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If you are in any doubt as to any aspect of this supplemental circular or as to the action to be taken, you should consult your stockbroker or other registered dealer in securities, bank manager, solicitor, professional accountant or other professional adviser.

If you have sold or transferred all your shares in Harbin Bank Co., Ltd., you should at once hand this supplemental circular and the revised proxy form to the purchaser or transferee or to the bank, stockbroker or other agent through whom the sale or transfer was effected for transmission to the purchaser or transferee.

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Harbin Bank Co., Ltd.
哈爾濱銀行股份有限公司*

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock Code: 6138)

2021-2023 STRATEGIC DEVELOPMENT PLAN OF HARBIN BANK (GROUP) AND REVISED NOTICE OF 2020 ANNUAL GENERAL MEETING

This supplemental circular should be read in conjunction with the AGM circular of the Company dated 21 April 2021.

The Bank will convene the AGM, the Domestic Shareholders' Class Meeting and the H Shareholders' Class Meeting as originally scheduled at Conference Hall 3, Harbin Shangri-La Hotel, 555 Youyi Road, Daoli District, Harbin, Heilongjiang, China on Friday, 21 May 2021, at 8:30 a.m., 9:30 a.m. (or immediately after the conclusion of the AGM) and 10 a.m. (or immediately after the conclusion of the Domestic Shareholders' Class Meeting), respectively. The Revised (Notice of the 2020 AGM is set out on pages 14 to 16 of this supplemental circular.

5 May 2021

* Harbin Bank Co., Ltd. is not an authorised institution within the meaning of the Banking Ordinance (Chapter 155 of Laws of Hong Kong), not subject to the supervision of the Hong Kong Monetary Authority, and not authorised to carry on banking/deposit-taking business in Hong Kong.

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DEFINITIONS

In this supplemental circular, unless the context otherwise requires, the following expressions have the following meanings:

“AGM” or “Annual General Meeting” or “2020 AGM”	the 2020 annual general meeting or any adjourned meeting of the Bank to be held at Conference Hall 3, Harbin Shangri-La Hotel, 555 Youyi Road, Daoli District, Harbin, Heilongjiang, China on Friday, 21 May 2021 at 8:30 a.m.
“Bank” or “Company”	Harbin Bank Co., Ltd. (哈爾濱銀行股份有限公司), a joint stock company established in the PRC on 25 July 1997 with limited liability in accordance with the Company Law of the PRC (中華人民共和國公司法), and the H Shares of which are listed on the Hong Kong Stock Exchange (Stock Code: 6138)
“Board” or “Board of Directors”	the board of directors of the Bank
“Board of Supervisors”	the board of supervisors of the Bank
“Director(s)”	the director(s) of the Bank
“Domestic Shareholder(s)”	holder(s) of Domestic Shares
“Domestic Shareholders’ Class Meeting”	the 2021 first class meeting of Domestic Shareholders or any adjourned meeting of the Bank to be held at Conference Hall 3, Harbin Shangri-La Hotel, 555 Youyi Road, Daoli District, Harbin, Heilongjiang, China on Friday, 21 May 2021 at 9:30 a.m. or immediately after the conclusion of the AGM
“Domestic Shares”	ordinary shares of a nominal value of RMB1.00 each issued by the Bank, which are subscribed for or credited as paid in RMB
“Group”	the Bank and its subsidiaries
“H Shareholder(s)”	holder(s) of H Shares
“H Shareholders’ Class Meeting”	the 2021 first class meeting of H Shareholders or any adjourned meeting of the Bank to be held at Conference Hall 3, Harbin Shangri-La Hotel, 555 Youyi Road, Daoli District, Harbin, Heilongjiang, China on Friday, 21 May 2021 at 10:00 a.m. or immediately after the conclusion of the Domestic Shareholders’ Class Meeting

DEFINITIONS

“H Shares”	overseas listed foreign shares of RMB1.00 each in the share capital of the Bank, which are listed on the Hong Kong Stock Exchange (Stock Code: 6138) and subscribed and traded in Hong Kong dollars
“HK\$” or “HK Dollars”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Hong Kong Listing Rules”	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended, supplemented or otherwise revised from time to time
“Hong Kong Stock Exchange”	The Stock Exchange of Hong Kong Limited
“PRC” or “China”	the People’s Republic of China, for the purposes of this circular only, excluding Hong Kong, Macau Special Administrative Region of the People’s Republic of China and Taiwan
“RMB”	the lawful currency of the PRC
“Share(s)”	Domestic Shares and/or H Shares of the Bank
“Shareholder(s)”	the holder(s) of Share(s)
“Supervisor(s)”	the supervisor(s) of the Bank

