Chairman’s Statement

Chairman: Jiang Jianping

Stand firm before seeking others and benefit the society after propelling oneself. 2014 was an extraordinary year with joy and achievement. In the face of the complex and changeful international economic situation, the increasing challenges to the domestic economic operation and the continuously deepened financial reforms, we firmly and resolutely adhere to the Party’s policy and strategy, and complete our annual plans. We have met the challenge and contributed to the economic development.

In 2015, we drafted our responsibility blueprint in promoting real economy to improve quality and efficiency. With a forward-looking view, we analyzed the cross-market, cross-industry and cross-regional features of risks. We identified the modern corporate governance system and the enterprise risk management system, and completed the first recovery and risk management plan of a global systematically important bank. Through understanding on the three features of growth rate change, structure optimization and dynamic transformation under the new normal of Chinese economy, we strengthened credit increment optimization with existing credit structural adjustment to improve the ability in developed and underdeveloped regions.

We also stepped up support for major construction projects, advanced manufacturing, modern services, cultural industry and emerging industries with strategic importance and resources. We maintained the first place in Newsweek’s largest companies, Fortune’s Most Admired Bank, World’s Most Admired Companies and Global Banking’s Most Admired Banks. We contributed to the revitalization of the global economy and the rebalancing of the world economy.

In 2014, we promoted the awareness of responsibility in constructing the financial service new system. We started from adjusting the outlet layout, optimizing the counter procedure and standardizing the outlet operation, which enhanced the competitiveness of the outlet network to improve the level of service quality and economic benefits. We applied the service system in integrated payment, financing, financial trade, commerce and information. We created a new model for sustainable financial and commercial service. We continuously responded to the expectations of the public and made efforts to address the prominent issues. We increased the ability to promote the interests of the public. We increased the ability to promote the interests of the public. We increased the ability to promote the interests of the public. We increased the ability to promote the interests of the public.

Looking forward, it is the time for us to march ahead. 2015 is the end year of the UN Millennium Development Goals. We look forward to the year of 2020, the fifth year of President Xi’s Four New Era. The BOC will make more efforts to promote the transformation of China’s economic development model and quality management of sustainable and healthy development.

March 26, 2015
President’s Statement

In 2014, in the face of the domestic and international economic environment intertwined with difficulties and challenges, we reasonably node along the trend of the new normal of Chinese economy and proactively stroke balance among development logic, service direction, focus of reform, transformation orientation and risk prevention. Transcending the bank amid the reform, we realized healthy and steady development and fulfilled the responsibility of a large bank in supporting the real economy, enhancing ecological protection and promoting better livelihood. In 2014, ICBC realized a net profit of RMB 2.756 trillion, up 5.1%, and its ROE reached 19.00%. It maintained sound profitability and capital adequacy ratio reached 14.47%. Both of non-performing loans stayed at 1.13%, a relatively low level among domestic and foreign peers, and social contribution value per share was RMB 0.48.

Adapting to the development trend and promoting transformation and upgrade

We constantly implement the decisions and deployment of the CPC Central Committee and the State Council and actively adapt to the new requirements for financial services in the new normal of Chinese economy by following the direction of serving transformation and upgrading of the real economy. We also deal with the credit layout and ways of transformation and stepped up support for major national projects, emerging industries, small and micro businesses and personal consumption. In 2014, new loans extended to advanced manufacturing, modern services, cultural industry and emerging industries with strategic importance were RMB 7.18 trillion, accounting for 63% of new corporate loans; new loans granted to small and micro businesses increased by 10.3% to RMB 6.13 trillion; personal loans were increased by RMB 0.035 trillion, with increase of 12%. On the other hand, ICBC reasonably allocated credit resources, and strengthened financing limit management and structural adjustment and optimization regarding local government financing vehicles, real estate development and industries with oversupply.

Optimizing service innovation and enhancing protection of rights and interests

The Bank put customer satisfaction first and made continuous efforts to improve service, increase efficiency and build up the image of featured services. It enhanced the ability in product and channel innovation, effectively protected customers’ rights and interests and built a healthy financial eco-system. In 2014, the Bank continued to improve customer experience with the theme of “Year to Build a Satisfactory Bank for the People” and launched the “Satisfactory Bank” campaign by establishing a long-term consumer protection mechanism, enhancing anti-counterfeiting management and adhering to “strict control” and “process control”. Number of customer complaints dropped by 37%.

Supporting further opening up and building up global brands

The Bank pushed forward construction of global channels in order, steadily improved the integrated management over overseas product lines and businesses, actively built up global brands and competitiveness and supported the country to further open up. During the reporting period, Xianyang Branch and ICBC (America) were successfully approved, London Branch was officially established, and ICBC (New Zealand) and Kuwait Branch opened for business after the relevant inspection. By the end of 2014, the Bank established 123 overseas institutions in 41 overseas countries and regions and number of its overseas correspondent banks reached 1,809. It supported 27 “going global” projects and committed nearly USD 7 billion loans. Five of the overseas institutions were qualified as overseas clearing banks for RMB business and China’s first “2+4” RMB clearing system covering three time zones of Asia, Europe and Americas was set up.

Constructing beautiful China and repaying the society and employees

With the concept of green finance firmly embedded in mind, the Bank continuously promoted development of green credit by issuing green credit policies, enhancing related information management and intensifying support for green industry. By the end of 2014, balance of loans to the green sector reached RMB 1.93 trillion. Taking green low carbon development as an essential measure for improving core competitiveness, the Bank promoted green services and advocated green concepts, with number of e-banking transactions accounting for up to 86.0% of the total throughout the year. The Bank has always adhered to the principle of “originating from society, serving society and contributing to society”, it is committed to developing ICBC into a brand that is known for its caring about society by proactively involving in disaster relief, poverty alleviation, environmental protection, voluntary services and other public welfare efforts. In 2014, the Group invested RMB 508.6 million in the field of public welfare. It also made great efforts to safeguard the rights and interests of employees and protect their career channels to promote their growth. In the process of internationalization, it highlighted culture management and boosted communication and integration of employees from different cultures all over the world. Local employees accounted for 93% in the Bank’s overseas institutions. 2015 is the year for building along the new normal, promoting transformative development at the Bank and enhancing quality and efficiency. Looking ahead at the new year, we will actively change our concept and complete drafting of the blueprint determinedly. While transforming the Bank and making new breakthroughs, we will fulfill the social responsibility of a large bank, serve sustained development of real economy and promote economic growth towards high-quality and efficiency.
Chairman of the Board of Supervisors

About Us

Company Profile

Through its continuous endeavor and stable development, the Bank has developed into the top large-based bank in the world, possessing an excellent customer base, a diversified business structure, strong innovation capabilities and market competitiveness. The Bank has its presence in six continents, and its overseas network has expanded to 41 countries and regions. The Bank provides comprehensive financial products and services to 5.09 million corporate customers and 465 million personal customers by virtue of the distribution channels consisting of 17,312 digital institutions, 330 overseas institutions and 2,007 correspondent banks worldwide, as well as through its E-banking network comprising a range of Internet and telephone banking services and self-service banking centers, forming and advancing internationalized, information-based operating structure focusing on commercial banking business and continuously maintaining a leading position in the domestic market in the business field of commercial banking. The bank continuously improves its brand image and international impact with excellent business performance that has made the bank one of the most valuable financial brands globally. In 2014, the Bank was awarded the Best Global Bank by The Banker, the Bank continuously became the first place among top 1000 world’s banks after achieved the first place in 2013, and the results was ranked by The Banker. Among the Global 500 listed by the US magazine Forbes, the Bank became the largest enterprise in the world for 2014 and 2015.

The Bank strives to fully implement the organic combination of economic and social responsibilities, establishing the image of a large responsible bank in the aspects of supporting economic and social development, protecting environment and resources, and participating in community services, and has won awards such as "Best Social Responsibility Financial Institution Award" and "Most Responsible Enterprise" etc.

Corporate Culture

Our Mission
- Excellence for You
- Excellent Services for Clients, Maximum Returns to Shareholders, Real Success for Our People, Great Contribution to Society

Our Vision
- A Global Leading Bank with the Best Productivity, Performance and Prestige

Our Value
- Integrity Leads to Prosperity, Integrity, Humaneness, Progress, Innovation and Excellence
Corporate Governance

Improving corporate governance framework

The Bank has made constant efforts to improve the corporate governance and checks and balances mechanism comprising the Shareholders’ General Meeting, the Board of Directors, the Board of Supervisors and the Senior Management featuring clearly defined responsibilities and accountability, coordination and effective checks and balances, and to optimize responsibilities of the authority organs, decision-making organs, supervisory organs, and executive organs. As a result, the corporate governance operation mechanism with scientific decision-making process, effective supervision and steady operation has been in place. During the reporting period, the Bank won the “Platinum Award for All Round Excellence” granted by The Asset, Gold Brand-Listed Companies with Best Corporate Governance rated by Ta Kung Pao, won an Excellent Corporate Governance awarded by Corporate Governance Asia, and many other international awards.

During the reporting period, the Bank held 1 annual general meeting and 2 extraordinary general meetings with 16 proposals reviewed and approved, and 3 reports audited. Each meeting was convened in compliance with relevant legal procedures which assured shareholders’ notification and exercise of rights. The Board engaged lawyers to attend the general meetings and issue legal opinions. All the resolutions and announcements from the above general meetings have been posted on ICBC’s official website.

During the reporting period, the Bank held 10 meetings of the Board of Directors. As at the disclosure date of the report, there were 14 directors, out of whom 2 were executive directors. 6 were non-executive directors and 6 were independent non-executive directors. Independent non-executive directors accounted for 12/15 of the total number of directors, 6 of whom were female. The Board of Directors has established & special committees namely the Risk Management Committee, the Audit Committee, the Nominating Committee, the Compensation Committee and the Related Party Transaction Control Committee. The chairman of Strategy Committee was assumed by the Chairman of the Board of Directors with the chairmanship of all the other committees were assumed by independent non-executive directors who are accountable for half of the number of directors in these committees.

During the reporting period, the Bank held 8 meetings of the Board of Supervisors. As at the disclosure date of the report, there were 10 supervisors, out of whom 2 were external supervisors, 2 were shareholder supervisors, 2 were external supervisors and 2 were employee supervisors.

The Bank held 5 meetings of the Board of Directors.

The Bank held 3 meetings of the Board of Supervisors.

The above corporate governance framework chart as of the end of 2014.
**Strengthen enterprise risk management**

During the reporting period, the Bank further strengthened enterprise risk management and implemented international and domestic regulatory requirements on globally systemically important financial institutions.

The Bank also reinforced risk management of group accounts, strengthened internal risk management, and improved the risk appetite management system.

Moreover, the Bank strengthened country risk management, improved analysis on country risk exposure, timely updated country risk ratings and risk ratings in various risks.

In April 2014, the Bank was officially approved by the CBRC to become one of the first commercial banks implementing the advanced capital management approaches.

**Improve the internal control system**

Within the reporting period, the Bank’s internal audit work, which gave top priority to identifying risks, enabling suggestions in an objective manner and urging for implementation of improvement measures, completed auditing in such fields as credit management, financial results, capital management, information technology, financial asset services, interest income, overseas institutions and group management, controlling all risks, key processes, and important operations in development of the Bank.

