The year 2021 was a milestone in the history of the Communist Party of China and our country. Last year, we continued to follow the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and took stalwart steps to fulfill our economic, political and social responsibilities as a state-owned financial enterprise. We actively promoted good environmental, social and governance (ESG) practices, thus contributing to high-quality economic and social development and meeting the people’s needs for a better life.

We remained true to our founding mission and improved the quality and efficiency of financial services for the real economy. We earnestly followed the orientation of micro policies, increased the supply of investment and financing at a steady pace and with a better structure but lower prices, contributing to the formation of the new development paradigm and getting the 14th Five-Year Plan off to a good start. To achieve stable economic growth and employment stability, we launched more targeted financial services and saw noticeable increase in lending to industrial rejuvenation, technological innovation and energy supply. We accurately profiled micro and small enterprises and enhanced credit to them, with RMB 1.3 trillion credit granted to more than 1.6 million such enterprises in total. We reinforced look-through management of businesses in all fronts and promoted the allocation of funds to the real economy directly.

We put the people first and moved faster to satisfy the people’s needs. We continued to pursue people-centered development, diversify and improve personal financial services, to better meet the people’s needs. We sped up to adapt our services to specific groups, including special products for the elderly customers and financial services facilitating the immigrants to find their feet in cities. We opened 15,500 “ICBC Sharing Stations” and made available public services in our outlets available to all. We equipped more than 3,000 outlets with e-government services as part of the reform for “cross-provincial processing in one network.” A hundred-day campaign was launched to address the pain points of the customer experience to protect customers’ rights.

We shared the fruits of corporate development with the rest of society and promoted common prosperity. Supporting rural revitalization is one of our priorities. We set up a dedicated institution for this purpose and consolidated the achievements of poverty alleviation by means of financing, developing local industries, boosting consumption of products from and increasing employment in poverty-stricken areas. We provided services in all areas and guided tiered funds to education, elderly care and charitable endeavors. As of the end of 2021, our “Eyesight Initiative - Health Express” had helped nearly 13,000 cataract patients regain sight, and we had distributed 1.6 million such enterprises in total. We reinforced look-through management of businesses in all fronts and promoted the allocation of funds to the real economy directly.

We promoted green development and sustainable financial practices. We firmly believe that lucid waters and lush mountains are invaluable assets. We practiced green, low-carbon and sustainable daily operations, and constructed a sound service system for green bonds, green funds, green leasing and carbon finance. We launched the first product for green technological upgrade in China, to support green factories, green manufacturing and green supply chains. We took the lead to form the low-carbon transition working group in the banking industry. We urged 17 global systematically important financial institutions to sign the Beijing Initiative on Climate-Friendly Banks. The balance of our green loans represents an increase of RMB 634.9 billion from the beginning of the year, with supported projects capable of saving 47.38 million tons of standard coal and reducing 98.85 million tons of carbon dioxide equivalent emissions per year.

We welcomed development through talent cultivation and provided an enabling environment for employees to make a difference. We improved the democratic management system and convened employee representatives’ meetings. We made public the bank affairs and business performance, and effectively protected the employees’ rights to information, participation, expression and supervision. We made it clear that the management must be cultivated on the ground and sent outstanding employees to work on the ground and in areas with harsh conditions. We convened a meeting on bank-wide talent cultivation and worked to build a highland for financial professionals training. We lifted the remuneration, training and health management incentives to those working on the ground, and delivered substantial benefits to the employees.

We worked to bring out our full potential of development and continued to build up our competitiveness, improve the quality of development and expand our size. We further integrated Party leadership and corporate governance, and improved the governance system and capacity. We held firmly to the correct outlook on business performance, pursued development and enhanced security in a well-coordinated manner, deepened innovation and transformation, and lived up to the expectation of society with high-quality corporate development. We became more competitive, better in quality and bigger in size. Our capital strength was enhanced with generally controllable risks, our asset quality remained stable with an improving momentum, and our operating efficiency continued to be enhanced. Since the year of 2007, we have distributed the most annual cash dividends among A-share companies every year, thanks to the ever-improved ability to create value.

On this new journey toward the new mission, we will continue to follow the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and strengthen our political consciousness and the idea of serving the people. We will start with remedying problems identified by the central government inspection group, and remain steadfast in developing finance with Chinese characteristics. We will take solid actions to deliver great contribution to society, maximum returns to shareholders and real success for employees, and set the stage for the 20th National Congress of the Party with more outstanding achievements.
President's Message

In 2021, we earnestly acted on our mission and applied the new development philosophy in full, in the right way and in all fields of endeavor. We made particular effort to strengthen our political consciousness and the idea of serving the people. We continued to uphold the principle of joint contribution to value creation for all, pursued corporate development while fulfilling corporate social responsibilities, and delivered outstanding performance in economic, environmental and social endeavors. In the year, our net profits registered RMB350.2 billion, our yearend NPL ratio 1.42%, and the social contribution value RMB 2.79 per share.

We shouldered our responsibilities as a major bank and contributed to the stable economic recovery. We kept in mind national priorities and concentrated efforts to serve the formation of the new development paradigm. We increased the supply of investment and financing, improved the investment portfolio, and went all out to meet the diverse financial needs of the real economy. Our domestic RMB loans increased by RMB 2.12 trillion and the bond investment registered a net growth of RMB 763.2 billion. In response to national development strategies, we redoubled support in such key areas as manufacturing and technological innovation. We moved faster to develop digital inclusive finance and provided targeted support for county-level businesses, micro and small enterprises, other private enterprises and new-type agricultural operators. Our inclusive loans grew up by 52.5% and the number of customers receiving our inclusive small and micro enterprise loans up by 204,000. Our financial services were more extensive in coverage, more accessible, and reported a higher customer satisfaction rate. Meanwhile, we took resolute actions in fee reduction and profit concessions to tide market entities over the crisis. We coordinated efforts to pursue development and strengthen security, and were rigorous and strict in enterprise risk management, providing solid support for the real economy.

We protected the environment and contributed to green, low-carbon development. We implemented the tasks set by the government for carbon peak and carbon neutrality, developed our own work plan and established a sound working mechanism in this regard. We kept expanding the tiered green financial service system, pushed forward the green adjustment of the investment and financing structure in a well-coordinated way, and saw to it that emissions were cut, pollution mitigated, green finance expanded and corporate growth enhanced, thus playing our due part in protecting the natural environment. As at the end of 2021, the balance of our loans to green industries stood at RMB 2.48 trillion, recording the largest aggregate in the Chinese banking industry and the biggest increment in our history. The green bonds we issued totaled USD 13.06 billion accumulatively. We applied intelligent technology to manage environmental risks and included the climate risk into the enterprise risk management system. We constructed an all-encompassing ESG management system and improved the ESG information disclosure mechanism. We furthered international cooperation on green finance and jointly released the Beijing Initiative on Climate-Friendly Banks with other international peer banks.

We served the people and contributed to building a sound customer service ecology. Aimed to meet the people’s growing aspiration and needs for a better life, we worked relentlessly to improve financial services, move faster to build us into a bank to the people’s satisfaction, and contribute more to the people’s wellbeing and common prosperity. We developed special financial products and services to meet demands in such areas as employment, social security, healthcare, housing and elderly care. We launched a campaign to address customer grievances and effectively responded to customer concerns to the satisfaction of the customers. We strengthened scenario integration and technology empowerment, actively constructed a digital community that brings financial services interacting with government, business and consumption (GBC), and improved the well-coordinated service ecology for micro, small, medium and large customers.

We pursued development through talent cultivation and contributed to forming a nurturing environment for employees. We continued to improve the talent cultivation mechanism and expand the employee development paths, to form a nurturing environment in which all have the ability to be an achiever and all are able to make best use of their talents, and to enable employees to grow with the Bank. We refined and connected training systems of different business lines and for employees at different stages of career development, and honed their professional skills. Throughout 2021, we hosted nearly 36,000 training sessions, covering nearly 98% of the workforce. We stepped up to build teams of much-needed professionals, expand the talent pool for emerging sectors, and cultivate more top-notch innovators.

In 2021, we will remain steadfast in developing finance with Chinese characteristics, and deliver excellent services for clients, maximum returns to shareholders, real success for employees, and great contribution to society as always. On top of contributing to economic, social and environmental sustainability, we will open up new horizons for high-quality development and become a pace-setter in ESG development.

President: Liao Lin
March 30, 2022
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.

Through its continuous endeavor and stable development, the Bank has developed into the leading bank in the world, possessing an excellent customer base, a diversified business structure, strong innovation capabilities and market competitiveness. The Bank regards service as the very foundation to seek further development and adheres to creating value through services while providing a comprehensive range of financial products and services to over 9.691 million corporate customers and 704 million personal customers. The Bank has been consciously integrating the social responsibilities with its development strategy and operation and management activities, and gaining wide recognition in the aspects of supporting pandemic containment, promoting inclusive finance, backing rural revitalization, developing green finance and participating in public welfare undertakings.

The Bank always keeps in mind its underlying mission of serving the real economy with its principal business, and along with the real economy it prospers, suffers and grows. Taking a risk-based approach and never overstepping the bottom line, it constantly enhances its capability of controlling and mitigating risks. Besides, the Bank remains steadfast in understanding and following the business rules of commercial banks to strive to be a century-old bank. It also stays committed to seeking progress with innovation while maintaining stability, continuously enhances the key development strategies, actively develops the FinTech and accelerates the digital transformation. The Bank unswervingly delivers specialized services, and pioneers a specialized business model, thus making it “a craftsman in large banking”.

The Bank was ranked the 1st place among the Top 1000 World Banks by The Banker, the 1st place in the Global 2000 by Forbes and the 1st place in the list of commercial banks of the Global 500 in Fortune for the ninth consecutive year and took the 1st place among the Top 500 Banking Brands of Brand Finance for the sixth consecutive year.
Green Finance Strategy

In the process of business development, the Bank has always adhered to integrating economic responsibility with social responsibility, attached greater importance to the development of green finance and support for ecological civilization, fully built it into the strategic development plan, and promoted the building of green finance system.

Strategies and objectives

On October 21, 2021, Chairman Chen Siqing and Vice Chairman President Liao Lin attended the Global Systemically Important Financial Institutions Meeting at the Annual Conference of Financial Street Forum 2021 and had an in-depth discussion on the topic "Promoting Climate-friendly, Advancing Green Finance and Sustainable Development."
System and mechanism building

In 2007

The Bank took the lead among domestic peers in advocating and practicing the concept of “green credit.”

In 2015

The Bank issued a green credit development strategy, which incorporated the promotion of green credit into the Bank’s long-term development plan.

In 2020

The Green Finance Committee was set up at the Management of the Head Office, so as to further enhance the coordinated leadership and promotion of green finance.

During the reporting period, the Bank issued the Work Plan for Carbon Peak and Carbon Neutrality of Industrial and Commercial Bank of China (Trial), to systematically plan on the Bank’s carbon peak and carbon neutrality work.

Deeply implementing the green finance plan

During the reporting period, the Bank held four special meetings of the Green Finance Committee to urge all business lines to earnestly implement the work arrangements of the Party Committee of the Head Office on green finance, actively innovated, took the initiative and strengthened collaboration to specify and implement the Opinions on Further Strengthening the Building of Green Finance. It achieved results in many respects, and created new advantages of green finance.

The Bank defined the objectives, basic principles, work priorities and supporting measures of green finance. Specific objectives include leading the industry in the scale of high-quality green loans and comprehensive green investment and financing, and also put forward qualitative objectives and requirements for the organizational structure of green finance, policies and systems, investment and financing environment and climate risk prevention and control capability, and participation in the formulation of green finance standards.

During the reporting period, the Bank issued the Green Finance Virtuous循环 Development Plan, setting forth the basic principles, work priorities and supportive measures of green finance, and promoting the virtuous ecological development of the real economy.

Working principles of green finance

- Services for the real economy
- Innovation-driven
- Systematic promotion
- One-vote veto system for environmental protection

During the reporting period, the Bank actively pushed forward the green classified management of bond, leasing, non-standard wealth management and other services.

The Green Finance Committee was set up to lead the coordinated work of green finance. The Bank issued the Work Plan for Carbon Peak and Carbon Neutrality of Industrial and Commercial Bank of China (Trial), to systematically plan on the Bank’s carbon peak and carbon neutrality work.

Climate and environment related policies

During the reporting period, the Bank strengthened environmental (climate) and social risk management on all fronts.

Strengthening the green classified management of non-credit assets

In order to adapt to policy changes and effectively control the environmental risks of enterprises, the Measures for Green Classified Management of Investment and Financing of Domestic Corporate Customers (Version 2021) was issued, revising the latest standards of four levels and 12 categories of green classification, and defining the climate risk factors. During the reporting period, while completing the green classification of loans, the Bank actively pushed forward the green classified management of bond, leasing, non-standard wealth management and other services.

Reinforcing environmental (climate) and social risk assessment

Environmental and social risk assessment shall be incorporated into credit assessment, environmental and social factors of enterprises and projects shall be comprehensively and scientifically identified and measured, and projected loan risks shall be controlled.

Improving the systematic management and control of environmental (climate) and social risks

The Notice on Strengthening the Management of Customer Environmental Risk System was issued, adding the elements of coordinated query and control of environmental protection information to the GCMS system to allow the real-time acquisition of enterprise environmental information in the process and automatic prompt of systematic risks.

Taking the initiative to study climate risk

The Bank has incorporated climate risk into the comprehensive risk management system, actively carried out climate risk identification, assessment, monitoring and control, and orderly conducted climate risk stress testing under the guidance of regulators.

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During the reporting period, the Bank participated in the climate risk stress testing organized by the PBOC, assessing the potential impact of the transition to carbon peak and carbon neutrality on the Bank’s credit assets. The testing focused on businesses in the fields of thermal power, steel, and cement. By referring to the definition of the company of large greenhouse gas emissions by the Ministry of Ecology and Environment, the Bank took corporate customers with an annual emission of more than 26,000 tons of carbon dioxide equivalent as the testing objects. The stress transmitting mechanism was based on an assumption that such customers have to pay for their carbon emissions, which may affect their solvency. The stress testing contained mild, moderate and severe stress scenarios, whose degree of stress mainly depended on the movements of carbon prices in the national carbon trading market and considered carbon price scenarios of the Network for Greening the Financial System (NGFS) of central banks and supervisors. The testing began at the end of 2020 and will last 10 years. It was assumed that the relevant companies do not transform to low-carbon development and their stress cannot be distracted to upstream and downstream companies through prices. The testing results showed that while customers in those three industries will experience damage to their repayment capability to some extent in stress scenarios, the overall risk is controllable. Under the mild, moderate and severe stress scenarios, the Bank’s capital adequacy ratio will drop by 24, 42 and 58 basis points by 2030.

1. Investment and financing of domestic corporate customers are divided into five levels and 12 categories, based on the “green” degree of investment and financing, i.e. the impact of investment and financing on environment and the magnitude of environmental and social risks that investment and financing faces.
Implementation of plans related to green finance

The Bank’s investment and financing in the green industries grew rapidly, and the scale of green loans ranked first among large commercial banks. The growth rate of green loans has been higher than the average of total loans for many years.

Investment innovation in such products as green bonds, wealth management and funds has been quickened.

Environmental and social risks of investment and financing have been effectively prevented and controlled.

Outstanding achievements have been made in forward-looking green finance research and cooperation.

Initial progress has been achieved in green finance building.

Risks and opportunities in the development of green finance

The Bank believes that green finance plays an important part in tackling climate change and advancing green and low-carbon transformation and development of the economy and society. With the promotion of national goals of carbon peak and carbon neutrality, the development of green finance has accelerated significantly. Achieving the goals will be long and progressive. In the process of green and low-carbon adjustment of investment and financing structure, the Bank should pay close attention to the changes in industrial structure, energy structure, technical progress, consumption concept and other elements.

Green Financial Policies and Systems

Annual industrial investment and financing policy

During the reporting period, the Bank issued the Notice on Issuing Industrial Investment and Financing Policy for 2021, to vigorously support the development of green and low-carbon circular economy and promote the proactive green adjustment of investment and financing structure.

Annual special credit policy

During the reporting period, the Bank’s annual special credit policy related to green finance was built into the annual industrial investment and financing policy.

Series measures for carbon peak and carbon neutrality

Actively taking advantage of carbon emission reduction support tools. The Notice on the Work Related to Proper Use of Carbon Emission Reduction Support Tools was issued, clarifying the policies and procedures related to the application for carbon emission reduction support tool funds, and guiding the Bank’s branches to strengthen support for key areas of carbon emission reduction.

Actively carrying out research on the building of the national carbon trading market. The Bank’s relevant business lines were encouraged to actively participate in the fund settlement and green industry fund projects of the national carbon trading market registration and clearing center.

Strengthening the research on the realization path of carbon peak and carbon neutrality, and raising suggestions on relevant investment and financing strategies of the Bank. The Report on the Long and Medium-term Strategy for Improvement of Investment and Financing Structure under the Goals of “Carbon Peak and Carbon Neutrality” was issued throughout the Bank to guide it to increase the layout of green and low-carbon industries and continue to promote the green and low-carbon transformation of investment and financing structure.
During the reporting period, the Bank did a good job in resource guarantee, assessment guarantee and limit guarantee for green finance development, gave priority to green credit and other key fields, and actively met high-quality customers’ reasonable financing needs, such as low-carbon transformation.

**Green Finance Practice**

During the reporting period, the Bank recorded RMB 2,480,621 million in green loans issued to energy saving and environmental protection, cleaner production, clean energy, ecological environment, green upgrading of infrastructure, green services and other green industries under the CBIRC’s criteria, representing an increase of RMB 634,902 million compared to the year beginning.

**Converted emission reduction of green credit-backed projects**

<table>
<thead>
<tr>
<th>Project</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of standard coal equivalent</td>
<td>(10,000 tons)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4,738.13</td>
<td>4,924.74</td>
<td>4,627.23</td>
</tr>
<tr>
<td>Emission reduction of carbon dioxide</td>
<td>equivalent (10,000 tons)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9,884.69</td>
<td>8,524.63</td>
<td>8,985.96</td>
</tr>
<tr>
<td>COD emission reduction (10,000 tons)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28.38</td>
<td>281.71</td>
<td>26.85</td>
</tr>
<tr>
<td>Ammonia nitrogen reduction (10,000 tons)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.26</td>
<td>31.10</td>
<td>4.91</td>
</tr>
<tr>
<td>Emission reduction of sulfur dioxide</td>
<td>(10,000 tons)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,817.13</td>
<td>2,189.30</td>
<td>1.94</td>
</tr>
<tr>
<td>Emission reduction of nitrogen oxides (10,000 tons)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,539.46</td>
<td>1,424.62</td>
<td>3.34</td>
</tr>
<tr>
<td>Water saved (10,000 tons)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7,521.52</td>
<td>8,931.02</td>
<td>5,903.64</td>
</tr>
</tbody>
</table>

1. The CBIRC’s green credit statistics include those in energy conservation and environmental protection, cleaner production, clean energy, ecological environment, green upgrading of infrastructure, green services, overseas projects under international practice or international standards, green trade financing and green consumer financing.

**Top three industries with the largest green credit balance**

1. Green upgrading of infrastructure
2. Clean energy industry
3. Energy saving and environmental protection industry

**Advancing proactive green adjustment of investment and financing structure**

During the reporting period, the Bank strengthened the guidance of differentiated investment and financing policies. It supported the development of green industries and actively promoted the green adjustment of investment and financing structure through annual industrial investment and financing policies and limit management schemes for key industries.
Measures for “high pollution and high energy consumption” industries

During the reporting period, the Bank issued the Notice on Strengthening the Investment and Financing Management of “High Pollution and High Energy Consumption” Industries to raise the project energy consumption and environmental protection standards and proactively prevent and control investment and financing risks.

1. Implementing classified management of “high pollution and high energy consumption” industries and adhering to the differentiated policy.

2. The Bank actively upholds the national energy supply security and low-carbon transformation strategy. Its balance of clean energy loans for wind power and photovoltaic power generation accounted for 36% of the total loans to the power industry, higher than the proportion of wind power and photovoltaic power generation in China’s power structure in the same period.

3. The proportion of loans to “high pollution and high energy consumption” industries has decreased steadily.

Domestic industrial investment and financing policy

The mining industry mainly includes mining and beneficiation of metallic ores such as iron, copper and aluminum, as well as non-metallic ores. The Bank paid close attention to the environmental and social risks of investment and financing of domestic mines, strictly observed the relevant provisions on environmental protection and biodiversity, and actively supported the green transformation, environmental protection and governance of mining enterprises, and supported their large-scale and intensive mining, resource conservation and comprehensive recycling and utilization.

The energy industry mainly includes power production, power supply, coal, oil and gas and other industries. The Bank paid close attention to the environmental and social risks of investment and financing in the domestic energy industry, actively supported the development of clean energy, such as wind power and photovoltaic power generation, and the clean transformation of traditional energy, thereby reducing the proportion of financing for coal-fired power generation and coal mining, and pushed forward the technical progress and cost reduction of the domestic clean energy industry chain.

The oil and gas industry mainly includes such industries as oil and gas exploration, oil refining, oil and gas transmission and other industries. The Bank paid close attention to the environmental and social risks of investment and financing in the domestic oil and gas field, strictly observed the environmental protection regulations on pollution and waste treatment methods and greenhouse gas emissions, mainly supported clean fuel production, large-scale advanced refinery-petrochemical integration projects and the building and operation of natural gas transmission, storage, transportation and peak shaving facilities, and strictly controlled the financing of and investment in the enterprises which purely specialize in refined oil products with high environmental protection risk, and have no space for transformation and upgrading of energy conservation and environmental protection.

The transportation industry, including highway, railway, civil aviation, port, shipping and airport, plays an important role in economic development and the people’s livelihood. The Bank actively supported the green development of the domestic transportation industry in the direction of scientific layout, and clean, low-carbon, intensive and efficient development, including supporting the building of railway, highway and airport projects with ecological and environment-friendly siting, railway electrification transformation, port resource integration, large professional berth construction and high-grade waterway transformation, and meeting the financing needs of pilot enterprises in green shipping development.

Material industry mainly includes metal material industry and non-metal material industry. The Bank paid close attention to the investment and financing environment and social risks in the domestic material industry, and took key indicators such as energy consumption and emissions as important conditions for customer selection. It actively supported the steel, nonferrous metal and other metal material industries as well as the cement, glass, ceramic and other non-metal material industries in technological upgrading, resource recycling and green transformation, and continuously strengthened the investment and financing management of high-energy consumption and high-emission projects, to promote the high-quality green transformation and development of the material industry.

Biodiversity refers to the ecological complex composed of all organisms and their environment, including the diversity within and between species, and of the ecosystem. The Bank has long been concerned about biodiversity protection. Since 2015, the Bank has built the promotion of domestic biodiversity into the Group’s green credit development strategy, actively taken measures to protect biodiversity, strictly observed the red line for ecological protection, prevented damage to important habitats, statutory reserves and ecosystems in ecologically vulnerable areas, and actively supported customers and projects advocating nature protection and ecological restoration. ICBC attached great importance to biodiversity risk management in agriculture, forestry, animal husbandry, fishery, mining, oil and gas exploitation, infrastructure and building materials industries, and actively supported environment-friendly customers.
Green bond issuance
The Bank actively implemented the national green development philosophy and sustainable development strategy, and continued to improve its financial service capacity in support of the goals of "carbon peak and carbon neutrality".

During the reporting period, the Bank issued global multi-currency overseas green bonds with the theme of "carbon neutrality" through five overseas branches in Hong Kong, Singapore, Macau, Luxembourg and London, and was listed on the stock exchanges of Hong Kong, Singapore, Luxembourg, London and Macau simultaneously.

The total amount of the issuance is equivalent to USD 12.33 billion, concerning five bonds in four currencies, i.e. USD, euro, Macau pataca and GBP. The raised funds were mainly used in low-carbon fields and specially used for green projects in fields with significant carbon emission reduction effects, such as clean transportation and renewable energy.

This bond obtained green certification from three authoritative institutions at home and abroad, including the "carbon neutrality" labeling certification evaluation report issued by Beijing Zhongcai Green Financing Consultant Ltd., the green financial bond certificate issued by the Climate Bond Initiative (CBI), and the pre-issuance green and sustainable financial certificate issued by Hong Kong Quality Assurance Agency (HKQAA). This bond was awarded the "Outstanding Award for Green and Sustainable Bond Issuer (Global Commercial Banking Industry)-Largest Amount of Carbon Neutrality Themed Green Bond" by HKQAA.

