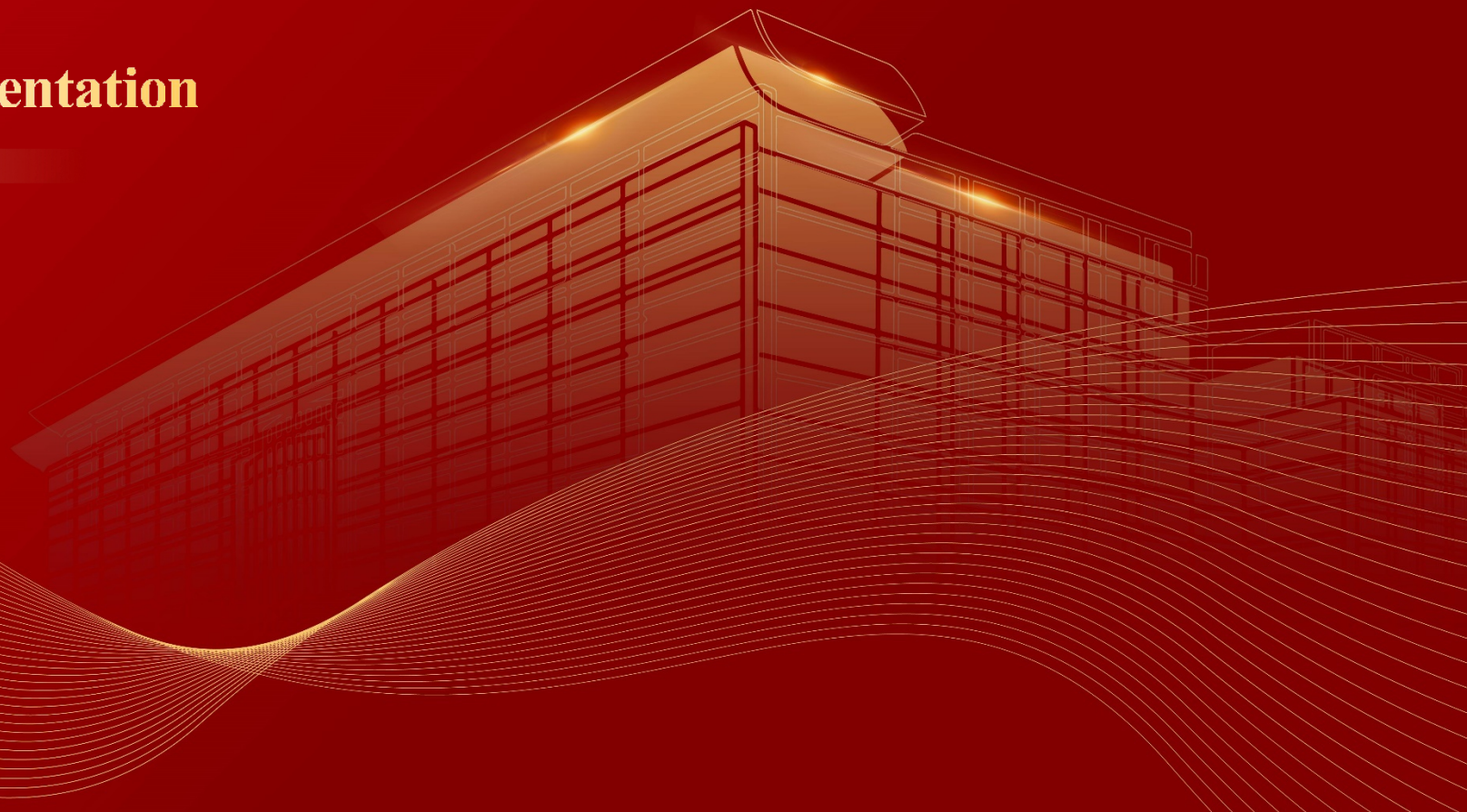


# An Impressive “Answer Sheet” from ICBC

## - 2021 ICBC Results Presentation

A-share stock code: 601398 H-share stock code: 1398

March 30, 2022



# An Impressive “Answer Sheet” from ICBC

In 2021, in the face of a more complex and volatile external environment, ICBC conscientiously implemented the decision and arrangement of the State Council, insisted on the “48-character” guideline, solidly promoted the pattern of “bringing out our strengths to make up for our weaknesses and laying a solid foundation and base”, and made great efforts to enhance its value creation capability, comprehensively improved the quality and efficiency of serving the real economy, continuously consolidated the foundation of risk control, and deepened reform and innovation. As a result, ICBC delivered an impressive answer sheet.

**Value creation**  
Strong, excellent and  
large ICBC  
characteristics




**Serving the real  
economy**  
Vigorously serve  
high-quality  
development



**Solid Foundation  
for Risk Control**  
Strong and  
effective risk  
control



**Reform and  
innovation**  
Strategy-lead and  
technology-driven



# Value Creation: Strong, Excellent and Large ICBC Characteristics

## Strong foundation was further consolidated

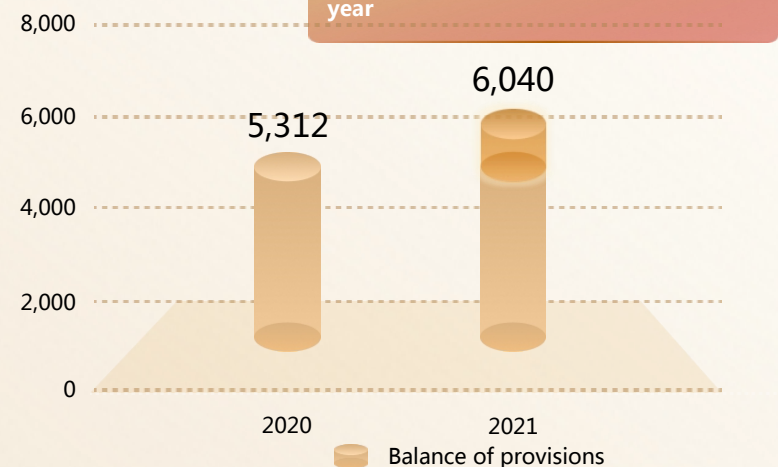
Maintaining the leading position  
in the global banking industry

Capital adequacy ratio

18.02%

Up 1.14 percentage points over the  
end of last year

Unit: RMB100 million



The RWA growth rate (7.8%) was 3.2 percentage points lower than the growth rate of domestic and overseas loans (11.0%), and remarkable achievements were made in capital-intensive development. In 2021, the Bank replenished additional tier 1 capital of RMB140 billion and tier 2 capital of RMB90 billion, and continuously enhanced its capital strength.

