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Industrial and Commercial Bank of China Limited

2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance



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# 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance



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# Governance and Sustainable Risk Management

The Bank always regards improving corporate governance as a key task for high-quality development in the new era. It has continuously deepened the integration of Party leadership and corporate governance in a bid to establish a modern financial enterprise system with Chinese characteristics. Meanwhile, the Bank has thoroughly put into action the idea of sustainable development. It has established a sound system of sustainable development management, strengthened the control over ESG risks and climate risks, and enhanced the probity culture development, laying a solid governance foundation for serving the national strategies.

- Corporate governance
- Sustainable development management
- Environmental, Social and Governance (ESG) risks
- Climate risk management
- Clean ICBC Initiative



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Corporate governance

The Bank has actively developed a corporate governance mechanism featuring clearly-defined responsibilities and accountability, coordination and effective checks and balances, and continued to optimize the corporate governance operation mechanism with a scientific decision-making process, effective supervision and steady operation, effectively enhancing the governance efficiency and the capacity of high-quality development.

### Top-level design of corporate governance

The Bank has thoroughly implemented the guiding principles from the Central Financial Work Conference, focused on serving China's goal of becoming a financial powerhouse and promoting high-quality development of the financial sector, defined the goal of "building a world-class and modern financial institution with Chinese characteristics" and endeavored to refine and deepen the work on the "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and digital finance.



#### Strategic Positionings

Act as a leading bank to be the main force in serving the real economy, the ballast stone in maintaining financial stability, a bellwether in building strong financial institutions, and a benchmark bank in fulfilling major responsibilities and core businesses.



#### Strategic Significance

Adhere to the guidance of the Party building theory, and promote the "five transformations" of **intelligent risk control, modern layout, digital driver, diversified structure and ecological foundation**.

During the reporting period

The Bank actively improved the corporate governance system, framework and mechanisms. It revised the Articles of Association and the rules of procedures for the Shareholders' Meeting and the Board of Directors. It also advanced the reform of the Board of Supervisors and updated the supporting policies and procedures for corporate governance in an orderly manner, steadily enhancing the scientificity and effectiveness of corporate governance.

## Board of Directors

The Board of Directors (the "Board") of the Bank has taken serving the Chinese modernization and promoting high-quality development as its main tasks, thoroughly practiced the political and people-oriented nature of financial work, fully and faithfully applied the new development philosophy on all fronts, and advanced the "five transformations" and the "Five Priorities". The Board has also implemented all national decisions, plans and financial regulatory requirements in an ongoing effort to make financial services more adaptive, competitive and inclusive.

The Bank has attached great importance to the diversity, independence and professionalism of the Board. It has built a Board with a diverse and complementary structure

in terms of knowledge, professional skills, career experience, geography and gender, thereby ensuring scientific decision-making in every respect. Moreover, the Bank has ensured efficient functioning of the Board by implementing the *Articles of Association*, the *Rules of Procedures for the Board of Directors* and the *Working Rules for the Independent Directors*, among others. The Board members have extensive experience in the financial sector. They have accumulated solid professional expertise and practical experience in key areas such as banking operations, macroeconomic analysis, green finance, risk control and financial management, providing strategic support for stable development of the Bank in the long run.

As at the end of the reporting period

- 3 executive directors
- 4 non-executive directors
- 5 independent non-executive directors
- 10 male directors
- 2 female directors
- 9 directors from the Chinese mainland
- 1 director from Hong Kong SAR, China
- 1 director from Germany
- 1 director from New Zealand

## Enhanced transparency

The Bank has actively implemented laws, regulations and the regulatory requirements of the stock exchanges where it is listed. It developed a disclosure system that assigns responsibilities to information disclosure obligators and clarifies the duties of corporate governance entities in information

disclosure. The Bank has strengthened communication with the capital market through various channels, accurately informing investors and other stakeholders of the Bank's strategy implementation, corporate governance and business management in a timely manner.

The Bank has built a "Three-in-One" sustainability information disclosure system, endeavored to enhance the transparency and effectiveness of communication and formed a constraint and positive feedback mechanism for management.

### A "Three-in-One" sustainability information disclosure system

- **Annual sustainability reporting:** The corporate social responsibility (ESG) report was issued for the 17th consecutive year. During the reporting period, the sustainability report was published for the first time.
- **Interim special reporting:** As the first domestic listed company to publish an interim ESG-related special report, the Bank has published the report for five consecutive years since September 2021.
- **Regular information disclosure:** An ESG module was created on the homepage of the web portal. The "ESG Updates" section regularly discloses the Bank's latest strategic developments, frontier practices and work outcomes.

## Sustainable development management

### Sustainability governance framework

The Bank has established a sound governance structure for sustainable development. The sustainability governance work is led by the Board of Directors, coordinated by the Senior Management, supported by special committees and implemented by all levels of institutions, thereby ensuring the orderly progress in work on the sustainability planning from top-level design to primary-level implementation.



During the reporting period, the Board of Directors and its committees reviewed and approved several sustainability-related proposals:

- ▶ Proposal on Revising the Articles of Association, the Rules of Procedures for the Shareholders' Meeting and the Rules of Procedures for the Board of Directors
- ▶ Proposal on the 2025 Inclusive Finance Business Operation Plan
- ▶ Proposal on the Measures for Market Value Management and Administrative Measures for Consumer Protection
- ▶ Proposal on Consumer Protection in 2024 and Its Work Plan for 2025
- ▶ Proposal on the Limit for External Donations in 2025

During the reporting period, the Green Finance (ESG and Sustainable Finance) Committee conducted the following work:

- ▶ The Bank held two meetings of the Green Finance Committee, deliberating (reviewing) multiple proposals including the *Report on the 2025 Work Plan of the Green Finance Committee*, the *Report on the Green Finance Development of ICBC in 2024*, the *Progress Report on Carbon Peak and Carbon Neutrality in ICBC's Operations*, and the *Report on the Development of Green Bonds*
- ▶ The first meeting of the ESG and Sustainable Finance Committee in 2025: Reviewing the *2024 Sustainability Report (Draft for Review)*

### Capacity building on sustainability

The Board of Directors of the Bank attaches great importance to enhancing the capability of sustainability management. Through research projects, field surveys and training programs, the Board members have gained more insights into industry trends, thereby charting the course for sustainable development of the Bank. During the reporting period, the directors conducted in-depth field surveys under such themes as "green finance risk control", providing solid support for strategic decision-making.

## Environmental, Social and Governance (ESG) risks

### Overall management of ESG risks

The Bank has continuously strengthened risk management in the key areas of ESG, established a whole-process mechanism covering risk identification, assessment, response, monitoring and reporting, and integrated the mechanism fully into strategic decision-making, enterprise risk management and day-to-day operations to effectively control various ESG risks.

### ESG risks in business processes

The Bank has incorporated all ESG risks of customers and projects in due diligence. Through field visits, on-site interviews, and information verification, the Bank has conducted in-depth analysis of the potential impact of environmental risks of the projects and negative public opinions about the customers on the financing security. This helps consolidate the capability of ESG risk management and facilitates informed business decision-making.

#### ESG risk due diligence process



##### Due diligence

Prudently assessing the environmental, social and governance risks of the customers (projects), and clearly listing them in the due diligence report



##### Examination and approval

Strictly reviewing the environmental compliance status of customers (projects), and raising the level of the person primarily responsible for financing and operating of energy-intensive and high-carbon industries



##### Post-lending/investment management

Conducting dynamic monitoring of the environmental, social and governance risks of enterprises, giving risk pre-warnings and taking controls in a timely manner



##### Post-lending examination and reporting

Stating and explaining environmental, social and governance risks

## Climate risk management

### Climate risk management system

The Bank has incorporated climate risk management in its enterprise risk management system. Its *Regulation on Enterprise Risk Management* defines the governance structure of and responsibility for climate risk management, and puts forward the composition and work requirements of the climate risk management system.

During the reporting period, under the Internal Capital Adequacy Assessment Process (ICAAP) framework, the Bank established a climate risk indicator system to conduct annual climate risk identification and assessments, focusing on the likelihood, severity, and trends of climate risks. It guided integrated subsidiaries and overseas institutions to strengthen the development of their climate risk management systems, research and develop climate risk management tools, and enhance their capabilities in identifying and analyzing the transition risk and physical risk.

Entities	Main responsibilities
Board of Directors	Formulating the risk management strategy and risk appetite for climate risks, and reviewing the enterprise risk management report
Senior Management and relevant committees	Implementing and promoting the work on "carbon peak and carbon neutrality", coordinating efforts on green finance development in various business lines and branches and institutions of the Bank, and continuously enhancing climate risk management

### Climate risk stress testing

The Bank keeps abreast of the latest requirements and progress of international organizations, regulatory authorities and domestic and foreign peers in climate risk stress testing. It has actively promoted exchanges and cooperation with government agencies, stock exchanges and peers, improved transmission models for transition risk and physical risk, advanced the collection and analysis of relevant data for internal and external customers, businesses and industries, and supported stress testing, ensuring that the stress test data, technology and methodology retain a leading position in China.

#### Transition risk stress testing

The Bank has drawn on the technical framework of the United Nations Environment Programme (UNEP) and recalibrated the stress scenarios of the Network of Central Banks and Supervisors for Greening the Financial System (NGFS) with local conditions. It has adopted a combination of special stress tests for key industries and general stress tests for other industries, and conducted stress tests on all corporate customers on an annual basis.

The Bank designed special stress test methods for key high-emission industries such as thermal power, steel, chemicals, coal, oil and gas and established the transmission path between the climate risk scenarios and customer operating factors based on the development of these industries, so as to predict customers' operating and financial performance and analyze changes in their ratings.

During this reporting period, the Bank conducted its first short-term scenario stress test, set stress scenarios for the next five years, and conducted forecast analysis on the transition pressure and financial position changes of relevant enterprises in the thermal power and steel industries of key branches, increasingly enhancing the foresight and effectiveness of climate risk management.

#### Physical risk stress testing

Based on the four RCP scenarios (RCP2.6/4.5/6.0/8.5) for temperature rise by 2100 provided by the Intergovernmental Panel on Climate Change (IPCC), the Bank has adopted a tri-factor (hazard, exposure and vulnerability) model, which focuses on climate-related natural disasters such as typhoons and floods, to calculate the natural disasters' impact on the impairment of collateral for corporate loans and personal housing loans under the long-term pathways, as well as the impact on the business continuity of the Bank's office spaces and business premises.

## Climate risk management measures

### ■ Establishing an ESG rating system for green enterprises and low-carbon transition of high-emission enterprises

To assess the risks and opportunities faced by enterprises in their transition to a low-carbon future under the “carbon peak and carbon neutrality” goal and make the internal rating model more forward-looking, the Bank has developed ESG models for green enterprises and high-emission enterprises respectively, and incorporated them in the credit risk rating system.

During the reporting period, the Bank conducted an overall competitiveness evaluation of green enterprises, taking into account factors such as green technology, green benefits and green responsibility. The Bank assigned ESG ratings to high-emission enterprises in low-carbon transition as a pilot program, to comprehensively assess their capability and willingness in transition and guide financial resources into key areas of low-carbon transition.

### ■ Advancing the sustainable finance

During the reporting period, the Bank continued to deepen the pilot program on sustainable finance business, and cooperated with relevant government agencies to strengthen the analysis of transition risks and opportunities in key industries. By implementing transition-related financial services and inclusive climate loan business in Huzhou and Wenzhou of Zhejiang Province etc., the Bank has accumulated replicable and scalable practices in climate risk management.

## Clean ICBC Initiative

The Bank attaches great importance to probity culture development in the new era. In the *Regulations on Handling the Violations of Employees and Administrative Measures for Criminal Cases*, punitive measures have been set for such misconducts as corruption and bribery, laying a solid policy foundation for ensuring professional integrity.

The Bank established a probity culture research center responsible for conducting research projects and promoting exchanges and cooperation. During the reporting period, 10 key research projects, including the *Study on Misconduct-Corruption Relations*, were completed. The research findings were compiled and distributed for learning and reference among various institutions, facilitating the application of research outcomes and contributing to probity management enhancement.

In day-to-day work, the Bank has continued to improve the system of education bases for probity culture, stepped up the warning education and probity education and fostered a strong atmosphere of upholding probity, so that the idea of probity will take root in employees’ hearts.

### ■ Strengthening warning education

- ▶ Producing two warning education films and organizing all employees to watch and study them.

### ■ Strengthening probity education

- ▶ Developing courses on probity culture.
- ▶ Building a trainer team.
- ▶ Providing probity education for management personnel and new hires by tier and category.

#### “Clean ICBC” training program



In collaboration with the China Academy of Discipline Inspection and Supervision, the Bank has established the first systematic probity training program in the financial sector. This program aimed to provide training to the responsible personnel in key fields and critical links, and help officials and employees strengthen their political steadfastness and enhance their discipline and law awareness.



The Bank has carried out standard probity course development and part-time trainer certification by adopting the model that the Head Office provides the course blueprint; branches recommend candidates for trainers; and development results are shared bank-wide. This provides resource support for the regular promotion of the “Clean ICBC” training program across the Bank.

# Technology Finance

The Bank keeps the development of technology finance high on its priority list. It has established a “Five Special” service system, deepened the “finance + technology + industry” cooperation, empowered high-quality development of technology enterprises and strategic emerging industries. The Bank helps achieve high-standard self-reliance in science and technology by providing high-level technology finance services.

- Building a “Five Special” service system
- Supporting Specialization, Refinement, Differentiation and Innovation (“SRDI”) “Little Giant” enterprises
- Serving strategic emerging industries



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Building a “Five Special” service system

The Bank set up a Technology Finance Committee, and endeavored to develop a “Five Special”<sup>1</sup> service system in terms of top-level design, systems and mechanisms, policy support and resource allocation. It has taken the initiative to create a management mechanism commensurate with the development needs of technology finance.

Meanwhile, the Bank has actively innovated the “finance + technology + industry” cooperation model, providing high-quality comprehensive financial services for national laboratories, national research institutes, advanced-level research universities and other national strategic technological forces. This helps deepen the integration of education and industry, promote sci-tech innovation and industrial innovation, and continuously deepen and refine the technology finance as one of the “Five Priorities”.

### ■ Specialized institutions



Establishing the Technology Finance Committee of the Bank, setting up the Technology Finance Center of the Head Office, and building a system of specialized service institutions of “Technology Finance Center, specialized branches, and sci-tech innovation outlets”, covering major sci-tech innovation hubs in China.

Promoting the optimization of differentiated authorizations and a raft of credit support policies, and effectively regulating the operations of institutions.

### ■ Special actions



Strengthening coordination with the Ministry of Science and Technology, the Ministry of Industry and Information Technology, and the All-China Federation of Industry and Commerce, and promoting list-based cooperation and systematic marketing.

Launching a series of marketing activities including “Chunmiao Action”, “Qishi Action” and “ICBC Sci-tech Innovation Partnership”.

Strengthening financial services for high-tech enterprises, and SRDI “Little Giant” enterprises.

### ■ Exclusive products



Adhering to all-domain, full-cycle and all-product innovation, and launching comprehensive financial solutions covering all development stages (from start-up to growth to maturity) and various types of technology enterprises (micro, small, medium and large-sized).

Establishing an RMB80 billion sci-tech innovation fund to invest in startups, small businesses and key and core technologies.

Steadily promoting product innovations such as credit reward loans, R&D loans and intellectual property financing, actively implementing the “Sci-Tech Board” in the bond market, and increasing product coverage and value contribution.

1. “Five Special” means specialized institutions, special actions, exclusive products, specialized risk control and exclusive support.

## ■ Specialized risk control



Introducing exclusive rating and credit models for technology enterprises, promulgating a policy on technology finance ensuring no one who has fulfilled their duties is held liable, and establishing an exclusive credit review system for technology enterprises.

Introducing a series of innovative practices such as special authorization, proactive credit and cluster loan approval, and effectively streamlining the loan approval process.

## ■ Exclusive support



Implementing policies for separate credit quotas and FTP discounts for technology enterprises, and strengthening assessment guidance.

Continuously improving the digital business monitoring, marketing and analysis platform for technology finance.

Exploring to build a technology finance ecosystem service platform, and empowering the development of technology finance with financial technology.

## ■ Outcomes of comprehensive technology finance services

### Serving national strategic technological forces

11 of the 16 national laboratories opened accounts with the Bank, representing a cooperation coverage of 68.8%, the highest among peers.

Continuing to improve the financial services for advanced-level research universities, providing financing support of close to RMB100 billion for domestic renowned universities.

Establishing in-depth cooperation with the three national sci-tech innovation centers in the Beijing-Tianjin-Hebei region, the Yangtze River Delta, and the Guangdong-Hong Kong-Macao Greater Bay Area, to jointly promote technological R&D and application of sci-tech advances.

Providing high-quality financial services for leading technology enterprises in the form of special credit loans, green approval channels and exclusive service plans.

### Supporting the “Technology Board” of the bond market

As an issuer, the Bank successfully issued one of first sci-tech innovation bonds in the inter-bank market, which was also the largest by issue size (RMB20 billion) and the first such bond issued by a major state-owned bank.

The Bank also underwrote and invested in the first batch of sci-tech innovation bonds. Among the first batch of 36 technology enterprises and equity investment institution projects announced for issuance, the Bank served as the lead underwriter for 12 projects, effectively meeting the sci-tech financing needs of clients.

### Serving scientists and researchers

The Bank has signed contracts with approximately 300 strategic scientists, including about 200 academicians.

Build the “Stellar” service system for scientists and the “Star Companion” series of premium asset management products for scientists, providing comprehensive financial services for scientists and their immediate families and core team members.

