



2025
Industrial and Commercial Bank of China Limited
**SUSTAINABILITY
REPORT**

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Chairman's Statement



Liao Lin

Chairman

As spring returns with gentle breezes and bright scenery, and all things thrive and rejuvenate, the Bank's Annual Sustainability Report is hereby released as scheduled. In 2025, guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we unwaveringly applied the new development philosophy, earnestly upheld the political and people-oriented nature of financial work, identified our role and shouldered our responsibilities in serving the overall cause of Chinese modernization, shared a common stake with the economy, society and environment, and opened a new chapter of sustainable development.

The foundation of sustainable development lies in the prosperity and dynamism of all industries and sectors. Bearing in mind top priorities of the country, we focused our financial services on strengthening the real economy. Our new loans and bond investments reached RMB4.8 trillion, hitting a new record high. The Bank acted as the mainstay in stabilizing employment, enterprises, markets and expectations. **Focusing on "Major Strategies, Key Fields and Weak Links"**, we stayed committed to our major responsibilities and core businesses, delivered solid work on the "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and digital finance, and supported the development of new quality productive forces in light of local conditions. The growth rates of loans to manufacturing and sci-tech loans both outpaced the Bank's overall average; the proportion of loans to strategic emerging industries kept rising; and financing to core industries of the digital economy exceeded RMB1 trillion. **Committed to serving high-level opening up**, we optimized global integrated services and supported 432 key projects under the Belt and Road Initiative. We leveraged platforms including the BRICS Business Council, the China-Europe Business Council, and the Belt and Road Bankers Roundtable (BRBR) mechanism to facilitate businesses "going global" and "brought in". **Responding to the diversified needs of customers**, we improved comprehensive financial solutions, enhanced technology-empowered services, and helped enterprises with financing, consulting, technological and integrated services. Meanwhile, we balanced development and security, improved the enterprise risk management system, further defused risks in key areas, and jointly fostered a stable development environment. Over the past year, with steady financial support, the Bank helped old industrial bases achieve transformation and revitalization, boosted the take-off of the low-altitude economy, and facilitated exports of the "new trio", namely, electric vehicles, lithium-ion batteries, and photovoltaic products. It is the numerous resilient and dynamic entities that underpin the high-quality, innovation-driven growth of China's economy.

The fundamental goal of sustainable development is to ensure that our people live and work in peace and contentment and enjoys good health. Staying true to our original aspiration of serving the people, we leveraged the integrated advantages of government, business and consumer (GBC), incorporated the common prosperity into the innovative practices of convenient financial services that benefit the people, and brought the financial benefits to more people. **We intensified efforts to serve inclusive micro and small enterprises to secure people's livelihoods.** Centering on employment, the top priority of people's wellbeing, we carried out the "Visiting Thousands of Enterprises" campaign to provide door-to-door funding services and ease enterprises' difficulties. Inclusive loans rose by 22.8%, and the number of loan customers increased by 23.9%. **We expanded service supply to better respond to public concerns.** Centering on cultural, recreational, healthcare and other service consumption, we rolled out more innovative financial products, helping turn livelihood hotspots into growth drivers for domestic demand. We enriched full-life-cycle financial services, making the Bank the first in the industry to surpass RMB25 trillion in personal customer assets. In particular, we improved the "finance + elderly care" service model, promoted senior-friendly and barrier-free upgrades to make elderly care more accessible. We also strengthened consumer protection, with continuous improvement in customer satisfaction. **We leveraged our strengths in urban finance to advance all-around rural revitalization.** Agriculture-related loans grew by 15%, and loans to key grain sectors rose by 25.5%, helping ensure China's food security. We increased targeted assistance, with various loans to areas lifted out of poverty increasing by 12.2%, supporting the building of a beautiful and harmonious countryside for people to live and work in. Meanwhile, we continued to carry out public welfare programs such as the "Candlelight Program" and "Sailing Project", polished the "ICBC Sight Initiative" public welfare brand, and made donations of over RMB140 million. Over the past year, with warm and targeted support, we helped small convenience stores stay open, enabled families to have access to housing, and assisted students from mountainous areas to pursue their studies. It is people's relentless pursuit of a better life that embodies the dynamic vitality and enduring hope of both urban and rural areas.

The tangible embodiment of sustainable development lies in the beautiful scenery and picturesque landscapes across the country. Acting on the principle that lucid waters and lush mountains are invaluable assets, we adopted a service strategy that prioritize green development. Solid work has been made in green finance, with green loans of RMB6.7 trillion, further sharpening our leading edge. **We intensified product innovation**, participated in the transition finance pilot, provided multi-channel and low-cost funding for enterprises, and underwrote ESG bonds worth over RMB380 billion, representing a year-on-year increase of 1.3 times. **We improved management efficiency**

by integrating climate risk management into the enterprise risk management system, tightening the responsibilities of the three lines of defense, developing an intelligent green identification model, and making solid progress in risk identification and assessment, stress testing and information disclosure. Compliance with regulations has been further improved. **We deepened green operations**, advocated green office, built green and low-carbon outlets, steadily advanced carbon footprint management, and intensified energy conservation and emission reduction efforts, contributing to the fulfillment of the "carbon peaking and carbon neutrality" goals with concrete actions. Over the past year, with persistent efforts, we supported major steel bases in embracing green transformation, helped build ecological protection barriers at river sources, and assisted mountain villages in blazing a new path of prosperity through forest management. Many a little makes a miracle. It is the collective efforts of every individual that together paint a magnificent picture of harmonious coexistence between humanity and nature.

Over the past year, the Bank adhered to the guidance of the Party building theory, improved its governance system, and gathered strong synergy for sustainable development. We adhered to the centralized and unified leadership of the CPC Central Committee over financial work, continued to strengthen our foundational principles and ideals, firmly supported the guideline of establishing Comrade Xi Jinping's core position on the CPC Central Committee and in the Party as a whole and of establishing the guiding role of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and resolutely upheld the CPC Central Committee's authority and its centralized, unified leadership. **We strengthened Party building**, and took the study and education on the central Party leadership's eight-point decision on improving work conduct, and the rectification following the disciplinary inspection by the CPC Central Committee as opportunities to deepen full and rigorous Party self-governance and strict bank management. We vigorously promoted the financial culture with Chinese characteristics, and further strengthened the Party Committee's role in charting our course, overseeing the overall situation and ensuring implementation. **We improved governance** by revising the *Articles of Association* and the rules of procedure for the shareholders' meeting and other bodies, successfully completing the reform of the Board of Supervisors, enhancing the transparency and effectiveness of information communication, and making new progress in building the ESG governance system. **We built a strong talent team**, improved the mechanism for talent selection, cultivation and retention, strengthened care for employees, optimized the performance appraisal and honor system, and significantly improved overall employee satisfaction.

Over the past year, the Bank strengthened overall coordination and balance, deepened reform and innovation, and elevated its high-quality development to a new level. We stayed committed to our positioning as a main force serving the real economy, an anchor for maintaining financial stability, a bellwether in building strong financial institutions and a benchmark bank dedicated to our major responsibilities and core businesses. We advanced the "five transformations", with "Strong, Excellent, Large and Stable" features becoming more distinctive. **Our core businesses grew stronger:** Loans invested in the manufacturing industry, sci-tech loans and trade finance exceeded RMB5 trillion, RMB6 trillion, and RMB1 trillion, respectively, all leading the industry. **Operating quality and efficiency were further improved:** Both operating income and net profit achieved positive growth, with net profit hitting a record high. Greater contributions were made: We led the global peers in terms of major indicators, with total assets reaching RMB53.48 trillion, and expected pre-tax profits and dividends for the year of over RMB500 billion and RMB110 billion respectively. **Operations became more stable:** The non-performing loan ratio fell by 3 BP, allowance to NPLs and capital adequacy ratios remained high, and various risks were generally under control. These encouraging achievements have enabled the Bank to achieve synergy and integrated progress in serving the overall national interests and its own operations, making every stride in sustainable development more solid and assured.

As spring surges across the land, it is the right time to forge ahead. The year 2026 marks the beginning of the "15th Five-Year Plan" period. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we will foster and apply a correct view of performance, adhere to the guidance of the Party building theory and "five transformations", and accelerate the development of a first-class, leading, clean and modern bank. We will stay committed to the financial development path with Chinese characteristics, support a sound start to the "15th Five-Year Plan", and make greater contributions to building a great country and advancing national rejuvenation on all fronts through Chinese modernization.

Chairman: Liao Lin
March 27, 2026

About Us

Industrial and Commercial Bank of China was established on 1 January 1984. On 28 October 2005, the Bank was wholly restructured into a joint-stock limited company. On 27 October 2006, the Bank was successfully listed on both Shanghai Stock Exchange and The Stock Exchange of Hong Kong Limited.

The Bank has devoted itself to building a world-class and modern financial institution with Chinese characteristics. The Bank has a high-quality customer base, a diversified business structure, strong innovation capabilities and market competitiveness. The Bank regards service as the very foundation to seek further development and adheres to creating value through services while providing abundant financial products and superior financial services to over 14.00 million corporate customers and over 780 million personal customers around the world. It has served the high-quality development of the economy and society with its own high-quality development. The Bank has been consciously integrating social responsibilities into its development strategy and operation and management activities, and gaining wide recognition in the aspects of serving the manufacturing industry, promoting inclusive finance, backing rural revitalization, developing green finance and participating in public welfare undertakings.

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

The Bank was ranked the 1st place among the Top 1000 World Banks by *The Banker* for the thirteenth consecutive year, and took the 1st place among the Top 500 Banking Brands of *Brand Finance* for the tenth consecutive year.





Strategic Objective

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, ICBC will adhere to the general working principle of pursuing progress while ensuring stability, fully and faithfully apply the new development philosophy on all fronts, modernize its governance system and capacity, and turn ICBC into a world-class and modern financial institution with Chinese characteristics.



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 and intelligent driver, integrated services and ecological system.

Corporate Culture



Mission

Excellence for You

Excellent services for clients Maximum returns to shareholders
Real success for employees Great contribution to society



Vision

To build a world-class modern financial institution with Chinese characteristics in all aspects, and become a long-lasting and ever-prosperous bank



Values

Integrity Leads to Prosperity

Integrity Humanity Prudence Innovation Excellence

Honors and Awards

Social Evaluation

Comprehensive	
❖ The Banker	Ranking the 1 st place among the Top 1000 World Banks for 13 consecutive years
❖ Brand Finance	Ranking the 1 st place among the Top 500 Banking Brands for ten consecutive years
❖ Fortune	Ranking the 26 th place in the Global 500
❖ Forbes	Ranking the 3 rd place among the Global 2000
❖ Global Finance	Best Investment Bank for Infrastructure Finance in Asia Pacific Best Consumer Bank Best Bank for Financial Advisory Services Best Consumer Lending Bank in China
❖ Euromoney	Best Bank in China China's Best Bank for Large Corporates China's Best Private Bank for International Network
❖ The Asset	Best Custodian Bank, Onshore, China Best Custodian Bank-Insurance, China Best Private Bank in China Project Finance House of the Year Best Bond Advisor, China
❖ The Asian Banker	Best Corporate, Investment and Wholesale Bank in Asia Pacific Best Digital Account Opening and Onboarding Service in Asia Pacific Best Large Language Model Initiative in Asia Pacific Best Mega Transaction Bank in China Best Mega Custodian Bank in China Best Asian Global Cash Management Bank in China Best Financial Derivatives Provider in China Best Digital RMB Service Provider Best Mega Private Bank in China Charitable Trust Service of the Year in China

❖ PWM	Best Branding in Private Banking in China Best Private Bank in China for Education and Training of Private Bankers Best Private Bank in China for Digital Marketing & Communication Best Private Bank in China for Digital Portfolio Management
❖ Trade Finance Gold Trade Awards	Best Treasury Management Bank
❖ China Banking Association	Ranking the 1 st place in the GYROSCOPE assessment system among national commercial banks for 5 consecutive years Ranking the 1 st place in the list of "Top 100 Chinese Banks" for ten consecutive years
❖ The 8th China Enterprise Forum	Ranking the 1 st place among financial brands in the 2025 China's 100 Most Valuable Brands List

ESG	
❖ Shanghai Stock Exchange	Receiving the highest rating of Grade A in the 2024–2025 annual information disclosure assessment for listed companies
❖ China Association for Public Companies	2025 Best Practices for Boards of Directors of Listed Companies 2025 Best Practices for BoD Office of Listed Companies
❖ Global Finance	Best Consumer Digital Bank in China Best Corporate/Institutional Digital Bank Best Domestic Bank for Belt and Road Star of Innovation in Fintech in China
❖ The Asset	Best Bank for Sustainable Finance, China Digital Bank of the Year, China
❖ The Asian Banker	Green and Sustainable Private Bank of the Year in China
❖ China Banking and Insurance News	Financial Product Communication Case Financial Brand Annual Influence Case
❖ Directors & Boards	Golden Round Table - Best Board of Directors

1 Governance

The Bank keeps strengthening the integration of Party leadership and corporate governance, continuously improves the modern corporate governance system, and leverages efficient, transparent and compliant governance mechanisms to ensure fulfilment of strategic goals and enhance the trust and recognition among shareholders and all stakeholders. The Bank systematically advances the ESG governance system development, deepens the communication mechanism with stakeholders, scientifically conducts the assessment of material topics and fully integrates sustainable development into the Group's strategies and day-to-day management. In terms of risks and internal control, the Bank fosters the resilience of development through forward-looking planning, continuously reinforces the enterprise risk management system, improves the internal control and compliance mechanism and upholds business ethics, laying a solid foundation for stable operation.

- Corporate Governance
- Sustainable Development Management
- Risk and Internal Control Management



Contributing to the Sustainable Development Goals (SDGs) of the UN

Corporate Governance

Adhering to the Party leadership

The Bank always upholds the centralized and unified Party leadership in financial work, valuing corporate governance as the foundational work for high-quality development in a new era, and remaining anchored on the goal of becoming a world-class and modern financial institution with Chinese characteristics. The Bank has made ongoing efforts to modernize its governance system and capacity for higher-quality development. During the reporting period, the Bank continued to enhance the top-level design of corporate governance by revising the *Articles of Association*, the *Rules of Procedures for the Shareholders' Meeting*, the *Rules of Procedures for the Board of Directors*, and the working rules for special committees of the Board of Directors, and successfully completed the corporate governance matters regarding the Board of Supervisors reform, increasingly fusing the Party leadership into corporate governance and embedding the institutional strengths into the modern governance system. Sticking to the political and people-oriented nature of financial work on all fronts, the Board of Directors of the Bank has effectively implemented the decisions and plans of the CPC Central Committee and the State Council and financial regulatory requirements, fully unleashed its function of strategic guidance and risk management, coordinated and promoted the implementation of the three major financial tasks, and kept making financial services more adaptive, competitive and inclusive.



On July 30, 2025, the 2025 Party Building and Mid-year Operation Work Conference of the Bank was held in Beijing.

Corporate governance structure and performance of duties

Shareholders' Meeting

The Shareholders' Meeting, as the power organ, exercises the power to make decisions on major issues of the Bank in accordance with the law.

During the reporting period

The Bank held **1** annual general meeting

2 extraordinary shareholders' meetings

Reviewed and approved **16** proposals including the *Proposal on the Profit Distribution Plan for 2024*, the *Proposal on the Profit Distribution Plan for the First Half of 2025* and the *Proposal on the External Donation Limit for 2025*

Heard **4** reports including the *Work Report of Independent Directors of Industrial and Commercial Bank of China Limited for 2024*

Board of Directors

The Board of Directors, as the decision-making organ, is responsible to the Shareholders' Meeting.

During the reporting period

The Board of Directors of the Bank held **10** meetings

Reviewed and discussed **131** proposals including the *Proposal on the 2024 Work Report of the Board of Directors of Industrial and Commercial Bank of China Limited*, the *Proposal on the 2024 Sustainability Report of Industrial and Commercial Bank of China Limited*, the *2024 Work Review and 2025 Work Plan for Consumer Protection*, the *Proposal on the 2025 Inclusive Finance Business Operation Plan*, the *Proposal on the Green Finance Development of ICBC in Recent Two Years* and the *Proposal on Reviewing the Plan for Valuation Enhancement, Quality and Efficiency Improvement, and High Return of Industrial and Commercial Bank of China Limited*

“Best Practice for the Board of Directors” and the “Best Practice for the Board of Directors' Office” from the China Association for Public Companies (CAPCO) for the year 2025

“Golden Round Table - Best Board of Directors” from the *Directors & Boards* magazine

The Bank has maintained a **leading position** among its peers in terms of corporate governance in the GRYOSCOPE evaluation system on the steady development capability of commercial banks by the China Banking Association

Diversity of the Board of Directors

The Bank always advocates and fosters an excellent board culture featuring “harmony in diversity”. The diversity in gender, expertise, geography and other dimensions provides a strong basis for informed decision-making and efficient performance of duties by the Board of Directors.

As at the disclosure date of the results announcement

The Board of Directors of the Bank consisted of **13** directors

4 Executive Directors
Mr. Liao Lin
Mr. Liu Jun
Mr. Duan Hongtao
Mr. Wang Jingwu

3 Non-executive Directors
Ms. Cao Liqun
Mr. Dong Yang
Ms. Zhong Mantao

6 Independent Non-executive Directors
Mr. Norman Chan Tak Lam
Mr. Herbert Walter
Mr. Murray Horn
Mr. Chen Guanting
Mr. Li Weiping
Mr. Lee Kam Hung Lawrence

The number of Independent Non-executive Directors of the Bank accounted for more than one third of the total members of the Board of Directors, complying with relevant regulatory requirements.

11 male directors
2 female directors

9 directors from the Chinese Mainland
2 directors from Hong Kong SAR of China

1 director from Germany
1 director from New Zealand



On August 29, 2025, the Bank held the Sixth Meeting of the Board of Directors in 2025.

Independence of the Board of Directors

The Bank has formulated the *Articles of Association*, the *Rules of Procedure for the Board of Directors*, the *Working Rules for the Independent Directors* and other corporate governance documents, ensuring the Board of Directors' independence and ability to obtain independent opinions.

The Board of Directors of the Bank includes a Nomination Committee.

As at the disclosure date of the results announcement

The Nomination Committee of the Board of Directors consisted of **6** members

including **4** Independent Non-executive Directors

The Nomination Committee was chaired by

Members of the Nomination Committee

Independent Non-executive Director Murray Horn

Mr. Liu Jun, Ms. Zhong Mantao, Mr. Norman Chan Tak Lam, Mr. Li Weiping, Mr. Lee Kam Hung Law



On October 30, 2025, the Bank held the seminar of independent directors.

◆ Professionalism of the Board of Directors

The members of the Board of Directors of the Bank possess extensive work experience and profound professional backgrounds in the financial sector. They have amassed solid expertise in multiple key areas such as banking operations, macroeconomic analysis, green finance, risk control, and financial management, which provide strong strategic support for the Bank's long-term stable development.

The members of the Risk Management Committee of the Board of Directors of the Bank have rich experience in managing risks, including climate-related risks:

Mr. Norman Chan Tak Lam

Chairman of the Risk Management Committee of the Board of Directors

Mr. Chan had served in government departments and financial institutions for many years. He previously served as Chief Executive of the Hong Kong Monetary Authority, Director of the Chief Executive's Office of the Hong Kong Special Administrative Region Government, and Vice Chairman of Asia of Standard Chartered Bank, Chairman of HK Acquisition Corporation and other positions. He currently serves as Chairman of the Board of Directors of RD Wallet Technologies Limited, Chairman of the Board of Directors of RD ezLink Limited, and Founding Chairman of Hong Kong Institute of Web 3.0. He previously led the Hong Kong Monetary Authority to steadily respond to the international financial crisis and subsequent impacts and challenges, and has extensive risk management experience.

Mr. Wang Jingwu

a member of the Risk Management Committee of the Board of Directors

Mr. Wang has been deeply engaged in risk management. He previously served as Director-General of PBC Financial Stability Bureau, and has served as Senior Executive Vice President of the Bank since April 2020 and Executive Director, Senior Executive Vice President and Chief Risk Officer of the Bank since September 2021.

Mr. Murray Horn

a member of the Risk Management Committee of the Board of Directors

Mr. Murray Horn previously served as Managing Director of ANZ Bank in New Zealand and head of global institutional banking at ANZ (Australia), an independent director at China Construction Bank, Secretary to the New Zealand Treasury, Chairman of the New Zealand Business Roundtable, member of the Board of the Centre for Independent Studies in Australia and member of the Trilateral Commission. Mr. Murray Horn currently serves as Non-Executive Chairman of CCB New Zealand Limited and Chairman of Marisco Properties Limited. He has profound expertise and practical experience in the fields of finance and risk management.

◆ Duty Performance of the Board of Directors

The Board of Directors of the Bank attaches great importance to and keeps enhancing its supervision and guidance over ESG governance, as evidenced by its ongoing effort to improve the ESG governance quality and efficiency.

Unleashing the Bank's role as a leading bank and responsible large bank

By reviewing or hearing proposals such as the Bank's annual business plan, annual plan for inclusive finance, report on implementation of strategic development plan and implementation of green finance, the Board of Directors urged the Bank to take solid steps on the "Five Priorities" and better act as the main force in serving the real economy.

The Board of Directors guided the formulation and release of the Bank's first sustainability report, further advanced the work to protect consumers and enhance the return to shareholders, and continued to enhance the well-being of stakeholders and the general public.

Refining corporate governance and boosting governance efficiency

By revising the *Articles of Association*, the *Rules of Procedures for the Board of Directors*, the working rules of special committees of the Board of Directors and other basic policies for corporate governance, the Board of Directors ensured steady shift of duties from the Board of Supervisors to the Audit Committee, made ongoing improvements in the top-level design of corporate governance, improved systems and mechanisms and actively explored a governance path with Chinese characteristics.

Ensuring both development and security and laying a solid foundation for stable development

By reviewing or hearing a series of proposals related to the Bank's risk management, capital management, compliance management, data security management, etc., the Board of Directors supervised ongoing improvements in the Bank's risk management system, improved the internal control mechanism, consolidated the foundation for sustainable development, and kept the Bank on course for high-quality development with high-level security.

◆ Senior Management

The Senior Management, as the executive organ, is accountable to the Board of Directors and executes its decisions.

◆ Remuneration claw-back mechanism for senior managers

Adhering to the principle of balancing risks with incentives, the Bank has established and continuously improved the deferral and claw-back mechanism for performance pay for senior managers and employees in positions having a significant effect on risk.

◆ Sustainable development performance was incorporated into remuneration evaluation

The Bank links the variable portion of the remuneration for senior managers to sustainability performance. Reasonable assessment indicators that combine quantitative and qualitative elements for sustainable development are in place to promote the implementation of strategic goals and improve the sustainability of development. In addition, the Bank has further incorporated the implementation of the green finance strategy in the performance assessment system for the Senior Management, refined indicators and promoted the transmission of green finance policies, manifesting the Bank's commitment to social responsibility and pursuit of sustainable development as its strategic goal.

◆ Corporate governance of subsidiaries

In strict compliance with laws, regulations, and regulatory requirements, the Bank continuously optimized the governance operation mechanisms of its subsidiaries, and improved the operation mechanism of corporate governance. It strengthened the standardized management of the Shareholders' Meeting and proposals of the Board of Directors, ensured that the directors dispatched by the Group play a key role in the corporate governance of subsidiaries, and comprehensively enhanced risk prevention and control. Therefore, the corporate governance of all subsidiaries achieved sound results.

The Bank strengthened the guidance for domestic integrated subsidiaries in the formulation of strategies, and issued the *Administrative Measures for Strategy Implementation Evaluation of Integrated Subsidiaries (Version 2025)*, incorporating relevant scoring indicators of corporate social responsibilities and ESG. Subsidiaries were guided to continuously enhance ESG risk management and actively serve the real economy and the Group's strategy, promote the "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and digital finance, and achieve high-quality development. Furthermore, the Bank organized and carried out the strategy implementation evaluation during the reporting period.

Investor relations

Investor relations management

The Bank adheres to the principles of authenticity, accuracy, completeness, comparability, timeliness and fairness. It has earnestly implemented all the requirements for information disclosure prescribed by laws, regulations and regulatory authorities, continuously enhanced the transparency of the listed company, effectively safeguarded the rights of all shareholders, especially minority investors, and enhanced effective communication with shareholders. The Bank also disclosed the effective communication with shareholders in its annual reports.

The Bank continuously improves its investor communication platforms, including the investor relations website and investor mailbox. It uses new media and new platforms to provide updates on the Bank's development in an ongoing effort to build friendly, smooth and efficient channels for information disclosure and investor communication. In 2025, the Bank set up special columns in regular reports to address major concerns of investors, making discloses more targeted and effective. Extraordinary announcements were released to disclose the progress of high-quality development and the achievements in investor protection, helping investors make better decisions. The *Plan for Valuation Enhancement, Quality and Efficiency Improvement, and High Return* and the *Announcement on the Interim Special Report on Social Responsibility and Sustainable Finance in 2025* were disclosed to fairly and transparently present the achievements in valuation enhancement and sustainable development, thereby continuously enhancing corporate transparency and investor protection.



On March 28, 2025, the Bank held the 2024 annual results announcement in Hong Kong and Beijing simultaneously.



Stakeholder evaluation

The Bank has won the **"Best Practice of the Annual Report Presentation of Listed Companies"** by the China Association for Public Companies for four consecutive years

China Association for Public Companies **Best Practices for Investor Relations Management of Listed Companies in 2024**

Phoenix TV **2025 Phoenix Star Award for "Best Listed Company in Return to Shareholders"**

CLS.CN **"Topology Award" for Outstanding Financial Institutions in Investor Relations in 2025**

CHINAFUND **2025 China Fund Industry Yinghua Award - Demonstration Case in Investor Relations 2025 China Fund Industry Yinghua Award - Demonstration Case in Value**

Capital Week **Listed Company of the Year in Investor Relations Management in 2025**

Return to shareholders



Information disclosure

The Bank actively responded to the complex and changing external circumstances, and strictly observed laws, regulations and the regulatory requirements of the stock exchanges where it is listed. Moreover, it continuously strengthened communication with the capital market, made continued efforts to make information disclosure more transparent and accurately and timely informed investors and other stakeholders of the Bank's strategy implementation, corporate governance structure and business management.

During the reporting period

In the annual evaluation of information disclosure by companies listed on Shanghai Stock Exchange, **the Bank was rated A ("Excellent") for twelve consecutive years**

◆ **Development of information disclosure system**

During the reporting period, the Bank continued to implement the *Securities Law* and the latest regulatory requirements, further refined the information disclosure system, redoubled efforts to implement the mechanisms for internal reporting of significant information and management of inside information, and ensured all information disclosure obligors fulfilled their obligations.

◆ **Forms and frequency of information disclosure**

The Bank discloses information mainly through designated media, including websites of the Shanghai Stock Exchange and The Stock Exchange of Hong Kong, in the form of regular reports and extraordinary announcements.

During the reporting period

the Bank disclosed **four** batches of periodical reports, and issued **over 300** extraordinary announcements and related documents in Chinese and English languages

Channels	Forms	Languages
<p>The Bank's official website, domestic and overseas newspapers, SSE E-interactive, investor hotline, and mailbox</p>	<p>Shareholders' meetings, results briefings, special activities of investor relations, roadshows and reverse roadshows, meetings with investors and analysts and press conferences</p>	<p>Regular reports and extraordinary announcements are prepared and issued in three versions: Simplified Chinese, Traditional Chinese, and English</p>

◆ **ESG Information Disclosure**

The Bank has established a "three-in-one" ESG information disclosure system mainly composed of the annual sustainability report, the interim special ESG report and ongoing information disclosure. It continuously enhances the transparency and effectiveness of information communication, and strengthens the accountability and positive feedback mechanism for business management.

Annual sustainability report

After issuing the annual corporate social responsibility (ESG) report for 17 consecutive years, the Bank issued the sustainability report for the first time during the reporting period, benchmarking with the sustainability reporting guidelines of Shanghai Stock Exchange and mainstream ESG rating frameworks

"three-in-one" ESG information disclosure system

Interim special report

As the first domestic listed company to issue an interim special ESG report, the Bank issued the report for the fifth consecutive year

Ongoing information disclosure

An ESG section was created on the homepage of the official website. Through the "ESG Update", the Bank discloses its latest strategic progress, practices and outcomes

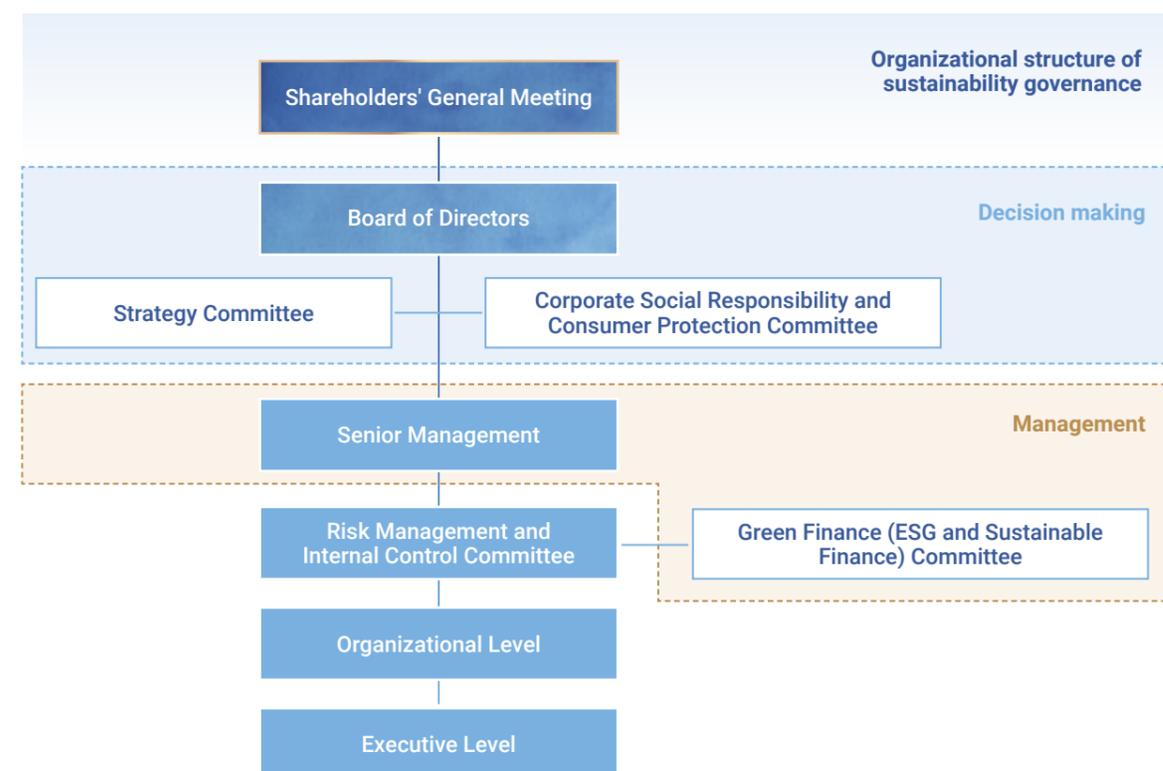
Sustainable Development Management

Strategy

Aiming to build a world-class modern financial institution with Chinese characteristics, the Bank stays true to its development positioning of the key role in serving the real economy, the ballast stone role in maintaining financial stability, a bellwether in the building of a strong institution, and a benchmark bank for implementation of major responsibilities and core businesses. The Bank upholds Party leadership, and steadily advances the "five transformations", namely, intelligent risk control, modern layout, digital and intelligent drivers, comprehensive services, and business ecosystem. Focusing on serving Chinese modernization, the Bank stays committed to core businesses, improves governance, strives to unlock the full potential of development, continues to refine the business layout, fund supply and management models, and provides targeted and efficient services for modernizing the industrial system and fostering greater self-reliance and strength in science and technology. As a leading bank, the Bank refines and deepens its efforts for the "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and digital finance, and strives to further modernize the Group's governance system and governance capabilities, so as to fulfil its political, social and economic responsibilities as a major bank, keep becoming better and stronger and make greater contributions to building a great country and advancing national rejuvenation on all fronts through Chinese modernization.

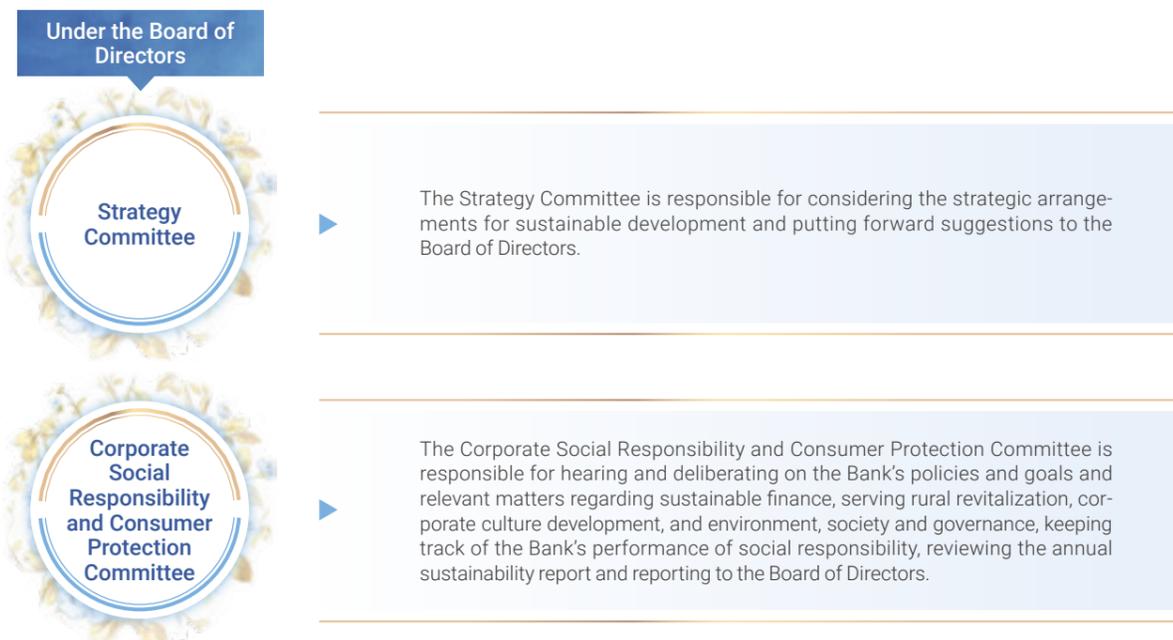
Sustainable development governance

◆ **Governance structure**



◆ Board of Directors

The Board of Directors of the Bank actively performed its role in strategic decision-making, deepened ESG governance and made continuous efforts to refine the ESG governance framework.



◆ Senior Management

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



- Implementing the resolutions made by the Board of Directors and its special committees on ESG.
- Formulating the annual management objectives for ESG, and leading and coordinating the work related to ESG within the framework of objectives.
- Submitting the ESG-related annual report of the Bank to the Board of Directors.
- Reporting the policies and objectives of the Bank's ESG, implementation of relevant issues to the Corporate Social Responsibility and Consumer Protection Committee of the Board of Directors.

◆ Green Finance (ESG and Sustainable Finance) Committee

The Senior Management established the Green Finance (ESG and Sustainable Finance) Committee, which now is an auxiliary decision-making body that leads and coordinates ESG-related work for the Senior Management.



- Implementing the Group's strategy and goals of green finance (ESG and sustainable finance).
- Coordinating the work of all institutions and all lines in the field of green finance (ESG and sustainable finance).
- Guiding the whole Bank's green finance (ESG and sustainable finance) development and business management.

Proposals reviewed during the reporting period

- The Board of Directors reviewed and approved the *Proposal on the 2025 Inclusive Finance Business Operation Plan*, further clarifying the objectives and priorities of inclusive finance business development in 2025.
- The Board of Directors reviewed and approved the *Corporate Social Responsibility (ESG) Report 2024*, comprehensively reviewing the Bank's sustainable development including ESG matters in 2024.
- The Board of Directors reviewed and approved the *Proposal on the Administrative Measures for Consumer Protection (Version 2025)* and the *Proposal on Consumer Protection in 2024 and Its Work Plan for 2025*, continuously strengthening the top-level design and effective supervision of the consumer protection work of the Bank.
- The Board of Directors reviewed and approved the *Proposal on the External Donation Limit for 2025*, which has been reviewed and approved by the annual Shareholders' Meeting. The proposal created favorable conditions for the Bank to better fulfill its corporate social responsibility as a large state-owned bank, and actively assisted in rural revitalization, charity, culture and education, and other social welfare undertakings.
- The Board of Directors reviewed and approved the *Proposal on the Special Donation for Tai Po Fire Incident in Hong Kong*, making the Bank's cash donation promptly available for disaster relief and manifesting its sense of social responsibility.

During the reporting period

The Green Finance (ESG and Sustainable Finance) Committee held

6 meetings

The committee reviewed and approved proposals including the *Report on Implementation of Green Finance in Recent Two Years*, the *Opinion on Serving Green Development of Industrial Parks*, and the *Report on the Request to Review the 2024 Sustainability Report of Industrial and Commercial Bank of China Limited (First Draft)*, and regularly heard the progress reports on green finance from branches and subsidiaries, and exercised overall leadership and coordination for the implementation of green finance and ESG-related work.

◆ Institutions at all levels

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

Communication with stakeholders

The Bank has placed high importance on the opinions and demands of its stakeholders and actively expanded communication channels with them. Through diverse communication methods, the Bank has fully listened to and responded to the concerns and expectations of all stakeholders. In its decision-making process, the Bank has comprehensively considered stakeholders' opinions to promote continuous improvement in its sustainable development management, working together with all parties to achieve a mutually beneficial and win-win development pattern.

Stakeholders	Core expectation	Communication methods	Major responses
 Government	<ul style="list-style-type: none"> Serving the national strategy Serving the real economy Promoting inclusive finance Contributing to the national goals of carbon peak and carbon neutrality 	<ul style="list-style-type: none"> Policies Report Significant project cooperation 	<ul style="list-style-type: none"> Upholding Party leadership Serving the livelihood finance Implementing the "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and digital finance Taking solid steps towards carbon peak and carbon neutrality
 Regulator	<ul style="list-style-type: none"> Risk management Business compliance 	<ul style="list-style-type: none"> Policies Report Approval and supervision 	<ul style="list-style-type: none"> Enterprise risk management Internal control management
 Shareholders and investors	<ul style="list-style-type: none"> Green finance Responding to climate change Green operation Return to shareholders Technology finance Digital finance 	<ul style="list-style-type: none"> Shareholders' Meeting Regular report and interim report Announcements 	<ul style="list-style-type: none"> Green finance Responding to climate change Maintaining investor relations Accurate and complete information disclosure
 Customers	<ul style="list-style-type: none"> Privacy and data security Sci-tech innovation Customer services and consumer protection Financial service care Pension finance Information disclosure and corporate transparency 	<ul style="list-style-type: none"> Daily communication Handling customer complaints Customer satisfaction investigation 95588 customer service hotline 	<ul style="list-style-type: none"> Consumer protection Enhancing services for special groups Privacy protection and data security Improving financial services
 Suppliers and partners	<ul style="list-style-type: none"> Supply chain management Commercial ethics Win-win cooperation 	<ul style="list-style-type: none"> Supplier investigation 	<ul style="list-style-type: none"> Enhancing supply chain management Win-win collaboration with suppliers
 Employee	<ul style="list-style-type: none"> Human resources development Safeguarding employees' rights and interests Ensuring employees' welfare Green operations 	<ul style="list-style-type: none"> Employee representative assembly Routine employee training Employee care initiatives 	<ul style="list-style-type: none"> Promoting the building of talent team Building an education & training system Deepening democratic management Safeguarding employees' legitimate rights and interests Launching green office initiatives
 Public and community	<ul style="list-style-type: none"> Financial literacy Inclusive finance and rural revitalization Social contribution 	<ul style="list-style-type: none"> Public welfare activities Community promotion Station services 	<ul style="list-style-type: none"> Supporting the development of small and micro enterprises Fulfilling the assistance responsibilities Supporting rural revitalization Financial education initiative Participating in social welfare

Assessment of material topics

The Bank identified and analyzed the materiality of sustainable development related topics from perspectives of "impact materiality" and "financial materiality", in accordance with the relevant provisions of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)*.

During the reporting period, the Bank reviewed and confirmed the materiality of all topics in accordance with the latest requirements of the HKEX's *Environmental, Social and Governance Reporting Code* as well as other applicable standards and regulations.

Process of materiality analysis



Matrix of material topics



Buildup of sustainable development capacity

◆ Research and training on the sustainable development of the members of the Board of Directors

The members of the Board of Directors of the Bank have actively enhanced the efficiency of sustainability governance. By participating in themed training, conducting grassroots survey, and organizing special research, they have gained greater insights into industry trends and practices, providing support for informed decision-making.



Themed training

The directors and senior management members attended the Listed Companies Association of Beijing's training themed by "ESG Governance and Practice: Facilitating High-Quality Development of Enterprises". They learned about the global trends in ESG compliance supervision, principles of ESG investment, domestic and foreign regulatory requirements for ESG information disclosure, and ESG practices of enterprises. This training effectively helped enhance sustainability management.



Grassroots survey

Directors conducted a field survey at grassroots entities, focusing on topics such as "prevention and control of green finance risks". They gained a comprehensive understanding of the investment and financing structure in the green emerging industries, and the concrete measures for preventing and controlling green financial risks.



Special research

Directors conducted a research project under the theme of "practices and explorations of large commercial banks in prevention and control of green finance risks", and put forward suggestions on improving the top-level design of green risk control, streamlining the ESG risk process management, exploring green risk assessment and measurement, innovating green risk management tools, and jointly promoting the business development and risk control in green finance.

◆ ESG training and capacity buildup across the Bank

The Bank made the best of the advantages of its training system to further promote special training on ESG, and continuously refined the regular ESG training mechanism. During the reporting period, the Bank made coordinated efforts to design the core staff training system for the "Five Priorities", organized special training and courses on ESG, and integrated the philosophy of sustainability development with business practices.

During the reporting period

Special training on the "Five Priorities" was held, with online and offline sessions provided under various themes for

2,000 core personnel
representing a core staff coverage of 100%

A total of **1,078** in-person training sessions on the "Five Priorities" were held offline with over **120** thousand person-times of participants

During the reporting period

1,638 training sessions on ESG-related risks were held with **225,456** person-times of participants

Among them, **4** training sessions on ESG-related risks were held for risk management personnel with **450** person-times of participants

Risk and Internal Control Management

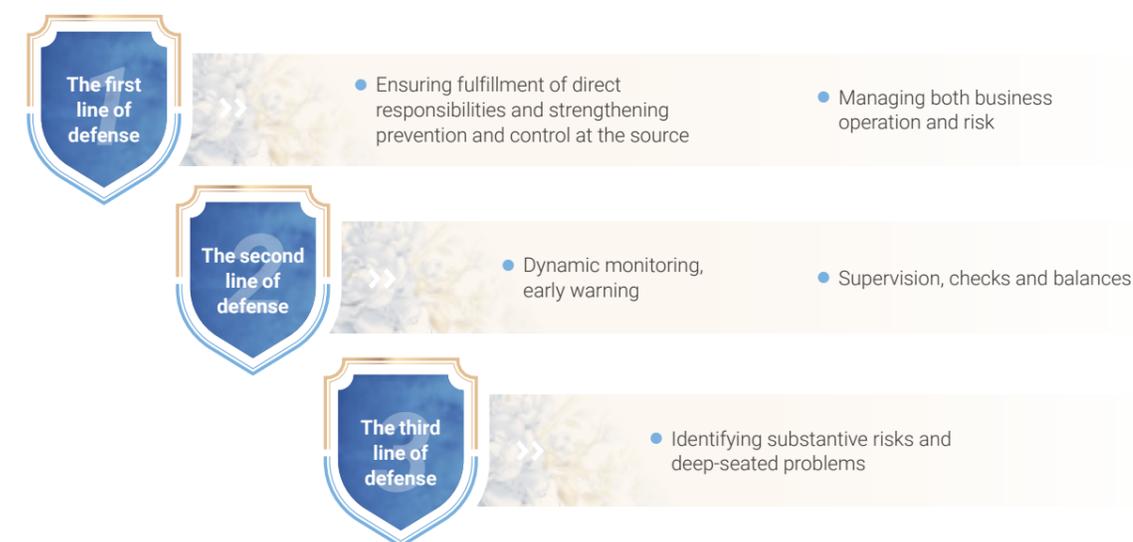
Enterprise risk management

The Bank continued to build the risk control systems and mechanisms, and cemented high-level security barriers to serve high-quality development. It upgraded the enterprise risk management system, strengthened the coordination mechanism for risk management and internal control compliance and refined policies and procedures. The Bank strictly complied with the risk control route of "comprehensive management, active prevention and smart control", strengthened the 9+X joint risk prevention and control, thoroughly conveyed the concept of enterprise risk management, and enhanced the Group-wide integrated risk control capabilities.

◆ Continuing to reinforce the enterprise risk management system

The Bank vertically reinforced the thorough coordination of the Risk Control Committee, risk officers and risk control departments, and horizontally improved the three lines of defense for joint risk prevention and control.