**Social Recognition**

During the reporting period, the Bank gained extensive social recognition by its good performance in social responsibility fulfillment and successfully won more than 30 awards, including “Best Social Responsibility Financial Institution Award”, “People’s Award for Corporate Social Responsibility”, “Most Responsible Enterprise”, “Most Responsible Bank in China” and “Best Social Responsibility Award”.

<table>
<thead>
<tr>
<th>Organizer</th>
<th>Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>China Banking Association</td>
<td>Best Social Responsibility Financial Institution Award, Best Corporate Social Responsibility Award, Social Responsibility Leader Award of the Year, Excellent Charity Project Award of the Year and Best Social Responsibility Special Contribution Award of the Year</td>
</tr>
<tr>
<td>People’s Daily Online</td>
<td>People’s Award for Corporate Social Responsibility - Excellent Enterprise of the Year</td>
</tr>
<tr>
<td>Global Compact Network China</td>
<td>Best Practice Award for Social Development Promotion and Corporation</td>
</tr>
<tr>
<td>China Newsweek</td>
<td>Most Responsible Enterprise</td>
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<tr>
<td>Chinese Foundation for Lifeline Express</td>
<td>Bright Hope Award</td>
</tr>
<tr>
<td>CBN</td>
<td>Excellent Practice Award of CBN Corporate Social Responsibility Ranking in China – Outstanding Enterprise</td>
</tr>
<tr>
<td>The Economic Observer</td>
<td>Most Responsible Enterprise in China</td>
</tr>
<tr>
<td>Southern Weekly</td>
<td>First Place in the List of State-owned Listed Companies on Social Responsibility, Social Responsibility Leader of the Year</td>
</tr>
<tr>
<td>jje.com</td>
<td>Best Social Responsibility Award</td>
</tr>
<tr>
<td>Corporate Citizen Committee of China Association of Social Workers, CIV, Tencent Public Welfare Foundation</td>
<td>Excellent Corporate Citizen of 2014 in China</td>
</tr>
<tr>
<td>China Green Companies, Dongying Center for Enterprise</td>
<td>Chinese Green Companies Top 100</td>
</tr>
<tr>
<td>Social Responsibility Committee of The Chinese Institute of Business Administration, Beijing Ronghe Corporate Social Responsibility Institute</td>
<td>Public Transparency Model, Most Social Responsibility Award</td>
</tr>
</tbody>
</table>
ICBC Impression

Over 30 years since its founding, through strenuous efforts from all ICBC personnel, the Bank has achieved a historical transition from a state specialized bank to a fully state-owned commercial bank, and then to an international public listed bank, leading global peers in terms of such main indicators as capital, assets and market value.

Stories in 30 years

On December 10, 1984, the Founding Conference of ICBC was held in the Grand Hall of Chinese Academy of Science.

On October 26, 2006, ICBC was listed in Hong Kong and Shanghai at the same time.

Chairman of ICBC

Jiang Jiemin

Chairman of ICBC

Terminator to the Age of “Stamp Seal” for Banks

“Though every step is quite boring and tedious, to assure quality and schedule, I must organize and do it myself.”

In the mid 1980s, as economy rapidly grew, banks saw transfer and settlement business surge, but the technology of manually distinguishing seals was limited, severe risks were passed to operation safety of banks.

In December 1985, Jiang Ronggang, in his 50s, led a scientific research team into hundreds of days of argumentation and organization and successfully developed the variable code seal device, the device was officially put into use on April 1, 1991 and put an end to the backward age of “stamp seal” for Chinese banks.

Following the successful development of the code-changing authentication device, Jiang Yanggang led the successful development of the country’s first “brushless test key machine”, which greatly improved security and reliability of capital transfer between branches. Both inventions were later rewarded as national patent.

360° service

“The additional ‘1’ reflects the superior consciousness of ‘moving one step earlier and faster than others’, which will help significantly enhance our service from good to excellent level.”

Ten years ago, Ma Huateng, on the basis of the 360° service concept in the industry, boldly came up with the idea of 360° service. It has the following connotations: The Bank will act as the anchor to offer door-to-door service, observe and ensure customer needs, put forward national suggestions accurately focus on service details, reflect quality through details and value through quality and realize better customer experience make use of the “win-win” concept and enhance customer satisfaction in the process of offering superior and value-added services.

When learning that a local group company had already invested on national and was in urgent need of enhancing settlement efficiency, Ma Huateng immediately established a set of sound and complete business control system. It set a record of finishing preparations in one hour after receiving notification and opened 2,000 expects booths with no extra transfer fees in four hours.

It is the additional ‘1’ passion for the work that better serves customer needs.

Wealth management is a state

“‘Wealth management is not only a kind of capability, but also a kind of state.”

As a financial planner, Ma Yang has to become all kinds of financial information at home and abroad and research various financial products and periods every day. The working experience for years has allowed Ms. Yang to get inspirations from the theory of traditional Chinese medicine and explore and summarize wealth management service methods with knowledge, duty, honesty and emotion.

On June 11, 2009, “Yang Shaowei Wealth Management Work Shop”, the first workshop named after an individual in China, was set up. The wealth management work shop has centered on lifetime wealth management plans of various families, successfully designed ten categories of wealth management packages, including growing up wealth management service, family house purchasing wealth management service, family education wealth management service, retirement and pension wealth management service, white-collar life estate foreign exchange experts, knowhow for housing purchasing, and overall plan for daily life, and accumulated contributed tens of thousands of customers with service experience. The constant efforts have made wealth management service full of emotional connection, which has made “Yang Shaowei” grow into a financial service brand from an ordinary personal service.
2014 Highlights

The Bank made the basic provisions for Corporate Social Responsibility, specified priorities in social responsibility fulfillment, and further improved social responsibility management system. It held the training on social responsibility for the seventh consecutive year and extended the training scope to cover the whole group, improving the level of social responsibility fulfillment in the entire group.

The Bank was selected for several consecutive years as a company to join the Hong Kong Corporate Social Responsibility (CSR) Index and built up a good international image. It attended the seminars of “Global Compact” among China, Japan and South Korea and the annual themed “Financing for Green Economy” that was organized by the United Nations Environment Programme (UNEP), which promoted international communication on social responsibility.

During the reporting period, the Bank’s accumulative loans issued to 172,533 small and micro enterprises amounted to RMB1.31 trillion. At the end of the reporting period, the Bank’s balance of loans issued to small and micro enterprises increased by RMB190.89 billion compared with the beginning of the year.

As at the end of the reporting period, individual housing loans rose by RMB849.831 billion from the end of last year, representing a growth rate of 25.7%. The Bank accumulatedly issued over 4.6 million student loans, and made more than 30 million transactions of agency student subsidy payments with the amount of about RMB8 billion. It also conducted bank-hospital cooperation with 109 west and eastern health organizations, attracting 5.8 million medical individuals to sign for bank-hospital service and completed about 1.8 million appointment registrations.

The balance of loans issued to green economy sectors reached RMB595.241 billion, representing a growth rate of 46.6% compared to the end of last year. The balance of loans issued to five priority industries dropped by RMB8.89 billion from the end of last year and the e-banking business accounted for 84.6% of the overall business, indicating an increase of 5.8 percentage points from the prior year.

During the reporting period, the Bank organized over 660,000 financial educational activities in various forms, such as “Regularizing Financial Knowledge”, “Hereditary Financial Knowledge” and “Financial Knowledge Month”, and visited more than 16,000 units. Participating employees exceeded 450,000 person-times, promotional materials issued approached 25 million and the education recipients reached nearly 44 million person-times.

As at the end of the reporting period, the Bank had a total number of 468,262 employees, 100% of whom signed employment contracts with ICBC. During the reporting period, the Bank organized 52,000 domestic training sessions with 4.557 million person-times involved, averaging 9.5 days per person. The Bank allocated the fund of more than 60 million in total, specifically dedicated to people in extremis which helped about 94 thousand employees in need by person times.

The Group made an annual total investment of RMB10.36 million in sponsoring events in favor of public interest, spent a total of around 180 thousand volunteering hours and completed 4,615 voluntary activities. It organized various public interest activities themed “One-minute Darkness”, “Setting Sail for a Bright Future”, “Dream Book House”, “Dream Building Action” and “Give Love to Realize Dream”, etc.

*There were 2,892 additional dispatched employees.*
Improving Responsibility System, Strengthening Responsibility Communication

- Strategy of Responsibility
- Responsibility System
- Responsibility Communication
- Substantiality Analysis
**Strategy of Responsibility**

The corporate mission of Industrial and Commercial Bank of China Limited is inextricable from and closely related to its social responsibility. "Providing outstanding financial services to serve the customers, providing returns to shareholders, realizing employees' potential, contributing to society." Not only the objective of the Bank's social responsibility, but also the extreme commitment to meet various stakeholders. Based on the general appeal of social development, the Bank is dedicated to serving the general situation of economic development and social progress in a sustainable way, scope, and volume in mind and the responsibility of a corporate citizen and pledges to maximize comprehensive value in economy, environment, and society.

**Responsibility System**

The Bank makes great effort to promote building a responsibility culture, and take the world's best social responsibility practice as benchmark. It formulated three-year plans on related work in a station manner, constantly explored sustainability paths and gradually formed the concept of social responsibility with industrial characteristics. Starting with releasing social responsibility reports, the Bank guaranteed strict work with system building and relied on training on social responsibility to gradually perfect the social responsibility management system integrating strategy planning, system building, information disclosure, education & training, performance assessment, and international communications, in order to build a responsible global corporate citizen.

**Responsibility Communication**

The Bank paid great attention to communication with stakeholders. By establishing the mechanism of combining real-time and regular communication and eliminating special communication with international exchanges, the Bank ensures normal exchanges with key stakeholders and encourages involvement of related parties by actively tapping into the role of new media platforms.
**Substantiality Analysis**

In order to make the report more pertinent and responsive, the Bank, taking into consideration the demands of related parties and major corporate development strategies, built a two-dimensional matrix for substantiality analysis, based on which key sustainability issues were identified.

**Issues in the Social Responsibility Report**

<table>
<thead>
<tr>
<th>Degree of Influence on stakeholders</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value chain management</td>
<td>Improve corporate governance, innovation in financial services, stabilize value return and combat corruption</td>
<td>Improve customer service, protect customers' information safety, adhere to compliance operation, implement green credits policy, safeguard rights and interests of employees, promote employees' career development and contribute to charity and public interests</td>
<td></td>
</tr>
<tr>
<td>Safeguard market environment</td>
<td>Reduce energy consumption of operation and drive environmental protection of the society</td>
<td></td>
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</table>

**Substantiality analysis**

- **Identification**
  - Identify key issues significant for the Bank’s sustainability objectives

- **Evaluation**
  - Collecting opinions and suggestions of stakeholder representatives

- **Selection**
  - Using the “social action – enterprise influence” two-dimensional matrix to identify major disclosure issues in the report

- **Categorizing major issues that stakeholders pay attention to as degree of influence on corporate strategic operation and degree of influence on stakeholders, sorting the issues in sequence and selecting those to be included in annual corporate social responsibility report.”
Promoting Economic Transformation, Improving People’s Livelihood

- Supporting Development of Real Economy
- Supporting Emerging Industries
- Driving Regional Economic Development
- Supporting the Culture Industry
- Supporting Small and Micro Enterprises
- Serving the Economy of Agriculture, Countryside and Farmers
- Meeting the Reasonable Consumption Demand of Residents
- Supporting the Housing Project for Low-income Families
Supporting Development of Real Economy

During the reporting period, the Bank actively adapted itself to China’s “new normal”, constantly improved efficiency and ability in supporting the real economy and strived to promote optimization and upgrade of the economic structure. As at the end of the reporting period, the Bank’s loan balance in RMB11,026.331 billion, increasing by RMB1,103.957 billion with 11.1% increase from the end of last year. Specifically, the loans in RMB increased by RMB1,092.042 billion, representing an increasing rate of 19.2%.

