

# ICBC CORPORATE SOCIAL RESPONSIBILITY REPORT 2013



55 Fuxingmennei Avenue, Xicheng District, Beijing, China Post Code: 100140  
[www.icbc.com.cn](http://www.icbc.com.cn), [www.icbc-ltd.com](http://www.icbc-ltd.com)



# Contents

02 /Statement of the Chairman

04 /Statement of the President

07 /2013 Highlights

08 /Key Performance Indicators

20/Supporting the Real Economy

20/Supporting the Emerging Industries

21/Promoting the Regional Development

22/Supporting the Small and Medium Enterprises

23/Serving the Culture Industry

24/Supporting the "Agriculture, Countryside and Farmers" Development

25/Supporting the Low-Income Housing Construction

Serving the Real Economy  
Promoting the Inclusive  
Financial System

18

38/Advocating Green Finance

41/Promoting E-banking

43/Advocating Low-carbon Operation

44/Boosting Environmental Protection Causes

Advocating Ecological Civilization  
Co-constructing A Beautiful China

36

48/Protecting Customers' Rights and Interests

50/Protecting Investors' Rights and Interests

51/Protecting Intellectual Property Rights

51/Advocating Responsible Procurement

51/Preventing Financial Crime

Adhering to Compliant Operation  
Reinforcing Integrity Building

46

64/Innovating Poverty Alleviation Modes

66/Spreading the Power of Love

69/Supporting Culture, Education and Sports

69/Promoting Volunteer Activities

Devoting to Public Welfare  
Giving Back to Society

62

10

Improving Responsibility  
Management  
Strengthening Responsibility  
Communication

12/Overview of ICBC

13/Building A Responsibility Culture

14/Improving Responsibility Management

15/Strengthening Responsibility Communication

26

Focusing on Customer Experience  
Building up International Brands

28/Enhancing Customer Service

32/Fulfilling Global Responsibility

35/Building up First-class Brands

54

Caring about Employees' Growth  
Building A Harmonious ICBC

56/Protecting Employees' Rights and Interests

58/Facilitating Career Development

59/Caring for Employees' Health

61/Boosting Cultural Integration

72/Outlook

73/Independent Limited Assurance Report

74/GRI Index

77/Table of Social Responsibility Performance Contrast with the Ten UNGC Principles

78/Feedback Form

## Statement of the Chairman



Operating with utmost honesty and persistently pursuing perfection is the philosophy we have always followed. Since the establishment of ICBC in 1984, faced with profound changes in economic situation and financial landscape, we have been adhering to the principle of scientific development and moving in the fundamental direction of fulfilling social responsibilities by transforming the mode of development to attain the goal of coordination and integration among economic, environmental and social benefits. Starting from implementing the inclusive financial system, we have made the financial service innovation as the inexhaustible driving force for building a multi-facet, globalized and informational modern service system. Making the harmonious win-win solution as the core, we have endeavored to make building a corporate citizen our internal demand by focusing on the national welfare and the people's livelihood, and tried very hard to explore the way ensuring a sustainable development for both ICBC and all the stakeholders.

Over the past thirty years, we have made it our responsibility to support economic development. We have kept in mind the essential demand for the finance sector to serve the real economy, promoted the synchronization in the new industrialization, urbanization, agricultural modernization, informatization, and ecologicalization efforts, increased credit support to the strategic emerging industries, modern service industry and other new consumption-boosting industries and areas related to the people's livelihood, provided innovative support to small and micro enterprises, modern agricultural industry and other economically disadvantaged areas, and have made the contribution to promote the continued and healthy economic development, enhance quality, improve efficiency and upgrade the economy; We have not only solidified our market leadership in domestic market but also grown to be one of the global leading banks. We have been in a global leading position in this industry in terms of deposit, loan, total assets, tire-one capital, operating income, profit, market capitalization, brand value and many other indicators, and has been selected for the first time as one of the global systematically important banks.

Over the past thirty years, we have endeavored to improve financial services. We have proactively adapted to the diversification in social financing structure and the development in multi-layer capital market system, made full use of asset management, investment banking and other new financial instruments, expedited the research and development in the innovative products that meet the requirement in the age of the consumer finance and mobile internet, meeting the diversified financial demand of the customers. We have made all our efforts to enhance the level of internationalized development, closely followed the footstep of the internationalization of Renminbi and the "Going Global" progress of enterprises, strengthened global service ability, expedited the building of the cross-border and cross-market service structure based on commercial banking. Besides, we have been adhered to the principle of combining the inclusive financial system with differentiated service, of integrating commercial principles with the fulfillment of social responsibilities, improved the service and customer experience in every aspect, and enhanced the protection of consumer rights and interests for the purpose of building a bank satisfactory to them.

Over the past thirty years, we have made it our responsibility to build an ecological civilization. We have intensified granting loans to the construction of ecological civilization such as energy saving and environmental protection, recyclable economy and pollution treatment

and driven a full-process "green loan veto mechanism". We have strictly controlled and steadily exited loans granted to industries of "energy-intensive industries, heavy-polluting industries and resource industries", sought solutions to the problem of over-capacity through financial leverage, and created a long-lasting environmental protection mechanism focusing on both the incentive and restriction measures. Besides, we have driven the process of building an informational bank through transformative development and environmental protection, as a result, E-banking has accounted for 80% of the business, effectively increasing the public awareness of supporting environmental protection and developing the green economy. In addition, we have respected the rule of natural ecological development, promoted the low-carbon, green and recyclable environmental knowledge, enhanced the employee's sense of urgency, gradually fostering the way of production, life and consumption that is ecologically harmonious.

Over the past thirty years, we have made it our responsibility to give back to society. We have insisted on lighting up hopes by love, building classrooms by action, and proactively building a public interest resources platform in the areas of helping the poor in specific places, rescuing the disaster-hit areas, helping the blind, providing support to education through donation and ecological protection. We have extended from devotion to public interest affairs to promotion of a coordinated development in industry chains, and to a joint development of the entire society, spreading our help to the people in need. Additionally, we have kept improving multi-layer employee training system by focusing on people and intensifying deep-level development in human resources and scientific incentive, creating the channel for the continued development and the platform for the performance of our employees so that the values of the employees and the corporation may grow together.

We have experienced winds and rains through the journey in the past thirty years. The corporate culture of "Integrity Leads to Prosperity" has inspired every employee at ICBC in the transformative development, to focus on the will of the people, and to realize their values in the process of contributing to the society. At the new starting line of ICBC's thirty-year anniversary, the grand blueprint of "promoting ecological civilization and building a beautiful China" has been in place and the call for "building a long-lasting company and creating a bank with the three most" has been initiated, let us learn the wisdom and direction from the tradition to lead us to future development, absorb the pioneering spirit and strength of exploration and adventure regardless of the difficulties by inheriting and developing from the tradition. We must build on what our forebears have left us, promote the "five strategic deployments" of assets, debts, channels, international development and comprehensive operation, prioritize on the "three big strategies" of big retailing, big asset management, and big data, continue writing the magnificent chapter in our journey of scientific development with greater confidence and courage, and make greater achievement in and contribution to realizing the "Chinese Dream" and the sustainable development in global economy and society!

Chairman: Jiang Jianqing  
March 27, 2014

# Statement of the President



In 2013, the third plenary session of the 18th Party Congress started a new round of reform and opening up to the outside world. We have further enhanced our ability in sustainable development in serving the real economy, improving quality and efficiency by optimizing structure, promoting reform, controlling risk, strengthening service and inspiring working spirit. Facing the complicated domestic and global economic situation and intense competition, we have always adhered to a sustainable growth of corporate value and development by improving quality and efficiency. In 2013, ICBC embarked a healthy and steady development across all the business lines. Net profit reached RMB 263 billion and increased 10.17%. The income structure has been further improved with the percentage of net fee and commission income in operating income rose to 21.13%, ROE reached 21.92%, capital adequacy ratio was 13.12%, non-performing loan ratio kept at a low level of 0.94%, our social contribution value was RMB 2.29 per share.

## Ascertain the way of deepening reform and drive a transformative development

We have correctly ascertained the overall thought by the CPC Central Committee regarding deepening the reform, implemented the state macroeconomic regulation and control policies and strengthened the link between operational strategies, industry policies and regional development strategies. We continuously intensified our financial support to the state prioritized on-going and continued projects, private, small and micro enterprises, county-level and new rural economy, emerging industries and culture industry, significantly developed personal loan business to satisfy the individuals' demand for loans of reasonable consumption. In 2013, the loan balance for small and micro businesses at ICBC reached RMB1.87 trillion, accounting for 27% of corporate loan. Personal consumption loan reached RMB2.1 trillion, increasing by 22%. To constantly improved credit structure, we have continued our control on the total financing volume provided to local government financing vehicles, and the industries of the high energy consumption or with over capacity.

## Innovate on financial services and protect customers' rights and interests

We have been working diligently to improve fundamental services, innovate on financial products and service modes, and enhance service quality and efficiency centering customers' rights and interests, hence constructing an honest, healthy and harmonious environment for financial consumption. In 2013, with the theme of "year of service quality improvement", we continued our efforts to comprehensively improve service quality, carried out pricing and business inspections, monitored the implementation of fee collection policies, protected the security of customer's information, conducted consumer education and internal employee training, coordinated on customer's claims on rights and carried out other work related to consumer rights protection. As a result, the number of customer complain dropped by 58%.

## Perform global responsibilities all over the world

We have offered tremendous support to the Chinese enterprises that are engaged in the efforts to "Going Global", promoted the internationalization of Renminbi, and endeavored to provide international first-class cross-border financial services. Within the reporting period, ICBC officially established ICBC (New Zealand), signed the agreement to acquire 20% of the shares of Bank SinoPac of Taiwan. As the end of the reporting period, ICBC has established 329 organizations in 40 countries and regions, established the relationship of correspondent bank with 1,730 overseas banks, creating a service network that covers the six continents of Asia, Africa, Latin America, Europe, America and Oceania. We have provided support to a total number of 94 "Going Global" projects, the total loan has amounted to USD18 billion. The total cross-border Renminbi business volume has exceeded 1.9 trillion, at YOY growth of 46%. ICBC's business by their overseas organizations has been developed to a deeper level and its operational ability has continued to grow, gradually making it a big highlight at ICBC.

## Stick to the principle of green and low-carbon development and take every opportunity to give back to the society

We have implemented the long-term development strategy of a green bank, comprehensively promoted the building of green credit, the loans granted to green economic fields totaled at RMB 598 billion. Besides, ICBC expedited innovation, promoted E-banking business, intensified technological investment on internal operation, and advocated low-carbon operation. We have adhered to the principle of "serve, contribute and give back to the society", actively engaged in activities to help the people in need, to sponsor education and volunteering services, and has gained worldwide acclaim. Besides, we have adhered to the notion of "people-centered", created the environment to realize everyone's potential to the full, driven the multi-cultural integration and fostering a harmonious and cozy family atmosphere.

2014 is the critical year to implement the deepened reform as advocated in the third plenary session of the 18th Party Congress and further the reform. In the new year, we will continue along the fundamental principle of seeking growth while ensuring stability, proactively support and promote the activities to comprehensively deepen the reform and transform the way of economic development, truly improve the quality and efficiency of our development, and make new contributions to the sustainable development in economy, society and environment.

President: Yi Huiman  
March 27, 2014

## Chairman of the Board of Supervisors



Chairman of the Board of Supervisors Zhao Lin

## 2013 Highlights



### Improve responsibility management

The Bank held the training for the sixth consecutive year across ICBC on social responsibility to share the concept and method on social responsibility management and to improve the level of social responsibility fulfillment in the entire group.

### Support the real economy

As at the end of the reporting period, the Bank's balance of loan issued to small and micro enterprises reached RMB1.87 trillion, out of which RMB1.16 trillion was issued to small and micro enterprises with the financial limit of less than RMB30 million each, growing at 30% annually and outgrowing the average growth rate of every other loans of the same period by 16 percentage points.

### Build an ecological civilization

As at the end of the reporting period, both the number of environmental friendly customers meeting the requirement for environmental protection and the balance of loan issued to these customers across ICBC accounted for over 99.9% of the number of total customers and total loan balance, respectively. The balance of loans made to overcapacity industries dropped by RMB27.97 billion from the beginning of the year and the E-banking business accounted for a historical high of 80.2% of the overall business.

### Focus on the people

As at the end of the reporting period, ICBC had a total number of 441902\* employees, 100% of whom signed employment contracts with ICBC. In the reporting period, the Bank completed 45,000 various training sessions with 4.14 million person-times involved, which amounted to an average of 9.5 days of training per person. We allocated the fund of RMB80.087 million specifically dedicated to people in extreme need which helped 33,763 employees.

\* In addition, there were 20385 outsourced staffs, 56 of whom were from domestic subsidiaries.

### Promote international practice

The Bank was selected for the third consecutive year as a composite share in the Hang Seng Corporate Sustainability Indexes. We conducted financial surveys among the industry and proactively conducted research to probe for an evaluation system for measuring social responsibility performance. Besides, we strengthened research and analysis on the global social responsibility investment and actively participated in the UN "Global Compact" movement.

### Improve people's livelihood

As at the end of the reporting period, the balance of our county level institutions loans was approximately 2 trillion, increased by 13.82% compare to previous year; during the reporting period, the loan lent for low-income house construction reached 15.14 billion, covered 19 provinces and 88 low income house construction projects, including shanty towns renovation loans 11.339 billion.

### Protect customer's rights and interests

In the reporting period, the Bank opened a column in its official web portal by the theme of "Financial knowledge and fee policy" and sponsored nearly 3000 trainings on consumer interest protection with around 150 thousand employee participants. It compiled the Handbook on Financial Knowledge for Consumers, and promoted financial knowledge to communities, campuses, merchants, villages and towns, small and medium businesses and disabled people through the forms including customer experience, speech on special topics, questions and answers with gifts, and interactive saloon.

### Contribute to charity and public interest

The Group contributed an aggregate total of RMB 63.46 million to public welfare and spent a total of 155,534 volunteering hours. It organized and sponsored public interest activities in the forms of helping the poor at specific places, caring for children in special need, product innovation competition, supporting schools and education, and providing service to communities.

# Key Performance Indicators

Economic Index	Unit	2013	2012	2011
Total assets	RMB100 million	189178	175422	154769
Total loans and advances to customers	RMB100 million	99224	88037	77889
Due to customers	RMB100 million	146208	136429	122612
Operating income	RMB100 million	5789	5297	4706
Net profit	RMB100 million	2630	2387	2084
Basic earnings per share	RMB	0.75	0.68	0.6
Dividend in cash	RMB100 million	-	836	709
Total tax payment	RMB100 million	1143	1061	919
Return on average total asset	%	1.44	1.45	1.44
Return on weighted average equity	%	21.92	23.02	23.44
NPL ratio	%	0.94	0.85	0.94
NPL balance	RMB100 million	937	746	730
Allowance to NPL	%	257.19	295.55	266.92
Capital adequacy ratio*	%	13.12	13.66	13.17
Tier-one capital adequacy ratio/Core tier-one capital adequacy ratio*	%	10.57	10.62	10.07

Note 1: The capital adequacy ratio and tier-one capital adequacy ratio of 2013 was calculated in accordance with "Regulation Governing Capital of Commercial Banks (Provision)", the previous ratios as of 2012 and 2011 were calculated in accordance with "Regulations Governing Capital Adequacy of Commercial Banks".

**Total assets**  
(unit: in RMB100 million)



**Net profit**  
(unit: in RMB100 million)



**Operating income**  
(unit: in RMB100 million)



Environmental Index	Unit	2013	2012	2011
Loan made to green economy sectors	RMB100 million	5980	5934	5904
Proportion of business volume of E-banking	%	80.2	75.1	70.1
Office paper consumption*	100 million pieces	0.096	0.097	0.11
Office power consumption*	Kilo watt-hour	20685557	21021205	21898969
Office water consumption*	Ton	187561	208797	196510

Note 2: Data of office power consumption, paper consumption and water consumption are from the headquarters.

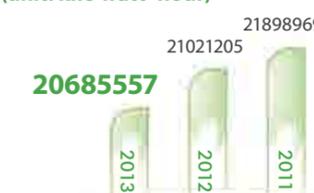
**Proportion of business volume of E-banking (unit: %)**



**Office paper consumption (unit: in 100 million pieces)**



**Office power consumption (unit: kilo watt-hour)**



Social Index	Unit	2013	2012	2011
Loans to small and micro enterprises	RMB100 million	18698	18401	16901
Social contribution per share*	RMB	2.29	2.13	1.76
Anti-corruption training	Times	16103	14790	15406
Anti-corruption training for employees	Person/time	over 1.2 million	966780	757569
Total number of employees	Person	441902	427356	408859
Proportion of female employees	%	50.1	49.5	48.8
Proportion of employee from minority ethnic groups	%	5.3	5.3	5.2
Average training days per person	Day/person	9.5	10.6	8.2
Charitable donations	RMB10 thousand	6346	4098	3920

Note 3: Social contribution value per share = Basic earnings per share + (tax payment + employee expense + interest expense + total investment on public interest)/total equity at end of period.