### Strengthening major responsibilities and core businesses in “industry”

Focusing on the modernizing the industrial system, issuing the comprehensive financial service plan for “technology finance empowering intelligent manufacturing”, further implemented the “ICBC Loan for Upgrade and Renewal” campaign, aligned with advanced manufacturing industry clusters and boosting the development of high-end, intelligent and green manufacturing.

As at the end of the reporting period, the outstanding loans to manufacturing exceeded RMB5.2 trillion, of which over RMB2.4 trillion were medium- and long-term facilities.

Fully supporting innovative breakthroughs in the “Pillars of Great Power” program of China. During the 14th Five-Year Plan period, the Bank took the lead in providing project loans and multi-dimensional financial services for the first C919 passenger aircraft and the Shenzhen-Zhongshan Bridge, provided financing support for the Baihetan Hydropower Station and the HPR 1000 pressurized reactor, and provided financing for the R&D and construction of China’s first large-scale cruise ship Adora Magic City.

## ICBC Wealth Management Deepened Technology Finance Investment Research and Product Innovation



ICBC Wealth Management issued the *Research Support Plan for Deepening Technology Finance*, focusing on research in artificial intelligence and other hotspots of sci-tech innovation. During the reporting period, the company seized the opportunity presented by the launch of the “Technology Board” of the bond market and invested in the first batch of sci-tech innovation bonds, providing new “wisdom” of wealth management and source of liquidity for the high-quality development of technology finance.

During the reporting period, ICBC Wealth Management launched seven new products themed by sci-tech innovation. The number of equity-linked products increased by 300% compared to the full year of 2024, and the number of medium- and long-term equity-linked products rose by 200%. The longest term of closed-end products increased by 26.8% compared to the previous year. The Bank also launched the first open-ended sci-tech-themed product. While channeling high-quality funds into technology enterprises, the Bank helped a large number of investors share the dividends of the high growth of these technology enterprises.

## ICBC UBS Asset Management Leveraged Financial Services for the Building of Scientific and Technological Powerhouse



ICBC UBS Asset Management is dedicated to providing financial services for the building of scientific and technological powerhouse. The company has been expanding its investment in high-quality sci-tech innovation enterprises in artificial intelligence, chips and innovative drugs, fueling the development of new quality productive forces. As at the end of the reporting period, the equity and debt assets invested in sci-tech-related fields totaled RMB259.628 billion, an increase of 16.76% compared to the beginning of the year.



As at the end of the reporting period

Outstanding person sci-tech loans stood at  
**RMB 6 trillion**

up by  
**RMB 1 trillion**  
from the beginning of the year

The sci-tech innovation fund has been the first to cover all the  
**18**  
pilot cities across the country

remaining the **leading position** in terms of intended investment, subscribed amount, and invested amount

## ■ Supporting Specialization, Refinement, Differentiation and Innovation (“SRDI”) “Little Giant” enterprises

The Bank provided comprehensive financial services throughout lifecycle of technology enterprises, offered tailored financial solutions to them in the startup, growth, and maturity stages. Through integrated services including “stock, loan, bond, insurance, leasing and trust”, the Bank fully met the financial needs of technology enterprises.

As at the end of the reporting period

Outstanding loans to technology enterprises stood at

**RMB 2.6 trillion**  
up by

**RMB 37 million**  
from the beginning of the year

The Bank thoroughly implemented the guidelines from the Third Plenary Session of the 20th CPC Central Committee and the Central Financial Work Conference. Serving the SRDI “Little Giant” enterprises, as a strategic move for the building of a scientific and technological powerhouse and a manufacturing powerhouse, the Bank stepped up financial support by meeting the funding needs, innovating marketing models and strengthening policy assurance.

As at the end of the reporting period

Supporting over

**44%**  
of SRDI “Little Giant” enterprises with outstanding loans

## ■ Developing financial solutions

Continuing to diversify the product portfolio, launching innovative products such as sci-tech M&A loan and equity incentive loan, actively issuing and underwriting sci-tech innovation bonds, and providing lifecycle financial services to meet the diverse funding needs of SRDI “Little Giant” enterprises.

## ■ Creating targeted marketing models

Continuously improving the marketing service management model, issuing targeted marketing guidelines in line with the differentiated scenarios of SRDI “Little Giant” enterprises, and carrying out a series of activities to enhance the service reach through special marketing campaigns and increase support for technology finance.

## ■ Strengthening policy support

Continuing to introduce empowering and supporting measures, offering special FTP discounts, taking the lead in piloting the negative list mechanism for due-diligence exemption in technology finance, and strengthening the resource support for technology enterprises while identifying SRDI “Little Giant” enterprises.

## ■ Expanding marketing support tools

Developing a series of marketing support tools, including the weekly marketing reports, service reports for technology enterprises and evaluation models for such enterprises, supporting the list-based visits to SRDI “Little Giant” enterprises, and developing BI reports for regular monitoring of such visits, thereby supporting the visit management of SRDI “Little Giant” enterprises.

## ■ Serving strategic emerging industries

The Bank formulated the *Opinions on Strengthening Services for Strategic Emerging Industries*. The financial service planning and layout of the Bank have been improved under the guidance of national industrial policies, with a focus on industries with local characteristics, “Cluster-based” marketing was strengthened for specific fields and industry segments, and the project pipeline was expanded, providing comprehensive financial solutions for key industries.

In geographical areas where strategic emerging industry resources are concentrated, the Bank has established specialized service institutions to play a pioneering and leading role. These institutions became a model for scaling good practices and promotion of business models, so as to create development synergies, enhance resource support and effectively enhance the financial service capabilities for innovators and innovation chains.

As at the end of the reporting period

Outstanding loans to sci-tech-related industries stood at

**RMB 5 trillion**  
up by

**RMB 83 million**  
from the beginning of the year

Outstanding loans to strategic emerging industries were

**RMB 4.2 trillion**  
up by

**RMB 730 billion**  
from the beginning of the year  
Loans to strategic emerging industries accounted for a growing share of total loans

# Green Finance

The Bank has assumed the important mission of pursuing green development, and has taken solid steps for green finance as one of the “Five Priorities” in financial work. Laying a solid foundation for development through systematic planning, the Bank has made ongoing, in-depth efforts in a spectrum of green fields, including green credit and green bonds, and sought to produce synergies of green wealth management and green funds. As a responsible major state-owned bank, the Bank has taken concrete actions and given a strong financial impetus in the green and low-carbon transition of the economy and society.



Contributing to the United Nations Sustainable Development Goals (SDGs)

- Organizational framework and mechanisms
- Green credit
- Green bonds
- Other green finance services

## Organizational framework and mechanisms

Under the philosophy of “serving the real economy with green finance”, the Bank established the “Four Leadings” development objectives in a bid to promote high-quality development of green finance.

“Four  
Leadings”  
development  
objectives

- ▶ To become a leading green finance bank domestically and a leading green credit bank globally
- ▶ To establish a world-class ESG risk management system
- ▶ To foster top-tier green finance innovation capabilities
- ▶ To fully enhance our “Green Bank” brand

In terms of the organizational support for green finance, the Bank has established an organizational management framework that is coordinated by the Board of Directors, the Senior Management and the Green Finance (ESG and Sustainable Finance) Committee, managed by the Green Finance Department as a professional department, and promoted by all business lines in a collaborative manner. An unimpeded management chain is in place to boost the development of green finance and improve the quality and efficiency of business management.

The Bank continued to improve green finance policies, safeguarding the development of green finance with a well-established system of policies and guidelines. During the reporting period, the Bank issued the *Investment and Financing Policy for Industries in 2025*. The Policy covers 50 industries in 17 categories, guiding the Bank to fully practice the philosophy that “lucid waters and lush mountains are invaluable assets”, improve the comprehensive service capacity for green finance in every respect, strengthen innovation in green investment and financing products and services, further strengthen the support for green industries including green transportation, clean energy, energy conservation and environmental protection, drive efficient development across all business lines, make steady and positive progress in the green and low-carbon transition of investment and financing, and effectively prevent ESG risks.

As at the end of the reporting period

The balance of green loans exceeded

**RMB 6 trillion**  
leading peers by either the balance or the increment during the reporting period

During the reporting period

Projects supported by green loans reduced

**227,601.3**  
thousand tons of carbon dioxide equivalent emissions

## Green credit

The Bank continuously improved its green credit management system, improved its guidance over industry credit policies, and incorporated green development indicators as important criteria for industry credit policies. It integrated environmental, social and climate-related risks deeply into the entire credit management process.

During the reporting period, the Bank actively innovated green credit, and offered diverse and accommodative services for driving comprehensive green and low-carbon transformation of the economy and society. The Bank actively expanded comprehensive financial services in the green sector, focusing on key areas such as carbon finance, transition finance, biodiversity finance, and climate investment and financing. It addressed the financing needs for water conservation, energy conservation, pollution reduction, and carbon emission mitigation in key industries by developing innovative products like water-saving loans, energy-efficient loans, carbon emission rights pledge loans, pollution discharge rights pledge loans, and sustainability-linked loans. These efforts provided financial impetus for the comprehensive green and low-carbon transition of economic and social development.

## Green bonds

The Bank formulated the *Green Bond Framework*, under which funds raised from the issuance of green bonds would be used to finance or refinance eligible green assets that contribute to low-carbon development, environmental protection, sustainable economic development, and climate change mitigation. The Bank actively engaged in green bond investments and has set future growth goals. Additionally, the Bank provided clients with green bond structure design, consulting services and issuance support, thereby expanding the green finance channels for enterprises.

### Green bond issuance

The Bank developed a management plan for proceeds of green financial bonds, earmarking raised funds for target green industries. The Bank further strengthened the financial support for green upgrading of infrastructure, clean energy and other green fields, increased the effective supply of green credit, contributed to a “greener” economy, and played a part in building an eco-civilization and promoting sustainable development of the economy and society.

#### Domestic issuance of RMB green bonds

During the reporting period

The Bank became the first domestic commercial bank to issue an

**RMB 8 billion** floating-rate green financial bond

As at the end of the reporting period

The Bank recorded

**RMB 98 billion** in the balance of green bonds issued in the domestic interbank market

#### Overseas issuance of green bonds

During the reporting period

The Bank successfully issued “carbon neutrality” themed overseas green bonds in multiple currencies amounting to an equivalent of USD1,720 million through three overseas branches in Hong Kong SAR, Singapore, and London. The proceeds from such issuance were mainly earmarked for low-carbon sectors, specifically allocated to green projects in areas such as green transportation and renewable energy, which have significant carbon reduction effects

The USD400 million three-year floating-rate green bond issued by ICBC Leasing was certified as green by the Hong Kong Quality Assurance Agency, becoming the world’s first international green bond under the 2024 edition of the *China-EU Common Ground Taxonomy*

As at the end of the reporting period

The Bank had issued **11** overseas green bonds

with a total amount equivalent to **USD 23.4 billion**

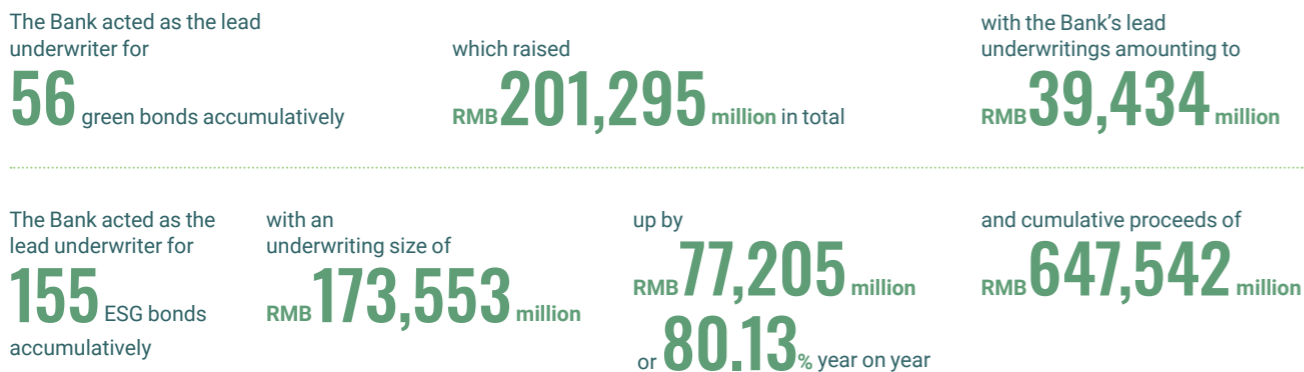
It had cumulatively won

**20** international awards from *The Asset*, *The Banker*, *Global Capital*, the Climate Bonds Initiative, etc.

## Underwriting of green bonds

The Bank continued to deepen its business in green bond underwriting, closely following the green transition financing needs of customers from various industries and regions. Also, the Bank kept stepping up its marketing for ESG bonds, expanded its project pipeline, and channeled capital flows into clean energy and green development, thereby boosting the growth of the green economy.

During the reporting period



## Other green finance services

### Green wealth management

ICBC Wealth Management remained steadfast in implementing its green finance development strategy. Its green investment continued to expand in size and improve in structure, showing a notably deeper and broader base of investment. In terms of green wealth management products, the issuance of thematic products gained pace as the product supply capacity improved significantly.



### Green funds

ICBC UBS Asset Management continued to strengthen investment allocations to green and low-carbon enterprises, with a particular focus on high-quality enterprises in the fields of new energy vehicles, new energy power generation, energy storage, photovoltaics, wind power, nuclear power and environmental protection.



## Green leasing

ICBC Leasing stuck to its leasing mission, provided leasing finance support to key areas and weak links of the real economy such as manufacturing, strategic emerging industries, green initiatives, inclusive finance and agriculture-related sectors, based on the trend of green and low-carbon economic development in China, thereby fully supporting high-quality development of the real economy.



#### Green leasing empowered sustainable development of the shipping industry



ICBC Leasing has endeavored to expand its green leasing business, with a particular focus on supporting green ships such as LNG-powered ships. During the reporting period, approximately RMB2.6 billion was invested in green ships, and an offshore windfarm support vessel, an LNG vessel and four dual-fuel vessels were successfully delivered. This provided strong equipment and funding support for green transformation of the shipping industry.

Also, ICBC Leasing has actively empowered the development of green ship technologies, and implemented a new green technology project for ships, namely, the new rotor sail technology applied for the first time to the dual-fuel vessel jointly developed with Bohai Shipping. This vessel ranks among the world's top bulk carriers at present by energy efficiency and emission level, representing a breakthrough in the shipping applications of green technology.

## Green investment

ICBC Investment leveraged the role of patient and long-term capital to foster the development of green productive forces, providing support for building new energy systems such as photovoltaics, wind power, hydropower, pumped storage and energy storage. It served the green and low-carbon transition of energy-intensive and high-emission industries, and actively invested in new energy vehicles and their industry chains, driving the green transition of the real economy.

#### Green investment helped enterprises in the photovoltaic industry chain expand their capital base



ICBC Investment continued to strengthen its equity financing support for leading photovoltaics companies seeking to replenish capital and refine governance. During the reporting period, ICBC Investment acted as the lead strategic investor and invested RMB1 billion in a subsidiary of Tongwei Group. The target company is a global leader in high-purity crystalline silicon production with a capacity of over 900 thousand tons of high-purity crystalline silicon. It has maintained the largest global market share for consecutive years. This project has helped enterprises in the new energy industry chain consolidate their business resilience and enhance their ability to operate across business cycles, providing a solid foundation for their long-term strategic planning.

# Inclusive Finance

The Bank regards inclusive finance as an important tool to improve social equity and sustainable development. By continuously enhancing the coverage, accessibility and satisfaction of inclusive financial services, the Bank has fully met the diverse financial needs of small and micro enterprises (SMEs), agricultural business entities and key vulnerable groups requiring assistance. Its high-quality practice in inclusive finance has given a boost to the improvement of people's livelihood and the sustainable development of society.

- Supporting small and micro enterprises
- Supporting rural revitalization
- Enhancing accessibility of financial services



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Supporting small and micro enterprises

The Bank has firmly deepened and refined inclusive finance. It is committed to solving the problem of SMEs finding it tough and expensive to access financing by providing high-quality financial products and services, so as to achieve larger, broader and better supply of inclusive finance.

**"Innovative Achievements in Digital Inclusive Finance Products and Services" and "Innovative Achievements in Digital Inclusive Finance Business Models and Mechanisms"**

at the 7th Digital Inclusive Finance Conference

## Continuing to expand credit supply

The Bank remained committed to delivering timely support to meet urgent needs and serving people's livelihood. The Bank closely focused on the financial needs of inclusive customer groups, actively allocated resources, established supporting mechanisms, innovated models, and enriched its product offerings. This enabled the Bank to continuously enhance the provision of inclusive credit, expand the coverage of its services, and improve the accessibility and suitability of financial services in key areas and vulnerable sectors.

As at the end of the reporting period

The balance of inclusive loans was

**RMB 3,394.7 billion**

an increase of

**RMB 501.4 billion or 17.3%**

over the beginning of the year

The Bank had

**2,431 thousand**

inclusive loan customers

an increase of

**347 thousand or 16.7%**

over the beginning of the year

The number of first-time SME borrowers increased by nearly

**60 thousand**

The credit supply for SMEs in key areas such as private sector, sci-tech innovation, foreign trade, and consumption continued to grow. The share of inclusive credit loans further increased

## Making financing more targeted

The Bank has further advanced the financing coordination mechanism for SMEs, and established a service system with four integrated and interactive tiers. The Bank diversified its product supply oriented to customer needs, implemented differentiated policies to build model service institutions, and made quick and convenient funding services directly available at outlets to key customer groups at appropriate interest rates, thereby rendering efficient financial support to SMEs.

During the reporting period, the Bank actively launched the "Visiting Thousands of Enterprises" campaign and issued the action plan for "Promoting Private Enterprises, Implementing Mechanisms, Assisting Merchants and Benefiting Farmers". Focusing on merchants and farmers, the plan aims to build a comprehensive service system and carry out grid-based promotion in a coordinated manner from top to bottom. The Bank has organized all inclusive finance business lines to strengthen visits and connections and to thoroughly investigate the financing needs of SME in industrial parks, communities and villages.

