and intellectual support. Employees were mobilized to actively purchase special agricultural products from poverty-stricken areas and so as to support these areas in improving self-development capabilities. We also organized "one-on-one" charity funding campaign, and more than 150 employees in the year paired up with poor students to provide support. We also carried out social welfare and volunteer activities nationwide, extensively organizing educational campaigns on financial knowledge, guiding the public to scientifically select financial products and services, and raising consumer awareness of property security.

The year of 2019 marks the 70th anniversary of the founding of New China. It is a crucial year for building a well-off society in an all-round way and achieving the goal of the first centenary goal. It is also the beginning of the construction of "New Huarong". We will focus on the goal of building "New Huarong", adhere to the road of high-quality development and the basic tone of steady progress, deepen the main business of distressed assets management, and continue to strengthen risk prevention and control, so as to creates return for the country, shareholders, customers and employees with real business performance and to make greater contributions to economic development, financial stability, social progress and environmental protection.



About Us

Company at a Glance

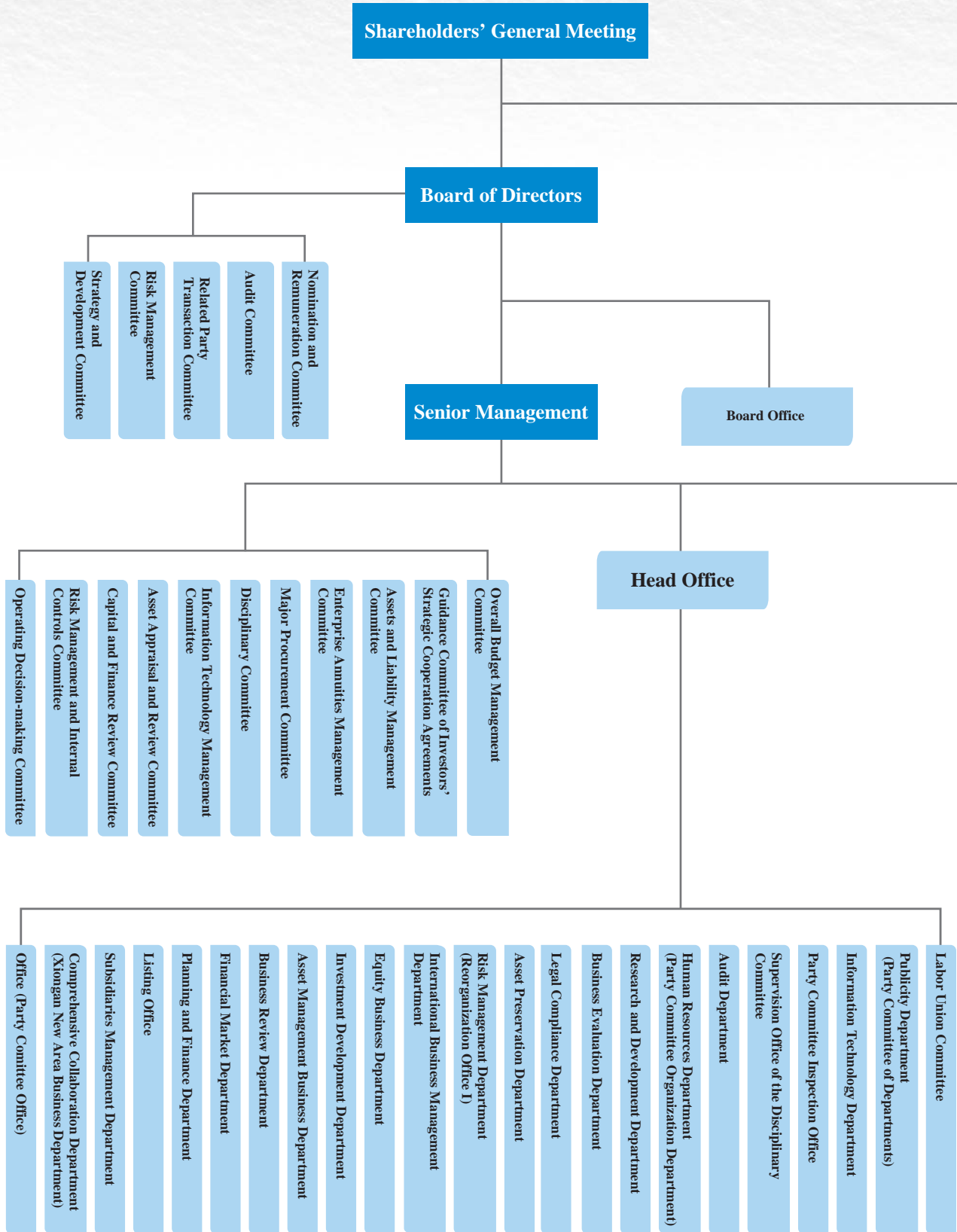
Company Profile

China Huarong Asset Management Co., Ltd. (“China Huarong”, Stock Code: 2799), with its predecessor being China Huarong Asset Management Corporation founded on November 1, 1999, was converted into a joint stock limited company upon the approval of the State Council of the PRC on September 28, 2012. On October 30, 2015, China Huarong was listed on the Main Board of the HKEX.

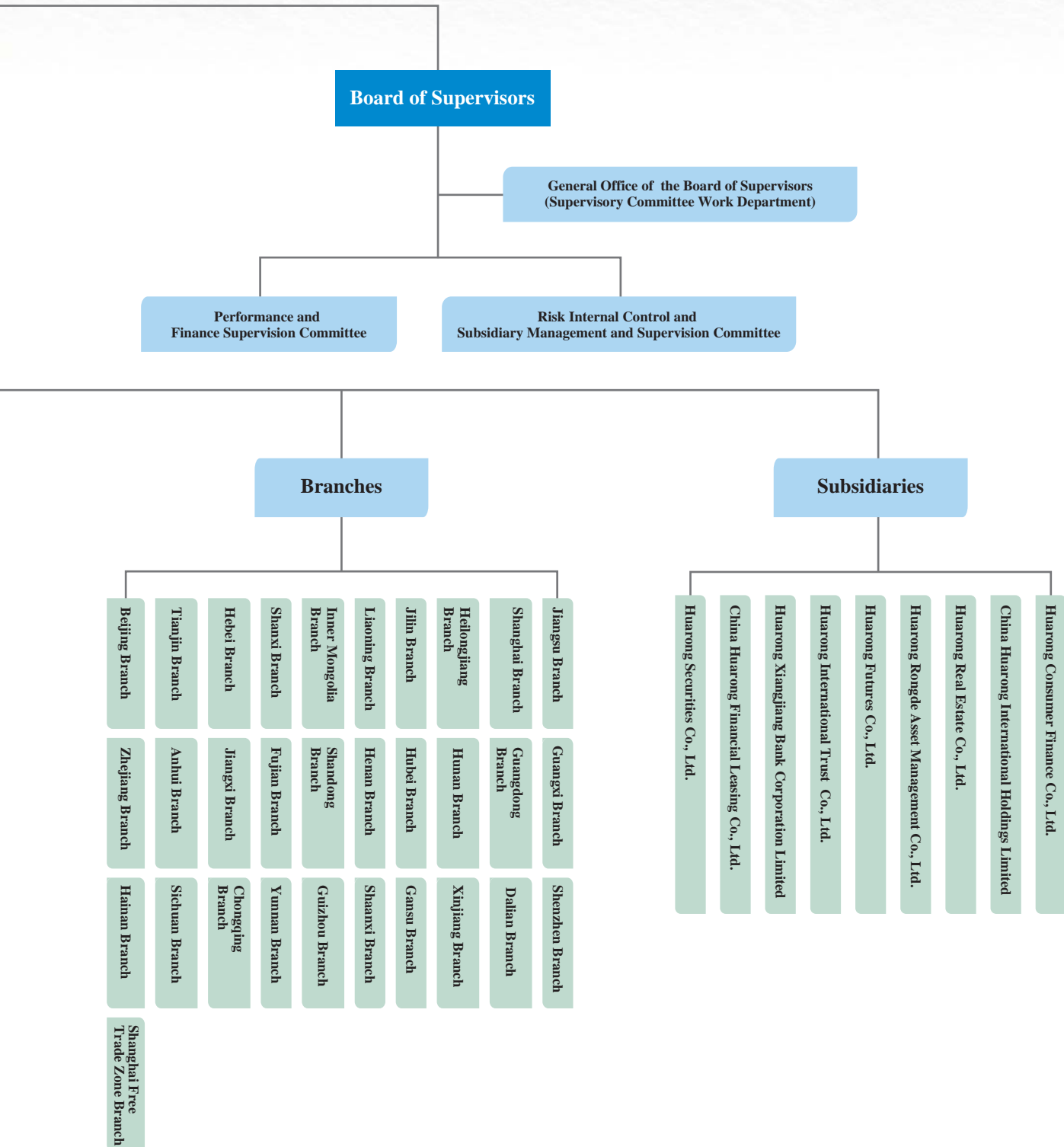
The Company’s main business includes distressed asset management, financial services and asset management and investment, of which distressed asset management is the core business of the Company. At present, China Huarong has 31 branches and a number of subsidiaries such as Huarong Securities, Huarong Financial Leasing, Huarong Xiangjiang Bank, Huarong Trust, Huarong Futures, Huarong Rongde, Huarong Real Estate, Huarong Consumer Finance, etc. with a service network covering 30 provinces, autonomous regions and municipalities directly under the central government in Chinese mainland, as well as platform companies in Hong Kong Special Administrative Region and Macao Special Administrative Region such as Huarong International, Huarong Financial Holdings, Huarong Investment and Huarong Macau. The Group employs approximately 12,000 people.

About Us

Organizational Structure



About Us



About Us

Strategy and Corporate Culture

The basic connotation of “New Huarong”: Political integrity, effective governance, prominent main business, high quality, being responsible, low-key and pragmatic.

Vision: With serving the real economy as the fundamental goal, preventing and controlling financial risks as the fundamental task, and self-reforming as the fundamental drive, to build a modern enterprise system around the goal of “New Huarong”, to build a financial asset management company with high-quality development based on the main business of distressed assets management.

Core values: Integrity and trustworthiness, professionalism and devotion, robustness and compliance, and responsibility and performance.

Strategic positioning: Returning to the main responsibility and the main business to become a “financial aid provider”; deepening the connotation of main business to become the “general distressed” asset operator; leveraging the license advantage to become a precision financial service provider contributing to supply-side structural reform and real economy.