Case

In accordance with the guidance of the central government’s overall strategic plans, ICBC proactively supported major projects that drive the coordinated development of Beijing, Tianjin and Hebei to develop the economically strong provinces and to promote green economy. During the reporting period, RMB23.937 billion project loans were granted accumulatively, representing an increasing rate of 23.88% year on year. The focus was on a group of major infrastructure construction projects, such as renovation and expansion of the remaining section of Beijing-Xiangyang Expressway, JinDing-Tianjin railway and rail transit system in Shenyang. Priority was given to a group of major public projects, including Canton Fair Import and Export Complex, Baiyun Airport inland airport, Guangzhou Library, etc.

Case

Some improved private enterprises in Zhejiang made to rely on bank credit for sourcing capital externally. The financing channel was singular and utilizing efficiency of capital was low. Zhejiang Branch of the Bank recommended CF and STN business accordingly. As at the end of the reporting period, the enterprises had been approved to publicly issue RMB1 billion short-term commercial paper, which met the requirement for liquidity and increased the ratio of direct financing. Meanwhile, the open market-based operation for short-term commercial paper was helpful for improving capital use efficiency and saving financial expenses.

Supporting Emerging Industries

During the reporting period, the Bank actively promoted industrial structural transformation and upgrade and supported the financing demand of major sectors of real economy. As at the end of the reporting period, loans granted to such industries as energy, transportation, equipment manufacturing, business service and commercial logistics account for RMB288.23 billion from the end of last year and accounted for an increase of 23.03% of corporate loans. Loans used to wind power and solar power rose by 60.37% and 236.08% respectively from the end of last year.

Case

Some Suzhou-based polymer materials company is mainly engaged in producing functional thin film materials, such as optical protective film, protective film for touch screen and TFT-LCD protective film. During the reporting period, the company planned to introduce 14 sets of manufacturing equipment, so as to realize the annual capacity of 70 million square meters of optical protective films, 13 million square meters of protective film for touch screen and 50 million square meters of TFT-LCD protective film. Suzhou Branch granted RMB150 million loans to support the project launching, laying the foundation for consolidating the company’s leading position in functional thin film materials.
Case

Some groups company is the only central enterprise with energy-saving and environmental protection as major business under State-owned Assets Supervision and Administration Commission. It is mainly engaged in investment, construction and operation in related fields. During the reporting period, the Bank helped the company issue two super short-term commercial papers within its registered limit: the first worth of RMB1.5 billion and RMB1.3 billion respectively. Issuance of the two papers was both completed within one week from making the request to raising the capital and the efficient service was highly recognized by the customer.

Driving Regional Economic Development

During the reporting period, the Bank stepped up financing support for regional development via guidance of industrial and regional credit extension policies. According to national major regional development strategy, it gradually rolled out coverage of regional credit policy among major branches and regions through "one policy for one bank" and made full use of the role of the policy in "guiding regional credit structural adjustment and promoting coordinated regional credit development."

Case

Dalian Branch has established solid partnerships with some Dalian-based ocean engineering company limited since 2009. During the reporting period, Dalian Branch provided the enterprise with RMB87.987 million trade finance, RMB1.46 million bank's acceptance bill and RMB51 million letter of guarantee, effectively meeting the enterprise's demand in settlement and financing and supporting the ocean economy-related pillar industry in Dalian.

Case

During the reporting period, Tibet Branch closely followed the guiding opinions of the autonomous region's 12th "Five-Year Plan" in accelerating perfection of the strategic industries system, developing the comprehensive energy system, improving water conservancy infrastructure and developing advantageous mining industry in order. So far, it had extended loans to railway and road construction, electric power "heaven road" in the Tibetan Plateau, mineral resources development, tourism projects, city building and economic logistics, effectively supporting local development.

Supporting the Culture Industry

In order to promote culture popularization and enrich people's cultural life, the Bank actively supported development of the culture industry and made great efforts in protecting local distinctive culture. While offering financing support to culture enterprises, it also accelerated extension of financial services and made use of advantages of channel and technology to facilitate inclusive cultural consumption and drive local economic growth.

Case

As the supporter financial institution of a Chinese World in Xiamen, Xiamen Branch took the lead in syndicated loans and supported the Chinese World for entering Xiamen by providing package financial services. During the reporting period, the Chinese World started operation and was recognized by Guinness as "the world's largest stress theater," filling up the blanks of local night tourism in cultural activities and making Xiamen a more attractive travel destination in China.

Case

A Xiamen-based film company, known as a famous local film-related culture enterprise, won many famous actors and actresses. During the reporting period, Xiamen Branch extended a total of RMB20 million loans to the company for filming quite a few highly popular and well-received films and TV series, including Five Men Family and Euphorbia Flower.
Supporting Small and Micro Enterprises

Small and micro enterprises are an important driving force for employment, tax collection and transformational development. The Bank took multiple measures to promote the sustainable and healthy development of credit business for small and micro enterprises. It constantly optimized development modes of small and micro financial businesses, popularized innovative businesses such as online circular loans for small enterprises, circular loans with small businesses accounting cards and cooperative credit for easy loans for small and micro enterprises, and introduced special credit lines for major credit products, such as interest loans and direct discounting, to meet the financing demands of small and micro enterprises.

During the reporting period, the Bank extended RMB 1,382.507 billion loans to the small and micro enterprises, an increase of RMB 177.533 billion compared to the beginning of the year.

Until the end of the reporting period, the balance of the loans made to small and micro enterprises was RMB 1,721.54 billion, an increase of RMB 161.253 billion.

Case

During the reporting period, Fuzhou Branch put forward the “10,000 Small and Micro Enterprises’ Growth Program.” It approved financing plans for 19 specialized markets, such as Fuzhou Zhenying Street specialized market, Fuzhou Stulti aquatic product market, Nan’an water & heating valve, kitchen and bathroom industrial cluster, Xishui clothes market, Nangde “China Real” home furnishing and decoration materials wholesale market and Zhangzhou Mian commercial wholesale market throughout the year. 1,422 small and micro enterprises were covered and the loans exceeded RMB1.3 billion.

Case

Since electronic ceramic popular manufacturer had only two workshops on lease, less than 20 employees and RMB80 million worth of equipment and other fixed assets upon incorporation. Given its urgent capital demand for purchasing raw materials, Shandong Branch swiftly granted RMB2.4 million working capital loans after understanding its business features and helped it meet its pressing need. Later, the branch devised the financial service plan of “online circular loans + domestic trade finance + export insurance & guarantee finance” for the company and constantly strengthened its support.

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Serving the Economy of Agriculture, Countryside and Farmers

The Bank offered great help and support in rural areas for improving their living environment and facilitated the development of marine fisheries. During the reporting period, the Bank continued to strengthen development of county-level outlets, offered stronger credit resource support to agricultural sectors and provided financial services for agricultural sectors with features. It gradually formed the service system with "whole coverage, multiple channels and distinctive features" and provided local enterprises to increase income and facilitate industrial transformation.

Meeting the Reasonable Consumption Demand of Residents

The Bank actively met the consumption demand of residents and accordingly launched multiple innovative financial services such as personal easy loans. At the end of the reporting period, balance of personal consumption loans reached RMB309.889 billion.

Note: Statistics of the personal consumption loan balance of 2010 and earlier include personal housing loan balance.

Supporting the Housing Project for Low-income Families

The Bank actively supported indemnifying housing projects for low-income families. During the reporting period, it extended RMB16.926 billion loans for indemnifying housing construction, representing an increase of 11.80% with 84 projects of the kind in more than 20 provinces and cities covered. Balance of the loans was RMB2.28 billion, increasing by RMB8.223 billion from the end of last year.
Enhancing Service Experience, Building up Global Brands
Enhancing Service Experience

During the reporting period, the Bank continued its efforts in enhancing customer experience and building up the image of distinctive services by the theme of “Year of Satisfactory Bank Development.” Focused on improving customer satisfaction, it improved counter-based service, elevated outlet service efficiency, upgraded full service management and standardized outlet services.

Case

The Bank was the exclusive bank partner of the 2014 Nanjing Youth Olympic Games and Business Department of the Jiangsu Branch was the actual financial service provider. With the support of the Head Office and Jiangsu Branch, the department set up an internationalized team of 62 members to provide around-the-clock international financial services, and was spoken highly of by the organization committee of the games and domestic and foreign customers.

On August 16, 2014, Nanjing Youth Olympic Village was officially opened and ICBC “Youth Olympic Financial Service Area” opened its service simultaneously. Jiangsu Branch and Shenzhen Branch worked jointly to offer high standards to the Nanjing Youth Olympic Games.

Improve Counter-based Service

During the reporting period, the Bank specified 28 measures to improve counter-based services and 15 frequently used business communication skills from the perspectives, such as improving service attitudes, enhancing responsibility of outlet principals, tightening audit management, improving customer-friendly counter-based service, regulating complaint handling and strengthening monitoring and supervision, so as to improve the quality of service and friendly service. It also promulgated six basic on counter-based services, enhanced the service accountability mechanism, promoted related regulations, among more than 16,000 outlets through morning meetings and built up a group of leading role models for counter-based service among local peers.

Elevate Outlet Service Efficiency

During the reporting period, the Bank took multiple measures to improve service efficiency. By guiding and diverting customers, expanding coverage and application scope of the appointment service, improving self-service penetration into customers and customer awareness and enhancing monitoring and analysis on outlet customer flow, customers' waiting time was effectively shortened. Other measures adopted including flexible internal service allocation mechanisms such as staggered working hours, flexible working hours, dynamic shift between counter-based work and marketing and combination of counter-based service and self service.

Case

By popularizing online and offline appointments, Shenzhen Shenzhen Business Department of Shenzhen Branch realized synergy among outlet halls, creators and wealth management managers and up to 99% of its customers made service appointment either online or offline in 2016. In this way, the hall service quality achieved a substantial leap and customer satisfaction was considerably improved.
Upgrade Hall Service Management

During the reporting period, the Bank strengthened building of hall management teams, promoted team-based hall service management and clarified hall service management responsibilities of outlet principals. It also intensified attention to and guidance over customers and promoted identification and reception for VIP customers, which greatly improved the customer service experience.

Case

Paying great attention to hall service management and firmly believing in the service concept of "winning by hall service", Dalian Branch made great efforts to build up its hall service ability and improve the outlet service efficiency and core competitiveness. It also repaired hall manager's training to make the team more competitive.

Standardize Outlet Services

During the reporting period, the Bank strengthened building and implementation of service standards, executed standard arrangements over outlet service behaviors and enhanced practice of basic outlet service standards. Driving up the level of standard services among all the outlets of the Bank. In the selection for “2014 1,000 Model Units for Standardized Services among Chinese Banks,” the Bank was awarded as the "Outstanding Contribution" and 129 outlets were reputed as "1,000 Model Units", with the number of winning outlets leading the peers.

