



2025

Sustainability Report

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Corporate Introduction

China Construction Bank Corporation, headquartered in Beijing, is a leading large-scale commercial bank in China. Its predecessor, People's Construction Bank of China, was established in October 1954. It was listed on The Stock Exchange of Hong Kong Limited (SEHK) in October 2005 (stock code: 00939) and the Shanghai Stock Exchange in September 2007 (stock code: 601939). At the end of 2025, the Bank's market capitalisation was approximately USD265,545 million, ranking 7th among all listed banks in the world.

The Bank provides customers with comprehensive financial services, including corporate banking business, retail banking business, treasury and asset management business and others, serving 785 million personal customers and 12.73 million corporate customers. Moreover, it has subsidiaries in various sectors, including fund management, financial leasing, trust, insurance, futures, pension and investment banking. At the end of 2025, the Group had 378,344 staff members and 14,614 operating entities.

Introduction

China Construction Bank Corporation (hereinafter referred to as "CCB" or "the Bank") publishes the Sustainability Report (hereinafter referred to as "the Report") annually, which covers the period from 1 January to 31 December of each year. There are no significant changes in the method of obtaining and calculating the data for this annual report compared with the previous ones. The financial data of the report is derived from the audited annual A-share financial report.

The Board of Directors ("the Board") and all directors of the Bank guarantee that there are no false records, misleading statements or major omissions in the contents of the Report, and bear individual and joint responsibility for the truthfulness, accuracy and completeness of the contents.

Guidelines of the Report

The Report is compiled on the basis of the Shanghai Stock Exchange's *Guidelines for Self-discipline Regulation of Companies Listed on SSE No.14 — Sustainability Report (Trial)* (the "SSE Guidelines") and *Guidance on Self-discipline Regulation on Companies Listed on SSE No.4 — Compilation of Sustainability Report, as well as the HKEX's Environmental, Social and Governance Reporting Code (the "ESG Reporting Code")*. In the meantime, the Report is in line with requirements set out in the *Corporate Sustainability Disclosure Standards: Basic Standards (Trial)* and *Corporate Sustainable Disclosure Standard No. 1 – Climate (Trial)* issued by the People's Bank of China (PBOC), the *Opinions on Strengthening the Social Responsibility of Banking Financial Institutions* and the *Green Finance Guidelines for Banking and Insurance Industries* issued by the National Financial Regulatory Administration (the NFRA; formerly known as the China Banking and Insurance Regulatory Commission), the *Standards for the Contents and Formats of Information Disclosure by Companies Offering Securities to the Public No.2: Contents and Formats of Annual Reports* issued by the China Securities Regulatory Commission (CSRC), and the *Guidelines for Corporate Social Responsibilities of China's Banking Financial Institutions* issued by the China Banking Association (CBA).

Principles behind the Compilation of the Report

The Report follows the principles of materiality, quantification, balance, and consistency.

Materiality ▶▶ The Bank assesses the materiality in line with the *ESG Reporting Code* and based on stakeholders' concerns. Such work includes identifying ESG issues and evaluating the materiality of such issues. For details, please refer to the section "Identification and Analysis of Material Issues".

Quantification ▶▶ By adopting applicable quantitative criteria and practices, the Report measures and discloses the key performance indicators (KPIs) using quantitative methods. For details, please refer to the "ESG Data Sheet and Notes". Some data and indicators have already disclosed in the Bank's Annual Report and are therefore not repeated in the Report.

Balance ▶▶ The Report objectively and neutrally discloses the qualitative and quantitative information of the Bank on material ESG issues.

Consistency ▶▶ The Report is prepared in the same way as previous ones and ensures that quantitative data is consistent and comparable. When the extended disclosure of data brings changes in the statistical method for disclosure, related explanations will be reported along with the data disclosure of the period.

Coverage of the Report

Unless otherwise stated, the scope of the Report covers the ESG performance of the entire CCB Group, including the Head Office and its affiliated branches/subsidiaries at home and abroad.

Assurance Method

Ernst & Young Hua Ming LLP conducted an independent and limited assurance of the Report prepared by the Bank in accordance with the ESG Reporting Code of the HKEX and the disclosure requirements of the SSE Guidelines.

Access to the Report

The printed version of the Report can be found at the Party Committee Publicity Department (Public Relations & Corporate Culture Department) of the Bank. The electronic version can be downloaded from the Bank's website. The Report is prepared in simplified Chinese and is also available in English. In the event of any discrepancies among the three versions, the Chinese version shall prevail.

https://en.ccb.com/eng/ccb_today/corporatesocial/index.shtml

Contact

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More Information

For more sustainability information on the Bank, please visit https://en.ccb.com/eng/esg/ccb_home/index.shtml

Chairman's Statement

2025 was a pivotal year, marking the conclusion of China's 14th Five-Year Plan and the formulation of its 15th Five-Year Plan. At this historic juncture, CCB, staying true to its founding mission and guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, has taken General Secretary Xi Jinping's important instructions on enhancing the "Three Capabilities" in serving national construction, preventing financial risks, and participating in international competition as its fundamental guideline. We have advanced with the times through reform and innovation, tirelessly driving China's strength in finance and serving Chinese modernisation.

We remained committed to serving the real economy as our primary responsibility, pursuing intensive and high-quality development. Our focus was on supporting the building of a modern industrial system, developing new quality productive forces, nurturing a strong domestic market, and expanding high-standard opening-up, striving to become a leader and model in serving Chinese modernisation. Adhering to the fundamental purpose of financial work, we achieved a sound expansion in the scale of our business by effectively improving its quality, with equal attention to scale expansion and quality improvement while driving national development. In our endeavour to become a leader in technology finance, we have built a financial service system covering the entire chain of integrated R&D and industrial development to help China achieve greater self-reliance and capacity in science and technology, as made apparent by our tech loan balance of RMB5.25 trillion that served 317,200 enterprises. We steadily advanced integrated domestic- and foreign-currency operations across onshore and offshore markets, built comprehensive overseas service platforms for Chinese enterprises going global, and continuously augmented our capabilities in international competition.

We remained committed to green development and ecological conservation. As a pioneering pathfinder for green financial services in China, we unwaveringly take practical action on the principle that lucid waters and lush mountains are invaluable assets. We enhance our ecological commitment through green finance and have established a multi-level, broad-coverage, sustainable system of green financial services to promote the harmonious coexistence of humanity and nature. Focusing on key links such as carbon emissions reduction, pollution control, green development, economic growth, as well as key areas of clean energy, energy conservation, and environmental protection, we have consistently boosted financial supply and leveraged our strengths in comprehensive services to facilitate targeted resource alignment, achieving a green loan balance of RMB6 trillion and an underwriting volume for green and sustainable development bonds (domestic and overseas) of RMB499.7 billion. We continued to introduce green financial products and actively developed transition finance business with over 23 million personal carbon accounts and 1,881 designated green outlets.

We remained committed to our original aspiration of serving the people and pooling resources to make their lives better. Meeting people's desire for a better life is an immutable goal of our work. We strongly believe that financial work should be focused on improving people's lives and thus take specific action in that aspect. Over the past year, we have continuously worked to expand the volume of inclusive finance and improve its quality and efficiency, thoroughly integrating online and offline service models and achieving a loan balance to micro and small enterprises of RMB3.83 trillion. We continued to refine our business layout and maintained a leading position in the number of personal pension accounts opened, allowing our pension fund custody scale to hit RMB2.06 trillion with 511 outlets specialising in pension finance. We further served the development of rural industries and new urbanisation and contributed to the beautiful and harmonious development of rural areas for people to live and work in, reaching a loan balance of RMB6.10 trillion in counties. We advanced digital and intelligent transformation, enabling financial services to transcend the barriers of time and space and providing people-centred, in-depth comprehensive services for different groups. We actively participated in public welfare and charitable causes, giving back to society to enhance people's well-being through a total of RMB136 million in donations for the year.

Steadfast in our pace, we fulfilled our corporate social responsibilities and persisted in sustainable development. We continuously honed the professionalism of our corporate governance and integrated ESG principles into our operations and management to ensure not only financial but also social benefits. Our MSCI ESG rating held steady at AAA. By keeping worst-case scenarios in mind, we enhanced our development capacity while preventing risks. We comprehensively strengthened our risk management network, made steady progress in building an intelligent risk control system, and maintained stable asset quality. We fully held to the financial culture with Chinese characteristics, such as by organising a bank-wide campaign about learning from Zhang Fuqing—a revolutionary hero and CCB retiree who was awarded the Medal of the Republic—to foster the correct view of performance among employees. We value, trust, and rely on every employee. Guided by our talent development strategy, we continuously improve our training system, covering the entire career development process of our employees. The door of the CCB Party Committee is always open to them, and they are encouraged to speak their minds freely and contribute fresh and pragmatic insight for the consideration of those at the Head Office.

Looking ahead to 2026, CCB will keep its development aligned with that of the national economy, remain cognisant of the political significance of work in the financial realm and its importance to the interests of the people, focus on intensive, high-quality development, advance the transformation towards integrated comprehensive operations, continue to excel concerning the "Five Priorities" of finance, unswervingly follow the path of financial development with Chinese characteristics, and strive to write a new chapter of development in the 15th Five-Year Plan period.

Chairman **Zhang Jinliang**

China Construction Bank Co., Ltd.

Highlights in 2025

Sharing diversified value

- ▶ CCB employed a workforce of **370,000** and operated **14,000** institutions worldwide.
- ▶ The CCB Mobile Banking and “CCB Lifestyle” App registered **546** million users.
- ▶ CCB had close to **14,000** outlets providing professional inclusive finance services.
- ▶ CCB built **511** “Jiayang’an” pension finance outlets.
- ▶ The balance of technology loans was RMB**5.25** trillion, serving **317,200** enterprises.
- ▶ The balance of loans to core sectors of the digital economy was RMB**891.926**billion.
- ▶ CCB set up **13,700** “Workers’ Harbour” stations that served **364** million people cumulatively.
- ▶ The “Financial Literacy Promotion” programme offered a total of **96,000** training sessions to **8.56** million small and micro business owners, farmers, etc.
- ▶ The “CCB Learning” platform registered over **2.5** billion visit counts.
- ▶ CCB donated RMB**136** million to public welfare for the year.
- ▶ Employees provided approximately **440,000** hours of volunteer services for the year.

Helping improve people's well-being

- ▶ The balance of inclusive loans extended to small and micro enterprises hit **RMB3.83** trillion, up **12.37%** from the beginning of the year, which served **3.69** million loan customers.
- ▶ The "CCB Huidongni" integrated eco-service platform accumulatively served more than **26.6** million personal customers and over **15.74** million corporate customers.
- ▶ The balance of agriculture-related loans totalled **RMB3.71** trillion, and that of county-area loans exceeded **RMB6.10** trillion.
- ▶ The "Yunongtong" platform served over **76.21** million farmers cumulatively. The "Yunongtong" service stations handled more than **100** million transactions of various types during the year. The credit extended through the "Yunongtong" App exceeded **RMB481.7** billion.

Promoting low-carbon transformation

- ▶ The balance of green loans amounted to **RMB6** trillion, marking an increase of **20.54%** from the beginning of the year.
- ▶ Throughout the year, the Bank underwrote **164** tranches of green and sustainability-linked bonds at home and abroad, with an issuance volume of **RMB499.7** billion.
- ▶ The Bank cumulatively carried out more than **200** green bond investments and transactions, with investments in green fields surpassing **RMB270** billion.
- ▶ The number of personal carbon account users exceeded **23** million.
- ▶ The Bank consistently promoted the development of green outlets and built and opened **1,881** green outlets in total.

Strategy

Advancing the “Five Priorities” to Build China into a Financial Powerhouse

Technology finance

forging ahead to build CCB into both a leading bank and the bank of first choice

CCB has built “Shanjiankeji”, a technology finance service system aligned with sci-tech innovation, fully implementing trio solutions as a full-lifecycle sci-tech service provider, a partner supporting the entire growth journey of sci-tech innovation entities, and a comprehensive, full-service hub with a sci-tech innovation ecosystem. The “Shanjiankeji” financial service system covers the full lifecycle of enterprises and technologies, encompassing the ten core functions of equity, loans, bonds, insurance, leasing, guarantees, funds, matchmaking services, supply-chain finance, and incubation. Through these efforts, CCB fully devotes itself to the development of new quality productive forces and the building of a nation strong in science and technology. At the end of 2025, CCB’s outstanding technology loans reached RMB5.25 trillion, serving more than 317.2 thousand enterprises.

Green finance

expanding coverage and increasing scale to build CCB into a world-leading bank for sustainable development

Adhering to the core principles of holistic planning, prudent and orderly advancement, differentiated measures, and innovation-driven development, CCB has consistently implemented the *Guidelines on Vigorously Developing Green Finance*, the *Strategic Plan for Developing Green Finance (2022-2025)*, and other relevant working and strategic requirements to support green and low-carbon development. Focusing on key priorities such as business expansion, green transformation, and product innovation, the Bank continues to enhance its green finance product and service system, strengthen its comprehensive financial service capabilities, underpin the green transformation of regional development, increase financial support for green industries, and contribute to environmental pollution prevention and control as well as the low-carbon transition of economic and social development. At the end of 2025, CCB’s outstanding green loans totalled RMB6 trillion, accounting for 21.93% of all outstanding loans.

Inclusive finance

improving the quality and efficiency of delivering modern financial services to more households

CCB continues to advance innovation in its inclusive finance business model and promotes the targeted channelling of financial resources to key areas such as small and micro enterprises, thereby making every effort to develop inclusive finance. At the end of 2025, CCB’s outstanding inclusive loans to small and micro enterprises amounted to RMB3.83 trillion, serving 3.69 million loan customers. The “CCB Huidongni” platform, which provides ecosystem-based integrated services, cumulatively served more than 26.6 million individual users and 15.74 million corporate users. Drawing on the experience gained from the Green Rural Revival Programme, CCB has continuously improved its comprehensive rural revitalisation service system, and consolidated and expanded the achievements in poverty alleviation to effectively support rural revitalisation. At the end of 2025, the Bank’s outstanding agriculture-related loans reached RMB3.71 trillion, of which production and operating loans to rural households totalled RMB561,761 million.

Pension finance

upholding fundamental principles and breaking new ground to facilitate the high-quality development of the silver economy

With the goal of becoming a professional pension finance bank, CCB has refined its mechanism to systemically advance pension finance and promoted "Jiayang'an", its unified pension finance brand. Focusing on five major business scenarios, namely basic pension, annuities, private pension, institutionally managed pensions, and the silver economy, the Bank has optimised its service layout and innovatively introduced three major product lines, "Anxin", "Jianzao" and "Yiyang", to enhance people's well-being. At the end of 2025, the pension funds in custody stood at RMB2.06 trillion, and CCB Pension's second-pillar pension management services reached RMB0.72 trillion. The Bank established 511 pension finance outlets. CCB's personal pension business maintained a leading position in the industry, offering access to more than 250 investment products within personal pension accounts.

Digital finance

building momentum to accelerate digital and intelligent transformation

CCB has formulated and implemented the *Action Plan for Advancing "AI+" Initiatives*, under which artificial intelligence (AI) applications are being systematically developed across six key areas: channel services, customer management, product services, operation and management, business support and risk management. Large AI model technologies have been deployed at scale, empowering 398 application scenarios across the Group. At the same time, the Bank makes efforts to strengthen its heterogeneous computing power support and knowledge and data management framework, enhance its foundational technology and security capabilities, and build a solid foundation for the intelligent development of application scenarios. CCB has also developed a centralised and efficient direct-operation model to serve mass-market customers, with direct connections to more than 74 million customers. The Bank's outstanding loans to core industries of the digital economy amounted to RMB891.926 billion.

Technology finance

Technology loans reached RMB**5.25** trillion | Serving more than **317.2** thousand enterprises

Green finance

Outstanding green loans totalled RMB**6** trillion

Inclusive finance

Outstanding inclusive loans to small and micro enterprises amounted to RMB**3.83** trillion serving **3.69** million loan customers

The "CCB Huidongni" platform, which provides ecosystem-based integrated services, cumulatively served more than **26.6** million individual users and **15.74** million corporate users

Outstanding agriculture-related loans reached RMB**3.71** trillion

Production and operating loans to rural households totalled RMB**561,761** million

Pension finance

Pension custody reached RMB**2.06** trillion

The scale of second-pillar pension management services reached RMB**0.72** trillion

The Bank established **511** pension finance outlets

Offering access to more than **250** investment products within personal pension account

Digital finance

Large AI model technologies have been deployed at scale, empowering **398** application scenarios across the Group

With direct connections to more than **74** million customers

The Bank's outstanding loans to core industries of the digital economy amounted to RMB**891.926** billion

Identification and Analysis of Material Issues

CCB has proactively aligned with the sustainability disclosure requirements of the MOF, the SSE and the SEHK, deeply integrated the characteristics of the banking industry and its own operations, and incorporated the United Nations Sustainable Development Goals (SDGs) into its analytical framework to conduct prudent identification, analysis, and dual materiality assessment of key sustainability issues.

Establishment of a list of issues

To identify and define sustainability-related material issues, the Bank has established a systematic assessment process in strict accordance with national policy guidance and the requirements of regulators and exchanges and in light of its business strategy and stakeholders' core concerns. The process is systematically implemented in the following three aspects:

Establishing a routine policy-tracking mechanism. The Bank defines the scope of its sustainability value chain by including international and domestic macro-, meso-, and micro-level current policies, as well as medium- to long-term trend information, with a focus on ESG material issues. Within this scope, the Bank continuously monitors policy developments from government authorities, regulators, and international organisations. Through training, internal communications, and dedicated analyses, it ensures timely understanding and implementation of relevant policies. Furthermore, the Bank's disclosures are submitted regularly to the Board's special committees for review, forming effective closed-loop management.

Being grounded in business operations and governance practices. The Bank embeds sustainability concepts into its development strategy, risk management, and daily operations. Based on major decisions and plans reviewed by the Board and its special committees, the Bank identifies material issues in a science-based manner. Taking into account the characteristics of banking operations, the Bank focuses on the effectiveness of its practices in key areas such as technology finance, inclusive finance, green finance, pension finance, digital transformation, and data security, ensuring that the selected issues accurately reflect its business model and management priorities. Meanwhile, the Bank further translates the identified material issues into annual work plans and performance assessment indicators, implements them through a top-down mechanism, and, on this basis, prepares the annual sustainability report, comprehensively demonstrating the leading role of governance in sustainability.

Systematically engaging with stakeholders. The Bank has established ongoing communication mechanisms with a wide range of stakeholders, including government authorities, regulators, investors, customers, employees, and professional organisations, identifying and analysing material issues through due diligence. The Bank follows a structured process that includes identifying key stakeholders, designing and distributing questionnaires and determining stakeholder weightings to effectively consolidate stakeholders' concerns and compile results. On this basis, the Bank responds proactively through annual reports, periodic announcements, the ESG section on its official website, investor relations platforms, and professional publications, ensuring targeted and transparent information disclosure.

● [Communication with government authorities and regulators](#)

The Bank maintains close communication with government authorities and regulators, providing timely information and addressing their concerns through dedicated briefings, day-to-day interactions, and other channels. Meanwhile, the Bank actively implements government authorities' and regulators' requirements through work reports, on-site inspections, off-site supervision, workshops, and other relevant mechanisms. In doing so, the Bank improves its corporate governance in compliance with applicable laws and regulations, while strengthening comprehensive risk management to support stable operations.

● [Communication with shareholders/investors](#)

The Bank attaches great importance to communication with shareholders and investors. Through shareholders' meetings, Board announcements, periodic reports, results announcements and routine interactions, among other channels, it maintains information transparency. By enhancing sustainability capabilities, implementing comprehensive risk management, improving disclosure transparency and conducting regular roadshows, the Bank enhances investor confidence and maintains a strong market reputation.

● [Communication with customers](#)

The Bank prioritises customer communication. Through physical channels and online platforms, customer satisfaction surveys, and training and promotional activities, it has gained an in-depth understanding of customer needs. By strengthening consumer protection, enhancing customer experience, and promoting sci-tech innovation, the Bank continuously improves service quality and customer satisfaction.

● Communication with partners

The Bank maintains effective communication with partners through business exchanges, industry seminars, and supply-demand meetings to foster mutually beneficial relationships. By upholding the principles of integrity, trust and fair competition, enhancing procurement management, and strengthening supply chain management, the Bank maintains sound partnerships to jointly promote business development.

● Communication with employees

The Bank places great importance on employee communication, gaining insights into employee needs through channels such as the employee congress, employee surveys, and opinion solicitation and feedback. By revising policies, enhancing training frameworks, and strengthening employee care initiatives, the Bank improves employee satisfaction and sense of belonging, fosters harmonious labour relations, and promotes the shared development of employees and the Bank.

● Communication with the public and media

The Bank values communication with the public and media by releasing information in a timely manner and responding to their concerns through platforms such as its official website, Weibo and WeChat. By promoting financial awareness, undertaking public welfare and charitable activities, and participating in community development initiatives, the Bank enhances public financial literacy, builds a positive corporate image, and contributes to harmonious social development.

Through this multi-dimensional issue management approach, the Bank continuously enhances its sustainability performance, aligning responsible practices with value creation.

Building on the basic framework of the 21 issues set out in the SSE Guidelines, and taking into account its operational realities and business characteristics, CCB has identified and assessed the materiality of each issue and ultimately arrived at the following list of sustainability material issues:

Environmental issues	Social issues	Sustainability-related governance issues
Green finance and addressing climate change	Technology finance	Due diligence
Low-carbon operation	Inclusive finance	Communication with stakeholders
	Pension finance	Anti-commercial bribery and anti-corruption
	Digital finance	Anti-unfair competition
	Consumer protection	Operational compliance
	Data security and customer privacy protection	Operational continuity
	Employee development	
	Community public welfare	

Notes:

①The issues related to low-carbon operation in the banking industry, as defined by the SSE, include pollutant discharge, waste disposal, environmental compliance management, energy usage, usage of water resources, and the circular economy. In addition, the previously separately listed issue of "responsible procurement" has been incorporated into the issue of "low-carbon operation".

②Ecosystem and biodiversity protection are incorporated in the issue of "green finance and addressing climate change".

③"Inclusive finance" encompasses two banking industry-related issues, namely supporting rural revitalisation and ensuring equal treatment to small and medium-sized enterprises.

④Contributions to the society is rephrased by the Bank as "community public welfare".

⑤Innovation-driven and supply chain security are classified under "technology finance" in the banking industry.

⑥Ethics of science and technology is incorporated in "digital finance".

⑦Safety and quality of products and services are included under "consumer protection".

Assessment and confirmation of issue materiality

Conducting an impact materiality assessment

Based on the list of material issues, the Bank designed the *Sustainability Issue Materiality Questionnaire*, adopting a five-point quantitative scoring system and setting the impact materiality threshold at 3 points (i.e., issues scoring 3 points or above are identified as issues of impact materiality). The questionnaire was distributed to and collected from internal and external stakeholders. Through systematic compilation and weighted aggregation of the results, a preliminary ranking of issues by materiality was obtained. On this basis, the Bank's internal expert team prudently adjusted and confirmed the ranking by taking into account the Bank's strategic priorities and other considerations, and professional assessments of the potential scale, scope and irreversibility of impacts associated with each issue. This approach ensured that the final impact materiality assessment results complied with external regulatory requirements, while remaining aligned with the Bank's sustainability strategy.

Conducting a financial materiality assessment

Based on the list of material issues, the Bank developed a financial materiality assessment plan to identify sustainability-related risks and opportunities and to establish a list of such risks and opportunities. The assessment was initiated by internal departments, with the participation of relevant stakeholders, including the internal expert team. It evaluated both the likelihood of occurrence of sustainability-related risks and opportunities and the magnitude of their potential financial impacts, in order to determine whether the relevant issues were financially material. A five-point scoring system, ranging from 1 to 5 points, was adopted for the financial materiality assessment. Sustainability issues scoring 3 points or above were identified as financially material issues. Following the review by the Board and the Management, seven issues, namely technology finance, inclusive finance, green finance and addressing climate change, employee development, pension finance, digital finance, and data security and customer privacy protection, were confirmed as the Bank's financially material issues for 2025.

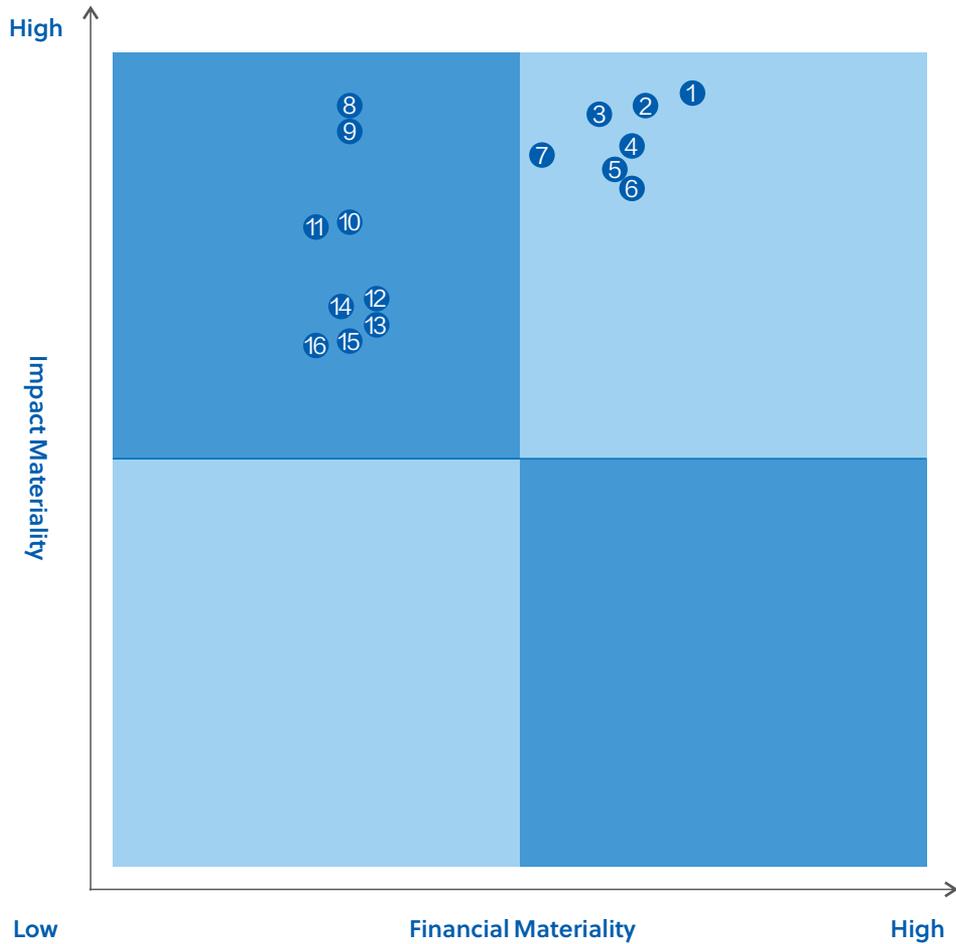
Integrating impact materiality and financial materiality assessment results

Through the dual materiality assessment framework established above, the Bank comprehensively considered both impact materiality and financial materiality to systematically identify and manage ESG issues that have significant impacts on the Bank's own development as well as on society and the environment, thereby providing a solid foundation for strategic decision-making and sustainable development. Based on the combined results of impact and financial materiality assessments, the Bank derived the final list and ranking of issues with dual materiality.

This assessment process is not static. The Bank reviews and dynamically updates it on an annual basis to ensure that it continues to reflect changes in both the internal and external environment, thereby guiding the Bank towards prudent operations and value creation.

Results of dual materiality analysis

Dual Materiality Analysis Matrix



- | | | |
|---|---|-----------------------------------|
| ① Technology finance | ⑦ Consumer privacy and data security | ⑬ Community public welfare |
| ② Inclusive finance | ⑧ Anti-commercial bribery and anti-corruption | ⑭ Communication with stakeholders |
| ③ Digital finance | ⑨ Operational compliance | ⑮ Due diligence |
| ④ Green finance and addressing climate change | ⑩ Operational continuity | ⑯ Anti-unfair competition |
| ⑤ Pension finance | ⑪ Consumer protection | |
| ⑥ Employee development | ⑫ Low-carbon operation | |

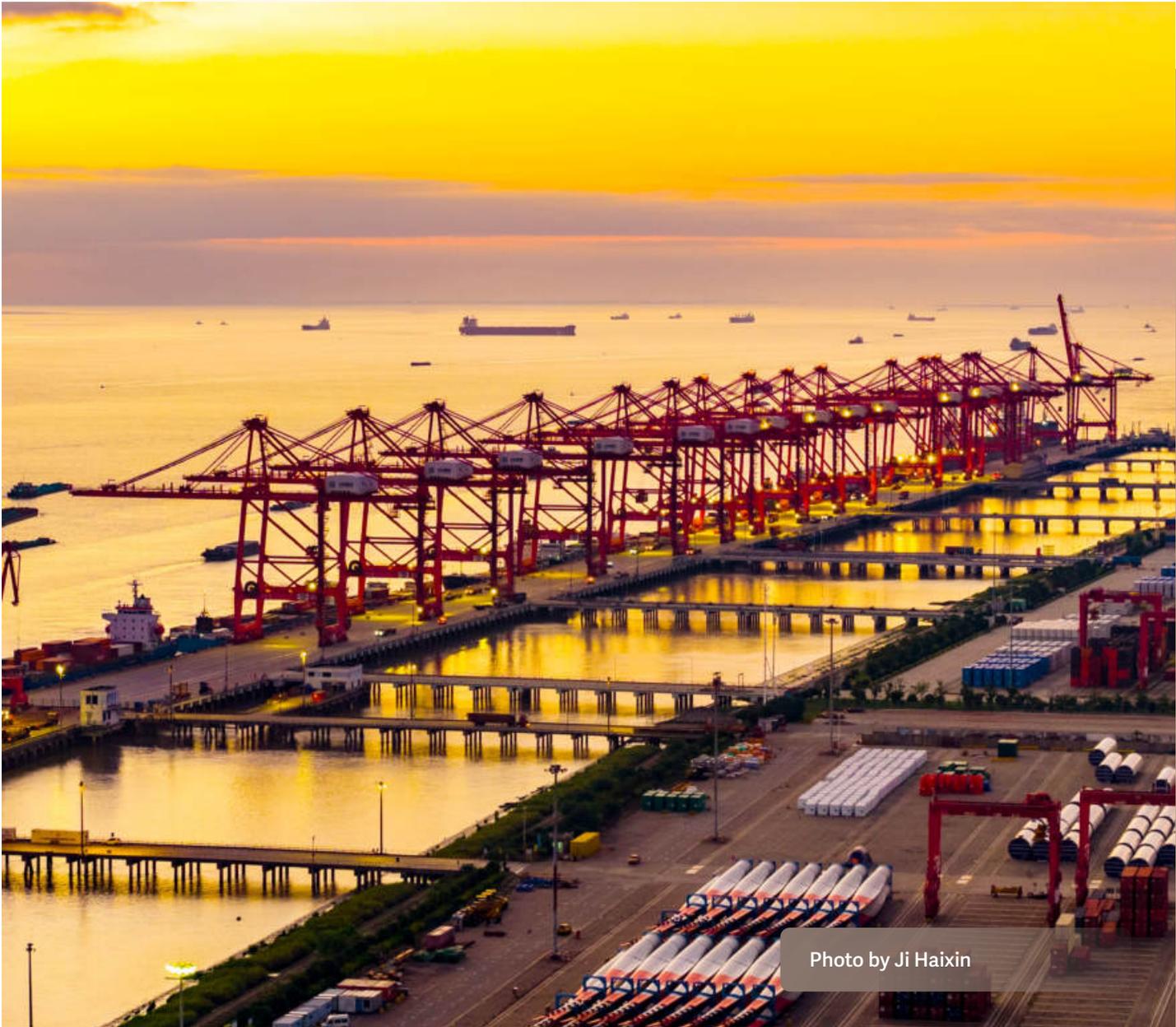


Photo by Ji Haixin

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Laying a Solid Foundation for Steady Advancement

ESG governance structure

The Bank deeply explores the long-term mechanism for ESG governance. Based on its operation management model and business development strategies, the Bank widely communicates, shares and incorporates advanced practices in the ESG field to build a top-down, detailed, well-structured system for ESG governance that comprehensively covers the Board and the Management. All levels coordinate, closely collaborate, efficiently synergise and fully participate to continuously consolidate the sustainability work system and orderly promote the implementation of ESG governance, laying a solid foundation for CCB to become a world-leading sustainable development bank and promote high-quality sustainable development across the Bank.

Board of Directors

The Board of Directors assumes ultimate responsibility for the formulation and implementation of the Group's ESG strategy. The Board specifies strategic objectives, key tasks, and management priorities, oversees and evaluates the implementation of the ESG strategy, and organises a comprehensive evaluation of the effectiveness of related work. The Board guides ESG risk identification and assessment, reviews relevant objectives and progress regularly, and provides guidance on improving paths to achieving the objectives. The Board also listens to reports from special committees and the Management on the progress of ESG-related matters and provides guidance on the disclosure of ESG-related information, ensuring that the disclosed information is accurate, complete and transparent.

The Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board is responsible for coordinating and guiding the orderly advancement of ESG management, formulating ESG management policies and strategies, regularly tracking and evaluating the progress, and guiding and supervising the corresponding information disclosure. The committee supervises and guides the fulfilment of social responsibility, green finance, inclusive finance, rural revitalisation finance and related party transactions, and regularly listens to reports on the progress of inclusive finance and green finance, the implementation of rural revitalisation finance business, and the reporting of general related party transactions for filing purposes. The committee also guides and urges the establishment and improvement of the consumer protection management system, supervises product and service reviews, oversees complaint management and guides the efforts to strengthen the privacy and data security of personal customers, thereby improving the quality and efficiency of consumer protection.

The Risk Management Committee of the Board is responsible for overseeing and guiding ESG-related risk management, including climate risk and opportunities. The committee listens to periodic reports on topics such as analysis of environmental and climate-related risks and opportunities and quantification of ESG-related risk factors to study countermeasures for climate change, advances the in-depth integration of ESG elements into the comprehensive risk management system, and facilitates organic integration of ESG elements into the customer credit rating system. The committee continuously refines climate-related risk stress testing and guides the improvement of industry credit policies. The committee also regularly listens to reports on IT risk and cybersecurity risk management to oversee and guide the management of IT and cybersecurity risk control and those on product innovation management to oversee and guide the review and risk control of product and service innovation.

According to their respective roles, the Strategy Development Committee, the Audit Committee, and the Nomination and Remuneration Committee of the Board work together to effectively supervise and guide the Bank's ESG practice. Specifically, the Strategy Development Committee assists the Board in formulating ESG-related strategic objectives and deeply incorporates ESG considerations into plan formulation and implementation. The Audit Committee regularly listens to reports on internal and external audits, supervises and assesses internal control, promotes the rectification of ESG-related problems identified in internal and external audits, and continuously improves the soundness and effectiveness of the internal control system. The Nomination and Remuneration Committee attaches great importance to the growth and development of employees. It continues to focus on training and career development of the Bank's employees, guides the enhancement of a training system covering the entire employee career lifecycle, and steadily advances the development of a high-calibre, professional talent pool.

