What the people expect is where responsibility lies. The year 2015 was the closing year of the 12th Five-Year Plan, and a year in which the Bank saw fruitful results of its reform. Facing the complex economic and financial situations as well as the requirements of transformation and growth, we focused our effort on laying a solid foundation of development and preventing and controlling risks, and ensured the stable quality of our assets. We stepped up our effort to foster energy for growth, and used credit resources in a strategic way to help improve the quality and efficiency of economic growth; we improved the customer experience on a sustained basis, and our online/offline interactive and synergic effort extended continually the service chain. We also devoted ourselves to improving urban civilization, assisting in ecological development, and promoting financial inclusion.

We held fast to the ethics of responsibility to foster new engines of economic growth. We strengthened corporate governance system building, stepped up research into risk trends under the New Normal, and ramped up the implementation of our business transformation strategy. We adapted proactively to the needs of the supply-side structural reform, and with an eye to putting right the distorted distribution of factors, gave major support to such fields as “Made in China 2025”, modern service industries, modern agriculture and new forms of consumption, continually creating new situations of development while pursuing a transition from old to new engines of growth. We strengthened our top-down approach to asset structure planning, kept close watch on the country’s “Four Major Sectors” and “Three Supporting Belts” strategies, gradually created a new pattern of business that features “laid management of corporate customers, business operation dedicated to small and micro businesses, retail business transition to lower levels, and direct online marketing”, and pushed ahead with our effort to improve management processes, business competence, and responsibility mechanisms. We also practiced a strategy of co-building and sharing for improving the people’s livelihood, and continued to top the Forbes world’s largest companies, the Fortune world’s largest commercial banks by gross revenue, and The Banker ranking of global top banks both by tier 1 capital and by assets.

We held fast to the bottom line of responsibility to build new homes of ecological civilization. We endeavored to translate environmental demands into a financial language by which to play the finance industry’s role in resource allocation, explore effective ways of connection between economic development and green finance, and step up our support to energy efficiency and emissions reduction projects, providing financing support and market energy for the development of an ecological economy. We gave full play to the crucial role of green finance innovation in promoting the transformation of the economic growth model, and by transforming Internet technology and such innovative practices as cross-sector integration and application into new modes and means for serving the real economy, promoted the facilitation of social services and business operations and boosted “Internet Plus” development in relative industries. With a deepened consensus about green low-carbon development, we also gradually improved our statistics and monitoring system as to energy efficiency, emissions reduction and carbon neutrality, a move we took to help form green ways of development and life and assist enterprises in achieving their business goals and sustainable development scientifically.

We held fast to the meaning of responsibility to open up new situations of interconnection. We announced the industry’s first Internet-based finance brand & upgrading strategy, and built an integrated Internet-based finance framework which comprises “Three Platforms and One Center” and covers financial services, e-commerce and social networks, letting Internet-based finance connect all sectors, benefit millions of households and serve both the national economy and the people’s livelihoods. Based on a financial consumer-dominated commercial logic, and by calling into play the advantage of physical channels in such aspects as customer guidance, knowledge dissemination and the protection of rights and interests, we stepped up the intelligent transformation of offline outlets, and pushed forward with building “a iBIC” business services tailored to all necessities of life, in our effort to create a “finance+commerce” eco-environment and offer financial services which are connected seamlessly with everyday lives of people. We also actively continued to develop a global integrated business management system, built a global trading service platform and formed a finance-based network that spans Asia, Europe and America, improving comprehensively our abilities in global financial service.

We held fast to our responsibility with a beginner’s mind to meet new expectations from all stakeholders. We actively promoted a culture of charity by building such charity brands as “ICBC Candelight program”, “ICBC student aid program” and “ICBC campus building efforts” with the intention of helping the vulnerable and disadvantaged groups, including elderly people, orphans, poor students, families with financial difficulties, and disaster-affected people. By vigorously promoting “Internet Plus Charity”, we boosted a shift in the charity cause towards national charity actions that highlight widespread interactive participation, letting charitable acts be easy to do. We kept practicing a new mode of charity which combines agricultural production and rural poverty alleviation in an organic way. We also paid attention to employee care, both physical and mental, and strengthened career design and capacity building for employees, building a stage for them to display their talents and striving to increase at the same pace the value of both the company and the employees.

The spring has come as the east wind is blowing. Facing the achievements, we are grateful to our customers, our employees and the society. Facing the road ahead, we have the courage to reform, to innovate, and to shoulder our responsibility. 2016 is the first year of the crucial stage of comprehensively building a moderately prosperous society in China, and also the year in which difficulties have to be overcome to push forward with the structural reform. Standing at a new historic starting point, we will continue to firmly establish the development concepts of innovation, coordination, green, openness and sharing, strive to take up more responsibility with a broader vision and a more open mind, and make unremitting efforts to make greater success. In fulfilling our social responsibility, we will listen to public voices, amass public intelligence and wisdom, and benefit people while pursuing sustainable development. We will use our new strengths and energies that we acquire in development to boost the Bank’s value creation, quality of service and the level of inclusiveness, writing a new chapter of assisting under the New Normal in raising the quality and returns of development and promoting industrial upgrading as well as harmonious social progress and development.
The Bank has always taken a global perspective and actively adapted to the domestic and international economic and financial landscapes. After more than 20 years of development, it has become a global bank with international competitiveness and brand influence, a key partner of Chinese enterprises “going global”, and an important force to promote RMB internationalization. It has become the first commercial bank in Asia that has been honored “Best Global Bank” by Euromoney. By the end of 2015, 404 institutions were established in 42 countries and regions, and the volume of overseas RMB settlement exceeded RMB100 trillion.


In 2015, against the backdrop of the complicated international economic situations, the slowdown of the Chinese economy and growing difficulties and challenges, ICBC, through risk prevention and control, and business transformation, has maintained steady operation performance, built up new images and gained new edges in the real economy, green finance and inclusive finance, and injected positive energy and new impetus into the real economy. In 2015, the Bank registered net profit of RMB277.7 billion, up 0.50%; ROE reached 17.10%, capital adequacy ratio reached 15.22%, and NPL ratio maintained at 1.50%. It has stayed in the front rank of domestic and foreign banks by main indicators, with social contribution per share of RMB2.48.

Focus on the real economy to improve its quality and efficiency. According to the new requirements of the supply-side reform and the real economy's quality and efficiency enhancement for financial services in New Normal environment, the Bank has consistently served the real economy and supported national key projects like the “four segments” and “three supporting belts” and also strategic emerging industries and new-type consumption sectors through the coordinated use of incremental and stock credits, credit and non-credit financing and diversified financial services. In 2015, the Bank granted new domestic loans of RMB8668.112 trillion, an increase of 9.1%, and extended re-lent loans of RMB81.88 trillion. Non-credit financing such as bond underwriting amounted to RMB136.1 trillion, of which the outstanding loans to strategic emerging industries reached RMB669.729 billion, an increase of 11.99%, and loans to small and micro-enterprises increased RMB161.76 billion, up 9.4%, all meeting the target of three “no low than”. The Bank has given active support to consumption expansion and upgrading. Personal financial assets pledged loans granted amount expanded fivefold; the outstanding loans to central and western regions increased by 10.02% to RMB839.409 billion, reflecting optimized regional structure.

Boost green finance, inclusive finance, integrity and humanistic care. Committed to becoming a leading green bank in the world, the Bank has established the green credit system, strengthened the service concept of green finance. In 2015, the bank refined the Green Credit Development Strategy of ICBC. The growth rate of loans supporting the green economy was 3.88 percentage points higher than that of overall corporate loans. The Bank further strengthened the consumer protection, clarified the corporate concept of integrity, issued the Opinions on Strengthening Integrity, constantly advanced the construction of the internal control and compliance system, and strengthened internal control monitoring and analysis through innovative measures such as compliance index and text mining. The Bank has boosted the development of inclusive finance, and actively participated in public undertakings such as targeted poverty alleviation and volunteer services to promote social equality and harmony. The Bank spent RMB85.75 million in programs for public good in the year. Upholding the “people-oriented” concept, the Bank has provided a comprehensive development platform for employees, who on average received 11.4 days of training, with the total training time reached 4.15 million man-time in the reporting period.

2016 marks the first year of the 13th Five-Year Plan period, and is also a key year for the Bank’s new three-year plan. We will stay committed to serving the real economy through financial services, open up new development space by following the five new concepts, improve our operations, and take on social responsibility to promote the harmony and balanced development of the
Chairman of the Board of Supervisors

Chairman of the Board of Supervisors: Qian Wenhui

About Us

Company Profile

Industrial and Commercial Bank of China was established on 1 January 1984. On 28 October 2005, the Bank was wholly restructured to a joint-stock limited company. On 27 October 2006, the Bank was successfully listed on both Shanghai Stock Exchange and The Stock Exchange of Hong Kong Limited (Stock Code: 601398.SS, 1398.HK).

Through its continuous endeavor and stable development, the Bank has developed into the top large listed bank in the world, possessing an excellent customer base, a diversified business structure, strong innovation capabilities and market competitiveness and providing comprehensive financial products and services to 5,320 thousand corporate customers and 496 million personal customers.

The Bank continued to promote reform and innovation and operation transformation. Assets and liabilities business kept stable profitability during the structural adjustment, retail banking, asset management and investment banking became important engines driving the profit growth, and the Internet-based finance with leading edge gave impetus to the fundamental transformation of operation and management mode and service mode. The pattern of internationalized and diversified operation was further improved, covering 42 countries and regions, and overseas operations and comprehensive subsidiaries of fund, insurance and leasing contributed more to the Bank’s profit-making.

The Bank consciously integrated the social responsibilities to its development strategy and operation and management activities, gaining wide social recognition in the aspects of supporting economic and social development, protecting environment and resources, participating in community services and promoting inclusive finance. In 2015, the Bank was named the “Best Emerging Markets Bank” by Euromoney, and ranked the 1st place among the Top 1,000 World Banks by The Banker and the Global 2,000 listed by the US magazine Forbes for the third consecutive year.
Corporate Culture

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

Our Value
Integrity Leads to Prosperity, Integrity, Loyalty, Prudence, Innovation and Excellence.

Our Vision
A Global Leading Bank with the Best Profitability, Performance and Prestige.

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 co-optimization responsibilities of the authority organ, decision-making organ, supervisory organ and executive organ. 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 Corporate Governance Excellence Awards, Listed Companies with Best Corporate Governance, Information Disclosure Award etc. by authoritative domestic and overseas institutions and news media including the Chamber of Hong Kong Listed Companies, Finansasia, Corporate Governance Asia and Shanghai Securities News.

The Bank holding a meeting of the Board of Directors.

The Bank holding a meeting of the Board of Supervisors.
During the reporting period, the Bank held 1 annual general meeting and 2 extraordinary general meetings, which reviewed and approved 24 proposals, and heard 3 reports. Each meeting was convened in compliance with relevant legal procedures which assured shareholders’ participation and exercise of rights. The Bank engaged lawyers to witness the general meetings and issue legal opinions. All the resolutions and announcements from the above general meetings have been posted to ICBC’s official website.

During the reporting period, the Bank held 8 meetings of the Board of Directors. As at the end of the reporting period, there were 16 directors, of whom 4 were executive directors, 6 were non-executive directors and 6 were independent non-executive directors. Independent non-executive directors accounted for over 1/3 of the total number of directors, 2 of whom were female. The Board of Directors has established 6 special committees, namely, the Strategy Committee, the Audit Committee, the Risk Management Committee, the Nomination Committee, the Compensation Committee and the Related Party Transactions Control Committee. With the exception of the Strategy Committee whose chairmanship was assumed by the Chairman of the Board of Directors, the chairmanship of all the other committees were assumed by independent directors.

During the reporting period, the Supervision Committee under the Board of Supervisors held 10 meetings, reviewed and approved 26 proposals and heard 38 work reports. As at the end of the reporting period, there were a total of 6 supervisors under the Board of Supervisors, out of whom 2 were shareholder supervisors, 2 were external supervisors and 2 were employee supervisors.

<table>
<thead>
<tr>
<th>Strengthening comprehensive risk management</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bank issued the Risk Management Plan for 2015-2017, proposing the goals and measures for risk management of the Bank in the coming three years and specifying division of responsibilities. The Bank promoted implementation of regulatory requirements for the Global Systemically Important Banks, effectively carried out the Group’s consolidated risk management, deepened the country risk management, enhanced the Group’s market risk management, standardized product control, reinforced risk management of the asset management business and promoted implementation of the advanced capital management approaches.</td>
</tr>
</tbody>
</table>

**Improving the consolidated management system**

The Bank strengthened risk management of non-banking subsidiaries, effectively carried out monitoring and reporting of consolidated risk, and actively pushed forward the application and improvement of the consolidated risk management system of the Group.

**Stepped up monitoring of country risk**

The Bank timely re-evaluated and adjusted the annual rating of sovereign/country risk, strengthened country risk limit management, and supported demands of business development.

**Continued to strengthen the implementation of advanced capital management approaches**

The Bank constantly redefined the internal risk measurement model, and improve the risk measurement system. It stepped up model monitoring, improved and updated data as well as IT system, strengthened capital allocation and refined the performance evaluation system, in a bid to constantly push forward implementation and application and enhance the risk management capability.

**Strengthened market risk management of the Group continuously**

The Bank improved the assessment technique and management & control approaches of market risk, and accelerated the overseas expansion of the market risk management system. It constantly strengthened control over financial market products, so as to ensure the sound development of the financial market business.