During the reporting period, the Bank, as a lead underwriter, underwrote the first carbon neutrality bond in the market - RMB 500 million worths of green medium-term notes (carbon neutrality bond of an airport in a province, and the raised funds were used for the airport's green building project. According to the assessment of a third-party specialized agency, the project can reduce the emissions of carbon dioxide, sulfur dioxide, nitrogen oxides and smoke and dust by 19,700 tons, 5.32 tons, 5.55 tons and 1.08 tons respectively every year.

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During the reporting period, the Bank issued RMB 63,637 million of green financial bonds in the domestic market, ranking first among all banks. Among them, there were 24 carbon neutrality bonds, with a lead underwriting amounting to RMB 24,909 million.

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Green bond underwriting and investment
As at the end of the reporting period, the green bonds underwritten and invested by the Bank covered green finance bonds, super & short-term commercial paper, medium-term notes, asset-backed notes, enterprise bonds, etc.

- Green bond underwriting
  During the reporting period,

  The Bank, as a lead underwriter underwrote 67 green bonds totaling RMB 140,130 million in total.

  That raised RMB 63,637 million with the lead underwriting amounting to RMB 24,909 million.

  A year-on-year increase of 12.44 times

- Green bond investment
  The Bank actively carried out green bond investment to provide green financial support for key areas of ecological civilization such as ecological protection and clean energy.

  The Bank actively invested in the green bond of various types, including green unsecured bonds, green local government bonds, and green asset-backed securities, with new investments in green corporate bonds growing fast throughout the year. The Bank also increased the investment in green bonds to offer financing support for quality customers in the fields of ecological protection, clean energy, energy saving and environmental protection, green transportation, green building, circular economy, low-carbon economy, and other green sectors.
**Green fund**

ICBC Credit Suisse, a subsidiary of the Bank, has issued a number of funds focusing on the ecological environment, new energy and ESG, covering actively managed products and passively managed products in terms of investment methods. These funds mainly include new energy vehicle hybrid fund, ecological environment industry equity fund, new material and new energy industry equity fund, beautiful town-themed equity fund and CSI-180 ESG ETF. It is a fund company that took the lead in the industry to engage in products in the field of sustainable development, and has achieved good results in serving and supporting green and environmental protection enterprises.

**Green wealth management**

During the reporting period, ICBC Wealth Management, a wholly-owned subsidiary of the Bank, actively promoted the innovation of green financial products and service models, vigorously supported the investment and financing needs of green industries, and channelled more funds to the green development, and developed a “green scheme” with the characteristics of ICBC Wealth Management.

As at the end of the reporting period, ICBC Wealth Management invested nearly RMB 630 billion in various green assets through bonds, equity, non-standard assets and other means, covering many green finance-related sub-industries and segments, such as wind power generation, photovoltaic equipment, new energy batteries, green transportation, low-carbon transformation, ecological environmental protection, agriculture, forestry and water conservancy, and well-facilitated farmland construction.

During the reporting period, ICBC Wealth Management issued the industry’s first “carbon neutrality” themed multi-asset index jointly developed with CSI. According to the sampling results, the index included a total of 301 bond samples and 276 stock samples. Since the official release of the index on July 12, 2021, as at the end of the reporting period, the annualized yield has been 5.01%.

**Green investment**

During the reporting period, ICBC Investment, a wholly-owned subsidiary of the Bank, actively made contributions to the goals of carbon peak and carbon neutrality. It fully leveraged its advantage of debt-for-equity license to conduct headquarters-to-headquarters cooperation of central government-owned enterprises and set up fund of fund, increased investments in green finance sectors, and focused on providing support for a number of enterprises in such green sectors as photovoltaic power, wind power and hydropower, so as to facilitate green and low-carbon development.

**Green leasing**

During the reporting period, ICBC Leasing, a wholly-owned subsidiary of the Bank, seized the development opportunity of “carbon peak and carbon neutrality.” It fully leveraged its advantage of debt-for-equity license to conduct headquarters-to-headquarters cooperation of central government-owned enterprises and set up fund of fund, increased investments in green finance areas, and focused on providing support for a number of enterprises in such green sectors as photovoltaic power, wind power and hydropower, so as to facilitate green and low-carbon development.

**Green inclusive finance**

**Persisting in lending to small and micro enterprises in accordance with the green credit policy**

Increased loans to the transforming and upgrading fields such as new energy, resource recycling and advanced manufacturing, prudently carried out the financing for environmentally sensitive small and micro enterprises, and provided special financing support for small and micro enterprises in green, environment-friendly and low-carbon industries, in accordance with the requirements of the Bank’s green classified management measures for investment and financing and industrial (green) credit policies.

**Innovation of financing products for small and micro enterprises**

Fully leveraged the advantages of its digital operation experience in internet financing to actively develop suitable products and provide financing services catering to the new financing needs of small and micro customers in low-carbon transformation. For example, in response to the needs of agriculture-related small and micro customers in many places to purchase distributed photovoltaic power station equipment, the “photovoltaic power loan” product was launched. At present, many branches are designing detailed schemes in line with regional characteristics.

**Innovation of green industrial chains for small and micro enterprises**

Actively employed digital credit certificates and other innovative financial instruments to increase capital supply and support for industrial chains in the fields of clean energy, pollution control and resource recycling.

**Innovation of service models for small and micro customers**

Continued to develop the “digital inclusive finance”, accelerated the digital transformation of traditional small and micro credit products, improved the availability and convenience of the financing for small and micro customers through online verification, intelligent model approval and intensive operation, and gradually guided and promoted the digital and low-carbon transformation of production and operation of small and micro enterprises.

**Cases of Green Finance**

**Participation in the national green development fund**

During the reporting period, the Bank pursued and promoted green development, vigorously supported sustainable investment, and efficiently completed the approval and capital contribution of the national green development fund. With a total amount of RMB 88.5 billion, the fund was mainly invested in such fields as pollution control, ecological restoration and land greening, energy and resource conservation and utilization, green transportation and clean energy.

**Innovation practice in the green finance reform and innovation pilot zone**

The pilot zone for green finance reform and innovation serves as the pioneer in green finance reform and innovation. The Green Finance Committee of the Bank specially studied and assigned the key tasks of green finance building of the branches in the pilot zone, so as to continuously provide strong financial support for promoting the ecological civilization and building a “bridgehead” of green finance in the pilot zone. The relevant branches in the pilot zone developed a great deal of good experience and practices that are worth promotion in the building of the green financial organization system, product and service innovation. For instance, Zhejiang Branch set up a green financial business department in an innovative manner; Huzhou Branch in Zhejiang Province actively participated in the establishment of a pilot “Carbon neutrality” outlet in Huzhou City, and pushed forward the implementation of zero carbon building projects.

**ICBC Guizhou Branch supported the building of the pilot zone for green finance reform and innovation**

During the reporting period, ICBC Guizhou Branch fully supported the building of a pilot zone for green finance reform and innovation in Gu’an New Area. From the perspectives of establishing separate convenient access to green finance review, moderately lowering the access threshold for green projects, cutting the financing costs of green loans, ensuring the scale of green credit, accelerating the innovation of green financial products and financing channels, the Bank strengthened the preference and guarantee of differentiated resources for green loans in Gu’an pilot zone, and established the development goal of green finance in Gu’an pilot zone for green finance reform and innovation. For the green projects in Gu’an Industrial Park, the Bank broadened the financing channels for companies through investment-loan linkage, so as to meet the financing needs of high-quality green enterprises with one-stop solutions.

A company’s offshore wind power project supported by RMB 2 billion debt-equity of the Bank’s subsidiary ICBC Investment is among the projects with the largest single capacity in Asia and can reduce a significant amount of carbon dioxide emissions every year. Through the project, the Bank has effectively supported the national “carbon peak and carbon neutrality” strategy.
ICBC Fujian Branch supported the national reserve forest base construction project

Fujian Sanming Branch of the Bank was committed to exploring the reform of local provincial green finance reform zone, carrying out green finance innovation and providing full-product and multi-channel comprehensive financial services for green industries. During the reporting period, the branch formulated a customized financing scheme for the "60,000-mu (4,002 hectares) national reserve forest base construction project" of a forestry company in Fujian, with a credit facility of RMB 100 million. After completion of the project, it can increase the water conservation capacity by 15.76 million cubic meters, fix 70,000 tons of soil and 16,000 tons of carbon dioxide, release 600,000 tons of oxygen and retained 140,000 tons of dust. It will promote climate regulation, water conservation, soil conservation, carbon fixation, oxygen release and air purification, and can better protect biodiversity.

ICBC Yunnan Branch supported the pollution control project of Erhai Lake Basin

Yunnan Dali Branch of the Bank actively used financial products to provide efficient and convenient financial support for the pollution control of Erhai Lake Basin, the second largest freshwater lake in Yunnan Province. Specific projects include Erhai Lake Basin sewage interception project, lakeides buffer zone ecological restoration and wetland construction project. By the end of the reporting period, the branch had granted RMB 2.66 billion of credits for two major companies in Erhai Lake Basin pollution control project, with a cumulative input of RMB 1.06 million. Thanks to the efforts of all parties, the water quality of Erhai Lake has been improved.

ICBC Hebei Branch supported Xiongan hydrogen energy heavy truck project

In response to the call for building a “green Xiongan”, Hebei Branch of the Bank actively communicated with the government and enterprises in Xiongan New Area to provide them with comprehensive green financial services. During the reporting period, Baoding Branch in Hebei granted an RMB 146 million loan for a hydrogen energy heavy truck application demonstration project in Xiongan New Area to purchase 100 hydrogen energy heavy trucks with a load capacity of 20 tons and a service life of no less than 7,000 hours (or 250,000 kilometers). The project played a positive role in purifying the atmospheric environment and preventing air pollution in Xiongan New Area and the Beijing-Tianjin-Hebei region.

ICBC Ningxia Branch helped an enterprise build a new clean energy project

During the reporting period, Ningxia Branch of the Bank actively explored and improved the financing service mode for clean energy development based on the financing needs and fund use characteristics of clean energy projects. It granted a project loan of RMB 490 million for a new clean energy project of a new energy group in Ningdong. The project is expected to save around 91,129.20 tons of standard coal and reduce around 246,909.53 tons of carbon dioxide, 76.67 tons of sulfur dioxide and 73.73 tons of nitrogen oxides every year. It is of great significance to building a local clean and low-carbon energy system.

The Bank supported the building of a green transportation project in Taiyuan, Shanxi Province

During the reporting period, the Bank supported the phase 1 PPP project of Taiyuan Metro Line 1 in Shanxi Province with internal syndicated loans. In order to meet the needs of energy saving and emission reduction and low-carbon life, Taiyuan Metro Line 1 carried out energy-saving design and transformation for the line, vehicle traction and braking, train operation mode, etc. Besides, to effectively reduce the impact on the surrounding environment, it optimized the organization design and construction technology, strictly controlled the construction site and strengthened construction surveillance.

ICBC Yunnan Branch actively participated in the public welfare activity of protecting rare species in Yunnan

During the reporting period, the 15th meeting of the parties to the Convention on Biological Diversity (CBD COP15) was held in Kunming. Yunnan Branch of the Bank actively participated in the public welfare activity of protecting rare species in Yunnan, popularized the knowledge of protecting rare species among the public, and donated protection fund to Yunnan Green Environment Development Foundation for protecting, aiding and improving the living conditions of Yunnan snub-nosed monkey, as a move to effectively fulfill the responsibility for protecting biodiversity.

ICBC Shanghai Branch supported the construction of the world’s highest green building

During the reporting period, a building in Shanghai obtained a three-star operation logo of green buildings. Shanghai Branch of the Bank actively participated in a syndicated loan for the construction project and granted total loans of more than RMB 400 million for the project. As the first green super high-rise building with double certification in China, the building obtained the “three-star green building design certificate” granted by the Ministry of Housing and Urban-Rural Development and the LEED gold pre-certificate issued by the US Green Building Council. The move provided a good experience for the Bank to participate in the green finance practice of super high-rise and large-scale exhibition buildings.

ICBC Zurich Branch actively participated in sustainable development linked syndicated loans

During the reporting period, Zurich Branch successfully organized nine syndicated loans linked to sustainable development indicators, with a cumulative loan commitment of more than USD400 million. The indicators directly related to sustainable development include ESG score, traceability ratio of green products, and carbon emission, covering clean energy, grain production, food trade, agrochemical technology and other hot areas of sustainable development reform.

ICBC Tibet Changdu Branch lent RMB 3 billion to support clean energy projects

During the reporting period, Tibet Changdu Branch of the Bank approved an RMB 3 billion early-stage loan for a company’s Lancang River upstream hydropower project, to support Tibet’s clean energy development and the realization of the goals of “carbon peak and carbon neutrality”.

The Bank supported a rural sewage treatment project in Wuqing, Tianjin

During the reporting period, the Bank supported a rural sewage treatment project in Wuqing, Tianjin with internal syndicated loans, comprehensively solved problems of sewage collection, water supply and water saving in 301 villages of 26 townships in Wuqing District, Tianjin, benefiting 117,000 households and nearly 400,000 villagers.

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During the reporting period, ICBC Macau issued a "carbon neutrality"-themed green bond on April 13, 2021, Vice Chairman, President Liao Lin attended the Belt and Road Bankers Roundtable Green Finance Seminar.

Industrial and Commercial Bank of China Limited

During the reporting period, ICBC Macau successfully issued a MOP2 billion "carbon neutrality"-themed green bond in Macau, setting a record for the largest single issuance of green bonds in Macau. It was simultaneously listed on the exchanges of Macau, Hong Kong, Singapore, London and Luxembourg, making it the first Macau bond listed on the international market.

During the reporting period, ICBC Macau issued a "carbon neutrality"-themed green bond

Financial-backed low-carbon transformation cases

Shanghai Branch granted loan to power company's replacement and renovation project

During the reporting period, Shanghai Branch supported the replacement and renovation project of a Shanghai-based power company. Using fully enclosed coal bunker systems, the project replaces high-energy-consuming and high-emission subcritical units with high-parameter ultra-supercritical secondary reheat units featuring a large capacity and high efficiency. It is estimated that the annual coal consumption will be saved by 640,000 tons.

Beijing Branch and Hebei Branch supported CHP projects

During the reporting period, Beijing Branch and Hebei Branch granted loans to a combined heat and power (CHP) project. The project uses the heat pump unit to extract the waste heat of the circulating water from the main engine, which can heat the return water of the heating network, thus it reduces the loss at the cold end of the generator unit. It uses the heat pump unit to absorb the waste heat of circulating water, so as to improve the heating capacity and meet the requirements of participating in power network peak regulation. In 2021, a 40MW heat pump unit was added to further improve the waste heat recovery capacity of circulating water. In the heat supply season from 2021 to 2022, 10 heat pumps of Zhuozhou thermoelectric waste heat system extracted a total of 539,760 GJ of waste heat, saving about 18,400 tons of standard coal.

During the reporting period, Shanghai Branch supported the replacement and renovation project of a Shanghai-based power company.

Research findings and application

The Bank built a big data service platform of environmental risk information under the framework of the Paris Agreement, improved and unified the statistical classification standards for green investment and financing, and established a scientific, comprehensive and systematic assessment mechanism for the development of green finance.

Green Finance Research and Cooperation

Under the leadership of the PBOC, the Bank continued to promote the Pilot Program of UK-China Climate and Environmental Information Disclosure, and released China’s first industrial standard for environmental information disclosure of financial institutions.

In keeping with the sustainable development goal of the United Nations, the Bank explored quantitative assessment methods and tools for enterprises’ green development and environmental information disclosure of financial institutions.

According to the latest development of green finance in the countries along the Belt and Road, the Bank updated the Belt and Road Green Finance (Investment) Index Report (Version 2021) and released it at the fourth China International Import Expo.

Beijing Branch and Hebei Branch supported CHP projects

As a co-leader of the Working Group I of the Green Investment Principles for the Belt and Road, the Bank developed an online tool for CERAT environmental risk analysis, to help enterprises and financial institutions quantify the environmental risks of overseas projects.

According to the latest development of green finance in the countries along the Belt and Road, the Bank updated the Belt and Road Green Finance (Investment) Index Report (Version 2021) and released it at the fourth China International Import Expo.

Shanghai Branch granted loan to power company's replacement and renovation project

On April 13, 2021, Vice Chairman, President Liao Lin attended the Belt and Road Bankers Roundtable Green Finance Seminar.
External cooperation

**Bank-government cooperation**

During the reporting period, the Bank signed strategic cooperation agreements with the National Development and Reform Commission, the Ministry of Industry and Information Technology, the National Energy Administration and the Ministry of Science and Technology, to deepen comprehensive cooperation in supporting the development of green industries.

During the reporting period, the Bank jointly hosted the 2021 meeting of global systemically important financial institutions with the People’s Government of Beijing Municipality. At the meeting, the Beijing Initiative for Climate Friendly Banks was announced.

**Bank-enterprise cooperation**

The Bank strengthened business collaboration and information exchange with the important implementers undertaking the national energy-saving transformation, and supported the construction of a number of photovoltaic power, hydropower and other clean energy and green transportation projects.

The Bank and Renmin University of China jointly drafted the 2021 China Green Finance Development Research Report.

**International cooperation**

As the first expert member in China to sign and uphold TCFD global financial governance, the Bank actively participated in TCFD global plenary meetings, put forward improvement suggestions for important documents such as TCFD’s Guidance on Metrics, Targets, and Transition Plan and Measuring Portfolio Alignment: Technical Supplement, mobilized more than 10 domestic banks to complete the TCFD questionnaire, translated and proofread five TCFD documents and released them on the official website of TCFD.

During the reporting period, the Bank actively offered advice and suggestions on issues such as carbon peak and carbon neutrality and response to climate change through UNEP FI, GISD, GIP, BRBR and other international platforms.

During the reporting period, the President of the Bank attended and addressed the closing ceremony of the ecological civilization forum, a sideline event of CBD COP15.

Low-Carbon Operation

Work related to carbon accounting

During the reporting period, the Bank established a self-operating carbon management information statistics and analysis system, to collect, analyze and summarize historical carbon emission data, laying the foundation for continuous digital carbon emission management.

The Bank has carried out carbon inventory-taking in the Head Office and Beijing Branch and released the related data. During the reporting period, the Bank arranged Hunan Branch to conduct the carbon inventory-taking for the first time.

Progress of self-operating carbon accounting: According to the total amount and structure of carbon emissions in recent five years and in combination with the Bank’s development plan, the Bank carefully studied its self-operating carbon neutrality schedule and energy saving and emission reduction roadmap, so as to push forward carbon neutrality step by step.

Energy saving and emission reduction

Green office

The Bank implemented an independent and controllable localization transformation of the office platform, optimized 56 system functions such as document processing and business trip reimbursement, and integrated and optimized mobile office functions.

**Mobile office**

During the reporting period, the Head Office of the Bank held 810 paperless meetings, saving 5.2 million sheets of paper.

**Paperless office**

It handled 270 million transactions in the whole year and the number of active mobile office users increased by more than 50% year on year.

**Video conference**

During the reporting period, 29% of the Bank’s meetings were held by videoconference. Video conference devices have been applied in all domestic tier-one institutions and will be gradually promoted in sub-branches.

The Bank strengthened business collaboration and information exchange with the important implementers undertaking the national energy-saving transformation, and supported the construction of a number of photovoltaic power, hydropower and other clean energy and green transportation projects.
Energy saving and consumption reduction

- Energy consumption declined steadily

During the reporting period, the total fuel consumption of official vehicles in the Head Office reached 65,355 liters, and the mileage of official vehicles was 476,186 kilometers.

The lighting source in some underground areas of the park of the Head Office was changed to LED lamps, which not only improved the lighting effect, but also saved 50% of power consumption.

The Bank strengthened the operation management and maintenance of the central air conditioners to ensure that it maintained the best operation condition and efficiency. It standardized and controlled the temperature of office air conditioning, turned off the air conditioning in idle areas and reduced power consumption.

In light of the goals of carbon peak and carbon neutrality, the Bank built a world-class national green data center, which effectively utilized photovoltaic power generation technology and saved power consumption in the park. With a peak daily trading volume of 868 million, it reduced carbon dioxide emissions by nearly 6,000 tons per year, and was named the “national green data center”.

The Software Development Center of the Bank purified or replaced the lithium bromide solution of two direct-fired machines, and recycled and reused the wastewater from the water dispensers in the office building, so as to reduce energy consumption.

- Energy management has been constantly standardized

The Bank regularly assessed the operation of the energy consumption system in the offices of the Head Office in Beijing, and strengthened the supervision and measurement of energy consumption.

In accordance with the Notice on Doing a Good Job in the Management of Key Carbon Emission Entities and the Pilot Work of Carbon Emission Trading in 2021 issued by the Beijing Municipal Ecology and Environment Bureau, the Bank completed the carbon emission inspection in the offices of the Head Office in Beijing, the clearing of carbon emission trading and performance of relevant contracts, and other related work.

The Bank strengthened publicity and guidance, organized and carried out a series of activities, including special lectures on energy saving and building into an energy-saving unit, and guided employees to further establish energy-saving awareness.

Supply chain management and green procurement

Access of suppliers

In the access stage, the supplier is required to provide:
- Environmental management system certification, occupational health certification, product environmental label certification, energy saving certification, social responsibility standard certification, etc.
- Explanations on whether the product has been included in the energy saving and environmental protection list

Supplier management

The Bank established and improved an annual supplier review mechanism, regularly conducted comprehensive risk investigation and assessment on all suppliers in the list, and removed unqualified suppliers from the list.

The Bank strengthened the supplier inclusion grading and risk verification of the information bank, and established a tiered approval and collective review mechanism, so as to examine and control the inclusion of suppliers in the list.

The Bank organized the open recruitment of suppliers to include those with excellent brands, advanced technology and standardized management in the list of suppliers.

The Bank opened its first “zero-carbon outlet” in Guangdong

Taking the opportunity of decoration and renovation of Shantou Park Sub-branch, Guangdong Branch of the Bank integrated environmental protection technology and green development concept into outlet building, utilized environmental protection materials, and conducted carbon emission inspection and carbon emission reduction cancellation of building materials and office supplies during decoration through cooperation with Guangzhou Carbon Emissions Exchange. It canceled 260 tons of Chinese Certified Emission Reduction to offset the greenhouse gas emissions generated and estimated to be generated from decoration period of Shantou Park Sub-branch and the operation activities of Shantou Park Sub-branch from September 29, 2020 to December 31, 2022, so as to achieve two goals of “carbon neutrality” in the decoration and building of the outlet and “pre-carbon neutrality” in the operation of the outlet. In September 2021, it obtained the double certificates of “carbon neutrality” issued by Guangzhou Carbon Emissions Exchange.

"Carbon peak and carbon neutrality" publicity and exhibition area of Shantou Park Sub-branch in Yulin, Guangxi, a “zero-carbon outlet” of the Bank.
Serving Customers -- Putting the Customer First and Serving the Real Economy

During the reporting period, the Bank actively applied the new development philosophy, served the new development pattern, and implemented the requirements of ensuring stability on six key fronts and maintaining security in six key areas. The Bank made holistic arrangements for the total amount, progress and structure of investment and financing centering on cross-cycle policies, provided targeted and concrete services to key fields and weak links of the real economy, improved the adaptability, competitiveness and inclusiveness of financial services, and effectively played our role as a leading major bank.

B-end – financial services for corporate customers-

The Bank’s balance of corporate loans issued by domestic branches in local currency reached RMB 10.63 trillion, making ICBC the first commercial bank to exceed RMB 10 trillion and representing a net increase of RMB 1.19 trillion. The Bank provided strong support for the high-quality development of the real economy.

On March 15, 2021, Chairman Chen Siqing and Senior Executive Vice President Xu Shouben attended the signing ceremony of the strategic cooperation agreement between ICBC and the Ministry of Science and Technology of China.
Financial services for advanced manufacturing

During the reporting period, the Bank actively carried out "Year of Deepening Financial Services for Manufacturing".

The Bank optimized the credit market layout, and intensified credit support for key fields with a focus on the high-end, intelligent, green and digital development of the manufacturing industry.

Based on major regional strategies such as the Beijing-Tianjin-Hebei region, the Yangtze Economic Belt and the Guangdong-Hong Kong-Macao Greater Bay Area and with a focus on the development layout of key industry clusters, demonstration bases and industrial parks, the Bank promoted the differentiated development of regions according to local conditions.

The Bank offered first-rate financial services to quality manufacturing enterprises that have outstanding main business or are driven by innovation, such as leading players in the industrial chains, and "professional, refined, featured and novel" enterprises.