The Management

The Management is responsible for formulating ESG objectives and major tasks and promoting the effective implementation by relevant departments, domestic and overseas branches, and subsidiaries. Multiple committees and work groups have been established to oversee various aspects of ESG-related work, jointly promoting the improvement of sustainable development practices. The composition and responsibilities of the committees of the Bank's Management are as follows:

Committee	Responsibilities
ESG Promotion Committee	Chaired by President of the Bank, this committee, including 34 member departments (operations), is responsible for overall management of ESG strategy planning, deployment, and coordination. This committee consists of three work groups: Environment, Social Responsibility, and Information Disclosure and Investor Relations. Three work groups, each with clear roles, work in close collaboration to effectively advance various initiatives.
Green Finance Committee	Chaired by President of the Bank, this committee oversees overall promotion of green finance across the Bank, studies and makes decisions on significant matters related to the advancement of green finance business, and plans and implements key directions and initiatives for the development of green finance across the Bank.
Inclusive Finance Development Committee	Chaired by the Bank's executives, this committee is responsible for coordinating the development of inclusive finance business across the Bank, as well as studying and implementing the inclusive finance-related work arrangements of the CPC Central Committee, the State Council and regulators and the work requirements for promoting the development of inclusive finance across the Bank put forward by the Party Committee, the Board of Directors, and the President's Executive Meeting of the Head Office. Within its authority, the committee reviews significant operational and management matters.
FinTech and Digitalisation Promotion Committee	Chaired by the Bank's executives, this committee is responsible for coordinating the strategic planning and overall promotion of the Group's digital transformation, and studying digital transformation strategies, policies, and the development orientation across the Bank. This committee reviews significant matters such as digital transformation and related data security and personal information protection. The committee ensures compliance with regulatory requirements and undertakes responsibilities of relevant leadership groups.
Consumer Protection Committee	Chaired by the Bank's executives, this committee conducts unified planning, deployment, promotion and supervision of consumer protection. This committee specifically arranges consumer protection initiatives and listens to reports on implementation of consumer protection, studies and addresses key and difficult issues in this field, systematically organises and advances relevant efforts, and continuously tracks the implementation results.
Risk Management and Internal Control Management Committee	Chaired by President of the Bank, this committee is responsible for coordinating key risk and internal control matters across the Bank (including overseas operations and domestic subsidiaries), promoting the enhancement of the risk and internal control governance system across the Bank, studying the effectiveness of comprehensive risk management and internal control, coordinating to resolve existing issues, and deliberating on significant matters.
Sustainable Information Disclosure Flexible Team	Led by the Chief Financial Officer, this team consists of department heads and key personnel from the Head Office. The team is established to thoroughly implement sustainability disclosure requirements issued by the MOF, the SSE, and the HKEX. The team is responsible for identifying, analysing, assessing, managing, and disclosing sustainability-related risks and opportunities, and effectively responding to stakeholder needs and expectations.

■ ESG performance assessment

The Bank continues to strengthen the establishment of the performance evaluation system for the ESG work of the Board and the Management, optimises the clawback mechanism for performance remuneration and promotes the close linkage between remuneration and sustainability performance.

■ Remuneration clawback mechanism

In accordance with the *Supervisory Guidelines on Sound Compensation in Commercial Banks*, the Bank has established and continuously improves the clawback mechanism for performance remuneration of senior management members and key personnel, continuously refines the internal system related to the clawback of performance remuneration, and clearly defines the circumstances that trigger remuneration clawback, which ensure based on the severity of the situation, partial or total clawback of performance remuneration within the corresponding period.

■ Remuneration linked to sustainability

The Bank places strong emphasis on the performance of directors and senior management members in fulfilling sustainability-related responsibilities. Within the performance evaluation mechanism for executive directors and senior management members, it continuously optimises the mechanism of linking remuneration to sustainability. In accordance with regulatory requirements as well as the Bank's Articles of Association and annual business plans, sustainability-related indicators are integrated as part of the performance evaluation. Based on its sustainable development objectives of "striving to develop green finance, improving green operation management, helping protect the environment from pollution and promote the low-carbon transformation of the economy and society, enhancing consumer protection, and strengthening talent planning and training", the Bank has established quantitative and qualitative sustainability-related indicators and incorporated them into its performance evaluation framework. Meanwhile, it has further refined these sustainability-related indicators and advanced the performance evaluation mechanism by linking performance evaluation results with remuneration in line with the sustainable development strategy of the Bank, ensuring the implementation of sustainability management measures.

Among them, quantitative indicators, including "technology finance" and "green finance", specifically measure the proportion of loans to strategic emerging industries and increase in green loans. Qualitative indicators explicitly call for "promoting green finance in an all-round way, supporting key areas such as energy conservation, environmental protection and clean energy, as well as the low-carbon transformation of traditional enterprises, and making all-out effort to provide financial support for the national strategy of 'achieving peak carbon emissions and carbon neutrality' (dual carbon)", focusing on fully, faithfully, and accurately applying the new development philosophy, continuously improving corporate governance, promoting the modernisation of governance system and governance capabilities, and striving to promote business transformation, development and innovation. Since the introduction of sustainability-related indicators, the Bank has explored the establishment of a close link between sustainability performance and remuneration of the Management, facilitating the achievement of the sustainability targets and tasks and leveraging remuneration as both an incentive and a constraint in advancing corporate sustainability.

■ Say on pay policy

According to its rules of procedure, the Bank's Shareholders' Meeting shall exercise decision-making rights on the remuneration of directors in accordance with the law, and implement the supervision of shareholders in respect of the allocation of remuneration to directors. In the course of implementation, the Management formulates a remuneration distribution and settlement plan each year covering all directors and senior management members, which is implemented after being reviewed and approved by the Board. The remuneration distribution and settlement plan for directors shall also be submitted to the Shareholders' Meeting for review and approval. All reviewed and approved remuneration distribution and settlement plans shall be disclosed to the public in accordance with relevant requirements.

■ Professionalism of Board members

The Board members possess extensive experience and a high degree of professionalism in banking-related fields. For ESG-related expertise of relevant Board members, please see the "ESG-related expertise of Board members" in the *2025 Semi-annual Sustainable Finance Report*.



Photo by Hu Xuejun

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Deepening Green Finance for an Innovative Green Future

Governance

The Bank has established a top-down environment-related governance structure with clearly defined responsibilities that fully cover all levels of the Board and the Management, developed a sound and effective environmental management mechanism, and advanced the Group's environment-related management in an orderly manner.

1 Board of Directors

The Board of Directors and the Strategy Development Committee

The Board of Directors takes the ultimate responsibility for the formulation and implementation of the Group's environmental and climate-related strategies. It defines strategic objectives, key tasks and management priorities, establishes governance structures related to the environment and climate, and reviews and decides on product innovation and development strategies and corresponding risk management policies. Meanwhile, it oversees and evaluates the implementation of environmental and climate strategies, guides the identification and assessment of environmental and climate risks, periodically reviews relevant targets and its progress, listens to the reports of its special committees and the Management on the management of environmental and climate-related matters, and provides guidance on disclosure of relevant information. The Strategy Development Committee of the Board assists the Board in formulating ESG strategic objectives and takes into full account ESG-related factors in each strategic objective.

Risk Management Committee of the Board of Directors

The Risk Management Committee of the Board is responsible for overseeing and guiding ESG-related risk management, including climate risk and opportunities. In 2025, the Risk Management Committee of the Board convened six meetings, at which it reviewed and approved the 2025 Risk Appetite Statement. The committee incorporated environmental, climate and biodiversity risks into the Group's risk appetite, refined the ESG risk management framework for investment and financing businesses, and integrated ESG risk control requirements into the entire lifecycle of investment and financing businesses. Meanwhile, it continued to increase the proportion of green loans, accelerated the exploration and development of transition finance business, and actively supported biodiversity conservation. The committee listened to and discussed the *ESG-related Factor Risk Quantification Report 2024*, examined the Bank's ESG rating indicator system for corporate customers, the development of relevant models, and their operations following implementation, and guided the application of ESG rating results in areas such as customer credit rating, ESG risk classification management, ESG equity index development, and ESG product innovation. In addition, the committee listened to and discussed the *Analysis Report of Environmental and Climate-related Risks and Opportunities*, provided guidance on strengthening the management of environmental and climate risks, continued to advance the Group's green operations, and conducted carbon emissions accounting research for investment and financing businesses, thereby further enhancing climate-related information disclosure.

Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board of Directors

The Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board advances the overall ESG work of the Bank, drafts relevant strategies, policies and objectives on ESG, social responsibility, green finance, etc., and regularly supervises the progress of related work. It periodically listens to the reports on the implementation of green finance work and follows up on the progress of the Management's work on improving its social responsibility performance and strengthening environmental and climate data systems.

The Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board listened to the report on the implementation of the *Environmental, Social and Governance Work Plan (2023-2025)*. The committee paid close attention to regulatory developments and recommended conducting forward-looking strategic studies, initiating the preparation of the next-stage plan at an appropriate time, and accelerating the establishment of a data accounting system for Scope 3 greenhouse gas (GHG) emissions to continuously improve information disclosure and consolidate the foundation for sustainable development.

2 The Management

The Management actively implements the strategic plans of the Board, formulates environment-related objectives and key tasks and facilitates the Head Office departments, domestic and overseas branches and subsidiaries to implement such tasks, and helps improve the Group's sustainability management capability.

CCB attaches great importance to the integration and implementation of ESG risk management in its business operations. The Senior Management is responsible for overseeing and guiding the ESG risk management practices in investment and financing businesses, as well as promoting and implementing specific ESG management tasks. The main responsibilities include: formulating and implementing environmental and climate-related policies, reviewing the ESG risk management system related to businesses, coordinating and implementing the day-to-day ESG risk management and dealing with major risk issues, and reporting to the Board in a timely manner in accordance with regulatory requirements and management needs. President, vice presidents, Chief Risk Officer and other senior management members of the Bank manage ESG risks in a timely and effective manner through the President's Executive Meeting, work sign-offs and other daily reporting mechanisms. Among them, the President, the vice president in charge of risk management, and the Chief Risk Officer hear the *Progress Report on Environmental and Climate Risk Management* each year.

In August 2025, the President of the Bank presided over a meeting of the Green Finance Committee. At the meeting, the committee listened to the progress report on green finance, reviewed proposals on the overall implementation plan for carbon peaking and carbon neutrality of the Group's internal operations and the first list of green finance talent pool members, among others, and also made arrangements for future development of green finance and management of climate risks.

In December 2025, the President of the Bank presided over a meeting of the ESG Promotion Committee. At the meeting, the committee listened to the reports on the progress of ESG initiatives and advanced practices and insights of international peers on sustainable development. It reviewed the *Sustainability Information Disclosure Procedures* and discussed and deployed the key ESG priorities for the next stage.

In 2025, the President or the Vice President in charge of risks of the Bank reviewed and approved the *2025 Implementation Plan for High-Quality Development of Green Finance* and the *CCB Green Finance Talent Pool Development Plan*, among other key documents.

3 Skills and competence

Please see the "ESG-related expertise of Board members" in the *2025 Semi-annual Sustainable Finance Report*.

Strategy

CCB resolutely implements national strategies and plans and actively addresses climate-related risks and opportunities. Adhering to the fundamental principles of holistic planning, prudent and orderly advancement, differentiated measures, and innovation-driven development, the Bank continues to provide preferential funding support for the green and low-carbon transition of the Chinese economy and society. It has explicitly tightened credit support for high-polluting and energy-intensive industries in its credit policies, thereby contributing to climate change response and supporting the achievement of the dual carbon goals.

Holistic planning

The Bank strengthens the top-level design, promotes the integrated development involving the Head Office, branches and sub-branches, the front, middle and back offices, parent company and subsidiaries, as well as domestic and overseas institutions, and carries out green credit and non-credit businesses in a collaborative manner so as to generate a synergy to drive green development.

Prudent and orderly advancement

The Bank balances the relationship between business development and emissions reduction, overall objectives and partial considerations, as well as long-term and short-term goals, and maintains a proper pace and intensity to serve the green and low-carbon transformation of economic and social development in a powerful, orderly and effective manner.

Differentiated measures

The Bank sets up goals and tasks based on local conditions, accelerates development in key regions and sectors, forms a demonstration effect at a faster pace, and builds a new development paradigm for various areas based on the experiences of key exemplary projects.

Innovation-driven development

The Bank improves product and service innovation capability and strengthens technological empowerment to close the gap between customer needs and existing financial services, thereby enhancing the quality and efficiency of green finance services.

Climate-related risks and opportunities

Credit risk

Risk factor	<p>Physical risk: Natural disasters and extreme weather events may cause losses to customers' assets, affecting their ability to continue business operations or impairing the value of collateral.</p> <p>Transition risk: Operation difficulties and bad debts led by costs rise and output decrease in carbon-intensive industries as a result of the need to upgrade technology, eliminate and replace outdated production capacity, explore new energy sources, etc., as a response to strengthened regulatory requirements/issuance of new policies on environmental protection/raised environmental protection standards, etc.</p>
Business involved	Investment and financing businesses
Financial impact	Possible rise in production costs, decrease in profit, etc., for industries with high-carbon emissions as a result of the low-carbon transition, leading to a rise in default risk and putting pressure on the Bank's asset quality, adjustment of asset structure, risk control policy, etc.
Time frame¹	Short term/medium term/long term
Response measures	<p>Ensure financial services for energy security and low-carbon transition in a coordinated manner, focus on secure and reliable renewable energy supply and the orderly substitution of traditional energy in credit policies, and increase financial support for developing energy systems. Boost credit support for green and low-carbon transition projects that meet national green and transition finance standards in line with market-based and law-based principles, and keep credit risk in the energy sector generally under control.</p> <p>Strengthen credit and investment and financing management for high energy-consuming and high-emission industries, and take factors such as energy efficiency, GHG emissions and pollutant discharge as key criteria for customer and project selection, credit approval, and post-lending management.</p>

Market risk

Risk factor	Transition risk: Changes in customer preferences and investment behaviour and fluctuations in carbon prices or changes in the proportion of the free quota may trigger market risk.
Business involved	Industries that have been included in the carbon trading market
Financial impact	<p>Risk of customer loss, decline in product and service demand, etc., if green products are not developed in a timely manner.</p> <p>Decline in the obligor's profitability or decrease in the value of assets as carbon prices rise and the free quota decreases.</p>
Time frame	Medium/long term
Response measures	Develop products and services that meet the low-carbon and environment-friendly demands of customers and consumers in a timely manner.

¹ Time frame: short term (1–3 years), medium term (3–5 years) and long term (5–10 years).

Liquidity risk

Risk factor	Physical risk: Severe weather conditions, natural disasters, etc., cause operational difficulties and affect the stability of fund liquidity, exposing the Bank to the risk of its own operating liquidity.
Business involved	The Group
Financial impact	Restricted operations of customers and the Bank due to insufficient liquidity
Time frame	Medium to long term
Response measures	Pay close attention to identify and assess the impact of climate-related risk factors on the operations of customers and the Bank, incorporate climate factors into consideration when formulating the liquidity emergency plan, improve the mechanism for integrating risk factors into liquidity management, and strengthen the capacity for preventing and controlling risks.

Operational risk

Risk factor	Physical risk: Extreme weather events such as rainstorms, floods and typhoons Transition risk: Raised environmental protection standards and the development of low-carbon technology
Business involved	The Group
Financial impact	Extreme weather events may cause water outage, power outage, damage to office places, casualties, transportation inconvenience, etc., halting business operations and resulting in losses of assets.
Time frame	Short/long term
Response measures	<p>Implement regulatory requirements, establish an operational risk management and business continuity management framework, and continue to enhance capabilities to respond to business disruption incidents. Improve the full-process business continuity management and responsibility system, develop business emergency response plans, and specify the management requirements for unexpected extreme weather events, such as emergency organisation, preparations for emergency, implementation of emergency measures, key points of emergency handling, and post-disaster resumption of work and production. Improve the information reporting process, formulate mechanisms for handling different disasters, and strengthen collaboration for addressing risks across the Group.</p> <p>Select business buildings that meet national technical standards and requirements for preventing natural disasters, make proper preparations for prevention and response, protect the lives and property of the employees and customers, and make sure that assets such as important equipment and cash are properly transferred, protected and dealt with. Based on the architecture design of "three centres at two locations", achieve full coverage of disaster recovery for critical physical subsystems and continuously update and iterate to ensure that the disaster recovery capabilities are always ready and effective.</p> <p>Regularly organise emergency drills, address climate change, and conduct emergency drills for natural disasters such as freezing rain, snow and floods, to improve the emergency response mechanism and strengthen the emergency response capacity.</p> <p>Formulate the "Carbon Peak and Carbon Neutrality" Sub-Plan of Data Centres across the Bank, continuously pay attention to environmental protection standards, conduct in-depth research and apply advanced energy-saving and emissions reduction technologies, take multiple measures to reduce server room energy consumption, improve server room utilisation and management efficiency, and accelerate the construction of green data centres.</p>

Reputational risk

Risk factor	Transition risk: As public awareness of issues such as environmental protection and climate change grows and consumer preferences shift, environmental performance may affect the Bank's reputation.
Business involved	Depending on the source risk that causes the reputational event
Financial impact	Possible negative views from stakeholders, the public, media, etc., if the Bank's daily operation or business management causes damage to the environment or the Bank fails to take timely actions to address climate change, thus damaging the Bank's reputation, image and operating results.
Time frame	Long term
Response measures	Strengthen corporate culture and brand building, take on social responsibility, and build a sound social image. Take the initiative to accept public opinion supervision and disclose information in a timely and accurate manner. Regularly conduct reputational risk identification, take forward-looking, comprehensive, proactive, and effective steps to prevent reputational risk and respond to reputational events, and remove or minimise reputational damage.

Legal Risk

Risk factor	Transition risk: Introduction of new laws and regulations, as well as new policies on environmental protection
Business involved	The Group
Financial impact	Failure to follow up on and study relevant national policies and formulate and implement specific measures in a timely manner may impose additional costs on the Bank, have a negative impact on the normal operation of the Bank, and even cause the Bank to face legal risks such as fines and lawsuits.
Time frame	Long term
Response measures	Pay ongoing attention to China's legislation in the fields of green development, environmental protection, etc.

Identification and seizing of opportunities

Type of opportunity	Description of opportunity
Expand green products and services	Vigorously develop green financial products and services based on industry advantages following the trends of green and low-carbon transition. Further develop a variety of products and services including green funds, green wealth management, green consulting and green supply chains while consolidating strengths in green credit and green bonds, so as to build a comprehensive and wide-ranging system of green finance development, enhance market competitiveness and meet various product needs of customers.
Provide transition finance services	Coordinating ensuring secure and stable energy supply with facilitating green and low-carbon transition. Focus financial services on supporting energy security and the goals of carbon peaking and carbon neutrality. Provide support for technological transformation and upgrading in traditional energy industries. Seize the opportunities of new energy development and actively guide asset allocations to improve the asset mix.
Reduce operating costs	Further apply green technologies, implement energy conservation and emission reduction measures, and build a green data centre that leads the industry. Further improve energy use efficiency, reduce consumption of energy resources and lower operating costs by taking energy conservation and emission reduction measures, enhancing energy-efficient equipment and technologies and boosting employees' environmental awareness.
Enhance corporate reputation	Strengthen green operations management and develop green finance across the board. While taking green and low-carbon actions, leverage the Bank's strengths to support the transition to low-carbon economy and society. Establish a good corporate image among the public, customers, investors and other stakeholders, and enhance the corporate reputation and social prestige.

Business models and value chains

Green credit

The Bank has maintained steady development in recent years. At the end of 2025, the Bank recorded RMB6 trillion in balance of green loans, up 20.54%, accounting for 21.93% of total loans. The loan proceeds were mainly used to support the development of green industries. Among them, green infrastructure upgrading, green and low-carbon transition of energy, and energy conservation and emissions reduction together accounted for 77.32% of the Bank's outstanding green loans and 73.71% of the annual increment.

Green bonds

In 2025, the Bank issued two green financial bonds in the domestic market, raising a total of RMB60 billion. It also successfully issued a special-purpose green bond overseas for addressing climate change, with the total proceeds, equivalent to USD1.78 billion, mainly invested in clean transport and clean energy. In 2025, the Bank carried out more than 200 green bond investments and transactions. At the end of 2025, the total volume of funds invested in ESG-related fields exceeded RMB550 billion, RMB270 billion of which went to green fields. Green bonds accounted for more than 18% of the Bank's credit bond investment portfolio. Throughout the year, the Bank underwrote 164 tranches of green and sustainability-linked bonds at home and abroad, which amounted to RMB499.7 billion.

CCB acting as the lead underwriter for the first batch of "Twin Green Bonds" issued by non-financial enterprises



CCB acted as the lead underwriter in supporting two central SOEs in the energy sector in successfully launching the innovative "Twin Green Bond" mechanism, one of the first pilot projects for debt financing instruments issued by non-financial enterprises in China's interbank bond market. To better demonstrate the investment value of green bonds, the National Association of Financial Market Institutional Investors (NAFMII) introduced the "Twin Green Bond" mechanism. Under this arrangement, an issuer simultaneously offers a green bond and a conventional bond with identical key terms, including the same interest commencement date and maturity date. This mechanism provides the capital market with a robust comparison group between green and non-green bonds, enabling market participants to analyse differences between the two in pricing preferences and post-issuance performance, and guiding capital towards green and low-carbon development sectors.

Investing in innovative bond varieties to diversify the green finance product portfolio in the bond market



CCB supported the issuance of the country's first green sci-tech innovation bonds aimed at facilitating large-scale equipment upgrades and consumer goods trade-in programmes, by subscribing for RMB80 million bonds issued by an energy enterprise. The proceeds will be invested in green energy projects, including offshore wind power generation and new energy storage facilities, thereby promoting upstream technological innovation and the commercialisation of scientific and technological achievements. These projects are expected to reduce carbon dioxide (equivalent) emissions by approximately 3.69 million tonnes annually.

Other green finance services

Green funds

At the end of 2025, CCB Principal Asset Management had a total of 12 ESG-themed fund products (based on Wind data). They had an aggregate size of RMB6 billion, covering various fields including social responsibility, environmental protection and new energy.

Green leasing

At the end of 2025, CCB Financial Leasing recorded RMB47,167 million in balance of green leasing assets, accounting for 66.34% of the total, an increase of 6.75 percentage points compared to the beginning of the year.

Green insurance

At the end of 2025, CCB P&C Insurance registered RMB79.5 billion in the risk coverage of green insurance, up 75% year-on-year.

Green consulting

By the end of 2025, CCB Consulting had entered into green business contracts worth RMB70.24 million, representing a year-on-year increase of 10%.

Approaches and decisions

The Bank has vigorously developed green finance, actively advanced biodiversity conservation, explored Scope 3 carbon accounting of investment and financing activities, studied the transformation plan for investment and financing, thoroughly carried out green operations, and further implemented the "carbon peaking and carbon neutrality" plan for internal operations of the Group, facilitating the realisation of the "carbon peaking and carbon neutrality" goals of the country.

Biodiversity conservation

CCB attaches great importance to biodiversity conservation. In its 2025 credit policies, the Bank identified biodiversity-related industries as priority sectors in its green finance business and actively provided financial support for integrated protection and restoration projects concerning mountains, rivers, forests, farmland, lakes, grasslands and deserts, as well as for major ecological conservation initiatives.

“Biodiversity + Under-Forest Economy” loan



In December 2025, CCB Ji'an Branch in Jiangxi successfully extended the city's first “biodiversity + under-forest economy” loan, to an under-forest economy industrial base. The initiative effectively established a financial pathway to transform lucid waters and lush mountains into invaluable assets.

To address longstanding financing challenges associated with ecological projects, the Branch took the lead in introducing an eco-performance linkage mechanism, under which the loan interest rate is closely tied to key indicators such as vegetation coverage rate and the index of high-quality tree species, thereby establishing a positive loop between ecological conservation and financial support. Loan proceeds were channelled into critical areas of ecological conservation and industrial development. An integrated “air-space-ground” monitoring network has been established, combining satellite remote sensing, unmanned aerial vehicle patrols and ground-based sensors. This system has achieved a 92% accuracy rate in pest and disease identification and enables fire alerts to be issued within 15 seconds. Moreover, the construction of fire-fighting reservoirs and watchtowers, together with the deployment of long-range sprayers and fire-fighting vehicles, has formed a comprehensive ecological protection framework integrating human oversight with technological safeguards.

The loan project delivered a “triple-win” outcome in ecological, economic and social dimensions. Ecologically, it enhanced forest carbon sequestration capacity by 25%–40%, improved habitats for flora and fauna, and strengthened water and soil conservation and water retention. Economically, it fostered a virtuous cycle of “financial investment-industrial returns-ecological reinvestment”, injecting sustained momentum into the high-quality development of the under-forest economy. Socially, it is expected to create hundreds of employment opportunities and encourage local farmers to engage in environmentally friendly cultivation and base management activities.

Carbon accounting for investment and financing

In 2025, the Bank continued with the carbon accounting for investment and financing activities. Under the guidance from professional third-party organisations, the Bank formulated the *CCB Greenhouse Gas Accounting Methodology for Investment and Financing* based on an investigation of the current carbon emissions data of domestic enterprises and the practices of domestic and foreign peers. This document provides a scale-specific, industry-specific approach to obtaining carbon emission data of enterprises and projects, and develops a set of emission factors for physical and economic activities that are reasonable and suitable for the domestic realities. Also, the Bank conducted carbon accounting for investment and financing activities in 2023 and 2024. The accounting covers large and medium-sized corporate borrowers in major carbon-intensive industries. The carbon accounting results for investment and financing cover all corporate loans in 2023 and 2024. Currently, the Bank is verifying the accuracy of collected data and economic factors. In the next step, the Bank will continue to improve the data quality. In addition, the Bank has developed and launched a carbon accounting system for financing and investment, which incorporates energy and product accounting models for key industries. This system enables automation of carbon data collection, carbon database management and carbon accounting for financing and investment.

Carbon inventory of internal operations

The Bank engaged a professional agency to conduct regular greenhouse gas inventory checks for its internal operations. The scope of the inventory covered emissions under Scope 1, Scope 2, and key areas under Scope 3. The Bank carried out carbon emission data collection, calculation and monitoring pursuant to relevant national and industry standards. Energy audits and environmental information disclosure were conducted regularly.

Green office

Enhancing the management of carbon emissions: The Bank optimized its energy consumption and emissions management system, and conducted real-time monitoring and analysis of emissions data of all institutions. Energy-efficient technological renovations were implemented for key energy users such as lighting, air conditioning, heating and ventilation systems. Third-party agencies were engaged to conduct bank-wide energy audits, systematically evaluating the energy use efficiency, energy consumption levels, and environmental benefits for all operations. Regular training sessions on carbon emissions management were organised to continuously enhance the skills of the Bank's carbon management team.

Paperless office: The Bank promoted paperless office work in an all-round manner, optimised the office automation and comprehensive service management system to achieve full digitalisation of the documentation process and intelligentisation of meetings, reducing energy consumption. The Bank's office work has been over 99% paperless. The records management system has been increasingly connected with the OA, ITM, intelligent budgeting, auditing and other office systems to realize single-set archiving of electronic files by categories and online management of electronic records, reducing the generation and keeping of paper records from the source. The Bank implemented information technology-based management of seals and stamps, turning the traditional offline approval process into a paperless one, eliminating the need for seal usage on paper-based approval forms. Meanwhile, the Bank formulated and strictly implemented targets for controlling the procurement of photocopy paper, and systematically reduced paper usage through measures such as digital substitution and double-sided printing.

Waste disposal: The Bank deepens the "Clear Your Plate" campaign, reduces the use of disposable tableware, and refines the management of procurement of food ingredients, meal preparation and serving of meals to reduce food waste. The Bank sets up clear waste sorting signs and special trash bins in the office area, and disposes of the waste in accordance with local regulations. For waste generated in the process of operation (food waste, domestic waste, electronic waste, etc.), the Bank classifies them into different categories, and sets up special recycling stations or recycling bins, so as to reduce the impact on the environment.

Green outlets

The Bank systematically promotes the building of green outlets, formulates the *Guidelines on Taking Orderly and Effective Steps to Build Green Outlets*, and comprehensively regulates the green renovation of outlets. As at the end of 2025, the Bank built and opened 1,881 green outlets in total.

The Bank actively engages in the formulation of evaluation standards for green outlet construction. The Bank requires that wooden furniture, flooring and paints used in outlets should be building materials that meet national standards. Where conditions permit, branches should adopt green construction practices during outlet renovation to save energy, material, water and land and achieve environmental protection.

Green services

The Bank actively promotes the digital transformation of business and facilitates the paperless operation of counter services. Through systematic renovation, the Bank has completed the upgrade of paperless high-frequency transactions for both corporate and personal customers, establishing an electronic service system that covers the entire business process. In voucher management, the Bank has established a full life-cycle online management model, driving the year-on-year decrease in the Bank's printing costs for vouchers and statements by 48.78%, reducing expenditure by RMB30.262 million. In business handling process, the Bank has optimised the voucher printing process for transactions, abolished the use of internal paper vouchers, and deployed electronic receipt function for 812 high-frequency transactions through electronic channels such as "Binary Star"². In carbon emissions management, the Bank has innovatively established a carbon measurement system for counter services, achieving precise conversion between printing volume and carbon emissions indicators. In standard building, the Bank has formulated enterprise-level electronic business norms and established a full life-cycle online management system from the generation of business materials to archiving, achieving unified access, configuration and multi-channel collaborative application of voucher management.

2 Refers to the CCB Mobile Banking and CCB Lifestyle App

Green data centres

The Bank progressively undertakes green upgrades of existing server rooms, refurbishes some modules at the Yangqiao Centre in Beijing, optimises airflow, enhances cooling efficiency and reduces air-conditioning energy use.

The Bank uses high-performance servers to boost server room computing power per unit area, optimises IT equipment cabinet-level deployment to improve power and space efficiency, sets up a mechanism to identify low-efficiency systems, and conducts IT resource recycling and reallocation to raise resource utilisation and cut energy consumption.

The Bank utilises water-source heat pump technology to recycle heat generated in the IT server rooms to supply heat for office areas and auxiliary server room zones. The parks apply smart heat-insulating films to the exterior windows, effectively blocking sunlight in summer, reducing indoor thermal load, and decreasing air conditioning cooling power. The parks use LED energy-saving lighting systems in office areas, data server rooms and public areas to save electricity consumption.

The Bank selects air conditioning chillers with natural cooling functions, making full use of natural cold sources during transitional seasons or winter to reduce the power consumption of air conditioning compressors. The Bank also updates and transforms the old and high-energy-consuming infrastructure equipment, replacing high-energy-consuming devices with high-efficiency and energy-saving products. Additionally, the Bank adopts core energy-saving technologies such as high-frequency UPS, magnetic levitation chillers, and frequency conversion technology to effectively improve energy utilisation efficiency.

The Bank establishes energy consumption analysis and management mechanisms, and through energy consumption data collection, baseline summarisation, regular meeting analysis and other measures, detects abnormal energy consumption, conducts statistical analysis of the effectiveness of energy-saving measures, and provides a database for energy-saving and optimisation initiatives.

Green procurement

In accordance with the *Government Procurement Catalogue for Environmental Labelling Products* and the *Government Procurement Catalogue for Energy-Saving Products* and in light of its actual conditions, the Bank has dynamically updated the *Green Procurement Catalogue*, which requires all operations to actively identify green products during the procurement process and review the green qualifications of suppliers and their products. Provided that the requirements are met, the Bank prioritises purchasing products with green qualifications. Among the products with green qualifications, the Bank prioritises suppliers with more green qualifications and higher green content.

The Bank actively advances green recycling initiatives by collaborating with relevant requesting departments to develop a unified IT asset recycling plan. Through a selection process, professional recycling companies were engaged to recycle 11,566 decommissioned IT devices from the operating data centres.

The Bank vigorously promotes digital procurement and has deployed the Longjicai System across the Group's IT framework. Leveraging the Longjicai System, the Bank has rolled out paperless, automated and digitalised procurement across the Group, while ensuring risks remain controllable. This approach reduces resource consumption at the source of procurement activities, effectively lowers business costs for both buyers and suppliers, and enhances the quality and efficiency of green procurement across the Bank.

CCB actively promotes the concept of green procurement. The Bank dynamically publishes the *Bulletin on Green Procurement* under the "Green Procurement" section on departmental webpages to share green procurement strategies and approaches and guide the adoption of green procurement practices across the Bank.

Raising the awareness of environmental protection

The Bank adopts a variety of measures to promote the dissemination and training on green and environmental protection awareness, building a comprehensive and multi-level green development culture system. In combination with key events such as Earth Day, National Energy Efficiency Promotion Week and the National Low-Carbon Day, the Bank has organised a variety of activities on energy conservation and carbon reduction; actively launched environmental public welfare activities such as voluntary tree planting and waste sorting, and collaborated with external organisations to jointly initiate environmental protection projects such as the "Caring Station Public Welfare Forest". It continuously strengthened the ESG campaign and published thematic content on carbon footprint management and the effectiveness of the Bank, which gained wide attention from domestic and foreign investors. At the same time, the Bank conducts thematic training on green operations to promote concepts such as waste sorting, paperless office, and frugality to employees of all branches across the Bank, comprehensively enhances employees' environmental awareness, and creates a strong cultural atmosphere of green development.

The Bank continues to promote personal carbon account services, establish diversified carbon-inclusive mechanisms, and promote low-carbon lifestyles among the public. It launched public welfare initiatives such as "A Tree in Xizang" and "Protecting the Mother River", thereby building a distinctive CCB green public welfare brand. In addition, the Bank offers "Lucky Bag" benefits to low-carbon users to encourage and support green consumption. At the end of 2025, the number of personal carbon account users exceeded 23 million across the Bank.

Measures taken to mitigate and adapt to climate change

No.	Innovative measure	Impact
1	Digitalisation of the carbon management system	The carbon management system enables online collection, accounting, analysis and monitoring of the Bank's energy consumption and carbon emissions.
2	Engagement of professional institutions to conduct carbon inventories	This move provided a comprehensive assessment of the Bank's carbon emissions profile and energy management status, laying a solid foundation for energy conservation and carbon reduction.
3	Pilot carbon neutrality programme across the Bank	In 2025, a total of 75 buildings from tier-one and tier-two branches were selected as pilot sites for carbon neutrality initiatives.
4	Promotion of renewable energy utilisation across the Bank	Pilot institutions across the Bank were encouraged to actively procure green electricity, significantly increasing the Bank's renewable energy utilisation rate. In 2025, the Bank purchased 248 million kWh of green electricity for about RMB211 million.
5	Development of environmental benefit assessment tools	Environmental benefit assessment tools were developed to quantify the energy-saving and emission-reduction impacts generated by green loans.
6	Digitalisation of the carbon accounting system for investment and financing businesses	The system supports the collection and accounting of carbon emissions data related to investment and financing customers and projects.
7	Engagement of professional institutions to conduct carbon accounting research for investment and financing businesses	The Bank established methodologies and factor libraries for carbon accounting in investment and financing businesses, applying customer data collection, economic factor estimation and other approaches to measure emissions associated with its investment and financing businesses.
8	Piloting of transition finance	CCB Huzhou Branch in Zhejiang Province was designated as a model branch for the Bank's reform and innovation of transition finance. It is exploring the development model of transition finance services and innovating comprehensive service solutions, with the aim of enhancing the Bank's overall capacity of transition finance services.

CCB Xinjiang Branch extending Xinjiang's first carbon asset-backed loan in support of the transition of the coal-fired power industry

Case

In June 2025, CCB Changji Branch in Xinjiang successfully extended a carbon asset-backed transition finance loan to a coal-fired power plant. The loan complies with the transition finance standards for the coal-fired power sector issued by the PBOC, and supports the borrower in reducing carbon emissions through measures such as coal-saving and efficiency-enhancement retrofits, the complementarity of coal-fired power with renewable energy, and the application of carbon capture, utilisation and storage (CCUS) technologies with preferential interest rates.

