

China Merchants Bank Co., Ltd.

Sustainability Report 2025

H Share Stock Code: 03968

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I. Definitions

The Company, the Bank, CMB or China Merchants Bank:

China Merchants Bank Co., Ltd.

The Group:

China Merchants Bank and its subsidiaries

SSE:

Shanghai Stock Exchange

Hong Kong Stock Exchange or SEHK:

The Stock Exchange of Hong Kong Limited

Hong Kong Listing Rules:

The Rules Governing the Listing of Securities on the SEHK

CMB Wing Lung Bank:

CMB Wing Lung Bank Limited

CMB Financial Leasing or CMBFL:

CMB Financial Leasing Co., Ltd.

CMB International Capital or CMBIC:

CMB International Capital Holdings Corporation Limited

CMB Wealth Management:

CMB Wealth Management Company Limited

China Merchants Fund or CMFM:

China Merchants Fund Management Co., Ltd.

CIGNA & CMAM:

CIGNA & CMB Asset Management Company Limited

CMB Europe S.A.:

China Merchants Bank (Europe) Co., Ltd.

CMB Investment:

China Merchants Bank Financial Asset Investment Co., Ltd.

CIGNA & CMB Life Insurance:

CIGNA & CMB Life Insurance Co., Ltd.

Merchants Union Consumer Finance or MUCFC:

Merchants Union Consumer Finance Company Limited

ESG:

Environmental, Social, and Governance

Annual Report:

China Merchants Bank Co., Ltd. 2025 Annual Report

Articles of Association:

Articles of Association of China Merchants Bank Co., Ltd.

II. About the Report

Since 2007, China Merchants Bank Co., Ltd. has annually published Social Responsibility/Sustainability Reports, focusing on disclosing sustainability-related information in the fields of ESG. This report is the 20th Social Responsibility/Sustainability Report released by the Company.

Reporting Scope

Organizational Scope: Consistent with the consolidated financial statements in the Company's Annual Report, covering the Company, including The Company, CMB Wing Lung Bank, CMBFL, CMBIC, CMB Wealth Management, CMFM, CIGNA & CMAM, CMB Europe S.A., CMB Investment, and other subsidiaries. Joint ventures such as CIGNA & CMB Life Insurance and MUCFC are not included within the scope of the Company's consolidated financial statements; relevant information is appropriately disclosed in this report based on availability and materiality.

Time Frame: The report covers activities from January 1, 2025 to December 31, 2025, with some content going beyond these dates to ensure continuity.

Reporting Standards

As a company listed on the main boards of the SSE (stock code: 600036) and The SEHK Limited (stock code: 03968), this report is prepared with reference to *the Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial)*, *the Guidelines No. 4 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report Compilation*, the Hong Kong Stock Exchange's *Main Board Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code*, and *the Corporate Sustainability Disclosure Standards – Basic Standards (Trial)* issued by nine government departments including the Ministry of Finance. The disclosure of indicators required by the relevant regulations of the SSE and SEHK in this report can be found in the "*Content Index of Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)*" and the "*Content Index of SEHK's ESG Reporting Guide*" sections of the "Content Index" chapter.

In addition, the report is prepared with reference to the Global Sustainability Standards Board (GSSB) *Sustainability Reporting*

Standards (GRI Standards), with the disclosure of each indicator available in the Content Index under the GRI Standards Content Index.

This report follows the disclosure principles outlined of *Environmental, Social and Governance Reporting Code* on The Stock Exchange of Hong Kong Limited:

- **Materiality:** This report discloses the sustainability issues materiality assessment conducted during the year under "Sustainability Management", including the processes, methods, and results of identifying sustainability issues, the identified stakeholder groups, and their engagement modes and frequency. The process and results of the materiality analysis of sustainability topics are reviewed and approved by the CMB Board of Directors along with other contents in the report.
- **Quantification:** This report uses a quantitative approach to measure applicable key performance indicators and discloses the measurement methods and processes. Specifically, in the "Environmental Key Performance" section, the report discloses the sources of standards and conversion factors used in calculating Scope 1, Scope 2, and Scope 3 greenhouse gas emissions and energy consumption.

- **Consistency:** Some key performance indicator statistical methods in this report have changed compared to the previous year. For details, please refer to the "Environmental Key Performance", "Social Key Performance", "Governance Key Performance" sections for explanations of changes in indicators and data calibers.

Data and Information Sources

The information and data disclosed in this report are mainly obtained through the following methods:

- The Company's internal data collection system and related statistical reports
- Excellent sustainability practice cases
- Qualitative and quantitative information collection forms based on the reporting framework

All operational data disclosed in the report is sourced from the *Annual Report*. In case of any discrepancies, the data in the Annual Report shall prevail. Unless otherwise specified, all monetary amounts in the report are presented in RMB.

Report Assurance

To ensure the authenticity and reliability of the report, this report has been independently assured by TÜV SÜD China Ltd., an independent third party, in accordance with *the AccountAbility 1000 Assurance Standard v3 (AA1000ASv3)* and *the International Standard on Assurance Engagements 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000 Revised)*, with reference to the Ministry of Finance's *Standards for Assurance Engagements on Sustainability Information 3000– Basic Standards (Trial)* by the Ministry of Finance. An independent assurance statement has been provided, which can be found in the "Independent Assurance Report" chapter.

Accessing the Report

This report is available for viewing and downloading on the website of Shanghai Stock Exchange (www.sse.com.cn), the website of Hong Kong Exchanges and Clearing Limited (www.hkex.com.hk), and the website of the Company (www.cmbchina.com).

III. The Chairman's Statement

In 2025, the scientific and technological revolution and industrial transformation deepened continuously, geopolitical conflicts intensified, and the global economy advanced with twists and turns and reshaped its pattern amid changes and disturbances. In this year, the Chinese economy forged ahead under pressure and developed towards new and higher-quality directions, demonstrating strong resilience and vitality, and successfully completed the objectives and tasks of the 14th Five-Year Plan. In this year, China Merchants Bank identified its own position in serving the overall national development, deeply integrated the ESG concept into its operation and development, forged ahead with perseverance, accelerated transformation, continuously enhanced its ability of sustainable value creation, and took solid steps on the path of high-quality development.

We committed ourselves to green transformation and took an active part in building a Beautiful China. Over the past year, China announced a new round of nationally determined contributions and accelerated the transition to a climate-resilient society. We deeply integrated ourselves into the overall national green transformation drive, served the development and expansion of the green industry, and promoted the

prevalence of green office practices. We further consolidated the green governance system, urged the Green Finance Business Development Committee and the Green Operations Management Committee to perform their duties earnestly, and steadily advanced green transformation work; we accelerated the development of green finance, strengthened technological empowerment and product innovation, continuously enriched the product system including green loans, green deposits, green leasing and green wealth management, guided financial resources to flow precisely into green fields, and supported key industries in carbon reduction, pollution abatement, green expansion and growth as well as ecological environmental protection; we further promoted green operation, issued a special action plan, systematically advanced the transformation to low-carbon office featuring greenhouse gas emission reduction, energy and water conservation and paperless office, and realized the coordinated development of economic and environmental benefits; we actively advocated the concept of green life, launched the "Employee Carbon Account", carried out themed activities on circular economy, ecological protection and biodiversity conservation, drove employees, customers and partners to participate in green and low-carbon actions, and

injected new financial impetus into the new trend of green development.

We rooted ourselves in the real economy and provided targeted financial support to boost industrial upgrading.

Over the past year, the construction of China's modern industrial system advanced in depth, and new quality productive forces developed vigorously. We earnestly practiced the fundamental purpose of finance serving the real economy, and directed financial resources precisely to the main battlefield of manufacturing power development, the forefront of scientific and technological research, and the weak links of inclusive people's wellbeing. We solidly carried out the "Five Major Areas" in Finance, continuously improved the organizational structure, innovated products and services, and actively built a multi-level, widely covered and sustainable service system. The credit supply achieved reasonable growth in quantity and effective improvement in quality, with the growth rates of manufacturing loans, technology loans, green loans and inclusive loans all exceeding the average growth rate of the Company's overall loans. The construction of the Digital and Intelligent CMB achieved initial results, and the "Cloud + AI + Middle Office" infrastructure and AI scenario applications maintained a leading position in the industry. We actively served the regional coordinated development strategy,

increased resource input in key regions, strengthened the coordination and linkage of "One Entire Bank for One Customer", and supported the development of regional integration and industrial clustering. We actively served the high-level opening up, took multiple measures to enhance international service capabilities, and supported enterprises in going global and residents in the global allocation of assets.

We served people's wellbeing and strived for good to contribute to a better society.

Over the past year, expanding domestic demand has become the strategic fulcrum of the new development paradigm, and the momentum of improving people's wellbeing and upgrading consumption has been continuously released. We adhered to the people-centered value orientation, took meeting people's needs and social demands as our goal, and strived to improve people's wellbeing and boost domestic demand. We actively provided high-quality retail financial services, responded to policies of boosting consumption, served residents' demand for asset allocation, provided special financial services for key groups such as the elderly, the young and the new citizens, and supported people's pursuit of a better life. We promoted the service culture, integrated the protection of consumer rights and interests into operation management and business processes, and further improved customer satisfaction and service reputation. We

repaid the society with sincerity, adhered to the five major support measures in education, medical care, industry, ecology and talent development, made consistent efforts in targeted assistance to Wuding and Yongren counties in Yunnan Province, further developed the innovative "Finance + Public Welfare" model, brought more people to participate in public welfare and charitable causes, and made great love boundless and fruitful.

We attached great importance to governance improvement, consolidated the foundation and worked towards a century-long CMB. Over the past year, the orientation of financial supervision to strengthen compliance, prevent risks and promote reform has become more distinct, and the operating environment of the banking industry has become more complex. We have always taken prudence and discretion as the fundamental principle for steady and long-term development, continuously raised the level of modern corporate governance, and safeguarded high-quality development with a sound governance system. We promoted the reform of the "Three Committees and One Tier" governance structure, abolished the establishment of the Board of Supervisors, set up employee directors, further reduced governance costs and improved governance efficiency. We strengthened compliance and the construction of the rule of law, improved the

mechanism for senior management to study laws, urged the Board of Directors to perform its duties in strengthening the construction of a law-based enterprise, and carried out the Compliance Performance Year activity, making the concept and culture of "Compliance First, Compliance Creates Value, Compliance Starts from the Top" deeply rooted in the hearts of the people. We adhered to the risk-based principle, strengthened the prevention and resolution of risks in key areas, intensified overall management and penetrating management, and further consolidated the fortress-style risk and compliance management system. We built the core moat advantage of the talent team, strengthened talent team building with a strategic orientation, improved and intensified the market-oriented incentive and restraint mechanism, strengthened the construction of the Integrity CMB, and forged a high-quality and professional team of financial cadres who are loyal, honest and responsible.

The favorable situation spurs us to forge ahead, and the right time has come for us to sail forward. The grand blueprint of the 15th Five-Year Plan has been drawn up, and the great ship of the Chinese economy is sailing forward with the tide. We will firmly grasp the primary task of high-quality development, thoroughly implement the new development philosophy, anchor the strategic goal of becoming the Best

Value Creation Bank, strive to create long-term and sustainable value for all stakeholders, stride forward on the path of financial development with Chinese characteristics, and write a new chapter in the high-quality development of China Merchants Bank.

Miao Jianmin

China Merchants Bank Co., Ltd.

Chairman

27 March 2026



IV. The President's Statement

The year 2025 marked the successful conclusion of the 14th Five-Year Plan period. Against a backdrop of steady and rapid progress in Chinese path to modernization, our economy and society achieved high-quality development, delivering an impressive performance. For China Merchants Bank, 2025 was also a pivotal year of dedicated effort and deepened transformation. We remained committed to aligning ourselves with the times and the nation's strategic direction. By deeply embedding ESG principles, we advanced our value creation bank strategy and accelerated our transformation through internationalization, comprehensive operations, differentiation, and digital and intelligent development. Our focus was on leveraging our own high-quality growth to better serve the broader economic and social landscape, thereby achieving a successful conclusion to the 14th Five-Year Plan. This sustained commitment was reflected in our MSCI ESG rating, which remained at the highest level, AAA.

Serving the nation with purpose, channeling vitality to all sectors. Firmly dedicated to the fundamental mission of finance serving the real economy, we directed more financial resources toward key and underserved areas of economic and social development. By excelling in the "Five Major Areas" in

Finance, we leveraged high-quality financial supply to support national initiatives, including expanding domestic demand, building a modern industrial system, fostering coordinated regional development, and promoting high-level opening-up. In 2025, we provided RMB3.73 trillion in credit financing to 86 thousand corporate and 6.52 million individual clients, representing a 6.65% year-on-year increase and demonstrating our intensified credit support. By the end of 2025, loans for science and technology, green finance, inclusive finance, and manufacturing grew by 8.06%, 21.01%, 8.39%, and 14.36% respectively, all outpacing the Company's average loan growth, underscoring our strategic focus. Sixteen key regional branches, including those in the Yangtze River Delta, Pearl River Delta, Chengdu-Chongqing region, and the Western Taiwan Straits Economic Zone, enhanced their quality and efficiency, bolstering their capacity to support high-quality regional economic growth. We also continued to upgrade our international network and cross-border financial services, with international balance of payments and client transaction volumes rising by 12.96% and 20.20% year-on-year, further strengthening our ability to facilitate Chinese enterprises' global expansion.

Putting people first, enhancing lives with professional, inclusive services. Responding to the aspirations of the people to live a better life, we strived to make financial services more accessible, inclusive, and convenient, creating greater value for our customers. Contributing actively to common prosperity, we leveraged our distinctive strengths in extensive wealth management to bring quality products, professional advice, and attentive support to millions of households. Retail assets under management (AUM) surpassed RMB17 trillion, and the number of retail customers holding our wealth products exceeded 64 million. CMB Wealth Management, China Merchants Fund, and Merchants Union Consumer Finance served 40.35 million, 74.77 million, and 204 million individual clients, respectively. Supporting retirement preparedness, we enhanced our "Fengrun Ren Sheng" (Abundant Life) elderly care service system, offering professional, caring services to enrich the lives of senior citizens. The number of personal pension accounts opened surpassed 15 million, with contribution volumes leading the market, and customer satisfaction on the dedicated 95555 senior hotline reached 99.94%. Deepening our convenience services, we leveraged our "People + Digitalisation" model to build an integrated financial ecosystem, better addressing resident needs in areas like government services, healthcare, housing, and education. The CMB App integrated 1,767 online government services,

and our "Convenience Service Cloud Platform" served 49.4627 million people during the year. Implementing our commitment to reduce fees and pass on benefits, we waived or reduced payment service fees by nearly RMB2 billion, tangibly benefiting the public. Strengthening consumer rights protection, we embedded these principles throughout our business processes, enhancing service quality. We conducted 42 thousand financial education initiatives, reaching over 1 billion consumers, and intercepted over 500 thousand suspected telecom fraud transactions, steadfastly safeguarding our customers' assets.

Fulfilling social responsibility, spreading warmth with heartfelt action. Aspiring to be the "most socially responsible bank," we translated the concept of "finance doing good" into concrete actions. We innovatively combined our professional expertise with philanthropy through a "Finance + Public Welfare" model, mobilizing 73 youth volunteer teams to regularly engage in charitable activities, delivering CMB's unique warmth to vulnerable groups, youth in remote areas, and disaster-affected communities. By building open and shared platforms, we facilitated broader societal participation in charity, ensuring every act of kindness was effectively channeled. Our credit card "Points for Micro Charity" program funded 2.9208 million free lunches for children and 35.49

million charity books. We channeled financial strength towards building a beautiful and harmonious countryside, with agriculture-related loans growing 14.14% year-on-year. For 26 years, we have consistently supported Wuding and Yongren counties in Yunnan, fostering comprehensive industrial, talent, and cultural revitalization. In 2025, we invested RMB58.2267 million in 56 projects across the two counties, earning the highest rating in the national targeted assistance evaluation for the fifth consecutive year.

Deepening our green commitment, painting a beautiful china. Actively pursuing the national "Dual Carbon" goals, we integrated green development principles into all our operations, striving to protect our natural environment. We accelerated green finance, focusing on the key areas of carbon reduction, pollution control, green expansion, and growth. We built a comprehensive, differentiated, and distinctive green product and service matrix, increasing green investment and financing to boost the "green quotient" of economic and social development. During the year, we lead-underwrote 56 green bonds, while green loan and green lease balances reached RMB609.413 billion and RMB114.808 billion, respectively. We systematically advanced a Bank-wide green operations management system, deepening emission reductions across all scenarios and continuously improving the management of

energy, paper, water, and waste. Through various themed activities, we fostered a widespread culture of green office and living practices across the entire Bank. As a result, our direct greenhouse gas emissions decreased by 41.46% year-on-year in 2025.