The Bank enriched the financial product system, continued to intensify the application of key products and development of innovative products, met the needs of manufacturing enterprises in different industry segments, different industrial chain links, and different development stages, and increased financial support for the manufacturing industry in strengthening, stabilizing and supplementing the industrial chain.

Financial services for technical innovation enterprises

During the reporting period, the Bank and the Ministry of Science and Technology jointly held the campaign of providing technological and financial innovation services involving "10, 100, 1,000 and 10,000" high-tech zones or enterprises, assisting in the high-quality development of national high-tech zones and high-tech enterprises.

The Bank actively served the transformation and upgrading of the real economy and creatively implemented the new corporate credit layout featuring "New manufacturing, New services, New basic industries and High-tech industries".

In the meantime, the Bank actively communicated with the National Association of Financial Market Institutional Investors and put forward the idea of innovative bond products for energy supply guarantee. The Bank underwrote the first energy supply guarantee bonds and ABS on the market. Throughout the year, the Bank underwrote RMB 45.3 billion energy supply guarantee bonds.

The Bank issued RMB 3.12 billion vaccine support loans, ranking first among peers.

It provided RMB 27.5 billion civil aviation emergency loans to airlines with a preferential interest rate.

The Bank issued a full spectrum financing of RMB 2.34 trillion to key enterprises in key fields such as foreign trade & foreign investment, service trade, residents’ living, domestic trade and retail, which effectively helped boost domestic demand.

The Bank’s balance of loans to the manufacturing industry registered RMB 2.16 trillion, making the Bank the first commercial bank in China to exceed RMB 2 trillion in balance of loans to the industry.

As at the end of the reporting period

Balance of corporate loans in national strategic regions such as the Beijing-Tianjin-Hebei region, the Yangtze River Delta, the Guangdong-Hong Kong-Macao Greater Bay Area, the Chengdu-Chongqing region and the central region recorded RMB 7.54 trillion, representing a net increase of RMB 884 billion.

Corporate project loans increased by RMB 710 billion, representing a year-on-year increase of RMB 46.1 billion. The Bank provided substantial support for the development of major national projects in the first year of the 14th Five-Year Plan.

"Chunrong Action" offered over RMB 1 trillion financing in local and foreign currencies to 5,220 domestic key foreign-trade and foreign-funded core enterprises and their upstream and downstream enterprises overseas, which effectively facilitated the stability of cross-border industrial chains and supply chains.

The Bank issued RMB 23.4 trillion energy supply guarantee bonds.

The Bank provided support of all types to RMB 2021, the Bank provided supply. Since September 2021, the Bank provided RMB 296.7 billion fund support of all types to energy supply guarantee fields.

In the year, the Bank underwrote RMB 296.7 billion vaccine support loans, ranking first among peers.

The Bank offered first-rate financial services to quality manufacturing enterprises that have outstanding main business or are driven by innovation, such as leading players in the industrial chains, and "professional, refined, featured and novel" enterprises.

The new corporate credit layout featuring "New manufacturing, New services, New basic industries and High-tech industries".

Cultivating drivers of transformation and upgrading of the traditional manufacturing sectors and of development of emerging manufacturing sectors.

Key areas such as public facilities, transportation, energy, water conservancy, building and new type of urbanization; generally characterized by green, low carbon, energy conservation and environmental friendliness.

High-tech customer groups (technical innovation enterprises).

Key industries in major high-tech fields supported by the state, high-tech enterprises, technology-oriented SMEs “professional, refined, featured and novel” enterprises, key technological innovation projects, etc.

New service (modern service industry).

Healthcare, education, culture, tourism, elderly care, sports, trade logistics, supply chain operation, information service and leading internet companies, house rental, affordable housing building, etc.

New basic industries.

New corporate credit layout featuring “New manufacturing, New services, New basic industries and High-tech industries”.

As of the end of the reporting period
Financial services for micro and small enterprises, inclusive finance, and financial services for agriculture, rural areas and farmers

As at the end of the reporting period

The Bank’s balance of inclusive loans as defined by the CBIRC was RMB 1,099,012 million representing an increase of RMB 378,448 million or 52.5% over the beginning of the year.

- Services for domestic micro and small enterprises

As at the end of the reporting period, the Bank had over 300 "centers for micro and small enterprises" across China. Based on local resource endowment, the Bank adopted differentiated measures according to the type and promoted the implementation in an orderly manner, giving full play to their service functions of marketing organization, business processing, risk management, and O2O localization. By doing so, the Bank saw sound and sustained development of financial services for micro and small enterprises.

The Bank launched ICBC Business Matchmaker 2.0 under the business concept of combining "financing, consulting and commercial services".

- Cross-border services for micro and small enterprises

The Bank successfully held some 100 online and offline business matchmaking events. Through the platform, more than 5,000 domestic and overseas enterprises negotiated business and reached more than 2,000 cross-border cooperation intentions, involving over RMB 10 billion.

- Serving micro and small enterprises through external cooperation

During the reporting period, the Bank continued to strengthen external cooperation such as bank-guarantee cooperation and bank-insurance cooperation and explored collaborative service modes. As one of the first batch of banking partners, the Bank signed a "Head Office-to-Head Office" cooperation agreement on batch guarantee business with the National Financing Guarantee Fund. It ranked first among peers in terms of the batch guarantee volume.

- Providing exclusive service for micro and small enterprises

In December 2019, the Bank officially rolled out the “Ten Thousand Small and Micro Enterprises Growth Plan”. As at the end of the reporting period, the Bank had nearly 9,000 service teams in more than 500 cities across China that provide custom one-to-one exclusive service solutions for more than 10,000 micro and small enterprises registered in the Plan, with all-round comprehensive financial services offered.

- Serving rural revitalization and promoting common prosperity and coordinated development of urban and rural areas.

As at the end of the reporting period

The Bank granted RMB 1.3 trillion credit to over 1.6 million enterprises.

Balance of agriculture-related loans recorded RMB 2,661,317 million, representing an increase of RMB 404,101 million or 52.5% over the beginning of the year.

Balance of agriculture-related inclusive loans was RMB 242.7 billion, representing an increase of RMB 90.5 billion over the beginning of the year.

Balance of loans in support of regions that were lifted out poverty registered RMB 782 billion, representing an increase of RMB 101.7 billion over the beginning of the year.

Balance of loans to key target counties under the rural revitalization campaign reached RMB 103.8 billion, representing an increase of 18.36% over the beginning of the year.

A total of 149 outlets were set up in 160 key target counties under the rural revitalization campaign and coverage of offline channels was close to 60%.

On October 9, 2021, Dalian Branch held the launch ceremony of a new product “ICBC Credit e Loan”.

From September 7 to 8, 2021, Huang Liangbo, Chairman of the Board of Supervisors, went to Jinyang County, Sichuan Province to inspect targeted poverty alleviation work.

The Bank granted RMB 1.3 trillion credit to over 1.6 million enterprises.
During the reporting period, the Bank built on its own initiative the rural financial service supply system and service mechanism that cover agriculture, rural areas and farmers, launched the action plan of supporting rural revitalization through finance, creatively launched the ICBC Xingnongtong APP and rolled out the County Version 2.0 of mobile banking.

As at the end of the reporting period

- The Bank’s County Version 2.0 of mobile banking registered 16.03 million customer accounts representing an increase of 238.8% over the beginning of the year
- With the Bank’s continuous efforts in promoting the e-commerce platform ICBC Mall to assist in agriculture, rural revitalization related transaction volume of ICBC Mall reached 2,760 million

C-end – financial services for personal customers

Personal customers

• Number of personal customers

As at the end of the reporting period

- The Bank had 704 million personal customers representing a net increase of 23.41 million over the beginning of the year
- 1,006 million debit cards were issued and in service representing a net increase of 38,595,000 over the beginning of the year

• Personal financial assets and savings deposits

As at the end of the reporting period

- The Bank’s personal financial assets amounted to RMB 16.96 trillion
- Balance of personal savings was RMB 12,497,968 million an increase of RMB 837,432 million or 7.2% over the beginning of the year
- Balance of personal loans was RMB 7,944,781 million an increase of RMB 829,502 million or 11.7% over the beginning of the year

• Personal mobile banking

As at the end of the reporting period

- The Bank had more than 469 million personal mobile banking customers

• Credit card

As at the end of the reporting period

- The amount of credit cards issued by the Bank was 163 million
- The Bank’s balance of credit card overdrafts was RMB 692,339 million

On June 22, 2021, the Bank held the Conference for Commendation of Poverty Alleviation Work & Promotion of Services for Rural Revitalization.

• Strengthening supply of financial products to key fields

The Bank actively met the financial needs in the fields of high-standard farmland development, protection of black soil resources, spring ploughing and preparations for ploughing and sowing, agricultural machinery equipment, grain circulation, collection, storage, processing etc.

The Bank provided financing support for the 500,000 mu (333,333.33 hectares) high-standard farmland project jointly invested and built by a state-level leading enterprise in agriculture industrialization and a private enterprise in Yancheng City, Jiangsu Province, and made nearly RMB 500 million profit concessions to farmers through large-scale business transformation of the land.

Supporting the construction of rural infrastructure

The Bank actively supported the construction of public infrastructure in rural areas, by meeting the financing needs of commercial sustainable energy fields in rural areas and public utilities programs such as county hospitals, schools and elderly service facilities. It facilitated the improvement of infrastructure and public services and the integrated development of urban and rural areas.

Fee reduction and profit concessions

The Bank actively implemented bailout policies and work requirements such as fee reduction, profit concessions, and optimization of account service, assisted in improving the business environment, and put in place the policy requirement of reducing fees and making profit concessions for corporate payments to micro and small enterprises and self-employed individuals. From the implementation of the policy to the end of the reporting period, it reduced the fees of more than 2.20 million micro and small enterprises and self-employed individuals.
Private banking customers

During the reporting period, the Bank actively promoted group-wide product allocation for private banking customers to meet their diversified needs. The Bank developed integrated services for family customers, vigorously encouraged innovation in green finance, and created the comprehensive service ecosystem for private banking customers that combines various scenarios of “individual – family property – enterprise – social responsibility”, thus improving market competitiveness.

As at the end of the reporting period

The Bank had 199,500 private banking customers according to the industry standard, an increase of 17,600 over the beginning of the year. Customer assets amounted to RMB 2.32 trillion, an increase of RMB 144.2 billion over the beginning of the year.

Optimizing service quality

During the reporting period, the Bank established the ‘dual-voice’ system to convey the voice of customers and the voice of employees, built the monitoring, analysis and reporting mechanisms for customers’ and employees’ voices, implemented customer experience monitoring in multiple dimensions, refined the customer experience evaluation mechanism, and conducted joint multi-dimensional assessment to improve customer experience.

During the reporting period

The Bank had 110 outlets rated as the demonstration units of civilized and standardized service among Chinese banking outlets, ranking in the forefront among peers.

Improving the convenience of financial services

With a focus on the contactless financial service needs of the people as pandemic control became a routine, the Bank established and deeply promoted the operation service mode integrating online and offline services, which featured “online quick processing + centralized business processing + offline convenient delivery”. The service mode provided fast, accurate and considerate high-quality financial services for customers.

During the reporting period

More than 27 million transactions were made by customers using the integrated online and offline operation mode, an increase of about 122% year on year.

As at the end of the reporting period

The Bank’s business via electronic channels accounted for 98.8%, and the mode was promoted and applied in over 30 business scenarios including replacement of debit cards and issuance of credit certificates which effectively reduced the carbon emissions of financial services.

On May 8, 2021, Chief Business Officer Song Jianhua attended the “Big Finance, Big Consumption, Big Livelihood” Times Summit at the China International Consumer Products Expo.

Orderly improving the financial service capability for elderly customers

During the reporting period, the Bank launched ICBC Mobile Happy Life Version 2.0, upgraded the level of exclusive services for elderly customers, and made adjustments to mobile banking and the portal website to make them suitable for the elderly as well as barrier-free changes. In the meantime, the Bank actively promoted decoration of outlets and senior-friendly changes to self-service channels. Those efforts effectively reduced the threshold for elderly customers to access financing services.

In December 2021, the Bank’s wholly-owned subsidiary ICBC Wealth Management officially launched the first old-age wealth management product – “Yi Xiang An Tai” – a fixed-income closed-end net-value old-age wealth management product, which achieved over RMB 3 billion in sales in its pilot issuance and was widely recognized and subscribed by investors in Chengdu and Wuhan. The company fully leveraged its advantages in wealth management business to support the third pillar for old-age security, and played a bigger role in meeting residents’ wealth management needs and promoting common prosperity.
During the reporting period, based on 15,500 "ICBC Sharing Station" outlets, the Bank established the public service system and held more than 40,000 public service activities with featured themes through cooperation with other industries, which served more than 40 million person-times of customers and the social public. In the meantime, the Bank continued to enrich the ecological scenarios of outlets and improve the capability of outlets in serving people’s livelihood. More than 10,000 outlets provided such government services as social insurance and housing allowance, meeting people’s aspiration for a better life with financial resources and contributing to the building of an integrated, open service ecosystem with a human touch.

- Continuing to promote resource sharing and ecological construction at outlets

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- Continuing to optimize outlet layout

During the reporting period, with a reasonable judgment of urban and rural development dynamics, the Bank made forward planning for the layout of the channel network. With "stabilizing aggregate, optimizing layout, making up for deficiencies, and improving efficiency" as the main tasks, the Bank continued to align the outlets’ investment better with financial resources, effectively expanded service coverage in core regions, county markets and quality customer groups, and took solid steps to enhance the capability of serving the real economy.

Outlet and channel building

- Continuing to optimize outlet layout

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Maintaining the safety of customers’ financial assets

During the reporting period, the Bank maintained financial security with big data information-based means, and innovated in technology-based development and application of security technologies to ensure safe operations and customer services. By making use of the independently developed intelligent security system, ICBC e-Security, the Bank built the all-round, intelligent telecom fraud prevention network that covers all customers and all channels and is in service around the clock. The network screens transfer and remittance transactions made via the Bank’s outlets, internet banking, telephone banking, mobile banking and self-service terminals in real time, gives risk warnings to customers in a timely manner, and sends real-time automated early warnings about telecom fraud, thus reducing the occurrence rate of telecom fraud from the source.

The Bank continued to deepen the campaign of building the safest bank. It stepped up efforts in safety supervision and check, and gave prompt warnings about and made comprehensive arrangements for control of external fraud risks. Centering on key time frames, the Bank strengthened security in self-service banks and nighttime workplaces. Institutions at all levels conscientiously conducted emergency drills against robbery, theft, fire, violence, terrorists, etc., and enhanced employees’ safety awareness, risk control capability and emergency response capability to fully protect customers’ personal and property safety.

Personal mortgage service and personal consumer credit

During the reporting period, the Bank continued to reduce fees and make profit concessions for corporate and personal customers, developed the new-type, green consumer finance ecosystem, and actively supported the development of the real economy and the quality improvement and expansion of consumption.

Adhering to the positioning that “houses are for living in and not for speculative investment”, the Bank helped the people realize their housing dream.

As at the end of the reporting period:

- The Bank’s balance of personal mortgage loans stood at RMB 6,362,685 million, an increase of RMB 634,370 million over the beginning of the year.
- Balance of housing provident fund loans handled by the Bank as an agent recorded RMB 1.29 trillion, an increase of RMB 159,854 million over the beginning of the year.

Protecting the rights and interests of banking consumers

• Improving consumer protection governance capability

During the reporting period, the Board of Directors, Board of Supervisors and Senior Management intensified guidance and coordination of consumer protection work, further strengthened the management foundation on the corporate governance level, and promoted the effective implementation of consumer protection strategies, policies and objectives. The Bank included consumer protection risks into the enterprise risk management system, refined the consumer protection rules and regulations for key professions and products, enhanced governance of major fields and key procedures, and continued to make consumer protection work more standard and refined. The Bank strengthened guarantee for product and service supply and resource input, and worked holistically to improve customers’ sense of gain from financial services and customer satisfaction. Moreover, the Bank enhanced management of third-party partners, by including consumer protection as an important evaluation indicator, thus urging them to improve their compliant operation level and effectively protecting consumers’ legitimate rights and interests.

• Fair advertising policy

Adhering to the concept of “bring a bank to the people’s satisfaction”, the Bank was committed to constantly improving its fair advertising policy, and guided by the new model of brand building featuring “strategic guidance, brand incubation and enabling business” in its advertising. By formulating and issuing the Notice on Regulating the Brand Image Management of ICBC, the Notice on Regulating the External Brand Cooperation of ICBC, the Administrative Measures for the Electronic Media Management System of Outlets, etc., to effectively ensure the implementation of fair advertising policy. The Bank attached great importance to the professional training of relevant personnel engaged in publicity and advertisement launch, and adopted various ways such as offline face-to-face teaching, online training, thematic discussion and authoritative interpretation to hold various types of training courses, lectures and seminars regularly each year, which effectively improved the professional quality and knowledge update of relevant employees across the Bank.

• Improving the quality and efficiency of publicity and education

During the reporting period, the Bank carried out publicity and education activities efficiently and pragmatically. The Bank strengthened publicity and education on key contents such as illegal fundraising, telecom and internet fraud, and personal information protection, and among major groups including the old, teenagers and rural residents, which further improved the financial literacy and risk prevention capability of the public. Meanwhile, the Bank actively responded to consumers’ concerns and hot social topics and enhanced case and experience-based education, which effectively improved the pertinence and effectiveness of publicity and education on consumer protection.
• Strengthening consumer protection training

The Bank continued to strengthen the building of the consumer protection corporate culture, by organizing “Chunxun Action” (“Spring Training Action”) series training across the Bank. With a focus on such key fields as personal banking and credit card business and such major contents as business marketing and protection of personal information, the Bank strengthened cross-department and cross-institution collaboration so that laws, regulatory policies and the Head Office’s management requirements on consumer protection could be better implemented and produce desired effect. Based on the management levels, professions and job responsibilities of trainees, the Bank flexibly adjusted training contents and priorities. By combining online and offline training and further improving the accuracy and effectiveness of training, the Bank continued to deepen the good landscape that the whole Bank worked together to ensure consumers’ rights and interests are protected.

<table>
<thead>
<tr>
<th>Number of themed public education activities</th>
<th>Total number of public education activities throughout the year</th>
<th>Person-times of public education</th>
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<tbody>
<tr>
<td>5 5 6</td>
<td>100,286 86,441</td>
<td>249.08 282.87</td>
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• Complaint management

Achieving results in customer complaint management

During the reporting period, the Bank actively practiced the people-centric development idea, and earnestly implemented financial regulatory requirements. Adhering to the working philosophy of putting the customer first, the Bank carried out “100-Day Fight Against Pain Points in Customer Experience” and “Ten Actions to Improve Services for the People” in depth. The Bank devoted to promoting traceability management of customer complaints, continued to improve its complaint management capability, and took solid steps to advance the building of a bank to the satisfaction of the people. With those efforts, good results were achieved in customer complaint management. The Bank’s ranking among peers in terms of number of complaints transferred by regulators was lowered, and customer satisfaction improved year on year.

<table>
<thead>
<tr>
<th>During the reporting period</th>
<th>Customer satisfaction</th>
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<tbody>
<tr>
<td></td>
<td>&gt; 86.8%</td>
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<td></td>
<td>an increase of</td>
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<td></td>
<td>0.4% over the end of the previous year</td>
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</tbody>
</table>

Giving play to the management synergy

The Bank continued to strengthen consumer protection review in the procedures of product innovation, process design, system R&D, information disclosure, etc. and effectively adopted consumer protection measures at earlier stages.

Giving play to the management synergy

The Bank gave play to the functions of overall planning and supervision and incorporated management requirements into the position management, evaluation, etc. of institutions at all levels.

Giving play to the management synergy

The Bank conducted consumer protection audits periodically and gave play to the function of independent supervision.

Giving play to the management synergy

The Bank was awarded Excellent Organizer of March 15 Consumer Protection Education and Publicity Week and Joint Financial Education and Publicity Activities

<table>
<thead>
<tr>
<th>Number of thematic public education activities</th>
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<tr>
<td>Quantity</td>
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<tr>
<td>5 5 6</td>
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<td>2019 2020 2021</td>
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On June 1, 2021, Tianzi Sub-branch in Yantai, Heilongjiang popularized financial knowledge among elementary school students.

On December 4, 2021, Yunnan Branch promoted financial knowledge in rural areas.

On September 29, 2021, Executive Director, Senior Executive Vice President Zheng Guoyu and Chief Business Officer Song Jianhua attended the mobilization meeting of the action to “Solve Pain Points in Customer Experience in One Hundred Days”.

On December 4, 2021, Yunnan Branch promoted financial knowledge in rural areas.

The Bank conducted 379 training sessions about consumer protection and trained employees 124,278 person-times.

On June 1, 2021, Tianzi Sub-branch in Yantai, Heilongjiang popularized financial knowledge among elementary school students.

On June 1, 2021, Tianzi Sub-branch in Yantai, Heilongjiang popularized financial knowledge among elementary school students.
Strengthening classified management of complaints from domestic personal customers

During the reporting period, the Bank made it a basic job to further strengthen classified management of customer complaints, so as to improve the quality of customer services in all respects. In particular, the Bank included all opinion-type service orders generated due to COVID-19 such as negotiated repayment of credit card arrears and exemption or reduction of banking service fees into customer complaints for management and statistics.

According to the new statistical standard, during the reporting period

There were a total of 363,700 complaints from personal customers recorded in the “customer service and complaint management system”. Number of complaints from personal customers in every one hundred outlets were 2,307 and that in every RMB 100 billion assets was 1,034.

• Information security and privacy protection

As at the end of the reporting period, the Bank had established the data security technology platform, encryption service platform, electronic file security control system, client-side security management system, safe operation platform, etc., which can provide various security technology support capabilities including intelligent data identification and classification, unified encryption service, electronic file security control, and terminal security control. They strengthened data security protection comprehensively and provided support for data security control across the Bank.

During the reporting period

The Bank’s information system maintained safe and stable operation. Number of daily average domestic transactions during working days amounted to 663 million, a year-on-year increase of 12.8%. and daily peak was 868 million, a year-on-year increase of 14.1%.

A total of 626 training sessions on data security and/or privacy related risks were conducted, with 191,263 person-times participation.

Always upholding the principle of “safety in production first”, the Bank actively carried out relevant work such as information security emergency response and stepped up efforts in security monitoring and handling. It established the rating and classification mechanism for information system security incidents, formulated the contingency plan for information security, and organized and conducted security drills across the Bank at regular intervals, to fully support the safe and stable operation of the Bank’s information systems.

Contingency plan for information security

The Bank attached great importance to and put forth effort to preventing FinTech risks, and ensured safe and stable operation of core information systems through a complete high-availability guarantee system and technological architecture. Through the architecture of “three centers in two places”, the Bank realized multi-tiered, high-availability deployment of core information systems with two data centers in one city and independent data centers in different cities, thus ensuring continuous business operation of information systems at different levels and further testing and improving the effectiveness and stability of the IT architecture.

Based on the “cloud computing + distributed” technology system, the Bank established the open platform core banking system, and created the dual-core IT architecture with both centralized and distributed technology systems. While improving the self-controllability of information systems, they ensured safe and stable operation on the infrastructure level.

During the reporting period, the Bank launched Version 7.0 of personal mobile banking, developed exclusive versions such as Happy Life Version 2.0, Beautiful Home Version 2.0, Inclusive Services for Micro and Small Enterprises Version 1.0 and the English version.

With a focus on education, healthcare and other fields, the Bank provided convenient online financial services for a number of schools and medical institutions and tens of millions of personal customers. The online business volume was equivalent to the business volume of more than 100,000 outlets and 1 million tellers.

The Bank actively served people’s livelihood. Based on the strategic move of expanding domestic demand, the Bank continued to conduct the “CBC Sharing” series payment activities in the fields of travel, shopping, dining, entertainment and e-commerce, and expanded the application scenarios of e-CNY, helping improve the quality and capacity of consumption.

The Bank was the only state-owned commercial bank to have both indicators maintaining among the five lowest.
Financial services for education

The Bank was forward-looking in serving the deepening of the national reform of education. It creatively established series education cloud platforms including Education & Training Cloud, Intelligent Universities, Intelligent Vocational Training, and After-class Learning, and served the implementation of the national reform of applying information technology in education and the “double reduction (to ease the burden of excessive homework and off-campus tutoring for students undergoing compulsory education)” policy. Specifically, the “Education & Training Cloud” education and training funds supervision platform served education departments at all levels across China.