CCB Guangdong Branch innovatively introducing "Investment Flow" as a new climate-related investment and financing service model

Case

CCB Guangdong Branch has proactively supported climate change response by connecting the Guangdong-Hong Kong-Macao Greater Bay Area Climate Investment and Financing Platform to the "Investment Flow", an independently developed FinTech service of the Bank. Through the "Investment Flow" system, enterprises registered on the platform are assigned an "investment potential score", which evaluates their overall investment value across multiple dimensions, including financial performance, market prospects and technological innovation capacity. This provides participating financial institutions with robust analytical references for making well-informed investment and financing decisions. Following the disbursement of funds, an evaluation framework combining indicators such as carbon emissions intensity and changes in investment potential is applied to assess enterprises' environmental and operational performance. This approach effectively enhances the science-based and targeted allocation of climate-related investment and financing resources.

CCB Chongqing Branch supported an adipic acid producer in achieving a carbon emissions reduction of 18,000 tonnes a year. This has helped the company establish a low-carbon, green development model that reduces over 30,000 tonnes of waste alkali liquids and saves 4.5 million normal cubic meters of natural gas a year.



CCB Hulunbuir Branch in Inner Mongolia issued a loan to support the construction of the Chenguang Ecological Park in Ewenki Banner. This project has promoted the coordinated development of the economy and ecology, rejuvenated the natural landscape and injected an impetus into local eco-tourism.



▲ CCB Haixi Branch in Qinghai Province granted a credit facility for the Delingha Phase I solar PV and energy storage project and the Qinghai-Henan DC Phase II wind power and solar PV project. The total installed capacity of the three phases is 1000 MW, 500 MW and 100 MW respectively, giving a boost to the local renewable energy industry.



▲ CCB Yuxi Branch in Yunnan Province issued a loan for the water pumping project in the water regulation and storage area on the northern shore of Fuxian Lake. This project transports the initial rainwater, farmland runoff and treated reclaimed water to the cropland. It applies drip irrigation to the roots of blueberries according to set parameters, exploring a new model of eco-friendly agricultural development.

Current and expected financial impact

The Bank's analysis of climate-related financial impact includes credit risk, market risk, operational risk, liquidity risk, legal risk, reputational risk and describes relevant financial impact. For details, please see "Climate-related risks and opportunities".

Apart from the current financial impact of climate-related risks, the rapid growth of green investment and financing and the persistently good quality of assets help boost the Bank's interest income and reduce related costs. At the end of 2025, new green loans accounted for approximately 50% of total new loans, and the non-performing ratio of green loans was much lower than that of all loans.

According to the results of the Bank's climate risk stress test, climate risks currently have an insignificant impact on the Bank's financial position. Due to the insufficiency of available data, the Bank does not disclose the expected financial impact of climate-related risks and opportunities for the time being.

Climate resilience

Since 2019, the Bank has explored climate risk stress testing to continuously analyse the impact on relevant industries under stress scenarios, and established a climate risk stress testing system covering transition risks and physical risks, thereby supporting the Bank in strengthening and improving the decision-making management.

In 2025, the Bank collaborated with external think tanks to upgrade its climate risk stress testing system in accordance with sustainable development requirements. For key industries with emissions data available under clear standards, such as coal-fired power, steel, petrochemicals, cement and papermaking, the Bank adopted a bottom-up approach to quantitatively analyzing the resilience of customers to transition risks in these industries using stress scenarios better aligned with national conditions and industry practices. This has enabled the Bank to assess the impacts more reasonably, making the policy and management responses more forward-looking and proactive.

Stress scenarios

For alignment of regulator-defined scenarios at home and abroad, the Bank refined the "30-60" policy scenarios, introduced the two common scenarios (1.5°C scenario and 2°C scenario) of the Network for Greening the Financial System (NGFS), and made adjustments according to the goals of Nationally Determined Contributions (NDCs) to create the following scenarios.

Scenario	Description
1.5°C scenario	The increase in global average temperature is limited to 1.5°C above pre-industrial levels through stringent climate policy and technological innovations, and the carbon price rises steadily.
2°C scenario	There is a greater chance of limiting the increase in global average temperature to 2°C above pre-industrial levels by gradually strengthening the climate policy, and the carbon price rises slowly.
"30-60" scenario	A localised scenario designed under China's carbon peaking and carbon neutrality policy and "1+N" policy; the carbon price rises slowly.

Stress test results and impacts

The base date was the end of 2024, the testing period being from 2025 to 2035. The business data of customers at the base date was collected, and the following assumptions were adopted: (1) enterprises assume the escalating emission costs and have no bargaining power with their upstream and downstream partners; and (2) the emission reductions exceeding the compliance target are tradable in the carbon market to obtain additional income. The stress test assessed changes in the financial position of an enterprise by simulating the impact of stress scenarios on its key variables, including production capacity adjustment, price movements, carbon price mechanism and energy consumption constraints. Then the internal rating model was used to assess the probability of customer default and assign credit ratings. At last, the overall impact on the Bank's operations was assessed.

As shown by the test results, if no steps are taken to actively address climate change, customers from five industries will see their debt service ability weakening to varying degrees under stress scenarios, and the risk of default will increase. However, since the five industries have relatively small shares in total lending, and the hedging costs of carbon emissions trading increase, their overall impact on the asset quality of the Bank has been mitigated, and their impact on the capital adequacy ratio is not significant.

Management of impacts, risks and opportunities

The Bank actively identifies environmental and climate risks from multiple dimensions, integrates climate change risk factors into its traditional risk analysis framework, thoroughly studies the overall impact of environmental and climate risk factors on business models, operation strategies, value chain, financial position, etc., and works out targeted measures to ensure stable and sustainable business development.

Integrating ESG risks into the Bank's comprehensive risk management framework

Climate factors are regarded as a key component of ESG risk management. The Bank continues to strengthen its ESG risk management policies and advance the implementation of climate risk management measures by embedding environmental, social and governance risks throughout the entire lifecycle of investment and financing businesses. Climate change impacts and response measures are incorporated as secondary indicators under the environmental dimension of ESG risk due diligence, alongside other secondary indicators such as environmental governance and pollutant emissions management. With a particular focus on projects characterised by high energy consumption and high emissions, the Bank uses energy efficiency, GHG emissions and pollutant discharge as key criteria for determining customer and project access, credit approval and post-lending management.

Establishing an ESG risk management system

The Bank continuously strengthens the development of the ESG risk management system. It formulated the *Measures on Environmental, Social and Governance Risk Management for Investment and Financing Businesses* (hereinafter referred to as the "ESG Risk Management Measures") to strongly guide and standardise the ESG risk management practices across the Bank. The ESG Risk Management Measures covers the Group's corporate credit business, retail credit business³, financial market business, financial institutional business, investment banking business, etc. To effectively implement the ESG risk management requirements for investment and financing customers, the Bank issued the *Notice on Strengthening Client Environmental, Social and Governance Risk Management*, clarifying the customer ESG risk classification management requirements across the Bank, strengthening ESG risk management throughout the entire business process, and intensifying supervisory inspection and problem rectification, so as to enhance the Bank's professional capabilities in ESG risk management.

³ Refers to personal business loans.

ESG due diligence

The Bank integrates ESG risk management into the business management system and processes, comprehensively implementing ESG risk control requirements in due diligence, compliance review, credit approval, loan extension review, post-lending/investment management, risk asset disposal, and other processes. The Bank's ESG Risk Management Measures clearly stipulates that ESG risks of customers are classified according to the ESG comprehensive management level of the customers (or projects), the severity and frequency of negative ESG incidents, the frequency and status of rectification, and the industry or region in which the investment is made. The risk levels are classified into "four colours and five categories" according to nature and severity, namely green (normal), blue (concern), yellow I (observation), yellow II (remediation), and red (exit), so as to strengthen ESG risk management of investment and financing businesses through differentiated measures. The Bank has established mechanisms for handling risks at each level across all categories of ESG risk classifications. The Bank has clearly defined the factors that trigger the escalation of risk management. These factors specifically include negative public opinions, systemic risks in the governance structure, significant changes in ESG risk profile, regulatory penalty notifications and changes in third-party ESG assessment/ratings. If any circumstance triggers the escalation of ESG risks, the handling institution of the Bank will promptly initiate the review of ESG risk classification. For customers whose risk levels are escalated or de-escalated in the re-inspection of ESG risk classification, the Bank, in line with the ESG risk classification standards, continues to refine and implement the risk escalation management mechanism and further standardise the implementation of ESG due diligence at a deeper level.

Case

A credit customer of the Bank was involved in a major workplace safety incident. In response, the responsible sub-branch promptly arrived at the site to assess the situation. On the same afternoon, the Bank convened a special meeting to hear incident reports and deliberate on response measures. Following an assessment that the incident had a significant adverse impact on public safety and met the triggering criteria under the ESG Risk Management Measures for risk reclassification and escalation due to material changes in a customer's ESG status, the customer's ESG risk classification was adjusted to red (exit).

Application of ESG risk classification results

For customer eligibility assessment, the Bank assesses customers' ESG-related risk management performance, conducts a compliance risk review, and extends loans to a project until its environmental impact assessment (EIA) report is provided. Regarding customers and projects that have environmental and climate violations and non-compliance and have not completed relevant remediation, those involved in a lawsuit for environmental or climate reasons and may have a significant adverse impact on their enterprises, and those with other major environmental and climate risks, customer access approval and credit balance increase are strictly controlled. For those with serious problems, bad influence, repeated violations or problems that cannot be rectified, the Bank requires a reduction of exposure and exit from the relevant business.

For in-lending review, the Bank implements differentiated credit approval strategies based on the classification results of customer ESG risks. The Bank reviews the final classification results of customer ESG risks and corresponding explanations, the potential ESG risk points of the customers (or projects), and the ESG risk management measures to be taken by the customers (or projects).

For post-lending management, the Bank integrates ESG risk management into the scope of post-lending inspection and pays continuous attention to changes in customer ESG risk levels. For customers with the ESG risks classified as red (exit) or yellow II (remediation), the Bank should conduct on-site inspections at least once every six months to check the implementation of the measures related to ESG risk prevention. For red (exit) and yellow II (remediation) customers, special risk prevention and control measures and response plans should be studied and formulated.

Application of ESG in the credit approval process

In 2025, the Bank further optimised its differentiated ESG risk management requirements. In terms of approval authority, customers included in the "Green Credit Whitelist" or the "Transport, Water Conservancy and Power Whitelist" benefited from expanded approval authority limits for both single-customer comprehensive financing and single transactions. As to project assessment, green loans below RMB100 million may adopt simplified assessment procedures, green loans structured as syndicated loans may directly adopt external assessments conducted by China Development Bank (CDB) or Industrial and Commercial Bank of China (ICBC), and multiple projects meeting specific conditions (such as distributed photovoltaic projects) may be assessed on a portfolio basis. With respect to application materials, all corporate customers were required to disclose their final ESG classification results to the Bank as part of credit applications. Regarding processes and mechanisms, the credit approval operating procedures for small and micro enterprises were aligned with those for large and medium-sized customers by explicitly requiring the initiation of credit re-examination in the event of material environmental or climate risk events. For performance evaluation, branches that actively supported the first line of defence and achieved above-median approval growth in key areas such as green finance may be awarded additional performance scores.

The Bank continues to strengthen guidance on the approval of industry-specific credit policies by issuing approval guidelines, industry research findings and project assessment guidance, developing unified credit granting standards across the Bank and incorporating ESG risks as a key consideration in the formulation of industry-specific approval strategies.

Developing an ESG risk classification management system

To support the comprehensive and efficient ESG risk management across investment and financing businesses, the Bank has launched its ESG risk classification management system for investment and financing customers (phase I). The system generates "four-colour, five-category" ESG risk classifications based on the nature and severity of customer ESG risks, enabling effective identification, monitoring and control of ESG risks associated with investment and financing activities. Since its launch, the system has incorporated 30,091 national ecological and environmental control units for enquiry, and has cumulatively monitored more than 10 million risk events, effectively preventing and mitigating ESG-related risks. At the end of 2025, the Bank completed ESG risk classification for over 1.69 million corporate customers with outstanding credit balances, representing more than 99% of all corporate customers with outstanding balances across the Bank.

ESG rating for corporate customers

The Bank further expands the customer coverage of its ESG ratings. To date, the Bank has automated ESG ratings for 1.88 million customers who meet the assessment criteria, significantly enhancing the ability to evaluate ESG risks of corporate customers. The Bank adopts the ESG rating results of corporate customers as an important reference for its customer selection and credit evaluation processes, and applies the results in ESG risk classification management, enabling a more scientific assessment of customers' sustainability and supporting forward-looking decisions in customer selection and risk control.

The Bank continuously embeds ESG elements into the credit rating process. Specifically, the Bank incorporates ESG rating indicators that have a direct impact on credit risk into the calculation of customers' credit rating results, so that the credit rating results can fully reflect differentiated ESG management and risk characteristics of customers.

Enterprises with better ESG management will be able to achieve credit rating upgrades, while those with relatively inadequate ESG management or those triggering negative ESG incidents will be appropriately downgraded. Relevant credit rating models now cover customers with a total credit balance of RMB15.65 trillion. The rating results are fully integrated into the entire business process, including customer access, credit policy formulation, credit approval, credit asset risk classification, performance appraisal, and capital measurement, which promotes a virtuous cycle in the sustainable development of investment and financing businesses to support the high-quality development of green finance.

ESG selected equity indices

The Bank has further developed the CSI 300, CSI 500, and CSI 800 transition finance ESG selected equity indices based on ESG rating results. These indices have generally outperformed market benchmarks, demonstrating the effectiveness of the Bank's independently developed ESG rating system in improving customer selection. They highlight the sustainability opportunities within customer groups with strong ESG performance and guide the Bank in optimising its credit and investment structure.

Indicators and targets

Targets

The Bank actively implements the dual carbon strategy, accelerates the development of green finance, continuously advances the development of a green operation management system, systematically promotes and implements the management of environmental objectives such as emissions reduction, energy conservation, waste reduction and water conservation, continuously optimises the implementation plans for key aspects such as energy conservation, emissions reduction, and resource recycling, regularly assesses the effectiveness of energy conservation and emissions reduction measures, reviews the progress towards achieving these objectives, and promptly adjusts the implementation paths.

Business development targets and progress

Target	Progress in 2025
From 2022 to 2025, at least RMB2 trillion of financial support was provided for the green sector.	The Bank attached great importance to funding of the green sector. The green loan growth plan was broken down by year among branches, and the completion rate of the plan was included in the important indicators for performance assessment of branches. By the end of 2025, the plan targets were overfulfilled. For details, please see "Business models and value chains - Green credit" in this chapter.
The issuance volume of green and sustainable bonds at home and abroad was higher than that of the previous year. By the end of 2025, the compound annual growth rate of green bond holdings exceeded 25% over the past three years. The underwriting amount of green bonds was higher than that of the previous year.	By the end of 2025, the plan targets were met. For details, please see "Business models and value chains - Green bonds" in this chapter.

Emissions reduction targets and progress

Target	Progress in 2025
Organise bank-wide low-carbon publicity events and carbon peaking and carbon neutrality training sessions every year, on World Environment Day, World Water Day, and the National Energy Conservation Awareness Week, to enhance employee awareness of emissions reduction and energy conservation.	On the occasions of the World Environment Day and the National Energy Conservation Awareness Week, the Bank carried out low-carbon promotion campaigns to raise carbon management awareness and adopt energy conservation and emissions reduction practices.
Conduct bank-wide energy auditing from 2022 to 2026 and gradually carry out energy-saving renovation projects based on the audit results; preferably install LED fixtures when adding or replacing lighting fixtures; by 2026, achieve 100% of LED lighting fixtures in the buildings owned by the Bank.	Based on the energy audit results, a series of energy conservation and emissions reduction efforts have been made. The major energy users such as lighting, air conditioning, heating and ventilation were technologically transformed for higher energy efficiency. Meanwhile, the Bank created a unified platform for energy consumption and carbon emissions management and improved the energy efficiency management policies and procedures, thereby persistently reducing the energy consumption and emissions intensity across the Bank.
Continuously build "green outlets"; From 2022 to 2026, increase the percentage of recyclable materials used in renovated or new outlets to more than 60%.	The Bank continued to develop "green outlets" with a total of 1,881 green outlets at the end of 2025. Recyclable materials represented 67.15% of total materials used in renovated or newly built outlets, achieving the set target.
Preferably purchase new energy vehicles (NEVs) when replacing old official vehicles; gradually increase the proportion of NEVs of the Bank's total vehicle ownership from 2022 to 2026 for green commuting.	New energy cars represented 50% of the total number of new cars in the year.
Gradually reduce the PUE (Power Usage Effectiveness) value of data centres from 2022 to 2026.	The data centres in the Bank's Beijing Daoxianghu Production Park and Wuhan Production Park both saw their PUE value fall year on year.

Energy saving targets

Target	Progress in 2025
A decreasing trend for energy consumption and carbon emissions intensity across the Bank from 2022 to 2026.	The carbon emissions intensity across the Bank decreased by 3.45% in 2025 when compared to 2024 levels under the same criteria.
Strengthen the Bank's capacity to reduce carbon emissions across the Bank, establish a bank-wide "carbon emissions management platform", establish a solid database of the energy consumption, and improve the capabilities to collect, analyse and apply the data on energy and resource consumption of institutions at all levels; achieve bank-wide coverage for all tier-one branches, tier-two branches, and sub-branches by 2025.	The Bank optimised and upgraded the carbon emissions management system and its statistical accounting functions, enhanced data analytics capabilities, added the Scope 3 data collection features for paper, wastes and employee business travels, updated the electricity emissions factors in accordance with the latest policies of the national authorities, and achieved bank-wide coverage for all tier-one branches, tier-two branches, and sub-branches by 2025.

Waste reduction targets

Target	Progress in 2025
From 2022 to 2026, 100% of the Bank's waste IT assets will be delivered to qualified enterprises for electronic waste disposal that are registered on the website of the environmental protection bureau for green and eco-friendly treatment.	The carbon management system set up a module for electronic wastes disposal data collection. The Bank established a market-based recycling and disposal process for waste IT assets. It selected the waste assets recyclers that meet national environmental protection requirements through open bidding, and ensured green, environment-friendly and compliant disposal of waste assets by the recyclers through contract terms.
From 2022 to 2026, 100% of the Bank's decommissioned self-service equipment, such as ATMs, will be recycled by qualified suppliers.	All self-service equipment decommissioned by the Bank was recovered by equipment suppliers. The Bank required suppliers to obtain environmental management system certification and quality management system certification. For recycling and disposal activities, suppliers must hold the permits for the treatment of waste electronic products, pollutant discharge permits or hazardous waste operation licences.
Promote paperless office, improve the recycling rate of office supplies, and reduce the generation of office supplies waste. From 2022 to 2026, the office paper consumption per employee in the Head Office will be lowered by 5%.	At the end of 2025, the per capita use of paper was 0.018 tonne, down 28% across the Bank compared to 2022.

Water conservation targets

Target	Progress in 2025
From 2022 to 2026, water-saving appliances will be selected for replacement and new installations to gradually increase the use of water-saving appliances, and water-saving education campaigns will also be held across the Bank.	Appliances, including tap water appliances, were regularly checked and replaced or repaired in a timely manner to improve water utilisation.
From 2022 to 2026, the Bank will organise water conservation campaign at least once a year at the Head Office of the Bank.	The Bank carried out water conservation campaigns on occasions such as World Water Day and the National Energy Conservation Week.
From 2022 to 2026, the Bank will promote pilot projects on water recycling and reuse in branches where conditions permit.	The Bank installed water recovery equipment in its production parks in Beijing, renovated the water supply system by reserving the recycled water pipeline interface to connect to the municipal recycled water pipe network. Meanwhile, it built recycled water treatment facilities for the pre-treatment and pressurisation of water for irrigation or cooling towers refill. The Bank further implemented the national requirements on promoting the use of recycled water, raising the utilisation rate of water from non-conventional sources in the parks to more than 40%.

Indicators

Green loans	2025	2024	2023
Balance of green loans (RMB100 million)	60,018.28	46,979.09	38,829.36

Note: In 2025, the policy basis of determining the statistical scope for the balance of green loans shifted from the *Notice of CBIRC General Office on Work Regarding Green Financing Statistics* to the *Notice of PBOC General Office on Improving Statistical Work for the Five Priorities of Finance*. As a result, the data for 2025 is not comparable with that of 2024 and 2023.

Greenhouse gas emissions	2025	2024	2023
GHG emissions (Scope 1 and Scope 2) (tonne of carbon dioxide)	1,470,276.72	1,307,734.21	1,648,050.85
GHG emissions per employee (Scope 1 and Scope 2) (tonne of carbon dioxide/person)	3.87	3.19	4.49
Direct emissions (Scope 1) (tonne of carbon dioxide)	61,661.05	63,760.24	63,928.61
Natural gas (tonne of carbon dioxide)	31,459.33	32,061.84	30,498.02
Liquefied petroleum gas (tonne of carbon dioxide)	84.96	76.77	449.55
Coal (tonne of carbon dioxide)	96.87	55.69	129.05
Gasoline (tonne of carbon dioxide)	25,757.30	27,521.24	29,178.45
Diesel (tonne of carbon dioxide)	4,011.35	3,878.46	3,462.69
Others (tonne of carbon dioxide)	251.24	166.23	210.85
Indirect emissions (Scope 2) (tonne of carbon dioxide)	1,408,615.67	1,243,973.97	1,584,122.24
Purchased electricity (tonne of carbon dioxide)	1,116,518.16	1,243,973.97	1,584,122.24
Purchased heat (tonne of carbon dioxide)	292,097.51	-	-

Notes: 1. The statistical scope for 2023 included the Head Office, all institutions under the jurisdiction of 37 domestic branches, Northeastern China College and Eastern China College of the CCB Training Centre, Beijing Production Park and Wuhan Production Park. In 2024, the statistical scope was expanded to include domestic directly controlled institutions and subsidiaries including CCB Life, CCB Housing, CCB Consulting, CCB Trust and Credit Card Centre. In 2025, the statistical scope was further expanded to include overseas institutions (overseas institutions recorded 28,166.39 tonnes of carbon dioxide in GHG emissions).

2. Given the nature of the Group's business, greenhouse gas (GHG) emissions are mainly from purchased electricity, purchased heat, and fossil fuel combustion. The calculation of GHG emissions is based on the *Guidelines for the Calculation and Reporting of Greenhouse Gas Emissions by Public Building Operators (Trial)* and *ISO 14064-1: Greenhouse gases - Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals* and energy emission factors. In 2023, the emission factors used for electricity were from the *Average CO₂ Emission Factors for Regional Power Grids in China in 2011 and 2012*. In 2024, the emission factors for electricity were updated to the provincial emission factors defined in the *Announcement on the Release of CO₂ Emission Factors for Electricity in 2022*. In 2025, the provincial emission factors defined in the *Announcement on the Release of CO₂ Emission Factors for Electricity in 2023* were used.

3. In 2025, the Group-wide purchased heat was added (purchased heat recorded 292,097.51 tonnes of carbon dioxide in GHG emissions).

4. Others include fuels such as fuel oil.

5. Under the same statistical criteria, both volume and intensity of greenhouse gas emissions decreased year-on-year in 2025.

Scope 3	2025	2024	2023
GHG emissions (tonne of carbon dioxide)	60,597.96	65,162.50	62,076.38
Full-year GHG emissions per employee (Scope 3) (tonne of carbon dioxide/person)	0.16	0.16	0.17
Purchased goods and services - paper	2025	2024	2023
Paper emissions (tonne of carbon dioxide)	18,186.95	19,415.90	17,602.43
Full-year paper emissions per employee (tonne of carbon dioxide)	0.048	0.050	0.050
Wastes generated in operations	2025	2024	2023
Emissions from wastes generated in operations (tonne of carbon dioxide)	176.95	872.60	-
Full-year waste emissions per employee (tonne of carbon dioxide/person)	0.0005	0.002	-
Kitchen wastes (tonne)	5,899.98	8,955.63	-
Waste electronic products (tonne)	681.61	1,278.63	-
Business travel	2025	2024	2023
Business travel emissions (tonne of carbon dioxide)	42,234.06	44,874.00	44,473.95
Full-year business travel emissions per employee (tonne of carbon dioxide)	0.12	0.13	0.12

Notes: 1. Scope 3 GHG emissions are based on the accounting methods, activity level data and emission factor requirements set forth in the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* and the *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. They include purchased goods and services (paper), wastes generated in operations (including kitchen wastes and waste electronic products), and emissions from business travel.

2. The statistical scope of purchased goods and services (paper): The statistical scope for 2023 included the Head Office, all institutions under the jurisdiction of 37 domestic branches, Northeastern China College and Eastern China College of the CCB Training Centre, Beijing Production Park and Wuhan Production Park. In 2024, the statistical scope was expanded to include domestic directly controlled institutions and subsidiaries including CCB Life, CCB Housing, CCB Consulting, CCB Trust and Credit Card Centre. In 2025, the statistical scope was further expanded to include overseas institutions.

3. The statistical scope for wastes generated in operations included the Head Office, all institutions under the jurisdiction of 37 domestic branches, Northeastern China College and Eastern China College of the CCB Training Centre, Beijing Production Park and Wuhan Production Park. In 2024, the statistical scope was expanded to include domestic directly controlled institutions and subsidiaries including CCB Life, CCB Housing, CCB Consulting, CCB Trust and Credit Card Centre. In 2025, the statistical scope was further expanded to include overseas institutions.

4. In 2025, business travel was added to emissions accounting. The statistical scope included the Head Office, all institutions under the jurisdiction of 37 domestic branches, Northeastern China College and Eastern China College of the CCB Training Centre, Beijing Production Park and Wuhan Production Park.

Energy and resource consumption	2025	2024	2023
Energy consumption (tonne of coal equivalent)	407,435.24	329,414.67	317,579.85
Energy consumption (MWh)	3,315,176.89	2,680,347.16	2,584,050.83
Direct energy consumption (tonne of coal equivalent)	33,868.35	34,971.82	34,818.58
Natural gas (tonne of coal equivalent)	19,351.59	19,722.31	18,695.21
Liquefied petroleum gas (tonne of coal equivalent)	49.82	45.02	263.59
Coal (tonne of coal equivalent)	33.05	19.00	44.75
Gasoline (tonne of coal equivalent)	12,456.44	13,309.49	14,110.88
Diesel (tonne of coal equivalent)	1,859.71	1,798.09	1,605.36
Others (tonne of coal equivalent)	117.74	77.92	98.79
Indirect energy consumption (tonne of coal equivalent)	373,566.89	294,442.85	282,761.27
Purchased electricity (tonne of coal equivalent)	282,963.80	294,442.85	282,761.27
Purchased heat (tonne of coal equivalent)	90,603.09	-	-
Full-year energy consumption per employee (Tonne of coal equivalent/person)	1.07	0.80	0.87
Water consumption (tonne)	14,164,252.68	16,336,490.04	16,977,313.26
Full-year water consumption per employee (tonne/person)	37.85	39.89	46.27
Paper (tonne)	7,028.52	7,503.45	6,802.61
Full-year paper consumption per employee (tonne/person)	0.018	0.018	0.019

Notes: 1. The statistical scope for 2023 included the Head Office, all institutions under the jurisdiction of 37 domestic branches, Northeastern China College and Eastern China College of the CCB Training Centre, Beijing Production Park and Wuhan Production Park. In 2024, the statistical scope was expanded to include domestic directly controlled institutions and subsidiaries including CCB Life, CCB Housing, CCB Consulting, CCB Trust and Credit Card Centre. In 2025, the statistical scope was further expanded to include overseas institutions.

2. The Group's energy consumption mainly includes natural gas, liquefied petroleum gas, coal, diesel, gasoline, purchased electricity, and purchased heat.

3. In 2025, the Group-wide purchased heat was added (with comprehensive energy consumption of 90,603.09 tonnes of coal equivalent).

4. The energy consumption data is calculated based on the consumption amounts of electricity, heat and fuel, as well as the conversion coefficients provided in the *General Rules for Calculation of the Comprehensive Energy Consumption* (GB/T 2589-2020).

5. The statistical scope for diesel consumption covers both mobile and stationary sources of diesel consumption.

6. The statistical scope for water consumption of the Group covers municipal water supply, reclaimed water and drinking water.

7. Other energy sources include fuels such as fuel oil.

8. The paper types include A3 size paper, A4 size paper and paper for business use.

The Bank conducted carbon accounting for investment and financing activities in 2023 and 2024. Currently, the Bank is verifying the accuracy of collected data and economic factors.

The industry-specific stress tests (covering both physical risk and transition risk) completed by the Bank have shown insignificant impacts. For the time being, the Bank discloses no information on assets or business activities that are vulnerable to climate-related transition or physical risks. The Bank has not yet applied carbon pricing in its decision-making process.

In 2025, the carbon credit products purchased by the Bank totalled 73,400 tonnes, including China Certified Emission Reduction (CCER), Verified Carbon Units (VCU) issued by the Verified Carbon Standard (VCS) and local carbon inclusion products. At the end of 2025, total CCER transactions reached 4,600 tonnes. By implementing the pilot program on carbon neutrality, the Bank completed a total of 68,800 tonnes of emissions transactions under VCU and local carbon inclusion programs.

In 2025, the Bank has fulfilled its settlement obligations in regional carbon emissions trading markets in China, and have never been penalised for breach of such obligations.



Photo by Hu Jiangtao

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Enhancing People's Livelihoods and Public Well-being Through Inclusive Finance

Technology finance



Strategy ▶

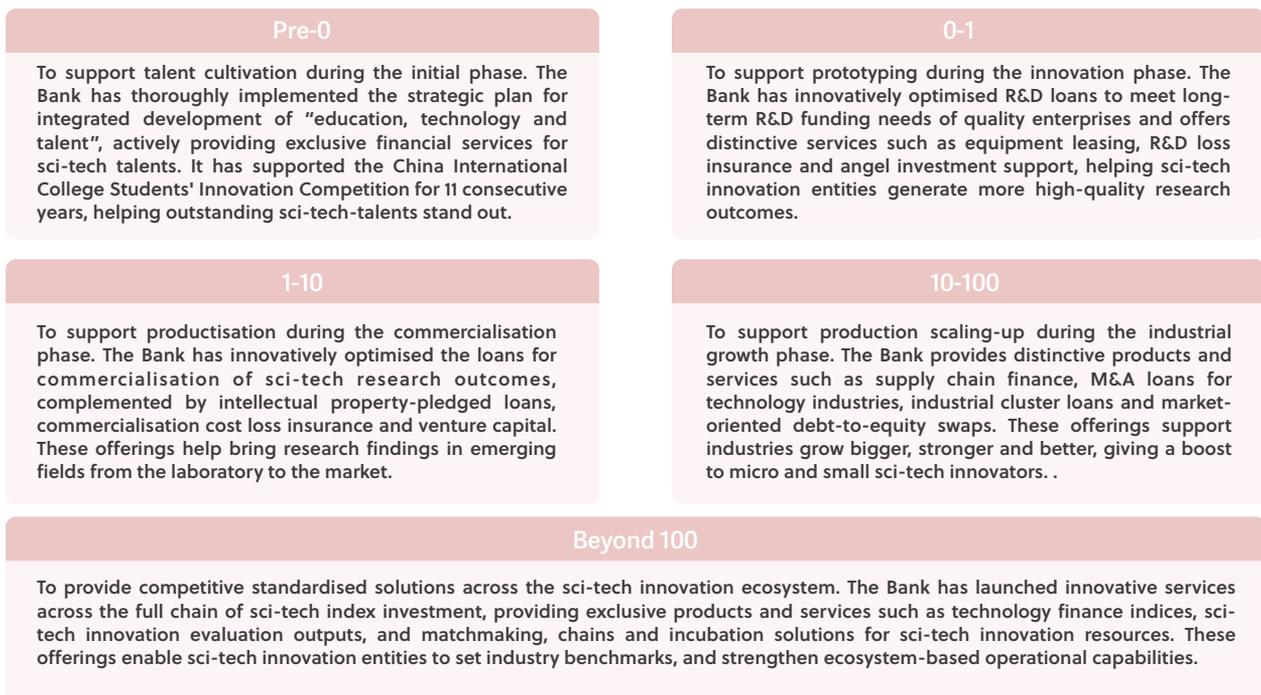
From a micro perspective, the adjustments in the financing structure of technology enterprises, volatility in investment returns, whether the commercialisation of their research outcomes meet market expectations, as well as the resultant equity value fluctuations and liquidity shocks — all these factors will have certain short-term effects on banks' earnings and risks. From a macro perspective, sci-tech innovation will drive the upgrading of industrial and sector structures, providing new impetus for sustainable development of banks. In the course of serving the optimisation and upgrading of traditional industries, the cultivation of emerging industries, and the planning for future industries, banks will bring about structural adjustments to their customers, business, and income, laying a solid foundation for long-term sustainable development. In the long run, banks will improve its income structure and sustain its growth.

By advancing technology finance in a systematic and integrated manner, CCB has built six major capabilities for a deeper understanding of technology, stronger insight into industries, more specialised products, better-tailored solutions, more comprehensive functionalities, and broader service coverage, bringing about the fostering of the "Shanjiankeji" technology finance service system aligned with sci-tech innovation. The Bank has provided three solutions of a full-lifecycle sci-tech service provider, a partner supporting the entire growth journey of sci-tech innovation entities, and a comprehensive, full-service hub with a sci-tech innovation ecosystem, and built the "Shanjiankeji" financial service system covering the full lifecycle of enterprises and technologies, encompassing the ten core functions of equity, loans, bonds, insurance, leasing, guarantees, funds, matchmaking, supply-chain finance, and incubation.

Management of impacts, risks and opportunities ▶

Analysing the impacts of risk structure adjustments, volatility in investment returns, and the effects of industry cycles on equity value and liquidity, risks such as rapid evolution of business models and regulatory adaptability, and opportunities such as economic structure upgrading and diversified demand for integrated financial services.

The Bank is fully committed to developing technology finance, serving the national drive for building China's strength in science and technology, and embedding technology finance into the integrated development of technology and industry throughout the chain.:



To strengthen group-wide risk prevention and control in its technology finance business, the Bank adheres to the principles of "a unified risk appetite, clearly defined responsibilities, risk isolation, and joint prevention and governance". It fully assumes its primary responsibility, leverages parent company-subsidiary coordination and synergy and strengthens the screening and access of technology enterprises and technology-related projects to enhance its risk identification and control capabilities.

Indicators and targets ▶

At the end of 2025

- CCB's outstanding technology loans reached RMB5.25 trillion, serving 317.2 thousand enterprises.
- In the area of sci-tech innovation bonds, the Bank underwrote 182 tranches for 106 issuers in 2025, with an underwriting volume of RMB71,984 million, representing a year-on-year increase of 282.43%.

Financing enterprises to advance through innovation



CCB launched "Advancing Through Innovation", a dedicated initiative on technology finance targeting small and micro enterprises. The Bank optimised and promoted specialised credit products, including "Shanxin Loan" and "Shanke Loan", leveraged the "Sci-Tech Innovation Radar Patent Valuation" tool, and promoted internal assessment methods for intellectual property-pledged financing. Through these efforts, it accelerated the integrated development of inclusive finance and technology finance, enhancing the coverage, quality and efficiency of inclusive finance services tailored to technology enterprises.

Case

Issuance of sci-tech innovation bonds

CCB acted as the lead underwriter for sci-tech innovation bonds issued by a private technology enterprise in the Yangtze River Delta, the first of its kind nationwide. The bond issuance amounted to RMB200 million with a one-year term. The proceeds will be earmarked to supplement the working capital of the issuer's subsidiary, which is recognised as a national high and new technology enterprise. This move represents an effective response to the establishment of a dedicated sci-tech innovation board in the bond market and a concrete step in supporting the development of technology finance.

The Bank also served as an underwriter for sci-tech innovation bonds issued by a state-owned capital investment and operation company in the Yangtze River Delta. The bond issuance represented the largest single-tranche size and the longest term nationwide, with a maturity of 15 years, an issuance size of RMB3.5 billion and a coupon rate of 2.13%. The proceeds will be primarily invested in China's strategic emerging industries, including aerospace and integrated circuits.