Strengthening our foundation, ensuring sustainable growth through robust governance. We continuously refined our modern corporate governance, integrating the functions of the Board of Supervisors into the Board's Audit Committee to enhance decision-making efficiency and oversight. We improved investor communications, effectively articulating the "CMB story" and co-creating value with our shareholders. We consolidated our "fortress-style" risk and compliance system, strengthening risk prevention and mitigation in key areas, intensifying non-performing asset recovery, and firmly safeguarding against systemic risks. Asset quality remained strong, and our risk absorption capacity stayed resilient. Committed to a talent-driven strategy, we cultivated a "professional, diverse, market-oriented, and international" workforce, fostering an organic blend of Chinese financial culture and CMB's unique corporate culture, thereby rallying the collective strength of all employees. This approach has earned us a place among China's Top 10 Best Employers for

15 consecutive years, including the top spot for the past two years.

Persistent efforts pave the way for lasting success. As we look ahead, the ambitious blueprint of the 15th Five-Year Plan period unfolds, and the call to action is clear. Embarking on this new journey, China Merchants Bank will remain true to its founding mission of serving the people. Guided by our value creation bank strategy and firmly committed to the path of sustainable, high-quality development, we will strive to generate even greater value for our customers, employees, shareholders, partners, and society, contributing significantly to Chinese path to modernization and the construction of a financial powerhouse.

Wang Liang

China Merchants Bank Co., Ltd.

President and Chief Executive Officer

27 March 2026



V. Our Sustainability Footprints in 2025

Economic¹

Indicator (Unit)	2023	2024	2025
Total assets (RMB100 million)	110,284.83	121,520.36	130,705.23
Operating income (RMB100 million)	3,391.23	3,374.88	3,375.32
Total profit (RMB100 million)	1,766.18	1,786.52	1,789.93
Net profit (RMB100 million)	1,480.06	1,495.59	1,511.26
Non-performing loan ratio (%)	0.95	0.95	0.94

Environmental

Indicator (Unit)	2023	2024	2025
Balance of green loans ² (RMB100 million)	/	/	6,094.13

¹ The statistical scope follows the group scope, covering China Merchants Bank and its subsidiaries.

² Due to adjustments made by the People's Bank of China to the statistical scope of green loans, the Company's green loan balance for 2025 is not comparable with that of previous years.

Indicator (Unit)	2023	2024	2025
Gasoline consumption of owned vehicles (10,000 liters)	146.28	145.03	95.19
Paper consumption (tons)	1,521.08	1,448.07	1,341.31
Total amount of waste (tons)	30,729.00	30,164.90	28,784.26
Amount of cycling waste (tons)	/	149.24	302.93
Group - wide Greenhouse gas emissions intensity (scope 1 plus scope 2) (tons of CO ₂ equivalent/ person)	3.66	3.76	3.56

Social

Indicator (Unit)	2023	2024	2025
The balanc of Science and Technology loan ¹ (RMB100 million)	8,814.57	9,594.77	10,368.54
Number of new individual customers (10,000)	1,282	1,295	1,414

¹ The science and technology loans are counted according to the statistics standards of the People's Bank of China, including technology enterprise loans and technology industry loans.

Indicator (Unit)	2023	2024	2025
Number of company customers (10,000)	282.06	316.64	362.25
Remote online omni-channel customer satisfaction (%)	99.10	99.69	99.82
Balance of loans to inclusive small- and micro-sized enterprises (RMB100 million)	8,042.79	8,876.79	9,621.39
Number of inclusive small- and micro-sized enterprises with loan balance (10,000)	100.45	107.73	122.47
Number of people covered by consumer rights protection training	99,797	91,438	96,760
Number of consumer education participants (10,000 person-times)	55,465.00	56,521.83	106,833.58
Number of ethnic minority employees	4,942	5,192	5,399
Percentage of female employees (%)	57	57	57
Total amount of external donations (RMB100 million)	1.15	1.27	1.14

Governance

Indicator (Unit)	2023	2024	2025
Number of female directors	0	2	2
Average board attendance (%)	96.06	97.10	98.90

Indicator (Unit)	2023	2024	2025
Anti-corruption training times	1,880	2,526	2,729
Number of people covered by anti-corruption training (10,000 person-times)	19.79	32.34	38.03
Number of anti-money laundering (AML) training times	1,298	1,258	1,373
Number of people covered by anti-money laundering (AML) training (10,000)	26.00	27.00	26.57

VI. About CMB

(I) Company Profile

Founded in 1987, the Company is headquartered in Shenzhen, China. The branches of the Company are mainly located in major cities in the Chinese mainland, as well as international financial centres such as China's Hong Kong, New York, London, Singapore, Luxembourg and Sydney. The Company was listed on the Shanghai Stock Exchange in April 2002 and the SEHK in September 2006.

The Company provides customers with various wholesale and retail banking products and services, and maintains financial markets businesses for proprietary purpose and client flow trading. Many innovative products and services of the Company have been well accepted by the market. Retail banking services include the account, payment and settlement services based on the "All-in-one" multifunction debit card and credit card, segmentation and classification-based wealth management

services including the "Sunflower Wealth Management" services and private banking services, retail credit services, CMB App, CMB Life App, "All-in-one Net" comprehensive online banking service platform, and other online services. Wholesale banking services include payment and settlement, wealth management, investment and financing and digital services, cash management, technology finance, green finance, inclusive finance, retirement finance, digital finance, supply chain finance and cross-border finance services, asset management, asset custody and investment banking services etc. The Company continues to tap further into the living and business circles of customers to provide customers with customised, intelligent and comprehensive solutions for their supply chains and investment chains.

The Company has come up with the strategic vision of "building the best value creation bank that is innovation driven, model-leading, and distinctive in features" based on the internal and external situation and its own development. In line with the trends of Chinese modernisation, economic globalisation, a new wave of technological revolution and industrial upgrade, the Company consistently enhances its quality and efficiency in serving the real economy and social well-being, accelerates transformation through "the Internationalisation Initiative, the Comprehensive Operation Initiative, the Differentiation Initiative, and the Digitisation and Intelligence Initiative", and strives to create more value for customers, employees, shareholders, partners and society, with the aim of making greater contributions to Chinese modernisation and the construction of a financial powerhouse.

Strategic vision: We are committed to building the best value creation bank that is innovation-driven, model-leading, and distinctive in features.

Strategic objectives: Building a value creation bank. The Company upholds the philosophy of win-win in business and

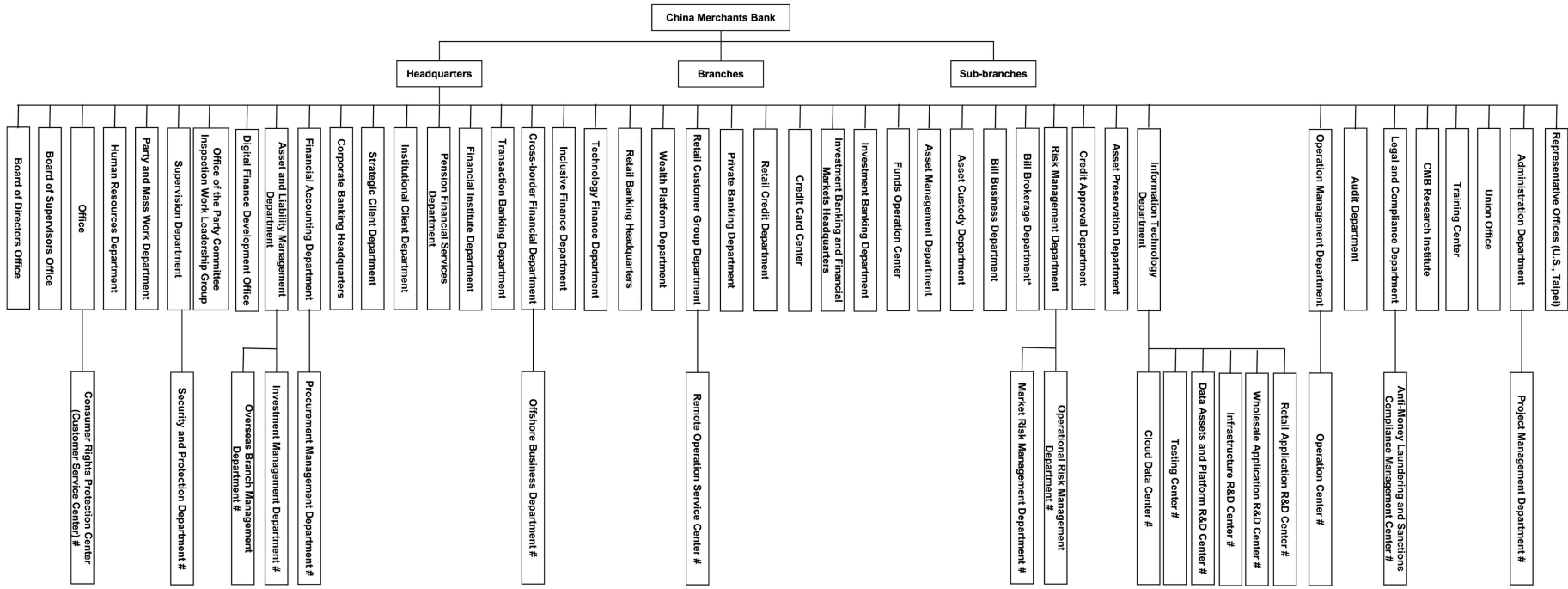
business for common good, aiming to become a world-class commercial bank in pursuit of maximising the comprehensive value of customers, employees, shareholders, partners and the society.

Core value: Being customer-centric and creating value for customers.

Strategic focus: Rooted in the needs of the nation, the expectations of customers, and the capabilities of China Merchants Bank, the Company insists on the coordinated development of Quality, Profitability and Scale. The Company will deepen its transformation through the Internationalisation Initiative, the Comprehensive Operation Initiative, the Differentiation Initiative, and the Digitisation and Intelligence Initiative, and strive to create a high quality development model characterised by "adopting strict management, upholding fundamental principles and breaking new ground". The Company will uphold the strategic dominant position of retail finance while persistently promoting the coordinated development of four major sectors, namely retail finance, corporate finance, investment banking and financial markets, and wealth management and asset management. Focusing on

building core capabilities in wealth management, digital and intelligent technology, and risk management, the Company will actively promote the continuous evolution of its organisational culture.

(II) Organizational Structure of the Company as of the End of 2025



Note: # denotes secondary departments,
 * denotes independent secondary departments.

(III) Honors and Awards

Category	Granted by	Awards
General	<i>Fortune</i>	<ul style="list-style-type: none"> ● Listed on the <i>Fortune Global 500</i> for 14 consecutive years, ranking 193rd
	<i>The Banker</i> (UK)	<ul style="list-style-type: none"> ● Ranked 8th globally on the <i>2025 Global Top 1,000 Banks</i> list by Tier 1 capital, up two places compared with 2024
	Brand Finance	<ul style="list-style-type: none"> ● Ranked 10th globally on the <i>Banking 500 2025</i>
	China Financial Media	<ul style="list-style-type: none"> ● Selected the <i>ESG Brand Building Case</i> and <i>ESG Themed Video Case</i> in the <i>2025 Typical ESG Practice Cases in the Banking Industry</i> ● Selected the <i>Financial Brand Annual Influence Case</i> and <i>Financial Brand Annual Influence New Media</i> in the <i>2025 Jinno Financial Brand Influence Cases</i>

Category	Granted by	Awards
	<i>Caijing</i>	<ul style="list-style-type: none"> Awarded the <i>Leading Enterprise in Sustainable Development</i> in the Evergreen Enterprise Case Collection and Selection List

Category	Granted by	Awards
Environmental	<i>The Asian Banker</i>	<ul style="list-style-type: none"> <i>Sustainable and Green Joint-Stock Commercial Bank of the Year in China</i> <i>Best Green Bonds Product in China</i>
	<i>China Newsweek</i>	<ul style="list-style-type: none"> <i>2025 Annual Low-Carbon Case Award</i>
	<i>Southern Weekly</i>	<ul style="list-style-type: none"> <i>Comprehensive Financial Service Solution for Photovoltaic Power Generation</i> selected as a <i>2025 Green Finance Innovation Case</i>
	Shenzhen Municipal Bureau of Housing and Urban-Rural Development	<ul style="list-style-type: none"> Shenzhen Branch won the honor of <i>Three Star Green Property Management</i>

Category	Granted by	Awards
	Shenzhen Green Finance Association	<ul style="list-style-type: none"> Selected as <i>2025 Outstanding Case in the Sustainability Information Disclosure category</i> at the <i>2025 Shenzhen Green Finance High-Quality Development Outstanding Case Selection</i>

Category	Granted by	Awards
Social	Euromoney	<ul style="list-style-type: none"> <i>Best Consumer Bank in Asia</i> <i>Best Consumer Bank in China</i> <i>Best Digital Bank in China</i>
	China.org.cn	<ul style="list-style-type: none"> <i>China Merchants Bank Science and Technology Loan</i> was awarded the <i>Annual FinTech Innovation Case</i>

China Financial Media	<ul style="list-style-type: none"> ● Selected the <i>Financial Consumer Education and Outreach Excellence Case</i> in the <i>2025 Financial Consumer Protection and Service Innovation Event</i> ● Selected as the <i>Social Public Welfare and Responsibility Case</i> in the <i>2025 Typical ESG Practice Cases in the Banking Industry</i>
China Finance Magazine	<ul style="list-style-type: none"> ● <i>Annual Brand Communication Case – Media Innovation Category</i> ● <i>Top 10 Annual Outstanding Financial Brand Cases</i>
Shenzhen Municipal People's Government; Securities Times	<ul style="list-style-type: none"> ● <i>China Financial Industry Practicing the Five Major Articles Honor Award</i>
China Banking Association	<ul style="list-style-type: none"> ● <i>China Merchants Bank's Crossover Co-branded Rocket: Setting Sail for Greatness with Dreams</i> was selected as a <i>Technology Finance innovation case</i>
<i>Tsinghua Financial Review</i>	<ul style="list-style-type: none"> ● <i>CMB Think Tank Intelligent Research Platform</i> was awarded the <i>2025 Outstanding Case of Innovation and Development in China's Banking Industry</i>

Sina Finance; Shanghai Advanced
Institute of Finance

- *Wuding County – CMB Rural Revitalization Empowerment Project won the Best Cultural Investment Case Award*
-

Zhilian Recruitment; Peking
University Social Survey Research
Center

- Ranked among *the Top 10 Best Employers* for 15 consecutive years and ranked No.1 in 2024–2025
 - *Most Socially Responsible Employer*
 - *Most Female-Friendly Employer*
-

Finance World

- *Outstanding Brand Influence Award*
 - *Outstanding Financial Institution for Consumer Rights Protection*
-

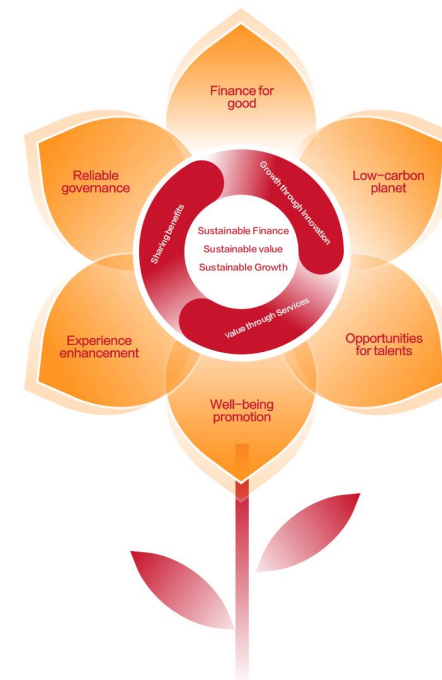
Category	Granted by	Awards
	<i>The Asian Banker</i>	<ul style="list-style-type: none"> • <i>Best Managed Bank in China</i> • <i>Asia Pacific Liquidity Risk Management Achievement Award</i>
Governance	<i>Extel</i> (formerly UK-based magazine Institutional Investor), an international financial ranking institution	<ul style="list-style-type: none"> • In the 2025 All-Asia Executive Team, the Company was awarded <i>Asia's Most Honoured Company, Best Board of Directors, Best CEO, Best CFO, Best IR Team, Best ESG Company, and Best IR Program</i>, becoming the bank with the highest overall ranking and the most awards in the Asian region

VII. Sustainability Management



(I) Sustainability Strategy

China Merchants Bank adheres to the value proposition of "advancing sustainable finance, enhancing sustainable value, and contributing to sustainable development". Centered around the "SUNFLOWER" sustainability model, the Company comprehensively implements sustainability practices across key focus areas, striving to create long-term shared value for all stakeholders.