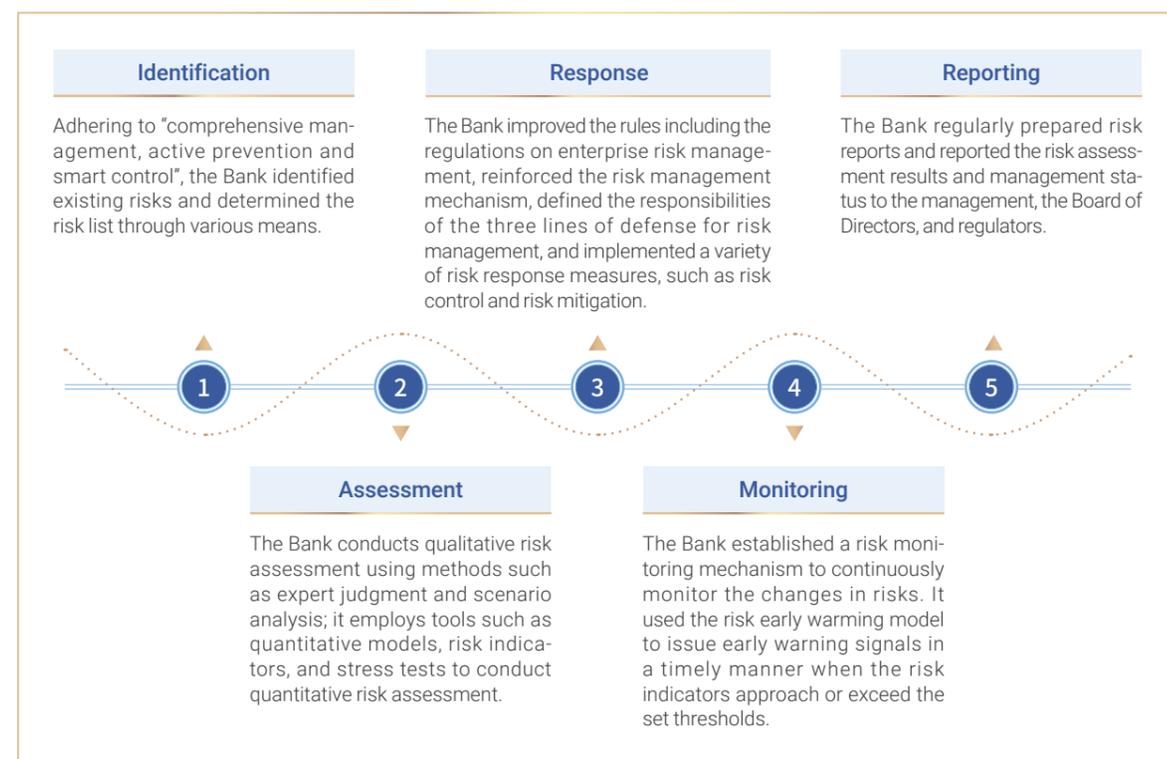
Strengthening the three lines of defense for risk management



◆ Integration of ESG risk and enterprise risk management

The Bank attached great importance to the risk management in key fields of ESG, established a full-process mechanism covering risk identification, assessment, response, monitoring and reporting, and integrated them into strategic decision-making, enterprise risk management and daily operations to effectively manage ESG risks.

› Risk assessment process



› ESG risk management system

The Bank continued to enhance its ESG risk management system, established a formal ESG risk management system covering the entire process of financing activities and clarified the ESG risk management duties and powers of the Board of Directors and the management. On one hand, ESG risks were incorporated into the credit risk assessment process, and ESG-related risks such as environmental, climate, and biodiversity risks were included in the Group's risk appetite. On the other hand, the triggers for ESG due diligence, the risk escalation process and the thresholds for triggering escalation were clearly defined. Through field visits, on-site interviews and information verification, the Bank thoroughly assessed the impact of ESG elements on credit, market, liquidity, reputation, operation and compliance risks, tightened bottom-line constraints and improved the environmental and social risk management capabilities across the board.

Full-process management of ESG risks



› Analysis of risks and opportunities of the ESG-related financial materiality topics

Topics	Risks	Time frame	Impact on financial status	Solutions
Green finance	<ul style="list-style-type: none"> ● Credit risk: If a green project fails to be completed on schedule or fails to achieve the expected economic and environmental benefits, the solvency of the borrowing enterprise may be affected, and the bank will face the risk of loan default. ● Operational risk: Operational risk: Green finance business involves complex environmental assessments, technical standards, and regulatory requirements. The bank may face operational risk due to operational errors, incomplete information, or imperfect internal controls in the process of project review, approval, monitoring, etc. 	Short-term Medium-term Long-term	Income decreases and non-performing asset ratio increases	<ul style="list-style-type: none"> ● Improving the risk management system: The Bank should manage and control environmental, social and governance risks through investment and financing activities. ● Building up professional capabilities: The Bank should strengthen staff training to improve their understanding and implementation capabilities of green finance policies, standards and business processes.
Inclusive finance and rural revitalization	<ul style="list-style-type: none"> ● Credit risk: Inclusive finance and rural revitalization business often involves a large number of small loans, a dispersed customer base. If the borrower's solvency is insufficient, the bank will face the risk of loan default. ● Market risk: Customers are at the end of the industry chain and have relatively weak risk resistance capacity, making them vulnerable to economic cycles and industry fluctuations. 	Short-term Medium-term Long-term	Asset quality deteriorates	<ul style="list-style-type: none"> ● Strengthening risk management: The Bank should apply technologies such as big data and artificial intelligence to enhance the capability of risk identification and early warning, and take prompt risk prevention and control measures. ● Enhancing professional capabilities: The Bank should strengthen market planning, optimize credit policies in a timely manner, improve risk sharing mechanisms, and enhance the initiative and effectiveness of risk prevention and control.
Privacy and data security	<ul style="list-style-type: none"> ● Legal risk: Non-compliance, such as data leakage, can result in huge fines, lawsuits, and more. ● Reputational risk: Data leakage incidents will seriously damage the Bank's reputation, leading to a decline in customer trust and, in turn, affecting the bank's long-term development. ● Financial risk: Data security incidents may expose the Bank to direct financial losses, including compensating customers for the economic losses they suffer due to data leakage and paying regulatory fines. 	Short-term Medium-term Long-term	Operating costs increase and profits decrease	<ul style="list-style-type: none"> ● Management: The Bank should establish a sound data security management system, clarify the data management processes and responsibilities, and conduct regular data security audits and risk evaluations to promptly identify and rectify potential security hazards. ● Cooperation and supervision: The Bank should strengthen the supervision and management of third parties to ensure that they meet its data security requirements. The Bank should actively cooperate with regulatory inspections and promptly understand and implement the latest regulatory policies.
Human capital development	<ul style="list-style-type: none"> ● Risk of talent shortage: With the rapid development of FinTech and other fields, the bank's demand for professional talents in emerging areas will increase significantly. If the recruitment strategy is inappropriate, it may lead to a shortage of talents in key positions, thereby affecting the Bank's operation and development. ● Risk of remuneration and benefit competition: In the fierce market competition, if the remuneration and benefits are lower than the industry average, it may lead to the brain drain, thereby affecting the bank's stability. ● Risk of decreased employee satisfaction: Employee satisfaction may decrease if the Bank fails to address employee needs in a timely manner, which in turn will affect work efficiency and corporate culture. 	Short-term Medium-term Long-term	Income decreases, asset quality deteriorates	<ul style="list-style-type: none"> ● Improving remuneration resource allocation: The Bank should continuously optimize the remuneration resource allocation mechanism with value creation as the core, and channel more remuneration resources to the grassroots employees, thus mobilizing and inspiring the business vitality of institutions at all tiers. ● Building a good corporate culture: The Bank should cultivate a positive, open and inclusive corporate culture and enhance employees' sense of belonging and identification.
Business ethics	<ul style="list-style-type: none"> ● Reputational risk: Behaviors that violate business ethics will seriously damage the bank's reputation, trigger a public trust crisis, and lead to customer churn. ● Legal risk: Behaviors against business ethics may violate laws and regulations, exposing the bank to legal proceedings and regulatory penalties. 	Short-term Medium-term Long-term	Market share and income decrease	<ul style="list-style-type: none"> ● Strengthening training and education: The Bank should regularly carry out business ethics training and education activities to enhance employees' moral consciousness and professional ethics.

Topics	Opportunities	Time frame	Impact on financial status	Solutions
Green finance	<ul style="list-style-type: none"> ● Expanding and innovating green finance products: Green finance encompasses multiple fields such as green credit, green bonds, and carbon finance. The bank should actively cultivate business growth points and enhance brand value and market competitiveness by building a diversified product system. ● Enhancing international influence: Green finance is a global issue, and related cooperation and communication can help enhance international influence and improve our own expertise. 	Short-term Medium-term Long-term	Asset quality improves and income increases	<ul style="list-style-type: none"> ● Increasing support for green finance: The Bank should step up support for key green and low-carbon sectors, steadily advance key tasks in carbon finance, and intensify product and service innovation. ● Strengthening international cooperation and exchanges: The Bank should actively participate in international green finance cooperation organizations and forums, engage in the formulation and promotion of international green finance standards, and promote the formation of a globally unified green finance standard system.
Inclusive Finance and rural revitalization	<ul style="list-style-type: none"> ● Coverage of customer groups: The bank should extend its service reach, expand customer base, and improve customer structure through inclusive finance and rural revitalization. ● Brand and social responsibility: Actively participating in inclusive finance and rural revitalization helps to establish a good social image and enhance brand value. 	Short-term Medium-term Long-term	Income and profits increase	<ul style="list-style-type: none"> ● Enhancing the application of FinTech: The Bank should leverage digital technologies to expand the coverage of financial services through online channels, providing more convenient financial services for rural customers. ● Improving inclusive financial services: The Bank should improve the inclusive financial service mechanism, increase inclusive credits, and continuously expand the coverage of inclusive financial services.
Privacy and data security	<ul style="list-style-type: none"> ● Enhancing market competitiveness: In the market that attaches importance to data security, establishing a sound data security management system can attract more customers and partners who value data security, and enhance market competitiveness. 	Short-term Medium-term Long-term	Income and profits increase	<ul style="list-style-type: none"> ● Technologies: The Bank should adopt advanced data encryption technologies to encrypt data during storage and transmission, and implement strict access control. ● Mechanism: The Bank should implement national data security laws and regulatory requirements, and continuously improve the data security and privacy protection system.
Human capital development	<ul style="list-style-type: none"> ● Promoting innovative development: Talents with innovative thinking and professional skills can bring new business ideas and solutions to the bank, and promote product and service innovation to meet the diverse needs of customers. 	Short-term Medium-term Long-term	Income increases and operating cost decreases	<ul style="list-style-type: none"> ● Building up talent teams: The Bank should clarify talent needs and development directions, formulate annual recruitment plans, and allocate human resources and new hires in a differentiated manner. ● Refining the employee training system: The Bank provides employees with a higher-quality and more efficient career development path through a series of measures such as accurately positioning training targets, providing diversified training content, and adopting innovative training methods.
Business ethics	<ul style="list-style-type: none"> ● Enhancing customer trust: By upholding good business ethics, the bank can win the trust and recognition of customers and establish a good brand image. ● Enhancing market competitiveness: Investors and customers are more inclined to choose banks with moral advantages, which will enhance the bank's competitiveness and market share. 	Short-term Medium-term Long-term	Market share and profit increase	<ul style="list-style-type: none"> ● Strengthening the cultivation of compliance culture: The Bank should carry out various compliance activities, promote the construction of "contact points for compliance culture construction and development practice", and continuously improve the positive incentive mechanism for compliance. ● Continuously improving mechanism: The Bank attaches great importance to the professional qualities and business ethics of all employees, and iteratively improves the three-in-one code of conduct management system for all employees, which includes "regulations, prohibitions, and penalties for violations".

Note: In the time frame, short-term refers to a period within 1 year (inclusive) after the end of the sustainability report period, medium-term refers to 1 to 5 years (including 5 years) after the end of the sustainability report period, and long-term refers to more than 5 years after the end of the sustainability report period.

Internal control management

Internal control building

The Bank has established a sound internal control system, and continuously optimize the internal control mechanism and management processes to promote its steady development.

During the reporting period, the Bank upgraded its internal control system. Fully leveraging the Risk Control Committee and the Operational Risk Committee, the Bank established an all-encompassing and full-process internal control system focused on key institutions, important businesses and key issues, and enhanced the "Four Early" capabilities in risk prevention and control, thereby providing a solid foundation for stable operation.

Internal control framework

The *Work Measures for Building the Internal Control Framework in 2025* was formulated and implemented. During the reporting period, the Bank clarified 133 concrete measures, which were 100% implemented. Meanwhile, domestic branches and integrated subsidiaries, developed their detailed implementation plans for building the internal control framework in line with their realities. Coordinated efforts were made in both vertical and horizontal directions to deepen the integration of risk management and internal control.

Internal control foundation

The Bank continued to consolidate the foundation of internal control management. The *Internal Control Manual* was promptly updated to provide a solid and unified basis for risk management and internal control across the Bank. In addition, the Bank refined the internal control evaluation measures, adjusted the mechanism for linking evaluation indicators to KPI assessment, streamlined the indicator system and evaluation procedures, and strengthened the application of risk sampling models, in a bid to achieve faster, cheaper and more efficient internal control evaluation.

Prevention and control of case risks

The Bank continued to improve the case prevention system, fully implemented the new rules for regulatory case management and case prevention control, and revised seven policy documents, including the *Regulations on Case Prevention Work (Version 2025)*, the *Management Measures for Criminal Cases (Version 2025)* and the *Management Measures for the Investigation of Criminal Case Risk (Version 2025)*. The Bank strengthened the planning for case prevention work by holding the meetings of the Head Office's leading group on case risk prevention and the bank-wide meetings on case prevention work. Case management was enhanced by organizing case risk investigations, regularly announcing the investigation results and typical cases, and managing the risks related to organized crime and evil activities on an ongoing basis.

Internal control system



Enhancing the digital support capability for internal control and compliance management

The Bank continuously promoted the construction of "ICBC e Control", optimized the five major systems, reinforced the five major platforms, built a risk "prevention and control network", connected the full process of various scenarios by integrating and sharing, and enhanced the ability to support internal control and compliance.



Enhancing the intelligence level of internal control and compliance management

The Bank continuously introduced new technologies such as large models, and upgraded intelligent tools in compliance information monitoring, risk information collection, internal control knowledge Q&A, intelligent compliance review, etc., so as to improve work quality and efficiency.

◆ Business ethics and compliance management

◆ Compliance system building

The Bank continuously optimized the Group's compliance governance structure and strengthened the duty performance of the first line of defense against compliance risk. Following the Group's compliance management approach of overall management of domestic institutions, classified management of overseas institutions, see-through management of integrated subsidiaries, and professional management of Head Office departments, the Bank strengthened its advantages and made up for its weaknesses, and continuously improved the quality and effectiveness of the Group's compliance management focusing on key areas and key links. The Bank continued to improve the compliance framework with basic rules as the foundation, special measures as extensions, and employee behavior norms as guarantee. It continuously strengthened the guarantee of compliance resources, focused on the access management of compliance personnel in key positions, and conducted regular, systematic, and diversified compliance training. The Bank continuously improved the informatization of the Group's compliance management, optimized compliance management tools, and steadily promoted the construction of a long-term overseas compliance mechanism. The Bank conducted compliance inspections in key areas, and tightened off-site monitoring to ensure its stable operation and development. In 2025, the Bank revised the *Basic Provisions on Compliance Management (Version 2025)* in alignment with the *Administrative Measures for Compliance of Financial Institutions Compliance* issued by the National Financial Regulatory Administration, strove to create a compliance management organizational structure featuring "vertical coordination and integration, horizontal joint prevention and control", confirmed the compliance management duties of six

parties and streamlined the full-process closed-loop compliance management mechanism covering pre-event, real-time and post-event stages.

The Bank attaches great importance to the professionalism and business ethics of all employees. It continuously improved the management of business ethics and behavior norms, and iteratively refined the three-in-one code of conduct management system for all employees, comprising "regulations, prohibitions and penalties for violations". The Bank revised and issued the *Code of Conduct for Employees*, the *Code of Conduct for Overseas Employees* and other regulations applicable to all employees (including full-time employees, dispatched laborers, and seconded personnel), and regulated professional ethics, professional qualities, professional disciplines, and occupational safety. The Bank organized all employees (including full-time employees, dispatched laborer, and seconded personnel) to participate in special studies on business ethics and code of conduct, and incorporated them into the institutional training system for newly recruited and newly appointed employees, so as to comprehensively intensify the concept of compliant practice, covering all employees, all processes and all respects.

The Bank took compliance management as one of the key points of the annual audits, and implemented the auditing approach of "starting from what to who, combining the two". By monitoring employees' violations and unusual behaviors, the compliance and employee behaviors were more effectively managed across the Bank, thereby enhancing the professionalism and business ethics among employees.

◆ Sanctions compliance management

The Bank has constructed a sanctions compliance management framework ("SCP"), with management commitment, risk assessment, internal control, independent testing, and personnel training as the five pillars of the SCP framework. The Bank places equal emphasis on emergency management and SCP construction, so as to prevent major sanctions risk incidents and consolidate the foundation of sanctions compliance management.

◆ Against bribery and corruption

◆ Improvement of rules and regulations

The Bank strictly complied with the requirements of laws, regulations and regulatory documents, including the *Law of the People's Republic of China on Banking Regulation and Supervision*, the *Guidelines for Internal Control of Commercial Banks*, and the *Administrative Measures for Financial Institutions Involved in Criminal Cases*, standardized the Bank's anti-bribery and anti-corruption work, and continuously improved the supervision mechanism.

The *Code of Conduct for Employees* clearly requires all employees (including full-time employees, dispatched laborers, and seconded personnel) to love their jobs, be dedicated to their duties, establish a sense of the rule of law, consciously respect, study, abide by, and apply the law, and continuously improve their legal literacy. Employees should be familiar with, master, and strictly abide by profession-related laws, regulations, regulatory requirements, and industry self-regulatory norms, consciously resist illegal and irregular behaviors, and actively safeguard the legitimate rights and interests of customers and the Bank.

In addition, the Bank formulated the *Regulations on Handling the Violations of Employees*. For employees that are involved in such acts as corruption, misappropriation, embezzlement, theft, fraud, and bribery, the Bank executed sanctions ranging from a major demerit record to removal from office, and termination of the labor contract. If the circumstances are relatively serious or have adverse consequences, they should be dismissed. The *Administrative Measures for Financial Institutions Involved in Criminal Cases* stipulates that a case refers to a criminal case filed and investigated by public security, judicial, and supervision organs, in which employees of institutions at various levels, in the course of business operations, take advantage of their positions to violate the lawful rights and interests of their institution or their customers, including duty-related crimes such as corruption and bribery.

◆ Probity culture cultivation

The Bank continuously promoted the cultivation of probity culture. Standard training courses were developed with a focus on study, traceability, compliance, warning and practice. A trainer team for probity culture was built and included in the "Clean ICBC" training system to consolidate the theoretical foundation for making the staff "not dare, not able, and not want to commit corruption". At present, the probity culture education has covered directors, the management and all employees.

The Bank implemented the "Clean ICBC" training program

The Bank continued to carry out special training on Clean ICBC, and established a business ethics training mechanism covering all employees. Systematic training was provided for the "key few" at all levels of institutions, helping Party members in positions of leadership strengthen their ideological defense against corruption and better fulfill the political responsibility for full and rigorous Party self-governance.



Beijing West Railway Station Sub-branch launched a reading program at the Probity Book Bar.



ICBC Suzhou Branch held a speech competition on probity culture.

By the end of the reporting period, all principal officers of tier-one institutions and tier-two branches attended the training. Meanwhile, all tier-one institutions also conducted special training targeting key positions within their jurisdiction.

During the reporting period, over 260 training sessions were held with a total of 46 thousand trainees. Also, 11 standard training courses were developed, and 203 trainers were certified. The "Clean ICBC" curriculum system and trainer team with distinctive ICBC characteristics have gradually taken shape.

The Bank continuously maintained a tough stance in the fight against corruption, and promoted the punishment of financial corruption and the prevention and control of financial risks in an integrated manner. It endeavored to eliminate the existing corruption, and investigated and dealt with the issues of serious violations of discipline and laws by cadres.

The Bank made sustained efforts to ensure no one dares to commit corruption. Focusing on key areas, strengthened investigation and crackdown on both risks and cases of corruption and more effectively eliminated existing problems and preventing new ones. Efforts were deepened to ensure no one is able to commit corruption by strengthening case analysis and similar case analysis, improving policies and mechanisms

and facilitating the regulation of power. Efforts were stepped up to ensure no one wants to commit corruption by conducting immersive, scenario-based warning and education in the form of special reports, attending court trials, compiling confessions and producing warning films on a tiered and categorized basis, so as to create a sound atmosphere of valuing probity, resisting corruption and upholding honesty and integrity.

Note: For the number of corruption cases of the Bank, the litigation results, and more information, you can log on to the websites of the CPC Central Commission for Disciplinary Inspection and the National Commission of Supervision to check.

◆ Anti-money laundering management

Following the risk-based principle and in strict accordance with the AML laws and regulations of China and the countries or regions where overseas institutions are located, the Bank promoted the transformation of AML work towards a "risk-based" approach, built a "joint risk prevention and co-governance" governance pattern featuring overall management throughout the Group and the coordinated duty performance of the three lines of defense, and advanced the integrated construction of the "due diligence-classification-control" process to ensure the effectiveness of governance.

Improving the AML governance system of the Group

The Board of Directors and the Risk Management Committee of the Board of Directors reviewed and approved important AML matters of the Group, and arranged for a comprehensive AML management system covering the entire process and integrating prevention and control measures. The Senior Management promoted the implementation of AML work and raised requirements for key matters such as AML management. The Head Office's AML leading group reviewed and discussed important matters quarterly with an orientation to strategies, risks and problems, and heard reports on AML work from important departments and relevant institutions. The Head Office's AML leading group also made arrangements for, developed solutions to and supervised major AML tasks across the Bank, fully played a coordinating role in the Group's AML work, and created a synergy and a high-quality development pattern of AML work at the Bank.

Strengthening customer due diligence management

The Bank expanded the scope of due diligence work, refined the due diligence standards and updated the operating procedures for due diligence investigation of individual and corporate customers, providing detailed business guidance for grassroots operations. The Bank integrated the due diligence information, continued to optimize and launch the AML due diligence system functions, strongly supporting the intensive processing of due diligence. The Bank improved the quality and efficiency of due diligence, ensuring the quality of due diligence through regular quality sampling and assessment.

Strengthening money laundering risk assessment and control

The Bank built a money laundering risk assessment mechanism with a full risk view, full-cycle management, and full-process control. The connection of the classification system and business scenarios was advanced. The Bank tightened new product access assessment, regular assessment of existing products, and re-assessment in specific circumstances, and ensured the implementation of control measures for high-risk customers using high-risk products.

◆ Whistle-blower protection system

The Bank improved the whistleblowing and complaint mechanism, ensured smooth whistleblowing channels to make employees heard, accepted supervision by employees and firmly protected the legitimate rights and interests of whistleblowers. The complaints received through the petition channels were kept strictly confidential, thereby making continuous improvements in the comprehensive supervision management.

The Bank has well-established policies and procedures in place to protect whistleblowers from any form of retaliation. The Bank formulates the *Measures for Handling Whistle-blowing on Violations*, clarifying the process of handling whistle-blowing on violations. All cases should be registered one by one, with dedicated personnel in charge and subject to closed-loop management. Through measures such as rigid control by system, the scope of knowledge of whistle-blowers and whistle-blowing information can be strictly controlled. The Bank formulated the *Measures for Incentivizing Employees to Resist and Report Major Violations of Regulations and Discipline and Prevent Cases*, stipulated the reward conditions and standards, the reward implementation authority and process for employees to resist and report major violations and intercept cases, and effectively implemented the relevant requirements for whistle-blower protection.

Deepening the digital and intelligent transformation of the AML system

AML data governance was deepened. The Bank built a monitoring model system combining "standardization, digitization and computerization" models with artificial intelligence models, put into operation models related to suspected ecological environment damage, and strengthened the monitoring of ecological environment damaging behaviors. The Bank reconstructed the suspicious transaction screening process, deeply integrating technologies such as big data, cloud computing, and artificial intelligence into AML work. The Bank strengthened transaction monitoring management and improved the intelligence value of suspicious transaction reports.

Strengthening the AML management of overseas institutions

The Bank kept advancing the standardization of AML work in overseas institutions, and thoroughly reviewed and optimized the overseas AML management system. The standardization and differentiated management of KYCs were further carried out to enhance the quality of customer due diligence based on collaborative analysis among multiple systems and cross-check of multi-dimensional information. The risk control was intensified for high-risk products to reinforce the AML barriers.

Improving the management mechanism of integrated subsidiaries

The Bank strengthened the strategic guidance on the key AML work of subsidiaries, with a focus on high-risk areas and prominent key links. Subsidiaries were urged to improve the effectiveness of AML work throughout the whole cycle and the whole chain. The Bank improved the differentiated assessment mechanism for subsidiaries, set key task indicators of AML on a company-specific basis and strengthened the AML-related duty performance assessment.

◆ Internal audit

The Bank established a vertical and independent internal audit system composed of the Internal Audit Bureau and 10 Internal Audit Sub-bureaus, which are responsible and report their work to the Board of Directors, and shall accept the inspection, supervision, evaluation and guidance by the Audit Committee of the Board of Directors, and report on audit work to the Senior Management. The Internal Audit Sub-bureaus, as the subordinate agencies of the Internal Audit Bureau, are accountable to, and shall report their work to, the Internal Audit Bureau.



◆ Internal audit management and reporting framework

During the reporting period, the Bank implemented risk-oriented audit activities according to the development strategy and the central work of reform and transformation of the Bank, and fully accomplished the annual audit plan. Internal audit focuses on the Bank's implementation of national policies, compliance with regulatory requirements, quality and effectiveness of strategy implementation, and efforts in strengthening risk prevention and control. It covers areas such as credit business, financial management, emerging business, compliance management, fintech, business management, and capital management.

The Bank continuously promoted the digital transformation of audits, strengthened the application of off-site audits, enhanced

the support capacity of information systems, stepped up efforts to implement the digital and intelligent auditing project, enhanced the digital empowerment of auditing, and completed the planned auditing projects with high quality and efficiency.

The Bank redoubled efforts to build the auditor team, and enhanced the professional capabilities of the auditor team by strengthening training and exchanges. It improved the long-term mechanism and responsibility system for audit-based rectification, deepened the cooperation among discipline inspectors, supervisors and auditors to create a synergy in implementation of audit-based rectification, thereby effectively improving the effectiveness of audit supervision.

◆ Governance of technological ethics

The Bank strictly observed technological ethics and adhered to the philosophy of innovation. In accordance with the requirements of the *Opinions on Strengthening Technological Ethical Governance* issued by the General Office of the CPC Central Committee and the General Office of the State Council, the *Financial Technology Development Plan (2022-2025)* and the *Guidelines on Technological Ethics in the Financial Field* issued by the People's Bank of China (PBC), the Bank continued to improve the FinTech ethical governance system, so as to put technological ethics governance throughout the whole lifecycle of FinTech innovation activities, and ensure that FinTech innovation activities are in compliance with the law.

The Bank attached great importance to the publicity and education on technological ethics, and carried out multi-level and three-dimensional training programs. The Bank set up a professional team for technological ethics management through policy interpretation, thematic learning, and other means, providing strong guarantee for better carrying out FinTech innovation and serving high-quality economic and social development.

In terms of artificial intelligence technology, for the three stages of (prior) algorithm research and development, (ongoing) algorithm application, and (subsequent) operation and maintenance, the Bank carried out algorithm security self-assessment, information security monitoring, algorithm security monitoring, emergency response to algorithm security incidents, and handling of algorithm violations, forming an AI security management system with well-defined priorities and responsibilities.

2 Development

The Bank has effectively implemented the financial work decisions and plans of the Central Committee of the Communist Party of China (“CPC”) and the State Council, and actively integrated the philosophy of sustainable development into its operation and management. Focusing on serving the real economy and livelihood, the Bank continued to increase financial supply in key areas and weak links, deepened innovation in technology finance, pension finance, and digital finance, and supported the development of new quality productive forces. The Bank steadily advanced the layout of global services, enhanced the comprehensive capacity of cross-border financial services, and supported high-level opening-up. The Bank deepened, implemented, and refined the “Five Priorities” on all fronts, and boosted the high-quality economic and social development with higher-quality and more sustainable financial services.

- Technology Finance
- Pension Finance
- Digital Finance
- Serving the Real Economy and Livelihood
- Global Financial Services



Contributing to the Sustainable Development Goals (SDGs) of the UN

Key business data

As at the end of the reporting period



As at the end of the reporting period

The number of personal customers exceeded
780 million

The balance of domestic personal loans stood at
RMB **8.12** trillion



The Bank was the first to have the personal customers' assets topping
RMB **25** trillion
reaching
RMB **25.37** trillion

Technology Finance

During the reporting period, the Bank fully implemented the major strategy of building China into a science and technology powerhouse, continuously improved the technology finance service mechanism, and enhanced the capacity and effectiveness of financial services for scientific and technological innovation.

Service measures

Improving the “five specialized” service system for technology finance

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The Bank established a bank-wide Technology Finance Committee, took the lead among its peers in setting up the Technology Finance Center of the Head Office, and established a specialized service institutional system such as “technology finance centers, featured sub-branches, and technological innovation outlets”, covering major sci-tech innovation hubs in China. It promoted the optimization of differentiated authorization and a package of credit support policies, further standardizing the operation of institutions.
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The Bank strengthened collaboration with government authorities, carried out systematic marketing based on the list-based management system, organized a series of marketing campaigns including the technology finance “Chunmiao Action”, “Qiushi Action”, and “ICBC Sci-tech Innovation Partnership”, and stepped up financial service support for high-tech enterprises and Specialization, Refinement, Differentiation and Innovation (“SRDI”) enterprises and “Little Giants” firms.
- 

Adhering to a full-spectrum, full-cycle, full-product strategy, the Bank launched financial solutions covering large, medium, small and micro technology enterprises at different development stages, such as start-up, growth and maturity. The Bank has established an equity investment fund of financial asset investment companies (AIC), with a scale of more than RMB100 billion, which will specialize in investing early, investing small, and investing in hard technology. The Bank promoted product innovations such as credit loans, R&D loans, and intellectual property financing, actively advanced the launch of the “Sci-Tech Board” in the bond market, and improved product coverage and value contribution.
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The Bank launched exclusive rating and credit models for technology enterprises, formulated management measures on due diligence exemption for technology finance, and developed a dedicated credit review system for technology enterprises. In optimizing the loan review process, the Bank launched a series of innovative practices such as special authorization, proactive credit granting, and cluster-based loan review, so as to improve the efficiency of business response.
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The Bank implemented policies including separate credit scale and preferential funding transfer pricing (FTP) for technological enterprises, strengthened assessment guidance, and continuously improved the digital business monitoring, marketing and analysis platform for technology finance. The Bank piloted and promoted an intelligent marketing and evaluation model for technology enterprises, explored the development of a technology finance service ecosystem, and boosted the development of technology finance with financial technology.

Serving technological enterprises – taking SRDI enterprises and “Little Giants” firms as an example

Providing comprehensive financial solutions	Innovating targeted marketing models	Strengthening policy support
<p>The Bank continued to enrich its product portfolio and accelerated innovation in products such as technological innovation M&A loans and equity incentive loans. It established AIC equity investment funds with a total scale exceeding RMB100 billion, actively issued and underwrote technological innovation bonds, and provided full-lifecycle, integrated financial services through the “stock, loan, bond and insurance” interconnection to meet the diversified funding needs of SRDI enterprises and “Little Giants” firms.</p>	<p>The Bank continued to improve its marketing service management model, and issued targeted marketing guidelines in light of the differentiated scenarios of financial service needs among SRDI enterprises and “Little Giants” firms. It carried out the “ICBC Sci-tech Innovation Partnership” series of campaigns, actively engaged with government departments of industry and information technology, science and technology, as well as high-tech parks across regions, expanded marketing coverage through targeted campaigns, and stepped up support for technology finance.</p>	<p>The Bank continued to launch empowerment and guarantee measures, formulated special preferential FTP policies, and took the lead in piloting a negative list system for due diligence exemption in technology finance. Taking SRDI enterprises and “Little Giants” firms as key customer groups and models, the Bank continuously enhanced resource support for technological enterprises and strove to deliver strong performance in technology finance.</p>

Serving technological enterprises – taking strategic emerging industries as an example

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In implementing the national strategy of building China into a science and technology powerhouse, the Bank formulated the *Opinions on Strengthening Services for Strategic Emerging Industries*, clarifying the overall planning and layout of financial services across the Bank. It took the initiative to engage with relevant national ministries and commissions, local governments, and high-tech parks, launched a series of special marketing campaigns to obtain source information, and diversified customer acquisition channels.
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In light of national industrial policies and focusing on distinctive local businesses, the Bank strengthened project reserve and developed financial service plans for key industries by segments and sub-sectors. It implemented “cluster-based marketing” and aligned products with customers to provide comprehensive financial solutions for key customer groups. By giving full play to the synergy of the Group, the Bank continuously improved its financial service capacity for innovation entities and chains through models such as corporate-private banking collaboration, commercial-investment banking interaction, and domestic and overseas coordination.

Service effectiveness

As at the end of the reporting period

<p>The balance of technology loans reached</p> <p>RMB 6 trillion</p> <p>an increase of RMB 1 trillion</p> <p>ranking first among peers in terms of both the balance and the growth</p>	<p>The balance of loans to strategic emerging industries reached</p> <p>RMB 4 trillion</p> <p>ranking first among peers for five consecutive years</p>	<p>The proportion of loans to strategic emerging industries in total loans continued to rise</p> <p>As at the end of the reporting period, the Bank has outstanding loans to more than 50% of the SRDI enterprises and “Little Giants” firms hitting a record high</p>
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Providing comprehensive financial solutions

The Bank continued to enrich its product portfolio, accelerated innovation in products such as technology enterprise M&A loans and equity incentive loans, actively issued and underwrote technological innovation bonds, and provided full-lifecycle, integrated financial services through the "stock, loan, bond and insurance" interconnection to meet the diversified funding needs of SRDI enterprises and "Little Giants" firms.



Innovating targeted marketing models

The Bank continued to improve its marketing service management model, actively engaged with local government departments of industry and information technology, science and technology, and high-tech parks across regions, expanded marketing coverage through targeted campaigns, and stepped up support for technology finance.



Strengthening policy support

The Bank continued to launch empowerment and guarantee measures, took the lead in piloting a negative list system for due diligence exemption in technology finance, continuously strengthened resource support for technological enterprises, and strove to deliver strong performance in technology finance.

The Bank took the lead in launching technological innovation bonds

Under the guidance of regulatory authorities, the Bank leveraged its professional strengths in investment and financing services. On May 9, 2025, it took the lead in launching RMB20 billion of technological innovation bonds, in order to boost the development of the "Sci-Tech Board" in the bond market and the multi-tiered bond market, broaden financing channels for sci-tech innovation enterprises, and stimulate innovation momentum and market vitality.

China's first bank-backed insurance capital AIC fund fueled local sci-tech innovation

During the reporting period, a subsidiary of the Bank participated in China's first bank-backed insurance capital AIC equity investment fund. This fund was jointly launched by ICBC Investment, Hefei Industry Investment Group and ICBC-AXA, focusing on strategic emerging industries and future-oriented sectors. It is dedicated to providing equity investments for technological innovation enterprises in Anhui and supporting the development of the sci-tech innovation industry.

Dalian Branch successfully launched the first "intellectual property pledge loan"

Dalian Branch of the Bank continuously explored new models of financial services, went deep into frontlines of technological innovation enterprises, conducted intensive visits and targeted surveys, and fully promoted the innovative R&D of "intellectual property pledge loans". Finally, it successfully launched the first such loan. Based on the rich resources of SRDI enterprises and technological innovation enterprises in the Dalian High-tech Zone – a new hub of technological innovation in the city, this business has a significant demonstration effect.

Guangzhou Branch empowered the low-altitude economy through "finance + technology"

In recent years, the development of strategic industries such as the low-altitude economy and sports technology in Guangzhou has been speeding up. In light of Guangzhou's industrial development strategies, Guangzhou Branch of the Bank injected financial impetus into enterprises in fields including unmanned aerial vehicles and aviation emergency rescue through the synergy model of "credit, equity and fund". Driven by Guangzhou Branch, ICBC Investment established four AIC pilot funds, with a cumulative investment of RMB1,147 million in equity projects of technology enterprises. This has promoted the application of core technologies in the low-altitude economy to a wide range of sectors – from intelligent security to smart logistics, and from emergency rescue to urban governance.

Shandong Branch launched the first equity participation M&A loan in China

Shandong Branch of the Bank successfully granted an M&A loan for equity participation in a technology enterprise to a listed company. By designing a professional financing plan, it effectively supported the enterprise's equity M&A demand, helped the enterprise complete technological upgrading and industrial chain collaboration. This represented another major innovative breakthrough in supporting the construction of a modern industrial system and promoting the development of new quality productive forces. As the first equity participation M&A loan in China, the facility was disbursed on the very first day the new M&A regulations came into effect, demonstrating the Bank's efficiency and commitment to serving the real economy.

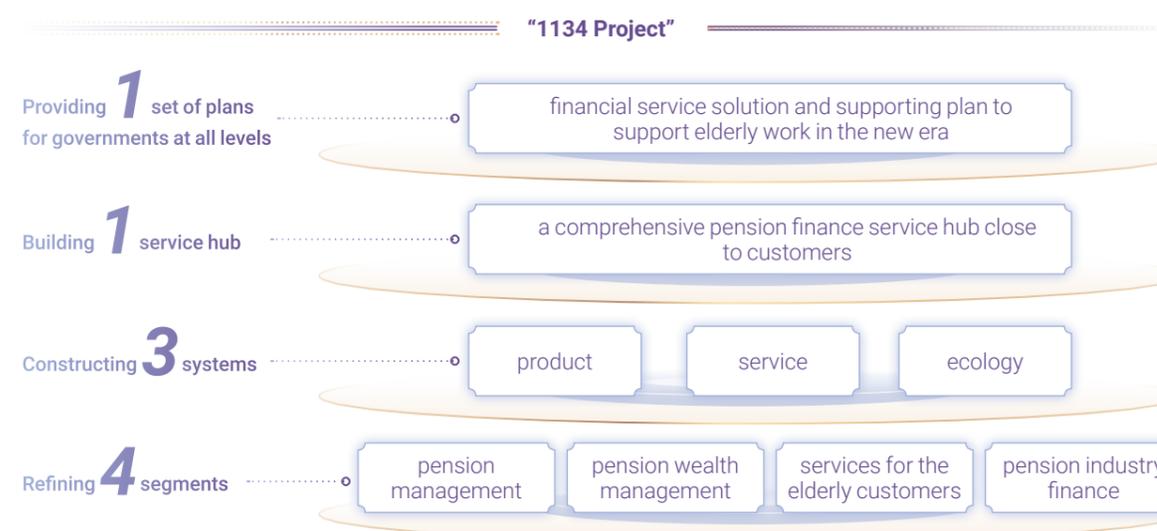
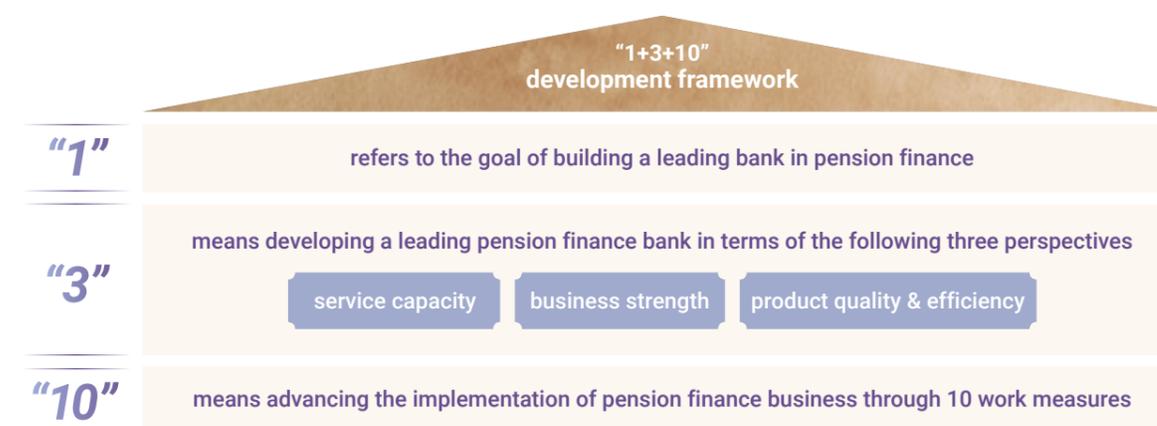
Pension Finance

Service system

Improving the top-level design

The Bank adopted a systematic approach to improve the layout of pension finance development, formulated forward-looking long-term development strategies for pension finance, and developed a comprehensive business system covering the three major segments of pension finance.

During the reporting period, the Bank revised and improved the *Action Plan for Promoting the Development of Pension Finance*, building a "1+3+10" development framework for a leading bank in pension finance. It launched the "1134 Project" for the pension finance service system, and put forward specific measures from three perspectives: overall planning with high strategic positioning, high-quality service supply, and high-standard capacity building, so as to advance the development of pension finance.





Mechanism building

The Bank established a four-level promotion mechanism comprising the Head Office, provincial branches, municipal branches, and sub-branches, in accordance with the characteristics of cross-line and grassroots promotion of pension finance business.

- The Head Office and tier-one (directly managed) branches have set up pension finance committees;
- The Bank carried out pension finance demonstration activities in tier-two branches, and strengthened the strategic transmission to grassroots institutions through direct management;
- The Bank built "pension finance homes" at outlets, integrating service modules such as pension wealth, pension consulting, social security services, annuity agency, and pension industry.



Talent team

The Bank created a core talent pool for pension finance, formed a horizontal & vertical talent structure featuring "institutional hierarchy + professional modules", and set up a pension finance talent team across institutions at four levels (Head Office, provincial institutions, municipal institutions and sub-branches) and more than 10 business lines.



Brand building

The Bank advanced the culture and brand building of pension finance services and established the "1+3+N"¹ ICBC pension finance brand system. During the reporting period, the Bank officially launched the "ICBC Pension Finance" brand logo, comprehensively enhancing the brand influence and service awareness of pension finance.

Service effectiveness

The Bank was awarded **"Outstanding Trustee"** by the Pension Insurance Management Centre of the Central Government Departments

The Bank received the **"Pension Finance Tianji Award"** and **"Ark Award for Pension Finance Practice"** from the Securities Times

The Bank won the **"Best Pension Finance Award"** from the Retail Banking

The Bank was awarded the **"Pension Innovation Bank of the Year"** by Eastmoney

The Bank was awarded the **"Pension Finance Service Institution of the Year"** and **"Bank of the Year for Pension Finance Innovation in 2025"** by the Economic Observer

The Bank received the **"2025 Annual Award for Typical Cases of Community Elderly-Friendly Services"** from China Times

Note: 1.refers to the overall "ICBC pension finance" brand; "3" refers to three major business segments: pension funds, pension services, and pension industry; "N" stands for various featured pension finance products and services.

Pension finance



The Bank provided supporting financial services for various reforms of the social security system, exclusively supported the construction of the national pooling system for pension insurance, and actively participated in the national social security IT application. It improved the online-offline social security service ecosystem, comprehensively promoted the efficient services of financial social security cards, and achieved cross-provincial processing of social security cards nationwide.

The Bank ranked first among peers in terms of domestic social security deposits and maintained a leading position among peers in terms of the size of financial social security cards issued.



Leveraging the Group's full-license advantage in enterprise annuities, the Bank continued to improve the efficiency of annuity operation and management. The return on investment of annuity fund under trusteeship maintained a leading position in the industry, and the Bank's services have been widely recognized by customers for their reliability and convenience.

As at the end of the reporting period the total pensions under management of the Group were more than

RMB 5.9 trillion



The Bank actively supported the promotion of personal pension system nationwide, pioneering the provision of full-cycle services including personal pension account opening, contribution, investment, and withdrawal through all channels. It provided personal pension products including savings, wealth management, funds and insurance, and introduced innovative service features such as "Automatic Transfer", "Woriless Investment", and "Asset Diagnosis", positioning itself as customers' preferred platform for personal pension services.

The Bank maintained a leading position among peers in terms of the scale and contribution amount of personal pension fund accounts.

Pillar 1

Pillar 2

Pillar 3

Elderly care service finance

During the reporting period

The number of elderly customer groups (aged 55 and above) exceeded

220 million

The Bank established more than

9,300

featured outlets with pension finance services

Issuing the "ICBC + Elderly Care Services" 2025 Action Plan

Focusing on elderly care financial needs, the Bank rolled out competitive and distinctive elderly care financial products and services with prominent senior-friendly features and excellent user experience, which are tailored to customers' full-lifecycle pension financial needs and aim to address deep-rooted issues of elderly care services.

Improving the "ICBC Aixiangban" elderly customer brand service system

The Bank improved the "ICBC Aixiangban" elderly customer brand service system. Adhering to the service vision of "Accompanying You with Love, Forever Young", the Bank continuously advanced age-friendly renovations across all channels, steadily enriched exclusive products and activity benefits, and developed a full-cycle "finance + pan-finance" service solution covering "preparation for aging – adaptation to aging – retirement life – elderly enjoyment".

Building an integrated "Finance + Elderly Care" service model

The Bank innovatively launched the Ruyi Life integrated elderly care solution. Centering on customers' full-lifecycle needs, it provided end-to-end solutions covering four core scenarios: financial planning, fund allocation, service support, and asset arrangement.

The Bank newly launched exclusive elderly care credit products, including Ruyi Loan and Annuity Flash Loan, covering diversified needs such as elderly care support, medical care, health and wellness services, and retirement preparation. It promoted a virtuous cycle of "savings – investment – consumption – elderly care" to support the high-quality development of the silver economy.

Advancing the development of a featured outlet ecosystem with pension finance services

Giving play to its strong network of outlets, the Bank rolled out the project of developing tens of thousands of featured outlets with pension finance services¹ and took the "543" core service measures². By the end of the reporting period, nearly all of the Bank's outlets had been equipped with basic senior-friendly service functions.

Strengthening the development of the outlet service team

The Bank cultivated professionals familiar with local elderly care policies and institutions, capable of marketing pension products, and equipped with knowledge and skills to combat illegal financial activities and fraud, building a grassroots service team tailored to pension finance.

Upgrading the mobile banking service channel

The Bank established a unified view of the three pension pillars, integrated services including pension planning, products, and courses, launched an intelligent pension planning calculator, and introduced life scenarios such as elderly care communities, building a comprehensive online "financial + non-financial" service platform.

Carrying out financial education and rights protection for the elderly

The Bank promoted financial literacy among seniors, improved their financial knowledge and risk prevention capabilities, and effectively protected the legitimate rights and interests of consumers.