**The Banker**  
Global Financial Intelligence Since 1998

Ranking the 1st place among the Top 1000  
World Banks for the ninth consecutive year

UK *The Banker* magazine

**Forbes**

Ranking the 1st place in the Global 2000  
for the ninth consecutive year

US *Forbes* magazine



# Excellent Quality and Momentum: Further Improvement of Income Structure

ICBC is at an excellent level among  
the world's large banks

ROE

12.15%



Up 20BP over last year

ROA

1.02%



Up 2BP over last year

**NIM**  
2.11%

Maintaining better level  
in the banking industry



**Loan yield** 4.16% , -10BP  
**Deposit cost** 1.62% , + 1BP



Cost-to-income ratio

26.36%



The input-output efficiency of  
expenses is relatively high

## Non interest income

Total amount: **RMB170.2 billion**  
Increment: **RMB16.9 billion**,  
year-on-year growth rate of **+11%**

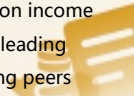
Its proportion in  
operating income  
increased



## Net fee and commission income

Total amount: **RMB133 billion**  
Increment: **RMB1.8 billion**,  
year-on-year growth rate of **+1.4%**

The total amount of net fee  
and commission income  
remained the leading  
position among peers



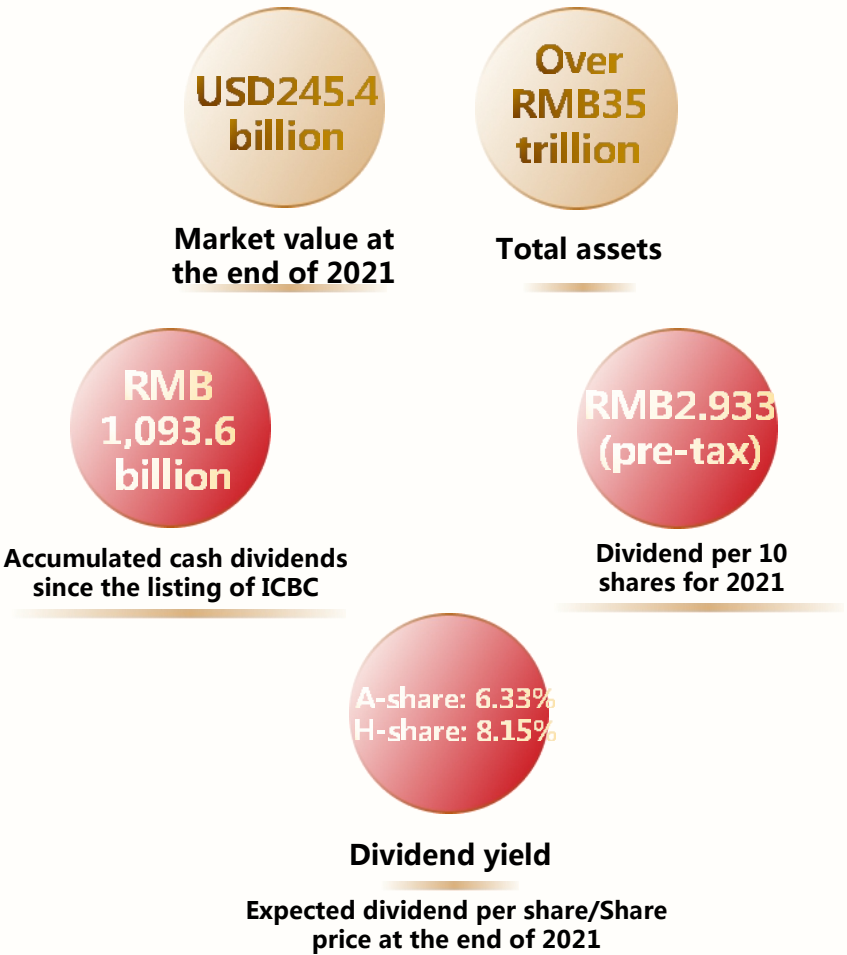
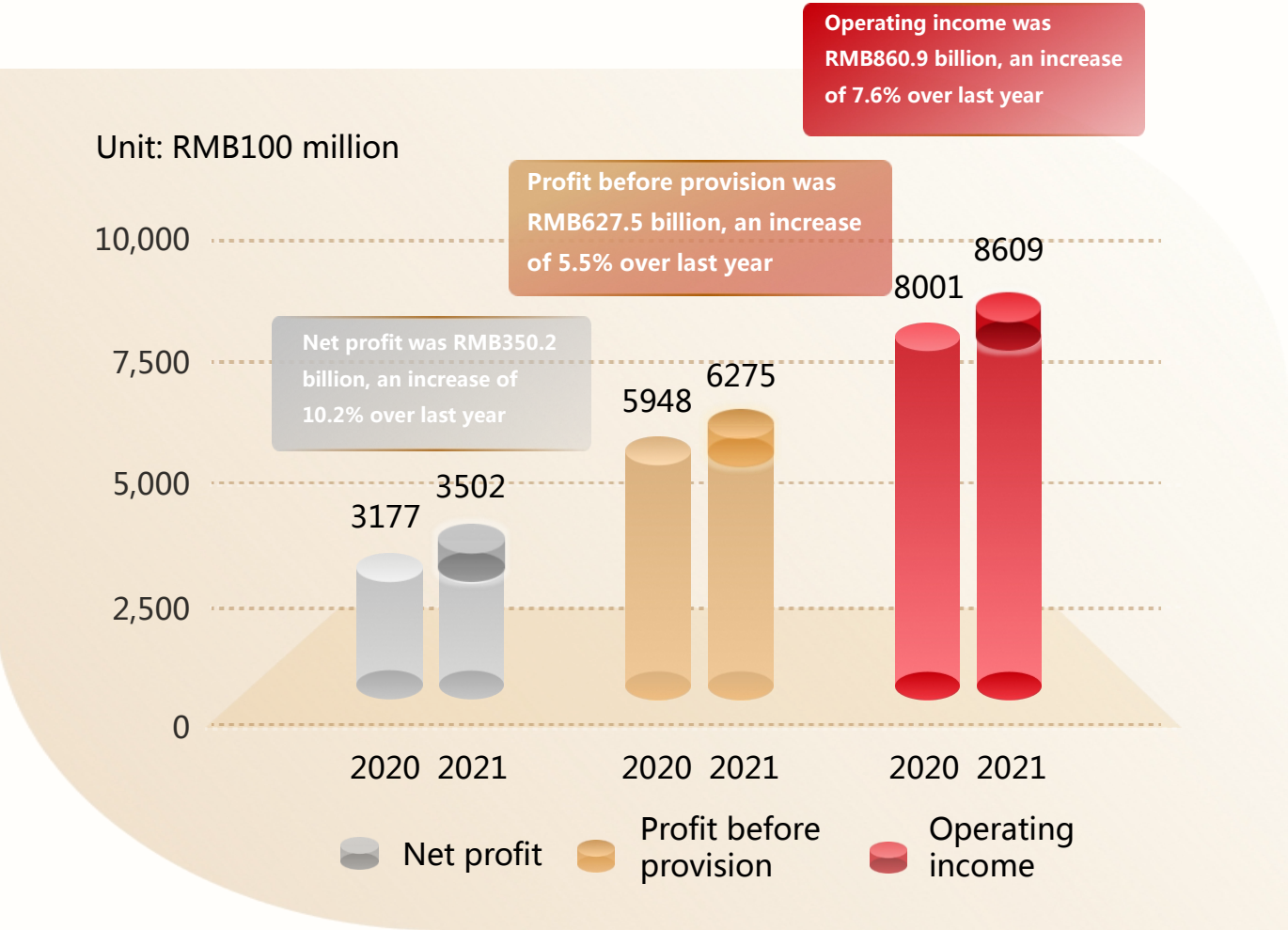
## Other non-interest income