LETTER FROM THE BOARD



Harbin Bank Co., Ltd.
哈爾濱銀行股份有限公司*

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock Code: 6138)

Members of the Board:

Executive Directors:

Mr. Deng Xinquan
Mr. Lyu Tianjun
Ms. Sun Feixia

Non-executive Directors:

Mr. Zhao Hongbo
Mr. Zhang Xianjun
Mr. Yu Hong
Mr. Lang Shufeng

Independent Non-executive Directors:

Mr. Sun Yan
Mr. Zhang Zheng
Mr. Hou Bojian
Mr. Jin Qinglu

Registered Address:

No. 160 Shangzhi Street
Daoli District
Harbin
Heilongjiang Province
PRC

Principal Place of Business

in Hong Kong:

40th Floor, Dah Sing Financial Centre
No. 248 Queen's Road East
Wanchai
Hong Kong

5 May 2021

To the Shareholders,

1. INTRODUCTION

Please refer to the circular (the “**Original Circular**”) and the notice (the “**Original Notice**”) of the Bank dated 21 April 2021, which contain the time and location of the AGM, and the resolutions to be proposed at the AGM for the approval of Shareholders. This supplemental circular should be read in conjunction with the Original Circular.

LETTER FROM THE BOARD

The purpose of this supplemental circular is to send you the revised notice and provide you with details of the supplemental proposal to enable you to make an informed decision on whether to vote for or against the proposed resolutions at the AGM. Save as described in this supplemental circular, the AGM, the Domestic Shareholders' Class Meeting and the H Shareholders' Class Meeting set out in the Original Circular and the Original Notice remained unchanged.

2. 2021-2023 STRATEGIC DEVELOPMENT PLAN OF HARBIN BANK (GROUP)

The Bank entered its new strategic cycle (2021 to 2023) in 2021. Based on the overall strategic and management plan of the Board of Directors, the Bank started the preparation of the new strategic plan in the first quarter of 2020. The institutional head, who is held accountable, has steered the preparation work through communication at all levels. Under the guidance of the preparation leadership team and after going through various stages including conducting research, surveys and interviews by an external consultancy firm, preparation of institutional sub-plans, overall compilation by the working group, and consideration and amendment by the leadership team, the 2021-2023 Strategic Development Plan of Harbin Bank (Group) has now been formulated for submission to the Board of Directors for consideration.

The full text of the 2021-2023 Strategic Development Plan of Harbin Bank (Group) is set out in Appendix I of this circular.

3. THE AGM

Attached hereto is the revised proxy form. Proxy forms attached to the Original Circular that have been returned will remain valid and effective to the fullest extent applicable if correctly completed.

If you intend to appoint a proxy to attend the AGM, you are required to complete and return the revised proxy form in accordance with the instructions printed thereon as soon as possible. For H Shareholders, the revised proxy form should be returned to Computershare Hong Kong Investor Services Limited (17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, Tel: 852-2862 8555), in any event served by hand, by post or by fax not less than 24 hours before the time stipulated for convening the AGM. For Domestic Shareholders, the proxy forms should be returned to the Bank's Board of Directors' Office (No. 888 Shangjiang Street, Daoli District, Harbin 150070, Heilongjiang Province, China, Tel: 86-451-86779995), in any event served by hand, by post or by fax not less than 24 hours before the time stipulated for convening the AGM. Completion and return of the revised proxy forms will not preclude you from attending and voting in person at the AGM if you so wish.

LETTER FROM THE BOARD

4. VOTING BY POLL

According to the Hong Kong Listing Rules, any vote of Shareholders at a Shareholders' general meeting, a Domestic Shareholders' Class Meeting and an H Shareholders' Class Meeting must be taken by poll. Results of the poll voting will be published on the Bank's website at www.hrbb.com.cn and the website of Hong Kong Exchanges and Clearing Limited at www.hkexnews.hk after the AGM, the Domestic Shareholders' Class Meeting and the H Shareholders' Class Meeting.

5. RECOMMENDATION

The Board of Directors considers that the aforesaid resolution is in the best interests of the Bank and its Shareholders as a whole. Accordingly, the Board of Directors recommends that the Shareholders vote in favour of the aforesaid resolution.