CMB SUNFLOWER Sustainability Model



<p>Finance for good</p>	<p>Integrate ESG principles comprehensively into the Company's products and service systems, ensuring finance becomes a positive force for social progress and equity, and continuously meet people's aspirations for a better life.</p>		<p>development pathways, prioritize talent capability enhancement, enrich talent cultivation systems, foster an inclusive, friendly, and open workplace environment, and promote mutual growth for employees and the enterprise.</p>	
<p>Low-carbon planet</p>	<p>Actively participate in climate governance, drive green finance innovation, refine green investment and financing policies, increase financial support for green industries, implement green operations and green public welfare initiatives, and consistently advance the green transformation of the economy and society.</p>		<p>Well-being promotion</p> <p>Implement the national Rural Revitalization Strategy, and actively engage in social public welfare activities to contribute to Common Prosperity.</p>	
<p>Opportunities for talents</p>	<p>Adhere to attracting high-quality talent, streamline career</p>		<p>Experience enhancement</p> <p>Continuously enhance the capability, efficiency, and accessibility of customer services by leveraging financial technology (fintech), fully safeguard consumer rights, and promote financial literacy and services to reach every household, thereby optimizing the customer</p>	

	<p>experience comprehensively.</p>			<p>operations and reinforce risk prevention and control, thus providing robust institutional safeguards for the Company's high-quality and sustainable development.</p>	
<p>Reliable governance</p>	<p>Refine corporate governance framework to strengthen its scientific rigor, operational robustness, and governance efficacy. adhere to prudent</p>	 		<p>operations and reinforce risk prevention and control, thus providing robust institutional safeguards for the Company's high-quality and sustainable development.</p>	

(II) Sustainability Governance Framework

China Merchants Bank, based on the management model and business development strategy, closely aligns with the SUNFLOWER Sustainability Model to build a top-down, well-structured, clearly defined, and complete sustainable development management system. It comprehensively promotes diversified sustainable development practices to create long-term shared value for stakeholders.

CMB Sustainability Governance Framework

Decision-Making Level

- **The Board of Directors** is responsible for reviewing ESG development strategies, fundamental management systems, and related reports, as well as approving or authorizing ESG-related major matters.
- **The Board Strategy and Sustainable Development Committee** deliberates on ESG strategies and core management frameworks, deliberates on ESG-related work reports, supervises and regularly assesses the implementation and goal attainment of ESG development strategies, and promotes the implementation of other ESG-related tasks required by regulatory authorities.

Management Level

- **Green Finance Business Development Committee** has been established at the Head Office, responsible for formulating green finance strategic plans, development targets, key customer segments and business strategies,
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promoting the development of green financial products and services as well as green risk management systems, studying resource allocation and green performance evaluation policies; strengthening information disclosure capabilities; building a green finance brand; and enhance the Company's ESG performance.

- **Green Operations Management Committee** has been established at the Head Office, tasked with reviewing annual green operations plans, carbon target setting, and implementation plans for key emission reduction projects; regularly hearing progress reports from member units on green operations initiatives; and overseeing key initiatives such as data center energy efficiency optimization and the promotion of green office practices.
- **Technology Finance Committee** has been established at the Head Office, responsible for decision-making on the technology finance overall strategic planning, annual objectives and planning, key product and model innovations, and major operational strategies for key customer and business.
- **Inclusive Finance (Rural Revitalization) Management**

Committee has been established at the Head Office, responsible for overseeing the formulation of holistic strategic plans and objectives for inclusive finance and rural revitalization, as well as deliberating on major related matters.

- **Digital Finance Committee** has been established at the Head Office, responsible for implementing national policies and decision-making deployments related to digital finance, and reviewing important matters concerning the bank-wide digital finance development strategy, major project construction status, and significant ecological cooperation.
 - **Consumer Rights Protection and Service Supervision Management Committee** has been established at the Head Office, responsible for guiding the establishment of a consumer rights protection management system with clear objectives, rational structure, sufficient safeguards, and effective implementation. It formulates, reviews, and coordinates the consumer rights protection work plans, initiatives, and tasks to ensure the effective execution of strategic goals and policies.
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- **Information Security Management Committee** has been established at the Head Office, responsible for centrally managing cybersecurity and data security.
 - **Work Safety Management Committee** has been established at the Head Office, tasked with planning, coordinating, and supervising the work safety and security safeguarding operations.
 - **Public Welfare Committee** has been established at the Head Office, responsible for the overall management of charitable and philanthropic work, formulating the Company's vision and goals for public welfare and strategic planning, determining the donation scope, and deliberating on public welfare projects.
 - **ESG Secretariat** has been established under the Head Office's General Office Department, responsible for identifying sustainability-related issues pertinent to the Company, optimizing the ESG information disclosure mechanism, planning sustainability and ESG-related
-

activities, and conducting sustainability knowledge promotion and education.

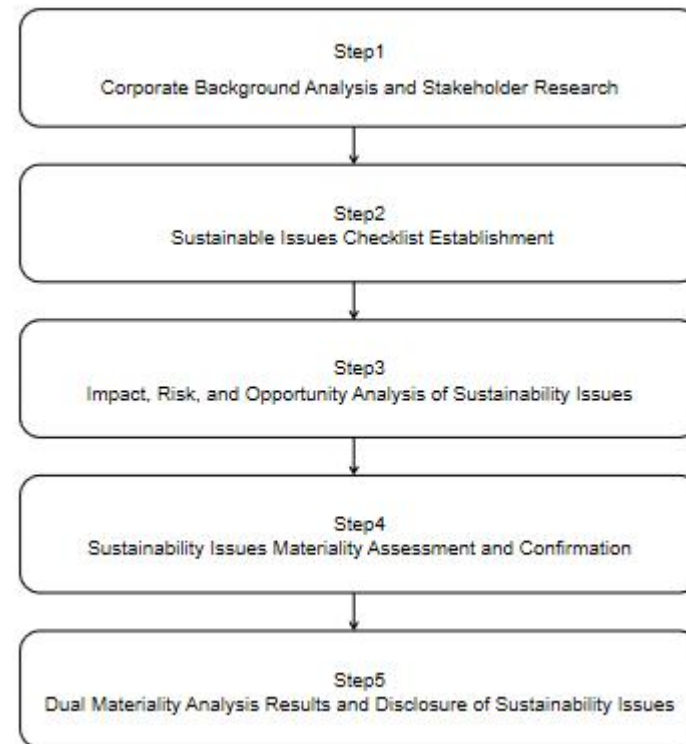
Execution Level

- Branches, Head Office departments, subsidiaries, and joint ventures are responsible for the daily advancement of sustainability initiatives. They implement specific tasks according to their divisions, maintain communication with key stakeholders, and regularly report on implemented measures, performance metrics, and exemplary cases.
 - Since 2022, the Company has conducted annual ESG management special audits, focusing on green investment and financing, green operations, consumer rights protection, social public welfare, inclusive finance, human capital development, ESG risk management, financial service accessibility, and data privacy protection.
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(III) Sustainability Issues Materiality Assessment

In 2025, the Company further optimized its sustainability issue materiality assessment methodology in compliance with the *Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial)*.

CMB Dual Materiality Assessment Process for Sustainability Issues



Step 1: Corporate Background Analysis and Stakeholder Research

The Company has established foundational framework for dual materiality analysis by systematically evaluating the effectiveness of internal strategic plan implementation, the progress of business activities, and changes in the external environment. Meanwhile, the Company has identified six categories of primary stakeholders impacted by the Company's operations and development, including: government and regulatory authorities, shareholders and investors, clients, employees, partners, and society. By engaging with departments responsible for daily communication with these stakeholders, the Company has gathered insights into their expectations and concerns regarding the Company's sustainability efforts. For detailed information on stakeholder engagement, please refer to the "Communications with Stakeholders" section under the "Sustainability Management".

Step 2: Sustainability Issues List Establishment

Based on the understanding of the Company's background and stakeholder research, CMB established its sustainability issues list by referencing: *Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial)*, the Hong Kong Stock Exchange's *Environmental, Social and Governance Reporting Code*, regulatory requirements from authorities such as the People's Bank of China and the National Financial Regulatory Administration as well as issues emphasized by domestic and international ESG rating agencies. After careful evaluation, the sustainability issues list for 2025 remains consistent with that of 2024.

CMB's Sustainability Issues List

Environmental Issues	<ol style="list-style-type: none"> 1. Climate Change Tackling 2. Green Finance 3. Environmental Impact Management in Operations
Social Issues	<ol style="list-style-type: none"> 4. Technology Finance 5. Inclusive Finance 6. Pension Finance 7. Digital Finance 8. Consumer Rights Protection 9. Cybersecurity, Information and Data Security 10. Customer Privacy Protection 11. Employees 12. Contributions to the Society 13. Supply Chain Management
Governance Issues	<ol style="list-style-type: none"> 14. Corporate Governance 15. Financial Risk Management 16. Business Ethics

Step 3: Impact, Risk, and Opportunity Analysis of Sustainability Issues

For the 16 identified sustainability issues, the Company analyzes the impacts, risks and opportunities brought by these issues in light of its business activities and operational realities.

CMB's Impact, Risk, and Opportunity Analysis of Sustainability Issue

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
Climate Change Tackling	<ul style="list-style-type: none"> ● Positive Impact: Vigorously developing green investment and financing businesses and transition finance initiatives, along with advancing green operations, energy conservation, emissions reduction, and carbon management, will help reduce greenhouse gas emissions from both clients and the Company. ● Negative Impact: Continued financing 	<ul style="list-style-type: none"> ● Risk: If the Company fails to effectively strengthen its research and tracking of policies related to global climate change, and to deepen its understanding and awareness of climate-related risks, fails to allocate substantial business and financial resources to green and low-carbon industries, or fails to strictly control the credit risk of clients and projects in 'high-carbon' sectors, it will be detrimental to the adjustment of its asset structure and sustainable development.

¹ For detailed analysis of the risks and opportunities associated with each financially material issue, as well as the related financial impacts on the Company, please refer to the "Strategy" subsection under each financially material issue in this Report.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	<p>support for high-carbon or non-green enterprises/projects may increase atmospheric greenhouse gas emissions from their operations.</p>	<ul style="list-style-type: none">● Opportunity: Providing financial services related to the green and low-carbon transition enables the Company to better capture business opportunities arising from the response to climate change, and meet the investment and financing needs of the socioeconomic green transition. Besides, continuously developing green operations management mechanisms and systems is conducive to enhancing sustainable development capabilities.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
Green Finance	<ul style="list-style-type: none"> ● Positive Impact: Increasing investment and financing support for green and low-carbon industries and providing diversified green financial products and services will help disseminate green concepts to clients and the public, thereby accelerating the green transformation of economic and social development. 	<ul style="list-style-type: none"> ● Risk: The stability of national subsidy policies for green and low-carbon industries may affect the Company's credit decision-making, and the long return cycles of green/ESG-related investments could temporarily impact operational performance. ● Opportunity: Driven by the national promotion of carbon peaking and carbon neutrality goals and supported by ecological and environmental governance policies, the continuous optimization of the industrial structure and the transformation of the energy structure, coupled with the rising market demand for green and sustainable investment and financing, provide the Company with more opportunities to expand related businesses.
Environmental Impact Management in Operations	<ul style="list-style-type: none"> ● Positive Impact: Deepening green operations and adopting digital solutions to serve clients will reduce greenhouse gas emissions and resource consumption across the value chain, contributing to 	<ul style="list-style-type: none"> ● Risk: Implementing carbon reduction measures such as adopting more environmental friendly technologies, technique, energy-efficient equipment, resources, and external consulting services will raise short-term capital

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	environmental protection.	<p>expenditures and administrative costs.</p> <ul style="list-style-type: none"> ● Opportunity: Energy-saving initiatives will improve efficiency, while paperless practices in fiscal, procurement, and office processes will reduce long-term operational costs.
Technology Finance	<ul style="list-style-type: none"> ● Positive Impact: Strengthening the systematic, ecosystem-based, and professional development of the technology finance framework enhances service efficiency for technology enterprises, promotes the growth of science and innovation-driven companies, and contributes to increased societal innovation vitality, thereby fostering the development of new quality productive forces. 	<ul style="list-style-type: none"> ● Risk: Technology and innovation enterprises generally have characteristics such as light assets, large R&D investments, and unstable cash flows, and face the risk of being eliminated due to the inability to keep up with iterative technological innovations such as artificial intelligence, which may bring pressure on credit risk management. ● Opportunity: Supported by national policies, technology finance holds significant potential, providing the Company with opportunities to expand related businesses. The high growth potential of technology and innovation enterprises may generate substantial comprehensive income.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
Inclusive Finance	<ul style="list-style-type: none"> ● Positive Impact: Expanding financing support for SMEs helps address their difficulties and high costs in financing, thereby promoting employment expansion, market prosperity, and livelihood improvement. 	<ul style="list-style-type: none"> ● Risk: Against the backdrop of slowing growth in inclusive SMEs loans and the stabilization of effective SMEs demand, which has led to business growth bottlenecks, these enterprises are characterized by small scale, weak capital, and poor risk resistance, which may trigger pressure in credit risk management. ● Opportunity: Through strategic and policy guidance, the state vigorously develops new quality productive forces and promotes the transformation and upgrading of the modern industrial system, driving the development of SMEs. The development of related businesses is conducive to expanding the customer base and optimizing the business and income structures.
Pension Finance	<ul style="list-style-type: none"> ● Positive Impact: Providing pension finance-related products and services to the public supports the development of the elderly care sector, enhances social pension security, ensures better elderly 	<ul style="list-style-type: none"> ● Risk: Deficiencies in product access, sales, and information disclosure processes may lead to operational risks, regulatory violations, and client complaints.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	<p>care guarantees, and promotes the growth of the silver economy.</p>	<ul style="list-style-type: none"> ● Opportunity: Against the backdrop of an aging population, pension finance presents broad opportunities and is conducive to increasing operating income.
Digital Finance	<ul style="list-style-type: none"> ● Positive Impact: Implementing the strategy of prospering the bank through technology, and using technological innovation to drive upgrades in services, products, business operations, and models would help improve the efficiency of the entire society's economic operations, increase the accessibility of financial services, and improve the social credit environment. 	<ul style="list-style-type: none"> ● Risk: The strong uncertainty of new technological paths, industry patterns, and application paradigms may result in relevant investments failing to bring significant returns in the short term. The application of large models poses higher requirements on information security, privacy management, and technology ethics, which may lead to increased compliance risk pressures. ● Opportunity: Digital finance reduces service costs while expanding the breadth, depth, warmth, and precision of client services, thereby overcoming the "impossible triangle" of balancing client volume, risk control, and banking costs.
Consumer Rights Protection	<ul style="list-style-type: none"> ● Positive Impact: Providing one-stop services to clients, streamlining complaint 	<ul style="list-style-type: none"> ● Risk: Ongoing consumer rights protection efforts require continuous investments in human and financial