Awards and Honors

China Huarong was selected as one of the “Top 300 Traders in the Interbank Market in Local Currency in 2018” by the National Interbank Funding Center

China Huarong was awarded the 2018 Outstanding Contribution Award by China Poverty Alleviation Foundation

About Us

Corporate Governance

The Company strictly abides by the corporate governance rules of listed companies in Hong Kong and lives up to domestic and overseas regulatory requirements. By drawing on lessons learnt from past experience to promote reforms, it promotes deep integration of party leadership and corporate governance, improves and optimizes corporate governance structure, focusing on building a corporate governance mechanism with clear duties and responsibilities, coordinated operation, and effective checks and balances to provide assurance for the Company to achieve compliance operation and healthy development.

Shareholders' General Meeting

The shareholders' general meeting is the Company's authority. The general meeting of shareholders exercises such terms of reference as deciding on the Company's management policy, annual investment plan, electing and replacing directors and supervisors, reviewing and approving the reports of the board of directors and the board of supervisors who are not representative of the employees, reviewing and approving the annual budget and final accounts plan, reviewing and approving the Company's profit distribution and loss covering plan, and amending the Company's articles of association and rules of procedure of shareholders' general meeting, board of directors and board of supervisors. In 2018, the Company held 6 general meetings of shareholders, reviewed and approved 13 proposals and one report.

Board of Directors

The board of directors is the Company's major decision-making body and is responsible to the shareholders' meeting. The functions and powers exercised by the board of directors according to law include, but are not limited to the following: convening the general meeting of shareholders and reporting to the general meeting of shareholders; implementing the resolutions of the general meeting of shareholders; determining the Company's business plan, development strategy and investment plan; formulating the Company's annual financial budget plan and final account plan; formulating profit distribution plan and compensation plan; formulating plans for the Company to increase or decrease registered capital; drafting programs for mergers, split-ups, change of corporate form or dissolution of the Company; formulating programs for issuing corporate bonds, stocks of any kind, warrants or other securities, and programs for listing; drafting programs to buy back the Company's stock; drafting amendments to the Company's articles of association, rules of procedure of the shareholders' meeting, rules of procedure of the board of directors, etc. As of December 31, 2018, the board of directors consisted of 10 directors, including 2 executive directors, 4 non-executive directors and 4 independent non-executive directors. In 2018, the board of directors held 13 meetings, and reviewed and approved 51 proposals and 8 reports.

About Us

Board of Supervisors

The board of supervisors is the supervisory body of the Company and is responsible to the shareholders' meeting. The functions and powers exercised by the board of supervisors in accordance with the law include, but are not limited to the following: checking and supervising the Company's finances, auditing financial reports and profit distribution plans, and other financial information; formulating rules of procedure of the board of supervisors or drafting amendments to the rules of procedure of the board of supervisors; supervising the implementation of company policies and basic management systems; nominating shareholders' representative supervisors, external supervisors and independent non-executive directors. As of December 31, 2018, the board of supervisors consisted of 5 supervisors, including 1 shareholder representative supervisor, 2 external supervisors, and 2 employee representative supervisors. In 2018, the board of supervisors held 5 meetings and reviewed and approved 23 proposals.

Senior Management

The senior management is the executive body of the Company and is responsible to the board of directors. Authorized by the board of directors, the senior management organizes and coordinates the headquarters departments and branch and subsidiary companies to implement the Company's transformation and development strategy and the resolutions of the board of directors with focus on the main business of distressed assets. The senior management actively explores the transformation and development, effectively strengthens risk management and prevention, and constantly improves compliance operation, striving to build "New Huarong" with high-quality development.

About Us

Compliance Operation

Internal Control Management

The Company continuously improves the internal control management system and strengthens internal control measures around the objectives of effective operation, reliable reporting and operational compliance. The Company's setup at all levels including board of directors, board of supervisors, senior management, headquarters departments, branch offices (business departments), subsidiaries, etc., as well as three lines of defense of internal control including operation management department, internal control management department and internal audit department work independently, while complementing and reinforcing each other, jointly serving business development and risk prevention and control.

In 2018, the Company further strengthened the internal control mechanism with management from the source and process control as the core focusing on risk prevention and quality improvement. By benchmarking internal company systems with external compliance documents, it conducted comprehensive combing and evaluation of all business and management activities to optimize process control. It revised the *Internal Control Process Framework*, *Internal Control Manual* and its accompanying *Risk Control Matrix* to provide a solid institutional foundation for internal control.

Comprehensive Risk Management

The Company comprehensively strengthens risk management and compliance culture construction by establishing an independent, comprehensive and effective risk management system, continuously optimizing various risk management tools, continuously strengthening risk mitigation measures, and promoting the Group's asset preservation work in a coordinated manner to ensure the compliance of Company's operation and management.

In 2018, the Company conducted stress tests in five aspects: credit risk, market risk, operational risk, liquidity risk, and capital adequacy. The pressure scenario indicators were further improved to effectively assess the risks of the Company's daily management and control, providing guidance for predicting and guiding the Company's operations. From the test results, the relevant indicators under the stress scenario were within the acceptable range.

About Us

Supply Chain Management

The Company continuously improves the supplier management system in strict accordance with the national requirements for bidding management. The *Working Rules for Major Procurement Committee* was formulated and implemented to standardize and manage the high-value supplier bidding process. The environmental and social impacts of suppliers in the procurement process are fully considered to ensure the transparency and fairness of the bidding process and that the supply chain is complete and effective.

China Huarong's suppliers mainly include providers of office equipment, vehicle and other office hardware, as well as professional service providers. In 2018, China Huarong organized 23 single-item centralized procurement projects worth more than RMB1 million, cooperated with 23 suppliers in the year.

Anti-Corruption and Upholding Integrity

In 2018, relevant state departments investigated and dealt with serious violations of the law and discipline by the Company's former party secretary and Chairman Lai Xiaomin. The Committee for Disciplinary Inspection and Supervision of the Company earnestly performed its supervisory duties and established a whistle-blowing platform that covers the whole system, giving play to the supervisory role of the society and the masses. It strictly carried out discipline review according to rules and regulations to create an honest and clean political ecology. Putting supervision foremost, the Committee revised and improved various rules and regulations for discipline inspection and supervision, made up for institutional shortcomings, and strengthened supervision and control of power operation. It continued to tackle the problem of tunneling by promulgating the Notice on Preventing Tunneling in Business Activities and organizing all levels to seriously carry out investigations, build a close yet transparent relationship with business partners, thereby safeguarding the Company's high-quality development.

About Us

Focusing on education and guidance, we strengthen education of cadres and staff in terms of laws and regulations, and encourage them to consciously prevent and correct violations. In 2018, the Company organized special warning education and a number of anti-corruption educational activities. “Incorrupt Huarong” website and related WeChat public account were set up to promote the construction of a clean and honest culture, and continuously strengthen integrity education.

Anti-Money Laundering

The Company strictly abides by anti-money laundering laws and regulations, conscientiously fulfills its anti-money laundering legal obligations, and continuously improves the anti-money laundering management system and working mechanism. In 2018, the Company organized the information entry of beneficial owners, revised and improved the *Internal Control Norms for Anti-money Laundering*, and formulated and issued the *Work Plan on Money Laundering and Terrorist Financing Risk Management*. It introduced third-party suppliers’ anti-money laundering anti-terrorism financing lists to further strengthen control and supervision of anti-money laundering work of non-financial subsidiaries, while actively organizing various anti-money laundering propaganda and training to strengthen the awareness of anti-money laundering among all employees.

Social Responsibility Management

Social Responsibility Concept

Based on the functional positioning of financial asset management companies, China Huarong is committed to serving the real economy, preventing and controlling financial risks, and deepening financial reforms. While building a high-quality “New Huarong”, the Company effectively serves the national development strategy by actively participating in precision poverty alleviation, public welfare, environmental protection, etc. and continuously enhancing its ability to promote coordinated development of economy and society so as to create value for customers, shareholders, investors, employees, society and the country.

For the country: Focusing on the main responsibility and the main business, serving the real economy, and diffusing financial risks to safeguard the country’s economic stability and financial security;

For customers: Offering high-quality financial services to help customers achieve value enhancement and corporate reengineering; providing financial aid services, increasing the value of inefficient assets, and taking advantage of multiple financial licenses to provide both multi-purpose and specialty financial services;

For shareholders and investors: Engaging in steady and compliant operations and continuously enhancing the Company’s value to achieve good returns to shareholders, investors and the market;

For employees: Building a career platform, caring for employee growth, and enhancing employees’ cohesiveness and sense of gain to realize the common development of personal value and corporate value.

For the society: Caring for social development, earnestly fulfilling social responsibilities such as maintaining stability and poverty alleviation, and actively carrying out social welfare activities such as financial knowledge dissemination and charitable donation.

Board Engagement

Responsible for social responsibility strategies and reports, the board of directors of the Company regularly monitors social responsibility related matters that may affect the business or operation of the Company, shareholders and other stakeholders, and formulates corporate social responsibility management policies, strategies and objectives. In 2018, the Company’s board of directors reviewed and supervised policies and measures related to anti-corruption, poverty alleviation, and environmental, social and governance (ESG) issues.

Social Responsibility Management

Stakeholder Engagement

China Huarong set up effective and diversified channels of communication, insisting on in-depth communication with all stakeholders, maintaining the frequency and effectiveness of communication, and collecting timely feedback information from all stakeholders. The Group has identified important stakeholder types and their needs and set targeted measures of response. This report is a concentrated display of China Huarong's social responsibility work, which responds to stakeholder needs through information disclosure.