Yours faithfully,
By order of the Board of Directors
Harbin Bank Co., Ltd.
Deng Xinquan
Chairman

I. Strategic Background

(I) The necessity of strategic upgrade. First, the world is now undergoing significant changes unseen in a century, and the impact of the global spread of COVID-19 lingers on. The internal and external development factors of China have changed profoundly. The business environment of commercial banks is getting more complex and changeable with greater uncertainty and instability. Second, the financial supply-side reform continues and has formed a new landscape that adapts to changes: Low-speed growth in asset size, low market interest rates, and narrowing interest margins have become the new normal of the banking industry. Third, a new round of technological revolution and industrial transformation is on the rise. Technological innovation has become a new engine of economic growth, and digital management and intelligent risk control have become a must-have for the industry. Fourth, the interbank “rigid repayment” mechanism has been shattered, leading to diverging credit levels and fading faith in license. The business differentiation of small and medium-sized banks is increasing, and the deep-seated problems and weaknesses in the operations and management have gradually been exposed. As a city commercial bank in Northeast China, the Bank faces a range of challenges, covering asset quality, structural adjustment, basic governance, etc.

(II) The feasibility of strategic upgrade. First, the Bank has long been committed to the business philosophy of “Inclusive Finance, Harmonious Co-enrichment”, and the key for the Group to achieve healthy development is to maintain its strategic focus. Second, the Bank always upholds the differentiated, distinctive and market-oriented development philosophy. Its great efforts over the years provide strong support for strategic upgrade. Third, since the implementation of the previous strategic plan, under the unprecedented difficulties facing small and medium-sized banks, the Bank adhered to its strategies, improved governance, and promoted transformation. We drew up our blueprint, fought “three battles” and had been improving governance for three years. Thanks to such efforts, we have regained a sound development momentum and re-established a good market image, laying a solid foundation for strategic upgrade.

II. Vision and Goals

(I) Guidelines. First, we will adhere to the principle of stable operation to seek progress while maintaining stability and safeguard the dual bottom lines of “stable growth and risk prevention”; and enable personnel to work happily and live healthily, so as to ensure the stability of business operations and workforce. Second, we will keep in mind our original aspiration, maintain our strategic direction, focus on our principal business, serve inclusive finance, support the real economy, and perform social responsibility, with a view to enhancing our core competitiveness and brand influence. Third, we will pursue high-quality development, be more customer-centric, and put more emphasis on fintech application, compliance-based operations and improvement of professional capabilities, so as to shift from traditional expansion in size to high-quality development. Fourth, we will adhere to the principles of marketisation and rule of law, deepen the differentiated and international development, promote the reform of the management system, optimise the authorisation management system,

strengthen the incentive and restraint mechanism, and mobilise all positive forces to seize market opportunities, with an aim to increase income sources and profits. Fifth, we will follow the guidance of party building, integrate party leadership into all aspects of corporate governance, lead the institutional construction, team building and cultural construction with party building, and strengthen the foundation of our governance as a modern commercial bank.

(II) Strategic vision. Serve the real economy, SMEs and local development, maximise the risk-adjusted return on capital (RAROC), adhere to characteristic and differentiated business operations, and create fundamental advantages in China's digital inclusive finance market, in an effort to build a leading microfinance bank with premium services, remarkable characteristics, standardised governance and advanced management.

(III) Development goals. During the planning period, with an aim to achieve high-quality development, we will accelerate the improvement of bank-wide asset quality, coordinate corporate and retail businesses as dual drivers, and build an ecosystem underpinned by "corporate finance, retail finance and Sino-Russia financial services" through multi-channel capital replenishment, strategic business investment, fintech application, incentive and restraint policies and other measures and on the premise of ensuring legal compliance, quality and efficiency. By doing so, we seek to achieve steady growth in main business indicators within three years, improve quality and efficiency indicators, outperform peers in terms of strategic structural indicators, and have all relevant indicators meet the regulatory requirements, so as to become the most competitive city commercial bank in the region with characteristic advantages in inclusive finance.