Case

51st Park Sub-Branch Business Department of Qingdao Branch continuously promoted standardized services. It organizedellers for courtesy training during morning meeting hours and set up a public education zone in the lounge area to popularize financial knowledge, which helped to speed up its service quality enhancement.

Innovating in Financial Services

Faced with need of customers and demand of market competition, the Bank continuously innovated in form and context of financial services, boosted innovation in business process and management mechanisms, deepened product innovation and promotion and improved the ability in service and growths.

Innovation in Business Process and Management

During the reporting period, the Bank actively advanced optimization of business process, constantly improved service quality and used new technologies and management methods to explore the service management modes in the era of information and Internet, winning wide recognition among customers and employees.

Case

The Bank deepened optimization of business process and comprehensively launched the basic reform. It transformed the traditional counter-based paper-tape application process, created the service mode of written permission for small business and corporate accounts opening and made business handling more refined. Accordingly, the customer service experience was greatly improved, winning wide media recognition. During the reporting period, individual counter-based signing accounted for nearly 80% and the procedures required and handling time spent on opening corporate accounts were decreased by 79%.

Innovation in Product and Channel

The Bank continuously enhanced the ability of various products in creating innovation value and explored new channels for customer services and improved the business transformation of the Bank and improvements of the potential growth amid competition. During the reporting period, it launched RMB e-commerce platforms, offline business apps, online POS system, RMB multi-channel universal bill payment platform, ICBC investment multi-channel universal bill payment platform, ICBC e-investment customer transaction terminal, ICBC e-invest and many other innovative products.

Case

The Bank integrated both internal and external resources and made full use of the advantage of differentiated services, such as preferential merchants, Easy Loan and consumption via bonus points. Adhering to the value proposition of "winning customers to merchants and bringing discount to customers", it built up a local consumption service ecosystem integrating merchants, customers and the Bank, created a new business mode and created common benefit for multiple market parties.
Building up Global Brands

The Bank continued to perfect its overseas strategic layout, focused on developing major business lines overseas and made great efforts to improve the global financial service ability and competitiveness.

Constantly improve the International Network Layout

- As at the end of the reporting period, the Bank had established 338 institutions in 41 overseas countries and formed the relationship of correspondent bank with 1,809 overseas banks from 147 countries and regions.
- Its service network covered six continents, namely Asia, Africa, Latin America, Europe, North America and Australia, and its global service network was further improved.

Case

On November 7, 2011, ICBC (Mexico) obtained bank license and became the first Chinese bank that was approved for business in Mexico, filling up the blank of Chinese banks in the country.

Case

On December 1, 2013, London Branch officially started business. It will provide Chinese and British customers with better and comprehensive financial services and further improve the market position and influence of the Bank in the international financial center of London.
Serve Chinese Enterprises’ “Going Global”

The Bank actively supported globalization of Chinese economy and supported and guided qualified Chinese enterprises to “go global” and participate in global market competition. It provided convenient and quality global financial services to internationalized enterprises through internal and external coordination.

Case

Africa Representative Office supported nuclear power equipment made in China to “go global” and facilitated direct financing for infrastructure, energy and power projects in Africa. In December 2014, it successfully promoted some Chinese nuclear power technology company and South Africa’s Standard Bank, a strategic cooperation partner of the Bank, to sign the Financing Framework Agreement for Nuclear Power Project in South Africa with the Bank.

Build the Most Recommended Chinese Bank

Fully utilizing the two advantages of RMB business and globally integrated service, the Bank intensified resource inputs into overseas institutions to build a globally respected Chinese bank. As at the end of the reporting period, total assets of the overseas institutions (including the overseas branches and subsidiaries and the standard bank investment) reached USD235.966 billion, increased by 12.8%.

Case in Asia

Since its foundation in July 2009, ICBC (Macau) has established its position as a local mainstream bank. It actively supported diversified and sustained economic growth in Macao, improved the regional financial service and drove the development of public welfare undertakings.

Case

Middle East Institution provided great support for overseas development of Chinese enterprises. By proactively investigating the operation status of major telecommunication operators within the region, it provided some large-sized Chinese telecommunication equipment supplier with innovative financing service, which was provided by the company throughout the world. The Bank became the company’s largest financing partner overseas, sequentially.

Case

ICBC (Moscow), a subsidiary of the Bank, is the largest Chinese bank in Russia. It actively supported Chinese enterprises in such sectors as glass, automobile, household appliances and logistics for their business expansion in Russia and helped them “Going Global”. It innovatively introduced personal pre-settlement remittance in Russia, which provided convenient cross-border remittance services for overseas Chinese residents and students in Russia and reduced exchange rate risk of customers.
**Case in Europe**

ICBC Europe actively integrated with local society and supported local economic and social development as well as public utilities undertakings, thus building up an admirable image of a responsible Chinese bank. During the reporting period, it was approved for and launched services of RMB clearing bank and will provide more quality RMB financial products and services for China-Europe trade.

**Case in North America**

During the reporting period, ICBC (Canada) was qualified as the first RMB clearing bank in North America, by which the Group became the first among peers to establish its RMB clearing network covering major time zones globally.

**Case in Oceania**

Since it was opened for service in 2008, Sydney Branch has gradually grown into a locally influential foreign bank that practiced the core value of "timely, competent, improvement, care for others and mutual benefit". While providing quality services to customers, it proactively assumed social responsibilities to contribute to the society.

**Case in Latin America**

ICBC (Argentina) actively fulfilled its social responsibilities and responded to the call of local government by extending low-interest loans to medium and small enterprises to support local economic growth. It constantly improved the customer service experience by innovating in products and optimizing the business process. According to the requirement of local regulators on safeguarding legitimate rights and interests of consumers, it conducted customer satisfaction surveys and regulatory inspections on service quality.

**Case in Africa**

African Representative Office of the Bank fully tapped into its strong cooperation relationship with Standard Bank and actively participated in local economic activities to promote African economic growth. It staged an exchange platform for Chinese enterprises in South Africa and facilitated cultural integration.
Advocating Ecological Civilization, Jointly Building A Beautiful China
Advocating Green Finance

The Bank upheld and directly acted on the concept of green finance in its "blood lines," including corporate vision, development strategies, credit culture policies, management processes, products, and services. According to the principles of controllable risk and sustainable business, the Bank actively promoted green, recyclable, and low-carbon development and green credit and enhanced support to the green economy sectors such as energy saving and environmental protection. It has played an active role in advancing ecological civilization, facilitating economic transformation and upgrading and environmental protection for both production and living.

Formulation of Green Policies

The Bank annually formulates policies and releases the new version of (green) credit policies, in order to define economic, capital adjustment coefficients for various industrial classifications, and encourage and guide the Bank to provide credit resources to the green economy sectors on the premise of controllable risk and sustainable business, thus gradually reducing input in or exit from the industries with unacceptably high pollution, high consumption, and high emissions.

To improve the capacity of environmental risk identification and control, the Bank proposed and issued in June 2014 the "Management Measures for Green Credit Classification of Domestic Corporate Customers" (2014 Version), which perfected the multi-dimensional management of green credit classification, developed and established the automatic mapping function in the system that can target classification marks of the green credit, and laid a solid foundation for the environmental and social risk management.

The Bank made greater efforts in credit processes management and risk control. It adopted the "Green Credit User-Net System," refining timely checking and green risk classification marks for customers during each part of the entire credit process, the result of which would be the essential foundation for making overall customer evaluation and credit decisions. It timely issued risk warnings to businesses violating the laws and regulations on environmental protection and work safety as well as those involving "phasing out outdated production facilities" to realize monitoring on the whole-process, management and control over both environmental and social risks. The Bank continued its credit limit management of industries with overcapacity such as steel and cement, and actively solved the overcapacity issue through financial means. At the end of the reporting year, the total amount of loans to the industries with overcapacity was reduced by RMB 88.89 billion with a decrease rate of 0.1% compared to the end of last year.

The Bank strengthened financing support for enterprises involving "phasing out outdated production facilities" to realize management and control over both environmental and social risks. The Bank managed to phase out outdated production facilities timely, and organized new projects to replace the phased-out ones. The loans to enterprises involved in the phasing out of production facilities continued to increase, and the risk of the new projects was effectively controlled.

Support Green Industries

In recent years, the Bank continued to regard the green economy as the main supporting area, implementing the sustainable development model of financial services for the green industries by allocating and allocating credit resources to support the optimization of economic structure, energy saving and environmental protection, and reduce energy consumption, which helped to implement the sustainable development model for financial services.
Case: Integrated treatment of urban household refuse

A Shanghai-based resource utilization firm runs an integrated urban household refuse treatment plant. In 2005, the project was identified by NDRC as the sole demonstration project of urban household refuse treatment in China. After its expansion in 2013, it utilized the modern waste incineration technology and the advanced equipment to make the plant became the largest local household refuse treatment plant and brought remarkable social and economic benefits. During the reporting period, the Bank granted RMB220 million to the project for its early phase, and coordinated external syndicates to grant another RMB310 million (the Bank took a share of RMB140 million) to support the project.

Case: Leading Chinese enterprises in circular economy and low-carbon manufacturing

A Shanghai-based new technology corporation is dedicated to recycle “urban mines” such as electrical wastes, used battery, abandoned cars and rare metal wastes as well as technical innovation and industrialization of recycled products. The Bank actively supported circular economy and provided the company with customized financial services such as project loan, trade finance, asset-based loan, cash management and interest hedging etc. As at the end of the reporting year, the company kept a financing balance of RMB1.04 billion with Shanghai Branch, making it rise from a small material collector to a leader in the area of circular economy and low-carbon manufacturing.

Case: Ecological restoration of Erhai Lakeside Belt

Erhai Lake is located in Dali city of Yunnan Province, it is the second largest lake in the province. The ecological improvement project of Erhai has realistic and profound social benefits for the ecological conservation of the lake, and will facilitate the tourism and leisure culture of Dali. During the reporting period, the Bank, in consideration of the project cycle, granted RMB150 million loan, which drove local economic and social development.

Case: Wind power project

The Xingjian Wind Plant in Shandong Province, after completion, will provide 90 million KWh annually. Compared with coal-fired power plans of equivalent size, it saves 35 thousand tons of standard coal, reduces 96 thousand tons of greenhouse gas CO2, and reduces another 357 tons of SO2, 835 tons of NOx, and 7.6 tons of dust. This not only promotes local environmental protection, mitigating air pollution, saving energy and bringing remarkable environmental and social benefits. As at the end of the reporting period, Shandong Branch had granted RMB250 million.
Green Charity Campaigns

Case: the Earth Hour Campaign

During the reporting period, Liaoning Branch in collaboration with Sina.com launched the "2014 Earth Hour: Lights off for Shenyang" campaign. Publicity materials were distributed through various channels to promote the green services such as e-banking, telephone banking, and mobile banking of the Bank and advocate the green development concept.

Case: March 12 Arbor Day Initiative—Green Earth, Say No to Haze

Heping Branch launched the Arbor Day campaign themed "Green Earth, Say No to Haze", advocating contributions made by every son of the Earth. This activity included planting trees and greening, sky blue and water clean.