Stakeholders' Key Expectations and Communication Channels

Types of Stakeholders	Key Issues of Concern	Key Communication Approaches	Key Measures to Respond
Regulatory Authorities	Steady business operations A well-developed internal control system and risk management system Actively fulfilling social responsibility of financial enterprise	Regular report Participation into industry meeting Official website China Huarong WeChat subscription account	Establishing a comprehensive internal control system, and improve corporate governance Active action to relieve social and financial risks Improving business operation efficiency
Local government	Promoting local industrial development Compliant operation Tax payment	Government meeting Regular visits Government staffs' supervision and inspection Official website China Huarong WeChat subscription account	Providing employment opportunity and contributing to tax revenue. Cooperation with government's supervision and inspection work, and improvement of the internal supervision and inspection system Compliance with laws and regulations

Social Responsibility Management

Shareholders & Investors	<p>Sustained and stable return on investment</p> <p>Timely information disclosure</p> <p>Compliance business operations</p>	<p>General meeting of Shareholders</p> <p>Regular report and company announcements</p> <p>Investor meetings, earnings announcements, roadshow and other information distribution channels</p> <p>Investor Relations telephone and email</p> <p>Official website</p> <p>China Huarong WeChat subscription account</p>	<p>Enhance diversified business, and consolidate the leading role in the industry</p> <p>Establishing a information disclosure system</p> <p>Improving internal compliance system</p>
Customers	<p>Products and services with high quality</p> <p>Timely response to customer demands</p> <p>Providing integrated solutions</p>	<p>Customer revisits</p> <p>Regular visits</p> <p>Customer satisfaction survey</p> <p>Official website</p> <p>China Huarong WeChat subscription account</p>	<p>Establishing a comprehensive service response system</p> <p>Improving customer complaint handling process</p> <p>Developing guidelines for service standardization</p>

Social Responsibility Management

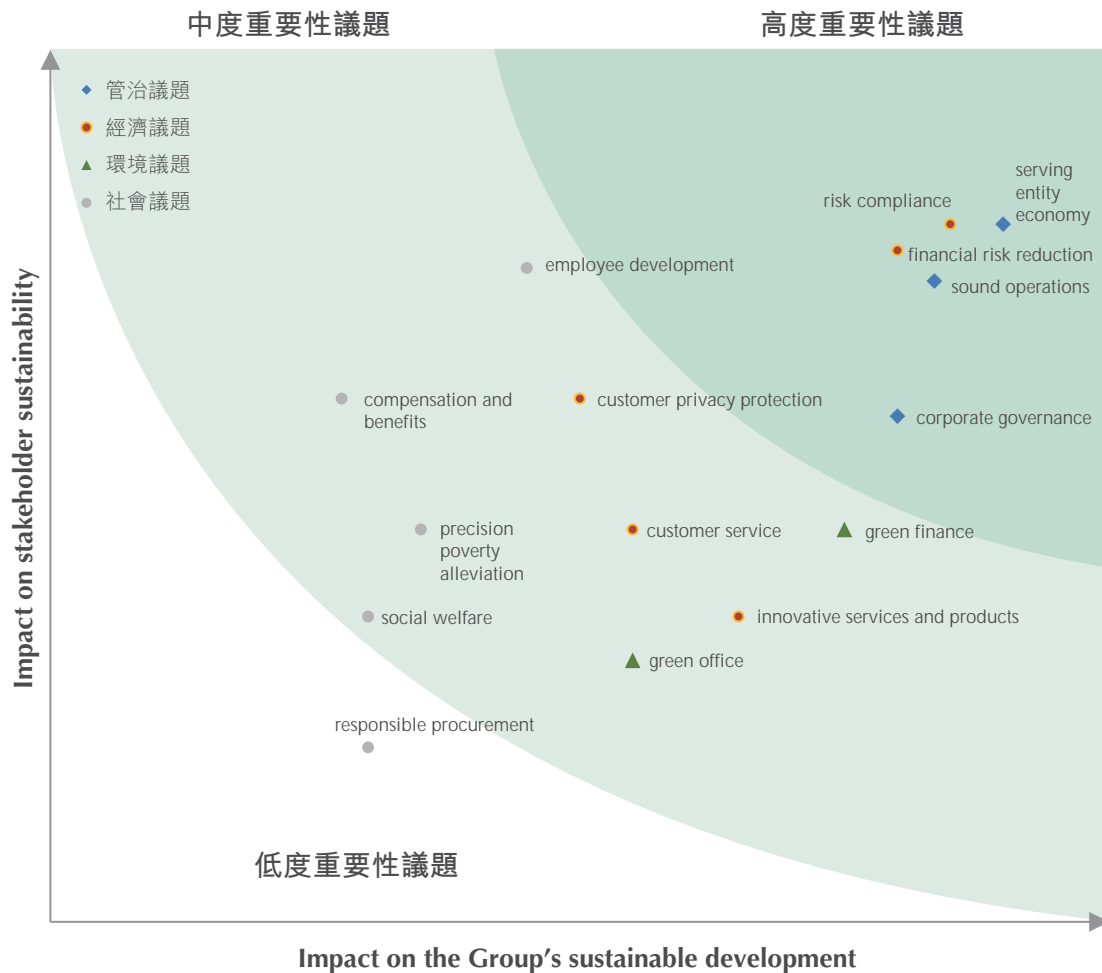
Community	<p>Supporting community development</p> <p>Respecting community culture and participation into community activities</p>	<p>Community delegates survey</p> <p>Routine visits</p> <p>Official website</p> <p>China Huarong WeChat subscription account</p>	<p>Supporting community development activities</p> <p>Community Service</p> <p>Maintaining good communication</p>
Employees	<p>Good career development and growth opportunities</p> <p>Great pay and benefits</p> <p>Protection of health and safety</p>	<p>Internal Web site</p> <p>Internal journal</p> <p>Employee Congress</p> <p>Official website</p> <p>China Huarong WeChat subscription account</p>	<p>Improving staff recruitment, promotion and other internal management regulations and system</p> <p>Enriching employee's spare time</p> <p>Providing a variety of working and living security for employees</p>
Suppliers	<p>Fair and open procurement process</p> <p>Fulfilling the contract on time</p> <p>Helping the growth of suppliers to achieve a win-win situation</p>	<p>Regular meeting of quality communication</p> <p>Official website</p> <p>China Huarong WeChat subscription account</p>	<p>Ensuring the transparency of the procurement process, internal and external supervision and inspection</p> <p>Reasonable control of corporate cash, ensure timely payment</p> <p>Promoting communication with suppliers</p>

Social Responsibility Management

Materiality Analysis

Through interaction and communication with various stakeholders in different forms and benchmarking with issues disclosed in corporate social responsibility reports of the same industry, we identified the Group's 2018 social responsibility issues in accordance with the *ESG Reporting Guide — Appendix 27 of the Listing Rules of the Hong Kong Stock Exchange*. The issues include corporate governance, risk compliance, sound operations, financial risk reduction, serving entity economy, innovative services and products, customer privacy protection, customer service, green finance, green office, employee development, health and safety, compensation and benefits, social welfare, precision poverty alleviation, and responsible procurement. In 2018, the Group identified the extent and boundaries of the disclosure of issues in the form of online questionnaires, identified key social responsibility issues and made judgments. Stakeholder questionnaires were distributed to internal stakeholders including management and grassroots employees, and external stakeholders including shareholders, customers, suppliers, regulators, local governments, community representatives, and the media. Finally, 1848 questionnaires were recovered. The material issues of greatest concern to all stakeholders were determined as follows:

2018 Matrix of Material Issues on Social Responsibility



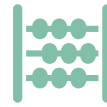
Consolidating Robust Development to Achieve Smooth Operation

In 2018, China Huarong insisted on achieving stable and healthy development as the premise and foundation for fulfilling social responsibilities. The Company resolutely implemented the decision-making arrangements of the Central Committee of the Communist Party of China, the State Council, and the China Banking and Insurance Regulatory Commission (CBIRC), and based on the functional positioning of financial asset management companies, returned to where it had started by focusing on the main business, proactively responded to the crisis, promptly adjusted business strategies, made in-depth investigation of risk hazards, and solidly promoted slim-down for risk reduction, thus the overall operation was stable. By the end of 2018, the Company's assets were RMB1,710.087 billion, annual revenue RMB107.253 billion, net profit attributable to shareholders of the Company RMB1.576 billion, annual tax payment RMB14.767 billion, and the dividend payout ratio remained unchanged. We safeguarded by actual actions the interests of investors, shareholders, and the country.



Assets

RMB1,710.087 billion



Revenue

RMB107.253 billion



Net profit attributable to shareholders of the Company

RMB1.576 billion

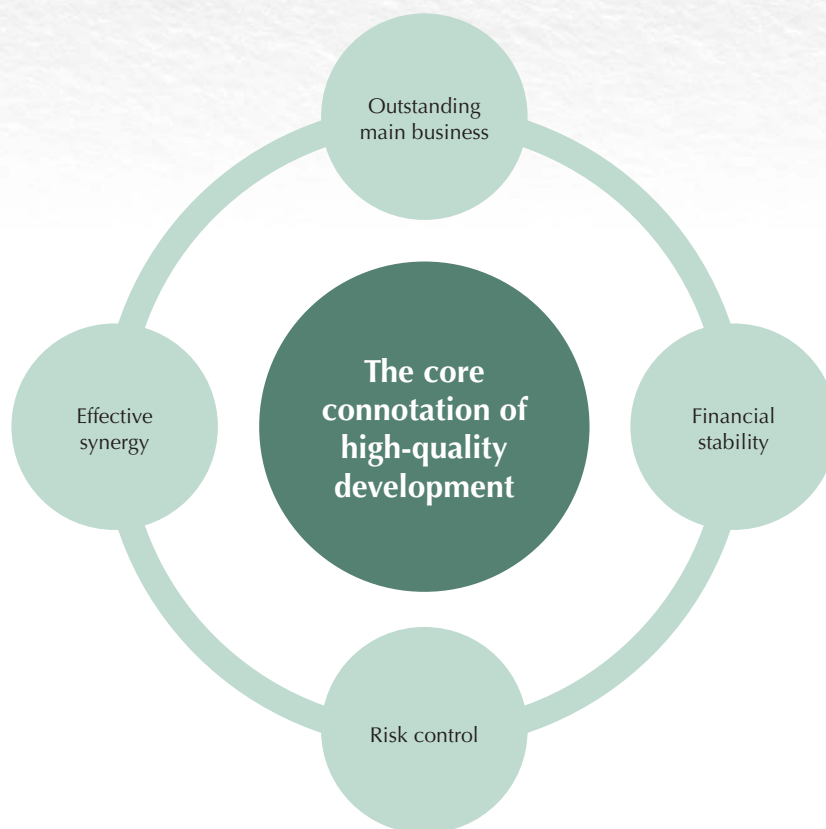


Tax payment

RMB14.767 billion

In 2018, the Company comprehensively strengthened the party building, cleared the pernicious influence from former chairman Lai Xiaomin, and drew on lessons learnt from past experience to promote reforms. We insisted on integrating the party's leadership into the whole process of corporate governance, earnestly giving play to the core leading role of the party committee to further improve the corporate governance structure. The Company established the strategic goal of building "New Huarong" in which the core connotation of high-quality development is "outstanding main business, financial stability, risk control, and effective synergy". To this end, it worked to transform the extensive and radical development mode, comprehensively strengthened risk management and control, and optimized business structure to reshape a robust and compliant business culture. Aiming at "stable asset scale, reasonable business structure, profitability returning to normal, effective risk mitigation, and continuous optimization of capital leverage", the Company formulated business plans. By further unifying the ideological understanding across the system, the Company pooled enthusiasm and confidence of all employees to jointly build the "New Huarong", injecting a strong impetus for the Company's high-quality development.