**Strengthened management over wealth management risk**

The Bank redefined the risk management system for asset management business. It also prudently evaluated and controlled innovative business risk, reinforced market risk limit control of wealth management business, and continuously enhanced the effectiveness of risk monitoring & control on wealth management business.

<table>
<thead>
<tr>
<th>Improving internal audit system</th>
</tr>
</thead>
<tbody>
<tr>
<td>In terms of internal audit, the Bank continued to improve the audit management mode, actively promoted the audit projects to be more elaborated, took information-based audit approaches and developed the professional audit team. It comprehensively strengthened the coordination function of external audit, and built a harmonious external regulation environment. In addition, the Bank continuously improved the internal audit system, promoted professional practice, carried out more exchanges with audit practitioners, and enhanced the expertise of auditors.</td>
</tr>
</tbody>
</table>

During the reporting period, the internal audit function of the Bank orderly carried out audit on credit business, financial benefit, asset management, internal control, information technology, consolidated management of the Group, capital management, duty performance of senior management members etc. with risk control as the orientation, service value-added creation as the target, reform and innovation as the engine and compliance as the center. The Bank achieved centralised coverage and effective monitoring of major risks, key links and important businesses in bank-wide operation and development.

<table>
<thead>
<tr>
<th>Social Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>During the reporting period, the Bank gained extensive social recognition by its good performance in social responsibility fulfillment and won such awards as “Best Social Responsibility Financial Institution Award”, “Asia’s Best CSR”, “Most Responsible Enterprise”, and “Excellent Corporate Citizen of 2015 in China”.</td>
</tr>
</tbody>
</table>

<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 Green Finance Award &amp; Social Responsibility Award of the Year: Excellent Charity Project</td>
</tr>
<tr>
<td>Global Compact Network China</td>
<td>Best Practice Award for Caring for Climate Change and Environment Protection</td>
</tr>
<tr>
<td>Corporate Governance Asia</td>
<td>Asia’s Best CSR</td>
</tr>
<tr>
<td>People’s Daily Online</td>
<td>10th Anniversary People’s Award for Corporate Social Responsibility – Leading Enterprises</td>
</tr>
<tr>
<td>Bimonthly Talk, China Top Brand</td>
<td>Most Reliable Banking Institution</td>
</tr>
<tr>
<td>China News Service, China Newsweekly</td>
<td>Most Responsible Enterprise</td>
</tr>
<tr>
<td>Southern Weekly</td>
<td>First Place in the List of State-owned Listed Companies on Corporate Social Responsibility</td>
</tr>
<tr>
<td>China Business News</td>
<td>CIB Corporate Social Responsibility Ranking in China: Excellent Enterprise Award</td>
</tr>
<tr>
<td>The Economic Observer</td>
<td>Most Responsible Enterprise in China, Best Bank of Social Contribution of the Year</td>
</tr>
<tr>
<td>China Enterprise Evaluation Association, Tsinghua University Academy of social sciences</td>
<td>Top 500 Chinese Enterprises for Corporate Social Responsibility</td>
</tr>
<tr>
<td>National Business Daily</td>
<td>2015 Inclusive Finance List of China: Excellent Contribution Award</td>
</tr>
<tr>
<td>Social Responsibility Committee of the Chinese Institute of Business Administration, Think Tank of Research on CSR of Chinese Industrial Enterprises, Beijing Songshu Corporate Social Responsibility Institute</td>
<td>Public Transparency Model Award</td>
</tr>
<tr>
<td>Corporate Citizen Committee of China Association of Social Workers, CCTV-2, Tencent Public Welfare Foundation</td>
<td>Excellent Corporate Citizen of 2015 in China</td>
</tr>
</tbody>
</table>
ICBC Impression—Building IT-based Bank

Focusing on IT Application and Re-upgrading e-ICBC

Driven by innovation and guided by technology, finance makes life better. Funds flow far away in an instant; business is under control with easy steps. The Bank has persistently promoted the technical innovation, improved the service method, and realized its own development and transformation amid the continuous market and industry changes.

### Daily business handling capacity by the information system

- **2004**: 3,476, 5,198
- **2005**: 5,198, 7,959
- **2006**: 7,959, 11,172
- **2007**: 11,172, 14,888
- **2008**: 14,888, 18,755
- **2009**: 18,755, 21,282
- **2010**: 21,282, 23,460
- **2011**: 23,460, 25,417
- **2012**: 25,417, 28,334
- **2013**: 28,334, 30,000
- **2014**: 30,000, 31,388
- **2015**: 31,388, 32,870

Note: The above data excludes non-working days.

### Information system running capacity

- **Internet banking**: 200 million customers
- **Telephone banking**: 100 million customers
- **ICBC direct banking platform**: 190 million customers
- **Domestic institutions**: 17,181
- **Overseas institutions**: 404

### Correspondent banks

- **1,611**

### Self-service terminals

- **57,966**

### POS machines

- **1,094 million**

### ATMs

- **99,789**

- **Note**: The above data excludes non-working days.
During the reporting period, the whole bank spared no efforts to promote upgraded development of the Internet-based finance, took the finance as the base, innovation as the soul and interconnection as the means to build an overall Internet financial architecture with the “three centers in two places” as the main body and covering the financial service, e-commerce and social life. The Bank added a new driving force to the real economy’s efficiency increase and offered a new engine for its own transformation by the new business pattern and new ecology of a large bank.
In May 2015, ICBC Chairman Jiang Jiemin attended the "Internet + ICBC Youth Creativity Show" and came up with expectations and requirements for how to promote e-ICBC building to the young employees.

In September 2015, ICBC President Yi Huiman attended the ICBC Internet-based Finance strategy conference and ceremony of launching Online Financing Center to introduce operation mode and product functions of the Center.

ICBC Liaoning Branch held the ICBC Mall offline shopping festival.

ICBC Xiamen Branch held the fans meeting of ICBC Mobil and ICBC Link.

ICBC Xiamen Branch held a number of ICBC Mall O2O experience activities.

2015 Highlights

<table>
<thead>
<tr>
<th>Field of Responsibility</th>
<th>Award granted</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve responsibility management</td>
<td>The Bank released the Basic Provisions for Corporate Social Responsibility to standardize the CSR information collection, disclosure method and duties. It carried out a series of CSR training programs in the whole bank for the eighth consecutive year to build a platform for the whole bank’s employees to learn the CSR. It also carried out questionnaire surveys for substantial analysis on stakeholders to offer reference for the Bank to fix important subjects in CSR.</td>
<td>▲</td>
</tr>
<tr>
<td>Promote international practice</td>
<td>The Bank was selected for several consecutive years as a composite share in the Hang Seng Corporate Sustainability Indexes and built up a good international image. It attended the “Ecological Civilization and Beautiful Home” 2015 China Summit on Caring for Climate that was organized by the United Nations Global Compact, which promoted international communication on social responsibility.</td>
<td>▲</td>
</tr>
<tr>
<td>Support the real economy</td>
<td>During the reporting period, the balance of loans extended by the Bank to strategic emerging industries reached RMB639.729 billion, increasing by 11.99% over the prior year; the balance of loans to cultural industries reached RMB75.457 billion, increased by 14.36%. Balance of loans to the central and western regions amounted to RMB839.609 billion, up 10.02%. Loans to the small and micro enterprises increased RMB161.7 billion, up 9.4%.</td>
<td>▲</td>
</tr>
<tr>
<td>Protect the environment</td>
<td>During the reporting period, balances of the agriculture-related loans amounted to RMB1,997.869 billion. The balance of loans secured by personal financial assets reached RMB65.196 billion, increasing by RMB8.356 billion over the beginning of the period, which was 40 times the increase of 2014. The total balance of such loans extended in 2015 was RMB145.5 billion, with the total amount and new increase reaching the highest level in history.</td>
<td>▲</td>
</tr>
<tr>
<td>Protect the people’s livelihood</td>
<td>During the reporting period, the balance of loans issued to green economy sectors reached RMB702.843 billion, representing an increase of 7.3% compared to the beginning of the period, which was 3.88 percentage points higher than the growth rate of the balance of corporate loans extended by the Bank in the same period. The amount of loans, both on and off balance sheet, to the steel industry and other four industries with massive excess capacity fell by RMB8.5 billion compared to the beginning of the period. The number of customers using personal and corporate Internet banking services grew 11.4% and 12.5% respectively, over prior year; e-banking transaction volume surged by 30% and the proportion of e-banking transactions in the total number of transactions of the Bank reached 90.2%.</td>
<td>▲</td>
</tr>
<tr>
<td>Build an ecological civilization</td>
<td>During the reporting period, the Bank offered over 4,500 training courses related to consumer protection and trained 155,000 employees. More than 32,000 employees participated in activities and competition designed to promote consumer protection knowledge by the China Banking Association, and over 72,000 employees participated in online consumer protection knowledge assessment.</td>
<td>▲</td>
</tr>
<tr>
<td>Protect customers’ rights and interests</td>
<td>As at the end of the reporting period, the Bank had 466,946 employees in total, 100% of whom signed employment contracts with ICBC. During the reporting period, the Bank organized 52,000 training sessions of various kinds and trained 41.5 million person-times, averaging 11.4 days per person. The Head Office of the Bank donated RMB80 million to aid those in exceptional poverty, accumulatively subsidizing over 30,000 employees in need by person-times.</td>
<td>▲</td>
</tr>
<tr>
<td>Focus on the people</td>
<td>During the reporting period, the Bank invested RMB55.75 million in the field of public welfare. The whole bank’s young volunteers offered services to about 190,000 people and spent about 25,000 hours in the service. The Bank carried out diversified theme activities for public good, such as “Lifeline Express”, “Micro Love – Charitable Donation”.</td>
<td>▲</td>
</tr>
<tr>
<td>Contribute to charity and public interest</td>
<td>▲ indicates improvement from the prior year □ indicates a basically flat level with the prior year</td>
<td>▲</td>
</tr>
</tbody>
</table>

As of the end of the reporting period, the Bank had 466,946 employees in total, 100% of whom signed employment contracts with ICBC. During the reporting period, the Bank organized 52,000 training sessions of various kinds and trained 41.5 million person-times, averaging 11.4 days per person. The Head Office of the Bank donated RMB80 million to aid those in exceptional poverty, accumulatively subsidizing over 30,000 employees in need by person-times.
### Key Performance Index

Note 1: Since 2013, the capital adequacy ratio and core tier 1 capital adequacy ratio of the Bank have been calculated according to Regulation Governing Capital of Commercial Banks (Provisional) released in 2012 by CBRC.

Note 2: Data of office paper, power and water consumption and official vehicle oil consumption are from the Head Office.

Note 3: Balance of loans to small and micro enterprises was disclosed according to the S-64 Loans to Large, Medium, Small and Micro Enterprises by Industry formulable by CBRC and that of 2013 was subject to internal statistics of the Bank.

Note 4: Social contribution value per share = Basic earnings per share + (Tax payment + employee expense + Interest expense + Total investment on public interest) / Total equity at end of period.

Note 5: The scope of total number of employees, proportion of female employees, proportion of employees from minority ethnic groups is the whole group.

#### Economic Index

<table>
<thead>
<tr>
<th>Economic Index</th>
<th>Unit</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>RMB100 million</td>
<td>222,098</td>
<td>206,100</td>
<td>189,178</td>
</tr>
<tr>
<td>Total loans and advances to customers</td>
<td>RMB100 million</td>
<td>119,335</td>
<td>110,263</td>
<td>99,224</td>
</tr>
<tr>
<td>Customer deposits</td>
<td>RMB100 million</td>
<td>162,819</td>
<td>155,566</td>
<td>146,208</td>
</tr>
<tr>
<td>Operating income</td>
<td>RMB100 million</td>
<td>6,687</td>
<td>6,349</td>
<td>5,789</td>
</tr>
<tr>
<td>Net profit</td>
<td>RMB100 million</td>
<td>2,777</td>
<td>2,763</td>
<td>2,630</td>
</tr>
<tr>
<td>Basic earnings per share</td>
<td>RMB</td>
<td>0.77</td>
<td>0.78</td>
<td>0.75</td>
</tr>
<tr>
<td>Dividend in cash</td>
<td>RMB100 million</td>
<td>832</td>
<td>910</td>
<td>920</td>
</tr>
<tr>
<td>Total tax payment</td>
<td>RMB100 million</td>
<td>1,111</td>
<td>1,314</td>
<td>1,143</td>
</tr>
<tr>
<td>Return on average total assets</td>
<td>%</td>
<td>1.30</td>
<td>1.40</td>
<td>1.44</td>
</tr>
<tr>
<td>Return on weighted average equity</td>
<td>%</td>
<td>17.10</td>
<td>19.96</td>
<td>21.92</td>
</tr>
<tr>
<td>NPL ratio</td>
<td>%</td>
<td>1.50</td>
<td>1.13</td>
<td>0.94</td>
</tr>
<tr>
<td>NPL balance</td>
<td>RMB100 million</td>
<td>1,795</td>
<td>1,245</td>
<td>937</td>
</tr>
<tr>
<td>Allowance to NPL</td>
<td>%</td>
<td>156.34</td>
<td>206.90</td>
<td>257.19</td>
</tr>
<tr>
<td>Capital adequacy ratio</td>
<td>%</td>
<td>15.22</td>
<td>14.53</td>
<td>13.12</td>
</tr>
<tr>
<td>Core capital adequacy ratio</td>
<td>%</td>
<td>12.87</td>
<td>11.92</td>
<td>10.57</td>
</tr>
</tbody>
</table>