Promoting Green Services

As at the end of the reporting period, the transaction volume of e-banking exceeded RMB 300 trillion.

Compared to previous year, the number of e-banking transactions accounted for 86.0% of the total number of transactions, representing an increase of 5.8% over last year.

The number of mobile banking customers increased by 33.6% and the transaction volume of mobile banking increased by 60.2% over last year.

The number of ICBC "e-Payment" customers was 5.2 times compared to the date of last year.

ICBC Shenyang Smart Bank

Beijing Xidan Smart Bank was designed to follow the principle of "innovative experience, service transformation, information sharing and effective execution". It is equipped with leading smart banking devices such as smart terminal, product inner, foreign currency exchange machine, cash machine, and large-screen payment collection machine for corporate customers. The smart self-service covers more than 40 services such as account opening, chip card management, and micro-payment for small and medium enterprises. We provide prompt and effective financial services.

ICBC Beijing Xidan Smart Bank

Internet finance experience activity organized by Shenyang Branch

Shenyang Branch in the China-UK Smart City Technology and Application Innovation Project
Special Report: Actively Build the Access to Mobile Internet via Mobile Banking

To adapt to the thriving development of internet finance, the Bank attached great importance to the innovation of internet finance products. As a result, three internet finance platforms, i.e. the B2C platform e-pow, the instant messaging platform eConnect and the direct banking platform "iBank" were put into operation; the "ICBC E-investment" trading terminal was developed; and the ICBC E-payment was perfected to build the access to internet banking services via mobile banking and improve the internet financial service system.

E-pow

During the reporting period, e-pow B2C, R2B and purchase platforms were successfully put into operation. In addition, the ICBC R2B mobile terminal was applied, making e-pow the first mobile e-commerce platform of the banking industry. The e-pow platform launched the operation center, customer service center and shopping center functions, bringing the business model of commodity trade market, supply chain and financial products & services. The purchase platform was put into operation and the "ICBC Group Purchase Zone" was launched along with the supplier, user and operation management mechanisms.

eConnect Instant Messaging Platform

As a mobile financial information service platform independently developed by the Bank, eConnect is the first of its kind presented by a large commercial bank in China. eConnect creates communities between the customers and customer managers, online customer service and internet/PC systems through the mobile terminal, customer service center and service management platform, so as to provide customers with smart services in the form of voice, letter, image and video. It gives shape to the internet finance experience, information service, financial service and e-commerce service.

ICBC E-payment

In response to the increasing demands for mobile payment brought by smart mobile phones and the rapid development of mobile internet, the Bank accelerated the optimization of the registration and use of ICBC e-payment platform pursuant to the principle of "safe large-amount payment and prompt small-amount payment", making it a user-friendly tool of prompt small-amount payment.

ICBC e-payment satisfies customers’ demands for fast, safe and general-purpose payments. With an ICBC bank card and a mobile phone, customers enjoy an easy flow through ICBC online banking, mobile banking, telephone banking and self-service terminal, and make payments by following the instructions, entering the required bank and phone number, the last six digits of the account number and the received verification code.

ICBC e-payment has three main characteristics as below:

1. Fast
   Thanks to the Bank’s strong technical strength, ICBC e-payment supports thousands of transactions per second and allows customers to use "Regional Branches".

2. Safe
   Compared with third-party fast payment, ICBC e-payment is safer because the customer’s information is registered and stored in the bank’s terminal that effectively secures the customer’s information and funds.

3. General-purpose
   After registering ICBC e-payment, the customer may easily make payments in all websites without having to apply for payment account respectively.

ICBC E-investment Trading Terminal

ICBC e-investment trading terminal is an open trade service platform integrating business trends, information, trade and services. Consisting of eight information modules such as foreign exchange, precious metal futures and bonds, the terminal helps customers with its strong business trend analysis function and frequent business trend updates to timely seize investment opportunities. It also safeguards customers’ accounts in an all-round manner with security measures such as “reserved information verification” and “screen locks” in 300 seconds.

Environmental-friendly public marketing campaigns

Between April and December 2014, the Bank launched a large campaign themed “Finance & Home: My Environment Contribution”. Customers would gain the "Emission Reduction" bonus by making specific transactions through the e-banking channel. With the bonus, they could regularly log in the campaign website to win gifts and the title of "Top Environment Contributor" at the year-end. During the campaign, the number of the designated transaction items (transactions, remittances, fund transfers, management, foreign exchange, precious metal and ICBC e-payment) increased by 52.3%, and the accumulated number of users jumped by 38.7%. According to this, the customers helped to reduce about more than 600,000 tons of carbon emission during the campaign, in other words, they have "planted" 48.75 million trees.

*This is estimated as per the 2011 China E-banking Survey Report released by CCFI.*
Advocating Green Operation

Promote paperless office

The Bank increased IT investments to speed up construction of IT-based office and established the bank-wide IT-based office platform. It also made continuous efforts to develop a shared document management system, such as the new business document management system, the administrative management system, the external affairs management system, the meeting management system, the confidential business system, the attendance management system, the group contact list, the office supplies management system, the access card management system, the financial reimbursement approval system and the complaint management system. After pilot operation, the sub-systems have been applied and generally covered all aspects of office management, which facilitated paperless office, energy saving and emission reduction. According to uncompleted statistics, this helped the Bank save 104.26 million pieces of paper each year.

Advocate energy saving

The Bank advocated “everyday contributions” to create a nice atmosphere for energy saving and higher output efficiency. The Bank required its employees to strictly obey the rules on energy savings. The air conditioning system shall be shut off between 18:00 and 7:00 and in holidays writes in special circumstances. The office facilities shall be shut off if not in use for a long time after work in order to save energy from standby facilities. Lights shall be turned off before the office is emptied and the natural light shall be made good use of. The Bank also launched such campaigns as “Empty Office” and “Earth Hour” to encourage its employees to save water and electricity and raise their environmental awareness. According to uncompleted statistics, the Head Office of the Bank saved about 10,000 tons of water and about 2 million kilo-liters of electricity in the year.

Innovative emission reduction approaches

The Bank actively promoted the “Green Lighting” program. After careful checking all the business centers and office premises, the lighting faciilities not satisfying the “Green Lighting” requirement have been replaced by energy-saving lamps, which is also applied to the newly-built and renovated outlets.

The Bank strictly controlled the right view lighting in business premises and office buildings, which were lighted on alternate floors only in case of festivals and major foreign-related occasions. It also reduced the corridor lamps and lowered the illumination intensity on stairways and passages of the office buildings.

Water supply pipes were renovated for installing a new water-saving valve. The water supply was put in the boiler rooms to collect water left in bottles for cleaning purpose. Waste water was filtered and reused in the cooling tower of the central air conditioning system.

Case: Green office campaign

During the reporting period, Shenzhen Branch of the Bank, in consideration of the severe air pollution and the local public bicycle services, encouraged its employees to “get out of cars and walk or ride to work”, so as to “make our home greater, smoother, healthier and happier.” It also encouraged the employees to actively involve in the green office campaign to “save water, electricity, paper, gasoline and make fewer phone calls”, and make their own contributions to a better society and better environment.

Case: Innovation of power-efficient technology

To cope with the increasing power consumption, the Data Center (Beijing) of the Bank, on the basis of power consumption of the servers, applied the New BPMR-Based Power Consumption Monitoring and Energy Saving Measures to 480 servers, which helped to save 335,000 kWh of power in a year. It introduced the Study and Application of Improvement of Precise AC Maintenance and Energysaving Technology in Computer Room, which helped to save 35,000 kWh electricity through testing down the cooling temperature of AC system, adjusted the humidifying parameters of air conditions of server rooms to improve the air comfort for equipment and the humidifying system. It also organized the Study and Application of the Energysaving Technology for the LED Illumination System of the Data Center, which helped to save 335,000 kWh electricity by replacing 1,678 non-energy-efficient LED lamps.
Adhering to Compliant Operation, Reinforcing Integrity Building

- Protecting Customers' Rights and Interests
- Enhancing Internal Control and Compliance Management
- Co-constructing Healthy Financial Ecology
Protecting Customers’ Rights and Interests

During the reporting period, the Bank made active efforts to build a long-lasting and normalized mechanism to protect customers’ rights and interests in terms of financial knowledge publicity, service pricing management and customer complaint coordination.

Financial knowledge publicity

During the reporting period, the Bank made continuous efforts to publicize financial knowledge. It launched various campaigns, such as the “March 15 Theme Education: Popularizing Financial Knowledge”, “Household Financial Knowledge” and “Financial Knowledge Month”, to help customers understand more financial knowledge, their risk tolerance and financial products and form correct investment philosophy.

The Bank organized more than 66,000 publicity activities, involving over 16,000 employees and over 480,000 people. It released nearly 25 million brochures, reported over 10,000 media reports, and nearly 44 million customers participated.

Service pricing management

During the reporting period, the Bank issued the new version of service price list where fees were reduced or exempted as possible. Measures such as standardization and monitoring, internal review and risk management were taken for the implementation of the new price list and complaint charging of product and service fees. In addition, the Bank studied the hot issues concerned by the customers to protect their rights and interests and improve relevant products and services.

Coordination in customer complaints

The Bank paid high attention to customer complaints and suggestions, constantly improved the efficiency of complaint acceptance and settlement and adopted complaint daily monitoring, weekly analysis and monthly report mechanism. It paid special attention to the monitoring and problem rectification of institutions with overdue complaint settlement, escalated complaints and frequent complaints, and established the whole-process mechanism for complaints analysis. During the reporting period, the Bank accepted 813 complaints, a year-on-year decrease of 72%. Twenty-five thousand complaints were resolved. The settlement duration was shortened from the average 64 days last year to average 47 days and the satisfaction rate of customers was rising.

Enhancing Internal Control and Compliance Management

Integrity and compliance culture is the foundation of the Bank’s previous achievements and future performance. The Bank adhered to legal compliance and enhanced internal regulation to practically protect customers’ lawful rights and interests.

Internal control and self-regulation

Established such long-lasting system management mechanisms as system for dynamic maintenance, simultaneous update of systems and process and system problem assessment and rectification.

Adhering to “strict bank governance” and “process control”.

Besides, the Bank created the internal control monitoring and analysis system coordinating and supplementing with the risk monitoring of operation and credit business lines.

In addition, it improved the internal-external regulatory information sharing mechanism, so as to further upgrade the effectiveness of internal control.
Legal compliance

During the reporting period, the Bank followed relevant laws, regulations and standards, and made careful compliance management to prevent compliance risks. It organized the 4-month special rectification of cases and risk events in major fields targeting at violations concerning pledged loan, discounted bills, forward L/C, factoring, wealth management, credit card and online banking, as well as employee violations concerning illegal lending, money-laundering, and unauthorized sales of wealth management products.

Case

During the reporting period, the Bank published the Compliance Highlights of Commercial Banks (CNBB) which interprets the 187 regulatory rules promulgated in 2013, adds 65 new compliance risk points, revises 20 compliance risk points, excludes 5 insurable risk points, and releases 15 comprehensive compliance study reports. It is the only compliance management reference book in China that comprehensively reveals regulatory regulations of commercial banks. It outlines the overall regulatory framework of commercial banks, and outlines the overall regulatory framework of Chinese commercial banks, and outlines the overall regulatory framework of commercial banks, and outlines the overall regulatory framework of commercial banks.