First, we aim to steadily increase the size of assets and liabilities. To achieve high-quality business development, the Group will seize opportunities amidst changes, maintain an industry-average growth rate of assets and liabilities, effectively improve resource allocation capacity and efficiency, and continuously consolidate the capital base. Second, we aim to improve asset quality steadily. By the end of 2023, we will achieve great results in the NPL collection, build up a full-process asset quality management system with improving asset quality, control the NPL ratio below the average level of city commercial banks, and have the capital adequacy ratio and allowance to NPL ratio meet the regulatory requirements. Third, we aim to maintain stable profitability. We will experience a steady recovery of net profit, have stable income, gradually develop a stable and sound profit structure, and control the cost-to-income ratio at the average level of comparable banks. Fourth, we aim to improve basic governance in an all-round way. By the end of 2023, we will comprehensively strengthen our corporate governance, internal control and risk management systems. Our transformation will be fruitful: the customer mix, asset-liability structure and income structure will be greatly improved; the proportion of active liabilities will drop significantly; micro and retail loans will account for more than 40% of the Bank's loans, and savings deposits will account for more than 50% of the total. We will promote fintech application, business process reengineering and basic governance improvement, make up for the weaknesses of our capabilities, and greatly enhance

the capabilities in strategic management, product management, marketing management, risk management, pricing management, asset & liability management, operations management, technology management and human resource management, so as to create core competitiveness.

III. Implementation Methods

(I) Develop corporate and retail business as dual drivers. Based on its development positioning as a city commercial bank, the Bank will, on the basis of consolidating existing characteristic advantages, promote the coordinated development of corporate and retail business, create a digital retail finance system, seek new breakthroughs in corporate finance, and optimise business structure at a faster pace, so as to build a business model driven by corporate and retail business. As to corporate business, we will make good use of our advantageous access to local SOE and government customers, seize a new round of opportunities from regional economic development, accelerate the restructuring of existing businesses, and rebuild our competitive edge in corporate finance in key regions and key industries. As to retail business, we will steadily promote the development of asset business, optimise the structure of the liabilities business, and improve the comprehensive financial service system for strategic customer base, with a view to building a microfinance bank brand.

(II) Explore a second growth engine. In line with the government's strategy, we will leverage our unique advantage in Sino-Russia financial services to develop a second engine for the Group's operations and development. We will take the opportunities from the construction of a characteristic financial centre in Harbin New Area and Shenzhen-Harbin cooperation to deepen the development of Sino-Russia financial services, so as to facilitate business development towards both the north and the south. Specially, we will integrate Sino-Russia financial resources, set up new branches in Harbin New Area, give full play to the functions of Sino-Russia Financial Alliance, Sino-Russia Cross-border Settlement Centre and Cross-border E-commerce Financial Service Platform, and speed up the introduction of Russian strategic investors, in a drive to further improve the level of opening up to and integration with Russia.

(III) Seize opportunities in the financial market. Based on stable and standardised operations and guided by market-oriented and specialization-based approaches, we will speed up the transformation and upgrading of investment banking, financial market, asset management, wealth management and private banking business, enhance our professional capabilities in market trading, asset allocation and investment consulting, and mobilise all positive forces and seize all potential market opportunities to increase income sources, so as to increase returns on assets through multiple channels.

(IV) Improve the results of branch transformation. We will intensify the institutional reform, release the potential capacity of branches, and encourage branches to carry out distinctive operations according to local conditions, with a view to realising differentiated development and improving regional competitive advantages. While building a strong headquarters, we will strengthen the reform of authorisation, optimise the resource allocation system, and fully stimulate the vitality of branches through such management approaches as old-new separation, full authorisation, employment liberalisation, flexible distribution and cost packaging, so as to release potential profitability. We will encourage and support branches to seize strategic opportunities in regional markets. The Harbin branch will strengthen its advantageous access to provincial and municipal government customers after the equity replacement of the Group, consolidate the Bank's brand advantage in characteristic business in the province, and enhance our advantage in accessing market resources outside the province, so as to build a new pattern of differentiated development by region. Focusing on retail transformation and underpinned by smart operation as the support, we will optimise the business mix of branches, strengthen the professional management of teams, improve the service system of outlets, increase the output per outlet, and support transformation of outlets of sub-branches, with a view to turning our advantages in retail transformation into commercial success.

(V) Reap fruits from NPL collection. The next three years will be a period for the Bank to experience a growth rate shift, optimise business structure in a painful way, and resolve existing problems. The primary challenge facing the Bank is still how to deal with non-performing assets, and the pressure on the exposure and disposal of hidden risks is huge. In the new strategic period, the asset business-related departments of the head office, branches and various entities of the Bank should have faith in seeking benefits from the collection of non-performing loans, ensure the completion of NPL collection target, and strengthen full-process asset quality control.