## Improving quality and efficiency of digital inclusive finance

Following the "online, intelligent, intensive and ecosystem-based" pathway to development, the Bank advanced the reform of deepening the digitalization of inclusive finance, aiming to achieve in-depth integration of technology and business.



### Upgrading the three major digital inclusive finance products

**Credit-based Quick Lending for Operation:** The Bank strengthened data input and continued to improve and promote such scenarios as Celan and Manufacturing e Loan, making greater efforts to serve customers such as manufacturers, merchants and sci-tech enterprises.

**Collateral-based Online Revolving Loan:** The Bank accelerated the digital transformation of business links, making businesses more efficient and competitive.

**Digital Supply Chain:** The Bank applied digital risk control tools and integrated industrial chain data, providing high-quality and efficient financing services to upstream and downstream customers across tiers of core enterprises in the industrial chain, including SMEs.



### Strengthening digital operation system development

**"1+1+N" joint innovation mechanism:** Empowered branches to carry out agile innovation for the Regional e Loan product to better align with regional characteristics and market trends.

**Intensive operations quality monitoring system:** Strengthened the capabilities of data insight and business application, helped increase business conversion rate and customer retention rate.



### Enhancing management efficiency

**Large language models and new technologies:** boosted the level of intelligent management.

**Mobile tools:** helped increase work efficiency at outlets.

**Early warning management:** enhanced the capacity of digital risk control.

**Integrated collection system:** effectively supported the execution of collection work.



### Promoting ecosystem development

**Service platform construction:** The Bank actively participated in building the Celan platform of the National Development and Reform Commission, broke multi-dimensional data barriers, and introduced big data on credit information to assist in business decision-making, innovate distinctive products and expand customer reach channels, thereby providing SMEs with easier access to financing.

### Connecting to the National MSME Cash Flow Credit Information Interchange



The Bank has continuously deepened the application of data integration, becoming the first to connect to the National MSME Cash Flow Credit Information Interchange. The Bank innovatively assessed the credit standing of enterprises based on their true cash flows, effectively solving the problem of collateral shortage and information deficiency faced by micro, small and medium-sized enterprises. As at the end of the reporting period, the Bank had signed a total of 66.3 thousand valid service agreements, completed 117.1 thousand customer authorization agreements, provided 213.2 thousand instances of cash flow information services, and received a cumulative total of 278.4 thousand inquiries.

## Strengthening comprehensive services

The Bank innovatively optimized the “Credit+” comprehensive financial service model, strengthening collaboration between business segments and cooperation between the Bank and other member companies of the Group. It provided a package of financial services including “financing, consulting and commercial services” to meet the diverse needs of SMEs in their production and operation.



### ■ Financing

The Bank developed a SME credit product system covering SMEs and their owners and combining online and offline services. It developed three online product lines, namely, the credit-based Quick Lending for Operation, collateral-based Online Revolving Loan, and transaction-based Digital Supply Chain Financing. These products fully meet the financing needs of borrowers for short-, medium- and long-term financing as well as for working capital loans and fixed asset loans.



### ■ Consulting

The Bank regularly sent professional teams with well-selected members to the market fronts, providing financial consulting services to SMEs and fully meeting their demand for financial, operational and managerial advice. Moreover, the Bank provided free think tank service and special training programs to help improve SMEs’ management and operation capabilities.



### ■ Commercial services

The “ICBC Business Matchmaker” platform provides one-stop comprehensive services including product display, demand release, supply-demand matching and producer-buyer pairing, connecting SMEs to prospective partners in terms of commodities, services, technology, projects and capital.

#### “ICBC Business Matchmaker” platform

As at the end of the reporting period

The platform had attracted nearly **640** thousand users from **75** countries and regions to settle in, provided support for national exhibitions, and reached **65** thousand cooperation intentions

## Supporting rural revitalization

During the reporting period, the Bank resolutely implemented the work plans for deepening the integrated urban-rural development and promoting all-around rural revitalization. It followed the pathway of “five transformations” and learned and applied the good practices in the Zhejiang Green Rural Revival Program. Leveraging its strengths in urban finance, comprehensive services and FinTech, the Bank continued to expand the supply of agriculture-related finance, accelerated the decentralization of services and improved the coverage of rural services, thereby driving high-quality development of rural revitalization with financial services.

As at the end of the reporting period

The balance of agriculture-related loans was

**RMB 4,997.1** billion

an increase of

**RMB 601.1** billion or **13.7** % over the beginning of the year

The balance of inclusive agriculture-related loans was

**RMB 923.3** billion

an increase of

**RMB 192.1** billion or **26.3** % over the beginning of the year

## Strengthening financial supply for key agro-related fields

The Bank continued to improve the “1+4+X” financial service system for rural revitalization<sup>1</sup> with distinctive ICBC features, implemented the “Cultivation” initiative for rural revitalization, and kept refining the working mechanism and increasing resource support for rural revitalization, laying a solid foundation for financial services for rural revitalization and development.

1. The “1+4+X” financial service system for rural revitalization with distinctive ICBC features: Anchoring on “1” goal of being a leading provider of financial services for rural revitalization, consolidating the “4” pillars of “ecosystem-based synergy, digital driving, product adaptation, and channel expansion, tapping deep into the county and township markets and carrying out “X” events to boost agricultural prosperity.

The Bank further promoted the “Bountiful Harvest Action” plan to ensure food security and the “Going into the Countryside • Farming Scale-up” initiative, and promoted the Planting e Loan, Breeding e Loan and Vegetable Basket Development Loan. It actively met the financing needs of high-standard farmland construction, seed industry revitalization, agricultural technology and other key fields, effectively supporting the work to ensure stable production and supply of grains and other major agricultural products.

The Bank supported the industrial development in areas that have been lifted out of poverty and increased credit allocation to key counties designed for assistance. For customers based in these areas and counties, the Bank offered exclusive settlement preferences, launched special recruitment events, made solid efforts on targeted assistance work, and persistently strengthened comprehensive support such as funds, talents and technology to areas lifted out of poverty.

### Inclusive finance products empowered stable production and harvesting of grains



An agricultural cooperative in Hebei Province suffered a funding gap for summer harvesting during the critical production period. The Bank’s Zhaoxian County Sub-branch in Shijiazhuang fully understood its agricultural financing needs in the “Visiting Thousands of Enterprises” campaign and precisely matched it to the appropriate financing product. The sub-branch successfully issued nearly RMB3 million of Planting e Loan to the cooperative, effectively helping the cooperative maintain stable grain production and harvests, and supporting its pursuit of large-scale, mechanized and intelligent development.

As at the end of the reporting period

The balance of loans for key fields related to grains was

**RMB 289** billion

an increase of

**RMB 56.1** billion over the beginning of the year

The balance of loans to key counties under the National Rural Revitalization Program was

**RMB 221.6** billion

an increase of

**8.6** % over the beginning of the year

The balance of loans to areas lifted out of poverty was

**RMB 1,338.1** billion

an increase of

**RMB 126** billion over the beginning of the year

## Expanding county-level wealth-boosting industries



### ■ Support for agricultural industrial chains

The Bank continued to increase credit support for agricultural industry chains, provided diverse financial support for leading enterprises in agricultural industrialization, and built over 3,600 agricultural supply chains that have benefited nearly 60 thousand farmers in the upstream and downstream sectors.



### ■ Services for rural industries with local features

In collaboration with the Ministry of Agriculture and Rural Affairs, the Bank launched the “Agricultural Matchmaking 2.0” project. It carried out a campaign of “Agricultural Matchmaking” services for developing rural industries, providing targeted and efficient producer-buyer pairing, investment promotion and financial services for agricultural industry integration projects such as modern agricultural parks and industrial clusters with local strengths and characteristics as well as operating entities under their umbrellas. The Bank also gave a boost to the development of “local specialties”, having served 480 thousand agribusiness entities and facilitated over 50 thousand cooperation intentions.



### ■ Fostering new types of agribusinesses

The Bank actively participated in the “credit express channel for new-type agriculture operators” launched by the Ministry of Agriculture and Rural Affairs, opened the first dedicated application channel in the industry, strengthened pairing under agriculture-related scenarios including planting and breeding, and boosted the growth of new-type agriculture operators. As at the end of the reporting period, the balance of loans to new-type agriculture operators was RMB360.3 billion, an increase of RMB58 billion over the beginning of the year.



### ■ Helping increase farmers’ income

The Bank continued to diversify the product offerings dedicated to personal customers in counties and townships, including deposits, loans and wealth management products.

The Bank provided diverse “companionship” financial services for farmers in collaboration with the Agricultural Broadcasting and Television School (ABTS) and other institutions.

The Bank continued to refine the “finance+” comprehensive services for farmers and new urban residents, strengthened the publicity efforts for the ICBC “Xingnongtong” brand, and supported farmers in pursuing higher income and better livelihood.

## Promoting integrated urban-rural development with financial services

Focusing on coordinating new urbanization and comprehensive rural revitalization, the Bank remained steadfast in supporting the new urbanization centered on county-level development, promoted the special service plans for modern protected agriculture, strengthened financial services for the construction, consolidation and improvement of agricultural facilities and rural living environment renovation, and helped extend infrastructures to rural areas. Also, the "Digital Countryside" comprehensive service platform has empowered digital supervision of rural "Three Resources"<sup>1</sup> and enhancement of civility, helping enhance the modernization of county-area rural governance.

As at the end of the reporting period

The balance of rural infrastructure construction loans was

**RMB 1.1 trillion**  
an increase of

**RMB 116.9 billion**  
over the beginning of the year

The "Digital Countryside" comprehensive service platform

covers **354** prefectural cities in **31** provincial-level administrative regions, and maintains IT cooperation with

over **1,300** government departments of agriculture and rural affairs at the district/county or higher levels

The Civility Points Management Platform covers

**930** counties

serving **1.64 million** villagers

## Promoting innovative development of the rural revitalization service system

The Bank vigorously developed rural digital finance, accelerated the upgrade of ICBC "Xingnongtong" online services, built the service system in conjunction with supply and marketing cooperatives, and continued to optimize the integrated pattern of online and offline service channels at county and township levels. It applied new technologies such as satellite remote sensing, the Internet of Things and biometric identification to explore digital and intelligent collateral monitoring and post-lending management, continued to promote targeted extension of rural financial services with higher efficiency, and drove an uninterrupted flow of financial resources to county-level and rural areas through the integrated online and offline channels.

As at the end of the reporting period

"Xingnongtong" served over

**194 million**  
county-area rural customers online

Established

**3,858** rural inclusive financial service points in partnership with county/township governments, villagers committees and supply and marketing cooperatives

## Enhancing accessibility of financial services

### Diverse service channels

#### Continuing to improve the service channel pattern

The Bank actively supported the implementation of key national strategies, earnestly fulfilled its responsibilities as a major state-owned bank, and coordinated business development with social responsibility and regulatory requirements. It made systematic efforts to reshape the service channel pattern, strove to expand the coverage of financial services, and continued to improve the efficiency and accessibility of financial services.

During the reporting period, the Bank accelerated the migration of offline channels to key regions, potential markets, and counties and townships. Over 60% of the Bank's outlet resources were allocated to the five key regions. Also, the Bank allocated more resources to county-level channels to shore up weak links in the county-area layout. This move made the Bank's service channel resources increasingly commensurate with local social and economic resources and better met the local people's needs for high-quality financial services.

As at the end of the reporting period

The coverage of county-level outlets was

**87.4%**



### Deepening the reform of outlet operations

Centering on customer needs, the Bank advanced the construction of online-offline and internal-external channel networks. It also advanced the reform of outlet operations, promoted the digital transformation of branch operations, and enhanced customer experience and accessibility of inclusive finance.

During the reporting period

The Bank deepened the application of online-offline integrated operation services covered

**35** types  
of business scenarios handled

**38.17 million**  
transactions for customers and the online substitution rate for key scenarios exceeded

**90%**



Upgrading the quality and efficiency of online channels

► The Bank optimized billion-level customer contact channels such as mobile banking, remote banking, official WeChat accounts, counter services, intelligent devices and ATMs

► The Bank continued to improve the functions of its next-generation outlet service platform "ICBC Counter Express", promoted the innovative model of remote online services, and launched the 3.0 Version of intelligent equipment user interface, to make its services more accessible and convenient



Promoting coordination of online and offline channels

► The Bank accelerated the integration of mobile banking with physical outlets, integrating online-offline services to drive the digital transformation of outlets and improve the customer experience

► Relying on the open banking channel, the Bank integrated financing services into the partners' platforms and its own featured scenario platforms. It made innovative practices in consumer e-commerce, agricultural guarantee cooperation and logistics transportation. With the power of technology, the Bank has expanded the reach of inclusive financing to customers

### Financial services for humanistic care

The Bank continued to advance the transformation of outlet services to better serve people's livelihoods. By leveraging the "ICBC Sharing Stations" service platform, the Bank deepened the connotation of public well-being services of outlets, and created ecosystem scenarios such as "ICBC Sharing Station + Life Service", "ICBC Sharing Station + Wealth Service" and "ICBC Sharing Station + Volunteer Service". During the reporting period, the Bank provided services to key groups such as the elderly and children, new urban residents, and workers in new forms of employment. Through a series of themed campaigns including "Cherish the Time", the ICBC Sharing Station Volunteer Service Month, and "Live a New Life with ICBC Sharing Station", the Bank offered services related to financial consumer protection, anti-fraud education campaigns, and support during senior high school and college entrance exams, serving the general public nearly 10 million times.

ICBC-AXA developed the "Good Deeds Protection" dedicated insurance plan



ICBC-AXA developed the "Good Deeds Protection" dedicated insurance plan targeting common accidental and medical protection scenarios encountered by new urban residents in their work and life. This plan covers the liability for death or disability benefits and the liability for medical costs of accidental injuries in relation to "High-speed Train", "Rail Transit", "Passenger Transport Vehicle or Company Shuttle Bus", "Gas" and "Burn", with a maximum insured amount of RMB5 million per person. This insurance mechanism mitigates the risks associated with performing good deeds and builds a virtuous cycle of "good deeds being accompanied by good protection".

1. "Three Resources": capital, assets and resources of rural collectives.

# Pension Finance

The Bank actively implemented the national policies regarding pension security, elderly care services, silver economy and pension finance. With the aim of becoming a leading bank in pension finance, the Bank strengthened the organizational leadership and coordinated push for pension finance work, and actively innovated pension finance products and services in a bid to build a benchmark bank serving the silver economy and striving for an elderly-friendly society.

- Organizational framework and mechanisms
- Pension fund finance
- Elderly care service finance
- Pension industry finance



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Organizational framework and mechanisms

During the reporting period, to implement the national policies for pension finance, the Bank revised the *Action Plan for Promoting the Development of Pension Finance*, created the “1+3+10” development framework for building a leading bank in pension finance and implemented the “1134 Project” pension finance service system. Concrete tasks and measures were developed under three dimensions, namely, high-level coordination of work, high-quality improvement of service supply, and high-standard enhancement of capacity building.

### “1+3+10” Development Framework

**“1”** goal of building a leading bank in pension finance

**“3”** dimensions of leading bank evaluation, i.e. service capacity, business strength and product innovation

**“10”** actions to build a leading bank in pension finance

### “1134 Project”

**Providing a comprehensive pension finance solution for governments at all levels**

- Financial service plan for supporting pension work in the new area and supporting plans

**Building one front**

- Building a comprehensive service front for pension finance at the customer’s side

**Establishing three systems**

- Product system
- Service system
- Ecosystem

**Deepening and refining four segments**

- Pension fund management
- Pension wealth management
- Elderly customer group services
- Pension industry finance

## Organizational framework

**Head Office and tier-one (directly managed) branches**

Set up the Pension Finance Committee to enhance overall coordination and organization for promoting pension finance work.

**Tier-two branches**

Explored the pension finance model and strengthened strategy transmission.

**Sub-branches**

Built a specialized outlet ecosystem framework for pension finance, offering one-stop pension service to local residents and businesses.

## Talents and teams

- The Bank fostered a pension finance service team covering all four tiers (i.e. Head Office, provincial branches, municipal branches and sub-branches) and over 10 business lines.
- The Bank created a core talent team for pension finance with over 500 members and a high-caliber professional team spanning multiple specialized business lines.
- The Bank strengthened efforts to boost versatility of pension finance talents and established a talent matrix covering all institutional tiers and professional segments.