Pension industry finance



Supporting development of the silver economy

Keeping abreast of the national policy direction for the development of the silver economy and taking into account the operational characteristics of elderly care enterprises, the Bank continuously refined credit policies, stepped up credit supply, provided targeted financing services to elderly care enterprises, and supported the large-scale, standardized, clustered and brand-based development of the silver economy. Seizing the policy opportunities of service consumption and elderly care refinancing, the Bank has formulated a project reserve list, and ranks among the top in the industry in terms of the amount of refinancing applications for the elderly care industry.



Enriching comprehensive services

The Bank strengthened bank-corporate collaboration, and flexibly applied the "loan + bond + stock + agency + leasing + consulting" six-in-one investment and financing model to support the operations of elderly care enterprises. The Bank enriched 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.



Strengthening technical and empowerment support

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, helping elderly care service institutions improve their information-based management and operation capabilities.

Note: 1. Building 100 flagship outlets, 1,000 model outlets, and 10,000 basic outlets for pension finance.

2. "5" stands for five premium care spaces: barrier-free movement, smooth communication, efficient services, worry-free support, and all-round care. "4" stands for four integrated open scenarios: community, life, volunteer services, and online-offline integration. "3" stands for three experience platforms: easy-to-use pension account services, special elderly care rights and benefits, and exclusive pension wealth management.

Digital Finance

D-ICBC development

The Bank comprehensively deepened the building of D-ICBC. It leveraged "data and technology" as a drive to continuously improve digital financial governance, strengthen the capabilities of digital platforms, enhance the efficiency of digital operations, upgrade digital offerings, build a strong digital line of defense for risk control, and improve the value of data elements, leading to new achievements in digital finance.

As at the end of the reporting period

The Bank posted a total of **6,894** patent grants

The Bank was the first and only one to obtain the highest-level certification across all capability domains of the Digital Transformation Maturity Model (FDMM) issued by the China Academy of Information and Communications Technology

The Bank was the only one in the industry to be awarded the "Digital Bank of the Year, China" by *The Asset* magazine of Hong Kong in 2025

The Bank strengthened strategic planning and organizational management

The Bank advanced digital finance through enhanced coordination

It has fully leveraged the top-level driving role of the Digital Finance and FinTech Committee, aligned promptly with the latest Party and national policies, and reviewed major matters including new technology application, security risk prevention and control, planning for the new phase, and innovation incentives. The Corporate Banking Department has been added as a joint leading department for the Digital Finance and FinTech Committee to better support the development of the digital economy.

The Bank enhanced the institutional framework for digital finance

Focusing on both the quantity and quality of digital talent cultivation and utilization, it established a core talent base for digital finance to refine its strategic talent layout, thereby better leveraging its leading role in digitalization. The IT Business Partner (ITBP) mechanism was created to foster talent exchanges between technology and business units, enhancing the cross-functional integration. In addition, the Bank continued to improve its innovation incentives, such as the open competition mechanism, to motivate its professional talent to take ownership of innovation.

The Bank strengthened its digital marketing capability

The Bank deeply implemented the "AI+" Action Plan

The Bank strengthened its AI capabilities across the five core elements: computing power, algorithms, data, paradigms, and security, improved and expanded AI applications, and rolled out AI solutions in over 2,000 scenarios. The annual workload undertaken by AI has exceeded 50 thousand person-years. The Bank advanced the development of a defense system against generative AI attacks on biometric recognition. The AI Face Protection Shield has been applied to over 100 business scenarios, including mobile banking login, corporate account opening, and credit card face-to-face verification, effectively preventing attacks such as image forgery and voice cloning to ensure business security.

The Bank comprehensively promoted the upgrade of the ECOS 2.0 digital technology system

To boost technology self-reliance and self-improvement, the Bank completed the project to enhance the service capacity of its overseas core businesses, and fully realized the distributed architecture and independent control of its IT production systems. To firmly uphold security, it strengthened IT and cybersecurity management, continuously improved the Group's technology governance framework, and established the "three platforms and three perspectives" covering the Group's technology assets, production and operation, and cybersecurity. This has significantly enhanced the Group's penetrating management capacity. The Bank improved its operation, maintenance and disaster recovery systems, conducted regular off-site disaster recovery drills, built greater resilience in business continuity, and maintained a Bank-wide information system availability rate of over 99.99%.

◆ The Bank unleashed the potential of data factors

The Bank upgraded its data infrastructure, enhanced the data middle office to enable greater data sharing, and deepened the governance of external data as well as data from overseas institutions and subsidiaries. The Bank deepened the application of data services and developed a portfolio of data products. Focusing on key areas including marketing, risk management, decision-making and operations, the Bank developed high-value, reusable data products on a large scale, established a Bank-wide GBC (interactions among government, business and consumer) plus capital flow data system, unified the indicator library, and introduced such functions as AI-powered intelligent search and attribution analysis to support business operation and management. It strengthened data security management, revised relevant data security rules and measures, and conducted group-wide data security risk assessments and special inspections. The compliance rate of classified and graded data security standards for key business systems of overseas institutions reached 100%.

◆ The Bank built a digital finance service ecosystem

Centered on serving customers, the Bank reinforced three major external platforms, with the aim of shaping a digital finance service network that delivers more convenience and benefits to the people. Digital business accounted for 99%.



Mobile banking

- The Bank upgraded the new-generation "Smart Share + 1.0" mobile banking platform, innovatively upgraded service experience in key areas including wealth management, full-spectrum financing, consumption promotion and smart services, and optimized the integrated financial products and services of "earning, management, spending and borrowing".
- The Bank innovated the intelligent service model of mobile banking, re-structured business processes, and explored human-machine collaborative intelligent customer services.
- The Bank newly launched ICBC iBonus Point, and established the iBonus Point Park and iBonus Point Mall to enrich customer rights and interests and improve customer experience.
- Centering on key customers and core businesses, the Bank optimized exclusive services such as the inclusive finance special version, wealth tab and Payment agency service zone to meet the differentiated needs of various customer groups.
- Focusing on high-frequency financial scenarios and commonly used functions, the Bank developed the "Bank Account" services, launching a simplified version of mobile banking as well as the Uyghur service version.
- The Bank promoted the integration of mobile banking with outlet services, strengthened its online and offline integrated service capabilities, and ensured service experience featuring "one-point access, all-omni-channel response and digital synergy".
- As at the end of the reporting period, the Bank had 630 million personal mobile banking customers, with more than 290 million monthly active mobile users, both ranking first among its peers.



Open banking

- The Bank endeavored to enhance the quality and efficiency of scenario-based financial services, delivering integrated and customized solutions across government services, public services, industrial development, and rural development. It carried out GBC plus the "Digital Partner Nationwide Tour" activities and strengthened digital financial services in areas such as the Golden Tax System Phase IV, the industrial internet, online freight, and digital agriculture.
- The empowerment and efficiency of corporate internet banking were enhanced. The Bank advanced the development of the "MSME Ecosystem Platform" on corporate internet (mobile) banking. Empowered by the "financial expert and business manager" ecosystem, the Bank continued to enrich services for seven scenarios, namely payroll, wealth management, bill, taxation, legal affairs, information and logistics.
- As at the end of the reporting period, the Bank had 18.94 million corporate internet (mobile) banking customers, with more than 8.36 million monthly active customers, both ranking first among its peers.



ICBC e-Life

- The Bank strengthened channel coordination and continued to expand its scenario-based ecosystem, launching dedicated sections for ride-hailing, air ticket booking, and trade-in services. It introduced a differentiated marketing model and optimized its credit card reward tools, outreach tools for e-Life Station payroll agency services, and mini-program channels.

The Bank empowered employees and optimized the three major internal platforms, thereby integrating the customer service capabilities both internally and externally.



▶ The Counter Express has been rolled out to all domestic outlets, supporting their light operation.



▶ The corporate version deepened the development of its Marketing Helmet platform, upgraded both internal and external customer profiling, launched a corporate product marketplace, and built an intelligent marketing agent. It consolidated core capabilities, including customer insights, knowledge Q&A, and customer management, enabling customer managers to automatically generate comprehensive financial solutions (CFS) for customers.

▶ The personal version introduced an AI-powered wealth assistant. Its marketing PAD platform integrated five key capabilities: convenient account opening, bundled product sales, mobile financial advisory, on-the-go lending, and merchant promotion support. These fostered a new marketing model featuring human-machine collaboration, WeCom-based engagement, and PAD "peddler".



▶ The Bank launched the 7.0 version of ICBC e Office, further advancing smart workplace scenarios such as meetings, email, and virtual assistants. Full coverage was achieved across login authentication, internal system access, workflow processing, and mobile approval, leading to a 30% improvement in office efficiency.

◆ New financial infrastructure construction

The Bank continuously strengthened the development of new-type financial infrastructure such as payment, settlement, clearing and custody.

In terms of payment

The full-scale business of e-CNY achieved a smooth transition to the new measurement framework, helping e-CNY move from the digital cash era to the digital deposit currency era.

In terms of settlement

"ICBC Global Pay" realized direct local payment functions in 44 overseas countries and regions.

In terms of clearing

The Bank was among the first in the industry to access the PBC cross-border Payment Connect, the e-CNY cross-border payment platform and the blockchain payment platform. It accelerated the promotion of the Multilateral Central Bank Digital Currency Bridge, with the cross-border clearing scaling up continuously.

In terms of custody

The Bank steadily promoted the development of a new-generation asset custody system, strengthened support capabilities for global custody business, and effectively improved service quality and efficiency for sovereign customers.

Meanwhile, the Bank continuously optimized cross-border digital financial services, deepened Cross-border E Account Connect services, expanded QR code payment support for foreign nationals in China, optimized international banking services on corporate internet banking, and strengthened services for customers "going global" and those "brought in". The proportion of overseas online business reached 94.4%.

The Bank enhanced its digital operation and management capability

The Bank vigorously advanced the development and application of the enterprise-level intelligent risk control platform and continuously enhanced its functions. This involved making iterative improvements to the risk officer section, introducing market intelligence briefings covering commodities, foreign exchange, bonds, currency, and equities, and developing margin monitoring views for the derivatives business. Application support was intensified to enable the first line of defense and branch institution platforms to conduct risk screening and early warning, intercept high-risk transactions, and carry out investment research. The Bank enhanced related-party identification and automated investigation as well as holistic risk monitoring, to mitigate cross-contagion risks. The enterprise-level risk control platform has been adopted by 20 Head Office departments, all domestic branches, and selected overseas institutions and integrated subsidiaries.

The Bank supported comprehensive financial services and enabled targeted alignment between corporate, personal, and institutional customers and corresponding products. The Bank established a pairing service team for top-ranking customers with over 20 thousand members, strengthened its intelligent data computing capabilities, and reached more than 10 million corporate customers in total. Based on the personal wide data table, the Bank promoted data sharing within business segments, displayed customer portraits from multiple perspectives, and deepened targeted product alignment relying on the intelligent brain. The transaction volume of key products exceeded RMB3.9 trillion in 2025.

The Bank continued to improve its digital operation system, including mechanisms, platforms, and staff teams, building a full-coverage reach matrix, and stepping up integrated marketing campaigns and ICBC iBonus Point operations. The Bank upgraded the AI-driven digital strategy capabilities of the "Zhike" platform, deepened collaboration between digital operation teams and customer managers, and improved operation efficiency and efficiency for all customers, key customer groups and long-tail customers. The Bank carried out refined operations for customer groups including new customers, payroll clients and third-party payment customers, achieved accurate alignment between products and customers, and better met customers' financial service needs. The Bank developed and promoted a new marketing and service system based on WeCom, empowering frontline employees in marketing and expanding customer services.

The Bank accelerated the digital and intelligent upgrading of remote banking and optimized the intelligent service system. It improved the efficiency of human-machine collaboration and customer service experience, maintaining a leading position among peers in terms of intelligent voice and text diversion rate. It also won first place in all four categories of the 2025 Innovative Application Competition for Digital and Intelligent Transformation of Customer Service Center and Remote Banking hosted by the China Banking Association. The Bank promoted a new intensive and digital-intelligent model for handling customer complaints, strengthened online problem-solving, online complaint resolution and centralized work order processing, effectively improving service quality while reducing grassroots burdens and empowering frontline staff.



The Bank empowered the deep-going development of green finance. It built an intelligent green identification model, improved the functions of the environmental risk monitoring system, and developed an early warning system for meteorological disasters. A pilot program was launched in the Shanghai Branch to automatically evaluate the meteorological disasters concerning customers, projects, outlets, and other operational factors. The Bank continued to lead the industry in terms of the scale of green loans.



The Bank vigorously developed digital inclusive finance by enhancing its digital inclusive products; integrating high-quality data; optimizing admission models to precisely calculate credit lines; and introducing the "Seven-Block" digital modeling toolkit to support branches in rapidly innovating inclusive products tailored to regional characteristics. Digital inclusive loans accounted for over 80% of the total growth in inclusive lending.



The Bank continued to enrich pension finance services by launching the "Ruyi Life Retirement Plan" to provide customers with comprehensive services covering retirement planning, selected financial products, and elderly care solutions. The Bank upgraded the pension finance data platform, redesigned the corporate pension marking and account setup processes, and advanced the Silver Generation Industry Cloud development.



The Bank supported the enhancement of digital-real economy integration. It released the ICBC Global Treasury brand and relevant service white paper, as well as the "ICBC Treasury" leadership initiative, with around 15,000 customers on board. The cloud-based fund supervision platform under the ICBC Finance Pool was applied to major national projects such as the construction of eight north-south and eight east-west high-speed lines, as well as Xiong'an New Area.

The Bank supported the integration of digital and real economies

The Bank advanced innovative application of digital technologies in key areas, including the "Five Priorities".



To help enhance the quality and efficiency of technology finance, the Bank rolled out the 2.0 version of the technology enterprise evaluation model and developed a comprehensive IT command center for technology finance. A closed-loop management system was established, integrating information aggregation, situation awareness, intelligent decision making, operation coordination, and precision services, leading to a significant increase in loans to technological enterprises.

Supporting digital economic development

The Bank actively implemented the national strategy of building China's strength in cyberspace and building a digital China. The *Marketing Guidelines on Financial Support for the Core Industries of Digital Economy* was issued to strengthen comprehensive financial services for key areas such as digital infrastructure construction, high-quality development of the platform economy, and digital technological innovation, and fully support the development of the digital economy.

As at the end of the reporting period

the balance of loans granted by the Bank to the core industries of digital economy exceeded

RMB 1 trillion

Serving the Real Economy and Livelihood

Serving the modern industry system

Serving the manufacturing industry

During the reporting period, the Bank made every effort to build a "leading financial service provider for manufacturing", deepened the "ICBC Loan for Upgrade and Renewal" campaign, and worked with the Ministry of Industry and Information Technology to launch the special initiative "ICBC Benefits for the Masses".



Supporting energy finance services

During the reporting period, the Bank continued to increase financial service support for energy supply and green transformation. It continued to increase financial support to ensure a stable energy supply and safe green development.



The Bank effectively supported advanced production capacity projects in the fields of energy supply guarantee, clean energy, national pipeline network, oil and gas development, as well as funding needs for equipment renewal and upgrading.



The Bank implemented the financial service requirements for ensuring energy supply during peak summer and winter periods, and put support for energy supply financing in the first place. It established fast-response green channels, allocated favorable credit lines, and prioritized loan approval and disbursement. All efforts were made to address the liquidity financing needs of key enterprises of energy supply guarantee, thereby ensuring energy access for the people, safeguarding the security of industrial and supply chains, and supporting sustained, stable economic and social development.



The Bank promoted implementation of the strategic cooperation agreement signed with the National Energy Administration, exceeded the original financing support target, and coordinated and promoted specific business cooperation in the energy field.



The Bank ameliorated the policies on credit access, credit granting, authorization, and pricing in the energy sector, and enhanced policy adaptability and market competitiveness.



The Bank launched innovative services such as subsidy ownership confirmation loans and carbon emission pledge loans, promoted new types of bonds such as green bonds, "renewal and trade-in" bonds, and technological innovation bills, improved the deleveraging business models such as debt-for-equity swaps of power enterprises and industrial funds, promoted asset rehabilitation solutions such as ABN and REITS, and provided enterprises with full-lifecycle combined financing services.

Supporting infrastructure construction

The Bank proactively implemented the national regional coordinated development strategy. Relying on its own financial service capability, the Bank energetically supported infrastructure construction, and continuously improved the quality and efficiency of financial services in supporting the real economy and facilitating coordinated regional development, with a focus on key regions and urban construction.

Full support for the Beijing-Xiong'an intercity railway project

The BeijingXiong'an intercity railway project is a vital transportation corridor linking Xiong'an New Area with Beijing and other parts of the country. Leveraging a preapproval mechanism, the Bank took the lead among its peers in completing loan approval and achieving rapid disbursement. Meanwhile, to meet construction funding needs, the Bank opened a green channel for project loan drawdown, fully ensuring timely drawdown at each key time point of payment. To date, the Bank has disbursed total loans of RMB5.2 billion for the BeijingXiong'an intercity railway project.

Guizhou Branch supported the construction project of the "world's highest bridge – Huajiang Grand Canyon Bridge"

As the "world's highest bridge" and the "bridge with the largest span among global mountainous areas", the Huajiang Grand Canyon Bridge in Guizhou is a major national infrastructure project. Taking it as its mission to serve major national projects and local development, Guizhou Branch of the Bank established the "three special services mechanism" and customized financing solutions. It provided a total of RMB2.05 billion in project financing to meet the bridge's construction funding needs, supporting the successful opening of the project to traffic in September 2025 and contributing to the upgrade of Guizhou's transportation network.



Serving the construction of Huajiang Grand Canyon Bridge.

Serving the private economy

The private economy is an important component of the national economy and a key pillar for stabilizing employment, increasing income, and driving technological innovation. The Bank took proactive measures to increase credit granting, allocate resources in a targeted manner, and improve service quality and efficiency, providing comprehensive financial solutions to help private enterprises grow stronger.

During the reporting period, the Bank and the All-China Federation of Industry and Commerce jointly launched the "Financial Support for Enterprises: Quality Improvement and Innovative Development" initiative to empower the high-quality development of the private economy, and created a "Directory of Quality Private Enterprises".

As at the end of the reporting period

the balance of total loans serving the non-public sectors reached
RMB **8.6** trillion

Zhejiang Branch underwrote the first green bond to empower the private manufacturing industry

During the reporting period, Jinhua Branch of the Bank in Zhejiang successfully underwrote and issued a RMB280 million green medium-term note for a major private manufacturing enterprise, with a maturity of three years, RMB50 million of which was underwritten by the Bank. It was the first green bond underwriting transaction of Jinhua Branch, achieving a breakthrough in this business field. It demonstrates Jinhua Branch's proactive efforts in serving the real economy, supporting the high-quality development of manufacturing, expanding direct financing channels for private enterprises, and advancing green finance.

Guangdong Branch provided credit support to help a leading cement enterprise accelerate green transition

Under the professional guidance of the PBC Dongguan Branch throughout the process, Dongguan Branch of the Bank in Guangdong successfully granted a one-year transition working capital loan of RMB280 million to a cement company under a large comprehensive private enterprise group, in order to meet the company's core demand for energy conservation, emission reduction and green upgrading. This move represents a substantial breakthrough for Dongguan Branch in exploring targeted financial support for the green and low-carbon transformation of high-carbon industries.

Financial services for people's livelihood

Financial services for healthcare

The Bank deepened medical security services, offered convenient and efficient mobile clearing services of medical insurance for the insured through full cooperation in electronic medical insurance certificates and clearing of mobile payments.

ICBC-AXA provided medical security services

During the reporting period, ICBC-AXA was selected for the "Jiangxi Wei Hui Bao" program in 2025. Approved by the Jiangxi Provincial Financial Regulatory Bureau and guided by the Health Commission of Jiangxi Province, this program is the only inclusive commercial supplementary medical insurance in Jiangxi Province covering 46 million people across all 11 prefecture-level cities in the province. ICBC-AXA provided insurance for the program during the reporting period, effectively contributing to the development of a multi-level medical security system.

Financial services related to culture and tourism

The Bank remains committed to prioritizing the cultural and tourism industry as a key area. It has developed a comprehensive financial service model covering investment and financing, settlement and payment, digital development, and distinctive financial products, playing a leading role in financially supporting the cultural and tourism industry.

Hebei Branch launched "Homestay Loan" to boost local cultural and tourism development

The homestay industry has become a pillar and distinctive industry in Beidaihe. Qinhuangdao Branch of the Bank in Hebei Province innovatively launched the "Homestay Loan" financing scheme, aligning the development needs of the local homestay industry with the Bank's financial service policies to support the in-depth integration of agriculture, culture and tourism. It serves as an important financial pillar for rural economic development, injecting new impetus into rural revitalization.

Basic consumer services that benefit the people's livelihood

Focusing on key areas of livelihood-related consumption, the Bank actively implemented the task of "combining consumption promotion with improvement of the living standards", made good use of policy tools, stepped up support, and optimized service models.

To build convenient living circles, the Bank supported the renovation, upgrading and daily operating liquidity of convenience stores (such as Freshippo and 7-Eleven), neighborhood centers and farm product markets, helping to develop "15-minute" convenient living circles to improve people's livelihood and boost consumption.

To upgrade supermarkets and department stores, the Bank provided comprehensive financial services, such as investment and financing, settlement and payment, acquiring, and digital currency promotions, to leading enterprises including Beijing Wangfujing Group, Shanghai Bailian Group and PDL.

To develop distinctive commercial blocks, the Bank injected new vitality into traditional business districts, enabling old streets and lanes to embrace new consumption and old landmarks to gain youthful appeal. In Beijing, the Bank led a syndicated loan for the Longfu Temple project to help develop it into a new cultural consumption landmark of the capital. In Shaanxi, the Bank supported the development of the Longest Day in Chang'an immersive commercial block.

Public welfare-related financial services

Assistance-related financial services

For ensuring sound provision of assistance-related financial services, the Bank pooled products and activity resources to create a "1+4" happiness service system¹. The Bank offered exclusive settlement preferences to customers, 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.

Guangdong Branch launched assistance-related financial products

Guangdong Branch of the Bank gives top priority to supporting the development of county-level industries. Upon receiving the vertical assistance tasks, the Branch promptly conducted field research in Jiexi County and held multiple joint meetings to formulate assistance measures. To meet the development needs of distinctive industries such as wire and cable, the Branch designed and launched the "Jiexi Revitalization Loan", an exclusive financial product for targeted assistance. This product provides targeted support for industrial development in Jiexi and has achieved remarkable results.



Guangdong Branch of the Bank keeps abreast of customers' operating status and their follow-up banking service needs

Charity finance

Building a comprehensive "finance + charity" ecosystem

The Bank successively invited leaders to attend the signing ceremony of the USTC Education Development Charity Trust Ecosystem and the fourth Tsinghua University Rural Revitalization Practitioners Forum, and launched public welfare and charity cooperation projects with Westlake University. Meanwhile, the Bank continuously increased education investment in areas receiving targeted assistance, with a focus on supporting educational aid programs in counties and cities receiving counterpart assistance in Sichuan Province.

Strengthening GBC interactions in charity services

The Bank enhanced systematic marketing and resource integration with key institutions including civil affairs departments, charitable organizations, and colleges and universities. Through joint visits to authoritative bodies such as the Ministry of Civil Affairs, the China Charity Alliance, and the China Charity Federation, the Bank promoted the establishment of a multi-stakeholder collaboration mechanism and created a new "GBC + charity" integrated service model.

Launching charity accounts on mobile banking

As an innovative and paradigm-setting digital carrier for charity finance, the Bank rolled out functions including charitable bill, charitable donation, ICBC iBonus Point empowerment, and charity medal. This enables private banking customers to achieve full-spectrum display, all-channel integration, and end-to-end recording of their charitable activities with the Bank.

Note: 1. Specifically, "1" refers to an exclusive themed medium, and "4" refers to four comprehensive service solutions, namely, "Happiness Deposit", "Happiness Wealth Management", "Happiness Loan" and "Funong Gift Package".

Global Financial Services

International operation landscape

As at the end of the reporting period

The Bank had established **410** overseas institutions in **49** countries and regions globally

and indirectly covered **21** African countries through its stake in Standard Bank

The Bank had **250** branch institutions in **30** countries along the Belt and Road Initiative



with its service network spanning **six continents** and **major international financial centers** worldwide

Serving high-level opening-up

Providing high-quality cross-border RMB services

The Bank actively built a good ecosystem for cross-border use of RMB. The Bank actively contributed to advancing RMB internationalization and the building of an independent and controllable cross-border RMB payment system, and continuously enhanced cross-border RMB facilitation services.

Providing cross-border RMB financing for an intercity railway project in Brazil

The Bank provided cross-border RMB financing, together with comprehensive services including currency swaps and settlement, for the northern axis project of an intercity railway in Brazil. It adopted an innovative "dual-local currency" financing model in RMB and Brazilian real, which effectively reduced corporate financing costs, controlled exchange rate risks, supported infrastructure improvement in BRICS countries, and facilitated public travel.

Amsterdam Branch of ICBC (Europe) handled cross-border RMB financing and settlement for sustainable aviation fuel

Leveraging the Bank's strengths in cross-border RMB products and services, Amsterdam Branch of ICBC (Europe) collaborated with a major Chinese "going global" energy company under the "energy + finance" integration framework. It successfully completed the first RMB accounts receivable factoring financing, and realized full-process cross-border RMB settlement within the Group for sustainable aviation fuel through cross-border collaboration. This represents another innovative achievement by Chinese banks and enterprises in jointly promoting green finance and RMB internationalization application scenarios.

Helping stabilize the volume of foreign trade and improve its mix

Focusing on the development needs of foreign trade enterprises, the Bank upgraded full-process, multi-level and all-round financial services, established an integrated service mechanism for stabilizing foreign trade, helped foreign trade enterprises effectively respond to the new landscape in international trade, and supported the sound development of foreign trade enterprises.

More efficient financing support

The Bank increased credit support for foreign trade, rolled out special credit and funding policies, and provided all-round financing services.

More comprehensive transaction services

The Bank continuously improved the completeness of transaction varieties and the convenience of functions on online channels, supporting customers in exploiting new markets.

More diversified cultivation of new business forms

Centering on the ICBC e Trade service system and relying on its product matrix including Cross-border e-Business Connect and Cross-border e-Warehouse Connect, the Bank actively supported new business forms such as cross-border e-commerce and overseas warehouses, empowering the development of new forms of foreign trade.

More coordinated integrated development of domestic and foreign trade

The Bank fully aligned with the full-process, full-cycle and all-round financial service needs of foreign trade enterprises in the domestic market and domestic trade enterprises in overseas markets, leveraged its strengths in customers, platforms and resources, and helped broaden domestic and foreign trade service scenarios through online and offline channels and the C-end and B-end model.



ICBC (Asia) supported stable foreign trade and cross-border production capacity cooperation through international factoring

ICBC (Asia) and domestic branches, through an onshore and offshore coordination mechanism, innovatively launched China's first cross-border RMB international dual-factoring financing under new offshore trade. It provided low-cost, high-efficiency and full-process controllable cross-border funding support for a leading foreign-funded garment export enterprise, helping stabilize foreign trade and the global layout of industrial and supply chains.



Supporting the Belt and Road Initiative

The Bank continuously improved the Belt and Road Bankers Roundtable (BRBR) to promote the high-quality Belt and Road cooperation. It supported the projects for the people's wellbeing in the countries along the Belt and Road routes as well as a series of representative clean energy projects.

As at the end of the reporting period

the Bank had supported
432
major Belt and Road projects in total



Yunnan Branch supported key Belt and Road projects in Yunnan

Yunnan Branch of the Bank took the initiative to meet various cross-border financial needs of domestic enterprises, with a focus on advancing the syndicated loan refinancing business for an international airport project in Cambodia. It effectively met the financing needs for project expansion and helped Chinese enterprises reduce financing costs. The innovative "green + cross-border + syndicated" model has provided diversified financing channels and a new path for the development of green projects under the Belt and Road Initiative.



Facilitating high-level opening-up of the interbank market

The Bank actively served as a bridge for overseas institutional investors to participate in the domestic interbank market.

It fully leveraged the trading advantages of the domestic bond market and the advantages of the overseas service network to establish

counterparty relationships in the interbank market with
753
overseas institutional investor clients

from
68
countries and regions with a market

coverage rate of
63.2%

Supporting economic and social development of host countries

The Bank adhered to the goals of "high standards, sustainability, and benefiting people's livelihood". Relying on professional products such as export credit and international project financing, it actively supported major infrastructure, energy, and telecommunications projects in countries along the Belt and Road routes. This helped improve local transportation infrastructure, power supply, and network communications, supporting economic and social development of host countries and exerting multi-dimensional positive effects on the local area.

ICBC (Thai) supported waste-to-energy projects in Thailand



ICBC (Thai) actively supported green infrastructure along the Belt and Road, providing nearly THB7 billion financing for key waste-to-energy projects in Thailand, accounting for 70% of the total investment. Upon completion, the projects will significantly improve the urban environment, boost the development of new energy industries in Thailand, and generate remarkable social, environmental and economic benefits.

ICBC (Argentina) provided funding support to renewable energy power generation enterprises



ICBC (Argentina) granted a 5-year RMB working capital loan of RMB 359 million to the largest renewable energy power generation company in Argentina. While expanding new scenarios for cross-border RMB use and mitigating enterprises' exchange rate risks, the Bank actively supported China-Argentina cooperation in clean energy projects such as photovoltaics and wind power, injecting green impetus into Argentina's energy transition and economic development.

Serving major national and international exhibitions and forum activities

As the chair of the BRICS Business Council Chinese Chapter, the Bank lived up to its responsibilities and effectively served the multilateral cooperation among BRICS countries. The Bank has been facilitating the upgrading of China-Europe economic and trade relations relying on China-Europe Business Council ("CEBC"). Focusing on themes such as sci-tech innovation, green development, and regional cooperation, the Bank provides comprehensive services for Chinese enterprises "brought in" and "going global" and facilitates overseas exhibitors to participate in exhibitions.

Exhibition name	Role
China International Import Expo ("CIIE")	Comprehensive partner
Financial Street Forum	Strategic partner
China Import and Export Fair	Strategic partner
China International Supply Chain Expo	Strategic partner

Special Feature

Continuously deepening cooperation with Standard Bank Group

As at the end of the reporting period

the Bank had maintained a mutually beneficial strategic partnership with Standard Bank Group for

17 years

Both parties have established strategic partnerships in multiple fields

promoting the granting of over USD

5 billion loans

for more than

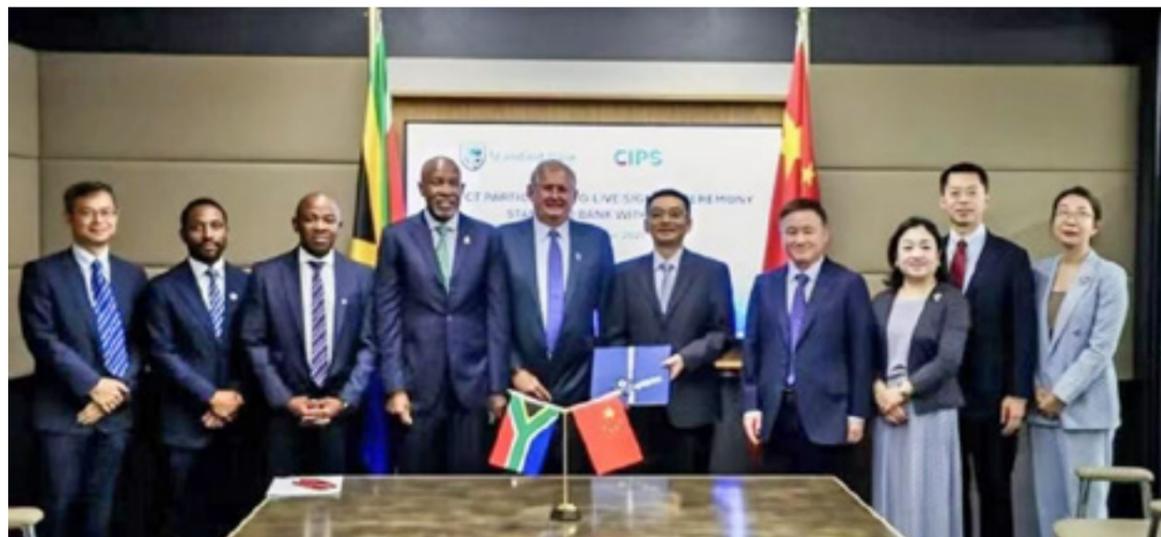
22 African projects

The Bank continuously deepened strategic synergy with Standard Bank Group, to provide safer, higher-quality and more convenient comprehensive financial services for economic and trade exchanges between China and South Africa, as well as between China and Africa, and fully promote the high-quality development of China-Africa cooperation

Further deepening strategic cooperation

❖ Launching the RMB Cross-border Interbank Payment System (CIPS) overseas direct participant projects

Relying on its strategic partnership with Standard Bank Group, the Bank gave full play to its strengths in technology and RMB business. It successfully promoted the official launch of the CIPS overseas direct participant project for Standard Bank of South Africa, and acted as the exclusive fund custodian bank for the project. This marked a breakthrough in the layout of the RMB clearing network in Africa, greatly improved the efficiency of cross-border RMB payments between China and Africa, broadened RMB application scenarios in Africa, and injected strong impetus into economic, trade and investment cooperation between China and Africa.



The launching ceremony of CIPS for Standard Bank of South Africa was held at the South African Reserve Bank ("SARB"), with Pan Gongsheng, Governor of the PBC, and Mr. Lesetja Kganyago, Governor of the SARB, in attendance.

❖ Participating in the Africa Market Fund-raising Forum

In March 2025, the African Representative Office, together with ICBC Standard Bank, actively participated in the annual Africa Markets Conference of Standard Bank. It systematically promoted China's investment and financing environment and the progress of RMB internationalization to financial regulatory authorities, sovereign wealth funds and business leaders across Africa, highlighting the investment facilitation mechanism of China's interbank bond market and the panda bond issuance service system, and aligned them in a targeted manner.



The African Representative Office, together with ICBC Standard Bank, attended the Africa Market Fund-raising Forum, telling the story of China's sustainable and sound economic development and promoting RMB-related businesses.

The conference brought together political and business elites from Africa. The African Representative Office invited experts to interpret China's macroeconomy and led a delegation to hold talks with senior executives of national-level investment institutions in South Africa. It fully demonstrated the Bank's advantages as a lead underwriter of panda bonds and successfully promoted cooperation in bond issuance.

❖ Participating in the China-Africa Economic and Trade Expo and the China International Import Expo

The Bank took concrete actions to support the high-quality development of China-Africa economic and trade relations, and fully supported the market development and cooperation with African agricultural product customers in China.

During the China-Africa Economic and Trade Expo, the African Representative Office, in collaboration with Hunan Branch and ICBC Standard Bank, deepened high-level strategic alignment. It jointly organized more than 40 high-quality local enterprises and business associations from over 10 African countries, including South Africa, Kenya and Ghana, to participate in the exhibition, focusing on African agricultural and distinctive products such as soybeans, coffee and cocoa.

It hosted the "Project Matchmaking Event for Pioneering Zone for In-depth China-Africa Economic and Trade Cooperation", where more than 20 cooperation intentions were reached on site. Meanwhile, nearly 20 African enterprises were organized to visit multiple key enterprises in Hunan Province, further consolidating the foundation for practical cooperation.



The Bank, together with Standard Bank Group, participated in the fourth China-Africa Economic and Trade Expo.

Promoting local economic and social development

During the China International Import Expo, the African Representative Office and Standard Bank joined hands with African merchants to participate in the CIIE for the eighth consecutive year. It set up a booth in the Food and Grains Pavilion, inviting 21 high-quality African agricultural product enterprises from seven countries, including South Africa, Zambia and Lesotho, to showcase competitive products such as cashews, shea butter and sesame seeds. The Bank successfully held supply and demand matchmaking events including "ICBC Global Agricultural and Food Matchmaking", facilitating targeted negotiations between 12 African enterprises and Chinese importers and reaching multiple cooperation intentions. Driven by both financial empowerment and targeted matchmaking, the Bank continued to deepen China-Africa agricultural product supply chain cooperation, and promote substantive and in-depth progress in China-Africa economic and trade cooperation.



The Bank, together with Standard Bank, participated in the eighth China International Import Expo. Mr. Liu Jun, President of the Bank, communicated with African exhibitors at the booth.

◆ Hosting the "Invest South Africa" strategic dialogue

The Bank, together with Standard Bank, co-hosted the "Invest South Africa" strategic dialogue in Beijing. As the Chair of the BRICS Business Council Chinese Chapter, the Bank will leverage its strategic cooperation with Standard Bank to build a bridge for China-Africa cooperation, drive Chinese enterprises to invest South Africa and help South African quality products expand their market shares in China. The Bank will serve the Belt and Road cooperation, facilitate the industrialization of South Africa and the "going global" of China's manufacturing industry, and inject financial impetus into the modernization of both countries.

◆ Carrying out "China Day" economic forum events

The Bank, in collaboration with the Standard Bank, successfully held the "China Day" economic forum in Kenya, Namibia, South Africa, and Zambia. By interpreting the outlook for China-Africa macroeconomic situation for Chinese-funded enterprises in Africa, the Bank introduced its and the Standard Bank's comprehensive financial service capabilities in trade finance, project finance, cross-border RMB business and other fields as well as exemplary, successful cases. This event helped Standard Bank maintain key Chinese corporate customers. Moreover, through business collaboration and joint customer marketing, it fully demonstrated the strategic cooperation advantages of the two banks, further enhanced the brand value of being the "Preferred Financial Partner for the China-Africa Economic Corridor", and continuously deepened practical cooperation between the two banks and Chinese-funded enterprises in Africa.



The Bank, in collaboration with Standard Bank Group, held a "China Day" event in Kenya to promote the financial services of the two banks.

◆ Building a think-tank brand through online activities

Adhering to serving China-Africa cooperation, the Bank strove to promote the online events of "China-Africa Think Tank Forum". It invited domestic and foreign experts and scholars to attend the meeting and communicate on African issues of concern to Chinese enterprises, contributing wisdom to the high-quality development of China-Africa economic and trade cooperation. In 2025, the Bank held 11 sessions of the "China-Africa Hundred Lecture Series", covering such hot topics as Africa's mineral resources, investment environment, labor laws and energy development. The events attracted participants from Chinese-funded enterprises, Chinese embassies and consulates in Africa, news media, domestic African research institutes and other organizations, and received wide acclaim.



The African Representative Office organized the "Webinar on the Social Risks and Responses in China-Africa Critical Minerals Cooperation", providing intelligent services for Chinese enterprises in Africa.

3

Environment

The Bank has always promoted green finance from a strategic perspective, strengthened the top-level design of green finance, continued to develop diverse fields such as green credits and green bonds, actively innovated a comprehensive package of green finance services, improved the ESG risk prevention and control system, and enhanced the influence and leadership of green finance through cutting-edge research and cooperation. Based on the global trend of low-carbon transformation, the Bank systematically promoted climate risk and opportunity management, steadily implemented relevant requirements of the goals of “carbon peak and carbon neutrality”, and deeply integrated the concept of green development into the entire chain of business management, effectively fulfilling its mission and responsibility as a major state-owned bank in sustainable development.

- Green Finance
- Response to Climate Change
- Green Operation



Contributing to the Sustainable Development Goals (SDGs) of the UN

Green Finance

Green finance strategy

In the process of business development, the Bank has always integrated economic responsibilities with social responsibilities, pursuing innovation-driven development, and fostering new development advantages on all fronts. The Bank attached greater importance to the development of green finance, support for ecological advancement in the Group's strategic development plan, and services for the goals of “carbon peak and carbon neutrality”. The plan made clear that “the Bank will lead the way in practicing green development”, and promoted the “building of green finance and ESG system” as a specific measure.

In order to effectively control ESG risks (including climate risk) arising from investment and financing activities, the Bank managed green activities by classification, supported the development of green industries, actively promoted the green transformation of investment and financing structures, and continuously enhanced its adaptability to ESG risks.

Organizational structure of green finance

The Bank's green finance work system is an organizational management system that is coordinated by the Board of Directors, the Senior Management, and the Green Finance (ESG and Sustainable Finance) Committee, managed by Green Finance Department as a professional department, and promoted by all business lines in a collaborative manner, comprehensively ensuring the development of green finance business.

Green Finance (ESG and Sustainable Finance) Committee is responsible for implementing the Bank's strategy and goals of green finance (ESG and sustainable finance), coordinating relevant work of all institutions and all lines, and guiding the whole Bank's green finance (ESG and sustainable finance) development and business management.

As a concrete step to implement the guiding principles of the Central Economic Work Conference and the Central Financial Work Conference, Green Finance Department was established at the Head Office level. This initiative represented a significant move by the Bank to promote the high-quality development of green finance and to excel in the “Five Priorities”, and marked a new phase in its green finance efforts.

Building of green finance talent system

To fully leverage the leading role of talents and effectively improve the quality and efficiency of green finance services, the Bank built the “green finance top talent pool” during the reporting period. Focusing on frontline practices, the Bank selected key business personnel from branches and business lines to form a high-quality and professional top talent team, aiming at systematically integrating and sharing advanced experience of green finance, and promoting collaborative innovation and in-depth development of green finance business across the Bank.

During the reporting period, the Bank held multiple professional training sessions, thoroughly analyzing cutting-edge topics such as biodiversity finance, transition finance, climate investment and financing, and zero-carbon parks, and focusing on enhancing practical operation capabilities in areas such as green inclusiveness, green investment bank, and cross-border green investment and financing. Meanwhile, the Bank conducted specialized learning on important issues such as foundational management of green finance, continuously improving the professionalism and competitiveness of the Bank in green finance services.

To further promote the innovative development of green investment and financing, the Bank has issued the *Management Measures for Duty Fulfillment and Liability Exemption of Green Finance Credit Personnel (Version 2025)*. Through a clear error-tolerance mechanism, the Bank specified the conditions for liability exemption in green credit business and encouraged frontline personnel to actively conduct green finance innovation, guiding financial resources to flow into the green and low-carbon fields.

Implementation of green finance plans

The Bank, from a strategic perspective, has made full efforts in green finance. Under the overall leadership of the Board of Directors, Senior Management, and the Green Finance (ESG and Sustainable Finance) Committee, the Bank firmly regarded green finance as an important development opportunity, built a green finance service system with ICBC's characteristics and competitiveness in the industry, and comprehensively advanced the high-quality development of green finance, achieving positive results.



- The green investment and financing grew steadily, with its scale leading the industry.
- Products and services such as green bonds, wealth management, funds, and ESG consulting were developed in a coordinated manner.
- The incentive mechanism for the innovative development of green finance continued to develop, and the ESG risk prevention and control capability continued to be enhanced.
- Outstanding achievements have been made in forward-looking green finance research and cooperation.

Green finance policy

Deployment of key tasks for green finance

The Bank issued the *Opinions on Promoting the High-Quality Development of Green Finance*

Focused on development goals, and outlined seven key tasks for promoting high-quality development of green finance across the Bank. The strategic layout has been implemented focusing on these seven dimensions, with 33 key tasks deployed. This effort coordinates all business lines and institutions within the Group to build a new landscape for the high-quality development of green finance.



The Bank issued the *Notice on Relevant Issues of Implementation of the Guidelines for Green Finance of the Banking and Insurance Industries*

made overall arrangements for deploying the tasks of all departments and branches, clarified seven key tasks to improve green finance, and strengthened organizational implementation and process supervision.

- Strengthening the capability of ESG risk management, building ESG requirements into the enterprise risk management system, and carrying out whole-process risk management.
- Continuing to promote the green and low-carbon adjustment of the investment and financing structure, reducing the carbon emissions of the Bank's operations in an orderly manner, and steadily pushing forward the work of carbon peak and carbon neutrality.
- Actively exploring and refining the Bank's green financial system and mechanism.
- Actively using technical means to improve green financial services.
- Strengthening the green finance construction for overseas investment and financing business.
- Clarifying the responsibilities of entities at all levels to ensure that the Bank's green finance construction meets regulatory requirements.
- Maintaining close communication with the governments and regulators.

The Bank issued the *Opinions on Promoting the High-Quality Development of Green Finance*

aiming at better serving the "carbon peak and carbon neutrality" strategy and the construction of a Beautiful China. The Bank coordinated to promote carbon reduction, pollution reduction, green development, and economic growth, and further clarified the future objectives, organizational deployment, key tasks, and guarantee mechanisms of green finance, promoting the high-quality development of green finance across the Bank.

Strengthening support in key areas

The Bank issued the *Opinions on Implementation of Supporting Green Development through Investment and Financing*

which proposes 18 specific measures across five areas, including "to strengthen support for key green and low-carbon sectors, orderly advance carbon finance and transition finance priorities, increase innovation in products and services, strengthen ESG risk prevention and control and improve supporting and guarantee mechanisms".

The Bank issued the *Notice on Implementing the Action Plan for Energy Conservation and Carbon Reduction during 2024-2025*

and systematically formulated investment and financing management requirements from four dimensions, namely key areas, clients, projects and regions. For ten critical industries including fossil energy, non-fossil energy, steel, petrochemicals, non-ferrous metals, building materials, construction, transportation, and energy-using products and equipment, the Bank specified requirements for key investment directions of each industry, access standards, and risk management, respectively, from the perspective of energy conservation and carbon reduction.

The Bank issued the *Notice on Promoting the Development of Transition Finance*

proposed to actively participate in transition finance pilot work, and, in line with requirements of promoting transition finance business innovation through key transformation clients and transformation projects, promoted the development of transition finance as an important approach to the Bank-wide green transformation of investment and financing structure and prevention of climate risk. Meanwhile, the Bank gradually established and improved the statistical accounting system, developed the transition finance management mechanism, steadily promoted transition finance business development and risk prevention and control, and intensified its efforts to serve the green transformation of economic and social development.

Developing differentiated industry policies

The Bank has developed credit policies and binding management measures covering key areas such as power, agriculture (including forestry, etc.), construction, mining, transportation, oil and gas, and materials. These measures clearly define prohibited behaviors and compliance requirements to ensure precise allocation of credit funds and promote green transformation in these industries.

