

# 2024 Results Overview of Industrial and Commercial Bank of China



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

# ▀ Preface

The year 2024 marks the 40<sup>th</sup> anniversary of the founding of the Industrial and Commercial Bank of China (ICBC). Over the past year, the Bank has embraced this milestone as a new starting point, setting a clear course toward development of a world-class modern financial institution with Chinese characteristics. The Bank has been upholding its positioning as the main force in serving the real economy, the ballast stone in maintaining financial stability, a bellwether in building a strong financial institution, and a benchmark bank in implementing major responsibilities and core businesses. The Bank has made progress in promoting the “five transformations” of intelligent risk control, modern layout, digital driver, diversified structure and ecological foundation -- further strengthening the Bank’s capabilities in value creation, market competitiveness, influence, and risk management. As a result, the Bank has delivered a sound performance marked by stable operations and steady progress.

**01**

**Operational Results Have Shown Steady Progress,  
with Increased Resilience in Development**

**02**

**Assets and Liabilities Have Grown Steadily, and  
Service Quality and Efficiency Have Been Enhanced**

**03**

**The “Five Transformations” Have Been Solidly Advanced,  
with Further Momentum Generated for Reform**



# **Operational Results Have Shown Steady Progress, with Increased Resilience in Development**

- **Steady core results indicators**
- **Stable value creation capability**
- **Leading capital and liquidity management levels**
- **Sustainable long-term investment returns**

# Sound core results indicators

IFRS Unit: RMB100 million	2024	2023	2022
<b>Aggregate indicators</b>			
Total assets	488,217	446,971	396,101
Total loans and advances to customers	283,722	260,865	232,104
Total liabilities	448,345	409,205	360,947
Due to customers	348,370	335,212	298,705
Due to banks and other financial institutions	45,910	33,699	31,877
<b>Operating Results</b>			
Operating income	7,861	8,065	8,424
Pre - provision profit	5,485	5,728	6,074
Net profit	3,669	3,651	3,621
<b>Profitability</b>			
ROA	0.78%	0.87%	0.97%
ROE	9.88%	10.66%	11.45%
NIM	1.42%	1.61%	1.92%
Cost-to-income ratio	29.43%	28.28%	27.22%
<b>Asset quality</b>			
NPL ratio	1.34%	1.36%	1.38%
Allowance to NPLs	214.91%	213.97%	209.47%
<b>Capital</b>			
Common equity tier 1 capital adequacy ratio	14.10%	13.72%	14.04%
Tier 1 capital adequacy ratio	15.36%	15.17%	15.64%
Capital adequacy ratio	19.39%	19.10%	19.26%

## Consolidating market leadership

- **Total assets** reached RMB48.8 trillion, maintaining a leading position globally.
- **Customer loans** totaled RMB28.4 trillion, an increase of RMB2.3 trillion compared to the end of last year.
- **Due to customers** amounted to RMB34.8 trillion, an increase of RMB1.3 trillion from the end of last year.
- **Market capitalization** (as of December 31) reached USD317.8 billion, an increase of USD93.4 billion from the end of last year.

## Maintaining strong results

- **Operating income** of RMB786.1 billion and **net profit of RMB366.9 billion**, maintaining a leading position among domestic peers.
- The annualized return on average total assets (**ROA**) and the annualized return on weighted average equity (**ROE**) were 0.78% and 9.88%, respectively, both maintaining a reasonable level.
- **NIM** was 1.42%, which was consistent with the trend of industry fluctuations in an environment where industrial interest margins were generally narrowing.
- **The cost-to-income ratio** was 29.43%, with sound input-output efficiency.

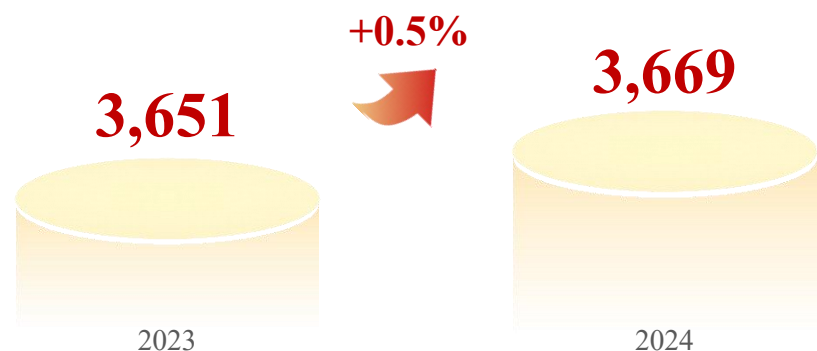
## Strengthening the foundation for prudent operation

- **Capital adequacy ratio** was over 19.39%, at the forefront among major banks around the globe.
- **NPL ratio** remained stable at 1.34%, ensuring overall asset quality.
- **Allowance to NPLs** reached 214.91%, further enhancing our risk resilience.