Consolidating Robust Development to Achieve Smooth Operation



Implementation path

Insisting on slim-down for risk reduction to accelerate the restoration of business fundamentals

- Streamlining business structure;
- Profitability returning to normal;
- Continuing to optimize capital leverage

Sticking to the core business and optimizing the sustainable profit model

- Serving the supply-side reform and building a "big distressed assets" model;
- Shifting from quantitative expansion to quality improvement, promoting the upgrading of the main business
- Innovating on investment and financing models to shift from heavy assets to light assets

Lean allocation of resources to increase total factor productivity

- Optimizing main business operations
- Combining short-term returns and long-term returns
- Effective risk control

Returning to Main Responsibility and Main Business Based on Functional Positioning

China Huarong focuses on giving play to the unique role of financial asset management companies in maintaining national financial stability, striving to diffuse financial risks and serve the real economy. In 2018, China Huarong insisted that its business, thoughts and actions should be returned to where it had started, followed the requirements of the CBIRC in implementing various work arrangements, deepened the main business of distressed assets, actively explored new business opportunities and modes, and committed to becoming a professional financial aid provider.

Continuing to Consolidate the Main Business of Distressed Assets Management

Distressed asset management business is the foundation and core of China Huarong's product and business systems. In 2018, based on the guiding strategy of the Group to "return to main business and return to original goal", China Huarong focused on transforming the Company's radical and extensive development model and deepening the high-quality endogenous development to further consolidate the main business status of distressed assets management. At the end of 2018, the Group's main business assets amounted to RMB866.25 billion, annual revenue reached RMB64.771 billion, the proportion of which in the Group's total revenue increased from 53.8% in previous year to 60.4%.



Assets of main business

RMB866.25 billion



Revenue of main business

RMB64.771 billion



**The proportion of
main business assets**

51.1%



**The proportion of
main business revenue**

60.4%

Returning to Main Responsibility and Main Business Based on Functional Positioning

In 2018, China Huarong grasped the market opportunity of the banking industry to increase the disposal of distressed loans. It newly invested in distressed asset package business RMB45.341 billion, acquired distressed asset package amounting to RMB132.399 billion, and its market share of winning asset package was about 31%. At the end of the year, the balance of distressed assets acquired for disposal was RMB162.691 billion, an increase of 15.5%. We served the real economy to address the demand for distressed assets. Our new investment in acquisition and restructuring business was RMB149.908 billion, and the balance of distressed assets acquired for restructuring at the end of the year was RMB370.255 billion, an increase of 12.9%. Through the development of distressed asset management, the Company helped the banking industry to revitalize the stock capital and increase effective financial supply to the real economy, making positive contributions to reducing the risk of distressed assets of the banking industry and entity enterprises.



Case: China Huarong Held a Distressed Asset Promotion Conference

In September 2018, China Huarong held a large-scale distressed asset promotion conference, which released assets of RMB72.9 billion, and attracted more than 300 representatives from more than 130 professional institutions such as domestic and foreign banks, insurance, funds and other financial institutions, domestic well-known real estate groups, investors and service providers of distressed assets secondary market, as well as internationally renowned alternative investment funds to attend the conference. During the conference, China Huarong signed on-site contracts with 16 asset trading service providers and professional investors.



China Huarong Investment Promotion Conference Interaction with Investors of Intention

Returning to Main Responsibility and Main Business Based on Functional Positioning



Case: China Huarong Held a Seminar on Main Business Development Focusing on Main Responsibility and Main Business

In December 2018, China Huarong organized a seminar on the development of main business and invited internal and external experts to explain and discuss the macroeconomic situation and the direction and mode of the main business development for asset management companies.



China Huarong Held Main Business Development Seminar



Case: Huarong Exchange Was Established as the First Platform Organization in China to Focus on Distressed Asset Transactions

In February 2018, Huarong Zhongguancun Distressed Assets Exchange Co., Ltd. ("Huarong Exchange"), initiated by China Huarong Asset Management Co., Ltd. and approved by Beijing Municipal Government, was officially opened in Beijing. The company built a professional platform for distressed asset trading, filling in a blank in related fields in China.

Returning to Main Responsibility and Main Business Based on Functional Positioning

Actively Playing the Role of Financial Aid Provider

In 2018, China Huarong grasped the new changes and new demands of the market, and actively explored new business models. It has vigorously promoted the restructuring of troubled enterprises, explored the implementation of the bail-out business of listed companies, and provided financial aid and services for the society. It newly invested in troubled enterprise restructuring business RMB9.829 billion in the year, a substantial increase year-on-year.



Case: China Huarong Landed Its First Bail-Out Project for Private Enterprises

A private pharmaceutical company is listed on the Growth Enterprise Market (GEM) in China. The controlling shareholders of the company have liquidity risk due to stock pledge, which affects its stable operation. China Huarong successfully acquired some of the outstanding shares of the pharmaceutical company from its controlling shareholder in the form of block trade, alleviating the liquidity risk arising from the pledge of the stock, relieving the liquidity pressure, and stabilizing the operation of the Pharmaceutical without affecting the control of the listed company.

Serving China's Supply-Side Structural Reform

China Huarong gives play to its professional advantages. For substantively troubled enterprises and troubled assets, it meets the needs of customers with a variety of business models, and helps state-owned and private enterprises to reduce burdens, increase efficiency, transform and upgrade, and achieve healthy management. In 2018, China Huarong implemented 7 new market-oriented debt-to-equity swap projects with an investment amount of RMB3.901 billion. By the end of 2018, 14 market-oriented debt-to-equity swap projects had been implemented, with a total investment of RMB19.657 billion.

Returning to Main Responsibility and Main Business Based on Functional Positioning



Case: China Huarong and Huarong Ruitong supports national leading enterprises in high-end equipment manufacturing industry to get stronger and better

In 2018, supported by China Huarong's headquarter, Huarong Ruitong as a leading investor successfully delivered the market-oriented debt-to-equity swap project of two listed subsidiaries of China State Shipbuilding Corporation Limited (CSSC) – CSSC Holdings and CSSC Offshore & Marine Engineering Co., Ltd. – which strongly supported national leading enterprises in high-end equipment manufacturing industry to get stronger and better.



Case: China Huarong Beijing Branch helps mixed-ownership reform of enterprises

A well-known liquor company in the country has been struggling with rigid system and marketing restraint in recent years, thus lagging farther behind first-line peers year by year. Local government has made many attempts to reform the company but to no avail. By offering integrated financial services, China Huarong Beijing Branch helped a private enterprise revitalize inefficient assets, improve corporate liquidity, and successfully participate in the mixed-ownership reform of the liquor company, which reversed the latter's business situation and blazed a new trail for mixed-ownership reform of state-owned enterprises. After the completion of the mixed-ownership reform, China Huarong Beijing Branch helped solve the difficulties faced in such projects as the development and construction of innovative industrial parks and address the transformation and upgrading of main business with structured design and integrated financial services, achieving good social and economic benefits.



Case: China Huarong Sichuan Branch helps leading chemical fiber enterprises solve liquidity difficulties

A Sichuan-based chemical fiber group company is a leading company in domestic viscose filament industry and the world's largest producer of viscose filament yarns. Due to temporary liquidity tension, it needed urgently debt restructuring to maintain stable operation. After understanding the company's debt situation in a timely manner, China Huarong Sichuan Branch gave full play to its specialty in acquisition and restructuring of distressed debts to help the company out of the predicament with debt transfer and debt restructuring, and deepened cooperation with the company by providing integrated financial services, offering a strong impetus for entity enterprises to achieve high-quality development.

Returning to Main Responsibility and Main Business Based on Functional Positioning



Case: China Huarong Chongqing Branch supports the development of precision manufacturing

A business conglomerate with automated instrument manufacturing as its core is a specifically designated company in the state plan and among the first approved national-level technological innovation demonstration enterprises. Due to business expansion, it encountered tight liquidity. In order to help it resolve internal liquidity risks, China Huarong Chongqing Branch acquired and restructured the company's non-financial distressed loans to its subsidiaries, revitalized its accounts receivables, and standardized related corporate borrowings. Through resource integration, new vitality was injected to the enterprise which strongly supported the development of integrated instrumentation industry.



Case: Huarong Securities helped to optimize and restructure excess capacity

In 2018, Huarong Securities assisted a domestic listed group company successfully complete the acquisition of a listed cement company. It assisted the listed group company subscribe for the newly registered capital of the cement company's controlling shareholder, acquire the trust-held stake in the cement company's controlling shareholder, and buy the cement company's shares by overweight on secondary market. In this way, it helped the listed group company promote regional resource integration, advance the construction of regional ecological civilization, and resolve excess capacity, thereby contributing to the national supply-side structural reform.

Returning to Main Responsibility and Main Business Based on Functional Positioning



Case: Huarong Financial Leasing actively participates in the construction of Zhejiang Free Trade Zone

Zhejiang Free Trade Zone is an important opening-up gateway pilot area in eastern China and an important window for promoting cooperation between China and the countries along the Belt and Road. By taking advantage of its specialty in financial leasing, Huarong Financial Leasing actively serves the construction of the free trade zone. It signed cooperation agreements with Zhoushan municipal government and Putuo district government to set up special project companies to address the financial leasing demand of the free trade zone. It invested nearly RMB4 billion in Zhoushan to support regional development of modern marine industry, to help the construction of bulk commodity storage, transportation, transfer, processing and trading center, river-and-sea combined transport service center and general aviation industry base, and to promote the economic and social development of the free trade zone.

Leveraging License Advantage to Serve National Economy and People's Livelihood

China Huarong took advantage of the multi-license synergy, it continues to provide diversified, distinctive and specialized inclusive financial services, so as to vigorously support the development of "agriculture, rural areas and farmers" and small and micro enterprises. It continuously increases investment in infrastructure construction and improves customer experience to benefit people's livelihood in its development and promote coordinated development of the economy and the society.

Promoting Inclusive Financial Services

Serving "Agriculture, Rural Areas and Farmers"

China Huarong actively implemented national police of serving "agriculture, rural areas and farmers". Based on regional realities, China Huarong's subsidiaries such as Huarong Xiangjiang Bank continuously expand the service network, actively provide differentiated services, and support development of those companies serving "agriculture, rural areas and farmers".



Case: Huarong Xiangjiang Bank Strongly Supports "Agriculture, Rural Areas and Farmers"

As of the end of 2018, Huarong Xiangjiang Bank's agriculture-related loans achieved significant growth, with a growth rate of 20.24%.

In 2018, Huarong Xiangjiang Bank established 8 county-level sub-branches (including community sub-branches set in county) to round up to 60 county-level sub-branches in total, further expanding the service network for "agriculture, rural areas and farmers".

Huarong Xiangjiang Bank steadily promotes the pilot mortgage loans for farmers' housing property rights and rural contracted land management rights. As of the end of 2018, Huarong Xiangjiang Bank already launched all the "two-rights" mortgage loans in Hunan Province, and the balance increased by 27.44% over the previous year. Huarong Xiangjiang Bank develops financial services for agricultural industrial chain, promotes special industrialized financial services such as grain loans, tea tree oil loans, pig loans, and characteristic loans, and timely launches agricultural credit products such as "breeding loans", "planting loans", and "agricultural procurement loans".