 Power	<p>The Bank paid close attention to the environmental and social risks of investment and financing in the domestic energy sector, actively supported the development of clean energy such as wind power and photovoltaic power, supported the clean transformation of traditional energy, and promoted the technological advancement and cost reduction in domestic clean energy industry chain.</p>
 Mining	<p>The Bank paid close attention to the environmental and social risks of investment and financing in domestic mines, strictly complied with relevant national requirements on ecological red lines and nature conservation lands, and supported the green renovation of mining enterprises, ecological restoration, and intelligent mine management.</p>
 Oil and gas	<p>The oil and gas sector mainly includes industries such as oil and gas extraction, oil refining, and oil and gas transportation. The Bank paid close attention to the environmental and social risks of investment and financing in domestic oil and gas sector, strictly complied with environmental protection regulations on pollution and waste disposal methods and greenhouse gas emissions, and strictly controlled the financing to enterprises with high environmental protection risks and facilities lacking room for energy saving and environmental protection renovation and upgrading.</p>
 Agriculture (including forestry)	<p>Agriculture, including planting industry, forestry, husbandry, fishery, etc., is the foundation for human survival and development. The Bank actively supported the green development of domestic agriculture, covering areas such as forest cultivation, ecological circular agriculture, ecological breeding, comprehensive utilization of straws, production of organic agricultural products, and application of green agricultural technologies.</p> <p>Forestry mainly covers areas such as tree breeding and seedling cultivation, afforestation and regeneration, forest management and protection. The Bank actively supported the protection and cultivation of forest resources and the maintenance of biodiversity</p>

The Bank formulated and issued the *Industry Investment and Financing Policy for 2025*, including investment and financing policies for 50 industries in 17 segments, which comprehensive highlights the "green" orientation, and continuously strengthens support and control over differentiated policies. The Policy guides the in-depth implementation of the "lucid waters and lush mountains are invaluable asset" concept across the Bank, comprehensively improved the capability of comprehensive green finance services, innovated green investment and financing products and services, continuously strengthened its support in green industries such as green transportation, clean energy, and energy saving and environmental protection, comprehensively promoted the development of all product lines such as green loans, green bonds, green wealth management, and green leasing, activated to steadily advance the green and low-carbon transformation of investment and financing, and effectively prevented ESG risks.

Strengthening ESG risk management

The Bank has established a refined ESG risk management system to comprehensively control ESG risks in investment and financing activities. In terms of organizational guarantee, the Board of Directors of the Bank assumed ultimate responsibility for enterprise risk management, and reviewed the policy goals of the Bank in sustainability, environment, society, and governance, and relevant matters. The Senior Management has formed the Green Finance (ESG and Sustainable Finance) Committee to oversee and supervise ESG risk management in financing activities and control ESG risks throughout the entire investment and financing process. Based on the environmental risk sensitivity of the client's industry and the client's own environmental and social performance, the Bank has formulated and implemented differentiated investment and financing strategies to ensure that ESG risk management covers the whole process from investment decision-making to post-investment management.

To guide the building of the green investment and financing policy system, the Bank issued the *Green Guide to Investment and Financing of Industrial and Commercial Bank of China (Trial)*, which focused on green development, took ESG risk prevention and control as the basic starting point, and provided systematic operation guidance for ESG risk prevention and control of investment and financing. The Bank effectively strengthened effective and targeted ESG risk prevention and control through key points of ESG risk identification, minimum access standards, excellent standards, and green investment areas. The ESG issues that the Bank focuses on include (but are not limited to) areas, namely environmental pollution prevention, energy conservation, response to climate change and carbon emission control, water resource conservation and utilization and flood prevention and control, biodiversity and ecological protection, safe production and occupational health, cultural relics protection, corporate governance, and business owner behavior.

The Bank issued the *Notice on Continuously Strengthening the Foundational Management of Green Finance*, put forward relevant management requirements on strengthening the statistical management of green loans, intensifying the management of green activities by classification, enhancing the accuracy of the use of carbon reduction tools, etc., constantly improving the long-term working mechanism for the foundational management of green finance of the Bank, and continuously consolidated the data foundation for the high-quality development of green finance.

The Bank continued to enhance ESG risk management for clients. The Bank classified clients and projects based on their green levels and ESG risk levels and conducted differentiated management. The Bank clearly defined the factors triggering the escalation of risk management, including significant changes in ESG risk performance, receipt of regulatory penalties, occurrence of negative public opinions, etc. For clients whose risk escalation management factors are triggered, corresponding management measures shall be taken in a timely manner. In accordance with business management needs, the requirements for green classification management were gradually extended to investment and financing businesses such as loans, bonds, wealth management, leasing, and insurance. For overseas institutions, the Bank has issued the *Notice for Overseas Institutions on the Trial Implementation of the Green Classification Management for Investment and Financing*, requiring all overseas institutions to implement comprehensive green classification management of investment and financing businesses as permitted by laws, regulations, and regulatory requirements of the countries (regions) where they are operating.

The Bank innovated an intelligent ESG risk control system. Fully leveraging the big data information on enterprise environment and social and governance risks, the Bank added ESG information query control linkage elements to the existing system, enabling real-time acquisition of enterprise ESG information and automatic generation of system risk alerts, thereby enhancing the Bank's ESG risk management and control.

ICBC (Asia) promoted the construction of sustainable classification standards and ESG due diligence

To standardize the management processes for green investment and financing business, ICBC (Asia) formulated the *Management Measures for Green Investment and Financing Business of Corporate Clients* and the *Guidance on Green and ESG-related Loan Business*. Green loans, social loans, and sustainability-linked loans shall be in compliance with the requirements of relevant guidelines such as the *Green Loan Principles*, the *Social Loan Principles*, and the *Sustainability Linked Loan Principles* of the Asia Pacific Loan Market Association.

During the reporting period, ICBC (Asia) applied the *Hong Kong Taxonomy for Sustainable Finance* to the *Management Measures for Green Investment and Financing Business of Corporate Clients*. For corporate clients whose investment and financing bonds fell within the economic activities specified in the Taxonomy, the investment and financing support were prioritized. At the same time, it continued to optimize the due diligence requirements and further strengthened the second line of defense in the assessment and review of clients' climate and ESG-related risks.

Frankfurt Branch strengthened ESG risk monitoring and assessment of credit business

For credit business, Frankfurt Branch of the Bank conducted queries, statistics, and updates of the ESG external ratings of existing credit clients on a quarterly basis, with a focus on whether the credit clients had ESG-related negative public opinions. For clients with such negative information identified during the monitoring process, their credit exposure amount should be decreased in a timely manner, and their internal ratings should be adjusted accordingly. Additionally, it integrated the ESG monitoring results of credit clients into the early warning indicators as an important aspect for the duration management of credit clients.

Biodiversity refers to the ecological complex composed of all livings and their environments, covering the diversity within species, among species and of ecosystems. The Bank has long been committed to the issue of biodiversity protection and has included the promotion of biodiversity in the Group's green credit development strategy since 2015. The Bank actively took measures to protect biodiversity, strictly abided by ecological protection red lines, prevented damage to important habitats, legal conservation areas, and ecologically fragile regions, and actively provided support for biodiversity-friendly clients and projects, including natural conservation and ecological restoration.

The Bank continued to innovate its ESG risk management system and tools and embedded the information from the ecological red line database into the Bank-wide credit management system, the global credit and agency investment management system (GCMS), by leveraging the Geographical Information System (GIS) technology. The ecological red line determination function was added for the selection of loan project sites, and was integrated into the whole-process management of credit business, providing an innovative solution for biodiversity risk management in financial institutions.

Deepening green finance incentives and assessments

Strengthening the construction of the assessment mechanism for green finance

The Bank included green finance in the performance assessment system of branches, and conducted a systematic assessment of the work effectiveness in multiple dimensions, including green loan scale, business compliance, and the quality of green finance data.

Strengthening differentiated credit policies and economic capital regulation

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

Formulating annual green loan plan and providing FTP preferences

The Bank arranged a specific amount of green loans to ensure green industry financing. Internal FTP incentive measures were implemented for green loans.

Conducting business training and staff competitions to strengthen capacity

The Bank organized multiple sessions of green finance-themed training for various institutions and lines across the Bank in order to comprehensively enhance the green financial service capabilities and sustainable development awareness of leaders and employees at all levels. The Bank launched various activities such as staff competitions about green finance to fully stimulate innovative consciousness and work enthusiasm for green finance across the Bank.

Green Finance Practice

Green credit

The Bank actively built 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 formulated binding environmental credit policies and systematically integrated environmental, social and climate-related risks into the entire credit management process.

During the reporting period

the Bank steadily promoted green investment and financing to show increased volume, expanded coverage and improved quality, achieving positive progress.

As at the end of the reporting period

the balance of green loans exceeded **RMB 6.7 trillion** an increase of over **RMB 1 trillion**

compared to the beginning of the year. The scale continued to lead the industry and its market influence steadily increased.

Green funds were mainly invested in key areas, including clean energy, green transportation, and green manufacturing, supporting the green and low-carbon transformation of the economy and society.

The Bank actively promoted the innovation of green credit products and services. Focusing on the financing demands of key industries for water conservation, energy conservation, pollution reduction, and carbon reduction, the Bank launched innovative products such as water-saving loans, energy-saving loans, and sustainability-linked loans, serving the diversified green development needs of enterprises with multi-dimensional financial innovations.

Innovation directions of green credit

- The Bank actively expanded comprehensive financial services in green sectors, with a focus on key areas such as carbon finance, transition finance, biodiversity finance, and climate investment and financing. During the reporting period, the Bank promoted some branches to conduct pilot work, cooperated with local governments to enhance transition risk and opportunity analysis in key industries, and implemented innovative businesses such as transition finance services and inclusive climate loans in some regions.
- With a focus on the value release of various environmental rights, the Bank innovated products and services, including carbon emission rights, pollution discharge rights, and water rights mortgage and pledge loans.
- The Bank actively expanded ecosystem-based products and services such as forestry carbon sinks and marine carbon sinks and advanced green consumption services, achieving remarkable results.
- The Bank focused on key green sectors, including the green hydrogen energy industry chain, new energy vehicle industry chain, water conservation industry chain, and building of zero-carbon parks, deeply explored the demands of clients for fund usage, and conducted green credit innovations.
- During the reporting period, the Bank issued the *Opinions on Serving the Green Development of Industrial Parks*, and proposed to focus on key areas, improve service plans, and innovate service means, providing financial support for the high-quality development of industrial parks. All Branches responded actively and organized trainings and discussions to improve the professional capabilities in green finance, supporting the green development of various industrial parks in China with high-quality financial services.

Guangxi Branch implemented ESG consulting services for industrial parks

Guangxi Branch of the Bank actively supported the green development of industrial parks. With a focus on two core scenarios of transformation of energy consumption structure in industrial parks and improvement of green services, it provided a series of ESG strategic consulting services, covering policy interpretation, research analysis, and data consultation, for a comprehensive bonded zone in the region, effectively serving the efficient operation of international trade channels and facilitating local industry transformation and upgrading.

Suzhou Branch launched the green finance product "Electricity-Carbon Linked Loan"

Suzhou Branch of the Bank launched a co-branded green finance product, "Electricity-Carbon Linked Loan", with a power enterprise. A green evaluation model was introduced, and a green evaluation coefficient was set in accordance with the evaluation results, increasing the credit limits for enterprises, providing direct access to a fast-track approval channel, and offering green interest rate discounts. By linking the green electricity usage and green evaluation of enterprises with financing conditions, it encouraged enterprises to actively reduce carbon emissions, while providing financial support for their green electricity usage and the construction of renewable energy projects.

During the reporting period, a total of over RMB450 million worth of "Electricity-Carbon Linked Loan" financing support has been provided for enterprises engaged in green electricity construction and operation, as well as green electricity consumption.

The "Climate Loan" of Ningbo Branch realized the transformation of meteorological data into credit value

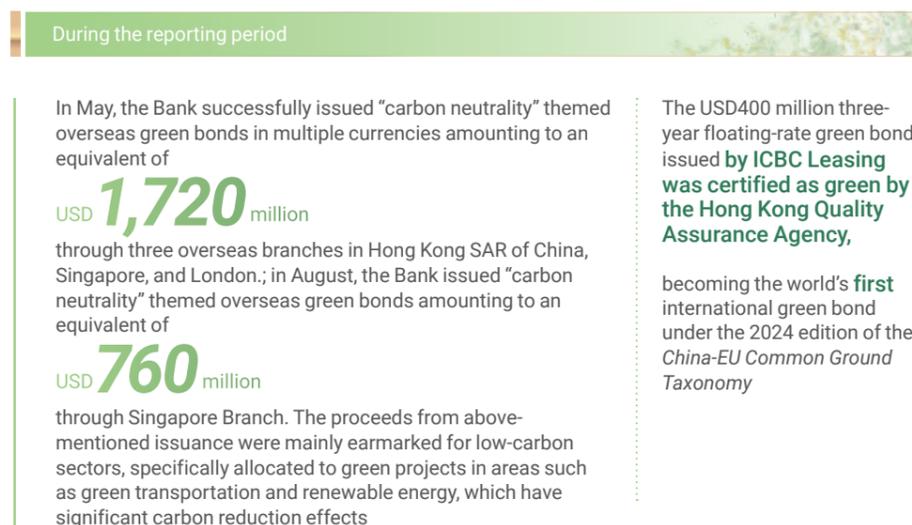
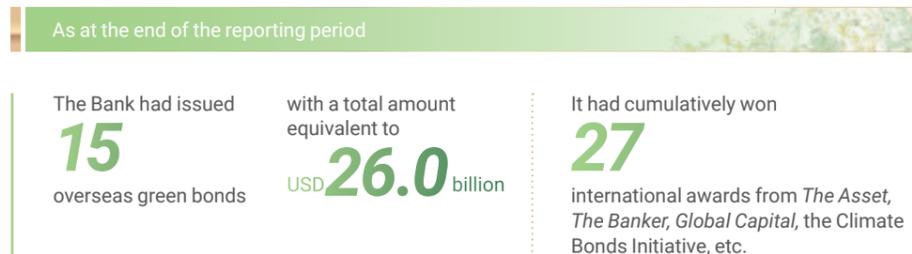
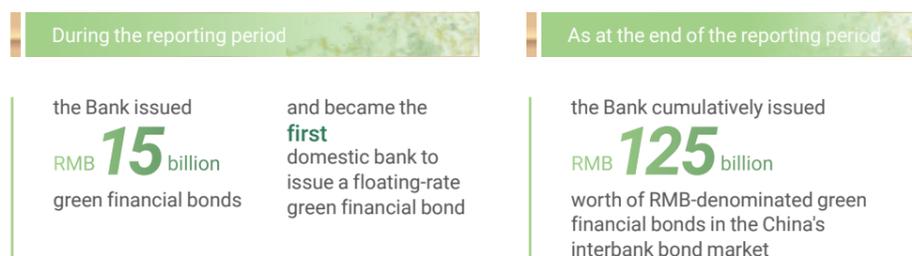
Xiangshan Sub-branch of Ningbo Branch of the Bank actively cooperated with local meteorological authorities, introduced its authoritative agricultural scoring assessment system, and integrated factors such as climate suitability, disaster risk, and quality certification into quantitative assessment, realizing the transformation of meteorological data into credit value.

Green bonds

Funds raised by the Bank from the issuance of green bonds were all used to finance eligible green assets that contribute to low-carbon environmental protection, sustainable economic development, climate change mitigation, and resource conservation and efficient utilization. Additionally, the Bank actively laid out green bond investment, set clear targets for future increases, and provided clients with green bond structuring, consulting services and issuance support, thereby expanding green financing channels for enterprises.

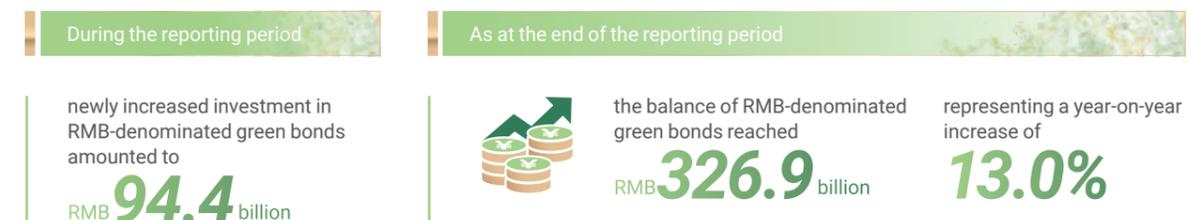
Green bond issuance

The Bank actively developed a management plan for proceeds from green financial bonds, earmarking raised funds for target green industries. The Bank continued to strengthen the financial support for green upgrading of infrastructure, clean energy and other green fields, enhanced the effective supply of green credits, contributed to a "greener" economy, and played a part in the building of an eco-civilization and promoting sustainable development of the economy and society.



Green bond investment

The Bank took national strategies as directions, allocated more resources to key sectors of sustainable development, and provided preferential treatment to high-quality issuers with excellent ESG performance, so as to provide green financial support for key areas, such as ecological advancement. During the reporting period, the Bank set and achieved the goal of a steady increase in the balance of RMB-denominated green bonds, facilitating the high-quality development of green bond investment business.



Underwriting of ESG bonds

The Bank actively pushed forward the implementation of various ESG bond projects in line with the financing needs of clients from all industries and regions for green transformation and energy supply guarantee.



ICBC (Europe) innovated sustainability-linked bond underwriting

ICBC (Europe) successfully underwrote the world's first RMB-denominated "green + social charity" bond, which performed market innovation, aligned with international sustainable finance standards, and demonstrated the extensibility and attractiveness of RMB instruments in international ESG practices.

Green fund

ICBC UBS Asset Management continued to increase its investment in green and low-carbon enterprises, with a focus on key industries such as new energy vehicles, new energy power generation, energy storage, photovoltaic power, wind power, nuclear power, and environmental protection.

As at the end of the reporting period

ICBC UBS Asset Management held

RMB **183.7** billion

worth of stocks in green economy sectors, mainly including carbon neutrality, environmental protection and new energy

These stocks mainly came from sub-industries such as new energy vehicle, energy storage, photovoltaic power, wind power, nuclear power and environmental protection, accounting for

43.1% of total market capitalization

of stocks held by ICBC UBS Asset Management

ICBC UBS Asset Management issued and operated

17

ESG-themed equity fund products

amounting to

RMB **26.65** billion

covering green sectors such as carbon neutrality, new energy vehicles, new energy power generation, and ecological environment

ICBC UBS Asset Management issued and effectively managed

64

green public fund products (referring to those with the proportion of green stocks and bonds held exceeding 50% of the net asset value), with a net asset value amounting to

RMB **157.9** billion

Enhancing the research system of sustainable investment

ICBC UBS Asset Management diligently implemented the deployment requirements for green finance as outlined in the "Five Priorities", continuously improved green investment mechanism and improved the research system of sustainable investment.

Institutional guarantee

The Bank continued to improve the system framework of green investment and sustainability, revised the *Regulation Governing Green Investment*, formulated the *Working Rules for the Sustainable Investment Committee*, and further clarified the organizational structure and division of responsibilities, providing a solid institutional guarantee for promoting sustainable investment practices.

Evaluation system

The Bank continued to improve the internal ESG rating system, achieving a systematic coverage of ESG ratings for relevant investment bidding, and on this basis, continued to improve investment strategies such as negative screening and positive selection, thereby enhancing the accuracy and foresight of green investment.

Research support

The Bank actively attended activities, including ESG conferences and forums and industry communications, and continuously conducted special research, to strengthen the supporting role of ESG policy research in green investment.

Shenzhen Branch created an integrated service system of "custody + investment + financing"

Shenzhen Branch of the Bank assisted an energy enterprise in issuing the first onshore QUASI-REITs product of Hong Kong-funded enterprise in the entire market, collaborated with ICBC Wealth Management to participate in the investment of QUASI-REITs products, and innovatively provided an integrated service system of "custody + investment + financing", effectively activating the green existing assets of enterprises.

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, continuing to enhance financial support and fully supporting high-quality development of the real economy.

As at the end of the reporting period

The balance of ICBC Leasing's green leasing business was

RMB **67,012** million

Green leasing accounted for approximately

55%

of domestic financial leasing business

ICBC Leasing has received multiple honors

"Best Syndicated Loan - Leasing in China's Offshore Market" and "Best Liability Management" from *The Asset*

"2025 Leading Enterprise for ESG Practice in China Logistics Industry" from *China Shipping Gazette*

"Comprehensive Quality Exemplar of Financial Leasing Institutions", "ESG Impact Exemplar of Financial Leasing Institutions", and "Excellence Award for ESG Governance" from the 2025 Leasing and Financing Conference

ICBC Leasing empowered the construction of the offshore wind plant project

ICBC Leasing launched a direct leasing business of offshore wind plant in collaboration with a key power enterprise in the Yangtze River Delta region. Focusing on the procurement of core equipment such as wind turbine generators and submarine cables for the wind plant, it effectively empowered the construction of the offshore wind plant with the longest distance from the shore in China at present.



Supporting the construction of the offshore wind plant project.

ICBC Leasing created comprehensive environmental and social benefits through the distributed photovoltaic project

ICBC Leasing focused on idle rooftops in rural areas and collaborated with power investment and photovoltaic enterprises to support the construction of distributed photovoltaic power stations on rural rooftops in multiple counties through a direct leasing model. In terms of environmental benefits, a 700-megawatt distributed photovoltaic power station could save 214.8 thousand tons of standard coal and reduce 586 thousand tons of carbon emissions annually, effectively contributing to the green development; in terms of social benefits, over RMB10 million could be paid in cash to the 20 thousand farmers providing their rooftops annually, effectively benefiting the people and supporting rural revitalization.



Creating comprehensive benefits through the distributed photovoltaic project.

Green wealth management

ICBC Wealth Management stuck to the green finance development strategy, continuously expanded the supply of green finance-themed wealth management products, actively guided resources to flow into the green and low-carbon circular economy sector, fully leveraged the advantages of the wealth management industry, and constantly explored and advanced the high-quality financial development with characteristics.

As at the end of the reporting period

The proportion of green bonds of ICBC Wealth Management in all credit bond investments was

7.94%

up by **0.74** percentage points

from the beginning of the year, **significantly higher** than the proportion of green bonds in the credit bond market

ICBC Wealth Management newly issued

32

green finance and ESG-themed products and raised and attracted

RMB **15.5** billion

with the product number and fundraising volume **both achieving increases**

ICBC Wealth Management had a total of

26

green finance and ESG-themed wealth management products, which were operated steadily. The Bank has introduced long-term stable funds for the development of the green and low-carbon industry by continuously cultivating wealth management products that balance long-term performance and green responsibility

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 comprehensively supported the green and low-carbon transition of energy-intensive and high-emission industries, and actively invested in new energy vehicles and their industry chains, effectively promoting the green transition of the real economy

During the reporting period

Newly increased investment in green finance amounted to

RMB **14,315** million

representing a year-on-year increase of nearly

4%

accounting for

36.53%

of the total newly increased investment in the year

As at the end of the reporting period

The balance of green finance investment was

RMB **61,125** million

representing a year-on-year increase of nearly

2%

accounting for

29.72%

of the existing assets

Green finance comprehensive service

The Bank actively innovated the green finance comprehensive services, constantly expanded the service coverage, and systematically built a comprehensive green finance service system covering all aspects.

Actively supporting the carbon market construction

The Bank actively connected with national and regional carbon trading markets, providing financial services such as account opening and settlement. In terms of financial services for the national carbon market, the Bank proactively advanced the connection between the bank-enterprise transfer system and the "ChinaCRC (China Carbon Emissions Registration and Clearing Co., Ltd.)" system and launched corresponding system features. In terms of financial services for the regional carbon market, Shanghai Environment and Energy Exchange, China Emissions Exchange, Tianjin Climate Exchange, and Hubei Carbon Emission Exchange have all opened settlement accounts with the Bank.

Innovating products and services based on carbon footprint

In terms of corporate banking, the Bank explored and constructed green finance service scenarios linked to carbon accounts by leveraging enterprise carbon accounts. During the reporting period, multiple enterprise carbon account-linked loans were implemented.

In terms of personal banking, the Bank launched the "Green Space" service on mobile banking, which quantifies the carbon reduction contributions by customers from paperless financial transactions on mobile banking, including bill payments, digital payments and credit services, and converts them into "green energy" that can be accumulated and exchanged, to encourage green consumption and advocate a low-carbon lifestyle to all.

Promoting the digital transformation of enterprise finance

The Bank was among the first in the industry to establish the OFD Cloud Receipt and Cloud Reconciliation service models, helping corporate clients achieve green carbon reduction through financial digital transformation.

Building the ESG consulting service system

The Bank constructed the ESG consulting service platform, covering ESG service functions such as strategic planning, early warning, and enterprise assessment, and ESG service resources such as information database, policy database, and industry database. It provided clients with consulting services covering the entire chain, process, and dimension of ESG in an online and offline integrated manner. The Bank has provided ESG consulting services for hundreds of enterprises since its launch, meeting the diversified and comprehensive development needs of clients in ESG, receiving good responses from society.

Cases of green innovation

Zhejiang Branch innovated sustainability-linked loans

Zhejiang Branch of the Bank issued RMB125.5 million worth of sustainability-linked loans to a leading steel enterprise and adopted a dual-dimensional linkage mechanism in loan design: On the one hand, it dynamically linked the interest rate to the enterprises' carbon account level and carbon emission intensity on the "Green Loan Connect" platform, realizing precise pricing control leveraging authoritative data; on the other hand, it guided the enterprise to conduct self-assessments on its just transformation performance, guaranteeing employees' rights and interests and the stability of supply chain during emission reduction, thereby fully supporting the enterprise in practicing the concept of sustainable development.

Jiangsu Branch supported the world's first dual-reactor coupled nuclear heating project

Jiangsu Branch of the Bank provided financial support for the world's first nuclear energy project that innovatively coupled the high-temperature gas-cooled reactor and pressurized water reactor technologies and granted RMB52.6 billion worth of project loans. Upon completion, the project will provide a stable supply of low-carbon steam to the Lianyungang Petrochemical Base and utilize the backup thermal energy for power generation to achieve an annual carbon dioxide emission reduction of 19.6 million tons.

Shanghai Branch facilitated the construction of the Belt and Road through green finance



To serve the construction of Shanghai International Financial Center to a higher level and promote RMB internationalization, based on the needs of real economy enterprises "going global", ICBC Shanghai Branch, as the lead bank and the correspondent bank, successfully arranged an international syndicate for the export buyer's credit to support the wind power project in Kazakhstan of a large energy enterprise. It marked a breakthrough in RMB financing via export buyer's credit in the electricity sector and explored a new path for green finance to support international production capacity cooperation. The innovative practice was selected by the Ministry of Commerce as an outstanding case of large-sized equipment export and was awarded the Best Belt and Road Project Financing Deal in China in 2025 by *The Asian Banker*.

Inner Mongolia Branch innovatively issued China's first "Grass Certificate" loan business - the application of ICBC Prosperous Agriculture Loan in grassland resource financing



Inner Mongolia Branch of the Bank leveraged the ICBC Prosperous Agriculture Loan product and innovatively combined it with the characteristics of the "Grass Certificate", providing online financing services for eligible small and micro clients involved in agriculture and husbandry, as well as farmers and herdsmen, in Baotou, Inner Mongolia. During the reporting period, Inner Mongolia Darhan-Muminggan Joint Banner Sub-branch issued the first "Grass Certificate" loan in the country of RMB1.2 million to clients holding the grass certificate, which was mainly used for crop planting and livestock breeding.

Yunnan Branch supported waste-to-energy project



Yunnan Branch of the Bank innovatively designed a long-term financing solution for a waste-to-energy plant construction project and built a "internal syndicate + Group guarantee" financing mode, effectively meeting the large-scale financing needs of the project while reducing potential risks. The project is expected to deal with 165 thousand tons of household waste annually and generate electricity through waste incineration, with an annual power generation of approximately 71 million kWh, equivalent to saving 21 thousand tons of standard coal. It is expected to reduce emissions of 55 thousand tons of carbon dioxide, 166 tons of sulfur dioxide, and 144 tons of nitrogen oxides, helping improve the quality and efficiency of urban-rural environmental governance.

Hunan Branch implemented the first Xianglin Carbon Certificate for pledge and mortgage financing in the province



Hunan Branch of the Bank seized the policy opportunity of the carbon sink economy and successfully implemented the first RMB3 million worth of Xianglin Carbon Certificate pledge loan for financial institutions in the province, through a combined model of "Xianglin Carbon Certificate pledge + parent company guarantee". The innovative practice was selected as the Green Finance Case in Building Financial Powerhouse Ceremony of 2025 by CCTV Finance.

Guangdong Branch implemented the first marine ranching biodiversity finance business in the city



Guangdong Branch of the Bank innovatively introduced a service model integrating "Breeding e Loan + biodiversity finance" and issued RMB5 million worth of "Breeding e Loan" special credit funds to an aquatic enterprise, effectively guaranteeing the construction of the ecological breeding project, which marked the launch of the first marine ranching biodiversity finance business in Maoming, Guangdong.

Hebei Branch provided financial support for the desalination project



Hebei Branch of the Bank formulated a targeted financing plan for the desalination project of a state-owned enterprise. Based on a two-dimensional review system combining "technology + fund", it fully considered factors, including the core technology of the enterprise for the recycling of refined seawater and the prospect of the industry. The RMB450 million worth of green loan plan was implemented before the start of the project, injecting financial momentum into the development of the marine economy.

Xiamen Branch contributed to the construction of the intelligent green airport project



Xiamen Branch of the Bank led the arrangement of the RMB20,245 million worth of syndicate loans for an international airport project. It satisfied the project's need for ecosystem-based construction by helping it carry out special evaluations on biodiversity and implementing a series of protection and mitigation measures, thereby promoting both the construction of material infrastructure and ecological protection.

Tianjin Branch led the launch of China's first batch of standardized green commercial factoring business



Tianjin Branch of the Bank actively participated in the formation of the Specifications for Green Commercial Factoring Business, China's first group standard focusing on green commercial factoring, providing technical support for the operations of green commercial factoring business. The Branch collaborated with Beijing Branch of the Bank to take over the green credit assets of a commercial factoring enterprise at the branches in Beijing and Tianjin, and led the launch of the first batch of standardized green commercial factoring financing business, with an issuance of RMB150 million worth of loans, facilitating the innovation of green finance.

ICBC (Austria) actively participated in ESG-linked club loans



ICBC (Austria) participated in the ESG-linked club loan to a large construction enterprise, with a financing amount of EUR150 million and a loan participation of EUR40 million from its sub-branch. With the financing price linked to the enterprise's ESG rating, a price adjustment mechanism was established. It encouraged the enterprise to advance the strategy of green transformation and actively improve its performance in the capital market.

Brussels Branch of ICBC (Europe) participated in the financing for the largest onshore wind power project in Finland



Brussels Branch of ICBC (Europe) actively participated in the financing for the largest onshore wind power project in Finland, with a total financing amount of EUR600 million and a loan participation of EUR25 million. Upon completion, the annual power generation of the project will reach 1.6TWh, contributing to the clean energy transformation of Northern Europe.

Prospective Study and Cooperation on Green Finance

Prospective Study

The Bank carefully understood the guiding principles of the Central Financial Work Conference, continuously tracked international and domestic systems related to economic transformation and green finance, and COP30 (the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change) and other important conferences, and conducted in-depth research on key areas such as carbon market, blue finance, transition finance, green bond, and information disclosure. It provided suggestions for global green finance governance, improvement of the green finance system, green transformation of the banking industry, and green finance practices, and delivered intellectual support for finance to serve China's green development.



Continuously improving the influence of financial journals

The Bank earnestly fulfilled its responsibility as the supervisory and organizing unit, deepening the constant transformation and quality improvement of the *Modern Finance Guide* and *Journal of Modern Finance*. Following major national development strategies and cutting-edge focuses of the industry, the journals actively publicized and showcased high-quality economic and financial practices and achievements in theoretical research, with their quality and influence significantly improved. *Modern Finance Guide* was selected as one of the premium journals by the Beijing International Book Fair. *Journal of Modern Finance* continued to be selected as a core journal of the major authoritative evaluation system. The Bank invited multiple scholars from major universities, experts from national high-end think tanks, and leading figures from research institutions in the financial industry to be the authors, and established a routine communication mechanism with major universities, research institutions, and editorial departments of outstanding journals, effectively promoting the building of an academic community.

Cooperation & communication

The Bank actively carried out international cooperations and communications, and organized or attended domestic and overseas green finance-themed activities, including China-UK Financial Services Summit, the China Development Forum, Meeting of China-UK Green Finance Taskforce, the Sustainability Global Leaders Conference, and the Belt and Road Bankers Roundtable (BRBR) Green Finance Working Group Meeting. During various activities, the Bank shared the best practices and governance experience in green finance, injecting green finance momentum into the building of the Chinese modernization, and contributing ICBC's efforts to the advancement of economic and social sustainable development and the building of a community of life between human and nature.

Attending the Fourth China-UK Financial Services Summit

Liu Jun, President of the Bank, attended the Fourth China-UK Financial Services Summit, and expressed views on the topic of "green and sustainable finance": Climate change is a threat facing all mankind, and a global integrated action plan needs to be formulated; in the new wave of global technology revolution, green opportunities brought by the digital era shall be seized to seek and cultivate green impetus, accelerating the application of technological innovation in green development.

Sharing cutting-edge practices at the Sustainability Global Leaders Conference

Liu Jun, President of the Bank, attended the Sustainability Global Leaders Conference and delivered a speech. He stated that the Bank adhered to the guidance of the Party building theory and promote the "five transformations", leveraging its role as a leading green finance bank by forming a comprehensive green finance product system and launching the brand of "ICBC Green Bank+", maintaining a leading position in green investment and financing scale in the market, providing strong financial support for the economic and social sustainability, and contributing to global exchanges and cooperations on sustainable finance.

Developing the mechanism for external multi-party cooperation

The Bank conducted routine communications and cooperation with the Ministry of Industry and Information Technology, improved the connection service mechanism and smoothed the systematic collaboration procedures with a focus on green factories, green industrial parks, and industrial green and low-carbon transformation, and jointly explored cooperation opportunities in cutting-edge areas such as carbon footprint management and transition finance. The Bank actively engaged with regulatory authorities such as the NDRC, the Ministry of Ecology and Environment, the Ministry of Water Resources, and the National Energy Administration, as well as national-level green project implementers, to strengthen business cooperation and information sharing, thereby proactively securing high-quality green project resources.

The Panda Bond and Green Bond Forum for Corporate Clients in China's Interbank market was successfully held

The Bank successfully held the Panda Bond and Green Bond Forum for Corporate Clients in China's Interbank market in Frankfurt, Germany and Zurich, Switzerland. Nearly 40 corporate clients from Germany, Switzerland, and other European regions, global investment institutions, and organizations in the industry participated in the forum. The forum provided a platform for issuers and investment institutions from Germany, Switzerland, and other European regions to directly communicate with China's National Association of Financial Market Institutional Investors, helping overseas corporate clients to gain a deeper understanding of the policy orientation, product structure, and market dynamics of the issuance of the panda bonds and green bonds in China's interbank market at present. It effectively helped introduce more high-quality overseas issuers to China's interbank market and further enriched the group of overseas investors.

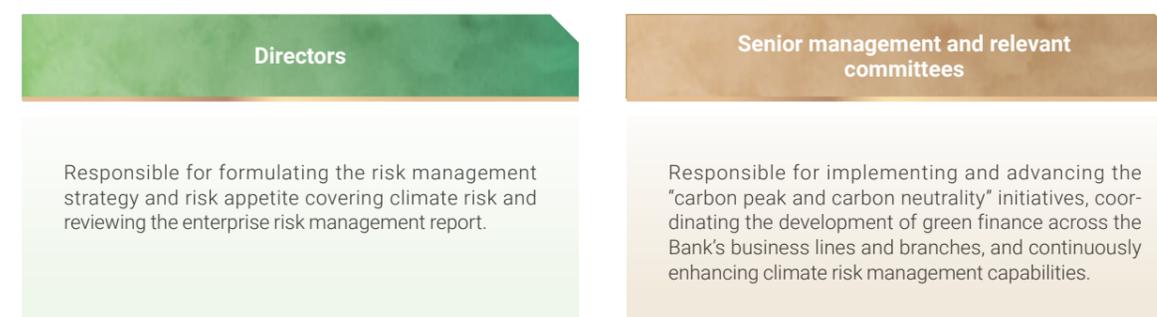
Contributing to the establishment of international organizations

Serving as the co-chair of the first working group of the "Green Investment Principles (GIP) for the Belt and Road", the Bank led multiple research collaborations, including the development of environmental risk measurement tools and the research on transition risk and biodiversity along the Belt and Road. During the reporting period, the Bank was awarded GIP Best Green Transaction Award for the project of sludge reduction facilities in Wellington, New Zealand, demonstrating the high recognition from the international community for the Bank's green finance practice.

Response to Climate Change

Establishing and improving the climate governance system

Climate governance framework



Climate governance mechanism

The Bank incorporated climate risk management into the enterprise risk management system, continued to improve the climate risk management system, reinforced the responsibilities of the three lines of defense, and advanced critical work, including climate risk identification and assessment, stress testing, and information disclosure. The Board of Directors attached great importance to climate governance, comprehensively supervised and guided the climate risk and opportunity management, and clearly incorporated climate risk within the scope of strategic management, risk appetite, and credit investment decision-making in the *Regulation on Enterprise Risk Management*, promoting the climate risk management to be institutionalized, standardized, and normalized.

The Bank established and improved climate governance-related communication and reporting mechanisms. The Board of Directors obtained information on the status of climate risk and opportunity management through review of the annual sustainability report on a regular basis. The senior management and relevant committees held regular meetings to review the implementation of key tasks and reported the achievements to the superior in a timely manner, ensuring an effective transmission of the climate governance information.

Analyzing and Assessing the Climate-Related Risks and Opportunities

Climate risk identification and assessment

Within the framework of the Internal Capital Adequacy Assessment Process (ICAAP) system, the Bank established climate risk identification indicators and assessment procedures based on the likelihood, severity, and trend of climate risks, conducted climate risk identification and assessment annually during the reporting period, guided domestic branches, integrated subsidiaries, and overseas institutions to strengthen climate risk management, and enhanced the ability to identify and analyze transition risks and physical risks.

Conducting 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, and strengthened local data collection and analysis, maintaining that the stress test data, technology and methodology retain a leading position in China.

Through climate risk stress testing, in combination with scenario analysis, the Bank comprehensively assessed the substantive impact of climate change-related risks on business, in order to enhance the resilience of enterprises in various scenarios.



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.



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 focuses on natural disasters such as typhoons and floods and has adopted a tri-factor (hazard, exposure and vulnerability) model to calculate the natural disasters' impact on the impairment of collateral for corporate loans and personal housing loans under different concentrations of greenhouse gas, as well as the impact on the business continuity of the Bank's office spaces and business premises.



During the reporting period, the Bank conducted its first short-term scenario stress testing. It set up a scenario path for the next five years, organized key branches to collect local data, and analyzed and calculated the transition stress and financial changes of credit clients in the thermal power and steel industries; it supported key branches to conduct physical risk stress testing and calculated the losses of collateral and business outlets under different stress scenarios.

ICBC (Asia) further strengthened its climate risk management capability



ICBC (Asia) established a climate risk monitoring mechanism and actively conducted climate stress testing to improve the identification, management and control of climate risks, thereby supporting the optimization and adjustment of credit structure and early management and control of risks. In terms of the monitoring of physical risks, where the collateral for a housing loan is located in a low-altitude area, and the area it belongs to is a flooding blackspot identified by the Drainage Services Department or a low-lying area identified by the Civil Engineering and Development Department, the loan is regarded as having a high physical risk. According to the monitoring results, the proportions of housing mortgage loans with high physical risks and real estate-related mortgage loan exposures with high physical risks were both relatively low. In terms of the monitoring of transition risks, industries with high transition risks include the energy, utilities, transportation, metals, manufacturing, and agriculture sectors. The monitoring results showed that the proportion of high transition risk exposures was relatively low.

Climate risks and opportunities

Climate-related risks

The Bank integrated climate risk factors into the identification and assessment of credit, market, operational, reputational, and strategic risks, to analyze the specific manifestations and substantive impacts of transition risks and physical risks in various risks, thoroughly assess key dimensions, including the business and value chain involved in the risks, the current and expected financial impacts and duration of the impacts, and formulate a prospective and targeted risk response strategy on this basis, thereby enhancing the climate risk management capability.

Risk type	Credit risks	
Risk factors and major impacts	<ul style="list-style-type: none"> Physical risks: Extreme weather conditions may impair clients' business operations, profitability, etc., or lead to a depreciation in the value of collateral, resulting in an increase in default rates and default loss rates. 	<ul style="list-style-type: none"> Transition risks: Stricter transition policies may cause increases in operating costs and capital expenditures of debtors due to carbon emission restrictions, tightened carbon quotas, and rising prices of carbon emission rights, making it hard for them to fulfill obligations as agreed, thus leading to the expansion of credit risk exposure of the bank.
Business involved	Investment and financing business	Impacts on financials The ratio of non-performing assets may increase
Impact duration	<ul style="list-style-type: none"> Physical risks: Short, medium and long term 	<ul style="list-style-type: none"> Transition risks: Medium and long term
Mitigation measures	<ul style="list-style-type: none"> Efforts will be made to strengthen dynamic risk assessments on clients from high-carbon industries and integrate enterprise carbon emissions, technological transformation progress, energy consumption intensity, etc., into credit management. Efforts will be made to support low-carbon transformation project such as clean energy and energy-saving renovations. Efforts will be made to promote financial product innovation to precisely meet the financing needs of high-carbon industries for transformation. Efforts will be made to strengthen the analysis and assessment of clients and assets in regions with high physical risks and sensitive industries. 	

Risk type	Market risks	
Risk factors and major impacts	<ul style="list-style-type: none"> Physical risks: Extreme weather conditions and natural disasters may have an impact on the macroeconomy, resulting in slowed economic growth, rising inflation and other effects, which in turn can affect the value of assets included in the bank's balance sheet. Extreme weather conditions and natural disasters may have an impact on the resource environment, supply chains, and customer operations, leading to price fluctuations in the financial market, and thereby inducing market risks. 	<ul style="list-style-type: none"> Transition risks: The shift of investors' preferences and a decline in bond prices for high-carbon emission industries may expose the bank to risks such as reduced valuations of traded assets.
Business involved	Trading business, investment and financing business	Impacts on financials The revenue may decline
Impact duration	Short, medium and long term	
Mitigation measures	<ul style="list-style-type: none"> Efforts will be made to adjust asset structure and hedge risks using financial instruments. Efforts will be made to develop products and services aligned with green preferences of corporate clients and consumers. Efforts will be made to strengthen dynamic monitoring of relevant asset market risks. 	

Risk type	Reputational risks	
Risk factors and major impacts	<ul style="list-style-type: none"> Physical risks: Insufficient support for clients affected by extreme weather conditions and other related factors may lead to negative perceptions of the bank. 	<ul style="list-style-type: none"> Transition risks: With the increase in the market and consumers' preference for climate-friendly or environmentally friendly products, services, and business practices, certain industries or enterprises are under heightened scrutiny for their carbon emissions, and inappropriate investment and financing directed towards them may attract negative criticism.
Business involved	The whole Group	Impacts on financials The revenue may decline / the financing cost may increase
Impact duration	Short, medium and long term	
Mitigation measures	<ul style="list-style-type: none"> Efforts will be made to refine green investment and financing strategies and continue to increase support for green and low-carbon fields. Efforts will be made to empower customers in their transition management to enhance their capability to address climate risks and actively communicate relevant support measures. Efforts will be made to continuously improve climate-related information disclosure and communication mechanisms and actively foster a responsible brand image. 	

Risk type	Operational risks	
Risk factors and major impacts	<ul style="list-style-type: none"> Physical risks: Extreme weather conditions may lead to facility damage, business disruptions, etc., which may result in losses. 	<ul style="list-style-type: none"> Transition risks: With the introduction of climate change policies, the bank is supposed to comply with new regulatory requirements, which may increase operational complexity and, consequently, raise operational risks.
Business involved	The whole Group	Impacts on financials Operational costs may be increased
Impact duration	Short, medium and long term	
Mitigation measures	<ul style="list-style-type: none"> Efforts will be made to get prepared in advance for response and prevention of extreme weather conditions by reinforcing resource guarantee, to effectively safeguard the life and property of employees and clients, and thus to guarantee and relocate critical assets, cash, and other essential resources. Efforts will be made to establish and improve management systems across all business lines, steadily advance comprehensive emergency plans, and conduct relevant drills to proactively address the risks of major business disruptions caused by climate change. Efforts will be made to constantly follow up on the regulatory requirements and trends in climate-related natural disasters, regularly update risk assessments, to reflect new risks arising from climate change, and adjust risk management strategies accordingly. 	

Risk type	Strategic risks	
Risk factors and major impacts	<ul style="list-style-type: none"> Physical risks: Insufficient attention and inadequate response measures to physical risks such as extreme weather conditions and natural disasters may have a negative impact on the bank's sustainability strategy. 	<ul style="list-style-type: none"> Transition risks: With the green and low-carbon transformation of both the economy and society and the continuous introduction of various policies, the bank's development strategy might be unable to keep pace with these policy directions.
Business involved	The whole Group	Impacts on financials The long-term profitability may be limited
Impact duration	Long term	
Mitigation measures	<ul style="list-style-type: none"> Efforts will be made to attach great importance to the identification, assessment, management, and monitoring of climate risks and integrate response to climate risks into the overall corporate strategic framework. Efforts will be made to actively follow up domestic and international policies and market trends, dynamically adjust business layouts, and promote the development of an "internationally leading green bank". Efforts will be made to foster a culture of sustainable development and raise awareness of climate risk management. 	

Notes: Under the "Impact duration", "short term" refers to within one year (including one year) after the end of the sustainability reporting period, "medium term" refers to one to five years (including five years) after the end of the sustainability reporting period, and "long term" refers to more than five years after the end of the sustainability reporting period.

Climate-related opportunities

Against the backdrop of global efforts to address climate change, the Bank has actively seized climate-related opportunities. While enhancing its own energy conservation and carbon reduction initiatives at the operational level, the Bank has also expanded investments in green finance to support the green and low-carbon transformation of the economy and society.