Financial services for healthcare

The Bank actively served the national reform of healthcare, medical insurance and medicine. It launched “ICBC Cloud Health”, a unified brand of intelligent healthcare, and built the intelligent healthcare product and service matrix with five categories and 45 subcategories based on the “finance + industry” comprehensive intelligent healthcare scenario building plan. The services covered 832 districts and counties in 31 provinces. Meanwhile, the Bank cooperated with 25 provincial and 77 municipal or county health commissions and 1,140 hospitals in building intelligent healthcare scenarios, serving more than 10 million patient visits throughout the year.

Financial services for healthcare

The Bank participated deeply in the digital transformation of medical insurance payment and settlement. It signed the “Headquarters-to-Headquarters” cooperation framework agreement with the National Healthcare Security Administration, adhering to the dual-wheel drive, namely, top-level design and primary-level service, and assisted medical insurance departments at all levels in upgrading their service capabilities.

Consumer financial services for people’s livelihood

The Bank creatively established the prepayment supervision platform “Secure Payment” that covers such industries as sports & fitness, driver training, supermarket consumption, catering & entertainment, hairdressing & beauty, and house rental, to assist industry administrations at different levels in strengthening supervision over repayment and protect consumers’ rights and interests. Specifically, the Beijing Repayment Supervision Platform was recognized as a High-value Case of the 2021 Trusted Blockchain Summit by the China Academy of Information and Communications Technology of the Ministry of Industry and Information Technology and listed among 2021 Major Financial Events of Beijing by Xinhua News Agency.

Financial services for peers

Seizing the historic opportunity of improving the multi-tiered capital market system, the Bank was the first bank to sign a cooperation agreement with the Shanghai Clearing House, and one of the first banks to officially put into service the online over-the-counter standard warehouse receipt pledge financing business of Dalian Commodity Exchange. Meanwhile, the Bank took the lead in promoting the implementation of the comprehensive financial service plan of the National Carbon Emission Rights Registration System, developed and put into service the “ICBC Interbank” comprehensive service platform for peers, doing a good job as the leader in serving the real economy.

Financial services for institutions

The Bank built a new mode of financial services for rural revitalization. It launched the “Digital Villages” comprehensive service platform, which served 31 provinces and 260 prefecture-level cities and reached information-based cooperation with 770 district and county-level departments of agriculture and rural areas. With the platform, the Bank won 2021 Excellent Project of New Technologies, New Products and New Modes of Digital Agriculture and Rural Areas, and it was the only large bank to win this award.

Financial services for institutions

The Bank independently developed the “e Enterprise Guarantee” blockchain electronic L/G platform, which, through encrypted data interaction between the government, the Bank and enterprises, allows electronic L/G in public resources transaction fields to be handled automatically, received in real time, and managed throughout the whole process online. As at the end of the reporting period, the Bank reached cooperation with public resources transaction centers in 58 cities and counties across 21 provinces and issued RMB 4,138 million L/G. The platform service was included into the “2021 Shining Star Projects of Digital Transformation of Banks” by the China Computer Users Association.

On November 5, 2021, Chairman Chen Siqing and Chief Business Officer Xiong Yan attended the signing ceremony of the strategic cooperation agreement among ICBC, National Equities Exchange and Quotations and the Beijing Stock Exchange.

On November 1, 2021, Xiamen Branch launched the first government-bank “government affairs + enterprise services” corner in Fujian Province.

On April 16, 2021, Chief Business Officer Xiong Yan attended the launch ceremony of physical commodity clearing service of Shanghai Clearing House.
Financial services for the judicial system

The Bank used financial services to empower the reform of the judicial system, by building the "Intelligent Politics & Law" comprehensive service platform system. The Bank also achieved cooperation in all fields with customers in the judicial system including public security departments, procuratorates, courts, discipline inspection and supervision departments, and financial bureaus, which effectively improved the quality and efficiency of sophisticated management.

G, B and C-end linkage services

During the reporting period, the Bank continued to steadily promote G, B and C-end linkage. With a correct understanding of the platform-based, ecological and intelligent development trends of digital economy, the Bank launched the platform finance brand "ICBC Ju Fu Tong" and connected it to government service, industry and consumption platforms to serve G-end government service platforms, B-end customers and C-end customers.

Significant achievements were made in the building of key scenarios of G, B and C ends

**During the reporting period**
- G-end customers increased by 12,000
- B-end customers increased by 290,000
- and on the C-end, the Bank acquired and activated 52 million customers

**As at the end of the reporting period**
- The Bank’s total financing reached RMB 30.98 trillion, an increase of RMB 3.27 trillion over the beginning of the year
- The Bank’s domestic RMB loans amounted to RMB 18,929,925 million, an increase of RMB 2,124,707 million over the beginning of the year

Global Financial Services -- International Vision and Global Operation

Internationalized operation layout

<table>
<thead>
<tr>
<th>As at the end of the reporting period</th>
<th>The Bank had</th>
<th>And indirectly covered</th>
<th>The Bank had</th>
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<tbody>
<tr>
<td>institutions in 49 countries and regions</td>
<td>421 institutions in 20 African countries as a shareholder of Standard Bank Group</td>
<td>125 institutions in 21 countries along the Belt and Road</td>
<td>15,856 employees in overseas institutions</td>
</tr>
<tr>
<td>and total assets of overseas institutions recorded</td>
<td>USD 455,419 million</td>
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On October 18, 2021, Chairman Chen Siqing attended the Roundtable of the China-Germany Economic Advisory Committee.
Cross-border financial services

During the reporting period, by leveraging its advantage in overseas networks, the Bank actively participated in multilateral cooperation in jointly developing third-party markets.

The Bank formed a syndicate with 16 commercial banks from Spain, France, Germany, Japan, etc. and provided fund support for a UK offshore wind power project, setting a case of cooperating with financial institutions from other countries to jointly develop large new energy projects. The project is expected to supply power to 950,000 households in Scotland every year after its launch, meeting the electricity demand of 40% local households and reducing 1.7 million tons of carbon emissions.

Supporting the economic and social development of host countries

During the reporting period, as the leading bank, the Bank successfully organized the international syndicate of commercial banks and provided USD2.5 billion funds for the construction of a photo-thermal plus photovoltaic power station project in Dubai. The project is one of the key projects under the United Arab Emirates’ strategy of vigorously developing clean energy. After it is completed, it can provide clean power for more than 270,000 households in Dubai, and reduce 1.6 million tons of carbon dioxide, 110,000 tons of sulfur dioxide, 29 million tons of inhalable particles, and 50,000 tons of nitric oxides emissions.

Global partnership

During the reporting period, as the Secretariat of the Belt and Road Bankers Roundtable (BRBR), the Bank held series research and training activities themed on green bonds, green credit and carbon finance, which invited experts from regulators, commercial banks, multilateral development institutions and consulting agencies to give lectures. The activities were livestreamed to all BRBR members, domestic and overseas institutions of ICBC and their customers. Those activities were attended over 1,000 person-times in and outside of the Bank, which strengthened members’ green capability building, helped reach the green development consensus among more parties, and assisted in the economic recovery in the post-pandemic era.
Vigorously participating in international multilateral cooperation to contribute ICBC’s “green” resources

As the leader unit of the Financial Services Working Group of the BRICS Business Council, the Bank actively promoted green finance related work within the group. In the meantime, the Bank actively participated in activities organized by multilateral platforms such as GIF and UNEP FI, aired its opinions, and practiced the idea of green development.

On September 28, 2021, the Bank and Standard Bank Group held a strategic cooperation meeting, at which the two parties signed the Outline of the Three-year Action (2021-2023) on Promoting All-round Strategic Cooperation and Strategic Collaborative Partnership and the Supplementary Agreement to the Main Framework of the Staff Exchange Plan.

During the reporting period, the two banks successfully held various online seminars, which discussed topics such as strategic cooperation in technology, challenges, significance and opportunities of the launch of the African Continental Free Trade Area (AfCFTA), success experience of the Forum on China-Africa Cooperation and implementation of Africa’s sustainable development strategy, outlook for Africa’s energy and new energy market, current development situation of Africa’s agriculture, outlook for the China-Africa cooperation in agriculture, and 2021 China-Africa financial market.

During the reporting period, the Bank successfully held matching activities of various forms, which leveraged the Bank’s channel advantage to boost economic and trade contacts between China and Africa. Those activities include China-Africa Online Negotiation Meeting of Agricultural Products, China-Africa Online Supply-Demand Matching Meeting, China-Africa Online Trade Fair of Wine, etc., which were participated by more than 300 enterprise representatives from China and 10 African countries and witnessed the attainment of numerous cooperation intentions.

On April 29, 2021, the Bank successfully held the China-Europe Business Council Inaugural Meeting in Beijing.

In September 2021, Executive Director, Senior Executive Vice President Zheng Guoyu attended the 13th China-ASEAN Summit Forum on Financial Cooperation & Development.

Serving China-Europe economic and trade relations and assisting in China-Europe cooperation in reaching the goals of achieving carbon peak and carbon neutrality

On April 29, 2021, the Bank and excellent enterprises from different fields in China and Europe jointly established the China-Europe Business Council. Following the principles of opening up, cooperation, green, inclusiveness, mutual benefit, and win-win results, the Council aims to assist in the quality improvement and upgrading of China-Europe economic and trade relations through cooperation between Chinese and European enterprises, thus making new contributions to the development of bilateral relations.

During the 4th China International Import Expo, the Bank successfully held the China Europe CEO Summit for the third consecutive year, and the China-Europe Business Council was a partner of the Summit. The abstract titled Building a Green Bridge between China and Europe – Research Report on Chinese and European Enterprises’ Practices to Achieve Carbon Peak and Carbon Neutrality was released at the Summit. A research achievement made by the Bank with the support of the China-Europe Business Council, the Report summed up Chinese and European enterprises’ practical experience in working to achieve carbon peak and carbon neutrality, objectively reflected the problems and challenges in the pursuit of the goals of achieving carbon peak and carbon neutrality, and put forward the China-Europe “green bridge” action plan, providing advice on feasible paths toward sustainable development.

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Return to Shareholders

Investor relations management

The Bank adhered to the principle of being ‘comprehensive, proactive, collaborative, targeted and effective’ in investor relations management and carried out investor relations activities in a deep-going and solid manner. With those efforts, the Bank effectively maintained its predominance in the Chinese banking industry in terms of market capitalization.

During the reporting period, the Bank successfully held four performance presentations, which were attended by 9,238 representatives of global investment research institutions and individual shareholders. At the presentations, the Bank presented its achievements in implementing the new development plan and promoting high-quality development to the capital market, briefed on its business performance, progress of key strategies, and main achievements in serving the real economy and preventing financial risks, and had in-depth discussions on 40 specific issues of market concerns including NIM change trends, non-interest income growth, asset quality and allowance to NPLs, drivers of inclusive loans, and green finance measures. The annual performance presentation was held in the “onsite + global teleconferencing + questions soliciting + video livestreaming” form for the first time and was included in “Best Practices of Performance Presentations” by China Association for Public Companies. Moreover, the Bank was invited to share its experience and practices at the meeting as representative of excellent listed companies.

Through domestic + overseas and online + offline channels, the Bank communicated with more than 1,100 global investors in the one-to-one or one-to-many form, and responded to a total of over 700 questions, which stabilized and boosted investor confidence.

On September 2, 2021, Board Secretary Guan Xueqing attended the 2020 Annual Results Presentation and Experience Sharing Meeting of Listed Companies, and shared the Bank’s experience and practices as the representative of Best Practice Cases of Performance Presentation of Listed Companies.

Green finance and ESG routine communication and feedback mechanism

During the reporting period, the team led by the Management of the Bank and domestic and foreign institutional investors held 10 green finance and ESG meetings. At the meetings, the Bank briefed on the achievements in its practices in green finance, ESG and response to climate change, and responded to investors’ concerns honestly and professionally. Shareholders spoke highly of the green finance and ESG communication meetings, and fully recognized the Bank’s efforts and achievements in practicing the green, low carbon concepts, actively fulfilling social responsibilities and strengthening risk governance.

The Bank attached great importance to investors’ opinions. It included ESG related questions raised by investors as an important part of the substantiality analysis and conducted investor relations activities and ESG information disclosure based on issues that investors were more concerned about. The Bank effectively responded to investors’ concerns and further improved its image on the ESG market.
Global anti-pandemic campaign

Domestic institutions

Tianjin - Providing “seamless” financing service for micro and small enterprises participating in the fight against the pandemic

The Bank assisted a micro/small enterprise in Tianjin that engages in the R & D, production and sales of cast film. As a “professional, refined, featured and novel” enterprise with 16 patents, it provided free production lines for Jinan District People’s Government to manufacture masks and protective suits during the pandemic. On December 8, 2021, after learning that the enterprise’s RMB 8 million Anti-epidemic Loan was about to mature in seven days, Tianjin Branch Yuanqu Sub-branch immediately followed up on the matter, developed a special plan, opened the green channel for loan renewal, and reserved a special loan limit. The sub-branch issued a new loan on the second day after the enterprise repaid the loan. The seamless provision of funds greatly eased the enterprise’s operating pressure.

Zhejiang - Supporting national key medical diagnosis companies in improving pandemic control guarantee capability

The Bank assisted a technology group company limited, which is an independent third-party medical diagnosis service provider with diagnosis service outsourcing as its core business. Since the outbreak of the pandemic, the company has established nearly 100 nucleic acid testing-based infectious disease screening and control laboratories. During the reporting period, Zhejiang Hangzhou Branch issued a total of RMB 97 million medium- and long-term liquidity loans to the company, and assigned special personnel to communicate with the company in real time, so the Bank could respond to the company’s requirements quickly and provide the financial services that they needed.

Ningxia - Using technology to assist in pandemic control

To assist in the massive nucleic acid testing in the Ningxia Hui Autonomous Region, ICBC Technology made concentrated efforts to develop technical solutions. It solved the difficulty of integrating the COVID-19 health code and the electronic health code, so testing staff could quickly complete information registration and conveniently search for results with one code.
Global public welfare activities

Building “ICBC Sharing Stations” to serve outdoor workers and neighborhoods

In recent years, centering on the actual needs of extensive workers, by opening and sharing outlets’ internal service resources, the Bank created the public service platform “ICBC Sharing Station”.

The Bank had 15,500 “ICBC Sharing Stations”
Which served outdoor workers and neighborhoods for over 40 million person-times
More than 40,000 public service activities were held via “ICBC Sharing Stations”

On February 1, 2021, Hubei Xiangyang Branch provided quality financial services to customers via “ICBC Sharing Station”.

Relying on the “ICBC Sharing Station”, Bija Branch and the Guizhou Financial Workers’ Union jointly built the “Integrated Service Station for Outdoor Workers in Guizhou Province”.

ICBC’s Love Support Program for Students Season V

During the “99 Giving Day” campaign, the Bank, in cooperation with the China Youth Development Foundation, held ICBC’s Love Support Program for Students Season V, which involved publicity and donation for poor students undergoing compulsory education in counties to which the Bank offered targeted poverty alleviation assistance. During the campaign, the Bank mobilized more than 41,000 person-times to participate in the donation and raised a total of about RMB 724,000. The project won the Excellent Project Award of the 13th China Young Volunteers Awards.

The project won the Excellent Project Award of the 13th China Young Volunteers Awards

Overseas institutions

ICBC (USA)
ICBC (USA) gave a helping hand to the Chinese communities in which its institutions are located. It helped families without internet or with English language barriers make an appointment for vaccination online and disseminated information about pandemic control, assisting communities in fighting the pandemic. In the meantime, according to the work arrangements of “Chunrong Action”, it stepped up efforts in communicating with local enterprises and provided financial services to help them maintain daily operation, which indirectly stabilized supply chain supply for domestic core customers.

ICBC (Argentina)
ICBC (Brasil) formulated a number of emergency response measures for the pandemic and refined pandemic control measures. It mobilized employees to get vaccinated. The infection rate of its employees was far lower than the local average. A variety of means were adopted to ensure business continuity. While ensuring employees’ safety, the institution promoted continuous and healthy business operations.

Sydney Branch
Sydney Branch actively supported the Chinese embassy and consulate and Chinese-funded enterprises in Sydney in fighting the pandemic. By continuing to optimize and improve office environment, refining the employee welfare system, fully ensuring sufficient anti-pandemic supplies to staff and their family members, holding series mental stress easing courses online and other measures, the branch showed its care to employees. Meanwhile, it increased input in key industries. It participated in the AUD70 million refinancing program and visited a number of social welfare institutions and donated anti-pandemic supplies.

ICBC (Asia)
On December 21, 2021, ICBC (Asia) Charitable Foundation launched the “Spread Love · Love the Whole City” program and visited a number of social welfare institutions and donated anti-pandemic supplies.
The Bank held the plogging activity for the fourth consecutive year, which involved garbage classification, pollution boycott, spread of the idea of ecological civilization, and advocate of a green lifestyle. The activity was held in more than 300 universities across over 200 cities in 32 provinces, municipalities and autonomous regions, with the participation of more than 37,000 volunteers.

**Science Box**

Centering on the national strategy of rural revitalization and in cooperation with the China Youth Development Foundation and other organizations, the Bank launched the ongoing public welfare program “Science Box” in Tongjiang and Nanjiang in Sichuan.

**“ICBC in Action for Beautiful China” Season IV**

During the reporting period, the Bank donated RMB 400,000 in total to provide teaching aids for scientific experiments for children that lacked educational resources, so they would experience the fun and appeal of science.

**“Left-behind Children’s Home” program**

During the reporting period, the Bank continued to support the “Left-behind Children’s Home” program in Sichuan Province together with the Central Committee of the Communist Youth League, centering on the “Care for Left-behind Children in Rural Areas Action”. The Bank built 50 “Left-behind Children’s Home” stations in villages and towns under the jurisdiction of Nanjiang, Tongjiang, Wanyuan and Jinyang in Sichuan. Those stations provided a fixed place to offer welfare and protection services, such as companionship, emotional care and self-protection education, to local left-behind children to help them grow healthily. 330 activities were held and nearly 5,000 left-behind children in rural areas were benefited. The program effectively eased the pain points and difficulties of the four counties and cities in their rural revitalization.

**“ICBC Eyesight Initiative” - Health Express**

During the reporting period, the Bank made money donations to support the “ICBC Eyesight Initiative - Health Express” hospital project at Hubei Guangshui Station. The Bank provided free sight rehabilitation surgeries for 1,121 patients with cataract in the locality and successfully launched the Group’s public welfare brand “ICBC Eyesight Initiative” in Guangshui.

Since 2008, via the “ICBC Eyesight Initiative - Health Express” hospital project, the Bank donated RMB 29.4 million in total, held treatment events in nine provinces including Guizhou, Inner Mongolia, Yunnan, Henan, Shanxi, Jilin, Gansu, Sichuan and Hubei, and provided free sight rehabilitation surgeries for nearly 13,000 low-income people with cataract and helped them regain their vision. Besides direct assistance, the Bank donated to build four ophthalmology centers in Inner Mongolia, Yunnan, Sichuan and Jilin and provided ophthalmology teaching and operations training for local doctors, leaving a Health Express that will never drive away. Meanwhile, the Bank opened an online donation channel. As at the end of the reporting period, a total of about RMB 1.8 million donations were received, all of which were used in surgical treatment.
Public welfare overseas

ICBC (USA) earnestly implemented the Community Reinvestment Act on its own initiative as per regulatory requirements. It attached great importance to benign interactions with local communities of its institutions, gave full play to the characteristics and advantages of the Bank as a financial institution, actively participated in community building, and promoted harmonious and stable development of communities. As at the end of the reporting period, ICBC (USA) completed 17 community reinvestment-related donation projects which involved a variety of fields including community economic development, people’s livelihood, cultural cooperation, community education, women’s rights and protection as well as different non-profit organizations.

ICBC (New Zealand) actively supported local public cultural programs such as the “Chinese Bridge” Chinese Proficiency Competition for Foreign Secondary School Students and the performance of the Auckland Philharmonia Orchestra (APO). With the Social Committee as the carrier, it organized Chinese and foreign employees to donate to non-governmental organizations such as the Breast Cancer Foundation NZ and the Helicopter Emergency Rescue Fund, participated in other public welfare activities of local communities, and promoted exchange and integration of the four corporate cultures (family culture, self-actualization culture, innovation culture, and compliance culture) with the culture of New Zealand, in an effort to achieve harmony and unity of corporate development, employee growth and social progress.

ICBC (Asia) Charitable Foundation has upheld the principle of “caring social groups and contributing to society”, responded to the needs of different social classes, carried out charity programs extensively, and devoted itself to promoting sustainable social development.

During the reporting period, ICBC (Asia) established cooperation with the Sports Federation & Olympic Committee of Hong Kong, China for the first time and officially became the exclusive financial institution partner of the delegation of Hong Kong, China for the Tokyo 2020 Olympic Games. It fully supported Hong Kong athletes in going out to compete on the world sports stage and assisted in the sustained development of the local sports industry.

During the reporting period, Singapore Branch and Nanyang Technological University jointly held the “ICBC Cup - The 16th Asia-Pacific Intervarsity Chinese Debate Tournament”, which attracted 82 universities from nine regions around the world to participate in and provided an international platform for global young talents to exchange ideas and promote friendship.

ICBC (Mexico) donated mattress to YOLIA Girls’ Home.

Singapore Branch

In July 2021, when Henan Province was hit by extraordinary rainstorms, the Bank immediately formulated and issued work measures, mobilized the whole bank to ensure financial services were provided without interruption, and donated RMB 20 million to Henan for flood control, disaster relief and post-disaster recovery.

Henan Branch actively participated in flood control and disaster relief, assisted in emergency rescue, and supported post-disaster resumption of work and production.

When floods hit Henan, Brisbane Branch under Sydney Branch, as the council unit of the Brisbane Branch of the General Chamber of Commerce, submitted a donation proposal to the General Chamber of Commerce, which was passed unanimously. In addition, it actively assisted in the currency exchange and remittance of donations, making sure they were transferred to relevant accounts as quickly as possible.

During the flood disaster, Henan Branch Zhengzhou Huayuan Road Sub-branch quickly answered the call of the Henan Federation of Trade Unions and allocated RMB 6.3 million disaster relief subsidies to 12 prefecture-level cities of Henan including Zhengzhou and Luoyang, making sure the special subsidy funds of the Federation were received promptly.

On July 21, 2021, an extraordinary rainstorm poured down in Hebi, Henan. The emergency team members from Hebi Branch Junxian Sub-branch guarded the embankments of the Weihe River and acted with local people to control the floods and remove dangers.

On July 23, 2021, Henan Branch Zhengzhou Shangjie Zhongxin Road Sub-branch aired set up water supply points for neighboring residents.

Representatives of ICBC (Indonesia) donated grain to communities.
Volunteer activities

In 2016, the Bank founded the ICBC Young Volunteers Association. Its volunteer activities include helping poor people, serving competitions, caring children, improving financial literacy, and environmental protection. The Association has received many awards including the Gold Medal of the Volunteer Services Competition of the Central Committee of the Communist Youth League, and Excellent Organization Award, Excellent Project Award, and Outstanding Individual Award of China Young Volunteers.

Volunteer activities

Volunteer activities

During the reporting period

The Bank held more than 20,000 volunteer activities including helping poor people, serving competitions, caring children and improving financial literacy.

These activities were attended more than 180,000 person-times.

The duration exceeded 210,000 hours.

Raised a total of RMB 12.15 million funds (supplies).

And received more than 3,000 news coverage from internal and external media.

A person from the Bank won the Excellent Individual Award of the 13th National Excellent Young Volunteers Awards.

A project won the Excellent Project Award of the 13th National Excellent Young Volunteers Awards.

Blue Letter Project: offering companionship to left-behind children through letters

The Bank organized volunteers to offer one-to-one long-term companionship to left-behind children by keeping up a regular correspondence and guide left-behind children to grow up healthily and happily.

During the reporting period

A total of 1,005 volunteers passed evaluation and became correspondence ambassadors.

408 young employees took part in the monthly donation program.

And 7,219 hand-written letters were exchanged between ICBC young volunteers and children in rural areas in Hunan, Guangxi and other places.

ICBC Spark School series activities

On June 1, 2021, the Bank launched the “ICBC Spark Training Center” June 1 series activities, during which the Bank carried out financial education activities in various forms across China, setting up another platform for improving financial literacy among teenagers.

As at the end of the reporting period

The Bank organized its young volunteers to hold financial education activities by going to schools to teach knowledge of financial quotient (FQ), inviting elementary and middle school students to visit outlets, giving online public lectures, etc.