(VI) Realise coordinated development of the Group. We will promote and improve the group-wide coordination mechanism. While strengthening cross-selling and building a universal sharing platform, we will further consolidate the group-wide management mechanism, improve the financial holding management system, and strengthen performance assessment with a focus on RAROC. Based on the maturity of each subsidiary, we will strengthen the senior management assessment, improve the performance assessment mechanism, and guide subsidiaries to raise the awareness of independent operation and self-financing as a legal person, enhance market competitiveness, increase profitability and return on capital, make greater contributions to the Group in the period of structural adjustment while ensuring their own sustainable development, so as to improve the overall business performance of the Group.

(VII) Strengthen the incentive and restraint mechanism. We will cherish and carry forward the advantages of our market-oriented mechanism and diversified innovation DNA developed over the years, adhere to the market-oriented reform, and strengthen the incentive and restraint mechanism to fully mobilise the enthusiasm of frontline teams of branches and

sub-branches. According to the basic principles of commercial banks, we will comprehensively promote market-oriented resource allocation for business portfolio, team staffing, incentives and performance assessment, capital pricing, etc. We will promote the reform of human resources on the market-oriented principle to mobilise the initiative and enthusiasm of branches by creating three career development pathways – management, marketing and professional technology, in an effort to maximise the role of human resources in the Bank’s business development.

(VIII) Improve the foundation of corporate governance. We will uphold the principle of rule of law, adhere to the guidance of party building, maintain business compliance, incorporate party leadership into all aspects of corporate governance, build a high-quality group governance mechanism, and establish a set of core values to organically integrate the party’s ideological construction and our corporate culture construction and business operations, so as to promote the transformation and development of the Group and enhance the Company’s value.

IV. Business Development Strategy

(I) Expedite retail transformation. We will divide customers, products and scenarios into segments in the four major areas of small and micro finance, agriculture-benefiting finance, consumer finance, and retail finance to accelerate the application of financial technology and digital transformation, build a customer-oriented management model with internal and external linkages and integrated resources, and establish an outstanding brand in asset-light retail banking with high efficiency and professional services. First, we will proactively and steadily push forward the development of small and micro finance business, and speed up the exploration and building of new models for small and micro business. Second, we will focus on major farmers and breeders of a suitable scale in the province and select agricultural customers with characteristic and industry features outside the province to develop agriculture-benefiting finance business with a distinctive edge. Third, we will fast-track the digital transformation of retail credit, and establish an online and intelligent business development and operation model with idiosyncratic features. Fourth, we will speed up system upgrade based on the needs of segment customer and scenarios, and build a distinctive credit card brand for the Bank. Fifth, we will pursue our development with professionalism, create our brand with services, build our image with charity initiatives, and consolidate the Bank’s market status as a leading player in regional retail finance. Sixth, we will adhere to the strategy of giving priority to the mobile channel, and establish an integrated digital service platform.

(II) Develop corporate and investment banking businesses with synergy. We will focus on key markets including bond and capital markets, government projects, premium private enterprises and modern agriculture to promote integration in the four areas of assets and liabilities, domestic and foreign currencies, direct and indirect financing, and public-private initiatives, expedite enhancement of business structure, accelerate the reform of mechanisms and systems, take vigorous measures in asset quality management and marketing for institutions and non-debtors, provide a ballast for the steady operation of the Bank through

solid assets and customer bases, and build Harbin Bank into a city commercial bank that can compete with national mainstream banks with financial business in corporate and investment banking, as well as an exemplar of finance supporting local economic development. First, we will form an industry chain financial alliance in the area of national, provincial and municipal strategic industry planning to create a closed-loop operation of financial resources and promote in-depth integration of industry and finance. Second, we will fully upgrade our strategic customer management system. Third, we will strive to strengthen marketing for institutions and non-debtors, and enhance the structure of our liabilities business. Fourth, we will seize market opportunities and fast-track business innovation in investment banking. Fifth, we will strengthen our mechanisms on incentive and restraint, and establish a management mechanism that can adapt to the market and the Company's investment banking business.

(III) Distinctive Sino-Russia financial services. We will adhere to the course of distinctive and differentiated development, maintain strategic determination and benchmark against top players in the industry on the back of our regional resource advantages and capacity building, and establish our edge as a brand offering distinctive Sino-Russia financial services. We will seize the opportunities arising from the Belt and Road Initiative and construction of new free trade zones and new districts to build a professional financial service system for Heilongjiang Free Trade Zone and Harbin New District, a cross-border financial product system that is leading in domestic city commercial banks, and a cross-border e-commerce financial service platform. First, we will push forward the construction of financial institutions dedicated to Sino-Russia financial services. Second, we will improve the RMB settlement service system for Russian entities. Third, we will build a leading cross-border e-commerce financial service platform. Fourth, we will deepen the cooperation with Sino-Russia Financial Council. Fifth, we will step up marketing and expansion in key areas related to foreign entities and proactively participate in key Sino-Russia partnership projects in infrastructure construction, energy industry, bulk commodities and modern agriculture. We will also take part in the urban construction of Harbin New Area, free trade zones and the port to Russia.