Integrity

The Bank launched education programs in such new forms of thematic lectures, knowledge contests and visit to education bases, to build up employees' awareness of integrity. It carried out quantitative assessment on the integrity and case prevention accountability system and the result is included as part of the performance-based remuneration assessment. It also enhanced comprehensive education focusing on frequently violated issues such as unlawful lending, damage to employees' rights and interests, and violation of integrity, self-regulation rules and personnel disciplines, and punished related persons, giving full play to its role in discipline enforcement and supervision.

Co-constructing Healthy Financial Ecology

Responsibility procurement

During the reporting period, the Bank established the suppliers' database. The database was applied to project procurement process to standardize bank-side procurement. When making centralized procurement, the Bank, adhering to the open, fair and impartial principle, specified the access criteria for suppliers and projects, requiring that the suppliers should be lawful and honest, and possess ISO9001, CCC, and other certificates required by the state administrative authorities. It also adopted the list of unfavorable suppliers to prevent them from involving in the Bank's centralized procurement projects. In addition, the Bank's discipline enforcement departments would review the centralized procurement projects and make field inspection on the key processes of major projects. During the reporting period, 488 centralized procurement projects totaling RMB2.2 billion were subject to on-site supervision. At the end of the reporting period, a total of 126 unfavorable suppliers, including 11 new ones, were identified.

Anti-external fraud

During the reporting period, the Bank actively established and improved the social honesty reward and dishonesty punishment system, created a top-down police-bank collaboration network featuring internal-external coordination, collected 10 million pieces of information about external fraud risks, made full use of the independently developed external fraud risk information system in preventing infringement of customers' funds.

Case

The Bank actively participated in the establishment of the social honesty record and dishonesty punishment system. As the first of the financial industry to respond to the dishonesty “blacklist” system established by the Supreme People's Court, the Bank at the first time included information on dishonest individuals (enterprises) into the external fraud risk information system. Commencing with its operation management and risk control officers, the Bank examined and rescued 18,000 dishonest individuals (enterprises) from applying for financial transactions, involving RMB100 billion, effectively punishing dishonest behaviors.
During the reporting period, the bank made consistent efforts to enhance its information safety, further improved the information safety management framework and technical structure, refined the safety protection measures for e-banking, e-commerce platform and other customer service systems, and activated the information leakage prevention function of the customer-end management system to enhance the bank's information safety system. At the same time, it completed the cryptographic renovation of application systems related to financial IC cards and mobile payment to improve the independent and controllable information protection and safeguard customers' information.

### Case

To cope with the increasing external fake websites and applications and protect customers' information, the Data Center (Beijing) developed the comprehensive system to prevent and actively intercept fake websites and realized automatic data collection and analysis. Risks could be detected within one hour, much faster than the previous one day. Meanwhile, the bank, in collaboration with National Computer Network Emergency Response Technical Team Coordination Center of China (CNCERT/CC) and other governmental organs, blocked fake websites and made interception response at customer end within 48 hours. During the reporting period, a total of 7,664 fake websites were detected, effectively protecting customers' information.

### Anti-money laundering

During the reporting period, the bank established and improved the normalized monitoring mechanism and control system for anti-terror financing risk, developed the terrorist financing transaction monitoring model and set up a risk-conscious screening of terrorist financing transactions to support judicial authorities and anti-terror actions. Through enhanced monitoring, manual analysis and risk control, the number of suspicious transactions identified and entered into judicial procedures was more than twice of the number in 2013. The bank's innovative AML supervision and assessment of overseas institutions to enhance the Group's AML and anti-terror financing abilities, it launched various AML publicity campaigns to create a sound social environment and raise the public awareness of AML and anti-terror financing.

### Case

On March 1, 2013, a customer was robbed after visiting the business premises of Liyang sub-branch in Kunming of Yunnan Province. The suspect was successfully caught by the bank branch and transferred to the police.
Caring about Employees’ Growth, Building A Harmonious ICBC

- Employment and Compensation System
- Improving Career Development Paths
- Respecting and Caring about Employees
- Multicultural Work Environment
- Employee Supports
Employment and Compensation System

During the reporting period, the Bank actively built a hierarchical employment system that ensured management trainees, general positions and counter-based positions and provided 14,000 jobs through its on-campus recruitment program.

The on-campus recruitment by the Industrial and Commercial Bank of China

Improving Career Development Paths

Recruitment, position adjustment, compensation, treatment, career development, employment separation management and other activities of the Bank strictly complied with relevant national laws and regulations. The Bank treated employees equally without discrimination regardless of ethnic origin, gender, religious beliefs or cultural backgrounds and strived to create an environment where every employee could fully display his/her talents on a level platform.

Proportion of employees from minority ethnic group (%)
Selection and appointment

The Bank insisted on selecting and appointing bank leaders based on both ability and integrity, but with emphasis on integrity. It placed great importance on performance, public opinion and other relevant factors and strived to further improve the democratic recommendation and selection, performance evaluation and review and other mechanisms, thus establishing a leader selection and appointment system adaptable to market competition.

Performance management

The Bank implemented a performance management system encompassing the entire process and proactively promoted a performance-based culture with intense involvement of employees. It continued its efforts to improve performance planning, communication, evaluation and application processes and methods of the performance management system. A goal decomposition and determination mechanism based on goal management, and a staff performance evaluation system which attaches equal importance to performance and behavior of staff were built so that employees and the organization would grow together.

Training and exchange programs

With building an improved employee training and qualification certification system as the core to vigorously enhance professional competence of employees at each level and in each business line, the Bank has carried out projects such as “training for enhancing professional competence of vice presidents in charge of credit business in the 3-branched”, and “training on internet finance products”, which has offered strong talent support for the whole bank's reform and development.

The Bank has comprehensively advanced transformation, innovation and reform training projects, implemented the binary training pattern, namely, “learning + practice”, which has achieved good results in training for outlet personnel in charge. It has implemented the training evaluation and feedback mechanism, “training after training”, which has truly stimulated internal motivation of training. It has built a knowledge sharing platform to send the latest business and product information to front-line employees in real time, which has enhanced service quality and efficiency of basic-level outlets. It has completed the “ICBC University” web portal to explore ICBC mobile training, organized a series of reading activities themed “Reading by AIP”, and made efforts to offer diversified and multi-channel learning for employees.

The Bank also continued to promote an exchange system that allows the Head Office and branches, as well as domestic and foreign branches, to exchange employees. Training and exchange programs facilitated employee growth and allowed employees to develop comprehensive skills and raised their comprehensive value. Talent pools of professional specialists in small languages, information technology, financial markets, and other fields where there was a lack of talent in foreign branches were built, and personalized training programs were designed so as to accelerate the growth of relevant professionals through special training, short-term external assignments, short-term support and other approaches.

Case

On June 16, 2014, a wealth management workshop named after a high-performance employee of Shanghai Branch of the Bank officially opened for business. The wealth management workshop that named after him is a way to reward him for his work and will help instill a sense of responsibility and honor among employees and improve the quality of staff under the leadership of high-performance employees.

Case

New employees of Chongqing Branch of the Bank were required to take at least a round of job rotation to work as counter clerk, personal customer manager, corporate account manager and specialist within two years. A mentor was assigned to each new employee to train, guide and help them. Every branch and sub-branch kept a record of training information of new employees to keep track of their career development. New employees were evaluated once every six months and mentors would rate on new employees' study attitude, suitability for a position, work performance, comprehensive quality and other aspects and then give advice on their career development. After receiving an employee's wishes, motivations and qualifications, the mentor would design a career path that is most suitable for him/her based on the requirements of each position and adjust the path at different career development stages. Among the 360 young employees who started their employment with the Bank during 2006-2015, 147 employees have completed rotation of at least three posts, indicating the rotation rate of 40%.

Case

The selection of the fourth “ICBC’s Inspirational Employee Awards”. During the reporting period, 428 employees were nominated for the “ICBC’s Inspirational Employee Awards” based on the recommendations of the company, employees as well as professional recommendations covering all levels of positions and business lines of the company in domestic and abroad. Ten employees were selected as the winners of the “ICBC’s Inspirational Employee Awards”. 
Respecting and Caring about Employees

Promotion of democratic management

The Bank continued to improve the employee representative meeting, information disclosure, and other democratic management mechanisms. Policies and approaches relating to the vital interests of employees were passed through a democratic process in accordance with law, which required the Bank to solicit employees' opinions and suggestions and protect their right to know, participate, and supervise, so as to improve the democratic management level.

Case

The "Golden Ideas" automatic collection and processing platform developed by the data center (Diagram of the Bank) independently not only further improved the sense of achievement and stimulated employees' enthusiasm to work by encouraging employees to make reasonable suggestions, but also provided great ideas and a useful assistance for the optimization and improvement of performance, mechanisms, and processes of the center.

Occupational Health and Safety

The Bank attached great importance to employees' health and safety, it organized employee medical examinations regularly, and added new items to the medical examinations of female, elderly, and retired employees. It also proactively carried out construction work of the Employees' Home project and significantly improved the working environment of employees. The Bank took the needs of pregnant and breastfeeding female employees into account and built nurseries in a step-by-step manner. It created health knowledge columns and organized health lectures, exercise activities, hobby classes, recreational and sports activities and tours to promote a scientific lifestyle and help employees achieve and maintain work-life balance.

Case

In order to help employees' family members to understand and support their work and fulfill a sense of pride and belonging among employees, the Bank's data center (Beijing) organized relationship building activities for employees and their family members. Employee family members were invited to visit the data center and the workplace and got some understanding of the achievements of ICBC and the development history of the data center. The data center also prepared interesting interactive games. By participating in these activities, employees' family members gained a better understanding of employees' work environment, conditions and performance, as well as the people-oriented management concept adopted by the Bank.

Case

During childhood holidays, migrant workers in the Beijing service area face the dilemma whether to leave their children home or take them to work. To allay their anxiety, Hengshui Institute of Finance provided the Temporary Child Care Programme for the migrant children. In their spare time, young employees of the Institute gave lessons to these children and organized activities for them. In this way, the children have been taken care of well and enjoyed themselves in the summer vacation, while at the same time their parents' worries were eased so that they could focus on their work whole-heartedly.

Multicultural Work Environment

In the international development of the Bank, adhering to the "One ICBC" principle, it sought common ground while embracing differences. It introduced the concept of cultural management and cross-cultural management into some management training programs, and promoted employee exchange activities between Chinese and foreign branches so that Chinese and foreign employees can learn from each other and make progress together for the purpose of enhancing the interactive effects between cultural integration and business results. As at the end of the reporting period, the ratio of local employees of total number of the employees of the Bank's foreign branches accounted for 9.9%.

Employee Supports

During the reporting period, the Bank visited 118,999 retirees and did its best to help employees solve problems caused by layoffs, sickness, children's education and other factors in family. It donated more than RMS 80 million for relief efforts and visited about 34 thousand employees in need.
Devoting to Public Welfare, Giving Back to Society

- Disaster Relief
- Dedication to Poverty Alleviation
- Supporting Universal Education
- Caring about Vulnerable Groups
- Advocating Volunteer Programs
Disaster Relief

Supporting the disaster relief efforts in Ludian County

On August 3, 2014, a 6.5-magnitude earthquake hit Ludian County, Zhaotong City, Yunnan Province. After the earthquake, the Bank launched an emergency disaster relief plan to provide financial services and offered extra convenience to support disaster relief efforts by keeping online banking and mobile banking services available 24 hours a day for donations. It also set up a special branch to handle transactions of disaster relief funds and ensured efficient operation of the fund transfer and settlement system.