Opportunity type	Market	
Opportunity description	Under the guidance of the goals of "carbon peak and carbon neutrality", the green and low-carbon transformation of the economy and society is accelerating. The rapid development of green industries and the transformation and upgrading of traditional sectors have both led to a steady increase in funding demands.	
Business involved	The whole Group	Impacts on financials The revenue may increase
Impact duration	Long term	
Enhancement measures	<ul style="list-style-type: none"> Efforts will be made to practice green principles, seize the market opportunities arising from the green and low-carbon transformation of industries, and vigorously develop green finance. Efforts will be made to enhance the innovation of products and services of green finance, optimize asset allocation, continue to increase the proportion of green assets, and build a more resilient and prospective asset portfolio. 	

Opportunity type	Products and services	
Opportunity description	Customers are experiencing an increased demand for diversified services in green finance.	
Business involved	On- and off-balance sheet business	Impacts on financials The revenue may increase
Impact duration	Medium and long term	
Enhancement measures	<ul style="list-style-type: none"> Efforts will be made to leverage the Bank's comprehensive business advantages to innovate diversified products, including green funds, green insurance, green leasing, and green investments, and establish a holistic and multi-dimensional green finance service system. 	

Opportunity type	Adaptability	
Opportunity description	Asset end: Implement green and low-carbon principles, participate in renewable energy projects and launch green products. Operation end: Adopting energy-efficient technologies helps reduce operational costs.	
Business involved	The whole Group	Impacts on financials The operational cost structure may be optimized / the revenue may increase
Impact duration	Long term	
Enhancement measures	<ul style="list-style-type: none"> Asset end: Efforts will be made to accelerate green product innovation and service layout, and build a stable green asset portfolio. Operation end: Efforts will be made to fully promote green office practices, establish green outlets, and systematically reduce the operational carbon emissions. 	

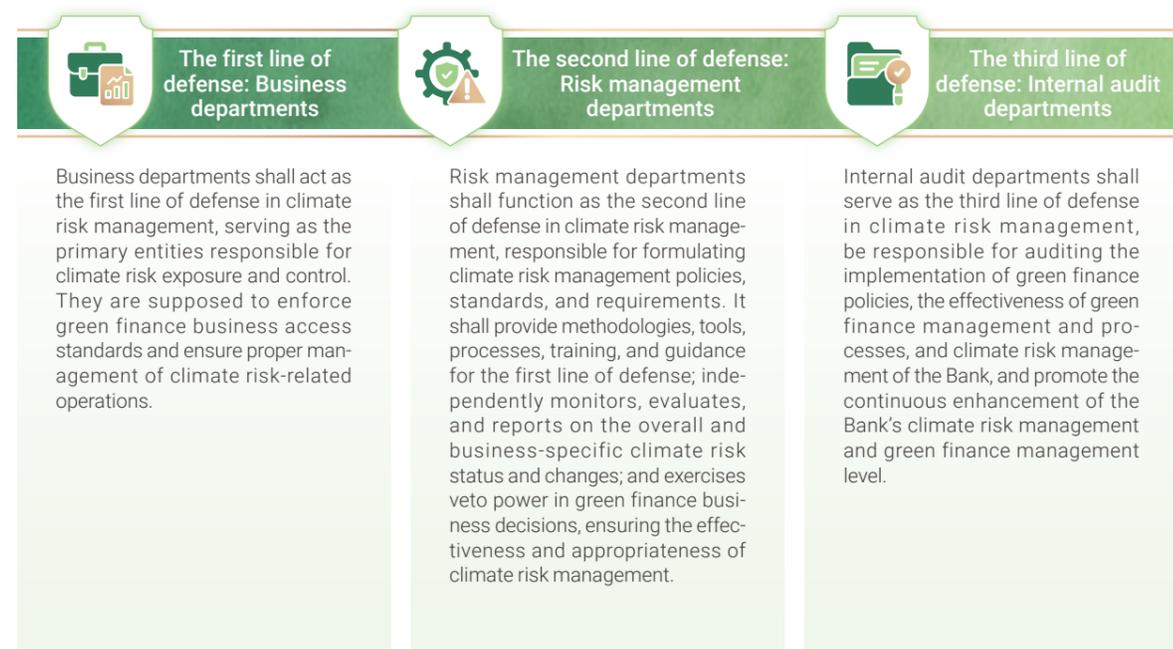
Opportunity type	Energy efficiency	
Opportunity description	The adoption of low-emission energy and the development of industries related to low-carbon transformation contribute to improved energy efficiency.	
Business involved	The whole Group	Impacts on financials The operational cost structure may be optimized
Impact duration	Long term	
Enhancement measures	<ul style="list-style-type: none"> Efforts will be made to conduct in-depth research on national and local government policies, including subsidies and tax incentives for low-emission energy, and actively strive for policy support. Efforts will be made to optimize its energy structure, actively utilize clean energy, and reduce the operational carbon emissions and energy costs. 	

Opportunity type	Resource efficiency	
Opportunity description	Improved resource efficiency and reduced resource waste effectively lower environmental footprints and resource costs.	
Business involved	The whole Group	Impacts on financials The operational cost structure may be optimized
Impact duration	Medium and long term	
Enhancement measures	<ul style="list-style-type: none"> Efforts will be made to increase the utilization rate of recycled materials in operations by establishing recycling channels, collaborating with recycling enterprises, and improving the collecting, sorting, inspecting, and processing system of recyclable materials. Efforts will be made to reduce resource consumption and waste by implementing water-saving equipment and technologies to enhance the efficient use of water resources. 	

Strengthening climate risk and opportunity management

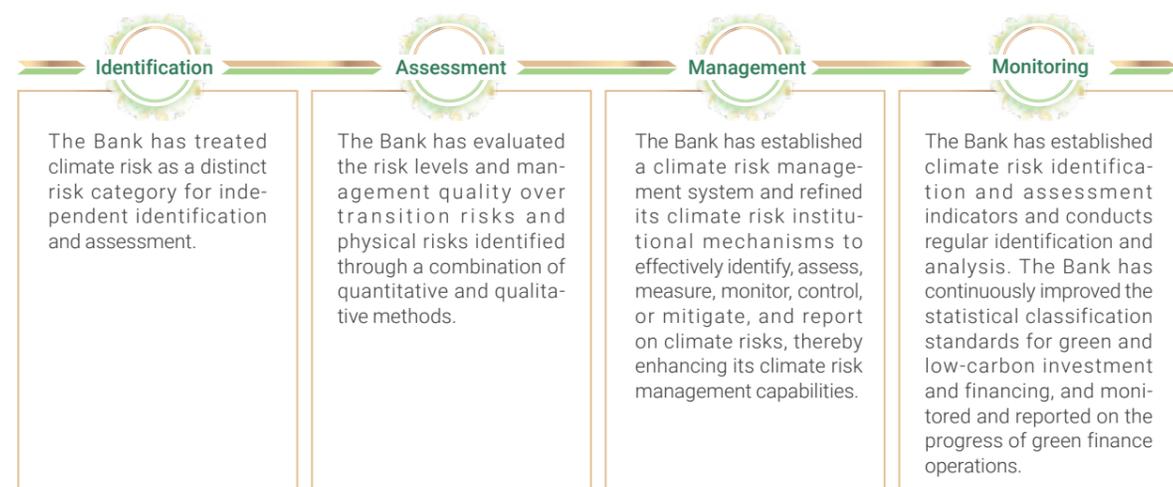
To effectively respond to impacts arising from climate change, the Bank included climate risk management as an important part of its daily operations and management. By integrating it into the enterprise risk management system, building risk management defense lines, and continuously enhancing climate resilience, the Bank provided a solid guarantee for sustainable development.

The three lines of defense for climate risk management



The Bank shall collect and update internal and external climate risk management data on an annual basis and conduct identification and assessment of the Group's climate risk management status. The assessment data mainly include data on customers and businesses, carbon emissions, carbon market price, losses from natural disasters, etc., and shall be verified using publicly available data from governments, industry associations, think tank institutions, etc.

Processes for climate risk management



Key response measures

Integrating climate risk factors into strategies and decisions

The Bank has fully considered climate risk-related factors in strategic management, risk appetite, and credit investment decisions, and embedded green and low-carbon requirements throughout all stages, including due diligence, project evaluation, credit rating, review and approval, contract signing, fund disbursement, and post-lending management.

Conducting ESG ratings for green enterprises and low-carbon transformation of high-emission enterprises

To assess the risks and opportunities faced by enterprises in their transformation to a low-carbon future under the "carbon peak and carbon neutrality" goals and enhance the foresight of the internal rating model, the Bank has conducted ESG ratings for green enterprises and high-emission enterprises, respectively. The ESG rating for green enterprises comprehensively took into account factors such as green technology, green efficiency, and green responsibility, and conducted a comprehensive evaluation of the competitiveness of the enterprise; the ESG rating for high-carbon emission enterprises comprehensively assessed the enterprise's transformation capabilities and willingness, guiding financial resources to precisely support key areas of low-carbon transformation.

Advancing sustainable financial risk management

The Bank has actively formulated action plans to support the goals of carbon peak and carbon neutrality, advanced the development of green finance operations, facilitated biodiversity protection, and provided comprehensive financial services for green and low-carbon transformation.

The Bank collaborated with the meteorological administration to initiate a pilot project of climate loans, incorporating meteorological data, developing a climate-friendly client scoring model, and integrating climate factors into the credit decision-making process, facilitating financing for agriculture-related inclusive enterprises with strong disaster prevention and mitigation capabilities.

Continuously improving climate risk database

The climate risk database of the Bank has incorporated carbon emissions, carbon markets, stress scenarios, ESG and other data. With regular updates and maintenance, the database continuously enhances data quality and provides foundational support for climate risk measurement, management, and analysis.

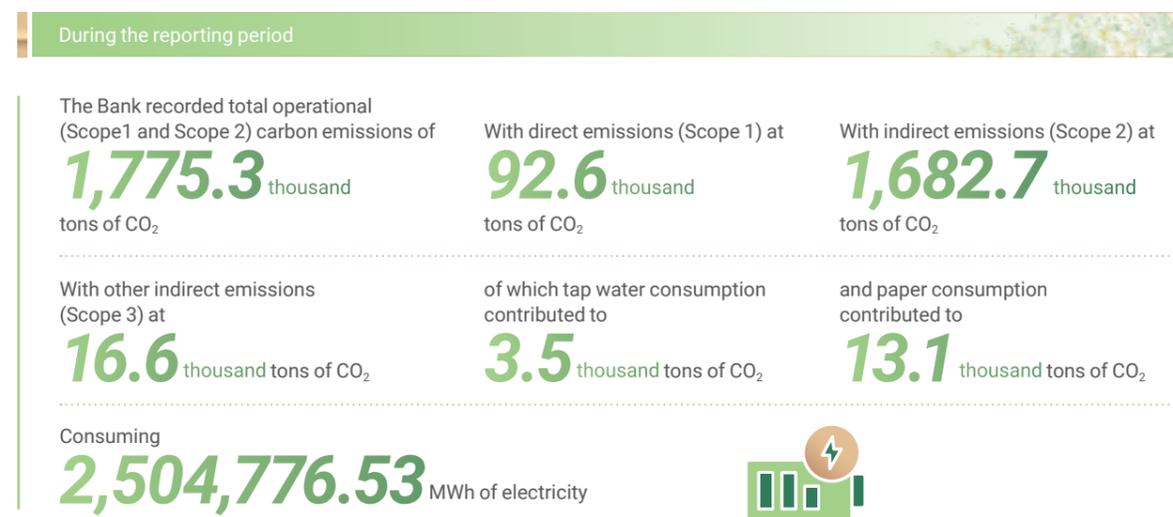
Solidly advancing the "carbon peak and carbon neutrality" strategy

The Bank continued to deepen the "carbon peak and carbon neutrality" management and advanced comprehensive green and low-carbon transformation at both the asset end and the operation end. During the reporting period, the Bank actively conducted climate risk and opportunity analysis, taking enhanced financial support for green and low-carbon sectors as a key measure to address climate risks. It accurately seized the development opportunities brought by the low-carbon transition, focused on the growing market demand for green finance, expanded comprehensive financial services in green sectors, and made deployments in key areas such as carbon finance, transition finance, climate investment and financing, biodiversity finance, and green consumer services. Through these efforts, the Bank steadily improved the quality and efficiency of its green financial services, contributing to the growth in revenue.

Consolidating the operation end and steadily promoting carbon footprint management in the Bank's operations

Following the overall path of "making an investigation, tapping potential, setting a route, and steadily advancing", the Bank steadily carried out operational carbon footprint management and formulated and implemented an overall strategy of "four major areas and five improvements" for energy conservation and carbon emission reduction.

During the reporting period, with its independently developed statistical system of carbon footprint management data, the Bank organized all institutions within the Group to fill in energy consumption data, which collected three categories of data, i.e., carbon emission data, emission facilities and monitoring facilities. The Bank constantly optimized the abnormal data model, provided prompts for abnormal data, and organized various institutions to correct abnormal data. A third-party specialized agency was engaged to check the data within the reporting period through on-site accounting, document review and other methods to ensure the integrity and accuracy of data.



The Head Office actively supported the energy-saving and emission reduction work of the Beijing municipal government and has completed the carbon emission compliance work for 2024 within the prescribed period.

Refining the asset end and systematically advancing the low-carbon transformation of the Bank's investment and financing structure

The Bank systematically pushed forward the key tasks, including promoting low-carbon transformation of asset portfolios and strengthening climate risk management. The Bank treated carbon accounting for investment and financing as one of the key tasks in green finance. With reference to international mainstream standards and global industry experience, the Bank developed carbon accounting for investment and financing methods suitable for its asset portfolios by industry, explored carbon accounting of corporate loans in key industries, gradually improved the working procedures for carbon accounting for investment and financing based on relevant practical experience, and steadily advanced the optimization of accounting scope and data quality.

The Bank has explicitly supported the low-carbon transformation of industrial structures, the application of emerging green technologies, and the low-carbon transformation of the energy system, enhancing innovation in investment and financing products, and creating comprehensive, diversified service advantages to promote the development of green finance. The Bank has formulated and implemented the *Report on the Long and Medium-term Strategy for Improvement of Investment and Financing Structure Under the Goals of "Carbon Peak and Carbon Neutrality"*. The report implements the "basket by basket" strategy for investment and financing to promote the green and low-carbon transformation of investment and financing structure, and continuously strengthen the innovation of green financial products and services. In the meantime, the Bank actively participated in research on carbon emission reduction supporting tools initiated by the People's Bank of China, maintained communication and exchanges with regulatory authorities, and strove to improve the quality and efficiency of finance serving China's "carbon peak and carbon neutrality" goals.

Targets	Completion status for 2025
To improve green credit management system	The total amount of green loans continued to rank first among peers, and the green and low-carbon transformation of the credit structure continued to advance.

Green Operation

Energy-saving and carbon reduction

The Bank actively carried out energy conservation and carbon emission reduction related to its own operations. Focusing on four areas of technological infrastructure, building infrastructure, daily office, and key energy-consuming facilities, the Bank encouraged the improvement in five areas, i.e., structural renovation of building enclosure, replacement of aging equipment, installation of energy monitoring platform, electrified substitution of vehicles, and electrified renovation of canteen, during the natural maintenance and replacement of fixed assets.

Xisanqi Park of the Data Center conducted systematic energy-saving renovation of computer rooms

During the reporting period, the Xisanqi Park of the Data Center actively conducted systematic energy-saving renovations of the computer room infrastructure through measures such as air conditioner replacement, the implementation of cold aisle containment, and the upgrading of smart meters, thereby achieving energy conservation equivalent to over 900 tons of standard coal.

Gansu Branch vigorously promoted energy-saving renovations of lighting fixtures

The headquarters of Gansu Branch replaced the old lamps in the office buildings with LED energy-saving lamps and completed the installation of the intelligent electricity system. The project effectively reduced power waste caused by aging power supply equipment and lines, enabled automated management and control of power supply, and put an end to the "ever-burning lamps".

The Bank actively promoted the use of green electricity and gradually increased the total consumption of green electricity, contributing to green development.

Business Research & Development Center advanced the green electricity procurement plan

During the reporting period, the Business Research & Development Center actively procured approximately 20 million kWh of green electricity and obtained the Green Electricity Certificate Transaction Vouchers certified by the country, effectively reducing the operational carbon emission intensity.

Green office

Paper-free office

The Bank has encouraged employees to jointly promote energy conservation and consumption reduction initiatives by vigorously promoting paperless meetings and smart office to enhance the recycling rate of office supplies and minimize waste generation.

During the reporting period

By holding paperless meetings, the Bank has reduced its paper consumption for meetings by

9% year on year



Hangzhou Institute of Financial Managers made breakthroughs in green office

Hangzhou Institute of Financial Managers adopted various green office initiatives. Electronic menu boards were used for trainee cafeterias, replacing nearly 40 thousand sheets of paper menus; the Hangzhou Institute Smart Office System was officially launched, enabling the internal circulation of all types of data, and a total of 1,181 matters have been approved via the system, saving 1,395 paper documents.

The Bank promoted the "Campus Pass" project to practice green training

In order to actively leverage advanced information technology and further enhance the efficiency of the Bank's training centers, the Head Office initiated the "Campus Pass" project. Based on the mobile platform of the ICBC Training Center network, the project created a four-in-one seamless service matrix of "learning, dining, living and transportation", and innovated "paperless classrooms" and "cardless campus" services, to fully practice green training. As at the end of the reporting period, "Campus Pass" was implemented and promoted in 20 branches, saving approximately RMB382 thousand in training material printing costs.

Water conservation

Strictly following the requirements outlined in the *Water Conservation Regulations* and the *Management Measures for Water Conservation in Public Institutions*, the Bank strengthened water-saving management of all institutions and adopted diversified measures for publicity, thereby raising all employees' awareness of water conservation and ensuring the effective implementation of these initiatives.

Waste management

In actively practicing the green and environmental protection philosophy, the Bank has consistently adopted a rigorous approach to the disposal of discarded electronic information products. All discarded equipment was 100% entrusted to qualified recycling companies for harmless processing, ensuring compliance with green and environmental protection standards.

Awareness raising

The Bank continuously conducted energy-saving and environmental protection publicity and activities, and displayed energy-saving and carbon reduction posters on the electronic screens of office buildings as well as computer screens in institutions at all levels, enabling the concepts of green development and energy saving and environmental protection to be deeply rooted in the mind. The Bank proactively initiated environmental protection activities across regions, including tree planting, green commuting, plugging, and green recycling, guiding employees to actively participate in ecological protection.

Green outlets

The Bank has issued *Notifications Regarding the Establishment of Green Low-carbon Demonstration Outlets and Guidelines for Constructing Green Low-carbon Outlets*. These initiatives have continuously guided the carbon peak and carbon neutrality work during the Bank's operations and accelerated the construction of green and low-carbon outlets through combined measures.

On the operation end

The Bank incorporated green and low-carbon principles throughout the entire life-cycle of outlet site selection, design, construction, and operation. This approach comprehensively reduced both the intensity and total energy consumption of outlet operations.

On the business end

The Bank has intensified the application and promotion of green low-carbon service models, such as centralized, electronic, and integrated online and offline services, encouraging branches to set up green fast tracks and windows that prioritize green financial services. Furthermore, the Bank was advancing the renovation of outlets in a categorized manner and guiding outlets to explore the creation of green and low-carbon demonstration sites.

Tianjin Branch created green low-carbon demonstration outlets

Tianjin Branch of the Bank took Shuangshuidao Sub-branch as a pilot site to establish the first green demonstration outlet in Tianjin, integrating the green and low-carbon concept throughout the full lifecycle of the outlet, including design, procurement, construction, and operation. Drawing on innovative measures and intelligent management methods such as building a photovoltaic system and constructing a smart centralized control platform as well as a visual monitoring system, the electricity consumption of the outlet decreased by approximately 40% annually, with a reduction of 70.5 tons of carbon dioxide emissions, setting a new benchmark for green finance development in Tianjin.

Four sub-branches of Yunnan Branch obtained carbon neutral certification

Four sub-branches of Yunnan Branch of the Bank, namely Banking Office of Kunming Banking Department, Pu'er Ning'er Sub-branch, Lijiang Sifang Street Sub-branch, and Mohan Sub-branch, have achieved carbon neutrality by calculating the greenhouse gas emissions generated from operations and offsetting an equivalent amount of certified emission reductions, and have obtained carbon neutral certification.

Centralized procurement management

The Bank's centralized procurement has strictly followed national regulations and established a separate "operation" and "decision-making" mechanism for checks and balances, resolutely adhering to principles of accepting all bids that meet the requirements for procurement and promoting an integrity culture featuring "three zeros and three strictness" and "behavioral prohibitions" in the field. Through a "three inspections" procurement operation principle involving pre-procurement surveys, in-process reviews, and post-procurement inspections, the Bank has strengthened its group-wide coordination, designed the supplier selection scheme based on the cost-effective principle, and improved centralized procurement efficiency. The Bank has fully played the safeguarding role of operation and development, provided efficient support for procurement in the fields of sci-tech innovation, digital transformation, and inclusive finance, thereby contributing to the "Five Priorities". The Bank has proactively fulfilled the concept of green procurement by incorporating energy-saving and environmentally friendly qualifications into the bid evaluation management system to meet practical needs. The Bank also has improved management standards for supplier admission and contract performance evaluation and handling to foster fair and substantial competition. Furthermore, the Bank has actively participated in the establishment of a financial industry-wide information-sharing mechanism on supplier misconduct to encourage all parties to conscientiously uphold a fair, orderly, and honest competitive market environment.

4 Social

The Bank continued to advance the construction of “a bank satisfactory to the people”, continuously expanded the breadth and depth of inclusive finance, focused on the development of small and micro enterprises, rural revitalization, and vulnerable groups, innovated service models, and created an inclusive financial environment; the Bank iterated and upgraded the consumer protection system, improved the full-process review mechanism for products and services, broadened channels for financial knowledge dissemination, and comprehensively safeguarded the legitimate rights and interests of customers; the Bank also anchored in the new landscape of digital finance, strengthened privacy protection and data security resilience, and built a security barrier under intelligent risk control. At the same time, the Bank adhered to the people-centered concept, optimized the talent cultivation and retention mechanism, and empowered employees’ diverse growth and value realization; and the Bank also took a more proactive role in assuming corporate citizenship responsibilities, deepened the integration of “finance + public welfare” practices, conveyed the warmth of ICBC, and interpreted responsibility through practical actions.

- Inclusive Finance
- Consumer Protection
- Privacy and Data Security
- Human Capital Development
- Social Contribution



Contributing to the Sustainable Development Goals (SDGs) of the UN

Inclusive Finance

Supporting small and micro enterprises

◆ Continuously improving the amount and coverage of inclusive loans

The Bank focused on deepening and refining inclusive finance, continuously increased efforts to serve the real economy, and pursued an online, intelligent, intensive and ecological development path. The amount and coverage of inclusive loans were expanded, and the service quality and efficiency were continuously improving, which helped ease the financing difficulties of small and micro enterprises, and continuously expanded the coverage, accessibility, and satisfaction of inclusive financial services.

“7th Annual Financial Industry Outstanding Brand Case - Inclusive Finance Annual Case Award” of China Finance

“Annual Product Communication Case” of Jinnuo in 2025

“2025 Inclusive Finance Annual Case for Building Financial Powerhouse” of CCTV Finance

“Digital Inclusive Finance Products and Services Innovation Achievements” and “Digital Inclusive Finance Business Model and Mechanism Innovation Achievements” of the 7th China Digital Inclusive Finance Conference in the 2025 National SME Service Month by the Ministry of Industry and Information Technology

As at the end of the reporting period

The balance of the Bank’s inclusive loans to small and micro enterprises stood at
RMB **3,551,863** million



an increase of
RMB **658,548** million or **22.76%**
compared with the beginning of the year

The number of inclusive loan-holding small and micro enterprises was
2,581.3 thousand



an increase of
497.9 thousand or **23.9%**
compared with the beginning of the year

Further strengthening the adaptability of financing services



Improving people's livelihood

For merchants and farmers, the Bank formulated the *Action Plan for "Inclusion for Everyone"*, and held a public launch event for the action plan for "Promoting Private Enterprises, Implementing Mechanisms, Assisting Merchants and Benefiting Farmers". Focusing on two major customer groups, merchants and farmers, with products as the core, reach as the key, and co-growth as the goal, the Bank built a comprehensive service system and provided customized financial support solutions.



Stabilizing foreign trade

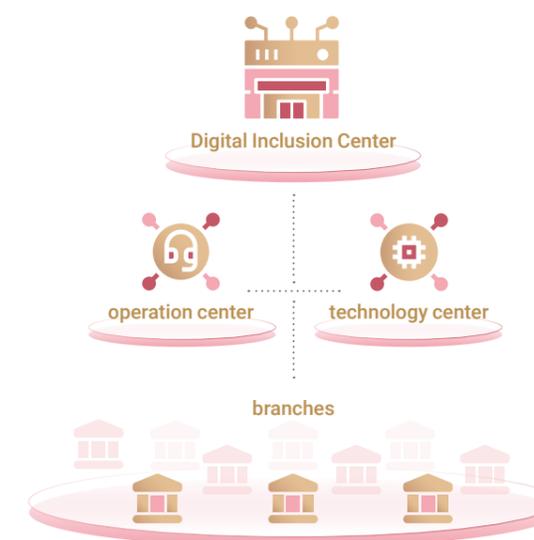
For small and micro foreign trade enterprises, the Bank strengthened visits and connections, enhanced cross-line comprehensive services and the supply of financing products, and increased support for both domestic and international markets.



Promoting technologies

For small and micro technology innovation enterprises, the Bank implemented the "Pilot" action plan for science and technology finance, strengthened customer survey and service follow-up, focused on characteristics such as few collaterals and a high proportion of intellectual property, and continuously innovated products and risk control mechanisms.

On one hand, the Bank continuously enriched and improved the standardized online product system, promoted "Quick Lending for Operation" along with data, "Online Revolving Loan" along with assets, and "Digital Supply Chain" along the industrial chain, and embedded inclusive financial services into various scenarios of production and operation for small and micro enterprises. For example, the Bank continuously improved the service capabilities of credit loans. Under the framework of "Quick Lending for Operation", and focusing on small and micro manufacturing enterprises, the Bank used multi-dimensional data such as tax, invoices and financial statements to carry out precise customer profiling, iteratively optimizing "Manufacturing e Loan"; the Bank actively expanded merchant financing services, strengthened the combined application of online "Truthful Data" and offline "Timely Information", and enhanced the scenario-based and digital service capabilities of "Merchant e Loan".



On the other hand, relying on "1 (digital capability of products at the Digital Inclusion Center) + 1 (technical and resource support from the operation center/technology center, etc.) + N (branches)" joint innovation mechanism, the Bank stimulated grassroots vitality, supported branches in carrying out customer-centered innovations in featured financing scenarios, adapted to local conditions to enrich regional product portfolios, and improved market response speed and product matching.

Further expanding channel reach

The Bank continuously improved the online-offline integrated inclusive financial service channels to enhance the accessibility and convenience of services.

Leveraging online channels for efficient customer reach

The Bank created an inclusive edition of mobile banking

The Bank unified the service entry, broke down operational isolation between individual and corporate channels, and provided one-stop exclusive services for inclusive finance. Focusing on business processes such as customer applications, withdrawals, and renewals, and leveraging online methods such as mobile banking pop-ups, intelligent outbound call reminders, and manual agent services, the Bank identified customer financing needs, and followed up offline at the grassroots level through system prompts, forming a closed loop of online and offline service connection.



Quickening steps in deploying inclusive financial services in outlets

The Bank strengthened the development of service outlets

Using branches as an effective support for digital operation of inclusive finance business, it continuously strengthened the construction of inclusive finance service outlets, deepened the application of digital tools to improve efficiency, established a mobile platform for handling inclusive finance business, and enhanced the efficiency of outbound marketing services of outlets.



The Bank promoted barrier-free and senior-friendly renovations

It continuously strengthened the construction of featured outlets, and carried out barrier-free and senior-friendly renovations. The Bank continuously promoted the transformation of livelihood service ecosystems at outlets, deepened the connotation of public welfare and benefit services at outlets relying on the service carrier of "ICBC Sharing Station", and built ecosystem-based scenarios such as "Station + Daily Life", "Station + Wealth Management" and "Station + Volunteer Service".



Surveying the financing needs of micro and small enterprises through the activity of "Visiting Thousands of Enterprises"

The Bank deeply advanced the coordinated mechanism to support financing for small and micro enterprises, and closely collaborated with government work teams at all levels. The four-tier linkage and seamless service system effectively played its role, ensuring that resources are adequately allocated, policies are properly implemented, and enterprise visits are thoroughly conducted. The Bank carried out the activity of "Visiting Thousands of Enterprises", comprehensively surveyed the financing needs of small and micro enterprises by visiting customers and providing services, enriched product offerings based on the orientation of customer demands, effectively resolved the bottlenecks and difficulties in financing for small and micro enterprises, and promoted fast, convenient and accurately matched financial services with appropriate interest rate to reach the grassroots and key customer groups directly. The Bank timely summarized excellent experiences and mature models, promoted replication well, used successful cases to drive broader improvements in service capabilities, and achieved significant results in alleviating financing difficulties. The Bank integrated the promotion of financial knowledge into the visit process, conducted face-to-face financial knowledge dissemination, and improved the financial awareness of small and micro enterprises.



Henan Branch launched "Bristle & Hair Processing Loan" to financially empower the "Hometown of Makeup Brushes"

Luyi County, Zhoukou, Henan is known as the "City of Makeup Brushes in China", with more than 160 enterprises above designated size, forming a specialty industry cluster. In response to issues such as centralized procurement of raw materials and difficulties in light-asset financing in the bristle & hair processing industry, Henan Branch of the Bank innovatively launched a region-specific product called "Bristle & Hair Processing Loan". The Branch precisely matched demands by "Visiting Thousands of Enterprises", and granted a credit loan of RMB2 million to a cosmetics enterprise without collateral, effectively alleviating its financial pressure.



Further improving the efficiency of digital inclusive finance

The Bank continuously deepened the use of big data, comprehensively promoted product innovation and marketing, advanced toward more segmented industries, better-adapted customer groups and higher efficiency, and created a "Strong Engine" for digital inclusive finance.

Further improving the inclusive ecosystem



The Bank strengthened internal collaboration, and promoted the service model to upgrade from “loan-oriented” to “customer-oriented”

It consolidated internal efforts, strengthened collaborative interaction, shifted from “loan-oriented” to “customer-oriented”, deepened the “credit +” service model, and relied on a comprehensive financial service package to support enterprise operations and development. The Bank promoted the “ICBC Business Matchmaker” platform, and improved one-stop services such as product promotion, supply-demand matching, and financing support. The platform has hosted more than 500 matching events, served over 640 thousand customers, reached more than 60 thousand cooperation intentions, and helped small and micro enterprises increase orders and expand markets.



The Bank expanded external cooperation, and built a diversified and collaborative inclusive finance “ecosystem”

It continued to expand the inclusive finance “ecosystem”, deepened and refined cooperation scenarios such as bank, government, insurance, guarantee and cooperative, and strengthened the effectiveness of coordinated development. For example, the Bank cooperated with the National Development and Reform Commission and the National Center for Public Credit Information to promote the “Celoan” project. The Bank deployed inclusive loan products on the “Celoan” platform, and supported branches to quickly connect with local “Celoan” platforms, enabling enterprises’ financing needs to “directly reach” the ICBC system.

Yunnan Branch innovatively launched “Loans to Small and Micro SRDI Enterprises”

Yunnan Branch of the Bank fully leveraged its financial innovation capabilities to tailor the product of “Loans to Small and Micro SRDI Enterprises”. This product focused on national and provincial SRDI enterprises, and built an online credit model covering dimensions such as taxation, patents, revenue and industry. Through system development and model optimization, the first transaction of “Loans to Small and Micro SRDI Enterprises” was implemented on June 18, 2025. As at the end of the reporting period, there were 72 customers with “Loans to Small and Micro SRDI Enterprises”, with a total loan balance of RMB201 million.

Dalian Branch created a new “Zero-visit” model for financing of small and micro enterprises

Dalian Branch of the Bank innovatively launched the service model of “Online Pre-approval + Offline Verification”, providing small and micro business owners with a “Zero-visit” financing experience. Customers submitted applications through mobile banking, and the account manager visited to verify the business situation, enabling same-day approval and efficient loan disbursement, thereby greatly saving customers’ time. At the same time, the Bank extended services to communities, and jointly developed a “Financial Service Applet”, allowing residents to make online appointments for social security card activation, pension inquiries and other services, while receiving real-time anti-fraud alerts and interest rate information.

Guangdong Branch innovatively launched “Customs-Bank Consumables e Loan Express”

Guangdong Branch of the Bank innovatively launched the inclusive financial product of “Customs-Bank Consumables e Loan Express”, precisely supporting small and micro enterprises in the field of printing consumables. The product provided a full-process online, efficient and convenient working capital support to small and micro foreign trade enterprises with light assets and stable export, effectively addressing the pain points of “difficult and slow financing”. Since its launch, the Bank has quickly provided loans to many small and micro enterprises, becoming a vivid practice of Guangdong Branch in empowering with data, deeply cultivating inclusive finance, and helping small and micro enterprises “Going Global”.

Deepening targeted assistance

The Bank deeply studied and implemented important discussions of General Secretary Xi Jinping on financial work and work related to “agriculture, rural areas and farmers”, conscientiously implemented the decisions and plans of the CPC Central Committee and the State Council, learned and applied the good practices in the Zhejiang Green Rural Revival Program, strictly implemented the requirements of “all of the related responsibilities, policies, support, and oversight remained in place”, and resolutely took on the political responsibility of targeted assistance. The Bank leveraged its own advantages, innovated support measures, and fully supported the four targeted counties and cities of Nanjiang, Tongjiang, Wanyuan and Jinyang in Sichuan Province in consolidating and expanding the achievements of poverty alleviation and promoting comprehensive rural revitalization.

Insisting on high-level promotion

The Party Committee’s enlarged meeting specifically studied and deployed the annual targeted assistance work, clarified task requirements, made specific arrangements for financial support for rural revitalization and targeted assistance work, and promoted the implementation of key assistance tasks.

The Bank formulated the *2025 Work Plan for Targeted Assistance*, defining 26 key tasks in six topics, including enhancing organizational promotion, deepening financial services, promoting rural industrial development, advancing countryside construction, promoting countryside governance and preventing poverty relapse and onset. The Bank leveraged the collective strength of the Group to consolidate a coordinated poverty alleviation framework with shared responsibilities.

Assisting in industrial revitalization

The Bank gave full play to its financial advantages, innovated inclusive financial products related to agriculture, and specifically solved the capital problems of new agricultural business entities in the assisted areas, helping to promote a new pattern of industrial development.



The Bank classified and promoted key industrial projects such as Nanjiang Yellow goats, Jinyang passion fruit, Tongjiang tremella and Wanyuan tea to expand the scale of planting and breeding and strengthen intensive processing, and simultaneously implemented the “Science and Technology Backyard” project to help improve both output and quality.



The Bank continuously organized special actions to assist consumption, supported agricultural products from the four counties and cities to enter online sales platforms such as the Mobile Banking iBonus Point Mall and Agricultural 832 Platform.



The Bank set up a targeted assistance zone at the site of large-scale production and marketing docking activities, carried out the third phase of the high-speed rail advertising train project for rural revitalization in the four targeted counties and cities, and supported the publicity and promotion of specialty industries.



The Bank organized representatives from both central and local state-owned enterprises, as well as private enterprises in the fields of food and traditional Chinese medicine processing, agricultural product circulation, culture and tourism, and manufacturing to visit the assisted counties, carried out special financial assistance docking activities jointly attended by government, banks and enterprises, promoted project implementation and industrial cooperation, and injected sustainable development momentum into the county economy.

Adhering to the dual assistance of willpower and intelligence

The Bank organized the professional skills training, supported impoverished people in acquiring skills and increasing income, and broadened development paths.

Aimed at grassroots cadres, the Bank implemented the “Agricultural Talent Training Program”, held targeted assistance work training classes offline, and conducted four online sessions of “Agricultural Classroom”.

The Bank organized and carried out professional training in Shu embroidery, planting, breeding, etc., for people who have been lifted out of poverty.

In cooperation with assistance units within Sichuan Province, the Bank implemented the talent training project themed “ICBC Builds Dreams · PowerChina Sets Sail” in Jinyang, a key county under the National Rural Revitalization Program, helping expand employment channels.

The Bank implemented the second phase of “ICBC Sight Initiative · Vocational and Professional Talents Program”, and selected and fully sponsored ten fresh high school graduates to undertake professional skills studies in Hong Kong.

◆ Holding firmly to the bottom line of preventing return to poverty

The Bank consolidated the foundation for preventing return to poverty, handled key issues concerning people's livelihood, and continuously enhanced the sense of gain and happiness of the people who have been lifted out of poverty.



The Bank continued to carry out the "Sailing Project" and the "Candlelight Program", supported financially struggling students, and recognized teachers in mountain villages.

The Bank carried out repair and renovation projects for dormitories, canteens, sports fields, desks and chairs in primary and secondary schools in the four counties and cities to improve their school conditions.

The Bank supported hospitals in the four counties and cities to purchase medical equipment, provided funding for the expansion and renovation of township healthcare centers, and improved the convenience and accessibility of basic medical services.

◆ Launching region-specific products

The Bank launched region-specific products that served the specialty industries in poverty alleviation areas according to local conditions, and comprehensively supported the development of "local specialties" in poverty alleviation areas.

Supporting rural revitalization

◆ Achievements in supporting rural revitalization

The Bank resolutely implemented various work arrangements of the CPC Central Committee and regulatory authorities regarding deepening urban-rural integration development and promoting comprehensive rural revitalization, learned and applied the good practices in the Zhejiang Green Rural Revival Program, focused on the key tasks of "two continuities and four focuses", adhered to the "five transformations" path, continuously increased agriculture-related financial supply, strengthened diversified product innovations, enhanced rural service coverage, and actively fulfilled the responsibilities of a major state-owned bank.

As at the end of the reporting period



The balance of agriculture-related loans was **RMB 5.07 trillion** with a growth rate of **15.4%** an increase of **RMB 676.1 billion** compared with the beginning of the year

the balance of inclusive agriculture-related loans was **RMB 981.2 billion** with a growth rate of **34.2%** an increase of **RMB 250 billion** compared with the beginning of the year

the growth rates of both agriculture-related loans and inclusive agriculture-related loans were higher than the average growth rate of all loans in the Bank.

◆ Strengthening financial services in key areas

◆ Strengthening food supply security

The Bank solidly advanced the joint action of "ICBC Assists in Ensuring Food Security and Welcomes a Bumper Harvest Together" to ensure food security, improved investment and financing support policies for planting and grain reserves, and promoted guiding the entire Bank to increase investment and financing in the grain sector.

The Bank promoted exclusive products such as "Planting e Loan", "Breeding e Loan", "Grain Purchase Loan" and "Vegetable Basket Development Loan" to enhance the adaptability of products and services.

The Bank launched the Financial Support for Agriculture Initiative during the Chinese

Farmers' Harvest Festival, and released exclusive product service packages, I GO · Helps Agriculture and other pro-agriculture measures, to help expand agricultural product consumption, increase grain farmers' income, and enhance the resilience of the grain industry chain.

As at the end of the reporting period



the balance of loans in key areas of grain was **RMB 292.3 billion**

an increase of **RMB 59.3 billion** from the beginning of the year

with a growth rate of **25.5%**

◆ Consolidating and building on achievements in poverty alleviation through financial support

Focusing on advantageous specialty industries in poverty alleviation areas, such as homestays in Yunnan and ethnic musical instruments in Lankao, Henan, the Bank created region-specific financing scenarios, supported the expansion of agricultural product sales, and actively helped revitalize industries in poverty-alleviated areas.

the preferential allocation of financial resources, fully supported key areas such as new energy, water conservancy and highways, increased investment in project loans, and helped improve the living environment and fill infrastructure gaps in poverty-alleviated areas.

Targeting college students from poverty-alleviated families, personnel that "take community-level posts in education,

agriculture, health care and poverty relief" and other key groups, populations and regions for national rural revitalization assistance, the Bank carried out special recruitment for rural revitalization themed "ICBC Stars · Supporting Rural Residents and Enabling Dreams", actively provided job positions and employment opportunities, and cultivated endogenous development momentum in poverty-alleviated areas.

The Bank continuously strengthened

As at the end of the reporting period



the balance of loans to poverty-alleviated areas was **RMB 1.36 trillion**

an increase of **RMB 147.9 billion** from the beginning of the year

and an increase of **RMB 15.9 billion** year on year

◆ Supporting the development of county-level wealth-boosting industries

The Bank strengthened financial support for county-level wealth-boosting industries and for rural specialty industries, provided comprehensive and customized services to leading enterprises in agricultural industrialization, developed supply chain finance around leading enterprises, carried out special discount marketing actions for leading enterprises, provided inclusive financing, bill settlement and other financial services to upstream and downstream clients of the industrial chain, cumulatively built over 4,000 agriculture-related supply chains, drove nearly 66 thousand upstream and downstream clients, helped improve the resilience of

the industrial chain, and deepened the effect of linking and leading farmers.

The Bank actively participated in the "credit express channel for new-type agriculture operators" launched by the Ministry of Agriculture and Rural Affairs, cooperated with the National Agricultural Credit Guarantee Alliance Co., Ltd. to innovate the model of "Intelligent Bank-Guarantee Linkage", strengthened the connection of agriculture-related business scenarios such as planting and breeding, and improved the financing service efficiency for new-type agriculture operators. The "credit express channel for new-type

agriculture operators" accumulated a credit limit exceeding RMB240 billion.

The Bank, in cooperation with the Ministry of Agriculture and Rural Affairs, carried out the "Agricultural Matchmaking" activities in depth, implemented the Action Plan for "Agricultural Matchmaking" Serving Rural Industry Development, deployed four major actions including commercial, financing, consulting and product integration, and organized a series of docking activities themed "Specialty Industry Tour", serving nearly 490 thousand agriculture operators in total.

Supporting rural construction and the integrated urban-rural development

The Bank promoted new urbanization centered on county-level development, actively connected with the major project reserve list for agricultural and rural infrastructure, strengthened financial services for the construction and consolidation in fields such as hydropower, transportation, cold chain logistics, and rural living environment renovation, and supported the promotion of infrastructure extending to rural areas. As at the end of the reporting period, the balance of rural infrastructure construction loans was RMB1.11 trillion, an increase of RMB124 billion compared with the beginning of the period.

The Bank implemented actions for high-quality development for personal finance in counties, carried out a series of activities themed "Happy Village Engagement", provided the solutions of "settlement support for agriculture" to enterprises, individual businesses and village committees in county and township areas, continuously optimized comprehensive financial services for new citizens, effectively expanded the accessibility of financial services for various groups in counties and rural areas, and supported the deepening and promotion of integrated urban-rural development.

Improving the specialized financial service system for rural revitalization, and consolidating the development foundation

The Bank implemented the "Cultivation" plan for rural revitalization, continuously improved the "1+4+X" financial service system for rural revitalization with distinctive ICBC features¹, aimed to become the main bank providing financial services for comprehensive rural revitalization, deeply carried out a series of special actions to promote agriculture, and consolidated the foundation for high-quality development of financial services for rural revitalization.

In terms of ecosystem-based synergy

Internally, the Bank built an organizational promotion pattern with horizontal line linkage and vertical categorized advancement; externally, the Bank deepened cooperation with government departments, supply and marketing cooperatives, agricultural guarantees, business associations, and leading enterprises to jointly create a financial service ecosystem.

In terms of digital driving

The Bank deepened the application of agricultural big data, the Internet of Things, AI, etc., improved precise profiling of agricultural customers, carried out collateral monitoring and post-loan management, and further enhanced digital lending capabilities.

In terms of product adaptation

The Bank built an integrated urban-rural inclusive credit product system based on products suitable for both urban and rural areas, and supplemented by two types of segmented scenarios: county-specific and region-specific scenarios.

In terms of channel expansion

The Bank optimized the layout of county-level outlets, established rural inclusive financial service points, accelerated the online service upgrade of ICBC "Xingnongtong", carried out the "Supply and Marketing + Finance" grassroots service rooting action, jointly built a service system with supply and marketing cooperatives, and continuously improved the layout of integrated online and offline county and township service channels.

Jiangxi Branch supported the revitalization of kiwi fruit specialty agriculture in Fengxin

Jiangxi Branch of the Bank innovatively launched the "Planting e Loan" in Fengxin County, Jiangxi, and provided a credit support of RMB1.8 million to the leading enterprise in the local kiwi fruit industry, effectively addressing the financing difficulties caused by large upfront investments and long return cycles of agriculture. Through the cooperation model of "Party Branch + Cooperative + Base + Farmers", the Bank drove more than 200 villagers to achieve local employment and income growth, and supported enterprises in transforming and upgrading from single-crop planting to comprehensive development of "production, processing, sales, agriculture, culture, and tourism", continuously using financial power to help specialty agriculture become an important engine for regional revitalization and increasing farmers' income.



In the kiwi fruit orchard, the farmers are focused on performing the pollination work.

Xinjiang Branch innovated "Cotton Financing Scenarios" to support rural revitalization

Xinjiang Branch of the Bank actively responded to the national rural revitalization strategy, focused on local specialty agriculture, innovatively built a "Xinjiang cotton financing scenario", and provided comprehensive financial services throughout the entire cotton industry chain of "planting, harvesting, processing, and storage". By coordinating multiple parties to carry out targeted marketing, performing B2B cooperation with agricultural technology platforms, and strengthening farmer data verification, the Bank precisely served the needs of planting entities. As at the end of the reporting period, Xinjiang Branch had provided cumulative financing of over RMB7.3 billion through products such as "Planting e Loan (Cotton)" and "Cotton Grower Loan", serving more than 4.1 thousand farming households, with a loan balance of RMB5.45 billion. It also drove coordinated development of related businesses such as card issuance and asset retention, effectively using financial power to promote the quality and efficiency improvement of Xinjiang cotton industry, and fulfilling the responsibility of a major state-owned bank to serve agriculture, rural areas and farmers, and to empower rural development.

Deepening rural service outreach

The Bank cooperated with local governments, village committees, supply and marketing cooperatives, etc., to jointly establish 3,595 rural inclusive financial service points, covering 1,661 counties and 3,278 townships nationwide, handling a total of 4,572 thousand transactions, and carrying out 39.1 thousand financial knowledge promotion events.