**Anti-corruption training (unit: times)**



**Total number of employees (unit: person)**



**Charitable donations (unit: in RMB10 thousand)**



**Best Social  
Responsibility  
Financial  
Institution Award  
of the Year**

**Best Livelihood  
Finance Award  
of the Year**

**Most  
Responsible  
Enterprise**

# Improving Responsibility Management Strengthening Responsibility Communication

- Overview of ICBC
- Building A Responsibility Culture
- Improving Responsibility Management
- Strengthening Responsibility Communication



## Overview of ICBC

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

Through its continuous endeavor and stable development, the Bank has developed into one of the top large banks in the world with an excellent customer base, a diversified business structure, strong innovation capabilities and market competitiveness. With a business coverage across the six continents, and the overseas network extended to 40 countries and regions, the Bank is able to provide extensive financial products and services for 4.735 million corporate customers and 432 million personal customers by virtue of its service network consisting of about 17,245 domestic institutions, 329 overseas institutions and 1,903 correspondent banks worldwide, as well as through its distributing channels including online banking, telephone banking and self-service banking. It has formed an internationalized trans-market operating structure focusing on commercial banking, and continued to maintain a leading position in the domestic market. Upholding the management tenet of "focusing on customers and creating value through services", the Bank constantly improves its financial services to enrich its brand connotation. With the brand image of "A reliable bank that's always by your side" has been deeply ingrained. In 2013, the Bank was ranked first in the top 1000 world banks by The Banker of UK and was ranked as the largest company worldwide in the Forbes Global 2000 of the US. Meanwhile, the

Bank was selected for the first time as one of Global Systematically Important Banks.

The Bank strives to realize the integration of economic and social responsibilities, establishing the image of a large responsible bank in the aspects of supporting economic and social development, protecting environment and resources, and sponsoring public interest activities. It has won the awards of "Best Social Responsibility Financial Institution Award of the Year" and "Most Responsible Enterprise".



## Building A Responsibility Culture

### Corporate Culture

- Mission:** provide outstanding financial services – serve the customers, provide return to shareholders, realize employee potential, contribute to society
- Vision:** build the most profitable, outstanding, respectable international first-class modern financial enterprise
- Value:** Integrity leads to prosperity
- Basic value orientation:** integrity, humanity, prudence, innovation and excellence

### Responsibility Model



## Improving Responsibility Management

### Responsibility System

In the reporting period, the Bank further combed social responsibility workflow and duties to let the concept and requirements of social responsibility permeate the far end of every organization within the company and promote the full practice of social responsibility.

### Corporate Governance

The Bank regarded improvement of corporate governance as a key initiative to enhance its development. In particular, the Bank continuously improved the corporate governance structure and working regulations and corporate governance of its subsidiaries, and actively promoted the strategic restructuring and the transformation of the operating pattern and the growth pattern. The Bank also strengthened risk management and internal control, made efforts to enhance service quality and core competitiveness, and promoted the healthy development of all business lines. During the reporting period, the Bank was granted 19 domestic and overseas important awards for corporate governance including "2013 Hong Kong Corporate Governance Excellence Awards" by The Chamber of Hong Kong Listed Companies, "Icon on Corporate Governance" by Corporate Governance Asia and "2013 Platinum Award for All-Round Excellence" by The Asset.

In the reporting period, the Bank held 1 annual general meeting and 2 extraordinary general meetings, reviewed and approved 15 proposals and heard 2 reports. Each meeting went through the corresponding legal procedures and ensured that the shareholders' rights were exercised. Attorneys were hired to witness the general meeting and issue legal opinions.

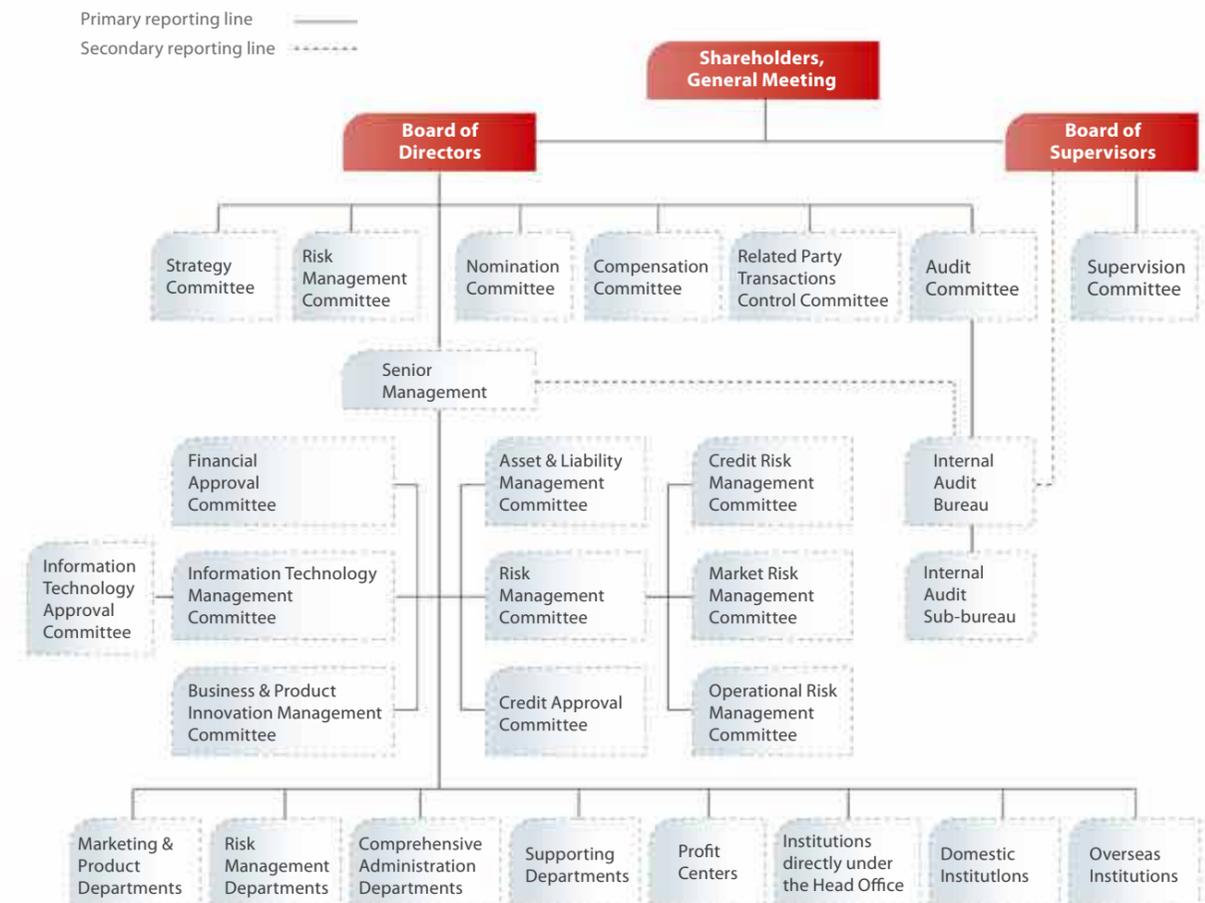
In the reporting period, the Bank held 11 meetings of the Board of Directors. As of the end of the reporting period, there were 15 directors, including 3 executive directors, 6 non-executive directors and 6 independent non-executive directors. The number of independent directors accounted for over one third of the total number of directors which met the regulation requirements. There were six special committees under the Board of Directors: Strategy Committee, Audit Committee, Risk Management Committee, Nomination Committee, Compensation Committee, and Related Party Transactions Control Committee. With the exception of the Strategy Committee whose chairmanship was assumed by the Chairman of the Board of Directors, the chairmanship of all the other committees were assumed by independent directors and independent directors accounted for half of the number of directors in these committees.

In the reporting period, the Bank held 7 meetings of the Board of Supervisors, reviewed and approved 15 proposals and heard 38 reports. As of the end of the reporting period, there were a total of 6 supervisors, including 2 shareholder supervisors, 2 external supervisors and 2 employee supervisors.

In the reporting period, the Bank intensified comprehensive risk management, proactively responded to regulation requirements for global systematically important banks, conducted relevant quantitative assessment, promoted the construction and application of risk weighted asset system, conducted material risk evaluation and capital adequacy assessment and perfected the second key system. It revised the Risk Management Assessment Methods and printed and distributed the Risk Evaluation Methods for Branches and Subsidiaries. It also tightened the management of the non-bank subsidiaries that were consolidated in the financial statements, expedited the construction of the group consolidated financial statement risk management system, revised Methods on Sovereign and Country Specific Risk Rating, and strengthened country specific risk limit management. Besides, the Bank completed the preparation for the implementation of the advanced methods on capital management and submitted the official application to the CBRC for the implementation of the advanced methods on capital management.

The Bank's internal audit has focused on risk control, continuously improved audit management model, comprehensively deepened the function to coordinate with the external audit, and performed orderly audits on the projects related to credit structure adjustment, financial asset service, financial benefit management, security of information system, implementation of internationalization strategies, and etc. The goal of centralized coverage and effective monitoring of the main risks, key processes and important business areas in the overall development of the Bank was successfully achieved.

### Corporate Governance Framework



## Strengthening Responsibility Communication

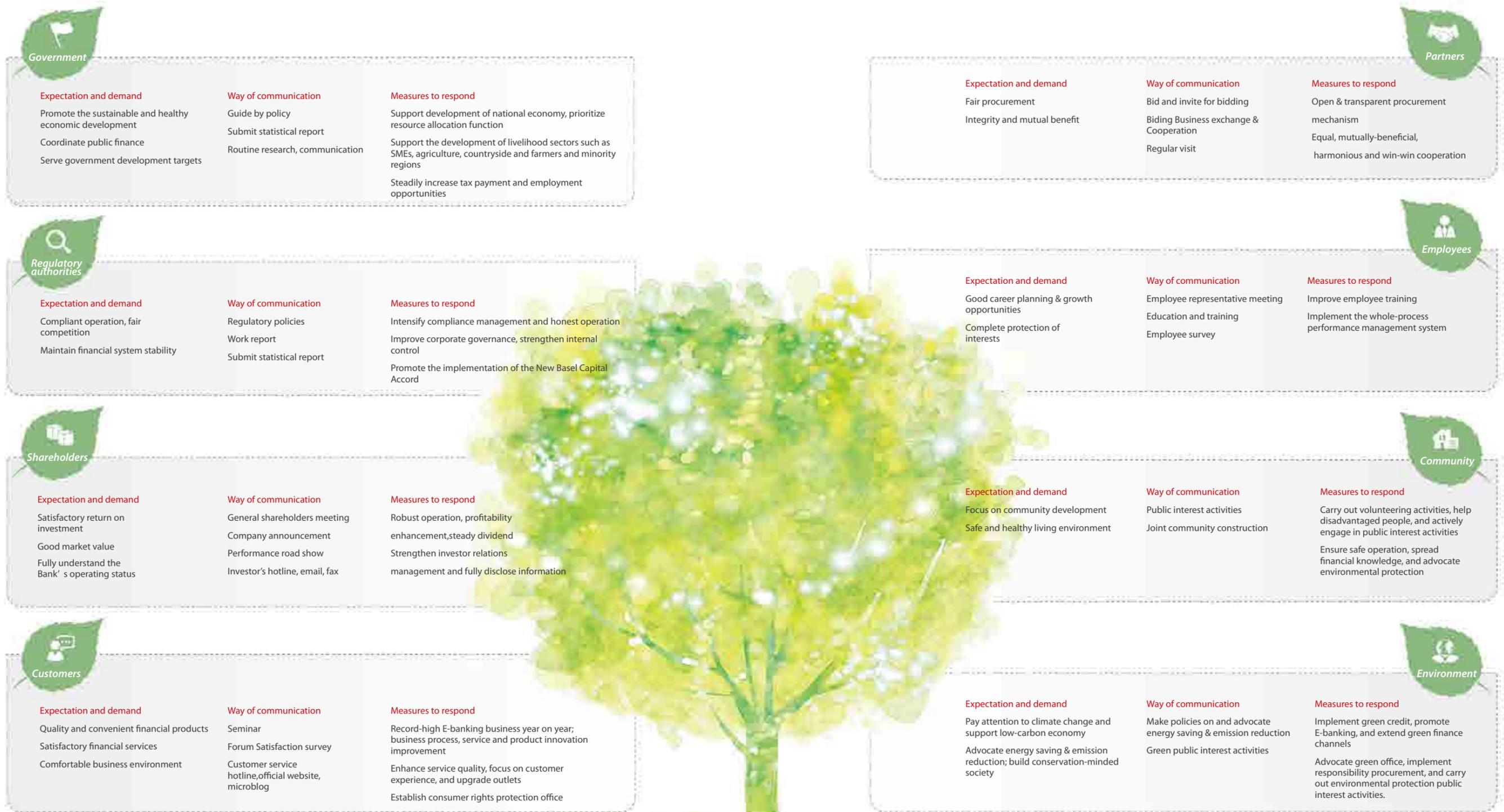
### Responsibility communication

**1. Profound research** We have visited and conducted research on China Charity Federation and other enterprises in the financial industry to learn about the operation of charity funds by enterprises. We carried out research to explore the social responsibility performance evaluation system and the development trend in the responsible investment markets in the Europe and America and the Bank's relevant policy.

**2. More trainings** The Bank held training for the sixth consecutive year to share with the employees at the branch and lower level on the update in global social responsibility development, the main points and methods in the work of social responsibility, experiences in compiling social responsibility report and etc. It also held for the fourth consecutive year the "practice course on social responsibility and public interests". The trainees went to the primary schools in local poverty areas and made donations, learning more about social responsibilities, charity and public interests.

## Communicate with Stakeholders

The Bank has constantly improved stakeholders' recognition and involvement mechanism and strengthened the communication with stakeholders by strengthening investor's relationship management, engaging in public relations, releasing information about social responsibilities on the official website, publishing social responsibility report, carrying out external exchange and evaluation activities, and establishing media communication mechanism.



**11.7%**

New loans made by the Bank's domestic subsidiaries grew by 11.7%

**1.87**

Balance of loan issued by the Bank to small and micro enterprises reached RMB1.87 trillion

**5243**

Total number of ICBC outlets at county-level reached 5,243

## Serving the Real Economy Promoting the Inclusive Financial System

Supporting the Real Economy

Supporting the Emerging Industries

Promoting the Regional Development

Supporting the Small and Medium Enterprises

Serving the Culture Industry

Supporting the "Agriculture, Countryside and Farmers" Development

Supporting the Low-Income Housing Construction



The Bank has adhered to the principle of serving the real economy through financial services and has worked diligently to constantly enhance service ability and efficiency to provide strong support to the development of real economy. In 2013, in face of complicated domestic and international economic situation, the Bank implemented the state macroeconomic and financial policies, ensured the distribution of lending, and fully supported the stable and healthy development of the real economy. In addition, it drove the upgrade of industrial structure, intensified support to strategic and emerging industries, promoted the balanced and coordinated regional economic development, endeavored to build the inclusive financial system, and strengthened the development of individual loan business.

## Supporting the Real Economy

In the reporting period, the Bank worked diligently to meet the essential requirement of serving the real economy through financial services and constantly enhanced the ability and efficiency in providing service to the real economy. It highly emphasized on and provided strong support to the development of real economy and ensured that the loans were made to enterprises in manufacturing and circulation. In the reporting period, new loans made by the Bank's domestic subsidiaries were RMB924,403 million, growing by 11.7%.

### Case

The main project in the South-to-north water diversion project central line was completed successfully in 2013. It is the strategic infrastructure to alleviate the severe water shortage in northern China and provides water for life, industry and agriculture to 19 large and medium cities and over 100 counties (county-level cities) along the line. As the managing bank in the syndicated loan, Beijing Branch raised funds of nearly RMB30 billion yuan to provide adequate funding support to the main project in the South-to-north water diversion project central line.

Anhui Branch, by focusing on the local key construction projects and the key projects set in the provincial "12th five year" plan, proactively expedited the connections between projects and the speed in the loan issuance to support the successful implementation of these projects and increase the force in driving economy. The total annual amount of loan granted to large and medium corporate customers reached RMB99.5 billion.