In addition, the Bank acted as the lead underwriter for green sci-tech innovation bonds dedicated to facilitating large-scale equipment upgrades and consumer goods trade-in programmes issued by a private enterprise in the consumer sector. The issuance size was RMB2 billion with a coupon rate of 1.66%, and was the first of its kind in China's consumer sector and the first to support the development of technology subsidiaries in the country. Against the backdrop of advancing the sci-tech innovation board in the bond market, the successful issuance of the bond provides a strong innovative and demonstration effect.

Inclusive finance



Serving small and micro enterprises

Strategy ▶

The risks associated with inclusive finance primarily arise from the relatively weaker risk resilience of target customer groups and homogeneous competition across the industry, which may lead to certain credit risk in the short term. From a medium- to long-term perspective, however, supported by sustained policy backing and structural opportunities, the Bank expects to build a sustainable brand advantage and achieve steady business growth by enhancing integrated online-offline service models, strengthening a risk control mechanism that combines digital technologies with human judgement, and deepening its comprehensive service capabilities.

Focusing on addressing the financing difficulties and challenges faced by small and micro enterprises, CCB advances innovation in inclusive finance business models and continuously enhances the quality and efficiency of inclusive finance services. The Bank increases credit support for groups such as small and micro enterprises, self-employed individuals and other target groups of inclusive finance, contributing to more sufficient and decent employment. By vigorously developing inclusive finance, the Bank provides strong support to the real economy while advancing its own sustainable development.

Management of impacts, risks and opportunities ▶

After analysing the status quo and impacts of first-mover advantages and sound asset quality, risks such as peer competition and credit risk, and opportunities such as digital technology innovation and policy incentives associated with small and micro enterprise businesses, the Bank enhances its risk management capabilities for small and micro enterprises through a risk control model that combines digital technologies with human judgement to continuously promote the high-quality development of inclusive finance.

Focusing on the financing needs of market entities, the Bank increases credit supply under inclusive finance. Targeting customer groups including small and micro enterprises, self-employed individuals, sci-tech innovation enterprises and agriculture-related entities, it continuously innovates and improves the inclusive finance product system, improves the signature products including "Unsecured Quick Loans" and "Secured Quick Loans", and promotes the exclusive products for small and micro tech firms such as "Shanxin Loan" and "Shanke Loan". The Bank continues to innovate the digital inclusive finance modes, applies multi-dimensional data to optimise the models, improves the evaluation mode for small and micro enterprises, and flexible combines product elements such as credit line, term, interest rate and security method based on the different characteristics and needs of customers, and delivers financial products and services that are more targeted, broader in coverage and higher in quality. The Bank further strengthens the financing coordination mechanism that supports small and micro enterprises, consolidates achievements in previous periods, further strengthens government-bank cooperation and increases the financing supply for small and micro enterprises. At the end of 2025, the Bank provided a total of RMB21.14 trillion of credit support for 6.14 million inclusive finance customers through "Quick Loan for Small and Micro Businesses" and other new product modes.

CCB continues to promote fee and interest reductions to benefit enterprises and lower the overall financing costs for inclusive finance customers. Based on factors such as the loan prime rate, its own funding costs, and the characteristics of small and micro enterprise customers, the Bank determines inclusive loan interest rates in a science-based and reasonable manner. It supports a loan utilisation model featuring "use as needed and interest calculated on a daily basis", reducing fund occupation and significantly lowering interest expenses. Inclusive finance loan interest rates have declined for eight consecutive years at the Bank.

CCB continues to expand and upgrade the "CCB Huidongni" platform, strengthening the three main business lines of credit financing, comprehensive financial services, and operations and management, and advancing integrated service offerings for inclusive customer groups. It meets the needs of enterprises throughout their lifecycle, and continuously enhances the efficiency of converting platform traffic into customer attraction.

Focused on high-quality development, the Bank continues to strengthen its long-term risk control framework. By further deepening business models that combine digital technologies with human judgment, as well as online and offline channels, the Bank enhances its intelligent risk control system and reinforces full-process loan management, thereby steadily improving the quality of credit assets.

Indicators and targets ▶

At the end of 2025

- The balance of inclusive loans to small and micro enterprises stood at RMB3.83 trillion, serving 3,688.2 thousand small and micro enterprise customers.
- The “CCB Huidongni” platform recorded cumulative visits of 532 million. Nearly 14 thousand outlets across the Bank were capable of providing inclusive finance services, supported by more than 24 thousand dedicated inclusive finance staff members.

Conducting customer visits with warmth and tangible results



In accordance with the government and regulatory authorities' arrangements regarding the coordination mechanism for supporting financing for small and micro enterprises, CCB Shanghai Branch actively launched a large-scale outreach campaign targeting thousands of enterprises. Led by branch heads, teams conducted front-line visits, with all 342 outlets across the branch jurisdiction joining the initiative. Staff proactively entered markets and stayed in touch with customers to gain precise insights into their financial needs. Throughout the year, the branch organised 393 bank-enterprise salons, providing consultations, policy briefings and financial services to over 12,000 participants in aggregate. The initiative aimed to unblock financing channels and effectively address the longstanding challenges of difficult and costly access to financing. During these visits, small and micro business owners engaged in face-to-face discussions with customer managers regarding their operational conditions and funding requirements. Customer managers subsequently developed tailored inclusive finance service plans for each enterprise, covering tailored credit products, loan renewal arrangements, preferential pricing and policy benefits including rights protection measures.



Staff of CCB Shanghai Branch discussing financial service needs with a customer at the customer's business premises



Delivering cost-reduction dividends directly to small and micro enterprises



CCB Fujian Branch's staff conducting on-site visits to assess an enterprise's relevant needs

CCB Fujian Branch strengthened communication with enterprises regarding their overall financing costs, including various financing-related fees, and ensured the timely transmission of inclusive interest rate cuts, the central bank's preferential policies and other cost-reduction dividends by optimising loan pricing models and launching the “Inclusive Finance Benefiting Enterprises across Sectors” campaign. In 2025, the weighted average interest rate of newly issued loans at the branch declined by nearly 30 basis points year on year. The branch also implemented the loan renewal policy without principal repayment, introducing an innovative fast-track channel for loan renewals, transforming what had previously involved multiple offline approval procedures into a streamlined online process, and significantly alleviating liquidity pressures on enterprises.

Supporting all-around rural revitalisation

Strategy ▶

Focusing on key areas such as enhancing comprehensive agricultural production capacity, advancing the building of liveable and business-friendly rural communities, and improving the effectiveness of policies that strengthen agriculture, benefit rural areas and increase farmers' incomes, CCB continues to expand its service to primary-level areas and enhance service capabilities. The Bank remains committed to delivering high-quality financial services in support of all-around rural revitalisation.

Management of impacts, risks and opportunities ►

After analysing the impacts of relevant matters such as food security and the reshaping of its own business strategy, risks related to credit, cost and market competition, and opportunities such as policy incentives, industrial upgrading and the untapped potential of digitalisation, the Bank unleashes its unique advantages, continuously improves the "Yunong" service system, continues to focus on priority areas, optimise risk management and control, and fully support rural revitalisation.

Serving the development of rural industries. With a focus on the integrated development of primary, secondary, and tertiary industries, the Bank created a service model centred on agriculture-related ecosystems, industry chains, and customer groups. It strengthened the development of scenarios and platforms, consistently offering comprehensive financial services to agriculture-related entities such as wholesale and trading markets of agricultural products, new agricultural business entities, as well as farmers and rural enterprises across the entire industrial chain. Leveraging the "Yunong Industry" platform, the Bank provided integrated services covering agricultural input procurement, agricultural product sales, warehousing and logistics, order management, agricultural product transaction monitoring, and supply chain management for core agriculture-related enterprises and their upstream and downstream partners. For agriculture-related customer segments in agricultural products wholesale markets and farmers' markets, the Bank promoted the "Yunong Market" service model, launching the "Yunong Market" comprehensive service platform, which provides a range of financial and non-financial services, including credit, settlement, and market management. Focusing on specialised farmer cooperatives, CCB introduced the "Yunong Cooperation" service brand, effectively connecting small farmers with modern agriculture. The Bank launched the "Yunong Cooperation" comprehensive service platform and promoted the exclusive product "Quick Loan for Cooperatives", which supports cooperatives in uniting and guiding farmers through integrated services, including credit and settlement.

Serving integrated urban-rural development, seizing development opportunities in new urbanisation and promoting county-area business development. The Bank developed the business development strategy for county-area rural finance in light of local resource endowments and characteristics. It offered policy support for county-level financial services provided in areas such as credit policies, pricing mechanisms, assessments and incentives, thereby enhancing product innovation and offering comprehensive services.

Supporting farmers in increasing their income. The Bank continuously improves the "Yunong Loan" products and services. Leveraging its advanced FinTech capabilities, CCB launched the "Yunong Quick Loan" product package that relied mainly on online channels. The product package enabled farmers to apply for loans independently, supported model-based automated approval, and allowed for online loan disbursement and repayment. The Bank also developed the "Yunong Loan" product package that relied mainly on offline channels to meet the credit needs of large agricultural-related production and operations under the diversified business models in agriculture and in rural areas.

Cementing the foundation for risk prevention and control. CCB optimised the post-lending management system and digital risk control platform for Yunong loans. The Bank deployed monitoring models and continuously enhanced their effectiveness. It iteratively upgraded the overdue collection task workflow system for Yunong loans, diversified collection methods, and supported intensive post-lending risk management, thereby strengthening the overall risk control capabilities for Yunong loans.

Progress: Consolidating and expanding poverty alleviation achievements

The Bank has continued to provide financial support to consolidate and build on achievements in poverty alleviation and to promote the revitalisation of rural areas. It formulated and issued the *2025 Work Plan of China Construction Bank for Consolidating and Building on Achievements in Poverty Alleviation and Promoting the Revitalisation of Rural Areas*, strictly implementing the central leadership's requirements for "Two Continued Efforts, Four Key Focuses", requiring the Bank to maintain financial support for areas lifted out of poverty. With a focus on key counties receiving paired assistance for rural revitalisation, the development of distinctive industries in areas lifted out of poverty, and the areas for poverty alleviation relocation, the Bank steadily increased credit support, and fulfilled the goals of achieving positive growth in outstanding loans to areas lifted out of poverty, ensuring that loan growth in key counties receiving paired assistance is no lower than the overall growth rate of the Bank's overall loan portfolio, and appropriately increasing the numbers of county-area outlets and outlets in key counties designated for assistance.

Enhancing services for rural industries. The Bank actively aligned with the "One County, One Industry" national initiative to strengthen county economies and increase farmers' incomes. Adhering to both areas lifted out of poverty and key counties receiving paired assistance for rural revitalisation, the Bank expanded business to economically vibrant towns and villages surrounding counties, as well as to villages with distinctive industry clusters. Centring on key industries, the Bank advanced the development of agriculture-related industry chain ecosystem scenarios, built benchmark ecosystem scenarios, and delivered comprehensive financial services. Meanwhile, it continued to enrich the functions of its digital agricultural industry chain platforms, strengthened cooperation with key entities such as core enterprises in the industrial chain and core markets, actively developed role models for model areas for ecosystems, chains and clusters in specialised markets, and deeply integrated into business scenarios in various specialised markets in the county areas.

Providing targeted financial assistance for key customer groups. Focusing on core groups in areas lifted out of poverty and key counties receiving paired assistance, the Bank implemented tailored support measures. For self-employed individuals in these areas and the upstream and downstream rural households on the industrial chains, it provided stronger support for registered households lifted out of poverty and those at risk of falling back into poverty. For entrepreneurs returning to rural areas and "new farmers", the Bank leveraged product packages such as "Yunong Quick Loan" and "Yunong Loan", as well as integrated service models such as the combination of futures, insurance and credit to provide credit support. Through the "CCB Huidongni" platform, it delivered full-process online credit services. For new residents in county areas, the Bank provided suitable financial products and strengthened customer manager services to effectively enhance service quality and efficiency. Meanwhile, the Bank also carried out consumption-driven assistance initiatives, further increasing relevant support in areas lifted out of poverty and key counties receiving paired assistance for rural revitalisation. It actively procured agricultural products from the one district and three counties of Ankang, Shaanxi Province and organized a number of promotional events for agricultural products with distinctive Ankang features, thereby further developing the consumption-driven assistance ecosystem for areas lifted out of poverty. The Bank carried out the work on "Financial Literacy Promotion". Relevant training was provided, in such forms as door-to-door training and regional centralized training, for key groups in areas lifted out of poverty and key counties designated for assistance. The financial services, transaction scenarios and training classes have all been extended to villages.

Indicators and targets ▶

At the end of 2025

- The Bank's outstanding loans for county areas exceeded RMB6.10 trillion, with the balance of Yunong loans surpassing RMB340 billion.
- Outstanding loans in areas lifted out of poverty amounted to RMB1,326,667 million, while loans to key counties receiving paired assistance for rural revitalisation reached RMB170,553 million.

Tapping into the seed industry value chain to establish a model for financial services



CCB has focused on the entire seed industry chain, developing a comprehensive financial service model structured around the integrated cycle of breeding, propagation and promotion. This solution covers the full value chain, diverse business scenarios and a broad customer base, and was first implemented in Gansu Province. The Hexi Corridor in Gansu is the largest maize seed production base in China and one of the country's three core hubs for the modern seed industry. In response to challenges across the local maize seed production industry chain, both upstream and downstream, including the absence of digital platforms among leading seed enterprises, relatively low operational efficiency, incomplete data elements for agribusinesses and farmers, limited availability of collateral and guarantees, and difficult and costly access to financing, the Bank partnered with seed enterprises to establish a digital agriculture cloud platform. Leveraging Internet of Things (IoT), big data, cloud computing and sensor technologies, the platform enhances operational efficiency across the seed industry, strengthens integration between production and sales, and extends financial services to primary-level areas. In doing so, it fosters coordinated development and promotes shared benefits among governments, enterprises, banks and farmers.

Financial support nourishing the Gobi, making Aksu "Rock-candy Heart" apples sweeter



CCB Xinjiang Branch adopted a targeted approach to the entire apple industry chain, establishing a full-lifecycle financial service system that enables prosperity to take root in the arid Gobi landscape. Focusing on the production, processing and sales stages of the apple industry in Aksu, Xinjiang, the branch delivered comprehensive financial support throughout the industry chain. Upstream (cultivation): Customer managers conducted on-site visits to establish customer information records for fruit growers. Midstream (processing): Tailored integrated service solutions were provided to leading enterprises, alongside dedicated fast-track approval channels to ensure timely funding during peak seasons. Downstream (sales): Leveraging the CCB Lifestyle App, the branch supported the apple marketing initiative, including themed promotional campaigns such as "Hi-Shopping Season". Through an integrated model of "online ordering + in-store pick-up", sales channels were effectively expanded and brand visibility was enhanced. With the continuous deepening of full-chain financial services, the Aksu apple industry has experienced robust growth, and per capita income from fruit cultivation has increased markedly. The distinctive "Rock-candy Heart" apple has thus become a genuine "fruit of prosperity", contributing to the rural revitalisation drive.

Ensuring housing security

Strategy ▶

CCB actively participates in the development of government-subsidised housing programmes across various regions, providing personal housing loan services to eligible salaried households purchasing allocation-based government-subsidised housing. The Bank is committed to positioning itself as a first mover, a core service provider and a benchmark institution in this field.

Management of impacts, risks and opportunities ▶

After analysing the impacts of acting as a market stabiliser and supporting policy transmission, risks such as credit risk concentration and policy compliance, and opportunities such as model innovation and ecosystem empowerment, the Bank adopts a holistic approach to continuously exploring new models for real estate development, thereby contributing to the optimisation of the supply of government-subsidised housing.

The Bank expands the rollout of personal mortgage loans for government-subsidised housing, closely tracking local plans for the acquisition, reserve and construction of government-subsidised housing, and broadening project cooperation and loan disbursement in both scope and scale. It actively addresses the basic housing needs of urban salaried groups and various disadvantaged households, supporting the improvement of the “government-subsidised and market-based” housing supply system. Branches are guided to closely follow local planning and construction progress in the field of government-subsidised housing. To date, the Bank has implemented the first allocation-based government-subsidised housing loan in the local areas of Zhengzhou, Dalian, Baise, Yulin, Xining, Qingdao, Kunming, Xi’an, Fuzhou, Urumqi, Hohhot, Guangzhou, Ganzhou, Nanning, Harbin, Xuzhou, Guigang and Liuzhou. At the end of 2025, a total of 1,093 such loans, amounting to RMB450 million, were disbursed.

The Bank actively responds to developments and risks in the real estate market. In the pre-lending process, it conducts due diligence on portfolio risk characteristics across multiple dimensions, including regions, institutions, customer segments and collateral. In the post-lending process, it closely monitors risk changes, promptly identifies and mitigates potential risks, accelerates the disposal of exposed risks through multiple measures, and continues to strengthen business processes and foundational risk management to ensure stable asset quality.

Indicators and targets ▶

In line with the recommendations and requirements of the 15th Five-Year Plan, the Bank will leverage its professional strengths in housing finance to continuously follow up on local plans for the acquisition, reserve and construction of government-subsidised housing across different regions. On this basis, it will introduce housing finance service solutions aligned with local policies and project realities, support the goal of “meeting the housing needs of all people”, and inject financial momentum into the development of a new real estate model.

Increasing the accessibility of financial services

The Bank has established a diversified portfolio of financial products and services, while closely monitoring the actual needs of regions and customer groups with insufficient access to financial services. It actively explores differentiated and tailored financial service solutions, aiming to provide high-quality financial resources to various market participants and the general public, effectively meeting the diverse financial needs of different groups and enhancing the accessibility of financial services.

Innovation in service channels through multi-party collaboration ▶

The Bank cooperates with third parties such as village committees, supply and marketing cooperatives, and rural supermarkets to establish “Yunongtong” service points. This extends service reach, enriches service functions and scenarios, and allows rural customers to conveniently and safely access basic financial services such as cash withdrawals, remittances, and transfers within the scope of their daily lives and work. These service points also provide public convenience services such as social security, medical insurance, and utility bill payments, safeguarding the rights of rural customers to access financial resources. At the end of 2025, “Yunongtong” cumulatively served more than 76.21 million rural customers, with 4.16 million new customers added during the year, and over 100 million transactions processed. Meanwhile, the Bank continued to enhance the effectiveness of the “Yunongtong” App as the primary online access channel for farmer loans. At the end of 2025, the cumulative credit support provided by the Bank through the platform exceeded RMB481.7 billion, with over RMB196.3 billion added during the year.

The “CCB Doorstep Service” runs on a contactless financial service model. By integrating internal resources and third-party logistics systems, “CCB Doorstep Service” extends traditional outlet services to customers’ doorsteps and effectively connects online and offline channels. For physically delivered financial products and services, the model provides professional distribution solutions, enabling customers with mobility difficulties or who are unable to visit outlets to access safe and convenient financial services without leaving home and making financial services more accessible to the people in areas with a shortage of financial services. At the end of 2025, the “CCB Doorstep Service” financial service supported the delivery service of products, including personal credit certificates and bank confirmation letters, cumulatively benefiting more than 29 million customers in total.

CCB serves emerging employment groups. Targeting merchants, deliverymen, drivers and live streamers on internet platforms such as Meituan, DiDi and Kuaishou, the Bank recognises that these customer groups typically have relatively low incomes, limited financial management capabilities, high demands for flexibility, and relatively underdeveloped digital capabilities. In collaboration with these platforms, it provides the “Business Card”, a simple and convenient integrated financial service solution. With a single SMS verification code entered on the platform, users can complete settlement account binding, quick payment authorisation, Business Card enrolment and mobile banking registration, enjoying a “four-in-one” integrated service experience with just one tap. Customers can also view the consolidated income statement across multiple platforms. Platform income cash flows are incorporated as a key variable into product models such as “CCB Merchant Cloud Loan”, enabling the provision of inclusive credit financing. In addition, customers can access other comprehensive services, including convenient payment and wealth management. At the end of 2025, the “Business Card” integrated service solution was launched on platforms including Meituan, Kuaishou, DiDi, Douyin, Tmall and Alipay, with a total of 3.25 million registered customers.

Innovation in mobile and online service channels ▶

The Bank has continued to optimise age-friendly mobile banking services. Based on customers’ personal information and online behaviour, the system intelligently recommends the large-font version of mobile banking, accurately guiding elderly customers to age-friendly services. The functional layout of the age-friendly version has been streamlined, with frequently used features such as account enquiry, deposit products, bill payments, medical and social insurance services, and live agent customer service directly accessible on the home screen, lowering usage barriers. Since the launch of the upgraded age-friendly version in February 2025, average monthly active users have increased by 245.94%.

The Bank has refined the mobile banking in the Tibetan language, which provides localised translation of core features such as account enquiry, fund transfer, and credit card repayment, making feature descriptions easier to understand. To ensure a good user experience, the Bank conducted multiple rounds of user testing for the Tibetan-language version of its mobile banking, engaging Tibetan users and a professional translation agency. Based on the feedback, the Bank optimised the product design to ensure translation accuracy and usability, and continued to expand the service functions of the Tibetan-language version.

CCB actively advances the building of digital service capabilities at all outlets. Based on the “micro-application” model, the Bank extends outlet services to online platforms such as mobile banking, CCB Lifestyle App, official WeChat mini programme, and “CCB Huidongni” App, unifying services including outlet enquiry, outlet information browsing, online queuing, service appointment pre-processing, and CCB Doorstep Service across all channels. This helps move business processes forward and substantially improves the efficiency of financial services. At the end of 2025, the Bank provided digital services more than 6.5 million person-times per month on average, bringing convenience to customers while easing the burden on outlets.

The Bank fully leverages the advantages of the “Longyixing” intelligent mobile terminals in service delivery. Employees can take these devices to hospitals, construction sites, enterprises, etc., to provide various kinds of door-to-door services such as account opening, loss reporting and loss report cancellation, password reset, e-banking contract signing, and customer information modification for customers with mobility difficulties, elderly people, urban migrant workers, and residents in some high-altitude or remote rural areas. The Bank has deployed 20.8 thousand “Longyixing” intelligent mobile devices in total, of which 5,743 are in county areas, extensively covering regions with limited access to financial services. In 2025, the terminals facilitated 388.3 thousand door-to-door services, including more than 31.7 thousand times for special groups such as elderly customers.

Innovation in outlets and offline service channels

At the end of 2025, the Bank operated 13,953 domestic outlets, including 4,277 in county areas, accounting for 30.65% of the total, an increase of 10 outlets compared with the beginning of the year. Outlets in key counties receiving paired assistance for rural revitalisation reached 145, an increase of three compared with the beginning of the year, while outlets in areas lifted out of poverty totalled 1,055, an increase of 11 compared with the beginning of the year. The Bank expanded its reach in eight previously unserved counties. During the year, the Bank deployed 40,401 ATMs and 34,292 smart teller machines nationwide, with 12,775 ATMs and 10,447 smart teller machines located in county areas.

Internationally, the Bank operated 151 overseas commercial banking institutions of various levels across 28 countries and regions, including 20 tier-one branches and six subsidiaries.

Promoting the spirit of Zhang Fuqing: The CCB Joy Life platform advancing the reform of rural utility payment



Yongshun County in western Hunan province, located on the edge of the Yunnan–Guizhou Plateau within the Wuling Mountain range and administering 23 administrative villages, has long faced practical challenges in rural public school meal fee collection. Previously, students were required to carry cash to school, creating potential financial loss for families if funds were misplaced. In some cases, parents transferred payments directly to teachers, adding responsibilities beyond teachers' core educational duties. Manual fee collection at school service windows was time-consuming and susceptible to reconciliation errors. In response to the needs of schools and parents, Yongshun Sub-branch of CCB Hunan Branch introduced a digital meal fee payment solution via the CCB Joy Life platform that securely connects schools, families and the Bank through integrated fund and data flows, while enabling three core functions: real-time synchronisation of payment information, automatic generation of reconciliation reports and data screening. Parents can complete monthly meal fee payments through the "Education Fee Payment" module within the Bank's mobile banking app that automatically generates electronic receipts, effectively reducing the occurrence of disputes. Yongshun Sub-branch adopted a "proactive outreach" service model. Its rural outreach teams set up mobile service points at convenience stores of villages and in farmsteads. They shifted from providing bill payment service alone to offering comprehensive financial services, and initially established a financial ecosystem chain of "tuition payment - credit rating - loan support".

Pension finance



Strategy ▶

Market volatility and policy changes can influence product valuations and business scale in the short term. Meanwhile, pension finance faces long-term exposure to risks such as interest rate fluctuations and inflation, which primarily affect asset allocation and returns over the medium to long term. In response, banks may leverage policy support, such as tax breaks, to optimise cost structures, broaden product lines to expand income sources, enhance brand recognition and attract long-term, high-value customers to further support sustainable business growth.

CCB's pension finance has evolved from pursuing single-point breakthroughs to a new phase of systematic and structured development. The Bank continues to benchmark its practices against industry peers. With the aim of establishing a leading position in pension finance and becoming a specialised pension finance bank, it steps up coordinated efforts to advance pension finance in all aspects. In serving the silver economy, developing the elderly care industry, providing retirement planning and investment advisory services, and offering non-financial elderly services, the Bank seeks to uphold fundamental principles, break new ground, and take bold actions to enhance operational quality, efficiency, and value contribution.

Management of impacts, risks and opportunities ▶

After analysing impacts on national strategies, social transformation, and the business structure of the banking industry, risks such as long-duration and cross-cycle risks and compliance risks, and opportunities such as market window of opportunity and prime period for talent reserve, CCB continues to deepen reforms and implement coordinated mechanisms and plans to ensure tangible results in key areas.

CCB expands the coverage of the annuity to develop corporate pension solutions. The Bank has strengthened the strategic and foundational role of annuities and supported CCB Pension in advancing the State Council's pilot programme on pension reform and innovation. It has rolled out a range of innovative, tailored service solutions, including the industrial park talent annuity, non-staff personnel annuity, ex-serviceman annuity and village party secretary annuity. The Bank has also piloted the new "521 Pension Finance Workplace Service" model, providing enterprises and employees with "pension finance + X" solution packages and delivering financial services directly to factories and workshops. In addition, the Bank has innovatively launched the "Anxin" series of corporate supplementary pension products, covering salary benefits, equity incentives and supplementary medical coverage, thereby easing enterprises' cost pressures while enhancing benefits for employees.

CCB actively promotes the private pension system and continues to expand participation in private pension schemes. The Bank has strengthened its insights into customers through in-depth research and published the *China Pension Finance White Paper 2025*. It has optimised the functionality of private pension accounts and enriched its product offerings to enhance the customer service experience, and conducted more than 100 events under the "Pension China Tour" initiative. As a result, CCB has maintained industry-leading performance in both private pension account openings and contributions. Leveraging its subsidiaries, including CCB Wealth Management, CCB Principal Asset Management, CCB Trust and CCB Life, the Bank has developed the "Jianzao" series, the niche-market championship products focused on pension with strong performance and broad market recognition, with the total scale of the series increasing by more than three times compared with the beginning of the year.

CCB promotes the private pension scheme nationwide to build a private pension service system. The Bank has enhanced the functions of private pension accounts, including the introduction of the benefit withdrawal option, and streamlined service processes. Guided by the principles of “prudent investment, stable cash flow and reliable health protection”, the Bank has developed a pension product portfolio, optimising both product availability and the overall investment experience. The pension finance section has been fully upgraded to provide customers with a unified account overview, enabling pension-related information to be clearly presented in the form of retirement planning. To foster a holistic pension service ecosystem, the Bank continues to carry out the “Pension China Tour” campaign nationwide. During the Double Ninth Festival, CCB launched the private pension service “Jiayang’an: Nine Benefits of Pension Service”. The “Pension Planner” certification system helps enhance the professional capabilities of customer managers in delivering high-quality retirement planning advice.

CCB promotes the development of the elderly care industry by diversifying service offerings. The Bank has designated the elderly care industry as a priority sector for credit support and has introduced innovative elderly care service loans, leading the industry in terms of its lending scale. The Bank has also explored the establishment of a pension-oriented sci-tech innovation fund, with a focus on supporting R&D in senior care technologies, applications in smart healthcare and related fields, thereby enabling pension finance-related technological innovation to benefit a broader elderly population. Furthermore, CCB explores the development of the “Yiyang” service system, which addresses five core needs: elderly care, healthcare, lifelong learning, leisure and social participation to help high-quality elderly care enterprises expand their customer base and application scenarios, while promoting consumption related to elderly care services.

CCB supports the development of public-interest and charitable initiatives to promote society-based elderly care. In partnership with local civil affairs departments and charitable organisations, the Bank provides corporate customers with one-stop charitable trust services, benefiting more than 1,000 elderly individuals. These initiatives include the upgrading of community elderly care facilities, health support services, subsistence subsidies for people in need, talent training programmes and dementia care services. The Bank has also built 511 “Jiayang’an” pension finance outlets, highlighting four core features: product benefits, age-friendly services, investment education for seniors and a pension micro-ecosystem. In addition, more than 1,000 “Jiayang’an” pension finance lectures for senior citizens have been delivered, establishing an important platform for benefitting the public with financial services and for providing innovative services to the elderly customer group.

Indicators and targets ▶

At the end of 2025

- At the end of 2025, pensions under the Bank’s custody reached RMB2.06 trillion, while second-pillar management services of CCB Pension amounted to RMB0.72 trillion.
- In 2025, CCB underwrote the first bond issued by the elderly care industry in China’s interbank market, with the proceeds allocated to elderly care projects that comply with relevant national standards.

Hosting the second annual launch event of the “Jiayang’an” pension finance products and services during the Double Ninth Festival



On 29 October 2025, the Double Ninth Festival of the year, CCB hosted in Shanghai the second annual launch event of the “Jiayang’an” pension finance products and services, showcasing its latest progress in vigorously developing pension finance. At the event, the Bank successively unveiled the “Jiayang’an” Enterprise Annuity 3.0 Service, specialised annuity solutions for talent in industrial parks and universities, the “Smart Custody” annuity custody service programme, the “Yiyang” five-pronged elderly care service system covering elderly care, healthcare learning, leisure and engagement, and the “Jiayang’an: Nine Benefits of Pension Services” private pension service. The Bank also entered into agreements with ecosystem partners, including SDIC Health, JD Health, WeDoctor, 1905.com and ctrip.com. During the launch event, BlackRock CCB Wealth released the 2025 White Paper on China’s Pension Finance. Meanwhile, CCB Life, CCB Wealth Management, CCB Principal Asset Management and CCB Trust introduced a range of innovative pension finance products and services. CCB Shanghai Branch also published the 2025 edition of the “Golden Years” Pension Finance Handbook.

“Anxin Shanyang” charitable pension trust: pursuing value through principled finance



CCB, in collaboration with its subsidiary CCB Trust, launched “Anxin Shanyang”, an innovative charitable pension trust. Deeply integrating philanthropy with elderly care services, the programme is guided by the principle of “pursuing benefit through righteousness and balancing social and economic value”. By pioneering a “trust + charity + pension model, it channels social capital into the elderly care sector while providing diversified retirement protection solutions for senior citizens. It also offers enterprises rich product options to fulfil their social responsibilities. Distinguished by its clear public welfare orientation, innovative service model and tangible social impact, the “Anxin Shanyang” trust not only demonstrates the political and people-centred orientation of financial work but also represents an important attempt to uphold fundamental principles while pursuing innovation, constituting a constructive exploration in advancing the sustainable development of pension finance.

At the end of 2025, the trust accumulated paid-in assets of RMB7.3 million and benefited more than 4,000 elderly individuals. Its portfolio spanned six key areas, including community elderly care facility upgrades, health support, hardship subsidies, professional talent training, dementia care and cultural enrichment initiatives, forming a multi-tiered and broad-based network of charitable elderly care services. This business was included the “Cases of Financial Culture with Chinese Characteristics in the Banking Industry” compiled by the China Banking Association, and awarded the “Outstanding Case Award for Pension Finance” in the “14th Annual Golden Wisdom Awards” by JRI.com.

Digital finance



Strategy ▶

Risks associated with digital finance primarily arise from its heavy reliance on technology and the challenges posed by rapid technological iteration. Operational fluctuations of technology platforms may directly affect business operations and customer services, and may also lead to temporarily higher maintenance expenditures, exerting short-term financial pressure. From a medium- to long-term perspective, while the advancement of digital transformation entails challenges related to technological upgrading and strategic alignment, it enables continuous enhancement of risk identification and pricing capabilities, thereby improving asset portfolio quality. In addition, digitalisation can significantly reduce operating costs and improve service efficiency, helping cultivate new growth drivers and strengthen customer stickiness, ultimately supporting the medium- to long-term sustainable growth of interest and fee-based income.

Guided by a clear strategic vision and aligned with a series of national policies, the Bank formulated the *Three-Year Action Plan of China Construction Bank for the Development of Digital Finance (2025-2027)*. Under this plan, the Bank will advance comprehensive, full-chain and systematic digital and intelligent transformation across the Group, empowering the advancement of the “Five Priorities” of finance, delivering high-quality services to the digital economy, and promoting the integration of digital technologies and the real economy.

Management of impacts, risks and opportunities ▶

After analysing the impacts on the reshaping of banking business models and changes in the competitive landscape, risks such as technical risk and cybersecurity risk and opportunities such as the emergence of new growth areas and significant enhancements in intelligent risk management capabilities, the Bank accelerates its digital and intelligent transformation, systemically advances AI applications, and supports the growth of the digital industry and the digital transformation of traditional industries.

CCB continued to enhance the quality and efficiency of digital finance in empowering its businesses. The Bank further optimised the structure of its digital ecosystem, improving the intelligence and convenience of its financial services. Outlet services were increasingly migrated to online and paperless channels, reducing customer visits and on-site waiting time. Digital technologies were further leveraged to ease operational burdens, with a unified response portal provided to more than 100,000 counter staff, delivering convenient, efficient, timely and accurate support for customer enquiries. With the progressive deployment of retail AI applications, the Bank released the upgraded “Bangde” Assistant 4.0, deeply embedding AI across the entire workflow of customer managers to significantly enhance the effectiveness of frontline customer management. Meanwhile, the model of direct services for personal customers continued to mature, with an “insight-matching-delivery” closed-loop operational mode in place to efficiently reach a broad customer base, serving more than 74 million customers online.

The Bank upgraded its group-wide unified intelligent risk control portal, enabling “AI+” intelligent risk control from a user-centric perspective, underpinned by enterprise-level risk information. As technological capability building continued to advance, “CCB Cloud” adopted a multi-region, multi-location, multi-stack and multi-chip structure, maintaining an industry-leading scale and cloud service capability. The Bank systematically developed AI applications and deployed large AI models at scale, empowering 398 application scenarios across the Group. The Bank also made sustained efforts to build a secure, compliant, reliable and efficient computing power platform, establishing a new computing architecture that integrated intelligent and general-purpose computing power. In addition, the Bank enhanced its data governance efforts, strengthened the management of data standards, security, and quality, and enhanced the authenticity, accuracy, security and compliance of data. At the same time, the Bank strengthened data sharing and intelligent applications, continuously lowering barriers to data utilisation. Focusing on key areas of the digital economy, the Bank actively supported the development of the digital industry and promoted the digital transformation of traditional industries.

The online financial business focused on strengthening the product competitiveness of the core online operating platform, reinforcing the value-based operational capabilities of the “Binary Star” platform, and consolidating a strong base of high-quality traffic. Mobile banking service scenarios were further enriched and enhanced, with the launch of 14 services featuring seamless online-offline collaboration, including QR code-enabled printing via mobile banking, online appointment booking for wealth inheritance services, online resetting of bank card passwords, and video-based online modification of mobile numbers linked to mobile banking accounts. Anchored in high-quality value creation, the Bank maintained an industry-leading market share among major payment platforms, including Alipay, Meituan, Douyin and Pinduoduo.