# Stable value creation capability

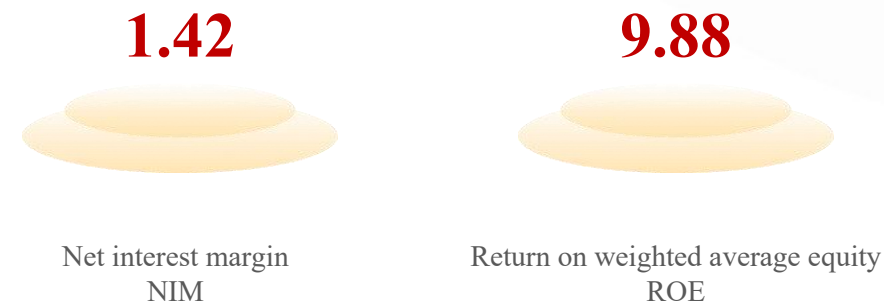
## Net profit

Unit: In RMB100 millions



## NIM, ROE

Unit: %



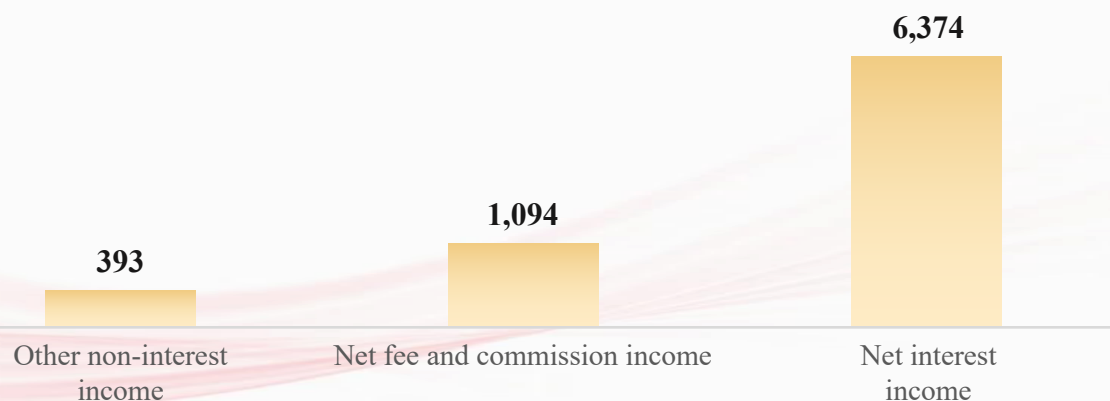
## Operating income and structure

Unit: In RMB100 millions

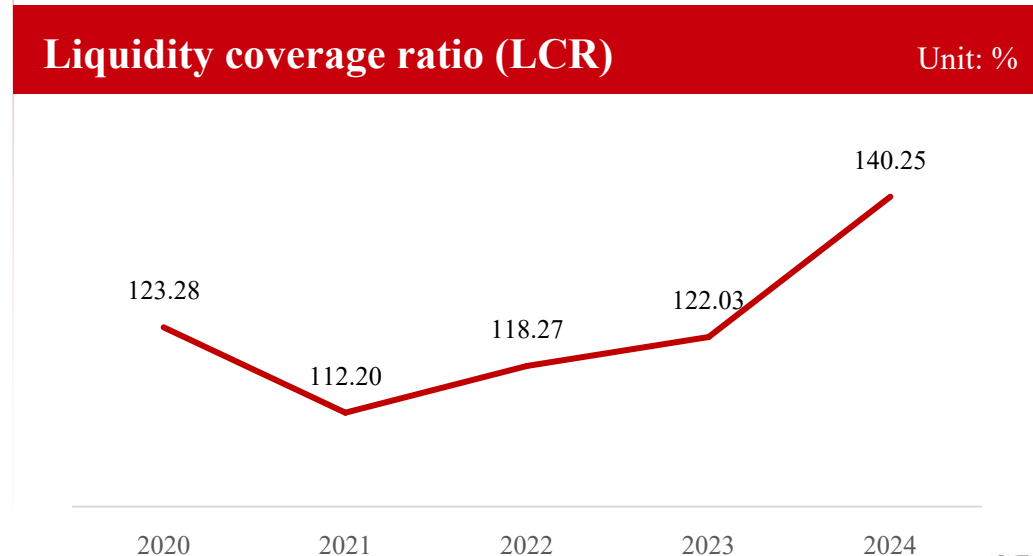
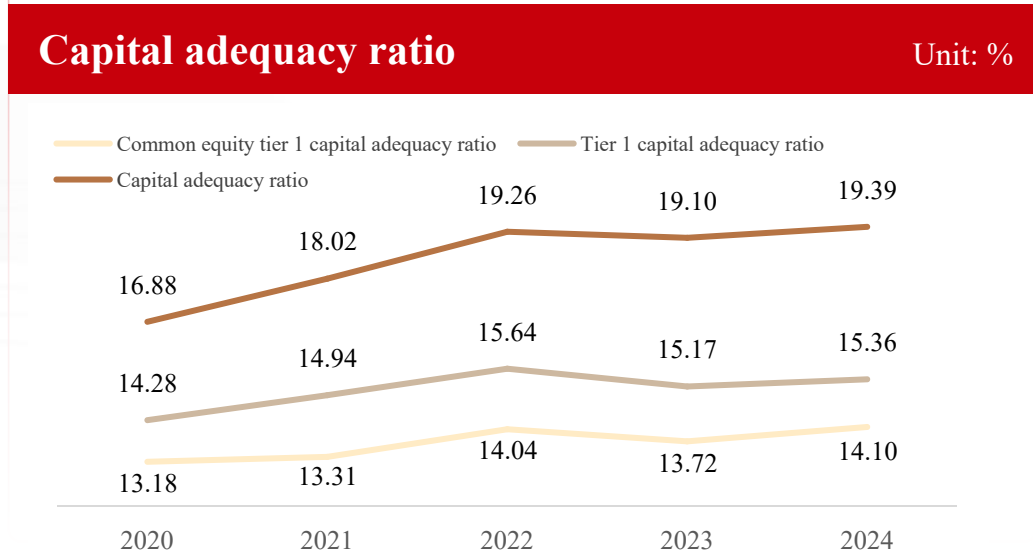
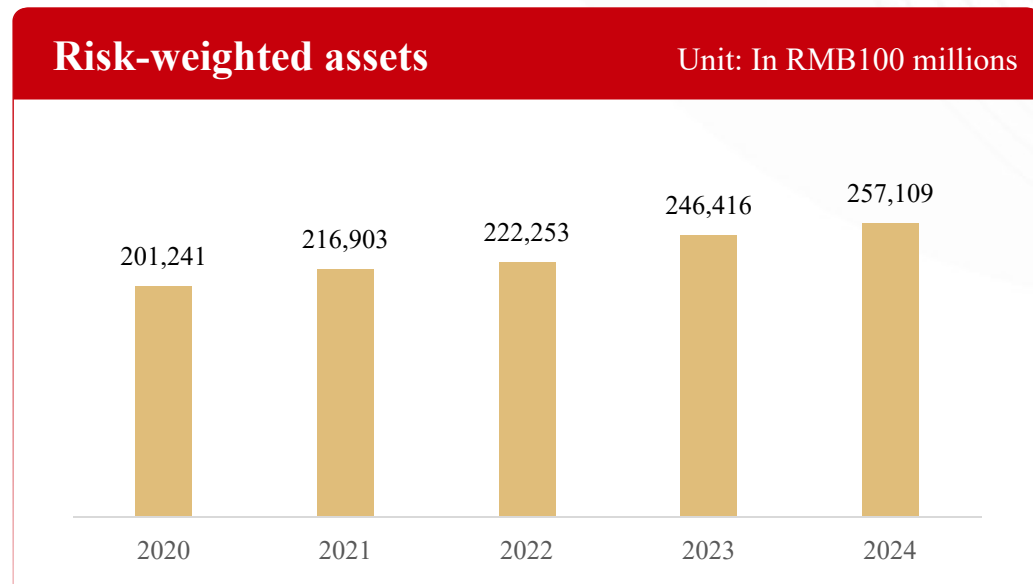
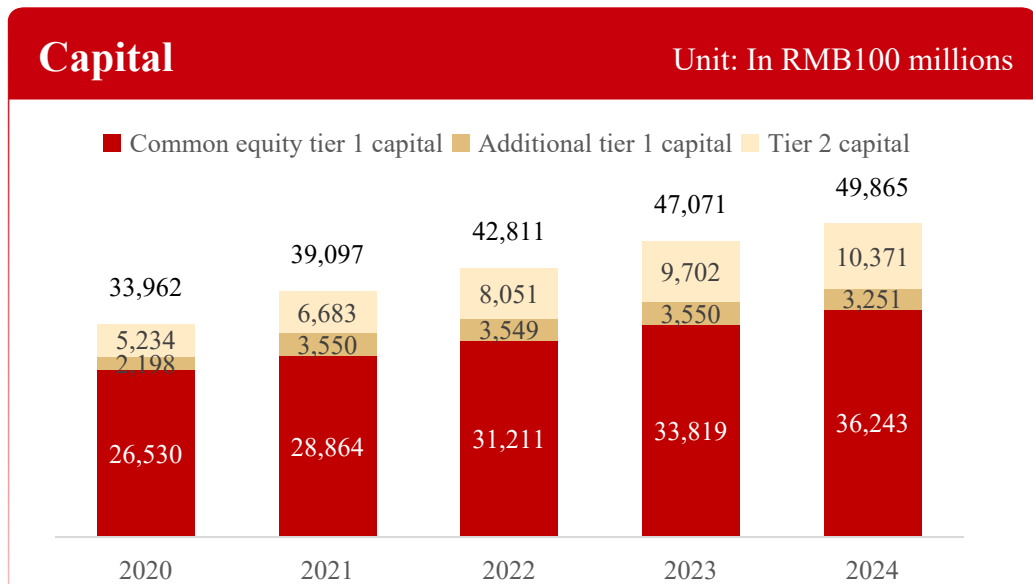
### Operating income