Jiang Jianqing, Chairman of ICBC, carried out a survey in a group company in Sichuan province



The scene of a key project supported by ICBC Guizhou Branch

## Supporting the Emerging Industries

In the reporting period, the Bank offered strong support to the development of emerging industries and provided comprehensive financial services to the industries that are in line with national policies, meet environmental protection requirements and has a market demand. The incremental loans were mainly invested in the fields that supported the development of real economy and adjustment of industrial structure such as advanced manufacturing industries and modern service industries.

### Case

A technology enterprise is a comprehensive IT service organization in the auto industry that specializes in the auto industry management consulting, the development and sale of auto electronic hardware and software, and is a high and new technology enterprise approved by the state. It has a high reputation in the auto service industry with a nation-wide service network. The Dalian Branch learnt from the enterprise that it had the financing need but could not provide enough mortgages. Consequently, by analyzing the overall operation and evaluating the business risks of the enterprise, Dalian Branch decided to offer "mortgage + credit" working capital loan to the enterprise, greatly supporting the development of the enterprise.



ICBC President Yi Huiman interviewed by a CCTV correspondent to talk about supporting green economy



## Promoting the Regional Development

It has long been in the priority list of the Bank to focus on and provide support to the economic development in the regions and make relevant regional credit extension policy by making full use of the regional characteristics and advantages in resources and policies according to the state regional development strategic plan.

### Case

The Bank provided support to the highway network construction of "six horizontal, seven vertical and eight branch lines" in Guangxi province. Guangxi Branch issued the loan of RMB400 million to fund the "Vertical II" line connecting Yulin and Tieshan Harbor in Guangxi, which has been in trial operation. The completion of the project has effectively alleviated the shortage in transportation capacity leading to the sea and border and has provided an inland channel leading to the sea and the border of the country in Hunan, Guizhou and other provinces in the Midwest region.

Case

In the reporting period, Hainan Branch proactively participated in the implementation of the "enriching the island and the people" policy formulated by the Hainan Provincial Party Committee and provincial government and provided strong support to the local economic development. It made corporate loans in a total amount of RMB38.972 billion that mainly went into the areas of new energy and tourism industries prioritized in the development plan, strongly supporting the construction and development of the projects and infrastructures of the key industries in the province.



Zhang Hongli, the Senior Executive Vice President of ICBC, visited the Economic and Technological Development Zone in Zhudong, Xinjiang to carry out a survey



The Yulong Snow Mountain project in Lijiang supported by Yunnan Branch

### Supporting the Small and Medium Enterprises

The Bank has strived to support the development of small and micro enterprises and has effectively alleviated the social employment pressure. As at the end of the reporting period, the balance of loan that the Bank made to small and micro enterprises reached RMB1.87 trillion. The total amount of loan made to small and micro enterprises with a financing limit below RMB30 million per customer reached RMB1.16 trillion at the end of 2013 from RMB143.6 billion at the end of 2005, growing at 30% annually, higher than the average growth in the loans of all the categories in the same period by 16 percentage points. The financial service provided by ICBC to small and micro enterprises has been widely recognized by the society. In the video teleconference held by the State Council on the exchange of experience in providing financial services to the small and micro enterprises in July 2013, staff of the Bank made an experience speech. The Bank has also been granted many awards by CBRC, China Association of Small and Medium Enterprises and well-known media.

Case

To meet the financing need from the retailers conducting business jointly within a shopping center but without real estate mortgage, Jilin Branch launched the product of "payment collection centralization loan" that provided short-term financing for periodic procurement to the retailers by "centralizing the payment collection and refunding periodically". The total number of loans made in this model was 35 ones with the amount of nearly RMB70 million.



Wei Guoxiong, the Chief Risk Officer of ICBC, attended the first China Small and Medium Enterprise Investment and Financing Fair



Staff of Fujian Branch visited the small and medium enterprises supported by the Branch

Case

Shenzhen Branch has innovated on the mode of service to small and medium enterprises. In the reporting period, it joined Qianhai Equity Exchange to hold the activity of "Qianhai Equity Exchange Enterprise Listing Roadshow", in which they provided five major services including enterprise listing demonstration, registration and trusteeship of private placement products, debt and product financing, self-service equity financing, and training and consulting.

King Long is a leader in the market of bus manufacturing in China whose upstream clients are producers of auto engines, air conditioners, gearbox, chassis and other auto parts. It is normally paid by bank acceptance draft, telegraphic transfer, domestic letter of credit and etc. As King Long has promised credit extension of commercial acceptance draft and discounting qualification with the Bank, Suzhou Branch created the model of "commercial acceptance draft + discounting" and recommended the close supply chain finance business cooperation to the upstream suppliers of King Long, which effectively solved the problem of financing guarantee faced by the upstream small and medium businesses, successfully extended the sub-client base in the supply chain and formed a closer partnership with quality core enterprises.



Guizhou Branch held the "Promotion Meeting of Science Loan Products Offered in Guiyang High-tech Zone"



Staff of Hunan Branch carried out a survey on the small and medium enterprises supported by the Branch's loans

### Serving the Culture Industry

The Bank has played an active role in supporting the development of culture industry and enriching people's cultural life. In the reporting period, it carried out module management on cultural industry, directed loans to the segmented and important areas in cultural industry, and extended the culture industry in a more proactive and steady way. It has constantly innovated on the financing products and plans for the culture industry and launched movie and TV program production loan, individual artwork collection loan and other new products respectively. Besides, it met the financing needs of the small and medium culture enterprises through portfolio of trade finance products including order financing and domestic factoring; it formed teams specifically on culture industry that focused on sales, evaluation and after-loan management; it provided comprehensive products and services to the culture enterprises through financing, investment banking, cash management, and bank card based on basic financial services.



#### Culture and Tourism Industry

A tourist resort in Yushan, Changshu, is a state 4A tourism area. Suzhou Branch has issued a total of RMB200 million in project loan to support the construction of views, supporting facilities and the protection of forest landscape resources. Now, the area has been built into a city wetland spot that combines ecological functions, scientific popularization, tourism and leisure, producing positive social and economic effect in maintaining regional ecological balance, building pleasant living environment and driving the development of local economy.



**Press and Publication Industry**

A press group in Shanghai is a comprehensive media enterprise group whose business includes publishing, printing, advertising and information-related industry. Shanghai Branch has continuously provided support to the development of this enterprise group. As of the end of the reporting period, the balance of loan provided reached RMB500 million that strongly helped the group meet the need for routine operational financing such as centralized procurement of newspaper and other paper, printing and distribution of a variety of papers and magazine, and for digitalized upgrade and transformation such as website building. Meanwhile, Shanghai Branch has also provided comprehensive services ranging from query on routine transactions, fund transfer, credit card and financial settlement within the enterprise group and etc.



**Movie and Television Industry**

Guangdong Branch has signed a strategic agreement with a local media group on comprehensive and in-depth cooperation and has provided working capital loan to the production of a forty-episode epic TV drama on the Xinhai revolution that is entitled Qiangpao Hou, as a gift for the one hundred anniversary of Xinhai revolution.



**Advertising Industry**

Shanghai Branch has offered buy-back domestic factoring business to a local large LED media network developer and operator based on its long-term operation. It provided financing support against the receivables of the customer and the balance of loan reached RMB140 million as of the end of the reporting period.



**Artwork Collection Industry**

The Bank has provided support to a culture company that engages in the business of the collection and auction of artworks and sale of cultural products. The balance of loan granted to this company by the end of the reporting period reached RMB30 million which was used in buying and storing the precious and rare paintings and calligraphic works, the paper for paintings and calligraphic works, and other cultural products, as well as supporting the private collection and restoration of artworks and the production and sales in the "four precious articles in the study", and the inheritance of traditional culture such as woodblock printing and mounting of paintings.



**Conference and Exhibition Industry**

To support the construction of New Liangjiang District in Chongqing, Chongqing Branch has issued loans and other finance in the amount of RMB1.4 billion to support the project of international exhibition center, which, when completed, will become the largest in the Western region and second largest exhibition center in China. It will drive the rapid development in the conference and exhibition industry in Chongqing and even in the Western region and bring economic and commercial boom to the surrounding area.



Wang Jingdong, Senior Executive Vice President of ICBC, attended the ceremony to sign a strategic cooperation agreement with a publishing company



The 3rd China (Nanning) International Tea Expo sponsored by Guangxi Branch

**Supporting the "Agriculture, Countryside and Farmers" Development**

The Bank has continuously intensified its credit support to the development of agriculture, countryside and farmers, put more weight of credit resources on agriculture-related organizations, worked hard to enlarge coverage of basic rural financial services and effectively played an important role of benefiting the agriculture through finance. In the reporting period, the Bank actively provided services to the upstream and downstream agricultural industrial chain, supported the development of industrialization of agriculture, and provided better financial support to the new rural construction by playing a linking function between industry and agriculture through financing. As of the end of the reporting period, the Bank established a total of 5243 county-level outlets. Balance of loans of county-level institutions was about RMB2 trillion, representing an annual increase of RMB243,500 million or 13.82%.



Hunan Branch Visited an Agriculture Factory

**Case**

An agricultural materials market in Heilongjiang province opened in 2008 and is the only large comprehensive market for agricultural production materials in Qingan county radiating other cities and counties such as Tieli, Suihua, Suiling and Mulan. It covers an area of 40 thousand square meters with 109 merchants and an occupancy rate of 100%. In the reporting period, the market was in urgent need of funds for reconstruction and expansion as the current storage capacity couldn't meet the requirement of the merchants. Heilongjiang Branch issued the small and medium enterprise operational real estate loan for the amount of RMB30 million to the market to support its expansion. The project is expected to be completed by 2014 and will increase the storage area by 15 thousand square meters and rent income by RMB2.25 million each year.



Staff of Chongqing Branch visited local rural market to carry out a survey



The local industrialized leading enterprise supported by Shaanxi Branch

**Case**

A foodstuff trading company Ltd. was established on June 14th, 2006 with operational life of 30 years and a registered capital of RMB2 million. The industry falls into the category of benefiting the agriculture that is supported by the state industrial policy, therefore it meets the ICBC's entry criteria for small enterprises. The borrower engages in the business of buying, storing, drying, and selling of grains. It mainly buys corns from the local farmers, and large grain growers and corn merchants. The dried and processed corns are mainly sold to the National Grain Reserve, large feed mills and large grain distributors in Southern China. Its trade volume is large, regular with stable customer base. In the reporting period, Liaoning Branch issued commodity financing loan in the amount of RMB30 million to the company after credit review and approval.

**Supporting the Low-Income Housing Construction**

The Bank has provided strong support in the form of credit and financial services to the construction of local low-income housing. As of the end of the reporting period, it issued a total amount of RMB15.14 billion in loans for low-income housing construction, which covered 88 projects across 19 provinces and cities including RMB11.339 billion in the reconstruction of shanty towns. The balance of loans issued for low-income housing construction reached RMB23.557 billion, increasing by RMB4.653 billion from the beginning of the year. Since 2000, the Bank has issued RMB105 billion in total for over 1,000 low-income housing construction projects (including affordable housing projects).



The shanty town reconstruction project supported by Guizhou Branch has completely transformed the area



The shanty town reconstruction project supported by Guizhou Branch has completely transformed the area

**10%**

The average waiting time of single transaction over the counter reduced by 10%

**209.2**

Total ICBC cross-border Renminbi business volume exceeded USD209.2 billion

**86000**

official wechat account daily business volume exceeded 86,000

# Focusing on Customer Experience Building up International Brands

- Enhancing Customer Service
- Fulfilling Global Responsibility
- Building up First-class Brands





The Bank has adhered to the service concept of focusing on customers and improved service quality and efficiency constantly.

## Enhancing Customer Service

The Bank strive to improve services infrastructure centering customers, innovate financial products and service modes to provide differentiated service based on customer's needs, and do everything within our ability to improve customer service experience. In the reporting period, the Bank continued its efforts to comprehensively enhance service quality by the theme of "the year of service quality enhancement".

### Customer oriented and service first

#### Set the concept of customer first

In the reporting period, the Bank conducted a bank-wide discussion about "Bear the customers in my mind". Through conducting training on improving services, distinguishing employees with outstanding service by wearing badges at work, advancing the project of reducing employees' burdens and implementing the rule of treating special matters with special care, we set up the service concept of customer first and integrated the concept in the services provided by employees.

#### Case

Zhejiang Branch has put tremendous efforts in building "a bank by the side of the customers and a reliable bank". One institution of the Branch was awarded the "100 best model institution in providing standardized and courteous service in banking sector in 2013", and 8 employees were awarded "the star lobby manager in banking sector in China in 2013". The Branch has given careful thought to the special circumstances of customers and has made the detailed service rules to implement the guideline of "treating special matters with special care". The Wulin Sub-branch of the Branch helped an old man suffering memory loss to withdraw from his deposit account and was reported by the Qianjiang Evening News by the title of "8000 thousand deposit whose information was all lost magically came to life".



Zhejiang Branch helped the old man who had been hit by stroke with his banking needs



The Station of Care established by Zhejiang Branch for "street angels"



Guizhou Branch is equipped with Miao Nationality language-speaking customer service representatives in the regions with a large number of ethnic-minority residents.

## Improve service infrastructure system and procedure

The Bank has spent tremendous efforts in refining business procedures, centralizing business processing, diverting business volume over counter, providing services to customers by different categories, improving service facility and business management so that it can further improve service infrastructure system and procedure, further enhance service efficiency and customer service satisfaction. In the reporting period, the average waiting time for a single transaction over the counter was reduced by 10% and the average waiting time in most outlets was kept about 10 minutes.



Mr. Gu Shu, Senior Executive Vice President of the Bank conducted a survey in Shanxi Branch

#### Case

Fujian Branch has conducted refined management through the outlet service quality monitoring system and queuing management system and has enhanced the level of standardized service across the entire Branch by offering leading example training for outlets.



Fujian Branch conducted outlet service improvement training



Lobby service representatives at Fujian Branch in a sign language training.

In the reporting period, the Branch sent internal service trainers to its sub-branches to conduct outlet service improvement trainings. They provided full scope trainings to a large number of client service representatives including work objects, routine work requirements, standard introductory service, service courtesy, polite service language and other aspects. The lobby service representative's standard service level was further enhanced by standard service simulation practices, as a result, the average customer waiting time was reduced by 2.7 minutes to 9.9 minutes from last year.



微笑的世界最和谐 微笑的服务最有魅力

ICBC 中国工商银行



Focusing on Customer Experience, Enhancing International Brands



## Enhance service differentiation ability

The Bank has strived to enhance service differentiation ability by providing different level and different category services to different clients. It improved personal customers' star rating and services differentiation. For corporate customers, the emphasis was paid on implementing service, marketing by different category, and improving sales, services and maintenance to mega, medium and small customers, through making joint efforts in centralized and differentiated service, to bring in target customers of the upstream and downstream in the supply chain.



Shanghai Xujiahui sub-branch distinguish client service room

## Customers Focused Financial Innovation

The Bank has strived to build up an IT-based bank, improve product and service innovation mechanism, strengthen new product research, promotion and application in new products, and constantly improve service and development ability by driving bank-wide transformation in operation through innovation.

## Product innovation

In the reporting period, the Bank strengthen product innovation and management, promotion and application of new products and strived to increase the market efficiency of new products, and constantly strengthen the ability of product innovation and value creation. It has effectively promoted the bank's business transformation, and contributed in competitive capabilities. The Bank developed and launched a series of innovative products that adapted for the trends consumption finance in era of mobile internet, i.e. "Rong e Gou" e-commerce platform, Easy Loan, POS Acquiring Loan, dual forward FX settlement, and personal account oil etc.

### Case

#### "Rong e Gou" Mall

In the reporting period, the Bank developed and launched the "Rong e Gou" Mall that included the industries like digital and electronic products, auto, financial products, garments, food and beverage, jewelry and gifts, transportation and tourism and nearly 10 thousand best-selling products. "Rong e Gou" engaged in enhancing customer experience and meanwhile highlighted the flexible payment methods and convenient financial service advantages of banks, fully demonstrating the characteristics of "shopping with loans, paying by credits, quality is guaranteed and easy to login".



The Bank's posters for e-commerce - "Rong e Gou"

The bank put the electronic business of deputy centralized payment for district national treasury into operation firstly in the peers, cooperated with the Finance Ministry to enhance the information security management of treasury actively, improved the efficiency of financial funds, and strengthened the management of treasury.

## Service innovation

The Bank has continued to enhance service initiative, service ability, service measures, and service mechanism, refine multi channel service appointment service like foreign currency withdrawn, and has won customer's wide recognition and acceptance by the concept of customer first, cordial service, cozy and comfortable environment.