#### Loan made to green economy sectors (RMB100 million)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of business volume of E-banking</td>
<td>18,832</td>
<td>17,215</td>
<td>18,698</td>
</tr>
<tr>
<td>Office paper consumption</td>
<td>Million pieces</td>
<td>8.84</td>
<td>8.81</td>
</tr>
<tr>
<td>Office water consumption</td>
<td>Thousand</td>
<td>187,561</td>
<td>187,561</td>
</tr>
<tr>
<td>Official vehicle oil consumption</td>
<td>Liter</td>
<td>94,186</td>
<td>100,169</td>
</tr>
</tbody>
</table>

#### Social Index

<table>
<thead>
<tr>
<th>Social Index</th>
<th>Unit</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small and micro enterprise loan balance</td>
<td>RMB100 million</td>
<td>18,832</td>
<td>17,215</td>
<td>18,698</td>
</tr>
<tr>
<td>Social contribution per share</td>
<td>RMB1 yuan</td>
<td>2.48</td>
<td>2.48</td>
<td>2.29</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>Person</td>
<td>466,346</td>
<td>462,282</td>
<td>441,902</td>
</tr>
<tr>
<td>Proportion of female employees</td>
<td>%</td>
<td>51.1</td>
<td>51.0</td>
<td>50.1</td>
</tr>
<tr>
<td>Proportion of employees from ethnic groups</td>
<td>%</td>
<td>5.4</td>
<td>5.2</td>
<td>5.3</td>
</tr>
<tr>
<td>Average training days per person</td>
<td>Day/person</td>
<td>11.4</td>
<td>9.5</td>
<td>9.5</td>
</tr>
<tr>
<td>Charitable donations</td>
<td>RMB10 thousand</td>
<td>5,575</td>
<td>5,086</td>
<td>6,346</td>
</tr>
</tbody>
</table>

#### Environmental Index

<table>
<thead>
<tr>
<th>Environmental Index</th>
<th>Unit</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan made to green economy sectors (RMB100 million)</td>
<td>7,028</td>
<td>6,553</td>
<td>5,980</td>
<td></td>
</tr>
<tr>
<td>Proportion of business volume of E-banking (%)</td>
<td>90.2</td>
<td>86</td>
<td>80.2</td>
<td></td>
</tr>
<tr>
<td>Office paper consumption</td>
<td>Million pieces</td>
<td>8.44</td>
<td>8.81</td>
<td>9.65</td>
</tr>
<tr>
<td>Office water consumption</td>
<td>Kilowatt/ hour</td>
<td>18,825,712</td>
<td>18,673,936</td>
<td>20,685,557</td>
</tr>
<tr>
<td>Official vehicle oil consumption</td>
<td>Ton</td>
<td>150,450</td>
<td>157,360</td>
<td>187,561</td>
</tr>
<tr>
<td>Hydroelectricity</td>
<td>RMB10 thousand</td>
<td>94,186</td>
<td>100,169</td>
<td>102,370</td>
</tr>
</tbody>
</table>

#### Average training days per person (Day/person)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable donations</td>
<td>RMB10 thousand</td>
<td>5,575</td>
<td>5,086</td>
</tr>
</tbody>
</table>
Improving Responsibility System, Strengthening Responsibility Communication
Responsibility Strategy

“Excellent services to clients, Maximum returns to shareholders Real success for our people, Great contribution to society” is not only a corporate social responsibility objective of ICBC, but also the solemn commitment made to various stakeholders. The Bank is committed to serving common interests of various stakeholders in social development, promoting sustainable economic development and social progress, developing core values such as Integrity, Humanity, Prudence, Innovation and Excellence, and maximizing comprehensive value to economy, environment and society.

Responsibility System

The Bank made great effort to promote building a social responsibility practice as benchmark. It formulated three-year plans on related work in a rotation 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 related 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 communication, in a bid to grow into a respectable global corporate citizen.

During the reporting period, the Bank officially released the Basic Provisions for Corporate Social Responsibility, which regulates collection and disclosure of CSR information and other related matters and provided basis for institutionalized, standard and normalized CSR management.

Responsibility Communication

The Bank paid great attention to communication with stakeholders. By establishing the mechanisms for combination of real-time and regular communication and coordination of special communication and international exchange, the Bank ensured normalized exchanges with key stakeholders and encouraged involvement of related parties by actively tapping into the role of new media platforms.

1. Launched the social responsibility column at the official website to update and issue information in time
2. Enhancing interactive exchanges with the public through new media channels such as microblog, ICBC Link and third-party platforms

Management Architecture for ICBC CSR

<table>
<thead>
<tr>
<th>Decision-maker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
</tr>
<tr>
<td>Senior Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Investment Management and Investor Relations of the Head Office</td>
</tr>
<tr>
<td>Responsible for organizing and coordinating related departments and institutions to fulfill social responsibility and promoting implementation of social responsibility strategies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible for implementing specific social responsibility related work within their respective work scope</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Participating in related conferences of United Nations Environment Programme</td>
</tr>
<tr>
<td>2. Attending related meetings of United Nations Global Compact</td>
</tr>
<tr>
<td>The Bank attended relevant meetings of the Global Reporting Initiative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Real-time communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Releasing a social responsibility report annually</td>
</tr>
<tr>
<td>2. Regularly issuing performance reports</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regular communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Holding employee representative meetings and employee communication meetings</td>
</tr>
<tr>
<td>2. Holding suppliers’ conference</td>
</tr>
<tr>
<td>3. Special road shows</td>
</tr>
</tbody>
</table>
Serving Real Economy, Improving People's Livelihood

30 Supporting Real Economy
31 Supporting Emerging Industries
32 Supporting the Culture Industry
34 Driving Regional Coordinated Development
35 Innovating in Serving Small and Micro Enterprises
36 Stepping Up Support for Agriculture, Countryside and Farmers
37 Promoting Development of Consumer Finance
The Bank was dedicated to meeting the essential requirements of finance serving the real economy and insured credit amount and extensive pace to strictly control credit risks. The Bank made great efforts to support development of the real economy, promote economic transformation and upgrade, and strive for inclusive finance.

## Supporting Real Economy

The Bank continued to accelerate financial innovation and improve efficiency and ability of financial services, managing to keep coordinated growth of credit and economy. By the end of the reporting period, its loan balance reached RM1.1933.466 billion, increasing by RM907.135 billion with 8.23% increase from the end of last year. Especially, the loans in RMB were increased by RM907.098 billion, representing an increase rate of 9.1%. In addition, the Bank put more emphasis on integrated use of credit incurrence and credit work, credit and non-credit financing and diversified financial services to support the development of the real economy. The amount of credit stock that was re-extended after it was due reached RM1.181 billion, and the amount of road underwriting and other non-credit financing reached RM1.36 trillion.

### Case Sharing

- **Anhui Branch**: Proactively supported the “Belt and Road” initiative and facilitated major enterprises in the province to “go global”. During the reporting period, the cluster advantage for “going global” was shaped via innovative approaches such as overseas economic and trade cooperation zones.
- **Guangzhou Branch**: Participated in the RM20 billion syndicated loan project for the second phase of construction of Shantou Guangao sub-port as the leading bank together with several commercial banks, signaling full availability of bank financing for the second phase of Shantou Guangao sub-port, the “top priority project” for economic construction in Shantou. Shantou Port is one of the 19 major ports to be constructed in the “Belt and Road” initiative and the second phase: construction of Guangao sub-port will build two 150,000-ton container terminals and one 10,000-ton (structurally reserved 150,000) container terminal as well as auxiliary facilities.

### Supporting Emerging Industries

During the reporting period, the Bank actively supported development of emerging industries of strategic importance. It made greater efforts to stimulate and expand market of emerging industries such as energy-saving and environmental protection, new energy and high-end equipment manufacturing, improve access standards on customer and project credit, clarify major fields and direction of credit support and enhance innovation in financial products and services, so as to provide all-round financial support for the emerging industries.

### Case Sharing

- **A company**: was the largest investment project of Total SA in Asia. In recent years, the company promoted project upgrade and processed and produced high-grade gasoline and diesel to drive energy-saving and emission reduction and alleviate environmental pollution, providing guarantee for supply of diesel up to Chinese Stage-V emission standards. During the reporting period, Dalian Branch customized the optimal financial solution and provided the company with diversified services such as working capital loans and international trade financing.
The Bank underwrote the first cultural enterprise asset-backed securities business in China.

The Bank offered annuity services to many press and publishing enterprises in China.

The Bank cooperated with a cultural enterprise to initiate the “Gong Cheng Yi Pin” ceramic art fund and offered financial services such funds custody.

The Bank provided ten-plus cultural enterprises with nearly RMB4 billion financial leasing service.

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The Bank provided ten-plus cultural enterprises with nearly RMB4 billion financial leasing service.

The Bank launched the first cultural enterprise asset-backed securities business in China.

The Bank developed overseas issuing of USD1 billion bonds for a tourism group and RMB1 billion bonds for a real estate group and actively supported “Going Global” of various cultural enterprises.

Supporting the Culture Industry

The Bank took the culture industry as an important target market to be actively expanded and made great efforts to improve credit policies, guide credit extension and enlarge credit authorization. It encouraged major branches to set up dedicated teams for centralized marketing, review and post-loan management and construct exclusive financing product systems, so as to inject new vigor into development of the industry and support the industry to “going global”. By the end of the reporting period, balance of loans to the culture industry reached RMB179.457 million, increased by RMB22.032 million or 14.36% than the end of last year. It provided forceful support for development of the culture industry.

Case sharing

1-4: Shanghai Branch participating in Shanghai Art Fair as the whole-process supporter for six consecutive years and providing effective and convenient comprehensive financial services.

5: National 5A scenic spot project with credit support from Shaanxi Branch.

6: Limutai scenic spot tourism project with credit support from Tianjin Branch.

7: Cultural tourism project supported by Xiamen Branch.

Surveys on a smart outlet of Suzhou Branch by President Yi and Survey on Tianjin branch by Qian Wenhui, Chairman of the Board of Supervisors.

A high-tech textile enterprise supported by Fujian Branch.

A large manufacturing enterprise supported by Jiangsu Branch.

A group was a private high-tech enterprise engaged in research, development, sales and investment of high-tech products. It boasted independent intellectual property rights for internationally leading core technology for QR code reading in the Internet of things, industrial chip design technology, environment-friendly UV-C disinfection technology and ozone generation technology. During the reporting period, Fujian Branch granted the group a total credit line of RMB265 million, forcefully supporting its development and expansion.

During the reporting period, ICBC Leasing signed the strategic cooperation agreement on MA700 aircrafts, and signed the memorandum of understanding on purchase and leasing of 10 C919 aircrafts and 10 ARJ21 aircrafts with Commercial Aircraft Corporation of China Ltd. and City Airways (Thailand). The aircraft purchase and leasing project with City Airways (Thailand) was the first order taken by ICBC Financial Leasing for initiating overseas leasing of home-made aircrafts. It was also another effective measure taken by ICBC Financial Leasing to carry out the “Belt and Road” initiative.
Driving Regional Coordinated Development

During the reporting period, the Bank stepped up financing support for regional construction, gradually realized the management target of "one policy for one branch" for major branches and regions and put into full play the important role of regional credit policies in "guiding regional credit structural adjustment and promoting regional coordinated credit development". In line with the "Belt and Road" initiative, the "going global" strategy, the trend of Renminbi internationalization and new policies for financial reform pilot parks, the Bank established its credit policy system for free trade zones, amended and improved the products and policy measures suitable for "going global" business development under the new normal and actively expanded the free trade zone market and "going global" credit market. It continued to promote healthy and sustainable development of credit business in less-developed areas.

Qinghai Branch supported a comprehensive sandy land eco-treatment project that covered an area of 20,734 mu (roughly 13.82 square kilometers). During the reporting period, it extended RMB25 million loans to the project for land arrangement, farmland water conservancy, field road building, planting of shelter forest and planting of medlar seedling, realizing the dual benefits of sandy land treatment and growth of cash crops.

During the reporting period, Alin Branch granted RMB660 million loans to the construction project of Changchun-Alin intercity railway line and Jinlin-Hunchun railway line, extending RMB1.54 billion loans to the project accumulatively. It also granted RMB1.25 billion project loans and RMB510 million project loans to Hunchun-Baishan Expressway and Tonghua-Meilhekou Expressway respectively, providing great capital support for regional traffic development and paving a solid road for revitalizing China’s old industrial base in the northeast.

Urumqi rail transit Line 1 is an important infrastructure construction project that is planned by Urumqi municipal government and affects people's livelihood and regional sustained economic development. It is of great significance for improving the city’s ecological environment, saving and utilizing resources, realizing sustainable development and building a livable environment. Xining Branch participated to lend RMB1.5 billion.

The loan balance in central and western areas was RMB 3,839,409 billion, increasing by 349,566 billion or 10.02% higher than the average growth of the loan of the domestic branch by 2.07 percent.

Innovating in Serving Small and Micro Enterprises

The Bank continued to optimize the development mode of financial businesses for small and micro businesses, safeguarded input of credit resources to the businesses, actively boosted product innovation, improved risk control patterns and promoted application of big data and network technology in small and micro finance, so as to improve efficiency and quality of services for small and micro businesses. Its small and micro credit business continued to lead the industry.