Total amount: **RMB37.2 billion**  
Increment: **RMB15.1 billion**,  
year-on-year growth rate of **+68.3%**





# Large Advantage Further Consolidated

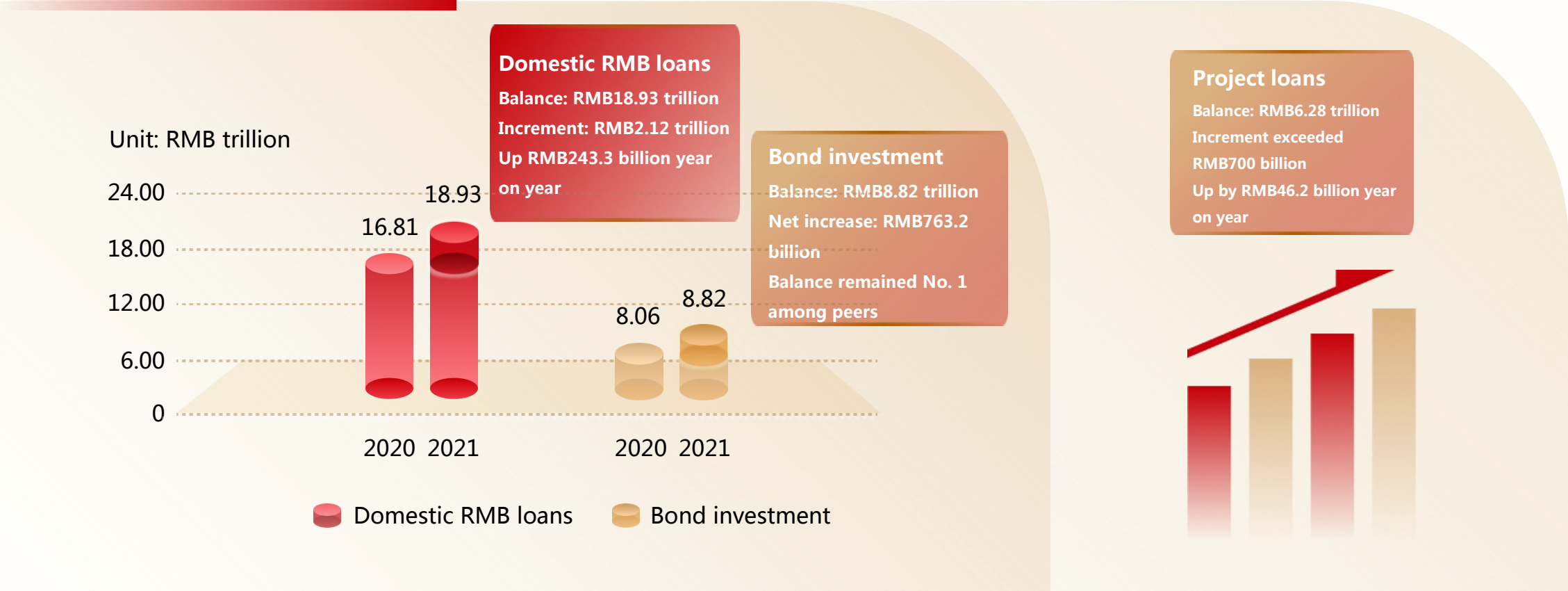


\*Operating income is based on IFRSs

# 2 Serving the real economy: Vigorously serve high-quality development

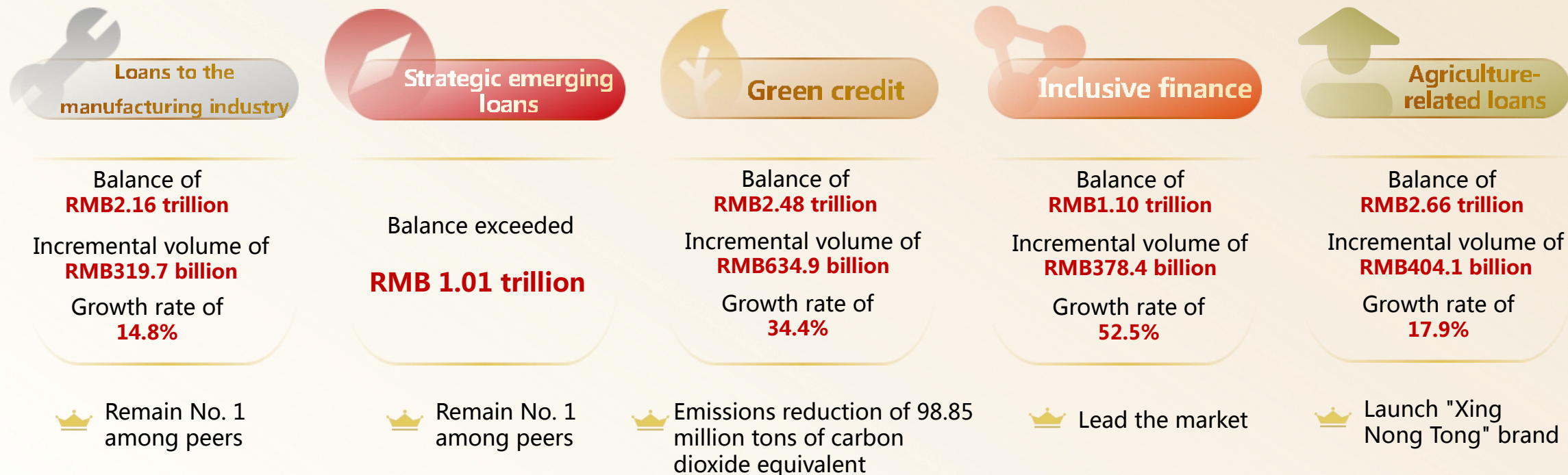
## Serving the Real Economy: Comprehensive Improvement in the Quality and Effectiveness of Services to the Real Economy

Total investment and financing saw significant growth, maintaining a leading position among peers