### Case

The Bank innovatively established the business sales mode of precious metal, standardized products and price exhibition in flagship store, provided diversified payment methods for customers and enhanced overall customer experience. The Bank established investors club and offered timely precious metal investment information, expert seminars, transaction points, customer saloon etc. professional services.



The Bank's precious metal investors' club

#### upgrade "ICBC online Client Service" platform

In the reporting period, the Bank integrated micro-channel products with telephone banking customer service system, through ICBC official wechat account "ICBC online customer service" to provide business consulting, public information self-service, proactive message sending etc. The customer account has accumulated public attention from over 1.2 million clients, and the business volume reached 7.023 million, daily business volume exceeded 86,000, self-service rate reached 90.2%.

## Channel innovation

In the reporting period, the Bank improved the deployment of outlets, strengthened the channel building in county-level regions, initiated outlet competitiveness enhancement projects and improved the outlet service ability and competitiveness. It insisted on the innovation direction of mobility, customization and intelligence, strengthened innovation on mobile banking products, launched WeChat banking, and developed and launched intelligent outlets.

### Case

In December 2013, Jiangsu Branch Xinjiekou Wealth Management Center was put into operation as one of the first intelligence outlets, which was equipped with the ability of automatic customer identification, rapid business processing, and precise product marketing. More than 90% of the transactions at the outlet could be conducted through self-service by the customers. It has opened a brand new chapter in the financial service and created a comfortable and friendly business environment for the customers. Moreover, the customers are able to access information about the Bank's financial products, fee standard, service guide and promotions, calculate loan interest and yield on wealth management products, and learn financial knowledge through the touch screen interactive wall, multi-media island, and electronic tea table.



The intelligence outlet established by ICBC Jiangsu Branch



Focusing on Customer Experience International Brands

## Fulfilling Global Responsibility

The Bank has been supporting the efforts by Chinese enterprises "Going Global" and has promoted the improvement of overseas deployment, the business transformation in its overseas institutions and enhanced customer service ability.

### The global service network has been basically established

As of the end of the reporting period, the Bank established 329 institutions in 40 countries and regions and formed the relationship of correspondent bank with 1730 overseas banks from 40 countries and regions. Its service network covers six continents of Asia, America, Latin America, Europe and Australia and its global service network has been basically established.

#### Case

On November 19, 2013, ICBC (New Zealand) was successfully granted a business license for conducting banking business in New Zealand, making it the first Chinese bank approved to establish business institution there. It symbolizes the extension of the Bank's global business network, enhancement of the global customer service ability and will contribute more to the trade and investment cooperation between China and New Zealand.

### Support Enterprise's Global Development

The Bank has insisted on supporting qualified enterprises to explore the global market, and has provided fast, convenient and quality global financial services to internationalized enterprises through internal and external coordination.

#### Case

On May 2013, after learning that a US subsidiary of a hotel group in Shanghai intended to expand its business in the US, New York Branch coordinated closely with Shanghai Branch to provide financial services and effectively satisfied the financing need of this enterprise.

In August of 2013, a Chinese bearing manufacturing industry leader acquired a German bearing company with over 100 years history. ICBC Frankfurt Branch provided a series of customized, professional and efficient products and services for the acquisition transaction to ensure that the transaction was completed successfully. To meet the need for financial services by the Chinese enterprises in Germany, the Bank also established tier-two branches in Dusseldorf where Chinese enterprises are centralized and in Munich, the economic center in Southern Germany, further expanding the coverage of its financial service.



Frankfurt Branch actively provide overseas financial services to Chinese enterprises

### Promote the internationalization of Renminbi

The Bank has taken the opportunity of Renminbi's fast internationalization to provide a number of Renminbi-denominated financial products to the Chinese enterprises in their "Going Global" efforts and overseas customers as well.

#### Case

Singapore Branch is the first Renminbi settlement bank in foreign countries selected by People's Bank of China. In the reporting period, Singapore Branch actively promoted the rapid and healthy development in offshore Renminbi market and completed a total of 38 thousand Renminbi settlement transactions with a total settlement volume of RMB2.6 trillion. On December 5th, 2013, Singapore Branch and Shanghai Branch jointly completed the cross-border two-way Renminbi fund sweep for the amount of RMB100 million for the enterprise. This was not only the first cross-border two-way Renminbi pool transaction but also the first banking transaction after the introduction of financial policies by the central bank in support of the free trade zones.



Jiang Jianqing, Chairman of ICBC, attended the launching ceremony of RMB Clearing Bank in Singapore

ICBC's two institutions in Hong Kong - ICBC (Asia) and ICBC International ranked the third place in the offshore Renminbi bond underwriting market (by Chinese issuer and by book runner) and the first place among the Chinese institutions, solidifying the leading position in the offshore Renminbi bond market. On October 2, 2013, ICBC International successfully completed the issuance of RMB1.2 billion five-year Renminbi senior bonds for a large UK petroleum company as a joint book runner and joint leading coordinator, demonstrating the overall competitive advantage of the Bank in serving global customers and symbolizing the further enhancement of the internationalize and comprehensive service capabilities.

### Overseas Institutions in All the Six Continents

The Bank's overseas institutions have further deepened overseas business to next step and constantly strengthened the overseas operational ability. The Bank has adhered to the development strategy of "one to one strategy for each bank" to promote the development of overseas institutions in the direction of localization, mainstream and differentiation, enhancing the competitiveness of the overseas institutions. As of the end of the reporting period, the Bank's overseas institutions (including overseas branches, subsidiaries and investments to Standard Bank Plc.) had a total assets of USD209.2 billion, increasing by 28.5%.

#### Case

ICBC (Asia) is the Bank's flagship company in exploring oversea market. It has taken advantage of a full scope license to deeply explore and drive the development of global capital financing business, as well as develop retail deposit and customer development and has achieved outstanding performance. It plays the role of offshore Renminbi transaction center for ICBC and constantly increased its empower in offshore Renminbi market in Hong Kong.

Since it opened for business on November 28, 2011, ICBC Laos Branch has made significant progress and made profit in the first year of operation. It has been approved as the only Renminbi settlement bank in Laos.



The Unionpay system launched by Cambodia Branch in Phnom Penh



ICBC (Asia) sponsored "Offshore Renminbi Business Seminar in the Chinese Mainland, Hong Kong, Macao and Taiwan"

## Case

ICBC Europe leverages our strength in institutions distribution over Europe continental, to explore local targeted clients, as well as providing comprehensive financial services to China enterprises' operating in Europe, now has become the rapidest development China banks in the region.



Liu Lixian, Secretary of Party Discipline Committee at ICBC, led a delegation to conduct marketing activity to Belgian customers



Frankfurt Branch was elected Chairman of the local Chamber of Commerce

ICBC (Brazil) revolved around the chain of trade finance to provide one-stop cross-border financial service to Chinese and Brazilian customers. Since it opened for business in September, 2013, ICBC (Brazil) subsidiary held seminars on Brazilian Import Trade and Financing to help the Chinese enterprises understand the tax policies related to import business, trade practices, logistics in Brazil and the Bank's financing support and types of business available, building a communication platform for Chinese enterprises to carry out import and export business.



ICBC (Brazil) held a seminar on Brazilian import trade and financing

ICBCFS received "2013 Outstanding Settlement Back-office Service Award". ICBC (Canada) proactively made efforts to integrate into the mainstream market to enhance its service level and influence in local market. In November, 2013, through the overseas cooperation between ICBC (Canada) and ICBC (Asia), we became the joint cooperators for a provincial government in Canada to issue Dim Sum Bond and assisted it in successfully issuing AAA offshore Renminbi bond of RMB2.5 billion. This was the first foreign government that tried issuing "Dim Sum Bond".

The Bank has deepened the strategic cooperation with Standard Bank to provide quality financial service to the Chinese and African personal and corporate customers and comprehensive support to the economic and trade activities between China and Africa. In the reporting period, the Bank actively expanded the market, took every opportunity to collect information about the economic projects in the 44 African countries and compiled on regular basis the Update on the Economic and Project Information in Africa and Analysis Report on Individual African States, providing a window for the Chinese enterprises to explore the African business.



Build the bridge for Sino-African trade.



## Building up First-class Brands

In the past 30 years, the Bank has adhered to the brand ideology of "by your side", cultivated with great care the "trustworthy" brand image, successfully transformed from a state-owned bank to a joint-stock commercial bank that leads the industry in both the market value and profitability, and has been selected for four consecutive years China's top ten "global competitive brand".

### Best retail bank

The Bank has promoted to a deeper level the strategic implementation of "strong personal banking", deepened the operational transformation, proactively improved service, and has won the award of "Best Retail Bank in China" by a number of finance and economy media.

### Best IT commercial bank

The Bank has constantly improved its IT ability based on its development strategy, ensured stable operation, intensified product innovation based on the customer's need in an effort to build an IT-based bank, and has won the Best IT Commercial Bank of the Year and other awards issued by The Banker.

### Best Chinese bond underwriting bank

The Bank has helped customers seize the vast global fixed-income market opportunities, participated in the issuance of many domestic and overseas bonds and the promotion of innovative products, and has won the award of "China Bond House" by IFR Asia.

### Best Credit card and call center

The Bank has continued to provide convenient service to customers by adapting to market need, improve the processing environment of bank card self-service transaction, refine customer service system, constantly enhance operational efficiency of the call center, intensify service innovation and improve credit card service quality. It has won a series of awards such as "Best Self-established Call Center in China" in 2013 and "2013 Best Credit Card".

### Cutting edge pension management and service bank

The Bank has continued to improve the service mode of pension transactions, enrich service content, enhance service quality and has made significant contributions to the improvement of the level of pension security. "ICBC Pension", "ICBC Ruyi Pension", and "Ruyi Benefit Plan" are pension service brands that have received wide recognition in the industry.

### Best asset custody bank

The Bank strictly performed the duties of custodian by improving risk control ability, safekeeping assets, providing efficient operational services, strengthening information disclosure management and adhering to product and service innovation. During the reporting period, the Bank won a total of 41 awards.

**28**

The total loan balance for overcapacity industries decreased by RMB28 billion

**160**

The number of personal E-banking customers exceeded 160 million

**380**

E-banking transaction volume exceeded RMB380 trillion

# Advocating Ecological Civilization Co-constructing A Beautiful China

Advocating Green Finance

Promoting E-banking

Advocating Low-carbon Operation

Boosting Environmental Protection Causes





The Bank has been insisting on green operation, advocating the mode of production and life that is harmonious with ecology, actively exploring the way of harmonious co-existence between man and nature, promoting the mutual development of business and environmental protection and striving to realize the harmonious integration among economic, social and ecological efficiency.

## Advocating Green Finance

In the reporting period, the Bank continued to improve the lasting mechanism of developing green credit and promote the building of green credit, and has strived to realize the Bank's sustainable development in the process of enhancing the environmental protection mentality of the customers, promoting the harmonious development among economy, society, resource, and environment.

### Constantly Improve the Green Finance System

In the reporting period, the Bank revised/made and distributed the (green) credit policy for 61 industries in 2013 covering 85% of the green economy field whose development was encouraged by corporate loans and state industrial policies. As to loan orientation, the Bank encouraged and funneled the investment in the industries of ecological protection and clean energy. In terms of the specific industrial policies, the Bank piloted credit support to outstanding enterprises and quality projects and the exit from enterprises with backward production capacity.



In the reporting period, the Bank established the link between green credit classification and enterprise evaluation that was implemented in the loan process and required that the customers' green credit classification label be checked in every phase of the loan process and be used as a key criterion in the overall evaluation of the customer and in making credit decisions.

In the reporting period, the Bank implemented the credit quota management on the 8 industries with overcapacity to control the total loan issued, including steel, cement, smelt of common nonferrous metals, coal chemical industry (coke), photovoltaic manufacturing, ship manufacturing, wind power generation equipment, and sheet glass. As at the end of the reporting period, the total loan balance of the Bank for overcapacity industries decreased by RMB27.97 billion from that at the beginning of the year.

### Case

A company in Jiangsu proposed to build caustic soda production units with annual output of 200,000 tons. The Bank reviewed the project and held the opinion that: the project was located in China's eastern coastal areas, but according to the requirements of the Chlor-Alkali (Caustic Soda, PVC) Industry Access Conditions, in principle, new caustic soda project was not allowed in the eastern region and was included in the restricted projects of the catalogue for the guidance of national industrial structure adjustment; and since the project was a high-pollution project, there were some environmental risks. Therefore, the Bank vetoed the project.

In the reporting period, the Bank put up specific requirements on intensifying the monitoring, identification, control and alleviation of the environmental and social risks, integrated and implemented them in the whole credit process, requiring that the "green credit veto mechanism" be implemented in the whole credit process. It also improved the environmental risk warning and prevention and control mechanism subject to the management of the Head Office and branches respectively,

timely issued risk warning notice to the enterprises that violated the laws or regulations on environmental protection and safety production, established a list of the enterprises needing immediate action and strengthened monitoring, testing and guidance, so as to realize the whole-process monitoring, management and control of the environmental and social risks.

In the reporting period, the Bank issued the Notice on Intensifying the Prevention and Control of Environmental Protection Risks Existed in Customers Exposed to High Hazardous Chemical Industry to intensify the financial risk control on areas of heavy metal emission and high hazardous chemical products, for the purpose of further reducing outstanding loans while strictly control incremental financing.

In the reporting period, the Bank printed and distributed the Notice on Strengthening Green Credit Work on Haze-related Industries, put up specific requirements on industry's credit structure adjustment, strict implementation of environmental protection entry criteria, intensification of environmental protection risk monitoring, prevention and control, and cultivation of emerging credit markets including energy saving and environmental protection. These measures were aimed at intensifying the credit management on the industries related to haze.

### Case

With the intensification of PM2.5 treatment in Beijing, it required to replace some buses to increase the proportion of buses powered by new energy LNG and install supporting LNG gas station in public transportation stations. On reviewing this project, the Bank found out that the PM2.5 emitted by buses powered by LNG was 97% lower than that by buses powered by diesel and the current selling price of LNG is 70% of that of diesel, therefore to replace the buses would play a positive role to the improvement of air quality and the Bank agreed to issue loan of RMB400 million for this project.

The gas-based cogeneration project of an electric power group in Shanxi Province is the first F-level gas-steam combined cycle cogeneration project in the province, as well as the first project of gas-based air-cooled unit in China. The project, with its gas turbine of the largest unit capacity in China, is a key project in developing green energy in the local area. To improve local environment quality, ICBC Leasing cooperated with the project operator and equipment manufacturer to provide a package of financial services for the project, such as fund arrangement and tax planning.



The gas-based cogeneration project of Shanxi Province supported by ICBC Leasing

In order to practice the green credit in business management, the Board of Directors of the Bank and the institutions of each level have included in the performance assessment system the indicators of economic efficiency, risk and cost control and social responsibility, demonstrating the balance between business development and risk prevention & control, and between incentives and restrictions. In the performance assessment for the senior management, social contribution per share has been included as an indicator, for which each senior management member should be responsible to support the Bank's strategic goal of fulfilling social responsibilities and achieving sustainable development. The green credit quantitative indicator has also been included in the performance assessment system for each subsidiary, further improving the performance assessment and incentive & restrictive mechanism on the green credit work.

### Supporting Green Industries

In the reporting period, to enhance the ability of risk identification, prevention and control, the Bank revised the Green Credit Classification Standard for Domestic Corporate Customers, which enhanced the ability to detect the industries that are environmentally friendly or environmentally hazardous, and consequently guided the credit support to the enterprises that are environment-friendly or environment-compliant, such as enterprises in the business of ecological protection, clean energy, energy saving or comprehensive resource utilization, and led to green adjustment of credit structure across ICBC. By the end of the reporting period, the loans granted to green economic fields totaled at RMB 598 billion.



Advocating Ecological Civilization  
Co-constructing A Beautiful Home

## Case

Shaanxi Branch conducted an equity trust business for RMB300 million that strongly supported the development and improvement of the national wetland protection project in Chanba, Xian, significantly improved local natural environment, and drove the building of ecological civilization.



The national wetland protection project supported by Shaanxi Branch

In the reporting period, Guizhou Branch intensified its credit support to new energy field. It issued loans to the field of wind power to meet the financing need by a number of wind power projects in green new energy. It completed 11 loan approvals for wind power projects within one year that planned to raise funds of RMB2.36 billion with actual loans of RMB310 million.



Phase I of the wind power project in Guizhou supported by ICBC credit

Zhejiang Branch has emphasized on supporting environmental protection industries for flood control in the specific part of local rivers, ecological protection and restoration, riverside landscape, water and soil resources protection, environmental protection, energy saving and emission reduction. In the reporting period, the Branch issued RMB250 million loan to support the comprehensive management of Huangze River watershed.