Leveraging License Advantage to Serve National Economy and People's Livelihood

Benefiting People's Livelihood

China Huarong actively participates in the construction of people's livelihood projects. It vigorously supports people's livelihood projects such as medicine and healthcare, renovation of urban rundown areas, etc. to improve social security level and people's well-being.



Case: Huarong Financial Leasing Supports People's Livelihood in Putuo District

In response to the capital needs of wharf integration project in Putuo district, Zhoushan city, Zhejiang province, Huarong Financial Leasing based on its own professional advantages designed a 5-year leasing programs, which timely solved the problem of corporate funding gaps and accelerated the smooth progress of the people's livelihood project in Putuo district, Zhoushan city.

Supporting Small and Micro Enterprise Development

China Huarong actively provides small and micro enterprises with entrepreneurship supporting financial services to help them expand financing channels, solve financing difficulties, and effectively serve the development of small and micro enterprises.



Case: Huarong Xiangjiang Bank Supports the Development of Small and Micro Enterprises

By the end of 2018, Huarong Xiangjiang Bank realized a substantial increase in the balance and customers of small and micro loans, and also effectively controlled the interest rate and the distressed rate of small and micro loans of less than RMB10 million. In 2018, Huarong Xiangjiang Bank optimized entrepreneurial loans by establishing a sound product line called "Geili Loan".

Huarong Xiangjiang Bank established cooperation with institutions such as government functional departments, guarantee companies, venture funds, and core enterprises to expand customer base. It strengthened cooperation with Internet financial institutions, realizing incremental development of online loans. Exploring the construction of small and micro-specialty branches: Huarong Xiangjiang Bank has established small and micro-specialty branches and sci-tech specialty sub-branches according to local conditions, and improved financial services to private and small and micro enterprises. 17 small and micro-specialty branches and 4 sci-tech specialty branches have been established.

Further improving project approval efficiency: Differentiated approval authorization is implemented to give branch offices flexible approval authority. The loan issuing process is continuously optimized to further simplify the materials requirements for applying for loans. Loan renewal business is carried out comprehensively.

Leveraging License Advantage to Serve National Economy and People's Livelihood

Improving Service Quality

Adhering to the client-centered principle, China Huarong expands innovation on business model and continuously improves service level to meet the diversified needs of its customers. The *Administrative Measures for Client-Hosting System* was revised to strengthen the Group's overall management of customer service. Customer complaints hotline was opened to timely handle customer complaints. Attention is paid to customer privacy protection to safeguard customers' legitimate rights and interests. China Huarong also actively pays return visits to corporate clients to continuously improve service quality.



Case: Huarong Xiangjiang Bank Improves Consumer's Rights and Interests Protection Mechanism

In 2018, Huarong Xiangjiang Bank revised and improved the *Huarong Xiangjiang Bank Administrative Measures for Financial Consumer Complaints* to strengthen the systematic management of complaints. It requires all complaints to be included in the system for full-process management, and implements daily tracking and processing. The complaints are analyzed and circulated every quarter with special attention to focus issues, and the use of complaints strengthened to promote reforms.

Leveraging License Advantage to Serve National Economy and People's Livelihood



Case: Huarong Financial Leasing Strengthens Aviation Leasing Business Training

In 2018, Huarong Financial Leasing held a special training on aviation leasing business, and invited professionals from Commercial Aircraft Corporation of China (COMAC) to give lectures on the theme of "China's commercial aircrafts and leasing". More than 80 employees from Huarong Financial Leasing's business departments participated in the training. They focused on ARJ21-700 aircraft, C919 large passenger aircraft, CRJ929 passenger aircraft and other aviation products, and actively explored future business growth, striving to take business service to a new level.



Aviation Leasing Business Training Site

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

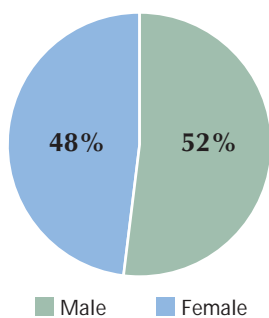
Adhering to the people-oriented principle, China Huarong always pays attention to the development of employees. Through the study and discussion with theme of "Huarong shares weal and woe with everybody", it fully took in the wishes and suggestions of employees and motivated employees to act with responsibility and creativity, striving to enhance their sense of value acquisition.

Protecting the Legitimate Rights and Interests of Employees

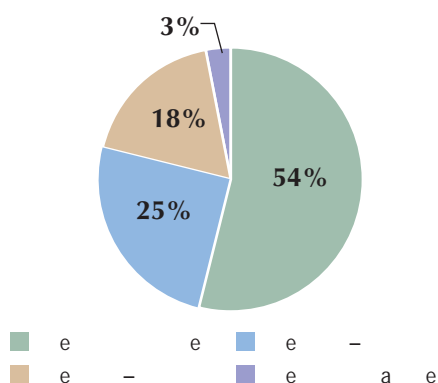
Strict Enforcement of Legal Employment

China Huarong strictly complies with the laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, and follows the principle of voluntary signing of labor contracts. In 2018, the Company's employee labor contract signing rate was 100%. There was no employment of child labor and forced labor, and there were no labor disputes. In 2018, the Group strengthened the principle of legal employment and equal employment, and eliminate discrimination in all forms of gender, geography, ethnicity, religion, age, political position, etc. from recruitment, remuneration, training, promotion and other matters, ensuring that all employees have fair, just and open job opportunities. As of December 31, 2018, China Huarong had 12 thousand employees, including 5,705 female employees, accounting for 48.4%, and 481 overseas employees, accounting for 4%.

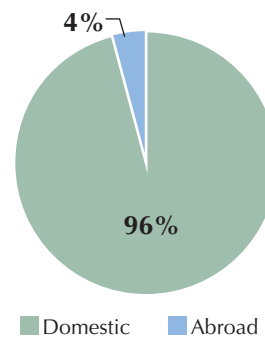
Ratio of Employees by Gender



Ratio of Employees by Age

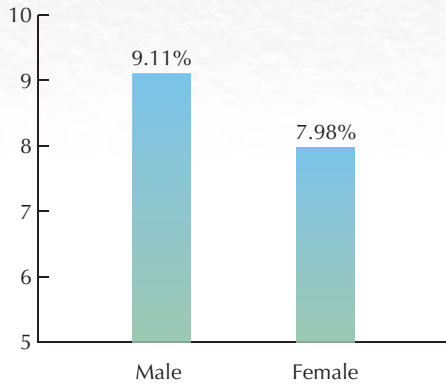


Ratio of employees by geographic region

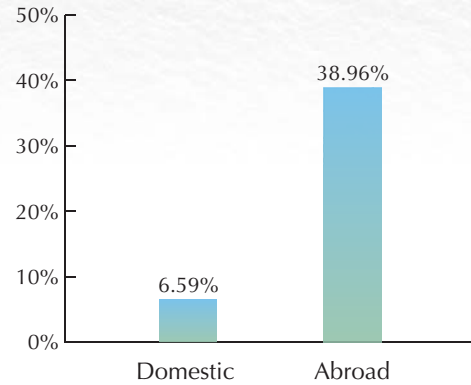


Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

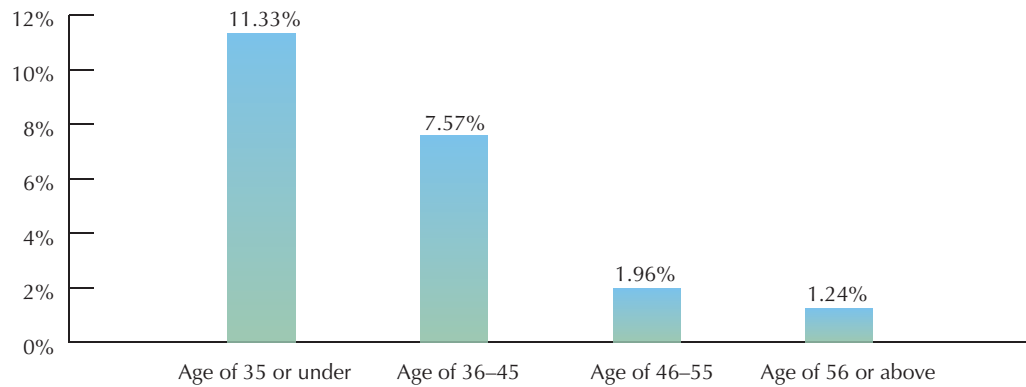
Employee Turnover Ratio by Gender



Employee Turnover Ratio by Geographic Region



Employee Turnover Ratio by Age



Note: The employee turnover ratio refers to the percentage of employees who left office in the reporting period in the number of employees at the end of the reporting period and the number of employees who left office in the reporting period combined.

Guaranteeing Employee Compensation and Benefits

In 2018, the Company issued the *Administrative Measures for Supplementary Medical Insurance* to provide employees with multi-level supplementary insurance in a timely manner. By the end of 2018, the Group's parent company and all subsidiaries directly under the parent company had established an enterprise annuity system to achieve full coverage of the supplementary pension system.

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

Supporting Employees to Participate in Democratic Management

In 2018, the Company solicited proposals for the first session of the third workers' congress. 49 proposals were received, and subsequently the proposal examination committee confirmed eight proposals for implementation. The workers' congress adopted by voting four important personnel management systems related to the vital interests of employees — the *Interim Measures for Salary Management*, *Administrative Measures for Attendance and Leave*, and so on. The "Employees' Democratic Management Mailbox" was opened to directly collect opinions and suggestions from employees across the system, thereby forming a normative employee feedback mechanism.



The First Session of the Third Workers' Congress of China Huarong

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

Promoting Employee Growth and Development

Centered on employee development, China Huarong has established a fair, transparent, standardized and orderly system of staff recruitment and job promotion management combined with the Company's strategy of transformation and development and multi-licensing and specialty business characteristics. Adhering to the concept of respecting talents and putting talents in important positions and the principle of selecting and appointing the right people, the Company actively introduces high-quality professional talents, strengthens vocational training of employees, and strives to enable employees to fully realize their personal values in development together with Huarong.

Career development. In 2018, on the basis of improving the existing talent management system, China Huarong optimized the growth path of employees and broaden career development channel to match people and their positions, duties and potentials. The Company issued the *Administrative Measures for Appointment and Dismissal of Employees* to regulate the management of employee's duties. It also issued the *Administrative Measures for Qualifications for Professional and Technical Positions (Trial)* and *Procedures for Evaluation of Qualifications for Senior Professional and Technical Positions* to strengthen the assessment of professional and technical position and optimize talent structure of the Company. It continued to promote the construction of post-doctoral workstation.

