



2022

Industrial and Commercial Bank of China Limited

**CORPORATE SOCIAL RESPONSIBILITY REPORT
(ESG REPORT)**

ENVIRONMENT | SOCIAL | GOVERNANCE

55 Fuxingmennei Avenue, Xicheng District, Beijing, China Post Code: 100140

www.icbc.com.cn, www.icbc-ltd.com

2023.03.30 release

CONTENT

Chairman's Message	02
President's Message	04
About Us	06

ENVIRONMENT

Green Finance Strategy	09
Domestic Green Financial Policies and Systems	12
Climate Risk Management	14
Practice of Green Financial	16
Prospective Study and Cooperation & Communication on Green Finance	26
Low-Carbon Operation	29

SOCIAL

Serving Customers – Putting the Customer First and Serving the Real Economy	33
Sustainable Financial Services	51
Global Financial Services – International Vision and Global Operation	56
Return to Shareholders	60
Contributions to the Society	63
Guaranteed continuous operations and effective financial services	72

GOVERNANCE

Corporate Governance - Adhere to the Guidance of the Party Building Theory and Exercising Rigorous Corporate Governance	75
Strategic Management	81
Management to ESG and Sustainable Finance	83
Risk Governance - Solidifying the Foundation Through Risk Control	89
Governance of Human Resources - Pursuing Success Through Talents	94
Technology Governance - Technology Driving and Value Creation	102
Internal Governance - Pragmatic Transformation and Reform for Development	107
Social Responsibility (ESG) Management and Performance	108
Appendix	1
Feedback Form	13

Chairman's Message



Chen Siqing

Chairman

The year 2022 was a highly important year in both the history of the Communist Party of China ("CPC" or the "Party") and that of the country. The 20th CPC National Congress was successfully held and painted the grand blueprint of advancing the great rejuvenation of the Chinese nation on all fronts through Chinese modernization. ICBC followed the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and fully and faithfully apply the new development philosophy on all fronts. We earnestly fulfilled environmental, social and governance (ESG) responsibilities in line with the "48-character" guideline of the CPC ICBC Committee and we put forth effort to support high-quality economic development, assist in high-efficiency social governance and meet the people's needs for a quality life with more equitable, more sustainable, and safer financial services.

We performed the political duty of financial work by steadily fulfilling our responsibilities as a large state-owned bank. We strengthened the leadership of the Party as we refined corporate governance, always kept in mind the top priorities of the nation, enhanced the sentiment of serving the motherland through finance, and turned our institutional advantages into governance advantages and development advantages. In the face of more-than-expected shocks, we resolutely took on the political responsibility as a large state-owned bank of helping ensure overall economic stability. Throughout the year, our loan increment exceeded RMB2.6 trillion and we achieved a year-on-year increase, a stable increase month by month and improvement in quality. We gained a deeper understanding of main responsibilities and main businesses and refined the mechanism that serves alignment with and implementation of national strategies. Records were made in credit loan increments in the areas that enhance China's strength in manufacturing, science and technology, transportation, digitalization, etc. We coordinated resources across the Bank to fully support rural revitalization. Our loans to key targeted counties increased by 24% and agriculture-related inclusive loans rose by 50%. We organized 13 thousand volunteer activities and donated RMB129 million externally. We practiced warm and responsible banking with those concrete actions.

We performed the people-oriented duty of financial work by sparing no effort to build a bank that the people are satisfied with. We upheld the people-centric development philosophy and put forth effort to promote common property through financial work. We continued to make financial services more targeted and more accessible. We maintained the lead in balance of loans to private enterprises. Our inclusive loans increased by over 40% and the increment in the number of micro and small business loan accounts with outstanding loans achieved a record high. Centering on the people's aspiration for a better life, we innovated in financial products and refined our service ecosystem. We led the market in digital upgrading of finance, elderly-friendly improvement of outlets and provision of comprehensive services for new urban residents. We fully opened outlet resources and completed the building of 15.5 thousand ICBC Sharing Stations and 3,800 government affairs outlets with high standards, which supported scenarios concerning the people's livelihood such as medical care, pension, education, public welfare, etc. and offered

convenience for the people. We vigorously implemented the strategy of "achieving development through talent cultivation" and provided a large stage for employees to pursue their careers. We continued to reduce the burdens of and empower employees at the primary level to make sure that those efforts can truly benefit employees.

We improved the professionalism of financial work by further deepening practice of sustainable finance. We upheld the philosophy that lucid waters and lush mountains are invaluable assets, gave play to the professional strength of green finance, and coordinated the efforts to support green transition, pollution and emission reduction, ecological governance and biodiversity protection to promote harmony between human and nature. We formulated the strategic plan for development of green finance, promoted coordinated carbon emission reduction on the asset side and the operation side, found out the "carbon base number" and improved "carbon performance". Based on ICBC's characteristic advantages, we promoted integrated development of green finance and industrial finance, refined the "green technology upgrading" product system, and pushed for green industrialization and industry greening. We launched the "ICBC Green Bank+" brand, further stressed the environmentally-friendly orientation in credit business, investment business, underwriting business, etc. Our balance of green credit recorded nearly RMB4 trillion and the projects we support can save standard coal by over 70 million tons and reduce carbon dioxide emissions by over 137 million tons every year.

We have dynamically integrated the ESG concept into our operation and development and striven to create greater value for our stakeholders. We have distributed the highest annual cash dividends among A-share companies for 15 years straight. In 2022, ICBC's social contribution value per share was RMB3.15, up 13% from the previous year. ICBC stayed on top of the industry list in the GYROSCOPE evaluation of steady development capability and was among the industry leaders in international mainstream ESG ratings.

On the new journey, we will follow the guiding principles for the 20th CPC National Congress, ensure provision of financial services for Chinese modernization, and firmly stay on the financial development path with Chinese characteristics. With the celebration of the 40th anniversary of the establishment of ICBC, we will concentrate our efforts on improving governance, protecting the environment, serving society and creating real success for employees and strive to make greater contributions for a good start.

Chairman: Chen Siqing
March 30, 2023

President's Message



Liao Lin

Vice Chairman, President

In 2022, the Bank followed the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, studied and implemented in depth the guiding principles of the 20th CPC National Congress, fully and faithfully applied the new development philosophy on all fronts, stayed true to the general working principle of pursuing progress while ensuring stability, and better fulfilled social responsibilities while pursuing high-quality development of the Bank itself. We delivered outstanding annual performance. Throughout the year, the Group realized net profit of RMB361 billion and social contribution value per share of RMB3.15.

We implemented in depth the philosophy that lucid waters and lush mountains are invaluable assets and added ICBC colors to the picture scroll of building a Beautiful China. We have always been respecting, conforming to and protecting nature and advancing financial work based on harmony between human and nature. We launched the “ICBC Green Bank+” brand and employed a variety of instruments including loan, bond and lease in a coordinated manner to fully meet customers’ diversified green investment and financing needs. We stressed the “green” orientation in all respects, strengthened green classified management of investment and financing, and continued to improve climate risk management. At the end of 2022, the Group’s balance of green loans recorded RMB3.98 trillion and the amount of ESG bonds for which the Group served as lead underwriter totaled RMB145.7 billion, a significant increase year on year. We independently developed and put into service the carbon footprint management system, which further boosted energy conservation and efficiency improvement.

We focused on our main responsibilities and main businesses and demonstrated ICBC’s role in the vivid practices of serving the real economy. Always keeping in mind the top priorities of the nation, we concentrated our efforts in operation on serving the real economy. We implemented in depth a full range of policies and follow-up measures to stabilize the economy. Our credit placement increased year on year and was more targeted. In addition, by applying investment and financing combinations, we provided more financial supply to the real economy. RMB denominated loans of domestic branches increased by RMB2.6 trillion, up RMB428.3 billion year on year, and bond investments grew by RMB1.24 trillion. Loans to the manufacturing sector, strategic emerging industries, the private sector, inclusive customers and agriculture-related areas all achieved a rapid growth. We put in place the “16 financial support measures” and actively supported the nation ensuring that overdue housing projects were completed and delivered, meeting people’s basic living needs and maintaining stability. We continued to carry out “Chunrong Action” to ensure stable performance in foreign trade and investment and facilitate smooth cross-border trade contacts. We implemented the requirement of fee reduction and profit concession and actively cut interest rates on new loans granted to help reduce the financing cost of the real economy.

We upheld the people first philosophy and dedicated ourselves to improving the people’s wellbeing. We developed innovative products based on the people’s aspiration for a

better life and improved our services with a focus on the pressing difficulties and problems that concerned the people most. We increased loans granting to areas that promote consumption and benefit the people, coordinated efforts from various sides to ensure excellent financial services concerning the people’s livelihood such as medical treatment, education and pension, and provided targeted services to new urban residents, self-employed individuals and migrant workers to steadily promote common prosperity. We set up the Consumer Protection Committee and held the “Year for Complaint Management” campaign to improve customer satisfaction. We advanced public service activities in depth through 15.5 thousand ICBC Sharing Stations and made RMB129 million external donations to help those in need, giving back to society and the people with concrete actions and striving to build a bank that the people are satisfied with.

We continued to strengthen innovation and deepened exploration in the unremitting efforts to improve corporate governance. We adhered to the leadership of the Party, revised the Articles of Association, improved the governance mechanisms for risk control, remuneration incentive, corporate social responsibility, etc. on the operation level, and promoted connotative development. We implemented in depth the strategic layout of “leveraging our strengths, tackling areas of weaknesses, solidifying the foundation and laying a solid foundation”, advanced strategic focuses such as personal finance in all respects, and carried out GBC+ (government, business and consumer) projects. Meanwhile, we upgraded the comprehensive risk management system, strengthened management of all types of risks, and actively output risk control technology and tools to more than 300 peers to help maintain overall economic stability. We accelerated the building of D-ICBC, promoted digitalization of businesses, products and services as a whole, and put forth effort to make financial services more adaptable, more competitive and more inclusive.

The year 2023 is the first year to implement the guiding principles for the 20th CPC National Congress in all respects. ICBC will continue to study and implement in depth Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and remain firm in pursuing financial development with Chinese characteristics. We will earnestly fulfill our political, economic and social responsibilities as a large state-owned bank and strive for a better future with customers, employees and the social public as we serve Chinese modernization through finance.

A stylized black ink signature of Liao Lin.

President: Liao Lin
March 30, 2023

About Us

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.

The Bank has devoted itself to building a world-class and modern financial enterprise with Chinese characteristics, boasting 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 abundant financial products and superior financial services to over 10 million corporate customers and 720 million personal customers around the world. It has served the high-quality development of the economy and society with its own high-quality development. 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, serving manufacturing industry, 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 unwaveringly delivers specialized services, and pioneers a specialized business model, thus making it "a craftsman in large banking".

Corporate Culture



The Bank was ranked

the **1st** place

among the Top 1000 World Banks
by *The Banker*

the **1st** place

in the list of commercial banks of
the Global 500
in *Fortune*

for the tenth consecutive year

Took the **1st** place

among the Top 500 Banking Brands
of *Brand Finance*

for the seventh consecutive year



ENVIRONMENT

- Green Finance Strategy
- Domestic Green Financial Policies and Systems
- Climate Risk Management
- Practice of Green Financial
- Prospective Study and Cooperation & Communication on Green Finance
- Low-Carbon Operation

Green Finance Strategy

Becoming a green bank with good international reputation.

Strategic Goal

Business Philosophy

Serving the real economy with green finance.



Chairman of the Bank Chen Siqing attended the First BRICS Energy Cooperation Forum on June 21, 2022. He proposed that the Bank would join hands with the industrial and commercial circles in the BRICS to constantly contribute wisdom and power so as to achieve global development that is greener, safer, and more sustainable.

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 in the Group's development plan, made clear that **"the Bank will lead the way in practicing green development"** in China, and promoted the "building of green finance and ESG system" as a specific measure.

In its strategic development plan for the "14th Five-Year Plan"

period, the Bank put forward the mission of **"adapting to the times, staying ahead of competitors and benefiting the public"**, emphasized the need to comply with the new trend of energy revolution, clean production and circular economy, accelerate the innovative development of green finance, and improve the services for ecological civilization.

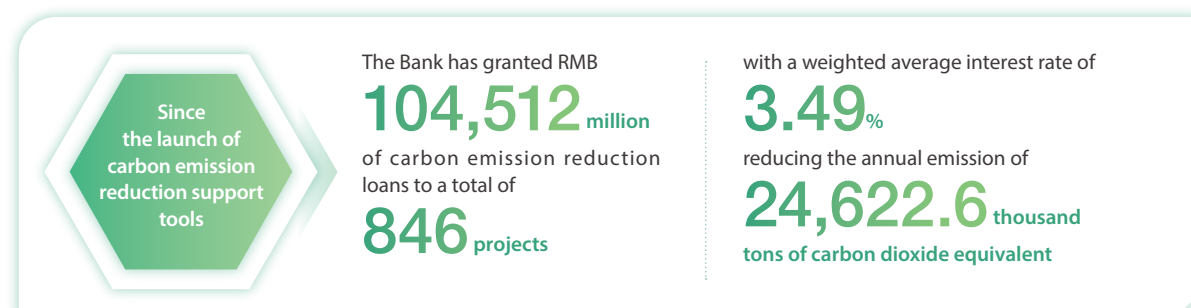
Optimizing the organizational structure of green finance

During the reporting period, the Bank's senior management optimized the functions and responsibilities of the Green Finance Committee, which serves as an auxiliary decision-making organ of the senior management to implement overall leadership and coordinated promotion of green finance work.

Implementation of the strategic goals of "carbon peak and carbon neutrality"

➤ Actively advancing the implementation 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 branches to strengthen support for key areas of carbon emission reduction. The *Notice on Further Improving the Declaration of Carbon Reduction Supporting Tools* was issued, further clarifying the relevant requirements for the declaration of carbon emission reduction support tools.



➤ Actively supporting the building of the national carbon market

The *Opinions on Improving the Business Layout of Financial Services for the Carbon Market* was issued, focusing on the supporting role of green finance in serving the construction of the carbon market, and clarifying the development goal, working mechanism and specific tasks of improving the financial services for the carbon market.

➤ 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. The report takes the carbon peak and carbon neutrality into consideration in the research of industry investment and financing policies and customer selection, and implements the "basket by basket" strategy for investment and financing to continuously promote the green and low-carbon transformation of investment and financing structure, and strengthen the innovation of green financial products and services. The report guides the Bank to increase the financing for green and low-carbon industries, reasonably control funding in high-carbon industries, and prudently prevent structural financing risks.

Releasing the "ICBC Green Bank +" brand

During the reporting period

The Bank formally released its green finance brand -

"ICBC Green Bank+"

at the fifth China International Import Expo. It indicates that the Bank will strive to play the role of green finance vanguard and financial strength to better protect lucid waters and lush mountains by providing more assistance and cooperation.



▲ "More Green Contributions for More Beautiful Home", a thematic poster of the Bank's green financial brand, "ICBC Green Bank+".



Domestic Green Financial Policies and Systems

Improving the management of green finance foundation

Refining the assessment mechanism and strengthening the assessment of green finance

Green finance has been included in the part of social responsibility in the branch performance assessment index system, focusing on assessment of the proportion of green loan balance, increase of green loans, green financial products and service innovation of each institution. ESG and sustainable finance were included into assessment indicators of integrated subsidiaries of the Group.

Strengthening differentiated credit policies and economic capital adjustments

The Bank defined the leading green industries, including railway, urban rail transit and hydropower, as the industries of aggressive entry, and adopted differentiated credit policies, including reduction of economic capital occupation coefficient and matched authorization.

Formulating annual green loan plan and providing FTP preferences

The Bank arranged a specific amount of green loans to ensure green industry financing. Internal fund transfer pricing ("FTP") incentive measures were implemented for green loans.

Enhancing the statistical management of green financing

The *Notice on Strengthening the Management of Statistical Identification of Green Finance* was issued to strengthen the management of statistical identification of green investment and financing, and effectively improve the accuracy, timeliness and automation of statistics of green investment and financing. The Bank issued the *Notice on the Self-inspection of Statistical Data Management of Green Financing of the Bank* and carried out the self-inspection of statistical data management of green finance.

Improving green financial policies and systems

Issuing the Notice on Relevant Issues of Implementation of the Guidelines for Green Finance of the Banking and Insurance Industries

In alignment with the *Guidelines for Green Finance of the Banking and Insurance Industries* issued by the CBIRC, the Bank formulated measures to promote its green finance work at the next stage, and make overall arrangements for deploying the tasks of all departments and branches. The Bank put forward seven key tasks to improve green finance in the next step, including: strengthening the capability of environmental, social and governance (ESG) risk management, building ESG requirements into the all types of risk management system, and carrying out whole-process risk management; continuing to promote the green and low-carbon adjustment of the investment and financing structure, reducing the carbon emissions of the Bank's operations in an orderly manner, and steadily pushing forward the work of carbon peak and carbon neutrality; actively exploring and refining the Bank's green financial system and mechanism; actively using technical means to improve green financial services; strengthening the green finance construction of overseas investment and financing business; clarifying the responsibilities of entities at all levels to ensure that the Bank's green finance construction meets regulatory requirements.

Implementing the Administrative Measures for Lawfully Disclosure of Corporate Environmental Information issued by the Ministry of Ecology and Environment

In alignment with the *Administrative Measures for Lawfully Disclosure of Corporate Environmental Information* issued by the Ministry of Ecology and Environment, the Bank regulated the disclosure of corporate environmental information according to law, and disclosed the basic corporate information, corporate environmental management information and carbon emission information of the Bank in accordance with law. As to its operations, the Bank built and put into operation a statistics system of carbon footprint management data to collect and disclose its own carbon emissions data in the past three years.



Executive Director and Senior Executive Vice President Wang Jingwu attended the parallel event, "Bank's Nature and Climate Actions", of Part Two of the fifteenth meeting of the Conference of the Parties to the United Nations Convention on Biological Diversity (CBD COP15) on December 14, 2022.

Issuing the 2022 Industrial Investment and Financing Policy

It is an investment and financing policy covering nearly 50 industries of 16 segments, which comprehensively highlights the "green" orientation, and continuously strengthens the differentiated policy support and control. It adopts differentiated management measures such as economic capital occupation, authorization, pricing and scale. The indicators, including enterprise technology, environmental protection and energy consumption, are embedded in the selection of customers and projects in key industries. The Bank made great efforts to support the development of green, low-carbon and circular economy, and positioned key areas such as clean energy, green transportation, energy conservation and environmental protection as industries of aggressive entry or moderate entry.

Issuing the Green Guide to Investment and Financing of Industrial and Commercial Bank of China (Trial)

As a special green finance policy, it is a basic document of the Bank's green investment and financing policy system. Focusing on green development, the Bank took ESG risk prevention and control as the basic starting point, and provided rich operation guidance for ESG risk prevention and control of investment and financing. The Bank effectively strengthened effective and targeted ESG risk prevention and control through key points of ESG risk identification, minimum access standards, excellent standards, and green investment areas. The ESG that the Bank focused on includes, but is not limited to, environmental pollution prevention, energy conservation, response to climate change and carbon emission control, water resource conservation and flood prevention and control, biodiversity and ecological protection, safe production and occupational health, cultural relics protection, corporate governance and business owner behavior.

In addition to general requirements, the Bank should also strengthen the differentiated management of environmental, social and governance risks for 10 specific industries, i.e., thermal power, coal, steel, non-ferrous metal, chemicals, building materials, papermaking, agriculture (including forestry), shipping and port, with reference to the green guide to investment and financing of the industry.

Issuing the Opinions on Strengthening Financial Services 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 Head Office, branches and sub-branches at all levels actively responded to national strategic deployment, and continuously provided strong financial support for promoting the ecological civilization and building a "bridgehead" of green finance in the pilot zone. The Bank clearly put forward five priorities of work and 16 specific measures, including refining green financial organization system, constantly increasing investment and financing support for green industry, intensifying supporting measures, enhancing environmental and social risk management, and improving daily work mechanism, so as to help each institution better play a leading role in the local green financial reform, innovation and development. 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.

Climate Risk Management

Domestic climate risk management



The Bank continuously strengthened climate risk management and won the Climate Risk Management Achievement Award in the "2022 China Awards Program" organized by *The Asian Banker*.

Including climate risk in the all types of risk management system

The Bank has incorporated climate risk management into the all types of risk management system. The Regulation on *All Types of Risk Management (Version 2022)* contains a chapter of "climate risk management", which defines the governance structure of and responsibility for climate risk management, and puts forward the composition and requirements of the climate risk management system.

Strengthening climate risk identification and management

The Bank identified and assessed climate risk by analyzing the climate factors that affect traditional risks, mainly including credit risk, market risk, liquidity risk, operational risk and reputational risk. That involved the decline of the debtors' solvency, collateral damage, fluctuation of market price, reduction of available funds, business interruption, etc.

Constantly improving the climate risk database

The Bank completed the establishment of a climate risk database, integrating eight major types of climate risk data such as carbon emission, stress scenario, information disclosure and ESG rating. The Bank regularly updated and maintained the database to support climate risk management and analysis.



Conducting climate risk stress testing

During the reporting period, the *Report on Climate Risk Stress Testing* was completed. With reference to the technical framework of the United Nations Environment Programme (UNEP) and the Central Banks and Supervisors' Network for Greening the Financial System (NGFS), the stress tests were adjusted by taking consideration of domestic and localized factors, established the transmission models of transformation risk and physical risk. The Bank became the first bank in China to complete the climate risk stress test using international advanced technology.

The technical framework of climate risk stress test is mainly based on the stress test scenarios provided by the NGFS comprehensive assessment model, including three categories of scenarios, i.e., orderly transformation, disordered transformation and greenhouse world. The Bank designed special stress test methods for key industries such as thermal power, steel, transportation, coal, oil and gas, described the development laws of these industries.

According to the technical framework of climate risk stress testing, the Bank built and developed a climate risk stress test system, which supports the collection and expansion of stress test scenarios, realizes the systematic and process-based management of climate risk pressure transmission, and lays the foundation for comprehensively improving the climate risk management capability and helping attain the goals of "carbon peak and carbon neutrality".

Domestic environmental and social risk management

Beijing Branch provided a project loan for a waste incineration power generation project, and turned the "NIMBY dilemma" into "neighborhood-benefiting facilities"

During the reporting period, Beijing Branch of the Bank approved RMB1.4 billion of loans for a waste incineration power generation project. The project replaced landfill with power generation by incineration, and adopted flue gas purification process to reduce the emission of dioxin in flue gas, realized harmless treatment of waste, reduced environmental pollution, and improved the living standards of residents. During the implementation of the project, the Bank deeply communicated with local villagers, and dismissed the concerns of residents in the region about the waste incineration power generation project with the working idea of "transparent project information, thorough communications and door-to-door publicizing scientific principles", so as to reduce NIMBY and minimize the negative impact of the construction of the waste incineration power generation project on the lives of the surrounding residents. Meanwhile, the establishment of this project can effectively alleviate the problem of overload landfill in the original landfill, strengthen the comprehensive garbage treatment capacity in the region, and further improve the living environment of surrounding residents.

Zhejiang Branch provided financing support for the renovation project of Former Residence of Wang Yangming

During the reporting period, Zhejiang Branch of the Bank financed nearly RMB700 million for the renovation of the Former Residence of Wang Yangming and Wang Yangming Memorial in Shaoxing. The project built rafts and piles on the site to protect it. The protective cover of Wang's former residence site used the water curtain technology, the air conditioning technology combined with mechanical ventilation and all-air air-conditioning system to comprehensively protect the site. The project focused on cultural heritage and restored history to the greatest extent. At the same time, the overall environmental improvement of the cultural relics protection area brought about better tourism benefits and economic benefits.

Jiangsu Branch supported the protection and restoration project of cultural relics and historic sites in Huishan Ancient Town, Wuxi

Jiangsu Branch of the Bank granted a loan of RMB500 million for the protection and restoration of cultural relics and historic sites in the ancient town of Huishan, Wuxi. In the process of protection and restoration of the ancient street area, the project paid attention to the organic combination of the protection of the appearance style and the improvement of the quality of the street landscape. While building and restoring the historic site, the Branch successively completed the dredging and renovation of the river channel.

Practice of Green Financial

Strengthening the green classified management of investment and financing

Since the issuance of the *Measures for Green Classified Management of Investment and Financing of Domestic Corporate Customers (Version 2021)*, while completing the green classification of loans, the Bank has actively pushed forward the green classified management of bond, leasing, non-standard and other services. As of the end of the reporting period, the balance of environmental-friendly loans and environment-qualified loans of domestic branches accounted for 99.3% of total, which has achieved the goal of no less than 95% set by the Board of Directors for many years.

During the reporting period, the *Notice on the Trial Implementation of Green Classified Management of Investment and Financing of Overseas Institutions* was issued, requiring all overseas institutions to implement a full range of green classified management of investment and financing within the scope permitted by the laws, regulations and regulatory provisions of host countries (regions).

ICBC (Turkey)

ICBC (Turkey) increased credits in renewable energy, green buildings, clean transportation, ecological protection, environmental governance and other fields. According to the list of green industries issued by the Head Office, ICBC (Turkey) gave priority to green industries in the selection of loan customers, and managed green loans based on the list. In strict accordance with the opinions on the green classification of overseas investment and financing, ICBC (Turkey) actively supported green development and provided special support for the projects and industries of energy conservation and emission reduction. It actively followed up the construction of major projects such as hydropower, wind power and photovoltaic power generation, and provided special support for the construction of eco-friendly and resource-saving industrial projects.

Zurich Branch

Zurich Branch, based on the trend of green and low-carbon development, reviewed and adjusted the orientation of credit granting in a forward-looking manner, and actively created an integrated marketing approval mechanism for green finance. The industries concerned include clean energy, grain production, food trade, agrochemical technology and other key industries of sustainable development reform.

Green credit

As of the end of the reporting period

The Bank recorded

RMB 3,978,458 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 criteria¹

both **ranking first in the industry** in terms of balance and growth

The top three industries in terms of balance were

green upgrading of infrastructure

clean energy

energy saving and environmental protection

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 practices or international standards, green trade financing and green consumer financing.

As of the end of the reporting period



In the evaluation of green banks by the China Banking Insurance Regulatory Commission and the Banking Association,

the Bank ranked the first and was awarded "Advanced Entity in the Evaluation of Green Banks" and "Outstanding Contribution Entity in the Professional Committee for Green Credit"



The Bank's balance of clean energy loans for wind power and photovoltaic power generation accounted for

37.8% 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.

Emission reduction of projects supported by green credit

Item	Unit	2022	2021	2020
Standard coal equivalence of reductions	10,000 tons	7,048.31	4,738.13	4,924.74
CO ₂ equivalence of reductions	10,000 tons	13,726.53	9,884.69	8,524.63
COD emission reduction	10,000 tons	35.09	28.38	281.71
Ammonia nitrogen emission reduction	10,000 tons	9.29	7.26	31.1
SO ₂ equivalence of reductions	10,000 tons	2,925.84	1,817.13	2,189.30
Nitrogen oxides emission reduction	10,000 tons	2,071.03	1,539.46	1,424.62
Water saved	10,000 tons	10,842.27	7,521.52	8,931.02

Green bond

Green bond issuance

Domestic issuance of green bonds

During the reporting period, the Bank successfully issued RMB10 billion of green finance bond with the theme of "carbon neutrality" in the National Interbank Bond Market, which is the first green finance bond themed as "carbon neutrality" of a domestic commercial bank recognized by the regulator. The proceeds from the issuance were effectively used and all invested in green industrial projects with significant carbon emission reductions. The carbon emission reduction of the bond is "measurable and verifiable" and highly consistent with international standards. It is the first green bond in China quoting the new version of the EU-China *Common Ground Taxonomy*. It is a benchmark product in the domestic green bond markets, which conforms to global prevailing standards for green bonds.

► Overseas issuance of green bonds

During the reporting period



The Bank issued global multi-currency overseas green bonds **with the theme of "carbon neutrality"** via four overseas branches, namely Hong Kong, Singapore, London and Dubai branches

with a total amount of
USD 2.68 billion

The bonds consist of five bonds denominated in USD, euro, HKD and RMB.

► Green bond underwriting

During the reporting period

The Bank underwrote
108 ESG bonds

covering green bonds, sustainable development linked bonds, social responsibility bonds.

Among the total proceeds of
RMB 578,170 million

RMB 145,713 million was underwritten by the Bank.

Specifically, the Bank, as a lead underwriter, underwrote

67 green bonds accumulatively

with total proceeds of
RMB 224,840 million

of which
RMB 56,338 million

was underwritten by the Bank as a lead underwriter.



All the proceeds were invested in the fields such as clean energy and green development, effectively supporting green economic development.

Underwriting of the first batch of transformation bond in the market - a chemical company's RMB200 million of medium-term notes (transformation/technical innovation). The proceeds were specifically used for the construction of the issuer's technical innovation project, which is expected to save 6.2 thousand tons of standard coal and reduce 13.7 thousand tons of carbon dioxide annually. It plays an exemplary role in the green and low-carbon transformation of the traditional chemical industry.

► Green bond investment

The Bank actively engaged in RMB-denominated green bond investment to provide green financial support for key areas, such as ecological civilization. The Bank prudently made investment in foreign currency green bonds, and steadily improved its market influence.

During the reporting period

investment in RMB green bonds increased by
RMB 126.3 billion

Investment in foreign currency green bonds rose by
USD 416 million

Green wealth management

During the reporting period, ICBC Wealth Management, a wholly-owned subsidiary of the Bank, carried out multi-dimensional green financial investment, actively explored service innovation in "carbon neutrality" asset allocation index and green financial wealth management products, which won the "Best Asset Management Product Award for Green and Sustainable Finance" conferred by *The Asian Banker*.

ICBC Wealth Management comprehensively employed a variety of instruments including bonds, stocks, standard and non-standard assets to actively serve the low-carbon transition of industrial structures and the industrialization of green technologies and vigorously support key areas such as clean energy, green transportation, ecological protection, energy conservation & environmental protection, environmental governance, etc. ICBC Wealth Management rolled out three ESG theme wealth management products and its proportion of green financial investments further increased from the end of previous year.

During the reporting period, ICBC Wealth Management issued the first ESG-themed wealth management product with a risk rating of PR2, a performance comparison benchmark of 4.20%-4.40%, and a maturity of two years. In terms of bond investment, the Bank actively participated in asset investment that meets ESG standards, and focused on investment opportunities of green bonds and carbon neutrality bonds; in terms of equity investment, the Bank selected qualified mutual funds, ETFs, preference shares and others based on the ESG concept, which generated significant product income.

Green funds

During the reporting period, ICBC Credit Suisse, a subsidiary of the Bank, adhered to sustainable and green environmental protection as the investment direction. It is a fund company that took the lead in the industry to engage in products in the field of sustainable development.

During the reporting period

Issued **14** funds targeted at investment areas including ecological environment, new energy, ESG and carbon neutrality.

► Carrying out green investment and establishing a good layout of ESG products

ICBC Credit Suisse Asset Management actively supported the green economic transformation and invested more than RMB80 billion in relevant segments. In terms of products: ICBC Credit Suisse Asset Management invested in multiple social responsibility investment concept funds, including CSI 180ESG index fund, strategic transformation, ecological environment, pension industry and new energy vehicles.

► Improving green investment research and evaluation system

ICBC Credit Suisse Asset Management joined the United Nations Principles for Responsible Investment (UNPRI), followed the principles for responsible investment, and practiced the investment philosophy of prudent investment, value investment, long-term investment, responsible investment and green investment. ICBC Credit Suisse Asset Management continuously improved the investment research framework, preliminarily structured the sustainable investment system of A share listed companies, and formed a sustainable investment rating system that is based on sustainable rating, supported by professional research framework, and combined with negative list and positive optimization and screening strategy to adapt to the characteristics of the domestic capital market.

► Actively building a brand image of social responsibility

Won
the annual outstanding ESG development fund company of the Yinghua Award for Mutual Fund
from Chinafundnews



Won
the annual enterprise award for people's corporate social responsibility
from People.cn

Green leasing

During the reporting period, ICBC Financial Leasing Co., Ltd., a wholly-owned subsidiary of the Bank, gave full play to the product attribute advantages of leasing business to specially strengthen service support for clean energy, green shipping, energy conservation and environmental protection and other green industries. It optimized business structure, and comprehensively utilized the "leasing + loan" model to support the diversified financing needs of enterprises.

As of the end of the reporting period

The green leasing business scale (under the CBIRC's criteria) reached

RMB 43,603 million

accounting for about

40%

of the domestic financial leasing business

During the reporting period, ICBC Aviation Financial Leasing Co., Ltd., a wholly-owned subsidiary of ICBC Financial Leasing, signed a *Memorandum of Understanding on Strategic Cooperation for Sustainable Development of Aviation* with an aircraft manufacturer in Beijing, to carry out all-round cooperation on aviation services and financial services throughout the whole aviation industry chains and aircraft lifecycle, and fully leverage their professional advantages to jointly promote the research and development of new-generation aviation technology, explore the application of the new generation of energy-saving and environment-friendly aircraft and sustainable aviation fuel in China, and support the national green development strategy with practical actions.

Green investment

During the reporting period, ICBC Investment, a wholly-owned subsidiary of the Bank, attached great importance to the green finance work, and played a leading role in market-oriented debt-for-equity swap, gave priority to investment in green and low-carbon industries, green manufacturing and strategic emerging industries such as photovoltaic, wind power and hydropower, which promoted the high-quality development of the real economy.

As of the end of the reporting period

The balance of green financial investment stood at

RMB 46.6 billion

accounting for

21%

During the reporting period, ICBC Investment, in cooperation with investors, leading investment institutions and national and local investment institutions, jointly participated in a new energy vehicle capital increase project, which effectively promoted the transformation of enterprises in the direction of electrification and intelligence, and helped enterprises to make breakthroughs and seize the opportunity in the new energy vehicle market.

Green insurance

During the reporting period, ICBC-AXA, a subsidiary of the Bank, implemented the new development philosophy, and actively exerted the role of insurance in establishing and improving the green and low-carbon circular economic system and promoting the overall green transformation of economic and social development.