A company, mainly engaged in sales of small home appliances of famous brands and registered in ICBC Mall, had a strong capital demand due to seasonal stocking-up. Based on its business status, Beijing Branch relied on the customer’s sales record at e-platform and its journal of settlement account with the Bank to analyze and conclude that its business status and financing need were normal, granting "ICBC eLoan" business loans to the customer. The combination of e-commerce platform settlement and credit business successfully provided financing support for customers of e-platform and realized the virtuous cycle of promoting loans with business and facilitating business with loans.

A company, mainly engaged in international forwarding agent and warehousing of imported and exported goods, enjoyed a great development prospect, but faced difficulties in securing sufficient financing with the Bank due to lack of mortgage. Having learnt that Jiangsu Branch had developed the product “Cai Fu Dai”, Suzhou Branch immediately sorted out target customer group and found out that the company had been identified by Jiangsu Development and Reform Commission as one of the first-group target customers. The branch investigated the qualifications of the company right away and reported the customer access to the superior level by level, managing to obtain approval for RMB3 million credit and granting the first “Cai Fu Dai” loan of RMB1 million.

Fujian Branch innovated in small and micro financing modes, under the risk-controlling streamlined formalities and refined and integrated such procedures as rating, credit extension, mortgage evaluation and approval, which improved transaction efficiency of credit business. In line with the features of local private economy and market demand, it explored the mode of batch credit and developed four specialized markets and five industrial clusters. Meanwhile, the Branch assisted the local branch of the People’s Bank of China to develop the financing project library of 5,000 major small and micro businesses, recommended over 100 businesses of the kind with high growth potential into the library and granted loans to many of them.

The Bank's small and micro business loan balance increased by RMB 161.7 billion, or 9.4% higher than the average growth of the loan of the domestic branch.
**Stepping Up Support for Agriculture, Countryside and Farmers**

During the reporting period, the Bank made great efforts to improve rural financial services and continued to step up credit support for the “agriculture, countryside and farmers,” effectively safeguarding the reasonable credit demand of agricultural development. The Bank took modern agriculture as one of the major targets for credit extension, stepped up support to county-level economy and improved efficiency in rural services. It actively innovated in credit products to promote agriculture-related business development and customized supply chain financing solutions suited to transaction and settlement modes of agricultural industrialization. Farm produce trading platforms were used to increase the yield. By the end of the reporting period, the Bank’s loan balance reached RMB19.97 trillion, increasing by RMB90.56 trillion from the end of the last year.

**Promoting Development of Consumer Finance**

The Bank actively supported people’s livelihood improvement projects. It established the Personal Credit Consumption Finance Center to specialize in the field of consumption lending and offered loans secured by personal financial assets, introduced integrated home mortgage and personal loan products and actively promoted the development of its online personal loan business. As of the end of the reporting period, the balance of loans secured by personal financial assets reached RMB607.90 billion, increasing by RMB65.21 billion compared to the beginning of the period, which is 35 times the growth of 2014. The total amount of such loans extended in 2014 was RMB45.1 billion, five times the total amount of such loans in 2014. Both the total amount and new increments reached the highest level in history.
Dedicated to Service Innovation, Building Up Global Brands

40 Enhancing Service Quality
43 Innovating in Financial Services
46 Building Up Global Brands
**Enhancing Service Quality**

During the reporting period, the Bank centered on the theme of “Year of Service Experience Development”, to comprehensively enhance service quality and improve customer service satisfaction, by improving customer’s onsite experiences, multichannel services experiences and service demands settlement experiences.

**Seeking excellence with counter-based service**

During the reporting period, focused on optimizing customer experience, the Bank organized the activities of seeking excellence with counter-based service and satisfaction rate increased by 6.64 percentage points to 99.04%.

**Case sharing**

- Dallas Branch, dedicated to promoting the brand image of “By Your Side and as Your Trust”, made great efforts to improve the outlet service environment and provide customers with effective and convenient financial services.

- Guangzhou Branch took development of “100 demonstrative organizations for civilized and standardized service in China’s banking industry” as a major project for service enhancement in 2015 and made great efforts to further improve customer service experiences and build up boutique outlets.

- Xigong Sub-branch in Hainan Province developed the “eight-step service method”, including welcoming, greeting with smiles, receiving with both hands, processing swiftly, recommending reasonably, handing over with reminder and seeing off with courteous, to enhance customer service.

- Tianjin Baidiu Sub-branch carried forward the service philosophy of “reflecting quality with details, creating brand with services, improving benefits with brand”, for years, continued to get ahead of itself and earnestly practiced the service concept of “By Your Side and as Your Trust”.

**Improving lobby service experience**

During the reporting period, the Bank carried out the improvement project of lobby service experience and made greater efforts to standardize on-site service performance by lobby managers, enrich lobby manager teams and strengthen the manager’s skill training.

were honored as the “Star Lobby Manager” in the Industrial selection campaign organized by China Banking Association.

**Case sharing**

- Beijing Branch presented the SS standard management project for outlets to realize standardized management over personnel, streamlined management over issues and normalized management over objects.
Building up service benchmark outlets

During the reporting period, the bank promoted outlets to improve quality and efficiency of service and made efforts to upgrade the service image by building up a group of outlets with quality service at the level of the Head Office provincial branches and first two branches. In the selection organized by ChinaBanking Association in 2015, 315 outlets were awarded as star outlets for civilized and standardized service, topping the industry.

Case sharing

Liniang Subbranch of Jilin Branch continued to improve its service by "promoting detail-oriented service, routinizing service training, positioning service management, standardizing service procedures and selecting star customer management."
Strengthening promotion of new products with an Internet mindset

During the reporting period, on one hand, relying on the "three platforms and one center" new framework of Internet business, the Bank should take polymerization effect and win-win effect with an open cooperation mindset and aimed at hundreds of million-level target Internet customer groups. On the other hand, by putting into play the Bank's advantage in the currently available offline/online layout, it promoted over 3,000 smart service mode outlets and accelerated promotion of all-category financial services by resuming to Internet O2O.

In institutional banking business, the Bank launched an innovative, integrated housing fund management system and a cross-province traffic line payment system, both of which were received warmly by the government and the public.
Total AUM
958.4 RMB billion
ranking in the fund management industry
No.2

Building Up Global Brands
The Bank continued to implement strategic expansion of overseas banking business, and facilitate Renminbi internationalization and trade facilitation efforts to improve its viability and competitiveness in the global financial service sector.

Expanding international footprints
by the end of the reporting period, covered
42
countries and regions, established
404
overseas institutions,
formed relationship of correspondent bank with
1,611
overseas banks from
147
countries and regions.

Facilitating Renminbi internationalization
During the reporting period, the Bank actively supported the implementation of the RMB internationalization strategy. ICBC (Thailand) and ICBC (Argentina) were designated by the People's Bank of China as RMB clearing and settlement banks in Thailand and Argentina respectively. The Bank is also the first domestic bank that establishes a 24-hour uninterrupted global RMB-clearing service system across 3 time zones of Asia, Europe and the Americas. The Bank successfully completed Asia's first RMB clearing transaction on the CIPS system. The Bank, as global coordinator for the People's Bank of China, issued RMB3 billion worth of RMB-denominated central bank bills in London and completed the ‘Shanghai Connect’ project, which is Asia’s first cross-border RMB financing project. Guanganping's Hongqiao Free Trade Zone, China’s first cross-border RMB loan and other transactions.
Facilitating Chinese enterprises “going global” with financial support

Dedicated to implementing the national strategy of “going global”, the Bank put into play its edge in globalized layout and comprehensive financial services and provided all-round financial support for international capacity cooperation, and as the partner of Chinese enterprises “going global”. By the end of the reporting period the Bank supported 179 “going global” projects and granted USD3.23 billion of loans commitment to such projects, the Bank’s overseas institutions issued 1155 overseas branches, overseas subsidiaries, and investments in Standard Bank Group reached USD379.320 million, increased by 15.6%.

Case sharing - North America

ICBC Canada made full use of its advantages as North America’s only clearing bank and fully met customer demand for cross-border settlement, currency exchange, FX risk management and other services. ICBC Canada institutions made active efforts to serve local businesses and support sustainable development of local economy and communities, including providing loans to low-income individuals and small businesses and organizing donations.

Case sharing - Latin America

Argentina subsidiary is the only Chinese commercial bank in Argentina. It provided support for Chinese enterprises “going global” and Chinese projects through the specially established China desk and opened a window of understanding Chinese market for foreign companies. Meanwhile, it’s dedicated to innovation in international business and global exchange cooperation.

Case sharing - Oceania

ICBC (New Zealand) has extensively cultivated local business and gradually established credit relationships with local leading enterprises. In 2015, it secured the position of co-lead arranger of syndicate for the first time and its businesses penetrated into local main industries such as agriculture, forestry and real estate.

Case sharing - Africa

While making great efforts to explore African business, Africa Representative Office actively fulfilled its social responsibility and supported Chinese enterprises to “enter Africa” in a bid to promote local economic development.

2. ICBC signing multiple cooperation agreements on the China-Africa Investment Forum
3. A team of ICBC Africa Representative Office visiting uranium mining area in Namibia for post-risk management and customer service
4. Eatablished foothold for Chinese enterprise in South Africa organized by ICBC Africa Representative Office with the purpose of tight regulatory anti-money laundering employer’s life
Advocating Green Finance, Promoting Eco-friendly Practices
The Bank combined the concept of low-carbon green bank and enterprise development and implemented the concept through the whole process of financial services and management, so as to construct a globally leading green credit system and grow into a green bank with considerable international reputation.

**Green Credit**

During the reporting period, the Bank continued to promote the building of the green credit mechanism, also coordinated and developed between economy and resource environment and built up a responsible mindset for the industry. Under the instructions of the Green Finance Professional Committee of China Society for Finance and Banking, the Bank launched a research on 'Green Supply Chain Finance' and five Specialized Financial Products in the Green Supply Chain Finance. This helped to focus on the core and thermal power industries, and made breakthroughs in the train of thought processes, modeling and results.

The Bank extended RMB 702.843 billion loans to ecological protection, clean energy, environmental protection, resource recycling and other green economic development projects.

**Improving green credit policy system**

During the reporting period, the Bank revised or formulated green credit policies on 60 industries in 15 sectors and instead of fulfilling industrial policies among corporate customers. It considered energy-saving and environmental protection as a major business field and expanded and encouraged the market to input credit resources. It led to green economic sectors such as ecological protection, clean energy, energy-saving & environmental protection and circular economy under the precondition of sustainable business and controllable risk.

**Improving green credit policy system**

During the reporting period, the Bank adhered to the "Green Credit One-Stop System" through whole-bank processes, requiring timely checking of the green credit classification marks of customers. The result of which would be the essential foundation for conducting overall customer evaluation and making credit decisions. With differentiated credit policies being implemented, it adapted quota management for industries with extensive over-capacity, and actively supported the capital need of enterprises with edges and strength in production size, process and equipment, cost control and energy-saving & environmental protection for EVA and restructuring, technology innovation, energy saving & emission reduction and "going global". All efforts were made in financing with rational and risk mitigation for high-risk, high-interest customers to promote energy restructuring, transformation and upgrading. By the end of the reporting period, on- and off-balance-sheet financing for five industries, i.e., steel, with excessive over-capacity, dropped by RMB15.56 billion compared to the beginning of the year. RMB90.66 billion on losses were granted to support industrial upgrading and industrial transformation and upgrade.

**Strengthening process management and risk control over green credit**

Specific targets included growth rates of loans extended to green economic sectors by domestic branches, exceeding that of corporate loans of the same period, loan balance of domestic branches granted to environmental-friendly enterprises qualified as levels of environmental protection and number of such customers accounting for over 95% of domestic corporate customers both in loan balance and number of customers.

The Bank strengthened financing risk control for enterprises involving "phasing out obsolete capacity". By closely following the changes in national policies, it resorted to industrial credit policies, industrial quota management and other related measures to effectively prevent the backward capacity risk. Meanwhile, it continued to promote financing risk control over major areas involving heavy metal emissions.

**Supporting measures for green credit**

Tightening performance evaluation and assessment to enhance green credit execution. In order to carry out the green credit values, the Bank's performance assessment indicator system covered indicators of economic benefit, risk, cost control and social responsibility, reflecting the risk balance principle with equal attention paid to business development and with incentive and restriction being coordinated. The performance assessment indicator system for senior management included social contribution values of each share, while the quarterly indicator system of each subsidiary included quantitative indicators in green credit.

**Improving the information level of green credit management.** In the green credit statistical system, the statistic item "projects and services in energy-saving and environmental protection" including eight sub-indicators such as categorization of the projects and services and project effect in energy-saving and emission reduction was added to verify and improve green credit categorization as well as statistical data quality of project loans to corporate customers of the entire bank.

**Enabling building of green credit ability and values of the entire bank.** The Bank served to construct a green credit training system via multiple channels through on-site lectures and video training. Content of the training covered related industrial policies, internal policy and management requirements. At the same time, it actively participated in various summits and meetings on development of green finance outside the Bank and received consensus in a broad area.
**Case sharing**

Fujian Branch supported construction of the clinker cement production line and the auxiliary domestic waste disposal system of a company. As Fujian’s first demonstration enterprise in waste co-treatment with cement kiln, a company was constructing a clinker cement production line as well as auxiliary waste feed recovery and urban domestic waste disposal system, while reserving the ground for slag disposal. The project was expected to dispose 110,000 tons of domestic waste annually.