# RMB 786.1 Billion

Maintaining income leadership and promoting diversification of income structure



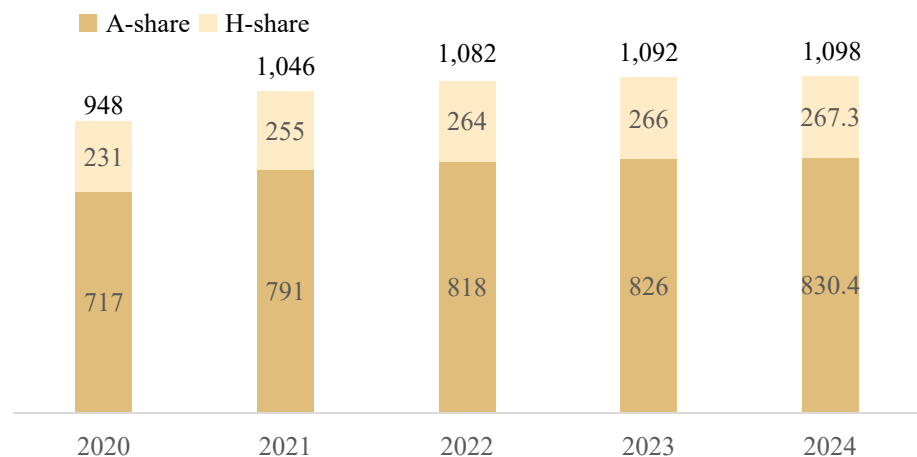
# Leading capital and liquidity management levels



# Sustainable long-term investment returns

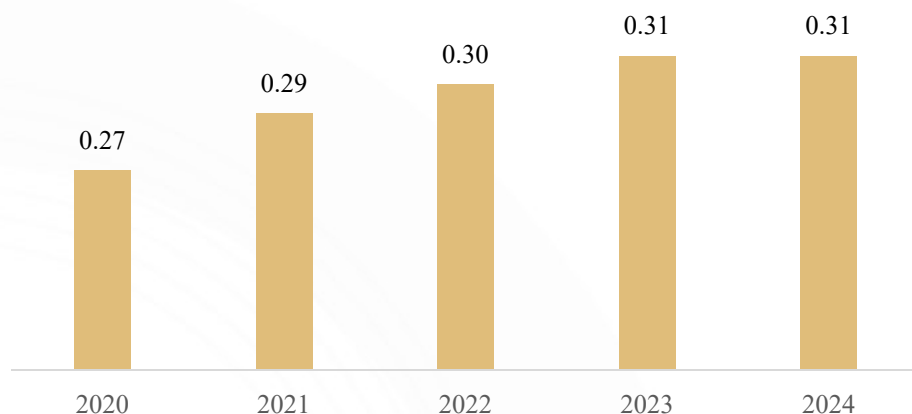
## Dividend of ordinary shares<sup>1</sup>