At the same time, the Bank sent staff to the disaster-stricken area to investigate how companies were affected by the earthquake and helped those companies restart business. It extended RMB1 billion in loans in a timely manner to support disaster relief and post-disaster reconstruction efforts in Ludian County. It mainly focused on meeting the credit needs of local infrastructure construction, micro, small and medium enterprises, agricultural production, and people affected by the disaster relief efforts of the Bank mainly focused on meeting the needs of affected areas for financial services in post-disaster reconstruction and helping affected businesses and people stand on their own as soon as possible. In August alone, the Bank offered RMB1.64 billion loans to 137 companies affected by the earthquake in Ludian County to help them resume business.

In addition, the Bank launched a donation campaign to raise RMB1 million to aid relief efforts in the earthquake hit area and on August 3, Yunnan Branch donated RMB 1,332,700 to help the affected people rebuild their homes.

Fight against typhoons

After Ramian, Haiyan and other typhoons, the Bank accumulated donations of nearly RMB3 million to support reconstruction efforts. Yunnan Branch of the Bank proactively organized disaster relief and donation activities and quickly built a volunteer team made up of young employees to organize, transport, and protect donated materials. The Bank also donated 450 sets of desks and chairs to the only primary school in Shaowu City, which was severely affected by the disaster, so it can create a good learning environment for children and ensure that the school could open in time.

Haiyan Branch of the Bank sent relief supplies to a primary school affected by Typhoon Haiyan.

The Bank donated 450 sets of desks and chairs to the local hope school.
Dedication to Poverty Alleviation

During the reporting period, to help Nangjiang County, Boejiang County, and Nangyan County in Sichuan Province achieve the goals of "snagging up poverty alleviation efforts, improving the ecological environment, enhancing growth ability and narrowing the gap between rich and poor on the basis of meeting the basic demands of food and clothing" as soon as possible, the Bank invested more than RMB 11 million in poverty alleviation efforts. It carried out a number of infrastructure construction projects in educational and health areas and stepped up financial support. It offered more than RMB 500 million in loans to support the economic development of the designated poverty alleviation regions.

1. The Bank invested RMB 6 million to build a new dormitory building for the Third Middle School of Nangjiang County, Central Primary School of Maozi Village, Wanyuan City, and the Sixth Primary School of Nangyan County, respectively. The construction of the buildings is expected to be completed in 2015 and more than 2,500 students will benefit from these buildings.

2. The Bank rewarded selfless contributions made by 200 outstanding teachers in rural areas with RMB 400,000 in prizes and donated RMB 5 million to support 330 students from low-income families with excellent academic performance and personal qualities to go to colleges. So far, it has supported more than 1,740 outstanding students from low-income families and rounded 1,190 outstanding teachers in rural areas. These actions of the Bank were widely praised by local people.

3. The Bank continued its efforts to promote "Safety of Mothers and Babies 120" campaign and donated RMB 1.2 million to help 2,900 high-risk, low-income pregnant women deliver healthy babies in hospital. So far, 7,500 low-income pregnant women have benefited from this program which significantly lowered maternal and infant mortality rates. Furthermore, it donated RMB 100,000 to build two health stations in Tanjiao Village and Maozi Village, Wanyuan City so as to improve the local health care level.

4. The Bank donated RMB 1.12 million to build 206 "Sunflower Book Corners" in local schools, trained 100 village principals and teachers, and recruited 120 substitute teachers, aiming to improve teaching conditions in rural primary schools, improve the ability of local teachers and expand extracurricular knowledge of rural students. It donated RMB 100,000 to design and customize supporting programs for 60 primary schools in villages that were severely poverty-stricken and to provide much-needed school supplies.

5. The Bank accumulated loans of RMB 900 million to support the local industrial development, agriculture, tourism, urban infrastructure, and highway construction projects. It successfully hosted the First ICBC Rural Supermarket Forum for Designated Poverty Alleviation Regions and as a result, 17 large enterprises invested in 10 large supermarkets in Sichuan Province. After the bank launched the e-commerce platform, it helped local businesses in poverty-stricken regions to register famous local specialty products under united brands such as "Baihan Fly" and "Baihan Baihu Agricultural Products," which were sold online. These actions of the Bank supported the development of micro and small local businesses and increased farmers' income.
Supporting Universal Education

Fifth consecutive year organising “ICBC Cup” national competition in innovative design of banking products by college students

During the reporting period, the Bank organized the Fifth “ICBC Cup” national competition in innovative design of banking products by college students. This competition added experience activities at the ICBC E-commerce platform to enhance customer experience by giving out gifts for trying out the platform, making payment and giving advice and comments. The competition was centered on the theme of "China ICBC Banking Products". The competition aimed to encourage students to participate in experience activities and encouraged students to put theory to practice. Its efforts to adapt to the internet era, the Bank promoted the competition through horizontally interconnected network of multiple terminals of college students and media platforms. Various interactive platforms and e-groups for the campaigns, including WeChat, APP, website and campus network, and facilitated interaction between college students by encouraging college students to publish experiences and videos and participate in other forms of interactions.

Youth Volunteer Program

ICBC AXA, a subsidiary of the Bank, and Shanghai Primary School, a school for children of migrant workers in Shanghai, matched volunteer one-to-one with children in personal safety education programs. Students and volunteers also visited Shanghai Fire Museum to learn the safety knowledge and self-saving skills firsthand. Through these interesting activities, children can feel the warmth of the community while learning safety knowledge.

Little Volunteers, Big Actions

As a member of the Hong Kong Association of Banks (HKAB), ICBC (Asia) organized its employees to participate in a series of public service campaigns incited by HKAB, including the “Little Volunteers, Big Actions”, “3R Education Programme for Elderly”, “Financial Education Workshop”, “Junior Banker Induction”, which presented the positive social responsibility culture of “going back to society”.

The Bank organized the second customer self-service business competition

During the reporting period, Anhui Branch of the Bank organized the second “ICBC Cup” customer self-service business competition. The 7-month program consisted of multiple competition items, including self-service equipment operation by the elderly, personal Internet banking, mobile banking and shopping at the ICBC F-shopping mall, which attracted 218,000 participants ranging from 15.7 years old. This program not only improved customers’ ability in self-service banking business but also increased the risk awareness and financial knowledge of the public.

The Bank launched the Youth Employment and Entrepreneurship Training Program

On July 3, 2014, Fujian Branch of the Bank initiated an activity themed “Job Search for a Bright Future” and launched the Youth Employment and Entrepreneurship Training Program, encouraging outstanding college students to take on internships with the Bank, providing them with opportunities to accumulate work experience, raising awareness of the importance of the financial profession, and improving their skills in relation to finding a job and starting a business.
Caring about Vulnerable Groups

Small wishes delivery great warmth

On July 6, Zhijiang Branch of the Bank, Zhejiang Huimin Primary School (the campus of Sanya Primary School near a farm) and Zhijiang Campus of Jiexiang People’s Primary School jointly held a donation ceremony of the “Small Wishes, Happy Summer Vacation” program to deliver gifts to students of the two primary schools personally and help them realize small wishes.

Zhejiang Branch of the Bank donated water dispensers to each school to help Luoyi Zhang, a student at Huimin Primary School, fulfill his wish of “drinking clear cold water.”

Zhejiang Branch of the Bank bought a birthday cake for Li Qin, a student at Huimin Primary School, to celebrate her 10th birthday and help her realize her wish of “celebrating her birthday with her Mom and Dad.”

Zhejiang Branch of the Bank donated 300 books to each school to help students of Zhejiang Campus of Jiexiang People’s Primary School realize their wish of “having an extracurricular book.”

Zhejiang Branch of the Bank launched an “on-the-spot” supporting program with Jiexiang Xueyuan Road Primary School and Huimin Primary School to help students gain confidence.

Pursuit of Dreams - Schoolbag Donation Program for the Blind

During the reporting period, Shandong Branch of the Bank launched the Pursuit of Dreams - Schoolbag Donation Program for the Blind and donated schoolbags, which contained reading machines, watches, tablets, stationary, reading materials, walking aids and other necessary study and living supplies designed for the blind, to 102 blind students from families that were severely poverty stricken so as to help them build self-confidence.

“Lifeline Express” Project

During the reporting period, ICBC has donated 812.3 million yuan to Chinese Foundation for Lifeline Express, and funded hospital trains to go to Jilin City, Jilin Province, where a total of 1,532 patients were cured, five of which had been taken eye operations. Among them, the youngest patient is 16 years old, and the oldest is 87. The number of those over 70 years old totaled 186. Up till now, ICBC has donated a total of 120,000 million yuan for medical treatment of cataracts, and over 50,000 poor patients have been cured. All these actions have improved our corporate image in fulfilling our social responsibility.

“Little Yellow Duck” Charity Sale

During the reporting period, Fujian Branch of the Bank cooperated with Fujian Women’s Development Foundation and Fujian Qian Inland News to carry out “Little Yellow Duck” Charity Sale. Fujian provincial television and other television platforms set yellow ducks on the official e-commerce platform and the revenue generated from the sale was used to help children with autism.

Experience Darkness, Spreading Warmth

During the reporting period, ICBC, the Central Finance and Work Coordination and other entities launched the “One-Minute Darkness” program, in which volunteers were blindfolded for one minute to foster awareness, understanding, and respect of vulnerable groups so that they can help the disabled in a better way in the future.

The program received positive response from young employees of the Bank, as well as celebrities, Liang Ling (famous dancer), Hai Xia (famous anchor for China Central Television), Yang Gong (famous singer), Ming Zihan (sports star) and other celebrities participated in the program. Many people uploaded videos on Weibo, WeChat and other social media platforms and posted on the Weibo platform to inspire others. According to incomplete statistics, as of the end of the reporting period, there were 550,000 users, with more than 300,000 watching the Weibo video clips.

The report entitled “The Darkness Challenge - Care for the Disabled and Spread the Positive Energy” published on Xinhua News Network, a network owned by Xinhua News Agency with readers in more than 70 countries and regions around the world, was reposted by dozens of mainstream websites.
Advocating Volunteer Programs

Sunshine Volunteer Program for the Disabled

To celebrate the International Day of the Disabled, the Bank launched Young Financial Professionals in Action - Sunshine Volunteer Program for the Disabled in Beijing. This volunteer program focused on helping people with disabilities benefit from financial services, aiming to encourage young financial volunteers to provide well-thought services to clients with disabilities. The program required the bank to develop warm service standards, set up special counters, build a youth volunteer team, and provide warm services to people with disabilities so that they can benefit from banking services and spread the “positive energy.”

Supporting Xinjiang Summer Camp

From August 21 to August 31, the Bank held “Supporting Xinjiang Summer Camp 2014” in Shanghai and 10 teachers and students from primary and middle schools in 12 counties of Kashgar attended the summer camp. The teachers and students from Kashgar visited natural and cultural attractions in the company of volunteers from the Bank. Furthermore, the volunteers of the Bank also carefully organized a small financial lecture to foster understanding of financial knowledge among these teachers and students. In addition, they enhanced cultural exchanges between teenagers of different ethnic groups and effectively promoted ethnic solidarity.