## Serving the Real Economy: Comprehensive Improvement in the Quality and Effectiveness of Services to the Real Economy

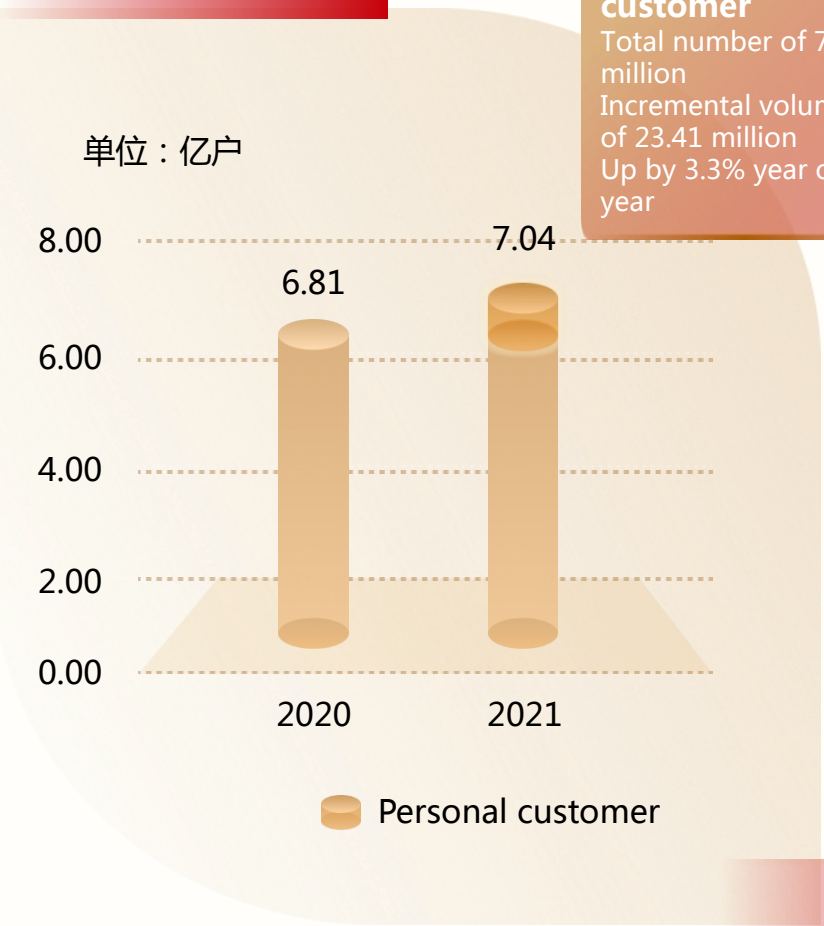
Strongly intensify support in key areas, and constantly optimize the structure





# Customer First: Continuous Consolidation of Customer Base and More Efficiency Services

## Further consolidate the customer base



**Personal customer**  
Total number of 704 million  
Incremental volume of 23.41 million  
Up by 3.3% year on year

## Total deposits

Total amount of RMB26 trillion  
Incremental volume of RMB1.31 trillion  
Growth rate up by 5.2%



Continue to be the largest in the global banking industry

## Increase of daily customer deposits

RMB 1.81 trillion



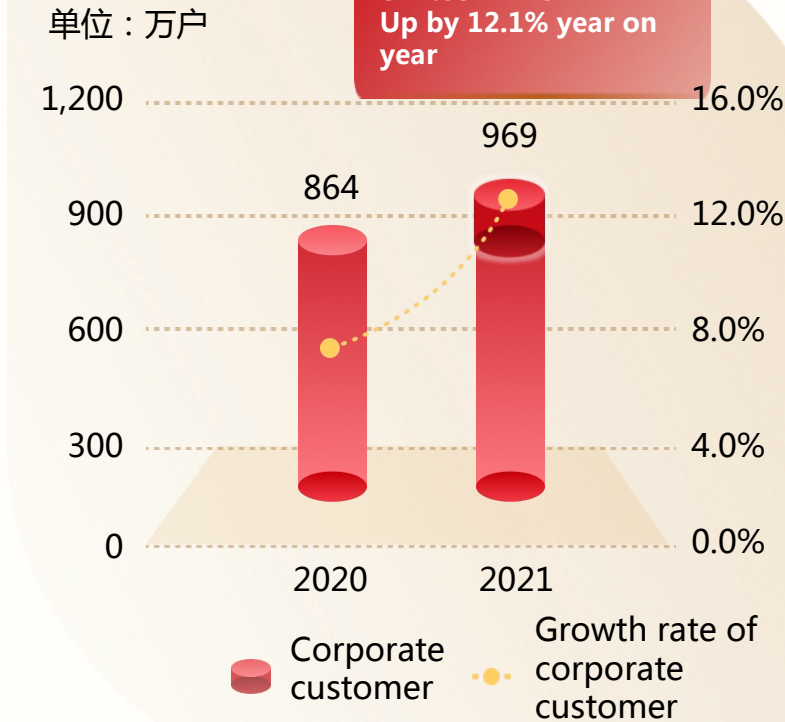
## Management of personal banking assets (including those of domestic branches)

RMB 17 trillion



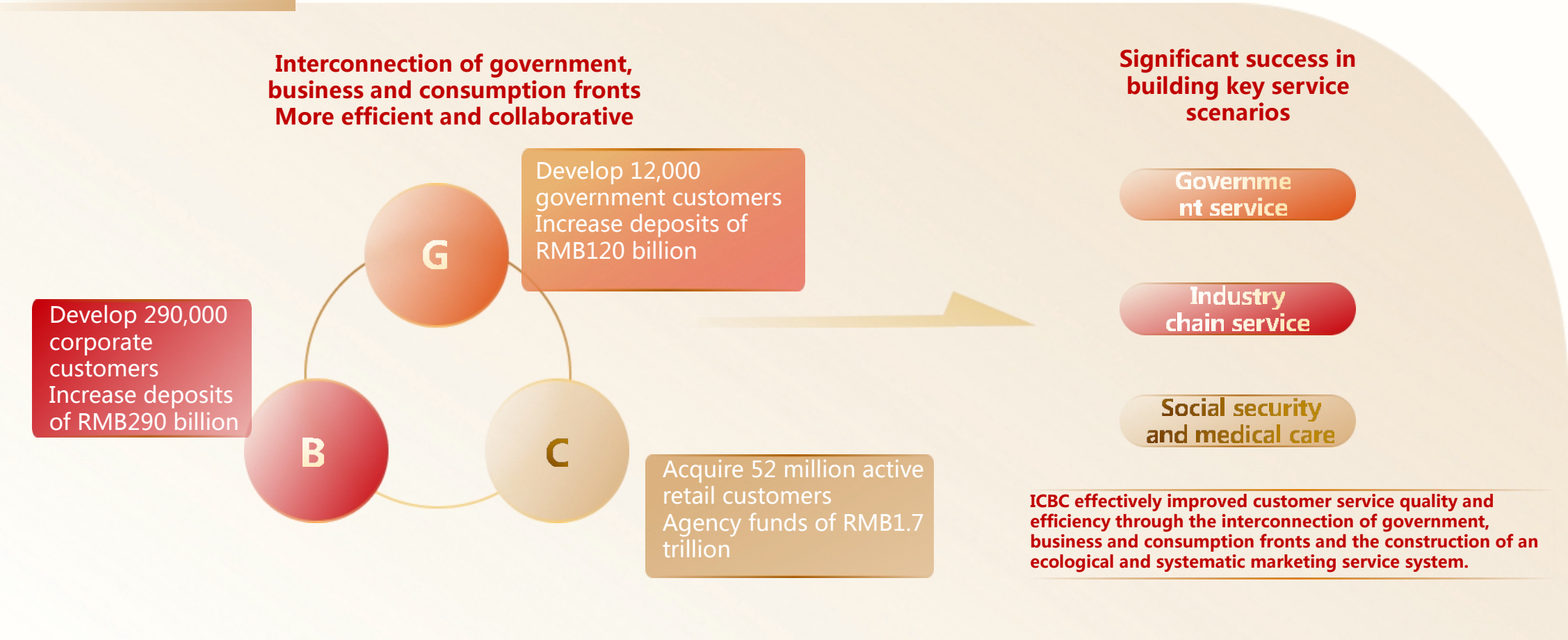
Number of mobile banking customers reached 469 million  
First to exceed 100 million in terms of the number of monthly active customers (MAU)