Accessibility of financing

Offline service channels

The Bank continued to deepen the intelligent, elderly-oriented and inclusive transformation of offline service channels, and built a physical service network covering urban and rural areas, with multiple functions, efficient service and friendly experience, comprehensively enhancing the accessibility, convenience, and inclusiveness of financial services.

Optimization of outlet layout

The Bank newly entered three previously unserved counties, namely, Ruoqiang in Xinjiang, Fangshan in Shanxi, and Gonghe in Qinghai, raising the coverage rate of county outlets to 87.5%.

Filling the gaps in county areas

Strengthening coverage of key areas

The Bank set up 1,151 outlets in poverty-alleviated counties and 159 outlets in key counties designated to receive assistance, improving the accessibility of financial services in rural revitalization areas.

Outlet operation and digital intelligence empowerment



Process reengineering and efficiency improvement

The Bank improved the construction of the "Counter Express" platform, implemented scenario-based process reengineering and operation simplification for about 40 types of complex businesses, and reduced the handling time of corporate account opening, wealth inheritance and other services by more than 50%.



Comprehensive coverage of remote services

The Bank supported remote handling of more than 20 types of services, and fully launched remote services at tier-two branches, with outlet coverage exceeding 90%.



Deep application of intelligent technology

Throughout the year, the Bank used intelligent systems to replace manual processing for 370 million transactions, launched China's first offline customer-facing large model assistant in the financial industry, and automatically completed three million intelligent verifications at self-service terminals.

Notes: 1. The "1+4+X" financial service system for rural revitalization 1 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.

Development of service capability and featured scenarios

Enhancing the service efficiency of outlets

The Bank comprehensively improved the level of customer service at outlets by means such as strengthening basic service management, deepening customer complaint handling, building service model outlets, and reinforcing the supply of elderly-friendly services, to consolidate outlet service support on all fronts.

Specialized development of pension finance

The Bank established more than 9,300 specialized outlets of pension finance, including more than 1,300 flagship and model outlets, set up an appointment-based door-to-door service system for elderly customers, promoted the "Large-Print Care Edition" self-service, and optimized the elderly-friendly function of ATM.

Providing barrier-free services

The Bank offered more convenient financial services for the disabled, set up caring service counters in some business outlets, actively promoted the development of barrier-free environments, and provided barrier-free ramps, mobile filling stations, wheelchairs, hearing aids, handwriting tablets, Braille business guides, and signature cards for the blind to identify banknotes, etc., comprehensively improving the business handling experience of disabled customers.

Convenient upgrading of cash services

Covering seven types of scenarios, including small change and new banknote reservations. During the reporting period, 1.45 million transactions were handled, amounting to RMB43 billion.

Channel collaboration and efficiency improvement

Downward layout of self-service channels

The county-level self-service equipment put into operation accounted for 40% of the Bank, expanding the reach of financial services in county and township areas.



Optimization of posts and permissions

The Bank promoted the reform of the outlet post system, enhanced the flexibility of human resource allocation, and strengthened the outlet competitiveness monitoring and digital intelligence analysis support.

Financial service care

Layout of online channels



Promoting digital financial services for rural revitalization

The Bank built an online service platform for county-level and rural customers relying on the construction of mobile banking, open banking and Xingnongtong, and explored a new model for the deepening of county-level and rural services relying on the digital partner strategic cooperation of "one cooperative (supply and marketing cooperative) and one tax (Golden Tax System Phase IV)". As at the end of the reporting period, the number of online county-level and rural customers exceeded 200 million households, achieving a continuous and precise flow of financial resources to support rural development.



Strengthening senior-friendly service care

Focusing on three types of customers, namely civil affairs departments, elderly care institutions, and the elderly and their families, the Bank actively promoted senior-friendly digital financial services. Relying on the Happy Life version of mobile banking and the pension finance special zone, the Bank provided elderly customers with auxiliary services for handling remote transactions, synchronized transactions and family proxy transactions. Relying on Silver Generation Industry Cloud, the Bank provided services such as supervision of pre-collected elderly care funds, subsidy distribution, and financial management. Mobile banking app served over 120 million elderly customers.



Deepening services for inclusive customer groups

Relying on the inclusive edition of mobile banking, the Bank provided full-process services for inclusive loans, including application, withdrawal, payment and repayment, optimized loan renewal services, and launched the financial interest subsidy function for loans to service industry business entities.

Financial solutions



Rural townships and towns

For areas with insufficient banking services such as rural regions, the Bank extended the innovative achievements of the "Cotton Grower Loan" pilot project to other agriculture-related industry chains by cooperating with relevant transaction platforms and supply and marketing organizations in the agricultural sector and relying on agricultural data and online scenarios; the Bank promoted the pilot of the "Intelligent Bank-Guarantee Linkage" model for personal agriculture-related loans. Through "head-quarters-to-headquarters" docking with the National Agricultural Credit Guarantee Alliance Co., Ltd., the Bank established a standardized cooperation model with direct system connection, data sharing, and process integration, promoting in-depth cooperation with agricultural guarantee companies in various provinces, and improving the financing supply capacity and service capability for agricultural customers.

As at the end of the reporting period

the balance of individual agriculture-related loans conducted through online agriculture-related scenarios and the intelligent bank-guarantee linkage model was

RMB **1,858** million

Among them, the balance of Cotton Grower Loan was

RMB **1,572** million

During the reporting period

RMB **2,487** million was issued

and the credit limit was RMB **3,859** million

the number of credit accounts reached **6,473**



Individual business owners

For groups with unstable incomes, such as individual business owners, the Bank actively developed financial products suitable for the development characteristics of such customers. This year, the Bank launched the Business Support Loan Package, which effectively expanded the scale and coverage of loans for individual business owners, and improved the accuracy and convenience of loans.

As at the end of the reporting period

the balance of the Business Support Loan Package reached RMB **3,289** million

During the reporting period

the number of applicants reached **451.8** thousand

the number of credit approvals was **37.9** thousand

and the credit line was RMB **4,518** million

Financial knowledge publicity

The Bank continued commitment to public welfare-oriented financial literacy enhancement and knowledge dissemination, not only targeting bank customers, but also covering groups without bank accounts, or lacking banking service or financial service experience. Institutions at all levels strengthened educational and promotional efforts targeting key groups such as the elderly and young people, as well as weak areas like counties and rural regions, gradually guiding more groups to understand and access formal financial services, achieving coordinated advancement of financial education reach and service conversion, and consolidating the grassroots defense line of financial security.

Consumer Protection

The Bank firmly upheld the fundamental purpose of providing financial services for the people, actively responded to regulatory requirements and consumer expectations, fully implemented the decisions and plans of the Board of Directors and senior management, continuously deepened the reform of consumer protection mechanisms, and collaboratively promoted complaint handling and service improvement, ensuring continuous enhancement of consumer protection governance capabilities.

Consumer protection policy

◆ Loan contract change scheme

In order to meet the customer's needs for adjusting the financing scheme and repayment schedule, the Bank formulated the *Administrative Measures for the Change of Personal Loan Contracts* in accordance with the requirements of the *Interim Measures for the Administration of Personal Loans*, the *Guidelines for the Classification of Loan Risks* and other policies. The Bank clearly stipulated that, based on the borrower's application, the Bank can flexibly adjust the loan term, loan guarantee method and repayment method, or provide services such as grace periods and early repayment, so as to help optimize the debt structure and effectively mitigate loan risks.

◆ Factors for loan change

For situations where the borrower's financial condition deteriorates in the short term and their repayment ability declines due to special reasons such as natural disasters and public health security incidents, as well as reasons on the part of the borrowers such as family changes, major illnesses, job changes, and poor business operation of enterprises, after the Bank fully investigated the authenticity and reliability of their information and confirmed the reasonableness of changes in their income, the Bank will allow them to apply for a repayment grace period or an extension of the loan term. For customers who need early repayment, there are two methods available for partial repayment: keeping the loan term unchanged and reducing the repayment amount per period, or shortening the repayment period by remaking the repayment plan.

◆ Application channels for loan changes

To promptly respond to customers' demands for loan modifications, the Bank set up loan modification services through multiple channels, including offline business outlets and online platforms such as mobile banking and internet banking. These channels provide customers with convenient and quick application methods.

◆ Credit card limit adjustment policy

The Bank strictly adhered to regulatory requirements and conducted dynamic adjustment of credit card limits in an orderly manner based on the risk management preferences and institutional requirements of credit cards to promote market development, prevent potential risks, and protect the rights and interests of consumers.

Credit limit increase

- For customers meeting risk control requirements, the Bank conducted a refined assessment of their repayment ability, and implemented differentiated credit limit increases according to measurement models or expert rules, more effectively meeting the needs for credit limit increases or decreases.
- Credit limit increases proactively initiated by the Bank can only be implemented after obtaining the customer's confirmed consent, ensuring that the consumer's right to know is fully respected.

Credit limit decrease

- By analyzing credit information and the assessment results of the credit risk model, the Bank performed precise dynamic management for high-risk customers, and adjusted credit limits in an orderly manner to match the customer's qualification level, ensuring the safety of the customer's credit assets, and clearly informing the customer in an agreed manner.

◆ Debt collection policy

The Bank has established a comprehensive and standardized integrated personal loan collection system. In accordance with relevant laws, regulations and regulatory provisions, and the Bank's management systems such as *Information Technology Outsourcing Management Measures*, *Data Security Management Measures*, and *Implementation Rules for Security Management of Customer Information Provided Externally*, the Bank formulated the *Management Measures for Overdue Loan Collection of Individuals and Small and Micro Enterprises* and the *Management Measures for Outsourcing of Overdue Loan Collection of Individuals and Small and Micro Enterprises*, to comprehensively standardize the collection process.

Scope of application:

Debt collection policies of the Bank apply to the collection of overdue loans for individuals and small and micro enterprises, including collections by internal bank personnel and external partner institutions. Management requirements cover system risk control, data security management, institution management, etc., ensuring that collection activities are lawful and compliant. The Bank strictly implemented relevant laws and regulations, regulatory requirements, and internal rules, meeting all requirements for customer information security, consumer protection, data security management, etc.

Program mechanism:

The Bank clarified the responsibilities of the Head Office and branches for consumer protection related to collection, including information security specifications, collection operation processes, complaint handling processes, and emergency response mechanisms, so as to ensure that collection complaints can be responded to quickly, thus effectively protecting the legitimate rights and interests of customers. According to the *Data Security Management Measures*, the Bank conducted its data security (including personal information security) assessments on outsourced collection involving sensitive and higher-level data processing activities, and continuously strengthened effective supervision of debt collection operation standards.

Performance training:

The Bank focused on strengthening the supervision and management of partner collection institutions.

- The Bank conducted business training for outsourced collection partner institutions at least once every six months, promptly conveyed changes and requirements regarding collection business from regulatory authorities and within the bank, and supervised cooperating institutions to continuously optimize the collection processes and improve the collection efficiency.
- The Bank regularly checked whether partner institutions are involved in mafia-like and gang-related crimes, violent or covert coercive collection, etc.
- The Bank required the partner institutions to regularly provide training to the internal staff on collection operation procedures, work skills, and the security and confidentiality of customers' personal information, so as to ensure that collection activities of the collection personnel are legal and compliant.

◆ Fair advertising policy

The Bank strictly complied with the *Advertisement Law of the People's Republic of China* and the requirements of financial regulatory authorities regarding advertisements for financial products and services, and conducted advertising and marketing promotion within the permitted scope. By implementing the *Administrative Measures for the Management of Advertising and Marketing Expenses*, the *Administrative Measures for the "ICBC Channel" Electronic Media Management System* and other systems and measures of the Bank, the Bank ensured the effective implementation of fair advertising policies.

◆ Content supervision and review

The Bank continuously strengthened the comprehensive management and supervision of fair marketing by the Board of Directors, management, and the execution level. The Executive Office of the Head Office is responsible for effectively performing the duties of supervision and review on promotional content, and conducting a comprehensive and strict review of all promotional materials produced and released at the Bank's expense. The review scope covers the legality and compliance of copywriting, visual design, and the use of copyrighted materials (including fonts, images, audios, videos, etc.), ensuring that all promotional materials do not infringe on others' intellectual property rights and other legal rights, and highlighting the legal risks and consumer rights damage that may be caused by false advertising, thereby ensuring the legality, authenticity and standardization of promotional activities from the source.

Special training on fair marketing

The Bank placed great importance on the professional training of relevant personnel engaged in publicity, advertising placement, etc. Every year, the Bank carried out special training on fair marketing, adopted various forms such as offline face-to-face teaching, online training, thematic seminars, and authoritative interpretations to strengthen learning and communication, continuously deepened employees' understanding of the fair marketing concept, and effectively improved the professional quality of relevant practitioners across the Bank.

Training employees on consumer protection

During the reporting period, the Bank formulated and issued the *2025 Consumer Protection Training Program* across the Bank, clearly requiring that the personnel in all customer-facing positions, including management positions, key business lines, and front-line staff, must participate in the training on consumer protection every year. The content covers financial knowledge, responsible sales practices, etc., ensuring that employees internalize consumer protection concepts and standardize operational behaviors in actual business, thereby comprehensively enhancing the consumer protection awareness and professional competency of all staff.

During the reporting period

Internal training on consumer protection in all forms across the Bank covered more than **2,054.3** thousand people in total

The employee training coverage was **100%**

Researching and producing high-quality consumer protection training courseware

The Bank issued the *2025 Consumer Protection Training Program*, clarifying the direction and focus of consumer protection training for the whole year. During the reporting period, the Bank set up the "Consumer Protection Zone" on the ICBC Training Center platform, and launched 31 high-quality consumer protection courses with continuous updates. At the same time, the Bank compiled the *Clarity Document for Financial Consumer Protection* for frontline staff to strengthen grassroots employees' awareness and operational skills in consumer protection.

Conducting bank-wide special training on consumer protection

During the reporting period, the Bank closely followed regulatory requirements, business development, and actual needs of employees, and organized eight sessions of special training. The content covered key topics such as interpretation of new consumer protection regulations, management of customer complaints, and key points of consumer protection reviews, and specific cases were used to promote the overall improvement of the Bank's consumer protection capabilities.

Focusing on key positions to carry out targeted training

The Bank conducted precise, layered and diversified training on consumer protection for different groups, including branch management personnel, core members of various business lines, frontline outlet managers, account managers, customer managers, and new employees, comprehensively strengthening the awareness of consumer protection responsibilities and the ability to perform duties for the personnel at all levels.

Deepening consumer protection training and business integration

During the reporting period, 264.2 thousand people across the Bank participated in consumer protection knowledge quizzes, expanding the reach of consumer protection concepts. In light of regulatory concerns and business development, the Bank provided an in-depth interpretation of new regulatory rules as well as the Head Office's prohibitive regulations and normative requirements during business training, helping each branch strengthen bottom-line thinking and red-line awareness, and continuously enhancing compliance management awareness.

Product and business review

Supervision by Board of Directors and Special Committees

The Board of Directors of the Bank has established the Corporate Social Responsibility and Consumer Protection Committee, which continuously strengthens the overall planning and comprehensive supervision and guidance of consumer protection work, treating consumer protection as an important part of building a bank satisfactory to the people.

Board of Directors

- Determining the Bank's consumer protection strategies, policies and objectives, and safeguarding the legitimate rights and interests of financial consumers and other stakeholders
- Regularly reviewing or hearing topics regarding consumer protection work

Corporate Social Responsibility and Consumer Protection Committee

- Studying major issues and important policies related to the Bank's consumer protection, and guiding and pushing forward the establishment and improvement of a management system for consumer protection
- Reviewing the Bank's consumer protection strategies, policies, targets, and work reports, supervising the corrective actions, and making recommendations to the Board of Directors
- Holding four meetings throughout the year to supervise and improve product and service experiences, ensuring that consumer protection requirements are managed throughout the lifecycle of the product.

Review and supervision mechanism for new products and businesses

The Bank continuously improved its risk management system for new products and new businesses, including the review mechanism, consistently managed new product risks throughout both the product approval stage and the duration management stage, effectively identified, assessed, controlled, mitigated, monitored and reported new product risks, extensively covering various risks such as credit, market, operation, reputation, liquidity, money laundering, banking book interest rate, and external fraud.

Optimizing the consumer protection review workflow

The frontline business departments intensified their self-review of marketing texts, and the product and service management departments leveraged their professional expertise to deepen the "dual review" model combining business and consumer protection, thereby driving the deep integration of consumer protection management requirements into all aspects of business operations and product services, and protecting consumers' legitimate rights and interests from the source.

Implementing the key points of consumer protection review for commission-based business

The Bank issued the guidelines for key points of consumer protection review for commission-based business, formulated 41 key points of consumer protection review, and improved the consumer protection work level in all processes and stages such as the management of partner institutions, product access and promotional sales of commission-based business.



The intelligent consumer protection platform empowered the improvement of consumer protection review quality and efficiency



The Bank deeply explored the organic integration of AI technologies with consumer protection scenarios, developed and built a unified intelligent consumer protection platform across the Bank, launched the AI Intelligent Consumer Protection Assistant, intelligently identified potential risks in new products and new businesses, and achieved intelligent review of product agreements, promotional texts and other content, significantly improving the review quality and efficiency as well as the work performance. The platform synchronized internal and external evaluations of production, financial education and other functions, achieving the sharing of critical information and co-creation of financial education materials, and effectively enhancing management collaboration and public education capabilities. At the same time, by enhancing the interconnectivity with business systems, the Bank developed an intelligent quality inspection model for WeCom, and promoted the transformation of consumer protection management from "human defense" to "technical defense + intelligent defense". Thanks to outstanding achievements in system construction and application, relevant projects won the "Topology Award of Outstanding Financial Institution for Consumer Protection in 2025" from CLS.cn, becoming a benchmark case for digital transformation in consumer protection within the industry.

Before the projects were launched, the implementation of these prevention and control measures had been checked and confirmed one by one, which effectively reduced the probability of risks in new product development, and the overall risks of new product development across the Bank were kept under control.

Customer complaint management

Complaint situation¹

During the reporting period

The Bank received **206.5 thousand** complaints from individual customers, representing a year-on-year decrease of **22.60%** and all related complaints had been properly handled

In terms of business categories

complaints were mainly concentrated in business areas including credit cards, personal credit, and debit cards.

In terms of regional distribution

complaints were mainly concentrated in regions such as Guangdong, Hebei, Shandong, Jiangsu, Henan, Zhejiang, Beijing, Sichuan, Hubei and Anhui. Complaints from the above-mentioned regions accounted for **50.87%** of all complaints.

Complaint governance measures

The Bank actively practiced the concept of finance serving the people, implemented multiple measures to strengthen complaint management, and took concrete actions to effectively protect consumers' legitimate rights and interests.

During the reporting period



The customer satisfaction rate was **96.11%** a year-on-year increase of **3.04 percentage points**

Notes: 1. Individual customer complaints included complaints collected by the Bank, complaints transferred by the regulatory authorities and complaints "Forwarded via One Call Button" of the 12378 hotline to the Bank and complaints filed by customers through the "Financial Consumer Protection Service Platform" (WeChat Mini Program) of the National Financial Regulatory Administration. In addition, in order to more accurately reflect the actual situation of customer complaints, the number of individual customer complaints has excluded complaints related to the "Card Breaking Action" carried out to crack down on new types of illegal and criminal activities via telecommunications networks and repeated complaints.

2. Survey data from the Bank.

Deepening root-cause governance of complaints

- The Bank refined the norms and standards for customer information protection, agency sales and marketing suitability 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 promoting business model transformation, handling process optimization, and product quality improvement.
- The Bank paid close attention to business areas and branches with concentrated complaints, and continuously strengthened the responsibility of handling complaints through assessments, interviews, supervision, notifications, and training.

Strengthening capacity building on complaint handling

- **Improving the complaint handling system:** The Bank formulated and issued the *Implementation Rules for Diversified Resolution of Financial Disputes* and the *Implementation Rules for Emergency Management of Handling Major Customer Complaints* to enhance the standardization and professionalism of complaint handling.
- **Establishing a classified and categorized handling mechanism:** The Bank implemented classified and categorized processing of customer feedback tickets to ensure that customer requests are accurately transferred to institutions with the appropriate authority and problem-solving capabilities, achieving efficient response while simultaneously reducing the burden on the frontline.
- **Building pilots for centralized complaint handling:** In some tier-two branches, the Bank deeply carried out pilot work of complaint handling centers, set up specialized teams to handle customer complaints centrally, and continuously improved the quality and efficiency of complaint handling.
- **Enhancing intelligent monitoring and early warning capabilities:** The Bank actively utilized technologies such as artificial intelligence and large language models to strengthen the functions such as monitoring, analysis, early warning, and supervision of the customer complaint management system, achieving "early detection, early prevention, early reporting, and early handling" of complaint risks and potential hazards.

Complaint channels and processes

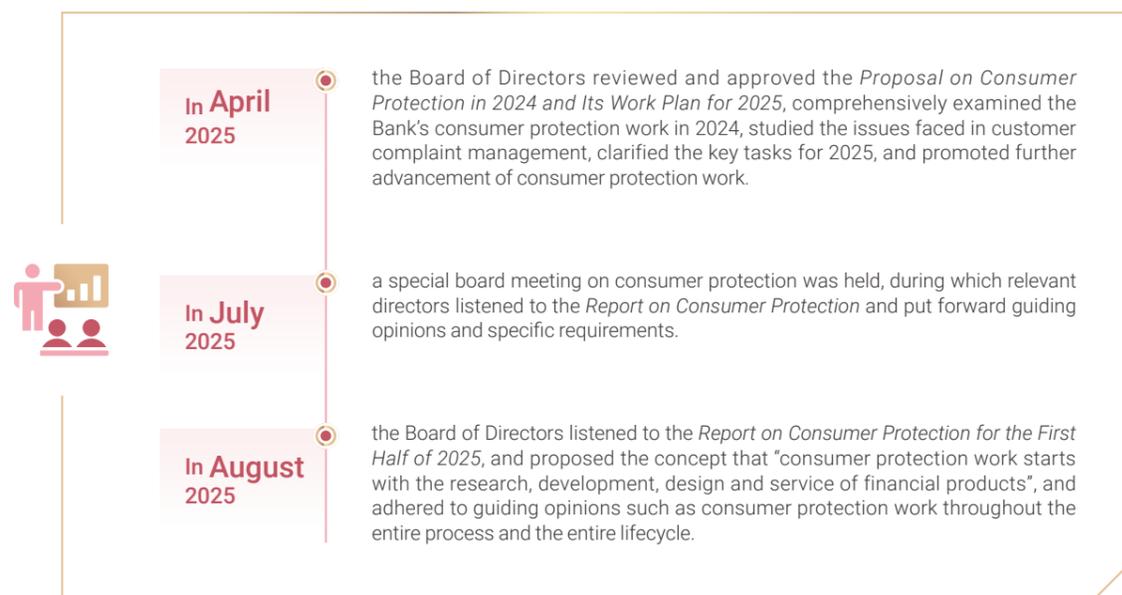
The Bank has established multiple complaint acceptance channels. Customers can submit complaints through business outlets, customer service hotlines, portal websites, internet banking, mobile banking, WeChat Official Account banking, paper letters, etc. Among them, electronic channels provide 7x24 uninterrupted service to ensure smooth and efficient complaint acceptance. At the same time, the Bank established clear handling procedures and processing time targets to ensure the professionalism of the complaint handling process.

Customer's complaint handling process



Board of Directors' supervision

The Board of Directors of the Bank attached great importance to the work concerning consumer protection and customer complaint management, continuously supervised the management to strengthen the protection of consumers' legitimate rights and interests, studied and formulated the annual work plan for consumer protection, regularly understood the progress of consumer protection work and the overall customer complaints of the Bank, put forward guiding opinions and requirements, and vigorously promoted the construction of "a bank satisfactory to the people".



In April 2025 the Board of Directors reviewed and approved the *Proposal on Consumer Protection in 2024 and Its Work Plan for 2025*, comprehensively examined the Bank's consumer protection work in 2024, studied the issues faced in customer complaint management, clarified the key tasks for 2025, and promoted further advancement of consumer protection work.

In July 2025 a special board meeting on consumer protection was held, during which relevant directors listened to the *Report on Consumer Protection* and put forward guiding opinions and specific requirements.

In August 2025 the Board of Directors listened to the *Report on Consumer Protection for the First Half of 2025*, and proposed the concept that "consumer protection work starts with the research, development, design and service of financial products", and adhered to guiding opinions such as consumer protection work throughout the entire process and the entire lifecycle.

Financial education initiatives and stakeholder engagement

Achievements in financial education

The Bank actively organized precise, targeted, distinctive, and innovative financial education activities, taking the consumer protection brand building to a new level.



During the reporting period

The Bank carried out **204.3** thousand various financial education activities in total reaching over **1,119** million consumers

Mainstream media such as CCTV, People's Daily, and XinhuaNet repeatedly recognized on the achievements of the Bank's consumer protection education and publicity work

In the selection of **"Excellent Case of Financial Consumer Protection and Service Innovation in 2025"** organized by China Financial Media Corporation, **three cases from the Bank were rated as outstanding cases**

Diversification of financial education

Enriching the theme of financial activity education

The Bank adhered to a combination of centralized and regular educational publicity, organized a series of themed activities such as the "March 15th Consumer Protection Education & ICBC Sharing Station Volunteer Service" and the "Financial Literacy Week". The Bank focused on important moments, key customer groups, and issues concerning people's livelihood, actively promoted financial knowledge, provided warnings against risks such as illegal fundraising and telecom fraud, guided consumers to establish rational investment concepts, and enhanced financial literacy and risk prevention capabilities.

Enriching and innovating education and publicity forms

The Bank actively explored integrating distinctive culture, trendy elements, artificial intelligence and other diverse and innovative forms, continuously expanded the "Five Entry" service scenarios, promoted the implementation of mature brand service spaces such as "Xishi Pavilion" and "Touzhi Li" at business outlets, collaboratively established "Silver Age Financial Care Stations" and "Corporate Financial Service Corners", and constantly enhanced the coverage, influence and penetration of financial services, thereby strengthening customer experience and value resonance.

The Bank regularly promoted precise education and publicity, and released educational videos and articles for consumer protection in light of the requirements for preventing telecom fraud and relying on channels such as "ICBC Customer Service" WeChat Official Account banking, mobile banking, and portal website, helping popularize financial knowledge and promote consumer protection and anti-fraud awareness, and enhancing the public's financial literacy and risk prevention awareness.

Shaanxi Branch created a new immersive education paradigm of "Finance + Culture + Technology"

During the reporting period, Shaanxi Branch of the Bank focused on the young customer group, and innovatively launched a financial publicity and education model integrating "Finance + Culture + Technology" under the theme of "Experiencing the Beauty of Finance". Taking the flourishing Tang Dynasty culture as the main theme, the Bank created an immersive experience zone, integrating ancient-style crafts, Hanfu interaction, and financial knowledge quizzes, providing an innovative and impactful practical example for financial consumer education.

Cooperation with educational institutions to empower financial education

In the financial education and promotion work, the Bank continued to strengthen cooperation with various educational institutions. On the one hand, the Bank established cooperation with universities, financial professional societies, and industry associations to jointly design specialized financial knowledge education content, continuously improving the professional level of financial consumer education; on the other hand, the Bank went deep into campus to organize financial knowledge lectures, popularized financial common sense, risk prevention, and rational consumption concepts to student groups, effectively improved the financial literacy of young people, and practiced the social responsibility of finance for the people.

The Bank went deep into campuses to conduct lectures on financial risk awareness

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 the 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.

◆ Financial education for key customer groups

The Bank actively explored scenario-based and targeted financial education, covering different groups and situations.

Elderly customers

The Bank carried out community financial education, focusing on high-risk issues such as elderly fraud, and enhanced the effectiveness and coverage of warnings through police-bank cooperation, community collaboration, etc. The Bank simultaneously promoted the upgrading of senior-friendly services, built accessible outlets and community finance promotion points, and integrated financial knowledge into the daily life scenarios of the elderly. By organizing special lectures and carrying out comprehensive service activities, the Bank continuously enhanced the elderly customers' awareness of financial security and their self-protection capabilities.

New urban residents

The Bank increased the promotion of hot issues and related financial policies concerning home purchasing, entrepreneurship finance, medical and social security, etc. The Bank analyzed common fraud methods such as telecom network scams, false loans, and illegal fundraising, to help new urban residents protect their property and settle into urban life.

Teenage customers

The Bank conducted tiered financial education for teenage customers, designed differentiated courses according to the characteristics of different educational stages, and organically combined financial history, anti-fraud knowledge, and risk education. The Bank continuously cooperated with schools to hold lectures, covering key topics such as credit security, rational consumption and personal information protection, guiding students to establish rational consumption concepts, and enhancing their ability to identify and prevent risks.

County-level and rural customers

The Bank carried out targeted dissemination of financial knowledge, focused on explaining common methods and prevention points of illegal fundraising and financial fraud, reminded of risks such as agricultural subsidy fraud and fake E-commerce for farmers in light of agriculture-related realities, and popularized knowledge on the safekeeping of important certificates such as ID cards and bank cards. The Bank guided farmers to safely and conveniently use basic financial services such as digital payments, while also promoting inclusive finance policies to help them legally enjoy financial support.

Safeguarding customers' financial asset security



Telecom fraud risk governance

The Bank thoroughly fulfilled the financial governance responsibilities granted by the *Anti-Telecom and Online Fraud Law of the People's Republic of China*, focused on the governance of the "funding chain" of telecom network frauds, promoted the construction of a "One Body, Two Wings" prevention and control system centered on customers and coordinating accounts and channels, strengthened full-chain management of fraud-related risks, and effectively ensured the safety of customers' funds and their legitimate rights and interests. Relying on the dynamic monitoring function of the potential victim early warning model and the local police-bank coordination mechanism, the Bank performed timely intervention and handling, successfully helping 77.6 thousand customers avoid economic losses of RMB7.7 billion.



Empowerment of security information service platform

The platform of ICBC e Security continuously empowered business development, expanded scenario-based functions such as customer risk agent, supported risk control applications in internal business systems, and promoted the transformation of risk prevention and control towards intelligence and collaboration.

Privacy and Data Security

The Bank attached great importance to the data protection work, strictly complied with the *Personal Information Protection Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China* and other laws and regulations, always adhered to the principles of data collection being "legal, legitimate, necessary, and honest", established a comprehensive privacy and data security protection system, systematically prevented risks in all stages of information processing, and effectively safeguarded the privacy and data rights of personal customers from infringement.

Major awards and certifications in the field of data security and privacy protection

During the reporting period

The full-stack AI-powered FinTech security risk detection platform **won the first prize in 2024 Financial Technology Development Award** from the PBC

The Bank received the **"Financial Data Excellence Award"** at the Digital Financial Security Innovation and Practice Competition jointly organized by the Beijing Xicheng District Federation of Trade Unions, Xicheng District Science & Technology Committee, Beijing Financial Information Technology Institute (FITI), and the Fintech Industry Alliance

The Bank was the only one selected for **the trusted data space innovation and development pilot project of National Data Administration** in the banking industry

The Bank has been certified with ISO/IEC 27001 Information security management systems, and continuously ensured the validity of the certificate through supervisory review and recertification review. The certified business scope covered production O&M management, disaster recovery system maintenance and management, system software maintenance, network, equipment and computer room infrastructure maintenance, etc. of the ICBC information system.

Organizational system for data security and privacy protection

The Bank continuously strengthened the top-level design and system governance of data security, built a data security governance system with a sound organizational structure and clear demarcation of responsibilities, and 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.



The Board of Directors is responsible for reviewing data security-related strategic planning, important data security system, and reports on significant data security matters.

Data security and privacy protection mechanisms

Internal systems

The Bank actively implemented the latest requirements of national data security laws and regulations, continuously improved the system of data security and privacy protection, formulated data protection policies for the Bank, its affiliated institutions, and all business lines, and required business departments to further clarify the specific data protection policies such as data collection purposes, collection methods, and access control in combination with specific business scenarios.



Data security

The Bank issued the *Data Security Management Measures, Detailed Rules for the Implementation of Data Security Classification and Grading Management* and other institutional regulations, further clarifying data classification and protection strategies and continuously strengthening the security management of data throughout its lifecycle.

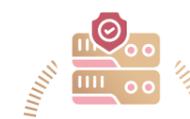


Privacy protection

The Bank revised and issued the *Management Measures for Personal Customer Information Security*, refining the management requirements for personal customer information, and improving the institutional system for the management of personal customer information security.

Safeguard mechanism

The Bank continuously strengthened technical protection for data security, established a technical protection mechanism throughout the lifecycle covering data collection, transmission, storage, use and destruction, and took various technical means such as data masking, page watermarking, encryption and access control at each stage of the lifecycle to ensure data security.



Improving the data security system

The Bank closely followed the release trends of regulatory standards, actively promoted the internalization and transmission of regulatory requirements, strengthened the data security protection system in light of the latest regulatory requirements and internal and external risk trends, and promoted sustainable improvement of data security work.



Iteratively upgrading data security technology protection capabilities

The Bank integrated new technologies such as artificial intelligence to advance leaps in data security technology protection capabilities, strengthened the data security protection capability, consolidated data security technology management and control, and effectively safeguarded the data security throughout the lifecycle.



Establishing a regular inspection and governance mechanism

The Bank promptly identified and remedied potential risks to ensure the continuity and stability of data security.

During the reporting period

- The Board of Directors reviewed and approved the *Data Security Management Measures (Version 2025)*, which clarifies institutional requirements from aspects such as organizational structure and division of responsibilities, data classification and grading, data security management, and data security technical protection. In light with the Bank's existing systems and processes, it refined the provisions on personal information protection and cross-border data security management, and continuously improved the Bank's data security management level.

The Board of Directors of the Bank has set up the Corporate Social Responsibility and Consumer Protection Committee

which is responsible for studying major issues and policies in the areas of consumer protection of the Bank, and guiding and supervising the establishment and improvement of the management system for consumer protection work.

The Board of Directors of the Bank has set up the Risk Management Committee

which continuously supervises the Bank's risk management system, regularly assesses the Bank's overall risk management situation, including data security risks, and makes recommendations to the Board of Directors.

Management level

The management of the Bank has set up the Digital Finance and Financial Technology Committee as the decision-making and coordinating body for the Bank's digital finance work, which is responsible for guiding data security protection, FinTech ethical governance, data governance, intelligent application, etc.

During the reporting period, the Digital Finance and Financial Technology Committee

- Reviewed and approved the *Report on the Data Security Risk Assessment of the Group in the First Half of 2025*, carried out data security risk assessment in terms of data security governance, data security technical protection, data security risk monitoring and handling measures, data security incident complaints and emergency drills, and promoted remediation.

- Reviewed and approved the *Report on External Data Management and Application Situation of the Bank*, accelerated the establishment of an external data management and application system with coordinated management and centralized introduction, and strengthened the security protection of important data such as government affairs data, credit data, and personal customer information.

Execution level

- The Data Management Department and the Financial Technology Department of the Head Office are the leading departments of the Group for the data security, responsible for overall data security coordination and technical protection of data security.
- Each business department serves as the responsible entity for data security management in its respective business field. In accordance with the principle of "whoever

manages the business, manages the business data, and manages the data security", they are accountable for implementing the security protection responsibilities of the departments that own and use the data.

- The Data Governance Committee of the Head Office is the leading body for the management of personal customer information security within the Group. It is responsible for coordinating the Group's personal customer information security management, reviewing major personal customer information security matters, listening to reports on relevant management work, studying and deploying the Group's arrangements on personal customer information security management, and appointing the person responsible for personal customer information protection across the Bank.

Implementation of data security and privacy protection

Implementation measures

Data security

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- Establishing and applying a high-availability standard system:** The Bank formulated and implemented a complete set of application system high-availability level standards, established corresponding protection mechanisms based on the levels, and systematically built local high-availability capabilities from the dimensions of deployment architecture, data storage, fault tolerance capability, performance capacity, resource management, etc.
 - Strengthening the technical protection of data security:** The Bank continuously centered around the five core capabilities of intelligent data identification, dynamic rights control, a unified data masking engine, data watermark tracing, and data security monitoring and auditing to provide technical support for data security protection.
 - Deepening the management of data classification and grading:** The Bank optimized automated tools, enriched the identification rule library, and promoted the implementation of the requirements set in the *Detailed Rules for the Implementation of Data Security Classification and Grading Management*.
 - Improving disaster recovery and emergency response capabilities:** The Bank regularly carried out long-duration off-site disaster recovery switch-over exercises for core business systems, consolidating the foundation of high-availability architecture and off-site disaster recovery switch-over capabilities; the Bank also established and improved data backup and emergency response strategies to comprehensively ensure data security and continuous business operation.

Customer privacy protection

Safeguarding customers' rights and interests of personal information

- The Bank respected and protected customers' rights to access, correct, delete and safeguard their personal data. According to the requirements of personal customers, and under the premise of meeting relevant regulatory requirements and not harming the legitimate rights and interests of the Bank, personal information collected by the Bank when the customer applies for this product or service may be deleted.
- The Bank strengthened the management of the collection of personal customer information, added clauses on the collection and use of customer information in relevant product and service agreements, and provided customers with full notification.
- The Bank strengthened the system user and permission management, and carried out control through the system in accordance with the principles of "need to know" and "minimum authorization".
- The Bank regularly organized emergency drills for sudden incidents concerning the security of personal customer information and continuously enhanced the awareness of personal customer information protection across the entire Bank.
- The Bank organized employee training every year, and incorporated the requirements for customer information security management into the important content of the risk management training related to the entire Bank's personal banking sector.
- The Bank obtained the authorization and consent of customers in an appropriate manner for the collection and use of customer information in special scenarios.

Collection, use and retention of customer information

The Bank strictly followed the principles of consistency of rights and responsibilities, clear purpose, opt-in consent, minimum necessity, openness and transparency, and regulated the collection, use and retention of customer information to effectively protect customers' privacy and information security.

As clearly required in the *Management Measures for Personal Customer Information Security*, the Bank shall adhere to the principles of the personal customer information collection being "legal, legitimate, necessary, and honest", and shall only collect the minimum scope of information directly related to the business. The Bank fulfilled the obligation of notification through personal information protection policies, agreements, contracts and other means, and clearly stipulated prohibitive provisions on the personal customer information collection in the system. Special requirements were proposed for the collection of facial information, other sensitive information, and children's information to ensure transparency and compliance in personal information collection and to protect the legitimate rights and interests of personal customers.

Collection of customer information

The Bank shall collect data in strict accordance with business requirements and privacy policies, without collecting personal information beyond the necessary scope. Except as required by law, the Bank will not collect personal data from third parties. In the relevant product and service agreements, the Bank shall fully inform the purpose, method and scope of information processing, retention period, as well as the rights of customers, and proceed with processing after obtaining the customer's voluntary and explicit consent.

Use of customer information

The Bank shall use information in strict accordance with the scope authorized by the customer and for business purposes, without using customer information beyond the scope or purpose. At the same time, the Bank shall protect personal information data through de-identification means such as masking and adding page watermarks to avoid the leakage of sensitive data.

Retention of customer information

The Bank shall adhere to the principle of minimum necessity, retain customer information only for the shortest period required by laws and regulations or necessary to achieve business purposes, and at the same time, implement strict data access control policies, without storing element data not essential for business.

Transfer of customer information

Except as required by laws and regulations or explicitly authorized by the customer, the Bank will not rent, sell, or provide the customer's personal information to third parties for purposes unrelated to transactions or services, and will implement strict standards at the institutional level.

- As clearly stated in the *Management Measures for Personal Customer Information Security*, when providing personal customer information to external third parties, the following requirements must be followed: It is necessary to inform the customer of the recipient's name and contact information, processing purpose and method, and information type, obtain the customer's separate consent (except where exempted by laws and regulations), and strictly follow the regulations on customer information security in the Bank and related requirements when providing data to the government/regulatory authorities or to partner institutions, or entrusting third parties to process data.
- As clearly stipulated in the *Personal Customer Information Protection Policy*, the Bank shall respect customers' personal privacy. It is strictly forbidden to rent, sell or provide customers' personal privacy data to third parties for purposes other than completing transactions or services.

Deletion of data information

After the storage period expires, the personal customer information shall be anonymized or deleted.

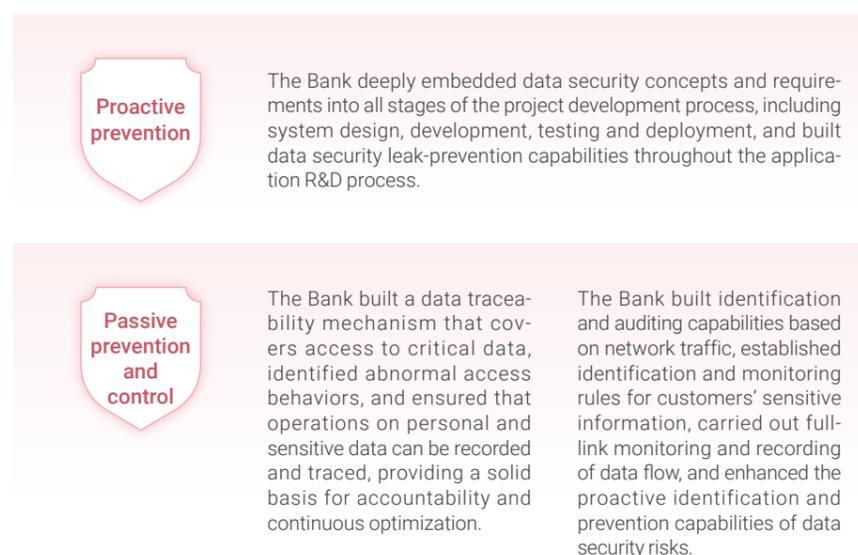
Information security emergency response

Cybersecurity

The Bank revised and improved the *Rules of Cybersecurity Incident Management*, optimizing emergency plans for scenarios such as cyber intrusions and ransomware attacks. At the same time, the Bank organized domestic and overseas branches to carry out self-inspection of cybersecurity emergency plans, continuously improving the protection processes and steps of emergency plans, and effectively strengthening the foundation for cybersecurity protection of the entire group.

Data leakage

Regarding the risk of data leakage, the Bank adhered to the principle of "Prevention First, Combining Prevention and Control", and built a defense system that integrates proactive prevention with passive management and control.



During the reporting period

The Bank did **not experience** any major personal customer information leaks or data security incidents.

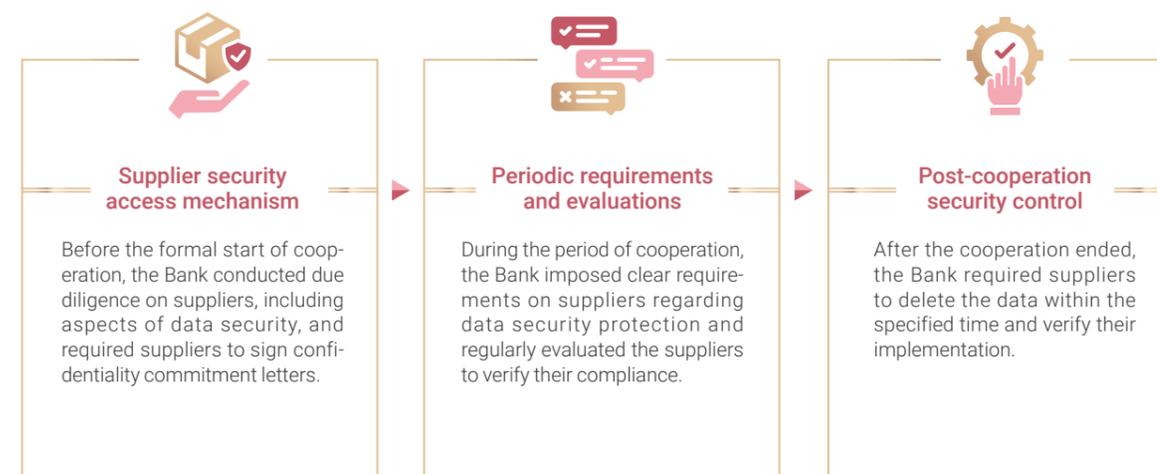
Information security system audit

The Bank established a regular information security system audit mechanism, regularly organized internal and external privacy and data security audits, comprehensively assessed customer information management, data security control measures, and the implementation of related systems, and continuously strengthened privacy protection and data security governance capabilities.



Third-Party data security and privacy protection

The Bank attached great importance to the management of data security protection for suppliers. It set management regulations for suppliers throughout the entire cooperation process to strictly safeguard the company's data and customers' personal privacy.



Data security and privacy protection training

The Bank was committed to enhancing the data security work capabilities and sense of responsibility of employees within the entire group, and carried out special training on data security throughout the year, covering the Head Office and all branches and institutions. The training content covered key areas such as data security management systems, data security technical protection systems, data security classification and grading, as well as emergency response and investigation of data security risks, further enhancing the awareness and capabilities of the entire bank regarding data security and personal information protection.

During the reporting period



The Bank held a total of **1,306** training sessions on data security and/or privacy-related risks

training **128,319** person-times

During the reporting period

- The Bank developed a "Must-Know" clarity document for data security, and launched a series of micro-courses including the interpretation of data security policies and key points of data security risk assessment.
- The Bank organized a bank-wide knowledge competition on data security and personal customer information protection
- The Bank released key points of cybersecurity and data security work to persons responsible for domestic and overseas branches, and organized related exams and assessments.

Human Capital Development

The Bank always regarded the talent development strategy as an important part of the Group's overarching strategy, continuously strengthened the building of the talent team system, deepened employee training and career development mechanisms, improved a market-competitive compensation and benefits system, and earnestly focused on employees' occupational health and safety, striving to build a comprehensive, multi-level, and sustainable human capital development ecosystem.

Talent team building

Improving talent introduction mechanism

The Bank firmly implemented the national employment-first strategy, and continuously improved the talent introduction system of "primarily campus recruitment, supplemented by social recruitment". The scale of recruitment continued to remain industry-leading. The Bank strictly complied with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Employment Promotion Law of the People's Republic of China*, and other laws and regulations, strictly implemented the *Employment Management Measures of the Group*. The Bank applied uniform standards to job applicants, and treated them equally and fairly, and did not set discriminatory conditions based on nationality, ethnicity, race, gender, marital status, religious beliefs, etc. in recruitment; did not set conditions that were targeted, unreasonable or unrelated to the job requirements, and aimed to create a fair and just employment environment.