A total of 734 such activities were held with the participation of more than 7,000 volunteers.

Moreover 10 children’s FQ education series video courses were developed.

And launched in the “Children’s Growth” section of the Bank’s mobile banking client, which provided services for 47,000 students.

“Vision Care Action” Season VII

During the reporting period

The Bank launched “Vision Care Action” Season VII. Together with local medical institutions and public service organizations, the Bank checked the eyesight of 17,756 children in Beijing, Xining, Lhasa, etc.

Conducted eye disease epidemiological investigations and tracking for 4,688 children provided free spectacles prescriptions for 1,975 children and completed surgeries on 59 children.

Since 2015, the “Vision Care Action” has been carried out for 7 consecutive years.

In total, it has donated RMB 5.72 million.

Dispatched more than 600 young volunteers and provided eyesight check service for more than 120,000 children.

In June 2021, young volunteers of Suzhou Branch, together with an eye hospital, provided free eye diagnosis for children.

In June 2021, young volunteers of Suzhou Branch, together with an eye hospital, provided free eye diagnosis for children.
Corporate Governance—
Upholding the Party Leadership for Rigorous Governance

Organic integration of Party building and corporate governance

Upholding the Party leadership

Adhere to the guidance of the Party building theory and exercising rigorous corporate governance, the Bank has continuously explored effective mechanisms and paths to integrate Party leadership and modern corporate governance, optimized the governance system and improved its governance capabilities. The Bank also improved its corporate governance pattern, where-by “the Party Committee assumes an overarching leadership role, the Board of Directors makes strategic decisions, the Board of Supervisors plays a supervisory role in accordance with the law, and the Management is responsible for operation”, and translated institutional advantages into governance efficacy and development advantages.

The Bank thoroughly advanced the practice of “Do Practical Work for the People”, solving the “most pressing difficulties and problems” that were of great concern to the people and primary level, and quickened steps to build a bank to the satisfaction of the people. The Bank pressed ahead with full and rigorous governance over the Party and the Bank, reinforced and deepened the results achieved in dispatch reform, and tightened supervision over all levels of leading groups, especially “top leaders”. It also fought formalism, bureaucratism, hedonism, and extravagance, fostered new practices, adopted strict work style from top down, enforced strict discipline, severely punished corrupt personnel, and investigated a batch of cases involving serious violation of discipline and laws.

On July 1, 2021, the Bank held the Party Committee (Expanded) Meeting.
Governance structure composed of the Shareholders’ General Meeting, the Board of Directors, the Board of Supervisors and the Senior Management

The Bank regarded corporate governance as the key to enhancing core competitiveness, took regulatory requirements and best industrial practices as benchmark, made constant efforts to improve the corporate governance mechanism comprising the Shareholders’ General Meeting, the Board of Directors, the Board of Supervisors and the Senior Management featuring “statutory and transparent powers and responsibilities, coordination and effective checks and balances”, and continued to promote the modernization of governance system and capability.

Shareholders’ General Meeting

Board of Directors

Board of Supervisors

Senior Management

Asset & Liability Management Committee

Personal Banking Promotion Committee

Consumer Protection Committee

Corporate Investment Banking Promotion Committee

Financial Technology and Digital Development Committee

Inclusive Finance and Rural Revitalization Promotion Committee

Risk Management Committees

Corporate Social Responsibility and Consumer Protection Committee

Audit Committee

Risk Management Committee

Nominating Committee

Compensation Committee

Related Party Transactions Control Committee

US Risk Committee

Internal Audit Bureau

Internal Audit Sub-Bureaus

At which

The Board of Directors of the Bank held
13 meetings

Meanwhile, the Board of Directors was made more diverse and independent.

On June 21, 2021, the Bank held the Annual General Meeting for the Year 2020.

During the reporting period

1 annual general meeting

20 proposals (such as the Proposal on the 2020 Audited Accounts, Proposal on Application for Special Authorized Limit on Poverty Alleviation Donation and Proposal on Donation of Pandemic Prevention and Control Materials in 2020) were reviewed and approved

3 reports (such as the Work Report of Independent Directors of Industrial and Commercial Bank of China Limited in 2020) were heard

During the reporting period

13 meetings

2020年度股东年会

Note: 1. The above chart shows the corporate governance structure of the Bank as of the disclosure date of this report.
Diversification of directors

The Bank’s Board of Directors had diverse members who were complementary to each other in knowledge structure, professional qualification and experience, ensuring the rationality of decisions made by the Board of Directors.

As at the end of the reporting period, the Bank’s Board of Directors was composed of 14 directors, including 4 executive directors, 5 non-executive directors and 5 independent non-executive directors.

Specifically:

- 12 directors were male
- 2 directors were female
- 13 directors were of Chinese nationality
- 10 from the Chinese mainland
- 3 from Hong Kong, China
- 1 of foreign nationality
- 1 from the Netherlands

The number of independent non-executive directors of the Bank accounted for more than one third of the total members, complying with relevant regulatory requirements.

Independence of the Board of Directors

The Bank formulated relevant rules to enable its Board of Directors to obtain independent opinions, and checked the effectiveness thereof on an annual basis. The specific provisions of the rules are as follows:

The Board of Directors of the Bank has eight special committees.

As at the end of the reporting period the six special committees, i.e., the Risk Management Committee, the Nomination Committee, the Compensation Committee, the Related Party Transactions Control Committee, the Audit Committee and the US Risk Committee, are chaired by independent non-executive directors.

Responsibilities of the Board of Directors

As the decision-making organ of the Bank, the Board of Directors of the Bank is accountable to, and shall report its work to, the Shareholders’ General Meeting. The Board of Directors is responsible for, among others, convening the Shareholders’ General Meeting; implementing the resolutions of the Shareholders’ General Meeting; deciding on the business plans, investment proposals and development strategies of the Bank; formulating annual financial budget and final accounts of the Bank; formulating plans for profit distribution and loss recovery of the Bank; formulating plans for the increase or decrease of the Bank’s registered capital, capital replenishment and financial restructuring of the Bank; formulating basic management systems of the Bank such as risk management system and internal control system; supervising the implementation of such systems; appointing or removing President and the Board Secretary, and appointing or removing Senior Executive Vice Presidents and other senior management members (except the Board Secretary) who shall be appointed or removed by the Board of Directors under relevant laws according to the nomination of the President and deciding on their compensation, bonus and penalty matters; deciding on or authorizing the President to decide on the establishment of relevant offices of the Bank; and supervising and ensuring the President and other Senior Management members to perform their management duties effectively.

Investigation and Training of Directors

During the reporting period, Directors of the Bank proactively conducted surveys on departments of the Bank, branches and subsidiaries concerning such topics as serving the new development paradigm, supporting rural revitalization, FinTech, green finance, wealth management, and pension finance. In the form of survey reports and briefs, such investigations provide the Bank with constructive suggestions and opinions.

During the reporting period, the Bank developed an overall training plan for the Board of Directors, increased training resources, and encouraged and actively organized the Directors to attend trainings in many ways, with the aim of assisting the Directors in continuing to improve their ability to perform their duties. Directors of the Bank attended relevant trainings according to work needs.

On August 27, 2021, Chairman Chen Siqing presided over the meeting of the Board of Directors.
**Board of Supervisors**

**By the end of the reporting period**

The Bank’s Board of Supervisors had

- 6 supervisors
  - Including 2 shareholder supervisors
  - 2 employee supervisors
  - 2 external supervisors

**During the reporting period**

The Board of Supervisors held

- 9 meetings
- At which 20 proposals (such as the work report of the Board of Supervisors in 2020 and performance evaluation report) were deliberated
- 9 reports (such as the reports on operation, strategic development plan and the Group’s AML efforts) were heard
- 43 reports (such as reports on quarterly supervision in 2021 and relevant surveys of the Board of Supervisors) were reviewed

**Responsibilities of the Board of Supervisors**

As the supervisory organ of the Bank, the Board of Supervisors is accountable to, and shall report to, the Shareholders’ General Meeting. The Board of Supervisors shall be responsible for supervising the performance and due diligence of directors and Senior Management members; supervising the performance of duties by the Board of Directors and the Senior Management; conducting exit audits on directors and Senior Management members when necessary; inspecting and supervising financial activities of the Bank, examining financial information such as financial report, business report and profit distribution plan to be submitted to the Shareholders’ General Meeting by the Board of Directors; inspecting and supervising the business decision-making, risk management and internal control of the Bank and guiding the work of the internal audit department of the Bank, formulating performance evaluation measures of the Board of Directors, Senior Management and their members, and supervising formulating performance evaluation measures of the Board of Directors, Senior Management and their members, and supervisors; presenting proposals to the Shareholders’ General Meeting; proposing to convene an extraordinary general meeting, and convening and presiding over the extraordinary general meeting in case the Board of Directors fails to perform its duty of convening Shareholders’ General Meeting, and proposing to convene an interim meeting of the Board of Directors.

**Operation of the Board of Supervisors**

The Board of Supervisors discusses official matters at the meeting of the Board of Supervisors, which includes regular meetings and special meetings. During the reporting period, the Board of Supervisors conscientiously performed its supervisory responsibilities according to relevant laws & regulations, regulatory requirements and Articles of Association, concretely supervised due diligence, financial activities, risk management and internal control through multiple methods such as field survey and office monitoring and analysis, gave full play to its important role in corporate governance, and promoted the Bank’s operation and development in compliance with laws.

The office under the Board of Supervisors is designated by the Board of Supervisors as a daily operating organ to supervise and inspect corporate governance, financial activities, risk management and internal control and undertake the preparation, documents preparation and minutes-taking of the meetings of the Board of Supervisors.

**Taking solid steps in supervising duty performance**

It stepped up performance supervision of the Board of Directors and Senior Management, and paid high attention to the Bank’s implementation of important decisions and plans made by the CPC Central Committee and State Council. It paid attention to the efforts of the Board of Directors and Senior Management in the following aspects: carrying out national economic and financial policies and regulatory requirements, serving major national strategies, responding to the pandemic, supporting the service for the real economy, facilitating the implementation of important tasks to ensure stability on six key fronts and maintain security in six key areas, boosting the development of inclusive finance and green finance, forestalling and defusing financial risks and disclosing information. It also enabled the Bank to fully perform the political, social and economic responsibilities as a major state-owned bank.

**Further advancing financial supervision**

It ramped up supervision of important financial decision-making and execution, paid high attention to the Bank’s major accounting matters, expected credit loss, financial review and approval matters and related accounting as well as the impact of domestic and overseas pandemic on the Bank’s operation, and deeply analyzed major factors affecting the Group’s profit. It carefully reviewed regular reports, annual final accounts and profit distribution plan, understood and stayed updated on external audit, and supervised and evaluated the quality of external audit. It focused on financial resource allocation and financial management mechanism and kept tightening supervision.

**Constantly strengthening risk management supervision**

It supervised the operation of the enterprise risk management system, paid attention to the formulation and transmission of risk management strategies and risk appetite, and the improvement and implementation of risk management policies and procedures, overseen capital management, consolidated management, stress test management and regulatory indicators, and tracked the changes in major risks such as credit risk, market risk and liquidity risk. It kept a watchful eye on the impact of the global pandemic spread on domestic economy and finance and the Bank’s relevant risk prevention and control measures, strengthened supervision of key regions, institutions and businesses, and analyzed and revealed potential, emerging and tendency risks.

**Supervising the Group’s internal control in a down-to-earth manner**

It comprehensively supervised the effectiveness of the Group’s internal control system, performance of internal control responsibilities and the operation in compliance with the law, and paid close attention to the operation of internal control mechanisms, rule development, implementation of regulatory opinions, remediation of problems found in inspection, management of major risk events and accountability for operation loss. It took solid and detailed steps to supervise key institutions and business areas, paid continuous attention to internal control in aspects of case prevention, AML and IT, gave full play to the efficacy of supervision and effectively enhanced the Group’s internal control & compliance management.
Information disclosure

During the reporting period

The Bank actively carried out national requirements for improving the quality of listed companies, constantly expanded the breadth and depth of information disclosure and made continued efforts to make information disclosure more transparent. In the annual evaluation of information disclosure by companies listed on Shanghai Stock Exchange, the Bank was rated “excellent” for the eighth year in a row.

To protect the rights and interests of investors and other stakeholders, especially minority shareholders, the Bank strictly abided by domestic and overseas regulatory rules for information disclosure and fulfilled its information disclosure obligations. During the reporting period, on the basis of high-quality mandatory information disclosure, the Bank increased voluntary disclosure of key matters of concern to domestic and overseas investors and capital markets, such as corporate strategic connotation, inclusive finance, financial services for rural revitalization, green finance and pandemic prevention and control. At the same time, to ensure investors enjoy fair right to know, the Bank simultaneously disclosed information at places where stocks were listed.

Corporate governance of integrated subsidiaries

The Bank constantly improved the corporate governance framework of subsidiaries, and perfected the corporate governance system of subsidiaries. The Head Office transmitted basic principles of corporate governance and the Group’s management requirements to domestic and overseas subsidiaries according to methods and measures such as strategic guidance, capital management, authorization management, consolidated management, remuneration management and official management. Subsidiaries carried out these principles and requirements by reference to local and industrial regulatory requirements.

On September 17, 2021, Wang Lin, then Head of the Discipline Inspection and Supervision Group at ICBC, presided over the seminar on the implementation of the Opinions on Strengthening Supervision of Top Leaders and the Leading Body by domestic integrated subsidiaries.
ESG governance

ESG governance structure

The Strategy Committee of the Board of Directors is responsible for considering the annual social responsibility report and putting forward suggestions to the Board of Directors.

The Corporate Social Responsibility and Consumer Protection Committee of the Board of Directors is responsible for studying and considering the Bank’s fulfillment of social responsibilities for environment, society, governance, targeted poverty alleviation and enterprise culture, consumer protection strategies, policies and objectives, green finance strategies, the development plan, basic rules, annual plan and evaluation measures of inclusive finance business and other matters, and putting forward suggestions to the Board of Directors.

Advancement of ESG management

The Bank’s Board of Directors gave top priority to the Bank’s work in the fields of environment, society and governance, developed the Bank’s strategic development plan, and facilitated the Bank to attain the goals of “carbon peak and carbon neutrality”. It regularly considered the proposals on reports on ESG, green finance and risk management and ramped up supervision and management of ESG issues.

During the reporting period, Board of Directors of the Bank reviewed and approved the 2021-2023 Strategic Development Plan of ICBC, during which climate-related risk management and management and ramped up supervision and management of ESG issues.

ESG integration into the strategic plan

During the reporting period, the Bank’s Board of Directors reviewed and approved the 2021-2023 Strategic Development Plan of ICBC. In line with the sustainable development goals in the 2030 Agenda for Sustainable Development for ending poverty, achieving food security, ensuring inclusive and equitable education, ensuring access to modern energy, ensuring full employment, taking action to combat climate change, restoring ecosystems and revitalizing the global partnership, the Bank worked out actions in the fields for institutional finance, corporate finance, financial innovation and financial element in the Plan, and practiced the sustainable development philosophy.

ESG standards applicable to subsidiaries

The Bank issued the Basic Rules Governing the Social Responsibility Work of ICBC (Version 2017) and the Measures for Managing Social Responsibility Information Disclosure of ICBC (Version 2017), which are applicable to the Group and define the work content, principles, division of responsibility and so on of subsidiaries’ ESG management and information disclosure.
Strategic Management

Pattern of “bringing out our strengths to make up for our weaknesses and laying a solid foundation”

Four advantageous businesses
- Strengthening institutional finance
- Leading corporate finance
- Gathering energy on transaction finance
- Connecting settlement finance

Four strategic priorities
- No.1 Personal Bank Strategy
- Strategy for Becoming the Preferred Bank for Foreign Exchange Business
- Strategy for Sharpening Competitive Edge in Key Regions
- Urban-Rural Collaborative Development Strategy

Four operation supports
- Strengthening technological empowerment
- Stepping up financial innovation
- Optimizing financial element configuration
- Optimizing risk governance

Four development foundations
- Giving full play to the guiding role of Party building-ideological foundation
- GBC collaboration-customer foundation
- Channel collaboration-service foundation
- Enhancing talent competitiveness-development foundation

No.1 Personal Bank Strategy

Benefit contribution leapt to a new stage
Asset quality was stable and improved
Both non-performing personal loan and credit card dropped in terms of amount and proportion. Initial results were yielded in credit card quality.

Customer base was further cemented
The total number of personal customers was greater than 700 million.

Market status was reinforced and elevated
Total personal financial assets (AUM) remained in a leading position.

On March 16, 2021, Chairman Chen Siqing attended the press conference on ICBC’s assets under custody reaching RMB 20 trillion.
Strategy for Becoming the Preferred Bank for Foreign Exchange Business

Core indicators improved steadily
- International settlement witnessed a year-on-year increase of 40%. Cross-border RMB settlement grew 27% year-on-year. Franchise foreign exchange business rose 34% year on year.

Market influence was enhanced
- The brand of “YES ICBC” was officially launched.
- The Bank signed the strategic cooperation agreement with the Ministry of Commerce and cumulatively granted financing of more than RMB 1 trillion in local and foreign currencies to key customers on the foreign trade and investment list.
- The Bank signed the strategic cooperation agreement with General Administration of Customs. It sped up the development of the “single window” platform, and cumulatively conducted cross-border remittance business of USD 1 billion, leading its peers.

Breakthroughs were made in key projects
- The Bank successfully acquired the eligibility for “Southbound Trading” under the Bond Connect program.
- The Bank acquired the eligibility as the backup bank for Hong Kong-side treasury settlement of “Northbound Trading” of Shanghai Connect and Shenzhen Connect.
- The Bank acquired the eligibility as the pilot bank for “Cross-border Wealth Management Connect” in Guangdong-Hong Kong-Macau Greater Bay Area.

Compliance risk was basically controllable
- The foreign exchange NPL ratio dropped 0.8% from the year beginning. Specifically, the non-performing ratio of international trade financing was 0.09%.

Urban-Rural Collaborative Development Strategy

Building of the new “1+6” financial service structure for rural revitalization

The Bank introduced the Opinions on Implementing the Urban-Rural Collaborative Development Strategy to Serve Rural Revitalization and completed its overall pattern for the Urban-Rural Collaborative Development Strategy.

Basic “1+6” financial service structure for rural revitalization led by the Urban-Rural Collaborative Development Strategy and supported by the six infrastructures of organization management system, total product system, new-type reach system, category-specific advancement mechanism and unified service brand.

Strategy for Sharpening Competitive Edge in Key Regions

Diversifying the policy system
- The Bank developed plans for implementing major projects in the demonstration zone for common prosperity in Zhejiang, Pudong New Area, Guangdong-Macao in-depth cooperation zone in Hengqin, Qianhai-Shenzhen-Hong Kong Modern Service Industry Cooperation Zone, and free trade port.

Enhancing collaboration
- The Bank perfected the strategic advancement mechanism, developed special plans for deeply serving the coordinated development of Beijing-Tianjin-Hebei region and development of Xiongan New Area, enhancing synergy among institutions in Shanghai and serving the high-quality development of the Yangtze Economic Belt during the “14th Five-Year Plan” period, and made persistent efforts to allocate more strategic resources to key regions.

In May 2021, some directors of the Bank went to Sichuan for the survey on “Urban-Rural Collaborative Development Strategy”.
Risk Governance and Human Resources -- Consolidating the Foundation Through Risk Control and Pursuing Success Through Talents

“Four-pronged” enterprise risk management system

During the reporting period, the Bank made unremitting efforts to build an enterprise risk management system with the approach to “people, money, defense line and bottom line”, and improved risk strategy, appetite, limit, policy and process through the risk governance route of “active prevention, smart control and comprehensive management”. Risk management covered various risks, institutions, businesses and personnel, without any blind spot in risk control.

Improvement of the 9+X enterprise risk management system

Strategic risk
Effective coordination of new plans with national strategies, clear strategic direction and orderly advancement

Credit risk
Asset quality was stable and improved. Non-performing ratio: 1.42%

Market risk
Financial market business was operated steadily

Operational risk
Stricter internal control, case prevention and AML. Operational risk loss ratio: 0.0929%

Liquidity risk
Secure and stable liquidity. LCR: 112.75%

Interest rate risk in the banking book
Net interest margin stayed stable. NIM: 2.11%

Reputational risk
Smoothly went through all important sensitive periods of the year

Country risk
Strict control over business in countries with high/relatively high risk

IT risk
Zero major information security event throughout the year

Inclusion of investment and financing partner, secondary risk in fee-based business, model risk and climate risk into the enterprise risk management system

Climate risk management
The Bank integrated climate risk into the strategic management of enterprise risk, strengthened the identification and management of climate risk, pressed ahead with stress testing research, and actively participated in TCFD global financial governance. During the reporting period, the Bank initiated and set up a panel of the banking industry in support of carbon peak and carbon neutrality together with China Banking Association. As the leader of the panel, the Bank organized climate risk training, actively attended online and offline climate meetings held by regulators and peers, shared its experience in climate risk management and reinforced its leading role in the field of climate risk in China.

Enhancement of consolidated management of the Group’s risks
The Bank implemented the regulatory requirements for consolidated management, consistently perfected the Group’s consolidated management system and supported international and diversified development. The Bank continued to promote enterprise risk management of integrated subsidiaries, guided them to perfect the risk governance system, enhanced the management of their risk appetites and limits and continuously improved risk prevention and control capabilities.

Model risk management
The Bank strengthened model risk management, built a model risk management policy system and a model risk management system, promoted full-lifecycle management of model development, validation, review & approval, monitoring, application and decommissioning, and ensured the prudent, effective and stable functioning of various models.

Advancement of the development of the smart risk control system to raise risk control efficiency
The Bank ramped up efforts in the development of the risk management system, introduced advanced technologies and built an intelligent risk management system, systematized full-lifecycle management of model development, validation, review & approval, monitoring, application and decommissioning, and ensured the prudent, effective and stable functioning of various models.

Risk technology tools and research results delivery
The Bank started the market risk management delivery project of a large state-owned bank, implemented the overall security concept of the state, and helped peers improve risk prevention and control.

The Bank assisted small and medium-sized banks to establish an enterprise risk and market risk management system, prepared risk management plans and reports, and guided the development of rating models suited for the characteristics of the bank.

The Bank actively participated and cooperated in the revision of new capital supervision regulations, carried out quantitative calculation, and gave feedback on policy suggestions.
**Perfection of internal control system**

**Solid steps in internal control and case prevention**

The "four-pronged" mode for the Group's compliance was continuously perfected. The Bank implemented "coordinated management" of domestic branches, "classified management" of overseas institutions, "penetration management" of integrated subsidiaries and "professional management" of the Head Office's Profitability units and departments, continuously carried out the Group's AML governance capability improvement project, defined the direct responsibilities of the first line of defense, and reinforced the compliance coordination, management responsibilities and the checks and balances role of the second line of defense.

The development of the internal control and case prevention system was constantly advanced. The Bank used new internal control and case prevention methods and means in an all-round way, and kept enhancing the effectiveness of the internal control system.

The new mechanisms for duty performance and risk control were put into action in an all-round way. With the focus on responsible subjects and behaviors, the Bank comprehensively implemented the grid-based and intelligent management mechanism for employee abnormalities and (9+X)+4 risk event liability identification and accountability mechanism, formed closed-loop management of personnel and event risk identification, monitoring, control, handling and accountability, and established an integrated management responsibility system featuring risk "prevention-inspection-handling".

**AML**

During the reporting period, the Bank set up a professional AML team, monitored money laundering risk management and control, constantly conducted special AML inspection of domestic branches, increased the evaluation points assigned to AML indicators, established the "red and yellow card" accountability mechanism, constantly advanced the activities "learning, training, speaking, testing and competition", and redoubled efforts in AML capability building.

**Whistleblower protection rules**

During the reporting period, the Bank introduced the Measures for Handling Reported Violations, further specifying the whistleblower handling specifications, detailing confidentiality requirements and concretely protecting the legitimate rights and interests of whistleblowers.

**Anti-corruption and clean bank construction**

The Bank advocated clean and compliant culture. During the reporting period, the Bank produced features of "deepen financial anti-corruption" and "full and rigorous governance over the Party and ICBC" and warning education videos regarding asset management, carried out warning education activities such as Financial Case, promoted the compliance culture campaign themed on "Value Creation Year" and boosted the advancement in full and rigorous governance over the Party and ICBC.