**“Tianji Award for Pension Finance”**

by the *Securities Times*

**“Best Ageing Finance”**

by the *Retailing Banking*

**“2024 Excellent Bank in Pension Financial Services”**

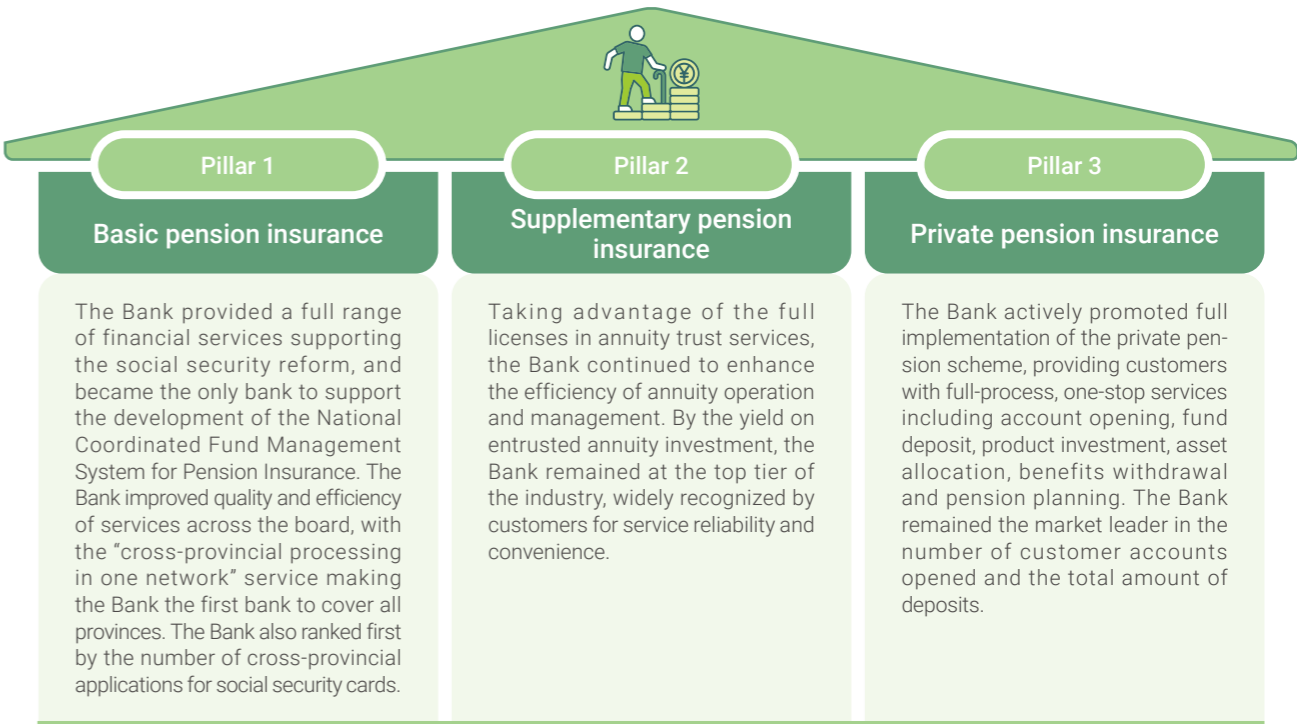
by *The Economic Observer*

**“Outstanding Trustee”**

by the State Organs and Public Institutions Pension Management Center

## Pension fund finance

Focusing on the three pillars of pension, the Bank helped build the pension system by diversifying its product portfolio and enhancing its service capacity.



As at the end of the reporting period



The Bank was the **first** industry player to launch the “ICBC Easy Investment” default private pension investment service, offering three investment options to customers: principal-protected, low-volatility and stable-growth. This helped customers address the difficulty in selecting the right investment products

#### AI empowered intelligent digital products for pension finance

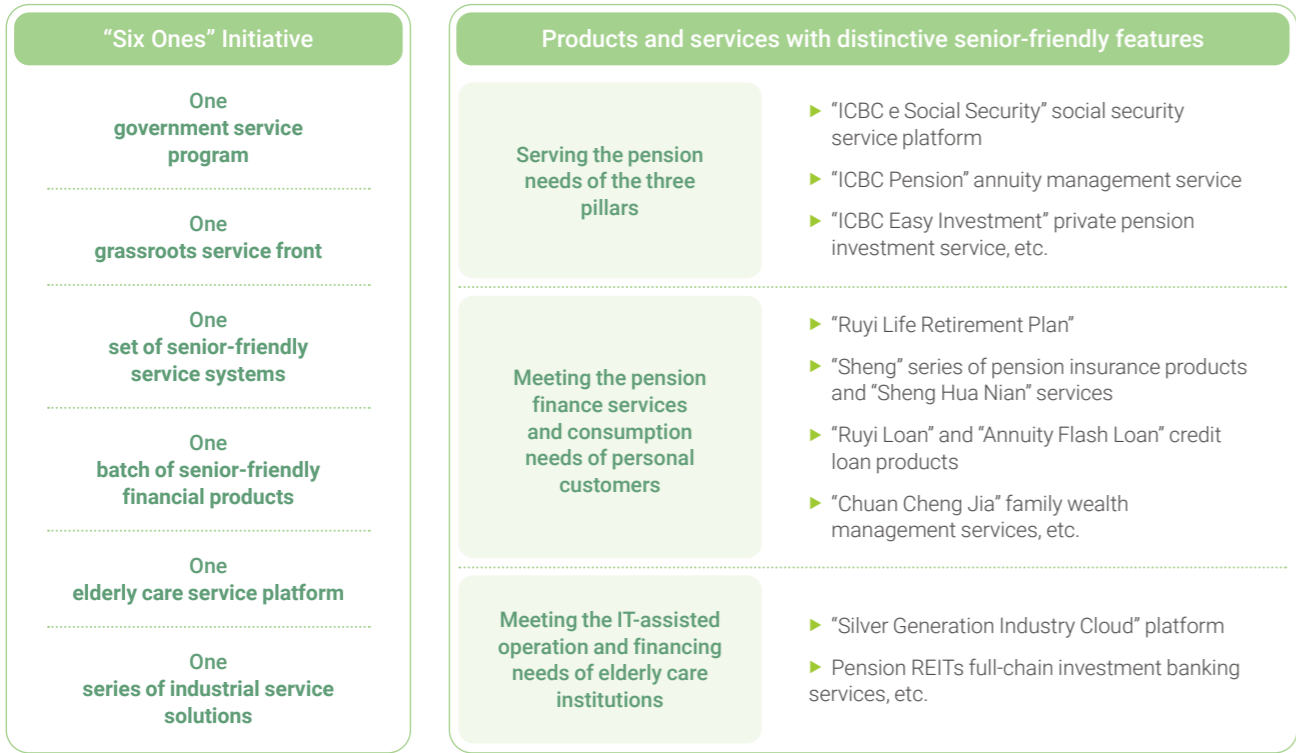


The Bank created the “Annuity e Plan” intelligent digital product. It put together information resources within and outside the Bank and took the lead in using DeepSeek to develop various large language model (LLM) scenarios, and developed a marketing toolkit to expand the scale of entrusted annuities.

## Elderly care service finance

### Strengthening the action planning for pension service finance

The Bank issued the “ICBC + Elderly Care Services” 2025 Action Plan, launched a raft of pension finance products and services with distinctive elderly-friendly features and good service experience, met the diverse demand of customers and improved the quality and efficiency of services across the board.

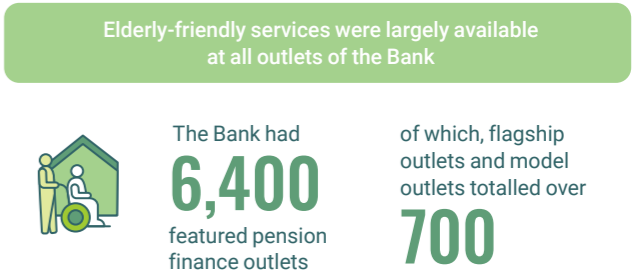


### Developing specialized outlet ecosystem framework

Giving full play to its strong network of outlets, the Bank rolled out the project of developing tens of thousands of featured outlets with pension finance services, with the goal of building 100 flagship outlets, 1,000 model outlets, and 10,000 basic outlets for pension finance, thereby improving the people’s experience of pension finance services.

The Bank trained the staff of outlets to improve their familiarity with local pension policies and elderly care institutions, their ability to market pension products and their skills of identifying and blocking frauds, so as to build an outlet service team adapted to pension finance chrematics.

As at the end of the reporting period



### Optimizing the online service channels for pension finance

The Bank upgraded its mobile banking service channels, vigorously built a pension finance community platform, established a unified view of the “three pillars” of pension funds, integrated services such as pension planning, products, and classes, introduced living scenarios such as pension communities, developed a comprehensive “financial + non-financial” online service platform, actively promoted the “Happy Life Version” of mobile banking, supported online tutoring through audio and video, increased security alerts for large-value transfers to strangers, and enhanced the security and convenience for elderly customers using online channels.

## Pension industry finance

The Bank proactively leveraged its strengths in teams, policies and products, etc. to provide comprehensive, full-cycle, and all-scenario financial services for the silver economy customer groups, driving the high-quality development of the silver economy through superior financial support for the elderly care industry.

### Strengthening credit support for the pension industry

The Bank grasped the national requirements for silver economy development and the business characteristics of elderly care businesses, continued to refine credit policies, ensured exclusive credit resources, and made good and full use of service consumption and pension relending monetary policy tools. It increased credit support, provided targeted services to meet the financing needs of elderly care businesses, and boosted the large-scale, standardized, clustered and brand-based development of the silver economy.

### Enriching comprehensive financial services for enterprises

The Bank expanded its investment and financing models, providing comprehensive services such as investment and financing, account management, payment and settlement as well as the development of digital and intelligent scenarios for the upstream and downstream enterprises of the elderly care industry. It also strengthened collaboration with other member companies of ICBC Group, and flexibly applied the integrated investment and financing model with the six focuses of loan, bond, stock, agency, lease and consultant to fully support enterprises in the pension industry.

### Empowering the IT-assisted development of elderly care institutions

The Bank provided the elderly care institutions with the comprehensive “Silver Generation Industry Cloud” platform free of charge. The system offers over 100 functions in 42 modules under six dimensions, i.e. admission management, health management, nursing, operation management, financial management, and security protection. It fully meets the elderly care institutions’ demand for IT-assisted operation and management.

### Providing ecosystem-based services

The Bank developed a full-chain financial service model for the pension industry, targeting three major customer groups: the civil affairs departments, elderly care institutions, and the elderly and their families. This model integrates government supervision, operation management of elderly care institutions, and online services for family members, aiming to foster a pension finance ecosystem delivering win-win results for all participants.

# Digital Finance

The Bank has always regarded digital finance as an important tool for serving national strategies and promoting high-quality financial development. It has fully leveraged data and technology as key drivers and deepened digital transformation with the D-ICBC development as the core. In this way, the Bank has provided robust support for development of the digital economy and continued to enhance the convenience and competitiveness of digital finance in serving economic growth.

- D-ICBC development
- Supporting the development of digital economy

6



Contributing to the United Nations Sustainable Development Goals (SDGs)

## D-ICBC development

Guided by the idea of D-ICBC development and driven by data and technology, the Bank further empowered business operations with digital technology, fostered new quality productive forces at a faster pace, continued to enhance new digital drivers, and boost the Bank's high-quality development.



“Digital Bank of the Year, China”

by *The Asset* magazine of Hong Kong in 2025

“Global Best Open Banking Project”

by *The Banker* (UK)

“Best AI for Operational Process Automation Initiative in China”

by *The Asian Banker*

## Improving strategic plan and organizational management

The Bank continued to improve its digital strategy and management guidance system, clearly defined the work proprieties and plan for digital finance, strengthened the organization and management of digital finance professionals, and injected vitality into the development of digital finance.

### Strategic guidance mechanism

The Bank established a “head” responsibility system and a coordination mechanism for digital transformation, and set up a Digital Finance Committee chaired by President of the Bank, so as to chart the strategic course.

### Identification of work priorities

The Digital Finance Committee reviewed and approved the *Implementation Plan for Digital Finance in 2025*. The Plan identified specific tasks in key fields including iteratively upgrading digital platforms, empowering in-depth digital operation, refining digital products, continuously improving digital risk control, consolidating data foundation, and strengthening technological support.

### Talent organization management

The Bank improved the innovation incentives mechanism, created a core talent base for digital finance and endeavored to make qualitative and quantitative improvements in digital talent.

The IT Business Partner (ITBP) mechanism was created to make business, data and technology better integrated.

## Strengthening the digital technology capabilities

The Bank continued to implement the strategy of achieving self-reliance and strength in science and technology, further upgraded the digital technology ecosystem, strengthened the accumulation of data assets, deepened the application of artificial intelligence, sped up the effort to shape the layout of patents in key fields, and enhanced the driving role of digital technology. During the reporting period, the Bank had 1,630 new patent applications published; as at the end of the reporting period, the Bank had 5,879 patents granted accumulatively, both ranking first in the industry.

### Upgrading the foundation for the digital technology ecosystem

The Bank upgraded the ECOS2.0 digital technology system across the board, and endeavored to develop a digital technology ecosystem featuring a resilient architecture, integrated intelligent data, ensured security and control, cloud infrastructure and flexible agility.

### Cementing the foundation for integrated digital applications

The Bank built a sound data asset foundation, created a new-generation enterprise-level data space, enhanced the integration of the data middle office, enriched the data product shelf and promoted the cooperation in data production and the sharing of data and related benefits. The Bank strengthened scientific quantitative management, unified the indicator library and introduced such functions as AI search, attribution analysis and anomaly warning.

### Expanding the application scenarios for artificial intelligence

The Bank deepened the development of and empowerment by the AI large language model technology and issued the “AI+” *Action Plan*. During the reporting period, the Bank newly launched over 100 application scenarios including AI wealth assistant and intelligent investment research assistant.

### AI large language models empowered the upgrade of marketing models



The Bank launched a full-process “AI Wealth Assistant” for retail customer managers, providing intelligent services such as customer insights and product recommendations. It has established a new model of human-machine collaboration, effectively enhancing the marketing efficiency of the front-line staff. This tool has been used by tens of thousands of customer managers, with a cumulative usage volume of nearly ten million times.

## Developing a digital finance service ecosystem

The Bank continued to improve its digital finance service platform, innovatively diversified its business models, expanded the breadth and depth of digital financial services, and systematically built a comprehensive digital financial service ecosystem.

### The Bank, centered on serving customers, has made persistent efforts to build the three external platforms, with the aim of shaping a digital financial service network that delivers more convenience and benefits to the people

### Three external service platforms



### Open banking

**Further building the open banking ecosystem:** The Bank built an integrated service system synergizing online and offline operations, expanded the coverage of personal customer services through platform-based operation, enhanced the inclusiveness and accessibility of financial services, and contributed to the shaping of a multi-tier digital finance ecosystem.

**Focusing on collaborative empowerment in key scenarios:** The Bank strengthened empowerment in key scenarios such as agriculture, taxation, education, and online freight, and carried out the “Digital Partner Nationwide Tour” activities, thereby serving the high-quality development of the real economy.

**Strengthening the foundation of open banking management:** The Bank promoted standardization and normalization of operation management, streamlined product interfaces and eliminated inefficient platforms, strengthened the admission of partners and risk control, ensured the safe and efficient operation of financial services, and supported the stable development of the real economy.

**Reinforcing the competitive edge of corporate internet banking:** The Bank promoted the corporate digital financial services platform to serve as an “incubator” for emerging industries, and developed a dedicated online banking version for sci-tech innovation

enterprises, enhancing its service capabilities for technology enterprises through exclusive products, dedicated ecosystems, and exclusive concessions.

### During the reporting period

The open banking transactions totaled **RMB248.7 trillion**, a year-on-year growth rate of **22.3%**. The total number of corporate online banking and corporate mobile banking customers reached **17.87 million**, with **7.59 million MAUs**, both **ranking first among peers**



## Mobile banking

**“Smart” business experience:** The Bank introduced an innovative human-machine dialogue service, and created new voice interaction scenarios such as salary analysis.

**“Refined” products and services:** The Bank promoted the organic integration of mobile banking capabilities with physical branches, enhanced cooperation with external scenarios, improved the convenience of one-stop online payments, and launched the ICBC iBonus Point and iBonus Point Mall benefits system, to enhance the operational efficiency of digital finance.

**“Simplified” business processes:** The Bank continuously expanded the range of transactions that can be conducted without login, improved the customer experience, and ranked among the top in the industry in terms of customer rating in the application market.

As at the end of the reporting period

The Bank became the first Chinese bank to have more than **600 million** personal mobile banking customers, with over **265 million** mobile MAUs. Both figures remained the **highest** in the industry



## ICBC e-Life

The Bank continued to expand high-quality scenarios, strengthened operational capabilities, launched the state subsidy and overseas service sections, and brought the life service assistant online.

The Bank deepened the all-round life system, promoted the “ecosystem + benefits” model, and fully upgraded the credit card rewards program, driving the growth of credit card-based consumption by RMB2.44 billion.

## The Bank continued to optimize the three internal platforms to empower its staff, thereby integrating and enhancing the customer service capabilities both internally and externally

### Three internal service platforms



#### Counter Express

The Bank promoted the appointment service for outlets. Counter Express covered 86.5% of outlets.



#### Marketing Express

The corporate version piloted an intelligent marketing agent, while the personal version sped up the development of a new model of PAD “peddler”.



#### ICBC e Office

It has pooled and integrated all apps of the Bank. The processing time for new systems connected to the to-do center was reduced by an average of 30%.

## Improving the digital financial service infrastructure

The Bank continued to promote the new infrastructure development, thereby supporting the sound development of digital financial services including payment, settlement, clearing, and custody.

### Payment services

The Bank advanced the e-CNY ecosystem network, built a comprehensive ICBC e Contract product system, launched SIM card hardware wallets to address the payment needs of overseas visitors in China, and maintained the top position among peers in e-CNY transaction volume.

### Settlement services

The Bank expanded its ICBC Global Pay to more regions for cross-border settlement, adding six African countries to its list of direct overseas payment. By providing payment solutions, the Bank effectively supported the overseas expansion of state-owned enterprises.

### Clearing services

Five overseas institutions in Dubai, Paris, Madrid, etc. became CIPS direct participants. The number of CIPS direct participants increased to 37, representing an institution coverage of over 80%.

ICBC (Turkey) was approved as the RMB clearing bank in Turkey. The clearing banks in Brazil and Turkey have successfully completed the clearing bank system development.

The cross-border Payment Connect program was successfully launched to create a new cross-border payment channel between the Chinese mainland and Hong Kong SAR. The China-Vietnam cross-border QR code payment project completed the development of system functions. They were fully integrated into the cross-border clearing infrastructure connectivity.

### Custody services

With the aim of “building a world-class custodian bank” and positioned as “new-type financial infrastructure”, the Bank established a custody network covering 92 markets worldwide. It has endeavored to make its global custody services more self-supporting and controllable, providing optional solutions for domestic and foreign clients seeking Chinese custody services.