On the liability side

ICBC-AXA provided insurance products and services around green, low-carbon and sustainable development

On the asset side

it invested insurance funds in green industries

Cases of green financial innovation

ICBC (Asia)

Green finance strategy

In its development strategy, ICBC (Asia) made clear the strategic objectives of green finance and the priorities of climate risk management, and formulated measures for green finance and green operation. During the reporting period, ICBC (Asia) prepared a green and sustainable development plan. By identifying, studying and judging risks and opportunities, it promoted the transformation and sustainable development of green finance in three stages: short term (2021-2025), medium term (2026-2030) and long term (2031-2050), and strove to develop into a **"leading green and sustainable bank with good reputation in Hong Kong"**.

Green financial policies and systems

ICBC (Asia) constantly improved green financial policies and systems.

In terms of business management

the *Administrative Measures for Corporate Customer Green Investment and Financing Business of ICBC (Asia)* and the *Guide to Green and ESG-related Loan Business of ICBC (Asia)* were formulated to standardize the classified management and business operation process.

In terms of operation assessment

the quantitative indicators, including green loans and green bonds, and the low-carbon transformation performance of investment and financing structure were included in the "annual comprehensive operation assessment", and extra support was provided in the assessment weight.

In terms of operation management

ICBC (Asia) set the budgets of printing costs and low-value consumables; in the *Administrative Measures for Centralized Procurement of ICBC (Asia)*, it clearly established the awareness of "saving, environmental protection and responsibility", and gave priority to energy-saving and environmental protection products in procurement.

Green financial products and services

ICBC (Asia) increased green and ESG loans. It actively channeled credit to the field of green and sustainable development, and specially supported green projects such as clean energy, green transportation, green building and ecological protection, and customers who achieve the performance goal of sustainable development.

ICBC (Asia) vigorously advanced the development of green finance. During the reporting period, ICBC (Asia) launched a green mortgage loan scheme and green deposits in the Hong Kong market, and participated in the construction of the international carbon market of the Hong Kong Stock Exchange as one of the founding members of the Hong Kong International Carbon Market Committee.



ICBC (Asia) actively participated in the building of green bond market. It actively underwrote and invested in green corporate bonds, green financial bonds, green asset-backed securities and other products.

ICBC (Asia) actively promoted ESG funds. In cooperation with local universities, media and newspapers in Hong Kong, ICBC (Asia) continued to provide training on ESG knowledge and marketing skills for investment advisors and customer managers, and conducted publicity for different types of customers.

Zhejiang Branch

Provided fund for comprehensive agricultural garden projects

During the reporting period, Zhejiang Branch of the Bank actively played the role of financial resource allocation. It provided RMB778 million of financing for the development of the Sangji fishpond industry in Huzhou City, and successfully implemented a comprehensive agricultural park project for the common prosperity of fishery and tourism, including renovation of 18,000 mu of fishpond, tail water treatment facilities and layout of 15,520 meters of channels. Zhejiang Branch helped to build Linghu Town into a modern aquaculture production base and a benchmark model of information technology integration for freshwater fishery in Huzhou City.

Xinjiang Branch

Provided financial support for urban environmental improvement and Dujuan River regulation project

During the reporting period, Xinjiang Branch of the Bank provided loans for the Dujuan River regulation project in Korla, which were mainly used for improving the Dujuan River course and its surrounding ecological environment, and implementing greening, lighting, fitness and wetland park programs. As one of the key livelihood projects in Korla, the project will innovate the water resource utilization mode, and regulate the river course in line with the domestic wastewater treatment and recycling project. It will build urban wetlands along the Dujuan River, form a new green ecological development corridor, and comprehensively improve the ecological environment of 11.9 kilometers of the Dujuan River in Korla and 3,600 mu of surrounding land. It is of great significance to improve the service functions of Korla infrastructure.

Ningbo Branch

Boosted the healthy development of marine aquaculture enterprises

During the reporting period, Ningbo Branch of the Bank granted a loan of RMB10 million to a marine protection technology company, to help it transform and upgrade the traditional marine industry characterized by the marine health aquaculture industry and deep-water anti-wind and wave cage culture equipment, explore and establish a marine economic and financial service model in line with local conditions, and effectively maintain marine biodiversity. Following the principle of "policy orientation, advantage complementation, and differentiated policy implementation", Ningbo Branch provided financial support for ecological protection and restoration and marine biodiversity conservation, and made due contribution to higher-quality development of marine economy.

✓ The Binhai National Wetland Park, Beihai City, supported by the loan from Guangxi Branch of the Bank.



Chongqing Branch of the Bank provided quality and effective financial services to a renewable energy generation project.

Heilongjiang Branch

Granted a loan for a wind power project

During the reporting period, Heilongjiang Branch of the Bank granted a loan of RMB1,456 million to a "wind power grid parity project" of a wind power company and actively applied for carbon emission reduction support tools. Compared with the current coal-fired power plants, the project can save 195.1 thousand tons of standard coal per year based on the consumption of 306.4g/KWh of standard coal; according to the consumption of 1.21Kg/KWh of purified water, 770.4 thousand tons of water can be saved annually. After completion, the project is expected to reduce emission of 24.19 tons of smoke and dust, 119.06 tons of sulfur dioxide, 533.6 thousand tons of carbon dioxide and 34.4 thousand tons of waste-water per year.

Shandong Branch

Supported the manufacturing project of core components of wind power equipment

Laiwu Branch of the Bank in Shandong Province focused on the clean energy industry and actively promoted the direct access of credit funds to suppliers of core components of wind power equipment. During the reporting period, in order to meet the capital needs of a private wind power spindle enterprise, the sales champion of a single product in China, the branch took the lead in organizing a syndicate to support the enterprise's building of a new 100,000-ton offshore wind power spindle project. The branch approved a loan of RMB1.2 billion for the project, of which RMB600 million has been disbursed. After the project is put into operation, it will be able to meet the demand of related device to support the complete wind turbine generator unit with an installed capacity of 5,000 MW. After the wind turbine unit is put into service, it is expected to save 2.9 million tons of standard coal and reduce 7.2 million tons of carbon dioxide emissions annually.

Tianjin Branch

Successfully completed the first financing rearrangement project for confirmation of renewable energy subsidies

During the reporting period, Tianjin Branch of the Bank successfully made the first financing rearrangement for confirmation of renewable energy subsidies for two photovoltaic power companies, provided financing of RMB25.63 million for customers to replace the outstanding financing of non-bank financial institutions. It optimized the customer financing structure through product innovation, and expanded the financing channel of green projects.

Guangxi Branch

Supported the construction of a national wetland park project

During the reporting period, Guangxi Branch of the Bank granted a loan of RMB903 million for a national coastal wetland park project in Beihai City. The completion of the project will improve the water environment of Fengjiajiang River basin, supplement the water volume of Liyudi Reservoir, protect and restore the ecosystem of mangrove wetland, and form a new paradigm of harmony between human and nature.

Henan Branch

Actively supported the Jialu River ecological environmental treatment project in Henan Province

Zhengzhou Branch of the Bank in Henan Province provided financing services for the improvement of the ecological environment of the Jialu River, and granted total loans of RMB1,305 million to the project, which has a total area of 1,023.9 hectares. The project includes 12 parks, 12 botanical-themed parks and green connecting belts, with a green planting area of 842.62 hectares; it will build 359 entrance plazas and 218.75 kilometers of bicycle lanes, boardwalks and garden roads. After completion of the project, an ecological space structure system of "one corridor, one core and five zones" will be formed eventually. It will play an important role in improving the ecological environment of water areas, the water quality of rivers and lakes and the recreational conditions of waterfront green space, increasing the surrounding land areas, serving and facilitating the leisure of citizens, and carrying out cultural and sports activities.



Sichuan Branch

Successfully supported on-grid power generation of the first ultra-high altitude photovoltaic experiment base in China

Sichuan Branch of the Bank provided financing support for the construction of a photovoltaic experiment base project. This project was among the first batch of China's large-scale wind power and photovoltaic power base projects and it was a key project of clean energy in Chengdu and Chongqing. It was also the largest photovoltaic power generation project that has been completed and put into operation in Sichuan Province. Its operation will play a positive role in enhancing the power supply guarantee capacity of Sichuan Province, and provide important experiment support for the photovoltaic construction in the Sichuan-Tibet Plateau and the high-altitude regions of the country.



▲ Sichuan Branch of the Bank extended loans to the Phase I project of the water-light complementary system, Water-light-grazing Complementary Photovoltaic Power Station Project, of a Hydropower Station.

ICBC (Macau)

Provided financing for a new energy bus project

During the reporting period, ICBC (Macau) and an enterprise signed a strategic cooperation agreement on green finance and financing for a new energy bus project in Macao, to help the enterprise's bus subsidiary put nearly 400 new energy buses into operation. It has great and far-reaching significance in building Macau into a low-carbon smart city and helping citizens live a better life.

Seoul Branch

Provided financing for a wind power project

During the reporting period, Seoul Branch of the Bank provided KRW25 billion (about USD19.20 million) of financing for a wind power project in Jeju Island. The project has been officially put into commercial operation and is expected to generate 44.7 thousand MWh of electricity annually, providing financial support for local green finance and green environment.

Tokyo Branch

Provided financing for green shipping

During the reporting period, Tokyo Branch and Shanghai Branch of the Bank successfully launched an LNG ship syndicated loan project to support green shipping.

Green transformation of traditional industries

The bank refined the "green technology upgrading" product system, and pushed for green industrialization and industry greening.

Jiangxi Branch

As a lead underwriter, underwrote the country's first carbon emission right green asset-backed bond

During the reporting period, Jiangxi Branch of the Bank, as a lead underwriter, underwrote the country's first carbon emission right green asset-backed bond. The bond is a new financing instrument based on the value of carbon assets and guaranteed by carbon emission rights, with an issuance amount of RMB130 million and a maturity of 90 days. The funds raised from the bond will be fully used for the steam turbine unit retrofitting project of a thermal power plant affiliated to an electric power company, which can effectively reduce the heat consumption of the steam turbine, improve the efficiency of the steam turbine, significantly enhance the flexibility and peak-shaving ability of the unit, and greatly reduce the coal consumption of the unit. After the project is completed and put into operation, it is estimated that 81,546.30 tons of standard coal will be saved and 219,192.07 tons of carbon dioxide emission will be reduced throughout the year, thus abating the impact on the atmospheric environment quality in the locality of the project and surrounding areas. It will bring good environmental and social benefits.

Suzhou Branch

Provided financing for a technical improvement project of green recycling reduction of a steel plant

During the reporting period, Suzhou Branch of the Bank, as a lead underwriter, successfully underwrote an ultra-short-term financing bond for a steel enterprise. The funds raised from this bond were all used by the headquarters and subsidiaries of the enterprise to purchase raw materials and pay electricity bills. It will meet the liquidity needs of the enterprise's daily operation through low-cost funds, and indirectly promote the implementation of the technical improvement project of green recycling reduction of the steel plant. After the project is put into operation, the high temperature steel slag will be recycled and treated in an environment-friendly manner, and the flue gas purification will be improved with advanced OG purification Oxygen Converter Gas Recovery and gas recovery technology, so as to reduce air pollution.

Prospective Study and Cooperation & Communication on Green Finance

Prospective study

During the reporting period, the Bank continued to study key areas such as transition finance, information disclosure, climate risk, biodiversity, new energy, and carbon market tools, made suggestions on global financial governance, green development of banking industry, and green transformation, and gave full play to the role of research in supporting decision-making and creating value.

High-quality participation in the formulation of ESG rules of domestic and overseas regulators

The Bank participated in the research on the formulation of ESG information disclosure rules of the Ministry of Finance and the Hong Kong Stock Exchange, introduced its ESG management and information disclosure experience, and made contributions to the formulation of ESG rules of listed companies in China.

During the reporting period, the Bank was awarded the **"Best ESG Practice Case of Listed Companies"** by China Association for Public Companies

Serving as the Chinese lead agency of the Working Group on Sustainable Information Disclosure of Financial Institutions of China and the UK

During the reporting period, the Bank released the *2020-2021 Progress Report*, and established three thematic discussion mechanisms, i.e., banking, asset management and insurance, to promote the research and practical innovation of climate and sustainable information disclosure of financial institutions.

Participating in the key work of the Green Finance Committee of China Society for Finance and Banking

The Bank served as the lead agency of the working group on environmental information disclosure, deeply studied the latest trend of the fields of supervision, standards, practices and methods of environmental information disclosure of financial institutions, and released the *Research on the Transitional Financial Information Disclosure of Financial Institutions* at the Hongqiao Sub-Forum of the China International Import Expo, proposing the core content and key indicator system of transitional financial information disclosure. The Bank participated in the research group on financial support for biodiversity, released the report of the *Research on Key Issues of Financial Institutions Supporting Biodiversity Protection*, providing technical paths and practical examples for financial institutions to identify biodiversity risks.

Acting as co-chairman of the working group I of the Belt and Road Green Investment Principles (GIP)

The Bank acts as the co-chairman of GIP Working Group I (Environmental and Climate Risk Analysis Working Group). During the reporting period, the working group drafted and released the *Report on Belt and Road Transformation Risks and Opportunities*, studied the Belt and Road biodiversity risks, and helped financial institutions in the Belt and Road countries and regions identify and manage environmental and climate risks and provide research support and case references.

Taking the lead in preparing relevant green finance standards

Based on the previous *Guidelines for Environmental Information Disclosure of Financial Institutions*, the Bank formulated the *Guidelines for Environmental Risk Stress Testing of Commercial Banks* and the *Operation Guidelines for Environmental Information Disclosure of Commercial Banks* during the reporting period.

Communication and cooperation

Serving as the Vice Chairman of the first ESG Committee of China Association for Public Companies

The ESG Committee of China Association for Public Companies was formally established in early November 2022. The Bank served as the first Vice Chairman and attended the inaugural meeting.

The Bank was invited to attend the Committee's first thematic salon, introduced its ESG management practice results, and shared the ESG information disclosure experience. It actively participated in the activities organized by the Committee, learned from and promoted each other with other member units, jointly furthered the ESG related work of listed companies.

Participating in the global governance of climate risk

The Bank actively took part in the global financial governance of Task Force on Climate-Related Financial Disclosures (TCFD)

It was the first financial institution in China to sign the recommendations for upholding TCFD. As an expert member of TCFD, the Bank actively participated in TCFD global financial governance. During the reporting period, the Bank participated in two plenary meetings of TCFD, and provided suggestions for the 2022 Status Report and 2023 work plan of the TCFD. The Bank translated the 2022 Status Report and other documents, and published on TCFD website. These documents provided reference for Chinese institutions to strengthen climate risk management and make relevant information disclosure by referring to the TCFD framework.

The Bank performed the duties of the leader of the expert panel of China's banking industry to help achieving the goals of carbon peak and carbon neutrality

During the reporting period, the Bank continued to perform its duties as a team leader and promote research on key topics such as climate risk stress testing, climate risk governance, carbon accounting data standards, carbon financial products, etc.; it studied and translated international climate risk policy documents such as the documents of the Basel Committee, and organized or attended interbank communication meetings for many times to share the Bank's climate risk management practice.

The Bank attended international forums and meetings

During the reporting period, the Bank presented a keynote report entitled Climate Risk Management and Biodiversity Protection at a thematic meeting of "China Corner" - "Banking Nature and Climate Action", the second phase of the 15th Conference of the Parties to the United Nations Convention on Biological Diversity (COP15).

Overseas institutions continued to hold various green finance-themed activities

Amsterdam Branch of ICBC (Europe) held the thematic activity of "China-Dutch Facilities Agriculture and Horticultural Cooperation Forum". Zurich Branch successfully held the China-Switzerland Sustainable Finance and Investment Forum. Madrid Branch of ICBC (Europe) successfully held the forum of "Investment Opportunities of China and Spain under the Carbon Neutrality Prospect". Paris Branch of ICBC (Europe) communicated on green and sustainable financial cooperation with Natixis APAC.



Senior Executive Vice President Zhang Weiwu attended an anniversary activity of the China-Europe Business Council (CEBC) on May 6, 2022.

Actively carrying out BRICS cooperation and making green contributions to the business community

As the Chinese chairman of the BRICS Business Council and the Chinese group leader of the Financial Working Group, the Bank actively promoted cooperation and exchange under the BRICS framework and practiced the concept of green development. During the reporting period, the *2022 Annual Report of BRICS Business Council* was prepared, which delivered 39 professional recommendations on sustainable development, connectivity, and food and energy security to the BRICS governments; the *Joint Statement on Jointly Building a Sustainable Partnership* was released to promote and consolidate BRICS cooperation; the "Sustainable Development Goal Solution Competition" was held to share the best practices and best solutions in relevant fields; the Bank also explored the formation of an ESG assessment methodology framework suitable for emerging markets and developing countries, completed the *BRICS Research Report on International Green Finance Research Cooperation*, and held three green finance seminars successively.

Serving the China-EU economic and trade relationship and boosting China-EU cooperation on carbon peak and carbon neutrality

Faced with the broad opportunities for China-EU cooperation, the Bank, together with leading enterprises in all fields of China and the EU, jointly initiated the establishment of the China-Europe Business Council ("CEBC") and eight working groups (including the sustainable development group) in the council. Following the principles of open cooperation, green inclusion and mutual benefit, CEBC is committed to promoting China-EU economic and trade relations and making new contributions to the development of China-EU partnership through cooperation between Chinese and European enterprises. During the reporting period, CEBC held two "capacity building forums" with the themes of carbon neutrality, carbon peak and sustainable finance. It carried out investigation and research, issued the *Research Report of China-Europe Business Council on Carbon Peak and Carbon Neutrality Practice*, put forward the "Green Bridge" action plan, and provided practical path suggestions for promoting China-EU cooperation on carbon peak and carbon neutrality and sustainable development. During the fifth China International Import Expo, the Bank hosted the China-Europe CEO Summit, which was attended by nearly 200 representatives of Chinese and European enterprises. The *Bridge of China-Europe Economic and Trade Cooperation - Research Report on Economic and Trade Cooperation between Chinese and European Enterprises* was released at the meeting.

Taking full advantage of The Belt and Road Bankers Roundtable ("BRBR") platform, a financial co-operation mechanism between the banks, to reach consensus on jointly advancing green development

BRBR was an international financial cooperation mechanism established by the Bank during the first Belt and Road International Cooperation Summit in 2017. During the reporting period, the Bank, as the BRBR secretariat, accelerated the establishment of the green BRBR mechanism. After a green finance working group was set up, the Bank successively established the investment and financing and financial technology working groups, and continuously strengthened the information exchange and capacity building in relevant fields through BRBR green bond issuance, report release, forum and series of seminars, etc., so as to enhance green development consensus. Besides, the Bank worked with the Belt and Road Green Investment Principles (GIP) to jointly hold the seminar on the *Common Ground Taxonomy: Sustainable Finance*; during the fifth China International Import Expo, the Bank hosted the sub-forum of "promoting transitional finance for green and low-carbon development" of Hongqiao International Economy Forum.

Low-Carbon Operation

Carbon footprint management

During the reporting period, the Bank independently developed and launched a statistical system of carbon footprint management data featuring digital information filling, standardized approval and automatic summarization, which laid a solid foundation for the Bank to constantly carry out the work related to carbon peak and carbon neutrality.



With the historical carbon emission data collected by the statistical system of carbon footprint management data, the Bank completed the historical data attribution analysis, studied its own operation related to carbon peak and carbon neutrality, analyzed its potential of energy saving and carbon reduction, and provided technical support for subsequent low-carbon operation and management.

Low-carbon operation (Domestic)	Carbon emissions	Unit	2022	2021	2020
	Total carbon emissions	10,000 tons of CO ₂	202.13	216.26	206.36
	Building emissions intensity	kgCO ₂ /m ²	85.08	91.91	88.69
	Per capita emissions intensity	Tons of CO ₂ /person	4.47	4.88	4.66
	Direct emissions (Scope 1)	10,000 tons of CO ₂	9.74	12.96	12.42
	Indirect emissions (Scope 2)	10,000 tons of CO ₂	192.39	203.30	193.94

Energy consumption (Domestic)	Energy consumption	Unit	2022	2021	2020
	Water	10,000t	2,553.82	3,156.56	3,186.44
	Electricity	MWh	2,394,577.27	2,490,745.64	2,345,793.94
	Anthracite	Ton	154.54	1,178.00	1,367.50
	Natural gas	10,000 Nm ³	2,840.83	3,457.72	3,206.05
	Gasoline	Ton	10,050.70	15,169.83	14,062.03
	Diesel	Ton	326.65	459.56	540.17
	Office paper	Ton	7,426.70	12,845.49	12,281.57

Note: During the reporting period, due to factors such as changes to working modes, the direct emission of carbon dioxide decreased quite significantly.

Green office

Guided by "promoting green development, advocating green and low-carbon development, and creating green banks", the Bank advocated "paperless" office, encouraged all employees to actively advance green office, popularized paperless office, and enriched the implications of office informatization.

During the reporting period

The Bank held paperless meetings online, saving about

19 million sheets of paper

which weigh about

98 tons

The office platform and mobile office platform handled

5.2 billion

paperless transactions

saving about

27 thousand

tons of paper

Energy saving and emission reduction of data centers

During the reporting period, with a focus on the green data centers, the data center of the Bank put forward specific ideas for creating green demonstration parks, taking into account the current situation of parks' power, water supply, lighting, heating, ventilation and other systems and the latest technologies and best practices of the industry related to green parks and intelligent operations, so as to extend the green and low-carbon concept from data center to the whole parks. It aimed at building a green demonstration park of the Bank's data center and exhibiting the green and low-carbon construction achievements and industry-leading advantages of the Bank's data center.

The Bank saved the energy consumption of computer rooms of about 7 million kWh by taking technical optimization and refined management measures, including expanding the application scope of natural cooling, carrying out the replacement of computer room infrastructure, continuously optimizing the airflow organization of computer rooms, and reasonably planning the layout of IT equipment. Each tier-one branch saved energy consumption of 1.2 million kWh by taking energy-saving optimization measures. Tier-two branches' computer room optimization and transformation project, after five years of construction, has been fully completed. Through the collection and modular transformation of the computer rooms of some tier-two branches, the Bank has made great achievements in the energy saving and carbon emission reduction of computer rooms. Compared with 2017 prior to the implementation, the energy consumption of the computer rooms of branches can be reduced by more than 11 million kWh each year.

Exploring to develop green and low-carbon outlets

During the reporting period



The Bank incorporated environmental protection technology and green development concept into outlet building at the source, managed to develop green and low-carbon outlets, and promoted the pilot zero-carbon outlets. Taking the opportunity of outlet renovation, the Bank encouraged the renovation and upgrading of outlets by adoption of green buildings and energy-saving and low-carbon technology. Given the green emission reduction of the whole lifecycle of outlets, the Bank worked with the carbon emission rights exchange to conduct carbon emission verification and carbon emission reduction cancellation of the construction materials and office supplies during the decoration and operation of outlets, in an effort to promote the green and low-carbon transformation and development of financial outlets.

The first certified "green outlet" in China at Beijing sub-center was opened

Tongzhou Bei guan Sub-branch of the Bank in Beijing passed the review of the Beijing National Financial Technology Certification Center, becoming the first financial institution in the country to pass the "green outlet" service certification. It helped the sub-center of Beijing explore and lead the new paradigm of green development.

In terms of system management, the Bank formulated the *Green Outlet Service Assessment Scheme* and the green office management system, promoted "green office and low-carbon life" in outlets, and implemented the requirements of paperless service and office, classified garbage treatment and green transportation. In terms of service environment, the Bank integrated energy saving and emission reduction infrastructure such as fresh air system, LED display, lamps, green planting wall, etc. In terms of business functions, the Bank vigorously promoted the mobile internet financial services and intelligent transformation of outlets, refined business processes, and advanced the reform of paperless counter services.

In terms of green finance publicity, the Bank set up a low-carbon environmental protection publicity and education area in outlets, launched low-carbon environmental protection electronic publicity posters, and actively promoted green and low-carbon concepts such as environmental protection, ecological benefits, energy saving and emission reduction to customers.

Yangjiang Branch in Guangdong Province became the first carbon-neutral financial institution in the province to achieve green power consumption with China Green Electricity Certificate ("GEC")

Bigui Sub-branch of the Bank in Yangjiang, Guangdong Province purchased 65 green power certificates (GECs) from Guangdong Province at the China Green Electricity Certificate Subscription and Trading Platform, which were equivalent to the use of 65 thousand kWh of green power, reducing the emissions of 42.7 thousand kg of carbon dioxide, 30.55 kg of sulfur dioxide and 27.95 kg of nitrogen oxide. It reduced carbon emissions from the source, and achieved green power consumption. The sub-branch obtained the *Green Electricity Certificate* issued by the National Renewable Energy Information Management Center, making it the first financial institution in the province to obtain such certificate. It was also the first carbon neutrality financial institution in the province to use the GEC in green power consumption. In the meantime, Bigui Sub-branch integrated the concept of environmental protection technology and green development into the outlet construction, achieved the goals of "carbon neutrality" in the outlet decoration and construction and the "pre-carbon neutrality" in the outlet operation. It obtained the *Carbon Neutrality Certificate and Carbon Emission Reduction Cancellation Certificate* issued by Guangzhou Carbon Emission Trading Center, becoming the first "green sub-branch" registered in Yangjiang.

Supply chain management (responsible procurement)

The Bank's centralized procurement complied with relevant national regulations, and adhered to the principles of openness, fairness, impartiality, integrity and credibility. It implemented the management system of unified management, hierarchical authorization and mutual restriction, standardized its centralized procurement behavior, and strengthened the management of procurement expenditure, so as to prevent and control the risks of centralized procurement, and improve the benefits and efficiency of centralized procurement.

During the reporting period, the Bank encouraged all parties to consciously maintain a fair, orderly and honest market environment, and took multiple measures to promote the implementation of green procurement.

The Bank issued rules to clearly prioritize the public bidding in procurement. It encouraged the adoption of bidding in procurement, and continuously expanded public bidding-based procurement through planning, authorization, assessment and other tools.

The Bank advocated the procurement of energy saving and environmental protection products, and incorporated national and industrial standards, energy saving and environmental protection product lists and other qualification requirements into the centralized procurement supplier management system.

The Bank strengthened the qualification review and performance evaluation of suppliers in terms of environmental protection, energy saving, occupational health and safety, and fulfillment of social responsibilities, and guided the implementation of low-carbon green concept.



SOCIAL

- Serving Customers – Putting the Customer First and Serving the Real Economy
- Sustainable Financial Services
- Global Financial Services – International Vision and Global Operation
- Return to Shareholders
- Contributions to the Society
- Guaranteed continuous operations and effective financial services

Serving Customers – Putting the Customer First and Serving the Real Economy

In active response to the United Nations' Agenda for Sustainable Development, the Bank adapted itself to the new development paradigm with domestic circulation as the mainstay and domestic and international circulations reinforcing each other, pressed forward the Bank's overall arrangement of "Leveraging our strengths, Tackling areas of weaknesses, Solidifying the foundation and Laying a solid foundation", promoting competitiveness and inclusiveness of financial services, giving full play as "the main force" in serving the real economy.



▲ Vice Chairman and President Liao Lin attended a signing ceremony of strategic cooperation between the Bank and state-owned assets and enterprises in Beijing on August 10, 2022.

B-end - financial services for corporate customers

➤ Volume of corporate customer

As of the end of the reporting period

The outstanding RMB corporate loans of the Bank's domestic branches reached

RMB **12.31** trillion

making ICBC the **first** commercial bank to break RMB12 trillion with a record-high net increase of

RMB **1.67** trillion

Corporate customers reached

10,693 thousand

a net increase of **10.3%** comparing to the beginning of the year

As of the end of the reporting period

More specifically, outstanding corporate project loans stood at

RMB **6.84** trillion

a net increase of

RMB **596.5** billion or **9.6%**



Outstanding corporate loans in China's strategic regions, including the Beijing-Tianjin-Hebei Region, the Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Chengdu-Chongqing Economic Circle and Central China reached

RMB **8.81** trillion

a net increase of

RMB **1.27** trillion



➤ Serving the real economy

Financial services for modernization of the industrial system and advanced manufacturing

Aiming to become a "leading financial service provider for manufacturing", the Bank carried out the "Financial Service Quality Enhancement Program for Manufacturing" campaign and innovatively introduced "ten targeted measures" including "professional arrangement, exclusive list, performance assessment and special resources", clarifying manufacturing loans as the "main engine" for the high-quality development of the Bank's credit business, with a focus on strengthening credit support for medium- and long-term manufacturing projects. The Bank registered a ten-year high in either incremental amount or growth rate of manufacturing loans, ranking first in the industry by balance and increment for another consecutive year.

As of the end of the reporting period, the Bank's balance of manufacturing loans stood at RMB

3.03 trillion

Supporting the digital economy growth

As of the end of the reporting period, the Bank's balance of loans for digital new infrastructures stood at RMB **455.7** billion

Financial services for technology innovators

The "Chunmiao Action" campaign was carried out with a focus on high-tech firms and "professional, refined, featured and innovative" enterprises. More technological innovation loans were issued to a broader range of financial service recipients, and technological innovation re-lending was launched to boost technology innovators' access to financial services.

As of the end of the reporting period, the Bank's balance of corporate loans for emerging industries was RMB

1.75 trillion

Financial services for private enterprises

The Bank supplied more financial resources, improved the financing environment and refined the quality and efficiency of services for private enterprises and private investment projects. As of the end of the reporting period, the number of private enterprises with outstanding loans, the balance of loans, new loans and number of borrowers all **reaching a record high.**



▲ Senior Executive Vice President Zhang Wenwu attended the 2022 China Top 500 Chinese Private Enterprises Summit on September 7, 2022.

➤ Deepening inclusive finance

▶ Micro, small and medium-sized enterprises were better served with higher-quality financial services in a bigger volume and at lower costs



The Bank's inclusive financial services became more adaptable, competitive and inclusive, rated "Level 1", the highest grade, by the China Banking and Insurance Regulatory Commission for the second consecutive year.

As of the end of the reporting period

The balance of inclusive loans (under the criteria of China Banking and Insurance Regulatory Commission) was

RMB **1,550,316** million

an increase of

41.1%

maintaining a leading edge over peers

More than **1.016** million small and micro enterprises had outstanding loans with the Bank

an increase of nearly

30%

During the reporting period



50,303

new customers carried out their first loans.

▶ Digital inclusive finance was deepened to boost the availability of financing

The Bank continued to strengthen the technology-empowered application. The three digital inclusive finance product lines, namely, Online Revolving Loan, Quick Lending for Operation and Digital Supply Chain, were further optimized. The offline business processes went online and data-based at a faster pace, so as to reduce customers' brick-and-mortar visits, keep boosting customer touch and service responsiveness and further improve the coverage, availability, and convenience of financing.

As of the end of the reporting period

The balance of digital inclusive finance exceeded

RMB **1.2** trillion

► Financial services for rural revitalization

► Increasing the agriculture-related credit supply

The supply of agriculture-related credit was further expanded. The Bank continued to improve the system and mechanism for agriculture-related financial supply, increased financial support for effectively aligning consolidating achievements in poverty alleviation with rural revitalization, gave priority to financial support for food production and rural industries, provided ongoing support for agricultural and rural infrastructure development, ramped up financing support for new types of agricultural businesses, strengthened financial services for rural households and rural-urban migrants and helped improve the financial environment in rural areas.

As of the end of the reporting period

The balance of agriculture-related loans was
RMB **3,300,196** million



▲ Baoshan Branch of the Bank in Yunnan Province placed outdoor advertisements of "ICBC Xingnongtong" in Datianpo Community, Mangbang Town, Tengchong, Baoshan City, introduced policies benefiting farmers, such as financial services for rural revitalization, to local villagers, and handled relevant business.

► Improving the product and service system

The Bank provides comprehensive services across three major business segments (i.e., corporate, institutional and personal banking) with nearly 100 products fit for agriculture, such as loans, deposits, settlement, accounts, investment and wealth management, covering online and offline, general and special channels. A product pool centrally managed by the Head Office and shared among branches was set up, putting together more than 300 product and service offerings of branches. The Bank has formed a closed loop of agriculture-related product and service innovation aiming to provide dedicated services through bank-wide collaboration oriented to customer needs and branch strengths. The innovative offerings launched include credit products dedicated to inclusive finance such as Planting e Loan and Well-off Farmer Industrial Loan, non-credit products such as Agricultural Prosperity Discount, e-Farmer Wage Security and refined credit policies for agriculture-related infrastructure projects such as urban renewal.

The "Tens of Thousand Private Enterprises Revitalizing Tens of Thousand Villages" and "Credit into Thousands of Villages" campaigns were carried out to step up financing support for agriculture-related entities and empower the production and living of farmers. As of the end of the reporting period, the Bank has served more than 80 thousand private enterprises.

Through the "Serving Thousands of Villages and Accompanying Tens of Thousand of Households" consulting service campaign for new forms of agricultural businesses, the Bank provided a wide spectrum of consulting services on agricultural techniques, financial management and financial knowledge to more than 150 thousand rural households and over 7,600 rural cadres.

The "Agricultural Matchmaking" campaign provided industrial pairing services for more than 100 thousand leading enterprises in agricultural industrialization and farmers' cooperatives and facilitated more than 12 thousand intended co-operations in industrial integration projects with over RMB100 billion of financing facilities. As of the end of the reporting period, the "Agricultural Matchmaking" campaign had covered 140 agro-industrial clusters, benefiting more than 90% of national modern agro-industrial parks and 60% of towns with strong agro-industries.

The Bank made headway in integrating online and offline service channels, including county-area physical channels, rural inclusive finance service points, "ICBC Envoy" and ICBC Xingnongtong APP. Banking outlets in counties continued to expand, steadily increased the Bank's presence and service supply in county areas. Rural inclusive finance service points were set up to provide services under an increasingly broader range of financial scenarios and pan-financial service scenarios. The comprehensive service capacity of offline channels in counties and townships was improved.

It focused on rural revitalization and active innovation empowerment, and pursued the original aspiration and the mission of rural bank

As a "test field" and pilot base for the Bank to serve rural revitalization and deepen the digital transformation of inclusive finance, Zhejiang Pinghu ICBC Rural Bank Co., Ltd. actively and innovatively piloted the new ideas, philosophies and products of inclusive finance and rural revitalization, accumulated experience for the Group to promote the transformation of inclusive finance and serve rural revitalization, and contributed ICBC's strength to serving the high-quality development of rural areas.