(IV) Make advances in the financial market. On the basis of strengthening basic management, enhancing professional capability and reinforcing team building, we will continue to boost transaction profitability and improve risk control compliance. Meanwhile, we will seize market opportunities and coordinate with the Group to enhance capital operation and capital replenishment, strengthen the linkages between the Group's business activities in the financial market, and enhance our business structure. We will build a financial market product system covering the entire market, domestic and foreign currencies, and online and offline scenarios.

(V) Asset management transformation. On the basis of strict compliance with a series of policy and regulatory requirements including the new regulations on asset management, we will return to the basics of our business, namely entrusted wealth management for customers. We will strengthen the foundations of professional management, systems management, and refined management, expedite product and business innovation and enhancement through net

value transformation for products and standardized investments, step up management of marketing promotion and protection of consumer rights to offer effective assurance in customer wealth management and asset value preservation and appreciation.

V. Strategy for Reshaping the Basics

(I) Enhance corporate governance. First, we will establish a governance structure with clear hierarchies and defined powers and responsibilities, incorporate party leadership into all aspects of corporate governance, strengthen the roles of the headquarters to achieve efficient operation through synergy. Second, we will improve our governance decision-making mechanism and the operating mechanism of the Party Committee in the major decision-making of the Bank, regulate and improve the working rules for professional committees, and continue to enhance the management system for granting authority. Third, we will improve and enhance our scientific and rational mechanisms for incentive and restraint, enhance the performance evaluation system for directors and supervisors, establish scientific performance appraisal system for senior management, and give full play to the concerted supervision of the Board of Supervisors, discipline inspection and supervision departments, internal audit departments and external audit institutions to ensure compliant and effective management and control.

(II) Strengthen risk management. First, we will speed up the application of digital technology, enhance risk identification and measurement tools, and establish a comprehensive risk management system that can adapt to our strategies. Second, we will uphold the five standards of regulated acts, appropriate authorization, practical monitoring, stringent inspection and effective control, and establish an internal control and compliance management system with complete coverage, full process management and control, and participation by all staff. Third, we will enhance our credit approval mechanism and strengthen our approval capability to boost support for assets business. Fourth, we will enhance our system for collection and disposal of non-performing assets and further strengthen our system for the management of non-performing assets. Fifth, we will improve our internal audit and supervision system. Sixth, we will strengthen the Group's risk and compliance management.

(III) Improve basic management. First, we will build a scientific, calibrated and forward-looking asset-liability management model to establish an asset-liability management system that can balance volume, price and risk. Second, we will establish the mindset of tightening our belt, and refine cost management in areas including capital, finance, funds, risk and compliance as well as human resources to raise our standards in refined cost management. Third, we will adhere to the philosophy of "science and technology stand by your side" and put into practice the principles of planning first, solving problems and adapting to needs, and boost five key capabilities in financial technology, operation and maintenance, information security, structure management and control, and independence and controllability. Fourth, we will achieve upgrade of operation and services across all channels, build a digital and value-based operation management system to boost our smart operation capability. Fifth, we will adopt the

general principle of “Party managing cadres and talents” and enhance our human resources management capability in the three major tasks of talent selection and employment, performance appraisal and talent cultivation.

(IV) Expand brand influence. First, we will implement our brand-building project with a focus on building a bank that provides warmth and emotional support, and enrich our brand connotation of trust, warmth, connection and commitment. Second, we will strengthen protection of consumers’ rights and interests in the banking industry to effectively safeguard their rights and interests. Third, we will promote the sound development of green finance, fully implement requirements of national policies, advocate the concept of green finance, and build ourselves into a “green bank” that develops green finance gradually and improves green credit policies to guide the deployment of credit resources.