**Corporate customer**  
Total number of 9.69 million  
Incremental volume of 1.05 million  
Up by 12.1% year on year



# Customer First: Continuous Consolidation of Customer Base and More Efficiency Services

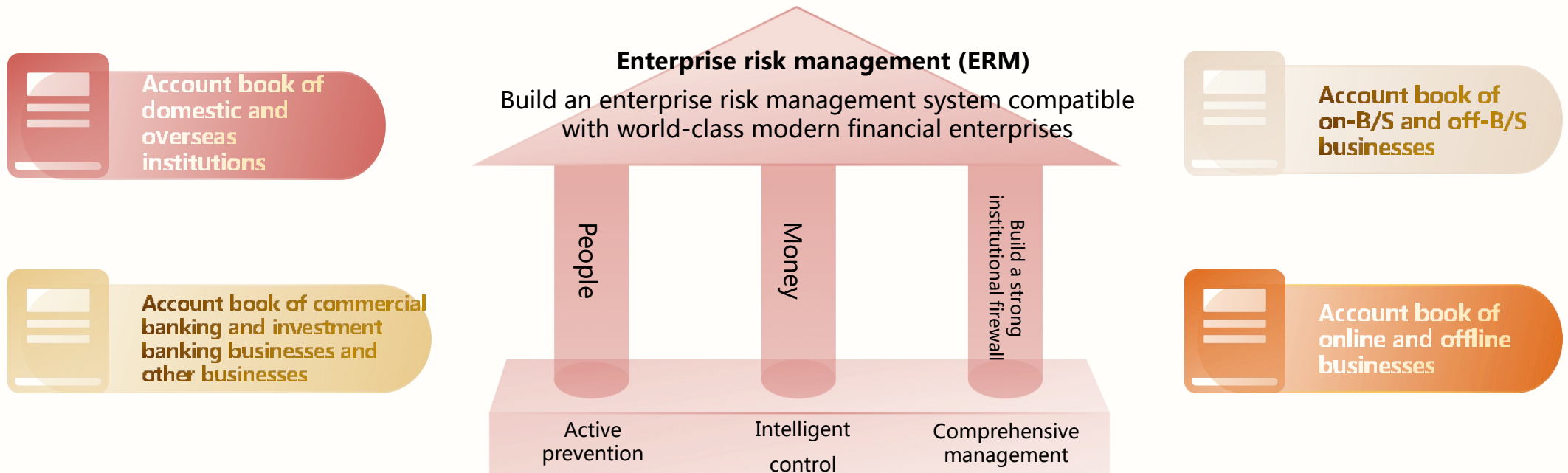
## More collaborative and efficient customer service