During the reporting period

The Bank recruited **15,897** individuals through channels such as campus and social recruitment, contributing to the stable development of the economy and society

Promoting in-depth integration of industry, education, research, and practice

The Bank actively supported the career growth of young students and continued to carry out the "Star Camp" summer internship program, providing internship opportunities for students with different educational backgrounds from domestic and overseas universities. The program helped students gain a deeper understanding of banks, broaden their professional horizons, and accumulate practical experience, with approximately 5,000 interns for the 2025 summer internship program.

The Bank was committed to deepening bank-campus talent cooperation. It guided each institution to establish and improve a collaborative mechanism with domestic 985, 211, and Double First-Class universities in areas such as joint talent cultivation, and scientific research exchanges, aiming to enhance the synergy of industry-education-research-practice linkage.

The Bank jointly organized a special training on new financial infrastructure with Tsinghua University

During the reporting period, focusing on consolidating the construction of new financial infrastructure, the Bank cooperated with Tsinghua University to hold a special training course on new financial infrastructure, which helped the management personnel deeply understand the essence of the national financial security strategy, and accurately grasp the core components, technical principles, and development trends of new financial infrastructure, enhanced the Bank's top-level design capabilities in this field, and promoted the transformation of the Bank's overall strategy into specific action plans such as the layout of the clearing bank and cross-border applications of e-CNY.



The Bank cooperated with Tsinghua University to hold a special training course on new financial infrastructure.

Building a first-class talent team

The Bank continued to take talents as the primary resources, focused on the needs of building China into a country with strong financial sector, closely followed the implementation of the Group's strategies, constantly advanced the building of all types of talent teams, implemented special talent projects, and improved systems and mechanisms for talent cultivation, utilization, flow, and incentives, further stimulating the vitality and dynamics of talents, and providing solid talent support for high-quality development.

With a focus on deepening and refining the "Five Priorities" of the financial sector

the Bank organized a core talent pool of approximately 2,000 persons for the "Five Priorities" and gradually established a backbone talent pool of 10 thousand persons. The Bank continuously strengthened the training and education of talents in the pool to help them improve their professional competency and play a leading and driving role.

The Bank focused on enhancing the momentum of digital intelligence

ensured talent investments in technology and data areas, continuously expanded the team size, initiated two-way exchange programs for technology and business talents, and conducted IT Business Partner (ITBP) pilot program, promoting the in-depth integration of technology, data, and business.

Education and training system

Training management plan

Increasing efforts in cultivating young talent: The Bank implemented the ICBC Stars management trainees. It put in place mechanisms for rotational training, professional training, tutor guidance, and a performance-based weeding-out process to improve the hierarchical reserve of junior management talents.

Strengthening school-enterprise collaborative training: The Bank optimized the joint training mechanism, enhanced the relevance and effectiveness of talent cultivation through co-built curriculum systems, practice bases and internship programs, and reserved high-quality professional talents for business development.

Smoothing the development path of the talent pipeline: The Bank established a complete job and rank system to provide employees with multiple-channel and multi-dimensional career development paths. The Bank adhered to performance-oriented, value-oriented, and competency-oriented approaches, offered priority development and accelerated advancement opportunities to high-performing employees with strong overall and professional capabilities, and outstanding performance, and continuously optimized the construction of the talent pipeline.

Strongly supporting professional qualification certification: The Bank constructed an inverted-pyramid-shaped hierarchical and classified professional qualification management system that covered employees at all levels and in all categories. It promoted in-depth a new round of reform of professional qualification certification to fully meet the higher requirements for cultivating employees' professional qualities in talent team building under the new situation.

External professional certifications

The Bank was committed to meeting the diverse and personalized learning needs of employees, and provided support and guarantees such as qualification certification and fee reimbursement for employees to obtain 38 social qualifications, including the Chartered Financial Analyst (CFA), Certified Public Accountant (CPA), and Financial Risk Manager (FRM), continuously expanding the learning and growth channels for professional talents.

During the reporting period

Employees obtained **3,452** new social qualification certificates

The "one-stop" service for the continuous supply of social qualification declaration connecting with internal qualification certification automatically matched **5,981** corresponding internal certificates for **2,825** employees of the Bank

In-house professional certifications

The Bank adhered to the principle of reducing burdens and empowering grassroots, assisted in building a "versatile" talent team with a "specialist-to-generalist" structure, and optimized the professional qualification certification system by layers and levels. For employees from sub-branch outlets, the Bank continuously implemented three general examinations. Passing one examination is considered equivalent to obtaining multiple professional qualifications, fully meeting the requirements of "Multi-position Competency".

During the reporting period

The Bank regularly organized professional qualification exams, with a total of **584.9** thousand participants

The number of employee certifications for intermediate and junior professional qualifications increased by **224.8** thousand

while the number of those for senior professional qualifications rose by **32.5** thousand

Training platform construction

The Bank continuously iterated the education and training middle-office, integrating training resources digitally, helped branches at all levels quickly and automatically generate personalized training programs, empowered the grassroots training work, continuously deepened the construction of smart campuses and digital campuses, and promoted the centralized construction of training resources and the diversification of implementation entities.

During the reporting period

- The Bank continuously expanded the selection scope of middle office resources, enriching high-quality resources such as courses, teachers and programs
- The Bank accelerated platform function iterations, improved the coverage of applications in tier-two branches, and promoted diversification of training implementation entities
- The Bank, relying on the middle office, completed teacher selection and program formulation, and successfully organized over 3,000 classes, effectively empowering grassroots bank training programs in terms of quality and efficiency

Training resource development

The Bank systematically promoted course development and case accumulation, regularly carried out learning activities such as "We Read" and "Fun Learning", and continuously enriched internal training resources. At the same time, the Bank made efforts to strengthen the construction of the teaching staff, deepened cooperation with external high-quality training institutions, further expanded the channels for supplying high-quality training resources, and provided support for talent development.

During the reporting period, the Bank developed a total of

6,979 online courses

2,383 cases

64 teaching materials of various types

Serving the overall strategy of the Bank, and focusing on the effectiveness of course development

Promoting the construction of course resources

The Bank designed and produced an excellent micro-course collection for the five transformations and an excellent micro-course collection for "Five Priorities", including 57 and 44 series of micro-courses respectively, and pushed them to grassroots employees to select and study independently. The Bank launched the third bank-wide micro-course co-creation, selected 288 outstanding micro-courses, and further promoted the sharing of excellent practices and grassroots wisdom across the Bank. As of the end of the reporting period, a total of 1.06 million people had studied the courses. The Bank innovatively launched the case courses for the five transformations in the form of "Understand at a Glance", making it convenient for employees to learn excellent practical experiences in a timely manner.

Paying attention to the development of courses related to social responsibility fulfillment

The Bank jointly developed 194 courses in areas such as scenarios and services, systematically explained services in scenarios such as people's livelihood, healthcare and education, and created specialized service courses for groups such as the disabled and the elderly. The Bank launched 50 consumer protection courses, covering aspects such as reputational risk management, complaint handling, and customer information protection.

Highlighting the creation of high-quality courses

The "Five Priorities" series of micro-courses and the "Gong Xiaolian on Party Discipline" series of micro-courses were selected into the fourth batch of the recommended directory for good courses of national cadre education and training.

Strengthening the construction of the teaching staff, and deepening cooperation with external training institutions

The Bank continuously strengthened the construction of the teaching staff, established an internal trainer team of about 8,000 people, included management cadres in the category of Head Office-level internal trainers, vigorously promoted leadership cadres to step up to the podium, encouraged experienced practitioners to share their expertise, strengthened the building of tutors for new employees, and strengthened the discovery and cultivation of grassroots business backbones.

The Bank deepened cooperation with institutions including Party schools at central and local levels, state-level cadre education and training institutions, Party spirit education cadre colleges announced by the Organization Department of the CPC Central Committee, and public institutions in professional and technical fields, invited outstanding external teachers, introduced authoritative professional courses, and continuously expanded the supply of excellent training resources across the Bank.

Specialized training programs

International talent training program

To strengthen the talent reserve for serving high-level opening up, the Bank launched its international talent training program in 2011. Through the three-phase training model of "domestic training + overseas study + on-the-job training", the Bank cultivated a group of strategic reserve talents with an international vision and global operation and management capabilities, laying a solid foundation for the Bank's internationalized and comprehensive development.

The 2025 International Talent Training Program was mainly aimed at reserve officers for overseas assignments and the domestic officers in positions related to international business. Focusing on content modules such as the global financial market, international regulatory compliance, and financial technology innovation, the Bank carried out systematic training and research projects, and relied on its overseas institutions for on-the-job practice. Through the integrated design of "Research, Study, and Application", the Bank guided trainees to combine study with application, and promoted action through study, better serving the high-quality development of the Group in the new era.

Specialized training on the "Five Priorities"

With regard to the knowledge gaps and weak capabilities of talent teams in the fields of technology finance, green finance, inclusive finance, pension finance and digital finance, and taking into account the patterns of business development, the Bank comprehensively designed the core talent training system of "Five Priorities", determined training focuses and organizational models in a differentiated manner, implemented systematic and personalized training according to positions and levels, and used special cases to promote the implementation of training projects across the Bank.

During the reporting period

The Bank implemented online training courses and on-site training courses by topic for **2,000** core talents, achieving full coverage of core talent training

The Bank performed more than **1,078** in-person centralized training sessions related to the "Five Priorities", with over **120** thousand training person-times

Local staff training program for overseas institutions

To enhance the Group's international business effectiveness and promote the building of the ONE-ICBC culture, the Head Office launched and implemented a local staff training program for overseas institutions during the reporting period, targeting local employees in institutions in Hong Kong SAR, Macao SAR, the Middle East, Asia-Pacific, Europe, the Americas, etc. The training program focused on three main modules: strategy, culture and communication. The Bank scientifically designed the course content to help trainees gain a deep understanding of the Group's "five transformations" strategy, the international development process, and the enterprise risk management system, and support the implementation of the Group's localization strategy for overseas operations.

The Bank effectively built an interactive communication platform, organized cross-cultural thematic seminars, carried out intangible cultural heritage experiences such as calligraphy copying and Song brocade appreciation, and promoted interaction, work collaboration, and cultural integration among local employees of overseas institutions.

The Bank carefully organized teaching and visiting activities, and vividly told the story of China's development in the new era and the development history of ICBC, effectively enhancing the sense of belonging to the Group and cultural identity of local employees in overseas institutions.

Rotational training program for all outlet managers

To strengthen team building of outlet managers, the Head Office planned to launch the third round of rotational training program for all outlet managers, continuously helping to enhance the competitiveness of outlets.

During the reporting period, the Head Office, in response to new situations and requirements, continuously iterated projects, added courses on intelligent risk control, asset business deepening, and pension finance, newly established the "Newcomer Class", expanded the "Special Topic Class", refined the "Regular Class", explored seminar methods such as interviews and forums, warmly invited "experienced practitioners" to exchange ideas, and enriched visits in elderly care and inclusive industries, helping outlet managers improve their abilities and broaden their professional horizons.

During the reporting period

A total of **80** rotational training sessions were held, training **6,385** people

"ICBC Stars Program" Orientation

In order to further strengthen the young leadership pipeline and facilitate the growth of new employees, the Bank iteratively implemented the "ICBC Stars Program" orientation.

During the reporting period

For new employees who have joined the Bank for less than three years, in accordance with the four major stages of

- "Contract Maintenance"
- "Pre-job Training"
- "Adaptation"
- "Growth"

the Bank held a total of **2,521** training sessions for new employees online and offline, totaling **150** thousand person-times

Development of a high-quality new employee tutoring mechanism

The Bank established a team of approximately 25 thousand tutors, issued the *Guide to Development of New-Employee Tutoring Manual*, put into production six tutor-guided AI agents to assist tutors in generating personalized tutoring plans, summary documents, tutoring scripts, etc., and improved the regular training mechanism for tutors, with ten themes and 22 tutor training courses developed.

During the reporting period, the Bank held 167 tutor training sessions, with 9,710 person-times.

Building a simulated bank training system for new employees

The Bank newly developed a simulated bank training system to simulate the business operations that new employees must master before starting work, covering a total of 201 transactions in NOVA and Counter Express and operation risk prompts. At the same time, the Bank developed 16 face-to-face courses. Through scenario-based and case-based teaching, the Bank provided strong support for job adaptation and integration of new employees.

As at the end of the reporting period, the Bank had conducted a total of 187 simulated bank training sessions, training 11,016 trainees, and achieving full training coverage across all tier-one (directly managed) branches.

Building a middle office for new employee training courses

Offline, the Bank developed the career literacy course system for new employees themed *Gong Xiaoxing Growth Story*, formed a standardized instructor manual, and trained 137 course instructors across the Bank.

Online, the Bank continued to expand course resources in the "New Employee Training Zone" on the network platform of ICBC Training Center, offering more than 240 online courses in 18 categories.

Strengthening democratic management

Standardizing the implementation of democratic management

The Bank continuously promoted the standardization, institutionalization and legalization of democratic management work, and constantly improved the enterprise democratic management system based on the employee representative assembly. In terms of decision-making on major issues, the Bank fully ensured employees' rights to know, participate, express and supervise, smoothed the channels for employees to participate in major decisions and business management, and provided a solid systemic and institutional guarantee for safeguarding employees' democratic rights and interests.

During the reporting period, the Bank carried out democratic procedures for institutional measures related to the immediate interests of employees, such as the *Administrative Measures for Special Working Hours*, *Implementation Measures for the Regulation on Disciplinary Action Against the Managerial Professionals of State-owned Enterprises* and *Measures for Management of Violation Points*. The Bank approved a total of 80 employee representative assemblies held by tier-one (directly managed) branches, institutions directly managed by the Head Office, 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 May Day labor award selection. The Bank earnestly safeguarded the democratic rights of the majority of employees to participate in business management and major decision-making, and to study and deliberate on major matters concerning their vital interests.

Improving employee satisfaction

The Bank attached great importance to employee satisfaction, organized and conducted employee satisfaction surveys every year, and established a multi-dimensional, regular, and closed-loop survey, feedback, and improvement mechanism covering all levels. The Bank worked to solve practical problems for employees, guiding them to feel at ease in their work and positions, and striving to stimulate their cohesion and creativity to promote the symbiotic and co-prosperous relationship between employees and the enterprise.



In 2025, the overall employee satisfaction rate exceeded **90%**

Occupational health, remuneration and benefits

Employee health management

Based on participating in basic medical insurance, the Bank established a supplementary medical insurance plan and offered additional medical protection to employees suffering from major diseases. The coverage rate of the supplementary medical insurance for employees reached 100%

The Bank organized annual physical examinations for all employees, strengthened the overall planning of employee health check-ups, and dynamically optimized the setting of physical examination packages

The Bank attached great importance to employees' mental health, and 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

❖ Caring for employees

The Bank earnestly practiced employee care, and established and improved a non-compensation benefit system covering all employees to fully meet the diverse needs of employees, and enhance employees' sense of happiness and belonging.

❖ Employee care



The Bank innovated a variety of forms of employee care. It sent warm wishes to employees on their birthdays, the anniversaries of joining the Bank, the anniversaries of overseas or off-site assignments, as well as on important festivals such as the Spring Festival and the Mid-Autumn Festival.



The Bank enriched employees' cultural and sports activities, continuously promoted the construction of various cultural and sports interest groups, and organized competitions such as badminton, football, table tennis and air volleyball for employees.



The Bank continued to carry out warmth giving on the New Year's Day and Spring Festival, relief from the heat in summer, and other greeting activities. The Staff Union of the Head Office allocated more than RMB25 million, and institutions at all levels actively raised matching greeting funds, cumulatively providing care to more than 300 thousand people, including frontline employees at outlets, model workers, employees in difficulty, and cadres assigned for targeted assistance.



Focusing on the difficulty many employees face in caring for their children during holidays, the Bank organized pilot programs for employees' childcare across the Bank, benefiting 5,956 employees' children and further creating a family-friendly work environment.

❖ Assistance for employees in difficulty

The Bank revised and improved the *Measures for the Use and Management of Special Hardship Assistance Funds*, raising assistance standards, expanding the scope of assistance, optimizing the classification of assistance, improving the application procedures, continuously increasing support and care for employees facing serious illnesses, natural disasters, and other difficulties, and effectively helping employees solve practical problems.



❖ Care for female employees

The Bank actively promoted and disseminated relevant laws and regulations such as the *Law on the Protection of Rights and Interests of Women* and the *Special Provisions on Labor Protection for Female Employees*, and guided institutions at all levels to timely complete the revision, renewal, and implementation of special collective contracts for female employees in accordance with the law, effectively safeguarding the legitimate rights, interests, and special benefits of female employees.

- During the International Women's Day, the Bank sent letters of greetings to all female employees, held a symposium for female employees titled "Forge Ahead on a New Journey, Women Making New Contributions", performed activities such as "Caring for Growth and Health" campaign, carried out on-site teaching and promotion of Baduanjin, AI application skills-themed classes and other activities, and allocated RMB1.86 million to greet 600 female employees in difficulty throughout the bank.
- The Bank continued to advance the partner assistance work for female employees in difficulty, newly forming 100 assistance pairs, and allocating RMB300 thousand in assistance funds.
- The Bank continuously promoted the joint construction of "Care Rooms for Female Employees". By the end of the reporting period, the Bank had established more than 1,600 female employee care rooms at the grassroots level.

❖ Retired staff service and management

The Bank adhered to the concept of "Sincere and Precision Service", continuously improved the service and management mechanisms for retired staff, actively implemented various benefit guarantees, enriched their spiritual and cultural life, and effectively enhanced the happiness and sense of belonging of retired staff.

The Bank extensively visited and extended regards to retired staff, conveyed the warmth of the organization, and helped solve practical difficulties. During the reporting period, the Bank paid visits to more than 400 thousand veteran employees, and provided assistance to over 7,800 retired personnel in difficulty.

The Bank held a variety of retirement ceremonies or welcoming events imbued with warmth for newly retired employees, effectively enhancing their sense of honor, happiness and belonging.

The Bank organized physical examinations for retired employees, promptly invited experts to hold special lectures on the interpretation of physical examination reports, and promoted the precise implementation of health management services. Nearly 290 thousand retired employees participated in physical examinations throughout the year.



The Bank continued to strengthen the construction of activity centers for retired personnel and senior universities, and widely carried out a variety of learning, and educational activities, as well as cultural and sports events. During the reporting period, relying on the learning activity platforms, the Bank carried out various activities involving more than 300 thousand person-times.

The Bank successfully launched the informatization service management platform for retired personnel, benefiting more than 320 thousand senior colleagues, and initially established a new pattern of informatization services and systematic management characterized by "Party building leadership, intelligent services, digital management, and convenient activities", significantly enhancing the service management efficiency and the satisfaction of senior colleagues.

❖ Employee remuneration and benefits

❖ Remuneration and performance evaluation mechanism

The Bank implemented a compensation policy that aligned with the requirements of corporate governance, the goals of high-quality development, the risk management system, and the value contributions of employees. It continuously improved the compensation resource allocation mechanism centered around value creation, adhered to the grant concept of maintaining fairness and integrating incentives with constraints, conveyed the Bank's strategic goals for business management, and increased the allocation of compensation resources to grassroots employees to stimulate the business vitality of institutions at all levels and of various types.

Through reasonable system design, comprehensive policy publicity, fair performance assessment, sufficient performance communication, and strict supervision and control, the Bank strove to create a fair, transparent, scientific, and standardized assessment and grant mechanism. It established a performance management system covering all employees and a complete performance management process, and linked the performance assessment results with the compensation resource allocation mechanism.

The Bank established a classified performance assessment system for employees based on their job responsibilities and implemented differentiated performance management. It set different assessment methods and indicators for different employee categories and continuously enhanced the performance evaluation mechanism that combined quantitative assessment with qualitative evaluation. The Bank continuously improved the performance communication and feedback process for employees and strengthened the organizational management of performance assessment to ensure that performance communication was well-documented, and the assessment results were open and fair.

❖ Employee welfare

The Bank strictly complied with national laws and regulations to pay social insurance and housing provident funds for employees. It implemented the national strategy of "actively responding to population aging" and continuously improved the employees' pension security system. On top of all employees participating in the basic endowment insurance, the Bank established a supplementary endowment insurance plan (i.e., enterprise annuity). The participation rate of employees in the supplementary endowment insurance plan was continuously increasing, and the pension security was constantly strengthened.

The Bank actively safeguarded employees' right to normal leave. Employees were entitled to paid annual leave in accordance with national regulations. The annual leave could be arranged in a concentrated or segmented manner within the year. If it was necessary to arrange the annual leave across years due to work requirements, the arrangement could be flexibly adjusted according to the actual situation.

◆ Honor recognition system

The Bank established a "1+4" honor recognition system with its own characteristics and a good incentive effect.



Protecting employees' legitimate rights and interests

◆ Employee petition mechanism and procedures

In accordance with national laws and regulations, the Bank has formulated the *Administrative Measures for Employment Contracts* to further regulate and standardize the management of labor disputes, covering employees at all levels. It clearly stipulated that each tier-one (directly managed) branch and tier-two branch shall legally establish a labor dispute mediation committee, which was affiliated with the Staff Union Working Committee at the same level and was responsible for mediating labor disputes within its jurisdiction. During the reporting period, the Bank strictly carried out relevant work in accordance with the *Administrative Measures for Employment Contracts*.

In case of a labor dispute, an employee may negotiate a settlement with the institution where they work. If the negotiation failed or the settlement agreement was not implemented, the employee could apply to the labor dispute mediation committee of the institution for mediation. If the mediation failed or the mediation agreement was not implemented, the employee could apply to the local labor dispute arbitration commission for arbitration. If the employee was not satisfied with the arbitration award, they could file a lawsuit with the local people's court.

◆ Emergency response and management mechanism

During the reporting period, the Bank compiled an internal working guideline for the information reporting and contingency plan management of major emergencies involving in-service employees. Through a timely, effective, standardized, and reasonable emergency response process, the Bank could quickly respond to, actively handle, and promptly report emergencies, properly handle critical situations, and actively convey humanistic care to employees and their families.

Social Contribution

Charity activities

During the reporting period

The total amount of external donations reached

RMB **143,125** thousand



◆ Targeted assistance

The Bank formulated the *2025 Work Plan for Targeted Assistance*, proposing 26 key tasks in six aspects: strengthening organizational promotion, deepening financial services, promoting rural industrial development, rural construction and rural governance, and safeguarding the bottom line of preventing return to poverty, and forming a support mechanism featuring vertical linkage and horizontal coordination.

During the reporting period

For **23** consecutive years the Bank carried out the "Candlelight Program" to honor rural teachers

This year, over **400** outstanding rural teachers were recognized and trained

For **22** consecutive years it implemented the "Sailing Project" to support underprivileged students

The Bank aided over **1,600** financially challenged students

The Bank continuously supported the operation of the **50** "Childlike Innocence Harbor" dedicated to caring for left-behind children

◆ Volunteer activities

During the reporting period

A total of **102** thousand young volunteers from the Bank participated in volunteer service activities,

serving more than **1.21** million people



The Bank organized the Eighth Season of the "Beautiful China Youth ICBC in Action" Event

The Bank focused on schools, enterprises, grassroots communities, and urban parks, and carried out a variety of volunteer services such as environmental knowledge education, promotion of green living concepts, and practical guidance on low-carbon energy saving. As of the end of the reporting period, all institutions of the Bank carried out more than 1.35 thousand activities, with 25 thousand volunteers, effectively enhancing the public's awareness of environmental protection and their initiative in participating in ecological advancement, and turning the youthful momentum of green development into ecological benefits that reach thousands of households.



The Eighth Season of the "Beautiful China Youth ICBC in Action" Event, youth volunteers from Guangdong Branch of the Bank picked up trash to protect the environment.



Sichuan Branch helped left-behind children of migrant workers fulfill their dream in Beijing

Sichuan Bazhong Branch of the Bank initiated the summer camp themed "Love in Sichuan · ICBC and Children Together" for left-behind children, fully sponsored 20 left-behind children and accompanying personnel to travel to Beijing, organized the children to visit patriotic and traditional culture education sites such as Tiananmen, the Forbidden City, and the Great Wall, and reunited them with their parents working in Beijing. The event aimed to care for the growth of left-behind children, cultivate a strong sense of patriotism, and demonstrate ICBC's responsibility in practicing finance for the people and serving society.



Hunan Branch launched "Caring for the Elderly" series of volunteer service actions

Youth volunteers from Hunan Changsha Branch of the Bank visited the rest home of military veterans to listen to stories of the revolution, and set up a mobile service point. Volunteers from multiple branches went deep into communities, nursing homes and welfare institutions, bringing comfort supplies, organizing cultural performances, fun activities, handwritten blessings, dumpling-making and chatting, and other warm interaction activities, assisting the elderly with limited mobility, and conveying social respect and holiday warmth.



Hunan Changsha Branch of the Bank visited a nursing home to carry out the Double Ninth Festival-themed greeting activity, "Cherish the Virtue of Filial Piety, ICBC Accompany Your Later Years".



Domestic Public Welfare Activities

The Bank's group public-welfare brand "ICBC Sight Initiative" adhered to the brand concept of "Walk with Childlike Hearts, Towards a Bright Future". Relying on key public-welfare projects such as the "Childhood Innocence Harbor" and the "Child Companion", it took the lead in the implementation of "finance + public-welfare" activities. Thanks to its solid public-welfare achievements, the "ICBC Sight Initiative" brand received extensive attention and recognition from all sectors of society, professional institutions, and authoritative media.

Gansu Branch carried out a series of Children's Day public welfare activities to support rural education

During International Children's Day, Gansu Branch of the Bank carried out the sixth season of public welfare activity themed "I Am a Little Intangible Cultural Heritage Artisan" at Daping Village Primary School in Tianshui. The Branch invited volunteers of intangible cultural heritage, such as clay sculpture and paper-cutting, to give the children a lesson on experiencing intangible cultural heritage, sharing an unforgettable "Children's Day" with the children from Daping Village Primary School in Tianshui through the charming intangible cultural heritage. Gansu Branch of the Bank organized this series of themed public welfare activities for the sixth consecutive year, using the "finance + public welfare" model to bring more attention and resources to rural education, and leveraging financial strength to support rural revitalization.



Gansu Branch of the Bank carried out the sixth season of public welfare activity themed "I Am a Little Intangible Cultural Heritage Artisan" at Daping Village Primary School in Tianshui.



"ICBC Sharing Station" of Xiamen Branch helped students pursue their dreams

Xiamen Branch of the Bank carried out a series of activities themed "Live a New Life with ICBC Sharing Station" in 2025, including Children's Day-themed activities, exam season service activities, and graduation season service activities. During the college entrance examination period, on the basis of the convenience service of the existing ICBC Sharing Station, the Bank provided services such as exam assistance "charging", convenience, and care for candidates and their parents. Candidates could enjoy VIP green channels, drinking water, exam-specific paper and pens, medicine and other services with their admission tickets.



Xiamen Branch of the Bank carried out the activity of "ICBC Sharing Station Assisting College Entrance Examination", and selected 18 outlets near exam centers as outlets under the theme of assistance to college entrance examination.



Fujian Branch carried out the activity themed "Care Delivery on the Rider Day in 17 Cities"

Mindu Sub-branch of Fujian Fuzhou Branch of the Bank, in cooperation with Fuzhou Social Labor Insurance Center, Fuzhou Federation of Commerce and Trade, Fuzhou Municipal Administration of Market Regulation, Ele.me and several other units, carried out the activity themed "Care Delivery on the Rider Day in 17 Cities" at the 24-hour trade union sharing station of the sub-branch, set up the sharing station, and explained convenience services. The Human Resources and Social Security Bureau of Jin'an District, Fuzhou, held a special lecture on social policies, providing targeted explanations on flexible employment insurance, rights protection and other content and answering questions. The branch awarded summer honors to outstanding riders, showcased the new autumn uniforms, distributed heat-relief gift packs to riders, and organized fun games, conveying the warmth of the city through the power of financial kindness.



Fujian Fuzhou Branch of the Bank, in collaboration with Taobao Flash Shangou, is holding the 2025 City Rider Summer Honor Recognition Ceremony for riders.



Overseas Public Welfare Activities

ICBC (Argentina)

ICBC (Argentina) organized volunteers to carry out a tree-planting public welfare activity, planted 50 native trees together in an ecological reserve, learned about ecological protection knowledge, and participated in environmental protection quizzes, putting the concept of sustainable development into practice through concrete actions; at the same time, through ceramic making activities, volunteers personally created handicrafts, and donated them to the partnering nursing home, conveying humanistic care. During the reporting period, ICBC (Argentina) organized a total of 20 volunteer activities, and provided 104 hours of public welfare service, with 1,509 volunteer participants.



ICBC (Argentina) organized volunteers to carry out a tree-planting public welfare activity.

Prague Branch

Prague Branch of the Bank actively supported community welfare and fulfilled corporate social responsibility. During the reporting period, the Branch led volunteer employees to help with the work and provide assistance at social institutions such as the Prague Ecological Education Center and children's welfare homes, focusing on supporting and promoting sustainable development and the building of environmentally friendly enterprises, with a total service duration of 100 hours.



Employees of Prague Branch of the Bank went to the Ecological Education Center to participate in volunteer service.

ICBC (Thai)

ICBC (Thai) has consecutively donated scholarships for eight years to underprivileged university students at well-known universities in Thailand, helping those excellent in character and study and coming from financially difficult families to successfully complete their education and achieve their life dreams. During the reporting period, ICBC Thailand donated a total of THB480 thousand in scholarships to 24 outstanding university students at Chulalongkorn University, Thammasat University, Kasetsart University, and other schools.

ICBC (USA)

During the reporting period, ICBC (USA) completed community-reinvestment-related donation projects with a total value of USD21.7 thousand. These donation projects involved non-profit organizations in multiple fields such as community economic development, people's livelihood, cultural cooperation, community education, and women's rights protection.

"ONE ICBC Volunteer Team" of ICBC (Asia) deeply cultivated community services

ICBC (Asia) continued to leverage the strength of the "ONE ICBC Volunteer Team", and actively carried out various volunteer activities, including community haircuts, home repairs, holiday warmth delivery, financial fraud prevention education, etc. It mobilized over 200 corporate volunteers throughout the year to serve disadvantaged groups in the community, accumulating more than 2,000 hours of volunteer service, and received the "Hong Kong Volunteer Award" from the Home and Youth Affairs Bureau and the Agency for Volunteer Service of Hong Kong SAR Government for three consecutive years. In 2025, ICBC (Asia) launched the "Passing on Love, Love Across the City" charity project, and organized the "ONE ICBC Volunteer



"ONE ICBC Volunteer Team" deeply cultivated community services.

Team" to hold multiple events during Mother's Day, Father's Day, and the Mid-Autumn Festival, integrating festive handmade workshops and volunteer haircut services to bring warmth to people with disabilities and their caregivers. At the same time, the "ONE ICBC Volunteer Team" actively promoted inclusive financial education in the community, and enhanced the public's awareness of prudent wealth management and fraud prevention through interactive methods, benefiting more than 4,000 community members throughout the year. After the fire in Tai Po District, the "ONE ICBC Volunteer Team" immediately participated in the procurement of relief supplies, and actively provided emergency services for the disaster victims.

ICBC (Thai) aided floods in southern Thailand

During the reporting period, in the face of the catastrophic floods in southern Thailand, ICBC (Thai) adhered to the public welfare philosophy of "Being Thai while in Thailand, helping each other, sharing weal and woe", actively responded to industry initiatives, and jointly raised THB50 million with local banks, which was specially used for disaster relief for victims through the Thai Red Cross Society. At the same time, as the honorary chairman unit of the Chinese Enterprises Association of Commerce in Thailand, ICBC (Thai) took the lead in mobilizing member companies to jointly donate THB7 million to support local disaster relief and reconstruction.

Special donation for fire accident in Tai Po District of Hong Kong SAR

During the reporting period, after a fire accident occurred in the Tai Po District of Hong Kong SAR, the Board of Directors of the Bank quickly initiated the emergency donation management process, efficiently reviewed and approved a special donation resolution, and ensured that charitable funds of HKD10 million was promptly allocated to support disaster relief and post-disaster reconstruction, demonstrating ICBC's corporate responsibility and commitment to society through concrete actions.

Appendices

Sustainable Development Performance

Economic Performance

Economic Index	Unit	2025	2024	2023
Total assets	RMB100 million	534,777.73	488,217.46	446,970.79
Operating income	RMB100 million	8,013.95	7,861.26	8,064.58
Net profit	RMB100 million	3,707.66	3,669.46	3,651.16
Return on average total assets	%	0.72	0.78	0.87
Capital adequacy ratio	%	18.76	19.39	19.10

Note: The economic performance indicators for 2025 and 2024 are calculated in accordance with the Regulation Governing Capital of Commercial Banks. Calculated in accordance with the Regulation Governing Capital of Commercial Banks (Provisional) for the comparable periods in 2023.

Indexes	Unit	2025
Outlets	/	15,434
Self-service banks	/	19,233
ATMs	Set	47,017

Indexes	Unit	2025
Number of individual customers	100 million	Over 7.8
Number of corporate customers	10 thousand	Over 1,400

Environmental Performance

Key indexes of green finance

Green credit

- As at the end of the reporting period, the balance of green loans exceeded **RMB6.7 trillion**, an increase of over **RMB1 trillion** compared to the beginning of the year.

Note: In 2025, the disclosure of performance indicators related to green credit business was made based on the Green Finance Endorsed Projects Catalogue (2025 Edition) 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, the Overall Statistical Regime for the "Five Priorities" (Trial) jointly issued by the PBC, NFRA, CSRC and State Administration of Foreign Exchange, and relative statistical regulatory systems for the financial sector. For 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).

Green bond

Green bond issuance

- Domestic green bonds: As at the end of the reporting period, the Bank cumulatively issued **RMB125 billion** worth of RMB-denominated green financial bonds in the China's interbank bond market
- Overseas green bonds: As at the end of the reporting period, the Bank had issued **15 overseas green bonds**, with a total amount of **USD26 billion**

Green bond investment

- During the reporting period, newly increased investment in RMB-denominated green bonds amounted to **RMB94.4 billion**
- As at the end of the reporting period, the balance of RMB-denominated green bonds reached **RMB326.9 billion**, representing a year-on-year increase of **13.0%**

ESG bond underwriting

- During the reporting period: The Bank underwrote **298 ESG bonds**, including green bonds, sustainability-linked bonds, social responsibility bonds, etc., which raised **RMB1,271,576 million** in total, with the leading underwriting amounting to **RMB381,502 million**, representing a year-on-year increase of **RMB214,576 million**, a growth of **1.3 times**

Green fund

As at the end of the reporting period:

- ICBC UBS Asset Management held **RMB183.7 billion** worth of stocks in green economy sectors, mainly including carbon neutrality, environmental protection and new energy
- These stocks mainly came from sub-industries such as new energy vehicle, energy storage, photovoltaic power, wind power, nuclear power and environmental protection, accounting for **43.1%** of total market capitalization of stocks held by ICBC UBS Asset Management
- ICBC UBS Asset Management issued and effectively managed **64** green public fund products (referring to those with the proportion of green stocks and bonds held exceeding 50% of the net asset value), with a net asset value amounting to **RMB157.9 billion**

Green leasing

As at the end of the reporting period:

- The balance of ICBC Leasing's green leasing business was **RMB67,012 million**
- Green leasing accounted for approximately **55%** of domestic financial leasing business

Note: In 2025, the disclosure of performance indicators related to green leasing business was 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 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).

Green wealth management

As at the end of the reporting period:

- The proportion of green bonds of ICBC Wealth Management in all credit bond investments was **7.94%**, up by **0.74 percentage points** from the beginning of the year, significantly higher than the proportion of green bonds in the credit bond market
- It newly issued **32** green finance and ESG-themed products and raised and attracted **RMB15.5 billion**, with the product number and fundraising volume both achieving increases
- It had a total of **26** green finance and ESG-themed wealth management products, which were operated steadily. The Bank has introduced long-term stable funds for the development of the green and low-carbon industry by continuously cultivating wealth management products that balance long-term performance and green responsibility

Green investment

As at the end of the reporting period:

- The balance of green finance investment was **RMB61,125 million**, representing a year-on-year increase of nearly **2%**, accounting for **29.72%** of the existing assets
- During the reporting period:
- Newly increased investment in green finance amounted to **RMB14,315 million**, representing a year-on-year increase of nearly **4%**, accounting for **36.53%** of the total newly increased investment in the year

◆ Emission reduction of projects supported by green credit

Item	Unit	2025	2024	2023
CO ₂ equivalence of reductions	10,000t	25,011.78	18,859.66	14,413.28

◆ Greenhouse gas emissions (Scope 1 + Scope 2)

Greenhouse gas emissions	Unit	2025	2024	2023
Total carbon emissions	10,000tCO ₂	177.53	187.56	202.98
Building emissions intensity	kgCO ₂ /m ²	73.39	75.80	87.54
Per capita emissions intensity	t CO ₂ / person	4.28	4.30	4.81
Scope 1 greenhouse gas emissions	10,000t CO ₂	9.26	9.96	10.06
Scope 2 greenhouse gas emissions	10,000t CO ₂	168.27	177.6	192.92

- Notes: 1. The Bank engaged with professional agencies to verify the consumption of resources for all domestic institutions in 2025, including the Head Office, tier-one branches, tier-two branches, sub-branches, outlets, directly managed institutions, and domestic integrated subsidiaries.
2. The Bank's carbon emissions were calculated with the operational control method, according to the accounting methods, activity level data, emission factors, etc. in ISO 14064-1 *Greenhouse Gases - Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals*, *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* and *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. Emission factors were all selected from data published by national and industry authorities. Among them, energy-related emission factors were determined with reference to the *Quantification Methods and Reporting Guidelines for Greenhouse Gas Emissions by Public Building Operating Enterprises (Provisional)*, 2023 electricity carbon dioxide emission factor released by the Ministry of Ecology and Environment in December 2025, etc.
3. Scope 1 referred to direct greenhouse gas emissions, with the accounting objects covering greenhouse gas emissions generated from the combustion of fossil fuels such as natural gas, liquefied petroleum gas, gasoline, diesel, and coal. The emissions were calculated as the product of the actual consumption of each type of fuel and the corresponding emission factor; Scope 2 referred to indirect greenhouse gas emissions from energy, with the accounting objects covering greenhouse gas emissions generated from purchased electricity and purchased heat. The emissions were calculated as the product of electricity and heat consumption and the corresponding emission factors.
4. The accounting scope for performance indicators of total carbon emissions, building emissions intensity, and per capita emissions intensity was Scope 1 and Scope 2 greenhouse gas emissions. The building emissions intensity was calculated according to the area of buildings of the Bank, while the per capita emissions intensity was calculated according to the number of persons who had used energy in the Bank, including employees of the Bank and the staff of third-party partners of the Bank who worked on the premises of the Bank.

◆ Greenhouse gas emissions (Scope 3)

Greenhouse gas emissions	Unit	2025
Scope 3 greenhouse gas emissions	10,000t CO ₂	1.66
Scope 3 (Category 1 tap water) greenhouse gas emissions	10,000t CO ₂	0.35
Scope 3 (Category 1 paper) greenhouse gas emissions	10,000t CO ₂	1.31

- Notes: 1. The Bank engaged with professional agencies to verify the consumption of resources for all domestic institutions in 2025, including the Head Office, tier-one branches, tier-two branches, sub-branches, outlets, directly managed institutions, and domestic integrated subsidiaries.
2. Accounting is carried out in accordance with accounting methods, activity level data, emission factors, etc., in *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* and *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. Emission factors were all selected from data published by national and industry authorities. Among them, emission factors of tap water and paper were determined with reference to the China Products Carbon Footprint Factors Database, etc.
3. The accounting of Scope 3 greenhouse gas covered Category 1 purchased goods and services, mainly accounting the greenhouse gas emissions generated from tap water consumption and paper usage. Emissions were calculated as the product of consumption and the greenhouse gas emission factors throughout the lifecycle of the product.

◆ Energy and resources consumption

Energy and resources consumption	Unit	2025	2024	2023
Water	10,000t	2,057.98	2,269.85	2,461.69
Electricity	MWh	2,504,776.53	2,563,287.59	2,446,767.18
Coal	Ton	5.00	38.65	174.35
Natural gas	10,000 Nm ³	2,653.74	2,843.36	2,884.97
Gasoline	Ton	10,268.38	11,170.29	11,041.18
Diesel	Ton	344.56	344.64	312.04
Office paper	Ton	7,416.33	7,763.72	7,729.32

- Notes: 1. The main source of energy consumption of the Bank was purchased electricity, natural gas and diesel.
2. The calculation scope of gasoline consumption is limited to gasoline consumption due to the use of automobiles, while that of diesel consumption incorporates diesel consumption due to the use of automobiles and diesel consumption from fixed sources.
3. The calculation of water resources consumption was based on the municipal water supply.

◆ Wastes

Item	Unit	2025	2024	2023
Microcomputer (mainframe)	Set	445	222	677
Display	Set	332	149	581
Laptop	Set	471	289	462
Printer	Set	98	72	144
Server	Set	1	1	9
Others	Set	423	70	446
Carbon powder	Kg	643.5	754.5	770.8
Toner cartridge	Kg	2,206.8	1,508.4	2,462.7
Color bar	Kg	0	1.6	0.5

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

◆ Social Performance

◆ Key social index

Item	Unit	2025	2024	2023
Balance of inclusive loans to small and micro enterprises	RMB100 million	35,518.63	28,933.15	22,277.52
Social contribution per share	RMB	3.84	3.81	3.64
Total headcount	Person	409,758	415,159	419,252
Proportion of female employees	%	52.04	51.69	50.73
Average training days per person	Day/person	9.3	11.1	10.80
Donations by the Bank	RMB10,000	14,312.5	13,833	13,535

Notes: 1. Social contribution per share = basic earnings per share + (tax payment + staff costs + interest expenses + donations by the Bank) / total equity at the end of the reporting period.

2. The total headcount and the proportion of female employees were calculated based on the Group-wide data.

◆ Overview of employees

			2025	2024	2023
Employees by gender proportion	employees	Male	47.96%	48.31%	49.27%
		Female	52.04%	51.69%	50.73%
	Management personnel above the middle level	Male	68.69%	68.71%	68.71%
		Female	31.31%	31.29%	31.29%
	New employees	Male	44.63%	43.28%	43.20%
		Female	55.37%	56.72%	56.80%
Employee structure by working year	0 to 5 years		21.92%	23.78%	22.80%
	6 to 10 years		13.39%	11.26%	10.09%
	11 to 20 years		24.94%	24.26%	23.17%
	21 to 30 years		15.03%	15.62%	16.78%
	Over 30 years		24.72%	25.08%	27.16%

		2025	2024	2023
Employee structure by age group	Under 31 years old	27.29%	27.07%	25.12%
	31 to 40 years old	28.81%	28.04%	27.30%
	41 to 50 years old	20.09%	19.90%	20.41%
	Over 50 years old	23.81%	24.99%	27.17%
Number of new employees		15,897	21,821	25,004

Education and training

- Average employee satisfaction rate with training was **98.05%**. **35 thousand** online and offline training sessions were held and there were **5,961.4 thousand person-times** of training participants
- **99.89%** of the employees of the Bank attended training, with an average duration of **9.3 days**. Specifically, online training took up **10 thousand sessions** with **4,780.9 thousand person-times** of participants; offline training took up **25 thousand sessions** with **1,180.5 thousand person-times** of participants

	Training coverage (%)	Training duration (days) per employee
The statistics for training participants by age group		
Under 25 years old (inclusive)	99.67%	13.6
26-35 years old (inclusive)	99.86%	9.1
36-45 years old (inclusive)	99.91%	10.2
46-54 years old (inclusive)	99.97%	9.6
Over 55 years old (inclusive)	99.97%	3.7
The statistics for training participants by gender		
Female	99.91%	9.1
Male	99.87%	9.5

	Training coverage (%)	Training duration (days) per employee
The statistics for training participants by role		
Management	99.95%	16.2
Specialized	99.84%	8.8
Sales	99.99%	7.4
Customer service	99.84%	7.5
Operations	99.92%	4.5
The statistics for training participants by institution level		
Head Office	100.00%	9.0
Tier-one branch	99.54%	12.1
Tier-two branch	99.93%	10.2
Tier-one sub-branch	99.94%	9.3
Outlet	99.94%	8.2

Consumer protection and complaint handling

Quantitative indexes of consumer protection

Category	Unit	2025	2024	2023
Themed activities for public education	Activities	9	9	7
Total activities for public education within a year	10,000 activities	20.43	20.26	21.84
Participants in the public education activities (themed activities and participants)	100 million person-times	11.19	18.57	21.61

Quantitative indexes of customer complaints

Category	Unit	2025	2024	2023
Complaints from individual customers	10,000 cases	20.65	26.68	20.49

Note: Compared with 2023, the statistical scope of complaints from individual customers in 2024 and 2025 was further expanded. Individual customer complaints in 2024 and 2025 in the report included not only complaints transferred by the regulatory authorities and complaints collected by the Bank, but also complaints "Forwarded via One Call Button" of the 12378 hotline to the Bank and complaints filed by customers through the "Financial Consumer Protection Service Platform" (WeChat Mini Program) of the National Financial Regulatory Administration. In addition, in order to more accurately reflect the actual situation of customer complaints, the number of individual customer complaints has excluded complaints related to the "Card Breaking Action" carried out to crack down on new types of illegal and criminal activities via telecommunications networks and repeated complaints.

Scientific and technological innovations

- During the reporting period, the Bank issued **RMB28.588 billion** in FinTech.