Unit: In RMB100 millions



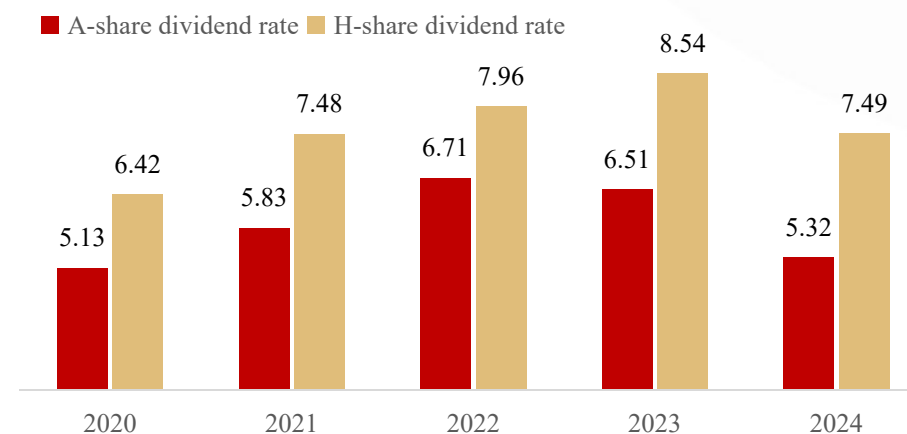
## Dividends per share

Unit: RMB



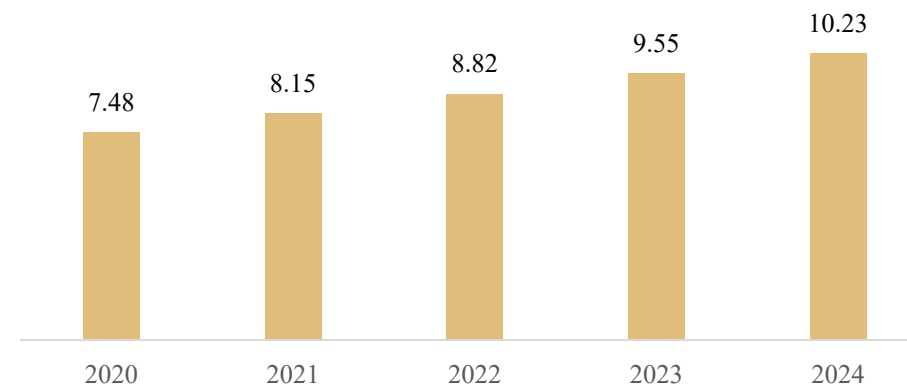
## A/H-share dividend rate<sup>2</sup>

Unit: %



## Net asset value per share

Unit: RMB



Notes: 1. The Board of Directors of the Bank has proposed the distribution of a final cash dividend for ordinary shares for the year 2024. This distribution plan will be submitted for approval at the Shareholders' General Meeting. If approved, the final dividend is expected to be RMB58.7 billion. Including the interim dividend of RMB51.1 billion already paid, the total cash dividend for 2024 is expected to be approximately RMB109.8 billion.

2. The A/H share dividend yield is calculated as the annual per-share dividend divided by the average annual share price of A/H shares.



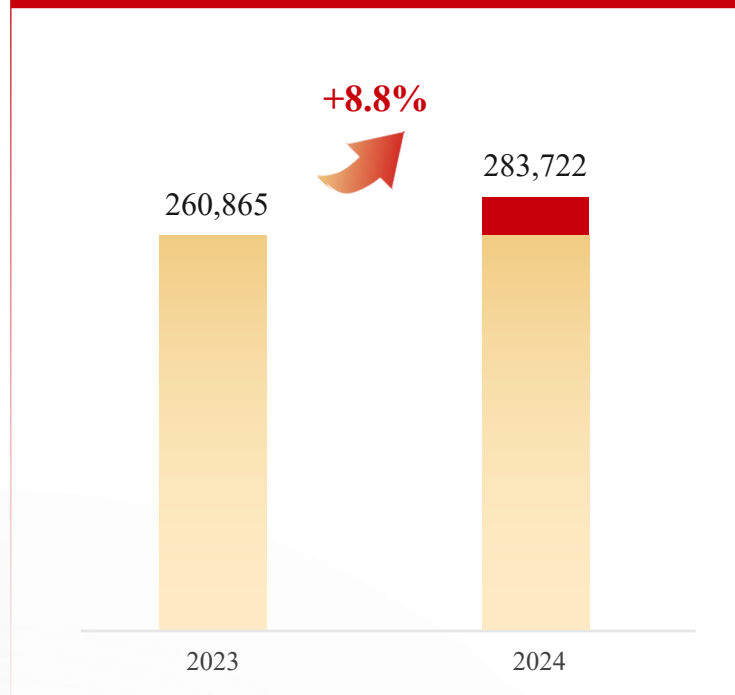
# **Assets and Liabilities Have Grown Steadily, and Service Quality and Efficiency Have Been Enhanced**

- **Stable growth in total volume of investment and financing, with steady deposit growth in general**
- **Consistently optimized credit structure and solid progress in the “Five Priorities” of technology finance, green finance, inclusive finance, pension finance and digital finance**