For details of related risk management, please refer to section “Data security and customer privacy protection”.

Indicators and targets ▶

At the end of 2025

- Users of CCB’s “Binary Star” platform reached 546 million, with personal customer coverage rising by 2.06 percentage points over the previous year.
- During the year, government-funded consumption vouchers totalling over RMB9.3 billion were distributed, stimulating nearly RMB100 billion in consumption across 198 cities. For the Bank’s investment in FinTech and its share in the operating income of the Bank, please see the “FinTech and Channel Operations” section of our 2025 annual report.

CCB Jiangsu Branch solely undertaking the “Jiangsu New Consumption - Energy-Efficient Home Appliance Trade-in Campaign”



In alignment with national decisions and plans on large-scale equipment upgrades and consumer goods trade-in programmes, CCB Jiangsu Branch established a customised service system centred on government requirements. Leveraging the CCB Lifestyle platform, the branch successfully secured the exclusive bid for the “Jiangsu New Consumption” project initiated by the Department of Commerce of Jiangsu Province, undertaking responsibilities including system development, merchant onboarding, payment and settlement services, and ongoing operations and management. The branch facilitated the participation of 9,963 physical stores from 5,721 enterprises, as well as 16 directly connected online merchants, covering leading online and offline home appliance and 3C retailers across the province, including Suning and JD Five Star. Four major refined oil enterprises, that is, Sinopec, PetroChina, CNOOC and Sinochem, also joined the platform, providing supplementary subsidies to reward customers who met home appliance consumption thresholds. Consumers can access the “Jiangsu New Consumption Subsidy Campaign: CCB Lifestyle Zone” via the homepage of the CCB Lifestyle App and, upon completing registration in accordance with the instructions, claim a range of promotional incentives on the campaign page. In 2025, the branch disbursed RMB4,128 million in government-sponsored special campaign subsidies through the CCB Lifestyle platform, stimulating the sale of nearly 6 million home appliances and generating total sales of RMB23,546 million. These efforts injected sustained momentum into the consumer market.



CCB Hainan Branch, in collaboration with Hainan Overseas Chinese Middle School, implementing a smart canteen solution on campus supported by e-CNY payment services

Establishing a new intelligent e-CNY-enabled payment model for official vehicle charging



CCB Suzhou Branch, in collaboration with the Government Offices Administration of Suzhou and the Suzhou Public Security Bureau, implemented an e-CNY-based intelligent supervision and automated payment solution for official vehicle charging scenarios. During the charging process, the solution enables real-time intelligent verification of key transaction elements, including vehicle registration details, location data and driver identification. Combined with controlled automated payment, it ensures the authenticity of charging transactions for official vehicles, effectively addresses longstanding challenges in the supervision and management of government vehicle usage, enhances the efficiency of public fund utilisation, and streamlines traditionally cumbersome procedures such as pre-transaction approvals and post-transaction reimbursement and reconciliation. Upon verification of transaction accuracy, payments are settled directly from the digital wallet of the institution that owns the official vehicle, eliminating the need for drivers to make advance payments. The solution establishes a secure, efficient and intelligent model for e-CNY-enabled payments in official vehicle charging.

Consumer protection



CCB has always adhered to the people-centric value orientation and implemented regulatory requirements. In light of the progress in implementing the three-year consumer protection plan, the Bank has continuously improved the new pattern of "comprehensive consumer protection". Focusing on the five goals of consumer protection management, namely integration, digital and intelligent application, convergence, value realisation and popularisation, it has promoted the further upgrading of the consumer protection management system, earnestly protected consumers' legitimate rights and interests, and constantly boosted people's sense of happiness, gain and security.

Strengthening the coordinated management of consumer protection ▶

CCB implements the requirements for the coordinated management of consumer protection. The Bank has established an integrated consumer protection management system with clearly defined responsibilities. Both the Board and the Senior Management have established a dedicated committee for consumer protection, responsible for guiding, supervising, and coordinating matters related to consumer protection management. The Bank has continuously strengthened overall planning and guidance for consumer protection, enhanced the assessment and analysis of policy trends, focused on key areas through targeted remediation initiatives, and reinforced supervision over the implementation of consumer protection requirements. To promote the effective implementation of consumer protection objectives and policies, the Bank has regularly listened to special reports on the progress of consumer protection, promptly addressed key and complex issues arising in relevant work, and continuously improved consumer protection management systems and mechanisms, thereby effectively enhancing the overall standards of consumer protection management.

CCB actively integrates consumer protection requirements into its business strategy. The Bank has incorporated consumer protection into its overall development plan and explicitly proposed to "strengthen consumer protection by fully implementing regulatory requirements, firmly establishing the concept of consumer protection, and embedding this concept throughout its business activities". In its annual business plan, the Bank has further emphasised adherence to a people-centric value orientation and commitment to building a new pattern of "comprehensive consumer protection". The Bank has further integrated consumer protection into corporate culture development and identified "strengthening consumer protection" as an important measure to implement the requirements of the financial culture with Chinese characteristics. Through these efforts, the Bank has guided all employees to consciously safeguard the basic rights of financial consumers, honour commitments through high-quality services, and maintain a sound financial credit ecosystem.

CCB internalises external regulations in response to regulatory requirements. In light of policies and measures issued by regulatory authorities during the year, the Bank revised its internal management measures and issued several dedicated consumer protection documents, including the *Measure for Product Suitability Management of China Construction Bank*, the *Guidelines on Diversified Resolution of Financial Consumer Disputes of China Construction Bank*, and the *Management Measure of China Construction Bank for Consumer Protection Assessment and Evaluation*. To implement the *Measures for the Administration of Agency Sales Business of Commercial Banks*, the Bank also revised a series of policies and measures governing agency sales business.

Enhancing refined management of complaints ▶

The Board and the Management exercise oversight and management over complaint review. The Board is responsible for supervising and reviewing customer complaint management. The Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board fully performs the supervisory duty of customer complaint management, listens to the complaint circulations transferred by regulators on a quarterly basis, reviews the assessment of consumer protection performance by regulators on an annual basis, conducts in-depth analysis of the trends and causes of changes in the number of complaints, provides guidance on improving the quality and efficiency of complaint handling, and comprehensively supervises the complaint management work by the Management and the consumer protection departments to ensure timeliness and effectiveness. The Consumer Protection Committee of the Management is responsible for making unified planning and overall arrangements for consumer protection, as well as implementing and promoting the work in a holistic manner. It organises meetings periodically for the discussion and analysis of complaints in key areas across the Bank, grasps the trend of complaints dynamically, and guides the departments to improve products and services based on complaint information. It prepares briefs on complaints and consumer sentiment, submits them to the leadership of the Bank for review on a regular basis, and regularly reports relevant situations to the Board and special committees, so as to continuously improve customer service.

Establishing a matrix management model. The Bank relies on the establishment of a group-wide integrated consumer protection management system and combines an all-encompassing matrix consumer protection management model. The Consumer Rights Protection Department of the Head Office takes the lead in organising and implementing the management, guidance and evaluation of how consumer complaints are handled, coordinates and supervises branches to properly handle consumer complaints, and provides standardised guidance on the consumer complaint handling process and management. Tier-one branches undertake the primary responsibility for consumer complaint management and fully implement the consumer complaint management requirements and criteria specified by regulators and the Head Office, ensuring that the rights and interests of consumers are effectively protected. The Bank sets up a consumer protection expert pool and builds a professional and dedicated team of consumer protection experts across the Bank to jointly study and resolve difficult complaints through expert consultation.

Further facilitating access to complaint channels. Customer complaint guidelines are publicly displayed in both Chinese and English at physical outlets, website, mobile banking and other main customer channels. Customers can express their demands by various means such as contacting service staff at outlets, calling the 7*24 customer service hotline, logging onto the CCB website and WeChat official accounts and sending emails or letters. This provides customers with a clear escalation path. The Bank expands customer service scenarios. The 95533 hotline and online chatbots now enable customers with complaints to be directly transferred to human agents. Building on its existing video-based customer services, the Bank has introduced new service scenarios such as the modification of mobile phone numbers linked to mobile banking and the resetting of savings card withdrawal passwords. These functions allow services that previously required offline handling to be completed online, providing greater convenience to customers.

The Bank has established complaint review bodies and designated complaint review ombudsman. In terms of organisational set-up, both the Head Office and tier-one branches have set up customer protection departments, while tier-two branches and sub-branches designated the bodies responsible for customer protection. These complaint review bodies are tasked with independently receiving, independently checking and individually or jointly handling relevant complaints. They may conduct special supervision and verification of complaint handling, and propose improvements to ensure that each complaint is handled fairly and professionally. In terms of position set-up, Consumer Protection Departments of both the Head Office and branches establish dedicated complaint review positions responsible for the circulation and verification of customer complaints, create a complaint verification process, clarify the complaint supervision mechanism, ensure the smoothness and independence of complaint review and provide customers with neutral, fair, impartial and equitable handling. Each business line appoints complaint review ombudsmen responsible for receiving and verifying complaints within their respective lines, thereby establishing a complaint management system characterised by tiered management, clear responsibilities and effective collaboration. In terms of staffing, the Bank has continued to build the complaint management team. Relevant Head Office departments, tier-one branches and tier-two branches/sub-branches all assign dedicated personnel responsible for complaint management and complaint review, while outlets appoint consumer protection liaison officers responsible for reviewing complaints received.

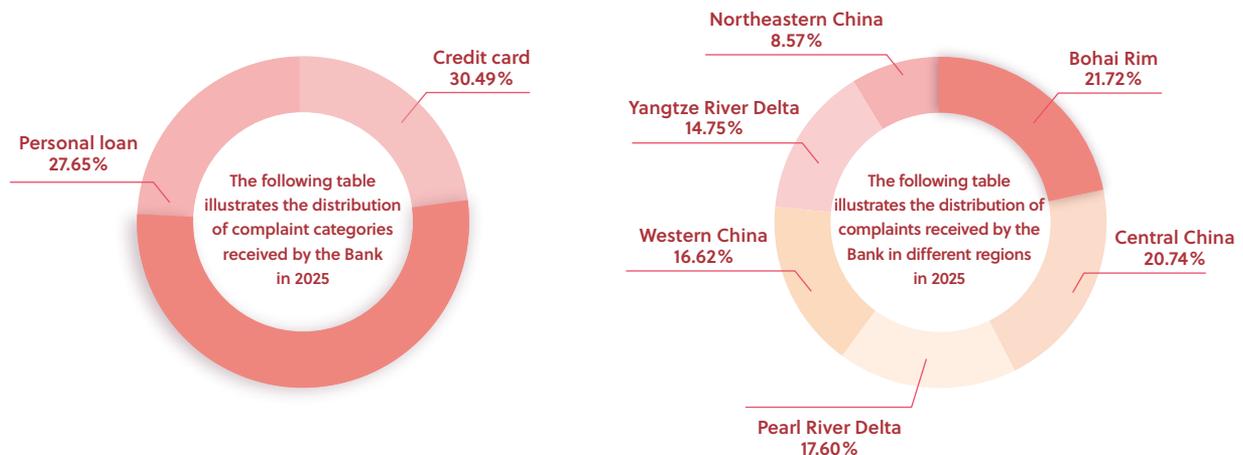
Establishing a sound complaint process and enhancing the quality and efficiency of complaint handling. To ensure responsibilities are properly fulfilled at all levels, the Bank strictly enforces the principle that the first person who receives a complaint will follow it through to resolution, establishes a complaint classification and hierarchical handling mechanism, and refines the differentiated complaint handling and response mechanism to effectively address customer issues promptly and at the first point of contact. The Bank promptly responds to any received customer complaint where possible. The Bank has improved the tripartite coordination mechanism for the customer service hotline among the remote intelligent banking centre, customers and branches, continuously expanded scenario coverage, and ensured proactive response, rapid verification and timely resolution. Issues that cannot be resolved immediately are first forwarded to relevant business department for handling and response following the principle of "horizontal before vertical reporting". The complaint handling body makes a decision within 15 days and gives a notice to the complainant. For complex complaints, the handling period will be extended to 30 days, subject to a maximum of 60 days.

An internal escalation mechanism is established. For customers who are dissatisfied with the complaint handling, a dedicated complaint supervision hotline is set up at the Head Office. The complaint review ombudsman is responsible for answering the hotline calls and keeping track of the complaints from start to end and organising special checks on major complaints. The complainant who objects the handling result may escalate a written request for review to the superior institution of the complaint handling body within 30 days from the date of receiving the handling decision. If the review decision is still challenged, another request for review can be escalated to the next higher level, and so on.

The external resolution mechanism is clarified. If the final review result at the Bank is still not accepted, the customer may apply for mediation to the financial consumer dispute mediation organisation, or choose to resolve the dispute through arbitration or litigation. The financial consumer dispute mediation organisation is an independent and non-profit organisation established by the banking association or other institutions. It independently coordinates and promotes the resolution of complaints in a neutral stance. The Bank actively cooperates with local third-party mediation organisations in establishing a sound mediation mechanism. The Bank has an in-house team of part-time mediators, actively participates in regional industry mediation, endeavours to set a good example for mediation, and provides staff and venue support for third-party mediation to help customers solve problems.

Conducting complaint governance in key business areas. The Bank promotes root-cause optimisation regarding the issues reflected in customer complaints by integrating routine root-cause rectification with targeted governance of specific issues. At the front end, the Bank continues to strengthen data monitoring, regularly compiles complaint statistics, analyses issues frequently raised in customer complaints, and urges relevant institutions to carry out targeted root-cause optimisation through risk reminder letters, work recommendation letters and root-cause analysis recommendation letters, among other means. The Bank also launches special initiatives on complaint governance at source, defines specific measures for key business areas, and promotes fundamental resolution of complaint issues by applying lessons learned to prevent recurrence across similar cases. The Bank organises complaint-handling training programmes to enhance the professional capabilities of complaint-handling personnel. Relevant Head Office departments work together to provide supervisory guidance and support to branches, conduct targeted analyses of complaint issues, and clarify recommendations for business optimisation. The Bank incorporates root-cause rectification into consumer protection performance assessments and inspections, thereby further incentivising employees in relevant work.

In 2025, the Bank accepted a total of 167,041⁴ consumer complaints. The complaint incidence rate (complaints per million customers) was 213, and the average number of complaints per outlet was 12. The main categories of complaints were related to credit cards (50,934 cases, accounting for 30.49%) and personal loans (46,189 cases, accounting for 27.65%). By region, complaints were distributed across the Bohai Rim (36,279 cases, accounting for 21.72%), Central China (34,639 cases, accounting for 20.74%), Pearl River Delta (29,398 cases, accounting for 17.60%), Western China (27,770 cases, accounting for 16.62%), Yangtze River Delta (24,642 cases, accounting for 14.75%) and Northeastern China (14,313 cases, accounting for 8.57%).



⁴ Due to an adjustment in the statistical scope for complaint channels, this figure is not comparable with that of the previous year. On a year-on-year basis, the number of consumer complaints accepted by the Bank in 2025 decreased by 18.36% compared with 2024.

Carrying out solid consumer protection reviews ▶

The Bank continuously advances the development of the product and service review mechanism, comprehensively deepens product risk evaluation and review, strictly observes pre-launch review requirements, and strengthens product quality and safety supervision. The Board reviews and finalises product and service innovation development strategies and corresponding risk management policies, and supervises the implementation of related strategies and policies. The Related Party Transaction, Social Responsibility and Consumer Protection Committee of the Board supervises and guides consumer protection related to product and service review, and pays consistent attention to matters related to consumer protection. The Risk Management Committee of the Board supervises and guides the work related to product and service innovation review as well as risk management and control, and regularly listens to reports on product innovation management.

In 2025, CCB regarded consumer protection review as a key measure to exercise full-process control. Leveraging its consumer protection review system, the Bank iteratively upgraded its AI-powered intelligent review function to enhance the standardisation and professionalism of its consumer protection reviews. The Bank expanded the scope of consumer protection reviews. From the consumer perspective and in alignment with the eight basic consumer rights, the Bank conducted consumer protection reviews across key stages, including product and service design and development, pricing management, agreement formulation, marketing and promotion, approval of third-party distribution partners, and approval of distributed products, in order to effectively prevent and mitigate potential risks. In 2025, the Bank completed 514.9 thousand consumer protection reviews, representing a year-on-year increase of 51.35%, and ensured that all items subject to review were fully covered and duly examined.

Continuously implementing consumer protection audits ▶

In 2025, in accordance with the audit plan, consumer protection audits were conducted at nine tier-one branches and at the Head Office. Focusing on regulatory requirements and the bank-wide key priorities for consumer protection, these audits reviewed matters including the implementation of consumer protection mechanisms and systems, as well as complaint management in key areas.

Intensifying employee training on consumer protection ▶

Establishing an internal training mechanism for consumer protection. The Bank has formulated the *Management Measure for Consumer Rights and Interests Protection Education and Publicity*, which clearly specifies the content, forms and frequency of employee consumer protection training. The document requires branches at all levels to organise at least one consumer protection training programme covering all employees each year. At the beginning of each year, the Bank formulates a bank-wide training plan for consumer protection, clearly defining the annual training arrangements of each Head Office department and ensuring comprehensive coverage across all business lines.

Providing diverse and comprehensive consumer protection training. In 2025, institutions at all levels carried out consumer protection training in various forms, including thematic consumer protection training, business-embedded training, study sessions for the central group of the Party committee, and online training via internal platforms. A total of 22.2 thousand consumer protection-related training sessions were conducted, with an attendance of 2.131 million. At the Head Office level, consumer protection-related departments such as the Personal Finance Department, Private Banking Department and Credit Card Centre organised 315 training sessions, recording an attendance of 89 thousand in total. At tier-one branches and below, 37 branches organised a total of 21.9 thousand training sessions, with an attendance of 2.042 million. Consumer protection training fully covered middle and senior management, full-time consumer protection personnel, front-line managers, newly recruited employees, among others, ensuring that all customer-facing personnel across the Bank participate in consumer protection-themed training at least once a year. Training content included laws and regulations related to consumer protection, the Bank's consumer protection policies, the status of consumer protection business and relevant management practices. Topics covered included complaint management, consumer protection reviews, financial education, consumer protection performance assessment and evaluation, customer information security, marketing conduct management, suitability management, information disclosure, traceability of sales conduct, and debt collection, among others. For business areas with frequent complaints and elevated risks, such as housing mortgage, credit card and channel operations, the Bank conducted high-frequency training to deepen business lines' understanding of consumer protection and enhance their related capabilities.

Continuously developing the online education and learning platform. Leveraging the "CCB Learning" platform, the Bank has organised the production and broadcast of the themed programme "Consumer Protection Classroom" for five consecutive years, building an online education and learning platform. The platform publishes consumer protection courses and outstanding branch practices, with more than 660 high-quality courses released and attended by over 8.3 million person-times cumulatively.

Promoting financial knowledge among the public ▶

Steadily advancing collective education initiatives deployed by regulators. The Bank organised the “March 15 Consumer Protection Awareness Week”, delivering more than 72,000 online and offline activities, reaching 750 million person-times and releasing 13 thousand original education and publicity works. The Bank organised the “Financial Education and Publicity Week” and hosted the launch ceremony. Across the Bank, 75 thousand activities were carried out under the campaign, reaching 760 million person-times and releasing 11 thousand original publicity materials. The Bank organised the “Learning Financial Knowledge and Protecting Your Wallet” campaign, under which a total of 65 thousand activities were conducted, reaching 720 million person-times. Focusing on regulatory priorities, the Bank organised the “Illegal Fundraising Prevention Month”, during which 17.7 thousand publicity activities were conducted across the Bank, with an attendance of 17.23 million. The Bank also organised the “Anti-Counterfeiting Awareness Month” campaign, carrying out publicity activities themed “Building a Secure Currency Net and Safeguarding the Public’s Money Bag”, with 21 thousand offline activities conducted, reaching 12.99 million people. In accordance with the requirements of the PBOC, the Bank organised the “National Cybersecurity Week” campaign, cumulatively holding more than 3,800 cybersecurity publicity activities that covered 4.5 million individuals.

Upgrading and digitalising financial literacy through more dimensions. The Bank built the “3D Digital Showroom of Consumer Protection” online platform. Displayed on the homepage of mobile banking, the platform generates cumulative user visits of over 35 million. Adopting a structure of a “main exhibition hall + branch-featured halls”, it launched 35 branch-featured halls, reflecting local cultural characteristics and economic development features of respective branches. The Bank fully leveraged multiple channels, including its official website, mobile banking App and WeChat accounts, to expand the reach of financial education. Centralised publicity of financial literacy activities was carried out on the homepages of the Bank’s official website and the front pages of the “Binary Star”, namely, the mobile banking App and the CCB Lifestyle App, with targeted distribution of activity information. Relying on ten Head Office-level WeChat official accounts and channels, including “China Construction Bank” and “CCB Customer Service”, the Bank publicised activity content and organised WeChat official accounts of tier-one branches to synchronously broadcast related content.

Delivering special financial education activities for key customer demographics. For elderly customers, the Bank carried out financial education on a routine basis, developed three brand series for senior citizens, “Yiyang”, “Zhiyang” and “Kangyang”, and integrated these brands into its elderly care strategy. For young people, the Bank organised the “Golden Bee” campus consumer protection education activities. For new citizens, the Bank conducted financial knowledge outreach at payroll-distributing entities, construction enterprises and migrant worker service centres. For persons with disabilities, the Bank conducted education and publicity in sign language and Braille, demonstrating a people-centred approach to service delivery. For foreign nationals in China, the Bank prepared multilingual manuals on the eight basic rights and consumer protection services and cooperated with airport groups to create a financial service gateway for overseas visitors upon their entry into China.

Actively cooperating with financial educational institutions. In 2025, all 37 tier-one branches of the Bank collaborated with local institutions, including colleges and universities, primary and secondary schools, senior universities and industry associations to promote financial literacy. Specifically,

- Cooperation with colleges and universities: CCB Shaanxi Branch organised the “Financial Knowledge on Campus” series of publicity activities, further disseminating financial knowledge and strengthening university-enterprise cooperation. The activities covered more than 10 universities, including Xi’an Jiaotong University and Xi’an University of Science and Technology, focusing on trending topics such as financial fraud prevention, credit record management and rational consumption, providing university students with practical financial guidance. CCB Hubei Branch jointly established a financial education base with Zhongnan University of Economics and Law. Since its establishment, the base has organised more than 200 online and offline financial education and publicity activities, reaching over 25 million person-times. At the beginning of the academic year, CCB Hebei Branch’s “Zhang Fuqing Financial Service Team” carried out a financial education and publicity campaign themed on “Anti-Fraud Awareness: Safeguarding Youth Together” at Hebei Normal University, enhancing financial risk awareness and identification capabilities among faculty and students and reaching more than 10,000 incoming first-year students.

- Cooperation with primary and secondary schools: CCB Xiamen Branch has, for several consecutive years, organised the “Harbour Support Programme for Senior High School and College Entrance Examinations”. During the examination periods, the branch set up mobile service stations at more than ten middle and high schools to provide drinking water, rest areas and other convenience services for students and parents, while also conducting financial knowledge outreach activities. CCB Xinjiang Branch launched the “Party-Building Public Welfare + Consumer Protection” financial literacy outreach campaign on campus, delivering charitable donations to 24 primary and secondary schools in remote areas and providing teachers and students with financial knowledge on rational consumption and the prevention of telecommunication and online fraud. CCB Gansu Branch delivered tangible services for the public by applying for support from the Bank’s public welfare foundation to support special education schools, creating a safe and well-equipped vocational skills training platform for students with special needs.

● Cooperation with senior universities, industry associations and other institutions: Branches in Sichuan, Shanghai, Tianjin and Suzhou visited local senior universities. Through methods such as case studies and on-site interactions, the branches helped elderly participants master practical anti-fraud skills and rights-protection approaches, safeguarding the financial security of senior citizens. CCB Guangxi Branch and CCB Liaoning Branch cooperated with local disabled persons' federations, CCB Sichuan Branch collaborated with local women's federations, and CCB Shaanxi Branch teamed up with legal professionals' associations to provide face-to-face financial education for the general public and key customer groups on preventing gambling-related fraud, illegal fundraising and other relevant topics to enhance consumers' ability to identify and guard against financial risks.

Actively pushing forward the “Reject Organised Illicit Debt-taking and Embrace Rational Consumption” campaign

Case

In line with the latest plans of the State Council, CCB actively carried out the campaign “Reject Organised Illicit Debt-taking and Embrace Rational Consumption”, organising financial knowledge education activities to help financial consumers improve suitability management, select financial products appropriate to their individual circumstances and avoid borrowing beyond their repayment capacity. During the event, the Bank provided comprehensive risk reminders to financial consumers regarding the violations and risks associated with “organised illicit debt-taking”. Participants were reminded to remain vigilant against misleading publicity, unlawful intermediaries, illegal financial activities and telecommunications fraud. The campaign further enhanced public awareness of lawful rights protection and encouraged rational consumption.



Debt collection management ▶

CCB has established a comprehensive and standardised debt collection management system. In strict accordance with national laws, regulations and regulatory requirements, the Bank advanced institutional development by reviewing and revising the *Operational Procedures for the Collection and Disposal of Non-performing Personal Loans of China Construction Bank* and the *Operational Procedures for Judicial Debt Collection of Non-performing Inclusive Retail Loans of China Construction Bank*, as well as formulating and publicly disclosing the *Key Points of the Debt Collection Policy*⁵, to standardise debt collection practices for non-performing inclusive retail loans and enhance NPL collection and disposal capabilities.

CCB has continued to streamline the workflow for personal debt collection. It strengthens the use of intelligent tools, intensifies training of debt collection personnel, ensures compliance of collection, respects customer privacy and effectively protects the rights and interests of consumers. The Bank enhances outsourced collection management, strictly selects outsourced collection agencies, regularly conducts business examination and protects the security of customer information. For inclusive loans, the Bank adopts an “intelligent + manual” approach, issuing reminders prior to loan maturity and interest settlement dates and notifying customers of repayment obligations after overdue principal or interest occurs. The Bank does not initiate collection activities towards third parties unrelated to the debt, ensuring that all collection activities comply with the applicable laws and regulations. The Bank formulates standardised debt collection scripts, conducts word-by-word and sentence-by-sentence reviews of scripts for compliance and accuracy, and enhances standardisation and courtesy in communication to foster a positive communication environment.

⁵ The *Key Points of the Debt Collection Policy*: <http://www.ccb.com/eng/esg/rules/index.shtml>

CCB continuously strengthens training and awareness-building efforts, empowering staff through business capability empowerment to improve professional competence and compliance awareness. The Bank clarifies behavioural boundaries and communication standards for collection activities, effectively enhancing employees' collection capabilities and consumer protection awareness. In 2025, the Bank organised bank-wide training programmes on credit card risk management, credit card asset preservation and transaction risk management, and credit card debt collection business.

Based on the status of overdue loans, the Bank clearly defines working requirements and operational norms for outsourced debt collection to prevent improper collection practices. Four bank-wide training courses were provided to cover various collection methods, such as routine collection, outsourced collection and judicial collection, addressing aspects such as policy interpretation, compliance requirements, and key operational points. The Bank organised and conducted inspections of its asset preservation business, with outsourced collection of NPLs as one of the priorities. Immediate action has been taken to rectify any problems identified during the inspections, promptly eliminating potential risks.

Loan modification options ▶

CCB implements consumer protection measures in the execution of loan contracts or agreements with customers. The Bank emphasises the income based assessment of customers and their ability to perform contractual obligations, provides reasonable and appropriate options for modifying loan contract elements, prudently adjusts customers' credit limits, and supports customers in accessing more convenient and efficient loan products and services. In accordance with relevant national policies, the Bank has actively implemented relief measures, provided bill adjustment services for personal loan customers who are willing to pay but have a weaker ability to pay due to income fluctuations, thereby alleviating their repayment pressure. In the event of natural disasters, public safety incidents or other emergencies, the Bank adjusts debt collection strategies based on actual circumstances and provides corresponding support to customers.

Leveraging credit card-based auto instalment products, the Bank appropriately reduced or waived early repayment penalties incurred by customers who purchased vehicles in instalments under trade-in programmes. In 2025, the measure benefited approximately 280,000 customers, contributing to the revitalisation and expansion of automobile consumption.

Data security and customer privacy protection



Strategy ▶

The financial implications of data security and customer privacy protection mainly arise from risk response requirements and challenges associated with rapid technological development. In the short term, data security incidents may result in reputational damage and customer attrition, thereby affecting financial performance. Maintaining robust data protection requires sustained investment in IT and the continuous enhancement of related capabilities. Over the medium to long term, by improving the data security governance framework, systematically upgrading defensive technologies, and continuously enhancing data security and privacy safeguards, the Bank can effectively increase customer trust and brand reputation, reinforce long-term customer relationships, and help stabilise the customer base. These efforts also support business innovation and ultimately translate into sustainable medium- to long-term financial returns.

CCB always gives top priority to privacy protection and data security. The Bank continuously improves privacy and data security management capabilities by systematically promoting the optimisation of management structure, improvement of institutional system, strengthening of protective measures, deepening of publicity and education training, optimisation of the audit supervision mechanism, and third-party data and privacy management, so as to effectively safeguard the privacy and data security of personal customers.

The Bank prioritises privacy and data security management by establishing a robust accountability framework with clearly defined functions at all organisational levels. The relevant governance structure and allocation of responsibilities are set out in the section "ESG governance structure". The Board and its Risk Management Committee have reviewed and approved the *Management Measures for Data Security of China Construction Bank (Version 2025)*. The document promotes enhanced coordination of data security and personal information protection by refining full-lifecycle safety management requirements, and standardising various data processing activities in financial services, external cooperation and operations management, to protect the legitimate rights and interests of all data subjects. They regularly review the report on IT and cybersecurity risk management, assess IT risk identification & assessment, monitoring and control, the risk landscape, as well as related work plans, and provide guidance on strengthening the management of network and information security, business continuity, IT outsourcing risks, and risks from new technology applications.

Management of impacts, risks and opportunities ►

After analysing the impacts of risk response requirements and rapid technological development, risks such as data security incidents and opportunities such as stabilising the customer base and supporting business innovation, the Bank has adopted a range of measures to strengthen its privacy and data security governance capabilities across multiple dimensions, so as to build a robust line of defence for safeguarding the privacy and data security of personal customers.

Establishing and operating a data security management regime

Closely following up with the changes in national laws, regulations and regulatory requirements, the Bank keeps refining the policy system for data security and information protection and building a complete institutional framework. The Bank has formulated and issued multiple regulations and policies on data governance and information security, including the *Management Measures for Data Security* as the core basic policy, and simultaneously issued the *Implementation Rules for Classified and Hierarchical Data Protection*, the *Contingency Plan for Data Security Incidents*, the *Implementation Rules for Data Security Protection Impact Assessment* and the *Regulations on the Data Security Management in Third-Party Cooperation*. It enhances data security and information protection management capabilities by specifying the allocation of responsibilities and refining management strategies. Its data security policies have already covered all business lines and domestic and overseas operations. Overseas institutions are required to abide by laws and regulations and industry regulatory requirements of the countries (regions) where they are located.

The Bank has publicly disclosed the *Personal Information Protection Policy Overview* on its website, which displays the institutional framework of personal information protection policies in a systematic way with the focus on the functional division, management mechanisms, implementation process, standardised measures and contact information.

Granting customers rights to control personal data

The Bank attaches great importance to and effectively safeguards the rights of data subjects throughout the entire product and service lifecycle. It strictly adheres to requirements relating to "informed consent" and the protection of minors' personal information, ensuring that explicit customer authorisation is secured prior to any data processing. Platforms such as mobile banking enable functions for obtaining consent, withdrawing consent, re-obtaining consent, and providing granular authorisation and consent from customers.

In accordance with the pertinent laws and regulations, the Bank continues to update its personal information protection policies, privacy authorisation agreements, and other contractual frameworks across channels, products and services, while streamlining the "informed authorisation" workflows to reinforce control mechanisms across all business lines. The Bank clearly sets out key tasks on personal information protection across all tier-one branches, including strengthening the management of third-party business partners, conducting regular self-inspection, inspection, and staff training on personal customer information protection, and continuously improving the routine processes and mechanisms.

In 2025, the Bank conducted on-site inspections on data security and personal customer information protection across its branches and subsidiaries. These inspections included informed consent practices in the processing of personal customer information, as well as customers' exercise of their rights to control over their personal information. The Bank reviewed the standardisation of its authorisation workflows and the fulfilment of responsibilities for personal customer information protection, promptly identified potential risks and supervised relevant rectification, and ensured that all requirements for the protection of personal customer information were effectively implemented.

Minimisation of data collection and retention

The Bank strictly abides by the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China* and other relevant laws and regulations. Central to its data strategy is the principle of minimisation, ensuring the collection of personal customer information is limited to what is strictly necessary for specified business purposes. Furthermore, the Bank clearly informs customers of the full-lifecycle processing measures, including personal information collection, storage, utilisation, processing, transmission, provision, disclosure, and deletion in various public texts such as privacy policies and authorisation agreements.

Before collecting customer information, the Bank strictly follows the "informed consent" process to authentically, accurately and completely inform customers of the processing of personal information in clear and understandable language, whereby customers voluntarily and clearly make well-informed decisions about giving consent.

During the collection process, the Bank strictly prohibits any fraudulent, deceptive, or misleading practices and maintains full transparency regarding the information collection associated with products or services. For customer information collected through automated means, the Bank limits the frequency of collection to the minimum necessary to fulfil the functions of the products or services.

The Bank retains personal customer information only for the minimum duration necessary to fulfil the authorised purposes, unless otherwise required by law or administrative regulations. Upon expiration of the retention period, personal customer information will be either deleted or anonymised. In instances where the legally stipulated retention period has not yet expired or where deletion is technically unfeasible, the Bank will restrict activities to secure storage only and take necessary security measures with no other processing performed. Furthermore, upon the termination of specific financial products or services, the Bank will simultaneously stop all related information collection, data analysis and application, but if the national or industry authorities have other provisions, those provisions shall prevail.

Classified and hierarchical data protection

The Bank has revised the *Implementation Rules for Classified and Hierarchical Data Protection*, in which the Bank clearly outlines the identification specifications for classified and hierarchical data, specifies classified and hierarchical data management and protection requirements, and conducts data classification and grading based on a comprehensive inventory of data resources. The Bank refines the procedures for the implementation and dynamic adjustment of data classification and grading, as well as hierarchical protection requirements for data at different security levels across the data lifecycle, including collection, processing, utilisation and external sharing. The Bank has also applied machine learning to develop an automatic grading model of data security to realise the automatic preliminary assessment of data security levels. With this model, combined with manual recheck, the Bank has completed classification and grading labelling based on the data dictionary, which serves as an important basis for implementing differentiated security protection measures. The Bank has established a data classification directory under dynamic management, exploring the structured content identification and classification labelling of unstructured data to enhance the foresight and comprehensiveness of data security classification. In addition, the Bank strengthens the identification and proposal of data security requirements, ensuring its simultaneous launch with business requirements to balance business development with security protection.

A technical protection system for data security

Relying on the group-level "Security-as-a-Service" architecture, the Bank has established and continuously refined a technical protection system to realise "defence against external attacks and thefts, prevention of internal data from leakage, and all-around security monitoring". In terms of cybersecurity defence capabilities, in 2025, the Bank introduced additional measures to verify the effectiveness of cybersecurity attack-and-defence practices and promoted and deployed cybersecurity monitoring devices across overseas institutions. The security operations platform optimised 327 alert monitoring rules and 14 automated response scenario scripts, enhancing the efficiency of security threat monitoring, response and handling. In terms of technical protection for data security, in 2025, the Bank optimised the processes and functions of production data extraction services and strengthened security controls over production data extraction and terminal data usage. The Bank enhanced privacy computing functions to support data sharing and utilisation within the Group, between the Head Office and branches, and with external entities. The Bank also promoted and deployed the security operations platform, secure endpoint clients and data security components across overseas institutions and subsidiaries, thereby addressing gaps in network and data security technical capabilities at the branch level.