Pinghu Rural Bank successively launched financial products such as Easy Business Loan, Easy Technological Innovation Loan, Points Loan for Farmers, Points Loan for New Citizens, Easy Talent Loan, and Easy Entrepreneurship Loan, committing to serving the "agriculture, rural areas and farmers" and MSMEs (micro, small and medium-sized enterprises).

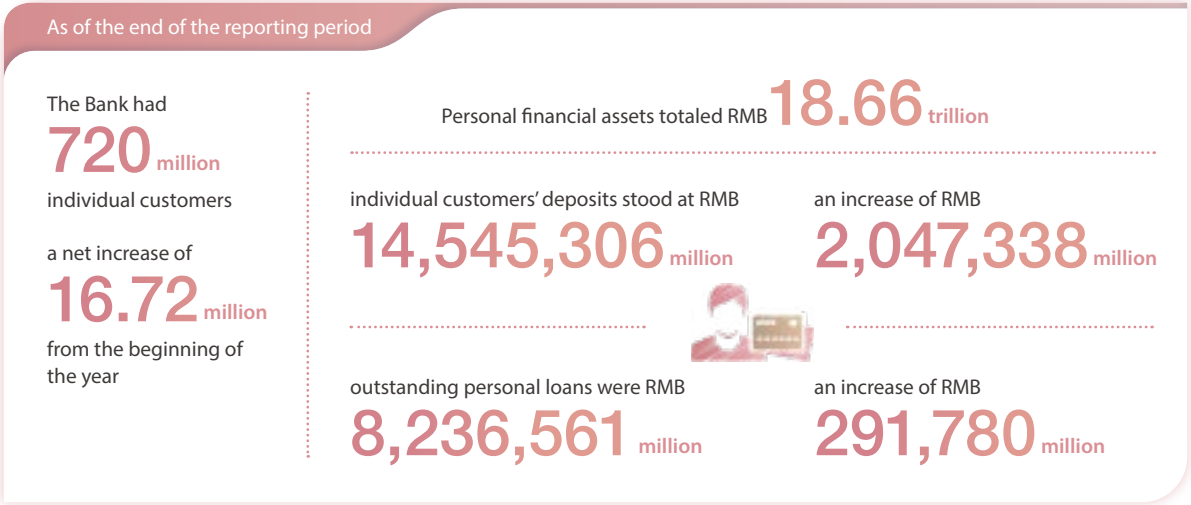
The innovation of guarantee methods was actively explored. Pinghu Rural Bank successively tried multiple guarantee methods such as collateralizing the agricultural greenhouse, plants and livestock, pledging the income right of agricultural financial subsidy, and the management right of rural land circulation, to solve the financing difficulties of "agriculture, rural areas and farmers" and facilitate the promotion of rural revitalization and common prosperity.



▲ Pinghu ICBC Rural Bank piloted mortgage of agricultural greenhouses, actively addressing the difficulties faced by "Sannong" in financing.

C-end - financial services for personal customers

Volume of personal customers



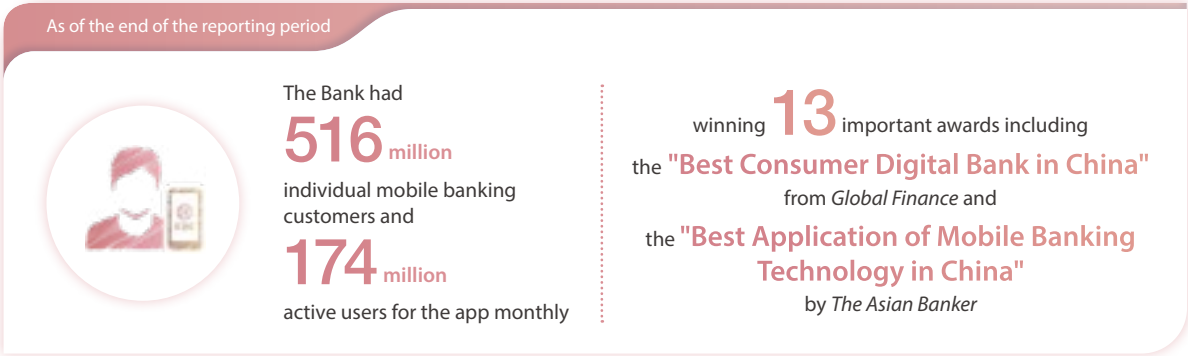
Mobile banking

During the reporting period, the Bank officially launched Version 8.0 of mobile banking. Version 8.0 of mobile banking, with the theme of "Discover the Beauty of Your Wealth", came as a stronger and more interesting digital finance experience. This version has reshaped 18 categories of services and enhanced over 500 features, highlighting innovations including Smart Discovery, wealth management, simplify experience and exclusive services for special customer groups.

The Bank launched Version 8.0 of mobile banking, providing better experiences of digital finance to customers by being faster, more capable and more interesting.



Executive Director and Senior Executive Vice President Zheng Guoyu attended the Opening Ceremony of the Fifth Gansu Qilian Mountain Forum and gave a speech on June 28, 2022.



The new "Discovery" tab makes service smarter

The Bank was the first to introduce the "discovery" tab in the banking industry. Relying on six dimensions of big data insight such as customer profile and behavioral preference, the tab accurately displays customer-specific products, features, scenarios, events and information, enabling individualization and personalization.

The Bank launched the enterprise-level digital operation platform "Zhike", enabling millisecond-level response to customer behaviors and needs through 17 thousand page-embedded points and 30 billion pieces of big data analysis per day.

Through the close cooperation between the Intelligent Brain and the full-journey engine, hundreds of millions of journey options were outputted based on billions of calculations a year, providing highly interactive, full-journey and accompanying services.

The new wealth community provides stronger wealth companionship

Through the "Wealth" open mechanism, well-known investment institutions in the fields of fund and wealth management were introduced to recommend popular products in the market to customers;

The high-quality investment and research reports from senior expert teams were selected to convey the latest market information and industry analysis;

A full-journey companionship before, during and after investing was created to help customers make better investment decisions;

A butler-style service integrating products, knowledge and news was provided, with wealth plans tailor-made for different customer groups to help everyone realize the dream of wealth.

► The service became "lighter" for streamlined financial experience

Toward the goal of lighter system, simpler interaction, more sophisticated functions and more flexible services, the response efficiency of core high-frequency transactions has been increased by more than 20% through "refining" 7 categories, 38 modules and more than 100 commonly used functions.

A fire-new carbon ledger was launched to identify users' green behaviors in financial scenarios, with professional carbon emission measurement rules introduced to calculate carbon emission reduction and record the personal low carbon footprint.

The Bank launched the digital Collection Library where customers can collect, view and use the exquisite digital collections issued by the Bank, and use the digital collections as profile pictures to create a unique digital image.

Also, the "Colorful Face Scan" technology was applied to make face recognition more accurate and efficient. The "gravity sensing" technology allows customers can easily and securely log out of mobile banking by simply turning their smartphones.

► Exclusive customer services make the digital space more diverse

- Highlighting the concept of "exclusive" customer service, the Bank meets diverse customer needs with multi-level service supply.
- Happy Life Version 2.0 was launched for older customers, with 28 functions and 141 most commonly pages modified to be suitable and barrier-free for elderly users, among the first batch labelled as "Information Barrier-free" by the Ministry of Industry and Information Technology.
- The family custody account was launched to establish the account custody relationship between parents and children.
- The youth version was launched for Generation Z, creating a dream space in an online-only, highly interactive, low-carbon, relaxed and interesting way to establish emotional connection.
- For new urbanites, an exclusive online service community was created to pool a wide variety of high-quality service resources, providing services such as seeing doctors and buying medicine with medical care, applying and renewing social security cards, and qualification certifying, to help city builders to realize dreams.

► Promote transformations to intelligent channels

A development pattern of "own+open" channels began to take shape, thanks to stronger planning for the development of online and offline channels, as well as internal and external channels. An all-channel monitoring indicators system was created with a focus on channel value creation, customer experience and channel collaboration. The "Cloud ICBC" non-contact service, cloud outlets, cloud studios and "screen-to-screen" non-contact services were further promoted, with Cloud Outlets 2.0 upgraded.

► Creative service channels and types

As of the end of the reporting period

A total of more than
15 thousand
domestic cloud outlets

28 thousand
wealth managers have
provided online services

The number of
annual visits to cloud
outlets exceeded
800 million

the number of
"screen to screen"
non-contact service
transactions reached
5.12 million



Outlet equipment were connected to the Intelligent Brain. The intelligent large screens, smart machines and portable devices formed a closely-knit network of customer touch points.

New technologies such as multi-turn dialogue and knowledge graph were extensively used to introduce innovative services. The Gino (Gong Xiao Zhi) intelligent customer service and intelligent outgoing call service reached **680** million calls, maintaining rapid growth



The volume of remote audio-video collaborative service has increased by nearly
1.3 times year-on-year



▲ Chief Business Officer Song Jianhua attended the issuing ceremony of co-brand cards on May 9, 2022.

► Safeguarding customers' financial assets

► The online anti-fraud risk control system was further improved

The real-time internet finance risk monitoring system was further improved for intelligent transformation. New technologies such as device fingerprinting and face recognition were actively used to upgrade the E-banking limit classification management system. The API risk management was strengthened to enhance the digital risk control capability and effectively safeguard customer funds.

► Digital technology has been employed to effectively prevent and defuse financial risks

In a push for broad application of artificial intelligence (AI) technologies such as machine learning, the Bank embedded risk control rules, models and algorithms into business processes to enhance big data-based risk prevention and control that are smart, panoramic and multi-dimensional, and to build an intelligent risk control system that better caters to the digital age. The Bank have developed a series of innovative risk prevention and control products, such as ICBC e Security, ICBC e Guard, ICBC e Control and ICBC e Shield and created digital management modes such as remote consultation and remote deliberation, so as to realize "active prevention, smart control and comprehensive management" of financial risks and strictly defend the bottom line of security in development.

► Domestic privacy and data security protection

The Bank attaches great importance to protecting customer privacy and data security



The Bank was

the first in the domestic financial industry to get certified for the highest Level 5 of data security management (one of the eight DCMM capability areas) in the Data Management Capability Maturity (DCMM) assessment.

The data management capacity building project was awarded the **"Best Data Management Project in China"** by The Asian Banker.

► Policies and procedures for data and information security

- The Bank formulated the *Cybersecurity and Information Security Policy* *Standard for Data Security Grading and Classification*
- *Standard for Sensitive Customer Information Grading and Classification* *Provisions on Data Governance Work*
- *Rules for Customer Information Security Management in Foreign Cooperation* *Measures for External Data Management*
- *Rules for Information Security Management of External Consulting Projects* *Measures for Information Security Management of Personal Customers*
- Ongoing improvements were made in the management rules and technical specifications for intra-group sharing, external cooperation, cybersecurity and personal customer information protection, so as to clarify protection policy, refine emergency management and strengthen the lifecycle management of data security.

► Management of data and information security

By continuously strengthening the top-level design, the Bank established an information security governance system with a sound organizational structure and clear-cut boundaries of responsibility. The organizational structure integrates decision-making, management, implementation and supervision. Institutions at all levels coordinate and cooperate with each other to ensure effective implementation of customer information protection and information security management requirements. The Management set up the Financial Technology and Digital Development Committee responsible for coordinating the Group-wide work on cybersecurity and information security and reviewing major issues on cybersecurity and information security. The leading group for swindle prevention is responsible for reviewing swindle prevention measures, management policies and other matters concerning personal customer information security.

► Data and information security performance

Orderly progress was made in bank-wide capacity building on data identification and classification



The pilot classification of key applications was completed, with automatic data identification carried out and extended in batches for standardization.

Ongoing efforts were made to optimize the data security capabilities



The Bank improved such capabilities as access control, data desensitization and data watermarking for traceability, which were applied in multiple scenarios such as analysts' data use and external cooperation.

Capacity building on privacy protection was actively carried out



A personal privacy compliance detection mechanism for mobile applications was created to reduce the cost of manual detection and increase the efficiency of privacy compliance screening. The Bank pushed for capacity optimization and business-empowered application of the privacy computing platform.

Backup for key information systems and hardware and information security emergency planning



In terms of information security contingency plan, for effective response to information security incidents, the Bank formulated and issued policies for information security incidents and emergency management. These policies define the organizational structure and split of duties, establish classification and grading standards for information security incidents and set forth the lifecycle workflow spanning incident reporting, acceptance, emergency response, disposal and closure. To ensure preparedness for emergencies, the emergency response plan for information security was developed in advance, covering various security emergency scenarios such as cyber attack, power outage, and equipment failure and unavailability, and specifying the handling procedures and time limits for incidents at all levels. Based on the emergency response plan, the Bank regularly carries out bank-wide emergency drills for security incidents to test and refine the emergency plan and working mechanisms in an ongoing manner.

Disaster recovery management of information systems and hardware



The Bank became the first banking institution to successfully complete the emergency drill organized by regulators. Its core business system was switched to the intra-city park within 1 minute and supported long-term takeover operation after the switch. Also, the Bank completed the annual remote emergency drill of bank-wide information systems.

Employees and suppliers were provided with trainings on data security risks



With a focus on the *Data Security Law* and the *Personal Information Protection Law*, the lecture on "key points and challenges of banking data compliance in a new regulatory situation" was held to deepen IT personnel's understanding of laws, regulations and industry regulatory rules on data security. The Bank provided training on data security policies and standards for R&D personnel of IT systems, clarifying new requirements on new security needs, effectively transmitting data security duties and improving the data security capability. In addition, the information security management of visitors and outside staff was properly carried out by strengthening education and training, signing confidentiality agreements and applying strict access control.

➤ Overseas institutions' compliance with the EU's General Data Protection Regulation (GDPR)

Overseas institutions of the Bank subject to the GDPR always exercise due care in protecting the rights of data owners and performs their relevant duties and obligations in data processing. Each institution has appointed a data protection officer (DPO), developed and issued the data protection policy and procedures, adopted various technical means to strengthen the data protection capacity, carried out various technical upgrades to meet the data management requirements and organized cleanup of expired data. Through various measures, each institution has established a complete set of controls, including organization, policy, management, technology and system, to meet the compliance management requirements under the GDPR.

➤ Domestic financial consumer protection

During the reporting period, the Bank strictly implemented laws, regulations and supervisory requirements relating to consumer protection, created and continuously improved the whole-process management mechanism for consumer protection, forestalled and defused risks in financial consumption, fully protected the legitimate rights and interests of consumers and continuously promoted the high-quality development of consumer protection.

➤ Better capability to manage consumer protection



Consumer protection was reinforced by high-level coordination

The Bank always regards consumer protection as an important goal and management requirement of corporate governance. During the reporting period, the Board of Directors, the Board of Supervisors and the Senior Management strengthened their guidance and coordination on the management of consumer protection and customer complaints, kept consolidating the managerial foundation at the corporate governance level and pushed for better integration of consumer protection into the Bank's operation and management. The Senior Management set up the Consumer Protection Committee and issued its working rules. During the reporting period, the committee held five meetings to study and solve the key issues revealed by consumer complaints, playing an effective role in coordinating and promoting organizational development.



The performance assessment mechanism was deepened

During the reporting period, the Bank formulated the measures for consumer protection assessment and incorporated the assessment indicators into the consumer protection assessment frameworks of branches, business line and Head Office departments, as part of the unremitting efforts to improve the internal assessment mechanism for consumer protection. The mix and weights of the consumer protection indicators in branches' KPI were rationalized, with the assessment covering pre-event, in-event and post-event stages of business activity. The Bank strengthened the assessment and guidance on whole-process management of consumer protection, cause institutions at all levels to pay extra attention and enhanced quality and effectiveness of consumer protection in a targeted manner.



The whole-process risk prevention and control for consumer protection were refined

The Bank strengthened the pre-event warning analysis for consumer protection review and risk alerts, incorporating the Civil Code, the Personal Information Protection Law and other applicable laws, regulations and supervisory provisions deeply into key business links, such as marketing, information disclosure and partner management. Consumer protection review was included into the Bank's system of risk management and internal control, so that the consumer protection review procedure is strictly executed prior to acceptance and implementation of significant matters regarding consumer protection, such as new products, new policies, new agreements and event plans and marketing script. The consumer protection acceptance and follow-up evaluation mechanism for new products (services) were studied and established, and the relevant policies, products, systems, processes and services were further refined to better protect consumers.



Consumer protection was improved by the integration of multiple themed activities

Consumer protection was integrated with addressing population aging and forestalling and defusing financial risks. The supply of senior-friendly and digital products and services as well as related resources was strengthened to continuously improve customers' sense of financial gain and satisfaction. Consumer protection requirements were clearly detailed in the planning for rural revitalization, financial services for new urbanities and the construction and the construction and operation of the "ICBC Sharing Station+" service ecosphere. The working mechanism for the integration and positive interaction of consumer protection and business development was continuously improved, so as to further deepen the management pattern of "everyone responsible for consumer protection".

➤ Fruitful educational publicity events

Educational publicity events were carried out across the Bank

The Bank has carried out numerous educational publicity events, including the "March 15th Consumer Protection Publicity Week", the "Sharing knowledge of finance to thousands of families. To become rational investors and netizens of finance.", the "Spreading Financial Knowledge, Protecting Your Wallet" and the "Publicizing Financial Knowledge to Walk Thousands of Miles". These innovative activities focused on key contents such as preventing financial frauds, investment and wealth management and personal information protection and vulnerable groups including new urbanites and the elderly, in an effort to continuously improve the general public's financial literacy and ability to forestall risks.

Consumer protection educational publicity was more effective

In proactive response to consumers' concerns and hot issues, the Bank strengthened case-based, experiential and interactive educational publicity and risk alerts regarding consumer protection. The Bank integrated educational publicity for consumer protection into product-marketing, customer services and risk control sessions, enhanced the preciseness and availability of daily consumer-protection education, and promoted the integration of educational publicity with business development.

During the reporting period



The Bank was awarded
China Banking and Insurance Regulatory Commission

"Outstanding Organizer of March 15 Consumer Rights Activities"

"Outstanding Organizer of Joint Financial Education and Publicity Activities"

"Outstanding Organizer of Anti-Fraud & Compliance Knowledge Competition"

► Enhanced employee training on consumer protection in every respect



The bank-wide training on consumer protection was organized

During the reporting period, three bank-wide training sessions on consumer protection were held under the themes of consumer protection review, customer complaint management and consumer protection. The training was focused on key business lines such as personal banking, credit card and internet finance as well as key topics such as business marketing and personal information protection.



Training was enhanced at the grassroots level and for key positions

Various training types, such as practising in operations, scenario-oriented demonstrations, and direct training were provided, including online and offline, focused on regulatory rules for consumer protection and complaint handling skills. Relevant institutions and personnel have further improved their awareness and capability of consumer protection.



The online consumer protection training channels were expanded

High-quality consumer protection training courses of the Head Office and branches were published via the in-house education and training platform of the Bank, helping account managers, customer service managers, wealth management managers and new employees easily grasp the knowledge of consumer protection, clarifying the consumer protection requirements for business handling, and continuously improving the foundation of the Bank's consumer protection.

During the reporting period

The Bank held **186** sessions of consumer protection training with more than **129.4** thousand person-times participation

with respect to handling of consumer protection complaints **1,095** on-site training sessions with more than **92.3** thousand person-times participation

62 online training sessions with more than **212.6** thousand person-times participation

► Complaints management

► Customer complaints

During the reporting period

The Bank received **238.4** thousand complaints from personal customers¹ decreased by **34.46%**

There were **1,524** personal customer complaints per 100 outlets decreased by **33.94%**

3,293 complaints per 10 million personal customers decreased by **36.28%**

Note: 1.To profile customer complaints more accurately, the number of personal customer complaints within the reporting period disclosed in this report excludes repeated complaints and complaints related to the "Card Blocking Action" launched to combat telecom fraud crimes.

By business	By geography	By channel
Complaints were concentrated in credit cards and personal banking, which accounted for 82.71% of total complaints, decreased by 35.42% and 29.26% .	Complaints were concentrated in Guangdong, Hebei, Beijing, Henan and Shandong, which together accounted for 30.37% of total complaints.	The middle-office and back-office business channels accounted for 52.36% , while the front-office business channels accounted for 47.64% .

During the reporting period

According to the data released by the Financial Consumer Protection Bureau of the People's Bank of China

offices of the People's Bank of China at all levels received **46.39** complaints against every 100 outlets of the Bank, **ranking fourth** (by number of complaints in descending order, the same on the right) among the six large state-owned commercial banks.

The number of complaints per RMB100 billion of assets was **20.80** **ranking sixth** among the six banks.



▲ The designated Senior Executive Vice President Duan Hongtao visited to an outlet at the Henan branch.

► Measures taken for customer complaints

The Bank always stays true to its original mission of financially serving the people and adheres to the "customer first" principle in work in a remitting effort to improve the capability of tackling complaints, effectively solve the most pressing difficulties of great concern to the people and build a bank to the satisfaction of the people.

During the reporting period

customer satisfaction rate of the Bank was **90.43%**



Note:The figure was from the Bank's surveys

The complaint risk management capability was enhanced. As a key measure to manage consumer protection throughout the process, the consumer protection review was conducted in product/service design and development, pricing management, agreement formulation and marketing, so as to unleash the "active prevention" function of consumer protection review and strengthen the proactive prevention of complaint risks. Complaints were regularly monitored and analyzed to detect hidden risks promptly and strengthen complaint risk warnings and alerts.

The complaint handling team was expanded by allocating more compliant handling staff to the 95588 Remote Banking Center, promoting immediate handling of basic complaints online ;



Tier-two branches set up complaint handling teams to lead handling of difficult and complex complaints ;

The mechanism for complaint response, handling and feedback was continuously improved, highlighting the responsibility supervision and implementation during complaints handling processes.

The diverse dispute resolution mechanism played an effective role in closing lawsuits and disputes, and the "third-party mediation + judicial confirmation" mechanism helped to handle difficult and complex complaints.

The Bank kept increasing efforts to address complaints. "the Year for Complaints Handling for Individual Customers" campaign was carried out to address the fundamental causes of complaints by the means of developing policies and rules, improving products, streamlining processes and upgrading systems, so as to enhance customer service in every respect.

The Bank put effort to analyze the causes of hot complaints, studied countermeasures and worked to break the cause of major problems.

The customer-centered product experience evaluation and feedback mechanism was refined and the complaints follow-up assessment was conducted, so as to continuously refine measures for eliminating root causes of complaints and eventually foster the excellence of financial services.

The intelligent management mode for customer complaints was promoted at a faster pace, with such technologies as big data and artificial intelligence introduced to optimize the complaint management system features, upgrade 11 key features such as visual presentation, work order monitoring and online outbound calls, so as to achieve greater results in complaint management.

The red and yellow cards warning mechanism for tier-one (or directly managed) branches of the Bank and the watchlist mechanism for tier-two branches were implemented as routines. The complaint situation and typical cases were regularly announced bank-wide, with responsible persons held accountable for ineffective complaint management, inadequate handling and low service level, so as to ensure fulfillment of complaint management duties.

► Customer complaint channels and procedures

Improving the complaint acceptance channels

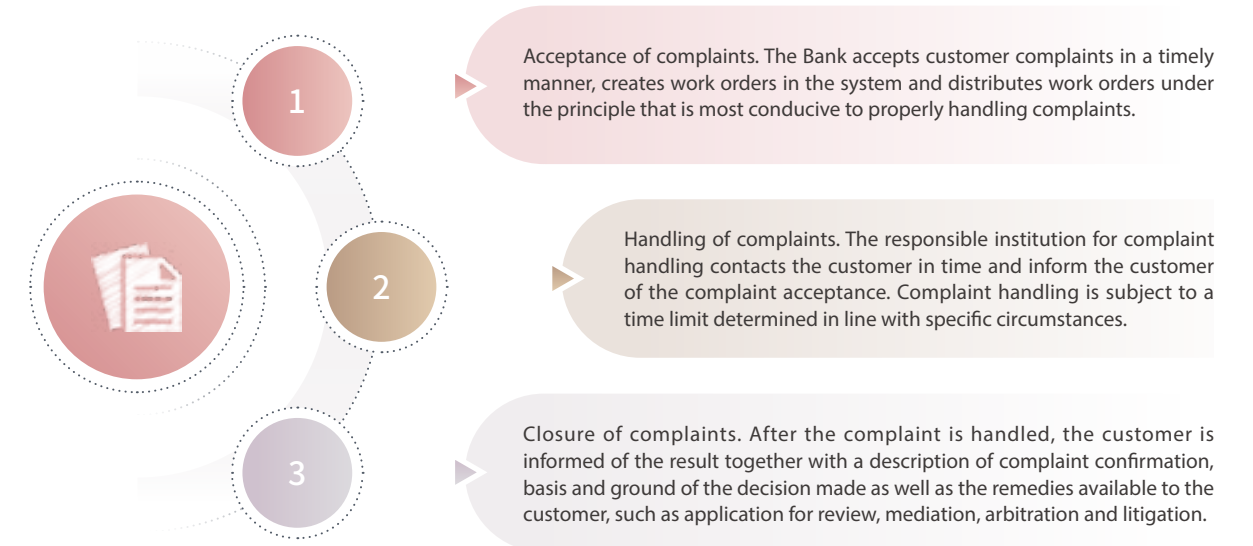
Customer complaints were taken in through various channels, including banking outlets, customer service hotline, web portal, internet banking, mobile banking and WeChat banking. The complaint channels were fully publicized and updated from time to time.



The **7*24** agent service and online self-service are available to ensure smooth and efficient handling of customer complaints.

The complaint methods and handling procedure or related hyperlinks are publicized at outlets, the homepage of official website and the WeChat Official Account "ICBC Customer Service", helping customers express their requests more conveniently and quickly.

Continuously optimizing the customer complaint handling process



G-end - financial services for institutional customers

► Financial services for government agencies

As of the end of the reporting period, the bank has 3,800 government affairs outlets.

During the reporting period

The new local government bond investment totaling
RMB 1.2 trillion

the Bank supported the issuance and distribution of
39 OTC local government bonds from
35 issuers

The total distribution amount reached
RMB 3.3 billion

ranking first
27 among regions
in the industry

and further highlighting the Bank's role as a "main force" of financial services and "main channel" for macro-policy transmission.





▲ Chief Business Officer Xiong Yan attended the Business Promotion Meeting for Institutional Finance on December 2, 2022.

➤ Financial services for social organizations

To better serve the IT development needs of civil administration agencies, associations and other social organizations, the Bank developed the "Civil Affairs Capital Verification Link", the "Social Organization Cloud" and other platform products to build a multi-level and comprehensive cooperation ecosphere. As of the end of the reporting period, the "Civil Affairs Capital Verification Link" had reached cooperation with 5 provincial departments of civil affairs, 59 municipal bureaus of civil affairs and 362 district- or county-level bureaus of civil affairs. The "Social Organization Cloud" platform was created to help social organizations run more intelligently, and has reached cooperation with 534 social organizations.

➤ Financial services for financial institutions

Unleashing the role of "stabilizer" as a large bank, the Bank vigorously promoted its Fintech products and services to empower the financial institution customers' digital transformation and financial risk management. During the reporting period, the Bank provided 54 financial institutions with various risk control techniques and tools relating to anti-money laundering (AML), market risk management and credit risk management, contributing the ICBC wisdoms and strengths to the prevention and control of financial risks.

As of the end of the reporting period

The ICBC BRAINS intelligent AML system had served
29 financial institutions



assisting these customers to conduct AML monitoring and analysis on more than 300 million individual and corporate customers, with an average of over
70 million transactions monitored a day, and effectively boosting risk control the financial market.

Sustainable Financial Services

Financial Services for poverty reduction



The Bank supported individual student loans and student aid programs. To relieve the job search pressure of fresh graduates from financially stressed families and support employment services for college graduates, the Bank actively carried out the national student loan forbearance work, including interest exemption and principal deferral. A number of measures were taken to reduce the burden on students with loans.

Financial services for health care



In terms of serving the medical insurance reform

the Bank provided comprehensive cooperation in the e-certificates and mobile payment and clearing for basic medical insurance, providing the participants in the basic medical insurance program with convenient and efficient mobile payment and clearing services. The Bank facilitated the reform for IT-assisted, online and convenient public services regarding social security and basic medical insurance, pushing for innovation in the "ICBC e Social Security" online public service functions.

In terms of serving the national reform of medical insurance

healthcare and pharmaceuticals, the "Intelligent Healthcare Open Platform" was built. This platform, designed to address the diverse needs of public health authorities, hospitals and primary-level healthcare institutions, offers a series of professional products including the Medical Chain, medical e-bills, Commercial Medical Cloud, internet hospitals and Cloud HIS. The Bank became the first in the banking industry to undertake the National Health Commission's first "Key Task on High-quality Health Statistics Development".

Financial services for education



A mature system of financial services for education has been formed. The Bank launched a wide range of innovative platforms tailor-made for differential educational stages (e.g., pre-school, primary, secondary, vocational, higher and continuing education), including "Intelligent Campus", "Intelligent Vocational Education", "After-school Program", "Education and Training Cloud" and "Campus Affairs Management Cloud". It facilitated the campus informatization, industry-education integration and the easing of students' burden from excessive homework and after-school tutoring, adding cluster to the ICBC "Intelligent Education" brand. Relying on its various financial platform services, the Bank actively promotes the industry-university-research collaboration and the innovation in industry-education integration, named an "Industry-Education Integration Enterprise" by the Ministry of Finance and the National Development and Reform Commission of China.

As of the end of the reporting period

"Intelligent Campus" and "Intelligent Vocational Education" had helped more than
400 colleges and vocational schools achieving IT-supported and efficient campus management.

In support of the national policy to reduce students' burden from excessive homework and after-school tutoring, "Education and Training Cloud" cooperated with more than
1,300 education administration agencies across China, effectively protecting the public interests.

"Campus Affairs Management Cloud" helped more than
30 thousand kindergartens and primary and secondary schools in China improve their IT-assisted schooling capabilities and providing convenience for teachers, students and parents.

Promoting financial services for employment



To help new forms of agricultural businesses to address common challenges facing by start-ups in brand building, marketing, payment and settlement, the Bank introduced innovative service models to provide consulting services around every aspect of business and assisted these emerging agricultural entities to shorten the learning cycle to make a quick start for steady growth.

During the reporting period, the Bank extended its consulting service to Zhenning County, Anshun City, Guizhou Province many times. It cooperated with fruit experts from the local agriculture bureau in teaching rural cooperatives and farmers about plum planting, management, storage, e-commerce and inclusive finance, joining the effort to implement the "One Village, One Product" program. To mitigate the risk of crop failure caused by hailstorms, Guizhou Anshun Branch provided immediate credit support for rural cooperatives and enterprises hit by the natural disaster. The supported enterprises hired workers from 350 local households, helping the poverty-stricken people to increase income steadily and shoring up farmers' confidence in recovering from disaster.

During the reporting period, the Bank organized five sessions of "2022 ICBC Vocational Training Program" (Chinese cooking chef, Chinese-style pastry chef, Western-style pastry chef, babysitters and e-commerce specialist) in cooperation with the Service Center for Migrant Rural Workers in Nanjiang County, Bazhong City, Sichuan Province. The training, contained theories and practices, was 40 days in total (8 days for each session), and 200 workers in Nanjiang County participated in the training. About 80% of the trainees have successfully found jobs. Such skill teaching has helped rural revitalization and economic and social development in the four counties or cities in Sichuan Province designated for targeted poverty alleviation.



The Bank organized a skill training class for babysitters in Nanjiang County, Bazhong City, Sichuan Province, to offer babysitter courses to the local unemployed.

Food supply and financial services for agriculture, rural areas and farmers



The Bank issued guidelines on supporting agricultural revitalization and kept supporting agriculture loans, with a focus on ensuring food production, developing high-standard farmland and developing rural infrastructure.

As of the end of the reporting period

The Bank registered **RMB 105.1 billion** in outstanding financing for enterprises involved in crop production

distribution and processing and supply of agricultural materials and machinery, helping to ensure food production and stable production and supply of agricultural products.

Financial services for energy



The Bank strengthened cooperation with government agencies and business entities in energy supply assurance, clean energy and oil and gas exploitation, storage and transportation. Effective support was provided for advanced production capacity projects in the energy sector, such as energy supply assurance, clean energy, national pipeline networks and oil and gas development as well as their reasonable working capital needs.

In terms of carbon emission reduction support tools

The Bank secured the People's Bank of China's approval for **RMB 81.2 billion** of eligible loans for carbon emission reduction

gained access to low-cost re-lending facilities of **RMB 48.7 billion**

ranking first industry-wide

In terms of the special loan for clean and efficient utilization of coal

The Bank secured the People's Bank of China's approval for **RMB 10.9 billion** of eligible loans and gained access to the same amount of low-cost re-lending facilities

gained access to the same amount of low-cost re-lending facilities, **ranking first among commercial banks.**

Financial services for justice



The Bank was **the first** in the industry to develop a "Intelligent Justice" comprehensive service platform to enable whole-process management and meet the customer demand for supervision of funds involved in legal proceedings.

Financial services for biodiversity



The Bank has included boosting biodiversity in the Group's green credit development strategy. Active measures have been taken to protect biodiversity and the ecological conservation redlines have been strictly observed to prevent damage to important habitats, statutory nature reserves and ecosystem in ecologically fragile areas and to support biodiversity-friendly customers and projects, such as nature conservation and ecological restoration. For industries including agriculture, forestry, animal husbandry and fishery, mining, oil and gas exploitation, infrastructure and building materials, the Bank attaches great importance to biodiversity risk management and actively supports environment-friendly customers. Strict restrictions are imposed on the funding of customers with higher environmental and social risks to reduce adverse impact on ecosystems and biodiversity.

Financial services for public welfare



The Bank provided financial services to more than 2,000 charities, maintaining long-term and stable cooperation with top charities such as the Red Cross Society of China in many business fields, including deposit, fund settlement, centralized treasury payment, unified payroll service, and business cards. The Bank has developed and launched the "Charity Cloud Platform" for many local charities, helping local charities address difficulties in account management, cash pooling, information disclosure, tracing and inquiry, evaluation and supervision and certificate issuance for charity projects and boosting the transparency of the charitable sector.

Ensuring and improving living standards



Personal social security service

During the reporting period

The Bank actively participated in the inter-provincial social security card service program of the Ministry of Human Resources and Social Security (MOHRSS).

As the first bank to launch the service, the Bank had provided the inter-provincial social security card service in nearly **30** provinces or equivalents

ranking first in the industry by number of provinces and the number of people served.