VI. Operational Strategy of Subsidiaries

(I) Harbin Bank Financial Leasing Company. As the first financial leasing company in Northeast China, the company is rooted in Heilongjiang and covers the entire country. It maintains specialized and differentiated operations, follows the general guidelines of the Fourteenth Five-year Plan, acclimates into the dual circulations, creates a featured agricultural machinery leasing ecosystem driven by the dual engines of “agriculture-related leasing + green leasing”, and promotes the development of green finance, in order to become the first specialized agricultural machinery leasing company and a renowned green and environmentally-friendly service provider in China. Meanwhile, it comprehensively enhances internal operating abilities, develops domestically-leading regional advantages in financial leasing, product portfolio, and professional risk control and prevention capabilities, thereby achieving the strategic goal of becoming a leading financial leasing company in China.

(II) Harbin Bank Consumer Finance Company. The company proactively implements the Group’s “Inclusive Finance” development strategy and applies financial technology, big data, cloud computing, and other advanced technologies to build a “warm” consumer finance company. It focuses on the construction of an Internet consumer finance platform to explore the national market using advanced technologies. It aims to become a leading consumer finance company in China by 2023 with sound risk quality, excellent profits, fine reputation, and ranking top 10 among licensed consumer finance companies in terms of comprehensive evaluation of scale and profitability.

(III) HB village and township banks. The banks uphold the business philosophy of “Inclusive Finance, Harmonious Co-enrichment”, pursue the mission of providing basic financial services, adhere to the market positioning of supporting small enterprises and agriculture, steadfastly support local development, maintain characteristic operations, intensively explore the local market, develop in a compliant and healthy manner, continuously improve the ability to serve the strategy for rural revitalization, and build “small but solid” village and township banks. Meanwhile, pursuant to the state policies, they actively apply for the construction of village and township banks specializing in investment management banks.

REVISED NOTICE OF 2020 ANNUAL GENERAL MEETING



Harbin Bank Co., Ltd.
哈爾濱銀行股份有限公司*

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock Code: 6138)

REVISED NOTICE OF 2020 ANNUAL GENERAL MEETING

REVISED NOTICE IS HEREBY GIVEN that the 2020 annual general meeting (“**AGM**”) of Harbin Bank Co., Ltd. (the “**Bank**”) will be held at Conference Hall 3, Harbin Shangri-La Hotel, 555 Youyi Road, Daoli District, Harbin, China, at 8:30 a.m. on Friday, 21 May 2021 for the purposes of considering and, if thought fit, passing the following resolutions. Capitalised terms used in this notice shall have the same meanings as those defined in the circular dated 21 April 2021 and the supplemental circular dated 5 May 2021 of the Bank unless otherwise stated.

ORDINARY RESOLUTIONS

1. To consider and approve the “Proposal on the 2020 Work Report of the Board of Directors”.
2. To consider and approve the “Proposal on the 2020 Work Report of the Board of Supervisors”.
3. To consider and approve the “Proposal on the 2020 Final Account Report”.
4. To consider and approve the “Proposal on the 2021 Financial Budgets”.
5. To consider and approve the “Proposal on the 2020 Profit Distribution Plan”.
6. To consider and approve the “Proposal on the 2020 Annual Report”.
7. To consider and approve the “Proposal on the Appointment of Auditors for 2021”.
8. To consider and approve the “Proposal on the Report on the Management of Related Party Transactions in 2020”.
9. To consider and approve the “Proposal on the Remuneration Distribution Plan for the Executive Directors for 2020”.
10. To consider and approve the “Proposal on the Remuneration Distribution Plan for the Chairman of the Board of Supervisors for 2020”.
11. To consider and approve the “Proposal on the 2021-2023 Strategic Development Plan of Harbin Bank (Group)”

REVISED NOTICE OF 2020 ANNUAL GENERAL MEETING

SPECIAL RESOLUTION

12. To consider and approve the “Proposal on Granting the Board a General Mandate to Issue H Shares”.

By order of the Board of Directors
Harbin Bank Co., Ltd.
Deng Xinquan
Chairman

Harbin, China, 5 May 2021

* *Harbin Bank Co., Ltd. is not an authorised institution within the meaning of the Banking Ordinance (Chapter 155 of Laws of Hong Kong), not subject to the supervision of the Hong Kong Monetary Authority, and not authorised to carry on banking/deposit-taking business in Hong Kong.*

Notes:

1. Closure of register of members

In order to determine the shareholders who are entitled to attend and vote at the AGM, the H share register of members of the Bank will be closed from Monday, 17 May 2021 to Friday, 21 May 2021 (both days inclusive), during which period no share transfer will be registered. Any Shareholders whose name appear on the H share register of members and domestic share register of members of the Bank on Monday, 17 May 2021 will be entitled to attend and vote at the AGM. The H Shareholders who intend to attend and vote at the AGM must lodge all the transfer documents together with the relevant H share certificates with the Bank's H share registrar, Computershare Hong Kong Investor Services Limited (address: Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong) not later than 4:30 p.m. on Friday, 14 May 2021.