## The first China-Brazil ETF Connectivity custody project was successfully implemented



During the reporting period, the Bank successfully implemented the first China-Brazil ETF Connectivity custody project in the market. Based on its professional custody team, custody system and well-established operational experience, the Bank efficiently completed the full-process custody services for products on both sides, facilitating the successful inception of two QFI funds, namely “Banco Bradesco-China Universal 300 ETF” and “Banco Bradesco-China AMC ChiNext Fund”. The project demonstrated the Bank’s cross-border custody capabilities, contributing to the in-depth cooperation between China and Brazil in the financial and capital markets.

## Enhancing the digital management capacity

The Bank continued to apply digital technology to optimize the risk management system, achieving intelligent risk warning and dynamic risk detection. It adhered to a branch perspective and problem-oriented approach to strengthen the digital transformation service support system. The operation system was digitally transformed to enhance the capacity of data-driven business decision-making and resource allocation.

### Enhancing and promoting the enterprise-level intelligent risk control platform

The Bank optimized the cross-risk transmission monitoring system for the five major markets (commodities, foreign exchange, bonds, currencies, and stocks), and supported risk prevention and control for all institutions, all customers, all products, the entire process, and all channels.

### Promoting the digital transformation support platforms for branches

The Bank continued to promote the four major digital transformation support platforms of “data application, data operation, data chaining, and data reach” for branches. The Head Office and branches collaborated to further integrate technology, data, and business, thereby advancing digital transformation in a coordinated manner from top to bottom.

### Promoting intelligent development of remote banking

The Bank upgraded the intelligent service system and launched the new-generation remote banking intelligent service platform. New technologies including AI large language models were integrated and applied to intelligent customer service and employee assistance. Remote audio-visual services developed fast, and the intelligent outbound calling scenarios were further developed to improve the quality and customer experience of remote services.

### Advancing the digital customer operation system development

To better align customers with products, the Bank leveraged new technologies such as artificial intelligence and large models to develop differentiated operation strategies for customer groups, accurately understood the financial needs of various customer groups, and provided targeted services to the broadest customer base.

The Bank introduced the demand contact form and the pairing performance view for corporate customers, established a pairing service team for top-ranking customers with over 20 thousand members; strengthened the development of the wide table of personal data, enhanced online operations based on ICBC iBonus Point, and promoted the construction of a cross-channel comprehensive anti-disturbance engine.

## ICBC-AXA launched a digital anti-fraud risk control quantitative model



During the reporting period, ICBC-AXA focused on “digital finance” and developed a targeted and efficient digital anti-fraud quantitative model. It utilized the big data technology to upgrade the risk control model, forming a closed loop of full-chain anti-fraud prevention and control. This model successfully cracked down on multiple insurance fraud gangs across different insurance covers, institutions, and regions, fortified the foundation for risk control and bolstered stable operations, helping build a trustworthy and fair environment for the insurance market. This model was included in the “Annual Digital Finance Case Studies in the Insurance Industry” by the *Tsinghua Financial Review* of Tsinghua University PBC School of Finance.

## Supporting the development of digital economy

The Bank seized the new opportunities brought by the new round of technological revolution and industrial transformation, actively supported Digital China initiative, and provided stronger comprehensive financial support for key areas of business, such as new digital infrastructures, digital technology innovations and weaknesses, and digital transition of industries, helping better integrate the digital economy with the real economy.

As at the end of the reporting period

The Bank’s outstanding loans to core sectors of the digital economy exceeded

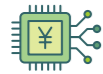
RMB **1** trillion

an increase of  
**RMB 170** billion or **19%**  
over the beginning of the year

## Achievements in supporting key fields

The Bank utilized digital technology to enhance its market service and business management capabilities in technology finance, green finance, inclusive finance and pension finance, thereby contributing to enhancing the quality and efficiency of financial services in these key areas.

### Achievements in digital finance support for key fields of the "Five Priorities"



#### Technology finance

Digital finance helped enhance the quality and efficiency of technology finance, strengthened the development of evaluation models for technology enterprises, and developed a comprehensive IT command center for technology finance



#### Green finance

Digital finance empowered the deep-going development of green finance, helping optimize the function of intelligent green identification, innovate the hierarchical management model for environmental risks and develop the early warning system for meteorological disasters



#### Inclusive finance

The Bank vigorously developed digital inclusive finance, created the "Asset e Loan" and improved and promoted a variety of financial products, making digital inclusive loans the main force driving the growth of inclusive loans



#### Pension finance

The Bank continued to enrich pension finance services by developing the ICBC Elderly Care industrial ecosystem service brand, launching the "Ruyi Life" pension plan, advancing the Silver Generation Industry Cloud development and enhancing the scenario-based service capabilities for elderly care and assistance

#### Digital technology provided two-way empowerment for government and bank platforms in elderly care and assistance



During the reporting period, the Bank successfully launched all the "account opening - inquiry - deposit" functions for private pension accounts in the Yangtze River Delta financial section of the government service platform. By leveraging the open banking scenario platform, the Bank connected the user systems of the government and banking platforms, providing users with convenience in account opening and deposit. The service volume exceeded 20 thousand transactions. It was included by the China Financial Trade Union in the "Five Small" - Small Innovations cases in pension finance.

#### Innovative services for improving people's healthcare through digital reform



The Bank innovatively launched the "ICBC Cloud Healthcare" unified brand for the development of intelligent healthcare scenarios, covering over 10 thousand medical institutions and healthcare administration departments at all levels. During the reporting period, the Bank added over 100 Grade III or higher-level hospitals to the system, actively contributing to the digital development of medical services, medical insurance, and pharmaceuticals, and leveraging digital technology to implement the strategic practices of the Healthy China initiative.

## Main achievements in digital-real economy integration

The Bank advanced the digital-real economy integration, enhanced the quality and efficiency of financial services for the real economy by digital means, continuously improved the capacity of digital service supply, and deepened the innovation of scenario-based financial services. With the "platform + products + scenarios" comprehensive services and the new market expansion model of "ecosystem chains, industrial clusters and major platforms", the Bank built a model for the GBC digital finance ecosystem, and integrated digital finance services into key areas of social and economic development.

#### Promoting industrial transformation through a digital customer service platform



The Bank has built a digital customer service system based on ICBC Finance Pool. Through platform construction, personalized connection, standard services, online response, and collaborative services, the Bank provided customers with deeply integrated digital financial services such as "industry + sector" and "finance + pan-finance". It also created a fund supervision cloud platform for construction projects in fields such as urban construction and water conservancy infrastructure, addressed the pain points in traditional fund supervision fields and enabled IT-assisted management of fund planning and use from the source to the end point.

As at the end of the reporting period, the construction fund supervision platform had completed blockchain-based payments totaling nearly RMB130 billion, among which the payment of migrant workers' wages was close to RMB13 billion.

1. "Five Small" means small inventions, small creations, small innovations, small designs, and small suggestions.

# Privacy and Data Security

The Bank has attached great importance to the protection of customers' personal information and the management of data security. It strictly abides by the *Personal Information Protection Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Cybersecurity Law of the People's Republic of China*, and other applicable laws and regulations. The Bank has established a sound system for protecting privacy and data security, effectively managed information risks and ensured that the privacy and data rights of personal customers are not breached.

- Personal customers' control over data
- Data security management system
- Cybersecurity policy and system audit
- Training on data security and privacy protection risks



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Personal customers' control over data

In accordance with the requirements of relevant financial regulatory authorities, the Bank continued to enhance its management of personal customer information security in terms of management framework, policies and procedures, working mechanisms, and supervision and investigation. With full respect for personal customers' control over their own information and data, the Bank has effectively protected the information rights and interests of customers.

### Clarifying the organizational framework and duties

The Bank continued to improve the management framework for personal customer information security, and established and improved the management mechanisms for personal customer information security at all levels of institutions. The departments of each institution performed their duties and cooperated with each other to strictly ensure the security of personal customer information.

### Improving policies and procedures

The Bank formulated and issued the *Management Measures for Personal Customer Information Security*, the *Emergency Response Plan for Security Incidents of Individual Customer Information* and other relevant policies and procedures, defining the basic principles for personal customer information privacy management centered on "notification-consent", providing guidance and basis for protecting the rights of information owners. A Bank-wide *Personal Customer Information Protection Policy* was developed as a guideline for standardizing the protection policies, so that each relevant department could refine and clarify specific management requirements in line with its own business characteristics.

### Establishing a lifecycle technology-based prevention and control mechanism

#### Strengthening technology-based prevention and control for personal customer information processing



For the key processing links including the collection, processing and application, storage and transmission, and external provision of personal customer information, effective technical prevention measures were deployed to ensure the effective implementation of requirements for personal customer information security management.

#### Boosting the efficiency of risk prevention and control for personal customer information



Based on the data security technology platform, the Bank created a multi-functional hub including intelligent sensitive data identification, dynamic access control, data watermark traceability and data security monitoring and auditing, thereby improving the efficiency and quality of technology-based prevention and control.

## Data security management system

The Bank formulated the *Data Security Management Measures*, the *Detailed Rules for the Implementation of Data Security Classification and Grading Management*, the *Emergency Plan for Data Security Incidents* and other working forms, clearly defining the data security management system and data classification protection strategies, and continuously strengthening the regular security management and emergency management capabilities throughout the entire data lifecycle.

### Top-level design of data security management

The Bank continuously strengthened the top-level design of data security. It established a data security governance system with a sound organizational structure and clear demarcation of responsibilities. The Bank constantly improved the four-in-one organizational structure of decision-making, management, execution, and supervision. Institutions at all levels coordinated and cooperated to jointly ensure the effective implementation of customer information protection and data security management requirements.

### Key links of data security management

Achievements in data security management	
Strengthening technical support for data security protection	<ul style="list-style-type: none"> <li>▶ The Bank continued to improve the technical capability system featuring five core elements, namely, intelligent data identification, dynamic access control, unified data de-identification engine, data watermark traceability and data security monitoring and auditing</li> </ul>
Promoting full-process coverage of data security management	<ul style="list-style-type: none"> <li>▶ Through the two-way integration of “business and technology”, the Bank created a Group-wide unified view of data security, enabling a “strategy-execution-feedback” closed loop for lifecycle management of data security</li> </ul>
Improving the security level of data application scenarios	<ul style="list-style-type: none"> <li>▶ The Bank deepened the capabilities of data classification and grading, digital monitoring and automated auditing, strengthened key links such as data de-identification, approval and inquiry control, and ensured that data use is monitorable, manageable and traceable</li> <li>▶ The Bank strove to address key technical difficulties in data security and enhanced the technical safeguards for data security</li> </ul>
Regularly conducting data security risk assessment	<ul style="list-style-type: none"> <li>▶ The Bank continued to improve the data security risk assessment system, refined the data security risk assessment templates for key scenarios, and established a mechanism for regular data security risk assessment</li> </ul>

## Cybersecurity policy and system audit

### Cybersecurity policy and measures

#### Improving the cybersecurity management system

- ▶ The Bank revised and refined the 2025 technology management policy requirements in line with relevant regulatory requirements and national industry standards, and established a sound cybersecurity management system.
- ▶ Cybersecurity officers were appointed at 60 overseas institutions and domestic integrated subsidiaries. Overseas internet connections were centrally established and managed. Overseas security service teams were established.

#### Enhancing the cybersecurity level

- ▶ The Bank strengthened the management of cybersecurity research and development, improved the rules for code security detection and monitoring, and enhanced the ability to block abnormal behaviors.
- ▶ The Bank improved the cybersecurity assessment mechanism, completed the tasks of team formation, assessment manual preparation, and institutional pilot projects, and strengthened the secure access of external applications.
- ▶ The cybersecurity defense-in-depth system was upgraded for 68 institutions.
- ▶ Bank-wide cybersecurity drills, lateral penetration attack tests and vertical penetration attack tests were regularly conducted.
- ▶ A cybersecurity situation awareness view was created, and links were established between the Head Office and all institutions for cybersecurity protection data.

### System audit practices

During the reporting period, to strengthen the management of cybersecurity risk prevention and control within the Group, the internal audit departments of the Bank conducted special audits on cybersecurity management, mobile application risk management, etc. Such work further enhanced the audit capabilities for the security and compliance of the Bank’s networks and online systems.

#### Special audit on cybersecurity management

Covering overseas institutions, integrated subsidiaries, domestic branches, relevant departments of the Head Office and the Technology Center.

Focusing on the capabilities of network operation monitoring, security risk detection and emergency response of each institution, and enhancing the Bank’s cybersecurity risk prevention and control in terms of governance mechanisms, technical measures and day-to-day management.

#### Special audits on open banking, mobile application risks, etc.

Advancing the special audits on open banking, mobile application risks, etc.

Focusing on technical and system security management, risk management, and operational compliance management, streamlining the day-to-day operational processes and clarifying the boundaries of responsibilities among relevant parties.

### Training, publicity and implementation

#### Deepening the cybersecurity training for internal personnel

The Bank provided special cybersecurity training for technology leaders and security specialists of domestic and foreign institutions. Security risks and hazards, as well as prevention and control measures, were analyzed through case study, so as to strengthen security management requirements and implement cybersecurity responsibilities.

#### Enhancing the public awareness of cybersecurity

The *Financial Cybercrime Research Report* was compiled for seven consecutive years. The report thoroughly analyzed the characteristics and methods of cybercrimes, enhancing the awareness of customers and financial peers regarding the prevention of cybercrime.

## Training on data security and privacy protection risks

The Bank continued to strengthen training and publicity on online data security management and personal information privacy. It remained committed to fostering a compliance culture for data and privacy security internally and enhancing the data and privacy awareness and responsibilities of suppliers externally, thereby improving the Bank’s data security and privacy governance capabilities.

### In-house capacity building on data security and privacy protection

The Bank organized Group-wide data security training, interpreted the management requirements regarding data security governance framework, policies and procedures, classification and grading, risk assessment and monitoring as well as data security technology, so as to facilitate the implementation of data security and personal information protection at all branches.

#### Thematic training



Cross-regional and cross-border data security training was organized at the Group level, so as to interpret the Bank’s management philosophy, architecture and implementation strategies for the data security technology, and facilitate the full implementation of data security technology requirements and the protection of customers’ personal information at all branches.

#### Events and publicity



Bank-wide knowledge competition on data security and personal information protection of customers was organized.

Special events including the “Popularizing Financial Knowledge” and the “Financial Knowledge Publicity Month” were held to publicize the requirements for protecting personal customers’ information rights.

#### Examination and assessment



Key points on cybersecurity and data security were issued to the relevant officers of domestic and overseas branches, and relevant examinations and assessments were organized.

During the reporting period

The Bank held a total of  
**447** training sessions  
on data security and  
personal customer privacy  
related risks with  
**74,618**  
person-times covered

# Consumer Protection

The Bank strictly complied with the *Administrative Measures for Consumer Protection of Banking and Insurance Institutions*, the *Implementation Measures of the People's Bank of China for Protection of Financial Consumers' Rights and Interests* and other relevant policies, continuously improved its policy support system for consumer protection, advanced the risk review of financial products and services, strengthened customer complaint management, and strove to thoroughly integrated the philosophy of consumer protection into corporate governance and culture development.

- Consumer protection policies
- Product and business review
- Customer complaint management
- Consumer protection training
- Financial education initiatives and stakeholder engagement



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Consumer protection policies

The Bank continued to refine the policies for consumer protection, and implemented a comprehensive policy framework for consumer protection including personal loan limit adjustment, credit card limit management, fee standard disclosure, standardized debt collection and advertising compliance.

### Personal loan limit adjustment policy

The Bank formulated the *Administrative Measures for the Change of Personal Loan Contracts* in accordance with the *Interim Measures for the Administration of Personal Loans*, the *Guidelines for the Classification of Loan Risks* and other relevant policies, and established a dynamic adjustment mechanism for loan limits based on the customer's credit standing, repayment ability and risk assessment to meet the customers' needs for adjusting financing plans and repayment schedules and mitigate loan risks.

### Credit card limit adjustment policy

The Bank strictly followed regulatory requirement. According to the risk appetite and policy requirements for credit cards, the credit card limits were dynamically adjusted in a well-ordered manner, so as to promote market development, prevent potential risks and protect consumers.

#### Credit card limit adjustment policy



- For customers who met the risk control requirements, the Bank made fine-grained assessment of their repayment ability, and granted differentiated credit limit increases according to the measurement model or expert rules, so as to meet their consumption needs more effectively;
- Where the Bank offered a credit limit increase, the credit limit would not be increased without the customer's confirmation and consent, showing full respect for consumers' right to know.



- By analyzing the credit report information and the assessment results of credit risk models, the Bank precisely and dynamically managed customers with risks, made well-ordered adjustments to customers' credit limits in line with their credit standing, so as to safeguard their credit assets, and clearly informed the customers of such adjustments in the agreed manner.

### Fee policy

To ensure compliance with regulatory and the Bank's rules for credit card charges, the Bank continued to strengthen top-level design, formulated the *Service Price List* disclosing all the fee items and charging methods, and conducted self-examination of service fees to ensure reasonableness and compliance. Also, the Bank made profit concessions to the people by implementing the market-adjusted fee policy, such as reducing or waiving the annual fees for selected products and the service fees for credit card-based deposits and withdrawals, transfers and remittances. This move effectively met the needs of consumers and stimulated market transactions.

### Debt collection policy

The Bank strictly complied with laws, regulations and relevant policies issued by regulatory authorities including the *Guidelines for Credit Card Collection Work of China Banking Association (Trial)*. It has established a standardized and people-centered debt collection management system to protect the legitimate rights and interests of debtors while maintaining a sound financial ecosystem.



#### Enhancing the emergency response capability for debt collection

The Bank clarified the responsibilities for consumer protection in the credit card collection activities of the Head Office and branches, established an emergency response mechanism for complaints about debt collection, and ensured the efficient handling of complaint emergencies.