Personal Business Loan of Small Amounts of Money

The Bank further stepped up financing support for small and micro enterprises and self-employed individuals, with a package of measures adopted to bolster the real economy. Five innovative projects were launched, namely the Considerate Preferential Loan, Revolving e Loan, Ease Long-term Loan, Free Repay and Repay as You Wish. The Bank eases borrowers' debt service pressure by extending the term of the loan, allowing the pay-as-you-go lending model, renewing the loan without repaying the principal and making flexible arrangements for repayment methods.

Financial services for housing sector

The Bank gave priority to meet the funding demand for people who are purchasing their first property to live in and who are looking for exchanging current properties to another one. The Bank implemented different policies of housing financing for different cities.

Following the guiding principle that "housing is for living in, not for speculation", the Bank leveraged on its strengths in capital, channels and services to meet property developers' reasonable financing needs by providing a wide array of products and services, including real estate development loans, residential mortgages, real estate project M&A financing, rental housing financing, guarantees in lieu of pre-sale funds in custody, bond underwriting and investment. During the reporting period, ICBC signed strategic cooperation agreements with 12 nationwide property developers at the headquarters level, providing a total of RMB655 billion of intended financing and joining housing developers in promoting the stable and healthy development of the real estate market.



Then Senior Executive Vice President Xu Shouben attended the Bank's work meeting for corporate customer managers' team building, also the final skill contest on April 16, 2022.

Financial services for the elderly

The Bank has made all-out effort to develop a personal pension financial services "serving, facilitating, benefiting and favoring the people".

As a responsible and leading bank in "serving the people"

The Bank fully participated in building the three-pillar pension system. ICBC holds a full range of licenses in the first and second pillars, leading its peers by assets and accounts under management and experienced in pension management. ICBC wisdoms and strengths were contributed to the third-pillar process design, system R&D and product innovation.

In "benefiting the people" through intra-group collaboration

The Bank unleashed the Group's licenses and investment research resources to participate in the pilot program on pension finance products under the guidance of regulatory authorities, striving to create a full spectrum of personal pension products including savings, wealth management, funds and insurance.

In "facilitating the people" with Fintech

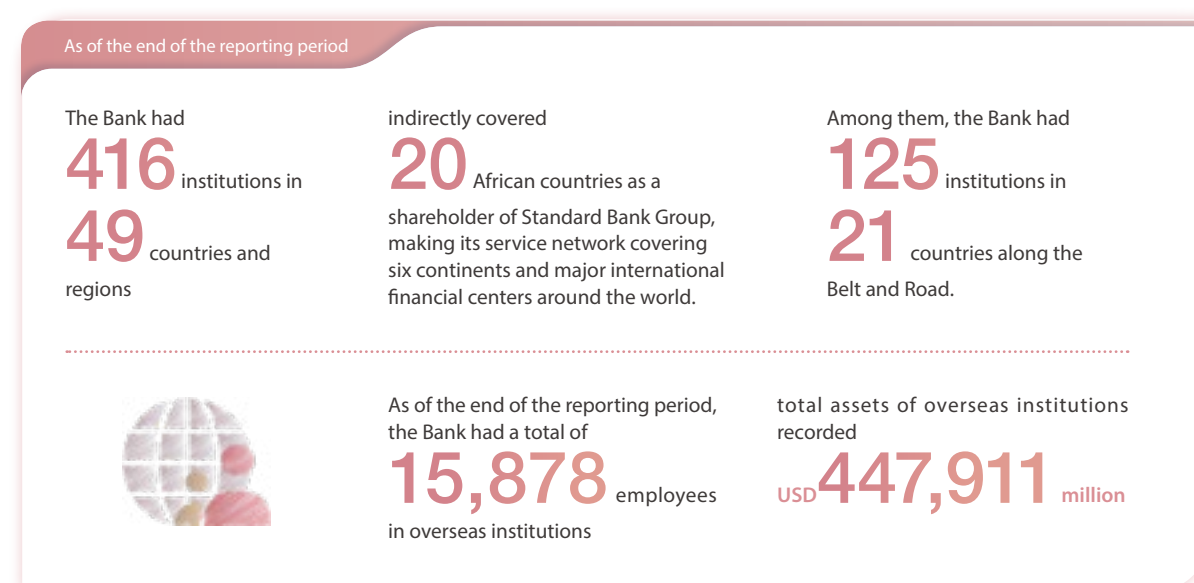
The Bank stepped up the application of digital transition results to personal pension finance in line with the prevailing trends and requirements of digitalization.

In "favoring the people" with professional service

Relying on its experience in pension management and service accumulated in the first and second pension pillars, the Bank conducted multi-dimensional (institutions, staff and products) evaluation of personal pension products in the market, providing professional support for customers in choose pension products and carry outing pension investment rationally.

Global Financial Services -- International Vision and Global Operation

Internationalized operation landscape



Serving higher-standard opening-up

➤ Financial Service promoting high-quality development of the Belt and Road Initiative

By the end of the reporting period, the Bank had supported more than 400 Belt and Road projects and won the "Best Belt and Road Bank" award of Global Finance for two consecutive years. The Bank also supported public welfare projects in countries along the Belt and Road and a series of typical clean energy projects. Overseas institutions undertook more than 70 comprehensive agency services for policy and developmental financial institutions.

➤ Serving for RMB internationalization

The Bank helped to foster a new type of mutually beneficial cooperation based on the cross-boarder use of RMB, formulating a good ecosystem for the use of RMB in cross-boarder transactions. The Bank continues to serve the real economy, and promoted the use of RMB in cross-border trades and investments, to achieve the full business coverage of the cross-border used of RMB, and to provide high-quality services of cross-boarder RMB for all types of market participants.

The Bank provided multinational corporations with cross-border investment and financing and full-service of cross-border RMB cash pooling, forming a novel system of cross-border financial services combining "onshore, cross-border and offshore" operations.

To empower its business with FinTech, the Bank developed a proprietary financial service blockchain platform for cross-border trade, the "Digital Trade e Link", to boost the efficiency and security of cross-border RMB letter of credit (L/C) settlement.

The Bank supported foreign central bank-type institutions, RMB clearing banks and foreign RMB participating banks in entering the China Interbank Bond Market (CIBM) for domestic securities investment.

➤ High-quality cross-border matchmaking events

The Bank provided comprehensive service support for SMEs to "bring in" and "go global" with a focus on major international trade events, such as the China International Import Expo (CIIE), the Canton Fair, China International Fair for Trade in Services (CIFTIS), and China-ASEAN Expo, under the themes of technological innovation, green development, cross-border e-commerce and regional cooperation. Such support facilitated cross-border cooperation and market expansion and accelerated the cooperation in trade and investment.

As of the end of the reporting period

The Bank had organized more than **210** cross-border matchmaking events that connected more than **15 thousand** enterprises at home and abroad. Nearly **80%** of participants reached the intent of cooperation totaling close to **RMB40 billion**. **The Bank led all peers** by number of matchmaking events, number of served enterprises and number of intended cooperations.

More than 10 "BRICS Plus" cross-border matchmaking events were held, attended by more than 1,300 SMEs from more than 20 developing countries and regions, and more than 500 outcomes were delivered. In 2022, the BRICS Business Council produced the most fruitful results in terms of the number of events, participating countries and served enterprises.

With the support of the "ICBC Business Matchmaker" platform, the Bank has developed a number of SME cross-border cooperation brands including the Cross-border Cooperation Platform for BRICS Enterprises, the Beijing Import and Export Online Fair and the China-Africa Economic and Trade Expo. These brands provide ongoing support for bilateral and multilateral economic and trade cooperation, facilitating cross-border cooperation and market expansion.



▲ The Bank held "international cooperation gathering", promoting high-quality activities of international cooperation.

Supporting the economic and social development of host countries



The Bank issued guidelines on seizing opportunities in the *Regional Comprehensive Economic Partnership* (RCEP), set up 79 branches in RCEP countries and actively participated in major projects, giving strong support for infrastructure connectivity and people-to-people ties between China and ASEAN countries.



The Bank continued to empower the China-Pakistan Economic Corridor with innovative financial products and high-quality financial services.



During the reporting period, the Bank was approved to become a RMB clearing bank in Laos, Kazakhstan and Pakistan. Now serving as an RMB clearing bank in ten countries, ICBC was the world's first commercial bank to provide 7*24 RMB clearing services.

Standard Bank Group

➤ Make practical results of strategic cooperation

During the reporting period, the Bank and Standard Bank Group (SBG) jointly promoted the implementation of the *Action Plan for Strategic Cooperation and Strategic Synergy between ICBC and SBG 2021-2023*, achieved practical results in key cooperation areas, such as customer expansion, project finance, FinTech, risk management, cross-border payment, and staff exchange, constantly drove strategic cooperation and strategic collaboration of both sides to a higher level, and created greater strategic value.

➤ Deepen financial and technological cooperation

The Bank and SBG continuously deepened the cooperation in digital finance and FinTech, jointly held a special seminar on the theme "Future Ready-ICBC Digital Transformation and SBG Platform Transformation", and shared experience in digital finance transformation during the reporting period. Meanwhile, both sides achieved progress in multiple fields, such as blockchain, scenario application programs (APIs), big data and artificial intelligence (AI), the Internet of Things (IoT), cybersecurity, and system stability.

➤ Focus on sustainable development

During the reporting period, ICBC, as SBG's single largest shareholder, supported SBG's release of a revised and extended climate policy, reflecting SBG's efforts to incorporate the concept of sustainable development across all its operations. This is in line with SBG's purpose to stimulate Africa's inclusiveness and sustainable economic growth, by providing products and services that meet the needs of Africa and its people. Additionally, both banks constantly exchanged and shared practical experience and results in ESG and sustainable financial development to boost mutual learning, interaction, and collaboration in this field.

➤ Work together to boost economic and trade contacts between China and Africa

ICBC and SBG, during the reporting period, integrated advantageous resources and earnestly served the "China-Africa Trade Corridor". Based on platforms, such as the China International Import Expo (CIIE) and the China-Africa Economic and Trade Expo (CAETE), major events, such as the Africa-oriented Online Promotion of the Fifth CIIE and the Supply-Demand Online Matching Conference of CAETE, were held. A significant financial bridge has been established for Chinese and African customers to vigorously participate in the rapidly developing China-Africa economic and investment relationships, and the bilateral economic, trade, and financial cooperation has been effectively strengthened. SBG CEO, as invited by the Bank, attended a meeting of Global Systemically Important Financial Institutions under the Financial Street Forum 2022 online, as the representative of African financial institutions, to contribute Africa's wisdom to the topic, "Digital Economy and Financial Services".



标准银行集团与中国工商银行战略合作会

SBG ICBC Strategic Cooperation Conference 18 November, 2022

▲ Vice Chairman and President Liao Lin and Board Secretary Guan Xueqing attended the strategic cooperation meeting between the Bank and Standard Bank Group on November 18, 2022.



标准银行集团与中国工商银行战略合作会

SBG ICBC Strategic Cooperation Conference 18 November, 2022

▲ Standard Bank Group's Executive Director and CEO Sim Tshabalala, and Executive Director and Chief Finance and Value Management Officer Arno Daehnke attended the strategic cooperation meeting between the Bank and Standard Bank Group on November 18, 2022.

Return to Shareholders

Management of investor relations

The Bank adheres to the principle of comprehensive, proactive, collaborative, precise and effective investor relations management, keeps boosting transparency and communication with investors, protects the legitimate rights and interests of investors and continuously enhances investors’ sense of gain.



The Bank held the 2021 Results Announcement Press Conference on March 30, 2022.

As of the end of the reporting period

The Bank's market value was
USD 214.3 billion
ranking the first
in the banking industry of China

The Bank was awarded
the **"Best Investor Relations Case of Listed Companies in China"**
by the *Securities Times*
the **"Small and Medium Investor Relations Interaction Award"**
by p5w.net

The communication with investors became more frequent, deeper and warmer through various online and offline channels, including results briefing, special investor relations meetings, sseinfo.com, investment relations hotline and investor relations email.

During the reporting period

4 regular results briefings were held

with the annual results briefing awarded
"Best Practice of Annual Results Presentations"
for another consecutive year by Chinese Association for Public Companies.

During the reporting period

The Bank held nearly 100 investor meetings and a number of special investor relations events themed by green finance, ESG, wealth management and Fintech in line with market concerns. One-on-one communication was fruitfully conducted with more than
40 small and medium-sized shareholders on the amendment made to the *Articles of Association* by the Shareholders’ General Meeting.

The Bank took the initiative in strengthening information disclosure and boosted corporate transparency by a combination of compulsory and voluntary disclosures as well as financial and non-financial disclosures, thereby better meeting the information needs of all investors.

Regular communication and feedback mechanism for green finance and ESG

During the reporting period

The Management of the Bank led a team to hold over
30 special meetings on green finance and ESG with domestic and foreign institutional investors around the world

providing global investors with a full picture of the Bank's practices and achievements in green finance, ESG and climate change response, and responding honestly and professionally to concerns of various stakeholders. Investors fully recognized the Bank's efforts and achievements in implementing the green and low-carbon philosophy, actively performing its social responsibilities and continuously strengthening corporate governance.

The Bank attaches great importance to investors’ opinions, takes ESG-related issues raised by investors as an important part of substantive analysis. Investor relations events and ESG disclosure are based on issues of great concern, thus effectively responding to investors’ concerns and constantly the Bank’s ESG market image.

During the reporting period

Among the questions raised by investors through results briefings, investor meetings and online channels, the questions regarding carbon neutrality, green finance, ESG strategy, climate risk management and ESG information disclosure accounted for about 22%.



▲ Board Secretary Guan Xueqing attended the Interim Results Briefing on August 30, 2022.



Contributions to the Society

Global public welfare activities

During the reporting period, the Bank carried out **13** thousand volunteer events for public welfare such as poverty alleviation, service competitions, child care and financial knowledge dissemination.

These events involved more than **155** thousand participants with an aggregate duration of **185** thousand hours

A total of **128.63** million RMB was donated in the year (total input amount for public welfare)

ICBC Sharing Stations provide heart-warming "finance+pan-finance" services

The Bank has further developed the "ICBC Sharing Station Plus" public service system

Built **5,440** outlets grouped into six categories of ecospheres with a focus on key scenarios, such as government and pension service.

The number of outlets providing one-stop GBC service increased by **1,603** to **4,623**

Relying on **15.5** thousand ICBC Sharing Stations, the Bank carried out around **120** thousand care-themed events

serving **21** million new urbanites and other customer groups



▲ The "ICBC Sharing Station" of ICBC Renming Road Sub-branch in Sanming City, Fujian Province, presented outdoor workers products for staying cool in summer.



▲ The "ICBC Sharing Station" of the Business Room of Honghuagang Sub-branch of the Bank in Zunyi City, Guizhou Province, warmly invited outdoor workers, such as sanitary workers, duty police officers, couriers, and food delivery riders, to enter the Caring Station of the outlet to take a rest and to cool down from the heat.

► Targeted assistance

The Bank continued to support Tongjiang, Wanyuan, Jinyang and Nanjiang with a comprehensive assistance package, including financial aid, charity events, resource access, training and exchanges, in such fields as education, healthcare, housing and drinking water safety.

► Promoting the development of characteristic industries

The Bank continued to support the development of industries characteristic to the regions with which the Bank is paired up under the national assistance program such as Nanjiang's Mongolian gazelle, Tongjiang's white fungi, Wanyuan's black chicken and Jinyang's green prickleyash. The Bank injected more than RMB7.8 million in the key county under the national assistance program, Jinyang, to help it build a slaughtering cold chain center, driving integrated development of local industries like breeding, slaughtering, processing and cold chain logistics. Meanwhile, the Bank organized and held "Meet in Autumn" consumption assistance action to expand the channels for farmers to increase income and get rich.

► "Left-behind Children's Home" public welfare program

As of the end of the reporting period

The Bank had supported the construction of the left-behind children care centers under the "Left-behind Children's Home" program in four counties and cities of Sichuan Province for three consecutive years.



Nearly **RMB 9 million** was spent cumulatively in serving more than **10 thousand** left-behind children in rural areas through host mothers and pairing families, greatly alleviating the local concerns.



▲ "Left-behind Children's Home" service station of the Bank in Qiaoting Town, Nanjiang County, Sichuan Province.

► The sixth season of the "Student Aid at ICBC with You" program



In conjunction with the China Youth Development Foundation (CYDF), ICBC raised over

RMB 844 thousand of charity funds

from more than **41 thousand** individuals on the "99 Giving Day"

The raised funds were earmarked for financial aid to about

8,400 students in four counties and cities in Sichuan Province

► Public welfare brand building

Led by the Group public service brand "Sight Initiative", the Bank launched the "Charity Program". It gathered public welfare forces and standardized the operation of the program, the public welfare relay led by the Group brand, forming a public welfare resource sharing and joint program building mechanism.

► The 10th season of the "Lifeline Express Hospital Train"

During the reporting period, the "Lifeline Express Hospital Train" project was launched for the 10th time. Title-sponsored a train-station hospital and built an eye medical center. A public welfare campaign themed by "ICBC Sight Initiative - the Brightest Chinese Year" was carried out in Tongcheng County, Hubei Province, helping 200 local cataract patients to recover.

As of the end of the reporting period

The Bank had donated a total of **RMB 33.4 million** through the "Lifeline Express" hospital train project

providing free surgery for more than **13,000** cataract patients in ten provinces of China and helping them to restore sight

► The 8th season of "Vision Care Action"

The Bank devoted itself to protecting the eye health of children through ophthalmic charity clinics for children, publicity and Little Ophthalmologist Experience, in a bid to protect children's vision and eye health, attracting greater public attention to children's eye health and promote children's vision protection.

During the reporting period

The Bank organized

700

young volunteers to carry out

80

ophthalmic charity clinics and

publicity events benefiting more than

20

thousand children



▲ ICBC Guiyang Branch in Guizhou Province held the "Vision Care Action" Season VIII. The program focused on the children in the communities that relocated for poverty relief, by supporting eyesight testing, and popularized knowledge in eye protection.

► Care for special groups

► "Blue Letter" --PenPal Program

The Bank continued with the Blue Letter Project focused on left-behind children. During the reporting period, a total of about 500 volunteers were admitted as new correspondence ambassadors, and 125 young employees participated in the monthly donation. A total of 5,000 handwritten letters were sent between ICBC youth volunteers and rural children in Sichuan, Hunan, Guangdong and Guangxi.



▲ Leftover children in the Blue Letter Project read letters from ICBC's employees.



Phnom Penh Branch of the Bank visited an orphanage in Phnom Penh, Cambodia.



▲ Qingtian Sub-branch of the Bank in Zhejiang Province held a group birthday party on the theme "Care the Elderly with Warmth" for the empty-nest elderly.

➤ Environmental protection events

"ICBC in Action for Beautiful China"

During the World Environment Day, under the theme that "I add green to Rivers -- ICBC in Action", young volunteers were organized to carry out plogging, environmental advocacy and public welfare fundraising.

During the reporting period

More than **9,400** young volunteers from the Bank participated in the program

raising a total of more than

RMB340 thousand

This program won the **Silver Prize** at the 6th China Youth Volunteer Service Project Competition.

ICBC (Europe) organized a fruit planting activity

ICBC (Europe) put into action the idea of biodiversity by planting wild fruit trees around Luxembourg. Employees of the subsidiary actively participated in the event and played their part in preserving the biodiversity the local community relies on and maintaining a sustainable ecosystem.



ICBC International held a beach cleaning activity

ICBC International organized a beach cleaning activity. The activity removed discarded plastics, metals and other garbage at Sok Kwu Wan Beach on Lamma Island. It was one of the Bank's moves to implement the environmental protection philosophy.



➤ Heritage and Dedication of the "Most Beautiful" ICBC People

"2022 Most Beautiful Female Striver" —Gan Gongrong



Gan Gongrong is the third daughter of Gan Zuchang, the "Farmer-General", and Gong Quanzhen, a National Moral Model. She is also a National Model Worker of the Lianhua Sub-branch of the Bank in Pingxiang City, Jiangxi Province. Gan Gongrong always keeps in mind of her parents' instructions to "serve the public, fulfill the duties". For decades, Gan Gongrong has always stayed true to her mission of serving the society. She has been awarded a series of honors such as "National Model Worker" and "National March 8th Red-Banner Pacesetter". In 2022, she was named one of the ten "Most Beautiful Female Strivers" by the Publicity Department of the CPC Central Committee and the All-China Women's Federation.

The Hope Project for the "Girl with Big Eyes" —Su Mingjuan

"Girl with Big Eyes" Su Mingjuan, the well-known face of Project Hope, is now a rank-and-file employee of Anhui Branch of the Bank. In 2018, Su took RMB30,000 out her family savings as the startup fund for her "Su Mingjuan Student Fund". As of the end of the reporting period, the fund had raised about RMB4.9 million, participated in the construction of five hope primary schools and supported more than 100 college students from poverty-stricken areas. As the brand ambassador for "ICBC Sight Initiative", Su Mingjuan has visited hope primary schools and charity projects for many times.



➤ Lei Feng Spirit and Volunteer Services at ICBC

Anhui Hefei Lei Feng Sub-branch

On March 5, 2000, deeply impressed by the "Learn from Lei Feng" practices of the savings counter at ICBC Sipailou Sub-branch in Hefei City, Qiao Anshan, a former comrade-in-arms of Lei Feng, suggested naming the counter "Lei Feng Savings Bank". On February 8, 2001, "Hefei Lei Feng Savings Bank" was established with approval. In August 2014, "Hefei Lei Feng Savings Bank" was renamed "ICBC Hefei Lei Feng Sub-branch".

Hefei Lei Feng Sub-branch has always been following the creed of learning from the Lei Feng spirit, helping those in need as far as possible, and always doing little good. It has turned lofty ideals and moral quality into specific actions in everyday work and life and carried forward the Lei Feng spirit generation by generation.

The sub-branch has established the "Lei Feng volunteer service squad" and rolled out characteristic services including Lei Feng service hotline, door-to-door service, time delay service, convenience service card, etc. The sub-branch has an "ICBC Sharing Station", which provides a "cooling" drinking water point and a "freezer" during summer. Having long dedicated itself to providing consulting and services for the convenience of the general public, the sub-branch has become a bank that is worth the long-distance travel from home, as elderly people call it. Over the years, the sub-branch has carried out the Learn from Lei Feng student aid program. It has donated books



▲ On July 15, 2022, Hefei Lei Feng Sub-branch of the Bank launched the 5th "Courtesy Freezer" Cooling Event, which sent cooling supplies and convenience to outdoor workers who stuck to their posts under the burning sun.

and articles for everyday use to students and interacted with children. Meanwhile, it has actively held financial education activities. Through the five "Go to" campaigns, namely, "Go to Construction Sites, Go to Schools, Go to Communities, Go to Markets, and Go to Nursing Homes", the sub-branch has spread financial knowledge and improved the general public's self-protection capability.

Liaoning Fushun Lei Feng Sub-branch

At the 60th anniversary of the death of Lei Feng, Liaoning Branch launched the activity themed by "Learn from Lei Feng and Be a Bank the People Are Satisfied with" through the year, which rolled out 60 sub-activities and urged all employees to learn from Lei Feng comprehensively. It called on employees to find the footprints of Lei Feng on posts and strive to be pioneers in inheritance of the Lei Feng spirit, people-centric financial services, dedication to work, innovation & empowerment, and thrift.

Liaoning Fushun Lei Feng Sub-branch is the bank where Lei Feng once deposited money. It still keeps the certificate of time deposit left by Lei Feng and the precious group photo of Lei Feng and the savings clerk. The Lei Feng spirit is eternal. Fushun Lei Feng Sub-branch has always followed high standards and strict requirements. Focusing on fulfillment of job responsibilities and facing society, the sub-branch has converted the pursuit of sublime ideals and moral quality into specific actions, reflected them in ordinary work and life, and formed a unique Lei Feng culture of its own in the process of inheriting the Lei Feng spirit.

Fushun Lei Feng Sub-branch has closely combined the education of the Lei Feng spirit with the financial mission and social responsibility of the banking industry. It has set up ICBC Sharing Station in the business lobby and implemented 19 service measures for the convenience of the people. While providing Lei Feng-style financial services, the sub-branch has



made protecting the people's property its own responsibility. In recent years, it has successfully intercepted more than 20 internet and telecommunications fraud cases and directly prevented more than RMB3 million economic losses, for which, the sub-branch has received commendatory letters and more than 20 silk banners. The sub-branch has also actively participated in public welfare activities including aiding poor children, taking care of elderly persons of no family, rescuing people with heart diseases and donating materials for disaster relief. In recent years, the sub-branch has donated a total of RMB75,000, more than 700 pieces of clothing, and more than 1,000 books.



▲ Liaoning Fushun Lei Feng Sub-branch held a financial education activity.

➤ Oversea Institutions practised social responsibilities in local communities

▶ Volunteer services for the CIIE

As a "comprehensive partner" of the China International Import Expo (CIIE), the Bank has organized outstanding young volunteers to serve the grand event for five consecutive years. During the reporting period, the Bank organized more than 300 volunteers to participate in "Green Finance Forum" and "China Europe CEO Summit" and other large sideline events, fully demonstrating the Bank's brand image and financial youth on the international stage.



▲ The Bank served global customers at China-Africa Economic and Trade Expo.

▶ ICBC (Thai) provides financial assistance for flood-affected people

To help the people affected by floods in parts of northeast and central Thailand, ICBC (Thai) donated relief supplies including daily necessities, food, essential medicines and blankets to Ubon Ratchathani, Udon Thani and Chiang Mai.



▲ ICBC (Thai) donated disaster relief supplies to Ubon Ratchathani.

Guaranteed continuous operations and effective financial services

The Bank adhered to the principle of putting people first and life first. It contributed its full effort to maintain unstopped business operation. The Bank tried its best to provide financial services of all.

Maintaining business continuity

The business continuity management system was improved



The Bank established a comprehensive organizational structure of business continuity management, built a business contingency plan system covering more than 20 special lines, and comprehensively promoted the construction of contingency resources in terms of personnel, venues and materials. It also established a cross-departmental and multi-level collaborative contingency response mechanism, organized the emergency drills, and comprehensively improved the Group's business continuity management. The Bank promoted the strengthening of contingency infrastructure construction and expanded the connotation of continuity management, laying a solid foundation for the sound and continuous business and efficient service support of the Bank.

A response mechanism was established efficiently



The Bank activated the contingency response mechanism immediately, set up a working groups, and established the working mechanisms for combination of on-site and remote office, continuous business operation, and dynamic monitoring and reporting. The Bank organized the implementation of the group-wide management with the linkage of the Head Office and branches, and formulated the contingency plans of intensive operation, remote authorization and risk monitoring, and the guidelines. The front and back offices jointly built a green channel for enterprise account opening and global payment, creating a "payment and settlement lifeline", and providing high-quality and efficient basic operation services for stabilizing the overall economic and financial situation.

Practical efforts were made to improve the operational support capabilities



In response to financial security tasks in important periods, special meetings on the arrangements and safe operation were held to ensure the supply of financial services at banking outlets.

The contingency management of intensive centers was improved continuously



The Bank organized a comprehensive inspection of potential risks. It also implemented the construction of key resources and improved the contingency response capabilities. The original aspiration of finance for the people was strongly demonstrated. The online and offline integrated operation model met customers' needs for "contactless" services with high quality. The safe cash management continued to provide customers with "safe money". The intelligent operational risk control effectively protected people's "money bags".

Ensuring financial services



Banking outlets of the Bank maintained enthusiastic and efficient service standards to provide the surrounding areas. The staff at outlets guaranteed customers' demands to financial services were well met.

By fully leveraging its advantages in all-channel, around-the-clock, contactless financial services, the Bank spared no effort to ensure continuity of business operation and customer service. Meanwhile, the Bank improved the emergency financing service system, set up a special service support team, opened up a green review and approval channel, and streamlined business procedures, improved service efficiency, and provided uninterrupted services including online financing credit, drawdown, interest rate adjustment, etc. to key enterprises 24/7.



The Bank enhanced product innovation, actively contacted micro and small businesses that manufacture, transport or sell related supplies and launched innovative products like Production Loan, Employment Loan, Medical Insurance Loan and Merchant Loan.

The Bank strengthened credit support to key enterprises and actively promoted financing by key enterprises. It supported manufacturers of relevant medical supplies maintaining production and operation and key enterprises expanding capacity and increased financial support to medical supplies logistics enterprises. At the meantime, the Bank efficiently put forth effort to meet financial service needs for equipment update and upgrading.





GOVERNANCE

- Corporate Governance - Adhere to the Guidance of the Party Building Theory and Exercising Rigorous Corporate Governance
- Strategic Management
- Management to ESG and Sustainable Finance
- Risk Governance - Solidifying the Foundation Through Risk Control
- Governance of Human Resources - Pursuing Success Through Talents
- Technology Governance - Technology Driving and Value Creation
- Internal Governance - Pragmatic Transformation and Reform for Development

Corporate Governance -- Adhere to the Guidance of the Party Building Theory and Exercising Rigorous Corporate Governance

Organic integration of Party building and corporate governance

Always adhering to the centralized and unified Party leadership in financial work, the Bank strengthened the working idea of "adhering to the guidance of the Party building theory and exercising rigorous corporate governance" and integrated the Party's leadership in all processes of corporate governance. The Bank also continuously improved its corporate governance structure led by the Bank's Party Committee, with the Board of Directors acting as the decision-making organ, the Board of Supervisors responsible for compliance supervision, and the Management in charge of operation, and remained steadfast in developing finance with Chinese characteristics, highlighting the political and civil characteristics of finance. Additionally, it continuously modernized its governance system and governance capacity.

The Bank has regarded corporate governance as the key to enhancing core competitiveness. During the reporting period, the top-level design of corporate governance continued to improve. The Bank effectively promoted the amendment to the *Articles of Association (Version 2022)*. It also made constant efforts to improve the corporate governance mechanism featuring statutory and transparent powers and responsibilities, coordination and effective checks and balances. As a result, governance efficiency were continuously enhanced.

The Bank actively conducted governance research, publicity and exchanges, participated in social awards, and further enhanced its corporate governance brand value and reputation.

During the reporting period

The Bank ranked first

in the "corporate governance capability" sub-item of the "GYROSCOPE" evaluation system for prudent development capability of commercial banks in 2022 issued by the China Banking Association

the 17th Golden Round Table Awards for Boards of Directors of Listed Companies in China -

Best Board of Directors

organized by the *Directors & Boards* magazine

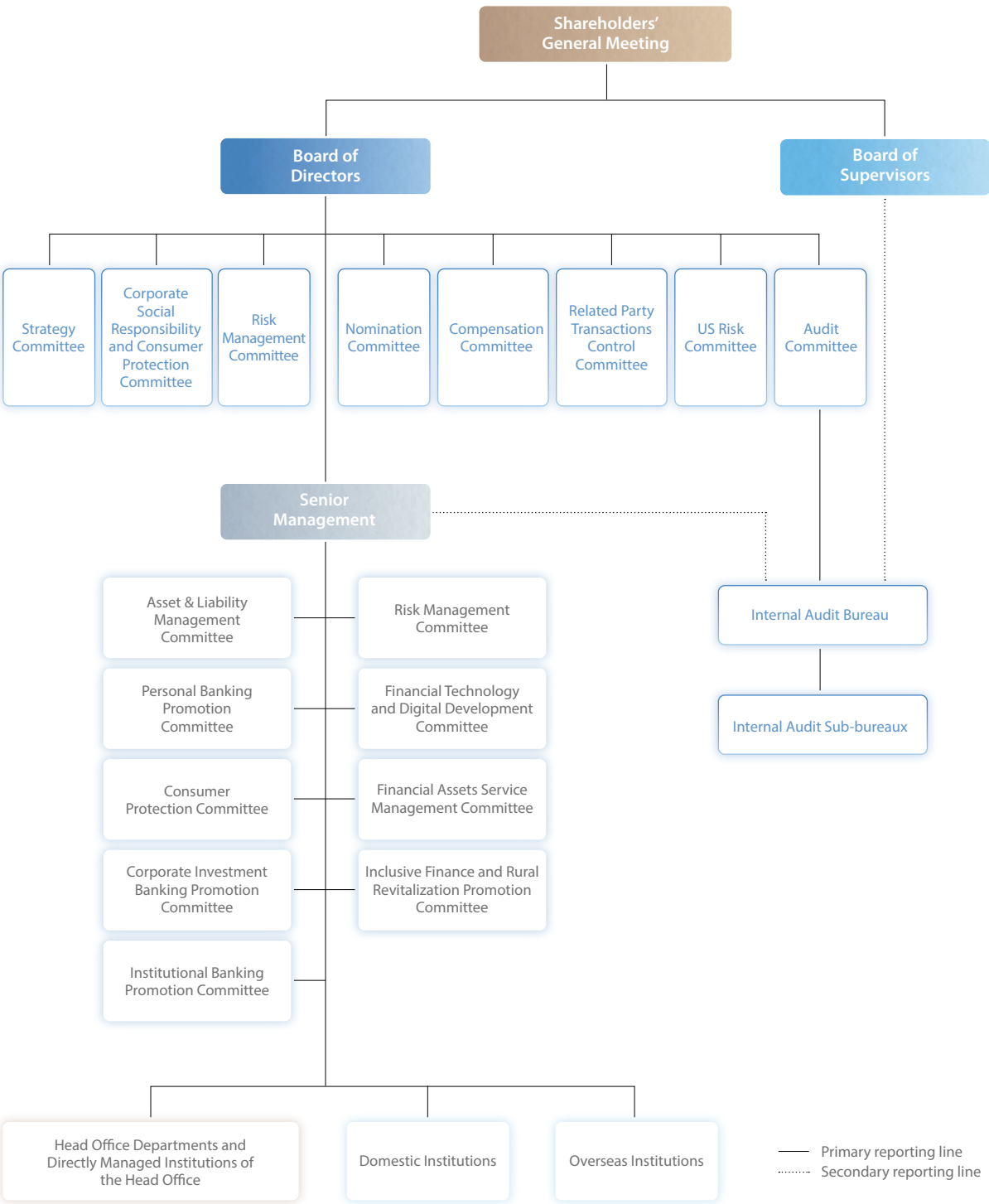
received numerous honors on the 22nd China Business Top 100 Forum, including the

"Chinese Business Top 100 Award", "Chinese Ethical Business Award", and "Chinese Business Top 100 with Special Contribution Award".