# Stable growth in total volume of investment and financing, with steady deposit growth in general

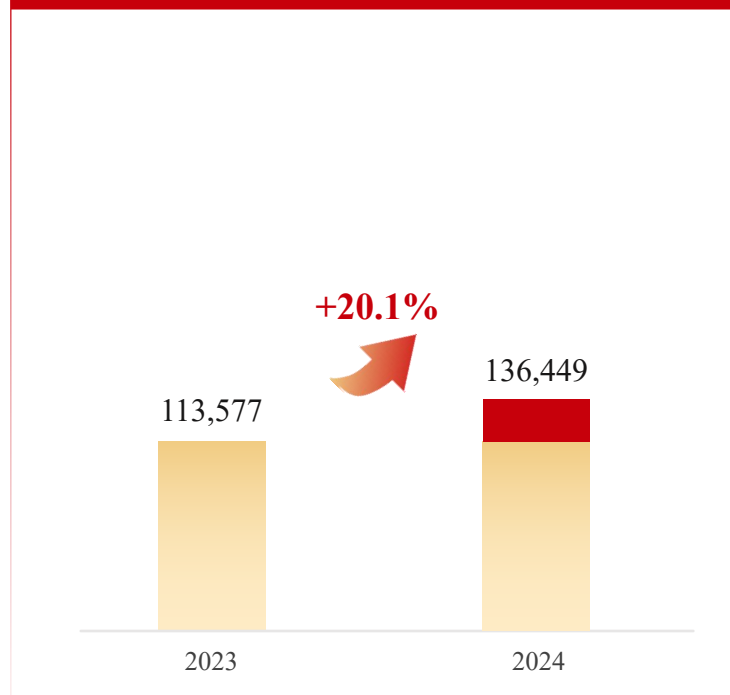
## Loans and advances to customers

Unit: In RMB100 millions



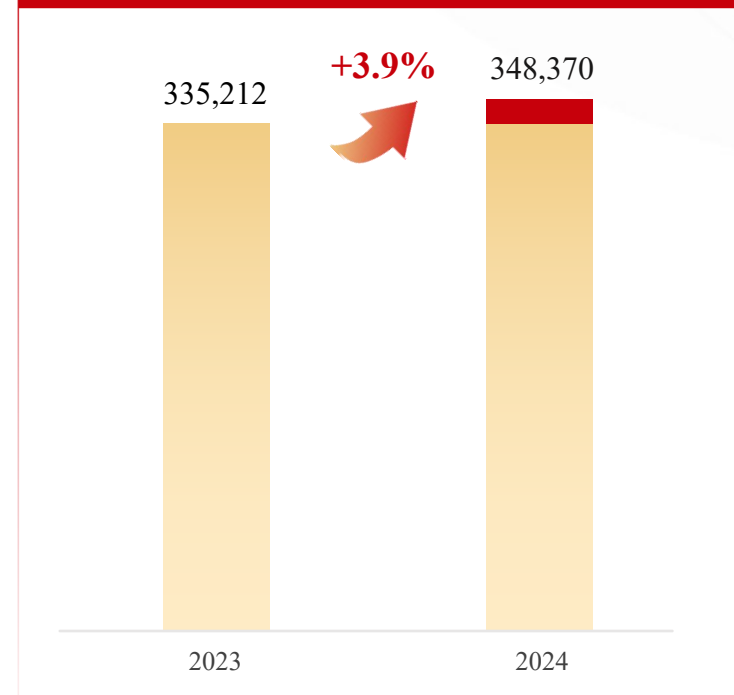
## Bond investment

Unit: In RMB100 millions



## Due to customers

Unit: In RMB100 millions



**Assets: Increased investment and lending.** The asset scale has shown stable growth, with the balance of Loans and advances to customers increasing by 8.8% compared to the end of the previous year, and bond investment growing by 20.1%. The pace of granting has remained steady and balanced.

**Liabilities: Stable deposit growth.** The deposit scale has grown steadily, with due to customers increasing by 3.9% compared to the end of the previous year, significantly enhancing stability.

# Consistently optimized credit structure and solid progress in the “Five Priorities” of technology finance, green finance, inclusive finance, pension finance and digital finance

- **Corporate loans:** Loans to corporate clients increased by RMB1.34 trillion compared to the end of the previous year, with a greater emphasis on targeted financing. Key sectors such as the “Five Priorities”, Food and Energy Security, “Five Priorities”, “Major Strategies and Key Fields”, “Renewal and Trade-in” and “Three Major Projects”, with faster growth in loans to manufacturing, advanced manufacturing, green industries, inclusive finance, and agriculture-related sectors.
- **Retail loans:** Focused on the “Retail + Inclusive” strategy, we actively accelerated the transformation of retail business. The balance of personal mortgage loans exceeded RMB6 trillion. Personal business loans increased by RMB330.8 billion compared to the end of last year, and personal consumption loans (including credit cards) increased by RMB178.5 billion.



## Technology finance

Loans to strategic emerging industries	Loans to technology enterprises
Balance: Exceeded RMB3.1 trillion	Balance: Nearly RMB2 trillion
Increased volume: RMB451 billion	Increased volume: RMB229.1 billion
Growth rate: +17%	Growth rate: +13%



## Green finance

Green credit
Balance: Exceeded RMB6 trillion
Green bonds issued in total: RMB110 billion



## Inclusive finance

Inclusive loans
Balance: RMB2.9 trillion
Increased volume: RMB665.6 billion
Growth rate: +30%



## Pension finance

Pension management scales
Balance: Nearly RMB5 trillion
Increased volume: RMB869.1 billion
Growth rate: +21%