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	<p>channels, and enhancing financial education contribute to the healthy development of financial markets and safeguard consumer rights and social equity and justice.</p> <ul style="list-style-type: none"> ● Negative Impact: Inefficient or overly complex complaint handling processes in financial institutions may lead to excessive consumer rights activism, consuming excessive societal resources. 	<p>resources, leading to increased operational costs.</p> <ul style="list-style-type: none"> ● Opportunity: Strengthening consumer rights protection enhances corporate brand image, builds differentiated competitive advantages, and supports business growth.
<p>Cybersecurity, Information, and Data Security</p>	<ul style="list-style-type: none"> ● Positive Impact: Building a secure environment for networks, information, and data protects client information and asset safety, maintaining social stability and financial security. ● Negative Impact: Incidents such as ransomware attacks or data breaches could harm client rights and trigger public 	<ul style="list-style-type: none"> ● Risk: If cybersecurity, information security or data security incidents occur, the Company may be subject to regulatory penalties or litigation. ● Opportunity: Strengthening cybersecurity, information security and data security helps ensure business continuity and provide customers with a more stable and uninterrupted service experience.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
<p data-bbox="528 304 696 335">trust crises.</p> <p data-bbox="248 608 409 738">Customer Privacy Protection</p>	<ul data-bbox="477 400 1133 951" style="list-style-type: none"> <li data-bbox="477 400 1133 679">● Positive Impact: Properly protecting customer privacy helps safeguard customers' personal and property safety, enhances trust in financial institutions, and promotes the healthy development of financial markets. <li data-bbox="477 719 1133 951">● Negative Impact: Incidents involving customer privacy breaches may trigger financial market panic, erode social trust, and potentially destabilize macroeconomic stability. 	<ul data-bbox="1173 424 2029 927" style="list-style-type: none"> <li data-bbox="1173 424 2029 703">● Risk: Sustaining robust customer privacy protection requires increased financial and human resource investments, leading to higher operational costs. Privacy breaches could harm customer rights, result in regulatory penalties or litigation, and diminish client confidence. <li data-bbox="1173 743 2029 927">● Opportunity: Strengthening customer privacy protection systems will further elevate customer trust, build a brand image of accountability, and deepen client loyalty.
<p data-bbox="241 1126 416 1157">Employees</p>	<ul data-bbox="477 1015 1133 1294" style="list-style-type: none"> <li data-bbox="477 1015 1133 1294">● Positive Impact: Creating employment opportunities through diversified recruitment channels and attracting talent, coupled with robust incentive mechanisms, fully mobilizes employee enthusiasm and creativity, providing greater financial 	<ul data-bbox="1173 1015 2013 1294" style="list-style-type: none"> <li data-bbox="1173 1015 2013 1294">● Risk: Strategically increasing investment in talent team development may, in the short term, lead to concentrated release of labor, training, and incentive expenditures, placing some pressure on the stage-wise cost-to-income ratio and operational efficiency management. If the professional competence,

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	<p>support and innovative momentum for economic development.</p>	<p>international vision, and market-oriented awareness of the talent team cannot timely match the pace of business transformation, or if there is insufficient reserve of core talent in key positions, it may weaken strategic execution and affect business innovation and market responsiveness.</p> <ul style="list-style-type: none"> ● Opportunity: Building a high-quality talent pool improves client experience, refines internal management, drives efficiency gains, and fosters profit growth.
<p>Contributions to the Society</p>	<ul style="list-style-type: none"> ● Positive Impact: Enhancing public trust through philanthropic activities and providing financial support for education, healthcare, environmental protection, and other social sectors promotes common prosperity. 	<ul style="list-style-type: none"> ● Risk: Poorly managed activities or funds may damage brand reputation, while ineffective project execution or unmet expectations could increase costs and expose the Company to reputational risks. ● Opportunity: Fulfilling corporate social responsibility strengthens social image and brand value, while innovating charitable financial products expands business domains.

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
Supply Chain Management	<ul style="list-style-type: none"> ● Positive Impact: Guiding suppliers to fulfill environmental and social responsibilities throughout the procurement process facilitates the dissemination and implementation of ESG principles. 	<ul style="list-style-type: none"> ● Risk: Establishing and maintaining procurement systems, monitoring suppliers' ESG performance, and related activities require resource investments, which may increase the Company's capital expenditures, and operational and administrative expenses. ● Opportunity: By encouraging suppliers to fulfill environmental and social responsibilities and reinforcing their commitment to integrity, CMB can mitigate moral hazards and reduce financial costs.
Corporate Governance	<ul style="list-style-type: none"> ● Positive Impact: Improving corporate governance mechanisms and enhancing governance standards can elevate the company's market value, create value for shareholders and investors, strengthen financial stability, and foster a favorable financial environment for economic development. 	<ul style="list-style-type: none"> ● Risk: Incomplete corporate governance mechanisms may impede strategic execution, management optimization, and risk mitigation, thereby undermining operational effectiveness. ● Opportunity: A well-structured governance framework characterized by scientific decision-making and operational efficiency ensures stable business management and development. This strengthens the Company's reputation among investors, broadens

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
Financial Risk Management	<ul style="list-style-type: none"> ● Positive Impact: Effective financial risk management helps ensure the stable functioning of the financial system and promotes the healthy development of financial markets. ● Negative Impact: Excessively cautious risk management may lead to missed business opportunities and insufficient credit support for innovative sectors, thereby hindering entrepreneurship, innovation-driven economic growth, and industrial upgrading. 	<p>financing channels, and lowers financing costs.</p> <ul style="list-style-type: none"> ● Risk: Failure to effectively manage key risk areas such as Credit Risk, Market Risk, and Operational Risk may result in exposure in potential areas, exerting adverse effects on the Company's operations.
Business Ethics	<ul style="list-style-type: none"> ● Positive Impact: Strengthening compliance awareness among employees and conducting business operations in compliance with clients and partners helps mitigate moral hazards and fosters a fair 	<ul style="list-style-type: none"> ● Risk: Incidents related to business ethics may trigger regulatory penalties, litigation, loss of client trust, and business attrition. ● Opportunity: Strong business ethics performance enhances brand reputation, boosts client trust, and

Issue Name	Impact Analysis	Risk and Opportunity Analysis ¹
	<p>and integrity-driven social environment.</p> <ul style="list-style-type: none"> ● Negative Impact: Serious violations of regulations or ethical standards could result in misdirection of credit resources or financial risks, negatively impacting socio-economic development. 	<p>facilitates business expansion. Cultivating a compliance culture reduces employee misconduct, and lowers governance costs.</p>

Step 4: Sustainability Issues Materiality Assessment and Confirmation

Impact Materiality Assessment

Based on the analysis results of the impacts of sustainability issues, the Company conducted surveys to collect stakeholders' evaluations of the significance of these impacts, and determined the key issues of impact importance accordingly.

1. Clarify evaluation dimensions. The Company categorizes the impact of issues into positive impacts and negative impacts. For positive impacts, assess the degree of positive influence of the company's performance on this issue from three dimensions—scale, scope, and likelihood; for negative impacts, assess the degree of negative influence of the company's performance on the economy, society, and environment from four dimensions—scale, scope, likelihood, and irremediability. For a detailed impact analysis, please refer to the section "Step 3: Impact, Risk, and Opportunity Analysis of Sustainability Issues."

2. Establish a scoring system. The company assigns weights to each dimension and quantifies the scores. The degree of positive and negative impacts of the issues is divided into five levels from "very low" to "very high," corresponding to scores from 1 to 5. The final impact-material score is calculated as the weighted average of scores given by stakeholders.

3. Set a threshold to identify issues: Based on survey results and opinions of external experts, the company has set 3.1 points as the threshold for impact-material. Issues with scores greater than or equal to 3.1 points are confirmed as impact-material issues.

In 2025, the Company identified 13 impact-material issues, consistent with 2024: Climate Change Tackling, Green Finance, Environmental Impact Management in Operations, Technology Finance, Inclusive Finance, Pension Finance, Digital Finance, Consumer Rights Protection, Cybersecurity, Information, and Data Security, Customer Privacy Protection, Employees, Contributions to the Society, Supply Chain Management, Corporate Governance, Financial Risk Management, Business Ethics.

Financial Materiality Assessment

In 2025, the Company further improved its financial materiality assessment framework by issuing the *Guidelines for Financial Materiality Analysis of Sustainability Issues of China Merchants Bank*. The guidelines clarify responsibilities, evaluation standards and workflows. A cross-matrix analysis approach is adopted to identify and assess the financial impacts of sustainability issues on the Company.

1. Identification of Risks and Opportunities

For each sustainability issue, the Company identifies the associated risks and opportunities. Risks refer to potential negative impacts of the issue on business operations and financial performance. Opportunities refer to potential positive financial value generated by the issue. Meanwhile, the Company identifies the relevant business activities and impact carriers associated with each risk and opportunity. Detailed analyses are provided in "Step 3: Impact, Risk and Opportunity Analysis of Sustainability Issues."

2. Assessment of Financial Materiality

Financial materiality is evaluated based on "likelihood of occurrence of sustainability issue-related risks and opportunities" and the "degree of financial impact."

(1) Likelihood of occurrence of risks and opportunities related to sustainability issues

Taking into account stakeholder feedback, historical data and industry cases, the likelihood of risks and opportunities is classified into three levels: High, Medium, and Low. High indicates that the risk or opportunity is highly likely to occur, with clear and urgent triggering conditions. Medium indicates that the risk or opportunity has a certain likelihood of occurring, with initial signs of triggering conditions but an unclear occurrence time. Low indicates that the probability of the risk or opportunity occurring is relatively low, and triggering depends on multiple accidental factors.

(2) Degree of Financial Impact

Set quantitative and qualitative standards, respectively corresponding to the assessment of quantifiable financial impacts and those that are difficult to quantify.

Quantitative Assessment	The Company evaluates the specific monetary impact of sustainability issues on financial statement items such as financial position, operating results and cash flows. When the impact of an issue accounts for 5% or more of the Company's profit before tax, or 1% or more of its total assets, the degree of financial impact for the issue is classified as significant.
Qualitative Assessment	For financial impacts that are difficult to quantify, the Company applies a five-level qualitative scale: Minimal, Minor, Moderate, Significant, and Critical. Minimal: The issue has an extremely limited impact on the Company's financial indicators. Minor: The issue has a relatively limited impact on the Company's financial indicators. Moderate: The issue has a discernible impact on the Company's financial indicators. Significant: The issue has a relatively notable impact on the Company's financial indicators. Critical: The issue has an exceptionally substantial impact on the Company's financial indicators. Issues with a financial impact rated as "Moderate" or above are classified as financially material issues; otherwise, they are

excluded. When the qualitative assessment result is Moderate or above, the financial impact of the sustainability issue is considered as major.

3. Identification of Financially Material Issues

Conduct a cross-analysis of the assessment results for the "likelihood of occurrence of sustainability topic-related risks and opportunities" and the "degree of financial impact." A issue is assessed as financially material when it meets both of the following criteria simultaneously.

Assessment Dimension	Criteria for Financial Materiality
Likelihood of occurrence of sustainability-related risks and opportunities	Assessment result is Medium or High.
Degree of financial impact (meeting)	Quantitative: When the issue's impact on the Company's total profit reaches 5% or more, or the impact on total assets reaches 1% or more.

either criterion)	Qualitative: Assessment result is Moderate or above.
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In 2025, the Company identified seven financially material sustainability issues, consistent with the results in 2024: Climate Change Tackling, Green Finance, Technology Finance, Inclusive Finance, Digital Finance, Employees and Financial Risk Management.

Step 5: Dual Materiality Analysis Results and Disclosure of Sustainability Issues

Based on the integration of impact materiality and financial materiality analysis results, the Company has formed the 2025 double materiality analysis results for sustainability issues. Compared to 2024, the double materiality analysis results for this year remain stable, with no material changes.

Based on the double materiality analysis results, the Company established the disclosure framework for the 2025

Sustainability Report. For all identified sustainability topics, the Company discloses its regular management mechanisms and performance data. For issues identified as financially material, the Company conducts analysis and disclosure in accordance with the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial)*, focusing on the "four-element" framework of Governance, Strategy, Impact, Risk, and Opportunity Management, and Indicators and Targets. This addresses the concerns of the capital market and investors.

In light of the Company's operational characteristics as a financial institution, the environmental footprint of the physical facilities and office operations is relatively limited. Furthermore, its philanthropic investments represent a minimal risk exposure relative to the overall business scale, and its procurement value chain is concise with low environmental and social risks. Consequently, the three issues of Environmental Impact Management in Operations, Contributions to the Society, and Supply Chain Management possess neither financial nor impact materiality for the Company.

CMB Dual Materiality Analysis Results for Sustainability Issues

Issue Name	Alignment with SSE and HKEx Sustainability Issues		Impact Materiality	Financial Materiality
	<i>Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)</i>	<i>HKEx Main Board Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code</i>		
Environmental				
Climate Change Tackling	1.Climate Change Tackling 18.Due Diligence 19.Communications with Stakeholders	Part B: Mandatory Disclosure Requirements-Reporting Principles Part D: Climate-related Disclosures	√	√
Green Finance ¹	1.Climate Change Tackling 19.Communications with Stakeholders	Part D: Climate-related Disclosures	√	√
Environmental Impact Management in Operations	1.Climate Change Tackling 2.Pollutant Discharge 3.Waste Disposal 4.Ecosystem and Biodiversity Protection 5.Environmental Compliance Management 6.Energy Usage	Part C-Aspect A1: Emissions Part C-Aspect A2: Use of Resources Part C-Aspect A3: The Environment and Natural Resources Part D: Climate-related Disclosures	×	×

¹ The four core aspects of this issue - Governance, Strategy, Analysis of Impacts, Risks and Opportunities and Indicators and Targets - are encompassed within the issue of Climate Change Tackling.

Alignment with SSE and HKEx Sustainability Issues				
Issue Name	<i>Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)</i>	<i>HKEx Main Board Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code</i>	Impact Materiality	Financial Materiality
	7.Usage of Water Resource			
	8.Circular Economy			
	19.Communications with Stakeholders			
Social				
Technology	11. Innovation-Driven	/	√	√
Finance	19.Communications with Stakeholders	/	√	√
	9.Rural Revitalization			
Inclusive Finance	15.Safety and Quality of Products and Services	/	√	√
	19.Communications with Stakeholders			
Pension Finance	19.Communications with Stakeholders	/	√	×
	11. Innovation-Driven			
Digital Finance	12. Ethics of Science and Technology	/	√	√
	19.Communications with Stakeholders			

Alignment with SSE and HKEx Sustainability Issues				
Issue Name	<i>Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)</i>	<i>HKEx Main Board Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code</i>	Impact Materiality	Financial Materiality
Consumer Rights Protection	15.Safety and Quality of Products and Services 19.Communications with Stakeholders	Part C-Aspect B6: Product Responsibility	√	×
Cybersecurity, Information, and Data Security	16.Data Security and Customer Privacy Protection 19.Communications with Stakeholders	Part C-Aspect B6: Product Responsibility	√	×
Customer Privacy Protection	16. Data Security and Customer Privacy Protection 19.Communications with Stakeholders	Part C-Aspect B6: Product Responsibility	√	×
Employees	17.Employees 18.Due Diligence 19.Communications with Stakeholders	Part C-Aspect B1: Employment Part C-Aspect B2: Health and Safety Part C-Aspect B3: Development and Training Part C-Aspect B4: Labor Standards	√	√
Contributions	9. Rural Revitalization	Part C-Aspect B8: Community	×	×

Alignment with SSE and HKEx Sustainability Issues				
Issue Name	<i>Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)</i>	<i>HKEx Main Board Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code</i>	Impact Materiality	Financial Materiality
to the Society	10. Contributions to the Society 19. Communications with Stakeholders	Investment		
Supply Chain Management	13. Supply Chain Security 14. Equal Treatment for Small and Medium-Sized Enterprises 18. Due Diligence 19. Communications with Stakeholders	Part C-Aspect B5: Supply Chain Management	×	×
Governance				
Corporate Governance	19. Communications with Stakeholders	Part B: Mandatory Disclosure Requirements-Governance Structure	√	×
Financial Risk Management	19. Communications with Stakeholders	/	√	√
Business Ethics	19. Communications with Stakeholders 20. Anti-Commercial Bribery and Anti-Corruption 21. Anti-Unfair Competition	Part C-Aspect B7: Anti-corruption	√	×

(IV) Communications with Stakeholders

The Company regards communication with stakeholders as a cornerstone of sustainable development management. Based on its actual business and operational management characteristics, the Company has identified six major groups of stakeholders that it significantly impacts. It has formulated targeted communication policies and established regular communication mechanisms tailored to the characteristics of each stakeholder group. This ensures that the voices, opinions, and feedback of stakeholders are fully heard and promptly addressed, thereby continuously enhancing the effectiveness of stakeholder communication. In 2025, the implementation of communication policies with all stakeholder groups proceeded smoothly.