✓ The Bank held the 2022 Work Conference from January 19 to 21, 2022.



Corporate governance system



Amended the Articles of Association

During the reporting period, aligning to global best practices, the Bank amended the *Articles of Association* in accordance with the latest laws and regulations and regulatory requirements and the requirements for the construction of a modern first-class financial enterprise in the new era. Amendments were made to the purpose of the Bank, the responsibilities of the Shareholders' General Meeting, the Board of Directors, the Board of Supervisors and the Senior Management, risk management, compensation and incentives, social responsibility and ESG, green finance, consumer protection, and information disclosure.



The amendment proposal passed the shareholders' general meeting with a **94.06%** approval rate

The amendment aimed to align the *Articles of Association* with the best practices of global companies in corporate governance by further refining those ESG-related articles.



The article stating "purpose of the Bank" was amended

The statement that "The Bank pursues the vision of innovative, coordinated, green, and open development that is for everyone, pays attention to environmental protection, proactively fulfills social responsibilities, maintains a sound social reputation, and creates harmonious social relations." has been included in "the purpose of the Bank".



Articles about the responsibilities of the Board of Directors and its special committees were amended

The amendment highlighted the responsibilities of the Board of Directors and its special committees with respect to social responsibility, ESG, climate risk management, green finance, consumer protection, and inclusive finance, which reflect the Bank's concerns to issues such as low-carbon finance and green development.

Shareholders' General Meeting

During the reporting period

The Bank held **1** annual general meeting

1 extraordinary general meeting

at which **18** proposals such as the *Proposal on the 2021 Audited Accounts*, *Proposal on the Application for Temporary Authorization Limit for External Donations*, and *Proposal on Reviewing the Articles of Association of ICBC (Version 2022)* were reviewed and approved

3 reports such as the *Work Report of Independent Directors of Industrial Bank of China Limited in 2021* were heard

Board of Directors

During the reporting period

The Board of Directors of the Bank held

10 meetings

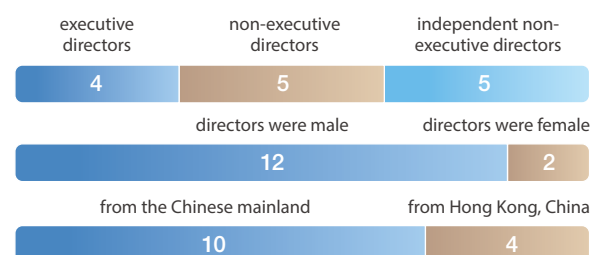
at which **99** agenda items such as the *Proposal on ICBC's Development and Strategic Plan during the 14th Five-Year Plan*, *Proposal on the Corporate Social Responsibility (ESG) Report 2021 of ICBC*, *Proposal on the 2022 Inclusive Finance Business Operation Plan*, and *Proposal on the 2021 Risk Report and Risk Appetite Assessment* were studied and discussed.

Diversity of the Board of Directors

The Bank's Board of Directors had diverse members who were complementary to each other in gender, knowledge structure, professional qualification and experience. The directors contributed their respective strengths to the efficient operation of the Board of Directors, forming an excellent culture featuring "harmony in diversity" and ensuring the rationality of decisions made by the Board of Directors.

As of the end of the reporting period

The Bank's Board of Directors was composed of **14** directors, including:



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.



▲ Vice Chairman and President Liao Lin, Board Secretary Guan Xueqing and non-executive directors Lu Yongzhen, Feng Weidong, Cao Liqun, Chen Yifang and Dong Yang attended the non-executive directors' symposium on March 4, 2022.

Independence of the Board of Directors

The Bank has stipulated in the *Articles of Association* and the *Rules on the Assessment of Performance of Duties of Directors* by the Board of Directors that the Bank's independent directors shall express objective and impartial independent opinions on matters discussed by the Board of Directors, that the Bank's directors shall make independent, professional and objective judgments on the Bank's affairs, and that the Board of Directors shall evaluate the performance of directors on an annual basis, including the fulfillment of their duties of fidelity and diligence, ethical standards, and the examination of the compliance, professionalism and independence of directors in the performance of their duties to enable its Board of Directors to obtain independent opinions. In addition, prior to each meeting of the Board of Directors, the Bank organized relevant personnel to communicate with directors about the matters to be discussed at the meeting and sought the opinions of directors in detail.

The Bank won
"Best Practical Case of Board Offices of Listed Companies of the Year 2022"

Board Secretary of the Bank was assigned **the highest rating (AAAAA)** in the 1st Performance Evaluation of Board Secretaries of Listed Companies of the China Association for Public Companies. Guan Xueqing served as Chairman of the Board Secretaries' Committee of the China Association for Public Companies



▲ The Bank held the 9th Board of Directors Meeting in 2022 on October 28th, 2022. Independent directors Anthony Francis Neoh, Yang Siu Shun, Shen Si, Fred Zulu Hu, and Norman Tak-Lam Chan attended the meeting.

Board of Supervisors

During the reporting period

The Board of Supervisors held **6** meetings

at which **19** proposals

such as the 2021 Work Report of the Board of Supervisors and performance appraisal report were deliberated

19 reports

such as the reports on quarterly operation, strategic development plan and the Group's compliance risks and AML efforts were heard

35 reports

such as reports on quarterly supervision in 2022 and relevant surveys of the Board of Supervisors were reviewed



▲ Huang Liangbo, then Chairman of the Board of Supervisors, attended the Bank's Meeting of Board of Supervisors on March 30, 2022. The supervisors of the Bank, Zhang Wei, Huang Li, Wu Xiangjiang, Shen Bingxi, and Zhang Jie attended the meeting.

Composition



Supervision

During the reporting period, the Board of Supervisors conscientiously performed its supervisory responsibilities according to relevant laws and 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 off-site 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.

Information disclosure

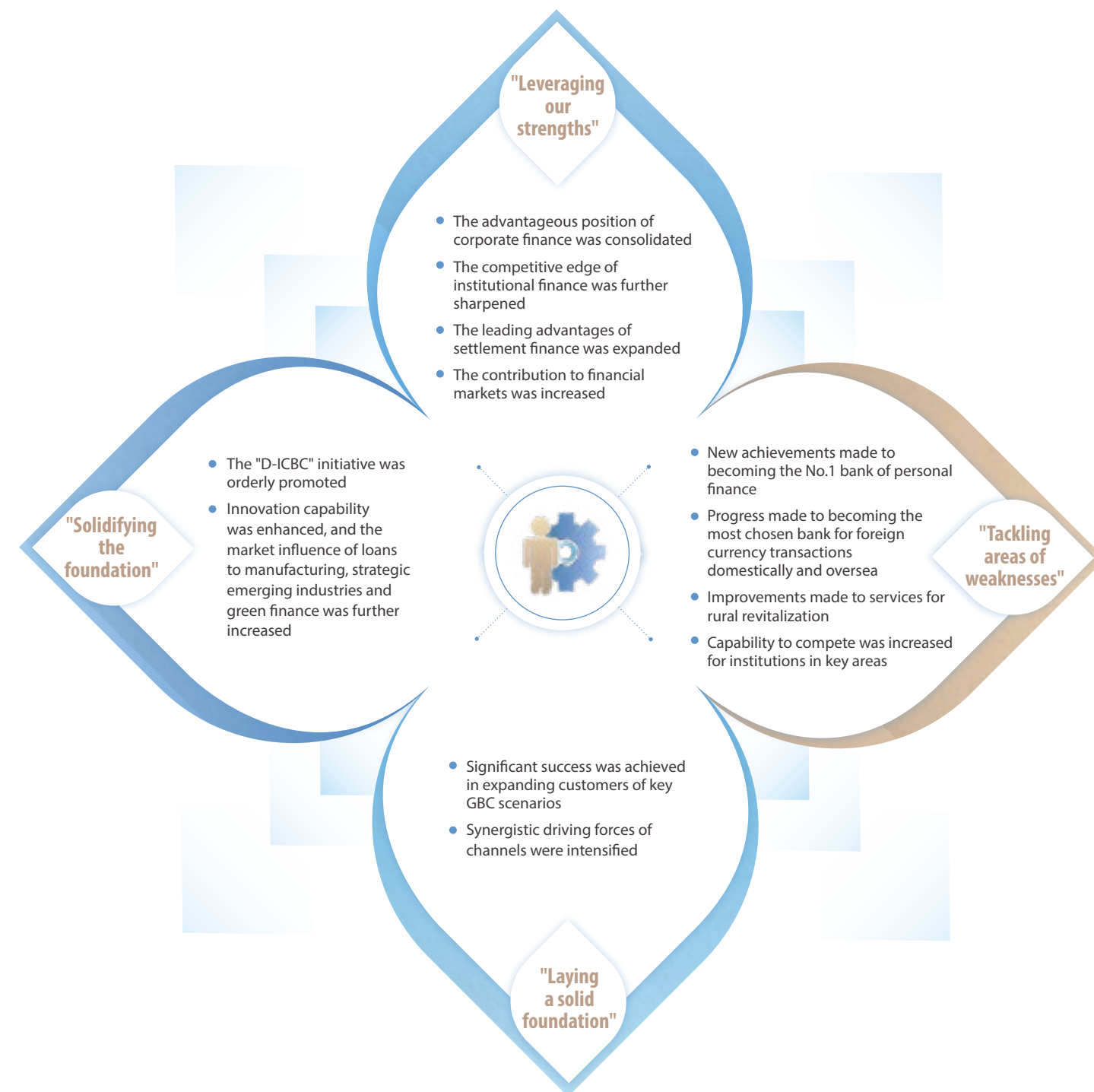
The Bank actively responded to the complex and changing external circumstances, and implemented rules and regulations and regulatory requirements of the stock exchanges where it is listed. Moreover, it continuously strengthened communication with the capital market, and made continued efforts to make information disclosure more transparent.

During the reporting period, the Board of Directors of the Bank considered and adopted the *Administrative Measures for Inside Information and Insiders of Industrial and Commercial Bank of China Limited (Version 2022)* and disclosed it in full to the public, leading the capital market and demonstrating the professional advantages of a large bank.



Strategic Management

Latest progress of the "four major patterns"



Latest progress of the four major strategies

No.1 Personal Bank Strategy

The market position was consolidated and improved

The capacity of customer ecosystem was upgraded, and its quality was enhanced

The quality and momentum of operation was continuously improved

The first batch of Pillar-III personal pension business was released, achieving a good opening for customer expansion

Preferred Bank Strategy for Foreign Exchange Business

The stability of key foreign exchange business was maintained with enhanced quality

The foundation for developing foreign exchange business was continuously consolidated

The duties of the Chair organization of BRICS Business Council were conscientiously performed, making active contribution to promoting economy and trade contacts among BRICS countries

RMB clearing banks were newly established in Laos, Kazakhstan, and Pakistan

Strategy for Sharpening Competitive Edge in Key Regions

The existing and incremental volumes of various deposits both **ranked first** in the five key regions

The existing and incremental volumes of various loans both **ranked first** in the five key regions

The existing and incremental volumes of investment in municipal bonds both **ranked first** in the five key regions

Urban-Rural Collaborative Development Strategy

The supply of agriculture-related credit was continuously enhanced

The "1+6" financial service structure for rural revitalization was continuously improved

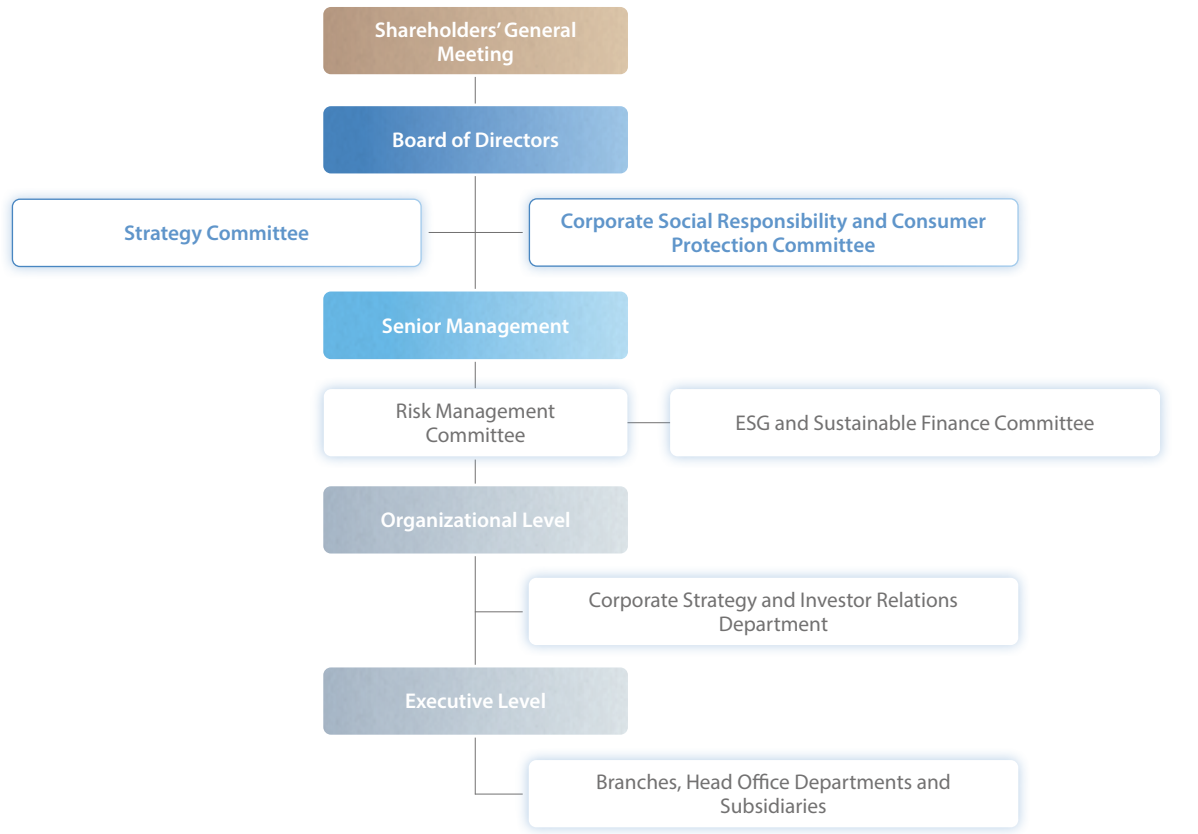
Characteristic services of supporting agriculture were provided

An "excellence" has been awarded in the regulatory appraisal of rural revitalization

Management to ESG and Sustainable Finance

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 in the Group's development plan, made clear that the Bank will lead the way in practicing green development in China, and formulated and promoted the specific measures for "enhancing green finance and ESG system building".

Governance structure to ESG and Sustainable Finance







The Bank has constantly refined the ESG governance structure. The Party Committee, the Shareholders' General Meeting, the Board of Directors, and the Management perform their respective functions in reviewing, supervising, and implementing the work related to ESG.

Board of Directors

The Board of Directors	The Board of Directors is responsible for making strategic decisions and supervising the execution. The board pays great attention to the ESG-related work, and gives emphasis to enhance ESG governance and to improve ESG management structure.
The Strategy Committee	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	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 and corporate 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.

Proposals reviewed

The 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 by fully aligning to the national 14th Five-Year Plan, and facilitated the Bank to attain the goals of "carbon peak and carbon neutrality". It regularly considered the proposals on reports on ESG and risk management and ramped up supervision and management of ESG issues.



During the reporting period

- The Board of Directors reviewed and approved the *Proposal on the Strategic Development Plan for the 14th Five-Year Plan Period of ICBC*, enhanced the building of the green finance system and the disclosure of ESG information and climate investment and financing information, advanced economic transformation and upgrading as well as sustainable development of finance.
- The Board of Directors reviewed, approved, and disclosed the *2021 Corporate Social Responsibility Report (ESG Report)* of ICBC, transmitting the Bank's sense of responsibility in practicing its mission as a large state-owned bank to the capital market.
- The Board of Directors reviewed and approved the *2021 Risk Management Report* to acquire detailed knowledge of the Bank's nine risk profiles, such as strategic risk, credit risk, and market risk; reviewed and approved the *Proposal on the Internal Audit Plan for 2022*, and included green credit into the plan for internal audit projects of year 2022; reviewed and approved the *Regulations on All Types of Risk Management Regulations (Version 2022)* and improved the management of the green finance business and the building of the climate risk system; carefully read and studied the *Report on Regulatory Requirements and Management of the Bank concerning Climate Risk*, and actively learned about information related to climate risk management.
- The Board of Directors reviewed and approved the *Proposal on 2021 Consumer Protection Work and Work Plan for 2022*, summarized the Bank's consumer protection in 2021, and defined the focal points of the work for 2022; listened to the *Report on Consumer Protection Work for the First Half of 2022*; listened to the *2021 Report on Customer Complaints of the Bank*; read and studied the *Special Report on Consumer Protection Audit* to timely learn about the performance of the audited institutions in improving the consumer protection management mechanism, implementing consumer protection requirements, and strengthening complaint management.

Besides, the directors of the Bank paid close attention to ESG building, actively promoted the development of green finance, carried out in-depth research on the development plan for the Bank's green finance brand, and raised improvement opinions and suggestions on the plan.

Directors' deep participation in ESG

Participating in ESG-related training: During the reporting period, directors of the Bank participated in the ESG special training programs organized by the Listed Companies Association of Beijing and profoundly studied issues related to ESG governance by listed companies.

Research: Directors of the Bank enhanced communication with members of the Senior Management and deeply researched and discussed special topics such as the macro situation, business management, the "D-ICBC" initiative, wealth management, and financial market business. Directors of the Bank actively conducted research and study on departments of the Bank, branches, and affiliated institutions concerning such topics as support for "professional, refined, featured and innovative" enterprises by commercial banks, capital replenishment, outlet transformation, green finance, supporting rural revitalization, and development of integrated subsidiaries. Through those researches, they gained a deep understanding of the Group's business development and efforts to serve the real economy and people's livelihood and put forward constructive opinions and suggestions. Directors of the Bank continuously improved their duty performance capabilities and actively participated in the special training programs organized by regulators and the Bank concerning themes such as "ESG", "green finance", and "AML".

Deep research on "green finance" by directors

During the reporting period, directors of the Bank conducted special research themed on the green finance of large commercial banks. In the research, directors of the Bank systematically sorted out the practices and explorations made by large commercial banks in building policy systems for green finance, enriching green finance product systems, conducting forward-looking research on green finance, participating in international cooperation on green finance, exploring the Bank's own green and low-carbon transformation, disclosing information on green finance. By drawing on excellent practices concerning green finance, they raised relevant suggestions from dimensions such as "industries, policies, and practices", which provided references for large commercial banks to realize sound development of green finance.

Senior Management

The Senior Management of the Bank is responsible for ESG (social responsibilities and sustainable development) management.

Its specific responsibilities include the following

Implementing the resolutions made by the Board of Directors and its special committees on social responsibilities (ESG); formulating the annual management objectives for social responsibilities (ESG), and leading and coordinating the work related to social responsibilities (ESG) within the framework of objectives; submitting the annual social responsibility (ESG) report of the Bank to the Board of Directors; reporting the policies and objectives of the Bank's social responsibilities (ESG), implementation of relevant issues to the Corporate Social Responsibility and Consumer Protection Committee of the Board of Directors.

ESG and Sustainable Finance Committee

During the reporting period, the Senior Management established the ESG and Sustainable Finance Committee, which now is an auxiliary decision-making institution that leads and coordinates ESG-related work for the Senior Management.

Its specific responsibilities include the following

Implementing the Group's strategy and goals of ESG and sustainable finance, coordinating the work of all institutions and all lines in the field of ESG and sustainable finance, and guiding the whole Bank's ESG and sustainable finance development and business management.

During the reporting period, the Committee issued the working regulations for the ESG and Sustainable Finance Committee and held four meetings. At these meetings, the committee reviewed 12 proposals, including the *Report on the Submission for Review of the 2022 Interim Special Report on Social Responsibility (ESG and Sustainable Finance)*, the *Report on the Submission for Review of the Basic Regulations on Corporate Social Responsibility (ESG and Sustainable Finance) (Exposure Draft)*, the *Report on the Submission for Review of the Administrative Measures for Corporate Social Responsibility (ESG and Sustainable Finance) Information Disclosure (Exposure Draft)* and the *Report on the Upgrading of MSCI ESG Rating of ICBC*.



▲ Board Secretary Guan Xueqing hosted the 2022 Conference of the ESG and Sustainable Finance Committee on August 24, 2022, which reviewed the *Basic Regulations on Corporate Social Responsibility (ESG and Sustainable Finance) Work* and the *Administrative Measures for Corporate Social Responsibility (ESG and Sustainable Finance) Information Disclosure*.

➤ Institutions at all levels

Domestic institutions at all levels implemented the ESG and sustainable development philosophy in accordance with laws, regulations, and regulatory requirements. Overseas institutions implemented it in accordance with local standards and regulatory requirements.

The policy system

The Bank has been continuously refining the ESG policy system.



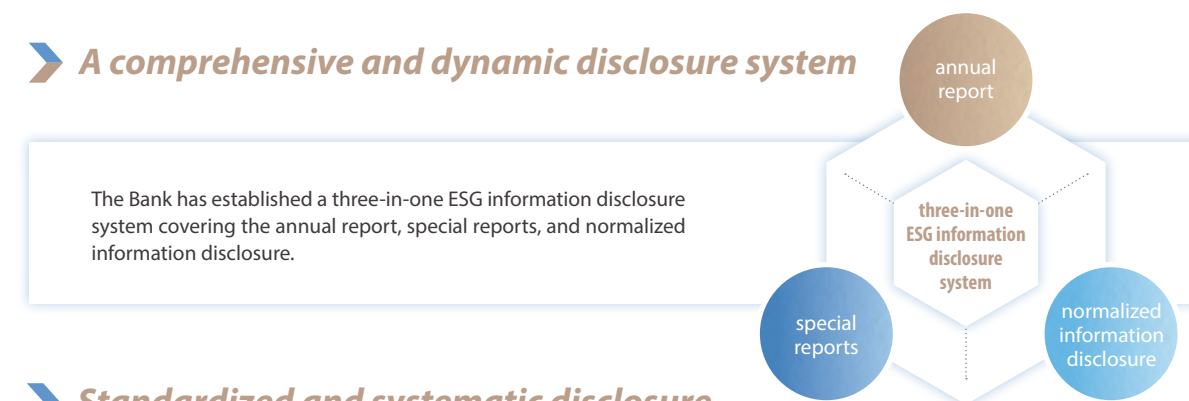
The Bank has formulated the Basic Regulations on Corporate Social Responsibility Work and the Administrative Measures for Corporate Social Responsibility Information Disclosure for the first time since 2012 and revised the two policies in 2017. During the reporting period, the Bank revised the two policies again, which were issued across the Bank after being reviewed by the ESG and Sustainable Finance Committee of the Bank.

In this revision, the Bank systematically sorted out the requirements for corporate social responsibility (ESG) management and information disclosure of listed companies or financial institutions set out in domestic laws and regulations, regulatory requirements, and documents of exchanges. In addition, based on the Sustainable Development Goals of the United Nations, it revised the definition of corporate social responsibility (ESG and sustainable finance) and fully expanded the specific contents.



Three-in-one ESG information disclosure system

➤ A comprehensive and dynamic disclosure system



➤ Standardized and systematic disclosure methods

The Bank insisted on engaging external audit institutions to carry out the independent third-party assurance of the annual social responsibility (ESG) reports and interim special reports on ESG and issue assurance reports, which effectively promoted the credibility of the reports. Furthermore, the Bank kept on releasing announcements synchronously on the Shanghai Stock Exchange and the Stock Exchange of Hong Kong in both Chinese and English, which further improved the penetration, influence, and spread of ESG information disclosure and drew high attention from domestic and overseas investors and rating agencies.

➤ Accurate and proactive disclosures

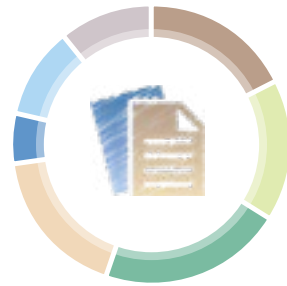
The Bank insisted on collecting the key concerns of stakeholders through interviews and questionnaires, conducted substantive analysis to determine the specific disclosure topics, and actively responds to the concerns of investors, customers, the public, rating agencies, regulators, and employees.

An "ESG Column" was set up on the homepage of the Bank's portal website, aiming to disclose the latest practical achievements to investors, ESG rating agencies, media, customers, and other stakeholders.



The Bank's "ESG Dynamics" column

Since its establishment, the "ESG Dynamics" column has disclosed **93** articles, including:



- 20 articles on governance and sustainable risk management
- 16 articles on sustainable finance
- 19 articles on green finance
- 15 articles on inclusive finance
- 5 articles on privacy and data security
- 9 articles on consumer protection
- 9 articles on human capital development

ESG training

The Bank actively organized special training programs and training courses on ESG while incorporating ESG knowledge into the training of management personnel, business elites, and grassroots employees.

The Bank hosted four ESG online training courses on green finance, inclusive finance, consumer protection, and FinTech covering a total of 4,562 employees working in the lines of credit business, inclusive finance, consumer protection and so on.

Focusing on the implementation of the "No.1 Personal Bank Strategy", the "Preferred Bank Strategy for Foreign Exchange Business", and the "Strategy for Sharpening Competitive Edge in Key Regions", the Bank developed special training programs for management personnel and professionals, and set courses on green finance, tech-empowered bank, corporate governance, rural revitalization, inclusive finance, and human resources management in the training at different levels, with a view to giving full play to the roles of intelligence and empowerment and contributing to the development of the Bank and relevant industries.

The Bank held **173** training sessions about green finance/ environmental governance

49,285 person-times participation

held **1,484** inclusive finance training sessions

202,848 person-times participation

held **323** training sessions on rural revitalization/county governance (including rural credit system development)

65,477 person-times participation

held **1,722** human resources training sessions

195,713 person-times participation

held **683** data security and/or privacy risk training sessions

320,670 person-times participation

held **357** education training sessions

21,747 person-times participation

Risk Governance - Solidifying the Foundation Through Risk Control

Upgrade system for All Types of Risk Management

Iterative upgrades of all types of risk management system

The Bank coordinated development and security, strengthened financial risk prevention and control, enhanced domestic and overseas institutions' on- and off-balance sheet business, commercial and investment banking and other business, consolidated online and offline Five-pronged Risk Management Approach for the Head Office and subsidiaries, and improved the Group-wide integrated risk control capability.



Additionally, the Bank implemented the requirements of the Five-pronged Risk Management Approach, strengthened the key measures to "people, money, defense line and bottom line", promoted the level of "active prevention, smart control and comprehensive management", iterated and upgraded the all types of risk management system, solidified the risk management responsibilities, and further conveyed the concept and requirements of all types of risk management, in an effort to boost the all types of risk management standard. Furthermore, in accordance with the concept of the Five-pronged Risk Management Approach, the Bank improved the mechanism of the all types of risk management system, formulated the risk management plan for the 14th Five-Year Plan period, and launched comprehensive risk inspection and remedial measures, so as to safeguard the baseline against systemic risks.

Strengthening market risk management of the Group



The Bank closely monitored the five major markets of currency, bonds, foreign exchange, commodities and equities, and strengthened forward-looking monitoring and analysis. The Bank continued exploration and active innovation in the areas of intelligence, digitalization and integration, steadily pushed forward the implementation of the new capital regulation of Basel III, consistently optimized risk control models and information systems, and achieved significant progress in the export of risk control technologies and tools. Moreover, the Bank conducted risk assessment of financial market products and properly managed the entire life cycle of market risks to comprehensively improve the Group's market risk management.

Strengthening market research and judgment to guard against emerging business risks



The Bank closely followed the dynamics of capital markets and continued to improve the risk control of wealth management business. It strengthened risk management in emerging business fields such as pensions and private banking to effectively forestall cross risks and safeguard customers' rights. It also promoted the behavior management of investment transaction personnel to preclude unfair trade practices and tunneling.

Enhancing model risk management



The Bank strengthened model risk management, established a system for model risk management policy, built a model risk management system, and promoted the entire life cycle management of model development, validation, approval, monitoring, application, and retirement to ensure prudent, effective, and smooth operation of various models.

Improving the systematic control of ESG risk



The *Notice on Strengthening the Management of Customer Environmental Risk System* was issued. Through cooperation with third-party environmental data providers, the Bank took full advantage of multi-dimensional big data information of corporate environmental risk, added climate information query and control linkage elements in the GCMS system, supported real-time acquisition of corporate ESG information in the process and automatic system risk prompt, and improved its intelligent ESG risk management and control. By establishing the mapping relationship between customers' industries, project keywords and green industry, the Bank effectively improved the identification efficiency and management of green loans using both intelligent system identification and manual verification and correction.

Internal control system

Internal control and compliance management in the credit segment

In order to implement the risk management strategy of "active prevention, smart control and comprehensive management", the Bank, based on regulatory compliance and material risk prevention and control requirements, developed and launched a compliance and risk control platform (CRC) and established an interactive inspection mechanism between the Head Office and branches.

Development of internal control management system

The Bank continued to improve the building of "ICBC Rong'an e-Control", and promoted the building and improvement of five systems, namely GICC, VIS, RIS, ICBC BRAINS and STORMS, with the aim of achieving enterprise-level "intelligent internal control".

As of the end of the reporting period



The system users base reached
110 thousand

nearly
80 thousand
monthly active users

a cumulative usage of
46,348.4 thousand
times



Then Chief Business Officer Wang Bairong attended the market risk control meeting of the Bank on September 26, 2022.

Operational risk management and case risk prevention and control

The Bank issued and implemented the *Administrative Measures for the Accountability System of Criminal-related Case Prevention*, which defined the Group's responsibilities for case prevention at all levels, established a full-coverage case prevention responsibility matrix for joint prevention and control, and created a sound mechanism to ensure the fulfillment of responsibilities for case prevention. The Bank improved its operational risk management system and enhanced the Group's ability to perform its risk management duties. The Bank initiated the implementation of the Group-wide Basel III Operational Risk Regulation Attainment Project and actively participated in the revision of the new regulation. It improved the grid-based intelligent control and further inspected the abnormal behavior of employees. Moreover, the Bank revised and issued the *Grid-based Intelligent Inspection Measures for Abnormal Employee Behavior (Version 2022)*.

Anti-money laundering management

During the reporting period, the Bank continued to improve the Group's anti-money laundering (AML) management system and consistently promoted the quality and effectiveness of AML practices. The Bank strengthened the coordination of the Group's standards, tracked and interpreted regulatory developments, promoted the development of the AML internal regulations database, and properly internalize external regulations. Additionally, the Bank promoted the capacity building of "solidifying the foundation", established an AML customer due diligence system, and further solidified the AML duties of the first line of defense. Meanwhile, it built a system for supervising and managing big data, improved the assessment and accountability mechanism, and consolidated the foundation for AML supervision and management. It also launched the AML training and publicity campaign so as to enhance employees' ability to perform AML duties and raise the public awareness to resist money laundering crimes and strengthen self-protection.



▲ The Bank held special training on anti-money laundering for directors, supervisors, and senior management members on September 14, 2022.



▲ Yang Shaojun, head of the Discipline Inspection and Supervision Office at ICBC, paid an inspection visit to Hebei Branch to supervise relevant works from August 4 to 5, 2022.

➤ Whistleblower protection rules

In strict accordance with the requirements of relevant rules and regulations, such as the *Measures for Handling Reported Violations*, the Bank registered each transaction, assigned dedicated personnel, managed the process in a closed loop, strictly controlled the access scope of whistleblowers and reporting information through the system-based rigid control and other measures, and effectively implemented the relevant requirements for whistleblower protection.

The Measures for Handling Reported Violations stipulates

that the following principles should be adhered to:

- It is necessary to safeguard the monitoring rights of whistleblowers, while investigating and punishing false accusations to protect the enthusiasm of cadres and employees;
- it is necessary to prevent retaliation against whistleblowers and avoid disclosure of inaccurate content causing reputational damage to those reported.
- The whistleblower's name, employer, address and other relevant information and the reporting content must be kept strictly confidential;
- reporting materials and whistleblower's information are strictly prohibited to be forwarded to or informed of the reported institutions and personnel;
- acceptance of report or investigation work should be conducted without revealing the identity of the whistleblower;
- for publicity and coverage of meritorious personnel, involving the disclosure of their names, employers and other personal information, their consent should be obtained.

Integrity risk prevention and control, building the integrity bank of anti-corruption and anti-fraud

Continuously strengthening the punitive deterrence against corruption, enhancing integrity construction

The Bank seriously investigated and addressed issues such as taking advantage of finance to illegally make money, the "revolving door" of banks and enterprises, and "resignation to escape from punishment", and conducted a review and investigation into the serious violation of discipline and law by Jiang Yulin, former General Manager of Yunnan Branch of the Bank, and Zhou Jie, former Vice General Manager of Guangdong Branch of the Bank, so as to maintain a vigorous posture against corruption.

Consistently improving the rigid constraints against corruption

While focusing on the major strategy of "new manufacturing, new services, new basic industries and high-tech industries" in financial services, the Bank strengthened political supervision, carried out special remediation actions in three key areas of integrity risks, such as credit, emerging business and procurement, and launched policies such as the *Measures for the Record of Non-compliance and Intervention in Material Events by Managerial Personnel* with a view to improving the model of joint prevention and control against irregularities, violations, cases and corruption.

Continuously raising the ideological awareness against corruption

By holding warning and education conferences across the Bank, issuing notifications of typical cases, filming and organizing the viewing of special warning and education videos, the Bank enhanced warning and education at different levels and categories; launched the WeChat public account of "Clean ICBC" to strengthen the integrity education and build a new platform for the promotion and education of integrity culture.

Note: 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.