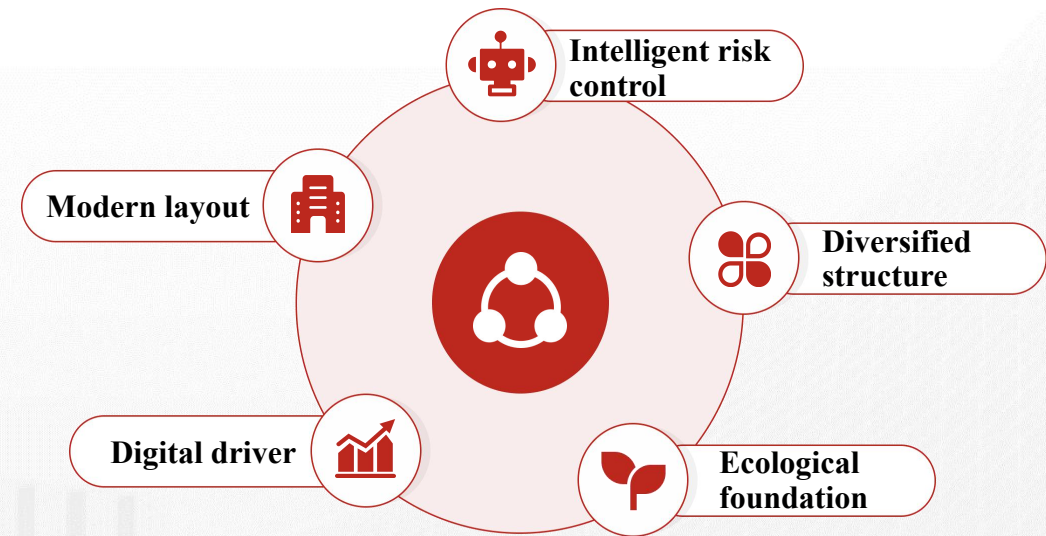


## Digital finance

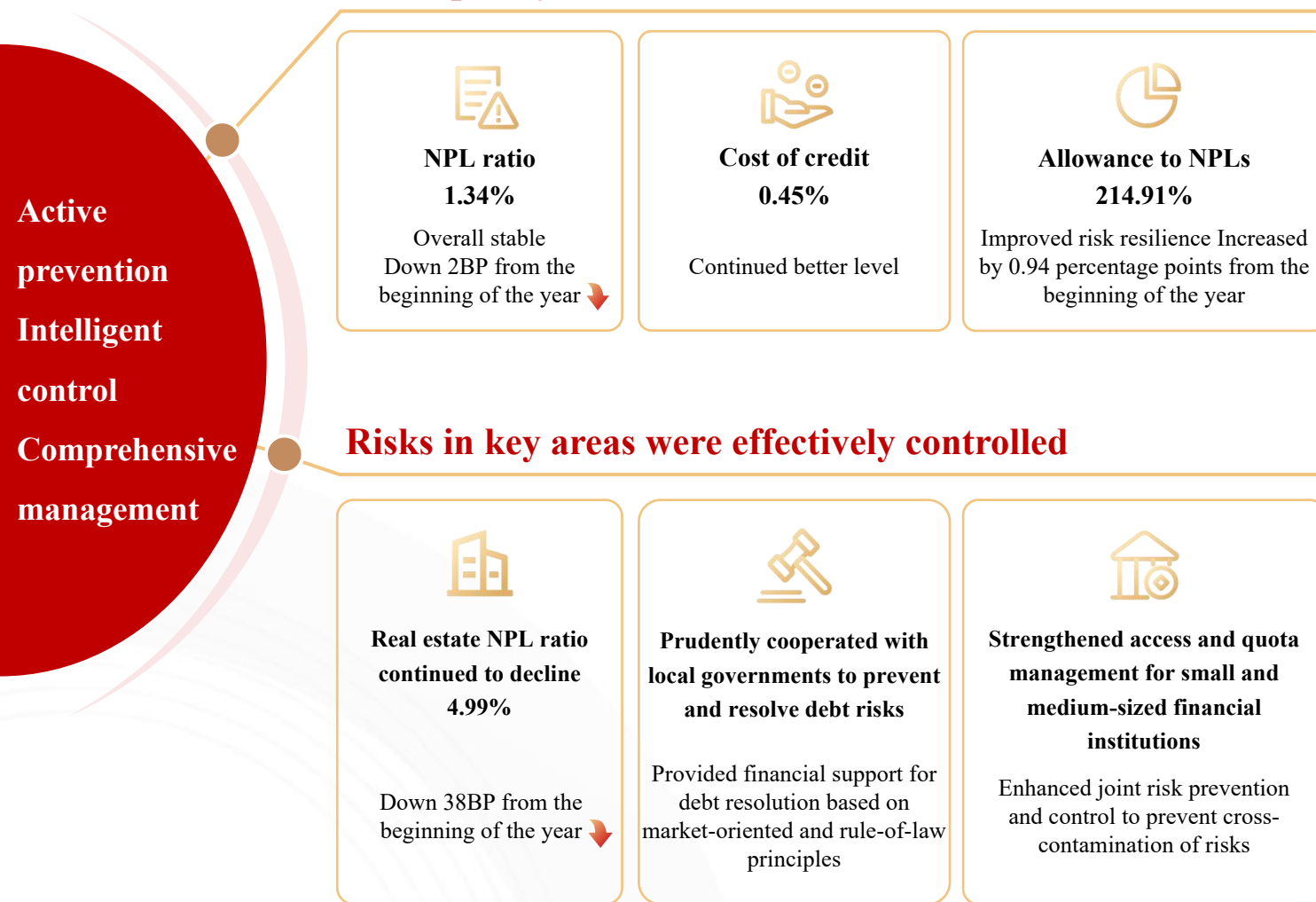
Loans to core industries for digital economy
Balance: Nearly RMB900 billion
Increased volume: RMB83.8 billion
Growth rate: +10.6%

# The “Five Transformations” Have Been Solidly Advanced, with Further Momentum Generated for Reform

- Intelligent risk control: Enhancing risk control mechanisms and strengthening high-level security defenses
- Modern layout: More effective support and promotion of high-quality development
- Digital driver: New achievements in building digital ICBC (D-ICBC)
- Diversified structure: Establishing a new development pattern with multi-point support and efficient collaboration
- Ecological foundation: Optimizing customer structure and deepening the implementation of GBC+ projects



# Intelligent risk control: Enhancing risk control mechanisms and strengthening high-level security defenses



## Strengthening Risk Control System Construction and Improving the Effectiveness of Enterprise Risk Management

**Strengthening the overall risk control coordination.** The Bank enhanced internal risk control management; the Head Office and domestic branches, along with integrated subsidiaries, have established the Risk Management and Internal Control Committee, fostering seamless collaboration within the Group for effective risk control across all levels.

**Improving the risk officer mechanism.** Risk officers have been appointed across domestic tier-one and tier-two branches and integrated subsidiaries to strengthen risk coordination and independent checks and balances, creating an enterprise risk management framework that connects both horizontal and vertical levels.

**Accelerating the advancement of intelligent risk control.** Leveraging big data, generative AI, and other intelligent technologies, the Bank reshaped the risk identification, measurement, monitoring, and control processes across all stages.

### 9+X categories of risks

- Credit risk · Market risk · Operational risk · Liquidity risk
- Interest rate risk in the banking book · Reputational risk · Strategic risk
- Country risk · Information technology and cyber security risk · Other risks

# Modern layout: More effective support and promotion of high-quality development

Building a modern layout to better serve and promote high-quality development. To address the country's needs and give full play to finance, the Bank efficiently promoted the alignment of financial resources, business layout and development models with modernization.

The Bank stepped up efforts to serve the country's modernization more effectively. It continued to strengthen its support for the "Major Strategies, Key Fields and Weak Links".

## Loans to manufacturing



The Bank maintained the leading position in the market for its loans to manufacturing in loan scale and increase compared to the beginning of the year

## Loans to strategic emerging industries



The Bank maintained the leading position in the market for its loans to strategic emerging industries in loan scale

Remarkable progress has been made in serving financial modernization. The Bank established and improved the "Five Priorities" work mechanism for services, and refined the "Five Priorities".

## Green loans



The Bank maintained the leading position in the market for its green loans in balance

## Loans to SRDI enterprises



The balance of loans to SRDI enterprises increased by more than 54% compared to the beginning of the year

The Bank quickened the pace of modernization, continuously deepening the strategic layout of "leveraging our strengths, tackling areas of weaknesses and solidifying the foundation".