# Solid Foundation for Risk Control: Strong and Effective Risk Control

## Improve Enterprise Risk Management and Continuously Consolidate the Risk Control Foundation

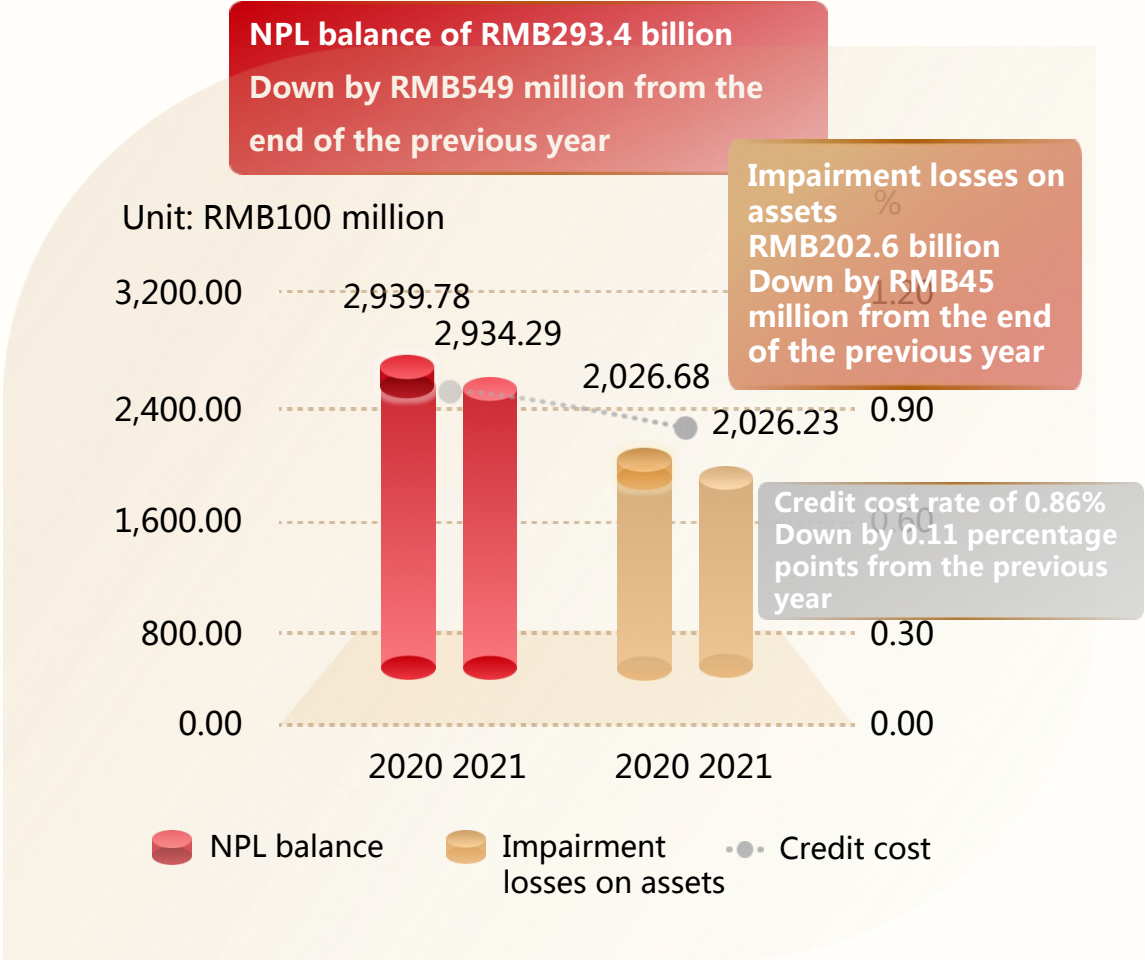
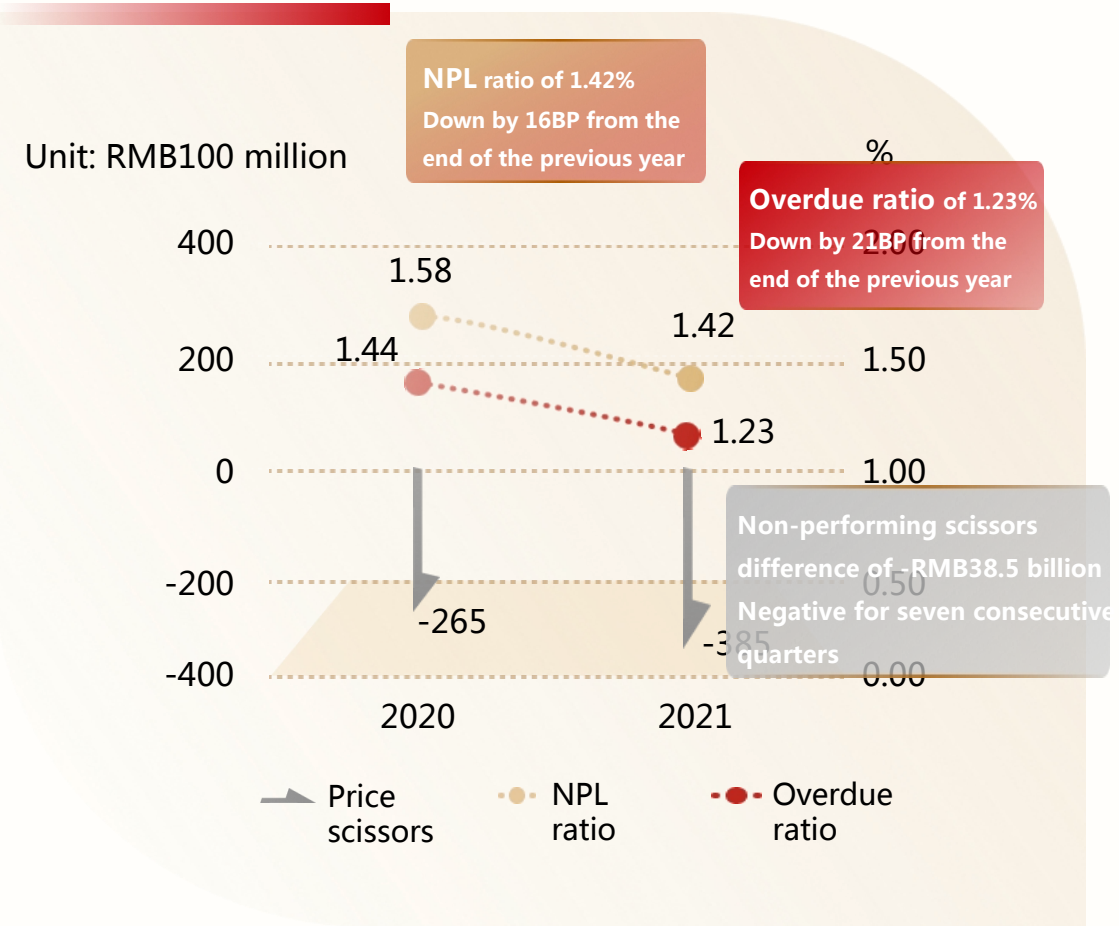
ICBC coordinated **"Four account books"**, namely the account book of domestic and overseas institutions, the account book of on-B/S and off-B/S businesses, the account book of commercial banking and investment banking businesses and other businesses, and the account book of online and offline businesses. It strengthened group-wide credit risk management, intensified the improvement of asset quality and continued to enhance risk asset management capabilities. It closely monitored financial market volatility to achieve an overall stable market risk. It also continued to increase its control over emerging risks such as climate risk and model risk.