**Case sharing**

Shandong Branch supported the energy-saving material project of a energy-saving science & technology company. Dedicated to developing the product series of polyurethane heat insulating and energy-saving integrated boards, the company undertook two provincial technical innovation programs, had finished commercialization of achievements of four patented technologies and owned licensing of 12 patents. It was affiliated by a number of research and development institutions in Beijing, Jinan, Nanjing, Shenyang, system design and integrated product system. The Modular House was a new type architecture mode that integrated material saving, heat insulation, safety, energy saving, environmental friendliness and recycling and was developed by the development of modern architecture market.

**Green Service**

During the reporting period, the Bank innovatively applied the smart service mode in over 3,000 outlets, started the customer-centered service reform of standing should to shoulder with customers and realized electronized paper-free transactions through the whole process in a bid to continue to practice the concept of "green finance". By the end of the reporting period, there were a total of 16.72 billion mobile wallets, 90,000 self-service banks and 90,000 sets of ATM throughout the Bank. Meanwhile, the Bank continued to accelerate development and innovation in mobile banking, Internet banking and telephone banking. During the reporting period, number of the Bank’s personal and corporate Internet banking users rose by 11.8% and 12.5%, respectively, compared with the year before respectively; transaction value of e-banking surged by 39% year on year and number of e-banking transactions accounted for 90.2% of number of the Bank's transactions, increased by 4.2% compared with the year before.

Mobile banking was upgraded comprehensively. On 9 November 2013, the Direct Banking Platform was officially launched, realizing opening up of platform customers and businesses. Customers of other banks could register at the Direct Banking Platform and enjoy various services without losing login. The Direct Banking Platform broke the service pattern of the old-edition mobile banking, added two pages of "Smart Service" and "Benevolent Life", activated the smart functional "fran-cai-calculadora" and "guess what you like", and integrated various daily life services such as bill payment, banking-hospital service, films and performances, hotel booking and flight ticket, which greatly improved user experience.

Telephone banking call center continued to diversify: manually answered phone calls, with over 92% of inquiries for account balance and deposit bank being diverted and number of registering in bank calling service up by 57%. More than 99% of manual telephone calls (over credit card) were answered throughout the year. Businesses via SMS and third-party platform including ICBC Link maintained rapid growth, with daily average business approaching 2.5 times of manual calls and its third-party platform surging by 61% year on year, effectively keeping service cost under control.

Personal Internet banking fulfilled opening-up and smart renovation. It trial-edited wealth management products at the "e-mail platform" ICBC shopping mall and explored the sales mode of e-commerce, providing customers both inside and outside the Bank with one-stop transaction services. By using the big data technology and the analysis models of "re-check", "check and then buy" and "buy and then check again", it recommended financial products and services in line with customers‘ demand online. The column "individual Center" was added to display to customers their status of personal assets and liabilities in diagrams and by category and guide them to operate. The service of financial calendar was provided to improve customers daily financial life in the form of calendar. ICBC e-Bill was promoted to take public utilities such as water, power and gas that related to people's livelihood as major marketing target and connect enterprises with demand for payment collection and individuals in need of payment, so as to promote the Internet financial products with both application scenarios and application customers.

Corporate Internet banking focused on the Fortune 500 Chinese enterprises and large-scale group financial companies and made breakthroughs. During the reporting period, bank-enterprise connectivity service covered up to 60% of world non-financial Fortune 500 enterprises in mainland. Targeted marketing over small and micro businesses with loans to repay was initiated, which bundled small and micro customers with e-banking business more closely. Efforts were made to clear long-standing accounts of corporate Internet banking license and activate stock customers, considerably improving the customer activity.

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Shanxi Branch fully promoted construction of wind power generation projects in the province. It supported 20 newly built wind power projects of nine major power groups in Shanxi, with project investment totaling RMB30 billion. By the end of the reporting period, it accumulatively granted RMB12.21 billion project loans, close to the grid, the above mentioned projects would substantially optimize the industrial structure of power production in Shanxi and make contribution to the province's realization of the targets in energy saving and environmental protection.

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Industrial and Commercial Bank of China Limited | 55
Green Operation

During the reporting period, the Bank actively adopted practices of green operation, promoted the paperless office and took various innovative means to reduce energy consumption and carbon emissions.

Advocating green office

The Bank practiced the concept of green office and made great efforts to promote office information, in order to answer the call of energy saving and environmental protection and fulfill its social responsibility, the Bank continuously increased IT investment to speed up construction of IT-based office and established the bank-wide IT-based office platform, integrating process management, centralized processing of office business, real-time release of documents and materials, real-time inquiry of sales and systems, leadership appraisal and safety control. In addition, it also actively promoted the construction of various office sub-systems according to the principle of "centralized planning, integration for high efficiency, management at different levels, taking respective responsibility". A data of office sub-systems such as the new business document system, the administrative and management system, the external affairs management system, the meeting management system, the attendance management system, the group project activity, the food supplies management system and the access management system were put into service and applied, greatly covering all the aspects of office management. It greatly facilitated the Bank's paperless office.

Innovating in energy saving and emission reduction approaches

The first was to expand the space of renovating air-conditioning for energy saving. Measures such as changing the operation mode of the six sets of air-handling units at the ground lobby of the Head Office Building A to variable frequency control and adjusting the outlet temperature of refrigerators in time by season were taken to optimize building air-conditioning and refrigeration integrated control, improve heat transfer efficiency, reduce water and power consumption and effectively realize the target of saving and controlling energy.

The second was to further save water. Various measures were adopted such as optimizing the valves of main water pipeline to adjust water supply and consumption and establishing the mechanism of recycling residual water at pumps and reusing cleaning water, realizing the transmitting of rainwater from drink water to the cooling tower of central air-conditioning by refining. Over 4,000 cubic meters of water were saved annually.
Reducing energy consumption of vehicles

During the reporting period, the Head Office adopted concentrated management and centralized deployment of vehicles for business purpose, which were previously independently deployed by each department. Retained some vehicles in better condition and sealed up the rest. The practice considerably improved the vehicle usage efficiency, with frequency of dispatching vehicles in daily use noticeably cut and vehicle operation cost dropped by a large margin. Meanwhile, management over vehicle allocation was tightened. One fuel card was allocated to one vehicle; oil quality, oil quantity and gas station were restricted according to status of vehicles and allocated in line with actual need; inspections were arranged for vehicles with high oil consumption. The measures were taken for the purpose of improving the management over vehicle refueling. During the reporting period, annual oil consumption of the vehicles in the Head Office was 94,186 liters, decreased by 5,983 liters or 5.97% compared with 2016.

<table>
<thead>
<tr>
<th>Head Office</th>
<th>Saving</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>94,186</td>
<td>5,983</td>
<td>5.97%</td>
</tr>
</tbody>
</table>

Case sharing

Online marketing was widely applied. The Bank adopted online approaches such as online video, flash, advertisement and H5 light app to launch marketing via third-party social media platforms, while use of traditional printed posters and brochures was reduced. Online social marketing enjoyed the advantages of wider transmission scope, lower cost and energy saving & environmental-friendliness and its effect outperformed the traditional methods. For instance, visits to the "Tours at e-mail platform" campaign surpassed 70 million and over 3 million electronic coupons for the shopping mall were handed out, attracting more than 4 million customers to participate. When the Direct Banking Platform app was launched, the Bank placed the hot microblog topic "how does the little elephant get popular?", which was exposed 14 million times, topped the daily life topic chart on 13 November 2015 and ranked among the top ten in the master list.

Case sharing

Wastewater from straight water dispensers in the office building of ICBC Data Center (Beijing) was reclaimed and recycled. The straight water dispensers in the office building of ICBC Data Center (Beijing) produced a certain amount of wastewater while processing water. In order to save energy and reduce emission, during the reporting period, the Center renovated the 17 dispensers for wastewater reclamation and recycling. After the renovation, utilization rate of the wastewater produced by the dispensers reached 100% and around 1,420 tons of water was saved annually.

Plan of the recycling system for wastewater from straight water dispensers.
Strengthening Internal Control, Developing Integrity Finance

62 Protecting Customers’ Rights and Interests
64 Adhering to Development on Compliance and Internal Control
66 Creating an Honest Financial Environment for Consumers
Protecting Customers’ Rights and Interests

During the reporting period, the Bank continued to effectively protect customers’ rights and interests through a series of initiatives. In line with the concept of customer-oriented services, the Bank has strengthened customer protection through continuous training and education programs.

Continuous improving consumer protection mechanisms

The Bank has established a system to effectively protect customers’ rights and interests. During the reporting period, the Bank conducted training sessions, seminars, and workshops to enhance customer awareness and skills. The Bank also strengthened its internal control mechanisms to improve service quality and manage potential risks.

Continuous optimizing products and service charge policies

The Bank strictly followed regulatory requirements and market practices to ensure fair and transparent service charge policies. The Bank conducted a series of initiatives to optimize its service charge policies, such as the implementation of a new service charge policy that reduced charges for some services.

The 2015 list has neither new item nor item with raised price

In the 2015 list, there were no new items or items with raised prices. This indicates that the Bank has maintained stable and fair service charge policies.

Promptly and properly handling customer complaints

During the reporting period, the Bank attached great importance to the handling of customer complaints. A dedicated team was established to handle customer complaints in a timely and efficient manner. The Bank continuously improved its complaint handling process to enhance customer satisfaction.

Full-fledged financial knowledge publicity campaign

During the reporting period, the Bank conducted a series of initiatives to promote financial knowledge among the public. These initiatives included seminars, workshops, and educational campaigns to inform customers about financial literacy and regulatory requirements.
Adhering to Development on Compliance and Internal Control

With compliance as a crucial part of the corporate culture, the Bank has been dedicated to improving its internal control and operation system and has successfully created a clean, honest, and legal business environment.

Strengthening compliance management

During the reporting period, the Bank made continuous and active efforts to conduct business in accordance with law, improved compliance management mechanisms to ensure strict compliance with applicable laws, rules, and guidelines.

- Recognizing the importance of training, analyzing, interpreting, conveying, and implementing relevant regulations, the Bank has always been committed to ensuring timely and effective implementation of national policies, measures, and regulatory requirements.
- Continuously improved its compliance review mechanisms with respect to policy, personnel, risks, and other elements to enable the bank to seize internal regulations and services, while ensuring full compliance with all applicable laws and regulations.
- Persistent efforts were also made to strengthen compliance management of institutions at the basic level institutions to ensure that their activities, including banking activities, are fully in compliance with applicable laws and regulations.
- Continuous efforts to provide compliance education to staff and lay a solid foundation for effective compliance management at the Bank, incorporating the Compliance Education Policy, developing a platform to promote a compliance culture, and activities to strengthen internal control, and compliance culture.

Further developing internal control system

The Bank continuously promoted the development of the internal control system, developed its first group-wide internal control system development plan and established a basic group-wide framework for internal control in the future.

- The Bank strengthened coordination between different policies of the Group, issued guidance of the management of overseas institutions, improved standardized policy development mechanisms, and put the new policies and management system into use.
- Efforts were also made to evaluate internal controls of overseas institutions and improve the quality and efficiency of evaluation through increasing the weight of Site indicators, optimizing the evaluation system, standardizing evaluation scope and process.
- Actions were taken to optimize the overall supervision and inspection plan, improve the supervision, inspection, and corrective policy, and establish a closed-loop corrective and management process that ensures receipt of alerts, identification of problems, real-time rectification results, supervision of processes, evaluation of effectiveness, and accountability for related issues.
- Special attention was given to targeted inspection in respect of safety management of deposits, agency services, non-performing loans and other areas.
- Efforts were enhanced to optimize operational risk verification management, enhance accountability.
- The Bank furthered the application of information technology in internal control, promoted compliance index, test refining and other new technologies, and strengthened internal control analysis.

Case sharing

During the reporting period, the Bank formulated and issued the Provisions on Case Prevention, disciplinary Accountability in Case Prevention and Policy of Case Risk Management. The three policies compiled a comprehensive structure, role and responsibility, scope and process of Case Prevention. Integrate case prevention into day-to-day operations of the Bank and define case prevention management and relevant responsibilities in a more specific manner. They provide guidance to institutions at all levels to ensure timely detection and effective handling of potential case risks, fulfill case prevention duties, implement case prevention measures and work together to enhance the ability of the Bank to prevent and control case risks.

The Data Center (Shanghai) has actively promoted and maintained automated operations. By the end of the reporting period, 1,300 steps were taken to operate the business at the center, decreased by 12.4% the percentage of automated batch processing on the platform (increased to 92.8%), increased by 20.9%. Such measures effectively improved the efficiency of operations and greatly reduced risks of manual operations.

- Establish and maintain channels through which petitions and complaints can be lodged without obstruction. Urgent issues resolved in a timely manner.
- Petitioners with specific claims are dealt with by the Bank's Head Office, and provided with a report at the end of the process.
- Special attention is given to the reporting of the staff of the Bank, so that any potential problematic behavior or tendencies of staff can be discovered and corrected at an early stage.

Ensuring integrity and fair performance of duties by employees

During the reporting period, the Bank further improved monitoring and supervisory mechanisms, employee integrity education and supervision of disciplinary procedures. Meanwhile, cases handled and group-wide efforts were made to establish values such as integrity and discipline in employees against different regulatory backgrounds.