2. Registration procedures for attending the AGM

Individual Shareholders who wish to attend the meeting in person shall produce their identity cards or other effective document or proof of identity and stock account cards. Proxies of individual Shareholders shall produce their effective proof of identity and revised proxy form. A corporate Shareholder should attend the meeting by its legal representative or proxy appointed by the legal representative. A legal representative who wishes to attend the meeting should produce his/her identity card or other valid documents evidencing his/her capacity as a legal representative. If appointed a proxy to attend the meeting, the proxy should produce his/her identity card and an authorisation instrument duly signed by the legal representative of the corporate Shareholder.

3. Proxy

Any Shareholder entitled to attend and vote at the AGM is entitled to appoint one or more persons (whether such person is a Shareholder or not) as his/her proxy or proxies to attend and vote on his/her behalf.

The instrument appointing a proxy must be in writing under the hand of the Shareholder or his/her attorney duly authorised in writing. For a corporate Shareholder, the proxy instrument must be affixed with the common seal or signed by its director or attorney duly authorised in writing. If the instrument appointing the proxy is signed by a person authorised by the appointer, the power of attorney or other documents of authority under which the instrument is signed shall be notarised. The notarised power of attorney or other document of authority shall be deposited together with the instrument appointing the proxy at Computershare Hong Kong Investor Services Limited (for H Shareholders) or the Bank's Board of Directors' Office (for Domestic Shareholders).

REVISED NOTICE OF 2020 ANNUAL GENERAL MEETING

To be valid, the revised proxy form together with the power of attorney or other authorisation document (if any) signed by the authorised person or certified by a notary must be delivered to Computershare Hong Kong Investor Services Limited (for H Shareholders) or the Bank's Board of Directors' Office (for Domestic Shareholders) not less than 24 hours before the designated time for the holding of the AGM or any adjourned meeting thereof.

Completion and return of a revised proxy form will not preclude a shareholder from attending in person and voting at the AGM or any adjourned meeting thereof if he/she so wishes, but in such event the instrument appointing a proxy shall be deemed to be revoked.

4. A Shareholder who has not yet lodged the proxy form dispatched on 21 April 2021 (the “**Original Proxy Form**”) in accordance with the instructions printed thereon is requested to lodge the Revised Proxy Form if he or she wishes to appoint proxies to attend the AGM on his or her behalf. In this case, the Original Proxy Form should not be lodged.

A Shareholder who has already lodged the Original Proxy Form in accordance with the instructions printed thereon should note that:

- (i) If no Revised Proxy Form is lodged in accordance with the instructions printed hereon, the Original Proxy Form will be treated as a valid Proxy Form lodged by the Shareholder if duly completed. The proxy appointed under the Original Proxy Form will also be entitled to vote in accordance with the instructions previously given by the Shareholder or at his/her discretion (if no such instructions are given) on any resolution properly put to the AGM, including the additional proposed resolutions as set out in the revised notice of AGM.
- (ii) If the Revised Proxy Form is lodged in accordance with the instructions printed hereon at or before 8:30 a.m. on 20 May 2021, the Revised Proxy Form will be treated as a valid Proxy Form lodged by the Shareholder if duly completed.
- (iii) If the Revised Proxy Form is lodged after the closing time set out in the revised notice of AGM, the Revised Proxy Form will be deemed invalid. It will not revoke the Original Proxy Form previously lodged by the Shareholder. The Original Proxy Form will be treated as a valid Proxy Form if duly completed. The proxy appointed under the Original Proxy Form will also be entitled to vote in accordance with the instructions previously given by the Shareholder or at his/her discretion (if no such instructions are given) on any resolution properly put to the AGM (including the additional proposed resolutions as set out in the revised notice of AGM).

5. Publication of poll results

Pursuant to the Hong Kong Listing Rules, any vote of Shareholders at a general meeting must be taken by poll. As such, each resolution set out in this notice will be voted by poll. Results of the poll voting will be published on the Bank's website at www.hrbb.com.cn and the HKExnews website of Hong Kong Exchanges and Clearing Limited at <http://www.hkexnews.hk> after the AGM.

6. Other business

The AGM is estimated to last no longer than half a day. Shareholders who attend the meeting in person or by proxy shall bear their own traveling, dining and accommodation expenses.