Stakeholder Groups	Engagement Frequency and Channels	Engagement Issues
Government and Regulatory Authorities	<ul style="list-style-type: none"> ● Regular: Communication via phone calls, emails, and periodic reports. ● Ad hoc: Communication through reports and meetings. 	<p>Issues such as climate change tackling, green finance, technology finance, inclusive finance, pension finance, digital finance, consumer rights protection, cybersecurity, information and data security, customer privacy protection, contributions to the society, corporate governance, and financial risk management.</p>
Clients	<ul style="list-style-type: none"> ● Regular: Reports and information disclosures, customer risk preference assessments, customer 	<p>Issues such as green finance, technology finance, inclusive finance, pension finance, digital finance, consumer rights protection, cybersecurity,</p>

Stakeholder Groups	Engagement Frequency and Channels	Engagement Issues
	<p>satisfaction surveys.</p> <ul style="list-style-type: none"> ● Ad hoc: Telephone calls, emails, online/offline customer service channels. 	<p>information and data security, customer privacy protection, contributions to the society, corporate governance, financial risk management, and business ethics.</p>
Employees	<ul style="list-style-type: none"> ● Regular: Performance communication, employee satisfaction surveys, Workers' Congress meetings. ● Ad hoc: Daily communication, cultural and health activities, trade union group meetings, research exchange sessions, complaints and whistleblowing. 	<p>Issues such as employees.</p>
Shareholders and Investors	<ul style="list-style-type: none"> ● Regular: Annual general meetings, performance release conferences, periodic performance reports. ● Ad hoc: Telephone calls, emails, official website updates, investor communication meetings, extraordinary general meetings, interim announcements. 	<p>Issues such as climate change tackling, green finance, consumer rights protection, cybersecurity, information and data security, customer privacy protection, corporate governance, financial risk management, and business ethics.</p>
Partners	<ul style="list-style-type: none"> ● Regular: Signing of <i>Integrity Co-construction Agreements</i> with suppliers, supplier training. ● Ad hoc: Phone calls, emails, online/offline 	<p>Issues such as digital finance, consumer rights protection, cybersecurity, supply chain management, and business ethics.</p>

Stakeholder Groups	Engagement Frequency and Channels	Engagement Issues
Society	<p>meetings, bidding activities, and on-site visits.</p> <ul style="list-style-type: none"> ● Regular: Online/offline educational campaigns. ● Ad hoc: Employee volunteer services, public welfare donations, meetings and research exchanges under the Targeted Assistance Leadership Group, and digital channels such as social media, etc. 	<p>Issues such as consumer rights protection, and contributions to the society.</p>

VIII. Environmental: Upholding the Guidance of "Dual Carbon" Goals, Empowering Comprehensive Green Transformation with Finance

We Support Sustainable Development Goals (SDGs)



(I) Climate Change Tackling

CMB actively responds to the national goals of carbon peaking and carbon neutrality, comprehensively assesses the opportunities and challenges brought by climate change, deeply integrates climate change tackling into the Value Bank strategy, seizes green development opportunities, comprehensively consolidates the lines of defense for climate risk management, and is committed to becoming a firm supporter and active participant in the green transition.

1. Governance

1.1 Board of Directors

Process Management

- The Board of Directors of the Company plays its strategic leading role in environmental (climate) management and green finance, and is responsible for reviewing or hearing ESG development strategies and basic management systems, including environmental (climate) risks. It

earnestly assumes the primary responsibility in environmental governance, climate risk management, and green finance, promoting the improvement of the Company's ESG management level and management performance. The special committees under the Board of Directors strengthen the supervision of environmental (climate) management and green finance, and provide professional opinions and suggestions to the Board of Directors, effectively facilitating the Company in carrying out environmental (climate) management and green finance work.

- The Board of Directors and its Strategy and Sustainable Development Committee regularly review proposals such as the sustainability report on an annual basis, ensuring that the Company integrates ESG-related content, including climate risks, into the overall business development strategy of the whole Bank. The Board of Directors and its Risk and Capital Management Committee regularly review the comprehensive risk report on a quarterly basis, and regularly review proposals such as the implementation status of risk appetite and the work report on business continuity management" on an annual basis, ensuring that

all risk indicators, including ESG risks such as climate risks, meet the predetermined risk appetite requirements of the Board of Directors.

Professional Skills

- Mr. Wang Liang, Mr. Zhong Desheng, Mr. Wong Yuk Shan, and other members of the Board of Directors possess experience and skills related to environmental (climate) risk management, providing strong support for the efficient operation and scientific decision-making. Among them, Mr. Wong Yuk Shan formerly served as the Deputy Chairman of Hong Kong Advisory Council on the Environment, possessing extensive professional knowledge and experience in performing duties in the environmental (climate) field. He provides valuable opinions and suggestions from a professional perspective, and oversees the Company's relevant strategies for responding to climate change risks and opportunities.

Training and Learning

- The Board of Directors places emphasis on enhancing its

climate risk governance capabilities. In 2025, all directors actively participated in green finance-related training, studied materials such as the *CMB Comprehensive Service Plan for Green Finance*, gained an in-depth understanding of development experiences in green finance, including climate risks, and consolidated and enhanced the philosophy of sustainable development.

1.2 Senior Management

In 2025, the President's Office Meeting of the Company reviewed the *2025 Green Finance Action Plan*, clarified the development direction and implementation paths of green finance, and ensured that green finance businesses are carried out in a standardized and orderly manner.

Composition, Responsibilities, and Annual Work Progress of the Environmental (Climate) and Green Finance-Related Committees under the Senior Management of CMB

Senior management committee	Green Finance Business Development Committee	Green Operation Management Committee
Chairperson of the Committee	Senior executive responsible for corporate finance at the Head Office	Senior executive responsible for financial work at the Head Office
Main Responsibilities	Formulates green finance strategic plans, development goals, key customer segments, and business operation strategies; promotes the development of the green finance product and service system and the green risk management system; studies resource allocation and supporting policies for green assessment; drives capacity building for information disclosure; builds a green finance brand; and enhances the Company's ESG	Reviews major matters related to green operations, such as annual green operations plans, carbon target setting, and implementation plans for key emission reduction projects; regularly hears progress reports from member units on work related to green operations; and supervises key tasks in critical areas such as the energy efficiency optimization of data centers and the promotion of green office practices.

	performance, etc.	
Lead Department	General Office of Corporate Finance, Risk Management Department	Financial Accounting Department
Member Unit	21 departments including General Office of Corporate Finance, Risk Management Department, General Office, Assets and Liabilities Management Department at the Head Office, as well as 2 subsidiaries including CMB Financial Leasing and CMB Wealth Management.	13 departments such as Financial Accounting Department, General Office, General Office of Corporate Finance, and General Office of Retail Finance at the Head Office, along with 7 major subsidiaries including CMB Wing Lung Bank, CMB International Capital and CMB Financial Leasing.
2025 Work Progress	Convenes working meetings on a quarterly basis to review and study topics and matters such as the green finance action plan, the organization of green energy assets, the strengthening of green finance management, and the enhancement of green finance evaluation work.	Convenes working meetings on a quarterly basis to review and approve matters such as the <i>2025 Green Operations Work Plan</i> and the <i>2026 Action Plan for Green Operation</i> , and systematically advances initiatives including energy conservation and emission reduction, carbon target setting, and the development of carbon management systems for subsidiaries, conducts an annual work review and reviews the plan for the next year to ensure the continuity and systematic nature of green operations work.

1.3 Specialized Department

In terms of green finance, the Company has established five project teams under the Green Finance Business Development Committee. These teams collaborate effectively and work closely together to promote the high-quality development of the green

finance business. Meanwhile, a green finance team has been established within General Office of Corporate Finance of the Head Office, responsible for the coordinated operation of green finance business development across the whole Company, including tasks such as formulating customer base management strategies and building the customer base, constructing the product and service system and organizing assets, as well as comprehensive management and professional talent cultivation.

Detailed Information on the Project Teams of the Green Finance Business Development Committee of CMB

Project team name	Lead Department	Main Responsibilities
Green Development Planning and Execution Team	CMB Research Institute	Formulate the bank-wide green development plan and assess the implementation of the strategy.
Industry and Supply Chain Research Group	General Office of Corporate Finance, Risk Management Department	Organize research and analysis of key industries in the green economy and their supply chains, establish and connect with external policy channels, and conduct training sessions.
Customer Management and Service Group	Strategic Customers Department, General Office of Corporate Finance	Industry chain customer acquisition and management, service solutions and product innovation implementation, business opportunity acquisition and project organization promotion, etc.
Policy Support Team	Risk Management Department, Assets and Liabilities	Build a green Risk Management system, optimize resource allocation and supporting assessment mechanisms, Environmental, Social, and Governance information disclosure

	Management Department, General Office	and brand promotion, etc.
Retail Green Finance Team	General Office of Retail Finance	Retail green finance system development, support policies, product innovation, data statistics, etc.

In relation to green operations, the Company has established the Office of the Green Operations Management Committee within the Head Office Financial Accounting Department. The Head Office Financial Accounting Department primarily takes the lead in formulating work plans and action plans for green operations; coordinating and advancing the implementation of the Company wide green operations action plans, carrying out green operations measures within its scope of responsibilities, and tracking the effectiveness of related initiatives; leading the compilation of carbon emission data associated with operational activities to support energy conservation, emission reduction, and carbon information disclosure; and coordinating the development of the operational carbon management system.

With regard to audit and supervision, the Company's Audit Department incorporates green finance into its annual routine audit work, focusing on areas such as the implementation of green finance related policies, process management, data quality, asset quality, and rectification status. Through supervisory oversight, it promotes the enhancement of internal operations and risk control effectiveness.

1.4 Branches and Subsidiaries

The Company's domestic and overseas branches and subsidiaries leverage regional characteristics and their respective business strengths to enrich and refine the green finance product and service system in light of local conditions. At the end of 2025, all domestic branches have assigned green finance personnel within their General Office of Corporate Finance to promote the development of green finance business within their respective jurisdictions in accordance with the unified arrangements of the Head Office. The Company actively promotes the establishment of green sub branches and encourages branches to explore institutional and mechanism innovation in green finance within National Green Finance Reform and Innovation Pilot Zones. As of the end of 2025, green branches including the Quzhou Longyou Green Sub branch and the Wuhan Yangtze River Green Sub branch had been established, and the Huzhou Branch had been designated as a green finance pilot branch.

2. Strategy

The Company actively implements the national "dual carbon" strategy and comprehensively assesses the impacts of climate change on the Company. Committed to building a climate resilient "Value Bank", the Company continuously optimizes the business model to ensure the effective management of climate risks within operations and the capturing of green development opportunities.

2.1 Identification and Analysis of Environmental (Climate-related) Risks

In 2025, the Company continued to deepen climate risk management. Retrospective reviews and optimizations of the climate risk identification and assessment system were conducted to ensure the system's alignment with the actual risk landscape of the year and its effective integration with the response measures implemented.

CMB's Identification and Analysis of Climate-Related Risks

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
Credit Risk	<ul style="list-style-type: none"> Physical Risks: Industries such as real estate and agriculture may face impacts from typhoons, floods, droughts, and other natural disasters or extreme weather events. 	<ul style="list-style-type: none"> These risks could lead to asset depreciation for clients in affected industries, making their business operations unsustainable and causing substantial depreciation in collateral value, which in turn would result in bad debt losses 	Banking Portfolio (e.g., financing for real estate and agriculture)	Medium term, Long term	<ul style="list-style-type: none"> These risks could result in reduced crop yields, affecting repayment of agricultural loans and increasing credit impairment losses. Collateral is exposed to 	<ul style="list-style-type: none"> Enhancing engagement and cooperation with external authoritative research institutions, actively monitoring natural disasters and extreme weather events, optimizing credit strategies as appropriate, and adjusting risk mitigation measures.

¹ In reference to the *Corporate Sustainability Disclosure Standards – Basic Standards (Trial)* issued by the Ministry of Finance and based on the actual conditions of the Company, the Short-term is defined as 2026, the Medium-term is defined as the period from 2027 to 2031, and the Long-term is defined as 2032 and thereafter.

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
		for the Company..			value depreciation, carrying the underlying risk of turning into stranded or illiquid assets.	<ul style="list-style-type: none"> Deepening research on physical risk transmission mechanisms and conducting physical risk stress testing for specific types of disasters.
	<ul style="list-style-type: none"> Transition Risk: As China advances the national "dual carbon" goals, industries such as traditional fossil fuels and manufacturing sectors characterized by 	<ul style="list-style-type: none"> These risks may escalate costs, weaken product demand, and diminish profits or investment returns for credit clients. In severe cases, clients may face insolvency or 	Banking Portfolio	Medium term, Long term	<ul style="list-style-type: none"> Credit assets exposed to transition risk may experience deterioration in asset quality, leading to an increase in credit 	<ul style="list-style-type: none"> Strengthen tracking research on policies related to climate change, as well as research on climate risk transmission mechanisms brought by climate change, and conduct climate risk

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
	<p>high energy consumption and high emissions may be impacted by transition risks. These include technological upgrades, the elimination or replacement of obsolete capacity, and the expansion of demand for alternative products within these sectors.</p>	<p>liquidation, consequently resulting in future bad debt losses for the Company.</p>			<p>impairment losses.</p>	<p>stress tests for high carbon industries based on reality.</p> <ul style="list-style-type: none"> Analyzing and evaluate economic and industrial transition pathways under the "dual carbon" goals, and update management requirements, including green finance policy and industry policy, on an annual basis in alignment with development strategies. Allocate business, financial,

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
						<p>and human resources to facilitate green finance, while increasing support for green low carbon industries, strengthening risk management for high carbon assets, phasing out obsolete capacity, and systematically advancing the transition of investment and financing structures toward a green low carbon model.</p>

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
Market Risks	<ul style="list-style-type: none"> ● Transition Risks: Driven by China's "Dual Carbon" Goals, shifts in investor risk preferences have increased price volatility for assets in high-carbon-emitting industries. 	<ul style="list-style-type: none"> ● These risks may lead to reduced valuations for such assets. 	Banking Portfolio	Medium term, Long term	<ul style="list-style-type: none"> ● These risks may affect fair value changes or investment returns. 	<ul style="list-style-type: none"> ● Continuously optimizing asset and product structures, engage in green investments, develop green-preference products, and implement risk hedging strategies.
Operational Risk	<ul style="list-style-type: none"> ● Physical Risks: Extreme weather events such as severe heatwaves, cold snaps, droughts, hailstorms, strong winds, and tornadoes may 	<ul style="list-style-type: none"> ● These risks could result in employees being unable to work normally, equipment failures, and disruptions to business 	Direct Operations	Short term, medium term, long term	<ul style="list-style-type: none"> ● These risks may lead to increased capital expenditures and indirect costs due to repairs or 	<ul style="list-style-type: none"> ● Establishing a business continuity management system to clarify departmental responsibilities. Critical business units and IT

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
	<p>impact critical business infrastructure, including operational sites, equipment, personnel, and information systems.</p>	<p>continuity.</p>			<p>reconstruction of damaged facilities.</p> <ul style="list-style-type: none"> ● These risks may cause potential revenue losses from business interruptions. 	<p>departments must develop emergency response plans for unforeseen events and conduct practical drills to enhance preparedness.</p> <ul style="list-style-type: none"> ● Integrating climate risks into business continuity assessments. Key business units regularly conduct risk evaluations. In 2025, the assessment of climate risks'

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
						impact on business continuity concluded low risk.
Liquidity Risk	<ul style="list-style-type: none"> ● Physical Risks: Sudden extreme weather events or long-term climate change impacts may lead to operational difficulties for certain clients. 	<ul style="list-style-type: none"> ● These risks could result in increased customer default risks, insufficient funding sources, and liquidity constraints for the Company, thereby affecting client transactions and internal operations. 	Banking Portfolio (Deposit and Loan Business)	Medium term	<ul style="list-style-type: none"> ● These risks may lead to credit impairment losses and increased financing costs. 	<ul style="list-style-type: none"> ● Closely monitoring and assessing the impact of climate risks on clients and the Company's operations, including trends in liquidity changes. Integrates climate risk factors into liquidity contingency planning.
Strategic Risk	<ul style="list-style-type: none"> ● Transition Risks: Failure to timely adjust 	<ul style="list-style-type: none"> ● These risks may lead to strategic misalignment, 	Direct Operations, Upstream/Down	Medium term, Long term	<ul style="list-style-type: none"> ● These risks may lead to Reduced 	<ul style="list-style-type: none"> ● Incorporating transition risk factors into

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
	business models, credit strategies, and strategic plans in response to climate change factors.	undermining the Company's market competitiveness.	stream Value Chains, Banking Portfolio		demand for products and services may lower operating revenue.	strategic risk assessments and addressing them during strategy formulation and execution.
Reputational Risks	<ul style="list-style-type: none"> ● Physical Risks: Extreme weather events may force the Company to temporarily close operational branches or suspend services. 	<ul style="list-style-type: none"> ● These risks may lead to service disruptions in affected areas, hindering the effective fulfillment of client needs and generating reputational 	Direct Operations	Short term, Medium term	<ul style="list-style-type: none"> ● These risks may lead to reputational damage and diminished customer trust, thereby hindering business 	<ul style="list-style-type: none"> ● Conducting reputational risk developing contingency plans, initiating emergency public relations responses as necessary, and further enhancing emergency drills for

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
	<ul style="list-style-type: none"> ● Transition Risks: Heightened public scrutiny may result in the Company failing to meet stakeholder expectations in addressing climate change challenges. Additionally, increasingly stringent environmental 	<p>risks.</p> <ul style="list-style-type: none"> ● These risks may lead to negative evaluations from existing and potential clients regarding the Company's operations, management, and other actions, thereby giving rise to reputation risk. 	Banking Portfolio	Short term, Medium term	expansion.	<p>relevant scenarios.</p> <ul style="list-style-type: none"> ● Strengthening ESG communication to accurately and promptly disseminating the Company's sustainability progress, fostering a positive corporate image. ● Regularly identifying reputation risk vulnerabilities, monitoring and preempting risks associated with

Risk Type	Climate Risk Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Mitigation Measures and Resources
	and social standards could expose the Company to environmental and social risks due to inadequate management or insufficient due diligence.					environmental and green finance issues, and establishing the Public Opinion Response Mechanism to manage potential negative events and respond to stakeholder concerns in a timely manner.