- Attached enormous importance to the establishment of a group-wide disciplinary and promoted a group-wide-based supervision.
- Launched a series of discipline by various means, including publishing relevant articles on Intranet news pages and public service account, training, publishing stories and comics to promote the value of integrity and visits to occupational case prevention education centers, and opened up a new channel to publish high-level ideological standards and not to cross the disciplinary “bottom line”.
- Increased the breadth and depth of supervision and inspection, adopted a problem-oriented approach, strengthened the supervision of express approval, decision-making, payment, and other key financial management activities.
Creating an Honest Financial Environment for Consumers

During the reporting period, the Bank has made continuous efforts to push the safe bank campaign forward. Strengthened the mechanism of centralized procurement, Actively fulfilled anti-money laundering obligations, to build an honest financial environment.

Striving to become the safest bank

During the reporting period, the Bank promoted the application of big data, IT means and innovative security technologies, provided safety education for employees, strengthened supervision and inspection for safety purpose, ensured personal and property safety of customers and lay a secure foundation for safe banking and customer services.

- With the help of the comprehensive, three-dimensional, intelligent telecom fraud prevention network, which was constructed on the basis of the external fraud risk information system independently developed by the Bank, operates 24 hours a day and is accessible through different channels, the Bank has helped customers investigate and prevent 58,700 telecom fraud cases and avoid losses totalled over RMB706 million, thereby earned a great reputation from the public.
- The Bank worked with the ministry of public security to build a full-featured, Internet-based investigation and control platform through Head Office-Headquarters collaboration that applies to all business lines and can help the Bank and the police efficiently and effectively detect and fight against crime, control involved funds, protect capi of victims and improve online fund tracking and control functions, and thereby established an industrial risk model for risk prevention and control collaboration between banks and the police.
- The Bank widely collected various fraud risk information through external channels, actively participated in the establishment of an effective social credit system which punishes bad behavior, and effectively supported institutions at different level and different business lines in establishing multi-dimensional and comprehensive risk monitoring and early warning mechanisms.
- The Bank made great efforts to establish an Internet-based identity authentication system, promote the application of EID chip debit cards and develop Internet-based ID authentication and verification mechanisms for individual customers.
- The Bank enhanced risk-awareness and risk prevention and control. The Bank detected and efficiently handled more than 440,000 cases through establishment and integrated application of remote alarm, video surveillance and intercom systems and established a secure and orderly service environment for customers.
- The Bank initiated various efforts, including emergency exercises for robbery, theft, fire, riots, terrorism and other situations, to strengthen security in key periods, areas and regions, enhance safety awareness as well as risk prevention and control capabilities of employees and create a safe culture.

During the reporting period, the Bank added 19 suppliers into the list which makes the number of banned suppliers reaches 148. Suppliers found to be in breach of the supplier standards of the Bank were prohibited from participating in any centralized procurement project of the Bank. Relevant personnel were required to check whether the selected supplier was on the list of banned suppliers at all key stages of the procurement process. If a supplier was on the list, the procurement project would be terminated.

Actively fulfilling anti-money laundering obligations

During the reporting period, the Bank made best efforts to ensure full compliance with applicable anti-money laundering and counter-terrorist financing (AML/CTF) laws and regulations issued by domestic and foreign regulators and fulfill its social responsibilities and statutory anti-money laundering obligations. It deepened centralized anti-money laundering efforts, pushed forward pilot programs of comprehensive anti-money laundering reform, and strengthened suspicious transaction monitoring, manual analysis and sampling. Besides, the Bank actively cooperated with regulatory and law enforcement authorities in money laundering and terrorist financing investigations as well as international criminal chasing efforts and provided solid evidence to support AML efforts and the fight against predicate offenses. It launched multi-level, multi-channel AML campaigns through flexible use of electronic displays, banners, brochures and other tools to enhance public awareness about various money-laundering offenses.

Regulatory authorities and public security organs have cracked many cases of suspected money laundering and/or terrorist financing based on clues provided by the Bank. The People’s Bank of China had given positive affirmation for the quality of suspicious transaction reports and the centralized analysis and review model of the Bank. 91.2% of suspicious transaction reports and over 95% of reports of suspected terrorist financing submitted by the Bank were considered to have provided information rated as above average.

Inner Mongolia Branch instructed all outlets subordinate to the branch were required to carefully verify ID documents provided by customers during business processes to ensure that the identity information of customers is authentic and valid. In addition to new customer collection and ID authentication in accordance with regulatory requirements, those outlets were also required to collect follow-up information and timely review, update and supplement customer information through different channels and by different means.

Suppliers found to be in breach of the supplier standards of the Bank were prohibited from participating in any centralized procurement project of the Bank. Relevant personnel were required to check whether the selected supplier was on the list of banned suppliers at all key stages of the procurement process. If a supplier was on the list, the procurement project would be terminated.

During the reporting period, the Bank added 19 suppliers into the list which makes the number of banned suppliers reaches 148.
- The Bank established a centralized procurement system with aligned organization, operation mechanisms, policies and business processes, in order to regulate centralized purchasing behavior at the group level and strengthen purchasing risk control. This system delegates purchasing responsibilities to the user, the manager, the approver, the purchaser and the supervisor to ensure mutual participation, segregation of duties in the procurement mechanism.
- The Bank revised the Framework of Business Negotiation Notice which now contains supplier’s social responsibility requirements.
- Committed to open, fair and impartial procurement, the Bank has made continuous efforts to instill risk consciousness, integrity, efficiency consciousness and awareness of cost-effectiveness, gradually built up a complete system to manage the life cycle of centralized procurement projects to continually improve the efficiency of centralized procurement.

Strengthening management of centralized procurement
Protecting Employees' Rights and Interests, Creating Harmonious Finance

70 Staffing
71 Democratic Management
72 Development of Employees
74 Humanistic Care
Committed to creating a people oriented culture, the Bank made an endeavor in areas such as staffing, democratic management, development of employees and humanistic care to protect lawful rights and interests of employees, promote comprehensive staff development and create a harmonious environment to facilitate mutual growth and development of employees and the Bank.

**Democratic Management**

During the reporting period, the Bank continued to give full play to the role of the workers’ congress and the labor union in the protection of employees’ legal rights and disclosed information of the Bank in accordance with relevant regulations.

**Workers’ Congress**

The Bank has further improved the workers’ congress system and given full play to the important role of the workers’ congress in decision making in business development and addressing major issues related to the interests of employees. During the reporting period, the Head Office of the Bank held a provisional workers’ congress meeting, listened to the report presented by employee supervisors and elected new employee supervisors. All branches and institutions directly controlled by the Head Office completed the agenda of the 2015 annual workers’ congress meeting.

**Labor Union**

By the end of the reporting period, to safeguard the lawful rights of employees to participate in and organize labor unions, all institutions of the Bank have established a labor union and given full play to the role of labor unions in coordinating labor relations and protecting legitimate rights and interests of employees. Labor unions took employees’ opinions very seriously. They actively participated in and promoted the development and implementation of regulations, policies and measures related to vital interests of employees. All relevant rules and regulations were adopted through a democratic process according to law with opinions and suggestions of employees solicited before adoption of such rules and regulations. Special attention was given to the protection of legitimate rights and interests of employees in relation to compensation and benefits, time off and leave, labor safety, vocational training and social insurance and welfare.

**Bank Information disclosure**

To keep employees informed and accept their supervision, the Bank has timely disclosed its business decisions, development objectives, business performance, employee compensation and benefits, job competition and other matters related to vital interests of employees in accordance with the Regulations on Information Disclosure of ICBC.

### Staffing

During the reporting period, the Bank has made conscientious efforts to ensure full compliance with the Labor Contract Law and other relevant laws and regulations, establish and improve its employment and staffing policy and sign labor contracts to define the rights and obligations of the Bank and employees in writing, providing a legal basis for the protection of the interests of employees. Labor contracts or agreements between the Bank and local employees of overseas institutions of the Bank were signed in accordance with local laws and regulations. Continuous efforts have been made to improve the paid leave policy to effectively protect the rights of employees in accordance with the Regulations on Paid Annual Leave for Employees issued by the State Council.

The Bank has made conscientious efforts to ensure full and timely payment of wages in accordance with laws and regulations on employee compensation and benefits and established a mechanism to ensure that monthly after-tax earnings of regular employees will not be less than the local minimum wage. It has fully performed its obligations under the Social Insurance Law and the Housing Fund Management Ordinance and timely paid in full all payable social insurance and housing fund contributions for employees. Furthermore, to effectively meet the diverse needs of employees, enterprise annuity, supplementary healthcare insurance and other supplementary insurance mechanisms have been established and a multi-level pension and health care system is being gradually built up in accordance with relevant state policies.

### Note

Data disclosed by the Group (including overseas staff and excluding temporary workers provided by a third-party staffing agency). Number of foreign employees at the end of 2013 is not counted.

### Table - Number of employees and Percentage of male and female employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of employees (Person)</th>
<th>Percentage of male and female employees (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>420,718</td>
<td>M 48.9% F 51.1%</td>
</tr>
<tr>
<td>2014</td>
<td>441,902</td>
<td>M 49.0% F 51.0%</td>
</tr>
<tr>
<td>2015</td>
<td>462,282</td>
<td>M 48.9% F 51.1%</td>
</tr>
</tbody>
</table>

### Table - Number of new employees and Number of foreign employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of new employees (10 Thousand Persons)</th>
<th>Number of foreign employees (Persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.5</td>
<td>7,237</td>
</tr>
<tr>
<td>2014</td>
<td>2.0</td>
<td>8,586</td>
</tr>
<tr>
<td>2015</td>
<td>2.5</td>
<td>9,916</td>
</tr>
</tbody>
</table>

### Table - Number of ethnic minority employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of ethnic minority employees (Persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>24,009</td>
</tr>
<tr>
<td>2014</td>
<td>25,085</td>
</tr>
<tr>
<td>2015</td>
<td>26,007</td>
</tr>
</tbody>
</table>
Development of Employees

During the reporting period, the Bank continued to focus on staff development, provided employees with multi-channel career development paths, strengthened scientific performance management, attached great importance to training and actively promoted cultural diversity and integration.

Career development

- It launched different career design and ability building programs targeted at different positions, teams, abilities and ages of employees to provide a solid support for the growth of employees and help them make long-term career development plans according to corporate goals of the Bank and their personal interests.
- The Bank made continuous efforts to strengthen and improve the job management system, increase the breadth of career development of employees, establish a new career development model covering all job categories and enabling promotion & exchange and career development & promotion mechanisms to facilitate the growth of all types of employees, and provide a broad platform for employees to achieve their own development goals.

Performance management

Adhering to the principle of being scientific and efficient, the Bank has clearly defined and aligned roles and responsibilities, effectively allocated human resources, established a full-process performance management system and made active efforts to create a performance-oriented culture with high employee engagement. It has also established a work ability and performance-based compensation mechanism with the value of jobs at its core, and used tools such as performance plans, performance communication, performance evaluation and performance application to instill a consciousness of performance and capability building among employees and promote mutual growth of individual employees capability and the Bank performance.

Training and growth

The Bank has always attached great importance to staff training and been committed to improving the staff training system as well as certification system and providing career growth and development opportunities to all employees.

- The Bank launched professional training programs for ten types of specialists, adopted a credit system, the “face to face + Internet-based + practices” model, “combination of training and real world application” and other training models and mechanisms, and propelled the training of important specialists onto a systematic and continuous development path.

Inclusive culture

The Bank has made great efforts to ensure that employees’ religious freedom is respected in workplace. Recruitment, position adjustment, remuneration, treatment, career development, employment separation management and other activities of the Bank strictly complied with relevant national laws and regulations. The Bank treated all 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 an equal platform. Committed to promoting cultural exchange between employees of different nationalities, exchange activities were organized on a regular basis to encourage local employees of overseas institutions and employees of domestic institutions to learn from each other. Training programs related to services, products, management philosophy and Chinese culture were offered to foreign employees and global-wide employee recognition programs were regularly organized to help them perform day-to-day duties, give more on-the-job training and learning opportunities to young employees and create a corporate culture valuing the growth of young employees.
Humanistic Care

During the reporting period, the Bank persistently paid great attention to employee health and security, innovated and improved the employee assistance mechanism, and promoted the wellness of female employees and retirees.

Care for employees’ mental and physical health

During the reporting period, the Bank offered health checks to staff members on a regular basis, organized various recreational and athletic activities, vigorously implemented the staff mental health promotion campaign, organized seminars and other activities designed to improve mental health of employees, and provision of psychological counseling services, promoted healthy lifestyles, further improved the physical fitness of employees and increased employees’ enthusiasm towards work and life.

In order to improve security skills and ensure that both domestic and foreign employees have timely access to security risk warning information, the Bank opened on its internal news site a “Global Security Risk” column which includes the following four sub-columns: Security Risk Map, Real-Time Security Risk Warning, In-depth Security Risk Analysis and Security Guidelines, to offer real-time global security risk information and prevention strategies and provide local security information for employees traveling on business so that they would be better prepared.

Case sharing

Ningbo Branch had face-to-face conversations with employees and learned that some outlets could get super busy during lunch hour and, as a result, their front office employees often did not have time to pick up lunch. To solve this problem, the branch launched a lunch delivery program which was designed to deliver meals straight to employees. The branch established a special team and gave full play to the role of the staff canteen which was required to procure and process food ingredients in a timely manner and deliver meals directly to employees on duty. Meals under this program were prepared in accordance with strict quality assurance procedures, and dishes and utensils were washed and sterilized thoroughly. Meanwhile, in terms of selection of food ingredients, the branch made strenuous efforts to deliver local flavor, adjusted the menu on regular intervals based employee opinions and tried its best to provide front office employees with nutritious and delicious meals.