Professional training. China Huarong has initially formed a comprehensive training system of "coordinated planning, classified management, hierarchical implementation, and unified assessment". In 2018, China Huarong formulated the *Administrative Measures for Education and Training of Cadres and Employees (Trial)*, implementing diversified training programs oriented at business segments such as key comprehensive management training programs at the group level. Specialty training programs were offered including 13 risk management training sessions throughout the year which covered the latest management dynamic requirements such as anti-money laundering, related-party transactions, and valuation reduction under the new situation. A series of training sessions were organized around policy explanation to enhance employees' understanding of regulatory policies and the Company's development strategies.

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

China Huarong 2018 Key Comprehensive Management Training Programs

Rotation training on the spirit of the 19th National Congress of the Communist Party of China	Six times	A total of 656 middle-level managers and senior staff representatives of all units participated.
China Industry Development Report Seminar	One time	Senior supervisors, directors and other senior executives
Hong Kong Institute of Chartered Secretaries Training	Three times	
A series of activities on "Interpretation and Publicity of Important Supervision Policies"	Two special learning sessions	All members of the Group
Training on Distressed Asset as Main Business	One time	Cadre
Training for new employees with the theme of "Strengthening Ideals and Working with Honesty and Integrity"	One time	Cadre

In 2018, we organized customized and diversified training courses in various branches and subsidiaries to realize the "empowerment" of employees on demand.

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition



Case:

Huarong Financial Leasing: In 2018, Huarong Financial Leasing participated in 10 trainings organized by regulatory authorities and China Huarong, sent 26 staff members to participate in training programs offered by industry associations and universities, offered 34 internal training programs, and established an online learning platform.

Huarong Securities: A total of 19 special training sessions on compliance were offered throughout the year, an average of 1–2 times a month, with nearly 200 participants.

Huarong Huitong: Six training sessions on distressed asset package were organized with a total of 24 hours of training and more than 1,000 participants.

Huarong Consumer Finance: Training programs such as data mining, modeling training and contests, training for internal trainers, party building were organized. Near one hundred people attended the above training programs.

Huarong Overseas Chinese: In 2018, a series training programs of “Huarong Overseas Chinese Lecture Hall” were held. More than 90 cadres took part in training in various forms.

Huarong Technology: The “Future Star” training camp — special training for fresh graduates was organized for new employees. The training includes quality development, general training, and technical training covering corporate culture, information security, business profile, professional quality, etc., so that employees have a comprehensive understanding of the Company's profile, and improve job skills.

Caring for Employees' Physical and Mental Health

China Huarong has taken various measures to enrich employees' spare time, help employees solve practical difficulties, and provide care and support, using practical actions to practice the “people-oriented” concept and strengthen employees' sense of identity and belonging to the Company.

Building Extensive Consensus to Enhance Employees' Sense of Value Acquisition

Caring for physical and mental health. In 2018, employees took 743 physical checkups. Physical checkups on gynecology were offered for female workers. Special collective contracts were signed for protection of special rights and interests of female employees and care for the professional development of female employees. In 2018, the total number of days of work-related injury lost of the Group was 834, an average of 0.07 per person. No employees died in line of duty.

Helping employees with difficulties. In 2018, China Huarong Trust of Love assisted 2 employees in difficulties with estimated RMB10,000 yuan. The Company's trade union carried out "Deliver Warmth" activities by visiting poor employees, single-parent and female workers during the Mid-Autumn festival and National Day. A total of 57 employees were visited and assisted with RMB193,000 yuan.

Enriching employees' spare time. In 2018, a labor competition was launched to select model workers. A competition on photography was launched for employees, and a total of 750 pieces were received, some of which were selected into the Photography Exhibition with the theme of "National Financial System to Commemorate the 40th Anniversary of China's Reform and Opening Up". The Company headquarters organized power walking activities for employees to advocate the concept of physical fitness, healthy work, and happy life. The Company's leaders and more than 500 headquarters' employees enthusiastically participated.



The Headquarters of China Huarong organized power walking activities with the theme of "Huarong sharing weal and woe with everyone"

Adhering to Low-Carbon Operations and Promoting Green Development

China Huarong actively develops green financial products to contribute to the development of environmental protection industry. It is committed to controlling and reducing environmental impacts in daily operations, supporting national environmental protection undertakings and ecological civilization construction.

Supporting the Development of Green Industries



Case: Huarong Xiangjiang Bank Launches Green Finance

Huarong Xiangjiang Bank has incorporated green finance into its own business strategy and development plan, and actively provides various types of green financial products and services. It developed a risk monitoring system covering the entire green credit business process, and incorporated green industries represented by energy conservation and emission reduction into preferred areas to support. It improved customer rating thresholds for industries with surplus capacity, and strictly restricted loan flows to industries with high pollution, high energy consumption and excessive production capacity, so as to control environmental risks.

In March 2018, Huarong Xiangjiang Bank successfully issued the first phase of green financial bonds of 2018 with a scale of RMB2.5 billion. By the end of 2018, Huarong Xiangjiang Bank had successfully issued two phases of green financial bonds with a scale of RMB3.5 billion yuan. The funds raised were specifically used for the green industry projects stipulated in the “Green Bond Support Project Catalogue” compiled by the Professional Committee on Green Finance of China Finance Association. The green industry projects that have been launched cover 3 tier-1 categories, such as pollution prevention, clean transportation, ecological protection and climate change mitigation, and 8 tier-2 categories, including: pollution prevention and control, environmental restoration, railway transportation, urban and rural logistic system and passenger transportation, new energy vehicles, natural and ecological protection and protective development of tourism resources, forestry development and disaster emergency prevention and control. Mainly distributed in 9 cities in Hunan province, involving 18 core customers, these projects further expanded green credit financing channels and reduced the financing costs of green industry projects.

Adhering to Low-Carbon Operations and Promoting Green Development

Promoting Green Office

China Huarong strictly abides by the *Environmental Protection Law of the People's Republic of China* by actively promoting the concept of green office and guiding enterprises and employees to implement low-carbon energy conservation to reduce the environmental impact brought by daily operations. Subsidiaries such as Huarong Financial Leasing have formulated such systems as the *Administrative Measures for Office Supplies* and proposed the construction of a conservation-oriented enterprise which promotes diligence, economy, practicality, environmental protection, and on-demand purchase, giving priority to new energy company vehicles.

China Huarong's Green Office Initiative

<p>China Huarong's green office measures</p>	<p>Promoting network informationization, paperless office, and double-sided printing of office paper and the use of recycled paper;</p> <p>Turning off the lights and the infrequently used appliances, and setting the air-conditioning temperature at 26 degrees Celsius or above in summer;</p> <p>Advocating the use of circular energy-saving mode for office building air-conditioning and heating systems, gradually carrying out LED energy-saving renovation of office lighting;</p> <p>Placing clean water recycling bins in the water heater room, and using the recycled water for cleaning to save water;</p> <p>Giving priority to teleconferences and video conferences with customers or within the Group, reducing unnecessary travel;</p> <p>Replacing disposable cups and bottled water with porcelain cups during meetings and receptions to save resources and reduce waste generation;</p> <p>Setting up used batteries and waste cartridge recycling bins, distinguishing harmful garbage disposal from domestic garbage disposal, and handing them over to external qualified third parties for disposal;</p> <p>Adding suitable plants and potted plants to the office to create a good office environment for employees.</p>
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Adhering to Low-Carbon Operations and Promoting Green Development

China Huarong's energy consumption in the operation process mainly includes office electricity, company vehicle gasoline, and natural gas for office heating. The resources consumed are mainly office water and paper. China Huarong's general waste is mainly waste paper and office waste. It does not produce waste gas and waste liquid. Waste toner cartridges and ink cartridges generated during operation are recycled by manufacturers. Lamps and electronic wastes are processed by qualified third-party agencies.

The Group/Company 2018 Energy and Resource Consumption, Waste and Emissions¹

Item	Type	Volume
Resources consumed	Electricity (kWh)	24,790,107.29
	Gasoline (tons)	1,255.30
	Water (tons)	235,607.60
	Natural gas (cubic meter)	668,555.07
	Outsourced heat (GJ)	21,433.08
	Liquefied petroleum gas (cubic meters)	8,013.26
	Office paper (tons)	6,141.77
Wastes	Discarded toner cartridge (pieces)	6,014.00
	Disused ink cartridges (pieces)	1,013.00
	Waste lamp (pieces)	6,237.00
	Electronic waste (tons)	14.15
	Domestic garbage (tons)	3,070.43
	Kitchen waste (tons)	721.14
Emissions	Scope 1 and Scope 2 CO2 emissions (tons)	30,260.80

¹ During the reporting period, we conducted statistical accounting of various energy consumption, waste and emissions at the headquarters of the Group and subsidiaries as the scope of disclosure in 2018.

Assist with Poverty Relief and Be Warmhearted to Public Service

China Huarong strictly implemented central decisions and arrangements on targeted poverty alleviation, bringing its advantages into full play and mobilizing the strength and resource system-wide. With the poverty alleviation by industry, by education and by improving people's livelihood, the Company attached great importance to the combination of poverty alleviation and education advancement, implementing the aim and task of targeted poverty alleviation in practice. China Huarong devoted itself to serving society and people's livelihood and carried out social commonweal and volunteer activities nationwide, caring for the needy groups and giving back to society with love.

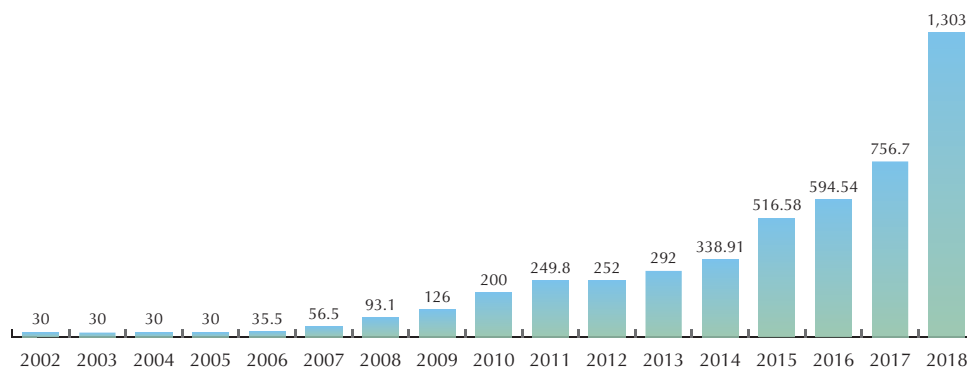
Endeavour to Implement Poverty Alleviation

China Huarong strictly implemented national basic strategy of "targeted poverty alleviation, targeted anti-poverty" by regarding it as major political task and actively taking social responsibility of central enterprises. It formed a framework as giving priority to targeted poverty alleviation, with special and local poverty alleviation together. The Company carried out activities with the theme of poverty alleviation, such as "China Huarong Poverty Alleviation Day", directly buying agricultural products, "one-on-one" education funding, etc. which created an enjoyable environment that the whole group paid attention to poverty alleviation as well as participated in it.