The Bank issued the first Financial Market Infrastructure Service Solution in the banking industry

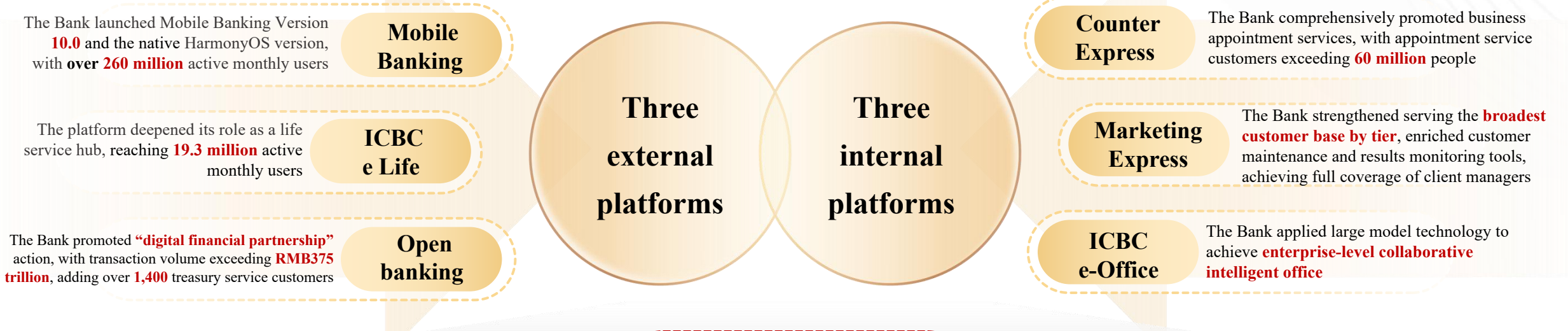


The number of countries (regions) where ICBC Global Pay service is available has been increased to 28



The Bank created a full-lifecycle exclusive technology finance product system of "equity, loan, debt and insurance", accelerated innovations and breakthroughs in equity financing services, and actively participated in the pilot equity investment project of financial asset investment companies (AIC). 18 pilot cities across the country have all shown cooperation intentions, with a proposed fund scale of over RMB100 billion.

# Digital driver: New achievements in building digital ICBC (D-ICBC)



## Two Supporting Systems

### Business support system

- **Digital inclusive finance:** The Bank upgraded and launched products such as “e-Quick Loan” and “Breeding e Loan”
- **Risk prevention and control:** The Bank completed the main functions of the enterprise-level intelligent risk control platform ERM5.1, empowering risk management, inclusive finance, settlement management, and other scenario areas
- **Infrastructure:** First in the industry to achieve 24-hour fully automated processing of cross-border securities settlement in the custody business
- **Intelligent marketing:** The Bank created “Intelligent Brain” marketing strategy coordination hub, improving product-customer matching precision, achieving marketing reach to 220 million personal customers
- **Branch support:** The Bank better met branch needs for data application, data operation, data chaining, and data reach, and other ecological scenario expansion requirements

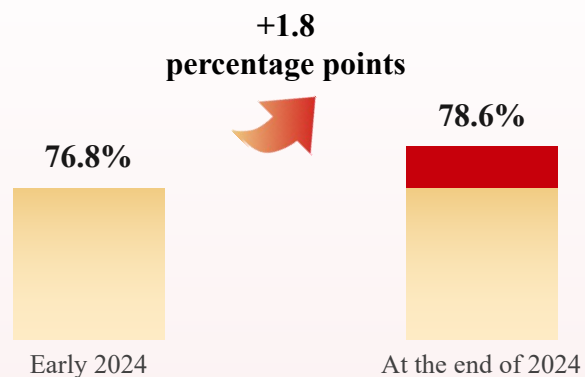
### Data technology support system

- **Operational safety:** Information system availability throughout the Bank continuously maintained at a high level of over 99.99%
- **Data empowerment:** The Bank strengthened enterprise-level data middle office and big data platform technical capabilities, promoting scaled application of real-time data warehousing
- **Invention patents:** Industry-leading in patent disclosure volume and cumulative granted patents among peers
- **New technology applications:** AI, blockchain, privacy computing, and other innovative application scenarios handled workload equivalent to over 40 thousand persons in the year; ICBC Zhiyong, an enterprise-level financial LLM system with over 100 billion parameters, was built to empower more than 20 main business fields and over 200 scenarios, and called for over 1 billion times accumulatively

# Diversified structure: Establishing a new development pattern with multi-point support and efficient collaboration

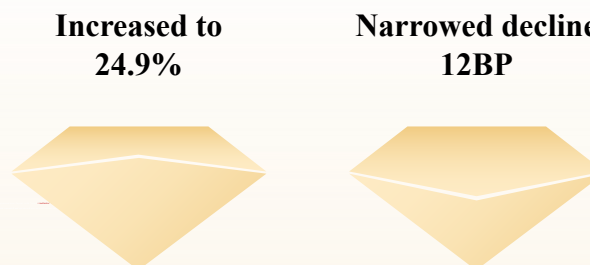
The Bank improved diversified structure, continuously opening up new growth space. The Bank actively responded to changes such as interest rate declines and narrowing NIM, creating a new development pattern with multi-point brace and efficient collaboration through structural optimization.

## The proportion of micro customers increased



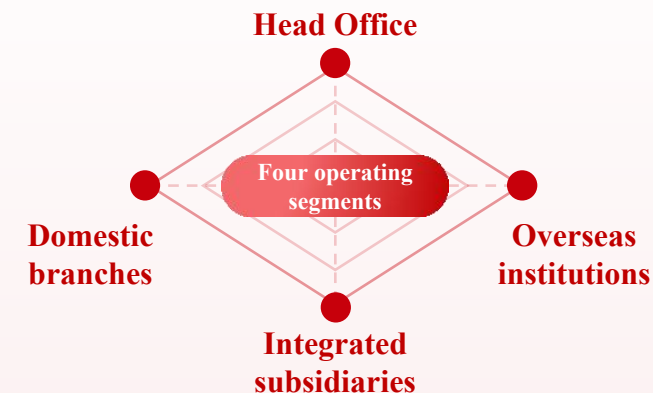
The Bank improved customer structure, accelerated the construction of a coordinated customer structure of “large, medium, small and micro enterprises and personal customers”, with the proportion of micro customers increasing from 76.8% at the beginning of 2024 to 78.6% at the end of the year.

## The proportion of retail + inclusive loan increase improved



Business structure, product structure, and asset-liability structure have been further optimized, with NIM decline narrowing compared to the previous year, increased proportion of “retail + inclusive finance” loan growth, and enhanced value contribution from financial market business.

## Strengthening institutions by segments



The Bank coordinated the “four operating segments” of Head Office, domestic branches, overseas institutions, and integrated subsidiaries, continuously improving the international and comprehensive operation management system. Overseas institutions profit before tax increased by 19.0% to USD4.4 billion. Major domestic subsidiaries net profit increased by 28.6% to RMB11,833 million.