#### Streamlining the complaint handling process for debt collection

The Bank continued to streamline the collaborative process for handling credit card collection complaints, and strengthened the effective supervision of debt collection operations.



#### Strengthening the training of debt collection personnel

The Bank regularly trained external collection agencies and collectors on consumer protection, information security and operational compliance, in a bid to enhance the professional competence and consumer protection awareness of debt collectors.

### Advertising and publicity policy

The Bank strictly implemented the requirements of financial regulatory authorities, conducted advertising and marketing activities in accordance with relevant laws and regulations, including the *Advertising Law of the People's Republic of China*, and formulated stringent policies for advertising placement and publicity management to ensure the legality and compliance of financial advertising campaigns.



#### Promoting regular content review of advertisements

The Bank strictly reviewed various promotional materials produced and published by a third party that was funded and commissioned by the Bank as the advertiser, ensured that the use of fonts, images and other materials in advertisements did not infringe upon the legitimate rights and interests of others, and reiterated the legal consequences of publishing false advertising and damaging consumer rights.



#### Improving the fair advertising and publicity policy

To be a bank satisfactory to the people, the Bank worked to continuously improve fair advertising policies. Guided by the new brand cultivation model of "strategic guidance, brand incubation, and empowerment of business" in advertising, the Bank effectively ensured the formulation and implementation of fair advertising policies by formulating policies and measures such as the *Management Measures for the Advertising and Marketing Expenses*.



#### Strengthening professional training for advertising personnel

Regular training sessions, lectures, and seminars were held for the personnel engaged in work relating to advertising and publicity. Such training took the forms of offline instruction, online training, thematic discussions, authoritative interpretation, in an ongoing effort to improve the professionalism of relevant employees.

## Product and business review

The Bank continued to improve its consumer protection governance framework and product risk review mechanism, actively controlled risks during the development of new products, and effectively safeguarded the legitimate rights and interests of consumers.

### Supervision by the Board of Directors and its special committees

The Bank clarified the consumer protection responsibilities of the Board of Directors, the Board of Supervisors and the senior management, continuously strengthened the overall planning, supervision and guidance on consumer protection work and further integrated consumer protection requirements into the Bank's business development.

Division of responsibilities	
Board of Directors	Determining the Bank's strategy, policy and objectives for consumer protection, and safeguarding the legitimate rights and interests of financial consumers and other stakeholders
Board of Supervisors	Continuously supervising the consumer protection performance of the Board of Directors and the senior management, and urging improvements in the Bank's consumer protection governance capabilities
Corporate Social Responsibility and Consumer Protection Committee	<p>The Board of Directors of the Bank set up a Corporate Social Responsibility and Consumer Protection Committee to provide overall planning and guidance for consumer protection</p> <p>Reviewing the implementation of the Bank's consumer protection strategy, policies and objectives, and providing suggestions to the Board of Directors</p>

### Review and supervision mechanism for new products and services

The Bank formulated the *Administrative Measures for R&D* and other relevant policies defining the responsibilities of each risk-taking entity in the R&D of new products. Also, the Bank continued to improve and standardize the risk identification, assessment and control for new product R&D, broadly covering credit risk, market risk, operational risk, reputational risk, liquidity risk, money laundering risk, interest rate risk in the banking book (IRRBB) and external fraud risk. It comprehensively strengthened the review and management of potential risks in new products, thereby controlling potential risks at the source and preventing any acts that infringe upon the legitimate rights and interests of consumers.



During the reporting period

All risk management departments worked together to assess and review the risks of over

**410** projects of the Head Office and branches

formulated risk prevention and control measures for more than

**560** key links cumulatively

and inspected and confirmed the implementation of prevention and control measures one by one prior to project launch. The probability of new product R&D risk has been effectively reduced.

## Customer complaint management

The Bank actively implemented the concept of “financial services for the people”, took a wide range of steps to improve complaint management, strove to enhance the satisfaction of customers with financial services and complaint handling, and effectively safeguarded the legitimate rights and interests of consumers.

### Customer complaint management



#### Ensuring smooth intake channels for customer complaints

The Bank accepted customer complaints through multiple channels such as outlets, customer service hotline, web portal, internet banking, mobile banking, WeChat Official Account banking, paper letters etc., and introduced 24/7 electronic channel service to ensure smooth acceptance and efficient resolution of customer complaints.

The Bank upgraded the *Customer Complaint Guidelines* and launched its English version. They were released at outlets, web portal and the WeChat Official Account “ICBC Customer Service”, helping customers understand the complaint handling process.



#### Strengthening capacity building on customer complaint handling

The Bank implemented tiered and categorized processing of customer complaint workorders. Customer claims were directed to the institutions familiar with policy information and able to solve problems as soon as possible. This approach not only reduced the burden on those working on the ground but also effectively improved the quality and efficiency of complaint handling.

The Bank enhanced the remote banking capacity of “on-demand response” and centralized workorders processing at a faster pace. It promoted the full-cycle, full-process handling of complaint workorders, making the process increasingly intelligent and continuously improving the ability to provide online one-stop solutions to customer complaints.

Complaint handling centers were set up at selected tier-two branches pilot. A diverse resolution mechanism for financial disputes was widely applied to enhance the quality and efficiency of complaint handling in an ongoing fashion.



#### Working harder to eliminate root causes of complaints

The Bank refined the norms and standards for customer information protection, agency sales and marketing management, improved the relevant policies and facilitated effective implementation of the latest regulatory requirements.

The Bank carried out the Personal Customer Service Experience Enhancement campaign. It endeavored to address the key complaints vital to public interests and service experience by improving business models, product rules as well as policies and procedures, sparing no effort to enhance customer satisfaction.

### Building a supervisory mechanism for customer complaint handling

The Bank continuously improved its supervisory mechanism for customer complaint handling. By fully integrating customer service management, experience improvement and complaint management, the Bank conducted follow-up monitoring of customer service and complaint handling experience relying on the systems and customer satisfaction surveys. It worked hard to provide higher-quality financial services and further improve customer satisfaction.

## Consumer protection training

The Bank formulated a comprehensive and multi-level training plan for consumer protection across the Bank, made regular efforts on consumer protection education and training and further enhanced the “Greater Consumer Protection” layout.

### Strengthening the training planning for consumer protection

During the reporting period, the Bank formulated and released the *Consumer Protection Training Program 2025*, requiring that consumer protection training should cover all levels of personnel, including management positions, key business lines and front-line staff. Also, the Bank identified the priorities of training for different positions, promoted the close integration of consumer protection and business operations and continued to enhance the consumer protection awareness and professionalism of all employees.

## Enriching the content of consumer protection training

### Diverse training on consumer protection

#### Bank-wide thematic training

The Bank provided all employees with access to training courses on the regulatory rules governing consumer protection, customer complaint management and key points of consumer protection review, aiming to enhance all staff's ability to fulfill consumer protection duties.

#### Special training for key positions

The Bank held 10 key training sessions for important positions in the credit card business line of its branches and complaint handling by a combination of online instruction and online video-conferencing.

#### Publicity events

264.2 thousand employees of the Bank took consumer protection quizzes. The "Consumer Protection Section" was created on the ICBC Training Center platform, disseminating the consumer protection knowledge directly to those working on the ground.

## Strengthening consumer protection training

The Bank integrated relevant policies and regulations on consumer protection into the training and special courses for key positions, including heads of outlets, wealth managers and customer service managers, and into the strategic planning for key business areas such as personal banking, credit cards and inclusive finance. All institutions were persistently required to effectively implement consumer protection requirements in every respect of customer service, including marketing, suitability management and personal information protection, at all levels of institutions, thereby enhancing the compliance level and customer service experience.

During the reporting period

The Bank conducted **611** training sessions on consumer protection

with a total of **59,889** person-times

## Financial education initiatives and stakeholder engagement

The Bank actively performed its social responsibility in terms of financial education, established a financial education and publicity system that has combined special and regular events and integrated online and offline channels. It paid close attention to the financial education needs of key groups and continuously enhanced the stakeholder engagement in financial education.

## Overview of financial education results

During the reporting period

The Bank carried out more than **61.6** thousand financial education events cumulatively, reaching a total of over **626** million person-times



Three cases including *Carrying out High-standard Financial Education Events, Enhancing the People's Sense of Gain Across the Board* were recognized as "Excellent Case of Financial Consumer Protection and Service Innovation in 2024"

by the China Banking and Insurance News

## Diverse financial education

### Various themes of financial education events

The Bank broadly publicized the knowledge on financial consumer protection and disclose business risks under themes such as "Address Consumers' Practical Concerns" and "Jointly Fostering Financial Harmony", continuously expanding the range of content and the coverage of customers.

The Bank created a financial security knowledge column and an anti-fraud section on its website to release such contents as "being alert to credit repair scams" and "protecting personal information security". It launched anti-fraud education events rich in practical contents and novel in forms, thereby enhancing public awareness of financial anti-fraud and risk prevention.

## Expanding the scenarios for financial education

The Bank expanded the scenarios for "Consumer Protection+" financial education scenarios. It carried out thematic event series including the "Volunteer Service Month" and "Live a New Life with ICBC Sharing Station" at popular business districts, hot tourist attractions and city landmarks, etc., thereby seeking thorough integration of financial education with the improvement of financial service quality and efficiency, the protection of customers' financial rights and interests, and creation of a harmonious environment for financial consumption.

### ICBC Consumer Protection and Investor Education Exhibition "Container 2.0"



Starting from 2024, the Bank held the ICBC Consumer Protection and Investor Education Exhibition "Container 2.0". In a novel "escape room" format, the exhibition presented various financial risk cases to customers, including warnings about illegal credit card agencies. The event was unanimously applauded by visitors.

## Innovative forms of financial education

The Bank explored to incorporate such elements as distinctive cultures, trendy themes and artificial intelligence in conventional financial education. It created new forms of financial education including case-based, experiential promotional events such as drama shows, short videos and micro films, effectively enhancing the influence and effectiveness of these events.

### "36 Tips on ICBC Credit Card Consumer Protection · Along the River During the Qingming Festival" series of financial literacy comics



During the reporting period, the Bank innovatively launched the "36 Tips on ICBC Credit Card Consumer Protection · Along the River During the Qingming Festival" series of financial literacy comics. These comics used scenarios borrowing the city culture of the Northern Song Dynasty to present financial knowledge and wisdoms. The pictures combined traditional Chinese ink painting and modern design to enhance visual appeal. In such a way, standard story modules were produced and widely distributed on social media platforms, reaching the fan base of these platforms. They enabled the visualized dissemination of financial risk warnings.

## Financial education for special customer groups

### The elderly

The focus was on providing user instructions for the Happy Life version of mobile banking, ICBC e Security and other products and services of the Bank.

The Bank explained common fraud schemes including retirement investing and investment rebates and offered countermeasures, and promoted the use of the China Anti-Fraud Center app, helping bridge the "digital divide" and enhance the ability of the elderly to identify frauds and guard against scams.

### The young

The focus was on explaining financial consumption knowledge such as rational consumption, reasonable borrowing, personal information protection, and personal integrity. It aimed to enhance the financial literacy and financial intelligence of the young people, guide them to uphold a scientific and rational view of consumption and borrowing, and enable them to accurately identify and stay away from illegal financial activities.

### New urban residents

The Bank increase the publicity efforts on hot issues such as home purchase, entrepreneurship finance, medical care and social security as well as related financial policies.

It analyzed common fraud methods such as telecom and cyber frauds, loan frauds and illegal fundraising, helping new urban residents safeguard their assets and integrate into the urban life.

### County-area and rural residents

The Bank broadly disseminated the inclusive finance knowledge and policies, and warned about risks of agriculture-related frauds in relation to agricultural subsidies and fake e-commerce platforms for assisting farmers.

It publicized the financial knowledge on properly storing important documents such as ID cards and bank cards, as well as payment tools, and effectively enhanced their ability to identify and tackle risks.

### The Bank innovatively developed the "Victim Early Warning and Protection Model"

Since its launch in September 2024

This model has enabled protective payment freezes for over **30 thousand** individuals

Safeguarded total assets exceeding **RMB3 billion** from fraud  
Facilitated police intervention to prevent over **20 thousand** telecom fraud cases

Achieved an **industry-leading** accurate early warning rate as validated by public security authorities

The highest single transaction amount protected was nearly **RMB70 million**

### Providing lectures on financial risk awareness jointly with China University of Political Science and Law and Beijing No. 4 Middle School



During the reporting period, the Bank provided awareness lectures on financial credit risks, fraud risks, and safe use of credit cards in conjunction with China University of Political Science and Law and Beijing No. 4 Middle School. These lectures helped young people know basics about the risks and social hazards in the "crime of assisting in information network-related criminal activities" and the black- and gray- industry proxy complaints. This targeted approach aimed to enhance the financial literacy and risk awareness of the young population.

# Human Capital Development

The Bank has always regarded the staff development strategy as an important part of the Group's overarching strategy, and persistently respects and safeguards the interests of its employees. It established a comprehensive employee compensation and benefits system, developed a systematic employee training system and promotion pathway, and strove to create an equal and diverse working environment in pursuit of high-quality development of the Bank's human capital.

- Employee rights and benefits
- Staff development and training



Contributing to the United Nations Sustainable Development Goals (SDGs)

## Employee rights and benefits

The Bank strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and the *Employment Promotion Law of the People's Republic of China*. It maintains equality and diversity in recruitment and employment practices, fully safeguarding the democratic rights and wellbeing of employees.

## Employment equity

The Bank formulated the *Employment Management Measures of the Group* in accordance with relevant laws and regulations of the State. It adhered to the principle of "overall planning, demand orientation, person-post matching, openness and fairness and compliance" in employment. The Bank maintained unified standards, treated all job applicants equally, and set no discriminatory conditions based on nationality, ethnicity, race, gender, marital status, religious belief, etc. This created a fair and competitive environment for job applicants.

## Democratic management

- Improving the democratic management system

The Bank continuously promoted the standardization, institutionalization and legalization of democratic management. It continued to improve the corporate democratic management system taking the basic form of the Employee Representative Assembly. In the decision-making process for significant matters, the Bank fully guaranteed employees' rights to know, participate, express and supervise, and provided employees with smooth channels to participate in major decision-making and operation management, laying a solid institutional foundation for safeguarding the democratic rights of employees.

During the reporting period, the Bank went through democratic procedures for the *Administrative Measures for Special Working Hours* and other policies vital to employees' benefits. It approved a total of 60 Employee (Representative) Assemblies held by first-tier branches, directly-affiliated branches, directly-affiliated institutions and subsidiaries. It comprehensively listened to and deliberated on important matters such as business management, financial work, representative proposals, salary and welfare, education funds, special collective contracts for the protection of female employees' rights and interests and the May 1 Labor Medal evaluation.

- **Refining the democratic workflows**

To ensure the fairness and impartiality of employee management, the Bank formulated the *Labor Contract Management Measures*, the *Employee Disciplinary Action Policy*, the *Procedures for Handling Violations*, etc. It managed labor disputes through a standardized and democratic organizational framework, ensured the compliance and comprehensiveness of dispute arbitration through an open and transparent appeal process, and reviewed appeals under the principles of "objectivity and fairness, responding to every initial appeal, not aggravating penalties for appeals, and correcting all mistakes", thereby ensuring the effectiveness of democratic mediation.

## Non-compensation benefits system

- **Paid leaves for employees**

The Bank safeguarded employees' rights to leaves, allowing employees to flexibly arrange their paid annual leave in line with their work needs and actual circumstances.

- **Honors and incentives system**

- 1 Overall  
*Administrative Regulations on Honor Recognition of ICBC*
  - 4 Specific rules  
*Administrative Measures for Honor Recognition of ICBC*  
*Administrative Measures for Honor Recognition in the Party and the State*  
*Administrative Measures for Honor Recognition in the Group Organization*  
*Administrative Measures for Honor Recognition in the Media and Social Institutes*

The Bank established internal honor recognition items

**The highest bank-wide honor: "ICBC Excellence Awards"**

**Other honorary titles:** "Clean ICBC Guard" "ICBC Elite"  
"Global Honorary Employee" "Compliance Pacesetter" etc.

**Business line-specific awards:** "ICBC Achievement Award"

**Labor-related honors and awards:** The Bank introduced the "ICBC Model Worker" honorary title for the first time and introduced the "ICBC May 1 Award" in 2013

During the reporting period

- 2 employees were honored as "National Model Worker"

The Bank formulated and issued the *Administrative Measures for Selection and Commendation of Model Workers (Version 2025)*, introduced the “ICBC Model Worker” honorary title and evaluated and commended

- 20** employees at the first “ICBC Model Workers” selection

- **Employee health management**

The Bank strengthened the overall planning for employee health check-ups, and dynamically refined the design of the check-up packages.

The Bank created a comprehensive “Mind Lake Project” mental health service system covering three levels, namely, individuals, teams and organizations. It introduced professional and convenient mental health services such as Mental Health Gatekeepers and mental health experience events.

- **Employee care and assistance**

The Bank improved the caring and assistance system for employees in difficulties, mainly including major illness and domestic calamity, and provided ongoing financial aid and welfare support to them.

The Bank provided employee childcare services and summer camp study tours for employee children, effectively addressing employees' difficulties in childcare during winter and summer vacations.

- Female employee caring and protection

The Bank set up the “Care Rooms for Female Employees” and “Nursing Rooms for Mothers”.

The Bank carried out the "Caring for Growth and Health" campaign for female employees, including Eight Trigrams Boxing, AI application skills training classes and experience sessions of intangible cultural heritage skills, boosting the physical and mental health of female employees as well as their continuing learning and enhancement.