Strictly Develop Fixed-Point Poverty Alleviation

Since 2002, China Huarong started to assume the responsibility of fixed-point poverty alleviation pairing with Xuanhan County, Sichuan Province. The Company had brought its financial superiority into full play, focusing on three major fields of poverty alleviation respectively on industry, on people's livelihood and on education. From 2002 to 2018, the Company had invested 49,346,300 yuan in targeted poverty alleviation, with an annual average of 2,902,700 yuan.

Investment of China Huarong in Fixed-Point Poverty Alleviation (RMB in 10 thousand)



Assist with Poverty Relief and Be Warmhearted to Public Service

Promotion of Industrialized anti-poverty model. In 2018, China Huarong invested 1.3 million yuan in total to support industry poverty alleviation, carrying out programs as cherries planting demonstration base in Renyi Village, Shuxuan cow farm in Banqiaohe Village, etc. The projects supported the development of planting industry and breeding industry in accordance with local practice. In addition, it designed a new way to distribute revenues. The earnings from industry poverty alleviation projects were divided in the manner of villagers becoming shareholders, which provided stable and sustainable economic incomes for poor villages and families

Poverty alleviation by directly buying agricultural products. In 2018, China Huarong called upon its employees to purchase products such as “peach blossom rice” and other agricultural by-products in Xuanhan County supported by the Group. It helped the County to sell RMB1,743,500 yuan of agricultural products, by which it relieved poor families’ problems on products selling, therefore efficiently increasing their income and promoting their living condition.



Assist with Poverty Relief and Be Warmhearted to Public Service

Poverty alleviation by improving people's livelihood. In 2018, based on the poverty alleviation projects it had as "Huarong Well" etc., China Huarong reinforced its funding for the infrastructure construction of Xuanhan County's agriculture and village. The Company has implemented poverty alleviation projects by improving people's livelihood, such as the project of safe drinking water and hardening of road surfaces in Renyi Village. Additionally, it invested 1 million yuan to help Xuanhan County participate in the "Backbone" health and poverty alleviation insurance project issued by China Foundation for Poverty Alleviation, to offer supplementary medical insurance for hospitalization for the major laborers (between age 18–60) in families registered as in poverty of Xuanhan County. It helped people in poverty improve their health condition, decreasing the phenomena of becoming poor and back to poor for illness.

Poverty alleviation by education. China Huarong supported rural education in Xuanhan County. The Company implemented various educational poverty alleviation projects, mainly aiming at Xuanhan County's rural schools, including teaching buildings, dormitories' construction, award fund for rural teachers, awards for high schools in villages and towns and study grants, etc. In 2018, the Group invested 4,454,600 yuan in educational poverty alleviation, including playground construction for Aikou Township Central School, the infrastructure project of girls' dormitories in Tiansheng Middle School, relocation of Huanjin Middle School, "Xuanhan County's Most Beautiful Rural Teacher" Award, and China Huarong Education Funds for Poverty alleviation. The Company had trained and awarded 50 outstanding teachers, awarded 60 excellent high school graduates, subsidized 210 high school students in poverty. More than 150 employees of the Group actively took part in the "one-to-one assistance" activity, donating 303,000 yuan and helping 150 poor students of Xuanhan County.

Assist with Poverty Relief and Be Warmhearted to Public Service



2018 Xuanhan County's Most Beautiful Rural Teacher Training Program Supported by China Huarong

Assist with Poverty Relief and Be Warmhearted to Public Service

Support Local Counterpart Poverty Alleviation

China Huarong supported its branch and subsidiary companies to continually carry out local counterpart poverty alleviation work. In 2018, including 13 branch companies as Shangxi, Inner Mongolia and Anhui etc., and subsidiary companies as Huarong Trust Fund and Huarong Security etc., funded or launched projects in poor regions' distinctive industry development, infrastructure construction, livelihood renewal and save subsidy, etc. There were 7 branch branches in Xinjiang, Guizhou, Hainan and so on, provided talents and intelligence support for the local with appointing 19 cadres to poverty alleviation regions.



Branch and Subsidiary Companies of China Huarong Actively Participated in Local Poverty Alleviation

Assist with Poverty Relief and Be Warmhearted to Public Service



Case: China Huarong Supported Elementary Education of Hetian City, Xinjiang

China Huarong assisted poor areas in Xinjiang to improve their educational conditions and promoting teaching level. The Group invested 10 million yuan to support basic education in Hetian City, Xinjiang, by donating respectively for the construction of China Huarong Hetian City Hope Kindergarten and China Huarong Hetian City Hope Primary School, which actively supported the development of local education.



Construction of Hope Kindergarten and Hope Primary School Donated by China Huarong

Assist with Poverty Relief and Be Warmhearted to Public Service



Case: China Huarong Yunnan Branch Engaged in Targeted Poverty Alleviation by Launching Rebuilding Dilapidated Houses Projects

In order to solve the accommodation problem of poor families with joint account in Ganiang Village, Ganiang Township in Yuangyang County, Honghe State, Yunnan, China Huarong Yunnan Branch visited the poverty alleviation point many times to confirm its location and cooperation work, financing in every way and organizing its employees to make donation. In 2018, the Company mainly focused on rebuilding dilapidated houses project for poor families with joint account. New houses were finished and put into use in July 2018, along with 7 visits all year, 42 people involved and over 140,000 yuan poverty alleviation funding.



Enthusiasm in Public Service

China Huarong always concerned philanthropy. It delivers voluntary service to vulnerable group. By stretching deeply into community and enhancing the popularization and publicity of financial knowledge, the Company aimed to improve the public's financial knowledge level and their precaution awareness on risks.

Philanthropy Activities

China Huarong actively conducted charitable activities, including: donation to education, respecting the elderly, helping the poor and environment protection etc., which support the development of people's livelihood, so as to contribute corporate strength for the construction of harmonious society.

Assist with Poverty Relief and Be Warmhearted to Public Service



Case: Huarong Xiangjiang Bank's "Green Action of Education Assistance" Benefited Thousands of Poor Students in 2018

"Green action of Education assistance" developed by Huarong Xiangjiang Bank has been consecutive for 5 years, which successfully subsidized excellent high school graduates from poor families to enter college learning phase. In 2018, employees of Huarong Xiangjiang Bank invested RMB3.2 million in total, funding 1,000 students. Huarong Xiangjiang Bank voluntarily formed pairs of mutual assistance with developing "Hand in Hand" activity and one-to-one assistance. Since 2014, green study assistance action had accumulatively subsidized 5,000 poor students, with over 15 million yuan donations in total.



Huarong Xiangjiang Bank's "Green Action of Education Assistance"

Assist with Poverty Relief and Be Warmhearted to Public Service

Popularization of Financial Knowledge

China Huarong formed a long-term mechanism on financial knowledge's publicity and education, which guided the public to choose financial products and service scientifically, improved consumers' awareness on property security and protected their legal rights in practice.



Case: Huarong Consumer Finance Carried Out "Popularization of Financial Knowledge Everywhere" Activity

In July 2018, Huarong Consumer Finance carried out "Popularization of Financial Knowledge Everywhere" activity, to spread financial knowledge and provide on-site business consultation for residents of Hefei. Workers informed residents here how to keep bank cards properly, instructions on safety utilization of bank cards and personal information confidentiality; and knowledge on how to keep away of illegal funding and telecommunication fraud. For more targeted effects, we applied on-site question answering on the publicity of the activity. Workers answered over 100 residents' consultations and released nearly 1,000 pieces of publicity materials.



Explaining Financial Safety Knowledge for Community Residents

Assist with Poverty Relief and Be Warmhearted to Public Service



Case: Huarong Financial Leasing Developed a Theme Activity – “Bringing Financial Knowledge into Campus”

In September 2018, Huarong Financial Leasing organized young volunteers step into Zhejiang University to carry out the theme activity of “Bring Financial Knowledge into Campus”, releasing over 300 materials as “Bringing Financial Knowledge into Campus Textbook” etc. It offered on-site introduction on financial activities’ features and risks, advertising positive financial safety awareness and warning risks. Therefore, students could be guided to learn financial knowledge earnestly, to shape a correct concept on money management and consumption, to stay away from and fight against illegal financial activities consciously.



Assist with Poverty Relief and Be Warmhearted to Public Service

Volunteer Service

China Huarong founded Young Volunteer Association in 2015 and formulated *China Huarong Young Volunteer Association Regulations (trial)*. Its volunteers are over 100 at present. In 2018, young volunteers of the Company have completed 500 hours' service.



Case: Huarong Trading Center Developed “Care for the Elderly, Enjoy Happiness with You” program and other Series Theme Activities

In 2018, Huarong Trading Center intensified its construction of volunteer troops. It developed various theme activities as “Care for the Elderly, Enjoy Happiness with You”, etc. It also carried out “Bring Financial Knowledge into Families”, “Learn-from-Leifeng to Deliver Warmth and Happiness in Middle Autumn Festival” together with Beixiaguan Street in Haidian District, Beijing City and stepped into community to popularize financial knowledge, thus forming a favorable financial ecological environment. Huarong Trading Center visited the disabled and the empty nest elderly, sent life necessities as rice, flour and oil, as well as gave holiday greetings to them.



Assist with Poverty Relief and Be Warmhearted to Public Service



Trust Fund of Love

China Huarong established "Huarong Trust Fund of Love" in 2014 directing at public activities, fixed-point poverty alleviation and internal support etc., whose fund was mainly utilized in disaster relief, fixed-point poverty alleviation, offering assistance to employees in need or with serious illness, and supporting public welfare activities of the Company. In 2018, China Huarong Xinjiang Branch applied 85,000 yuan of Huarong love trust fund to release love mines for residents in Dun village and to provide poor students there study grants.

Appendix



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Social Responsibility Report Independent Assurance Report

安永华明（2019）专字第 60098698_A01 号

To the Board of Directors of China Huarong Asset Management Co., Ltd:

I. Scope of Our Engagement

The 2018 Social Responsibility Report (the "CSR Report") of China Huarong Asset Management Co., Ltd (the "Company") has been prepared by the Company. The management of the Company is responsible for the collection and presentation of information within the CSR Report referring to the Stock Exchange of Hong Kong Limited ("HKEx") Listing Rules - Appendix 27 Environmental, Social and Governance Reporting Guide, in accordance with the criteria selected by the Company. The Management is also responsible for maintaining adequate records and internal controls that are designed to support the corporate social responsibility reporting process.

Our responsibility is to carry out limited assurance procedures over key social responsibility performance indicators for the year ended 31 December 2018 and to issue the assurance statement in accordance with the "International Standard on Assurance Engagements 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE3000), based on the Management's instructions and as agreed with Management in our terms of reference signed in December 2018.