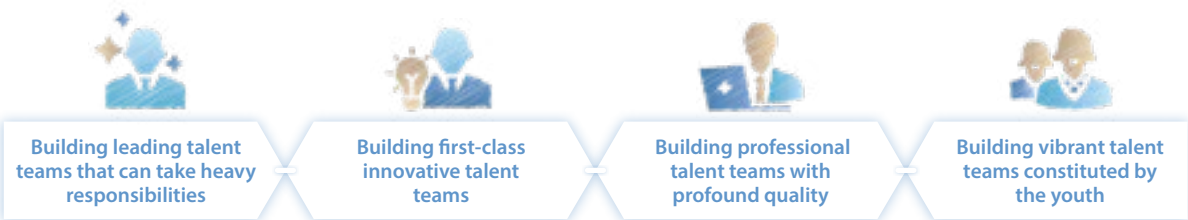
Governance of Human Resources - Pursuing Success Through Talents

Talent system and key talent team building

Systematically planning the talent work system in the new era

The Bank has always attached great importance to talent work and insisted on putting talent work in a prominent position. During the reporting period, for the first time in history and among peers, the Bank held a talent work conference, organized a bank-wide review of talent size, layout and structure, and established a leading group for talent work. The Bank also formulated and issued the talent development plan in the "14th Five-Year Plan" period, and strengthened the top-level design of talent work. Moreover, the Bank defined the development objectives in the "four teams" of leading talents, innovative talents, professional talents and young talents, improved the "eight mechanisms" of talent cultivation, introduction, utilization, evaluation, flow, management, incentive and innovation with the Bank's characteristics, and regarded "four teams" as well as "eight mechanism" as a solid foundation of talent work in the new era, systematically building a powerful bank with talents.

Striving to build various key talent teams



The Bank adhered to the combination of the old, the middle-aged and the young talents in team building, enhanced promotion and utilization of outstanding young officers, selected the leadership at all levels with high quality, and strengthened the overall function of the leadership at all levels, building a pool of officers by category and level.

Taking the five-dimensional layout of "D-ICBC" as the core, the Bank consolidated the foundation for talent teams of financial technology, data analysis, etc., connected the innovation chain through the talent chain, and promoted the deep integration of financial technology and business development.

Focusing on the construction of a bank embracing people's satisfaction, the Bank centered on the main line of better serving the real economy, better meeting the diversified financial services of customers, and responding to financial risks, built professional talent teams in various business fields, and constantly bolstered its advantages as the major and powerful bank with talents.

The Bank delivered plans to accelerate the training of young talents, explored an integrated training model of "progressive training, tutorial guidance, multi-position training, and multi-dimensional evaluation", and encouraged outstanding young talents to stand out.

Improving the talent exchange mechanism

The Bank gave full play to the advantages of collectivization, integration and internationalization, and promoted the establishment of an orderly and three-dimensional training system for official and talent exchange. Six exchange projects of "top down", "bottom up", cross-department, as well as working at subsidiaries, western region, and community-level outlets were put into effect, with more than 300 participants involved. "D-ICBC" initiative was advanced, the two-way flow of technology and business personnel was deepened, and more than 560 technological talents were sent to business departments for exchange or appointment.

Steadily expand the recruitment

The Bank persistently improved the talent recruitment system, continued to expand the scale of talent recruitment, and gave full play to the leading and encouraging role as the large state-owned bank. Besides, the Bank strove to provide more employment channels and opportunities, and attracted outstanding talents to devote themselves to the cause of China's financial service. In accordance with national laws and regulations, and the Administrative Measures for Staff Recruitment of ICBC Group. The Bank complied with the principles of "overall planning, demand orientation, person-post matching, openness and fairness, and compliance with laws", further strengthened recruitment management. Relying on the bank-wide recruitment system and human resources management system, the Bank reinforced the digital and refined management to ensure open information, reasonable process and fair result in the recruitment.

The Bank promoted upgrading of the management trainee training plan of "ICBC Star", creating an orderly connection with the training system for outstanding young officials. The Bank adhered to the principles of uniform standards and equal treatment for applicants, and required all institutions not to set or publicly publish discriminatory requirements, and not to impose requirements unrelated to job requirements, providing fair opportunities of competition for job seekers.

Improving the staff training and development mechanism

Improving the demand-oriented and quality-oriented talent training mechanism

Strengthening the in-depth cooperation among industry, teaching, learning and research

Smoothing the career development path of primary-level employees

The Bank reinforced the talent education mechanism of "pragmatic dedication and firm faith", and guided the shaping of outlooks on value, life and interest, advocating loyalty and dedication. It accurately grasped the training needs of all kinds of talents at all levels, formulated differentiated training objectives, contents and standards, arranged training projects as a whole, and raised the pertinence and effectiveness of training. It drew a map for learning, and built and improved the Group's talent training system. The Bank solidified the construction of internal teaching staff, boosted external exchange and cooperation, introduced external professional training institutions, well-known universities, famous teachers and courses, and increased the supply of high-quality training resources. Additionally, the Bank improved the exemption mechanism of external mature qualification certification, and improved the mechanism of training evaluation and tracking to make them an important basis for talent discovery and utilization.

The Bank actively cooperated with renowned domestic universities, such as Tsinghua University, Renmin University of China, Beihang University, Beijing University of Posts and Telecommunications, and Harbin Engineering University, signed comprehensive agreements on talent cooperation with these institutions, and further expanded cooperation with University of Science and Technology of China, Sun Yat-sen University, Xiamen University, Shandong University, and Central South University. The Bank was the first among peers to jointly carry out the summer internship class with Tsinghua University, established a postgraduate co-education plan with Beijing University of Posts and Telecommunications, promoted the realization of "special customization and pre-training" of talents, improved the matching degree of demand and supply of financial talents, achieving the organic interconnection between training and employment.

The Bank emphasized orientations towards performance, value and capability, and provided various resource support such as salary and number of positions for front-line employees with high comprehensive quality, outstanding professional ability and excellent performance, further raising the career development ceiling of personnel at outlets.

Education and training system



Improving the training system by levels and classifications

For management personnel

The Bank attached importance to launching projects for ability enhancement of the head in charge of credit (dispatched credit risk officer) and the new head in charge of personal banking, with the combination of training and practices, enhancing strategic thinking, management ability and comprehensive capability.

For front-line employees

The Bank organized the online training in rotation for the bank-wide outlet principals, and creatively adopted operation management mode of the large-scale online training. A total of 184 training sessions were arranged with more than 19 thousand people involved, which covered all persons in charge of banking outlets. The Bank strengthened the training of front-line employees such as customer managers and customer service managers, and continued to improve the post quality and service levels.

For professionals

The Bank promoted such quality projects as "Elite Plan for Full-time Members" and "Elite Plan for Retail Personnel", and led branches to properly train backbone personnel within corresponding jurisdiction such as credit personnel, customer marketing personnel, emerging business personnel and operation personnel to build high-quality professional teams.

For society and customers

The Bank held the training of leading talents in small- and medium-sized enterprises of the Ministry of Industry and Information Technology of the People's Republic of China (MIIT), offered targeted training to community-level officials in four counties and practical skill training for targeted assistance areas. The Bank developed the brand program of "ICBC Training for Rural Revitalization", advanced the development of enterprises with production and education integrated, contributed to business expansion, and indicated the responsibility of ICBC.

For international talents

The Bank innovatively launched joint programs in cooperation with domestic top universities and introduced online high-quality resources from overseas universities to promote the continuous implementation of international talent training projects, which were carried out in two classes of "management talents" and "professional talents", and in two stages of "language improvement + professional training". The Bank strove to keep the projects' features unchanged and made the best of them.

For new employees

The training brand program of "ICBC Star" was newly released, the *Implementation Plan for Training Program of New Employees* was issued, to build the complete chain and systematic training system. "ICBC Star" was awarded the "Branded Learning Program" by the *Training* magazine in 2022.

Training program "ICBC Stars" for new employees

In order to further expand the pool of the young officer team and help the growth and development of new employees, the Bank launched the new training program of "ICBC Stars" to push the development of the training system for new employees. According to the law of growth of new employees, a full-chain and progressive training system was built with four stages, namely, "contracting preservation", "pre-job training", "job adaptation" and "key growth". During the reporting period, the Bank held a total of 1,996 training courses with 174 thousand person-times participation. Among all domestic institutions, the tier-one institutions that equipped new employees with tutors and established a standardized mentoring system accounted for 87%, and the coverage rate of the branch mentoring system reached 98%.



"ICBC Stars" training program for new employees at the Bank's Guangdong branch.

Promoting innovative breakthroughs in the field of training

Promoting the reform to the professional qualification certification mechanism

With a view to reducing the burden at the front line, the Administrative Measures for Professional Qualification (Version 2022) was revised and issued. 17 examinations at community-level institutions were integrated into three general categories, optimizing policies such as the registration conditions, certification standards, and further education, better reducing burdens and empowering employees. The Measures for Reimbursement of Social Qualification Certification Expenses (Version 2022) was issued to expand the original international qualifications to 38 social qualifications, which fully satisfied diverse and personalized learning needs of employees. The Bank formulated and implemented industry-leading incentive policies for learning for social qualification, reimbursed examination and training expenses, and incorporated professional qualifications of the industry, to motivate employees to learn and obtain certificates.

Promoting upgrading of learning platform

The Bank conducted extensive researches on the development experience of such platforms as Zhixueyun, and Ping'an Zhiniao, supplemented functions of ICBC Training Center as a learning platform and completed the homepage revision of the platform, improving the learning experience of employees. The Bank also accelerated the development of audio-visual education center, live streaming platform, WeChat public account and mini programs, optimized the knowledge management platform "ICBC Encyclopedia", and offered management and employees online learning services with diversified channels and sharing empowerment, promoting digital transformation of training.

Improving the overall mechanism of training resources

In line with the needs of strategies, front-line and employees, the Bank organized the edition of 55 textbooks, 989 cases and 2,020 courseware for learning and development of employees. The Bank focused on the organization of bank-wide activities such as micro-class co-creation and all-staff reading, implemented programs such as the experience extraction from heads of tier-one sub-branches, and training camp for Harvard case study method, organized and compiled the Best Practice Cases Collection of ICBC, the Selection of Business Management Cases of Tier-one Sub-branch Heads, and the Case Development and Application Manual to promote the extraction, promotion, and co-creation and sharing of excellent practical experience within the Bank, and create a good atmosphere for learning organizations.



▲ Huang Liangbo, then Chairman of the Board of Supervisors, attended the Bank's 2022 Work Meeting of Educational Training on April 13, 2022.

Democratic management

Employee representative assembly

During the reporting period, the Bank's trade union approved more than 50 employee representative assemblies held by tier-one branches, directly managed branches, directly managed institutions and subsidiaries to review issues including business management, financial work, salary and welfare, special collective contracts for the protection of rights and interests of female employees, effectively guaranteed democratic rights of employees to participate in business management and major decision-making, and discussed major issues involving employees' personal interests. The "Proposal on Establishing a Care Day for Customer Service Managers" put forward at the first session of the second employee representative assembly, as the only proposal to participate in the evaluation from the financial system, was approved by the Office of the National Coordination Group for the Open Access to Enterprise Affairs, and won the 2021 National Excellent Employee Representative Proposal of "Convergence for Development".

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. By addressing "urgent, difficult, and anxious" problems of employees, the Bank did practical things for employees, respected their needs, dignity, personality and characteristics, and fully stimulated their cohesion and creativity, which reassured them, settled them and supported them, realizing the common growth of employees and the Bank.



Employee stock ownership plan

During the reporting period, the Bank's Annual General Meeting deliberated and approved the *Proposal on Reviewing the Articles of Association of Industrial and Commercial Bank of China Limited (Version 2022)*, which include the share repurchasing, equity-based incentives, and employee stock ownership in the relevant columns of the Articles of Association. Specifically, Article 69 stipulates that the Shareholders' General Meeting shall review the share incentive plan and employee stock ownership plan; Article 139 stipulates that the Board of Directors shall formulate the share incentive plan and employee stock ownership plan. The new version of the *Articles of Association* will take effect after the approval of the CBIRC.

Occupational health and remuneration and welfare system

Continuing to strengthen employee care

The Bank organized physical examination for all staff every year, constantly enhanced the comprehensiveness and pertinence of physical examination items and strengthened the protection of staff health.

The Bank paid high attention to the mental health of employees, utilized scientific means and multiple measures to help employees ease pressure and strengthen self-adjustment, and created a desirable environment for "happy work and healthy life". A mental health care system covering all levels at home and abroad has been established, and all institutions have actively carried out care work for employees' mental health based on the actual situation. For example, the Head Office entrusted professional institutions to provide employees, including their spouses and children, with all-weather, multi-channel free psychological counseling services, and regularly held psychological training lectures and activities like psychological interesting experience. In addition, the Remote Banking Center implemented the psychological care project "Green Pine Program", invited psychological counselors to carry out rotation training courses to help employees with stress relief and psychological adjustment. The number of participants in such courses exceeded 50% of the total number of employees. Besides, the Head Office issued the *Notice on Strengthening the Care of Employees in Overseas Institutions*, one of the important contents of which is to engage professional institutions to provide services, including psychological counseling, mental health assessment, and mental health lectures, for overseas employees and their families. As of the end of the reporting period, the total number of service recipients has exceeded 2,000.

The Bank created diverse forms of employee care. For example, through channels such as human resources management system, office mailbox, office software, etc., regards were accurately sent on employees' birthdays, entry anniversaries, expatriate anniversaries and important holidays including the Spring Festival and the Dragon Boat Festival, which directly warmed employees' hearts.

The Bank organized activities such as reading and writing contests, health seminars, brisk walking and art appreciation to enrich the spiritual and cultural life of female employees. The Bank supported the establishment of mothers' rooms and caring rooms for female employees.

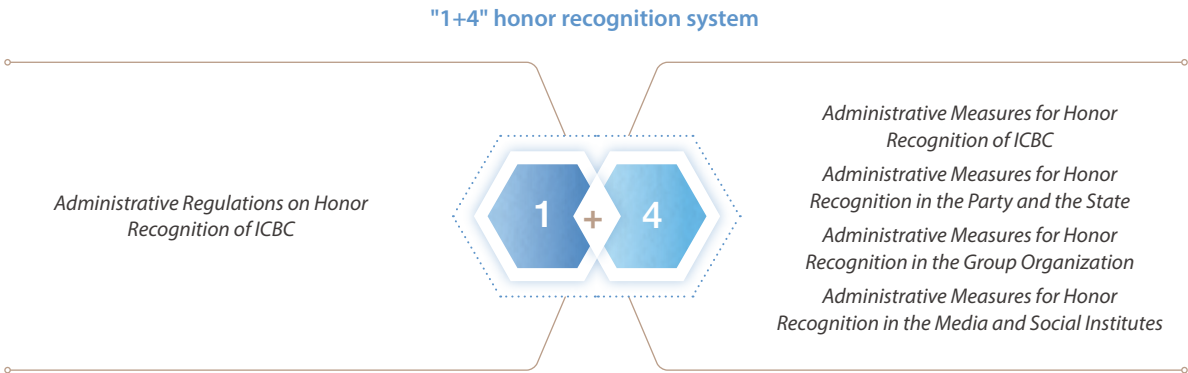
➤ **Paid leave policy for employees**

The rights of employees to take regular leave was fully guaranteed. Employees were allowed to enjoy paid annual leave according to national regulations. The annual leave of employees was arranged in a centralized manner within the year or in stages. If it was really necessary to arrange cross-year leave as required by work duties, it can be flexibly controlled based on the actual situation.



ICBC Yunnan Branch held a group wedding ceremony for its employees.

Employee honor recognition system



ICBC's Chairman Chen Siqing attended the Second Award Ceremony of the ICBC Excellence Awards on January 19, 2022.



Protecting the legitimate rights and interests of employees

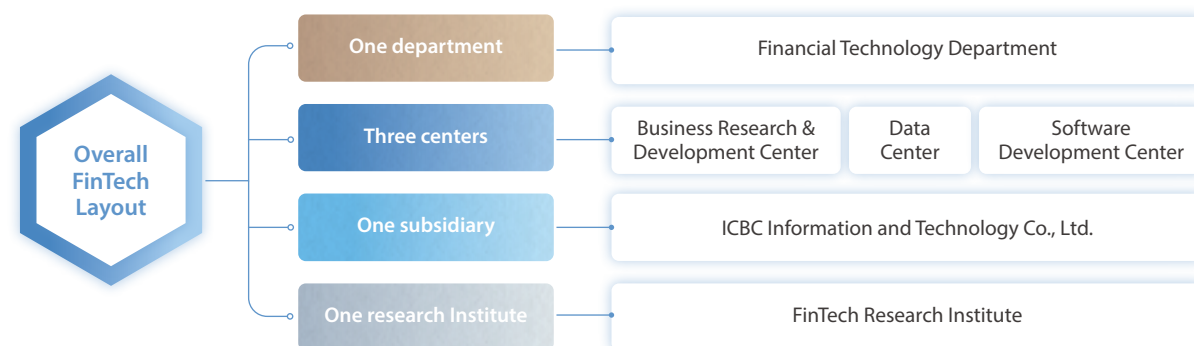
➤ **Improving employee complaint mechanism and procedure**

In compliance with national laws and regulations, the Bank formulated the *Employment Contract Management Measures* to promote the institutionalization and standardization of employment dispute management, and clarified that each tier-one (directly managed) branch and tier-two branch shall establish a labor dispute mediation committee in accordance with laws, which shall be attached to the trade union working committee at the same level and be responsible for mediating labor disputes within their jurisdiction. The labor dispute mediation committee is composed of employee representatives and unit representatives. The employee representatives shall be held by members of the trade union or recommended by all employees. The director of the labor dispute mediation committee shall be a member of the trade union or a person recommended by both parties. In a case of labor dispute, the employee can negotiate with his/her institute for settlement. If the agreement fails or the settlement agreement is not fulfilled after agreement, the labor dispute mediation committee of this institution may apply for mediation. If the mediation fails or fails to be performed with the mediation agreement, the employee may apply to the local labor dispute arbitration committee for arbitration. If employees are not satisfied with the arbitration, they can bring a lawsuit to the local people's court.

Technology Governance - Technology Driving and Value Creation

FinTech layout

Based on the overall FinTech layout of "one department, three centers, one subsidiary and one research institute", the Bank deeply implemented the institutional mechanism reform, reinforced the FinTech innovation, shaped new advantages for the FinTech development and constituted a new development pattern with better services.



During the reporting period

The Bank was rated
top one in the banking sector

in the nation-wide banking information technology regulation rating of the CBIRC, taking the lead in the banking sector for nine consecutive years in China

The Bank has won the
"Best Financial Innovation Award"

issued by *The Chinese Banker* for the seventh consecutive year

its financial cloud platform has been selected as the
best cloud computing project

of *The Asian Banker* for two consecutive years

its privacy computing platform was the sole one in the banking sector to be selected as the
pilot project
for big data industry development of the MIIT



its distributed technology system won the "Dingxin Cup"
first prize
of digital technology innovation of the China Academy of Information and Communications Technology

its ICBC Turing platform has been rated the
highest level
in the artificial intelligence application maturity assessment of the MIIT

its intelligent customer service, called "Gino (Gong Xiao Zhi)" won the
"Best Voice-based Robot Application in China"
in the 2022 retail banking of *The Asian Banker*

As of the end of the reporting period



The Bank had
1,154 items
of new patent licenses

2.2 times
the new patent licenses
available in 2021

2,482 items
of accumulative licenses

The new and accumulative licenses ranked **top one in the banking sector**

During the reporting period

The investment in FinTech
reached
RMB **26,224** million



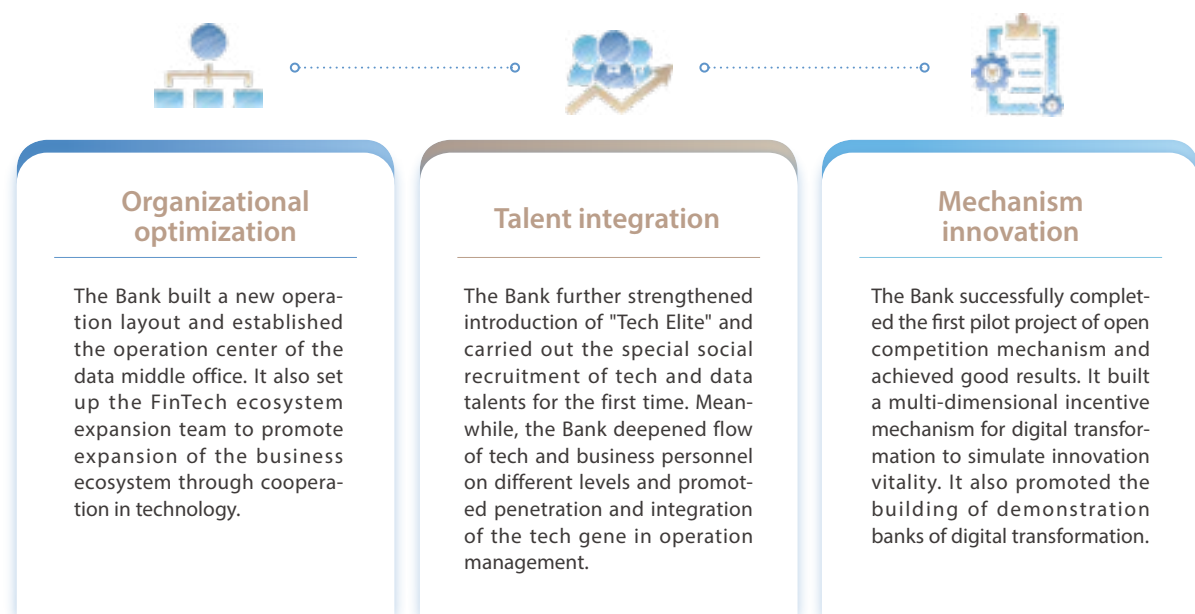
As of the end of the reporting period

The number of FinTech
personnel was
36 thousand

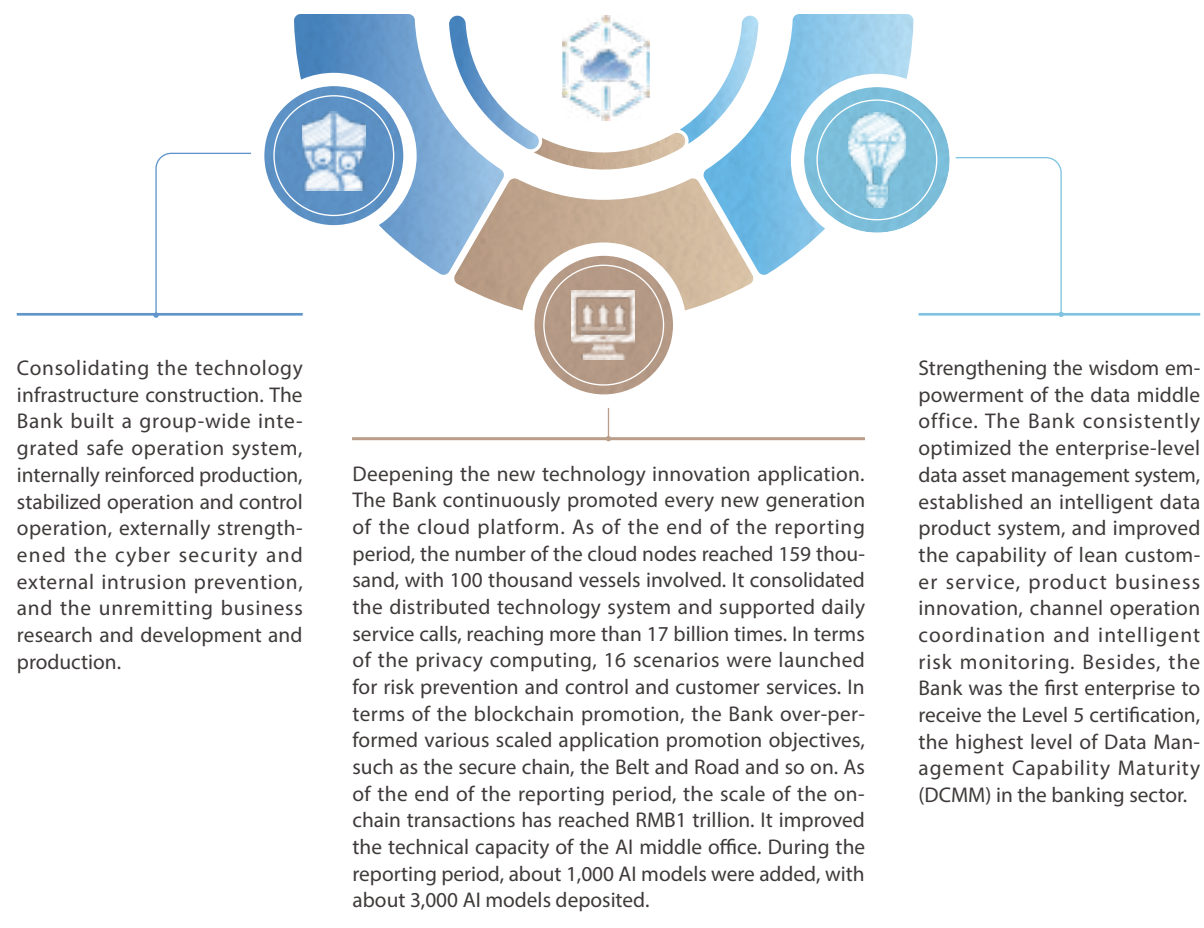


▲ The intelligent banking outlet of Shenzhen branch.

Deepening the FinTech mechanism innovation



Promoting the iteration and upgrade of the IT technology ecosystem (ECOS)



D-ICBC construction.

The Bank deeply implemented the strategic deployment of digital transformation and solidly promoted the construction of "D-ICBC", consistently improved the brand influence of D-ICBC and made the digital transformation practice result be in the lead in the banking sector.



Internet security defense

The Bank deeply implemented the cyber security responsibility system. In the all types of risk management system, the Bank optimized the cyber and information security management mechanism, reinforced the overall management, and built an overall, solid, active and intelligent comprehensive defense system, to comprehensively defend against obviously increased external cyber attacks. Meanwhile, various security indexes in the Group maintained stable, and customer information and fund security were protected effectively.

Strengthening the overall management of cyber and information security



The Bank further optimized the cyber and information security management mechanism, issued a series of system specifications on cyber and information security management and supply chain security management in a new version by combining various regulation requirements and the risk situations, and organized all employees of the Bank to implement the specifications.

Consistently improving the comprehensive defense system for cyber and information security



The Bank continuously improved various security policies and protection measures in the fields of network, server, terminal and application, realized solid security protection from the front end to the back office and from every boundary to the interior, and effectively promoted the comprehensive defense capability of cyber and information security to a new level.

Comprehensively carrying out security awareness training and education and paying attention to the training on suppliers' privacy security



The Bank systematically explained various cyber and information security laws and regulations and systems. It paid attention to the straight-through training and education applicable to various grass-roots employees and improved the security awareness of all the employees. It reinforced the information security management in the daily work and prevented any security risk regarding information use.

The Bank consistently reinforced the training on suppliers' privacy security, entered into a non-disclosure agreement and carried out various security training activities for the service staff.

Safe production and operation

Always sticking to the guiding ideology of "Safe Production First", the Bank actively adopted various effective measures to make sure the information system of the Bank runs safely and stably. Without any significant information security incident, the availability ratio of the information system reached more than 99.99%. The information system will continue to run safely and stably for the whole year. The security guarantee activities were completed at each important time point with high quality and the continuity of business was supported.

Internal Governance - Pragmatic Transformation and Reform for Development

Strategic development plan for the 14th Five-Year Plan Period

During the reporting period, the Bank issued its strategic development plan for the 14th Five-Year Plan period. According to the development plan, by closely centering on the national arrangement for the 14th Five-Year Plan and the vision and objectives of 2035, the Bank based itself on the new development stage, implemented the new development philosophy, and served new development paradigm. ICBC adhered to the "48-character" guideline, and the method of "Three Compares, Three Reviews and Three Improves", and carried out the strategic pattern of "leveraging our strengths, tackling areas of weaknesses, solidifying the foundation and laying a solid foundation". The Bank has enhanced the adaptation, competitiveness, and inclusiveness of a modern financial system, built a world-class modern financial enterprise with Chinese characteristics in an all-round way, and strived to open up a new prospect of a stronger, superior, and larger ICBC with high-quality development.

The Bank put forward the mission to "adapt to the times, take the lead in competition, and be inclusive for the people", stressed the need of following the new trend of energy revolution, clean production, and circular economy, speeding up the innovative development of green finance, and enhancing the service of promoting ecological conservation.

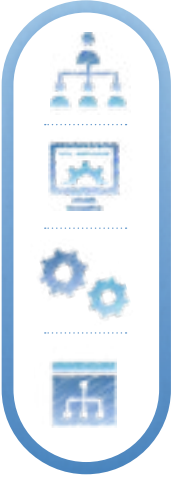
Incentive & restraint mechanism

The Bank developed an implementation plan for deepening comprehensive reform. A systematic implementation path for the reform of five fields (integrated development between Party building and business, financial supply ability, internal risk control and risk governance, strategic fundamentals, and organizational structure) was formed to promote key projects and facilitate high-quality development.

Improving the operating result evaluation system

The Bank devised a "grading+KPI" operating result evaluation system which, together with duty performance evaluation of teams and remuneration allocation evaluation, constitutes the three evaluation systems of the Bank. At the end of the year, the Bank dynamically optimized the evaluation measures and increased efforts in credit assessment to stimulate internal power that helps stabilize growth.

Optimizing the division of labor and collaboration mechanism



- ▶ **Improving deliberation and coordination bodies.** The Bank optimized and adjusted the execution-level and mechanism-related deliberation bodies of the Head Office. The member units of the execution-level and mechanism-related deliberation bodies of the Head Office were significantly reduced, further improving the decision-making efficiency.
- ▶ **Adjusting the Head Office's profitability units management model.** Six institutions including the Global Market Department were adjusted to be the Head Office departments. The Precious Metal Business Department and the ICBC Bills Discounting Department were adjusted to be directly managed institutions of the Head Office.
- ▶ **Promoting the segment-based operations of personal banking business.**
- ▶ **Reforming the three lines of defense mechanism for risk prevention and control.** A total of 28 credit risk officers were assigned, an increase of 15 over the end of the previous year. The coverage was further improved.

Social Responsibility (ESG) Management and Performance

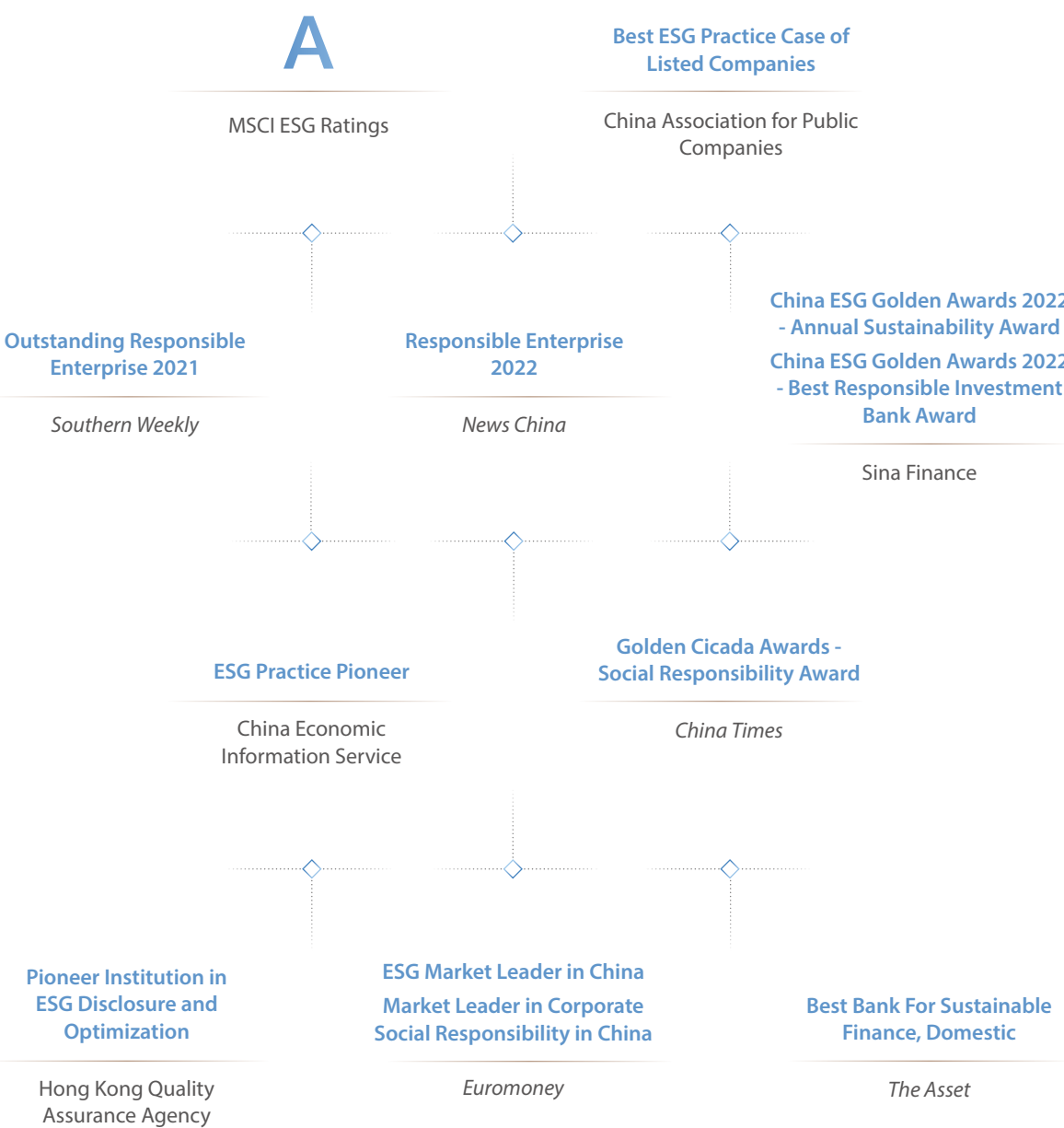
Social Evaluation



Comprehensive Awards



ESG



Institution	Award
Green Finance	
China Banking and Insurance Regulatory Commission, China Banking Association	Excellent Green Banking Institution
	Institution with Outstanding Contribution for the Professional Committee of Green Credit
International Finance Forum	Global Green Finance Award 2022 - Innovation Award
<i>The Economic Observer</i>	Trustworthy Green Financial Institution
Green Finance Forum of 60	GF60 Green Finance Awards - Best Financial Institution
BRICS Business Council Chinese Chapter	2022 BRICS Solutions for Sustainable Development Goals Competition - Innovation & Improvement Award
<i>Southern Weekly</i>	Low-carbon Pioneer 2022
Sina Finance	China ESG Golden Awards 2022 - Best Environmental Responsibility Award (E)
Corporate governance	
<i>Directors & Boards</i>	The 17 th Round Table Awards for Boards of Directors of Listed Companies in China - Best Board of Directors
Top 100 Chinese Listed Companies	Chinese Business Top 100 Award
	Chinese Ethical Business Award
	Chinese Business Top 100 with Special Contribution Award
Securities Times	Best Investor Relations Case for Listed Companies in China
p5w.net	Golden Award for Investor Relations
Privacy security and data protection	
China Information Technology Industry Federation	Data Management Capability Maturity (DCMM) – The highest Level 5 certification
China Banking and Insurance Regulatory Commission	Ranking the 1 st place among national banking institutions in terms of IT supervision ratings for the ninth consecutive year

Institution	Award
People's Bank of China	Financial Technology Development Awards - Outstanding Award by virtue of the construction project of the Smart Banking Ecosystem (ECOS)
<i>The Asian Banker</i>	Best Data Management Project in China
<i>The Chinese Banker</i>	Best Financial Innovation
Consumer protection	
China Banking and Insurance Regulatory Commission	Excellent Event Organizer for 3-15
	Excellent Event Organizer for Joint Financial Education and Publicity
	Excellent Event Organizer for Quiz Contests of Anti-financial-fraud Knowledge to Prevent Fraud and Promote Compliance
Human capital development	
ChinaHR.com	"China Employability" Special Project for the Promotion of the Employment of College Students - Newly Selected Attractive Employer Brand 2022
Zhaopin.com	Best Employer Top 100 in China 2022
51Job.com	Model Employer in China 2022
	Model Employer for Brand Impact 2022
Forbes	Forbes 2022 World's Best Employers
Availability of financial services	
China Banking and Insurance Regulatory Commission	Being rated as Level 1 among commercial banks in terms of financial services to small and micro enterprises for the second consecutive year
<i>The Economic Observer</i>	Outstanding Bank of the Year for Inclusive Finance
Volunteer services	
Central Committee of the Communist Youth League of China	The National Competition of the Sixth China Youth Volunteers Service Project Competition - Silver Award

Social responsibility management

Connotation of social responsibility (ESG and sustainable finance)

The *Basic Rules for Corporate Social Responsibility (ESG and Sustainable Finance)* of the Bank stipulates that social responsibility (ESG and sustainable finance) refers to the responsibility that the Group should claim for the promotion of high-quality development, the unflinching adherence to a civilized path of development that advocates developed production, prosperous life and healthy ecology, the provision of effective financial support and services to the sustainable development of the Chinese nation, and the effective implementation of benefits sharing with its shareholders, its customers, its employees, society and other stakeholders. It includes but is not limited to the following aspects.