The Bank actively publicized the *Law on the Protection of Women's Rights and Interests* and the *Special Provisions on Labor Protection for Female Employees* and other relevant laws and regulations. It guided institutions at all levels to promptly revise, renew and implement the special collective contracts for female employees, effectively safeguarding the legitimate rights and special interests of female employees.

As at the end of the reporting period

The Bank set up  
**1,368** care rooms  
for female employees

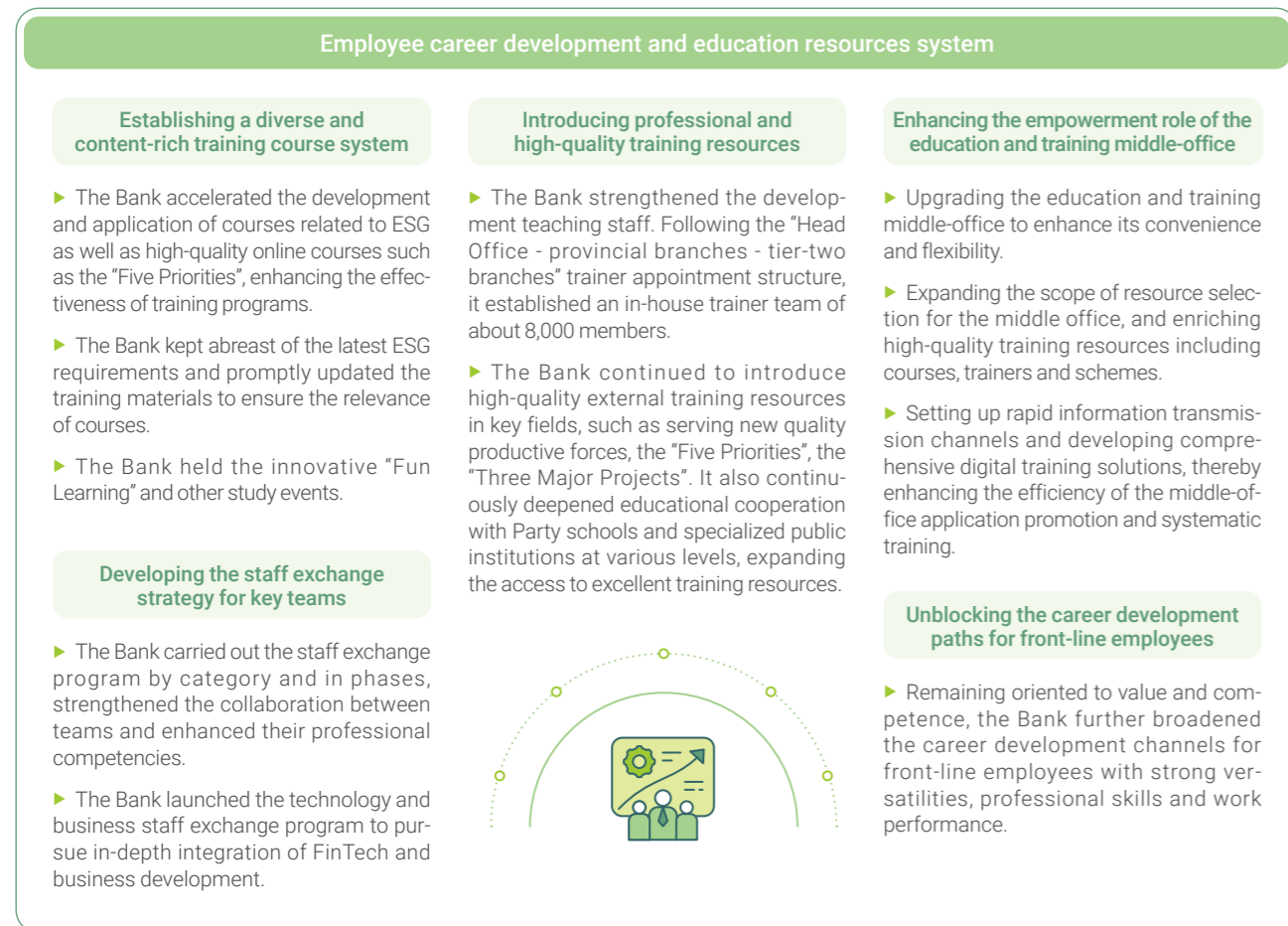
to effectively meet the health needs of female employees

## Staff development and training

The Bank values talent pipeline development. It continued to deepen the talent development pathway, improved the staff training system and enhanced the professional competencies of employees across the board, pursuing high-quality development of the Bank in step with the personal value realization of employees.

### Talent development system

The Bank continued to improve its talent development system and mechanism by enriching training resources, optimizing the training platform, formulating training strategies and unblocking the talent development pathway.



### Specialized training programs

#### Specialized training programs

##### ▶ International talent training program

By adopting the model of "domestic training + overseas study + on-the-job training", the Bank sent outstanding employees each year to overseas study and training, thereby fostering high-caliber financial professionals with a global mindset and global operation management capabilities.

##### ▶ Managers and officers training program

Following the pathway of "Five Transformations", the Bank provided segment-based special training for managers and officers of the Head Office, with a focus on enhancing the capability of serving the industrial system modernization, international operation and the high-quality development of investment and financing. Such training was extended as appropriate to the departmental heads of domestic tier-one institutions in relevant business lines.

During the reporting period

The Bank held 3 sessions with a total of 241 trainees

##### ▶ "Five Transformations" special training program

The Bank held the "Five Transformations Workshop", and created a special training system for "Five Transformations" with two major components, namely, the tiered, systematic and task-oriented training program and the special training program for core talent in the "Five Priorities".

##### ▶ New employee training program

The Bank implemented the "ICBC Star Program" orientation around the four major stages of contract maintenance, pre-job training, adaptation and growth, thereby strengthening the young leadership pipeline and facilitating the growth of new employees.

During the reporting period

The Bank held a total of 756 training sessions for new employees (46,361 person-times), including 557 in-person training sessions (29,789 person-times)

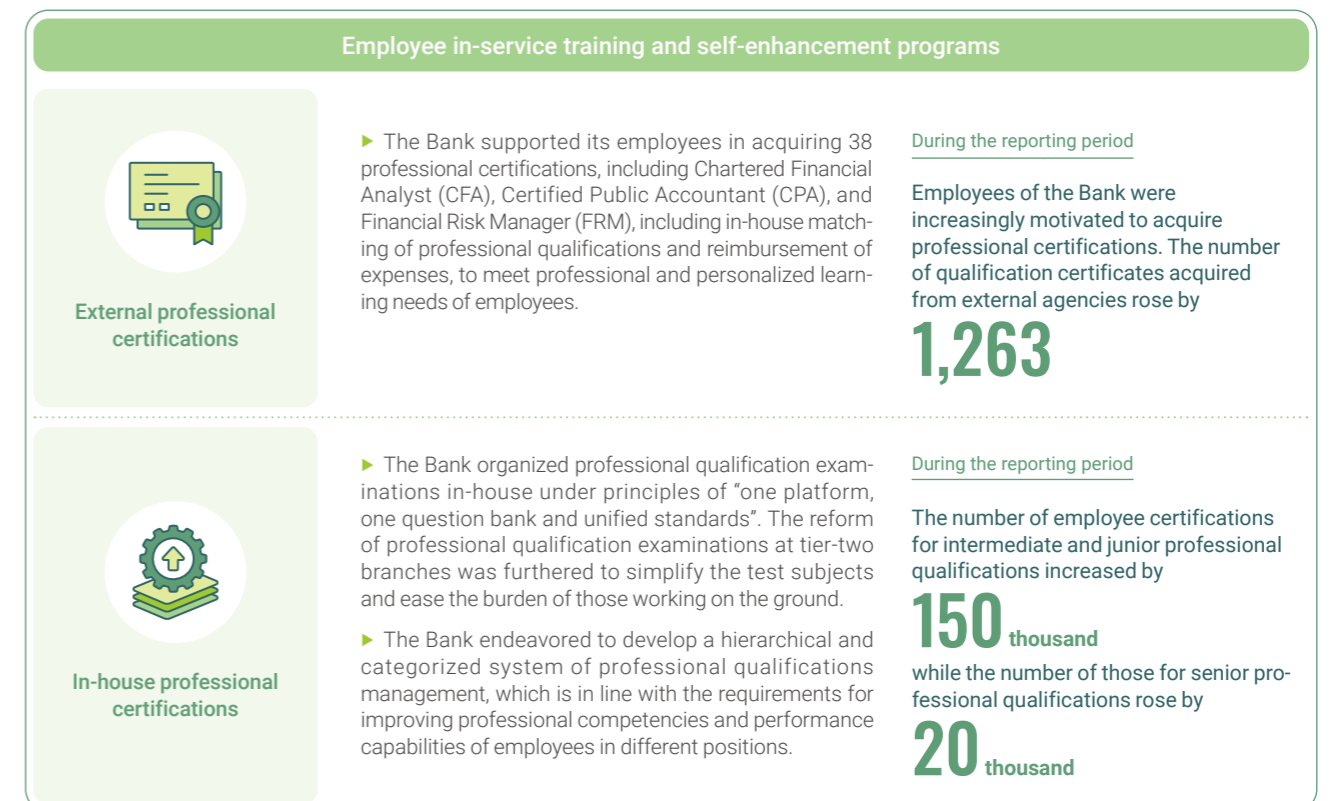
##### ▶ Rotational training program for all outlet managers

The Bank developed innovative and iterative training programs, tailored class types to needs of different trainees, and fully leveraged the training resources both within and outside the Bank to ensure the quality and effectiveness of training.

During the reporting period

The Bank held 26 rotational training sessions attended by 2,055 persons, effectively consolidating the professional skills and management capability of outlet managers

### Employee self-enhancement



# Sustainable Development Performance

10

## Environment

### Green credit contributions to emission reductions

During the reporting period

Projects supported by green loans reduced **227,601.3 thousand tons of carbon dioxide equivalent emissions**

### Key indicators of green finance

#### Green credit

As at the end of the reporting period

The balance of green loans exceeded **RMB6 trillion**, leading peers by both the balance and the increment during the reporting period

#### Green bond issuance

##### Domestic issuance of RMB green bonds

As at the end of the reporting period

The Bank recorded **RMB98 billion** in the balance of green bonds issued in the domestic interbank market

##### Overseas issuance of green bonds

As at the end of the reporting period

The Bank had issued **11** overseas green bonds with a total amount equivalent to **USD23.4 billion**

The Bank cumulatively won **20** international awards from *The Asset*, *The Banker*, *Global Capital*, and the Climate Bonds Initiative, etc.

#### Green bond underwriting

During the reporting period

The Bank acted as the lead underwriter for **56** green bonds accumulatively, which raised **RMB201,295 million** in total, with the Bank's lead underwritings amounting to **RMB39,434 million**

The Bank acted as the lead underwriter for **155** ESG bonds accumulatively, with an underwriting size of **RMB173,553 million**, up **RMB77,205 million** or **80.13%** year-on-year, and cumulative proceeds of **RMB647,542 million**

#### ESG thematic funds

As at the end of the reporting period

The Bank issued and ran **17** ESG-themed equity fund products, with a total scale of **RMB27.48 billion**

## ESG investment highlights

### ICBC Wealth Management

During the reporting period

ICBC Wealth Management issued **6** green finance-themed wealth management products with total proceeds from fundraising activities of **RMB1,683 million**

### ICBC Investment

As at the end of the reporting period

ICBC Investment recorded **RMB61,512 million** in green finance investment in its existing projects, representing **30.05%** of total

### ICBC Leasing

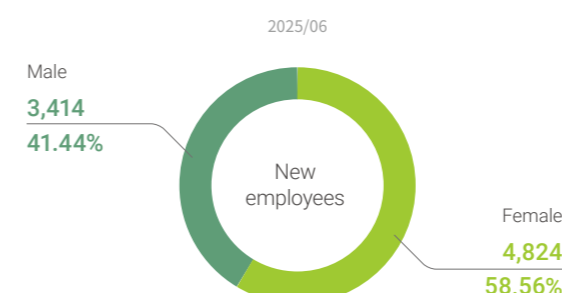
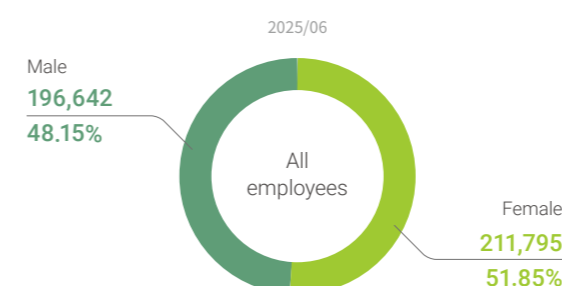
As at the end of the reporting period

The balance of green leasing was **RMB60,224 million<sup>1</sup>**, accounting for **50.65%** of outstanding domestic financial leasing. New green leasing of **RMB11,353 million<sup>2</sup>** were added, accounting for **53.60%** of total domestic financial leasing

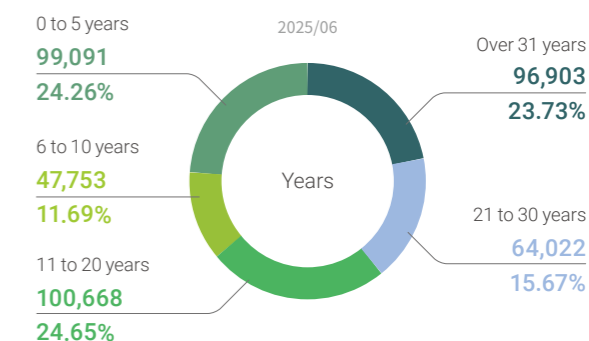
## Social

### Overview of employees

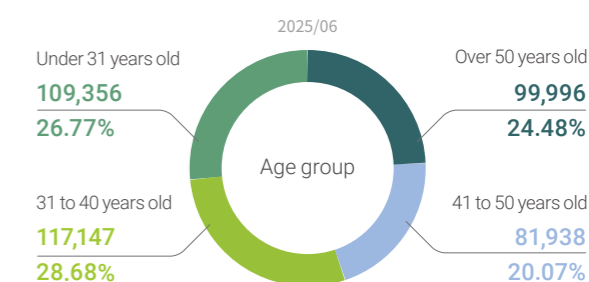
#### Employee structure by gender proportion



#### Employee structure by working year



#### Employee structure by age group



#### Employee turnover

2025/06	
Total employees	408,437
New employees	8,332
Voluntary employee turnover rate	0.54%

1. This disclosure is made based on the *Green Finance Endorsed Projects Catalogue (2025 Edition)* (Y.F. [2025] No. 132) jointly issued by the People's Bank of China (PBC), the National Financial Regulatory Administration (NFRA) and the China Securities Regulatory Commission (CSRC) in July 2025. For the first half of 2024, the Bank used the statistical criteria for green credit established by the National Financial Regulatory Administration (the former China Banking and Insurance Regulatory Commission).

2. This disclosure is made based on the *Green Finance Endorsed Projects Catalogue (2025 Edition)* (Y.F. [2025] No. 132) jointly issued by the People's Bank of China (PBC), the National Financial Regulatory Administration (NFRA) and the China Securities Regulatory Commission (CSRC) in July 2025. For the first half of 2024, the Bank used the statistical criteria for green credit established by the National Financial Regulatory Administration (the former China Banking and Insurance Regulatory Commission).

Training

During the reporting period

- Average employee satisfaction rate with training was **98.06%**
- **97.17%** of the employees of the Bank attended training
- Average training duration per employee was **4.1** days
- Over **13 thousand** online and offline training sessions were held
- Online and offline trainees totaled **2,517 thousand** person-times
- Online training sessions totaled **3 thousand**
- Online training participants totaled **2,058 thousand** person-times
- Offline training sessions totaled **10 thousand**
- Offline training participants totaled **458 thousand** person-times

2025/06	Training coverage (%)	Average training duration (days) per employee
The statistics for training participants by age group		
25 years old or below	91.8	4.2
26 to 35 years old (inclusive)	98.3	3.5
36 to 45 years old (inclusive)	98.2	4.3
46 to 54 years old (inclusive)	97.4	4.9
55 years old or above	95.6	3.7
The statistics for training participants by gender		
Male	96.6	4.3
Female	97.7	3.9
The statistics for training participants by institutional level		
Head Office	80.3	4.8
Tier-one branches	94.0	5.0
Tier-two branches	96.4	4.6
Tier-one sub-branches	96.9	4.1
Outlets	98.6	3.7
The statistics for training participants by role		
Management	97.8	6.4
Specialized	96.9	4.1
Sales	98.3	3.3
Customer service	97.5	3.5
Operations	93.8	3.1

Community services and inclusive finance

As at the end of the reporting period

- The balance of inclusive loans was **RMB3,394.7 billion**, representing an increase of **RMB501.4 billion** or **17.3%** over the beginning of the year
- The Bank had **2,431 thousand** inclusive loan customers, representing an increase of **347 thousand** or **16.7%** over the beginning of the year

As at the end of the reporting period

- **19,456** self-service banks
- **48,191** ATMs
- **75,178** smart devices
- **6,232** county-level outlets
- The coverage of county-level outlets was **87.4%**
- **78.0%** of outlets equipped with barrier-free facilities
- **15 thousand** ICBC Sharing Stations
- Digital business accounted for **99%**
- Mobile banking customers reached **609 million**

External donations

During the reporting period

External donations totaled **RMB11,678 thousand**

Volunteer activities

During the reporting period

A total of **48 thousand** young volunteers from the Bank participated in volunteer activities, serving over **320 thousand** person-times

Interpretations

In the Report, unless the context otherwise requires, the following terms shall have the meanings set out below:

The Bank	Industrial and Commercial Bank of China Limited
ICBC-AXA	ICBC-AXA Assurance Co., Ltd.
ICBC Leasing	ICBC Financial Leasing Co., Ltd.
ICBC Wealth Management	ICBC Wealth Management Co., Ltd.
ICBC UBS Asset Management	ICBC UBS Asset Management Co., Ltd.
ICBC Investment	ICBC Financial Asset Investment Co., Ltd.
ICBC (Turkey)	ICBC Turkey Bank Anonim Şirketi

Instructions

Scope of the Report

Organizational scope of the Report: The Report is primarily about the domestic institutions of Industrial and Commercial Bank of China Limited, unless otherwise specified.