Emergency response plan

Proactive prevention. The Bank attaches great importance to the prevention and monitoring of personal customer information, incorporates such incidents into the emergency management mechanism for data security incidents, refines the emergency plan and drill management, and continuously improves the emergency response mechanism in various situations. Each institution within the Group has established and improved its own emergency management mechanisms, aligning the Bank's regulations on personal customer information protection emergency management and handling, local regulatory requirements, industry management requirements, and actual work conditions. The Bank adds specialised data security monitoring to daily public opinion monitoring, includes personal information protection labels in the complaint management system and monitors data security incidents through media and complaint channels. No data security incidents, including data breaches or data loss, occurred throughout the year. The Bank regularly conducts data security emergency drills across the Group, effectively testing the operability of emergency plans and continuously improving the emergency response capabilities for data security.

Reactive control. In the event of data security incidents, such as leakage, tampering or loss of personal customer information, the Bank initiates an immediate response to contain the situation, mitigate risks and fulfil regulatory reporting obligations. Following an incident, the affected institution promptly notifies impacted customers in accordance with relevant provisions in the contract or agreement (except for those that are not notified as otherwise provided by laws and administrative regulations). Notifications can be delivered via email, letter, phone call, and push message, covering the information types, causes and possible harms caused by the leakage, tampering or loss of personal customer information that has occurred or may occur, as well as the Bank's remedial actions, practical advice for customers to minimise personal loss, emergency response contact information, etc.

In view of the fact that data security incidents are often intertwined or concurrent with cyber and information security incidents, information system production incidents, regulatory cases, business continuity incidents, reputation incidents, and major consumer protection events, the Bank specifies the requirements and principles of coordinated handling in the *Contingency Plan for Data Security Incidents* to ensure that all parties work together and respond efficiently. The Bank explicitly requires that confirmation with the local data security management department shall be made immediately following the occurrence of a data security incident. The corresponding authorised institution shall promptly initiate the emergency response, handle and report in accordance with the incident classification framework, and take control measures from both business and technology perspectives, conduct in-depth analysis of the cause of the incident, and take remedial measures in a timely manner, so as to stabilise the situation to ensure business continuity and prevent the escalation of negative effects.

Data security management in third-party cooperation

The Bank respects client privacy, strictly prohibits the rental, sale or provision of personal privacy data of clients to any third-party for purposes other than completing transactions or services, nor shares client information with financial partners, associates or business partners without clients' authorisation.

The Bank continuously strengthens the security management on third parties in their handling of client information and privacy. It formulated the *Regulations on the Security Management of Third-Party Cooperation Data (2025 Version)*, embedding data security management requirements into the third-party cooperation management process mechanism. It stipulates that before cooperation, the data scope involved should be identified and reviewed; during cooperation, relevant control measures should be implemented to strengthen personnel training, behaviour management, and supervision; and the cooperation party should be urged to fulfil the agreement requirements and delete the data in a timely manner after cooperation. The Bank strictly restricts the purposes and use of authorising third parties to process client information, standardises the process of third-party data processing and improves the supervision and inspection mechanisms of third-party data processing, so as to effectively improve the security and compliance of third-party data processing and create a safer and more reliable financial service environment for clients.

During the cooperation, the Bank regularly carries out data security compliance inspections on third-party partners, ensuring that they conduct all data processing activities lawfully and compliantly within the scope stipulated by relevant agreements. In the first half of 2025, the Bank actively carried out a comprehensive risk screening of third-party cooperation data, which covered all third-party cooperation scenarios involving data-processing activities, aligned the requirements of the *Regulations on the Data Security Management in Third-Party Cooperation*, identified weak links, clarified control measures, and strengthened supervision of rectification progress.

During the 2025 on-site inspections for data security and personal customer information protection, the Bank incorporated the third-party cooperation data security management. The inspections focused on key areas, including pre-collaboration due diligence and assessment of third-party partners, the compliance and completeness of cooperation agreements or contracts, control over third-party behaviour and access permissions during collaboration, and data retention following contract termination. Potential risks were promptly identified, and remedial measures were actively implemented.

Privacy and data security training

The Bank is dedicated to enhancing the training of its workforce in information security and personal data protection, and has established a multi-dimensional, systematic, and specialised training system. This system extends beyond permanent staff to encompass the entire workforce ecosystem, including workers dispatched from labour leasing companies and contractors. The curriculum is designed to include both basic knowledge and specialised training in areas such as personal information protection and data security. It aims to strengthen the professional competence and compliance awareness of all personnel in such field, thereby ensuring the effective operation of privacy and data security protection mechanisms across the Bank.

The Bank launched the “Data Security Awareness Year” campaign for all employees across the Group, specialised personnel, and third-party personnel, aiming to raise security awareness, standardise daily practices, and guide relevant work. The campaign employed multiple formats, including online learning, case-based warning and education sessions, and interactive quizzes. Leveraging the “CCB Learning” platform, the Bank established dedicated learning zones featuring a diverse curriculum tailored to different staff categories, including new hires. The Bank also published a curated collection of best practices and warning cases concerning data security and personal customer information protection, continuously enhancing employees’ awareness of data security and personal customer information protection to prevent potential risks.

◀ Training for all employees ▶

The Bank conducts training on data security and personal customer information protection for all employees. The training covers the interpretation of relevant laws and regulations, regulatory policies and internal policies, as well as security control requirements across all stages of the entire data lifecycle. The Bank’s data management functions, business departments, sub-branches and outlets carry out data security training programmes adapted to their specific operational needs. Through data security mini class, warning and education sessions based on case studies, and knowledge quiz in ways of online teaching and offline group learning, the Bank integrates the idea of data security into daily work.

◀ Training for specialised personnel ▶

The Bank carried out a centralised data security training session for specialised personnel, including basic knowledge of data security, data classification and grading, data security assessment, data security emergency response requirements, etc. The Bank also organised key position personnel to attend the online training on data security and personal customer information protection.

The Bank has incorporated data security training into the curriculum system for fostering data talents and included the basic knowledge of data security into various types of training content, covering multiple business lines such as personal finance, corporate finance, risk management and technology, channel and operation to raise the awareness of data security and personal customer information protection compliance among relevant personnel.

◀ Training for third-party personnel such as workers dispatched from labour leasing companies and contractors ▶

The Bank continues to expand the categories of personnel covered by training programmes on privacy and data security protection. On the basis that all permanent employees are covered, the Bank carries out special privacy and data security training sessions encompassing relevant work scenarios for third-party personnel such as workers dispatched from labour leasing companies and contractors, strengthens the awareness of relevant personnel on data privacy protection, implements supervision over risk procedures, and ensures the full coverage of all personnel. Data security and personal information protection training requirements are clarified for contractors through agreements or contracts, and training for contractors is organised by relevant institutions within the Bank in accordance with the principle of “accountability of the sponsoring entity”.

The Bank conducted training for workers dispatched from labour leasing companies on data security and personal customer information protection, focused on topics such as personal information protection, data security, business compliance, and other relevant regulations and management requirements. Training was also provided for contractors and other third-party personnel, covering areas including data security management policies and compliance requirements, terminal security policies and requirements, personal information protection, confidentiality, cybersecurity, and code of conduct.

Trainees	No. of training sessions	No. of participants
All staff	1,226	1,088,000
Data security managers, staff in key positions and other professionals	930	246,000
Workers dispatched from labour leasing companies	122	2,284
Contractors	769	23,000

Privacy and data security audits

◀ External audit of information systems ▶

As part of an annual audit, the external auditor audits major information systems that cover all of the Bank's operating institutions, including major business and financial systems. The audit covers areas such as IT governance, system development and launch management, system operation and maintenance management, and system security access management, etc. Tests are conducted on the development, operation, maintenance, and security management of the systems as well as the automated control of the systems with a focus on system access security, business continuity and other key areas.

◀ Information security audits ▶

The Bank conducts data and information security audits annually, maintaining a three-year cycle to ensure 100% IT audit coverage across the Head Office, branches, and CCB FinTech. In 2025, the Bank carried out cybersecurity and personal information protection audits at eight Head Office departments, one institution directly under the Head Office, one subsidiary, and 13 tier-one branches. The audit content covered network and data security management, secure system operations and personal customer information protection, among other aspects.

Certification by information security management systems. CCB has obtained certification in accordance with the latest requirements of the ISO27001 Information Security Management System, with the scope covering the operation and maintenance of the information system, CCB Cloud platforms and cloud services of the Head Office, and the planning, construction and technical operation and management of the entire infrastructure of the Bank. A unified enterprise-level architecture has been established, and ISO27001 certification has covered more than 95% of the business-related systems across the Bank (including branches). The Head Office has passed the SOC 2 attestation on the security and availability of its technical services.

Development and operation of the customer privacy protection policy system

In accordance with the *Personal Information Protection Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China* and other relevant laws, the Bank issued and implemented the *Management Measures for Personal Customer Information Protection* and the *Operational Procedures for Personal Customer Information Protection Impact Assessments*, among other policies. These internal documents clearly define the allocation of responsibilities for the protection of personal customer information at all organisational levels, strengthen the full lifecycle management of personal customer information, and improve emergency response management and relevant supervision. They further standardise the personal customer information processing, provide guidance for the high-quality and orderly implementation of personal customer information protection across the Bank, and continuously enhance the completeness of the Bank's personal customer information protection policy framework.

The Bank has established a customer privacy authorisation management platform, integrated customer privacy data authorisation contracting information from various business lines, and developed a cross-line and cross-system management component of customer authorisation. The Bank strengthens the compliance management and security control of the use of personal data, develops approval procedures of authorisation template, authorisation agreement and authorisation record, standardises agreement information management procedures, and uniformly manages authorisation for personal right of tranquillity, privacy, individual consent and other scenarios.

Indicators and targets ▶

Throughout the year, the Bank recorded no data security incidents or incidents involving breaches of customer privacy.

Employee development



Strategy ▶

The Bank recognises that the alignment of its employee development and incentive framework with institutional strategy is critical to organisational resilience. In the short term, any misalignment risks undermining team stability and organisational effectiveness, leading to escalated recruitment and onboarding costs while placing short-term pressure on business execution and financial performance. From a medium- to long-term perspective, the establishment of a well-structured remuneration and benefits system, transparent career pathways and a comprehensive training framework can significantly enhance employee engagement and professional proficiency, which are continuously translated into higher productivity and service quality, thereby directly driving business growth and revenue expansion. A forward-looking talent management mechanism will also optimise human resource allocation, generating far-reaching positive impacts on financial performance.

The Bank regards human capital as the fundamental engine of high-quality and sustainable development. The Bank follows the guidance of the talent development strategy and adopts an inclusive hiring policy rooted in equality and diversity. It also builds an employee training mechanism that is scientific and systematic and conforms to employees' strengths and job-specific characteristics to fully tap into employees' potential. The Bank provides all employees with comprehensive, diverse, scientific and rigorous benefits and care measures, builds open and transparent employee communication and feedback channels, improves the mechanism for employees to give advice and get feedback, and puts forth effort to create an equal, friendly and enterprising atmosphere to pursue common development with employees. The Bank establishes a systematic and regular human capital analysis mechanism with major dimensions such as headcount, structure, recruitment and selection, and turnover. Guided by strategic objectives and business development needs, the Bank continuously conducts employee structure and efficiency analysis, and scientifically formulates human resource allocation strategies, providing talent assurance for its high-quality development.

The Bank has continued to strengthen the training of specialised talent in priority areas. The Bank has formulated the *Guiding Opinions on Identifying, Cultivating and Selecting Management and Professional Talent in Advancing the “Five Priorities” of Finance*, with a focus on addressing talent needs aligned with the Five Priorities Chapters of Finance. The Bank introduces practical measures across the full talent management chain of selection, development, deployment and utilisation, further reinforcing talent support for key initiatives. The Bank formulates supporting implementation plans for cultivating talent in inclusive finance, digital finance and pension finance. In addition, the Bank has researched and established a number of dedicated talent programmes in areas such as model risk and risk measurement and platform operations, with tangible progress achieved in the development of talent in key fields.

To standardise the management of the Bank’s professional talent pools, the Bank formulated and issued the *Management Measures for the Construction of Professional Talent Pools*, reviewed and updated the wealth management investment research expert pool, with 161 professionals revalidated and included, and created a new foreign-related legal professional talent pool, with 43 professionals admitted in the first intake, further enhancing the robustness of the talent development and management mechanism. The overseas talent pool was further expanded through a bank-wide selection process involving 86 units, including Head Office departments and domestic tier-one branches. A total of 573 professionals were newly admitted, bringing the overall size of the overseas talent pool to 2,432, thereby continuously strengthening the Bank’s international talent reserves.

In 2025, the Bank received a number of prestigious accolades, including the “Forbes World’s Best Employers 2025”, the “2025 Asia Responsible Enterprise Awards”, and the “China Best Employers Nationwide Top 30 in 2025”. These recognitions continued to strengthen the influence of the Bank’s employer brand.

Management of impacts, risks and opportunities ►

After analysing the impacts of strategic alignment, risks such as team stability and organisational effectiveness and opportunities such as driving business growth, the Bank continuously optimises its talent development system. It is committed to building a high-calibre, professional workforce, providing sustainable talent support to achieve high-quality development.

Employee requirement and compensation

The Bank strictly adheres to national laws and regulations in conducting transparent recruitment, fully implements the “employment-first” strategy, and continuously strengthens support for policies aimed at stabilising employment. In recent years, the Bank has consistently expanded job availability and maintained large-scale recruitment plans, providing diverse opportunities for various professional talents. Aligned with the strategic requirements of the Five Priorities of Finance, the Bank focuses on recruiting key specialised talent in areas such as FinTech and digital operations, optimises the professional composition of its workforce, and ensures diversified talent support. At the same time, the Bank strives to create a favourable environment for secure, supportive and high-quality employment. Recruitment is conducted on the principles of openness, equality, competitiveness and meritocracy, with a clear prohibition of discriminatory employment conditions and zero tolerance for discrimination based on gender, ethnicity, region, religion or other factors, thereby safeguarding employment fairness. The Bank continuously improves employment services, persistently strengthens refined recruitment management, and actively fosters a fair and inclusive talent acquisition system. It also pays all employees’ salaries and contributes to social security insurance in full in accordance with regulations.

The Bank consistently upholds a “people-centred” approach, strictly complies with the *Labour Law of the People’s Republic of China*, the *Labour Contract Law of the People’s Republic of China* and the *Regulations on the Prohibition of Child Labour*, among other relevant laws and regulations, and continuously improves its labour management framework to effectively protect employees’ lawful rights and interests and actively foster equal, harmonious and stable labour relations. The Bank implements a full-coverage labour contract system and strictly prohibits any form of child or forced labour. It fully guarantees the rest and leave entitlements of all employees (including workers dispatched from labour leasing companies), clearly defining and providing paid annual leave, family visit leave, marriage leave, bereavement leave, maternity leave, breastfeeding leave, sick leave, work-related injury leave, personal leave and leave for public duties, as well as extended maternity leave, paternity leave, parental leave and caregiving leave as mandated by local government regulations. By actively soliciting employees’ feedback and continuously improving rights and benefits protections, the Bank endeavours to create a harmonious and supportive atmosphere.

Occupational health and safety

The Bank remains steadfast in its commitment to the philosophy of safe development, pursuing a problem-oriented approach, and reinforcing bottom-line thinking. In accordance with the requirements of the “three controls and three musts”, the Bank has clearly defined and enforced responsibilities of “three lines of defence”, comprehensively strengthened the organisational leadership, and optimised the operational mechanisms. It has focused on carrying out fire safety management properly, performed in-depth screening and elimination of hidden hazards, and dealt with various emergencies in a prudent manner. The Bank has achieved a series of results, including the more steadfast philosophy of safe development, the increasingly solidified foundation of work safety, the effectively enhanced safety management, the significantly boosted emergency response capacity, and the in-depth integration between work safety and business development, which ensured the secure and steady operations of the Bank.

The Bank prioritises the psychological well-being of its workforce. Labour unions at all levels actively organise a variety of mental health care activities, including dedicated counselling hotlines, mental health seminars, and the training of psychological health ambassadors. These initiatives are tailored to local conditions to help employees relieve stress, and have laid the foundation for an employee mental care service system that features both top-down coordination and tiered responsibilities.

The Bank cares for employees in primary-level outlets. A series of activities for the third “Outlet Employee Festival” were organised across the Bank, incorporating recognition and rewards, care and various employee activities. These initiatives have helped strengthen outlet employees’ sense of honour, belonging and responsibility. It has built primary-level staff homes, staff corners, and female employee care rooms, establishing a caring brand driven by the Head Office Labour Union.



The football team of CCB won the championship.



2025 “Branch Employee Day” event.

The Bank supports employees in difficulties, and always prioritises the well-being of its employees. It provides routine care programmes, offers holiday visits during the New Year’s Day and the Chinese New Year, and places special emphasis on supporting frontline employees at outlets, as well as those facing personal difficulties. These efforts aim to deliver genuine care and warmth to employees. In 2025, during the New Year’s Day and Chinese New Year, the Bank visited 9,279 institutions and outlets. More than 96,000 instances of care were extended to employees in distress or those dispatched away from home. It also provided employees in need with support with daily living, medical assistance and education aid for their children. It also implements the “Warmth Delivery” initiatives, with the Head Office Labour Union allocating dedicated funds to support CCB Xizang Branch and CCB Hainan Branch in providing post-disaster assistance and helping employees address practical challenges.

The Bank enhances the well-being of female employees, effectively safeguarding their rights and interests and showing special care for their needs. It actively encourages relevant departments to engage in open and constructive discussions on issues that matter most to female employees, such as salary distribution, rest and vacation, education and training, growth and career development, “protection during menstrual, pregnancy, perinatal, and lactation periods”, as well as welfare and benefits. The Bank also promotes the consultation, signing, and implementation of collective agreements specifically addressing the needs of female employees across the Bank. To further support and recognise female workers, CCB organised a series of activities in celebration of International Women’s Day, fostering an environment of care and concern throughout the organisation. The Bank organised the “Rose Fragrance and Joyful Reading” initiative, and in partnership with the China Financial Trade Union, hosted the “Reading and Sharing at Yuelu Academy” salon. The Bank was recognised as one of the Top Ten Reading Institutions within the National Financial System, further enhancing its cultural brand for female employees. It provides pragmatic and effective support to female employees facing difficulties, particularly single mothers.

Career development and training

The Bank continues to enhance a comprehensive training framework that spans the entire career lifecycle of its workforce. Annual training plans are formulated in a scientific manner to support the implementation of the Bank's strategic planning, empower high-quality business development and build a professional talent pool. Training methods are continuously innovated through tiered and categorised delivery to improve employees' professional skills and their ability to address new businesses and emerging challenges. Infrastructure has been further reinforced through digital transformation, expanding the reach of high-quality training resources and extending access to primary-level units, fostering a culture of lifelong and proactive learning among employees. At the end of 2025, 32,260 on-site training sessions of various types were held across the Bank throughout the year, which registered an attendance of 1.387 million and added up to 16.948 million credit hours. Online training (including online platform learning) was attended by 375,000 persons and lasted 63.988 million credit hours in total. For details on training expenses in 2025, please refer to the Bank's 2025 Annual Report, which is released concurrently.

The Bank organised thematic labour competitions and professional skills contests, and issued selection and commendation measures for the CCB Model Worker Awards, May Day Labour Awards and March 8 Red Flag Bearer Awards, further enhancing the recognition framework and incentivising employees to strive for excellence and innovation. The Bank has also established Model Worker and Craftsman Innovation Studios. In 2025, six studios were designated as "CCB Model Worker and Craftsman Innovation Studios" and construction commenced on 17 studios, so as to transform individual expertise into collective capability and foster a strong culture of innovation and value creation.

Leadership training and succession plans

The Bank continues to optimise its leadership development framework across all organisational levels, enriching leadership training resources and systematically strengthening employees' management capabilities. Succession plans have been implemented for critical positions to ensure team continuity, organisational stability and enhanced resilience for sustainable development.

The Bank has intensified efforts to cultivate reserve talent by implementing the Mid- and Young-Career Executive Development Programme and issuing the *Implementation Plan for the Mid- and Young-Career Executive Development Programme of China Construction Bank*, thereby promoting long-term development and rotation of young executives across the Bank. It has strengthened the development and succession pipeline for specialised roles, optimised secondment and acting-appointment mechanisms for subsidiaries, and expanded the scale of executive assignments. In 2025, executives were assigned to multiple subsidiaries, covering key business lines such as risk management, audit, finance and accounting, technology and human resources.

Targeted training programmes are delivered for key outlet positions, with tailored development schemes designed for outlet operations supervisors, customer managers and customer service managers, enabling them to better serve customers and promote the sustained and sound development of outlet business. The Bank places strong emphasis on the training of front-line management personnel. Flexibly adjustable, modular learning products have been developed for outlet heads, county sub-branch heads and tier-two branch heads, allowing them to customise training selections based on actual needs. In 2025, nearly 500 sessions of campus-based training and on-site training were delivered for key employee categories with high growth potential, while 37 branches organised over 1,000 on-site training sessions.

Professional qualifications and academic degree support programmes

The Bank places strong emphasis on enhancing employees' professional capabilities and qualifications. It provides all employees, including workers dispatched from labour leasing companies, with diversified support programmes for professional qualification certification, together with sufficient professional resources, to help employees strengthen their professional competence and skills, pursue higher academic degrees, and achieve shared development with the Bank.

The Bank has issued the *Management Measures for Professional Titles of China Construction Bank (Version 2025)*, strengthening the integration of professional title evaluation with talent development. Institutions are encouraged to grant education-related incentives to employees who obtain middle and senior professional titles, guiding employees to enhance professional capabilities and broaden career development pathways. In 2025, 545 employees across the Bank were awarded senior professional titles for economics, accounting and engineering through evaluations. The Bank has strengthened the cultivation of mid- and senior-level accounting professionals. In the *Notice on Further Strengthening the Development of the Financial and Accounting Professional Talent Team*, the Bank has introduced phased incentive measures to enhance professional capabilities across the financial and accounting business line. In 2025, 33 employees newly obtained the qualification of Senior Accountant.

The Bank has established an internal learning and examination system covering all employees, continuously improving a comprehensive, hierarchical professional and technical job title examination system to cover all business lines and encouraging employees to delve deeper into their professional fields and constantly improve their capabilities. Since the establishment of the examination system in 2020, cumulative participation has exceeded 1.6 million. In 2025, two rounds of online examinations were organised, with total participation reaching 0.29 million. Adhering to the principle of integrating learning with application, the Bank creates a synergistic link between examinations and talent development and has initially established a professional knowledge system encompassing textbooks, question banks, examinations and training. In 2025, the Head Office organised business experts to conduct on-site maintenance of question banks covering more than 60 examination subjects across 21 categories, with a total of 65,700 new questions developed and reviewed.

Regular performance assessment and feedback

The Bank has formulated dedicated performance management rules and policies to standardise requirements for performance management processes, assessment methods, result determination and application for all employees. Performance assessment mainly includes day-to-day assessments, annual assessments, special assessments and term-based assessments, covering all employees. The performance management process comprises performance plan formulation, performance implementation and coaching, performance appraisal and feedback, and application and improvement of assessment results. During the feedback stage, managers engage in direct performance conversations with employees. This process encourages employees to review their assessment results, identify competency gaps, and translate feedback into actionable career development and performance improvement plans. Institutions at all levels standardise the formulation of performance assessment measures, fulfil democratic procedures, widely solicit employee opinions and suggestions, and disclose assessment measures to all employees in a timely manner to ensure full participation and right to information and that the performance appraisal process remains transparent, objective, and impartial.

Indicators and targets ▶

The Bank attaches great importance to employees' needs and career development experience. It conducts annual employee satisfaction surveys to comprehensively gather employee feedback. The surveys cover all employees and focus on six core pillars: career development, training and development, remuneration and benefits, strategic alignment, corporate culture and working environment. The 2025 survey results indicate a high overall level of employee satisfaction, with satisfaction rates exceeding 90% in areas such as training, corporate culture and operational support. In response to common issues identified through the survey, the Bank has established a "feedback-analysis-improvement-tracking" closed-loop mechanism. It has prioritised optimising policies related to FinTech talent development and employee rest and leave arrangements, while continuing to implement measures such as strengthening career development support for front-line employees and directing more remuneration resources towards front-line units. These efforts aim to continuously enhance employees' sense of fulfilment, happiness and security, and to consolidate the talent base in support of the Bank's high-quality development.

The Voice of Experience (VOX) user community



CCB has developed the voice of experience (VOX) user community, forming a convenient channel for employees to participate in the Bank's management from the bottom up and enabling the Bank to effectively obtain employee feedback. All outlet employees are encouraged to express themselves anonymously or with real names in the VOX community. The opinions presented are analysed, sorted and supplemented by the back-office support team. The Bank fully respects the privacy of employees, and the information of employees who choose to use their real names is visible only within the community. This information will not be disclosed outside the community without the consent of the employees themselves, ensuring the security of employees' personal information. The Bank strictly implements the closed-loop management mechanism of "collection-sorting-solving-tracking-feedback" of the VOX community, ensuring the problems identified are effectively and promptly addressed. After experience-related problems are solved, results will be provided to employees in time. When necessary, further comments and suggestions from employees will be sought.

Through the VOX community mechanism, the Bank has effectively enhanced employees' working experience and boosted their satisfaction and sense of belonging. During the period from June 2020 to the end of 2025, the Bank collected a total of 6,441 typical experience-related problems raised by employees through the VOX community, above 98% of which have been resolved or are being dealt with, winning wide praise from employees.

Case 

Graduates/new employees internship programmes

Since 2019, the Bank has continuously implemented the “CCB Intern” summer internship programme, attracting nearly 70,000 university students to participate on a cumulative basis. The programme provides students with valuable opportunities to gain insight into the financial industry, develop an understanding of banking operations and accumulate practical experience. For students majoring in IT-related disciplines, the Bank has introduced a specialised FinTech summer internship programme, enabling participants to engage in FinTech research projects, big data analytics and digital platform operations. This targeted initiative deepens students’ understanding of the Bank’s FinTech development and supports the reserve of high-potential talent.

Launched in 2019, the “Your Future with CCB” learning programme for newly recruited employees has been updated and enhanced every year. The programme covers new hires across the Head Office, branches, institutions directly under or managed by the Head Office and subsidiaries, reaching more than 10,000 new recruits and establishing an integrated, group-wide onboarding training framework. In 2025, the Bank further optimised its training system for new employees by introducing 15 Head Office-level core courses and upgrading the follow-up practical skills enhancement programme. At the end of 2025, cumulative course participation exceeded 100,000 enrolments.

Community public welfare



The Bank adheres to its original aspiration of public benefit, and constantly helps those in the most desperate need of help. In 2025, the Bank’s total external donations reached RMB136 million, strategically allocated to consolidate its poverty alleviation achievements, rural revitalisation, long-term public benefit projects, relief of sudden natural disasters, and innovative public benefit activities. Among these initiatives, the Bank made an emergency donation of HKD10 million to support relief efforts following the Wang Fuk Court fire in Tai Po in Hong Kong, and contributed a total of more than RMB2 million to disaster relief for floods, earthquakes and typhoons in regions including Beijing, Xizang, Taiwan and Malaysia. The Bank also organised the third “Love Is Like a Blooming Flower” online charity campaign, calling on employees, customers and the wider public to participate in charitable activities. Scan the QR code to watch the campaign highlights and discover the meaningful outcomes of the Bank’s social welfare initiatives.



The Bank is dedicated to fostering employees’ public welfare spirit, and guiding young employees to actively engage in social welfare endeavours by establishing a sound volunteer service system. The Bank has set up a youth volunteer association. At the end of 2025, the Bank had 81,800 young volunteers, serving a total of 782,300 beneficiaries. In 2025, cumulative volunteer service exceeded 0.44 million hours, underscoring its sustained commitment to social harmony and development.

The Bank also places great emphasis on caring for outdoor workers. Building on its cooperation with the All-China Federation of Trade Unions (ACFTU) in jointly developing the “Workers’ Harbour” labour service stations, the Bank has continued to deepen related public welfare initiatives and piloted the “Love and Care Exchange” programme. Its multiple “Workers’ Harbour” stations have been recognised by the ACFTU as the “Model Trade Union Service Stations/Model Outdoor Workers’ Service Stations”. Since 2021, the Bank has ranked first nationwide within the financial sector in terms of the cumulative number of such awards received.

At the end of 2025, the implementation of major public benefit projects is detailed as follows:

Project	Partner	Timescale	Progress
Building the Future – CCB Sponsorship Programme for the Development of Poverty-stricken High School Students	China Education Development Foundation	2007-Present	Donated RMB190 million in total and funded 107,300 senior high school students.
CCB Sponsorship Programme of “Mother Health Express”	China Women’s Development Foundation	2011-Present	Donated RMB101 million in total, purchased 654 Mother Health Express vehicles and put them into use in 25 underdeveloped counties and towns in Xinjiang, Xizang, Gansu, Qinghai and other provinces and regions.
CCB Hope Primary Schools	China Youth Development Foundation	1996-Present	Donated RMB31.06 million in total, supported the construction of 50 Hope Primary Schools, equipped these schools with 179 music, art, PE, technology, and moral education rooms, funded the training for over 800 teachers, and organised 320 teachers and students to participate in the Beijing Summer Camp Programme.
Sanjiangyuan Ecological Protection Project	The Sanjiangyuan Ecological Protection Foundation	2022-Present	Donated RMB7 million in total to carry out the construction of ecological demonstration villages in Sanjiangyuan National Park, promoting the ecological values of harmony between humanity and nature.
“Do Good, Be Wise” Caring Student Action	CCB Youth Volunteers Association, local league committees of branches	2016-Present	Donated RMB17.06 million in total, offered funds and goods to over 50,800 teachers and students in underdeveloped areas, and organised over 1,900 teachers and students from these areas to participate in summer (winter) camp activities.
“Donation of Bonus Points to Make Dream Come True • Micro-Charity”	China Youth Development Foundation, China Literature and Art Foundation	2012-Present	Donated RMB12.97 million in total, constructed 164 “Happy Music Classrooms”, trained rural music teachers, and built the “Home for Youth” of the Youth Volunteers’ Guidance Centre under the Central Committee of the Communist Youth League of China.
“Workers’ Stations (Harbours)” Public Benefit Programme	China Worker Development Foundation	2021-Present	Opened the “Donation of Bonus Points to Make Dream Come True Workers’ Stations (Harbours)” platform at the same time. Charitable groups can participate in public welfare activities and make donations by donating their Long credit card bonus points.

Organising volunteer visits under the “Health Express for Mothers” public welfare programme

Case



CCB organised employee volunteers from the Head Office and branches to conduct on-site visits to the “Health Express for Mothers” programme in Guizhou Province. Volunteers visited local hospitals and beneficiary families to review the utilisation of the Health Express vehicles, extend care and support to recipients, and participate in community free medical consultations. In 2025, the Bank donated RMB8 million to fund the deployment of 42 “Health Express for Mothers” across 12 provinces (autonomous regions), including Hubei, Guizhou,

Xizang and Gansu, as well as the Xinjiang Production and Construction Corps. The newly deployed Health Express vehicles are equipped with professional medical facilities such as colour Doppler ultrasound systems and foetal heart monitors. They provide integrated services in remote, economically underdeveloped and hard-to-access areas, including emergency medical transfers, free medical consultations and health education, prevention and treatment of cervical and breast cancers, and postnatal rehabilitation services. At the end of 2025, the Bank cumulatively donated more than RMB101 million to the “Health Express for Mothers” programme, contributing 654 Health Express vehicles across 25 provinces (autonomous regions and municipalities directly under the Central Government) and benefiting over 8.5 million person-times. The initiative has effectively addressed the shortage of primary-level maternal and child healthcare resources in targeted regions.

Case

Launching the third online public welfare campaign

CCB has long been committed to advancing public welfare and promoting acts of kindness. In 2025, it meticulously organised the third online public welfare campaign, centred on the core theme “Love is Like a Blooming Flower” under the principle that “every act of kindness deserves to be seen”. The campaign showcased public welfare projects supported by the Bank in recent years and their outcomes. By leveraging innovative communication tools, the campaign introduced the interactive H5 experience “Discover Your Public Welfare Personality” and engaged multiple media channels to promote public welfare concepts in an engaging and immersive way. At the same time, diverse offline activities were held across Beijing, Shanghai, Guangzhou, Jiangsu and other regions, with themed public welfare merchandise distributed to extend warmth and care to both employees and customers.

Hosting the third selection of the “Top 30 Public Welfare Activities”

Case

CCB organised the third selection of the “Top 30 Public Welfare Activities”, which comprised three categories: “Top 10 Public Welfare Brands”, “Top 10 Creative Initiatives”, and “Top 10 Public Welfare Stories”. The awards collectively showcased the Bank’s achievements in public welfare initiatives. The event set benchmarks for excellence in public welfare, promoted the spirit of altruism, and provided leading examples to inspire broader engagement. It facilitated the exchange of best practices across the Bank, stimulated enthusiasm for the charitable cause, and strengthened collective cohesion and shared purpose among employees.



Staff of CCB teaching financial knowledge to students.

Coordinating institutions in Hong Kong to fully support affected residents following the Wang Fuk Court fire in Tai Po District

Case

CCB mobilised its institutions in Hong Kong to fully support emergency relief efforts following the Wang Fuk Court fire in Tai Po District. The Bank donated HKD10 million in urgent relief, temporary resettlement and post-disaster recovery for affected residents. A fast-track cross-border remittance channel for donations was opened, allowing institutions or individuals in the Chinese mainland to contribute to the Support Fund for Wang Fuk Court in Tai Po via CCB's domestic channels through simplified approval procedures, with transaction fees waived. The Bank continued to closely follow the situation, providing ongoing support to disaster-affected residents to build the local community.

CCB Asia established a 24-hour customer service hotline, and CCB Tai Po Branch set up express service counters to handle urgent customer needs. Disaster-affected customers were offered flexible identity verification, instant card reissuance free of charge and exemptions from early withdrawal fees on term deposits, among other convenience services. Life and general insurance companies represented by CCB Asia also operated dedicated service hotlines to support affected customers. Over 200 employee volunteers from CCB Asia were mobilised to procure and deliver emergency supplies, and organise blood donations and fundraising activities. The Group's training centre opened its accommodation facilities to provide temporary shelter for affected residents. Additionally, disaster-affected employees were identified and supported, with two employees receiving emergency financial aid, post-disaster leave and housing support. An internal support team offered professional psychological counselling.



CCB International demonstrated care for the disaster-stricken community, with employees voluntarily raising HKD2 million for emergency relief, material assistance and community rebuilding. The CCB International volunteer team promptly delivered collected supplies to relief points at the Tung Cheong Street Community Hall, Tung Cheong Street Leisure Building, and Kwong Fuk Estate, ensuring timely support for affected residents and rescue personnel. Volunteers also coordinated with professional organisations to distribute supplies in an orderly manner, provide emotional support to affected individuals, and deliver logistical services in designated areas.



Photo by Lv Huadang

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Enhancing Operational Efficiency and Laying a Solid Foundation for Sustainable Growth

Anti-commercial bribery and anti-corruption

The Bank attaches great importance to the management of business ethics matters. It systematically identifies and addresses key areas, including anti-bribery and anti-corruption, anti-money laundering (AML), employee conduct, conflicts of interest, standards of business conduct and whistleblowing management. It has established an overarching business ethics governance framework and put in place a standardised policy system. The Board sets compliance management objectives, reviews and approves the fundamental compliance management policies, and assesses the effectiveness of compliance management and the development of a compliance culture. The Risk Management Committee of the Board oversees the compliance of the Bank's core businesses, management policies and major operating activities.