During the reporting period, the Discipline Inspection and Supervision Group at ICBC further deepened financial anti-corruption together with the Bank's Party Committee according to the ideas of "tougher supervision over reform, playing a role by performing two responsibilities, promoting remediation through anti-corruption and integrated risk prevention".

For more information on the number of corruption cases, litigation outcome and so on, please go to the official website of the Central Commission for Discipline Inspection of the CPC and the National Supervisory Commission.

**Number of AML trainings**

- **2,158 times**

**Person-times covered by AML training**

- **972,000 person-times**

**Person-times covered by anti-corruption/commercial bribery training**

- **390,200 person-times**
Talent system and key talent team building

Based on the objectives in the Group’s development strategy, the Bank worked out the Group’s personnel plan, established a system for cultivating and developing all levels of employees, built an orderly connected talent team, optimized structure and raised efficiency to bring their talents into full play.

During the reporting period, the Bank recruited 18,000 personnel through campus recruitment in autumn, an increase of 5,000 over last year. It also included domestic college graduates unemployed in 2020 into the recruitment and provided equal employment opportunities for college graduates that were not employed due to the pandemic. The Bank accelerated the development of a unified and standard plan for developing new employees.

The Bank attached great importance to the building of professional talent teams

The Bank conducted in-depth survey on credit team building, concentrated efforts on key and core talent development and reinforced team access requirements and performance evaluation.

The Bank worked out the Opinions on Strengthening Retail Team Building, spared no effort to build a professional retail line team comprising customer marketing, investment research and advisory service and digital operation talents, consolidated the talent foundation for retail transformation and development, and boosted the high-quality development of retail business.

The Bank made coordinated use of its advantageous resources, promoted FinTech talent cultivation and team building with high quality, and actively built a “pool” of interdisciplinary, innovative and competent FinTech talents.

The Bank established a talent pool covering more than 300 expatriates in main overseas lines to reserve and cultivate foreign language talents for international operation.

The Bank regularly sent the Head Office’s employees to primary-level institutions and branches and organized employees of branches to the Head Office for cultivation and training.

The Bank gave full play to the roles of officials within different age ranges, vigorously selected excellent young officials and made the average age of the Head Office’s management officials below 50.

The Bank clarified the orientation of cultivating and growing officials at the primary level, and sent nearly 500 officials from the Head Office and provincial branches to primary-level institutions and challenging areas.

The Bank took solid steps to promote the strategy of strengthening the Bank through talents, constant- ly optimized the talent structure and layout, and effectively improved the competency of talents.

The Bank held the of the employee representatives’ meeting. It continued to care for officials and employees, and paid more salaries to those working at the primary level. The cohesion and competency of all officials and employees were further improved.

The Bank regularly sent the Head Office’s employees to primary-level institutions and departments and served temporary officials in governmental institutions and served temporary officials in governmental agencies to further broaden their vision, improve capabilities and expand space for development.

The Bank organized employees to participate in exchanges and learning across institutions and departments every year for cultivation and training.

The Bank selected employees to learn and work in overseas institutions and serve temporary positions in governmental agencies to further broaden their vision, improve capabilities and expand space for development.

Three-dimensional exchange and cultivation system characterized by “top and down, right and left, and internal and external”

During the reporting period

| The overall average satisfaction of employees participating in various trainings was | 97.11% |
| The training coverage rate of the Bank’s employees was | 97.75% |
| The per capita training days were | 9.61 |

In particular,

| training sessions with | 3,423,573 person-times participation |
| online | 2,415 person-times participation |
| offline | 33,524 person-times participation |
For two consecutive years, the Bank carried out training programs for young and middle-aged officials, and continuously held navigators training programs for young officials and training sessions for young backbone talents, and improved the leadership of young managers with great potential, outstanding performance and professional competency.

According to the arrangements for enhancing competitiveness of outlets, the Bank launched cross-provincial rotating training programs for the heads of outlets.

The Bank conducted the "Leadership Lecture Series" training program, and special improvement programs such as "talent cultivation," "communication and feedback," and "authorization and empowerment" for young managers were carried out through face-to-face teaching and offline training.

The Bank conducted the "Leadership Lecture Series" training program, and provided high-quality MBA courses online to improve management capabilities.

Training was conducted for serving national strategies and the Bank’s business development. Centering on the arrangements for financial services for rural revitalization, the Bank developed the brand program of "ICBC Rural Revitalization Training" and promoted series of training such as "Targeted Assistance to Primary-level Officials in Four Counties" and "Practical Skills for Assisting in Poverty Alleviation of Jinyang County."

In June 2021, Hebei Branch organized the "Stars Program" new employee training.

The Bank deepened and perfected its education and training system. It made systematic plans for the training organization system, network layout and personnel training structure; worked out the Plan for Deepening and Perfecting ICBC Training Center, and strove to improve the overall training synergy and operational efficiency.

The Bank improved the professional qualification certification mechanism. It promoted the professional qualification certification in an orderly manner, focused on continuing to reduce burdens on and empower the primary level, continuously optimized certification mode, examination organization mode and continuing education mechanism, and further built an effective engine for employees' career development.

Optimization of training system and mechanism

By deepening the "Panshi Program" for operation directors and "Zhuoyu Program" for customer service managers, the Bank promoted training for personnel on other three types of positions of outlets.

The Bank adapted to the needs of improving the ability of outlet employees, and developed knowledge text books in the form of Q&As, light-weight design and tips.

The Bank met the learning needs of overseas employees. With focus on internal control and compliance, assets and liabilities, and overseas risks, it developed bilingual training courseware and compiled English text books.

The Bank conducted the "Leadership Lecture Series" training program, and special improvement programs such as "talent cultivation," "communication and feedback," and "authorization and empowerment" for young managers were carried out through face-to-face teaching and offline training.

During the reporting period, the Bank developed and prepared 252 professional qualification certification text books and business product manuals, 1,193 cases and 8,537 pieces of courseware.

The Bank conducted "ICBC Mini MBA Program" and provided high-quality MBA courses online to improve management capabilities.

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By the end of the reporting period

<table>
<thead>
<tr>
<th>Social qualification certificates in specific areas</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT service management specialist</td>
<td>3,487</td>
</tr>
<tr>
<td>Certified anti-money laundering specialist</td>
<td>4,081</td>
</tr>
<tr>
<td>Chartered Financial Analyst (CFA)</td>
<td>2,872</td>
</tr>
<tr>
<td>Financial Risk Manager</td>
<td>813</td>
</tr>
<tr>
<td>Certified Internal Auditor</td>
<td>686</td>
</tr>
<tr>
<td>Certified International Project Manager</td>
<td>627</td>
</tr>
<tr>
<td>Certified Documentary Credit Specialist</td>
<td>226</td>
</tr>
<tr>
<td>Certified Credit Specialist</td>
<td>163</td>
</tr>
</tbody>
</table>

Appendix: The Bank set up the Research Center for Portuguese-speaking Countries in Macau, the first research institution in the Chinese banking industry that focuses on Portuguese-speaking markets.
**ESG training**

During the reporting period, the Bank focused on the new development concept, gave full play to the advantages of its training system, comprehensively strengthened ESG training, continuously improved the regular ESG training mechanism, constantly improved the understanding of ESG concept by personnel at all levels and on all positions of the Group from various angles, and promoted the transmission and implementation of the ESG concept.

- The Bank carried out the online ESG training program. In line with the principles of “highlighted priorities and targeted training”, by relying on online education and training platforms, the Bank organized concise and efficient online ESG training programs for employees on particular positions in key ESG fields of green finance, consumer protection, inclusive finance, rural revitalization, information security and human resources management.

- The Bank made available “ICBC ESG Cloud Classroom” it invited experts and scholars inside and outside ICBC to develop the first batch of more than 30 online courses centering on key ESG fields, which were accessible to employees on all positions of the Group.

- The Bank perfected the regular ESG training mechanism. It regularly included ESG training contents into its training plan, especially the key ESG fields of green finance, consumer protection, inclusive finance, rural revitalization and information security, and further formed the effective mechanism for transmitting the ESG concept.

- The Bank promoted the establishment and improvement of ESG training resource library of the whole bank, and developed a number of ESG excellent courses and excellent cases on the basis of reviewing and integrating existing courses and text books. Regarding the green credit theme, the Bank developed the Credit Risk Management Case Collection and five qualification certification text books.

### During the reporting period

<table>
<thead>
<tr>
<th>The Bank held</th>
<th>162</th>
<th>training sessions about green finance/ environmental governance, with 57,613 person-times participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bank held</td>
<td>1,314 inclusive finance training sessions, with 139,986 person-times participation</td>
<td></td>
</tr>
<tr>
<td>The Bank held</td>
<td>248</td>
<td>training sessions on rural revitalization/county governance (including rural credit system development), with 81,237 person-times participation</td>
</tr>
<tr>
<td>The Bank held</td>
<td>1,196</td>
<td>human resources training sessions, with 123,475 person-times participation</td>
</tr>
<tr>
<td>The Bank held</td>
<td>258</td>
<td>education training sessions, with 47,390 person-times participation</td>
</tr>
<tr>
<td>The Bank held</td>
<td>626</td>
<td>data security and/or privacy risk training sessions, with 191,263 person-times participation</td>
</tr>
<tr>
<td>The Bank held</td>
<td>379</td>
<td>training sessions on consumer rights and interests, with 124,278 person-times participation</td>
</tr>
</tbody>
</table>

**Democratic management**

**Employee representatives’ meeting**

The Bank ensured that employees occupied the principal position and effectively exercised democratic management power according to the law. Both the Head Office and branches established a system of employee representatives’ meeting and regularly held the meetings, so as to provide employees with effective ways to participate in corporate operation management and major decision-making, and study and consider major matters concerning the vital interests of employees.

The trade union of the Bank performed democratic procedures for rules, regulations or major matters involving the immediate interests of employees in accordance with the law, and participated in the deliberation of issues concerning the accountability for employees’ violations, termination of labor contracts etc., to safeguard the legitimate rights and interests of employees.

During the reporting period, the Bank successfully held employee representatives’ meeting. Chairman Chen Siqing delivered a speech titled “Pooling Efforts to Deepen Democratic Management and Striving to Create a New Pattern of High-quality Development” at the meeting. The meeting reviewed and approved the Report on the Bank’s Operation Management in H1 of 2021 delivered by Vice Chairman, President Liao Lin, Report on Proposals Collected from Representatives of the Employee Representatives’ Meeting of the Bank delivered by Chairman of the Board of Supervisors Huang Liangbo and the Report on the Financial Conditions of the Bank in H1 of 2021 delivered by the Finance & Accounting Department. The Report on Handling the Proposals from Representatives of the last Employee Representatives’ Meeting of the Bank, Report on Use of Staff Education Funds of the Bank in 2020 and Report on Performance of Employee Supervisors in 2020 were reviewed and approved in writing.

On September 30, 2021, ICBC convened the first session of the second employee representatives’ meeting.
• Employee satisfaction survey

The Bank paid close attention to employee satisfaction, and established a regular and closed-loop employee satisfaction survey and improvement mechanism covering multiple levels and dimensions. During the reporting period, institutions at all levels of the Bank conducted questionnaires on employees’ ideological trends and satisfaction through online and offline channels, covering more than 60,000 employees and focusing on such topics as front-line employees’ work, primary-level employees’ service guarantee and young employees’ development.

Occupational health and remuneration and welfare system

• Caring about the physical and mental health of employees

The Bank organizes physical examinations for all employees every year. The Bank dynamically adjusted examination items and developed a detailed and comprehensive physical examination scheme upon several investigations and surveys; carefully selected examination organizations to provide more choices for employees; arranged senior medical examiners to explain the relevant services to employees on site, so as to facilitate the physical examination.

The Bank continued to provide employees with health consultation services. The Bank entrusted a third-party professional company to provide online or face-to-face mental health consultation services for employees (including their spouses and children). During the reporting period, the Bank cumulatively provided 5,000 person-times consultation services concerning pandemic prevention and control, first-aid training, psychological counseling, traditional Chinese medicine, cardiovascular health, etc.

The Bank continued to provide employees with health consultation services for family members of expatriates, and added health assessment for new employees and health consultation services for overseas employees.

The Bank continued to promote the popularization and improvement of health care programs, provided health consultation services for family members of expatriates, and added health assessment for new employees and health consultation services for overseas employees.

The Bank set up an HR service station at the Head Office, strengthened mental health monitoring of and care for expatriates, increased the care for officials sent for exchange with other institutions, and added non-local work exchange incentives.

During the reporting period, the Bank appropriated RMB 96.075 million to all levels of institutions, helping 9,744 employees. The Bank promoted the improvement of the assistance system level by level. 35 tier-one institutions and 389 tier-two branches formulated detailed implementation rules for such work, helping 1,625 employees. Institutions at all levels visited and extended greetings to employees according to local conditions. Heads of institutions and staff members of trade unions took the initiative to care and ask about the physical and living conditions of employees and helped solve practical difficulties in time.

Employees of the Bank were entitled to paid annual leave according to national regulations.

Institutions at all levels of the Bank effectively protected the legitimate rights and interests of female employees in accordance with relevant laws and regulations.

Shandong Branch offers youth apartments for new employees.

On September 30, 2021, Huang Liangbo, Chairman of the Board of Supervisors, attended Employee Representative Assembly of the Bank.

On September 11, 2021, Shenzhen Branch held the “Shenzhen-ICBC Celebrating Mid-Autumn Festival” Employee Family Activity.
Technology Driving and Value Creation

FinTech layout and results

Digital transformation

The Bank adhered to “technology driving and value creation” and rolled out FinTech development plan and overall digital transformation plan.

On October 20, 2021, Senior Executive Vice President Zhang Wenwu attended the Chengfang FinTech Forum at the Annual Conference of Financial Street Forum 2021.

Overseas employee management

The Bank has always regarded its employees as the most precious resource, and has long been committed to building “a bank to the satisfaction of employees” to enable employees to grow together with ICBC. During the reporting period, the Bank brought more overseas institutions and employees into the best performer evaluation activities, showing the spirit of global employees in promoting global operation from multiple perspectives, and deepening the understanding and recognition of the corporate culture of “ONE ICBC, ONE FAMILY” of overseas institutions by employees around the globe.

On June 28, 2021, Chairman Chen Siqing presided over the Ceremony for Head Office Employees on Their 30th Anniversary at ICBC.

During the reporting period

The Bank recommended candidates for evaluation of model female collectives for civilized positions and model female individuals for pacesetters and won 7 national female civilized award collectives, recommended 8 female candidate units for pacesetters and recommended 5 candidates for pacesetters on May Day.

The Bank continued to carry out paired assistance activities for female employees with the theme of “holding hands with each other and loving each other”. The Bank promoted the building of caring rooms for female employees and loving mothers’ cabinets. The Head Office and domestic tier-one branches jointly built 55 caring rooms for female employees.

The Bank issued the Notice on Strengthening Care for Employees of Overseas Institutions, and engaged a third-party company to provide professional psychological counseling, mental health assessment, mental health lectures and other services for overseas employees and their family members.

The availability of information systems reached 99.99% and no major production or security event occurred.

The Bank was the first in the domestic financial industry to acquire the Level 5 certification, the highest level of DCMM (Data Management Capability Maturity) of China Information Technology Industry Federation.

For eight consecutive years, the Bank ranked No. 1 in the national banking information technology regulatory rating by the CBIRC.

The ECOS smart banking ecosystem won the special award of the Financial Technology Development Award of the PBOC, and the overall number of award-winning projects ranked first.

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Advancing new technology layout in an all-round way

Focusing on cutting-edge technologies such as artificial intelligence, blockchain, cloud computing and big data, the Bank built a series of new technology platforms such as ICBC Turing, ICBC Xi Chain and ICBC Nebula in exploration and practice, strengthening the independent controllability of core new infrastructure. Specifically, ICBC Xi Chain integrated basic technical service, intelligent operation & maintenance, and financial-level security capabilities of blockchain. The Bank has made more than 150 breakthroughs in security prevention & control, performance and capacity, and was named among Forbes’ top 50 global blockchains in 2021.

Building the digital community

The Bank adhered to open development and cross-sector integration, focused on government, enterprise and individual, strengthened digital supply and ecological linking capabilities, and built a digital community with win-win development. Deeply participating in the construction of digital government, and boosting the efficiency of the government. The Bank innovated a new service mode of digital government affairs, integrated government affairs with financial services, realized “handling via one network” of various affairs, provided social security, provident fund, enterprise registration and other services for the people and enterprises, and handled government services at outlets. It carried out government affair data cooperation with 29 provinces, autonomous regions and municipalities across the country, and implemented more than 300 government affair cooperation scenarios.

The Bank built an “intelligent risk control” platform to protect the security of customers’ funds, and intensified the monitoring of abnormal transactions in high-risk areas such as sensitivity, anti-unauthorized use of bank cards and transfer by elderly people. The Bank pioneered the risk control product of “ICBC Intelligent Defender”, leveraged artificial intelligence technology to conduct all-weather monitoring of customer accounts and built a security net. The Bank increased the supply of smart financial services to enable people to enjoy digital economy dividends. The Bank took targeted measures to launch a number of products and services with good reputation that reflected the Bank’s characteristics, so as to popularize digital financial services among the public and benefit people’s livelihood.

Digital empowerment

Deepening digital finance and empowering rural revitalization. The Bank actively gave full play to its financial strengths with reference to national needs, promoted the innovation of rural financial system and mechanism through technology, optimized the supply of rural financial products and services, and stimulated new forces driving rural revitalization.

Regarding credit products benefiting farmers, to vitalize agricultural supply chain financing service, the Bank innovated “e-Chain Quick Loan” with the support of new technologies such as big data and cloud computing, actively kept up with supply chain scenarios of leading large-scale agricultural enterprises specializing in food and aquaculture, made use of the information about capital flow, logistics and trade flow in the industrial chain to make people get things done with greater ease, and lowered the threshold of agricultural financing. By the end of the reporting period, the Bank had cooperated with a number of leading enterprises to accurately channel supply chain finance to the end of the chain, benefiting a vast number of farmers. The launch of a series of digital inclusive finance products provided strong support for the business development of micro and small enterprises. Especially, the exclusive credit products including “Employment Loan” and “Anti-epidemic Loan” launched during the pandemic period solved the problems with many micro and small enterprises in resuming work and production.

Stepping up data asset governance and data security control

The Bank built a data architecture with “one lake and two databases” at the core, and created a big data intelligent cloud platform with the first, self-controllable and distributed architecture in the industry, entering all of the Group’s data into the “lake”. The Bank established sound network and data security management mechanisms, built an intelligent production operation & maintenance system, and created a security defense network, making information systems highly stable and pushing network security protection to a new level. The Bank comprehensively used internal and external data to create a digital inclusive finance product system comprising “credit loan + mortgage and pledge loan + digital supply chain financing”, and rolled out financing products under more than 500 scenarios such as tax loan and cross-border loan, striving to provide more considerate and accurate support for micro and small enterprises.

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The Bank pioneered the “dual-voice” system in the industry to convey the voice of customers and the voice of employees via digital technology. The Bank solved primary-level concerns and provided better financial services to benefit the people.

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The Bank adhered to open development and cross-sector integration, focused on government, enterprise and individual, strengthened digital supply and ecological linking capabilities, and built a digital community with win-win development. Deeply participating in the construction of digital government, and boosting the efficiency of the government. The Bank innovated a new service mode of digital government affairs, integrated government affairs with financial services, realized “handling via one network” of various affairs, provided social security, provident fund, enterprise registration and other services for the people and enterprises, and handled government services at outlets. It carried out government affair data cooperation with 29 provinces, autonomous regions and municipalities across the country, and implemented more than 300 government affair cooperation scenarios. The Bank built an “intelligent risk control” platform to protect the security of customers’ funds, and intensified the monitoring of abnormal transactions in high-risk areas such as sensitivity, anti-unauthorized use of bank cards and transfer by elderly people. The Bank pioneered the risk control product of “ICBC Intelligent Defender”, leveraged artificial intelligence technology to conduct all-weather monitoring of customer accounts and built a security net. The Bank increased the supply of smart financial services to enable people to enjoy digital economy dividends. The Bank took targeted measures to launch a number of products and services with good reputation that reflected the Bank’s characteristics, so as to popularize digital financial services among the public and benefit people’s livelihood.

Deeply participating in industrial digitalization and promoting industrial competitiveness. The Bank deeply made efforts in smart industries, closely connected modern agriculture, advanced manufacturing and modern service industries, and improved financial service for the whole industrial chain. The Bank kept up with the pace of digital transformation and development of leading enterprises in the industry, empowered the digital transformation of all links of enterprise operation in multiple modes, expanded the chain to serve upstream and downstream customers, and sought common integration and development.

The Bank innovated a new service mode of digital government affairs, integrated government affairs with financial services, realized “handling via one network” of various affairs, provided social security, provident fund, enterprise registration and other services for the people and enterprises, and handled government services at outlets. It carried out government affair data cooperation with 29 provinces, autonomous regions and municipalities across the country, and implemented more than 300 government affair cooperation scenarios.

The Bank built an “intelligent risk control” platform to protect the security of customers’ funds, and intensified the monitoring of abnormal transactions in high-risk areas such as sensitivity, anti-unauthorized use of bank cards and transfer by elderly people. The Bank pioneered the risk control product of “ICBC Intelligent Defender”, leveraged artificial intelligence technology to conduct all-weather monitoring of customer accounts and built a security net. The Bank increased the supply of smart financial services to enable people to enjoy digital economy dividends. The Bank took targeted measures to launch a number of products and services with good reputation that reflected the Bank’s characteristics, so as to popularize digital financial services among the public and benefit people’s livelihood.

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The Bank implemented various requirements for systems, and achieved the highest level of “excellent”. It completed the external evaluation of all levels of protection filing implementation of Network Security Level Protection System 2.0, network security review management manual; it promoted the improvement of security protection measures; it formulated the network security defense review management manual; and it achieved the highest level of excellent results in the annual information security drill.

The Bank pushed the construction of integrated defense and operation systems of the Group to a new level. It completed the standard construction plan 2.0 for the Group’s security protection system and promoted it in domestic institutions and institutions in Hong Kong and Macao; it accomplished the construction of an integrated intelligent information security management sub-center, and realized the automatic and visual management of tier-two branches by tier-one (directly managed) branches within their jurisdiction.

The Bank strengthened technical support capabilities, built a dual protection resource domain based on the distributed system framework and the new-generation cloud platform, and completed the migration of fast payment, aggregate payment, personal settlement and credit card application containers. The Bank realized the deployment optimization of mobile banking, internet banking, fast payment, financial market and other highly available key architectures for customer business lines.

The Bank strengthened emergency handling capabilities. The Bank was the first to successfully conduct a large-scale overall emergency switching drill with more than 10,000 nodes of cloud platform system among peers, effectively verifying the advantages of its high-availability architecture.

The Bank improved the business operation monitoring system, raised the monitoring efficiency of 88 key applications from minute level to second level, and realized the dynamic display of operation of core indicators. 240 platform full-link applications and devices were brought under holographic monitoring. The in-depth analysis function of transaction links based on service topology was put into use. The automatic inspection and guarding of 15 core indicators were completed.

The Bank optimized the continuous delivery capacity, improved the automatic line, and established relatively complete systems for grayscale environment monitoring, automatic technical verification, acceptance approval, post-evaluation, etc. The Bank tightened change risk management and control. The change automation rate reached 63%, an increase of 7% over the same period. The Bank carried out the development of change risk prevention ability, and tightened in-process control through automatic backup, front and back-stage verification, one-key trigger rollback and other means.
Internal Management --
Pragmatic Transformation and Reform for Development

Implementation of the three-year plan

During the reporting period, the Bank made steady progress in operation which was better than expected. The new three-year plan got off to a good start, achieving a good balance in four aspects of value creation, market position, risk management and capital constraint.

Coordinated and stable development of asset and liability

By the end of the reporting period

- Total assets amounted to RMB 35,171,383 million, an increase of RMB 1,826,325 million or 5.5% over the end of the previous year.
- Total loans amounted to RMB 20,667,245 million, an increase of RMB 2,042,937 million or 11.0% over the end of the previous year.
- Deposits stood at RMB 26,441,774 million, an increase of RMB 1,307,048 million or 5.2% over the end of the previous year.

Steady improvement of profit indicators

- The Bank registered a net profit of RMB 350,216 million, a year-on-year increase of 10.2%.
- Operating income was RMB 860,880 million, a year-on-year increase of 7.6%.
- The annualized return on weighted average equity was 12.15%, higher than the same period of last year due to base effect.

Better asset quality

- By the end of the reporting period, the NPL ratio was 1.42%, down 0.16% from the end of the previous year.
- The provision coverage ratio was 205.84%, up 25.16% from the end of the previous year.