Community services and inclusive finance

- The balance of the Bank's inclusive loans to small and micro enterprises stood at **RMB3,551,863 million**, an increase of **RMB658,548 million** or **22.76%** compared with the beginning of the year. The balance accounted for over **12%** of the total balance of loans of the Bank
- The Bank had **15,434** banking outlets and a total of **119 thousand self-service** devices (ATMs and intelligent equipment), of which **48 thousand self-service** devices were in counties
- There were more than **6,292** county-level ICBC outlets in total, with a coverage rate of **87.5%**, and **3,595** service outlets. The number of online county-level rural customers exceeded **200 million**
- 12,176** outlets were equipped with barrier-free facilities, and **15 thousand** outlets set up ICBC Sharing Stations

Rural revitalization

- The balance of the Bank's agriculture-related loans was **RMB5.07 trillion**, an increase of **RMB676.1 billion** or **15.4%** compared with the beginning of the year
- The balance of various loans to poverty-alleviated areas was **RMB1.36 trillion**, an increase of **RMB147.9 billion** compared with the beginning of the year
- The balance of loans to key counties for national rural revitalization assistance was **RMB228.8 billion**, an increase of **12%** compared with the beginning of the year

Overview of volunteering activities

- A total of **102 thousand** young volunteers from the Bank participated in volunteer activities, and the number of direct beneficiaries exceeded **1.21 million**

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 (Europe)	Industrial and Commercial Bank of China (Europe) S.A.
ICBC-AXA	ICBC-AXA Assurance Co., Ltd.	ICBC (USA)	Industrial and Commercial Bank of China (USA) NA
ICBC Leasing	ICBC Financial Leasing Co., Ltd.	ICBC (Thai)	Industrial and Commercial Bank of China (Thai) Public Company Limited
ICBC Wealth Management	ICBC Wealth Management Co., Ltd.	ICBC (Austria)	ICBC Austria Bank GmbH
ICBC UBS Asset Management	ICBC UBS Asset Management Co., Ltd.	ICBC (Argentina)	Industrial and Commercial Bank of China (Argentina) S.A.U.
ICBC Investment	ICBC Financial Asset Investment Co., Ltd.	ICBC Standard Bank	ICBC Standard Bank PLC
ICBC (Asia)	Industrial and Commercial Bank of China (Asia) Limited	Standard Bank	Standard Bank Group Limited

Instructions

Scope of the Report

Organization scope of the Report: The Report is primarily about Industrial and Commercial Bank of China Limited, covering the whole group.
Reporting period: 1 January 2025 - 31 December 2025. Some content exceeded this scope.
Reporting cycle: Annual.

Preparation Principle of the Report

The Report is prepared with reference to the *Enterprise Sustainability Disclosure Standards—Basic Standards (Trial)* promulgated by nine ministries and commissions including the MOF, Global Reporting Initiative ("GRI")'s Sustainability Reporting Standards (GRI Standards), the Ten United Nations Global Compact (UNGC) Principle and the ISO26000 *Social Responsibility Guideline (2010)* and meets the requirements set out in the *Guidelines for Corporate Social Responsibility of Chinese Banking and Financial Institutions* released by China Banking Association, the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)* of Shanghai Stock Exchange, the *Environmental, Social and Governance Reporting Code of The Stock Exchange of Hong Kong Limited*, etc.

Explanations for Report Data

Financial data of the Report are from the 2025 financial statements prepared pursuant to International Financial Reporting Standards, which have been independently audited by Ernst & Young Hua Ming LLP. Other data are mainly of the year 2025 and sourced from internal systems and statistics of branches of the Bank. The units in the Report, unless otherwise specified, are denominated in RMB.

Assurance Approach of the Report

The Board of Directors of Industrial and Commercial Bank of China Limited and all directors undertake that the information in the Report contains no false record, misleading statement or material omission, and assume individual and joint and several liabilities to the authenticity, accuracy and completeness of the information in the Report. Meantime, Ernst & Young Hua Ming LLP assumes the liability for qualified assurance services on selected key data disclosed in the Report and issues an independent assurance report. Please see the Appendices for assurance basis, scope and method of work and assurance result.

Release and Interpretation of the Report

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

Contact

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Independent 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 31 December 2025 and for the year then ended in the ICBC 2025 Sustainability Report (the "2025 Sustainability Report").

Selected data

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

- Balance of green loans (RMB 100 million)
- Emission reduction of domestic green credit: CO₂ equivalence of reductions (10,000t)
- Overseas issuance of green bonds (USD 100 million)
- Number of overseas green bonds issued (No.)
- Newly increased investment in RMB-denominated green bonds (RMB 100 million)
- Balance of RMB-denominated green bonds (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)
- Number of green public fund products issued and effectively managed (including stocks and bonds) (No.)
- Net asset scale of green public fund products issued and effectively managed (including stocks and bonds) (RMB 100 million)
- The size of green leasing business (RMB 100 million)
- Proportion of green leasing business balance to domestic financial leasing business balance (%)
- Balance of green finance investment (RMB 100 million)
- Proportion of green finance investment balance to existing assets (%)
- Balance of inclusive loans to small and micro enterprises (RMB 100 million)
- Growth rate of inclusive small and micro enterprise loan balance (%)
- Number of inclusive loan-holding small and micro enterprise (10,000 households)
- Balance of agriculture-related loans (RMB trillion)
- Balance of loans to poverty-alleviated areas (RMB trillion)
- Balance of loans to key counties for national rural revitalization assistance (RMB 100 million)
- Number of operational outlets (No.)
- Number of self-service banks (No.)
- Number of ATMs (Set)
- Number of county-level ICBC outlets (No.)
- Number of outlets equipped with barrier-free facilities (No.)
- Number of personal mobile banking customers (100 million)
- Total headcount (person)
- Employees by gender proportion (%)
- Employee structure by working year (%)
- Employee structure by age group (%)
- Number of new employees (person)

- Number of ESG-related risk training sessions (sessions)
- ESG-related risk training participants (number of people)
- Number of data security and/or privacy-related risks training sessions (sessions)
- Data security and/or privacy-related risks training participants (number of people)
- Total number of online training sessions (10,000 sessions)
- Total participants of online training (10,000 person-times)
- Total number of offline training sessions (10,000 sessions)
- Total participants of offline training (10,000 person-times)
- The training coverage ratio (%)
- Average training duration per employee (days)
- 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)
- Amount of external donation (RMB 10,000)
- Themed activities for public education (activities)
- Total activities for public education within a year (10,000 times)

Our assurance was with respect to the selected data as at 31 December 2025 and for the year then ended only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2025 Sustainability Report.

Criteria applied by ICBC

The criteria used by ICBC to prepare the selected data in the 2025 Sustainability Report 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' 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 Sustainability Report, 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 31 December 2025 and for the year then ended in the 2025 Sustainability Report 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 ("ISAE 3000 (Revised)"). The standard requires 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 Sustainability Report 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.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the selected data and related information, and applying analytical and other appropriate procedures.

Our work was performed at the Head Office of ICBC, ICBC Financial Leasing, ICBC Credit Suisse Asset Management and ICBC Investment, which included:

- 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 31 December 2025 and for the year then ended in the 2025 Sustainability Report, 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 the Bank 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
27 March 2026
Beijing, China

Appendix: Basis of Reporting

Balance of green loans (RMB 100 million): The green loan balance disclosed in the Industrial and Commercial Bank of China's 2025 Sustainability Report refers to the total green loan balance of the head office and domestic branches of ICBC as of 31 December 2025. The data are compiled in accordance with the *Green Finance Endorsed Projects Catalogue (2025 Edition)* (PBC [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, the *Overall Statistical Regime for the "Five Priorities" (Trial)* jointly issued by the PBC, NFRA, CSRC and State Administration of Foreign Exchange, and relative statistical regulatory systems for the financial sector. The scope includes nine sectors: energy conservation and carbon reduction industries, environmental protection industries, resource recycling and utilization industries, green and low-carbon energy transformation, ecological protection and restoration, green upgrading of infrastructure, green services, green trade, green consumption, and overseas green loans.

Emission reduction of domestic green loans: CO₂ equivalence of reductions (10,000t): The emission reduction of domestic green loans, expressed as CO₂ equivalent, disclosed in the ICBC 2025 Sustainability Report refers to the total CO₂ emission reduction equivalent supported by green loan projects of ICBC's head office and domestic branches as of 31 December 2025. The data are compiled in accordance with the *Green Finance Endorsed Projects Catalogue (2025 Edition)* (PBC [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, the *Overall Statistical Regime for the "Five Priorities" (Trial)* jointly issued by the PBC, NFRA, CSRC and State Administration of Foreign Exchange, and relative statistical regulatory systems for the financial sector.

Overseas issuance of green bonds (USD 100 million): The overseas issuance of green bonds disclosed in the ICBC 2025 Sustainability Report refers to the total amount of green bonds issued by ICBC's overseas entities and ICBC Financial Leasing as of 31 December 2025. Overseas green bonds are counted by ICBC under the *Green Bond Principles* by the International Capital Market Association (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 the ICBC 2025 Sustainability Report refers to the total number of green bonds issued by ICBC's overseas entities and ICBC RZ as of 31 December 2025. The issuance is categorized according to the scope defined by the *Green Bond Principles* by the International Capital Market Association (ICMA) and the *China Green Bond Principles* by the Green Bond Standards Committee.

Newly increased investment in RMB-denominated green bonds (RMB 100 million): The newly increased investment in RMB-denominated green bonds disclosed in the ICBC 2025 Sustainability Report refers to the total amount of newly invested RMB green bonds by ICBC's head office and domestic branches from 1 January to 31 December 2025. The data are compiled in accordance with the *China Green Bond Principles* issued by the Green Bond Standards Committee and other relevant guiding principles.

Balance of RMB-denominated green bonds (RMB 100 million): The balance of RMB-denominated green bonds disclosed in the ICBC 2025 Sustainability Report refers to the total amount of RMB green bonds held by ICBC's head office and domestic branches as of 31 December 2025. The data are compiled in accordance with the *China Green Bond Principles* issued by the Green Bond Standards Committee and other relevant guiding principles.

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 the ICBC 2025 Sustainability Report refers

to the total number of green bonds, sustainability-linked bonds, and social responsibility bonds underwritten by ICBC's head office from 1 January to 31 December 2025. The data are compiled in accordance with the ICMA's *Green Bond Principles*, *Social Bond Principles*, *Sustainability Bond Guidelines*, *Sustainability-Linked Bond Principles*, and other relevant guidelines.

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 the ICBC 2025 Sustainability Report refers to the total scale of green bonds, sustainability-linked bonds, and social responsibility bonds underwritten by ICBC's head office from 1 January to 31 December 2025. The data are compiled in accordance with the ICMA's *Green Bond Principles*, *Social Bond Principles*, *Sustainability Bond Guidelines*, *Sustainability-Linked Bond Principles*, and other relevant guidelines.

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 the ICBC 2025 Sustainability Report refers to the total fundraising amount from green bonds, sustainability-linked bonds, and social responsibility bonds underwritten by ICBC's head office from 1 January to 31 December 2025. The data are compiled in accordance with the ICMA's *Green Bond Principles*, *Social Bond Principles*, *Sustainability Bond Guidelines*, *Sustainability-Linked Bond Principles*, and other relevant guidelines.

Number of green public fund products issued and effectively managed (including stocks and bonds) (No.): The number of green public fund products issued and effectively managed (including stocks and bonds) disclosed in the ICBC 2025 Sustainability Report refers to the total number of public mutual funds held by ICBC UBS Asset Management as of 31 December 2025, where the combined green equity and green bond holdings exceed 50% of the fund's net asset value. Green equity and green bonds are defined in accordance with the *Notice on Doing Well in Statistical Work for the Five Major Articles in Finance* (General Office of PBC [2025] No. 66) issued by the Office of the PBC.

Net asset scale of green public fund products issued and effectively managed (including stocks and bonds) (RMB 100 million): The net asset scale of green public fund products issued and effectively managed (including stocks and bonds) disclosed in the ICBC 2025 Sustainability Report refers to the total net asset value of public mutual funds held by ICBC UBS Asset Management as of 31 December 2025, where the combined green equity and green bond holdings exceed 50% of the fund's net asset value. Green equity and green bonds are defined in accordance with the *Notice on Doing Well in Statistical Work for the Five Major Articles in Finance* (General Office of PBC [2025] No. 66).

The size of green leasing business (RMB 100 million): The size of green leasing business disclosed in the ICBC 2025 Sustainability Report refers to the total balance of green leasing business conducted by ICBC Leasing in domestic lease financing operations as of 31 December 2025. The data are compiled in accordance with the *Green Finance Support Project Catalogue (2025 Edition)* (PBC [2025] No. 132) issued jointly by PBC, NFRA, and CSRC, the *Notice on Forwarding the Statistical Indicators of the Overall Statistical System for the Five Major Articles in Finance* issued by the Tianjin Branch of PBC, and other relevant financial regulatory statistical systems. The green loan classification includes nine sectors: energy conservation and carbon reduction industries, environmental protection industries, resource recycling and utilization industries, green and low-carbon energy transformation, ecological protection and restoration, green upgrading of infrastructure, green services, green trade, and green consumption.

Proportion of green leasing business balance to domestic financial leasing business balance (%): The proportion of green leasing business balance to domestic financial leasing business balance

disclosed in the ICBC 2025 Sustainability Report refers to the ratio of green leasing business balance to the total domestic financial leasing business balance as of 31 December 2025, calculated by ICBC Leasing. The data are compiled in accordance with the *Green Finance Support Project Catalogue (2025 Edition)* (PBC [2025] No. 132) issued jointly by PBC, NFRA, and CSRC, the *Notice on Forwarding the Statistical Indicators of the Overall Statistical System for the Five Major Articles in Finance* issued by the Tianjin Branch of PBC, and other relevant financial regulatory statistical systems. The green loan classification includes nine sectors: energy conservation and carbon reduction industries, environmental protection industries, resource recycling and utilization industries, green and low-carbon energy transformation, ecological protection and restoration, green upgrading of infrastructure, green services, green trade, and green consumption. The calculation formula is: Proportion = (Green leasing business balance as of 31 December 2025) / (Total domestic financial leasing business balance as of 31 December 2025)

Balance of green finance investment (RMB 100 million): The balance of green finance investment disclosed in the ICBC 2025 Sustainability Report refers to the total balance of green project investments held by ICBC Investment as of 31 December 2025, compiled in accordance with the green finance statistical criteria in the *Green Finance Support Project Catalogue (2025 Edition)* (PBC [2025] No. 132). Investment sectors include: energy conservation and carbon reduction industries, environmental protection industries, resource recycling and utilization industries, green and low-carbon energy transformation, ecological protection and restoration, green upgrading of infrastructure, green services, green trade, and green consumption.

Proportion of green finance investment balance to existing assets (%): The proportion of green finance investment balance to existing assets disclosed in the ICBC 2025 Sustainability Report refers to the ratio of green project investment balance to the total balance of all ongoing project investments held by ICBC Investment as of 31 December 2025, compiled under the green finance statistical criteria in the *Green Finance Support Project Catalogue (2025 Edition)* (PBC [2025] No. 132). The calculation formula is: Proportion = (Green finance investment balance as of 31 December 2025) / (Total ongoing project investment balance as of 31 December 2025)

Balance of inclusive loans to small and micro enterprises (RMB 100 million): The balance of inclusive loans to small and micro enterprises disclosed in the ICBC 2025 Sustainability Report refers to the total loan balance extended to micro and small enterprises by ICBC's head office and domestic branches as of 31 December 2025. The data are compiled in accordance with the definition of inclusive micro and small enterprise loans in the *Notice on Doing Well in the Filing of Non-site Supervision Reports for Banking Sector in 2025* issued by the China Banking and Insurance Regulatory Commission (CBIRC) (CBIRC [2024] No. 39), which includes loans with individual credit limits of RMB 10 million or less (inclusive), covering small and micro-enterprise loans, individual business owner loans, and micro-enterprise owner loans—excluding bill discounting and rediscounting balances.

Growth rate of inclusive small and micro enterprise loan balance (%): The growth rate of inclusive small and micro enterprise loan balance disclosed in the ICBC 2025 Sustainability Report refers to the year-on-year growth rate of the current period's inclusive micro and small enterprise loan balance compared to the same period of the previous year, as of 31 December 2025. The data are compiled in accordance with the definition of inclusive micro and small enterprise loans in the *Notice on Doing Well in the Filing of Non-site Supervision Reports for Banking Sector in 2025* issued by the China Banking and Insurance Regulatory Commission (CBIRC) (CBIRC [2024] No. 39). The formula is: Growth Rate = (Current period's end balance - Same period last year's end balance) / Same period last year's end balance

Number of inclusive loan-holding small and micro enterprise (10,000 households): The number of inclusive loan-holding small and micro enterprises disclosed in the ICBC 2025 Sustainability

Report refers to the total number of inclusive micro and small enterprise customers served by ICBC's head office and domestic branches as of 31 December 2025. The data are compiled in accordance with the definition in the *Notice on Doing Well in the Filing of Non-site Supervision Reports for Banking Sector in 2024* (CBIRC [2024] No. 39).

Balance of agriculture-related loans (RMB trillion): The balance of agriculture-related loans disclosed in the ICBC 2025 Sustainability Report refers to the total balance of RMB agricultural-related loans and foreign currency agricultural-related loans as of 31 December 2025, compiled in accordance with the *Notice on Establishing the Special Statistical System for Agricultural Loans* (PBC [2007] No. 246) issued by PBC and the China Banking Regulatory Commission, and the *Notice on Issuing the 2024 Revision of Financial Statistics for Financial Institutions* (the Department of Survey and Statistics PBC [2024] No. 2) issued by the Statistics Department of PBC. The data include: agricultural loans of urban non-financial enterprises and institutions, rural non-financial enterprises and institutions, farmer loans, and personal loans for agriculture, forestry, animal husbandry, and fisheries for non-farmers.

Balance of loans to poverty-alleviated areas (RMB trillion): The balance of loans to poverty-alleviated areas disclosed in the ICBC 2025 Sustainability Report refers to the total loan balance extended by ICBC's head office and domestic branches to the 832 designated poverty-alleviated counties as of 31 December 2025.

Balance of loans to key counties for national rural revitalization assistance (RMB 100 million): The balance of loans to key counties for national rural revitalization assistance disclosed in the ICBC 2025 Sustainability Report refers to the total loan balance extended by ICBC's head office and domestic branches to the 160 national key counties for rural revitalization assistance as of 31 December 2025.

Number of operational outlets (No.): The number of operational outlets disclosed in the ICBC 2025 Sustainability Report refers to the total number of domestic branches of ICBC as of 31 December 2025. The data are compiled in accordance with the scope defined in the *Regulations on the Management of Licenses for Banking and Insurance Institutions* (Order No 3 of 2021, CBIRC).

Number of self-service banks (No.): The number of self-service banks disclosed in the ICBC 2025 Sustainability Report refers to the total number of self-service banks located outside bank branches and actively operating, providing 24-hour banking services via ATMs and other self-service devices, within ICBC's domestic institutions (excluding head office and subsidiaries) as of 31 December 2025.

Number of ATMs (Set): The number of ATMs disclosed in the ICBC 2025 Sustainability Report refers to the total number of operational ATMs within ICBC's domestic institutions (excluding head office and subsidiaries) as of 31 December 2025.

Number of county-level ICBC outlets (No.): The number of county-level ICBC outlets disclosed in the ICBC 2025 Sustainability Report refers to the total number of ICBC's domestic county-level branches as of 31 December 2025, compiled based on the county-level administrative divisions defined in the *China County Statistical Yearbook 2024 (County and City Volume)* issued by the National Bureau of Statistics of China.

Number of outlets equipped with barrier-free facilities (No.): The number of outlets equipped with barrier-free facilities disclosed in the ICBC 2025 Sustainability Report refers to the total number of ICBC's domestic branches (excluding head office and subsidiaries) equipped with wheelchair ramps as of 31 December 2025.

Number of personal mobile banking customers (100 million): The number of personal mobile banking customers disclosed in ICBC 2025 Sustainability Report refers to the number of registered users of ICBC's personal mobile banking app in mainland China as of 31 December 2025.

Total headcount (person): The total headcount disclosed in ICBC 2025 Sustainability Report 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 31 December 2025.

Employees by gender proportion (%): The employees by gender proportion disclosed in ICBC 2025 Sustainability Report 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 31 December 2025.

Employee structure by working year (%): The employee structure by working year disclosed in ICBC 2025 Sustainability Report 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 31 December 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 Sustainability Report 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 31 December 2025. Age ranges include under 31 years old, 31 to 40 years old, 41 to 50 years old and over 50 years old.

Number of new employees (person): The number of new employees disclosed in ICBC 2025 Sustainability Report 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 31 December 2025.

Number of ESG-related risk training sessions (sessions): The number of ESG-related risk training sessions disclosed in the ICBC 2025 Sustainability Report refers to the total number of training sessions on ESG-related risks participated by employees across the ICBC group via online and offline channels, as recorded in the "ICBC Training Centre" system from 1 January to 31 December 2025.

ESG-related risk training participants (number of people): The ESG-related risk training participants disclosed in the ICBC 2025 Sustainability Report refers to the total number of individuals who participated in ESG-related risk training sessions via online and offline channels, as recorded in the "ICBC Training Centre" system from 1 January to 31 December 2025.

Number of data security and/or privacy-related risks training sessions (sessions): The number of data security and/or privacy-related risks training sessions disclosed in the ICBC 2025 Sustainability Report refers to the total number of training sessions on data security and/or privacy-related risks participated by employees across the ICBC group via online and offline channels, as recorded in the "ICBC Training Centre" system from 1 January to 31 December 2025.

Data security and/or privacy-related risks training participants (number of people): The data security and/or privacy-related risks training participants disclosed in the ICBC 2025 Sustainability Report refers to the total number of individuals who participated in data security and/or privacy-related risks training sessions via online and offline channels, as recorded in the "ICBC Training Centre" system from 1 January to 31 December 2025.

Total number of online training sessions (10,000 sessions): The total number of online training sessions disclosed in ICBC 2025 Sustainability Report 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 31 December 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

Total participants of online training (10,000 person-times): The total participants of online training disclosed in ICBC 2025 Sustainability Report 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 31 December 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

Total number of offline training sessions (10,000 sessions): The total number of offline training sessions disclosed in ICBC 2025 Sustainability Report 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 31 December 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

Total participants of offline training (10,000 person-times): The total participants of offline training disclosed in ICBC 2025 Sustainability Report 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 31 December 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system.

The training coverage ratio (%): The training coverage ratio disclosed in ICBC 2025 Sustainability Report 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 31 December 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 of ICBC as at 31 December 2025.

Average training duration per employee (days): The average training duration per employee disclosed in ICBC 2025 Sustainability Report 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 31 December 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 of ICBC as at 31 December 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

Training coverage ratio by age group (%): The training coverage ratio by age group disclosed in ICBC 2025 Sustainability Report 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 of ICBC during the period from 1 January 2025 to 31 December 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 31 December 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 Sustainability Report refers to the duration of training received by employees of the Head Office and domestic branches of ICBC of each age group through online and offline channels during the period from 1 January 2025 to 31 December 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 31 December 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 Sustainability Report 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 of ICBC during the period from 1 January 2025 to 31 December 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 31 December 2025. The employee 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 Sustainability Report refers to the duration of training received by employees of the Head Office and domestic branches of ICBC of each role through online and offline channels during the period from 1 January 2025 to 31 December 2025, according to the statistics collected by ICBC through the "ICBC Training Centre" system. The employee 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 31 December 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 Sustainability Report 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 of ICBC during the period from 1 January 2025 to 31 December 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 31 December 2025.

Average training duration per employee by gender (days): The average training duration per employee by gender disclosed in ICBC 2025 Sustainability Report refers to the duration of training received by employees of the Head Office and domestic branches of ICBC by gender through online and offline channels during the period from 1 January 2025 to 31 December 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 31 December 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 Sustainability Report 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 of ICBC during the period from 1 January 2025 to 31 December 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 31 December 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 Sustainability Report refers to the duration of training received by employees of the Head Office and domestic branches of ICBC at different institution levels through online and offline channels during the period from 1 January 2025 to 31 December 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 31 December 2025 ÷ training duration of one day. Of which, the training duration of one day is calculated as 6 hours.

Amount of external donation (RMB 10,000): The amount of external donation disclosed in the ICBC 2025 Sustainability Report refers to the total amount of external donations made by the ICBC group from 1 January to 31 December 2025, in accordance with the *Law of the People's Republic of China on Public Welfare Donation and the ICBC External Donation Expenditure Management Measures*.

Themed activities for public education (activities): The themed activities for public education disclosed in the ICBC 2025 Sustainability Report refers to the number of public education events with a charitable purpose organized by ICBC's head office from 1 January to 31 December 2025. The data are compiled in accordance with the *Measures for Consumer Rights Protection of Banking and Insurance Institutions* (CBIRC Order No. 9 of 2022) and the *Management Measures for Consumer Financial Knowledge Education and Promotion (2025 Edition)* (ICBC Regulations [2025] 291).

Total activities for public education within a year (10,000 times): The total activities for public education within a year disclosed in the ICBC 2025 Sustainability Report refers to the total number of public education events with a charitable purpose organized by ICBC's head office and domestic institutions from 1 January to 31 December 2025. The data are compiled in accordance with the *Measures for Consumer Rights Protection of Banking and Insurance Institutions* (CBIRC Order No. 9 of 2022) and the *Management Measures for Consumer Financial Knowledge Education and Promotion (2025 Edition)* (ICBC Regulations [2025] 291).

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❖ Index of the Environmental, Social and Governance Reporting Code of The Stock Exchange of Hong Kong Limited

Environmental

A1: Emissions P85-87, 133

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.

A1.1 The types of emissions and respective emissions data.

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

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

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

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

A2: Use of Resources P83-87, 133

General Disclosure: Policies on the efficient use of resources, including energy, water and other raw materials.

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

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

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

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

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

A3: The Environment and Natural Resources P62-87

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

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

Social

B1: Employment P116-124, 134-135

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.

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

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

B2: Health and Safety P121-124

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.

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

B2.2 Lost days due to work injury

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

B3: Development and Training P24, 116-120, 134-135

General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.

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

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

B4: Labor Standards P116

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.

B4.1 Description of measures to review employment practices to avoid child and forced labor.

B4.2 Description of steps taken to eliminate such practices when discovered.

B5: Supply Chain Management P87

General Disclosure: Policies on managing environmental and social risks of the supply chain.

B5.1 Number of suppliers by geographical region.

B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.

B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.

B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.

B6: Product Responsibility P100-115, 136

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labeling, and privacy matters relating to products and services provided and methods of redress.

B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.

B6.2 Number of product and service related complaints received and how they are dealt with.

B6.3 Description of practices relating to observing and protecting intellectual property rights.

B6.4 Description of quality assurance process and recall procedures.

B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.

B7 Anti-Corruption P29-33

General Disclosure: Information on:

- (a) the policies; and
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud, and money laundering.

B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.

B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.

B7.3 Description of anti-corruption training provided for directors and staff.

B8 Community Investment P125-129, 134, 136

General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.

B8.1 Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).

B8.2 Resources contributed (e.g. money or time) to the focus area.

Part D: Climate-related Disclosures

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(II) Strategy

Climate-related risks and opportunities P77-81

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(III) Risk Management P82-83

(IV) Metrics and Targets

Greenhouse gas emissions P132

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Climate-related targets P84

❖ **Index of the Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial) promulgated by the Shanghai Stock Exchange**

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Note: 1. During the reporting period, the Bank has publicly disclosed overdue payments to SMEs in the National Enterprise Credit Information Publicity System, with no overdue payments incurred.

❖ **Table of Social Responsibility Performance Contrast with the Ten UNGC Principles**

Ten UNGC Principles	CSR Performance in 2025
1 Businesses should support and respect the protection of internationally proclaimed human rights	The Bank valued people, strictly observed laws, regulations and ordinances of China and other countries where it operated, entered into employment contracts with all of its employees, fully paid employer's social security and housing provident fund contributions for its employees, improved the system of employee involvement in corporate management and effectively protected the rights and interests of employees.
2 Make sure that they are not complicit in human rights abuses	The Bank abided by international conventions or practices signed or recognized by China, including the <i>Universal Declaration of Human Rights</i> .
3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	The Bank improved the system of employee representative assembly to listen to all employees' voices and protect their right to know, participate and supervise. All branches and subsidiaries of the Bank have trade unions established as many as possible.
4 The elimination of all forms of forced and compulsory labor	The Bank signed employment contracts with its employees in compliance with the <i>Labor Contract Law of the People's Republic of China</i> and other relevant laws and regulations. It also fully protected employees' rights to rest and take leaves and eliminated all forms of forced and compulsory labor through an efficient and orderly working mechanism and optimized labor composition.
5 The effective abolition of child labor	The Bank strictly prohibited child labor.
6 The elimination of discrimination in respect of employment and occupation	The Bank respected employees' religious freedom and individuality and eliminated any discrimination on the basis of race, gender, national origin, culture, age and others. The Bank also treated all employees fairly and impartially throughout recruitment, job transfer, compensation, career development and separation management.
7 Businesses should support a precautionary approach to environmental challenge	The Bank actively responded to climate change by willingly assuming responsibility for international environment, establishing a sound mechanism for comprehensive management of environmental protection and using the financial lever to help get rid of dependence on traditional development mode and promoting economic restructuring.
8 Taking on more responsibilities for environmental protection	The Bank was committed to fully advancing green finance as one of the "Five Priorities", building a comprehensive green finance system that encompassed strategic planning, policy guidance, product innovation and research collaboration, so as to drive the comprehensive green and low-carbon transformation of the economy and society. Leveraging its years of accumulation and practical experience, the Bank further promoted the development of its green finance brand, namely "ICBC Green Bank+". By consolidating the foundation of green operation, improving carbon footprint management, and promoting low-carbon development of outlets, green office practices, and responsible procurement, the Bank further demonstrated its responsibilities and leadership as a major bank.
9 Encouraging the development and promotion of environment-friendly technologies	The Bank increased its support for innovative green products, innovated guarantee methods, flexibly utilized collateralized loans based on carbon emission rights, emission rights, and subsidies for new energy, and actively expanded credit support to enterprises while effectively managing risks. As at the end of the reporting period, the balance of green loans exceeded RMB6.7 trillion. The Bank vigorously promoted paperless, low-consumed and efficient online business leveraging on its leading technological strengths, with digital business accounting for 99%.
10 Businesses should work against corruption in all forms, including extortion and bribery	The Bank upheld the principle of no forbidden zone, full coverage, and zero tolerance, promoting an integrated approach to ensure all personnel do not dare to, are unable to and have no desire to commit corruption. The Bank focused on key areas, reported typical cases, and established a long-term mechanism for improving work style. It adhered to the principle of educating before disciplining, avoiding resorting to punishment without prior education.

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

The *Principles for Responsible Banking (PRB)* are a global framework for ensuring that signatory banks' strategy and practice are in line with future social needs. This framework enables the sector to align with the Sustainable Development Goals and the global goals and indicators set out in the *Paris Climate Agreement*. As one of the founding signatories of the PRB, the Bank has been committed to maximizing the comprehensive value of economy, environment and society, based on the general demands of all stakeholders in economic and social development.

Principle 1: Alignment

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

1.1 Business model

The Bank has devoted itself to building a world-class and modern financial institution with Chinese characteristics. The Bank has a high-quality customer base, a diversified business structure, strong innovation capabilities and market competitiveness. The Bank regards service as the very foundation to seek further development and adheres to creating value through services while providing abundant financial products and superior financial services to over 14.00 million corporate customers and 780 million personal customers around the world. It has served the high-quality development of the economy and society with its own high-quality development.

1.2 Strategic alignment

In the process of business development, the Bank has always integrated economic responsibilities with social responsibilities, pursuing innovation-driven development, and fostering new development advantages on all fronts. The Bank attached greater importance to the development of green finance, support for ecological advancement in the Group's strategic development plan, and services for the "carbon peak and carbon neutrality" goals. The plan made clear that "the Bank will lead the way in practicing green development", and promoted the "building of green finance and ESG system" as a specific measure.

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

The Bank focused on serving Chinese modernization, concentrating on the main business, improving governance, and pursuing connotative development. The Bank continuously optimized business layout, capital supply, and management modes, providing precise and efficient services for the construction of modernized industrial system and high-level technology self-reliance. With the posture of a leading bank, the Bank focused on refining and deepening "Five Priorities" of technology finance, green finance, inclusive finance, pension finance and

digital finance, improved the modernization level of the Group's governance system and governance capabilities, earnestly fulfilled the political, social, and economic responsibilities of a major bank, continuously promoted optimization and strengthening, and contributed greater strength to the comprehensive advancement of building a strong nation and the great cause of national rejuvenation through Chinese modernization.

Principle 2: Impact & Target Setting

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

2.1 Impact analysis

The Bank identified and analyzed the importance of topics related to sustainable development from perspectives of "impact importance" and "financial importance". First, the Bank analyzed the relationship between its activities and business, including analyzing the relationship between activities and business, external objective environment, and latest regulatory requirements, and understood the major stakeholders affected. Second, the Bank identified potential important topics and the impact, risks and opportunities related to topics, based on regulatory requirements and ESG standards, taking into account industry characteristics. Finally, the Bank conducted surveys on stakeholders and internal and external experts to evaluate the impact and financial importance of each topic. The areas where the Bank has a high impact include green finance and inclusive finance.

2.2 Target setting

In the field of green finance, the Bank attached greater importance to the development of green finance, support for ecological advancement in the Group's strategic development plan, and services for the "carbon peak and carbon neutrality" goals. The plan made clear that "the Bank will lead the way in practicing green development", and promoted the "building of green finance and ESG system" as a specific measure.

In the field of inclusive finance, the Bank strengthened the top-level design for the high-quality development of inclusive finance. It has formulated an implementation plan for the major area of inclusive finance across the

Bank, further improved the inclusive financial service mechanism, increased inclusive credit lending, enhanced the quality and efficiency of business development, helped ease the financing difficulties of small and micro enterprises, and continuously expanded the coverage, accessibility, and satisfaction of inclusive financial services.

2.3 Target implementation and monitoring plan

In terms of green finance:

The Bank issued the *Opinions on Implementation of Supporting Green Development through Investment and Financing*, which proposes 18 specific measures across five areas, including "to strengthen support for key green and low-carbon sectors, orderly advance carbon finance and transition finance priorities, increase innovation in products and services, strengthen ESG risk prevention and control and improve supporting and guarantee mechanisms".

The Bank formulated and issued the *Industry Investment and Financing Policy for 2025*, including investment and financing policies for 50 industries in 17 segments, which comprehensive highlights the "green" orientation, and continuously strengthens support and control over differentiated policies. The Policy guides the in-depth implementation of the "lucid waters and lush mountains are invaluable asset" concept across the Bank, comprehensively improved the capability of comprehensive green finance services, innovated green investment and financing products and services, continuously strengthened its support in green industries such as green transportation, clean energy, and energy saving and environmental protection, comprehensively promoted the development of all product lines such as green loans, green bonds, green wealth management, and green leasing, activated to steadily advance the green and low-carbon transformation of investment and financing, and effectively prevented ESG risks.

In terms of inclusive finance:

The Bank implemented and refined the financing coordination mechanism for supporting small and micro enterprises. The Bank promoted the establishment of a four-level (Head office, branch, sub-branch, and outlet) collaborated and vertically integrated service system, carried out the "Visiting Thousands of Enterprises" activity effectively. By using the recommended list, the Bank expanded the scope of customer reach, conducted good financing docking, and promoted fast, convenient, and affordable capital services to reach the primary level directly.

The Bank empowered inclusive finance with digitization. The Bank adhered to the principles of technology-empowered and innovation-driven development, and followed the path of online, intelligent, intensive, and ecological development of inclusive financial services, constantly enhancing its capabilities for high-quality development. The Bank adhered to the concept of "speaking with data and making decisions based on data". Internally, it deeply explored effective information, and externally, it conducted

hierarchical docking and enriched data dimensions to achieve complementary verification between internal and external data, laying a solid foundation for the innovation of digital inclusive financial products, modelling analysis, and precise marketing.

Principle 3: Clients & Customers

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

3.1 Customer participation

As a responsible financial institution, the Bank has always integrated the philosophy of sustainable development into its deep cooperation with customers, jointly promoting the coordinated progress of the economy, society and environment.

The Bank has always regarded the protection of rights and interests of consumers as an important goal and management requirement in corporate governance. By strengthening the overall planning of consumer protection and complaint handling at a high-level, promptly revising and issuing relevant consumer protection documents, policies, and special management measures, and establishing a full-process consumer protection access and post-evaluation mechanism, the Bank ensured the continuous improvement of its consumer protection and governance capabilities. The Bank attaches great importance to safeguarding customers' financial asset security, and has intensified efforts to protect customers' financial assets through measures such as preventing and controlling telecom fraud, upgrading the alarm monitoring platform, iteratively upgrading the security information service platform, and enhancing overseas security management support.

The Bank continued to strengthen the top-level design of data security and privacy protection, improved data security and privacy protection mechanisms, and implemented multiple management measures for data security and privacy protection, so as to ensure the security of customers' information and data.

3.2 Business opportunities

Based on national strategic needs, the Bank deepened financial support for new quality productive forces, continued to deepen, implement, and refine the "Five Priorities", continuously innovated in fields such as green finance, inclusive finance, technology finance, pension finance, and digital finance, advanced the sustainable economic and social development with higher-quality financial services, and fulfilled the responsibilities and obligations of a large state-owned bank.

The Bank built a comprehensive green finance system that encompassed strategic planning, policy guidance, product innovation and research collaboration, so as to drive the comprehensive green and low-carbon transformation of the economy and society. Leveraging its years of accumulation and practical experience, the Bank further promoted the development of its green finance brand, namely "ICBC Green Bank+". 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 formulated binding environmental credit policies and integrated environmental, social and climate-related risks into the entire credit management process. As at the end of the reporting period, the balance of green loans exceeded RMB6.7 trillion.

The Bank's inclusive loans continued to expand, providing stronger financing support. As at the end of the reporting period, the balance of the Bank's inclusive small and micro enterprise loans reached RMB3,551,863 million, an increase of RMB658,548 million or 22.76% over the beginning of the year. The Bank had 2,581.3 thousand inclusive loan customers, up 497.9 thousand or 23.9% over the beginning of the year. Inclusive financial services won multiple honors such as "2025 Inclusive Finance Annual Case for Building Financial Powerhouse" of CCTV Finance.

Principle 4: Stakeholders

We will proactively and responsibly consult, engage, and partner with relevant stakeholders to achieve society's goals.

4.1 Identification of stakeholders and solicitation of opinions

The *Basic Rules for Corporate Social Responsibility (ESG and Sustainable Finance)* of the Bank stipulates that social responsibility (ESG and sustainable finance) refers to the responsibility that the Group should claim for the promotion of high-quality development, the unflinching adherence to a civilized path of development that advocates developed production, prosperous life and healthy ecology, the provision of effective financial support and services to the sustainable development of the Chinese nation, and the effective implementation of benefits sharing with its shareholders, its customers, its employees, society and other stakeholders.

The Bank paid great attention to communication with stakeholders. By establishing the mechanism for combination of instant and regular communication and coordination of communication on specific topics and international exchanges, the Bank ensured constant and good exchanges with key stakeholders and encouraged involvement of related parties by actively tapping into the role of new media platforms. In order to protect the rights and interests of investors and other stakeholders, especially minority shareholders, the Bank performs the obligation of information disclosure in strict accordance with domestic and foreign regulatory rules for information disclosure. During the reporting period, the Bank responded actively to investor concerns through the voluntary disclosure column, making its information disclosure more proactive and effective.

The Bank valued People, cared for employees, and improved the employee incentive mechanism and training system. It gave full play to the role of the employee representative assembly, attached importance to and protected the legitimate rights and interests of employees, and paid attention to the equality of employment and career development of female employees.

The Bank actively promoted consumer protection education and promotion. The Bank organized precise, targeted, distinctive, and innovative financial education activities. During the reporting period, the Bank carried out 204.3 thousand various financial education activities in total, reaching over 1,119 million consumers.

A total of 15 thousand outlets of the Bank set up "ICBC Sharing Stations". Relying on the "ICBC Sharing Station" service platform, the Bank strengthened the interaction and cooperation with volunteer service organizations, provided volunteer services, assistance and other public welfare services to the public, and built a "warm home" integrating volunteering, care, and assistance.

The Bank leveraged the Group's social donation function to help the poor and vulnerable, encouraged and guided employees to participate in volunteer services, expanded community service channels, and supported social charity.

Principle 5: Governance & Culture

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

5.1 Governance structure for implementation of the Principles for Responsible Banking

The Bank valued corporate governance as the foundational work for high-quality development in a new era, effectively improved its modern corporate governance framework, mechanism, and culture, continuously promoted the modernization of governance system and capacity for high-quality development, and strengthened the top-level design of corporate governance.

During the reporting period, the Bank held one annual general meeting and two extraordinary shareholders' meetings, which reviewed 16 proposals, including the *Proposal on the 2024 Profit Distribution Plan*, the *Proposal on the 2025 Interim Profit Distribution Plan*, and the *Proposal on the Limit for External Donations in 2025*, and heard four reports, including the *Report on Work Report of Independent Directors of ICBC for 2024*.

During the reporting period, the Board of Directors of the Bank held ten meetings and discussed 131 proposals, including the *Proposal on the 2024 Work Report of the Board of Directors of ICBC*, the *Proposal on the 2024 Sustainability Report of ICBC*, the *Proposal on Consumer Protection in 2024 and Its Work Plan for 2025*, the *Proposal on the 2025 Inclusive Finance Business Operation Plan*, the *Proposal on the Green Finance Development of ICBC in Recent Two Years* and the *Proposal on the Plan for Valuation Enhancement, Quality and Efficiency Improvement, and High Return of ICBC*.

The Bank has established a sound governance structure for sustainable development. The Board of Directors actively fulfilled its strategic decision-making functions, deepened ESG governance, and continuously improved the ESG governance structure. The senior management is responsible for ESG (social responsibility, sustainable development) management. The senior management has established a Green Finance (ESG and Sustainable Finance) Committee as an auxiliary decision-making body for the overall leadership and coordination of related work. Domestic institutions at all levels implemented the ESG and sustainable development philosophy in accordance with laws, regulations, and regulatory requirements, and overseas institutions implemented it in accordance with local standards and regulatory requirements.

5.2 Forming a culture of responsible banking

Corporate culture of the Bank

Mission:
Excellence for You
- Excellent services for clients, maximum returns to shareholders, real success for employees, great contribution to society

Vision:
To build a world-class modern financial institution with Chinese characteristics in all aspects, and become a long-lasting and ever-prosperous bank

Values:
Integrity Leads to Prosperity
- Integrity, Humanity, Prudence, Innovation, Excellence

Principle 6: Transparency & Accountability

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.

The Board of Directors of the Bank actively performed its role in strategic decision-making, continuously strengthened ESG governance, and reviewed multiple ESG-related proposals during the reporting period.

During the reporting period, the Board of Directors reviewed and approved the *Proposal on the 2025 Inclusive Finance Business Operation Plan*, further clarifying the objectives and priorities of inclusive finance business development in 2025.

During the reporting period, the Board of Directors reviewed and approved the *Proposal on the 2024 Sustainability Report of ICBC*, comprehensively reviewing the Bank's sustainable development, including ESG matters, in 2024.

During the reporting period, the Board of Directors reviewed and approved the *Proposal on the Limit for External Donations in 2025*, which has been reviewed and approved by the Annual General Meeting. The proposal

created favorable conditions for the Bank to better fulfill its corporate social responsibility as a large state-owned bank and actively assist in rural revitalization, charity, culture and education, and other social welfare undertakings.

The Bank actively responded to the complex and changing external circumstances, and strictly observed laws, regulations and the regulatory requirements of the stock exchanges where it is listed. Moreover, it continuously strengthened communication with the capital market, made continued efforts to make information disclosure more transparent and accurately and timely informed investors and other stakeholders of the Bank's strategy implementation, corporate governance structure and business management. In the annual evaluation of information disclosure by companies listed on Shanghai Stock Exchange, the Bank was rated A ("Excellent") for twelve consecutive years.

During the reporting period, in light of the *Securities Law* and the latest regulatory requirements, the Bank continued to refine the disclosure system with the information disclosure obligor as the primary responsible entity, and kept improving the responsibilities of the corporate governance entities in terms of information disclosure. The Bank revised the management measures for the preparation of regular information disclosure reports, further standardized work requirements, and improved the quality and efficiency of report preparation.

The Bank discloses information mainly through designated media, including websites of the Shanghai Stock Exchange and The Stock Exchange of Hong Kong, in the form of regular reports and extraordinary announcements. Meanwhile, the Bank continued to strengthen communication in multiple languages with global investors through such channels as official website, domestic and overseas newspapers, SSE E-interactive platform, investor hotline and mailbox, in such forms as shareholders' meetings, results presentation, special investor relation activities, roadshow and reverse roadshow, meetings with investors and analysts and press conferences, so as to enhance investors' sense of gain. The Bank prepared and issued periodical reports and extraordinary announcements in three versions: Simplified Chinese, Traditional Chinese, and English. During the reporting period, the Bank disclosed four batches of periodical reports, and issued over 300 extraordinary announcements and related documents in Chinese and English languages.

The Bank built a three-in-one ESG information disclosure system composed of the annual corporate social responsibility (ESG)/sustainability report, the special reports on ESG and normalized information disclosure. As at the end of the reporting period, the Bank issued social responsibility (ESG) reports for 17 consecutive years, sustainability report for the first time during the reporting period, and semiannual social responsibility/ESG reports for five consecutive years. The "ESG Information" was created on the homepage of the official website to disclose the Bank's latest ESG practices and strategic progress on an ongoing basis, with over 100 ESG updates released cumulatively.

Readers' Feedback

Thank you for reading the *2025 Sustainability Report of Industrial and Commercial Bank of China Limited*. ICBC has published Corporate Social Responsibility (ESG) Reports/Sustainability Reports for the nineteenth consecutive year. In order to better satisfy your need, provide more valuable information for you and all relevant stakeholders, improve our performance of sustainable development, and enhance our ability to promote sustainable development, we sincerely hope that you would provide your valuable opinions and feedback regarding the Report to us via the following means:

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Corporate Strategy and Investor Relations Department
Post code: 100140

1. What is your overall evaluation for the report:

Very good Good General Poor

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

Very good Good General Poor

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

Very good Good General Poor

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

Very good Good General Poor

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

Yes General No

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

Very good Good General Poor

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

Very good Good General Poor

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

Government Regulator Shareholder and Investor Client Supplier and Partner Employee

Community Public Others

9. What are your opinions and suggestions on sustainable development of ICBC and the Report:

Note: Please add "v" in the corresponding "".