# Ecological foundation: Optimizing customer structure and deepening the implementation of GBC+ projects

## Personal customer

766 million accounts

+25.45 million customers  
Compared to the end of the last year

Total personal customers reached 766 million, an increase of 25.45 million from the end of the previous year.

2024

## Corporate customers

13.35 million accounts

+1.29 million accounts  
Compared to the end of the last year

Corporate customers reached 13.35 million, an increase of 1.29 million from the end of the previous year.

2024

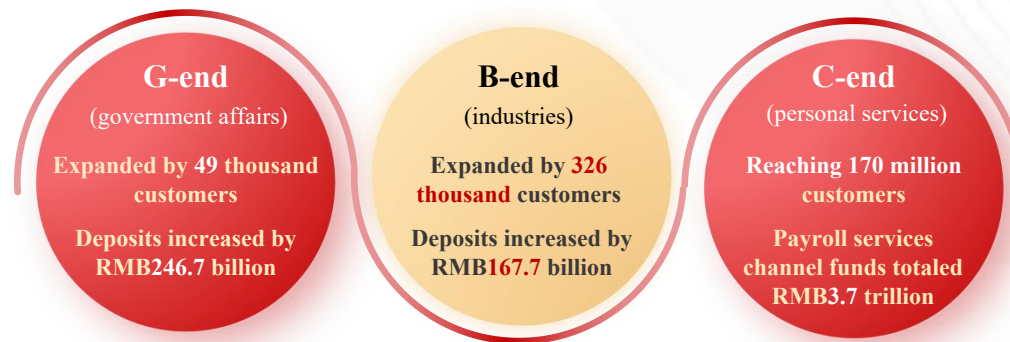
## Mobile banking customers

588 million accounts

+35.73 million customers  
Compared to the end of the last year

Mobile banking customer base reached 588 million, an increase of 35.73 million from the end of the previous year.

2024



### Consolidating customer chains along the capital chain

The Bank strengthened cross-line, cross-institution, and cross-level linkages, leveraging advantages in industrial chain and supply chain finance to enhance the circulation level of funds within the Bank's system.

### Optimizing the service chain around the customer chain

The Bank has built scenarios and platforms, created various fund supervision service products, and enhanced the stickiness of GBC's three end customers.

### Enhancing the value chain with a reliance on the service chain

The Bank has explored the commercial value of deposit and income growth, and striven to enhance the overall contribution while actively meeting the financial needs of customers.

# ESG and sustainable development concepts organically integrated into business development



## ● Providing solid financial support for promoting green and low-carbon economic and social transformation

The Bank continuously increased support for the green economy, actively building the “ICBC Green Bank+” brand. The Bank focused on financing needs for low-carbon transformation in industrial sectors, strengthened industrial-financial integration for green factories, innovated comprehensive financial services for industrial parks, and continuously optimized the level of transition finance supply; focusing on key green industry areas such as photovoltaics, water conservation, and new energy vehicles, strengthening full-scenario and full-chain investment and financing support.

## ● Effectively implementing the “carbon peak and carbon neutrality” strategy

On the operational side, the Bank steadily advanced its operational carbon footprint management, formulating an overall energy-saving and carbon-reduction strategy of “Four Major Areas, Five Improvement” ; on the asset side, the Bank systematically promoted low-carbon transformation of investment and financing structure, strengthened climate risk management, and conducted carbon accounting for investments and financing and other key tasks.



## ● Continuously increasing financial support for the real economy

The Bank intensified implementation of existing economic stabilization policies and a package of incremental policies, strengthening financial services for “Major Strategies, Key Fields and Weak Links”, continuously deepening and refining the “Five Priorities”. During the reporting period, loans in key areas such as manufacturing, strategic emerging industries, inclusive finance, and agriculture achieved relatively rapid growth. Inclusive finance loan balance reached **RMB2.9 trillion**; strategic emerging industries corporate loan balance exceeded **RMB3.1 trillion**; the Bank’s manufacturing loan balance reached **RMB4.4 trillion**, a historic high.

## ● Continuously increasing efforts to build a bank embracing people's satisfaction

The Bank focused on the financial needs of a wide range of customers for wealth appreciation, payment convenience, retirement financial planning, medical care, housing, etc., enhancing the adaptability, competitiveness, and inclusiveness of financial services. Personal customer financial assets reached RMB22.84 trillion, maintaining market leadership, helping to create more property income for customers. The Bank implemented high-standard, systematic improvement of payment convenience for elderly and foreign personnel in China, with multiple indicators such as foreign card acquiring leading the industry. The Bank’s personal pension account openings and deposit amounts led the industry. The Bank deeply conducted the themed activity of “Year of Consumer Protection Education Promotion Deepening”, strengthening customer complaint governance, with customer satisfaction increasing by 2.26 percentage points compared to the previous year.



## ● Further Consolidating ESG Governance Structure

Under the comprehensive leadership of the Party, the Bank deepened the organic integration of Party building and corporate governance, continuously improving the management system, enhancing corporate governance effectiveness, strengthening daily communication among the Shareholders’ General Meeting, the Board of Directors, the Board of Supervisors and the Senior Management, striving to create more outstanding value for all stakeholders. **The Bank continuously improved the ESG governance system**, and deeply integrated ESG concepts into corporate governance, achieving systematic, professional, and standardized sustainable development.

## ● Continuously building a “three-dimensional integrated” ESG information disclosure system

At the end of the reporting period, the Bank has released social responsibility (ESG) reports for **seventeen consecutive years** and semi-annual social responsibility/ESG special reports for **four consecutive years**. The Bank established an “ESG Column” on the homepage of the official website, routinely disclosing the Bank’s latest ESG practices and strategic progress, **with more than 100 ESG updates published cumulatively**.

# OUTLOOK

Looking ahead to 2025, the advantages and conditions for high-quality development of China's economy continue to expand, and the prospects for Chinese modernization are more promising. ICBC will unswervingly follow the path of financial development with Chinese characteristics, actively play the role of a leading bank, adhere to the general principle of seeking progress while maintaining stability, more deeply and solidly promote the “five transformations”, focus on creating a clean and healthy balance sheet and a balanced, coordinated, and sustainable income statement, promote the synergy of assets, capital, and funds, deposits, loans, and income, and strong, excellent, and large elements, better balance value creation, market position, risk control, and capital constraints, ensure the stability of key operating indicators, and create stable and sustainable value returns for domestic and foreign shareholders with higher quality development!

**THANKS**