Capital adequacy ratio stayed within a steady and reasonable range

- By the end of the reporting period, the capital adequacy ratio reached 18.02%, an increase of 1.14% over the end of the previous year.
- Tier 1 capital adequacy ratio was 14.94%, an increase of 0.66% over the end of the previous year.
Four major financial tasks

The Bank expanded its leading advantages in manufacturing finance services. Focusing on the security, stability, independence and controllability of industrial and supply chains, the Bank supported the transformation and upgrading of advanced and traditional manufacturing, and serving the improvement of the modernization of the industrial and supply chains. The Bank promoted online supply chain financing, “finance + intelligence” and other superior products and exclusive services. The Bank strengthened dynamic management, focused on manufacturing sub-industries with a scale of RMB 10 billion and above, and fostered the industrial chain in the manufacturing segment. The Bank highlighted institutional speciality business, built specialized financial institutions for serving manufacturing in areas with mature technological transformation policy system and good development prospects of industrial cluster, and implemented specialized services. The Bank reduced the financing and service costs of manufacturing enterprises, strengthened resource guarantees by expanding review & approval and pricing authorization, offering preferential internal fund transfer prices and enlarging specialty scale, and established a full-process, full-cycle and all-weather partnership with manufacturing enterprises.

Technological innovation finance

The Bank stepped up technological innovation finance construction. The Bank made strategic design and forward-looking layout for technological innovation finance, reinforced the specialized institution system for technological innovation finance, established a mechanism for collaboration between specialized institutions from the Head Office to branches for technological innovation finance, increased supportive resources, optimized the authorization system, built a professional team engaged in technological innovation finance, created a dedicated technological innovation finance brand, and improved operation capabilities and drivers. The Bank kept up with the layout of innovation and industrial chains, increased financial support for major technological projects, accelerated the innovation of technological innovation finance products and service modes, and created a friendlier and more suitable technological innovation finance risk control system.

Inclusive finance

The Bank became a benchmark of comprehensive inclusive finance services. Focusing on the requirements of “rapid development, good structure, good risk control and strong ability”, the Bank implemented the inclusive finance service capacity improvement project to stimulate market vitality. The Bank remained committed to the integrated development path of “vibrant online and specialized offline”, reinforced the intensive operation mode online, and built a systematic support system suited for the characteristics of “digital inclusive finance”. The Bank stimulated the drivers of outlets offline to promote the rendering of products with high standardization and low operation difficulty to the lower-tiered market. The Bank gave full play to the role of professional loan management, and improved small and micro enterprise service center’s mode of intensive management, specialized division of labor and assembly line operation. With focus on the three product lines of Quick Lending for Operation, Online Revolving Loan and digital supply chain, the Bank worked hard to develop knockout products. The Bank promoted the combination of intelligent decision-making and specialist judgment, and built a digital risk control system characterized by “digital access”, “intelligent risk control”, “online and offline cross-validation” and “intensive operation” and covering the whole process of access, review & approval and post-lending management.

Green finance

The Bank enhanced the building of the green finance system. Centering on the goals of achieving carbon peak before 2030 and carbon neutrality before 2060, the Bank practiced the development concept that “local waters and lush mountains are invaluable assets”, maximized the value sum of shareholders, stakeholders and social responsibilities, and promoted the sustainable development of harmonious coexistence between mankind and nature.

Improvement of operation management capabilities

• The operation mode integrating online and offline services lead the peers

The Bank took the lead in systematically developing the operation service mode integrating online and offline services, which featured “online quick processing + centralized business processing + offline convenient delivery” among peers, and realized the popularization and application of more than 30 business scenarios such as debit card replacement and credit certificate issuance. During the reporting period, customers handled more than 27 million transactions with the online and offline integrated operation service mode, representing an increase of 122% compared to the same period of last year.

• Significant achievements in the ecological development of corporate customers

The Bank comprehensively advanced the electronic process of VAT invoices, and energetically promoted the electronic receipt service. The Bank actively promoted the application of centralized and automatic payment business of agency finance, improved the efficiency of financial fund payment, and reduced the manual operation burden on and potential risks in outlets.
• **Wide coverage of “government affairs+” by self-service channels**

The Bank proactively promoted self-service channels to carry the government's public service functions, and realized the wide coverage of “government affairs+” services. By the end of the reporting period, the Head Office's version of self-service channels supported banking and government businesses such as tax payment, bill payment, social security, medical insurance and credit report, further enriching the connotation of outlets.

- tax payment
- bill payment
- medical insurance
- social security
- credit report

![The Head Office's version of self-service channels](image)

• **Faster construction of bank settlement account system integrating local and foreign currencies**

According to the work arrangements of the PBOC and SAFE, the Bank successfully carried out the pilot work of the bank settlement account system integrating local and foreign currencies, and provided customers in the region with integrated local and foreign currency account services through policy dividends such as integration of local and foreign currencies, supported customers to use one account, efficiently managed the settlement of funds transactions in multiple currencies, and provided better, more convenient and efficient local and foreign currency account products and services.

• **Significant improvement of cross-border payment operation capabilities**

The Bank accelerated the upgrading of cross-border outward remittance services, continuously optimized the online self-service and fund delivery status feedback mechanism of the whole process of cross-border remittance for customers, expanded the function of “one-stop fully online personal cross-border payment service” and provided customers with more online processing scenarios. The Bank strengthened cooperation with international clearing organizations, continuously propelled the popularization and application of service innovations such as online inquiry of cross-border remittance processing progress in key overseas institutions, and developed fast, transparent and traceable cross-border remittance services covering customers of the Group's domestic Head office and branches and 54 overseas institutions.

**Big asset management and wealth management**

During the reporting period

- The bank had 199,500 private banking customers and their assets reached RMB 2.32 trillion
- The wealth management volume of private banking under new regulations surpassed RMB 450 billion, a rise of 89% from the beginning of the year
- Banking wealth management exceeded RMB 2.58 trillion

**Management of investment and financing partners**

- **Agency investment**
  - The Bank made closer cooperation with 265 partners in the amount of RMB 1.63 trillion
- **Financing guarantee**
  - 1,227 partners in the amount of RMB 234.8 billion
- **Agency sale**
  - 220 partners in the amount of RMB 1.63 trillion

- Reduction of existing non-public offering
- See-through monitoring of non-public offering

**Strengthening the risk management of wealth management business and implementing the risk control requirements of the new regulation on asset management**

The Bank continuously improved the risk governance system of wealth management business to facilitate the transformation and development of wealth management business. The Bank promoted the implementation of a series of regulatory systems in the new regulation on asset management, and completed the remediation of existing business during the transition period on time. The Bank continuously improved the system and monitoring and early warning tools to enhance the efficiency of risk management and control. The Bank tightened risk control over key links of transactions, and improved the monitoring mechanism for fair and abnormal transactions.
Incentive & restraint mechanism

Giving full play to the role in strategic allocation of financial resources

• Giving full play to the role in strategic allocation of financial resources and strengthening multi-dimensional coordination of financial resource management

  - Current operating result and medium and long-term development momentum
  - Capital and fee expenditures
  - Input by the Head Office and branches
  - Coordination of channels, products and customers in a customer-centric approach

• Enhancing the following four areas

  - In terms of total amount, enhancing value creation
    The Bank adhered to the value orientation, made both ends meet, continuously enhanced the linkage between financial resource allocation and operating result, and promoted a high-level virtuous circle of financial resource input and operating result improvement.

  - In terms of input destination, enhancing strategic support
    Regarding fee expenditure, the Bank made proactive efforts to support the implementation of such strategies as No.1 Personal Bank Strategy, Preferred Bank Strategy for Foreign Exchange Business, Strategy for Sharpening Competitive Edge in Key Regions and Urban-Rural Collaborative Development Strategy according to the decisions and plans made by the CPC Central Committee and State Council and ICBC’s strategic arrangements. The Bank allocated more resources to key regions with great business development potential and key areas such as FinTech, publicity and marketing. Regarding capital input, the Bank actively supported digital transformation, increased input to financial ecosystem building (GBC linkage) and increased capital input to five key regions of Beijing-Tianjin-Hebei, Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Central China and Chengdu-Chongqing. The Bank actively promoted channel development and outlet layout optimization, and expedited the process of online and offline integration.

  - In terms of structure, enhancing differentiated management
    The Bank strengthened the differentiated management of financial resources, and further optimized the structure of financial resources in a targeted direction. The Bank strictly controlled administrative office expenses, resolutely withdrew inefficient and ineffective input, effectively improved the benefits and efficiency of business support input such as publicity and marketing, made reasonable structural arrangements, and effectively played the role of financial resource input in boosting performance.

  - In terms of management, enhancing cost-benefit match
    The Bank further enhanced the cost-income match. Costs that shall be assumed by branches substantially but were uniformly invested and entered into book by the Head Office, such as central marketing input, ICBC Messenger input and input of back-office centers such as the Data Center and Operation Center, were reasonably apportioned to the branches.

Optimization of the incentive mechanism of human resources assessment

The Bank’s evaluation system

Operating result evaluation
Duty performance evaluation of teams
Remuneration allocation evaluation

The Bank restructured the evaluation measures for operating results, total salary of institutions and remuneration of heads with reference to high-quality development requirements.

The Bank stayed strategically focused, firmly held the bottom line for compliance, kept under the ceilings such as capital constraint, continued to become stronger and better, and promoted balanced, coordinated and sustainable operation.

Keeping in mind key strategies of the state and ICBC, the Bank implemented regulatory requirements, continued to highlight risk compliance assessment, stepped up value creation, and consolidated foundation.
Social Responsibility (ESG) Management and Performance

Social Responsibility Management

Connotation of social responsibility

“Excellence for You – Excellent services to clients, maximum returns to shareholders, real success for employees, great contribution to society” is not only a 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 economic and 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.

Social responsibility communication

The Bank paid great attention to communication with stakeholders. By establishing the mechanism for combination of instant and regular communication and coordination of communication on specific topics and international exchanges, the Bank ensured constant and good exchanges with key stakeholders and encouraged involvement of related parties by actively tapping into the role of new media platforms.

The Board of Directors’ leadership in ESG management

The Board of Directors attached great importance to the ESG related work of the Bank, deepened ESG governance, regularly reviewed ESG related proposals, and strengthened supervision and management of ESG matters.

Substantiality analysis

To make the report more targeted and responsive, the Bank devised the substantiality analysis questionnaire in view of the stakeholders’ needs and the corporate development strategy, and interviewed customers, investors/shareholders, regulators, employees, partners/suppliers, peers, the public, the press and CSR experts during the reporting period. Then we identified the key topics of sustainable development based on the results.

High

Degree of influence on external stakeholders

Safeguarding employees’ rights and interests

Serving the real economy

Building strategic brand structure

Supporting common prosperity

Improving the consumer protection system

Degree of influence on internal stakeholders

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Degree of influence on internal stakeholders
Economic performance

<table>
<thead>
<tr>
<th>Economic index</th>
<th>Unit</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>RMB 100 million</td>
<td>351,713.83</td>
<td>331,450.58</td>
<td>301,094.36</td>
</tr>
<tr>
<td>Total loans and advances to customers</td>
<td>RMB 100 million</td>
<td>206,672.45</td>
<td>186,243.08</td>
<td>167,613.19</td>
</tr>
<tr>
<td>Customer deposits</td>
<td>RMB 100 million</td>
<td>264,417.74</td>
<td>251,347.26</td>
<td>229,776.55</td>
</tr>
<tr>
<td>Operating income</td>
<td>RMB 100 million</td>
<td>8,608.80</td>
<td>8,000.75</td>
<td>7,760.02</td>
</tr>
<tr>
<td>Net profit</td>
<td>RMB 100 million</td>
<td>3,502.16</td>
<td>3,176.85</td>
<td>3,133.61</td>
</tr>
<tr>
<td>Basic earnings per share</td>
<td>RMB</td>
<td>0.95</td>
<td>0.86</td>
<td>0.86</td>
</tr>
<tr>
<td>Cash dividends</td>
<td>RMB 100 million</td>
<td>1,045.34</td>
<td>948.04</td>
<td>936.64</td>
</tr>
<tr>
<td>Total tax payment</td>
<td>RMB 100 million</td>
<td>1,497.45</td>
<td>1,461.73</td>
<td>1,309.27</td>
</tr>
<tr>
<td>Return on average total assets</td>
<td>%</td>
<td>1.02</td>
<td>1.00</td>
<td>1.08</td>
</tr>
<tr>
<td>Return on weighted average equity</td>
<td>%</td>
<td>12.15</td>
<td>11.95</td>
<td>13.05</td>
</tr>
<tr>
<td>NPL ratio</td>
<td>%</td>
<td>1.42</td>
<td>1.58</td>
<td>1.43</td>
</tr>
<tr>
<td>NPL balance</td>
<td>RMB 100 million</td>
<td>2,934</td>
<td>2,940</td>
<td>2,402</td>
</tr>
<tr>
<td>Allowances to NPL</td>
<td>%</td>
<td>205.84</td>
<td>180.68</td>
<td>199.32</td>
</tr>
<tr>
<td>Capital adequacy ratio</td>
<td>%</td>
<td>18.02</td>
<td>16.88</td>
<td>16.77</td>
</tr>
<tr>
<td>Core tier 1 capital adequacy ratio</td>
<td>%</td>
<td>13.31</td>
<td>13.18</td>
<td>13.20</td>
</tr>
</tbody>
</table>

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

Environmental performance

Key indexes of green finance

As at the end of the reporting period, the Bank recorded RMB 2,480,621 million in green loans issued to energy saving, environmental protection, cleaner production, clean energy, ecological conservation, green upgrading of infrastructures, green services and other green industries under the latest CBIRC criteria.

Emission reduction of projects supported by green credit

<table>
<thead>
<tr>
<th>Project</th>
<th>Unit</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard coal equivalence of reductions</td>
<td>10,000t</td>
<td>4,738.13</td>
<td>4,924.74</td>
<td>4,627.23</td>
</tr>
<tr>
<td>CO2 equivalence of reductions</td>
<td>10,000t</td>
<td>9,884.69</td>
<td>8,524.63</td>
<td>8,965.96</td>
</tr>
<tr>
<td>COD emission reduction</td>
<td>10,000t</td>
<td>26.38</td>
<td>261.71</td>
<td>26.85</td>
</tr>
<tr>
<td>Ammonia nitrogen emission reduction</td>
<td>10,000t</td>
<td>7.26</td>
<td>31.10</td>
<td>4.91</td>
</tr>
<tr>
<td>SO2 equivalence of reductions</td>
<td>10,000t</td>
<td>1,817.13</td>
<td>2,189.30</td>
<td>3.94</td>
</tr>
<tr>
<td>Nitrogen oxide emission reduction</td>
<td>10,000t</td>
<td>1,539.46</td>
<td>1,424.62</td>
<td>3.34</td>
</tr>
<tr>
<td>Water saved</td>
<td>10,000t</td>
<td>7,521.52</td>
<td>8,931.02</td>
<td>5,903.64</td>
</tr>
</tbody>
</table>

The Bank as a lead underwriter underwrote 67 green bonds that raised RMB 140,130 million in total with the lead underwriting amounting to RMB 63,637 million.

During the reporting period

Of those green bonds, the Bank underwrote 24 carbon neutrality bonds with the lead underwriting amounting to RMB 24,909 million.

Ranking No. 1 in the banking industry
Carbon emissions from the Bank’s operation (scope 1/scope 2)

- Greenhouse gas emissions at Beijing-based institutions of the Head Office
  - Direct greenhouse gas emissions
    - Emission (tons of carbon dioxide) 3,075.30
    - Consumptions (thousands of cubic meters)
      - Natural gas: 1,422,307
      - Electric power (MWh): 81,161.82

- Indirect greenhouse gas emissions
  - Emission (tons of carbon dioxide) 49,021.66
  - Consumptions (MWh)
    - Natural gas: 7,317.46
    - Electric power: 83,271.26

- Greenhouse gas emissions at Beijing Branch (headquarters)
  - Direct greenhouse gas emissions
    - Emission (tons of carbon dioxide) 1,582.13
    - Consumptions (thousands of cubic meters)
      - Natural gas: 731.746

- Indirect greenhouse gas emissions
  - Emission (tons of carbon dioxide) 50,295.84
  - Consumptions (MWh)
    - Natural gas: 3,284.05
    - Electric power: 980.85

Waste statistics: electronic information products

- Display

- Laptop

Note: According to the carbon emission management requirements of Beijing, information of Beijing-based institutions of the Head Office includes that of the Head Office, kindergarten, and Beijing R&D Department of Business R&D Center and Software Development Center. Relevant energy consumption was calculated according to the Guidelines for Carbon Dioxide Emissions Accounting and Reporting of Beijing Enterprises (Units).

During the reporting period, the Bank standardized the electronic products scrapping process, so as to ensure harmless disposal of the electronic waste and minimize impact on the environment.

Energy consumption

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Unit</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total office water consumption</td>
<td>Ton</td>
<td>282,154</td>
<td>125,103</td>
<td>177,550</td>
</tr>
<tr>
<td>Total office power consumption</td>
<td>kWh</td>
<td>81,161.682</td>
<td>17,290,357</td>
<td>19,667,324</td>
</tr>
<tr>
<td>Total official vehicle oil consumption</td>
<td>Liter</td>
<td>65,355</td>
<td>57,339</td>
<td>67,796</td>
</tr>
<tr>
<td>Official vehicle mileage</td>
<td>Km</td>
<td>478,618</td>
<td>335,907</td>
<td>397,510</td>
</tr>
<tr>
<td>Total office paper consumption</td>
<td>Million pieces</td>
<td>9.72</td>
<td>8.86</td>
<td>10.26</td>
</tr>
</tbody>
</table>

Note: 1. Total office water consumption and total office power consumption in 2021 cover the Head Office, kindergarten, and Beijing R&D Department of Business R&D Center and Software Development Center. Total office water consumption and total office power consumption in 2019-2020 only cover the Head Office and kindergarten.
2. The statistics of total official vehicle oil consumption in 2021 cover official vehicles, dining cars and other special vehicles in the Head Office; the statistics of total official vehicle oil consumption in 2019-2020 only cover official vehicles.
3. The statistics of total office paper consumption cover the Head Office.
Social performance

<table>
<thead>
<tr>
<th>Key social index</th>
<th>Unit</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance of domestic inclusive finance loans</td>
<td>RMB 100 million</td>
<td>10,990.12</td>
<td>7,452</td>
<td>4,715</td>
</tr>
<tr>
<td>Social contribution per share</td>
<td>RMB</td>
<td>2.79</td>
<td>2.77</td>
<td>2.73</td>
</tr>
<tr>
<td>Total headcount</td>
<td>Person</td>
<td>434,089</td>
<td>439,787</td>
<td>445,106</td>
</tr>
<tr>
<td>Proportion of female employees</td>
<td>%</td>
<td>49.29</td>
<td>49.65</td>
<td>50.05</td>
</tr>
<tr>
<td>Average training days per person</td>
<td>Day/person</td>
<td>9.61</td>
<td>10.80</td>
<td>8.25</td>
</tr>
<tr>
<td>Donations by the Group</td>
<td>RMB 10 thousand</td>
<td>11,481</td>
<td>25,298</td>
<td>3,472</td>
</tr>
</tbody>
</table>

Notes: 1. Social contribution per share = basic earnings per share + (tax payment + staff costs + interest expenses + donations by the Group)/total equity at the end of the reporting period.
2. The total headcount and female employees are based on Group-wide data.
3. Donations by the Group exclude poverty alleviation funds (2020 and before).

Equality and diversity

The Bank protects employees’ legitimate rights and interests in terms of labor use, democratic management, etc. The Bank fully implements the Employment Contract Law and other relevant laws and regulations, keeps improving its employment policies and procedures and ensures compliance in negotiating and signing employment contracts.

The Bank respects employees' freedom of religion or belief and strictly abides by the relevant laws and regulations of the state in staff recruitment, job adjustment, remuneration and benefits, career development and departure management. The Bank treats all employees equally irrespective of their ethnicity or nationality, gender, religion or belief and cultural background.

Overview of employees

<table>
<thead>
<tr>
<th>Number of employees by region</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese mainland</td>
<td>418,233</td>
<td>423,852</td>
<td>429,093</td>
</tr>
<tr>
<td>Hong Kong SAR and Macau SAR</td>
<td>4,790</td>
<td>4,860</td>
<td>4,919</td>
</tr>
<tr>
<td>Asia Pacific (except Hong Kong SAR and Macau SAR)</td>
<td>3,719</td>
<td>3,662</td>
<td>3,601</td>
</tr>
<tr>
<td>Europe</td>
<td>2,590</td>
<td>2,683</td>
<td>2,716</td>
</tr>
<tr>
<td>America</td>
<td>4,739</td>
<td>4,716</td>
<td>4,762</td>
</tr>
<tr>
<td>Africa</td>
<td>18</td>
<td>14</td>
<td>15</td>
</tr>
</tbody>
</table>

Proportions of employees by gender

<table>
<thead>
<tr>
<th>All staff</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>50.71%</td>
<td>50.35%</td>
<td>49.95%</td>
</tr>
<tr>
<td>Female</td>
<td>49.29%</td>
<td>49.65%</td>
<td>50.05%</td>
</tr>
</tbody>
</table>

Proportions of employees by gender

<table>
<thead>
<tr>
<th>Senior Management member</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>91.67%</td>
<td>91.67%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Female</td>
<td>8.33%</td>
<td>8.33%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Proportions of employees by gender

<table>
<thead>
<tr>
<th>Management personnel above the middle level</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72.13%</td>
<td>73.07%</td>
<td>73.55%</td>
</tr>
<tr>
<td>Female</td>
<td>27.87%</td>
<td>26.93%</td>
<td>26.45%</td>
</tr>
</tbody>
</table>

Proportions of employees by gender

<table>
<thead>
<tr>
<th>New employee</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>44.39%</td>
<td>47.50%</td>
<td>46.30%</td>
</tr>
<tr>
<td>Female</td>
<td>55.61%</td>
<td>52.50%</td>
<td>53.70%</td>
</tr>
</tbody>
</table>
Employee structure by working year
- 0 to 5 years: 19.18% (2021), 17.33% (2020), 15.85% (2019)
- 6 to 10 years: 12.73% (2021), 13.73% (2020), 13.83% (2019)
- 11 to 20 years: 18.59% (2021), 17.02% (2020), 16.36% (2019)
- 21 to 30 years: 19.29% (2021), 21.54% (2020), 23.75% (2019)
- Over 31 years: 30.21% (2021), 30.18% (2020), 30.22% (2019)

Employee structure by age group
- Under 31 years old: 20.64% (2021), 19.93% (2020), 20.24% (2019)
- 41 to 50 years old: 23.00% (2021), 25.05% (2020), 26.84% (2019)
- Over 50 years old: 29.50% (2021), 29.43% (2020), 29.21% (2019)

Education and training

Average employee satisfaction with training
- 97.11%

35,939 online and offline training sessions
5,607,359 person-times of training participants

97.75% of employees of the Bank attended training
9.61 days of training per employee

2,415 online training sessions
3,423,573 person-times of participants
33,524 offline training sessions
2,183,786 person-times of participants
Community service and inclusive finance

ICBC’s balance of inclusive loans stood at RMB 1,099,012 million, up 52.5% and asset quality maintained at a good level.

Number of self-service devices: The Bank had a total of 146,400 self-service devices (ATMs and intelligent equipment) of which 57,800 were in counties.

Number of customer accounts of the “Elderly” version of mobile banking: 10.862 million
Number of customer accounts of the “County” version of mobile banking: 16.03 million

Number of ICBC outlets in counties: 6,174
Proportion of outlets equipped with barrier-free facilities: 75%
Substitution rate of the same outlet counter services with service scenarios of replacement of an old debit card with new one without changing the card number and personal credit certification: 91%

As at the end of the reporting period

The Bank continued to promote the building of "ICBC Sharing Station" outlets. As at the end of the reporting period, coverage of "ICBC Sharing Station" in domestic outlets reached 98%.