2.2 Identification and Analysis of Environmental (Climate-related) Opportunities

In 2025, the Company actively captured climate transition opportunities and performed dynamic re examinations and iterative updates of its climate opportunity identification and analysis. This ensured alignment with green and low carbon development trends, and promoted deep integration with business innovation and strategic layout.

CMB's Identification and Analysis of Climate-Related Opportunities

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
Resource Efficiency	<ul style="list-style-type: none"> Optimize capital allocation efficiency to prioritize funding for renewable energy and energy 	<ul style="list-style-type: none"> Drive the development of green credit, green bonds, sustainability-linked loan and other 	Downstream Value Chain, Banking Portfolio	Short term, Medium term, Long term	<ul style="list-style-type: none"> Revenue growth from increased demand for products and services. Access to newly 	<ul style="list-style-type: none"> Utilizing green asset project organization as a core lever to promote the steady growth of green credit scale alongside structural optimization and adjustment. Organizing green industry asset projects in sectors such as wind and solar power, hydropower and pumped storage, rail transit,

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Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
	<p>efficiency retrofitting projects.</p> <ul style="list-style-type: none"> Promote innovation in green financial products. 	<p>products.</p> <ul style="list-style-type: none"> Prioritize the allocation of capital toward green low carbon transition fields including carbon reduction, pollution reduction, green expansion, and growth. 			<p>developed/emerging markets contributes to revenue growth.</p>	<p>and data centers, while conducting special research on asset allocation for transition industries such as steel and shipping.</p> <ul style="list-style-type: none"> Launching the <i>CMB Comprehensive Service Plan for Green Finance</i> based on policy and market research. In alignment with the development requirements of the Five Great Articles and the strategic deployment of the Beautiful China initiative, developing and introducing a comprehensive, differentiated, and specialized product and service system. Adapting to the green low carbon development needs of clients by centering on

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
						<p>transition pathways of carbon reduction, pollution reduction, green expansion, and growth, as well as carbon market construction.</p> <ul style="list-style-type: none"> ● Building a distinctive green finance product and service matrix to capture climate-related opportunities.
	<ul style="list-style-type: none"> ● Energy saving and emission reduction in office space and data centers. 	<ul style="list-style-type: none"> ● Improve energy utilization efficiency and reduce energy consumption. ● Reasonably 	Direct Operations	Short term, Medium term, Long term	<ul style="list-style-type: none"> ● Short-term: The implementation of energy conservation and emission reduction measures requires the 	<ul style="list-style-type: none"> ● Systematically advancing energy saving and emission reduction work, conducting floor energy patrols at the Head Office Shenzhen site, and carrying out smart sensor lighting renovation pilots for the Head Office building. Monitoring energy consumption of tier 1 branch headquarters

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
		<p>guard against policy risks such as carbon emission restrictions and enjoy policy dividends such as low-carbon subsidies or tax incentives.</p>			<p>purchase and use of more environmentally friendly production processes, technologies and energy-saving equipment, as well as the hiring of external experts to provide consulting services, etc., which will</p>	<p>buildings on a monthly basis and extending energy management to 1,848 domestic outlets.</p> <ul style="list-style-type: none"> ● Conducting third party quality inspections for 72 office premises across branches and Head Office departments and carrying out energy efficiency assessments for the headquarters buildings of seven branches including Nanjing, Foshan, Qingdao, Suzhou, Ningbo, Chongqing, and Wuhan branches. ● Promoting the <i>CMB Green Low Carbon Operation Carbon Reduction Toolkit</i> and allocating a special budget to ensure the implementation of carbon

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
					<p>increase the Company's capital expenditures and operating and administrative expenses.</p> <ul style="list-style-type: none"> ● Long-term: Reducing expenditure costs such as electricity and oil costs. 	reduction measures.
Energy Source	<ul style="list-style-type: none"> ● The overall energy utilization of the 	<ul style="list-style-type: none"> ● Contribute to the Company's 	Downstream Value Chain, Banking	Short term, Medium	<ul style="list-style-type: none"> ● Revenue growth from increased 	<ul style="list-style-type: none"> ● Following closely the construction of the national new type energy system and market

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
	society tends towards low-carbonization.	client restructuring and asset allocation optimization.	Portfolio	term, Long term	demand for products and services. ● Access to newly developed/emerging markets contributes to revenue growth	demand changes, continuously strengthening green energy asset organization, and enhancing new energy vehicle consumption service capabilities.
	<ul style="list-style-type: none"> ● Participate in electricity market trading. ● Promote the utilization of clean energy 	<ul style="list-style-type: none"> ● Reduce the dependence on traditional energy sources. 	Direct Operations	Short term, Medium term, Long term	<ul style="list-style-type: none"> ● Short-term: The implementation of energy-saving and emission 	<ul style="list-style-type: none"> ● Participating in electricity market trading, achieving an 8% year-on-year reduction in the unit price of electricity in 2025. Excluding the impact of power consumption factors and the R&D center renovation

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
	such as photovoltaic power generation.				reduction measures requires the purchase and use of more environmentally friendly production processes, technologies and energy-saving equipment, as well as the hiring of external experts to provide	project, electricity costs for the Head Office building, the Pinghu Financial Innovation Building, and the Remote Banking Center office sites decrease by RMB6.18 million year-on-year.

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
					<p>consulting services, etc., which increases the Company's capital expenditures and operating and administrative expenses.</p> <ul style="list-style-type: none"> ● Long-term: Reduce the cost of energy expenses such as electricity and 	

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
					fuel.	
Market	<ul style="list-style-type: none"> ● Increase investment in green finance, transition finance and other business areas. ● Increase enterprises' need to improve their own ESG performance. 	<ul style="list-style-type: none"> ● Strengthen the forward-looking business layout of green and low-carbon transition industries. 	Downstream Value Chain, Banking Portfolio	Short term, Medium term, Long term	<ul style="list-style-type: none"> ● Achieving revenue growth through increased demand for products and services. Ensuring that the green loan growth rate in 2026 is no lower than the growth rate of total loans. ● Access to newly 	<ul style="list-style-type: none"> ● At the end of 2025, the Company handled a cumulative amount of RMB14.797 billion in green deposits, which is primarily reflected in the Customer deposits item of the balance sheet in the Annual Report. The Guangzhou, Jinan, Haikou, and Guiyang branches achieved the initial implementation of green deposits, with the branch implementation coverage reaching 70.5%. ● At the end of 2025, the green loan balance of the Company was RMB609.413 billion, representing an increase of

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
					developed/e merging markets contributes to revenue growth.	<p>21.01% from the beginning of the year, and the growth rate was significantly higher than the average loan growth rate of the Company. This is primarily reflected in the Loans and advances item of the balance sheet in the Annual Report.</p> <ul style="list-style-type: none"> At the end of 2025, the Company held green bonds with a scale of RMB30.358 billion. This is primarily reflected in the Financial investments item of the balance sheet in the Annual Report.
Resilience (Adaptability)	<ul style="list-style-type: none"> Invest in climate adaptation initiatives. 	<ul style="list-style-type: none"> Avoid future losses, generate positive 	Downstream Value Chain, Banking Portfolio	Long term	<ul style="list-style-type: none"> Revenue growth from increased demand for 	<ul style="list-style-type: none"> Continuously increasing investment and financing support for industries and enterprises contributing to

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
		economic benefits and additional environmental and social benefits, and promote the increase of investment portfolio value.			products and services. ● Access to newly developed/e merging markets contributes to revenue growth.	environmental (climate) change adaptation or mitigation.
	● Strengthen the green operations management system to enhance greenhouse gas	● Increase adaptability to future regulatory changes. ● Enhance operational	Direct Operations	Short term, Medium term, Long term	● Reduce non-operating expenses or business and management fee losses caused by extreme	● Systematically advancing energy saving and emission reduction across the Head Office and branch, and allocating a special budget to ensure the implementation of emission reduction measures.

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
	<p>emissions management capabilities.</p> <ul style="list-style-type: none"> ● Purchase property insurance to mitigate potential losses from extreme weather events (e.g., floods, hurricanes, droughts) on the Company's owned assets (buildings, vehicles, equipment) and 	<p>climate resilience and real-time response to climate change.</p>			<p>weather or policy changes.</p>	

Opportunity Type	Climate Opportunity Factor Description	Impact on the Company's Business Model and Value Chain	Affected Value Chain Stage	Time Horizon ¹	Financial Impact on the Company	Measures to Seize Opportunities and Resource Allocation
	collateral. <ul style="list-style-type: none"> ● Adopt digital management technologies. 					

2.3 Climate Risk Stress Testing

2.3.1 Climate Transition Risk Stress Testing

In 2025, to assess the operational impact of climate risk, the Company conducted climate transition risk stress testing. This assessment covered high carbon industries including power, steel, building materials, petrochemical, chemical, paper making, and non ferrous metal smelting. Using June 30, 2025 as the base period, the Company evaluated the impact of climate transition risks on the credit asset quality of the Company over a future period. Regarding testing scenarios and risk transmission, carbon emissions and electricity consumption served as core driving factors. Under scenarios of restricted carbon emissions, enterprise production activities were affected and electricity consumption decreased, leading to operational decline and increased risks for clients, as well as a deterioration in loan asset quality.

Results of the stress testing indicated that while loan risks in high carbon industries rose to a certain extent under stress scenarios, the proportion of such assets within the total credit assets of the Company will remain limited. Furthermore, as the

Company maintains sufficient Allowance for impairment losses, the impact of climate transition risks will remain within an acceptable range and pose no significant threat to stable operations.

2.3.2 Climate Physical Risk Stress Testing

In 2025, the Company explored the implementation of climate physical risk stress testing, focusing on the impact of specific disaster types such as typhoons on operations. Using September 30, 2025 as the base period, the Company selected the loan portfolio in Guangdong Province to measure the impacts of typhoons on loan asset quality and risk mitigation capabilities. Based on global warming scenarios, typhoon disasters caused business interruptions and building damages, leading to a decline in Gross National Product in Guangdong Province, weakened repayment capacity of clients, and depreciation in the value of real estate collateral.

Results of the stress testing showed that under extreme climate scenarios, although asset quality and risk mitigation capabilities of clients in relevant regions will experience a decline, the overall risk impact on the Company remained controllable.

3. Impacts, risks, and opportunities

3.1 Business Segment Environmental (Climate) Management

The Company attaches paramount importance to the management of environmental (climate) risks and opportunities. Regarding risk control, the Company formulated the *2026 Credit and Investment Policy of China Merchants Bank*, which includes a Green Finance (ESG) Special Chapter. By integrating ESG risk management requirements into the entire lifecycle of investment and financing businesses and leveraging a systematic risk management framework, the Company effectively enhances ESG risk control efficiency. For specific work and achievements regarding environmental (climate) opportunity management, please refer to the "Green Finance" section in the "Environmental" chapter of this report.

3.1.1 ESG Risk Management Measures

Risk Appetite

- Explicitly define green finance related requirements within

the risk appetite framework. This includes clarifying classification standards, optimizing risk review criteria, and strictly controlling clients and projects with significant ESG risks to steadily increase the proportion of green finance assets, facilitate the green transition of investment and financing structures, and drive high quality development of green finance. Meanwhile, establish risk appetite indicators for green loan proportions, continuously monitor performance, and provide regular implementation reports to the Board of Directors.

Client Onboarding

- Adhere to the ESG evaluation "one vote veto" mechanism. Projects and clients are explicitly required to comply with national environmental standards regarding site selection, production processes, resource consumption, and pollutant emissions. The Company declines involvement in "two highs and one low" projects (characterized by high energy consumption, high emissions, and low level technology). Rigorous reviews are conducted for enterprises in environment sensitive industries. Credit shall not be

granted to, and existing financing shall be recovered from, projects and enterprises that fail to comply with ESG requirements or relevant industrial policies.

Client Classification

- Formulate the *Management Measures for ESG Risk Classification of Corporate Clients of China Merchants Bank*. Corporate clients are categorized into "four colors and six categories", namely Green (ESG Friendly), Blue (ESG Qualified Category I and Category II), Yellow (ESG Concern), and Red (ESG Missing Category I and Category II). This classification is based on the degree of environmental (climate) and social impact, as well as the level of ESG risks including energy consumption, carbon emissions, environmental pollution, ecological protection, climate change, land acquisition and demolition, occupational health, gender equality, production safety, and resettlement.

CMB ESG Risk Classification System for Corporate

Clients and Loans

Green

- Clients possess sophisticated ESG management systems and demonstrate exemplary compliance with ESG related laws and regulations. They are primarily engaged in state encouraged green sectors such as energy saving and carbon reduction, environmental protection, resource recycling, energy green low carbon transition, ecological protection and restoration, green infrastructure upgrades, and green services. Both clients and their projects maintain full ESG legal compliance.
- Priority is given to providing investment and financing support for Green category clients.

Blue

- Clients maintain relatively well established ESG management systems and are primarily engaged in general non-green industries. Both clients and their projects are law compliant, with relevant technologies, equipment, carbon emissions, energy and material

consumption, water usage, and waste treatment meeting all legal requirements.

- Selective support is provided to Blue category clients with superior performance.

Yellow

- Clients possess basic ESG management systems but exhibit potential ESG risks in areas such as environmental protection, safety, or health management.
- Support for Yellow category clients is extended with caution.

Red

- Clients lack adequate ESG management systems or exhibit significant defects in ESG compliance, including serious violations related to the environment or safety.
 - For Red category clients, the Company suspends new credit and curtails existing loans until risks are fully resolved.
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Risk Monitoring and Warning

- Collect official data from government and regulatory bodies, including the National Development and Reform Commission and the Ministry of Ecology and Environment, alongside feedback from the media and the public, and field investigation data. The Company dynamically monitors ESG risks for investment and financing clients or projects, establishing a closed loop process covering "ESG risk identification-screening-warning-rectification". In 2025, the Company continued to enrich ESG risk data to generate risk signals, enhancing the comprehensiveness and accuracy of risk monitoring.
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Inspection and Supervision

- Formulate the *Guiding Opinions on Risk Inspection and Supervision in 2025*, explicitly incorporating ESG risks into daily supervision with specific inspection focal points. Evaluations of branches include green finance development, ESG risk classification, and ESG risk management to ensure timely problem detection and rectification.

System Empowerment

- The group risk management system enables ESG risk classification tagging for clients and performs cross-check against industry attributes. Clients classified as Yellow or Red are included in the ESG risk watch list, with risk alerts pushed to relationship managers and approval officers during the credit process.

Data Integration

- Integrate third party ESG risk data into core modules of the group risk management system. By embedding the data

into credit approval and post loan management, the Company creates an ESG risk control closed loop covering the entire pre-loan, mid-loan, and post-loan process, achieving dynamic monitoring of credit clients.

3.1.2 Full Process ESG Risk Management

Due Diligence

- **Policy Framework:** Formulate the *Management Measures for Pre-loan Due Diligence of Corporate Credit Business of China Merchants Bank (The 2nd Edition)* to standardize ESG due diligence procedures for corporate credit business.
 - **Procedural Workflow:** The process encompasses 6 stages: pre-investigation preparation, implementation, client rating, due diligence reporting, credit scheme formulation, and submission for review. Led by relationship managers and operating units, the process involves collaboration with risk managers as required. When necessary, the "Pre-loan Iron Triangle" mechanism, involving credit approval officers, is activated to ensure the forward positioning of risk
-

assessments. For clients or projects with complex ESG risk drivers or evaluation challenges, the Company engages independent third party professional institutions or consults government authorities to enhance risk rating accuracy.