● The Bank persistently focused on the total volume, incremental volume, quality and structure of investment and financing, gave full play to the Group-wide function of investment and financing, concentrated on major businesses and main responsibility, prioritized the development of finance for the manufacturing industry, finance for scientific and technological innovation, inclusive finance, and finance for rural revitalization, vigorously supported the implementation of key national strategies and projects, and provided financial services of investment and financing to support the realization of the Chinese path to modernization, the high-quality development of the economy and the comprehensive progress of society.

● The Bank respects, adapts to, and protects nature. The Bank improved its policies and standards for green investment and financing, vigorously developed financial businesses related to green finance and the circular economy, increased the proportion of green investment and financing, systematically and effectively promoted the adjustment of high-carbon financial assets. It gave play to the role of the Bank as a major financial channel in the promotion of carbon reduction, pollution reduction, greener development and economic growth, promoted the protection of terrestrial and marine biodiversity, assisted in the protection of the sky, water and land, supported the construction projects related to water conservancy and clean drinking water, and exercised the financial function of promoting the harmonious coexistence between humans and nature.

● The Bank continued to develop inclusive finance and to improve the quality of financial services for "mass entrepreneurship and innovation", re-employment, rural revitalization, as well as communities, and facilitated full employment and decent work. It developed financial services for "agriculture, rural areas and farmers", rural revitalization, energy industry and logistics, improved the measures for targeted support in rural revitalization, provided high-quality financial services for the security of food, energy, supply chains and industry chains, and contributed its financial strengths to hunger elimination, the provision of cheaper and cleaner energy sources, and sustainable development. The Bank improved the regional allocation of its financial resources to promote the coordinated development of key areas, underdeveloped areas and "old revolutionary base areas, areas with concentrations of ethnic minorities, as well as border areas". Moreover, the Bank provided high-quality financial services for urban infrastructure construction and urban management, and assisted in the function improvement of urban networks and the sustainable development of urban communities.

● Adhering to the people-centric principle, the Bank improved the quality of financial services, drove innovations in financial products, and provided high-quality financial

services for a variety of areas including quality education, sanitation and health-related well-being, judicial fairness and justice, responsible consumption, Healthy China, sports powerful nation, retirement insurance, individual housing and consumer demands. It pursued the aim of fulfilling the new expectations and demands of individual customers for financial services, and achieving the aspiration of the people for a better life. Furthermore, the Bank insisted on operations in good faith, improved the quality of its corporate culture building, adhered to a pattern of financial ethics in compliance with core socialist values, and effectively protected the privacy of financial consumers and the security of their data and information with the aim of safeguarding their legal rights and interests. Moreover, the Bank improved its system of financial wealth management to effectively safeguard financial assets, contribute to the income growth of the customers, and to promote common prosperity.

● The Bank enhanced risk management for all areas, held on to the bottom line of avoiding any systemic financial risks, performed responsibilities in risk management as a systematically important bank and the maintenance of financial stability, and paid close attention to climate risks and other relevant social risks.

● The Bank continuously conducted the quality and momentum improvement of operations, gave play to its "strong, excellent, large and distinctive" advantages, to create more values for its shareholders, customers, employees, its society and other stakeholders.

● The Bank thoroughly implemented the economization-oriented strategy, continued to conduct green and low-carbon operations, and promoted the economical use of energy and resources. It also encouraged its suppliers to adopt a green, low-carbon and sustainable pattern of development.

● By highlighting people-orientated values, the Bank cares about and for employees. It improved the employee incentive mechanism and the employee training system, exerted the role of the Employee Representative Assembly, valued and protected the legal rights and interests of employees, and attached importance to equality for women in terms of employment and career development.

● The Bank gave play to social donations to relieve and assist the people in straitened circumstances, encouraged and guided employees to volunteering services, to expand channels of community service, and to support public welfare and charity.

● The Bank continued to improve its management structure of ESG and sustainable finance, to enhance its capability of ESG management and its market image.

Social responsibility communication

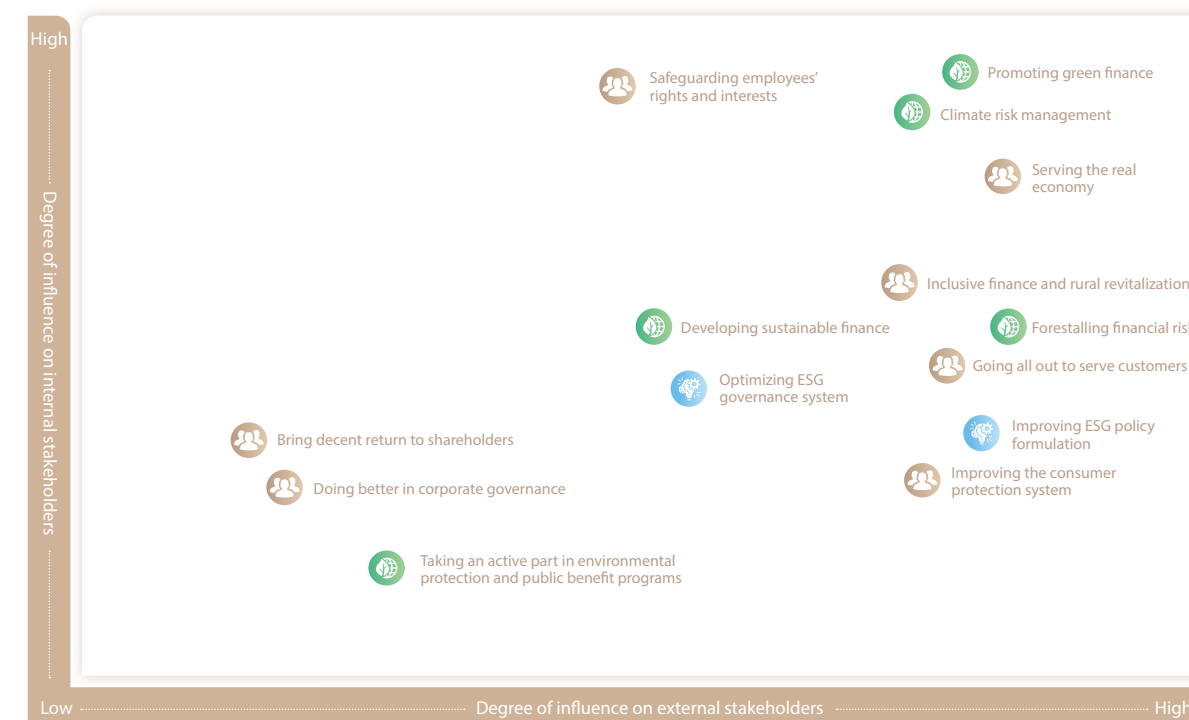
The Bank paid great attention to communication with stakeholders. By establishing the mechanism for combination of instant and regular communication and coordination of communication on specific topics and international exchanges, the Bank ensured constant and good exchanges with key stakeholders and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

The Board of Directors' leadership in ESG management



Substantiality analysis

To make the Report more targeted and responsive, the Bank devised questionnaires for the substantiality analysis in view of the stakeholders' demands and the corporate development strategy, and interviewed customers, investors/shareholders, regulators, employees, partners/suppliers, industry 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.



Economic Performance

Economic Index	Unit	2022	2021	2020
Total assets	RMB 100 million	396,096.57	351,713.83	333,450.58
Total loans and advances to customers	RMB 100 million	232,123.12	206,672.45	186,243.08
Customer deposits	RMB 100 million	298,704.91	264,417.74	251,347.26
Operating income	RMB 100 million	8,414.41	8,608.80	8,000.75
Net profit	RMB 100 million	3,610.38	3,502.16	3,176.85
Basic earnings per share	RMB	0.97	0.95	0.86
Cash dividends	RMB 100 million	1,081.69	1,045.34	948.04
Total tax payment	RMB 100 million	1,657.88	1,497.45	1,461.73
Return on average total assets	%	0.97	1.02	1.00
Return on weighted average equity	%	11.43	12.15	11.95
NPL ratio	%	1.38	1.42	1.58
NPL balance	RMB 100 million	3,212	2,934	2,940
Allowances to NPL	%	209.47	205.84	180.68
Capital adequacy ratio	%	19.26	18.02	16.88
Common equity tier 1 capital adequacy ratio	%	14.04	13.31	13.18

Note: Since 2013, the capital adequacy ratio and common equity 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.



Domestic outlets

15,639

Domestic self-service banking facilities

22,636



Domestic ATMs

60,204



Customer deposits

29,870,491
million RMB



Number of individual customers

720 million

Number of corporate customers

10,693 thousand

Environmental Performance

Key indexes of green finance



As of the end of the reporting period, the Bank recorded

RMB **3,978,458** million
in green loans issued to green industries including energy saving, environmental protection, cleaner production, clean energy, ecological conservation, green upgrading of infrastructure, and green services under the CBIRC criteria

Note: 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 practices or international standards, green trade financing and green consumer financing.

During the reporting period

The Bank underwrote

108

ESG bonds

including green bonds, sustainability-linked bonds (SLB), and social responsibility bonds, that raised

RMB **578,170** million in total

with the leading underwriting amounting to

RMB **145,713** million

Of those ESG bonds, the Bank, as a lead underwriter, underwrote

67 green bonds
of various types

that raised RMB **224,840** million in total,
with the leading underwriting amounting to

RMB **56,338** million.

The Bank successfully issued the carbon neutrality green finance bonds that totaled

RMB **10** billion
in the Chinese interbank bond market.



The Bank issued multi-currency overseas green bonds with the theme of "carbon neutrality" that totaled an equivalent to

USD **2.68** billion

through four of its overseas branches (Hong Kong Branch, Singapore Branch, London Branch, and Dubai Branch).

Emission reduction of projects supported by green credit

Standard coal equivalence of reductions	Unit	2022	2021	2020
Standard coal equivalence of reductions	10,000t	7,048.31	4,738.13	4,924.74
CO2 equivalence of reductions	10,000t	13,726.53	9,884.69	8,524.63
COD emission reduction	10,000t	35.09	28.38	281.71
Ammonia nitrogen emission reduction	10,000t	9.29	7.26	31.1
SO2 equivalence of reductions	10,000t	2,925.84	1,817.13	2,189.30
Nitrogen oxides emission reduction	10,000t	2,071.03	1,539.46	1,424.62
Water saved	10,000t	10,842.27	7,521.52	8,931.02

Carbon emissions from the Bank's operation (Domestic)

Carbon emissions	Unit	2022	2021	2020
Total carbon emissions	10,000 tons of CO ₂	202.13	216.26	206.36
Building emissions intensity	kgCO ₂ /m ²	85.08	91.91	88.69
Per capita emissions intensity	Tons of CO ₂ /person	4.47	4.88	4.66
Direct emissions (Scope 1)	10,000 tons of CO ₂	9.74	12.96	12.42
Indirect emissions (Scope 2)	10,000 tons of CO ₂	192.39	203.30	193.94

Notes: 1. The Bank engaged with professional agencies to audit the consumption of resources and calculate the total carbon emissions for the domestic institutions of the Bank, including the Head Office, tier-one branches, tier-two branches, sub-branches, outlets, directly managed institutions, and domestic subsidiaries.

2. Carbon emissions are mainly generated by the use of energy and the effusion of greenhouse gases, including Scope 1 and Scope 2 defined by ISO 14064. Specifically, Scope 1 includes direct emissions from the combustion of fossil fuel, including bunker coal, natural gas, liquefied petroleum gas, gasoline and diesel, and Scope 2 refers to indirect emissions caused by electricity and the outsourced energy for heating and cooling.

3. The building emissions intensity was calculated according to the area of buildings of the Bank, while the per capita emissions intensity was calculated according to the number of persons who had used energy in the Bank, including employees of the Bank and the staff of third-party partners of the Bank who worked on the premises Bank.

4. The total carbon emissions were calculated according to the scope specified in ISO 14064-1:2018 Greenhouse Gases - Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals and the energy-related emissions factors specified in Quantification Methods and Reporting Guidelines for Greenhouse Gas Emissions by Public Building Operating Enterprises (Provisional) and Average CO₂ Emissions Factors of Regional Power Grids in China issued by the National Development and Reform Commission.

Energy consumption (Domestic)

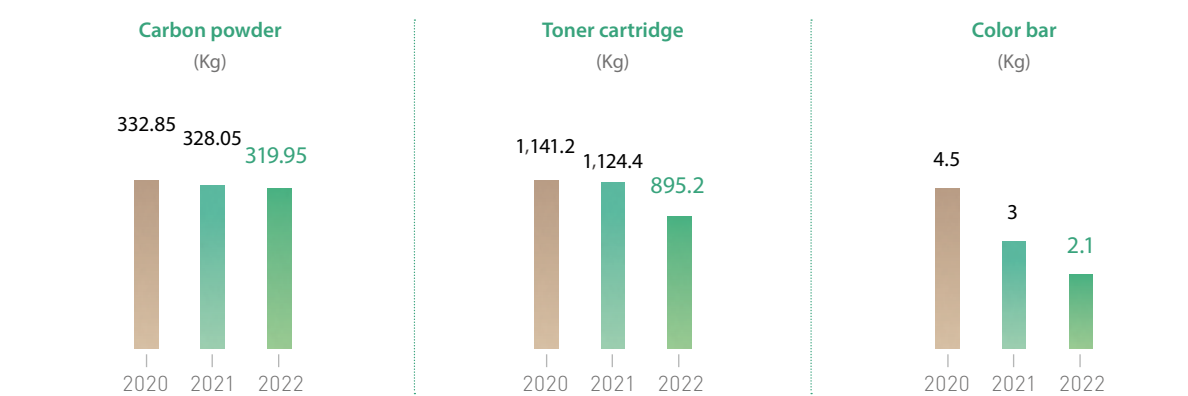
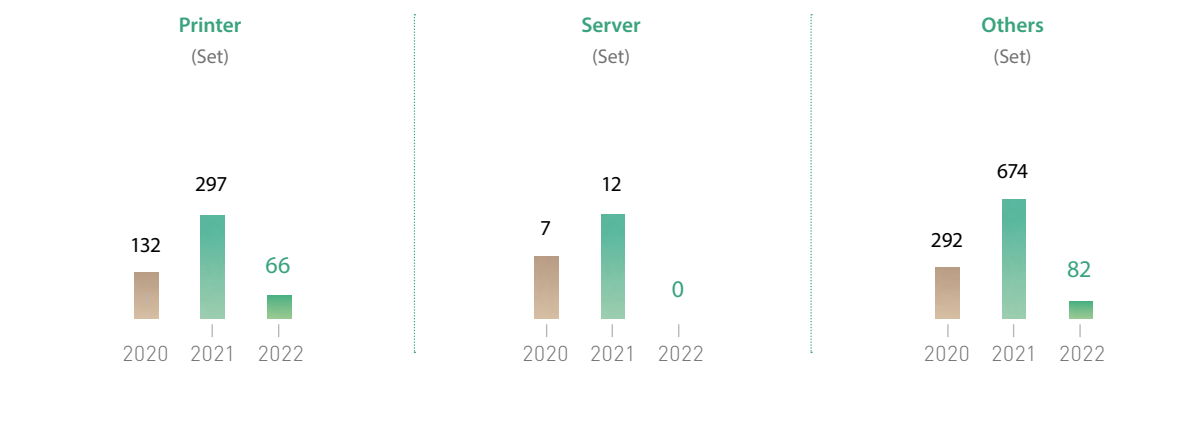
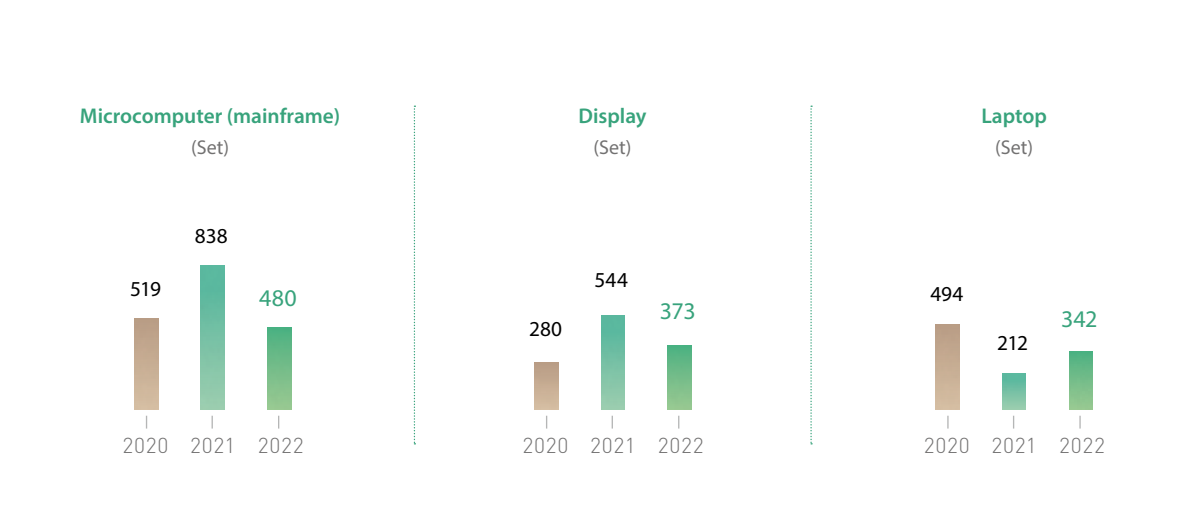
Energy consumption	Unit	2022	2021	2020
Water	10,000t	2,553.82	3,156.56	3,186.44
Electricity	MWh	2,394,577.27	2,490,745.64	2,345,793.94
Anthracite	Ton	154.54	1,178.00	1,367.50
Natural gas	10,000 Nm ³	2,840.83	3,457.72	3,206.05
Gasoline	Ton	10,050.70	15,169.83	14,062.03
Diesel	Ton	326.65	459.56	540.17
Office paper	Ton	7,426.70	12,845.49	12,281.57

Notes: 1. The main source of energy consumption of the Bank was outsourced electricity, natural gas, gasoline and diesel. Institution includes domestic institutions, including the Head Office, tier-one branches, tier-two branches, sub-branches, outlets, directly managed institutions, and domestic subsidiaries.

2. The calculation scope of gasoline consumption is limited to gasoline consumption due to the use of automobiles, while that of diesel consumption incorporates diesel consumption due to the use of automobiles and diesel consumption from fixed sources.

3. The calculation of water resource consumption was based on the municipal water supply.

Waste statistics: Electronic information products



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

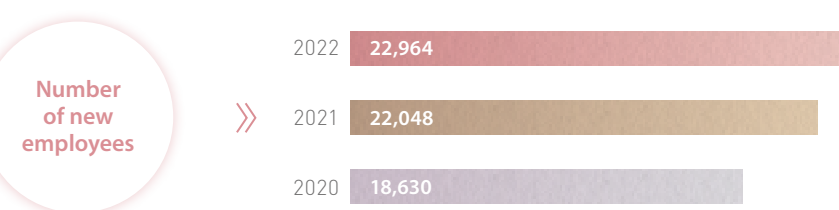
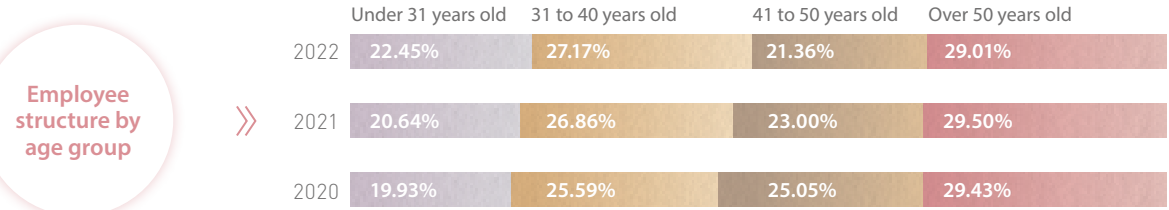
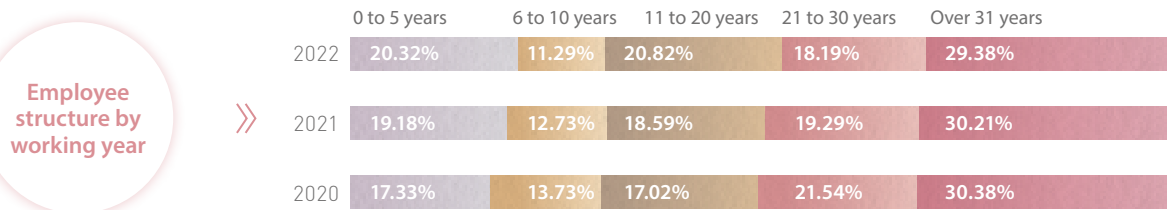
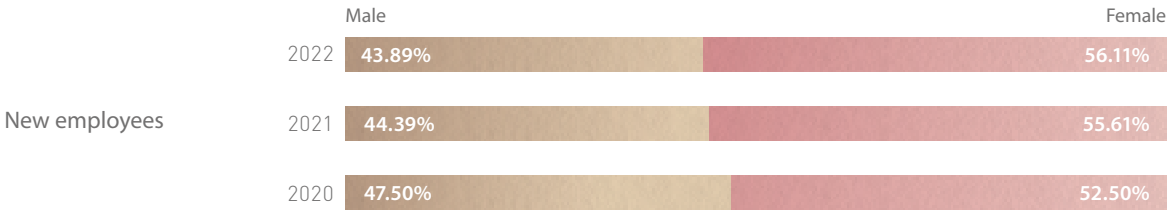
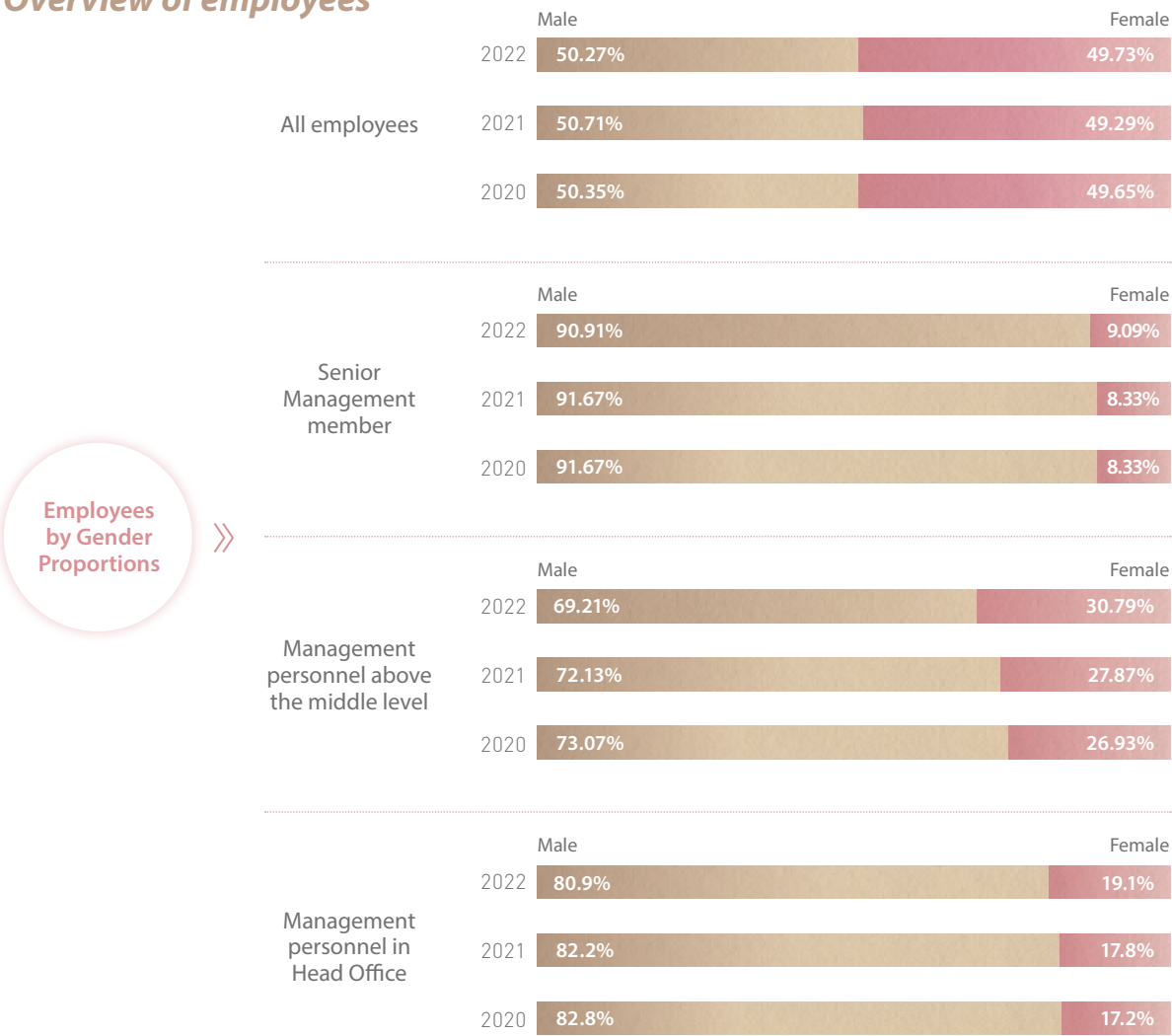
Social Performance

Key social index

Key social index	Unit	2022	2021	2020
Balance of domestic inclusive finance loans	RMB100 million	15,503.16	10,990.12	7,452
Social contribution per share	RMB	3.15	2.79	2.77
Total headcount	Person	427,587	434,089	439,787
Proportion of female employees	%	49.73	49.29	49.65
Average training days per person	Day/person	12.03	9.61	10.80
Donations by the Bank	RMB10 thousand	12,863	11,481	25,298

Notes: 1. Social contribution per share = basic earnings per share + (tax payment + staff costs + interest expenses + donations by the Bank)/total equity at the end of the reporting period.
2. The total headcount, the proportion of female employees, and the proportion of minority employees in domestic institutions were calculated based on the Group-wide data.

Overview of employees



Education and training

Average employee satisfaction rate with training was

98.06%

More than

40 thousand

online and offline training sessions were held and there were

6,122 thousand

person-times of training participants

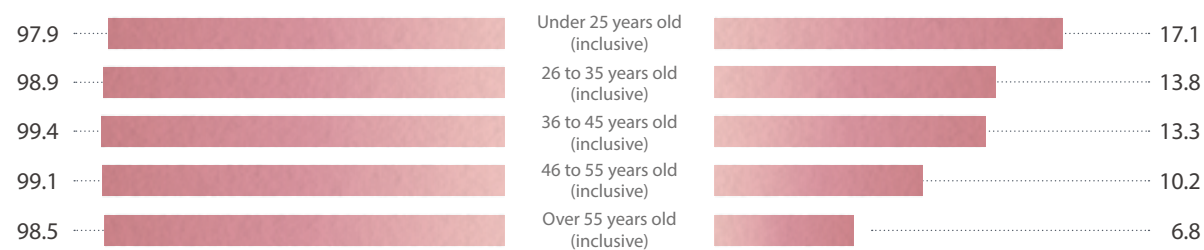
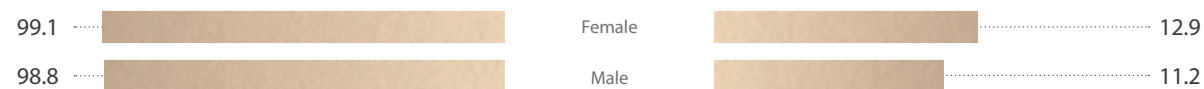
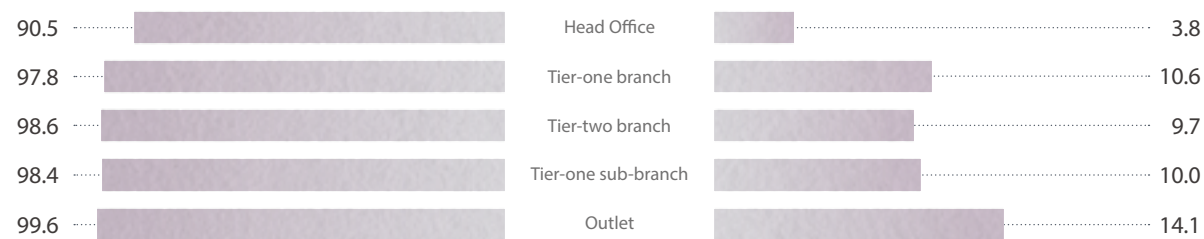
During the reporting period

98.92% of the employees of the Bank attended training

with an average duration of 12.03 days

Specifically, online training took up 22.5 thousand sessions with 5,475 thousand person-times of participants

offline training took up 17.5 thousand sessions with 646.6 thousand person-times of participants

Training coverage (%) **The statistics for training participants by age group** Training hours (days) per employeeTraining coverage (%) **The statistics for training participants by gender** Training hours (days) per employeeTraining coverage (%) **The statistics for training participants by role** Training hours (days) per employeeTraining coverage (%) **The statistics for training participants by institution level** Training hours (days) per employee

Consumer protection and complaint handling

Quantitative indexes of consumer protection

Category	Unit	2022	2021	2020
Themed activities for public education	activities	6	6	5
Total activities for public education within a year	activities	257,029	186,712	86,441
Participants for the public education activities(the themed activities and participants)	10 thousand person-times	190,685	44,750	28,287

Quantitative indexes of customer complaints

Category	Unit	2022	2021
Complaints from individual customers	10,000 cases	23.84	36.37
Complaints from individual customers per 100 outlets	Cases	1,524	2,307
Complaints from individual customers per 10 million individual customers	Cases	3,293	5,168

Community service and inclusive finance

As of the end of the reporting period

The Bank's balance of domestic inclusive loans stood at

RMB **1,550,316** million

up

41.1%

"ICBC Sharing Stations" have covered nearly all outlets of the Bank

Number of self-service devices
The Bank had a total of**136.1** thousandself-service devices
(ATMs and intelligent equipment)

of which

55 thousand

were in counties

Number of ICBC outlets in counties

6,213

Proportion of outlets equipped with barrier-free facilities

76.2%

Coordinating online and offline operation, for services such as changing credit cards (without changing credit card numbers) and personal credit certification, substitution rate of online services to the same services at banking outlets was more than

90%

The total number of mobile device users who installed the "Happy Life" version of the ICBC banking App reached

21.14 million

while users of the "Beautiful Home" version of the ICBC banking App reached

28.38 million

Overview of volunteering activities



Hours of volunteering activities

185 thousand hours

Number of volunteering activities

13 thousand

Person-times of volunteering activities

155 thousand person-times

Appendix

Editorial Team of the Report

Team Leader	Guan Xueqing			
Team Members	Corporate Strategy and Investor Relations Department	Credit and Investment Management Department	Modern Finance Research Institute (Office for Deepening Reform)	ICBC Financial Leasing
	Wang Liancheng Song Lijian Yan Zhongrong Bai Jing Zhou Yuqian Yang Kexin	Li Zhigang Guo Qing Hu Guibin Zhu Yunwei Deng Kaixin Du Jinjin	Yang He Yin Hong Kang Li Shen Haifeng Jia Qirong Wang Yang	Ma Yuchen ICBC Technology Li Hui

Instructions

Scope of the Report

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

Reporting period: 1 January 2022 – 31 December 2022. Some content exceeded this scope.

Reporting cycle: Annual.