During the reporting period

Hours of volunteer activities: 210,000 hours
Number of volunteer activities: 20,000
Person-times of volunteer activities: 180,000 Person-times

Awards

<table>
<thead>
<tr>
<th>Media</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Banker</td>
<td>Ranking the 1st place among the “Top 1000 World Banks” for the ninth consecutive year</td>
</tr>
<tr>
<td>Forbes</td>
<td>Ranking the 1st place in the “Global 2000” for the ninth consecutive year</td>
</tr>
<tr>
<td>Fortune</td>
<td>Ranking the 1st place among commercial banks in the “Global 500” for nine consecutive years</td>
</tr>
<tr>
<td>Brand Finance</td>
<td>Ranking the 1st place among the “Top 500 Banking Brands” for the sixth consecutive year</td>
</tr>
<tr>
<td>China Council for Brand Development</td>
<td>Ranking the 1st place in the “Corporate Brand Value List” for the sixth time</td>
</tr>
<tr>
<td>China Banking Association</td>
<td>Ranking the 1st place among national commercial banks in the Gyroscope evaluation system in 2021</td>
</tr>
<tr>
<td>The People’s Bank of China</td>
<td>The special award of the Financial Technology Awards --- Smart Banking Ecosystem Development Project (ECOS)</td>
</tr>
<tr>
<td>China Federation of Electronics and Information Industry</td>
<td>Data Management Capability Maturity (DCMM) --- The highest Level 5 certification</td>
</tr>
<tr>
<td>Global Finance</td>
<td>Best Emerging Markets Bank</td>
</tr>
<tr>
<td>Best Bank in Asia-Pacific</td>
<td></td>
</tr>
<tr>
<td>Best Bank in China</td>
<td></td>
</tr>
<tr>
<td>Best Corporate Bank in China</td>
<td></td>
</tr>
<tr>
<td>Best Bank, China</td>
<td></td>
</tr>
<tr>
<td>The Asset</td>
<td>Best Bond Advisor in China</td>
</tr>
<tr>
<td>Best Insurance Custodian Bank in China</td>
<td></td>
</tr>
<tr>
<td>FinanceAsia</td>
<td>Best Bank in China</td>
</tr>
<tr>
<td>Best Cash Management Bank in Asia Pacific</td>
<td></td>
</tr>
<tr>
<td>The Asian Banker</td>
<td>Best RMB Clearing Bank in Asia Pacific</td>
</tr>
<tr>
<td>Best Mega Custodian Bank in China</td>
<td></td>
</tr>
<tr>
<td>Securities Times</td>
<td>2021 Trium Award for Pension Financial Services Bank</td>
</tr>
<tr>
<td>Outstanding Responsible Enterprise of the Year 2020</td>
<td></td>
</tr>
<tr>
<td>Excellent Social Responsibility Report of the Year 2020</td>
<td></td>
</tr>
<tr>
<td>Southern Weekly</td>
<td>Most Trustworthy Pension Financial Institution in 2020-2021</td>
</tr>
<tr>
<td>The Economic Observer</td>
<td>The 13th China Youth Volunteers Excellent Project Award</td>
</tr>
<tr>
<td>The 13th China Youth Volunteers Excellent Individual Award</td>
<td></td>
</tr>
<tr>
<td>China Newsweek</td>
<td>Most Responsible Enterprise of 2021</td>
</tr>
<tr>
<td>Finance.china.com.cn</td>
<td>Most Influential ESG Brand of the Year</td>
</tr>
<tr>
<td>Finance.sina.com</td>
<td>Sustainable Development Award of the Year</td>
</tr>
<tr>
<td>All-China Women’s Federation</td>
<td>Four collectives receiving the National Women’s Civilization Award</td>
</tr>
<tr>
<td>International Finance Forum (IFF)</td>
<td>Institution of the Year “2021 Global Green Finance Award”</td>
</tr>
<tr>
<td>Xinhua News Agency</td>
<td>“Model Case of Green Finance Practices” in the financial industry in the first year of the 14th Five-year Plan period</td>
</tr>
<tr>
<td>UN Global Compact Network China</td>
<td>“Best Corporate Practice for Achieving the Sustainable Development Goals 2021” --- Eco-environment Protection and Concern about Climate Change</td>
</tr>
</tbody>
</table>
Our Independence and Quality Control

We conducted our engagement in accordance with the independence and other ethical requirements in the “Code of Ethics for Professional Accountants” issued by the International Ethics Standards Board for Accountants. We maintain a comprehensive system of quality control applying “International Standard on Quality Control 1”.

Basis of Our Assurance Work

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 Federation of Accountants. We planned and performed our engagement to obtain all the information and evidences which we considered necessary to form conclusions.

Our Responsibilities

Procedures, Scopes and Limitations of Our Work

- Interviewing the bank management and staff responsible for information collection, consolidation and disclosure to understand the process of determining the key stakeholders and their major concerns, and relevant controls of the CSR Report(ESG Report) preparation.
- According to interviews and review of related supporting documents, we learnt the inter-communication mechanism between ICBC and its key stakeholders, the expectations and requirements of key stakeholders, and ICBC’s responses to these expectations and requirements.
- Establishing Subject Matter Information and relevant evaluation criteria of the 2021 CSR Report(ESG Report) together with ICBC, which were included by the independent and limited assurance engagement.
- Sampling testing the consistency between ICBC’s Subject Matter Information in 2021 and our work results, and assessing relevant control of the CSR Report(ESG Report) preparation procedures.

Limitations of Assurance

The Limited assurance work aimed to ensure information reliability. The procedure scope was less than that of a reasonable assurance engagement. Our work performed and independent limited assurance report did not provide opinions on the effectiveness of ICBC’s systems and procedures.

We performed our limited assurance engagement in ICBC’s headquarters, Fujian Branch, Guangdong Branch, Zurich Branch, Sydney Branch, ICBC Wealth Management and ICBC Leasing. For this engagement, we did not carry out such engagement at any other branches and subsidiaries of ICBC, nor interview external stakeholders. Historical comparison data were exclusive by this engagement.

Meanwhile the scope of the said limited assurance engagement excluded other information beyond Subject Matter Information disclosed in the CSR Report(ESG Report) of ICBC.

Conclusions

Based on the above work performed, nothing has come to our attention that would lead us to believe that there is any material misstatement related to the Subject Matter Information in ICBC’s CSR Report(ESG Report) prepared in accordance with reference to the standards.

Use of Independent Limited Assurance Report

This independent limited assurance report is only for the purpose of preparing the CSR Report(ESG Report) of ICBC, and is not suitable and cannot be used for other purposes.

This is the English translation of the Independent Assurance Report in Chinese version. If there is any conflict between the translated and Chinese version, the Chinese version will prevail.

Deloitte Touche Tohmatsu Certified Public Accountants LLP
March 30 2022
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<tr>
<th>Number</th>
<th>Contents</th>
<th>ESG</th>
<th>Page</th>
</tr>
</thead>
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<tr>
<td>GRI 102-22</td>
<td>Composition of the highest governance body and its committees</td>
<td>H-share Annual Report, 71-77, 80, 81</td>
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<tr>
<td>GRI 102-23</td>
<td>Chair of the highest governance body</td>
<td>H-share Annual Report, 74, 75</td>
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<tr>
<td>GRI 102-25</td>
<td>Conflicts of interest</td>
<td>H-share Annual Report, 73-75</td>
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<tr>
<td>GRI 102-26</td>
<td>Role of highest governance body in setting purpose, values, and strategy</td>
<td>73, 75, 113</td>
<td></td>
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<tr>
<td>GRI 102-27</td>
<td>Collective knowledge of highest governance body</td>
<td>58, 59, 73, 75, 76, 78, 80, 81</td>
<td></td>
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<tr>
<td>GRI 102-28</td>
<td>Evaluating the highest governance body’s performance</td>
<td>58, 59, 73, 78, 80, 112, 113</td>
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<tr>
<td>GRI 102-29</td>
<td>Identifying and managing economic, environmental, and social impacts</td>
<td>10, 73, 75, 79, 80, 81, 112, 113</td>
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<tr>
<td>GRI 102-30</td>
<td>Effectiveness of risk management processes</td>
<td>10, 73, 75, 79, 80, 81, 112, 113</td>
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<tr>
<td>GRI 102-31</td>
<td>Review of economic, environmental, and social topics</td>
<td>80, 113</td>
<td></td>
</tr>
<tr>
<td>GRI 102-32</td>
<td>Highest governance body’s role in sustainability reporting</td>
<td>58, 80, 81, 112, 113</td>
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<tr>
<td>GRI 102-33</td>
<td>Communicating critical concerns</td>
<td>58, 59, 73, 80, 81, 112</td>
<td></td>
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<tr>
<td>GRI 102-34</td>
<td>Nature and total number of critical concerns</td>
<td>58, 59, 73, 80, 81, 112, 113</td>
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<tr>
<td>GRI 102-35</td>
<td>Remuneration policies</td>
<td>H-share Annual Report, 111</td>
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<td>Stakeholder engagement</td>
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<tr>
<td>GRI 102-40</td>
<td>List of stakeholder groups</td>
<td>58, 59, 112, 113</td>
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<tr>
<td>GRI 102-41</td>
<td>Collective bargaining agreements</td>
<td>95</td>
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<tr>
<td>GRI 102-42</td>
<td>Identifying and selecting stakeholders</td>
<td>59, 112, 113</td>
<td></td>
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<tr>
<td>GRI 102-43</td>
<td>Approach to stakeholder engagement</td>
<td>58, 59, 112, 113</td>
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<tr>
<td>GRI 102-44</td>
<td>Key topics and concerns raised</td>
<td>59, 113</td>
<td></td>
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<tr>
<td>Reporting practice</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GRI 102-45</td>
<td>Entities included in the consolidated financial statements</td>
<td>H-share Annual Report, 72</td>
<td></td>
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<tr>
<td>GRI 102-46</td>
<td>Defining report content and topic Boundaries</td>
<td>124</td>
<td></td>
</tr>
<tr>
<td>GRI 102-47</td>
<td>List of material topics</td>
<td>113</td>
<td></td>
</tr>
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<td>GRI 102-48</td>
<td>Restatements of information</td>
<td>124</td>
<td></td>
</tr>
<tr>
<td>GRI 102-49</td>
<td>Changes in reporting</td>
<td>113</td>
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<tr>
<td>GRI 102-50</td>
<td>Reporting period</td>
<td>124</td>
<td></td>
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<tr>
<td>GRI 102-51</td>
<td>Date of most recent report</td>
<td>124</td>
<td></td>
</tr>
<tr>
<td>GRI 102-52</td>
<td>Reporting cycle</td>
<td>124</td>
<td></td>
</tr>
<tr>
<td>GRI 102-53</td>
<td>Contact point for questions regarding the report</td>
<td>124</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Number</th>
<th>Contents</th>
<th>ESG</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRI 102-54</td>
<td>Claims of reporting in accordance with the GRI Standards</td>
<td></td>
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<tr>
<td>GRI 102-55</td>
<td>GRI content index</td>
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<tr>
<td>GRI 102-56</td>
<td>External assurance</td>
<td></td>
<td></td>
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<tr>
<td>GRI 103: Management Approach</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GRI 103-1</td>
<td>Explanation of the material topic and its Boundary</td>
<td></td>
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<tr>
<td>GRI 103-2</td>
<td>The management approach and its components</td>
<td>80, 81, 112, 113</td>
<td></td>
</tr>
<tr>
<td>GRI 201: Economic Performance</td>
<td></td>
<td></td>
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<tr>
<td>GRI 201-1</td>
<td>Direct economic value generated and distributed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 201-2</td>
<td>Financial implications and other risks and opportunities due to climate change</td>
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<tr>
<td>GRI 202: Market Presence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 202-2</td>
<td>Proportion of senior management hired from the local community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 203: Indirect Economic Impacts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 203-1</td>
<td>Infrastructure investments and services supported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 203-2</td>
<td>Significant indirect economic impacts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 204: Procurement Practice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 205: Anti-corruption</td>
<td></td>
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</tr>
<tr>
<td>GRI 205-2</td>
<td>Communication and training about anti-corruption policies and procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td></td>
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<tr>
<td>GRI 301: Materials</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GRI 301-1</td>
<td>Materials used by weight or volume</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 302: Energy</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>GRI 302-1</td>
<td>Energy consumption within the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 302-4</td>
<td>Reduction of energy consumption</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 302-5</td>
<td>Reductions in energy requirements of products and services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

and services provided and methods of redress advertising, labeling and privacy matters relating to products significant impact on the issuer relating to health and safety, compliance with relevant laws and regulations that have a General Disclosure: Information on (a) the policies; and (b)
B6 Product Responsibility P45, 46, 80, 83, 04
General Disclosure: Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labeling and privacy matters relating to products and services provided and methods of redress
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons
B6.2 Number of product and service related complaints received and how they are dealt with
B6.3 Description of practices relating to observing and protecting intellectual property rights
B6.4 Description of quality assurance process and recall procedures
B6.5 Description of consumer data protection and privacy policies, how they are implemented and monitored
B7 Anti-corruption P69
General Disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases
B7.2 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored
B7.3 Description of anti-corruption training provided directors and staff
B8 Community Investment P15, 26, 28, 30, 115
General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities’ interests
B8.1 Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport)
B8.2 Resources (e.g. money or time) contributed to the focus areas (e.g. education, environment concerns, labor needs, health, culture, sport)
B4 Labor Standards P118
General Disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor
B4.1 Description of measures to review employment practices to avoid child and forced labor
B4.2 Description of steps taken to eliminate such practices when discovered
B5 Supply Chain Management P31
General Disclosure: Policies on managing environmental and social risks of the supply chain
B5.1 Number of suppliers by geographical region
B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored
B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored
B5.4 Description of practices used to promote environmental—preferable products and services when selecting suppliers, and how they are implemented and monitored

Table of Social Responsibility Performance Contrast with the Ten UNGC Principles

<table>
<thead>
<tr>
<th>UNGC Principle</th>
<th>CSR Performance in 2021</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>
</tr>
<tr>
<td>5</td>
<td>The effective abolition of child labor</td>
</tr>
<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 challenge</td>
</tr>
<tr>
<td>8</td>
<td>Taking on more responsibilities for environmental protection</td>
</tr>
<tr>
<td>9</td>
<td>Encouraging the development and promotion of environment-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>

The Bank valued people, strictly observed laws, regulations and ordinances of China and other countries where it operated, entered into employment contracts with all of its employees, fully paid employee’s social security and housing provident fund contributions for its employees, improved the system of employee involvement in corporate management and effectively protected the rights and interests of employees.

The Bank abided by international conventions or practices signed or recognized by China, including the Universal Declaration of Human Rights.

The Bank improved the system of employee representatives’ meeting to listen to all employees’ voices and protect their right to know, participate and supervise. All branches and subsidiaries of the Bank have their own trade unions and all employees were members of trade unions.

The Bank strictly prohibited child labor.

The Bank respected employees’ religious freedom and individuality and eliminated any discrimination on the basis of race, gender, national origin, culture, age and others. The Bank also treated all employees fairly and impartially throughout recruitment, job transfer, compensation, career development and separation management.

The Bank actively responded to climate changes by willingly assuming responsibility for international environmental, establishing a sound mechanism for comprehensive management of environmental protection and using the financial lever to help get rid of dependence on traditional development mode and promoting economic restructuring.

The Bank attached greater importance to the development of green finance and support for ecological civilization, fully built it into the strategic development plan, and promoted the building of a green finance system. The Bank supported the development of green industries and actively promoted the green adjustment of investment and financing structure through annual industrial investment and financing policies and limit management schemes for key industries, and implemented the strict one-vote veto system for environmental protection in lending.

The Bank gave priority to green credit and other key fields, and actively met high-quality customers’ reasonable financing needs, such as low-carbon transformation. As at the end of the reporting period, the balance of loans granted to green economic sectors reached RMB 2,480.6 billion. The Bank vigorously promoted paperless, low-consumed and efficient online business leveraging on its leading technological strengths, with business conducted via digital channels accounting for 98.8%.

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In accordance with the guideline of “combating corruption in an integrated way, addressing both its symptoms and root causes, and combining punishment with prevention while focusing on the latter”, the Bank pressed forward with anti-corruption work focused on improving the corruption control and prevention system.
The Principles for Responsible Banking (PRB) are a global framework for ensuring that signatory banks’ strategy and practice are in line with future sustainability challenges. The framework enables the sector to align with the sustainable development goals and the global climate agreement.

As one of the founding signatories of the PRB, the Bank has been committed to maximizing the comprehensive value of economy, environment and society, based on the general demands of all stakeholders.

Principle 1: Alignment
We will align our business strategy to be consistent with and contribute to individuals’ needs and society’s goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

The Board of Directors of the Bank deliberated on and approved the 2021-2023 Strategic Development Plan (the “Plan”), and continued to formulate action measures in the fields of green finance, inclusive finance (rural revitalization and livelihood guarantee) and FinTech support and practice the concept of sustainable development, in accordance with the sustainable development goals such as no poverty, food safety, inclusive and equitable quality education, good health and well-being, full employment, response to climate change, ecological restoration and global partnership set out in the 2030 Agenda for Sustainable Development of the United Nations.

Mission: To provide convenient, secure, efficient and quality financial services at reasonable prices in the next three years.

The Bank is committed to working with the stakeholders to proactively address urgent issues such as climate change, inclusive development of society, environmental and biodiversity protection, privacy protection and data security, in a bid to jointly promote sustainable development.

Strategic system: The Plan focuses on the objectives, paths and tools for the building of a green finance system and the improvement of green and low-carbon financial service systems on region, variety, customer and industry in the next three years, and makes clear that the Bank will lead the way in practicing green and low-carbon development.

Principle 3: Clients & Customers
We will work responsibly with our clients and our customers to encourage sustainable practices (change the pattern of consumption) that create shared prosperity for current and future generations.

The Bank did a good job in resource guarantee, assessment guarantee and limit guarantee for green financial development, giving priority to green credit and other key areas, and improving high-quality customers’ reasonable financing needs, such as low-carbon transformation.

The Bank continued to implement the “digital inclusive finance” development path, accelerated the digital transformation of traditional small and micro credit products, improved the financial accessibility and convenience for small and micro customers through online verification, intelligent model approval and intensive operation, and gradually guided and promoted the digital and low-carbon transformation of production and operation of small and micro enterprises. The Bank proactively developed matching products and provided financing services to meet the new financing needs of small and micro customers arising from low-carbon transformation.

The Bank launched the rural revitalization bond, carbon neutrality bond, old revolutionary base revitalization bond, high growth bond, sustainable development linked bond and other bonds for the first time, leading the industry in terms of underwriting amount and number of underwriting projects. Meanwhile, it successfully innovated a number of product portfolios, flexibly used the innovative bond product portfolios to meet the personalized financing needs of enterprises, and channelled funds to key projects involving both rural revitalization and low-carbon transformation.

With a focus on thecontactless financial service needs of the people as pandemic control became a routine, the Bank established and deeply promoted the operation service model for contactless financial services, which featured “online quick processing + centralized business processing + offline convenient delivery”. The service mode provided fast, accurate and considerable high-quality financial services for customers. As at the end of the reporting period, 98.8% of the Bank’s transactions were handled through electronic channels, effectively reducing carbon emissions from financial services.

Principle 4: Stakeholders
We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society’s goals.

Mission of the Bank: Excellence for You. Excellent services for clients, maximum returns to shareholders, real success for employees, great contribution to society.

According to the goals of achieving carbon peak before 2030 and carbon neutrality before 2060, the Bank practiced the development philosophy that “knot waters and lush mountains are invaluable assets”, exerted to maximize the value sum of shareholders, stakeholders and social responsibilities, and formulated the sustainable development strategy of harmonious coexistence between mankind and nature.

Principle 5: Governance & Culture
We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

The Bank took corporate governance as the foundation for establishing its corporate culture. Through the implementation of the corporate governance mechanism of “statutory and transparent responsibilities and accountability, coordinated operation and effective checks and balances” composed of the Shareholders’ General Meeting, the Board of Directors, the Board of Supervisors and the Audit Committee, in accordance with regulatory requirements and best practices of the industry, the Bank continued to promote the modernization of governance.
system and governance capacity, and built a governance benchmark for large global financial groups.

During the reporting period, the Bank held one annual general meeting and two extraordinary general meetings, at which 20 proposals (such as the Proposal on the 2020 Audited Accounts, Proposal on Application for Special Authorized Limit on Poverty Alleviation Donation and Proposal on Donation of Pandemic Prevention and Control Materials) in 2020 were reviewed and approved, and three reports (such as the Work Report of Independent Directors of Industrial and Commercial Bank of China Limited in 2020) were heard.

During the reporting period, the Board of Directors of the Bank held 13 meetings, at which 108 agenda items (such as the Proposal on 2021-2023 Strategic Development Plan of ICBC, Proposal on 2020 Corporate Social Responsibility Report of Industrial and Commercial Bank of China Limited (ESG Report), Proposal on 2021 Plan for Inclusive Finance Business and Proposal on Report on Implementation of Green Finance by ICBC) were studied and discussed. Meanwhile, the Board of Directors was made more diverse and independent.

The Bank checked the effectiveness of rules every year. During the reporting period, in accordance with relevant requirements of The Stock Exchange of Hong Kong Limited, the Bank’s Chairman of the Board of Directors presided over a symposium attended solely by independent directors, who fully expressed their opinions regarding the Bank’s corporate governance, strategic development, risk management and green finance. Prior to each meeting of the Board of Directors, the Bank organized relevant personnel to communicate with directors about all matters to be discussed at the meeting and sought the opinions of directors in detail. During the board meeting, the directors spoke freely and actively put forward suggestions on the operation and development of the Bank.

Corporate culture of the Bank
Mission: Excellence for You. Excellent services for clients, maximum returns to shareholders, real success for employees, great contribution to society.
Vision: To build a world-class, globally competitive modern financial institution in all aspects, and become a long-lasting and ever-prosperous bank.
Value: Integrity Leads to Prosperity - Integrity, Humanity, Prudence, Innovation, Excellence.

Principle 6: Transparency & Accountability
We will periodically review our individual and collective implementation of these Principles and be transparent and accountable for our positive and negative impacts and our contribution to society’s goals.

The Bank’s Board of Directors attached great importance to the Bank’s work in the fields of environment, society and governance, formulated a strategic development plan, promoted the implementation of the goals of achieving carbon peak before 2030 and carbon neutrality before 2060, regularly reviewed proposals such as social responsibility (ESG) report, green finance implementation report and risk management report, and strengthened the supervision and management of ESG matters.

During the reporting period, the Board of Directors of the Bank listened to the Proposal on the Annual Review of US Region Risk Management Framework and Appetite and Report on various risks, added the qualitative appetite description of “Environmental, Social and Governance (ESG) and Climate Risks” to the risk appetite statement, aligned it with relevant strategic plan of US-based institutions, and put forward specific risk appetite requirements.

During the reporting period, the Board of Directors and its Risk Management Committee reviewed and approved the Enterprise Risk Management Regulations (2021) and included “climate risk management” in the enterprise risk management system. First, the definition, influence factors and main risk manifestation of climate risk were clarified. Second, climate risk management system and management requirements were clarified.

During the reporting period, the Board of Directors of the Bank held seminars and trainings on climate risk management and green finance. The directors had heated discussions on “climate risk management of commercial banks” and “green financial system of ICBC”, and put forward a series of constructive opinions and suggestions.

During the reporting period, the Bank’s Board of Directors and its Corporate Social Responsibility and Consumer Protection Committee reviewed and approved the Proposal on Consumer Protection in 2020 and Work Plan for 2021, and listened to the Analysis Report on the Bank’s Customer Complaints in 2020.

During the reporting period, the Board of Directors of the Bank reviewed and approved the Proposal on 2021-2023 Group Data Governance and Intelligent Application Plan of ICBC, asked for more efforts in data security management education, fostered the awareness of protecting the Bank’s customer privacy and information security, and strengthened protection of governmental affair data, trade secrets and personal data. In the future, the Board of Directors will listen to the report on the progress of digital banking infrastructure construction and data governance on an annual basis.

The Bank proactively implemented national requirements on improving the quality of listed companies, strengthened information exchange with investors, and continuously expanded the breadth and depth of information disclosure and improved the transparency of information disclosure. In the annual evaluation of information disclosure by companies listed on Shanghai Stock Exchange, the Bank was rated “excellent” for the eighth year in a row.

The Bank mainly disclosed information in the form of regular report and interim announcements through designated media, including the websites of the Shanghai Stock Exchange and The Stock Exchange of Hong Kong Limited. Meanwhile, the Bank continuously strengthened communication and exchange with global investors through its official website, domestic and foreign newspapers, shareholders’ general meetings, results announcement conference, roadshows and reverse roadshows, investor and analyst meetings, media meetings, SSE e Interaction platform, investor hotline and email. During the reporting period, the Bank disclosed four regular reports and more than 300 interim announcements and related documents in Chinese and English.