The Huangze River watershed regulation project supported by Zhejiang Branch

A technology company in Beijing is specialized in the technology development, project construction and operational management of permeation and filtering of household garbage and treatment of household sewage. It has a number of technological invention and practical technical patent. The energy consumption and operational expenses associated with the operated projects are at the advanced level nation-wide. In the reporting period, Beijing Branch issued RMB5 million in working capital loan with intellectual property right as pledge to cover cost for the routine production, operation, procurement and research & development.

A gas power plant is the largest gas-steam circulation power plant now in operation in China with the characteristics of saving energy, water and land and environmental protection. Fujian Branch actively provided support to the first phase of the project with a cumulated financing amount of RMB1 billion.



The gas power plant with the Bank's credit support

### ICBC International offers investment banking service for green industry

ICBC International, the investment banking arm of ICBC, display their strength and facilitate the development of green and environment-friendly industry, clean energy industry. ICBC International acted as joint global coordinator, joint bookrunner and Joint Lead Manager of the US\$75 million HK IPO of a leading industrial water treatment company in Guangdong province; By setting up a fund, ICBC International introduced investors for a leading player in low carbon and clean energy industry, and supported the integrated development of the company in its production, marketing, research and development.

## Actively participate in green finance exchanges and cooperation

In the reporting period, the Bank attended

- ✓ Conference on Alleviating Over-Capacity and Implementing Green Credit of the Banking Sector Nation-wide
- ✓ Sustainable Finance Global Roundtable Summit by the UNEP Finance Initiative
- ✓ "Sino-Africa Banking Sector Green Credit Exchange" jointly sponsored by China Banking Regulatory Committee, World Nature Foundation and UNEP Finance Initiative
- ✓ "Social and Environmental Risk Management Forum" jointly sponsored by Association of Business for Social Responsibility and UNEP Finance Initiative

The Bank also carried out specialized green credit exchange with a number of domestic and foreign financial institutions to share its advanced experiences and best practices in terms of social responsibility fulfillment, green credit promotion and sustainable social and economic development.



Zheng Wanchun, Senior Executive Vice President of the Bank, attended the Sustainable Finance Global Roundtable Summit by the UNEP Finance Initiative

## Promoting E-banking

In the reporting period, the Bank made progress in both scale and quality in the development in E-banking business and made great contribution to business transformation. As of the end of the reporting period, the number of personal E-banking customers exceeded 160 million and the number of personal telephone banking and mobile banking customers exceeded 100 million, the first in China that established the E-banking customer base over "100 million" level. Besides, the E-banking transaction volume exceeded RMB380 trillion, growing by 14.8% year on year and the on-line banking transaction volume exceeded RMB350 trillion, growing by 16.67% year on year. The E-banking transaction was playing a more important role as a

leading channel of transaction and E-banking business reached the historical height that accounted for 80.2% of the total transaction, saving RMB43 billion of operational cost. Assuming each enterprise saves 1 kg of paper consumed each month, the Bank's over 3 million online banking enterprises saved a total of 36 thousand tons of paper in 2013, equal to 720 thousand trees, 9000 tons of carbon dioxide reduction in emission. In addition, we launched 40 innovative products for customers, refined over 200 product functions and provided convenient service to customers through innovation. 27 overseas institutions opened on-line banking business, 16 overseas institutions opened telephone banking manual service and 38 overseas institutions opened web portal.



Lin Xiaoxuan, Chief Information Officer of the Bank, was invited to attend the 10th National Informatization Expert Forum

Case

Hubei Branch provided "Finance @ Home Direct Line" text messaging service for all the branches and outlets through 95588 messaging platform since December 2012, directly delivering important messages about E-banking business and improving the efficiency in information delivery and work management. It established the E-banking training mechanism of "weekly morning training" that made it a rule across the entire institution to hold morning training once a week on E-banking business, effectively improving the business level and service ability of employees in the outlets.

On September 9, 2013, Shanghai Branch joined the program of "Easy Jijiehao" of the Broadcasting News Center at Shanghai Broadcasting and TV Station to carry out the activity to promote ICBC e-bill by the theme of "Charity Shanghai". At a fixed time slot every day, it broadcasted the microblog voices recorded by the employees from bank card business department of the Bank. On the day of September 9, employees of the Bank were invited to the program to introduce relevant knowledge about e-bill, getting more people to involve in the public interest activities.



In the reporting period, Shaanxi Branch carried out the activity themed "Finance @ Home, Environmental Protection and Me" to support environmental protection. It promoted the technological advanced financial products including the low-carbon and environmentally friendly mobile banking and personal online banking to help people learn about green finance, advocate green finance and participate in the development of green finance.



In the reporting period, Shaanxi Branch established mobile banking experience center to conduct activities such as mobile banking "thumb game" and "Finance @ Home Environmental Protection and Me", promoting the development concepts of low-carbon and environmental protection through newspapers, magazines, broadcasting station, and outlets.



## Advocating Low-carbon Operation

Since 2001, the Bank has continued to make more investment on technology and has developed and put into operation office information systems of several kinds, significantly reducing and gradually ceasing to use paper and constantly improving office informatization level. In the reporting period, the Bank enlarged the usage of office platform and reduced the number of documents and materials. Based on incomplete statistics, the entire bank cut the paper consumption (A4) of about 158.16 million pieces each year.

**15,816**

About 158.16 million pieces of A4 paper saved each year



### The Bank vigorously promoted energy saving and consumption reduction, starting from tiny things, from everyone and from now

- ✓ The Bank strictly executed the air-conditioner operation management rule, turning off the air conditioning system from 6 p.m. to 7 a.m.
- ✓ The Bank actively implemented "green illumination" project to carry out timely examination of all the illumination equipment across all outlets and offices, replacing all the lamps failing to meet "green illumination" requirement with energy saving equipment.
- ✓ The Bank took the measures of integrated control on building air-conditioning and cooling, parameterized configuration and variable frequency regulation to promote linked operation of air-conditioning equipment and automated control, effectively meeting the goal of energy saving and control.
- ✓ The Bank's HO building brought the filtered waste water to the central cooling tower for re-use. It is estimated that this will save the water by 5,000 cubic meters each year.
- ✓ Employees were required to turn off the power after the office equipment is idle for an extended period of time or after work. The lights should be off when nobody is in the office to reduce the power consumption under standby mode.
- ✓ The Bank strictly controlled the night lighting in places of business and office buildings, strictly controlled the electricity used by the lighting in the office buildings, reduced the number of lights that were turned on in the corridor and adjusted the degree of illumination in the basement and garage.
- ✓ The Bank place buckets in the hot water rooms to collect the overnight unused water for cleaning.
- ✓ Bank-wide environmental activities such as "dishes-cleared action" and "one hour on earth" were launched to support the building of green China by action.

Case

In the reporting period, Guangdong Branch implemented "Three Ones" project across its outlets, namely through brand new business processing mode such as the transaction information sharing, asynchronous remote authority, dual-screen interaction, combined information printing to realize one form, one input of password and one signature for the customers with multiple transactions to complete. This improved the business efficiency and reduced resource consumption.



Case

ICBC-AXA actively conducted energy reduction promotion activities to enhance the energy saving and consumption reduction mentality of the employees, call for the employees to participate in the "Handkerchief" movement, reducing the usage of disposable napkins to contribute to the protection of trees and replacing the paper cup with porcelain cup to reduce paper cup use and live a green and healthy life.



ICBC (Thailand) saved more office space for employees by cleaning up the office, sorting out documents and files and removing wastes. It disinfected the office place and required that employees sort out office materials on regular basis to create a pleasant office environment. Besides it used means easily accepted by the employees such as cartoon posters to encourage employees to save water, electricity and contribute to environmental protection.



### Boosting Environmental Protection Causes

The Bank has always made it one of the ways to fulfill its corporate social responsibilities by planting trees and improving ecological environment. In the reporting period, the Head Office planted around total 3300 trees, and maintained around total 2,100 trees, enhancing the voluntary tree planting awareness among the employees and intensifying employees' sense of responsibility in planting, protecting and taking care of trees.

**3300**

In the reporting period, the Head Office planted around total 3300 trees

**2100**

In the reporting period, the Head Office maintained around total 2,100 trees



Guangdong Branch conducted the activity of "planting trees together and caring the nature"



Chongqing Branch conducted the activity of "planting trees and delivering ICBC's Care"

In the reporting period, the Bank's Data Center (Shanghai) organized a trip for employees to visit an ecological garbage classification and treatment center in Beijing to experience the garbage classification and treatment ability and understand different kinds of garbage treatment technology and process, thus fostering the environmental protection awareness among employees.



Data Center (Shanghai) organized a trip for employees to visit an ecological garbage classification and treatment center in Beijing

During the Youth Day, ICBC Xiamen Branch organized more than 30 members of the Youth League to carry out environmental protection voluntary activity themed "voluntary action for environmental protection" in Gulangyu, advocating the concept that "everyone should be responsible for maintaining the environment of the scenic spot" and passing the positive energy of "ICBC puts green finance in priority".



Xiamen Branch employees carried out environmental protection activity in Gulangyu, Xiamen



Staff of Guangdong Branch advocated to tourists the new concept of environmental protection and conducted garbage collection & classification in Yuexiu Park

To alleviate traffic jam, reduce city air pollution and practice low-carbon life in the capital city during the Asia-Europe Expo, Xinjiang Branch conducted the car-free environmental protection voluntary activity under the theme of "care for Asia-Europe Expo, green transportation", advocating that people take public transportation during the Asia-Europe Expo to reduce the use of bank's cars and stop the use of private cars, making low-carbon lifestyle a conscious behavior of the employees and creating a good environment for the Asia-Europe Expo.



Zhejiang Branch organized the large-scale bicycle-riding public interest activity at the "Car-free Day" on 9.22 themed "Beautiful Quzhou, Green Transportation"



Yunnan Branch organized employees to clean up the trash and wastes, and participated in cleaning up the surrounding environment of Erhai



Data Center (Beijing) participated in volunteered plantory activities



Jiangxi Branch organized the public interest activity of "protect the environment, bicycle-riding around Nanchang"



**3000**

Held nearly 3000 training courses on consumers' rights and interests protection

**58%**

A drop of 58% year on year on customers' complaints received

**1500**

Successfully prevented 1500 risk events related to fraud against customer

# Adhering to Compliant Operation Reinforcing Integrity Building

Protecting Customers' Rights and Interests

Protecting Investors' Rights and Interests

Protecting Intellectual Property Rights

Advocating Responsible Procurement

Preventing Financial Crime

Adhering to Compliant  
Operation  
Reinforcing Integrity  
Building





"Integrity leads to prosperity" is the value the Bank has developed over the long history and is the ideal, belief and behavior norms all the employees abide by. The Bank strives to build an integral, healthy and harmonious financial consumption environment surrounding the core of customer interest protection and for the purpose of enhancing customer satisfaction.

## Protecting Customers' Rights and Interests

In the reporting period, the Bank focused on the key stages in the customer service, combined checking with prevention, steadily conducted inspection on pricing and business, fee policies implementation and monitoring, customer information security protection, consumer education, employee training, customer claiming coordination and other work related to consumer right protection.



The "financial information desk" at Zhejiang Branch



Wang Xiquan, Senior Executive Vice President of the Bank, attended the International Workshop on Banking Consumer Protection

## Strengthening mechanism construction

During the reporting period, the Bank made pioneering and innovative efforts to strengthen the building of consumer protection mechanisms, issued 2013 Consumer Protection Highlights, and set up the coordination mechanism with vertical communication of superior and subordinate levels and horizontal coordination of departments. The Bank also regularly updated industrial and regulatory trends related to financial consumer protection, learnt experiences from the peers and applied to its practices.

## Disclosure of product information

In order to respect the rights to know, select and conduct transaction fairly by the consumers, the Bank established the information disclosure mechanism before, in the middle of, and after the transactions for the products of funds, insurance, wealth management. It created the three-dimensional information disclosure channel that included "online banking + outlets + SMS message", fully making the disclosure about the risks related to products. In addition, every product went through a thorough inspection before being introduced to the market to prevent any content violating consumer interests in the business procedure, terms in the agreement or rules of transactions.

## Standardizing service fee

The Bank have strictly followed the fee standard and preferential policies and ensured that service fee is charged in compliance through pricing review, internal inspection, risk warning and other measures. In the meantime, it conducted research and made revision to service fee policy, and constantly improved the rationality of pricing; kept listening to the clients' feedback and constantly made improvements.



Jiangxi Branch has strictly implemented the rule of "four opens" made by the regulatory authorities on service fee to safeguard the consumer's right to know

In the reporting period, the Bank selected three branches in Sichuan, Jiangsu and Liaoning to conduct survey on personal customers on the service fee. 1,300 questionnaires were collected to help us learn about the customers' satisfaction and suggestion on the service fee, and have a scientific and reasonable service pricing strategy to optimise customer experience.

## Customer transaction security

The Bank has built a complete client-end security technology system, further standardized and enhanced the management of customer profiles, proactively carried out risk event analysis and security product research, to provide maximum protection for the security of customer information through systematic control, business process refinement, risk point screen, and client-end monitoring.

The Bank successfully put into operation "suspicious client end monitoring model" and has intercepted nearly 200 high risk and suspicious transactions and protected over RMB 25 million funds of customers.

The first commercial bank in China's banking sector whose self-built E-banking authentication system and calculation method of passwords have passed the state security acceptance check and inspection.

## Financial knowledge promotion and education

The Bank has taken full advantage of its web portal and physical outlets to conduct regular promotion and education on consumers, including fee policies, consumer financial knowledge, customer complaint channels, etc., which widened the coverage of financial knowledge. In August of 2013, it opened a column in the web portal named "Financial knowledge and Fee Policies" and compiled the Handbook of Consumer Financial Knowledge for the customers. In addition, the Bank has delivered the financial knowledge to communities, universities, merchants, villages and towns, small and medium enterprises and disabled people in the form of customer experience, theme speech and education, questions and answers and interactive saloon, etc.



Beijing Branch conducted the activity of disabled customer experience day



Anhui Branch organized the activity of "ICBC Cup" ATM operation competition for middle-aged and senior customers



Heilongjiang Branch conducted the activity of promoting financial knowledge under the theme of "Big Hands Holds Small Hands, ICBC Is Your Friend"



Yunnan Branch conducted the activity of promoting financial knowledge in rural areas

3000

Held nearly 3000 training courses on consumers' rights and interests protection

The Bank has compiled the handbook on consumer interest protection and established the internal service hotline to provided employees with timely policy interpretation and operational guidance for consumer interest related matters. It has published on a regular basis the current status on the work of consumer rights protection, important international and domestic regulations, and industry update, and has analyzed and interpreted the regulatory policies, typical disputes and cases in the industry and important and influential lawsuits.

Adhering to Compliant  
Operation  
Reinforcing Integrity  
Building

## Customer service monitoring

In the reporting period, the Bank has clarified on the complaint channel, processing procedure, deadline and quality requirement to standardize complaint acceptance and processing; and established three levels of working committee mechanism that included Head Office + Branch + sub-branch which constructed the mechanism to solve problems involving customer service by the principle of "systematic problems to be solved by the Head Office, executive problems to be solved by branches"; Furthermore, the Bank has established the remote monitoring mechanism on the service quality of outlets, and intensified the monitoring and management of the counters, lobbies and self-service equipment network platform. Besides, it explored and innovated on the customer complaint management mode and conducted the revisit work on customer complaint. In the reporting period, a total of 2,912 customer complaints were received, representing a drop of 4,033 or 58% year on year. The satisfaction rate of complaining customers over the results remained over 90%, and personal customer satisfaction rate increased by 9% year on year.

### Case

The remote video monitoring system at Tianjin Branch has made it possible to conduct full-view screen, centralized check and real-time tracking on over 300 business outlets. It displays each customer waiting time, number of people waiting, the number of windows open on the screen to alleviate the queuing problem. Meanwhile, the system makes accurate checking and in-depth analysis on complicated issues such as customer complaints and service efficiency through history replay. It has helped conduct monitoring and supervision on the implementation of standardized service across all the outlets based on the key factors that affect customer experience, promoting the comprehensive enhancement of customer service.



## Protecting Investors' Rights and Interests

While the Bank has posted a stable growth in business performance, it has given full consideration of both long-term return and short-term yield and actively implemented the policies on cash dividend, fully demonstrating the value as a long-term investment.

The Bank has adhered to the principles of serving the investors initiatively, professionally and efficiently, safeguarding the investor's legitimate interests and rights, driving the sustainable enhancement of corporate value, continuously creating the good return on investment for the shareholders, and improving the level of investor relations service.