Preparation Principle of the Report

This Report is prepared with reference to the Global Reporting Initiative ("GRI")'s Sustainability Reporting Standards (GRI Standards), the Ten United Nations Global Compact (UNGC) Principle and the ISO26000*"Social Responsibility Guideline (2010)"* and meets the requirements set out in the *"Opinions concerning Enhancing the Social Responsibility of Banking and Financial Institutions"* issued by China Banking and Insurance Regulatory Commission, the *"Guidelines for Corporate Social Responsibility of Chinese Banking and Financial Institutions"* released by China Banking Association, the *"Guidelines on Self-discipline Supervision of Listed Companies"* promulgated by the Shanghai Stock Exchange,the *Environmental, Social and Governance Reporting Guide* of The Stock Exchange of Hong Kong Limited and relevant opinions.

Explanations for Report Data

Financial data of the report are from the 2022 financial statements prepared pursuant to International Financial Reporting Standards, which have been independently audited by Deloitte Touche Tohmatsu Certified Public Accountants LLP. Other data are mainly of the year 2022 and sourced from internal systems and statistics of branches of the Bank. The units in this report, unless otherwise specified, are denominated in RMB.

Assurance Approach of the Report

The Board of Directors of Industrial and Commercial Bank of China Limited and all directors undertake that the information in this report contains no false record, misleading statement or material omission, and assume individual and joint and several liabilities to the authenticity, accuracy and completeness of the information in this report. Meantime, Deloitte Touche Tohmatsu Certified Public Accountants LLP has carried out the independent third-party assurance of this report. Please see the Appendices for assurance basis, scope and method of work and assurance result.

Release and Interpretation of the Report

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

Contact

Corporate Strategy and Investor Relations Department
Industrial and Commercial Bank of China Limited
Address: No. 55 Fuxingmennei Avenue, Xicheng District, Beijing, 100140, PRC
Tel: 86-10-66106910
Fax: 86-10-66108522
E-mail: csr@icbc.com.cn

Independent Assurance Report

To the Board of Directors of Industrial and Commercial Bank of China Limited (the "Board of Directors"):

We have been engaged by the Board of Directors of Industrial and Commercial Bank of China Limited ("ICBC") to perform a limited assurance engagement on the Industrial and Commercial Bank of China Limited 2022 *Corporate Social Responsibility Report (ESG Report)* ("CSR Report") for the period from 1 January 2022 to 31 December 2022.

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the CSR Report with reference to the Global Reporting Initiative ("GRI")'s Sustainability Reporting Standards (GRI Standards), the Ten United Nations Global Compact (UNGC) Principle, the ISO26000 "Social Responsibility Guideline (2010)" and the Environmental, Social and Governance Reporting Guide of The Stock Exchange of Hong Kong Limited, and its presentation (i.e., reporting guidelines, limitations, reporting data and relevant identification procedures). The CSR Report meets the requirements set out in the "Opinions concerning Enhancing the Social Responsibility of Banking and Financial Institutions" issued by China Banking and Insurance Regulatory Commission, the "Guidelines for Corporate Social Responsibility of Chinese Banking and Financial Institutions" released by China Banking Association, the "Guidelines on Self-discipline Supervision of Listed Companies" promulgated by the Shanghai Stock Exchange, the Guideline for the Preparation of the "Report on Performance of Corporate Social Responsibility" and relevant opinions.

The Board of Directors is also responsible for determining ICBC's objectives in respect of CSR performance and reporting, including identifying stakeholders and relevant major issues, establishing and maintaining appropriate CSR performance management system and internal control system for obtaining performance information in the report, and maintaining sufficient records.

Our Responsibilities

In accordance with the agreed terms with ICBC, we are responsible for performing a limited level of assurance engagement in selected data and performance claims ("the Subject Matter Information") of the CSR Report. Besides this responsibility, we have no more others. We do not assume responsibility or accept liability to any other person or third party for our work or the contents of this report.

The Subject Matter Information include:

The Head Office:

- Balance of green loan
- Emission reduction of green credit
- Standard coal equivalence of reductions
 - CO₂ equivalence of reductions
 - COD emission reduction
 - Ammonia nitrogen emission reduction
 - SO₂ equivalence of reductions
 - Nitrogen oxides emission reduction
 - Water saved
- Total amount of issued domestic green bonds
- Total amount of issued overseas green bonds
- Total number of various ESG bonds underwriting
- Total proceeds of various ESG bonds underwriting
- The lead underwriting amount of various ESG bonds
- The lead underwriting cumulative number of various green bonds

- Total proceeds of the lead underwriting accumulated amount of various green bonds
- The lead underwriting accumulated amount of various green bonds
- Balance of inclusive loans (under the criteria of China Banking and Insurance Regulatory Commission)
- Growth rate of inclusive loans (under the criteria of China Banking and Insurance Regulatory Commission)
- Balance of agriculture-related loans
- The number of individual mobile banking customers
- Monthly number of active users for the app
- Total number of domestic cloud outlets
- Total number of annual visits to cloud outlets
- Total number of complaints from personal customers
- Year-on-year decline rate of complaints from personal customers
- Customer satisfaction
- Total number of colleges and vocational schools helped by "Intelligent Campus" and "Intelligent Vocational Education"
- Total number of education administration agencies cooperated by "Education and Training Cloud"
- Balance of the Bank offered financing for enterprises involved in crop production, distribution and processing and supply of agricultural materials and machinery
- The charities number of financial services supported by the Bank
- Total number of provinces or equivalents provided the inter-provincial social security card service by the Bank
- Donations by the Bank
- Training sessions about green finance/environmental governance: total sessions number of times& total training person-time
- Training sessions about rural revitalization/county governance (including rural credit system development): total sessions number of times& total training person-time
- Training sessions about data security and/or privacy risk: total sessions number of times& total training person-time
- Training sessions about inclusive finance: total sessions number of times& total training person-time
- Training sessions about human resources: total sessions number of times& total training person-time
- Training sessions about education: total sessions number of times& total training person-time
- Total number of times for online and offline training sessions
 - Total number of times for online training sessions
 - Total number of times for offline training sessions
- Total training person-times of participating employees
 - Person-times of participating online training
 - Person-times of participating offline training
- The coverage rate of employee trainings
- Average training duration per capita
- Average employee satisfaction rate with training
- Total headcount
- Employees by Gender Proportions (All employees, Senior Management member, Management personnel above the middle level, Management personnel in Headquarter, New employees)
- Employee structure by working year (0 to 5 years, 6 to 10 years, 11 to 20 years, 21 to 30 years, Over 31 years)
- Employee structure by age group (Under 31 years old, 31 to 40 years old, 41 to 50 years old, Over 50 years old)
- Number of new employees

GRI Standards Index and Contrast with ESG Reporting Guide

GRI Standards Index

Number	Contents	ESG	Page
GRI 2: General Disclosures			
GRI 2-1	Organizational details		6, 7
GRI 2-2	Entities included in the organization's sustainability reporting		Appendix - 1
GRI 2-3	Reporting period, frequency and contact point		Appendix - 1
GRI 2-4	Restatements of information		Appendix - 1
GRI 2-5	External assurance		Appendix - 2, 3
GRI 2-6	Activities, value chain and other business relationships		6, 33-55
GRI 2-7	Employees	B1.1	94-101, 118-120
GRI 2-9	Governance structure and composition		76
GRI 2-10	Nomination and selection of the highest governance body		75-80
GRI 2-11	Chair of the highest governance body		2
GRI 2-12	Role of the highest governance body in overseeing the management of impacts		75-80
GRI 2-13	Delegation of responsibility for managing impacts		75-80
GRI 2-14	Role of the highest governance body in sustainability reporting		61, 77-80, 83-85, 113
GRI 2-15	Conflicts of interest		60-62
GRI 2-16	Communication of critical concerns		60-62, 79, 113
GRI 2-17	Collective knowledge of the highest governance body		75-80
GRI 2-18	Evaluation of the performance of the highest governance body		75-80
GRI 2-19	Remuneration policies		99-101, 107
GRI 2-20	Process to determine remuneration		99-101, 107
GRI 2-21	Annual total compensation ratio		99-101, 107
GRI 2-22	Statement on sustainable development strategy		83
GRI 2-27	Compliance with laws and regulations		91-93
GRI 2-28	Membership associations		26-28
GRI 2-29	Approach to stakeholder engagement		60-62, 77, 85, 113
GRI 2-30	Collective bargaining agreements		98-99
GRI 3: Material Topics			
GRI 3-1	Process to determine material topics		112, 113
GRI 3-2	List of material topics		112, 113
GRI 3-3	Management of material topics		112, 113
GRI 201: Economic Performance			
GRI 201-1	Direct economic value generated and distributed		62, 114
GRI 201-2	Financial implications and other risks and opportunities due to climate change		14, 15
GRI 202: Market Presence			
GRI 202-2	Proportion of senior management hired from the local community		56
GRI 203: Indirect Economic Impacts			
GRI 203-1	Infrastructure investments and services supported		33-55
GRI 203-2	Significant indirect economic impacts		33-55, 63-71
GRI 205: Anti-corruption			
GRI 205-2	Communication and training about anti-corruption policies and procedures	B7.2, B7.3	91-93
GRI 205-3	Confirmed incidents of corruption and actions taken	B7.1	91-93

- Training coverage of participants by age group: Under 25 years old (inclusive), 26 to 35 years old (inclusive), 36 to 45 years old (inclusive), 46 to 54 years old (inclusive), Over 55 years old (inclusive)
- Training hours (days) per employee by age group: Under 25 years old (inclusive), 26 to 35 years old (inclusive), 36 to 45 years old (inclusive), 46 to 54 years old (inclusive), Over 55 years old (inclusive)
- Training coverage of participants by gender: Female, Male
- Training hours (days) per employee by gender: Female, Male
- Training coverage of participants by role: Management, Specialized, Sales, Customer service, Operations
- Training hours (days) per employee by role: Management, Specialized, Sales, Customer service, Operations
- Training coverage of participants by institution level: Head Office, Tier-one branch, Tier-two branch, Tier-one sub-branch, Outlet
- Training hours (days) per employee by institution level: Head Office, Tier-one branch, Tier-two branch, Tier-one sub-branch, Outlet

ICBC Credit Suisse Asset Management:

- Number of funds issued with investment directions of ecological environment, new energy, ESG, carbon neutrality, etc.
- The total amount of investment in relevant sectors for supporting the green economic transformation

ICBC Investment:

- The balance of green financial investment
- Proportion of investment balance in green finance sector to total investment

Shandong Branch:

- Approved loan amount of a new 100,000-ton offshore wind power spindle project
- Disbursed loan amount of a new 100,000-ton offshore wind power spindle project
- Estimated annual emission reduction effect of a new 100,000-ton offshore wind power spindle project after the wind turbine unit is put into service

Henan Branch:

- Granted total loans amount of the Jialu River ecological environmental treatment project
- Total area of the Jialu River ecological environmental treatment project

ICBC (Asia):

- Improved green financial policies and systems from perspective of business management
- Improved green financial policies and systems from perspective of operation assessment
- Improved green financial policies and systems from perspective of operation management

Seoul Branch:

- Financing amount for the wind power project in Jeju Island supported by the Bank
- Expected annual power generation of the wind power project in Jeju Island supported by the Bank

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 (Revised): 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 evidence which we considered necessary to form conclusions.

Procedures, Scopes and Limitations of Our Work

Our independent limited assurance engagements in the *CSR Report* include interviewing personnel responsible for the *CSR Report*, analyzing information, and proceeding other steps to collect evidence. Specifically, our procedures include:

- 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* 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 2022 *CSR 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 2022 and our work results, assessing relevant control of the *CSR 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 Head Office, ICBC Credit Suisse Asset Management, ICBC Investment, Shandong Branch, Henan Branch, ICBC (Asia) and Seoul Branch. 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* 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* 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* of ICBC, is not suitable and cannot be used for other purposes.

Deloitte Touche Tohmatsu Certified Public Accountants LLP
March 30 2023

Number	Contents	ESG	Page
GRI 302: Energy			
GRI 302-1	Energy consumption within the organization	A2.1	29, 116
GRI 302-4	Reduction of energy consumption	A2.3	17, 29, 116
GRI 302-5	Reductions in energy requirements of products and services	A2.3	17, 29, 116
GRI 303: Water and Effluents			
GRI 303-5	Water consumption	A2.2	29, 116
GRI 304: Biodiversity			
GRI 304-2	Significant impacts of activities, products and services on biodiversity		13, 22, 54, 68
GRI 305: Emissions			
GRI 305-1	Direct (Scope 1) GHG emissions	A1.2	29, 116
GRI 305-2	Energy indirect (Scope 2) GHG emissions	A1.2	29, 116
GRI 305-4	GHG emissions intensity	A1.2	29, 116
GRI 305-5	Reduction of GHG emissions	A1.5	17, 29, 116
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	A1.1	29, 116
GRI 306: Waste			
GRI 306-2	Management of significant wasterelated impacts	A1.6	29, 116, 117
GRI 306-3	Waste generated	A1.3, A1.4	29, 116, 117
GRI 308: Supplier Environmental Assessment			
GRI 308-1	New suppliers that were screened using environmental criteria	B5.3	31
GRI 401: Employment			
GRI 401-1	New employee hires and employee turnover	B1.2	94-101, 118-120
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees		94-101, 118-120
GRI 403: Occupational Health and Safety			
GRI 403-1	Occupational health and safety management system	B2.3	99-101
GRI 403-3	Occupational health services	B2.3	99-101
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	B2.3	99-101
GRI 403-5	Worker training on occupational health and safety	B2.3	99-101
GRI 403-6	Promotion of worker health	B2.3	99-101
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	B2.3	99-101
GRI 404: Training and Education			
GRI 404-1	Average hours of training per year per employee	B3.2	88, 96, 97, 119, 120
GRI 404-2	Programs for upgrading employee skills and transition assistance programs		88, 96, 97, 119, 120
GRI 404-3	Percentage of employees receiving regular performance and career development reviews		88, 96, 97, 119, 120
GRI 405: Diversity and Equal Opportunity			
GRI 405-1	Diversity of governance bodies and employees		56-59, 71, 75-80, 94-101, 118-120
GRI 406: Non-discrimination			
GRI 406-1	Incidents of discrimination and corrective actions taken		95
GRI 413: Local Communities			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs		56-59, 63-71
GRI 414: Supplier Social Assessment			
GRI 414-1	New suppliers that were screened using social criteria	B5.3	31
GRI 417: Marketing and Labeling			
GRI 417-1	Requirements for product and service information and labeling		41-49

ESG Guidelines of The Stock Exchange of Hong Kong Limited

Environmental

A1 Emissions	P17, 29-31, 116, 117
--------------	----------------------

General Disclosure: Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste

A1.1 The types of emissions and respective emissions data

A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)

A1.3 Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)

A1.4 Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)

A1.5 Description of emission target(s) set and steps taken to achieve them

A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them

A2 Policies on the efficient use of resources, including energy, water and other raw materials	P29, 116
--	----------

A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)

A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)

A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them

A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them

A2.5 Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced

A3 The Environment and Natural Resources	P12-31, 68
--	------------

General Disclosure: Policies on minimizing the issuer's significant impact on the environment and natural resources

A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them

A4 Climate Change	P14, 15
-------------------	---------

General Disclosure: Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer

A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them

Social

B1 Employment	P94-101, 118-120
---------------	------------------

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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare

B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region

B1.2 Employee turnover rate by gender, age group and geographical region

B2 Health and Safety	P99-101
----------------------	---------

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 providing a safe working environment and protecting employees from occupational hazards

B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year

B2.2 Lost days due to work injury

B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored

Table of Social Responsibility Performance Contrast with the Ten UNGC Principles

UNGC Principle		CSR Performance in 2022
1	Businesses should support and respect the protection of internationally proclaimed human rights	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 employer'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.
2	Make sure that they are not complicit in human rights abuses	The Bank abided by international conventions or practices signed or recognized by China, including the <i>Universal Declaration of Human Rights</i> .
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	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 members of trade unions.
4	The elimination of all forms of forced and compulsory labor	The Bank signed employment contracts with its employees in compliance with the <i>Law of the People's Republic of China on Employment Contracts</i> and other relevant laws and regulations. It also fully protected employees' rights to rest and take leaves and eliminated all forms of forced and compulsory labor through an efficient and orderly working mechanism and optimized labor composition.
5	The effective abolition of child labor	The Bank strictly prohibited child labor.
6	The elimination of discrimination in respect of employment and occupation	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.
7	Businesses should support a precautionary approach to environmental challenge	The Bank actively responded to climate changes by willingly assuming responsibility for international environment, 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.
8	Taking on more responsibilities for environmental protection	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 promoting 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.
9	Encouraging the development and promotion of environment-friendly technologies	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 of the end of the reporting period, the balance of loans granted to green economic sectors reached RMB3,978,458 million. The Bank vigorously promoted paperless, low-consumed and efficient online business leveraging on its leading technological strengths, with digital business accounting for more than 98.9%.
10	Businesses should work against corruption in all forms, including extortion and bribery	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.

B3 Employee Development and Training P88, 96, 97, 119, 120

General Disclosure: Policies on improving employees' knowledge and skills for performing duties at work Description of training activities Training refers to vocational training. It may include internal and external courses paid by the employer.

B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)

B3.2 The average training hours completed per employee by gender and employee category

B4 Labor Standards P95

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 environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored

B6 Product Responsibility P41-49, 102, 120, 121

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 P91-93

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 P63-71, 118, 121

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)

Report on the Progress of the Principles for Responsible Banking (PRB)

The *Principles for Responsible Banking* (PRB) are a global framework for ensuring that signatory banks' strategy and practice are in line with future social needs. This framework enables the sector to align with the sustainable development goals and the global goals and indicators set out in the *Paris 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 in economic and social development.

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.

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 in the Group's development plan, made clear that **"the Bank will lead the way in practicing green development"** in China, and promoted the "building of green finance and ESG system" as a specific measure.

In its strategic development plan for the "14th Five-Year Plan" period, the Bank put forward the mission of **"adapting to the times, staying ahead of competitors and benefiting the public"**, emphasized the need to comply with the new trend of energy revolution, clean production and circular economy, accelerate the innovative development of green finance, and improve the services for ecological civilization.

During the reporting period, the Bank revised and issued the *Basic Regulations on Corporate Social Responsibility (ESG and Sustainable Finance)* and the *Administrative Measures for Corporate Social Responsibility (ESG and Sustainable Finance) Information Disclosure*. In this revision, the Bank systematically sorted out the requirements for corporate social responsibility (ESG) management and information disclosure of listed companies or financial institutions set out in domestic laws and regulations, regulatory requirements, and documents of exchanges. In addition, based on the Sustainable Development Goals of the United Nations, it revised the definition of corporate social responsibility (ESG and sustainable finance) and fully expanded the specific contents.

Principle 2: Impact & Target Setting

We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.

During the reporting period, the Bank issued the *Notice on Relevant Issues of Implementation of the Guidelines for Green Finance of the Banking and Insurance Industries*. In alignment with the Guidelines for Green Finance of the Banking and Insurance Industries issued by the CBIRC, the Bank formulated measures to promote its green finance work at the next stage, and make overall arrangements for deploying the tasks of all departments and branches. The Bank put forward seven key tasks to improve green finance in the next step, including: strengthening the capability of environmental, social and governance (ESG) risk management, building ESG requirements into the enterprise-wide risk management system, and carrying out whole-process risk management; continuing to promote the green and low-carbon adjustment of the investment and financing structure, reducing the carbon emissions of the Bank's operations in an orderly manner, and steadily pushing forward the work of carbon peak and carbon neutrality; actively exploring and refining the Bank's green financial system and mechanism; actively using technical means to improve green financial services; strengthening the green finance construction of overseas investment and financing business; clarifying the responsibilities of entities at all levels to ensure that the Bank's green finance construction meets regulatory requirements.

During the reporting period, the Bank issued the *Green Guide to Investment and Financing of Industrial and Commercial Bank of China (Trial)*. As a special green finance policy, it is a basic document of the Bank's green investment and financing policy system. Focusing on green development, the Bank took ESG risk prevention and control as the basic starting point, and provided rich operation guidance for ESG risk prevention and control of investment and financing. The Bank effectively strengthened effective and targeted ESG risk prevention and control through key points of ESG risk identification, minimum access standards, excellent standards, and green investment areas. The ESG that the Bank focused on includes, but is not limited to, environmental pollution prevention, energy conservation, response to climate change and carbon emission control, water resource conservation and flood prevention and control, biodiversity and ecological protection, safe production and occupational health, cultural relics protection, corporate governance and business owner behavior.

During the reporting period, the Bank iteratively upgraded the **enterprise-wide risk management system**. The Bank coordinated development and security, strengthened financial risk prevention and control, **enhanced domestic and overseas institutions' on- and off-balance sheet business, commercial and investment banking and other business, consolidated online and offline Five-pronged Risk Management Approach for the Head Office and subsidiaries**, and improved the Group-wide integrated risk control capability. Additionally, the Bank implemented the requirements of the Five-pronged Risk Management Approach, strengthened the key measures of the "Four-pronged" enterprise-wide risk management system with the approach to "people, money, defense line and bottom line", promoted the level of "active prevention, smart control and comprehensive management", iterated and upgraded

the enterprise-wide risk management system, solidified the risk management responsibilities, and further conveyed the concept and requirements of enterprise-wide risk management, in an effort to boost the enterprise-wide risk management standard. Furthermore, in accordance with the concept of the Five-pronged Risk Management Approach, the Bank improved the mechanism of the enterprise-wide risk management system, formulated the risk management plan for the 14th Five-Year Plan period, and launched comprehensive risk inspection and remedial measures, so as to safeguard the baseline against systemic risks.

The Bank continuously strengthened climate risk management and **won the Climate Risk Management Achievement Award in the "2022 China Awards Program" organized by The Asian Banker**. The Bank incorporated climate risk management into the enterprise-wide risk management system. The Regulations on Enterprise-wide Risk Management (Version 2022) contains a chapter of "climate risk management", which defines the governance structure of and responsibility for climate risk management, and puts forward the composition and requirements of the climate risk management system. The Bank intensified the identification and management of climate risk, continuously improved climate risk database, and conducted stress testing of climate risk.

Principle 3: Clients & Customers

We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.

In active response to the United Nations' Agenda for Sustainable Development, the Bank adapted itself to the new development paradigm with domestic circulation as the mainstay and domestic and international circulations reinforcing each other, pressed forward with leveraging our strengths, tackling areas of weaknesses and solidifying the foundation and improved the adaptability, competitiveness and inclusiveness of financial services, giving full play to the role as "the main force" in serving the real economy.

The Bank issued guidelines on supporting agricultural revitalization and stepped up lending for agriculture, with a focus on ensuring national food production, developing high-standard farmland and developing rural infrastructure. As of the end of the reporting period, the Bank registered RMB105.1 billion in outstanding financing for enterprises involved in crop production, distribution and processing and supply of agricultural materials and machinery, helping to ensure national food production and stable production and supply of agricultural products.

In terms of carbon emission reduction support tools, the Bank secured the People's Bank of China's approval for RMB81.2 billion of eligible loans for carbon emission reduction and gained access to low-cost re-lending facilities of RMB48.7 billion, ranking first industry-wide. In terms of the special loan

for clean and efficient utilization of coal, the Bank secured the People's Bank of China's approval for RMB10.9 billion of eligible loans and gained access to the same amount of low-cost re-lending facilities, ranking first among commercial banks.

The Bank has included boosting biodiversity in the Group's green credit development strategy. Active measures have been taken to protect biodiversity and the ecological conservation redlines have been strictly observed to prevent damage to important habitats, statutory nature reserves and ecosystem in ecologically fragile areas and to support biodiversity-friendly customers and projects, such as nature conservation and ecological restoration. For industries including agriculture, forestry, animal husbandry and fishery, mining, oil and gas exploitation, infrastructure and building materials, the Bank attaches great importance to biodiversity risk management and actively supports environment-friendly customers. Strict restrictions are imposed on the funding of customers with higher environmental and social risks to reduce adverse impact on ecosystems and biodiversity.

During the reporting period, the Bank actively participated in the inter-provincial social security card service program of the Ministry of Human Resources and Social Security (MOHRSS). As the first bank to launch the service, the Bank had provided the inter-provincial social security card service in nearly 30 provinces or equivalents, ranking first in the industry by number of provinces and the number of people served.

To relieve the job search pressure of fresh graduates from financially stressed families and support employment services for college graduates, the Bank actively carried out the national student loan forbearance work, including interest exemption and principal deferral. A number of measures were taken to reduce the burden on students with loans.

The Bank further stepped up financing support for small and micro enterprises and self-employed individuals, with a package of measures adopted to bolster the real economy. Five innovative projects were launched, namely the Considerate Preferential Loan, Revolving e Loan, Ease Long-term Loan, Free Repay and Repay as You Wish. The Bank eases borrowers' debt service pressure by extending the term of the loan, allowing the pay-as-you-go lending model, renewing the loan without repaying the principal and making flexible arrangements for repayment methods.

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 goal of carbon peak before 2030 and carbon neutrality before 2060, the Bank practiced the development

philosophy "Lucid waters and lush mountains are invaluable assets", exerted to maximize the value of shareholders, stakeholders and the general public, and promoted the sustainable harmony between humanity and nature.

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 Bank continuously conducted the quality and momentum improvement of operations, gave play to its "strong, excellent, large and distinctive" advantages, and create more values for its shareholders, its customers, its employees, society and other stakeholders.

Regarding employees as its foundation, the Bank cares about and for employees. It improved the employee incentive mechanism and the employee training system, gave play to the role of the employee representative assembly, paid attention to and protected the legal rights and interests of employees, and valued equality for women in terms of employment and professional development.

The Bank gave play to the Group's function of social donations to relieve and assist the people in straitened circumstances, encouraged and guided employees to participate in volunteer services, expanded channels of community service, and supported undertakings of public welfare and charity.

The Bank's centralized procurement complied with relevant national regulations, and adhered to the principles of openness, fairness, impartiality, honesty and credibility. It implemented the management system of unified management, hierarchical authorization and mutual restriction, standardized its centralized procurement behavior, and strengthened the management of procurement expenditure, so as to prevent and control the risks of centralized procurement, and improve the benefits and efficiency of centralized procurement. During the reporting period, the Bank encouraged all parties to consciously maintain a fair, orderly and honest market environment, and took multiple measures to promote the implementation of green procurement.

The Bank was deeply involved in the whole process of underwriting and issuing local government bonds. During the reporting period with the new local government bond investment totaling RMB1.2 trillion, the Bank supported the issuance and distribution of 39 OTC local government bonds from 35 issuers. The total distribution amount reached RMB3.3 billion, ranking first among 27 regions in the industry, and further highlighting the Bank's role as a "main force" of financial services and "main channel" for macro-policy transmission.

To better serve the IT development needs of civil administration agencies, associations and other social organizations, the Bank developed the "Civil Affairs Capital Verification Link", the

"Social Organization Cloud" and other platform products to build a multi-level and comprehensive cooperation ecosphere. As of the end of the reporting period, the "Civil Affairs Capital Verification Link" had reached cooperation with 5 provincial departments of civil affairs, 59 municipal bureaus of civil affairs and 362 district- or county-level bureaus of civil affairs. The "Social Organization Cloud" platform was created to help social organizations run more intelligently, and has reached cooperation with 534 social organizations.

Unleashing the role of "stabilizer" as a large bank, the Bank vigorously promoted its Fintech products and services to empower the financial institution customers' digital transformation and financial risk management. During the reporting period, the Bank provided 54 financial institutions with various risk control techniques and tools relating to anti-money laundering (AML), market risk management and credit risk management, contributing the ICBC wisdoms and strengths to the prevention and control of financial risks. As of the end of the reporting period, the ICBC BRAINS intelligent AML system had served 29 financial institutions, assisting these customers to conduct AML monitoring and analysis on more than 300 million individual and corporate customers, with an average of over 70 million transactions monitored a day, and effectively boosting risk control the financial market.

As the first expert member in China to sign and uphold the Task Force on Climate-related Financial Disclosure (TCFD), recommendations, the Bank actively participated in TCFD global financial governance. During the reporting period, the Bank participated in two plenary meetings of the TCFD, and provided suggestions for the 2022 Status Report and 2023 work plan of the TCFD. The Bank translated the 2022 Status Report and other documents, and published on TCFD website. These documents provided reference for Chinese institutions to strengthen climate risk management and make relevant information disclosure by referring to the TCFD framework.

The Bank has further developed the "ICBC Sharing Station Plus" public service system, built 5,440 outlets grouped into six categories of ecospheres with a focus on key scenarios, such as government and pension service. The number of outlets providing one-stop GBC service increased by 1,603 to 4,623. Relying on 15,500 ICBC Sharing Stations, the Bank carried out 120,000 care-themed events, serving 21 million new urbanites and other customer groups.

Principle 5: Governance & Culture

We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

The Bank has regarded corporate governance as the key to enhancing core competitiveness. During the reporting period, the top-level design of corporate governance continued to improve. The Bank effectively promoted the amendment to the Articles of Association (Version 2022). It also made constant efforts to improve the corporate governance mechanism featuring statutory and transparent powers and responsibilities, coordination and effective checks and balances. As a result, governance efficiency were continuously enhanced.

During the reporting period, the Bank held one annual general meeting and one extraordinary general meeting at which 18 proposals such as the Proposal on the 2021 Audited Accounts, Proposal on the Application for Temporary Authorization Limit for External Donations, and Proposal on Reviewing the Articles of Association of ICBC (Version 2022) were reviewed and approved, and three reports such as the Work Report of Independent Directors of Industrial and Commercial Bank of China Limited in 2021 were heard.

During the reporting period, the Board of Directors of the Bank held ten meetings, at which 99 agenda items such as the Proposal on ICBC's Development and Strategic Plan during the 14th Five-Year Plan, Proposal on the Corporate Social Responsibility (ESG) Report 2021 of ICBC, Proposal on the 2022 Inclusive Finance Business Operation Plan, and Proposal on the 2021 Risk Report and Risk Appetite Assessment were studied and discussed.

During the reporting period, the Board of Supervisors held six meetings, at which 19 proposals such as the 2021 Work Report of the Board of Supervisors and performance appraisal report were deliberated. 19 reports such as the reports on quarterly operation, strategic development plan and the Group's compliance risks and AML efforts were heard, and 35 reports such as reports on quarterly supervision in 2022 and relevant surveys of the Board of Supervisors were reviewed.

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 modern financial institution with Chinese characteristics 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 about and accountable for our positive and negative impacts and our contribution to society's goals.

The 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 by fully aligning to the national 14th Five-Year Plan, and facilitated the Bank to attain the goals of "carbon peak and carbon neutrality". It regularly considered the proposals on reports on ESG and risk management and ramped up supervision and management of ESG issues.

During the reporting period

The Board of Directors reviewed and approved the Proposal on the Strategic Development Plan for the 14th Five-Year Plan Period of ICBC, enhanced the building of the green finance system and the disclosure of ESG information and climate investment and financing information, advanced economic transformation and upgrading as well as sustainable development of finance.

The Board of Directors reviewed, approved, and disclosed the 2021 Corporate Social Responsibility Report (ESG Report), transmitting the Bank's sense of responsibility in practicing its mission as a large state-owned bank to the capital market.

The Board of Directors reviewed and approved the 2021 Risk Management Report to acquire detailed knowledge of the Bank's nine risk profiles, such as strategic risk, credit risk, and market risk; reviewed and approved the Proposal on the Internal Audit Plan for 2022, which included the green credit risk; reviewed and approved the Regulations on Enterprise-wide Risk Management (Version 2022) and improved the management of the green finance business and the building of the climate risk system; carefully read and studied the Report on Regulatory Requirements and Management of the Bank concerning Climate Risk, and actively learned about information related to climate risk management.

The Board of Directors reviewed and approved the Proposal on 2021 Consumer Protection Work and Work Plan for 2022, summarized the Bank's consumer protection in 2021, and defined the focal points of the work for 2022; listened to the Report on Consumer Protection Work for the First Half of 2022; listened to the 2021 Report on Customer Complaints of the Bank; read and studied the Special Report on Consumer Protection Audit to timely learn about the performance of the audited institutions in improving the consumer protection management mechanism, implementing consumer protection requirements, and strengthening complaint management.

The Bank actively responded to the complex and changing external circumstances, and implemented rules and regulations and regulatory requirements of the stock exchanges where it is listed. Moreover, it continuously strengthened communication with the capital market, 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 ninth year in a row.**

During the reporting period, the Board of Directors of the Bank considered and adopted the Administrative Measures for Inside Information and Insiders of Industrial and Commercial Bank of China Limited (Version 2022) and disclosed it in full to the public. The Bank was the first large state-owned commercial bank to complete the revision of its insider information management policy and disclose it to the public, leading the capital market and demonstrating the professional advantages of a large bank.

Feedback Form

Thank you for reading the 2022 Corporate Social Responsibility Report (ESG Report) of Industrial and Commercial Bank of China Limited. ICBC has published Corporate Social Responsibility Reports for consecutive sixteen years. In order to better satisfy your need, provide more valuable information for you and all relevant stakeholders, improve our performance of corporate social responsibility and enhance our ability to fulfill our social responsibility, we sincerely hope that you would provide your valuable opinions and feedback regarding this report to us via the following means:

Fax: (8610)66108522
E-mail: csr@icbc.com.cn
Address: No. 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC
Corporate Strategy and Investor Relations Department
Post code: 100140

1. What is your overall evaluation for the report?

☐ Very good ☐ Good ☐ General ☐ Poor

2. What is your evaluation for ICBC’s performance of its social responsibility on the economic level?

☐ Very good ☐ Good ☐ General ☐ Poor

3. What is your evaluation for ICBC’s performance of its social responsibility on the environmental level?

☐ Very good ☐ Good ☐ General ☐ Poor

4. What is your evaluation for ICBC’s performance of its social responsibility on the social level?

☐ Very good ☐ Good ☐ General ☐ Poor

5. Do you think the report can truly represent the influence on economy, environment and society of the social responsibility practice of ICBC?

☐ Yes ☐ So so ☐ No

6. What do you think of the clarity, correctness and completeness of the information, data and statistics in the report?

☐ Very good ☐ Good ☐ General ☐ Poor

7. Is this report reader-friendly from your perspective in terms of its contents, structure and formatting?

☐ Very good ☐ Good ☐ General ☐ Poor

8. Which of the following stakeholder do you belong to?

☐ Government ☐ Regulator ☐ Shareholder and Investor ☐ Client

☐ Supplier and Partner ☐ Employee ☐ Community public ☐ Others

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

Note: Please add "√" in the corresponding "☐".