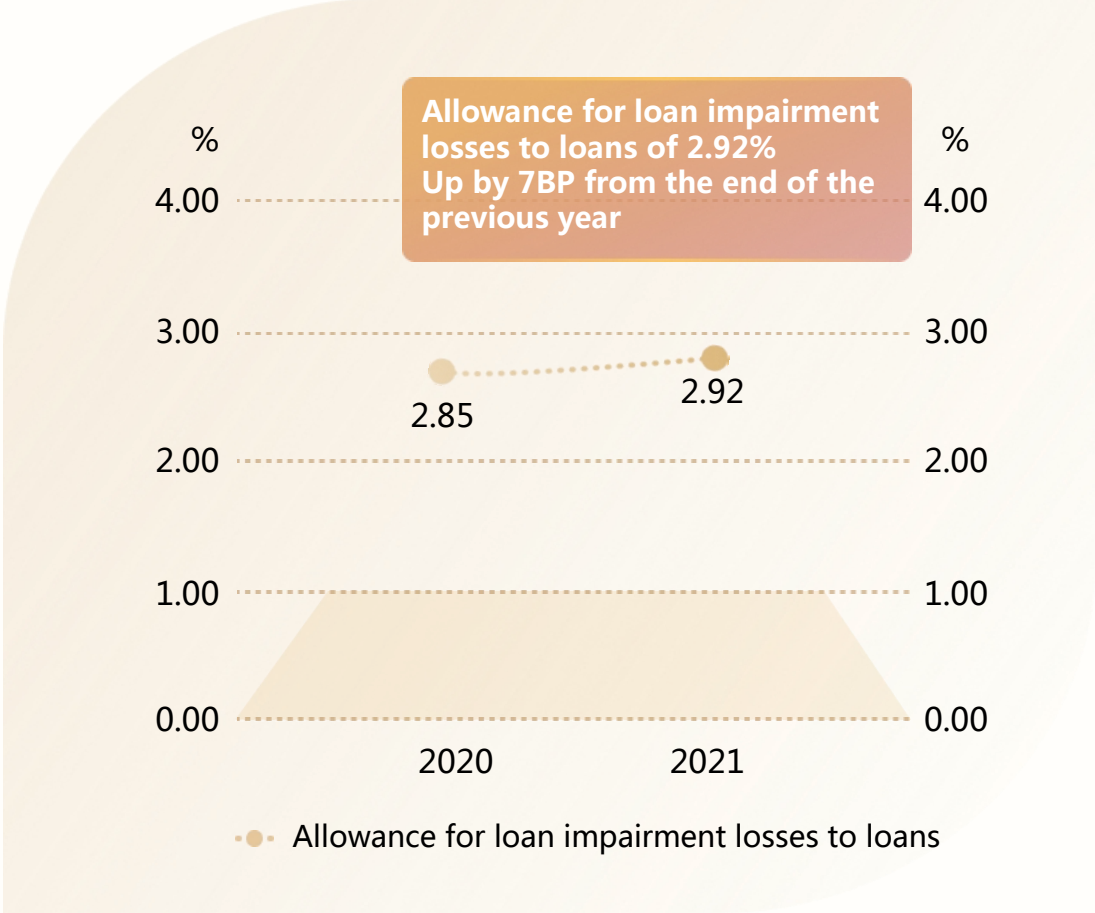
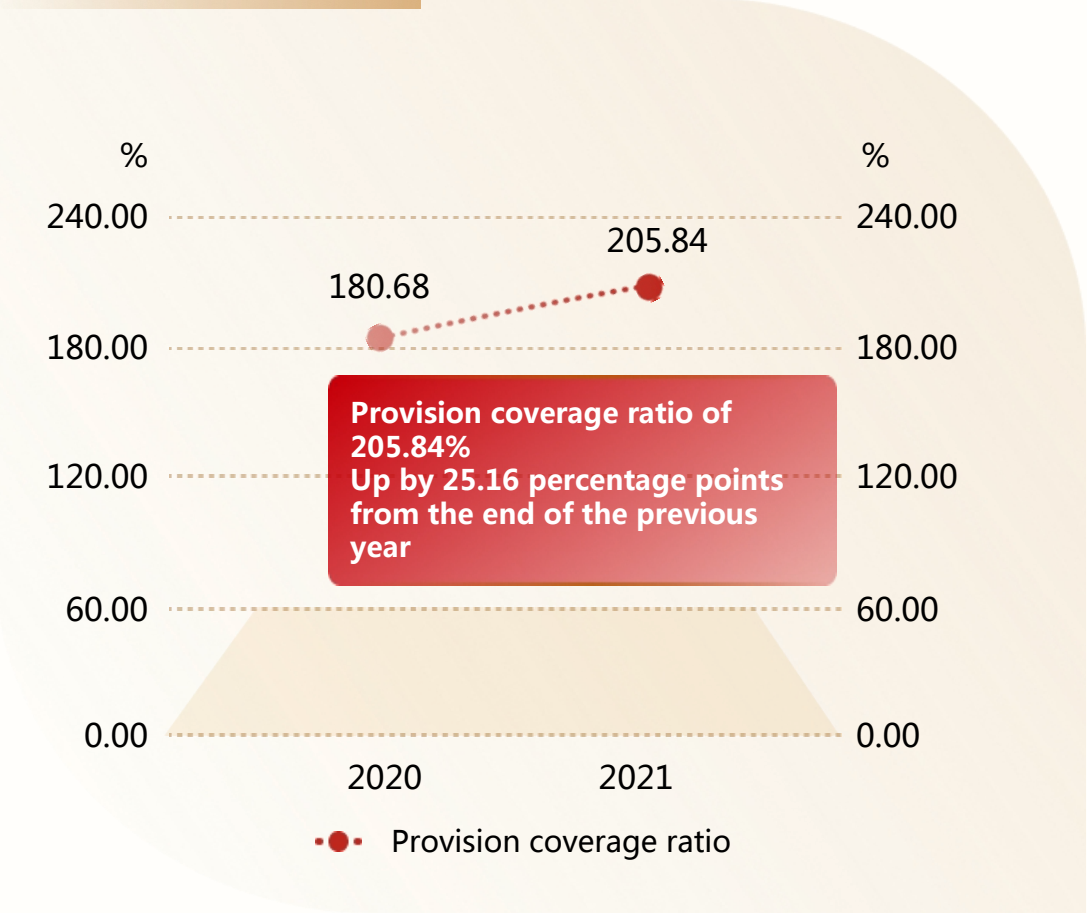
# Further Improvement in Asset Quality and Effective Risk Management

## Further improve the asset quality



# Further Improvement in Asset Quality and Effective Risk Management

## Continuously enhance risk resilience



# Reform and Innovation: Strategic Leadership and Technology Drive

Strategic Leadership: Solid Progress in the Strategic Pattern of “Bringing out Our Strengths to Make up for Our Weaknesses and Laying a Solid Foundation and Base”

## Bringing out strengths and advantages: Four advantages

### Corporate banking

Corporate deposit balance of **RMB13.33 trillion**, up by **RMB386.6 billion**

Corporate loan balance of **RMB12.19 trillion**, up by **RMB1.09 trillion**

### Institutional banking

The increase in the number of customers was at a five-year high;

Institutional and interbank deposits reached **RMB8.8 trillion**, remaining No. 1 among peers

### Settlement finance

The number of corporate settlement accounts reached **11,216,000**, up by 1,110,000, or 9.9%, from the end of the previous year  
Income from fee-based RMB corporate settlement business reached **RMB11.3 billion**, ranking the first among peers

### Transaction banking

Net profit from financial market business exceeded **RMB100 billion**,  
Income from investment banking consulting business remained No.1 among domestic peers  
The scale of asset management (excluding assets under custody) reached **RMB4.9 trillion**  
The scale of mega asset management (including assets under custody) reached **RMB27 trillion**, up by **11.24%**



## Strategic leadership: Solid Progress in the Strategic Pattern of “Bringing out Our Strengths to Make up for Our Weaknesses and Laying a Solid Foundation and Base”

### Making up for weakness and coordinating: Steady progress in major strategies

#### No.1 Personal Bank

Personal deposits reached **RMB12.5 trillion**, up by **RMB837.4 billion or 7.2%**  
Personal loans reached **RMB7.9 trillion**, up by **RMB829.5 billion or 11.7%**

#### Preferred Bank for Foreign Exchange

Daily average balance of domestic FX deposit up by 35% from the previous year  
Volume of cross-border RMB group business exceeded **RMB8.5 trillion**