Our work was limited to these stated above and our report is made solely to you, as a body, and for no other purpose. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance any such third party may place on the CSR Report is entirely as its own risk.

II. Work Performed

Our review has been planned and performed in accordance with ISAE3000. In order to form our conclusions, we carried out the following procedures:

According to the Management's instructions, we performed limited assurance procedures in:

- China Huarong Asset Management Co., Ltd - Headquarters
- China Huarong Asset Management Co., Ltd. -Zhejiang Branch
- Huarong Xiangjiang Bank Corporation Limited

We did not perform limited assurance procedures on other sites.

The limited assurance procedures were performed over the following key performance indicators in the CSR Report for the year ended 31 December 2018:

Environmental indicators

- Natural gas consumption
- Gasoline consumption
- Paper consumption
- Fresh water consumption
- Electricity consumption

Social indicators

- Investment of China Huarong in fixed-point poverty alleviation
- Huarong Trust Fund of Love donation amount by the group

In preparing the above key performance indicators, China Huarong applied the criteria in the Stock Exchange of Hong Kong Limited ("HKEx") Listing Rules - Appendix 27 Environmental, Social and Governance Reporting Guide.

Appendix



安永华明（2019）专字第 60098698_A01 号

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the key performance indicators subject to assurance, and applying analytical and other limited assurance procedures.

The limited assurance procedures performed included, but were not limited to:

- Interviewing the company's management and staffs responsible for the selected key performance information;
- Performing analytical review procedures;
- Performing sample inspection on the selected key performance information;
- Performing recalculation procedures on the selected key performance information;
- Other procedures we considered necessary.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

III. Limitations of Our Scope

Our scope of work did not include:

- Assessing the accuracy or fairness of the information (including financial information) other than the selected key performance information.
- Reviewing the forward-looking statements made by the Management.
- Reviewing and consequently providing assurance on historical data.

IV. Level of Assurance

Our evidence gathering procedures have been designed to obtain a limited level of assurance on which to base our conclusion. The procedures conducted do not provide all the evidence that would be required in a reasonable assurance engagement and, accordingly, we do not express a reasonable assurance opinion or an audit opinion. While we considered the effectiveness of the Management's internal controls when determining the nature and extent of our procedures, our review was not designed to provide assurance on internal controls.

V. Our Conclusions

Subject to the limitations of scope and based on the procedures specified above for this 'limited level' assurance engagement, we provided the following conclusions:

Nothing has come to our attention that causes us to believe that the selected indicators were not presented fairly in all material respects in the 2018 Social Responsibility Report of China Huarong Asset Management Co., Ltd, in accordance with the criteria defined above.

VII. Our Independence

We are in compliance with the Ernst & Young Global Independence Policy which was designed to comply with the requirements of the IFAC Codes of Ethics for Professional Accountants (the IFAC Code). We believe that there were no events or prohibited services provided which could impair our independence.

VIII. Our Assurance Team

Our assurance team has been drawn from our sustainability assurance service network, which undertakes similar engagements to this with a number of domestic or international businesses. We have the required competencies and experience to conduct this assurance engagement.



Beijing, PRC
June 13, 2019

Appendix

HKEX ESG General Disclosures and KPIs

Disclosures and KPIs		Response
Environmental		
A1: Emissions		P45
General Disclosure		P45
A1.1	The types of emissions and respective emissions data.	The Group operates within office building, which has minor affect towards environment.
A1.2	Greenhouse gas emissions in total (in tons) and, where appropriate intensity (e.g. per unit of production volume, per facility).	P45
A1.3	Total hazardous waste produced (in tons) and, where appropriate intensity (e.g. per unit of production volume, per facility).	P45
A1.4	Total non-hazardous waste produced (in tons) and, where appropriate intensity (e.g. per unit of production volume, per facility).	P45
A1.5	Description of measures to mitigate emissions and results achieved.	See mitigating emissions measures on P44–45. Due to small amount of emission, there is no emission reducing plan at the moment.
A1.6	Description of how hazardous and non-hazardous wastes are handled reduction initiatives and results achieved.	See handling measure on P45. Due to small amount of waste, there is no waste reducing plan at the moment.
A2: Use of Resources		
General Disclosure		P44
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	P45
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	P45
A2.3	Description of energy use efficiency initiatives and results achieved.	See reducing energy usage plan on P44–45. Due to small amount of energy usage, there is no energy reducing plan at the moment.

Appendix

Disclosures and KPIs		Response
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	The Company use and only use municipal water. See measure for reducing water usage on P45. Due to small amount of water usage, there is no water reducing plan at the moment.
A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	The Company's business concerns service providing Packing material is not applicable
A3: The Environment and Natural Resources		
General Disclosure		P44
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	P44–45
Social		
Employment and Labor Practices		
B1: Employment		
General Disclosure		P36
B1.1	Total workforce by gender, employment type, age group and geographical region.	P36
B1.2	Employee turnover rate by gender, age group and geographical region.	P37
B2: Health and Safety		
General Disclosure		According to Labor Law of the PRC, there is no health and safety risk within the Group.
B2.1	Number and rate of work-related fatalities.	/
B2.2	Lost days due to work injury.	/
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	P42

Appendix

Disclosures and KPIs		Response
B3: Development and Training		
General Disclosure		P39
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	P40
B3.2	The average training hours completed per employee by gender and employee category.	P40
B4: Labor Standards		
General Disclosure		P36
B4.1	Description of measures to review employment practices to avoid child and forced labor.	P36
B4.2	Description of steps taken to eliminate such practices when discovered.	P36
Operating Practices		
B5: Supply Chain Management		
General Disclosure		P16
B5.1	Number of suppliers by geographical region.	P16
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	P16
B6: Product Responsibility		
General Disclosure		The Group's business does not concern consumers directly; hence there is no health, safety and privacy risk.
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	The Company does not provide physical good directly.

Appendix

Disclosures and KPIs		Response
B6.2	Number of products and service related complaints received and how they are dealt with.	/
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Due to the business particularity, intellectually property management is not applicable.
B6.4	Description of quality assurance process and recall procedures.	The Company does not provide physical product.
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	P34
B7: Anti-corruption		
General Disclosure		P16
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	/
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	P16–17
Community		
B8: Community Investment		
General Disclosure		P46, P52
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	P46–57
B8.2	Resources contributed (e.g. money or time) to the focus area.	P46–57

Appendix

About this Report

This report is the third publicly disclosed Social Responsibility Report of China Huarong Asset Management Co., Ltd., complied with the *Appendix 27 Environmental, Social and Governance Reporting Guide (“ESG Reporting Guide”) of Rules Governing the Listing of Securities (“Listing Rules”)* of The Stock Exchange of Hong Kong Limited (“HKEX”). This report aims at responding to stakeholders’ expectation and demonstrates China Huarong’s concept, management, actions and performance of environmental, social and corporate governance and sustainability.

Reporting Reference

This report is prepared with reference to the *Appendix 27 ESG Reporting Guide of Listing Rules*, the *Opinions Concerning Enhancing the Social Responsibility of Banking and Financial Institutions* (《關於加強銀行業金融機構社會責任的意見》) issued by China Banking and Insurance Regulatory Commission (predecessor being China Banking Regulatory Commission) and the *Guidelines for Corporate Social Responsibility of Chinese Banking and Financial Institutions* (《中國銀行業金融機構企業社會責任指引》) released by China Banking Association. This report also meets the requirements set out in the *Chinese Corporate Social Responsibility (CSR) Report Preparation Guide (CASS-CSR 4.0)* issued by the Chinese Academy of Social Sciences and other national and international corporate social responsibility reporting guidance.

Scope of the Report

Unless otherwise stated, this report includes China Huarong Asset Management Co., Ltd.’s headquarter, all its branches and subsidiaries.

Report Data Specification

All key financial data disclosed in this report are collected from *2018 Annual Report of China Huarong Asset Management Co., Ltd.*, other data are mainly sourced from internal management systems of the Group.

Reporting Period

1 January 2018–31 December 2018. Some content is sourced from historical data.

Appendix

Reporting Specification

For the convenience of expression and reading, “China Huarong Asset Management Co., Ltd.’s headquarter and all its branches” may be expressed as “the Company”, while “China Huarong Asset Management Co., Ltd.’s headquarter, all its branches and subsidiaries” may be expressed as “China Huarong” or “the Group”. Unless otherwise stated, the “yuan”, “10,000 yuan” and “100 million yuan” in this report represent “RMB”, “RMB10,000” and “RMB100 million” respectively.

Reporting Cycle

This is an annual report.

Access to the Report

This Report can be browsed or downloaded in Chinese and English from the “Investor Relations — Regular Report” template at the Company’s official website or from website of HKEX.

Appendix

Feedback Form

Dear readers:

Thank you for reading the 2018 Social Responsibility Report of China Huarong. We sincerely hope to get your comments and suggestions regarding this report and our work as well. Please send the filled feedback form to us via mail, or call your valuable advice directly. Really appreciate it.

Address: China Huarong Board Office, 8 Financial Street, Xicheng District, Beijing, China

Post code: 100033

Tel: 86-10-59619119

1. Which of the following stakeholder do you or your organization belong to?

<input type="checkbox"/> Shareholder	<input type="checkbox"/> Employee	<input type="checkbox"/> Supplier	<input type="checkbox"/> Customer
<input type="checkbox"/> Government	<input type="checkbox"/> Supervisory authorities	<input type="checkbox"/> Community	<input type="checkbox"/> Other (please specify)

2. Have you read the Social Responsibility report of China Huarong Asset Management Co., Ltd. (or ESG report)? (If no, please ignore No. 3, 4, and 5)

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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3. If yes, do you read a paper version or an electronic version?

<input type="checkbox"/> Paper version	<input type="checkbox"/> Electronic version
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4. Do you wish to read a paper version or an electronic version?

<input type="checkbox"/> Paper version	<input type="checkbox"/> Electronic version
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5. What is your overall evaluation for the report?
 - Readability (i.e. intelligible expression, beautiful design, attractive content, and easy to find the required information)

<input type="checkbox"/> 3 (good)	<input type="checkbox"/> 2 (general)	<input type="checkbox"/> 1 (poor)
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 - Reliability (The information in this report is true and reliable)

<input type="checkbox"/> 3 (good)	<input type="checkbox"/> 2 (general)	<input type="checkbox"/> 1 (poor)
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 - Completeness
The report should reflect positive and negative information, and meeting your needs in information.

<input type="checkbox"/> 3 (good)	<input type="checkbox"/> 2 (general)	<input type="checkbox"/> 1 (poor)
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In addition to the contents that have been disclosed, what kind of information do you wish to read?



中国华融资产管理股份有限公司
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