The Bank held the 2013 mid-year performance results conference in Beijing and Hong Kong



ICBC held investor Presentation



Hu Hao, Secretary of the Board, attended the award ceremony of "Asia Enterprise Management and Governance"

## Protecting Intellectual Property Rights

The Bank fully advocated innovation and protection of intellectual property rights. In the reporting period, it received 83 patent authorizations from the State Intellectual Property Office. It now has a total of 307 patents and 299 software copyrights.

Meanwhile, the Bank insisted on implementing the state policies and regulations about software copyrights, and taking the measures of signing enterprise cooperation agreement and software procurement contract with suppliers of copyrighted software to legally use the software products and technical service and to respect the legitimate rights of these partners.

307

The Bank has a total of 307 patents

299

The Bank has a total of 299 software copyright

## Advocating Responsible Procurement

The Bank has established a centralized procurement system and gradually promoted its social responsibility concepts and requirements in the suppliers' production and service. In the project negotiation notice, the Bank has set up basic entry requirements to the potential suppliers and service providers and , visited targeted suppliers to learn about the situation of production, quality management, raw materials procurement, labor and employment management and etc, conducted qualification check on safe production, environmental protection certification, human rights and etc, Meanwhile, the Bank's disciplinary inspection and institutions at every level has intensified supervision and monitoring on centralized procurement. The Bank's disciplinary inspection institutions at every level supervised a total of 4,265 centralized procurement projects in the reporting period and determined 119 suppliers into the blacklist by the end of the reporting period.

100%

The rates of execution on centralized procurement contracts and inspection on suppliers at the Bank's domestic institutions both are 100%

## Preventing Financial Crime

### Improving internal control and compliance management

In the reporting period, the Bank proactively drove the construction of compliance operation and management mechanism, completed the placement of 58 compliance managers in the first 16 pilot departments and over 22 thousand compliance managers in domestic branches and outlets, and realized the effective combination of compliance function performance, business operation and process management. It also closely monitored the regulatory updates, intensified compliance risk warning and reminding, improved compliance inspection mechanism, organized the regulation and treatment of the problems that occurred repeatedly, and effectively standardized operation behaviors. Besides, the Bank developed and put into operation compliance management system, built a centralized compliance risk information management platform; steadily drove the standard and regular education on employees , and conducted company-wide activities about internal control and compliance culture, effectively enhancing the compliance consciousness of the employees.

### Preventing and controlling external fraud

The Bank has endeavored to build the "safest bank". It carried out professional evaluation and briefing on main risks that have harmed the interests of customers and the Bank including the night operation on self-service banks, "phishing scams" that target the password token on mobile banks, loan fraud using forged materials, check fraud by overseas institutions, emergent security event, and other cases of more than 50 typesto improve the vigilance of the operators and prevent to the maximum the occurrence of external fraudulent cases. In the reporting period, the Bank successfully prevented 1,500 fraudulent events in customer fraud and effectively protected nearly RMB40 million of customer funds.

Case

The Bank researched and developed external fraud risk information system to prevent and control fraudulent crime with "big data"

In the reporting period, it developed and put into operation the external fraud risk information system that classified and evaluated the information about millions of various kinds of external fraud risk customers from the Bank, state functional departments and financial industry with the IT-based banking methods, provided support on risk warning and control for business such as credit cards, loans, E-banking, personal finance based on their specific business requirements, and established a precise and efficient firewall in the business process. Since the system was put into operation, it intercepted 400 risk events such as telecommunication fraud, opening of bank accounts, bank cards or online banking account with forged ID within several months, inspected, monitored and controlled risk funds of over RMB 30 million and prevented the customer loss of nearly RMB5 million, while the largest single

transaction of which reached RMB1 million, which won wide applause from the society.



Guangdong Branch successfully intercepted an online fraud, helping the customer retrieve the loss of RMB200,000

In the reporting period, the Bank organized over 140 thousands of public propagation on business security such as "prevent telecommunication fraud" and "prevent illegal fund raising", conducted over 20 thousand emergency drills of anti-robbery, anti-theft, fire-prevention and terrorist attach prevention, trained over 100,000 employees on safety education. These successfully enhanced customers' security consciousness and the employees' ability to deal with emergency events, created the good security culture, increasing the robbery-prevention success rate to 100% with zero human injury or monetary loss.



Beijing Branch conducted propagation on anti-illegal fund raising



The Bank conducted anti-hostage taking drills in outlets

Intensifying the prevention and control of anti-money laundering risk

The Bank has strictly followed the financing laws and regulations on anti-money laundering and anti-terrorism in China and the countries (region) where its overseas institutions conduct business. In the reporting period, the Bank completed the objectives of PBC's comprehensive pilot reform in large-amount and suspicious transaction reporting, improved anti-money laundering processes, and developed self-defined anti-money laundering indicators and models and the monitoring system, playing a leading role as the first pilot bank. The Bank established the first anti-money laundering expert team; sponsored anti-money laundering propagation and training at different levels and in different forms, conducted product money laundering risk evaluation and anti-money laundering inspection in the high risk fields and has enhanced risk control on the anti-money laundering and anti-terrorism financing.

Case

Prevention of E-banking anti-money laundering

The Bank has intensified the risk evaluation on E-banking anti-money laundering and has reduced money laundering risk through ways of examination and training. In the reporting period, it carried out the research on E-banking money-laundering methods and transaction, characteristics from the three dimensions of customer, account and transaction, and continued to improve E-banking anti-money laundering monitoring indicators. Besides, the Bank has included for the first time the quantitative evaluation indicators on E-banking anti-money laundering status in the professional examinations to guide the company-wide money laundering prevention work. It has conducted money laundering risk evaluation on the current E-banking products, taken specific preventative and controlling measures according to the evaluation results, conducted multi-dimensional and multi-level trainings to intensify the anti-money laundering consciousness and ability of the employees.



The Bank attended the ceremony in signing the international certified anti-money laundering education program and the opening ceremony



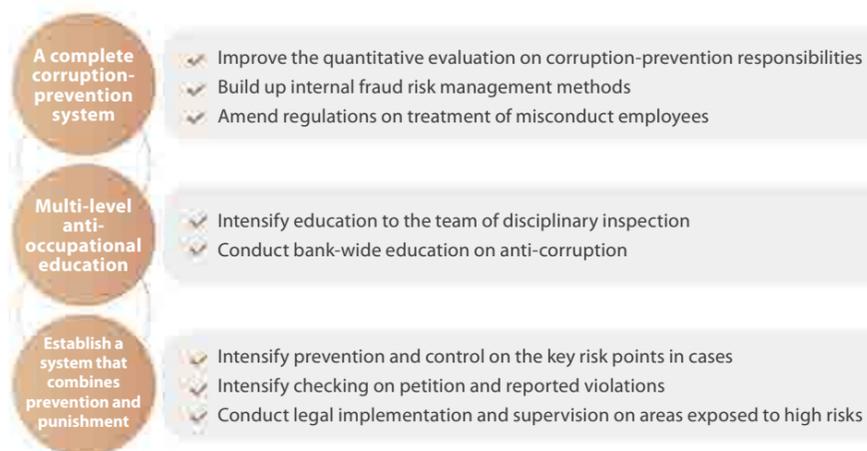
Guangdong Branch conducted anti-money laundering propagation activity

Promoting anti-corruption

The Bank has driven the orderly implementation of every work of anti-corruption to uproot the corruption through the system building and control. It has regulated and treated the problems in the operation and management in a timely manner by dealing with cases and inspecting risk events to promote construction through inspection and promote correction through construction. It also conducted education with typical cases to drive punishment to prevention.



Yunnan Branch organized employees to watch the exhibition on case prevention and caution education



# Caring about Employees' Growth Building A Harmonious ICBC

**45000**

The Bank held 45,000 trainings on different topics

**80.087**

The Bank allocated special fund of RMB80.087 million to support people in difficulties

**100%**

The Bank complied the regulation and completed 100% employment contract signing

Protecting Employees' Rights and Interests

Facilitating Career Development

Caring for Employees' Health

Boosting Cultural Integration

Caring about Employees' Growth  
Building A Harmonious ICBC





Employees represent the best vitality of an enterprise and are the key momentum for its sustainable development. Upholding the principle of "people-oriented" management, the Bank has strictly observed relevant laws and regulations in staff recruitment, post adjustment, compensation and benefits, career development and treatment of those leaving their posts, managed employees with different genders, religious beliefs and ethnical and cultural backgrounds on an unbiased and equal way, created an environment that can give full play to all talents, built a platform of equal career development and created harmonious atmosphere.

## Protecting Employees' Rights and Interests

Human resources are treasures for an enterprise. The Bank has improved mechanisms for interests coordination, needs expression, rights protection, so that employees can speak out their needs in a reasonable way according to law which could intensify the build-up of a harmonious labor relationship.

Indicator	Unit	2013	2012	2011
Total number of employees	Person	441902	427356	408859
Percentage of employees with college or higher educational background	%	50.2	47.5	44.7
Percentage of staff under the age of 45	%	61	62.1	63.9
Staff turnover rate	%	1.1	1.1	1.2
Percentage of staff from ethnic minorities	%	5.3	5.3	5.2



Yi Huiman, President of the Bank, met employees at the basic level



Zhao Lin, Chairman of the Board of Supervisors, met employees at the basic level

## Employment

With compliance with the Labor Contract Law and other relevant laws and regulation as well as national policies and regulations concerning employees' compensation and benefits, the Bank has made continuous efforts to improve various employment systems, sign the labor contract with all employees in accordance with law, timely pay wages in full amount, timely and fully pay social insurances and the housing accumulation fund for employees, and implement supplementary benefits systems such as enterprise annuity and supplementary medical insurance.

### Case

ICBC Credit Suisse has taken the lead in the fund industry to implement the benefit-score plan, representing the exploring efforts of a flexible benefit scheme for employees. According to the plan, employees can select from diverse benefit schemes provided by the company according to actual needs of themselves and their families. Then the company can provide all-around and tailored benefits through centralized procurement to individuals and their families and highlight the people-oriented management concepts.

## Democratic Management

Always fulfilling its responsibility of protecting employees' legal rights and interests, the Bank has established the system of the employee representatives' conference, followed democratic procedures to implement systems and measures concerning employee's vital interests, and credibly ensured the exercising employees' rights to know, participate in and supervise. By the end of reporting period, six tier-one (directly controlled) branches established the collective contract system.



The labor union of the ICBC Credit Suisse has been established and convened the First Congress of Employees.

## Protection of Female Employees' Special Rights and Interests

The Bank has been actively carried out special provision protecting female employees and pushing ahead the execution of special collective contracts for the protection of rights and interests of female employees, so as to provide a legal basis in this regard. It has established the Electronic Ledger covering basic information of female employees, labor union, and annual performance, to strengthen regulated and systematic management of female employees. Activities, such as selection of outstanding female employees and therapy recreation activities for outstanding female employees, have been held, to provide a stage where female employees can show their talent and speak out their feelings. In the program of "Caring for female employees", effective measures have been taken to help and support divorced and poverty-stricken female employees and unmarried mothers.

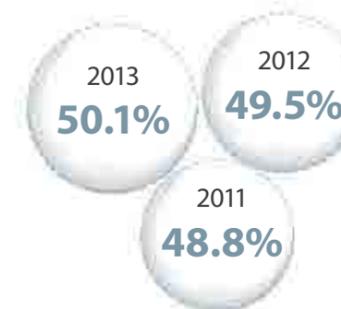


Lectures on special provisions concerning female employees protection held by the ICBC Data Center (Shanghai)



"Good Flavor ICBC" cooking skills competition for female employees in Shenzhen Branch

Ratio of female staff



### Case

The ICBC Data Center (Beijing) provided "Love for Mom" nursing rooms where pregnant female employees could take a midday rest and those in lactation period could pump breast milk. That has manifested the protection of female employees' rights and interests.



"Love for Mom" nursing rooms in Data Center (Beijing)

## Facilitating Career Development

Through the whole-process performance management system covering performance planning, communication, assessment and application, the Bank has gradually expanded the position layers as well as wage levels and grades and clarified the promotion criteria and principles. It also has improved the professional qualification certificate system and held knowledge and skills competitions, to guide employees to enhance their professional knowledge and work capability according to demands of their posts.



Training course for professional quality enhancement held by ICBC Data Center (Beijing)

### Training for International Qualification Certificate

Training courses have been provided for 19 international qualification certificates in 10 categories. By the end of the reporting period, new certificate holders have amounted to 560 around and total holders of various international qualification certificates topped the whole industry in china, by hitting approximately 9,000.



"Hao Gongfu" (literally, excellent skills) proficiency test held by Jiangsu Branch



Product knowledge competition held by Zhejiang Branch

Catering to business innovation and staff development, the Bank has capitalized on resources of well-known colleges and universities across the world to provide career design and capability training targeting at employees at different positions and layers, with different capabilities and in different age groups, and facilitate individual's career development according to work demands and personal interest.

In the reporting period, the Bank completed 45,000 various training sessions with 4.14 million person involved, which amounted to an average of 9.5 days of training per person, indicating that 91% of total ICBC staff have attended at least one of such courses in the year.

### International Talents Training

Across the year, 104 employees have attended the overseas training program, and a total of 370 employees have been sent abroad through this program in three years since its inception.

### Training for Senior Management

Nine overseas training courses on cross-sector leadership have been organized across the year and been attended by over 180 employees.

### Training for Managers at the Basic Level

The ICBC Head Office and branches have held 15 training courses on "Shenzhen-Hong Kong Linkage" for 538 staffs of sub-branches and outlets.

### Training for Customer Managers

In the reporting period, 810,000 customer managers in all have been covered in the training program.

### Frontline Employees Training

In the reporting period, a total of 124,000 bank tellers have been trained and all newly recruited employees have received training in 2013.

### Training for Middle-aged Employees

Investigations have been launched among 7,000 employees above 45 to figure out their needs for constant vocational training and help re-shape their career development planning. In the reporting period, the Bank's training programs were delivered to 1.73 million middle-aged employees through such forms as online college and covered 88.9% middle-aged employees across the Bank. Among them, 8,379 employees have attended 139 face-to-face training programs.

## Caring for Employees' Health

The Bank has attached high importance to employees' health and safety, organized physical examinations on a regular basis, provided more examination items for female, middle-aged, and retired employees, rewarded model employees with therapy recreation activities, and timely supported and consoled employees hit by heavy and acute diseases and difficulties.



Zhao Lin, Chairman of the Board of Supervisors, visited the kindergarten

The Bank organized physical examinations for **154,918** retired employees

**RMB 80.087 million** special fund has been allocated to support people in difficulties

**33,763** employees received support and consolation



Executives of Shaanxi Branch visited employees' dining hall



Jiangsu Branch organized a physical examination for retired employees

The Bank has organized training courses and competitions of photographing, drawing, calligraphy and literature to enrich employees' life and create an atmosphere for happy work and healthy life. Considering the accelerating pace of both work and life, the Bank has attached great importance to employees' mental appeasement and relieved their pressure through many ways, such as EAP, pressure and emotion management and other health lectures as well as psychological consultations. By caring, adjusting and releasing employees' emotions, the Bank managed to boost the construction of "Employees' Mental Green Passage".



Employees in exercise



Sports competition by the Banking Department of Guangdong Branch



Emotion board in Guizhou Branch



EAP activities of Data Center (Beijing) of the Bank

### Case

The Bank cooperated with relevant organizations to hold blind date activities which were highly praised and attended by single employees. By the end of the reporting period, the "Only You" friend-making platform system has been applied in 19 organizations, with 6,823 registered users, of which 939 were in search of friends, 386 were match makers and 35 successfully found their boy or girl friends.



"Only You" match-making activity held by the ICBC Data Center (Beijing)



Large blind date activity held by Shenzhen Branch

## Boosting Cultural Integration

The Bank has paid high attention to the integration of diverse cultures, recruited local employees, and established the exchange mechanism between overseas and domestic employees. In the reporting period, 16 overseas employees were sent to domestic institutions for better communication and mutual understanding. As at the end of the reporting period, local employees of overseas institutions of the Bank accounted for 93% of the total overseas employees.



The Bank has formulated the Anecdotes of Corporate Culture to interpret its concept of corporate culture

Taking into account cultural differences, the Bank has organized various corporate culture building activities to enhance the sense of belonging and recognition as well as the cohesiveness. It respected employees' religious freedom, paid attention to local customs, and propelled communication between employees with different cultural backgrounds by capitalizing on opportunities brought by celebrating traditional Eastern and Western holidays.