The Board and its Risk Management Committee have reviewed and approved the *Compliance Management Measures of China Construction Bank (Version 2025)*, which clearly defines operation and management conduct as well as employee duty performance as the objects of compliance management to strengthen policy management, compliance review, compliance inspection, reporting and handling, and rectification and accountability, among other aspects of work, further improving the Group's compliance management framework, promoting the development of a strong compliance culture, and enhancing compliance awareness across the workforce. They regularly review the evaluation report on the effectiveness of compliance management and the development of a compliance culture. From the compliance governance framework, the fulfilment of compliance management responsibilities, safeguards for compliance management, and the effects of compliance management, the report assesses the effectiveness of the Group's compliance management and the level of compliance culture development to identify trends in compliance risk and work priorities, strengthening the Group's compliance culture. In addition, they conduct dedicated reviews of reports on AML, provide guidance on improving the AML management framework, and promote continuous improvements in the quality and efficiency of AML practices.

Management structure

The Bank has established an anti-bribery and anti-corruption management framework that involves the Board and the Management, and works closely with the public sector, focusing on the quality and efficiency of anti-bribery and anti-corruption efforts. The Bank strictly enforces the supervisory mechanism for anti-bribery and anti-corruption efforts. Institutions dispatched by public authorities work with the Bank's compliance department, risk management department, and internal audit department to implement joint governance. They dynamically identify, assess, investigate, and control potential bribery and corruption risks, enforce relevant anti-bribery and anti-corruption policies and procedures, and regularly review the implementation of the mechanism.

System development

The Bank strictly complies with the *Banking Supervision Law of the People's Republic of China*, the *Guidelines for the Internal Controls of Commercial Banks*, and other applicable laws, regulations, and regulatory requirements. It has systematically reviewed existing internal anti-bribery and anti-corruption policies and compiled the *Anti-bribery and Anti-corruption Policy Overview*⁶, which was formally disclosed through public channels. This policy applies to directors, supervisors, executives, all employees, and workers dispatched from labour leasing companies of the Bank and all subsidiaries. The policy systematically standardises the Bank's anti-bribery and anti-corruption practices in terms of the scope of application, general principles and requirements, key areas and requirements, and management mechanisms. The policy underscores the importance of integrity and self-discipline, clear separation between personal and public interests, and compliance with professional conduct standards. It establishes specific requirements in critical areas such as personnel appointment and removal, procurement, credit, charitable donations, and management of business partners. In addition, it ensures the comprehensiveness and effectiveness of anti-bribery and anti-corruption efforts through establishing management mechanisms involving organisational safeguards, risk assessments, whistleblowing, compliance education and training, employee conduct management, and record-keeping.

Employee conduct management

The Bank places great importance on employee conduct management, establishing a multi-tiered policy system across the Bank and all business lines. This system clearly defines lawful and compliant conduct that employees shall observe, improper conduct that should be avoided, prohibited violations, and strictly forbidden illegal or criminal acts. The Bank has issued policy documents such as the *Code of Conduct for Employees of China Construction Bank*, and the *Employee Compliance Manual of China Construction Bank*, which set out specific prohibitions across the Bank, particularly regarding employee involvement in bribery or corruption, conduct that jeopardises the security of the Bank or customers, and the infringement of personal information. For key business lines such as credit, procurement, and finance, the Bank has formulated specific rules,

6 The *Anti-bribery and Anti-corruption Policy Overview*: <http://www.ccb.com/eng/esg/rules/index.shtml>

including the *Detailed Rules for the Management of Employee Conduct s in the Finance and Accounting Lines of China Construction Bank*, the *Prohibitions for Credit Personnel of China Construction Bank*, and the *Prohibitions for Procurement Personnel of China Construction Bank*. These dedicated guidelines effectively regulate employee conduct to ensure the compliance of business operations. Additionally, the Bank has formulated the *Business Recusal Policy*, requiring employees to proactively declare and recuse themselves from involvement in the investigation, review, or decision-making processes of relevant matters when handling key businesses, so as to effectively prevent conflicts of interest and compliance breaches.

The Bank conducts regular analyses of employee conduct-related data covering all institutions, issues early warnings about irregular employee conduct, and identifies employee conduct in a timely manner. In recent years, in accordance with the internal policies and rules, the Bank has comprehensively revised and refined the business ethical standards, including the *Measures for Handling Employee Violations* and the *Employee Code of Conduct*. The review and revision content included expanding the scope of business ethics management, enriching the application scenarios of relevant provisions, and enhancing the examination process for matters related to business ethics.

For more information on the number of corruption cases, litigation outcomes, and so on, please go to the official website of the Central Commission for Discipline Inspection of the CPC and the National Supervisory Commission.

Business ethics audits

In line with regulatory requirements and the actual business operations, the Bank performs a comprehensive risk assessment over all institutions annually following the risk-oriented principle. The key audit points and institution coverage of business ethics are determined dynamically. It ensures that the audit of business ethical standards covers all operations every year through onsite and offsite approaches.

In 2025, in line with the audit plan, the Bank conducted an operational risk management audit at the Head Office focused on the development and operation of the operational risk management system. The Bank also carried out dynamic audits on 37 domestic tier-one branches, specifically targeting key operational risk events triggered by employees. These audits focused on key areas such as operational risk management, case prevention and control management, employee conduct management, and employee violations. Additionally, AML audits were performed at eight domestic tier-one branches and the Head Office, with particular emphasis on customer identification, transaction reporting, money-laundering risk assessment, sanctions compliance management, and the rectification of any identified issues. To ensure comprehensive coverage, the Bank included AML-related matters of other domestic branches in the audits of operations and management of branches within designated areas of responsibility. Following the principle of periodic coverage, the Bank reviewed the management of AML and other compliance matters at 13 overseas institutions and eight subsidiaries through audits, such as main business operation and management audits, so as to continuously strengthen the audit oversight of business ethics and compliance across the Bank. Additionally, the Bank conducts annual audits to assess the effectiveness of the implementation of the business ethical standards for the first and second lines of defence, and regularly reviews the status of revisions, updates, and implementation of the policies related to business ethics.

Commercial bribery and anti-corruption training

The Bank is committed to building a hierarchical and classified business ethics training system that ensures 100% coverage of its workforce, comprehensively improving the business ethics literacy of employees, and effectively promoting the effective implementation of business ethics standards throughout the Bank. The Bank designs differentiated business ethics training courses for different groups such as the directors, the Senior Management, key personnel and new hires, focusing on strengthening compliance awareness and improving business ethics standards. What's more, the Bank adopts diversified training forms, covering collective education, online learning and test evaluation to consistently provide training on business ethics and compliance warning and education to all employees (including all permanent employees and workers dispatched from labour leasing companies). The training covers core areas such as anti-corruption, AML, anti-fraud, personal information protection, sanctions risks, violation handling measures, and compliance risks, effectively building a solid foundation for an integrity culture. The Bank delivers a wide range of compliance education content through system-based distribution, reaching employees across all levels of institutions. In 2025, a total of 2.11 million education interactions were recorded, achieving targeted delivery of compliance education materials. For personnel in key positions such as credit and procurement, regular warning and education activities were conducted through case studies and compliance short-videos, effectively conveying the requirements for clean and honest conduct.

Whistleblower protection

The Bank strictly implements management requirements of strict governance, optimises the employee conduct management mechanism, and expands supervision and reporting channels, continuously improving the comprehensive supervision and management system. It has formulated and strictly implemented a series of reporting-related policies for reporting and petitioning, encouragement of real-name reporting, clarification of false reporting, and rewards for reporting illegal or non-compliant activities, encouraging informed persons to actively provide clues to illegal and irregular activities. The Bank strictly implements whistleblower protection measures, effectively improves the efficiency of reporting violations, and effectively strengthens the business ethics across the Bank.

The Bank continuously optimises the whistleblower protection supervision mechanism. It has systematically sorted out relevant practices and released the *Whistleblowing Policy Overview*, which applies to whistleblowers, including employees, customers and suppliers. Reporting channels include letters, emails, phone calls and visits. Reporting methods include real-name and anonymous reporting. The Bank conscientiously implements the requirements of the *Regulations on Letters and Visits*. Dedicated departments have been established at all levels of institutions to receive and handle whistleblowing reports, with relevant information publicly disclosed on the official website to ensure timely and effective handling.

The Bank strictly implements its information confidentiality system, adhering to the principles of lawfulness, legitimacy and necessity throughout the entire information-handling process. Access to information is tightly controlled, and unauthorised retention or disclosure is strictly prohibited. Without consent, the identity of whistleblowers and the content of their reports shall not be disclosed, and information shall be retained only for the minimum period necessary. Any acts of retaliation, information leakage, or improper interference with case handling are subject to disciplinary action in accordance with laws and regulations, ranging from warnings to dismissal, depending on the severity of the circumstances.

Reported matters are subject to centralised management and are registered and followed up by designated personnel. For whistleblowing cases submitted under real names, feedback on handling results is provided in a timely manner. Major cases are prioritised for handling and reported promptly, with strict implementation of recusal requirements to ensure procedural fairness. Furthermore, incentive schemes have been introduced to encourage employees to proactively report illegal or non-compliant conduct. Employees who effectively mitigate risks or reduce losses are rewarded and commended, with strict confidentiality maintained throughout the process.

In addition, supervisory reviews are conducted regularly to assess the effectiveness of the whistleblowing mechanism and the protection of whistleblowers, alongside targeted training programmes to enhance the professional capabilities of relevant personnel. In 2025, in conjunction with touring inspections, nine special inspections on reporting and petitioning were carried out. Multiple meetings and research-based supervisory reviews were organised, and two training seminars on reporting and petitioning were delivered. These efforts continuously advanced governance at source, standardisation and team capacity building of reporting and petitioning, thereby supporting the Bank's high-quality development.

Anti-unfair competition

The Bank implements the fair marketing policy. It has consistently enhanced consumer protection requirements throughout the entire financial services marketing lifecycle, implementing standardised, systematic and professional approaches to fair marketing practices. The Bank has established a comprehensive monitoring and management mechanism for fair marketing covering the Board, the Management, and the executive level. It has also advanced the supervision and management of consumer protection in cooperation with partners, and reviewed and supervised the implementation of the fair marketing policy in its consumer protection audits. Through supervisory methods, such as unannounced inspections of the scope of marketing services for personal customers, the Bank standardises marketing and promotional activities and process monitoring for personal customers, promptly identifies problems, and promotes rectification. This ensures the protection of the rights and interests of personal customers throughout the entire marketing and promotional service process. Annual specialised training on fair marketing is conducted, and regular assessments are organised. All front-line staff must undergo at least one fair marketing-related training session annually, which effectively enhances their understanding of fair marketing and ensures the quality and effectiveness of the training. For more details, please refer to the *Personal Customer Marketing Policy Overview* disclosed on the Bank's official website.

The Bank actively carries out national policies on protection of intellectual property (IP) rights and pays attention to IP creation, application, protection and management. According to its rules, such as IP management measures, the Bank applies for IP rights, including patents and trademarks, in time to protect the legitimate rights and interests derived from various innovations of the Bank. It is also committed to fully respecting the IP rights of others and preventing risks of IP infringement. No major IP infringement incident occurred across the Bank in 2025.

ESG Data Sheet and Notes

Economic Performance	2025	2024	2023
Balance of agriculture-related loans (RMB100 million)	37,061.42	33,329.12	38,190.24
Balance of inclusive loans to small and micro enterprises (RMB100 million)	38,296.48	34,080.04	30,425.88
Inclusive loans to small and micro enterprises - number of customers (10 thousands)	368.82	335.84	317.33
Balance of affordable housing development loans (RMB100 million)	1,941.99	2,051.64	1,922.15
Donations (RMB10,000)	13,594	13,417	13,313

Notes: 1. In 2024, the statistical scope for balance of agricultural-related loans was adjusted in accordance with the *Notice of the Survey and Statistics Department of PBOC on Issuing the Revisions to Financial Statistics of Financial Institutions in 2024* (Y.D.F. [2024] No. 2). Therefore, the balance of agricultural-related loans in 2025 is comparable with that in 2024, but not comparable with that in 2023.

2. In 2025, in accordance with the *Notice of the NFRA General Office on Improving Financial Services for Small and Micro Enterprises in 2025* (J.B.F. [2025] No. 46), the indicator “balance of inclusive finance loans” was renamed “balance of inclusive loans to small and micro enterprises”, and the indicator “inclusive finance loans – number of customers” was renamed “inclusive loans to small and micro enterprises – number of customers”. The statistical scope for these indicators remains unchanged.

Employees	2025	2024	2023
Total number of employees (persons)	378,344	376,847	376,871
By gender			
Number of male employees (persons)	178,687	176,958	175,696
Number of female employees (persons)	199,657	199,889	201,175
By age group			
30 years old or below (persons)	106,285	100,126	92,188
31 to 40 years old (persons)	107,089	109,726	113,350
41 to 50 years old (persons)	76,156	76,991	80,700
51 to 59 years old (persons)	87,212	89,569	90,270
60 years old or above (persons)	1,602	435	363

Employees	2025	2024	2023
By geographic area			
Domestic (persons)	355,802	353,490	352,159
Yangtze River Delta (persons)	54,390	53,970	53,411
Pearl River Delta (persons)	45,396	45,306	45,172
Bohai Rim (persons)	59,357	58,924	58,337
Central China (persons)	71,519	71,038	71,514
Western China (persons)	76,871	76,125	75,696
Northeastern China (persons)	32,886	33,046	33,242
Head Office (persons)	15,383	15,081	14,787
Overseas (persons)	1,338	1,307	1,365
Affiliated companies (persons)	21,204	22,050	23,347
Of which: Domestic (persons)	16,684	17,585	18,252
Overseas (persons)	4,520	4,465	5,095
By employment type			
Number of workers dispatched from labour leasing companies (persons)	3,236	3,374	3,624
By others			
Number of employees from ethnic minority groups (persons)	23,380	22,914	22,256
Number of new employees (persons)	16,878	19,282	20,278
Number of foreign employees (persons)	5,333	5,256	5,925
Percentage of male recruits in campus recruitment (%)	45.12	44.74	43.65
Percentage of female recruits in campus recruitment (%)	54.88	55.26	56.35
Employee turnover			
Overall turnover (%)	1.02	1.26	1.48
By gender			
Male (%)	0.98	1.15	1.41
Female (%)	1.07	1.36	1.54

Employee turnover	2025	2024	2023
By age			
25 years old or below (%)	3.02	4.01	4.45
26 to 35 years old (%)	1.81	2.18	2.68
36 to 45 years old (%)	0.45	0.56	0.78
46 to 54 years old (%)	0.17	0.17	0.20
55 years old or above (%)	0.10	0.11	0.11
By geographic area			
Yangtze River Delta (%)	1.38	1.81	2.30
Pearl River Delta (%)	1.34	1.98	1.73
Bohai Rim (%)	0.69	0.80	1.10
Central China (%)	0.88	0.93	1.13
Western China (%)	1.04	1.14	1.42
Northeastern China (%)	0.56	0.83	0.96
Head Office (%)	1.81	2.10	2.70
Overseas (%)	8.13	8.01	8.55

Notes: The overall turnover, turnover by gender and turnover by age do not cover overseas employees for the time being.

Work-related injuries of employees	2025	2024	2023
Number of work-related deaths (persons)	6	17	9
Work-related death rate (%)	0.002	0.005	0.003
Lost days due to work injury (days)	23,931	24,588	24,748

Notes: The number of work-related deaths refers to the total number of deaths related to work across the Bank (excluding affiliated companies) as of the end of the reporting period. This figure is determined in accordance with the *Regulation on Work-Related Injury Insurance* (Order No. 375) issued by the State Council of the PRC, the *Decision of the State Council on Amending the Regulation on Work-Related Injury Insurance* (Order No. 586), and relevant regulations of local governments.

Employee training	2025	2024	2023
Training participation rate of male employees (%)	98.97	99.42	98.25
Training participation rate of female employees (%)	99.19	99.60	98.39
Training participation rate at tier-one branches, Head Office departments and above (%)	100	100	100
Training participation rate at tier-two branches, departments of tier-one branches and divisions of Head Office (%)	100	100	100
Training participation rate of business managers and below (%)	99.06	99.50	98.22
Average hours of employee training, male (hours)	212.75	246.10	166.04
Average hours of employee training, female (hours)	214.43	249.46	179.88
Average training hours at tier-one branches, Head Office departments and above (hours)	241.28	327.24	162.59
Average hours of training at tier-two branches, departments of tier-one branches and divisions of Head Office (hours)	247.06	305.54	203.30
Average training hours of business managers and below (hours)	212.34	245.58	173.50

Supplier management	2025	2024	2023
Number of suppliers in the Yangtze River Delta	17,225	16,191	15,019
Number of suppliers in the Pearl River Delta	10,456	9,763	8,957
Number of suppliers in the Bohai Rim	10,828	10,129	9,178
Number of suppliers in Central China	9,245	8,481	7,778
Number of suppliers in Western China	13,083	11,894	10,652
Number of suppliers in Northeastern China	6,434	6,083	5,541
Local suppliers' share in procurement expenditure (%)	96.55	99.41	99.41
Fulfillment rate of purchase agreements (%)	100	100	100
Participation rate of external experts (%)	11.58	18.06	10.96
Number of social responsibility training sessions for suppliers (including interviews and business exchanges)	38	23	22

Service Channels	2025	2024	2023
Number of operating institutions worldwide	14,614	14,750	14,895
Number of online banking users (10 thousands)	45,105	44,078	43,027
Number of personal mobile banking customers (10 thousands)	50,528	48,404	46,269
Number of WeChat banking users (10 thousands)	17,627	16,522	14,951
Number of telephone banking customers (10 thousands)	50,550	49,354	48,069
Number of self-service banks	16,458	17,756	19,533
Number of ATMs	40,401	43,036	48,133
Number of STMs	34,292	39,090	43,434
Number of outlets with wheelchair access/ramps	10,412	10,366	11,410
Number of outlets with courtesy counters	13,753	13,828	13,873
Number of outlets with Workers' Harbours	13,700	13,766	13,845

Social Recognition

Evaluating/Awarding Organisation	Evaluation Results/Title of Recognition
MSCI	ESG rating was maintained at AAA
World Green Design Organisation (WGDO)	ESG Excellent Enterprise Award
Asia Responsible Enterprise Awards 2025 (AREA 2025)	Human Capital Investment Award
International Finance Forum (IFF)	2024 Global Green Finance Award - Innovation Award
The <i>Asian Banker</i>	Green and Sustainable Investment Bank of the Year in China Achievement in Climate Risk Management in Asia Pacific Best Green Financial Lifestyle Initiative in China Best Open Banking Project in China
<i>Forbes</i>	The World's Best Employers 2025
China Banking Association (CBA)	Ranked 2nd among China's commercial banks in the 2025 "GYROSCOPE" evaluation of sound development capabilities
The Chinese Institute of Business Administration	Case "Pioneering a Cross-border 'Training + Certification' Model and Setting an Industry Benchmark for Data Talent Development" included in the ESG case database of the <i>ESG Research Report on China's Listed Companies (2025)</i>
China Corporate Public Transparency Research Centre	Case "Exploring New Pathways of Financial Services for Low-carbon Transition" included in the <i>Green Transition Practice Report of Chinese Enterprises 2025</i>
People.cn	Corporate Social Responsibility Case in 2025 by People.cn: CCB Innovative Green Finance Practices Driving Green Development
<i>China Securities Journal</i>	Top 100 ESG Golden Bull Award
<i>China Banking and Insurance News</i>	2025 Social Responsibility Case Award in the Banking Industry: Comprehensive Advancement of Public Welfare Initiatives
Jiemian News of Shanghai United Media Group	"ESG Pioneer 60" in 2025: Annual ESG Green Finance Award
<i>China Newsweek</i>	Responsible Brand of the Year 2025
<i>China Business Journal</i>	Model Enterprise for Social Responsibility of the Year
<i>China Philanthropy Times</i>	Public Welfare Enterprise of the Year Charitable Case Award by Zhang Fuqing Charitable Foundation for Honouring Teachers and Valuing Education
<i>Southern Weekly</i>	Enterprise with International Sustainable Competitiveness of the Year Outstanding Responsible Enterprise of the Year Responsible Communication Award of the Year
ifeng.com	Rural Revitalisation Action Award from the Ifeng Action League
<i>The Chinese Banker</i>	Outstanding Case of Innovation in Risk Management of the Year
The 14th China Finance Summit	Corporate Social Responsibility Model Award of the Year
The 15th Philanthropy Festival and 2025 ESG Summit	Business-for-Good Model Award
China Central Depository & Clearing Co., Ltd.	Excellent Institutional Investor of ChinaBond Green Bond Index ESG Business Excellence Contribution Award
Ernst & Young Hua Ming (LLP)	EY Sustainability Excellence Award of the Year

Independent Assurance Report



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Independent assurance report

安永华明(2026)专字第70008881_A06号
China Construction Bank Corporation Co., Ltd.

To the Board of Directors of China Construction Bank Corporation Company Co., Ltd.

Scope

We have been engaged by China Construction Bank Corporation Company Co., Ltd. (the "China Construction Bank") to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the selected data as of and for the year ended 31 December 2025 in the 2025 Sustainability Report of China Construction Bank (the "2025 Sustainability Report").

Selected data

The selected data in the 2025 Sustainability Report of China Construction Bank for 2025 that is covered by this report is as follows:

- Balance of agriculture-related loans (RMB100 million)
- Balance of inclusive loans to small and micro enterprises (RMB100 million)
- Inclusive loans to small and micro enterprises number of customers (10 thousands)
- Balance of affordable housing development loans (RMB100 million)
- Donations (RMB10,000)
- Balance of green loans (RMB100 million)
- Domestic (persons)
- Yangtze River Delta (persons)
- Pearl River Delta (persons)
- Bohai Rim (persons)
- Central China (persons)
- Western China (persons)
- Northeastern China (persons)
- Head Office (persons)
- Overseas (persons)
- Affiliated companies (persons)
- Of which: Domestic (persons)
- Overseas (persons)

Employees

- Total number of employees (persons)
- By gender
 - Number of male employees (persons)
 - Number of female employees (persons)
- By age group
 - 30 years old or below (persons)
 - 31 to 40 years old (persons)
 - 41 to 50 years old (persons)
 - 51 to 59 years old (persons)
 - 60 years old or above (persons)
- By geographic area

- By employment type
 - Number of workers dispatched from labour leasing companies (persons)
- By others
 - Number of employees from ethnic minority groups (persons)
 - Number of new employees (persons)
 - Number of foreign employees (persons)
 - Percentage of male recruits in campus recruitment (%)
 - Percentage of female recruits in campus recruitment (%)





Independent assurance report (continued)

安永华明（2026）专字第70008881_A06号
China Construction Bank Corporation Co., Ltd.

Employee turnover

- Overall turnover (%)

By gender

- Male (%)
- Female (%)

By age

- 25 years old or below (%)
- 26 to 35 years old (%)
- 36 to 45 years old (%)
- 46 to 54 years old (%)
- 55 years old or above (%)

By geographic area

- Yangtze River Delta (%)
- Pearl River Delta (%)
- Bohai Rim (%)
- Central China (%)
- Western China (%)
- Northeastern China (%)
- Head Office (%)
- Overseas (%)

Work-related injuries of employees

- Number of work-related deaths (persons)
- Work-related death rate (%)
- Lost days due to work injury (days)

Employee training

- Training participation rate of male employees (%)
- Training participation rate of female employees (%)
- Training participation rate at tier-one branches, Head Office departments and above (%)
- Training participation rate at tier-two branches, departments of tier-one

branches and divisions of Head Office (%)

- Training participation rate of business managers and below (%)
- Average hours of employee training, male (hours)
- Average hours of employee training, female (hours)
- Average training hours at tier-one branches, Head Office departments and above (hours)
- Average hours of training at tier-two branches, departments of tier-one branches and divisions of Head Office
- Average training hours of business managers and below (hours)

Supplier management

- Number of suppliers in the Yangtze River Delta
- Number of suppliers in the Pearl River Delta
- Number of suppliers in the Bohai Rim
- Number of suppliers in Central China
- Number of suppliers in Western China
- Number of suppliers in Northeastern China
- Local suppliers' share in procurement expenditure (%)
- Fulfillment rate of purchase agreements (%)
- Participation rate of external experts (%)
- Number of social responsibility training sessions for suppliers (including interviews and business exchanges)

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Independent assurance report (continued)

安永华明（2026）专字第70008881_A06号
China Construction Bank Corporation Co., Ltd.

Service Channels

- Number of online banking users (10 thousands)
- Number of personal mobile banking customers (10 thousands)
- Number of WeChat banking users (10 thousands)
- Number of telephone banking customers (10 thousands)
- Number of self-service banks
- Number of ATMs
- Number of STMs
- Number of outlets with wheelchair access/ramps
- Number of outlets with courtesy counters
- Number of outlets with Workers' Harbors

Our assurance was with respect to the selected data as at 31 December 2025 and for the year then ended only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2025 Sustainability Report.

Criteria applied by China Construction Bank

The criteria used by China Construction Bank to prepare the selected data in the 2025 Sustainability Report are set out in the basis of reporting of the selected data (the "Basis of Reporting") within the Sustainability Report in the accompanying the Appendix: Basis of Reporting.

China Construction Bank's responsibilities

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

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the selected data as at 31 December 2025 and for the year then ended in the 2025 Sustainability Report based on the evidence we have obtained.



Independent assurance report (continued)

安永华明（2026）专字第70008881_A06号
China Construction Bank Corporation Co., Ltd.

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

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

Our independence and quality management

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

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

Description of procedures performed

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

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



Independent assurance report (continued)

安永华明（2026）专字第70008881_A06号
China Construction Bank Corporation Co., Ltd.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information, and applying analytical and other appropriate procedures.

Our work was performed at the Head Office of China Construction Bank and Hebei Branch, which included:

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

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the selected data as of and for the year ended 31 December 2025 and for the year then ended in the 2025 Sustainability Report, in order for it to be in accordance with the Basis of Reporting.

Restricted use

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

Ernst & Young Hua Ming LLP

Ernst & Young Hua Ming LLP

27 March 2026

Beijing, China

ING LLP

Appendix: Basis of Reporting

Balance of agriculture-related loans (RMB100 million): The balance of agriculture-related loans, disclosed in the 2025 Sustainability Report of CCB, refers to the total balance of CCB's agriculture-related loans in local currency (RMB) and foreign currency (USD) by the end of the reporting period. This total balance is compiled by CCB in accordance with the *Special Statistical System for Agricultural Loans* of the People's Bank of China and the *Notice of the Survey and Statistics Department of the People's Bank of China on Issuing the Revised Content of Financial Statistics for Financial Institutions in 2024* (Yin Diao Fa [2024] No. 2). The balance of agriculture-related loans includes balances of loans to rural households, loans to rural non-financial enterprises and institutional entities in rural areas, loans to non-financial enterprises and institutional entities in urban areas engaged in agriculture-related activities, and loans to non-rural household individuals for agriculture, forestry, animal husbandry, and fishery.

Balance of inclusive loans to small and micro enterprises (RMB100 million): Balance of inclusive loans to small and micro enterprises, disclosed in the 2025 Sustainability Report of CCB, refers to the balance of inclusive loans to small and micro enterprises by the end of the reporting period, compiled by CCB in accordance with the *Notice of the General Office of the State Administration of Financial Supervision and Administration on Doing a Good Job in Financial Services for Small and Micro Enterprises in 2025* (Jin Ban Fa [2025] No. 46), which is the total amount of credit granted to a single household of less than 10 million yuan (including). This includes the balance of loans to small and micro enterprises, loans to individual businesses, and loans to small and micro business owners, excluding the balance of bill discounting and rediscount business.

Inclusive loans to small and micro enterprises number of customers (10 thousands): Inclusive loans to small and micro enterprises number of customers, disclosed in the 2025 Sustainability Report of CCB, refers to the number of inclusive loans to small and micro enterprises number of customers by the end of the reporting period, compiled by CCB in accordance with the *Notice of the General Office of the State Administration of Financial Supervision and Administration on Doing a Good Job in Financial Services for Small and Micro Enterprises in 2025* (Jin Ban Fa [2025] No. 46), which refers to small and micro enterprises with a total credit limit of less than 10 million yuan per household, including small and micro enterprises, individual businesses, and small and micro business owners.

Balance of affordable housing development loans (RMB100 million): Balance of affordable housing development loans, disclosed in the 2025 Sustainability Report of CCB, refers to the loans for affordable housing development issued by the bank across its entire domestic operations by the end of the reporting period, in accordance with the People's Bank of China's *Special Statistical System on Real Estate Loans*.

Donations (RMB10,000): The donations, disclosed in the 2025 Sustainability Report of CCB, refers to the total amount of voluntary cash donations made by the Group (including domestic and overseas branches and affiliated companies) as part of non-operating expenditures during the reporting period. This figure is compiled by CCB in accordance with the *Public Welfare Donations Law of the People's Republic of China* and the Ministry of Finance's *Notice on Strengthening the Financial Management of Corporate External Donations*.

Balance of green loans (RMB100 million): The balance of green loans, disclosed in the 2025 Sustainability Report of CCB, refers to the total amount of domestic green loan balance converted into RMB as of the end of the reporting period, calculated by CCB in accordance with the *Notice of the General Office of the People's Bank of China on Doing a Good Job in the Statistics Work Related to the Five Major Financial Tasks and the Catalogue of Green Finance-supported Projects (2025 Edition)*.

Total number of employees (persons): The total number of employees, disclosed in the 2025 Sustainability Report of CCB, refers to the number of regular employees who have signed employment contracts with the Group by the end of the reporting period, as counted by the Bank across its entire group (including affiliated companies).

Number of employees by gender (male/female): The number of employees by gender, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the male/female regular employees who have signed employment contracts with the Group by the end of the reporting period, as counted by the Bank across its entire group (including affiliated companies). The gender information is based on the employees' official identification documents.

Number of employees by age group (30 years old or below, 31 to 40 years old, 41 to 50 years old, 51 to 59 years old, 60 years old or above): The number of employees by age, disclosed in the 2025 Sustainability Report of CCB, refers to the number of regular employees within each specified age group who have signed employment contracts with the Group by the

end of the reporting period, as counted by the Bank across its entire group (including affiliated companies). The age information is based on the employees' official identification documents.

Number of employees by geographical area (Domestic, Yangtze River Delta, Pearl River Delta, Bohai Rim, Central China, Western China, Northeastern China, Head Office, Overseas, Affiliated companies, Domestic affiliated companies, Overseas affiliated companies (persons))

Domestic (persons): The number of domestic employees, disclosed in the 2025 Sustainability Report of CCB, refers to the number of employees of the Bank's branches and audit institutions across the Yangtze River Delta, Pearl River Delta, Bohai Rim, Central China, Western China, Northeastern China, and the Head Office region in China by the end of the reporting period.

Yangtze River Delta (persons): The number of employees in the Yangtze River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the number of employees of the Bank's branches and audit institutions in the Yangtze River Delta in China by the end of the reporting period. The Yangtze River Delta refers to the following regions where the Bank's branches are located: Shanghai, Jiangsu Province, Zhejiang Province, Ningbo, and Suzhou.

Pearl River Delta (persons): The number of employees in the Pearl River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the employees of the Bank's branches and audit institutions in the Pearl River Delta in China by the end of the reporting period. The Pearl River Delta refers to the following regions where the Bank's branches are located: Guangdong Province, Shenzhen, Fujian Province, and Xiamen.

Bohai Rim (persons): The number of employees in the Bohai Rim, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the employees of the Bank's branches and audit institutions in the Bohai Rim in China by the end of the reporting period. The Bohai Rim refers to the following regions where the Bank's branches are located: Beijing, Shandong Province, Tianjin, Hebei Province, and Qingdao.

Central China (persons): The number of employees in Central China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the employees of the Bank's branches and audit institutions in Central China by the end of the reporting period. Central China refers to the following regions where the Bank's branches are located: Shanxi Province, Hubei Province, Henan Province, Hunan Province, Jiangxi Province, Hainan Province, and Anhui Province.

Western China (persons): The number of employees in Western China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the employees of the Bank's branches and audit institutions in Western China by the end of the reporting period. Western China refers to the following regions where the Bank's branches are located: Sichuan Province, Chongqing, Guizhou Province, Guangxi Zhuang Autonomous Region, Yunnan Province, Tibet Autonomous Region, Inner Mongolia Autonomous Region, Shaanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region, and Xinjiang Uygur Autonomous Region.

Northeastern China (persons): The number of employees in Northeastern China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of the employees of the Bank's branches and audit institutions in Northeastern China by the end of the reporting period. Northeastern China refers to the following regions where the Bank's branches are located: Liaoning Province, Jilin Province, Heilongjiang Province, and Dalian.

Head Office (persons): The number of employees at the Head Office, disclosed in the 2025 Sustainability Report of CCB, refers to the number of employees counted by CCB within the scope of the Head Office, Credit Card Center, directly affiliated institutions, and the CCB Research Center (or Institute) by the end of the reporting period.

Overseas (persons): The number of employees of the bank overseas, disclosed in the 2025 Sustainability Report of CCB, refers to the number of employees of the bank's overseas branches, CCB Institute of Research (Hong Kong Academy), and overseas directly managed institutions under the jurisdiction of the Head Office departments by the end of the reporting period.

Affiliated companies (persons): The number of employees of affiliated companies disclosed in the 2025 Sustainability Report of CCB, refers to the number of formal employees of domestic and foreign affiliated companies who have signed labor contracts as of the end of the reporting period, as recorded by China Construction Bank.

Domestic affiliated companies (persons): The number of employees of domestic affiliated companies disclosed in the 2025 Sustainability Report of CCB, refers to the number of formal employees of domestic affiliated companies who have signed labor contracts by the end of the reporting period.

Overseas affiliated companies (persons): The number of employees of overseas affiliated companies disclosed in the 2025 Sustainability Report of CCB, refers to the number of formal employees of overseas affiliated companies who have signed labor contracts by the end of the reporting period.

Number of workers dispatched from labour leasing companies (persons): The number of workers dispatched from labour leasing companies, disclosed in the 2025 Sustainability Report of CCB, refers to the employees who have signed contracts with labor dispatch agencies and are dispatched to work at the Group across the entire bank (including affiliated companies) by the end of the reporting period.

Number of employees from ethnic minority groups (persons): The number of employees from ethnic minority groups, disclosed in the 2025 Sustainability Report of CCB, refers to the ethnic minority employees among the regular employees who have signed employment contracts with CCB (excluding affiliated companies), as counted by the Bank by the end of the reporting period. The ethnic minority information is based on the employees' official identification documents.

Number of foreign employees (persons): The number of foreign employees, disclosed in the 2025 Sustainability Report of CCB, refers to the local employees within the Group (including affiliated companies) who have signed employment contracts with CCB and hold foreign nationalities, as counted by the Bank by the end of the reporting period. The foreign nationality information is based on the employees' official identification documents.

Number of new employees (persons): The number of new employees, disclosed in the 2025 Sustainability Report of CCB, refers to the regular employees who have newly signed employment contracts with CCB across the entire group (excluding affiliated companies) in 2025, as counted by the Bank by the end of the reporting period.

Percentage of male recruits in campus recruitment (%), Percentage of female recruits in campus recruitment (%): The percentage of males and females recruits in campus recruitment, disclosed in the 2025 Sustainability Report of CCB, refers to the proportions of male and female employees, respectively, among the regular employees who were hired through campus recruitment in 2025 and signed employment contracts with CCB across its entire group (including affiliated companies), as counted by the Bank by the end of the reporting period.

Overall turnover (%): The overall employee turnover rate, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank who have voluntarily proposed to terminate their employment contracts with the Bank to the average number of employees across the Bank's operations (excluding affiliated companies) over the past two years, as counted by the Bank during the reporting period.