Case sharing

In June 2015, 14 employees (including ten ethnic minority employees) became homeless due to floods, water logging and landslides unleashed in Yili, Xinjiang. Xinjiang Branch promptly expressed condolence and provided assistance to them and reported to the Head Office which allocated RMB200,000 in additional assistance. Employees affected by the disasters received cash assistance before the holiday of the ethnic minority group.

Initiatives to help employees in difficulty

During the reporting period, the Bank made continuous efforts to innovate and improve employee assistance mechanisms. In addition to two centralized assistance programs launched by the Head Office, the Bank also initiated pilot implementation of a special assistance program that offered small amounts of relief fund at frequent intervals to help employees who were struggling with problems caused by sudden critical illness, accidents or natural disasters. The program played an important role in helping employees solve unexpected, temporary and special problems.

Case sharing

The average age of employees of Zhongshan Branch was 36 years old. Employees under 40 years of age accounted for 60% of all employees. Because young people are the main force that drives its business development, Zhongshan Branch made young employee wellness promotion its top priority and a series of actions, including group wedding, new entrant seminar, dormitory renovation and upgrading, new employee garden party and election of top ten outstanding new employees, were taken to this end.

Case sharing

In June 2015, the Head Office spent RMB80 million on special hardship relief programs and helped and expressed condolence to more than 30,000 employees.
Initiatives to promote the wellness of female employees

During the reporting period, committed to creating a favorable environment for pregnant and breastfeeding employees, the Bank provided lactation rooms tailored to local workplace conditions and needs of female employees, which received a strong and positive response from female employees. The Bank also paid great attention to the wellness of employees who are single mothers and established a one-on-one assistance platform to encourage model female employees and female managers of labor unions to provide long-term assistance to employees who were single mothers. Such efforts ensured the well-being of single parent female employees with respect to mental health, occupation, personal life and other aspects, and encouraged them to face illness and adversity bravely and confidently.

Case sharing
During the reporting period, committed to creating a favorable environment for pregnant and breastfeeding employees, the Bank provided lactation rooms tailored to local workplace conditions and needs of female employees, which received a strong and positive response from female employees. The Bank also paid great attention to the wellness of employees who are single mothers and established a one-on-one assistance platform to encourage model female employees and female managers of labor unions to provide long-term assistance to employees who were single mothers. Such efforts ensured the well-being of single parent female employees with respect to mental health, occupation, personal life and other aspects, and encouraged them to face illness and adversity bravely and confidently.

Initiatives to promote the wellness of retirees

Each tier-one branch and directly-controlled branch and institute established a special team, which was made up by a sufficient number of personnel, to take charge of retiree wellness promotion endeavor. During the reporting period, about 160,000 retirees participated in health checks organized by the Bank. Representatives of the Bank visited about 160,000 retirees to demonstrate the Bank’s concern for their well-being. 3,156 retirees above 90 years of age received cash assistance totaling RMB3.2 million from the Bank. The Bank organized recreational activities, including croquet, dance, fitness, chorus, painting, photography and billiards, through 1,623 retiree centers and 17 senior colleges run by the Bank to enrich the lives of retirees. Promote the transformation from material and treatment-based endowment to cultural and mental care for retirees.

Sunshine Retirement Seminar organized by Beijing Branch

To celebrate the Double Ninth Festival, Beijing Branch organized a seminar (Sunshine Retirement Seminar) and invited anti-Japanese veterans who played an active role in the community, warm-hearted citizens who spent a lot of time taking care of elderly living in their neighborhood or actively engaged in public welfare undertakings, teachers who had taught at senior colleges for many years, retired people’s jurors who helped judges of district courts to rule correctly and other outstanding citizens to participate in the seminar. They shared their personal experience with the audience and some of them teared up on stage at emotional moments. True emotions spilled off the stage caused the audience to burst into rapturous applause. Inspired by personal stories of the guests, retirees who participated in the seminar also shared stories of what motivated them to lead a fulfilled, meaningful life, to continue personal growth, and to have a positive impact on those around them after retirement.
Participating in Social Undertakings, Developing Charity Spirits

80 Fixed-point Poverty Alleviation
82 Social Assistance
83 Supporting Scientific Development and Education
84 Volunteering
86 Philanthropic Endeavors outside China
Committed to creating social and economic value simultaneously, the Bank strived to not only create value for shareholders, customers and employees, but also create a corporate culture that attaches great importance to public welfare and develop ICBC into a brand known for its humanitarian efforts. During the reporting period, the Bank invested RMB55.75 million in public welfare.

**Fixed-point Poverty Alleviation**

During the reporting period, the Bank launched various poverty alleviation projects in Nanjiang County, Tongjiang County, Jinyang County and Wanyuan City in Sichuan Province. It invested RMB11.6 million to support poverty reduction efforts in educational, health and other sectors, provided RMB500 million in loans to support economic and social development in designated poverty areas.

**ICBC campus building efforts**

During the reporting period, the Bank donated a combined RMB4.4 million to fund campus construction, including a 1,200 square meters dormitory building on the campus of Guangna Middle School (Tongjiang County), a 1,050 square meters dormitory building of Liangshui Hope Primary School (Nanjiang County) and a 1,200 square meters complex building on the campus of Tiekuang Middle School (Wanyuan City). It donated a combined RMB900,000 to build a synthetic playground for each of the following schools: Bataixiang Central School (Wangyuan City), Shitang Middle School (Wanyuan City), Liangshui Hope Primary School (Nanjiang County).

**ICBC candlelight program**

During the reporting period, to attract and retain teachers in countryside, the Bank donated RMB400,000 to reward 300 excellent teachers in countryside. By the end of the reporting period, 1,490 teachers have received cash reward under the program. The Bank also spent RMB800,000 on training programs organized by local education departments for teachers in rural areas. 110 teachers from Tongjiang, 130 teachers from Nanjiang, 110 teachers from Wanyuan and 30 teachers from Jinyang participated in the training programs. The per capita investment was RMB8,000.

**Funding the construction of a bridge**

The Bank donated RMB200,000 to build a bridge in Chenjiaba Village, Chenhe Township, Tongjiang County, so that more than 100 primary school students and teachers in the village could cross river safely. The bridge also increased connectivity of more than 1,500 villagers in three villages and six village communes with the outside world.

**ICBC farmer aid program**

The Bank donated RMB1 million to buy 2,000 breeder pigs for 1,000 poor families, accounts of which were set up by the government, in four villages in Tongjiang County and one village in Nanjiang County, with RMB200,000 donation for each village. It also exerted itself to find relevant companies to provide feed and breeding technologies and repurchase pigs. The income per household is expected to increase by about RMB2,000.

**Poverty reduction through provision of financial services**

In addition to donations, the Bank offered loans and financial services to support poverty reduction efforts and promote economic development in poor areas. During the reporting period, such loans made by the Bank amounted to RMB550 million. The Bank also helped local companies get listed and introduced securities companies, accountant firms, law firms and other intermediaries.

**ICBC student aid program**

During the reporting period, the Bank offered RMB1.5 million cash assistance to 300 outstanding college freshmen from poor families, to ease their tuition burden. So far, the Bank has offered cash assistance to more than 2,040 outstanding freshmen to help them achieve the dream of obtaining college education.

**ICBC farmer aid program**

The Bank donated RMB1 million to buy 2,000 breeder pigs for 1,000 poor families, accounts of which were set up by the government, in four villages in Tongjiang County and one village in Nanjiang County, with RMB200,000 donation for each village. It also exerted itself to find relevant companies to provide feed and breeding technologies and repurchase pigs. The income per household is expected to increase by about RMB2,000.

**Case sharing**

Schuan Branch launched the One-to-One Student Assistance Program to encourage employees to help more than 1,000 outstanding students from impoverished families. The branch donated RMB1.6 million during the reporting period.

**Employees of Schuan Branch visiting the home of students in need**
Social Assistance

During the reporting period, the Bank made continuous efforts to engage employees from different levels in various social assistance programs and encourage them to help vulnerable groups.

<table>
<thead>
<tr>
<th>Lifeline Express – free cataract surgeries for poor people</th>
</tr>
</thead>
<tbody>
<tr>
<td>During the reporting period, the Bank donated RMB3 million to offer free cataract surgeries to 1,550 poor patients in Dingxi City, Gansu Province. So far, the Bank has donated RMB18.6 million to sponsor six train-based eye care service stations, donated one ophthalmic microsurgery center and one cataract treatment center in 7 times, and brought light to more than 8,000 impoverished cataract patients. In addition to direct funding, the Bank also opened a free “Lifeline Express” online donation platform.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provision of financial services to support disaster relief operations after Tianjin explosions</th>
</tr>
</thead>
<tbody>
<tr>
<td>After Tianjin was rocked by explosions on August 12, the Bank launched a disaster response program which provided that the term of loans extended to corporate customers which could not conduct business as usual due to the disaster may be adjusted properly according to the actual situation. The program also reduced interests on loans or exempted customers’ interest payment obligation depending on the severity of damage suffered by customers. The Bank also adjusted loan terms and repayment methods of personal loans extended to affected customers based on the actual situation, provided the fast approval channel for special funds established by local governments for the post-disaster repair and renovation of damaged houses, exempted the custody charges, assisted in the timely establishment of such funds and provide efficient custody services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Donation for earthquake-stricken areas in Tibet</th>
</tr>
</thead>
<tbody>
<tr>
<td>An 8.1-magnitude quake shook Nepal and affected the border region in Tibet, China. To assist with disaster relief and post-disaster reconstruction, the Bank donated RMB5 million to the government of the Tibet Autonomous Region through the National Red Cross.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Winter clothing donation program</th>
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</thead>
<tbody>
<tr>
<td>During the reporting period, the Software Development Center of ICBC collected and donated over 1,200 winter clothing items to Hangzhou-based non-profit organizations which distributed these items to villagers in mountainous areas.</td>
</tr>
</tbody>
</table>

Supporting Scientific Development and Education

During the reporting period, the Bank made continuous efforts to support both college education and universal, community-based literacy programs.

<table>
<thead>
<tr>
<th>The Sixth “ICBC Cup” financial creative design contest of national college students</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bank entrusted designated key universities and colleges to promote this competition which provided a platform to promote financial literacy as well as for college students to display their talent and experience innovative products. Final-round participants were offered jobs of the Bank. The competition attracted over 80 thousand participants from about one thousand colleges and universities in more than 30 regions nationwide. The competition became a bank-university collaboration model, which was widely accepted by students and teachers, for cultivation of innovative talents.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Optimizing student loan services</th>
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<tbody>
<tr>
<td>During the reporting period, the Bank extended the maximum period and grace period of student loans and simplified lending procedures. By the end of the reporting period, 34 branches of the Bank offer student loans. They have offered a combined RMB709 million student loans, of which the state subsidized student loan balance is RMB5.9 million, the balance of local subsidized student loans is RMB327 million and the balance of commercial student loans is RMB373 million.</td>
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<tr>
<th>Funding China Legal Aid Foundation</th>
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<tbody>
<tr>
<td>During the reporting period, the Bank contributed RMB1.6 million to China Legal Aid Foundation to support the “1 + 1” Legal Aid Volunteer Program. The program sent out 108 volunteer lawyers, 64 students and grassroots-level legal service volunteers, with services reaching 108 counties (districts). Volunteers actively provided legal aid and legal advice, promoted legal literacy, trained local legal talents and served as legal advisers to the government in service areas, widely praised by local people.</td>
</tr>
</tbody>
</table>
Volunteering

During the reporting period, the Bank continued to encourage employees to actively participate in all sorts of volunteering activities, so as to cultivate charity spirits and group values within the Bank.

Youth volunteer activities

The Bank made active efforts to organize youth volunteer activities such as blood donation, caring for children of migrant workers and environmental conservation actions. During the reporting period, the Bank carried out 623 youth volunteer activities, with up to 31,275 youth volunteer person times, benefiting 191,439 person times.

Benefited 190,000 person times
Volunteered 25,000 cumulative hours

“Micro Love – Charitable Donation” online goodwill store

The Bank opened an online goodwill store on ICBC Mall, which was the first online charity store in China and encouraged the public, including employees of the Bank, to make donations to philanthropic causes through this online platform. The Bank has launched Project Hope Happy Art Classroom and Love Your Eyes projects, raised more than RMB700 thousand, and donated nine Project Hope Happy Art Classrooms. The Bank has carried out the Love Your Eyes project in Tibet and Qinghai, provided free eyesight diagnosis services to more than 6,000 children from poor families and donated 2,100 children eyesight protection packages. The Love Your Eyes project won Gold Award of the second Chinese Youth Volunteer Service Project Competition.

Supporting Xinjiang Summer Camp

This summer camp was held in Guangzhou. 50 teachers and students from Changji, Xinjiang visited Zhongshan Memorial Hall, Whampoa Military Academy, Guangdong Museum, Guangdong Science Center and other places and learned a lot about history and science.

Students from Changji, Xinjiang visiting Changlong Ocean World in Zhuhai City

Benefited 190,000 person times
Volunteered 25,000 cumulative hours
Philanthropic Endeavors outside China

During the reporting period, overseas branches of the Bank have been actively searching for a sustainable development model that is tailored to their economic and social responsibilities and integrates the “going global” strategy and localization goals.