- **Scope of Investigation:** Regarding environmental factors, focus on verifying compliance with pollutant and waste discharge standards, and collect documentation such as discharge permits and Environmental Impact Assessments (EIA). The Company conducts deep assessments of climate change resilience, reviewing compliance with the "dual control" of energy consumption and carbon emissions and natural resource efficiency. Stringent industry screening is applied to identify high energy consumption, high emission, or overcapacity sectors, ensuring production equipment and processes meet national standards. Key carbon reduction areas, such as clean energy, are prioritized. Environmental violations, administrative penalties, litigations, and biodiversity public opinion are comprehensively screened, alongside environmental credit ratings and management system certifications like clean production. Regarding social factors, the Company verifies product safety certifications and negative information, with

a rigorous check on production safety penalties. Regarding governance, the Company collects ESG and sustainability disclosures to evaluate client ESG management performance.

Compliance Review

- For innovative businesses involving environmental risks, the Company performs legal and compliance risk assessments to ensure alignment with regulatory requirements and prevent associated risks.
- During internal policy evaluations, the Company ensures that internal regulations effectively map to external normative requirements concerning environmental risks.

Credit Approval

- In the *Work Standards for Corporate Credit Approval of China Merchants Bank*, the Company mandates the review of ESG risk factors. This includes verifying permits for hazardous waste or franchise operations, EIA reports, discharge certificates, and core patent authorizations to ensure all qualifications remain valid. For core intellectual

property essential to operations, the Company strictly verifies that patent authorizations are valid and free of ownership disputes.

- Credit and investment are strictly restricted for clients with serious legal violations or significant ESG risks.
- The Company closely monitors the ecological impact of business activities, strictly adhering to biodiversity protection laws and prohibiting credit support for activities that cause severe ecological damage.

Contract Management

- Green finance clauses are integrated into corporate credit contract templates. These include representations, warranties, and default liabilities related to ESG risk management, to elevate client focus on ESG compliance.

Disbursement Management

- The Company strictly implements approval conclusions during the loan disbursement process. Based on ESG risk management requirements in approval opinions and product systems, the Company verifies the clients

regarding environmental standards, assessment reports, and qualification certificates to ensure they fully satisfy the prerequisites for disbursement.

Post Investment and Loan Management

- In the management measures for post investment and loan for corporate clients, the Company explicitly mandates monitoring of client ESG risk profiles. Upon identifying sudden environmental incidents, legal violations, or other ESG risk events, the Company implements targeted management actions. In 2025, the Company maintains routine monitoring of client ESG risks, issuing timely alerts or warnings and urging rectification where potential risks are identified.

CMB ESG Risk Escalation and Disposal Mechanism

Risk Escalation

- The Company establishes multi dimensional ESG risk

escalation triggers and thresholds. Escalation is triggered by downgrades in environmental credit ratings or the occurrence of negative events and penalties in areas such as environmental protection, safety, and intellectual property.

- Referencing environmental protection standards and regulations including the grading of sudden environmental Incidents, grading of environmental pollution Incidents, grading of environmental violations, and enterprise environmental credit ratings, the Company implements categorized management for credit clients while incorporating social and governance risk factors. By adopting stringent measures such as tightening credit terms, restricting new loans, curtailing credit exposure, and supervising rectification, the Company effectively prevents and defuses risks.

Risk Reporting

- Client ESG risks are integrated into the major risk reporting system. For risks that impact a client's viability or the Company's asset safety, reporting is escalated to various

management levels based on the exposure amount. Reports cover the event background, impact, losses, implemented or planned mitigation measures, and future risk outlook.

3.1.3 Credit Policies for Key Sectors

In January 2026,, the Company issued the *2026 Credit and Investment Policy of China Merchants Bank*, a programmatic document governing all investment and financing activities. This policy integrates key sectors including agriculture, power, extraction, oil and gas, and biodiversity protection into a unified framework. Internal management procedures for these sectors, such as credit access and approval, are subject to the same rigorous review and control as conventional credit policies.

2026 Credit and Investment Policy of China Merchants Bank (Excerpts)

Agriculture

Special Chapter on the Agriculture Sector

- **Scope of Application:** Investment and financing activities including corporate loans, project loans, and investment banking.
- **Primary Segments:** Grain cultivation, seed industry, pig and poultry breeding, forestry, and grain processing.
- **General Principles:** Policy guidance, regional segmentation, selective support, and stringent risk control.
- **Priority Support:** Green agricultural production, high standard farmland construction, and comprehensive utilization of agricultural and forestry waste. Major crop production bases; leading enterprises and high quality enterprises in industrialized green food production bases; agricultural industrialization leading enterprises possessing scale advantages and brand effects and included in lists published by competent authorities such as the Ministry of Agriculture and Rural Affairs. Integrated large scale breeding enterprises that comply with environmental protection standards and possess rigorous and sophisticated epidemic prevention and control systems as well as quality inspection and control systems. Aquaculture enterprises that have achieved large scale, intensive, and sustainable development, possess mature and advanced

technologies, and own high quality water resources suitable for aquaculture, as well as top ranked fishing grounds and fishing enterprises in the country. Government-led forest tree breeding and afforestation projects.

- **Exclusionary Criteria:** Enterprises with significant negative public opinion regarding food safety or environmental non compliance.

Power

Special Chapter on Green Energy and Thermal Power Sectors

- **Scope of Application:** Investment and financing activities including corporate loans, project loans, and investment banking.
 - **Primary Segments:** Power generation including hydropower, nuclear, wind, and photovoltaics.
 - **General Principles:** Active support and focused implementation for green energy; trend monitoring and selective client acquisition for thermal power based on regional dynamics.
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- **Priority Support:** Development of clean energy such as hydropower and nuclear power, focusing on large and medium scale hydropower projects, capacity expansion and unit addition, and upgrade and renovation projects in Southwest China, and nuclear projects meeting third generation safety standards. Wind power projects with adequate grid access and consumption conditions. Centralized and distributed solar projects in regions with rich resources, ultra high voltage transmission, or strong local demand and mature market mechanisms.
- **Exclusionary Criteria:** New overseas coal fired power projects and coal power plants failing to meet environmental emission standards. Existing exposure is subject to total volume control and a gradual phasing out and exit.

Mining

Special Chapter on the Mining Sector

- **Scope of Application:** Investment and financing activities including corporate loans, project loans, and investment banking.
 - **Primary Segments:** Metal mining and processing, including ferrous metals (iron ore and auxiliary materials such as manganese, chromium, and vanadium) and non ferrous and rare metals.
 - **General Principles:** Risk prevention, environmental focus, selective client acquisition, and structural optimization.
 - **Priority Support:** Priority is given to green mines subject to rigorous environmental, safety, social, and governance risk assessments. Targeted clients are focused on large mining enterprises with advanced technology, environmental compliance, cost efficiency, and standardized management. Clients must hold valid discharge permits and meet national industrial policies for energy consumption and clean production, supported by current year environmental monitoring reports from municipal level authorities or above. All mining projects must ensure that environmental and safety facilities are designed, constructed, and commissioned concurrently with the main project.
 - **Restricted and Exit Segments:** The Company restricts engagement with mining enterprises that have inadequate
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investment in environmental protection and safety, and decisively withdraws from enterprises with environmental or safety deficiencies, as well as projects where tailings management does not comply with environmental requirements. Mining activities are strictly prohibited in nature reserves, scenic areas, drinking water sources, cultural heritage sites, geological relic sites, basic farmland, and geological danger areas. Open pit mining is prohibited within the direct visual range of railways, national highways, and provincial highways.

- **Priority Support:** Integrated development projects utilizing wind and solar power for "green electricity replacement". Green low carbon transition projects. Projects aligned with national oil and gas industry plan and overall industrial layout requirements, as well as projects involving the clean and efficient utilization of conventional fossil fuels such as oil and natural gas.
- **Exclusionary Criteria:** The Company declines involvement in high emission capacity and ensures an orderly exit from obsolete capacity.

Oil and Gas

Special Chapter on the Oil and Gas Sector

- **Scope of Application:** Investment and financing activities including corporate loans, project loans, and investment banking.
 - **Primary Segments:** Oil and natural gas extraction and related services.
 - **General Principles:** Active engagement with selective support for efficiency.
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Biodiversity Protection

- The Company mandates active support for biodiversity conservation projects, including ecological agriculture, forestry, animal husbandry, fishery, and ecological restoration, to enhance ecosystem stability and sustainability. Operations must strictly adhere to the "Three Lines, One List" (ecological protection red lines, environmental quality bottom lines, resource utilization ceilings, and ecological environmental entry lists) and laws and regulations related to biodiversity conservation. The
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Company closely monitors the impact posed by client operation and project construction on biodiversity, prohibiting credit support for activities causing severe damage to biodiversity, such as the destruction of critical habitats, statutory reserves, ecologically fragile areas, important biodiversity areas, and national nature reserves, illegal logging, fishing, poaching, or unauthorized destruction of forest land.

3.2 Operational Environmental (Climate) Management

Regarding the specific initiatives and results of the Company in managing environmental (climate) risks within its operations, please refer to the chapter "Operational Environmental Impact Management" in the "Environment" section of this report.

3.3 Environmental (Climate) Management Capacity Building

Industry Research

- In 2025, the Company establishes 10 industry credit

approval self organized groups within the green finance sector, covering wind power, photovoltaics, hydropower, and nuclear power. These groups conducted field research in regions such as Gansu and Inner Mongolia, engaging with representative enterprises, clients across the upstream and downstream value chain, and regulatory authorities. The Company produced 12 industry research reports, which have been integrated into credit strategies and review guidelines to provide effective guidance for front line business operations.

Special Researches

- Special researches focus on 8 carbon intensive industries, including power, basic chemicals, and steel. The researches comprehensively cover critical areas such as low carbon transition paths, risk identification and management, and differentiated financing strategies. These efforts generate research outcomes with practical value, providing robust support for business decision making and risk management.

Training and Empowerment

- The Company carries out the Green Gold Cloud Class training series. The curriculum covers specialized topics including sustainability linked loans, green deposits, the green finance comprehensive service scheme, the carbon reduction support tool, and green credit identification.
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4. Metrics and Targets

The Company adheres to target led action and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically assesses the management effectiveness of various financial material issues, ensuring the effective implementation of strategic planning and transparent disclosure.

4.1 Greenhouse Gas Emission Management Targets

In 2025, the staged greenhouse gas (GHG) emission reduction targets set by the Company for key branches and operational segments have all been reached.

Completion of GHG Emission Reduction Targets of CMB in 2025

Baseline Year	Target Year	Scope of Target Coverage	Baseline Year Status	Target	2025 Completion Status
2023	2025	Nanjing Branch of CMB	Scope 1 carbon emissions from stationary sources: 867.10 tons	By 2025, Scope 1 carbon emissions from stationary sources decrease by 20% compared to 2023	Scope 1 carbon emissions from stationary sources decreased by 45.94% compared to 2023, attaining the set target
		Credit Card Center,	Scope 2 carbon emissions from	By 2025, Scope 2 carbon emissions from purchased	Scope 2 carbon emissions from purchased electricity decreased

Baseline Year	Target Year	Scope of Target Coverage	Baseline Year Status	Target	2025 Completion Status
		Guangzhou Branch, Hefei Branch, Zhengzhou Branch of CMB	purchased electricity: 40,671.89 tons	electricity decrease by 4% compared to 2023	by 12.84% compared to 2023, attaining the set target
		Whole Bank	Scope 3 Category 1 carbon emissions from office paper: 2,632.93 tons	By 2025, Scope 3 Category 1 carbon emissions from office paper decrease by 10% compared to 2023	Scope 3 Category 1 carbon emissions from office paper decreased by 12.54% compared to 2023, attaining the set target

In 2025, leveraging management experience and outcomes from the pilot phase, the Company developed a new round of annual emission reduction plans to further extend the management boundary of GHG targets.

GHG Emission Reduction Targets of CMB in 2026

Baseline Year	Target Year	Scope of Target Coverage	Baseline Year Status	Target
2023	2026	Domestic and overseas	Scope 2 carbon emissions	By 2026, an 8% reduction in Scope 2

branches of CMB (including Credit Card Center)	from purchased electricity: 244,095.78 tons	carbon emissions from purchased electricity compared to the 2023 baseline.
Whole Bank	Scope 3 Category 1 carbon emissions from office paper: 2,632.93 tons	By 2026, a 13% reduction in Scope 3 Category 1 carbon emissions from office paper compared to the 2023 baseline.

4.2 Energy, Resource, and Waste Targets

The company adheres to the latest international agreements on climate change and aligns with the national "dual carbon" strategic deployment. The Company set scientific annual management and control targets for energy consumption, water usage, solid waste management, and other areas, while actively promoting green operations. The targets are set based on historical energy consumption data, taking business development plans and actual operational conditions into consideration to ensure their reasonableness.

Energy, Water, and Waste Management Targets of CMB

Target Category	Baseline Year	Target Year	Target	2025 Completion Status
Energy Management	2024	2025	A reduction of no less than 5% in fuel consumption for official vehicles at the Head Office Shenzhen site compared to 2024	In 2025, fuel consumption at the Head Office Shenzhen site is 49.9 thousand liters, achieving a year-on-year decrease of 11.6 thousand liters or 18.86%.

Water Resource Management	2024	2025	A year-on-year reduction of no less than 3% in municipal water consumption for five pilot branches (Shanghai, Shenzhen, Harbin, Chengdu, and Urumqi)	In 2025, municipal water consumption for 5 pilot branches (including Shanghai Branch, Shenzhen Branch, Harbin Branch, Chengdu Branch, Urumqi Branch) is 272.7 thousand tons, achieving a year-on-year decrease of 78.0 thousand tons or 22%.
Waste Management	2024	2025	A year-on-year reduction of 5% in total kitchen waste generated at the Head Office Shenzhen existing site	In 2025, kitchen waste generated at the Head Office Shenzhen site is 145.75 tons, achieving a year-on-year decrease of 22.78%.

(II) Green Finance

CMB actively aligns with the national strategic deployment of accelerating a comprehensive green transition and building a Beautiful China. Responding to the mandate of delivering the Great Article on Green Finance, the Company centers on transition pathways involving carbon reduction, pollution reduction, green expansion, and growth to develop a comprehensive, differentiated, and specialized green finance product and service system. By focusing on key sectors, clients, and scenarios, the Company continuously facilitates the allocation of green finance assets through diverse channels.

1. Green Credit

In 2025, the Company implemented regulatory requirements for green finance while continuously refining its green credit management systems and incentive frameworks. By the end of 2025, the balance of green loans¹ under the People's Bank of

¹ Green loans are defined as loans issued to corporate entities, organizations, or individuals in compliance with the *Catalogue of Projects Supported by Green Finance (2025)*.

China (PBOC) statistical standards amounted to RMB609.413 billion, representing an increase of RMB105.819 billion or a growth rate of 21.01% from the beginning of the year, outperforming the growth rate of the Company's total loans. Loan proceeds were primarily directed toward fields such as energy saving and carbon reduction, environmental protection, resource recycling, energy green low carbon transition, ecological preservation, restoration and utilization, green upgrades of infrastructure, green services, green trade, and green consumption.

Key Product Innovation: Sustainability Linked Loans

- The Company actively advances product innovation by formulating the *Management Measures for Sustainability Linked Loans of China Merchants Bank*. Through specialized pricing policies and optimized management processes, the Company enhances service efficiency. As at the end of 2025, branches in Wuhan, Hangzhou, Shanghai, Suzhou, and Shenzhen implemented these businesses,

with cumulative disbursements amounting to RMB1.910 billion.

Policy Tool Utilization: Carbon Reduction Support Tool

- The Company fully leverages PBOC monetary policy tools to provide targeted support for carbon reduction sectors including clean energy, energy saving and environmental protection, and carbon reduction technologies. As at the end of 2025, the Company declared 10 phases of the Carbon Reduction Support Tool, with the outstanding balance amounting to RMB3.972 billion.
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[Case] Integrating Carbon Pricing into Credit Decision Processes

The Company explores embedding carbon pricing mechanisms into the decision making processes for sustainability linked loans and carbon quota pledge loans, leveraging financial instruments to guide the low carbon transition of clients.

Sustainability Linked Loans: The Company applies carbon pricing mechanisms to dynamically adjust loan interest rates based on clients' ESG performance throughout the financing period. This approach indirectly influences clients' carbon costs and supports the low carbon transition of real economy enterprises.

Carbon Quota Pledge Loans: The Company integrates carbon pricing into credit decision making, conducts reasonable valuation of clients' carbon allowance assets in local carbon markets, and enables clients to unlock the value of such assets through pledge based financing.