Reporting period: 1 January 2025 - 30 June 2025. Some content exceeded this scope.

Explanation for Report Data

Data in the Report are the statistics in the first half of 2025 from the Bank's internal system. The units in the Report, unless otherwise specified, are denominated in RMB.

Release and Interpretation of the Report

The Report is released online and available at the Bank's website (www.icbc-ltd.com).



Preparation Principle of the Report

The Report is prepared with reference to the United Nations Sustainable Development Goals (SDGs), the Ten United Nations Global Compact (UNGC) Principles, the *Environmental, Social and Governance Reporting Guide* of The Stock Exchange of Hong Kong Limited and relevant opinions and guidelines. The Report is reviewed by the Bank's Green Finance (ESG and Sustainable Finance) Committee. Ernst & Young Hua Ming LLP has carried out the third-party assurance of the Report.

# Independent Limited Assurance Report

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

## Scope

We have been engaged by Industrial and Commercial Bank of China Limited (hereinafter referred to as "ICBC" or "the Bank") to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the selected data as at 30 June 2025 and for the six-month period then ended in the Industrial and Commercial Bank of China Limited 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance (the "2025 Interim Special Report on Sustainability").

## Selected data

The selected data in the 2025 Interim Special Report on Sustainability that is covered by this report is as follows:

- Balance of green loans (RMB 100 million)
- Emission reduction of domestic green credit: Carbon dioxide equivalence of reductions (10 thousand tons)
- Number of green bonds underwritten by ICBC as a lead underwriter (No.)
- The scale of green bonds underwritten by ICBC as a lead underwriter (RMB 100 million)
- Total amount of proceeds from green bonds underwritten by ICBC as a lead underwriter (RMB 100 million)
- Number of ESG bonds underwritten by ICBC as a lead underwriter (No.)
- The scale of ESG bonds underwritten by ICBC as a lead underwriter (RMB 100 million)
- Total amount of proceeds from ESG bonds underwritten by ICBC as a lead underwriter (RMB 100 million)
- Cumulative issuance of RMB-denominated green finance bonds in the Chinese interbank market (RMB 100 million)
- Overseas issuance of green bonds (USD 100 million )
- Number of overseas green bonds issued (No.)
- Balance of inclusive loans to small and micro enterprises (RMB 100 million )
- Number of County-Level outlets (No.)
- Percentage of outlets equipped with barrier-free Facilities (%)
- Employees by gender proportion (%)
- Employee structure by working year (%)
- Employee structure by age group (%)
- Total headcount (person)
- Number of new employees (person)
- The training coverage ratio (%)
- Average training duration per employee (days)
- Total number of online and offline training sessions (10 thousand sessions)
- Total participants of online and offline training (10 thousand person-times)
- Total number of online training sessions (10 thousand sessions)
- Total participants of online training (10 thousand person-times)
- Total number of offline training sessions (10 thousand sessions)
- Total participants of offline training (10 thousand person-times)
- Training coverage ratio by age group (%)

- Average training duration per employee by age group (days)
- Training coverage ratio by role (%)
- Average training duration per employee by role (days)
- Training coverage ratio by gender (%)
- Average training duration per employee by gender (days)
- Training coverage ratio by institution level (%)
- Average training duration per employee by institution level (days)
- Total amount of external donations (RMB 10 thousand)

Our assurance was with respect to the selected data as at 30 June 2025 and for the six-month period then ended only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2025 Interim Special Report on Sustainability.

## Criteria applied by ICBC

The criteria used by ICBC to prepare the selected data in the 2025 Interim Special Report on Sustainability are set out in the basis of reporting of the selected data (the "Basis of Reporting") in the accompanying the Appendix: Basis of Reporting.

## ICBC's responsibilities

ICBC's management is responsible for selecting the basis of reporting, and for presenting the selected data in accordance with the basis of reporting within the 2025 Interim Special Report on Sustainability, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the selected data, such that it is free from material misstatement, whether due to fraud or error.

## EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the selected data as at 30 June 2025 and for the six-month period then ended in the 2025 Interim Special Report on Sustainability based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (the "ISAE 3000 (Revised)"). The standard require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the selected data in the 2025 Interim Special Report on Sustainability in order for it to be in accordance with the basis of reporting, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

## Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires that we design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The work we have implemented includes:

- 1)Conducted interviews with personnel to understand the business and reporting process;
- 2)Conducted interviews with key personnel to understand the process for collecting, collating and reporting the selected data during the reporting period;
- 3)Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Appendix : Basis of Reporting;
- 4)Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified;
- 5)Tested, on a sample basis, underlying source information to check the accuracy of the data; and
- 6)Other procedures deemed necessary.

## Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the selected data as at 30 June 2025 and for the six-month period then ended in the 2025 Interim Special Report on Sustainability, in order for it to be in accordance with the Basis of Reporting.

## Restricted use

Our report has been prepared for and only for the board of directors of ICBC and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.

Ernst & Young Hua Ming LLP  
30 September 2025  
Beijing, China

# Appendix: Basis of Reporting

**Balance of green loans (RMB 100 million):** The balance of green loans disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the loan balance of ICBC Head Office and its domestic branches (excluding subsidiaries) as of 30 June 2025. The statistical scope is determined in accordance with the *Notice by the Survey and Statistics Department of the People's Bank of China on Adjusting the Content of Green Loan Statistics (Letter No. 7 [2025] of the Survey and Statistics Office of the People's Bank of China)* which covers: energy conservation and carbon reduction industries, environmental protection industries, resource recycling and utilization industries, green and low-carbon energy transition, ecological protection, restoration and utilization, green infrastructure upgrading, green services, green trade and overseas loans.

**Emission reduction of domestic green credit: Carbon dioxide equivalence of reductions (10 thousand tons):** The emission reduction of domestic green credit: Carbon dioxide equivalence of reductions disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total CO<sub>2</sub> emission reductions generated by ICBC's domestic green credit as of 30 June 2025, in accordance to the *Notice by the Survey and Statistics Department of the People's Bank of China on Adjusting the Content of Green Loan Statistics (Letter No. 7 [2025] of the Survey and Statistics Office of the People's Bank of China)*.

**Number of green bonds underwritten by ICBC as a lead underwriter (No.):** The number of green bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of green bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025 in accordance with the scope of green bonds defined in the *People's Bank of China Announcement [2015] No. 39 (on the issuance management of green bonds)*.

**The scale of green bonds underwritten by ICBC as a lead underwriter (RMB 100 million):** The scale of green bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of green bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025 in accordance with the scope of green bonds defined in the *People's Bank of China Announcement [2015] No. 39 (on the issuance management of green bonds)*.

**Total amount of proceeds from green bonds underwritten by ICBC as a lead underwriter (RMB 100 million):** The total amount of proceeds from green bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of funds raised from green bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025 in accordance with the scope of green bonds defined in the *People's Bank of China Announcement [2015] No. 39 (on the issuance management of green bonds)*.

**Number of ESG bonds underwritten by ICBC as a lead underwriter (No.):** The number of ESG bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of green bonds, sustainability-related bonds and social responsibility bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025 in accordance with the *Green Bond Principles, Social Responsibility Bond Principles, Sustainability Bond Guidelines and Sustainability-related Bond Principles* issued by the International Capital Market Association (ICMA).

**The scale of ESG bonds underwritten by ICBC as a lead underwriter (RMB 100 million):** The scale of ESG bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of green bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025, following the *Green Bond Principles, Social Responsibility Bond Principles, Sustainability Bond Guidelines and Sustainability-related Bond Principles* issued by the ICMA.

**Total amount of proceeds from ESG bonds underwritten by ICBC as a lead underwriter (RMB 100 million):** The total amount of proceeds from ESG bonds underwritten by ICBC as a lead underwriter disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of funds raised from green bonds underwritten by the Head Office of ICBC as the lead underwriter from 1 January 2025 to 30 June 2025, based on the *Green Bond Principles, Social Responsibility Bond Principles, Sustainability Bond Guidelines and Sustainability-related Bond Principles* issued by the ICMA.

**Cumulative issuance of RMB-denominated green finance bonds in the Chinese interbank market (RMB 100 million):** The cumulative issuance of RMB-denominated green finance bonds in the Chinese interbank market in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of domestic green financial bonds (including TLAC non-capital green bonds) issued by ICBC Head Office in the domestic interbank bond market as of 30 June 2025 in accordance with the *People's Bank of China Announcement [2015] No. 39 (on the issuance management of green bonds)*, the *Measures for the Administration of Total Loss-Absorbing Capacity of Globally Systemically Important Banks (No. 6 [2021] of the People's Bank of China, China Banking and Insurance Regulatory Commission, and the Ministry of Finance)*, and the *Notice on Matters Concerning the Issuance of Non-Capital Bonds for Total Loss-Absorbing Capacity by Globally Systemically Important Banks ([2022] No. 100 of the People's Bank of China)*.

**Overseas issuance of green bonds (USD 100 million):** The overseas issuance of green bonds disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total amount of overseas green bonds issued by ICBC's overseas institutions as of 30 June 2025. Overseas green bonds are counted by ICBC under the *Green Bond Principles* by the ICMA and the *China Green Bond Principles* by the Green Bond Standards Committee.

**Number of overseas green bonds issued (No.):** The number of overseas green bonds issued disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to as of 30 June 2025. Overseas green bonds are counted by ICBC under the *Green Bond Principles* by the ICMA and *China Green Bond Principles* issued by the Green Bond Standards Committee.

**Balance of inclusive loans to small and micro enterprises (RMB 100 million):** The balance of inclusive loans to small and micro enterprises disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the balance of inclusive loans by ICBC domestic branches (excluding subsidiaries) as of 30 June 2025, calculated in accordance with the *Notice on Properly Completing the Submission of Off-Site Supervision Reports for the Banking Sector in 2025 ([2024] No. 39 of the National Financial Regulatory Administration)*. It includes both inclusive corporate loans and inclusive personal loans. Inclusive corporate loans refer to loans to small and micro enterprises (excluding bill discounting) with a single-account credit line of RMB 10 million or less; inclusive personal loans refer to loans to inclusive individual businesses

and small and micro enterprises with a single-account credit line of RMB 10 million or less.

**Number of county-level outlets (No.):** The number of county-level outlets disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of ICBC domestic branches located within county-level administrative regions as of 30 June 2025, calculated based on the scope of county-level administrative divisions as defined in the *China County Statistical Yearbook 2024 (County/City Volume)* published by the National Bureau of Statistics of China.

**Percentage of outlets equipped with barrier-free facilities (%):** The percentage of outlets equipped with barrier-free facilities disclosed in the *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of ICBC domestic branches (excluding subsidiaries) that are equipped with wheelchair ramps, as a share of the total number of branches, as of 30 June 2025.

**Employees by gender proportion (%):** The employees by gender proportion disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of female and male employees directly signing a labor contract with the Head Office, domestic branches, overseas branches as well as domestic and overseas subsidiaries of ICBC as at 30 June 2025.

**Employee structure by working year (%):** The employee structure by working year disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of employees by working year that directly signed a labor contract with the Head Office, domestic branches, overseas branches as well as domestic and overseas subsidiaries of ICBC as at 30 June 2025. Year ranges are 0 to 5 years, 6 to 10 years, 11 to 20 years, 21 to 30 years and over 31 years.

**Employee structure by age group (%):** The employee structure by age group disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of employees with various age groups directly signing a labor contract with the Head Office, domestic branches, overseas branches as well as domestic and overseas subsidiaries of ICBC as at 30 June 2025. Age ranges include under 31 years old, 31 to 40 years old, 41 to 50 years old and over 50 years old.

**Total headcount (person):** The total headcount disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total headcount of employees directly signing a labor contract with the Head Office, domestic branches, overseas branches as well as domestic and overseas subsidiaries of ICBC as at 30 June 2025.

**Number of new employees (person):** The number of new employees disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total headcount employees initially signing a labor contract with the Head Office, domestic branches, overseas branches as well as domestic and overseas subsidiaries of ICBC during the period from 1 January 2025 to 30 June 2025.

**The training coverage ratio (%):** The training coverage ratio disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of the number of employees of the Head Office and domestic branches of ICBC who received training through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system to the

total number of employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC as at 30 June 2025.

**Average training duration per employee (days):** The average training duration per employee disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the average duration of training received by employees of the Head Office and domestic branches of ICBC through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. Average training duration per employee = total training duration of online and offline training sessions attended by employees in the Head Office and domestic branches of ICBC ÷ total number of employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC as at 30 June 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

**Total number of online and offline training sessions (10 thousand sessions):** The total number of online and offline training sessions disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of training received by employees of the Head Office, domestic branches, overseas branches, and domestic and overseas subsidiaries of ICBC through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Total participants of online and offline training (10 thousand person-times):** The total participants of online and offline training disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of individual participations of the Head Office, domestic branches, overseas branches, and domestic and overseas subsidiaries of ICBC in training sessions through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Total number of online training sessions (10 thousand sessions):** The total number of online training sessions disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of training sessions participated by employees of the Head Office, domestic branches, overseas branches and domestic and overseas subsidiaries of ICBC through online channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Total participants of online training (10 thousand person-times):** The total participants of online training disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of participants of the Head Office, domestic branches, overseas branches and domestic and overseas subsidiaries of ICBC who participated in the training through online channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Total number of offline training sessions (10 thousand sessions):** The total number of offline training sessions disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of training sessions participated by employees of the Head Office, domestic branches, overseas branches and domestic and overseas subsidiaries of ICBC through offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Total participants of offline training (10 thousand person-times):** The total participants of offline training disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the total number of participants of the Head Office, domestic branches, overseas branches and domestic and overseas subsidiaries of ICBC who participated in the training through offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

**Training coverage ratio by age group (%):** The training coverage ratio by age group disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of the number of employees of each age group who attended training through online and offline channels in the Head Office and domestic branches (excluding subsidiaries) of ICBC during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system to the total number of employees of the corresponding age group in the Head Office and domestic branches of ICBC as at 30 June 2025. The age groups include under 25 years old (inclusive), 26 to 35 years old (inclusive), 36 to 45 years old (inclusive), 46 to 54 years old (inclusive), and over 55 years old (inclusive).

**Average training duration per employee by age group (days):** The average training duration per employee by age group disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the duration of training received by employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC of each age group through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. The age groups include under 25 years old (inclusive), 26 to 35 years old (inclusive), 36 to 45 years old (inclusive), 46 to 54 years old (inclusive), and over 55 years old (inclusive). Average training duration per employee by age group = total training duration of online and offline training sessions attended by employees of this age group in the Head Office and domestic branches of ICBC ÷ total number of employees of this age group in the Head Office and domestic branches of ICBC as at 30 June 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

**Training coverage ratio by role (%):** The training coverage ratio by role disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of the number of employees of each role who attended training through online and offline channels in the Head Office and domestic branches (excluding subsidiaries) of ICBC during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system to the total number of employees of the corresponding role in the Head Office and domestic branches of ICBC as at 30 June 2025. The employees' roles include management, specialized, sales, customer service and operations.

**Average training duration per employee by role (days):** The average training duration per employee by role disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the duration of training received by employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC of each role through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. The employees' roles include management, specialized, sales, customer service and operations. Average training duration per employee by role = total training duration of online and offline training sessions attended by employees of this employee role in the Head Office and domestic branches of ICBC ÷ total number of employees of this employee role in the Head Office and domestic

branches of ICBC as at 30 June 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

**Training coverage ratio by gender (%):** The training coverage ratio by gender disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of the number of employees of each gender who attended training through online and offline channels in the Head Office and domestic branches (excluding subsidiaries) of ICBC during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system to the total number of employees of the corresponding gender in the Head Office and domestic branches of ICBC as at 30 June 2025.

**Average training duration per employee by gender (days):** The average training duration per employee by gender disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the duration of training received by employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC by gender through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. Average training duration per employee by gender = total training duration of online and offline training sessions attended by employees of one gender in the Head Office and domestic branches of ICBC ÷ total number of employees of the corresponding gender in the Head Office and domestic branches of ICBC as at 30 June 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

**Training coverage ratio by institution level (%):** The training coverage ratio by institution level disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the proportion of the number of employees of each institution level who attended training through online and offline channels in the Head Office and domestic branches (excluding subsidiaries) of ICBC during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system to the total number of employees of the corresponding institution levels in the Head Office and domestic branches of ICBC as at 30 June 2025. The institution levels include the Head Office, tier-one branch, tier-two branch, tier-one sub-branch and outlet.

**Average training duration per employee by institution level (days):** The average training duration per employee by institution level disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the duration of training received by employees of the Head Office and domestic branches (excluding subsidiaries) of ICBC at different institution levels through online and offline channels during the period from 1 January 2025 to 30 June 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. The institution levels include the Head Office, tier-one branch, tier-two branch, tier-one sub-branch and outlet. Average training duration per employee by institution level = total training duration of online and offline training sessions attended by employees at different institution levels in the Head Office and domestic branches of ICBC ÷ total number of employees at this level in the Head Office and domestic branches of ICBC as at 30 June 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

**Total amount of external donations (RMB 10 thousand):** The total amount of external donations disclosed in *ICBC 2025 Interim Special Report on Corporate Social Responsibility and Sustainable Finance* refers to the aggregate donation expenditures made by the Head Office, domestic branches, overseas branches and domestic and overseas subsidiaries during the period from 1 January 2025 to 30 June 2025.