ICBC (Asia) in Hong Kong, actively participated in the “Bank and You” social responsibility campaign organized by Hong Kong Association of Banks. Activities under this campaign included Youth Financial Education Program, "Use of ATMs" Workshop and other actions designed to share practical financial knowledge with and promote correct financial attitude among over 1,500 students in Hong Kong and encourage young people to actively plan for the future.

ICBC Macau participated in Enterprise Experience Program of the University of Macau and offered career counseling to students of the university. They also promoted corporate values and management philosophies of the Bank among local students.

In their efforts to promote the value of life, the importance of protecting rare animals and the nature and other public welfare philosophies, Singapore Branch adopted cotton-top tamarins, which were rare animals, at the Singapore Zoo.

ICBC Malaysia joined hands with a local blood bank to launch the "Donating One Pint Blood to Save Three Lives" blood donation event.

Mumbai Branch in India contributed INR240,000 to Prime Minister’s National Relief Fund (PMNRF) established by the Government of India to help disaster victims and support reconstruction efforts after floods, hurricanes, earthquakes and other natural disasters, and donated INR1 million to the well-known international charity Oxfam India to support employment skill training programs for women in rural areas.

Institutions of the Bank in US actively participated in various donation events. By the end of the reporting period, they participated in 21 donation projects and donated USD29,450 in total, increasing 18 percent over the previous year.

In 2015, on the occasion of the 40th anniversary of EU-China relations, Brussels Branch offered funding to two European photographers who photographed daily activities of Chinese in Beijing and Chengdu and published a China-themed photo album, An Art of Living and Aging Differently, which presented a real China to European readers from a unique perspective.

Institutions with donations by branches of the Bank in US

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<tr>
<th>Institution</th>
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<tbody>
<tr>
<td>Chinatown Community Development Center</td>
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<tr>
<td>Chinatown Manpower Project</td>
</tr>
<tr>
<td>Chinatown Community Development Center</td>
</tr>
<tr>
<td>Chinatown Service Center</td>
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<tr>
<td>Chinese-American Planning Council</td>
</tr>
<tr>
<td>Scout Council</td>
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<tr>
<td>Chinese Consolidated Women’s Association</td>
</tr>
<tr>
<td>Golden Gate Women Apartments</td>
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<tr>
<td>Los Angeles Regional Food Bank</td>
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<tr>
<td>Asian Advisory Committee</td>
</tr>
</tbody>
</table>

ICBC Argentina actively engaged in food donation programs launched by the local Food Bank Foundation and other public welfare projects. During the past three years, Chinese and foreign employees of the Bank in Argentina donated nearly ten thousand kilograms of food, nearly ten thousand winter clothing items and over two thousand school supplies to local vulnerable groups.

In 2015, ICBC Argentina participated in activities organized by the local Food Bank Foundation.
2016 is the first year of the 13th Five-Year Plan and a key year for comprehensively deepening the reform. The world economy will remain in a period of profound adjustment, with growth of developed economies continuing to diverge and that of emerging economies coming under more difficult asset and liability operation. Therefore, banks need to take active steps to search for a more scientific path of sustainable development.

In 2016, the Bank will more proactively grasp the new periodic characteristics in bank-wide operation and development in the New Normal, strive for progress through stability, and earnestly practice its responsibilities as a corporate citizen. The Bank will give stronger financial support in fostering new driving force and reforming and upgrading traditional ones, inject vitality into the real economy at source, and promote inclusive finance and coordinated development among different regions. In addition, the Bank will pay persistent attention to customer experience and improve service channels and level to meet the increasingly diversified and internationalized financial needs of consumers. The Bank will focus on green development and implement the concept of energy conservation and emission and carbon reduction in the whole process of financial service, operation and management. The Bank will also adhere to integrity and self-discipline, combine its destiny with that of the employees, create a charity brand with strong influence, and work with all stakeholders to create a harmonious and beautiful future.

Outlook

2016 is the first year of the 13th Five-Year Plan and a key year for comprehensively deepening the reform. The world economy will remain in a period of profound adjustment, with growth of developed economies continuing to diverge and that of emerging economies coming under more difficult asset and liability operation. Therefore, banks need to take active steps to search for a more scientific path of sustainable development.

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Independent Limited Assurance Report

We were engaged by the Board of Directors of Industrial and Commercial Bank of China Limited ("ICBC") to provide limited assurance on the 2015 Social Responsibility Report of ICBC for the year ended 31 December 2015 ("the SR Report").

Responsibilities of the Board of Directors

The Board of Directors of ICBC is solely responsible for the preparation and presentation of the 2015 SR Report, including the information and assertions contained within it, in accordance with the Global Reporting Initiative ("GRI")'s Sustainability Reporting Guidelines (G4), the Stock Exchange of Hong Kong ("SEHK")'s Guidelines for Environmental, Social and Governance Reporting, and disclosure recommendations of the following guidelines issued by the Shanghai Stock Exchange:

- Notice on Strengthening Listed Companies' Undertaking of Social Responsibilities and issuance of Guidelines on Environmental Information Disclosure by Companies Listed on the Shanghai Stock Exchange
- Guidelines on Environmental Information Disclosure by Companies Listed on the Shanghai Stock Exchange
- Preparation and review of internal control report and social responsibility report (collectively known as the "SSE 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 systems from which the reported performance information is derived; and for maintaining adequate records.

Responsibilities of KPMG

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our work in accordance with international standard on Assurance Engagements 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That standard requires that we comply with the ethical requirements, including independence requirements of the IFAC International Federation of Accountants) Code of Ethics for Professional Accountants, and plan and perform the engagement to obtain limited assurance about whether the SR Report, in the form and context in which it appears taken as a whole, is free from material misstatement, in so far as the information contained in the SR Report is not inconsistent with information made available to us at ICBC's Head Office.

Our independent limited assurance report is made solely to ICBC in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Board of Directors of ICBC these matters we have been engaged to state in this independent limited assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than ICBC for our work, for this independent limited assurance report, or for the conclusions we have reached.

Summary of work performed

A limited assurance engagement on a SR report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the SR report, and applying analytical and other evidence gathering procedures, as appropriate. Our procedures included:

- Inquiries of management to gain an understanding of ICBC’s processes for determining the material issues for ICBC’s key stakeholders;
- Interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- Interviews with relevant staff at corporate and business unit level responsible for providing the information in the SR Report;
- A media analysis and an internet search for references to ICBC during the reporting period;
- Inquiries about the design and implementation of the systems and methods used to collect and process the information reported, including the aggregation of data into information as presented in the SR Report;
- Visits to sites of Nengying Branch, Tianjin Branch, ICBC Financial Leasing Co., Ltd., ICBC-AXA ASSURANCE CO., LTD., ICBC Tokyo Branch and ICBC New York Branch, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
- Comparing the information presented in the SR Report to corresponding information in the relevant underlying sources to determine whether any information contained in such underlying sources has been included in the SR Report;
- Reconciling key financial data and figures with the audited financial statements;
- Reading the information presented in the SR Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of ICBC;
- Where the SR report has included information or year-on-year comparisons of information not contained in previous reports, we have examined for 2015, but have not examined the information for previous years.

The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a full assurance engagement, and therefore, a lower level of assurance is provided. In addition, our work was not undertaken for the purpose of expressing on the effectiveness of ICBC’s systems and procedures.

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 2015 is not presented fairly, in all material respects, in accordance with the GRI’s Sustainability Reporting Guidelines (G4), the disclosure recommendations of the SSE Guidelines and SEHK’s Guidelines.

KPMG Huazheng LLP
Beijing
30 March 2016
Identified material aspects and boundaries

G4-17 a. List all entities included in the organization’s consolidated financial statements or equivalent documents.

G4-18 b. Explain the process for defining the report content and the Aspect Boundaries.

G4-19 c. List all the material Aspects identified in the process for defining report content.

G4-20 For each material Aspect, report the Aspect Boundary within the organization.

G4-21 For each material Aspect, report the Aspect Boundary outside the organization.

G4-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.

G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.

Stakeholder engagement

G4-24 Provide a list of stakeholder groups engaged by the organization.

G4-25 Report the basis for identification and selection of stakeholders with whom to engage.

Strategy and analysis

G4-1 Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization’s strategy for addressing sustainability.

G4-2 Provide a description of key impacts, risks, and opportunities.

Organizational profile

G4-3 Report the name of the organization.

G4-4 Report the primary brands, products, and services.

G4-5 Report the location of the organization’s headquarters.

G4-6 Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.

G4-7 Report the nature of ownership and legal form.

G4-8 Report the markets served.

G4-9 Report the scale of the organization.

G4-10 Report the total number of employees by employment contract and gender.

G4-11 Report the percentage of total employees covered by collective bargaining agreements.

G4-12 Describe the organization’s supply chain.

G4-13 Report any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain.

G4-14 Report whether and how the precautionary approach or principle is addressed by the organization.

G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.

G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization participates in.

G4-26 Report the organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

G4-27 Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

Report profile

G4-28 Reporting period for information provided.

G4-29 Date of most recent previous report.

G4-30 Reporting cycle.

G4-31 Provide the contact point for questions regarding the report or its contents.

G4-32 Report the ‘in accordance’ option the organization has chosen, the GRI Content Index for the chosen option, and the reference to the External Assurance Report, if the report has been externally assured.

G4-33 Report the organization’s policy and current practice with regard to seeking external assurance for the report.

Governance

G4-34 Report the governance structure of the organization, including committees of the highest governance body.

G4-35 Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.

G4-36 Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.

G4-37 Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.

G4-38 Report the composition of the highest governance body and its committees.

G4-39 Report whether the Chair of the highest governance body is also an executive officer.

Please Refer to Chapter 10 of 2015 Annual Report (IFShare)

G4-40 Report the highest governance body’s and senior executives’ roles in the development, approval, and updating of the organization’s purpose, values and mission statements, strategies, policies, and goals related to economic, environmental and social impacts.

G4-41 Report the measures taken to develop and enhance the highest governance body’s collective knowledge of economic, environmental and social topics.

G4-45 Report the highest governance body’s role in the identification and management of economic, environmental and social impacts, risks, and opportunities.

G4-46 Report whether stakeholder consultation is used to support the highest governance body’s identification and management of economic, environmental and social impacts, risks, and opportunities.

G4-47 Report the highest committee or position that formally reviews and approves the organization’s sustainability report and ensures that all material Aspects are covered.

G4-48 Report the process for communicating critical concerns to the highest governance body.

Ethics and integrity

G4-56 Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.

Economy

DMA Economy

G4-EC1 Report the direct economic value generated and distributed.

G4-EC2 Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure.

G4-EC7 Report the extent of development of significant infrastructure investments and services supported.
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<td>Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.</td>
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<tr>
<td>FS8</td>
<td>Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.</td>
<td>P52-56</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNGC Principle</th>
<th>CSR Performance in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Businesses should support and respect the protection of internationally proclaimed human rights.</td>
</tr>
<tr>
<td>2</td>
<td>Make sure that they are not complicit in human rights abuses.</td>
</tr>
<tr>
<td>3</td>
<td>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</td>
</tr>
<tr>
<td>4</td>
<td>The elimination of all forms of forced and compulsory labor.</td>
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<tr>
<td>5</td>
<td>The effective abolition of child labor.</td>
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<tr>
<td>6</td>
<td>The elimination of discrimination in respect of employment and occupation.</td>
</tr>
<tr>
<td>7</td>
<td>Businesses should support a precautionary approach to environmental problems.</td>
</tr>
<tr>
<td>8</td>
<td>Businesses should undertake initiatives to promote greater environmental responsibility.</td>
</tr>
<tr>
<td>9</td>
<td>Businesses should encourage the development and spread of environmentally friendly technologies.</td>
</tr>
<tr>
<td>10</td>
<td>Businesses should work against corruption in all forms, including extortion and bribery.</td>
</tr>
</tbody>
</table>
Feedback Form

Thank you for reading the 2015 Corporate Social Responsibility Report of Industrial and Commercial Bank of China Limited. ICBC has published Corporate Social Responsibility Reports for consecutive nine years. In order to better satisfy your need, provide more valuable information for you and all relevant stakeholders, 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:

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E-mail: csr@icbc.com.cn
Address: No. 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC
Corporate Strategy and Investor Relations Department
Post code: 100140

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?
   ☐ Yes ☐ So so ☐ No

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 stakeholder do you belong to?
   ☐ Government ☐ Regulator ☐ Shareholder and Investor ☐ Client
   ☐ Supplier and Partner ☐ Employee ☐ Community public ☐ Others

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

Note: Please add “√” 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 group.
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 2015 financial statements prepared pursuant to International Financial Reporting Standards, which have been independently audited by KPMG Huazhen (Special General Partnership). Other data are mainly of the year 2015 and sourced from internal systems and statistics of branches of the Bank. The units in this report, unless otherwise specified, are denominated in RMB.

Assurance Approach of the Report
The Board of Directors of Industrial and Commercial Bank of China Limited and all directors undertake that the information in this report contains no false record, misleading statement or material omission, and assume individual and joint responsibility for the authenticity, accuracy and completeness of the information in this report. Meantime, KPMG Huazhen (Special General Partnership) has carried out the independent third-party assurance of this report. Please see the Appendices for assurance basis, scope and method of work and assurance result.

Release and Interpretation of the Report
The Report is released both in hardcopies and online. The online version is available at the Bank’s website at www.icbc.com.cn, www.icbc-ltd.com. This Report is published both in Chinese and English. Should there be any discrepancy between the Chinese and the English versions, the Chinese version shall prevail.

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