Birthday party for Brazilian employees



Warsaw Branch held Halloween pumpkin carving and Easter eggs drawing activity to promote cross-culture communication

### Case

Upholding the principle of understanding and respect, the executives of Vientiane Branch has paid visits to all local employees of overseas branches and invited their families to visit the branch to enhance staff cohesiveness, by which it has built a bridge of connection and communication to show care and responsibilities for employees with mutual consensus.

**63.46**

RMB 63.46 million contributed to charitable donations

**17.24**

RMB 17.24 million donated to the quake-hit Ya'an

**12**

Over RMB 12 million in all spent on poverty alleviation within the year

## Devoting to Public Welfare Giving Back to Society

Innovating Poverty Alleviation Modes

Spreading the Power of Love

Supporting Culture, Education and Sports

Promoting Volunteer Activities



Devoting to Public Welfare Giving Back to Society



Public welfare are the symbol of social progress and civilization advance and are the obligations that a corporate citizen should fulfill. During the reporting period, the Bank upheld the principle of "rooted in society, rewarding society and serving society", actively took part in charitable activities including disaster and poverty relief, culture and education, and volunteer services, paid back to society in diverse ways and enhanced the employees' awareness of community, responsibility and dedication. As of the end of 2013, the Group contributed an aggregate total of RMB 63.46 million to public welfare, in addition to the donations from individual employees.

## Innovating Poverty Alleviation Modes

12

Over RMB 12 million for poverty alleviation

During the reporting period, in order to help poverty-stricken areas achieve the goal of "supplying adequate food and clothing, accelerating poverty relief, improving ecological environment, enhancing development capacity and bridging the gap between the wealthy and poor", the Bank donated over RMB12 million for poverty relief and conducted a series of infrastructure construction projects in the fields of education and health in Nanjiang County, Tongjiang County and Wanyuan City, Sichuan Province, thus improving the sustainability of the locality and advancing the harmonious development of their economy and society. To let the employees understand the significance of the Bank's participation into poverty alleviation and actively participate in the targeted poverty alleviation, the Bank held the Picture Exhibition and printed the Picture Album of Eternal Care for Bashan - 17 Years of Targeted Poverty Alleviation Efforts of ICBC.

### Donation to construct teaching and apartment buildings

To improve the learning and living environment of the students, the Bank donated RMB4 million to support the Central Primary School of Longfengchang Town of Tongjiang County to construct a new apartment building with an area of 1,250 square meters, and to support Shitang School of Wanyuan City to build a teaching building with an area of 1,800 square meters and complete the campus wall renovation, playground hardening and other support projects. The entire project is expected to be completed in September 2014 and benefit 2,000 students.

### Campaigns to select outstanding rural teachers and support excellent poor college students

During the reporting period, the Bank donated RMB300,000 to 150 outstanding rural teachers who chose to work in the mountainous areas, and donated RMB1,684,800 to 356 excellent fresh college students from poverty-stricken households. So far, the Bank has accumulatively funded over 1,400 excellent underprivileged college students and awarded 890 outstanding teachers, providing strong support for the educational development of the three counties (cities).



The Bank awarded excellent college students from poverty-stricken mountainous areas of Nanjiang County and Tongjiang County



The Bank awarded outstanding rural teachers of Wanyuan City

300000

RMB 300,000 awarded to 150 outstanding rural teachers who chose to work in the mountainous areas

### Donating quilts and school bags

To improve the accommodation of students, the Bank donated RMB2.15 million and conducted the "Nesting Project" together with China Foundation for Poverty Alleviation in 2012. One student apartment building was constructed in each of the three poor counties (cities) and was delivered for use during the reporting period. The Bank also donated RMB208,000 to buy quilts and other winter-weight materials to nearly 700 resident students of the three schools. Besides, the employees of the Bank donated nearly RMB30,000 to buy "care schoolbags" for 235 students of Dongxi Primary School of Tongjiang County.

### Carrying out "ICBC Charity · Bring Eyesight to Patients" project

In 2007 and 2008, the Bank donated RMB1.7 million to launch the "Bring Eyesight to Patients" project which helped 1,700 impoverished patients recover from cataract.

During the reporting period, the Bank donated another RMB2.4 million to help the China Foundation for Disabled Persons for free surgeries on all of the 2,400 impoverished cataract patients.

### Donation to construct a new inpatient building at the central clinic of Guangwushan Township

The central clinic of Guangwushan Township offers public health and basic medical services for 35,000 residents of neighboring villages and provides first aid service, emergency treatment, infectious disease prevention and control as well as daily medical care for more than 100,000 tourists each year. To improve medical facilities and address the shortage of medical rooms, the Bank donated RMB2 million to help the clinic construct a new inpatient building with an area of 800 square meters. The project is to be completed in October 2014. The building, after being into use, will meet the inpatient needs of 10,000 persons each year.

### Expanding the "Safety of Mothers and Babies 120" campaign

From 2009, the Bank conducted, together with China Foundation for Poverty Alleviation, the "Safety of Mothers and Babies 120" campaign in the three counties (cities) to help pregnant women in poverty with hospital delivery. During this reporting period, the Bank increased the funds to RMB1.2 million, providing 2,000 high-risk pregnant women in poverty with hospital delivery subsidy. As of the end of the reporting period, 5,500 women in the three counties (cities) benefited from the project, reducing infant and maternal mortality rate considerably.

5500

Benefiting 5,500 poverty-stricken pregnant women in three counties (cities)

### Strengthening financial support

During the reporting period, the Bank accumulatively granted loans of RMB500 million to targeted poverty relief areas to support the local industrial development, tourism, urban infrastructure and highway construction projects and provided support for a number of agricultural products deep processing enterprises and small and micro enterprises that are able to drive the development of the sector and generate considerable economic profits, thus laying a foundation for poor counties to eradicate poverty.

500

Loans totaling RMB 500 million granted to targeted poverty relief areas

## Spreading the Power of Love

### Supporting the post-disaster reconstruction of Ya'an City

**17.24**

The Bank donated RMB 17.24 million (including RMB 2.24 million donated by individual employees) to the quake-hit Ya'an City

On April 20, 2013, a 7.0-magnitude earthquake struck Ya'an City, Sichuan Province. The Bank promptly initiated the earthquake relief contingency plan, and around 9 am. on April 21, all of the 17 outlets in Ya'an resumed business. To enhance financial service capacities for the quake-hit area, the "tent bank" and "canopy bank" were opened to the public successively. On the same day when the quake struck, the Bank opened emergency cards for the rescue troop to ensure that the needs for emergency financial services such as relief funds allocation and remittance and cash withdrawal could be met. After the disaster, the Bank granted loans of RMB3,199 million to 66 corporate customers in Ya'an and loans of RMB358 million to 1,293 individual customers, making great contribution to the recovery of its economic vitality and the relief of disaster-stricken residents.

In addition, the Bank actively carried out earthquake relief charity activities which raised RMB17.24 billion (including RMB2.24 million donated by employees) for Ya'an. It assigned dedicated persons to help receive donations of RMB480 million in total at Sichuan Provincial Charity Foundation and other donation sites, thus showing generous love to help quake-stricken people get through the difficulty.



"Canopy bank" of Lushan Sub-branch of Sichuan Branch



"Canopy bank" of Lushan Sub-branch of Sichuan Branch

### Case

After the Ya'an earthquake, ICBC-AXA, a subsidiary of the Bank, donated RMB900,000. The "senior high school students from self-improvement class" project was launched jointly with China Foundation for Poverty Alleviation. In the three years from 2013, ICBC-AXA would fund a total of 150 poverty-stricken students to continue their study at senior high school.



"ICBC-AXA: 2013 New Great Wall senior high school students from self-improvement class" was opened in No. 2 Senior High School of Hanyuan County, Ya'an City

### Poverty alleviation and eyesight recovery undertakings

During the reporting period, the Bank donated another RMB2 million to the Foundation for Lifeline Express for free surgeries on 1,094 impoverished cataract patients in Lvliang, Shanxi Province. As of the end of the reporting period, the Bank accumulatively donated

RMB 14.1 million and helped nearly 6,000 poverty-stricken patients in Sichuan, Guizhou, Yunnan and Shanxi recover from cataract. In addition, during the reporting period, the Inner Mongolia Ophthalmic Surgery Training Center and Yunnan Chuxiong Cataract treatment Center, which were established by the Bank in 2011 and 2012 respectively, organized six sessions of ophthalmology training for 320 ophthalmic surgeons at different levels and performed 300 surgeries free of charge or at lower expenses on impoverished cataract patients.



Staff of the Bank visited cataract patients carried out surgeries

### The 4th "ICBC Cup" national competition in innovative design of banking products by college students

During the reporting period, the Bank and the University of International Business and Economics jointly held the 4th "ICBC Cup" National Competition in Innovative Design of Banking Products by College Students. The event attracted over 4,500 student participants from more than 420 colleges, and received 792 entries in total. This event provided students a platform to conduct social practices and to exhibit their social values. Also, the simulative precious metal trading competition, a creative initiative of the event, attracted nearly 10,000 students from more than 100 colleges, playing an active role in encouraging college students to build up financial innovation interest and stimulate financial innovation ability.



The 4th "ICBC Cup" national competition in innovative design of banking products by college students kicked off

### College students entrepreneurial and practice base

During the reporting period, Jiangxi Branch participated in the "Shining with Youth, Realizing Dreams" finance forum campus activities which attracted over 300 young entrepreneurs from Jiangxi University of Finance and Economics and other local organizations. The event helped college students better understand enterprises and society, enhanced their entrepreneurial awareness and improves their entrepreneurship. In addition, Jiangxi Branch signed the agreement on "college students entrepreneurial and practice base" with Jiangxi University of Finance and Economics, building a bridge for college students to conduct social practice.

### "Care for migrant workers, let future stars shine"

Since 2010, ICBC-AXA has twinned with migrant children at Wenhui Primary School of Minhang District, Shanghai and given them care, accompany and assistance on absence of their parents. During the reporting period, by organizing a variety of activities such as spring outing, art exhibition experience, safety and health micro-class and pottery art experience, ICBC-AXA helped the children build up confidence and encouraged them to show their individual personalities so that they can grow up happily and healthily.



In March 2013, employees of ICBC-AXA had an outing in spring titled "Future natural stars" with children of migrant workers



ICBC-AXA organized the "Singer in my eye" activity with special teenagers

### "My Festival, My Say" activity

To celebrate the Children's Day, Yunnan Branch staged the "My Festival, My Say" themed activity, inviting local customers to attend by household. Professional bakers were invited to teach children to make cakes by themselves. Children from over 60 households celebrated a pleasant and memorable Children's Day.



Yunnan Branch organized the "My Festival, I Say" themed activity for children

### "Happy Ningbo, Flight Home"

Ningbo Branch joined the "Happy Ningbo, Flight Home" care for outstanding migrant workers program in 2011 and 2012 and helped a total of 720 non-residents working in Ningbo return home by plane free of charge. During the reporting period, Ningbo Branch helped another 2,000 workers with free flight back home before the eve of the Chinese New Year.



Ningbo Branch helped non-residents working in Ningbo get free flight home

### "Tomorrow will be better"

During the reporting period, ICBC (Indonesia) organized "Tomorrow will be better" serial public welfare activities including donating sport equipment, popularizing waste recycling knowledge, breaking the fast with orphans, and surviving skills development training. It was awarded the "First Prize for Social Responsibility". The award was granted jointly by the Economic Review magazine, local influential business media, and Indonesia Banking Association.



An employee of ICBC (Indonesia) made batik fabric with an orphan of DILTS



Employees of ICBC (Indonesia) celebrated the New Year with children from the orphanage

## Supporting Culture, Education and Sports

The "2013 Splendid Dream" children creative art competition launched by the Bank aimed to encourage children to draw the world in their heart and produce outstanding works into growth cards. The competition has been held for five years, attracting a large number of children and winning great acclaim from schools, teachers and parents. Nearly 200 kinds of growth cards have been produced.



Shanghai Branch held the "2013 Splendid Dream" children creative art competition

Anhui Branch and a hospital affiliated to a local medical school jointly launched the Bank-Hospital Card program, which was officially open to public during the reporting period. This is the first Bank-Hospital Card program that has been successively operated in northern Anhui Province. It has effectively improved the environment and the order of medical services and brought great convenience to the patients.

Gansu Branch supported the "Touch Gansu · Top Ten Outstanding Persons" selection program for the fifth year and launched the first "ICBC Cup 'Chinese Dream, My Dream' composition competition" open to primary and middle school students in Gansu Province. Shanghai Branch provided financial support for the Shanghai Art Fair for the fourth year, sponsored the Shanghai Peony Award for Natural Science for six years in a row, and supported the 2nd "Shanghai Top Ten Outstanding Young Business persons" selection.



Shanghai Branch supported the Shanghai Art Fair for the fourth year



Fujian Branch held the emcee competition

## Promoting Volunteer Activities

### "Join hands with you, Love lights hope" education aid program

During the reporting period, Guangdong Branch conducted the education aid program at Fengxia Middle School of Qingyuan City. The middle school was founded by Chen Fengxia, Ambassador of the National Young Volunteers. Its students are mainly children of migrant workers and from rural households. Now there are more than 200 poor students in the school. During their visit to the school, the volunteers not only donated sport equipment, stationeries and other materials but also performed scene play which improved the communication and ties with the children.



Volunteers from Guangdong Branch were performing scene play for children



Dedicating to Public Welfare Giving Back to Society

### Dream Study

On May 30, 2013, the "Set Sail – Dream Study Program" was officially launched by volunteers from Zhejiang Branch. The program aims to build studies for ten schools in poverty-stricken mountainous areas and migrant student schools in Wenzhou in three years. Four studies in the first phase of the program were all completed and put into use during the reporting period. More than RMB100,000 was used to buy books, desks, chairs and computers for each study, which improved the learning environment of poverty-stricken schools.



Launch ceremony of the "Set Sail – Dream Study Program" by Zhejiang Branch

### "Caring for Special Children" activities

During the reporting period, the Bank organized a series of "Caring for Special Children" activities such as "Extending warmth and love", "Be a volunteer teacher one day", "Care with voluntary work", "Donation to support education", and "Art spreads love, Let dreams fly on Children's Day". The bank donated a number of books, learning disks, toys and articles for daily use and enabled the children to feel warmth and happiness in the community.



The Software Development Department organized a series of "Caring for Special Children" activities



The Bank organized the "Join Hands, Grow Together" special children care activities



Volunteers from Hebei Branch visited handicapped children at the orphanage and special schools

### "Caring for the seniors" activities

On the occasion of the Double Ninth Festival, ICBC-AXA launched the "Caring for the seniors" volunteer activities in Yile Village Nursing Home. Volunteers chatted with the seniors, did hand exercise and folded paper with them. The aged there had a pleasant weekend with the company of volunteers.



ICBC-AXA launched volunteer activities for elderly persons in the retirement room

On the occasion of the Mid-Autumn Festival, Yunnan Branch extended care and blessings to the seniors at Zhonghe Township Nursing Home of Jinning County. Employees also went to the Huamushan Forest Farm of Longhai Township, listened to the 30-year forestation and forest protection initiative of Wang Xiaomiao and seven other seniors of Shudapeng Village of Longhai Township, Luliang County, an old liberated base, and celebrated the festival together with the seniors.



Yunnan Branch organized a series of caring for the elderly activities

### "Opening up the world with ICBC"

During the reporting period, ICBC Thailand held "opening up the world with ICBC" campaign, and accompanied the local 80 orphans to visit the Sea Turtle Rescue Center, and HTMS Chakri Naruebet R-911 Aircraft carrier, then brought gifts and delicious meals for the children. Moreover, by the chance of the Children's Day in Thailand, ICBC Thailand volunteers visited the local orphanages' children, donated sports equipment and daily necessities for the children, let the children enjoy a happy festival.



ICBC (Thailand) held "Opening up the world with ICBC" campaign

### "Warming the soul with the sound, seeing the world with the heart"

After becoming the volunteer organization of the Beijing "Hongdandan" charity organization, the Beijing West Railway Station Branch of the Bank carry out "Warming the soul with the sound, seeing the world with the heart" campaign, telling the movie story to blind persons, playing audio books recorded training activities, fun games, and etc., these activities opened these blind persons' hearts.

ICBC (Thailand) held "Opening up the world with ICBC" campaign



Tibet Branch visited the orphanage



Employees of Liaoning Branch donating blood



the employees and their families of ICBC (Macau) participated in Macau thirtieth Millions Walking Activity



ICBC (Asia) actively raised money for charity



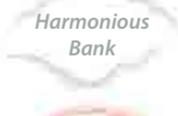
ICBC (USA) participated in "Go for love road" walking activity



# Outlook

The year 2014, as a year critical to fully implementing the plan released at the Third Plenary Session of the 18th Communist Party of China (CPC) Central Committee and deepening reforms, sees both opportunities and challenges. While global economy is undergoing fundamental changes, domestic economy is slowing steadily, industry transformation and upgrading are a matter of great urgency and economic restructuring remains a difficult and time-consuming process. China's banking industry also faces such pressures as financial disintermediation, market-based interest rate and exchange rate reforms and tightening capital discipline, which pose unprecedented difficulties and challenges to future sustainable development.