Employee turnover rate by gender (male, female) (%): The male and female employee turnover rates, disclosed in the 2025 Sustainability Report of CCB, refer to the proportion of male and female employees under employment contracts with the bank who have voluntarily proposed to terminate their employment contracts with the Bank to the average number of employees across the Bank's operations (excluding affiliated companies) over the past two years, respectively, as counted by the Bank during the reporting period.

Employee turnover rate by age (25 years old or below, 26 to 35 years old, 36 to 45 years old, 46 to 54 years old, 55 years old or above) (%): The employee turnover rate by age, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank within each specified age group who have voluntarily proposed to terminate their employment contracts with the Bank to the average number of employees across the Bank's operations (excluding affiliated companies) over the past two years, as counted by the Bank during the reporting period.

Employee turnover rate by geographical area (Yangtze River Delta, Pearl River Delta, Bohai Rim, Central China, Western China, Northeastern China, Head Office, Overseas) (%)

Yangtze River Delta (%): The employee turnover rate for the Yangtze River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in the Yangtze River Delta who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during the reporting period.

Pearl River Delta (%): The employee turnover rate for the Pearl River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in the Pearl River Delta who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during the reporting period.

Bohai Rim (%): The employee turnover rate for the Bohai Rim, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in the Bohai Rim who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during the reporting period.

Central China (%): The employee turnover rate for Central China, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in Central China who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during the reporting period.

Western China (%): The employee turnover rate for Western China, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in Western China who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during the reporting period.

Northeastern China (%): The employee turnover rate for Northeastern China, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's branches and audit institutions in Northeastern China who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in that region over the past two years, as counted by the Bank during of the reporting period.

Head Office (%): The employee turnover rate for the Head Office, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's Head Office, Credit Card Center, CCB Research Center (or Institute) (excluding its affiliated Hong Kong Institute), and directly affiliated institutions who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in the Head Office over the past two years, as counted by the Bank during the reporting period.

Overseas (%): The employee turnover rate for the overseas operations, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees under employment contracts with the bank in the Bank's overseas branches and Hong Kong-based institutions who voluntarily proposed to terminate their employment relations with the Bank to the average number of employees in these branches and institutions over the past two years, as counted by the Bank during the reporting period.

Number of work-related deaths (persons): The number of work-related deaths, disclosed in the 2025 Sustainability Report of CCB, refers to the number of deaths that occurred in the course of employment, as counted by CCB across the entire bank (excluding affiliated companies), during the reporting period, and determined in accordance with the *Regulations on Work-related Injury Insurance* (Decree No. 375 of the State Council of the People's Republic of China), the *Decision of the State Council on Amendment to the Regulations on Work-Related Injury Insurance* (Decree No. 586 of the State Council of the People's Republic of China), and relevant local government regulations.

Work-related death rate (%): The work-related death rate, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of work-related deaths, during the reporting period, among all employees of CCB across the bank (excluding affiliated companies), as determined in accordance with the *Regulations on Work-Related Injury Insurance* (Decree No. 375 of the State Council of the People's Republic of China), the *Decision of the State Council on Amendment to the Regulations on Work-Related Injury Insurance* (Decree No. 586 of the State Council of the People's Republic of China), and relevant local government regulations.

Lost days due to work injury (days): The lost days due to work injury, disclosed in the 2025 Sustainability Report of CCB, refer to the total number of workdays lost by employees across the entire bank (excluding affiliated companies) during the reporting period, which are determined in accordance with the *Regulations on Work-Related Injury Insurance* (Decree No. 375 of the State Council of the People's Republic of China), the *Decision of the State Council on Amendment to the Regulations on Work-Related Injury Insurance* (Decree No. 586 of the State Council of the People's Republic of China), and relevant local government regulations.

Training participation rate of male employees (%), Training participation rate of female employees (%): The training participation rate of male/female employees, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of male/female employees who participated in online and offline training out of the total number of male/female employees across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies), as recorded by CCB during the reporting period.

Training participation rate at tier-one branches, Head Office departments and above (%):

The training participation rate at tier-one branches, Head Office departments and above, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees above the department director level who participated in online and offline training out of the total number of employees at such level across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies), as recorded by CCB during the reporting period.

Training participation rate at tier-two branches, departments of tier-one branches and divisions of Head Office (%): The training participation rate at tier-two branches, departments of tier-one branches and divisions of Head Office, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees at the department director level who participated in online and offline training out of the total number of employees at such level across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies), as recorded by CCB during the reporting period.

Training participation rate of business managers and below (%): The training participation rate of business managers and below, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of employees at the section chief level and below who participated in online and offline training out of the total number of employees at such level across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies), as recorded by CCB during the reporting period.

Average hours of employee training, male (hours), Average hours of employee training, female (hours): The average training hours of male and female employees, disclosed in the 2025 Sustainability Report of CCB, refer to the average hours of online and offline training participated by male and female employees across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies) as recorded by CCB during the reporting period. Participation in online and offline training by employees is recorded through the system.

Average training hours at tier-one branches, Head Office departments and above (hours):

The average training hours of employees at tier-one branches, Head Office departments and above, disclosed in the 2025 Sustainability Report of CCB, refer to the average number of training hours for employees above the department director level across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies) who participate in online and offline training, as recorded by CCB during the reporting period.

Average hours of training at the tier-two branches, departments of tier-one branches and divisions of Head Office (hours): The average training hours of employees at the tier-two branches, departments of tier-one branches and divisions of Head Office, disclosed in the 2025 Sustainability Report of CCB, refer to the average number of training hours for employees at the department director level across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies) who participate in online and offline training, as recorded by CCB during the reporting period.

Average training hours of business managers and below (hours): The average training hours for business managers and below, disclosed in the 2025 Sustainability Report of CCB, refer to the average number of training hours for employees at the section chief level and below across the entire group (including the Head Office, domestic and overseas branches, and affiliated companies) who participate in online and offline training, as recorded by CCB during the reporting period.

Number of suppliers in the Yangtze River Delta: The number of suppliers in the Yangtze River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Eastern China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Number of suppliers in the Pearl River Delta: The number of suppliers in the Pearl River Delta, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Southern China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Number of suppliers in the Bohai Rim: The number of suppliers in the Bohai Rim, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Northern China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Number of suppliers in Central China: The number of suppliers in Central China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Central China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Number of suppliers in Western China: The number of suppliers in Western China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Northwestern China and Southwestern China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Number of suppliers in Northeastern China: The number of suppliers in Northeastern China, disclosed in the 2025 Sustainability Report of CCB, refers to the number of suppliers which were registered in Northeastern China, among all real-name registered suppliers in the bank-wide supplier database of CCB by the end of the reporting period.

Local suppliers' share in procurement expenditure (%): The Local suppliers' share in procurement expenditure, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of total payments in local currency at the Head Office to the Bank's overall payment in the procurement system during the reporting period.

Fulfillment rate of purchase agreements (%): The fulfillment rate of purchase agreements, disclosed in the 2025 Sustainability Report of CCB, refers to the rate at which procurement contracts signed at the Head Office level have been fulfilled during the reporting period, excluding any contract terminations.

Participation rate of external experts (%): The participation rate of external experts, disclosed in the 2025 Sustainability Report of CCB, refers to the proportion of external experts who participated in the procurement review process of the Head Office level, to the total number of individuals involved in the process, during the reporting period.

Number of social responsibility training sessions for suppliers (including interviews and business exchanges): The number of social responsibility training sessions for suppliers (including interviews and business exchanges), disclosed in the 2025 Sustainability Report of CCB, refers to the total number of interviews or business exchange sessions conducted by the Head Office with suppliers, during the reporting period.

Number of online banking users (10 thousands): The number of online banking users, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of online banking customers, including both individual and corporate customers, across the Bank's entire domestic operations (excluding overseas branches and affiliated companies), by the end of the reporting period.

Number of personal mobile banking customers (10 thousands): The number of personal mobile banking customers, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of individual customers who have activated the Bank's mobile banking services across its entire domestic operations (excluding overseas branches and affiliated companies), by the end of the reporting period.

Number of WeChat banking users (10 thousands): The number of WeChat banking users, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of individual customers who have followed and linked their accounts (including savings accounts and credit card accounts) to the CCB's WeChat Banking service across its entire domestic operations (excluding overseas branches and affiliated companies), by the end of the reporting period.

Number of telephone banking customers (10 thousands): The number of telephone banking customers, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of individual and corporate customers across the Bank's domestic operations (excluding overseas branches and affiliated companies) who have subscribed to or activated CCB's phone banking services through password verification by the end of the reporting period. Individual customers are counted based on valid ID documents, while corporate customers, based on their organizational institution codes, business licenses, or other relevant identification numbers. The statistics for phone banking customers are compiled in accordance with the *Interpretation of Payment Business Statistical Indicators* issued by the Payment and Settlement Department of the People's Bank of China and the *Statistical Indicators and Their Interpretations for Commercial Banks' Payment Businesses* issued by the Payment & Clearing Association of China.

Number of self-service banks: The number of self-service banks, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of all off-premises and on-premise self-service banking facilities that are open for business to the public across the Bank's domestic operations (excluding overseas branches and affiliated companies) by the end of the reporting period.

Number of ATMs: The number of ATMs (Automated Teller Machines), disclosed in the 2025 Sustainability Report of CCB, refers to the total number of all ATMs in operation and accessible to the public across the Bank's domestic operations (excluding overseas branches and affiliated companies) by the end of the reporting period.

Number of STMs: The number of STMs (Smart Teller Machines), disclosed in the 2025 Sustainability Report of CCB, refers to the total number of all smart teller machines in operation and accessible to the public across the Bank's domestic operations (excluding overseas branches and affiliated companies) by the end of the reporting period.

Number of outlets with wheelchair access/ramps: The number of outlets with wheelchair access/ramps, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of outlets that have ramps compliant with accessibility standards for wheelchair users across the Bank's domestic operations (excluding overseas branches and affiliated companies) by the end of the reporting period.

Number of outlets with courtesy counters: The number of outlets with courtesy counters, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of outlets across the Bank's domestic operations (excluding overseas branches and affiliated companies) that have dedicated counter windows providing priority services to special customer groups such as the elderly, the weak, the sick, the disabled, and pregnant women by the end of the reporting period. Such banking outlets follow the requirements set forth in the *Notice on the Implementation of Measures by Banking and Insurance Institutions to Effectively Address Difficulties Encountered by the Elderly in Using Smart Technologies* issued by the China Banking and Insurance Regulatory Commission (CBIRC).

Number of outlets with Workers' Harbours: The number of outlets with Workers' Harbours, disclosed in the 2025 Sustainability Report of CCB, refers to the total number of banking outlets across the Bank's domestic operations (excluding overseas branches and affiliated companies) that have been officially designated and are capable of providing "Workers' Harbor" services to the public by the end of the reporting period. This is in accordance with the *Initiative to Further Enhance the Service Performance and Efficiency of Banking Financial Institutions' Outlets* issued by the China Banking Association and the *Implementation Plan for the Construction of "Workers' Harbor" by CCB*. The "Workers' Harbor" services include: (1) providing a resting place for outdoor workers and other laborers; (2) offering beneficial services to the general public; (3) delivering personalized services to special groups such as the elderly, the weak, the sick, the disabled, and pregnant women; and (4) conducting public education and awareness campaigns.

Third-Party Statement on Greenhouse Gas Emissions

中国船级社质量认证有限公司
CHINA CLASSIFICATION SOCIETY CERTIFICATION CO., LTD.

温室气体排放第三方声明 Greenhouse Gas Emissions Third-Party Statement

排放单位：中国建设银行股份有限公司
Emitting Entity: China Construction Bank Corporation
核算边界：2025年1月1日-2025年12月31日
Accounting Boundary: January 1, 2025 – December 31, 2025
温室气体排放量：
Greenhouse gas emissions:

排放类别 Category of emissions	排放量 Emissions
直接排放（范围1）（吨二氧化碳） Direct emissions (Scope 1) (tons of carbon dioxide)	61,661.05
间接排放（范围2）（吨二氧化碳） Indirect emissions (Scope 2) (tons of carbon dioxide)	1,408,615.67
温室气体排放量（范围1和范围2）（吨二氧化碳） Greenhouse gas emissions (Scope 1&2) (tons of carbon dioxide)	1,470,276.72
人均温室气体排放量（范围1和范围2）（吨二氧化碳/人） Greenhouse gas emissions per capita (Scope 1&2) (tons of carbon dioxide per person)	3.87
其他间接排放（范围3）（吨二氧化碳） Other indirect emissions (Scope 3) (tons of carbon dioxide)	60,597.96

注：

Notes:

1、温室气体排放数据统计包括总行、37个境内分行全辖、建行研修中心、境内直属机构和子公司、境外分行和子公司。

The GHG statistics cover the Head Office, all institutions under the jurisdiction of 37 domestic branches, CCB Learning Centre, domestic directly affiliated institutions and subsidiaries, overseas branches and subsidiaries.

2、温室气体排放依据《公共建筑运营单位（企业）温室气体排放核算方法和报告指南（试行）》《ISO14064-1 温室气体第一部分组织层次上对温室气体排放和清除的量化和报告的规范及指南》《温室气体核算体系：企业核算与报告标准》《企业价值链（范围三）核算与报告标准》等指南、文件进行核算。

Greenhouse gas emissions are calculated in accordance with guidelines and documents such as the *Guidelines on Accounting Methods and Reporting of Greenhouse Gas Emissions of the Operating Unit(Company) of Public Buildings (Trial)*, the *ISO14064-1 Greenhouse Gases-Part I: Specification and Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emission and Removal*, the *GHG Protocol Corporate Accounting and Reporting Standard*, and the *Corporate Value Chain(Scope 3) Accounting and Reporting Standard*, etc.

3、排放单位范围1和范围2的主要排放源为天然气、液化石油气、煤、柴油、汽油、外购电力及外购热力。范围3温室气体排放包含外购商品和服务（纸张）、运营中产生的废弃物（包含厨余垃圾、废弃电子信息产品）以及员工差旅所导致的排放。

The main emission sources for Scope 1 and Scope 2 emissions were natural gas, LPG, coal, diesel, gasoline, purchased electricity, and purchased heat. Scope 3 greenhouse gas emissions encompass purchased goods and services (such as paper), waste generated during operations (including food waste and discarded electronic information products), and emissions from employee business travel.



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Index

Shanghai Stock Exchange

Dimension	S/N	Issue	Corresponding clauses	Section
Environment	1	Climate change tackling	Articles 21-28	Deepening Green Finance for an Innovative Green Future
	2	Pollutant discharge	Article 30	Indicators and targets
	3	Waste disposal	Article 31	Indicators and targets
	4	Ecosystem and biodiversity protection	Article 32	Strategy
	5	Environmental compliance management	Article 33	Indicators and targets
	6	Energy usage	Article 35	Indicators and targets
	7	Usage of water resources	Article 36	Indicators and targets
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Society	9	Rural revitalisation	Article 39	Inclusive finance
	10	Contributions to the society	Article 40	Community public welfare
	11	Innovation-driven	Article 42	Technology finance
	12	Ethics of science and technology	Article 43	Digital finance
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	14	Equal treatment to small and medium-sized enterprises	Article 46	Inclusive finance
	15	Safety and quality of products and services	Article 47	Consumer protection
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Sustainability-related governance	18	Due diligence	Article 52	Identification and Analysis of Material Issues
	19	Communications with stakeholders	Article 53	Identification and Analysis of Material Issues
	20	Anti-commercial bribery and anti-corruption	Article 55	Anti-commercial bribery and anti-corruption
	21	Anti-unfair competition	Article 56	Anti-unfair competition

Hong Kong Exchanges and Clearing Limited

Governance	S/N	Content	Section
Governance structure		A statement issued by the Board of Directors.	ESG governance structure
Reporting principles		Description or explanation of how the principles of materiality, quantification and consistency are applied when preparing the environmental, social, and governance (ESG) report.	Introduction
Reporting scope		Explanation of the reporting scope of the ESG report.	Introduction
Environmental	S/N	Content	Section
Aspect 1: Emissions	General Disclosure	Information relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer. Note: Air emissions include NO _x , SO _x , and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.	Deepening Green Finance for an Innovative Green Future
	A1.1	The types of emissions and respective emissions data.	Indicators and targets
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g., per unit of production volume, per facility).	Indicators and targets
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g., per unit of production volume, per facility).	Indicators and targets
	A1.5	Description of emission target(s) set and steps taken to achieve them.	Indicators and targets
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Indicators and targets

Governance	S/N	Content	Section
Aspect A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	Deepening Green Finance for an Innovative Green Future
	A2.1	Direct and/or indirect energy consumption by type (e.g., electricity, gas, or oil) in total (kWh in '000s) and intensity. (e.g., per unit of production volume, per facility).	Indicators and targets
	A2.2	Water consumption in total and intensity (e.g., per unit of production volume, per facility).	Indicators and targets
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Indicators and targets
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Indicators and targets
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	N/A
Aspect A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	Deepening Green Finance for an Innovative Green Future
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Indicators and targets
Social	S/N	Content	Section
Aspect B1: Employment	General Disclosure	Information relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare: (a)the policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer.	Employee development
	B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group, and geographical region.	Employee development, ESG Data Sheet and Notes
	B1.2	Employee turnover rate by gender, age group and geographical region.	ESG Data Sheet and Notes
Aspect B2: Health and Safety	General Disclosure	Information relating to providing a safe working environment and protecting employees from occupational hazards: (a)the policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer.	Employee development
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years, including the reporting year.	ESG Data Sheet and Notes
	B2.2	Lost days due to work injury.	ESG Data Sheet and Notes
	B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	ESG Data Sheet and Notes
Aspect B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Employee development
	B3.1	The percentage of employees trained by gender and employee category (e.g., senior management, middle management).	ESG Data Sheet and Notes
	B3.2	The average training hours completed per employee by gender and employee category.	ESG Data Sheet and Notes
Aspect B4: Labour Standards	General Disclosure	Information relating to preventing child and forced labour: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	Employee development
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	Employee development
	B4.2	Description of steps taken to eliminate such practices when discovered.	Employee development
Aspect B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	Deepening Green Finance for an Innovative Green Future
	B5.1	Number of suppliers by geographical region.	ESG Data Sheet and Notes
	B5.2	Description of practices relating to engaging suppliers, the number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Deepening Green Finance for an Innovative Green Future
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Deepening Green Finance for an Innovative Green Future
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Deepening Green Finance for an Innovative Green Future

Social	S/N	Content	Section
Aspect B6: Product Responsibility	General Disclosure	Information relating to health and safety, advertising, labelling, and privacy matters relating to products and services provided and methods of redress: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	Data security and customer privacy protection
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A
	B6.2	Number of products and service-related complaints received and how they are dealt with.	Consumer protection
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	Anti-unfair competition
	B6.4	Description of quality assurance process and recall procedures.	N/A
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Data security and customer privacy protection
Aspect B7: Anti-corruption	General Disclosure	Information relating to bribery, extortion, fraud, and money laundering: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	Anti-commercial bribery and anti-corruption
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-commercial bribery and anti-corruption
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Anti-commercial bribery and anti-corruption
	B7.3	Description of anti-corruption training provided to directors and staff.	Anti-commercial bribery and anti-corruption
Aspect B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community public welfare
	B8.1	Focus areas of contribution (e.g., education, environmental concerns, labour needs, health, culture, sport).	Community public welfare
	B8.2	Resources contributed (e.g., money or time) to the focus area.	Community public welfare

Part D: Climate-related Disclosures	Content	Section
Governance	Skills and competencies	Governance
	Mode and frequency	Governance
	Roles and duties of the board of directors	Governance
	Monitoring progress	Governance
	Roles and duties of the management	Governance
Strategy	Climate-related risks and opportunities	Strategy
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	Strategy and decision-making	Strategy
	Financial position, financial performance and cash flows	Strategy
	Climate resilience	Strategy
Risk management	Risk identification	Management of impacts, risks and opportunities
	Risk assessment	Management of impacts, risks and opportunities
	Risk prioritisation	Management of impacts, risks and opportunities
	Risk management	Management of impacts, risks and opportunities
	Risk integration	Management of impacts, risks and opportunities
Metrics and targets	Greenhouse gas emissions	Indicators and targets
	Climate-related transition risks	Strategy
	Climate-related physical risks	Strategy
	Climate-related opportunities	Strategy
	Capital deployment	Strategy
	Internal carbon prices	Indicators and targets
	Remuneration	ESG performance assessment, indicators and targets
	Industry-based metrics	Indicators and targets
	Climate-related targets	Indicators and targets
	Applicability of cross-industry metrics and industry-based metrics	Indicators and targets

PRB Progress Report

Principle 1: Alignment

We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

Business model

Describe your bank's business model, including the main business lines, customer segments served, types of products and services provided, and the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing, e.g., the distribution of your bank's portfolio (%) in terms of geographies and business areas or by disclosing the number of customers and clients served.

Links and references

For details, please see the "Corporate Introduction" and "Introduction" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

China Construction Bank Corporation, headquartered in Beijing, is a leading large-scale commercial bank in China. Its predecessor, People's Construction Bank of China, was established in October 1954. It was listed on The Stock Exchange of Hong Kong Limited (SEHK) in October 2005 (stock code: 00939) and the Shanghai Stock Exchange in September 2007 (stock code: 601939). At the end of 2025, the Bank's market capitalisation was approximately USD265,545 million, ranking 7th among all listed banks in the world. The Bank provides customers with comprehensive financial services, including corporate banking business, retail banking business, treasury and asset management business and others, serving 785 million personal customers and 12.73 million corporate customers. Moreover, it has subsidiaries in various sectors, including fund management, financial leasing, trust, insurance, futures, pension and investment banking. At the end of 2025, the Group had 378,344 staff members and 14,614 operating entities.

Strategy alignment

Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the following international frameworks: Sustainable Development Goals (SDGs), the *Paris Climate Agreement*, and other international frameworks, such as the *Kunming-Montreal Global Biodiversity Framework (GBF)*, the *United Nations Guiding Principles on Business and Human Rights (UNGPs)*, and the forthcoming instrument on plastic pollution.

Include any other national and/or regional frameworks that your bank has a strategy to align with, where relevant.

Links and references

For details, please see the "Introduction", "Strategy: Advancing the "Five Priorities" of Finance to Build China into a Financial Powerhouse", "Laying a Solid Foundation for Steady Advancement" and "Deepening Green Finance for an Innovative Green Future" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB promotes the implementation of ESG governance in an orderly manner, laying a solid foundation for CCB to become a world-leading sustainable development bank and promote high-quality sustainable development across the Bank. China joined the Paris Agreement in 2016 and proposed its "30/60" targets for carbon peaking and carbon neutrality in 2020. CCB makes all-out effort to implement the national strategic plans for "30/60" targets, actively analyses climate-related risks and opportunities, strengthens international cooperation and exchanges, contributes to addressing climate change in collaboration with stakeholders and strives for the goals of carbon peak and carbon neutrality.

Principle 2: Impact & Target Setting

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

Impact analysis

Show how your bank has identified, prioritised and measured the most significant impacts associated with its portfolio (both positive and negative). Determine the priority areas for target-setting. Include details regarding: Scope, Portfolio Composition, Context, and Performance Measurement.

The impact analysis should include an assessment of the relevance of the four priorities laid out in *Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector*, as part of its initial or ongoing impact analysis.

Links and references

For details, please see the “Highlights in 2025” and “Identification and Analysis of Material Issues” sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB has proactively aligned with the sustainability disclosure requirements of the MOF, the SSE and the HKEX, deeply integrated the characteristics of the banking industry and its own operations, and incorporated the United Nations Sustainable Development Goals (SDGs) into its analytical framework to conduct prudent identification, analysis, and dual materiality assessment of key sustainability issues.

Targets, target implementation, and action plans/transition plans

Show that your bank has set and published a minimum of two SMART targets which address at least two different areas of most significant impact that your bank identified in its impact analysis. Once targets are set, explain the actions taken and progress made. Include details regarding: Alignment, Baselines, Targets, Target Implementation & Monitoring (and KPIs), Action Plans/Transition plans and Milestones.

Banks are encouraged to disclose information regarding actions they are taking in four priorities laid out in *Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector (2024)*.

Links and references

For details, please see the “Deepening Green Finance for an Innovative Green Future” section of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB actively implements the “carbon peaking and carbon neutrality” strategy, accelerates the development of green finance and persists in building a green operation management system. It systematically implements the management of environmental goals in terms of emissions reduction, energy conservation, waste reduction and water conservation, continuously improves the implementation plans for key links such as energy conservation, emissions reduction and resource recycling, regularly assesses the effectiveness of energy conservation and emission reduction measures, reviews the progress of goal fulfilment and promptly adjusts the implementation pathway.

Principle 3: Clients and Customers

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

Client and customer engagement

Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities. It should include information on the client engagement strategy, including but not limited to the impact areas identified/targets set, awareness-raising activities with clients and customers, relevant policies and processes, actions planned/implemented to support clients' transition, selected indicators on client engagement, and, where possible, the impacts achieved.

Links and references

For details, please see the "Highlights in 2025", "Strategy: Advancing the "Five Priorities" of Finance to Build China into a Financial Powerhouse", "Deepening Green Finance for an Innovative Green Future" and "Enhancing People's Livelihoods and Public Well-being Through Inclusive Finance" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

In terms of technology finance, CCB has built "Shanjiankeji", a technology finance service system aligned with sci-tech innovation, providing strong support for the development of new quality productive forces and the building of a nation strong in science and technology.

In terms of green finance, the Bank continues to enhance its green finance product and service system, strengthen its comprehensive financial service capabilities, underpin the green transformation of regional development, increase financial support for green industries, and contribute to environmental pollution prevention and control as well as the low-carbon transition of economic and social development.

In terms of inclusive finance, CCB continues to advance innovation in its inclusive finance business model and promotes the targeted channelling of financial resources to key areas such as small and micro enterprises, thereby making every effort to develop inclusive finance.

In terms of pension finance, CCB has set its sights on building a "professional bank for pension finance", improved the framework for advancing pension finance in a systematic and coordinated manner, and launched the unified pension financial brand "Jiayang'an".

In terms of digital finance, CCB has formulated and implemented the *Action Plan for Advancing "AI+" Initiatives*, under which artificial intelligence (AI) applications and large AI model technologies are being systematically developed across six key areas: channel services, customer management, product services, operation and management, business support and risk management.

Business opportunities

Describe what strategic business opportunities in relation to the increase of positive and the reduction of negative impacts your bank has identified and/or how your bank has developed these in the reporting period. Provide information on sustainability-related products and services and frameworks in place that support the transition needs of clients, size of the sustainable finance portfolio in USD or local currency and/or as a % of your bank's portfolio,* and which SDGs or impact areas you bank is striving to make a positive impact on (e.g., green mortgages—climate, social, sustainability bonds—financial inclusion, etc.).

*Provide information on the sustainable finance frameworks/standards/taxonomies used to label sustainable finance volumes.

Links and references

For details, please see the "Deepening Green Finance for an Innovative Green Future" and "Enhancing People's Livelihoods and Public Well-being Through Inclusive Finance" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB resolutely implements national strategies and plans and actively addresses climate-related risks and opportunities. Adhering to the fundamental principles of holistic planning, prudent and orderly advancement, differentiated measures, and innovation-driven development, the Bank continues to provide preferential funding support for the green and low-carbon transition of the Chinese economy and society. It has explicitly tightened credit support for high-polluting and energy-intensive industries in its credit policies, thereby contributing to climate change response and supporting the achievement of the dual carbon goals.

Principle 4: Stakeholders

We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.

Stakeholder identification and consultation

Describe which stakeholders (or groups/types of stakeholders) your bank has identified, consulted, engaged, collaborated with, or partnered with for the purpose of implementing the Principles and improving your bank's impacts. This should include a high-level overview of the bank's engagement strategy following criteria for effective engagement and advocacy, how your bank has identified relevant stakeholders, what issues were addressed/results achieved and how they fed into the action planning process.

Links and references

For details, please see the "Identification and Analysis of Material Issues" section of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB systematically engages with stakeholders. The Bank has established ongoing communication mechanisms with a wide range of stakeholders, including government authorities, regulators, investors, customers, employees, and professional organisations, identifying and analysing material issues through due diligence. The Bank follows a structured process that includes identifying key stakeholders, designing and distributing questionnaires and determining stakeholder weightings to effectively consolidate stakeholders' concerns and compile results. On this basis, the Bank responds proactively through annual reports, periodic announcements, the ESG section on its official website, investor relations platforms, and professional publications, ensuring targeted and transparent information disclosure.

Principle 5: Governance & Culture

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

Governance structure for implementation of the Principles

Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts (including accountability at the executive leadership level, clearly defined roles and responsibilities for sustainability matters in internal processes, etc.) and support the effective implementation of the Principles.

Links and references

For details, please see the "Laying a Solid Foundation for Steady Advancement" section of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB deeply explores the long-term mechanism for ESG governance. Based on its operation management model and business development strategies, the Bank widely communicates, shares and incorporates advanced practices in the ESG field to build a top-down, detailed, well-structured system for ESG governance that comprehensively covers the Board and the Management. All levels coordinate, closely collaborate, efficiently synergise and fully participate to continuously consolidate the sustainability work system and orderly promote the implementation of ESG governance, laying a solid foundation for CCB to become a world-leading sustainable development bank and promote high-quality sustainable development across the Bank.

Promoting a culture of responsible banking

Describe the initiatives and measures of your bank to foster a culture of responsible banking among its employees (e.g., capacity building, learning & development, sustainability training for relevant teams, inclusion in remuneration structures and performance management and leadership communication, amongst others).

Principle 5: Governance & Culture

Links and references

For details, please see the "Laying a Solid Foundation for Steady Advancement", "Deepening Green Finance for an Innovative Green Future", "Consumer protection", "Employee development" and "Anti-commercial bribery and anti-corruption" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB continues to strengthen the establishment of the performance evaluation system for the ESG work of the Board and the Management, optimises the clawback mechanism for performance remuneration, promotes the close linkage between remuneration and sustainability performance, and further strengthens the supervision and management effectiveness of the Board and the Management. The Bank has further integrated the ESG philosophy into corporate culture development and identified "strengthening consumer protection" as an important measure to implement the requirements of the financial culture with Chinese characteristics. Through these efforts, the Bank has guided all employees to consciously safeguard the basic rights of financial consumers, honour commitments through high-quality services, and maintain a sound financial credit ecosystem.

CCB builds an employee training mechanism that is scientific and systematic and conforms to employees' strengths and job-specific characteristics to fully tap into employees' potential. The Bank consistently provides training on business ethics and compliance warning and education to all employees (including permanent staff and workers dispatched from labour leasing companies), effectively building a solid foundation for an integrity culture.

Risk and due diligence processes and policies

Describe what processes your bank has installed to identify and manage environmental and social risks associated with your bank's portfolio. This can include aspects such as identification of significant/salient risks, due diligence processes, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures your bank has in place to oversee these risks.

Links and references

For details, please see the "Deepening Green Finance for an Innovative Green Future" section of the *China Construction Bank Corporation 2025 Sustainability Report*

Response

CCB integrates ESG risk management into the business management system and processes, comprehensively implementing ESG risk control requirements in due diligence, compliance review, credit approval, loan extension review, post-lending/investment management, risk asset disposal, and other processes. The Bank's ESG Risk Management Measures clearly stipulates that ESG risks of customers are classified according to the ESG comprehensive management level of the customers (or projects), the severity and frequency of negative ESG incidents, the frequency and status of rectification, and the industry or region in which the investment is made. The risk levels are classified into "four colours and five categories" according to nature and severity, namely green (normal), blue (concern), yellow I (observation), yellow II (remediation), and red (exit), so as to strengthen ESG risk management of investment and financing businesses through differentiated measures. The Bank has established mechanisms for handling risks at each level across all categories of ESG risk classifications. The Bank has clearly defined the factors that trigger the escalation of risk management. These factors specifically include negative public opinions, systemic risks in the governance structure, significant changes in ESG risk profile, regulatory penalty notifications and changes in third-party ESG assessment/ratings. If any circumstance triggers the escalation of ESG risks, the handling institution of the Bank will promptly initiate the review of ESG risk classification. For customers whose risk levels are escalated or de-escalated in the re-inspection of ESG risk classification, the Bank, in line with the ESG risk classification standards, continues to refine and implement the risk escalation management mechanism and further standardise the implementation of ESG due diligence at a deeper level.

Principle 6: Transparency & Accountability

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.

The information provided in the *Responsible Banking Progress Statement* is sufficient. If third-party assurance has been undertaken, provide details on the scope of assurance and the reference/link to the Independent (Limited) Assurance Report.

For details, please see the "Independent Assurance Report" and "Third-Party Statement on Greenhouse Gas Emissions" sections of the *China Construction Bank Corporation 2025 Sustainability Report*

The Guidelines for Environmental Information Disclosure by Financial Institutions issued by the PBOC

Index Content		Section
Annual overview		Highlights in 2025
Environmental governance structure of a financial institution	The information about the green finance committee set up by the Board of Directors, the environment-related strategic objectives of the institution, the analysis and judgment of environment-related risks and opportunities, and the management, supervision, and discussion of environment-related issues.	Governance
	The information about the management positions or internal institutions related to green finance set up at senior management levels, and the main responsibilities and reporting routes of such management positions or internal institutions.	Governance
	At the level of professional departments, the implementation and effectiveness of green finance-related work within the scope of departmental responsibilities.	Governance
Environment-related policies of financial institutions	The environment-related internal management policies formulated by financial institutions, especially new policies and measures implemented during the reporting year.	Governance, Strategy, Management of impacts, risks and opportunities
	The information about the implementation of national and regional environmental policies, regulations, and standards relevant to financial institutions.	Governance, Strategy, Management of impacts, risks and opportunities, Indicators and targets
	The information about the compliance and adoption of international climate and environment conventions, frameworks and initiatives relevant to financial institutions.	Governance, Strategy, Management of impacts, risks and opportunities, Indicators and targets
Innovation of environment-related products and services of financial institutions	The information about innovative products and services of green finance developed by financial institutions.	Strategy
	Environmental and social benefits of the innovative products and services of green finance developed by financial institutions.	Strategy
The environmental risk management process of financial institutions	The process of identifying and assessing environment-related risks.	Management of impacts, risks and opportunities
	The process of managing and controlling environment-related risks.	Management of impacts, risks and opportunities
The impact of environmental factors on financial institutions	The environmental risks and opportunities of financial institutions.	Strategy
	The quantitative analysis of environmental risks of financial institutions.	Strategy
The environmental impact of investment and financing activities of financial institutions	The environmental impact of the investment and financing activities of commercial banks.	Management of impacts, risks and opportunities
	The measurement and expression of the impact of environmental risks on the investment and financing of financial institutions	Management of impacts, risks and opportunities
The environmental impact of the operations of financial institutions	Direct greenhouse gas emissions and direct consumption of natural resources generated from financial institutions' operations.	Indicators and targets
	Indirect greenhouse gas emissions and indirect consumption of natural resources from products or services procured by financial institutions.	Indicators and targets
	The environmental benefits of environmental protection measures adopted by financial institutions.	Indicators and targets
	The quantitative measurement of the environmental impact of operations.	Indicators and targets
The data sorting, verification, and protection	Regularly sort out and verify the quality of environment-related statistical data of the institution, establish a data management system and process, further improve the quality of relevant basic data, and ensure the timeliness and accuracy of data and external disclosure information.	Indicators and targets
	Adopt corresponding technical means to ensure data security and the rights and interests of data subjects.	Data security and customer privacy protection
	Establish emergency plans to take corresponding measures in time for possible data security incidents or data security accidents.	Data security and customer privacy protection
Green finance innovation and research achievements	Cases of the green finance innovation practice.	Strategy
	The domestic and foreign research results and prospects of green finance, environmental risk analysis, etc.	Chairman's Statement, Social Recognition
Other environment-related information		Deepening Green Finance for an Innovative Green Future



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