ICBC Volunteer Program for Children with Autism

From May 21 to May 29, the Head Office of the Bank held the ICBC Volunteer Program for Children with Autism, including charity sales and donation activities. The program covered various charity sales activities including online auction and charity sales and auction and raised RMB1.69 million in one week. After the charity sales, volunteers visited Beijing Youth Center for Children with Autism and donated the proceeds from the sale to the West Charity Fund sponsored by the Bank and the center to support the families of children with autism in rehabilitation and celebrated Children’s Day with the kids at the center.

“Dream Building” Program

The data center (Beijing) of the Bank and Qingheqian School for Children of Migrant Workers in Shunyi District, Beijing, jointly carried out a program focusing on social responsibility. The program combined the rotating system and the project-based mechanism for volunteer activities and promoted the establishment of a long-term volunteer service system. During the reporting period, volunteers of the Bank launched “Beijing Kid to the Campus,” “Qingheqian Class” and “Warm Water Children” programs and donated electric fans and clothes to schools and offered grants to students from low-income families. On weekends, volunteers organized singing classes, basic financial classes, table tennis classes, and other activities for students after school. These programs not only solved some problems for schools and students but also expanded students' horizons.

Support Legal Aid Services

During the reporting period, ICBC, in addition to the accumulative donation of RMB2.6 million for three consecutive years, has donated RMB1.6 million to the China Legal Aid Foundation to sponsor its organization of the “4+7 Volunteer Legal Aid Campaign.” Thanks to the campaign, in recent years, a large number of volunteer lawyers and college students have been sent to more than 300 counties which had no or few lawyers (autonomous regions) including Tibet, Xinjiang, Qinghai, and Inner Mongolia. These volunteers helped those in need to handle cases and solve disputes. Through law publicity and teaching law by discusing cases, they guided local people to study law by and write letters and to express their interests through legal means.

Kapok Program

In June 2012, the Bank established the Volunteer Association of the ICPC Software Development Center and launched a branded volunteer program - Kapok Program. It completed the construction of a social responsibility management system and established a long-term public welfare mechanism. Currently, this association is made up of five branches and has 1,190 registered volunteers. It has organized 60 volunteer activities with more than 2,000 participants, including Kapok Student Aid, Kapok Little Acts of Kindness, Kapok Caring for Children of Migrant Workers, Kapok Clothing Donation, Kapok Green Activities, and other charity activities. These activities provided opportunities for employees to help vulnerable groups through various methods and offered a platform for stakeholders to actively participate.
Outlook

The year 2015 is the last year to achieve all the targets of the twelfth five-year plan, as well as a key year for promoting reform and the rule of law on all fronts. In terms of global economic outlook, the growth of developed economies will continue to diverge, adding pressure on emerging economies. China is well placed for a new economic development framework and moving forward with a series of reforms, including transforming the economic development mode and optimizing the economic structure, as its economic growth is slowing down. After going through a period of rapid growth, China's banking industry is facing new challenges as the role of finance further opens up in the banking sector, and market-based interest rate and exchange rate reforms. There's still a long way to go for China's banking industry to further support the real economy.

Looking into 2016, the Bank will promptly adapt to the new external economic normal. Further, the play role in serving economy with financial services promotes the transformation and upgrading of economic structure and continues to set up support for the strategic emerging industries, new business, business-related sectors, low-income housing projects and personal finance. Introduce innovative service models, optimize process management and improve service quality and efficiency to meet the diverse financial services needs of the public. Promote green finance and low-carbon operation. Care for employees, enhance integrity building and take the initiative to give back to society. In the new year, the Bank will place more emphasis on recognition of social values, operate with a corporate social responsibility perspective and truly go back to society, pay more attention to the demands and the participation of all stakeholders, commit to promoting social harmony and mutual trust between different social layers and create a better future for the society, shareholders, customers and stakeholders.

Value Creator

Strengthen financial services that support the real economy, emerging industries, environmental industries, modern manufacturing sector, modern services sector, cultural industries and personal finance and inclusive finance.

Increase financial support for small and micro enterprises, agriculture, countryside and farmers, ethnic minorities and other regions.

Move forward with the internationalization and integration strategy and support Chinese enterprises to go global by providing a full range of financial services.

Improve customer satisfaction and continuously improve customer experience satisfaction.

Promote "green finance" and increase efforts to offer financial services in the field of green economy, environmental protection and energy conservation.

Green Bank

Increase the availability of ATMs and other self-service machines, promote the construction of e-commerce channels, continue to develop e-commerce platforms, and speed up the promotion of online banking, mobile banking, internet banking, and other mobile and electronic channels.

Advertise green procurement, green consumption and green public services, reduce carbon consumption per capita promptly.

Creditworthy Bank

Maintain the internal control and compliance management and prevent and control the risk of corruption, improve risk monitoring and assessment systems, and ensure that we build a reliable system.

Harmonious Bank

Optimize working environment, strengthen psychological counseling, continue to implement workplace programs to keep employees healthy and physically and mentally healthy, and strengthen communication channels through which employees can participate in business operations and cooperate culture of the Bank.

Charity Bank

Carry out various charitable activities and promote volunteer programs throughout the group.

Independent Limited Assurance Report

To the Board of Directors of Industrial and Commercial Bank of China Limited

We were engaged by the Board of Directors of Industrial and Commercial Bank of China Limited ("ICBC") to provide limited assurance on the 2014 Social Responsibility Report of ICBC for the year ended 31 December 2014 (the "SR Report").

Region in Which the Board of Directors

The Board of Directors of ICBC is solely responsible for the presentation and preparation of the 2014 SR report, including the information and opinions contained therein, in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (GRI), the Stock Exchange of Hong Kong (SEHK) Guidelines for Environmental, Social and Governance Reporting, and our listed recommendation of the following guidelines issued by the Shenzhen Stock Exchange:

Motivations Strengthening Listed Company's Understanding of Social Responsibilities and Guidelines on Environmental Information Disclosure by Companies Listed on the Shanghai Stock Exchange

Ensuring that the environmental information disclosed by a company listed on the Shanghai Stock Exchange is not false or misleading.

Preparation and review of internal control report and social responsibility report with respect to the environmental information (referred to herein as the "GRI Guidelines").

The Board of Directors is also responsible for determining ICBC's objectives in respect of social responsibility performance and reporting, including identification of stakeholders and material issues that are relevant to these stakeholders for establishing and maintaining appropriate performance management and internal control framework from which the reported performance information is derived and for maintaining accurate records.

Responsibilities of KPMG

Our responsibility is to carry out a limited assurance engagement and express a conclusion based on the work performed. We conducted our work in accordance with International Standards on Assurance Engagements 1000: Assurance Engagements other than Audits or Reviews of Financial Information, issued by the International Auditing and Assurance Standards Board.

Our conclusion is that the SR Report is prepared in accordance with the requirements set forth in the guidelines referred to above to determine whether all the material information contained in the SR Report has been properly presented and the financial statements are free from material misstatement.

Conclusions

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the SR Report of ICBC for the year ended 31 December 2014 is not prepared in conformity with all material respects, in accordance with the GRI Sustainability Reporting Guidelines (GRI), the disclosures recommended by the USEC Guidelines and GRI's Guidelines.

KPMG Huazhen Special General Partnership
Beijing 26 March 2015
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Ten UNGC Principles

1. **Human rights**: The Bank is committed to supporting and respecting the protection of internationally proclaimed human rights. The Bank has taken steps to ensure that its operations and investments do not violate human rights, and that employees and contractors are afforded the protection of human rights as protected by law.

2. **Non-discrimination**: The Bank is committed to ensuring that all employees are treated equally and fairly, without discrimination based on race, gender, religion, age, or any other characteristic.

3. **Freedom of association and the effective recognition of the rights to collective bargaining**: The Bank is committed to recognizing and protecting the rights of employees to form and join trade unions.

4. **The elimination of all forms of forced and compulsory labor**: The Bank is committed to ensuring that all forms of forced and compulsory labor are eliminated, including child labor, forced labor, and other forms of exploitation.

5. **The effective abolition of child labor**: The Bank supports the eradication of child labor and is committed to ensuring that all employees are at least 18 years old.

6. **The elimination of discrimination in respect of employment and occupation**: The Bank is committed to ensuring that all employees are treated equally and without discrimination in employment and occupation.

7. **Businesses should support a precautionary approach to environmental challenges**: The Bank supports a precautionary approach to environmental challenges and is committed to minimizing its environmental impact.

8. **Businesses should contribute to the sustainable development of environmentally friendly technologies**: The Bank supports the development and spread of environmentally friendly technologies and is committed to minimizing its environmental impact.

9. **Businesses should work against corruption in all its forms, including extortion and bribery**: The Bank is committed to preventing and combating corruption in all its forms, including extortion and bribery.

10. **Businesses should support and enforce effective legal protection and enforcement for all businesses for which they are responsible, including environmentally friendly technologies**: The Bank is committed to ensuring that all businesses for which it is responsible are protected by effective legal protection and enforcement.
Feedback Form

Thank you for reading the 2014 Corporate Social Responsibility Report of Industrial and Commercial Bank of China Limited. ICBC has published Corporate Social Responsibility Reports for consecutive eight years. In order to better satisfy your need, provide more valuable information for you and the interested parties, improve our performance of corporate social responsibility and enhance our ability to fulfill our social responsibility, we sincerely hope that you would provide your valuable opinions and feedback regarding this report to us via the following means:

Fax: (8610) 66103822
E-mail: esr@icbc.com.cn
Address: No. 55 Fuwai Avenue, Xicheng District, Beijing, PRC
Corporate Strategy and Investor Relations Department of ICBC
Post code: 100190

1. What is your overall evaluation for the report?
- Very good □ Good □ General □ Poor □

2. What is your evaluation for ICBC's performance of its social responsibility on the economic level?
- Very good □ Good □ General □ Poor □

3. What is your evaluation for ICBC's performance of its social responsibility on the environmental level?
- Very good □ Good □ General □ Poor □

4. What is your evaluation for ICBC's performance of its social responsibility on the social level?
- Very good □ Good □ General □ Poor □

5. Do you think the report can truly represent the influence on economy, environment and society of the social responsibility practice of ICBC?
- Very good □ Good □ General □ Poor □

6. What do you think of the clarity, correctness and completeness of the information, data and statistics in the report?
- Very good □ Good □ General □ Poor □

7. Is this report reader-friendly from your perspective in terms of its contents, structure and formatting?
- Very good □ Good □ General □ Poor □

8. Which of the following stakeholders do you belong to?
- Government □ Regulator □ Shareholder and Investor □ Client □ Employee □ Supplier and Partner □ Community public □ Others □

9. What are your opinions and suggestions on corporate social responsibility of ICBC and this report?

Note: Please add “V” in the corresponding “□”.

Introduction

Scope of the Report
Organizational scope of the Report: This Report is primarily about Industrial and Commercial Bank of China Limited, covering the whole groups.

Some content exceeded this scope.
Reporting cycle: Annual.

Preparation Principle of the Report

Explanations for Report Data
Financial data of the report are from the 2014 financial statements prepared pursuant to International Financial Reporting Standards, which have been independently audited by Ernst & Young (Special General Partnership).