Looking into 2014, the Bank will continue to play an active role in serving economy with financial services, step up supports for emerging industries, technological innovation, energy conservation and environmental protection and modern service and culture sectors, push forward "Green Credit" and strictly control lending to "energy-intensive industries, heavy-polluting industries and industries with overcapacities"; continue to provide stronger financial supports for micro-businesses, agro-related sectors and low-income housing projects; introduce innovative service modes, increase service efficiency, refine service framework and increase the coverage and quickness of financial services from a strategic perspective and in a detail-oriented approach, in an effort to meet diverse, modern financial service needs of the public; promote enterprises to grow in harmony with economic, social and environmental development and create a bright future in a responsible manner by building up wealth for the community, maintaining communication with stakeholders, creating value for shareholders and adding brightness to civilization.

 <p><b>Value Creator</b></p>	<p>Strengthen credit supports to strategic emerging industries, modern service industry, culture industry and individual customers</p> <p>Continue to increase the weight of SME loans, support the development of "agriculture, countryside and farmers" and enhance credit supports for ethnic group areas and different regions</p> <p>Move forward with the internationalization and integration strategies, and provide a full range of financial products for enterprises around the world</p>
 <p><b>Brand Builder</b></p>	<p>Popularize financial knowledge and foster customers' perception of rational financial consumption</p> <p>Improve service quality, value customer feedbacks, enhance customer satisfaction, protect legitimate rights and interest of consumers and continuously improve the customer experience mechanism</p> <p>Promote process reengineering, optimize business processes and accelerate outlet construction</p>
 <p><b>Green Bank</b></p>	<p>Promote "Green Credit", strictly control lending to "energy-intensive industries, heavy-polluting industries and industries with overcapacities", and enhance supports for green economy</p> <p>Promote efforts to build E-transaction channels, accelerate setup of ATMs and other self-service facilities, and speed up the promotion of E-banking and Internet banking</p> <p>Advocate green procurement, advance green office and seek to steadily reduce energy consumption per capita</p>
 <p><b>Creditworthy Bank</b></p>	<p>Promote the creditworthy commercial banking culture and strengthen management of internal control and compliance</p> <p>Perform anti-money laundering obligations actively and prevent the risk of financial corruption</p> <p>Continuously improve the comprehensive risk management system and move forward with internal audit management</p>
 <p><b>Harmonious Bank</b></p>	<p>Improve office environment and strengthen psychological counseling to keep employees healthy physically and mentally</p> <p>Expand career path and intensify training of employees</p> <p>Expand channels for involving employees in corporate management and corporate culture shaping</p>
 <p><b>Charity Bank</b></p>	<p>Actively carry out charitable programs and organize various volunteer activities at all levels across the Bank</p> <p>Move further forward with targeted poverty relief work in Sichuan and other regions</p> <p>Continue to support the healthy development of science &amp; technology, education, culture and sports sectors</p>

# Independent Limited Assurance Report

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

We were engaged by the Board of Directors of Industrial and Commercial Bank of China Limited ("ICBC") to provide limited assurance on the 2013 Social Responsibility Report of ICBC for the year ended 31 December 2013 ("the SR Report").

### Responsibilities of the Board of Directors

The Board of Directors of ICBC is solely responsible for the preparation and presentation of the SR Report, including the information and assertions contained within it, in accordance with the Global Reporting Initiative ("GRI")'s Sustainability Reporting Guidelines (G3.1) and disclosure recommendations of the following guidelines issued by the Shanghai Stock Exchange:

- ◆ Notice on Strengthening Listed Companies' Undertaking of Social Responsibilities and issuance of 'Guidelines on Environmental Information Disclosure by Companies Listed on the Shanghai Stock Exchange'
- ◆ Guidelines on Environmental Information Disclosure by Companies Listed on the Shanghai Stock Exchange
- ◆ Preparation and review of internal control report and social responsibility report (collectively known as the "SSE Guidelines").

The Board of Directors is also responsible for determining ICBC's objectives in respect of social responsibility performance and reporting, including identification of stakeholders and material issues that are relevant to these stakeholders; for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived; and for maintaining adequate records.

### Responsibilities of KPMG

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our work in accordance with International Standard on Assurance Engagements 3000: *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board.

That standard requires that we comply with the ethical requirements, including independence requirements of the IFAC (International Federation of Accountants) Code of Ethics for Professional Accountants, and plan and perform the engagement to obtain limited assurance about whether the SR Report, in the form and context in which it appears taken as a whole, is free from material misstatement, in so far as the information contained in the SR Report is not inconsistent with information made available to us at ICBC's Head Office.

Our independent limited assurance report is made solely to ICBC in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Board of Directors of ICBC those matters we have been engaged to state in this independent limited assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than ICBC for our work, for this independent limited assurance report, or for the conclusions we have reached.

### Summary of work performed

A limited assurance engagement on a SR report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the SR report, and applying analytical and other evidence gathering procedures, as appropriate. Our procedures included:

- ◆ Inquiries of management to gain an understanding of ICBC's processes for determining the material issues for ICBC's key stakeholders;
- ◆ Interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- ◆ Interviews with relevant staff at corporate and business unit level responsible for providing the information in the SR Report;
- ◆ A media analysis and an internet search for references to ICBC during the reporting period;
- ◆ Inquiries about the design and implementation of the systems and methods used to collect and process the information reported, including the aggregation of data into information as presented in the SR Report;
- ◆ Visits to sites operating in Hubei, Hunan, Guizhou, Malaysia and Indonesia, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria;
- ◆ Comparing the information presented in the SR Report to corresponding information in the relevant underlying sources to determine whether key information contained in such underlying sources has been included in the SR Report;
- ◆ Reconcile key financial data and figures with the audited financial statements;
- ◆ Reading the information presented in the SR Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of ICBC.

We did not perform attestation procedures on previous year data or comparative data disclosed in the SR report.

The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore, a lower level of assurance is provided. In addition, our work was not undertaken for the purpose of opining on the effectiveness of ICBC's systems and procedures.

### Conclusions

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the SR Report of ICBC for the year ended 31 December 2013 is not presented fairly, in all material respects, in accordance with the GRI's Sustainability Reporting Guidelines (G3.1) and the disclosure recommendations of the SSE Guidelines.

This is translation of the Chinese language version of the Independent Assurance Report. If there is any conflict in meaning between the Chinese and English versions, the Chinese version will prevail.

**KPMG Huazhen (Special General Partnership)**  
Beijing  
27 March, 2014

## GRI Index

	No.	Contents	Pages	
<b>Strategy and Analysis</b>	1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy	P3,P5	
	1.2	Description of key impacts, risks, and opportunities	P7,P72	
	2.1	Name of the organization	P12	
<b>Organizational Profile</b>	2.2	Primary brands, products and services	P12	
	2.3	Operational structure of the organization	P15	
	2.4	Location of organization's headquarters	back cover	
	2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	P12	
	2.6	Nature of ownership and legal form	P12	
	2.7	Markets served	P12	
	2.8	Scale of the reporting organization (including number of employees, net revenues and total capitalization)	P8,P9	
	2.10	Awards received in the reporting period	P12,P14,P35	
	<b>Report Parameters</b>	3.1	Reporting period for information provided	back page
		3.2	Date of most recent previous report	back page
3.3		Reporting cycle	back page	
3.4		Contact point for questions regarding the report or its contents	back page	
3.5		Process for defining report content	back page	
3.6		Boundary of the report	back page	
3.7		State any specific limitations on the scope or boundary of the report	back page	
3.9		Data measurement techniques and the bases of calculations	back page	
3.12		Table identifying the location of the Standard Disclosures in the report, identify the page numbers or web links	back page,P74,P75,P76	
3.13		Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	back page,P73	
<b>Governance</b>		4.1	Governance structure of the organization	P14,P15
		4.2	Indicate whether the Chair of the highest governance body is also an executive officer For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or nonexecutive members	P14
		4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-exective members	P14
	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	P14,P16,P17	
	4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	Refer to AR	
	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	P7,P13	

	No.	Contents	Pages
<b>Governance</b>	4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance	P14
	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	P16,P17
	4.13	Memberships in associations (such as industry associations) and/or national/ international advocacy organizations	P12
	4.14	List of stakeholder groups engaged by the organization	P16,P17
	4.15	Basis for identification and selection of stakeholders with whom to engage	P16,P17
	4.16	Approaches to stakeholder engagement	P16,P17
	4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	P16,P17
<b>Economic Performance</b>	EC1	Direct economic value generated and distributed	P9,P56,P64
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	P72
	EC3	Coverage of the organization's defined benefit plan obligations	P56,57,58,59,60
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	P51
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	P61
	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	P64-71
	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	P50,P51
	EN1	Materials used by weight or volume	P9
	EN4	Indirect energy consumption by primary energy source	P9
<b>Environmental Performance</b>	EN5	Energy saved due to conservation and efficiency improvements	P9
	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	P38-45
	EN7	Initiatives to reduce indirect energy consumption and reductions achieved	P38-45
	EN8	Total water withdrawal by source	P9
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	P38-45
	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	P38-45
	EN30	Total environmental protection expenditures and investments by type	P38-45
	LA1	Total workforce by employment type, employment contract, and region	P56
	LA2	Total number and rate of employee turnover by age group, gender, and region	P56
	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	P56-60
<b>Social Performance</b>	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	P56-60
	LA10	Average hours of training per year per employee by employee category	P58,P59

## Table of Social Responsibility Performance Contrast with the Ten UNGC Principles

No.	Contents	Pages
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	P58,P59
LA12	Percentage of employees receiving regular performance and career development reviews	P58,P59
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	P56
LA14	Ratio of basic salary of men to women by employee category	P56
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	P58,P59
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	P57
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities	P64-71
SO2	Percentage and total number of business units analyzed for risks related to corruption	P53
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	P53,P09
SO4	Actions taken in response to incidents of corruption	P53
SO5	Public policy positions and participation in public policy development and lobbying	P20-25
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	P48,P49,P50
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications	P48-50
FS1	Policies with specific environmental and social components applied to business lines	P38-45,P64-71
FS2	Procedures for assessing and screening environmental and social risks in business lines	P38-42
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	P38-42
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	P38-45,P64-71
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	P16-17
FS6	Percentage of the portfolio for business lines by specific region, size and by sector	P20-25
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	P20-25
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	P38-41
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	P38-45
FS13	Access points in low-populated or economically disadvantaged areas by type	P20-25
FS14	Initiatives to improve access to financial services for disadvantaged people	P20-25
FS15	Policies for the fair design and sale of financial products and services	P28-31,P48-51
FS16	Initiatives to enhance financial literacy by type of beneficiary	P49,P67

### Social Performance

### Financial Services Sector Supplement

Ten UNGC Principles	Social Responsibility Performance in 2013
1 <b>Businesses should support and respect the protection of internationally proclaimed human rights.</b>	The Bank has been people-oriented and strives to strictly observed laws, regulations and rules of China and other countries where it operated, entered into employment contracts with all of its employees, fully paid employee'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 <b>Make sure that they are not complicit in human rights abuses.</b>	The Bank strived to abide by international conventions or practices signed or recognized by the state, including the Universal Declaration of Human Rights.
3 <b>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</b>	The Bank improved the system of employee representatives' meeting to listen to all employees' voices and protect their right to know, participate and supervise. All branches and subsidiaries of the Bank have their own labor unions and all employees are members of labor unions.
4 <b>The elimination of all forms of forced and compulsory labor.</b>	The Bank signed employment contracts with its employees in compliance with the Law of the People's Republic of China on Employment Contracts and other relevant laws and regulations. It also made efforts to fully protect 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 <b>The effective abolition of child labor</b>	The Bank strictly prohibited child labor.
6 <b>The elimination of discrimination in respect of employment and occupation</b>	The Bank respected employees' religious belief freedom and individuality and strived to eliminate any discrimination on the basis of race, gender, country, culture, age and others. The Bank also endeavored to treat all employees fairly and impartially throughout recruitment, job transfer, compensation, career development and leaving management.
7 <b>Businesses should support a precautionary approach to environmental challenges.</b>	The Bank actively responded to climate changes by willingly assuming responsibility for international environment, establishing a sound mechanism for comprehensive management of environmental protection and using the financial lever to help get rid of dependence on traditional development mode and promoting economic restructuring.
8 <b>Businesses should undertake initiatives to promote greater environmental responsibility.</b>	The Bank improved its green credit policies and procedures, established an accountability mechanism for green credit and strengthened credit risk management of enterprises with backward production capacity and heavy metal pollution. The Bank implemented the "one-ballot veto" rule for lending to root out the causes of environmental pollution and fully supported the eco-friendliness drive.
9 <b>Businesses should encourage the development and spread of environmentally friendly technologies.</b>	The Bank gave priority to green credit projects in such fields including new energy, energy conservation and comprehensive utilization. The Bank also intensified its efforts in innovating green credit products related to carbon emission and energy conservation. As at the end of the reporting period, the number of environment-friendly and environmentally eligible customers and the outstanding loans to them accounted for above 99.9% of total domestic corporate customers and total outstanding loans to them, respectively. The Bank also promoted paperless, energy-efficient E-banking leveraging on its leading technological strengths, with the E-banking transactions accounting for 80.2%.
10 <b>Businesses should work against corruption in all forms, including extortion and bribery.</b>	In accordance with the guideline of "combating corruption in an integrated way, addressing both its symptoms and root causes, and combining punishment with prevention while focusing on the latter", the Bank pressed forward with anti-corruption work focused on improving the corruption control and prevention system. During the reporting period, the Bank organized 16,103 anti-corruption training sessions involving over 1.2 million employee participants, released 9,354 activity bulletins and published 25,117 activity briefings online.

## Feedback Form

Thank you for reading the 2013 Corporate Social Responsibility Report of Industrial and Commercial Bank of China Limited. ICBC has published Corporate Social Responsibility Reports for consecutive seven years. In order to better satisfy your need, provide more valuable information for you and the interested parties, improve our performance of corporate social responsibility and enhance our ability to fulfill our social responsibility, we sincerely hope that you would provide your valuable opinions and feedback regarding this report to us via the following means:

Fax: (8610) 66106336

E-mail: [csr@icbc.com.cn](mailto:csr@icbc.com.cn)

Address: No. 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC

Corporate Strategy and Investor Relations Department

Post code: 100140

1、What is your overall evaluation for the report?

Very good  Good  General  Poor

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

Very good  Good  General  Poor

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

Very good  Good  General  Poor

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

Very good  Good  General  Poor

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

Very good  Good  General  Poor

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

Very good  Good  General  Poor

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

Very good  Good  General  Poor

What is your opinions and suggestions on corporate social responsibility of ICBC and this report?

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

## Introduction

### i. Scope of the Report

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

**Reporting period:** January 1, 2013 – December 31, 2013

**Reporting cycle:** Annual.

### ii. Preparation Principle of the Report

This Report is prepared with reference to the "Sustainable Development Reporting Guidelines" of Global Reporting Initiative (GRI 3.1) and the Financial Services Sector Supplemental Guidelines, the Ten United Nations Global Compact (UNGC) Principle and meets the requirements set out in the "Opinions concerning Enhancing the Social Responsibility of Banking and Financial Institutions" issued by China Banking Regulatory Commission, the "Guidelines for Corporate Social Responsibility of Chinese Banking and Financial Institutions" released by China Banking Association, the "Guidelines of Shanghai Stock Exchange for Environmental Information Disclosure of Listed Companies" promulgated by the Shanghai Stock Exchange and the Guideline for the Preparation of the "Report on Performance of Corporate Social Responsibility".

### iii. Explanations for Report Data

Financial data of the report are from the 2013 financial statements prepared pursuant to International Financial Reporting Standards, which have been independently audited by KPMG Huazhen (Special General Partnership). Other data are mainly of the year 2013, but also include some data of the prior years. The units in this report, unless otherwise specified, are denominated in RMB.

### iv. Assurance Approach of the Report

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

### v. Release and Interpretation of the Report

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

### vi. Contact

Corporate Strategy and Investor Relations Department  
Industrial and Commercial Bank of China Limited

Address: No. 55 Fuxingmennei Avenue, Xicheng District, Beijing, 100140, PRC

Tel: 86-10-66105183

Fax: 86-10-66106336

E-mail: [csr@icbc.com.cn](mailto:csr@icbc.com.cn)