#### Sharpening Competitive Edge in Key Regions

The incremental volume of loans in the five key regions including Beijing-Tianjin-Hebei Region, Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Central China and Chengdu-Chongqing Region accounted for 74% of that of all domestic branches, the proportion of the financing limit of bonds **increased to 88%**, and the balance of inclusive loans and number of customers **increased by 52.5% and 34.6%** respectively

#### Urban-Rural Collaborative Development

ICBC launched "Digital Village" covering 770 countries and over 100,000 rural collective organizations nationwide;  
ICBC launched ICBC “Xing Nong Tong” covering 100 financial products and services and 86% of the counties

# Technology Drive: The "D-ICBC" Initiative



Development project of  
intelligent banking ecosystem (ECOS)

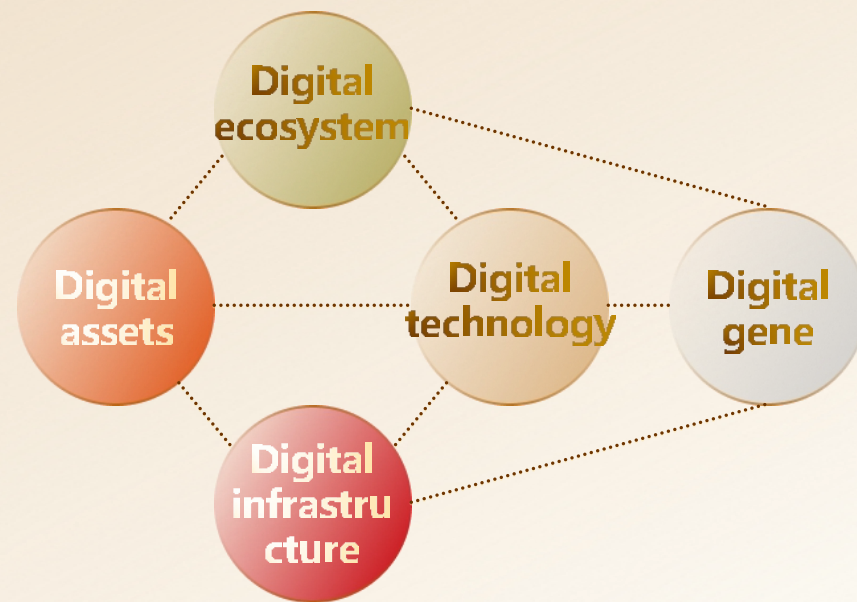
Grand Prize of FinTech  
Development Award by PBC

Promote the future-oriented "D-ICBC"  
initiative with new efforts

Deepen the construction of D-ICBC driven by  
the dual elements of "data + technology"



## Digital transformation



ICBC's FinTech input was RMB26 billion in 2021, accounting for 3.02% of the operating income, with a growth rate of 8% year on year  
ICBC promoted profound reform in its business model and service model and improved the quality and efficiency of product innovation, resulting in significant improvements in customer experience, business efficiency and operational value.

# ESG Management and Practice

## Strategic system:

- Green Finance Committee was established in the Management of the Head Office to comprehensively promote the building of the green finance system
- ESG was integrated into the strategic planning with reference to the UN's 2030 Agenda for Sustainable Development

## Green practice:

- ICBC led the underwriting of 67 green bonds and raised RMB140.1 billion
- Six overseas green bonds amounting to USD13 billion were issued

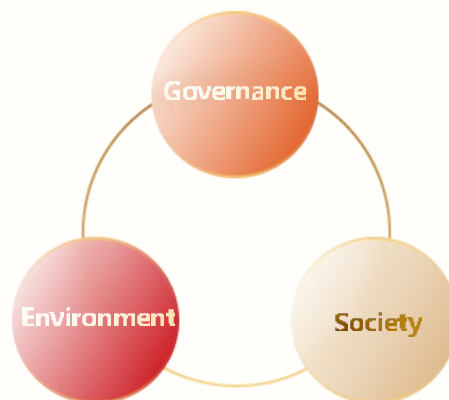
## Low-carbon operation:

- ICBC established its own operating carbon management information statistics and analysis system to lay a foundation for the continuous implementation of digital carbon emission management

## Investor communication:

- ICBC established a regular communication and feedback mechanism for green finance and ESG, and held ten special meetings on green finance and ESG with domestic and overseas institutional investors worldwide in the year

- ICBC optimized ESG governance, strategic management, risk governance, human resources management, technology governance and internal management to continuously improve the pattern of corporate governance



## Improvements in the ESG rating among international mainstream institutions

- Formulated and issued ESG reports for 15 consecutive years
- Formulated and issued TCFD reports for four consecutive years
- Launched the "ICBC ESG" column on the official website in 2021, established the routine ESG information disclosure mechanism, and released the semi-annual ESG special report to the world for the first time

## Serving the real economy:

- An increase of RMB100 billion in the loans for areas lifted out of poverty

## Financial services for people:

- ICBC is the first in the industry that launches "Voice of Customers" and "Voice of Employees" systems
- 110 ICBC outlets were awarded the Civilized and Standardized Service Demonstration Unit of China Banking Business Outlets
- ICBC enhanced the capability of financial services for the aging, and launched ICBC Mobile Happy Life Version 2.0

## Great contribution to society:

- ICBC served over 40 million customers and society citizens with 15,500 ICBC Posts nationwide
- ICBC performed free cataract surgery for 13,000 low-income cataract patients through its public welfare project "ICBC Brightness Action - Lifeline Express"
- Public donations reached RMB115 million in 2021



# Brand Value: ICBC Continued to Lead the International Authoritative Rankings in 2021



Ranking the 1st place among the Top 1000 World Banks for the ninth consecutive year

UK *The Banker* magazine



Ranking the 1st place in the Global 2000 for the ninth consecutive year

US *Forbes* magazine



Ranking the 1st place among the Top 500 Banking Brands for the sixth consecutive year



Ranking the 1st place in the "Corporate Brand Value List" for the sixth time

China Council for Brand Development



Ranking the 1st place in the 2021 GYROSCOPE assessment system among national commercial banks

PBOC

Grand Prize of FinTech Development Award – ECOS Project



CITIF

ICBC was the first in domestic banking industry to be granted the DCMM – The highest Level 5 certification



World's Best Bank in Emerging Markets  
Best Bank in Asia-Pacific  
Best Bank in China  
Best Corporate Bank in China

US *Global Finance* magazine



Best Bank, China  
Best Bond Advisor, China  
Best Insurance Custodian Bank in China

Hong Kong *The Asset* magazine



Best Asian International Cash Management Bank in Asia Pacific  
Best RMB Clearing Bank in Asia Pacific  
Best Custodian Bank in China (Mega Bank)

Singapore *The Asian Banker* magazine

# Conclusion

In 2022, ICBC will firmly commit itself to the path of financial development with Chinese characteristics, continue to create long-term value returns, and write a new chapter in building a world-class modern financial enterprise with Chinese characteristics!



# THANKS!

ICBC (国) 中国工商银行