[Case] CMB Wing Lung Bank: Deepening Green and Sustainable Finance Services

CMB Wing Lung Bank actively constructs a green finance service system. Through green loans and sustainability linked loans, it focuses on supporting qualified green projects with significant environmental benefits and enterprises committed to sustainability goals. As at the end of 2025, the balance of green loans and sustainability linked loans at CMB Wing Lung Bank

amounted to RMB15.789 billion, representing an increase of 12.56% from the beginning of the year.



Caption: Quanzhou Branch provides credit support for the construction of the Quanzhou Bailai Water Control Project, facilitating the synergistic enhancement of clean energy supply and ecological environmental benefits.



Caption: Nanning Branch provides credit for the Binyang Wangling Wind Farm project, supporting the optimization and upgrading of the regional energy structure.

2. Green Deposits

Green deposits represent a key financial innovation through which the Company directs capital toward sustainable green economy projects. By designating specific use of proceeds, the Company facilitates the green and low-carbon transition of the economy and society while ensuring stable returns for customers. In 2025, the Company further enhanced and promoted its green deposit business by enabling online processing via the CMB Corporate Online Banking channel and conducting product advocacy and training to expand business reach and volume. By the end of 2025, the cumulative volume of green deposits reached RMB14.797 billion, with RMB2.635 billion in new transactions during the year. Furthermore, CMB Wing Lung Bank issued corporate green deposits with a cap equivalent to HKD1.7 billion, delivering a dual benefit of financial returns for customers and positive social impact.

3. Green Bonds

3.1 Bond Issuance

The Company actively leverages the bond market to raise funds, providing essential liquidity for the development of green industries. In 2025, the outstanding balance of proceeds from RMB denominated green financial bonds was RMB5.0 billion. The outstanding balance of proceeds from offshore USD denominated green, social responsibility, sustainability and blue bonds was USD1.4 billion. These funds were primarily allocated to sectors including energy conservation, environmental protection, clean production, clean transportation, marine resource protection, clean energy, and the green upgrading of infrastructure.

To ensure the compliance and transparency of the use of proceeds, the Company appoints an accounting firm during the tenor of its domestic and offshore green financial bonds to provide an assurance report on the use of proceeds for the preceding year. Annual evaluation and certification reports are also published to track and verify the progress and environmental impact of the underlying green projects.

[Case] CMB Financial Leasing: Issuance of the First Domestic Green Financial Bond Listed on the Singapore Exchange

In 2025, CMB Financial Leasing issued the first domestic RMB green financial bond listed on the Singapore Exchange, raising RMB1.5 billion. In strict accordance with the *Catalogue of Projects Supported by Green Bonds* issued by the PBOC, the *Catalogue for Guiding the Transition of Industries to Green and Low-carbon Energy* issued by National Development and Reform Commission and other authorities, and the *Common Ground Taxonomy* by China and European Union, the proceeds were directed into green projects certified by independent third parties, thereby strengthening the international profile of China's green financial assets.

3.2 Bond Underwriting

The Company fully leverages its professional advantages in investment banking to actively underwrite various types of ESG innovation instruments, including green bonds, blue bonds, sustainability linked bonds, and transition bonds. In 2025, the Company lead underwrote 56 green bonds with the total

issuance amount amounting to RMB111.258 billion and a lead underwriting share of RMB22.059 billion. Furthermore, the Company lead underwrote 8 sustainability linked bonds with the total issuance amount amounting to RMB5.527 billion and a lead underwriting share of RMB1.541 billion. The Company also lead underwrote 1 transition bond with an issuance amount of RMB2 billion and a lead underwriting share amounting to RMB400 million.

[Case] Underwriting the First Green Science and Technology Innovation Bond in the National Interbank Market

Acting as the lead underwriter, the Company supported CALB Group Co., Ltd. in issuing green science and technology innovation bonds with an issuance scale amounting to RMB500 million. Proceeds were utilized for the construction of power battery and energy storage battery production lines. Based on assessments by professional institutions and calculated in proportion to the total project investment, the proceeds were estimated to achieve annual reductions of 130,000 tons of carbon dioxide, 138.00 tons of carbon monoxide, 7.72 tons of

sulfur dioxide, and 17.63 tons of nitrogen oxides, while saving 45,700 tons of standard coal.

[Case] Underwriting the First Foreign Public Sustainability-Linked Panda Bond in the domestic

As the lead underwriter, the Company assisted CapitaMalls Asia Treasury Limited in issuing the market's first foreign public sustainability-linked panda bond, with an issuance scale amounting to RMB1.2 billion. This bond innovatively set sustainability performance targets, namely the proportion of renewable energy electricity consumption (excluding tenants) of CapitaMalls Retail's operating properties in China being no less than 9.6% by 2026 and no less than 16.8% by 2028. If the targets were not met, the coupon rate in the last interest-bearing year of this bond would be increased by 15BPs, incentivizing the issuer to continuously improve ESG performance through bond clauses.

[Case] Underwriting the Interbank Market's First Green Financing Note under New Standards to "Light Up" Wind and Solar Green Power in the National Interbank Market

As the lead underwriter, the Company assisted CGN International Financing Leasing Co., Ltd. in issuing green super short-term financing notes, with an issuance scale amounting to RMB1.0 billion. As the first green super short-term financing note in the interbank market referencing the *Catalogue of Projects Supported by Green Finance (2025)*, all proceeds from this bond were used for photovoltaic and wind power projects. Evaluated by professional institutions and proportionally calculated based on the ratio of proceeds from this bond to the total project investment, it was estimated that annual carbon dioxide emission reduction of 182,500 tons, savings of 72,000 tons of standard coal, sulfur dioxide emission reduction of 18.33 tons, nitrogen oxide emission reduction of 29.76 tons, and particulate matter emission reduction of 3.09 tons could be achieved.

3.3 Bond Investment

The Company incorporates ESG investment principles into its asset allocation framework and actively deploys its own funds to participate in green bond investment and trading. As of the end of 2025, the green bonds held by the Company amounted to RMB30.358 billion, with an increase of 9.54% compared with the end of previous year. CMB Wealth Management gives priority to the investment in green bonds. As of the end of 2025, the balance of investments in green bonds of CMB Wealth Management was RMB24.563 billion. CMB Wing Lung Bank actively participated in the investment and trading of domestic and offshore green bonds. As of the end of 2025, its outstanding holdings of green bonds amounted to HKD19.337 billion.

4. Green Consumption

The Company formulated the annual development plan for retail credit green loans, and guided retail client groups to practice green consumption concepts through the allocation of differentiated support policies and resource prioritization. As at

the end of 2025, the balance of retail credit green loans of the Company amounted to RMB64.115 billion, an increase of RMB9.214 billion from the beginning of the year, with a balance growth rate of 16.78%, serving more than 30,000 clients to realize their low-carbon living dreams. A total of 469,900 new low-carbon credit cards were added throughout the year, guiding clients to open a new mode of low-carbon life through financial product innovation.

[Case] Carbon-exploration Starry Sky Platform Leads the New Fashion of Low-carbon Life

Relying on the Carbon-exploration Starry Sky carbon-inclusive platform on the CMB App, the Company created a user interaction journey of "low-carbon behavior - collecting starlight - public welfare for agriculture", vigorously advocating green life. The platform introduced large language model technology to automatically generate monthly low-carbon reports for users, effectively improving the enthusiasm and initiative of the public to participate in green life through intelligent feedback. As at the end of 2025, the Carbon-exploration Starry Sky project

cumulatively guided CMB App users to achieve carbon emission reductions of 2,434.57 tons.

[Case] "One-stop" Experience Promotes New Energy Vehicle Consumption

The Company intensified financial support for New Energy Vehicle (NEV) installments to energize the consumer market.

Building a Content Ecosystem: In collaboration with leading NEV brands, the Company launched a "New Energy Zone" on the CMB App and CMB Life App. This zone provides an innovative "one-stop" experience for online car viewing, selection, and test-drive bookings. It also features regular updates on low-carbon technological milestones, NEV model profiles, and installment policies to foster low-carbon consumption values among clients.

Streamlining Service Processes: By embedding AI technology into the business lifecycle, the Company utilizes AI-powered guides to help clients efficiently complete online NEV installment applications. Furthermore, through deepened cooperation with government agencies, the Company

introduced "one-stop" online processing for vehicle registration and mortgage procedures, reducing the need for physical visits and providing a convenient green financial experience.

5. Green Leasing

CMB Financial Leasing continues to increase its investment in green leasing. In 2025, the investment in green leasing business amounted to RMB64.302 billion, accounting for 59.33% of its total investment. The balance of green leasing¹ business at the end of the period was RMB114.808 billion, representing an increase of 23.89% from the beginning of the year.

¹ The green leasing business is categorized in accordance with the *Catalogue of Projects Supported by Green Finance (2025)* issued by the PBOC, the National Financial Regulatory Administration and the China Securities Regulatory Commission. The same-calibre adjustment was made to the data at the beginning of the period.

Green Energy

- Deepened presence in the field of new energy power, with business covering all scenarios of new energy power including centralized and distributed photovoltaics, offshore and onshore wind power and energy storage, and the customer service chain extended to all segments of "source-grid-load-storage".

Green Aviation

- Continued to optimize its fleet structure. As at the end of 2025, the balance of assets of the new generation of green and energy saving aircraft models reached RMB47.762 billion, with the asset scale covering 126 aircraft. In 2025, the investment in leasing business for green aircraft models was RMB5.285 billion.

Green Shipping

- Actively supported the low carbon transformation of the shipping industry. As at the end of 2025, the balance of assets of green leasing business for ship transportation
-

was RMB38.351 billion, with new investment of RMB11.417 billion. The Company held 66 green ships, with ship types covering high end ships that meet the latest international environmental protection and energy saving standards, such as green and energy saving bulk carriers, ice class multi purpose pulp carriers, dual fuel chemical tankers and dual fuel container ships.

Green Travel

- Deeply deployed in the sectors of automobile travel and power batteries, and carried out leasing business cooperation with leading car rental platforms, online car hailing platforms and charging and swapping operators. As at the end of 2025, the fleet size reached 74.4 thousand units.
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6. Green Wealth Management

The Company augmented its green wealth management product offerings and continued to refine the admission and duration management for ESG-themed wealth management and fund products, directing social capital toward green and low-carbon sectors. As at the end of 2025, the Company distributed 24 ESG-themed wealth management products with an outstanding balance of RMB8.589 billion. Furthermore, a total of 136 ESG, green and environmental protection, new energy, carbon neutrality and photovoltaic themed funds were distributed, with a total balance reaching RMB8.597 billion.

As at the end of 2025, CMB Wealth Management managed 17 existing green finance-related wealth management products, with an outstanding scale of RMB14.033 billion. Of these, 11 were green finance-themed products with a scale of RMB9.377 billion, while 6 were products with assets specifically invested in green finance, representing a scale of RMB4.656 billion.

(III) Environmental Impact Management in Operations

CMB deeply integrates the concept of green development into the entire process of its operation management. Guided by "target orientation, mechanism optimisation and capability enhancement", the Company has systematically advanced the construction of its green operation management system, striving to minimise its environmental footprint and achieve the coordinated development of economic and environmental benefits. In 2025, no major environmental emergencies occurred within the Company. The Company was not subject to major administrative penalties or criminal liability by ecological environment authorities due to environmental incidents, and neither the Company nor its major controlled subsidiaries were included in the list of environmental information disclosure in accordance with the law.

1. Green Office Operations

The Company strictly abides by the *Energy Conservation Law of the People's Republic of China*, the *Water Law of the*

People's Republic of China, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution* and the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*. It has formulated the *Administrative Measures for Energy Management of Office Properties of China Merchants Bank* to build a multi-dimensional management system covering greenhouse gases, energy, water resources, paper, waste and pollutants. In 2025, the Company issued the *Action Plan for Green Operation for Office Premises of China Merchants Bank in 2025* to systematically drive the transition toward low-carbon office.

To ensure the standardisation and effectiveness of green operations, the Company has incorporated green operation into audit projects such as ESG special audits. These audits focus on mechanism construction, publicity, site energy consumption management and green office progress, ensuring the efficient execution of green operation management.

1.1 Management of GHG Emissions from Own Operations

The Company has enhanced the refined management of GHG emissions from its own operations through multi-dimensional initiatives, including establishing long-term mechanisms, strengthening digital governance and bolstering talent development.

Management Mechanism

- **Evaluation-driven incentives:** The Company issued the *Measures for Evaluation of Green Operation of China Merchants Bank's Domestic Branches*, establishing quantitative standards covering system construction, implementation and emission reduction results. "Green operation" indicator has been incorporated into the performance appraisals of the Head Office, branches and subsidiaries, with operational carbon accounting included in data quality assessments.
- **Technical tools:** To enhance the feasibility of emission reduction initiatives, the Company released the *Carbon Emission Reduction Toolbox for Green and Low-carbon*

Operation of China Merchants Bank. This toolbox integrates 28 specific measures and 62 practical cases across six major scenarios, providing a reference for energy saving and emission reduction paths across the Company.

- **Talent development:** The Company encourages employees of the Head Office, branches and subsidiaries in applicable regions to obtain "Carbon Trader" qualification certificates issued by local carbon emission rights trading centres.

Digital Governance

- **Consolidating the data foundation:** The Company continued to improve the quality of its operational carbon data by defining data standards and collection requirements, reviewing historical data and launching online training courses.
- **Optimising management systems:** The Company standardised the entire process of carbon emission source data collection, verification and accounting, improving data accuracy to support strategic decision-making, target

decomposition and effectiveness evaluation.

[Case] Initiatives and Results of Emission Reduction in Key Scenarios

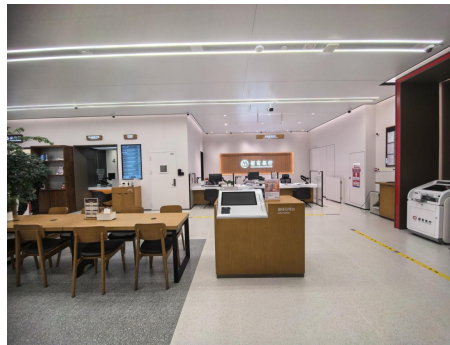
The Company focuses on key scenarios such as vehicle management, equipment and facilities, outlet construction and energy structure optimisation, implementing tailored emission reduction measures. By promoting new energy vehicles (NEVs), deepening energy saving renovations, applying green construction techniques, expanding green electricity procurement and participating in carbon market trading, the Company utilizes both physical reduction and market-based mechanisms to lower its operational carbon footprint and advance its low-carbon transition.

- **Green fleet construction:** The Company continued to promote the replacement of vehicles with NEVs. In 2025, it achieved the target of NEVs accounting for 85% of newly purchased business vehicles.
- **Energy-saving renovation of equipment:** In 2025, the Head Office and branches implemented upgrades such as

replacing LED lights, installing smart sensors and timed power-off sockets, and piloting AI-based air conditioning tuning. These measures, combined with energy patrols and publicity, resulted in a reduction of 3,755.77 tons of CO₂ equivalent.

- **Green outlet upgrades:** The Company vigorously promoted prefabricated decoration in outlet construction, using eco-friendly materials and "factory prefabrication+on-site assembly" techniques to reduce pollution and emissions from the source. In 2025, 82 new pilot outlets adopted prefabricated decoration, up 156.25% from 2024.
- **Energy structure optimisation:** The Head Office and branches in Nanjing, Guangzhou, Xi'an, Shenzhen and Urumqi reduced emissions through green electricity procurement, paperless platforms construction and network architecture optimisation. In 2025, the CMB Tower of Nanjing Branch purchased 4,664.92 MWh of green electricity, achieving a CO₂ reduction of 2,475.20 tons; Xi'an Branch purchased 200 MWh of green electricity certificates, reducing 106.12 tons of CO₂.
- **Carbon trading compliance:** The Company actively responded to national and local carbon trading policies. As

a key emission unit in Beijing, the Beijing Branch strictly followed verification and compliance regulations. In 2025, it purchased Beijing Emissions Allowances (BEA) through market-based trading to fully offset excess emissions, successfully completing its annual compliance obligations.



Caption: Lobby of an outlet with prefabricated decoration



Caption: Yuetan Mansion of Beijing Branch received the Annual Operational Carbon Neutrality Certificate issued by the China Beijing Green Exchange

1.2 Energy Management

The Company continued to intensify its efforts in energy conservation and consumption reduction, comprehensively enhancing energy efficiency by refining management mechanisms, optimising energy consumption structures, and implementing energy-saving renovations for facilities.

Refinement of Management Systems

- The Company established a dedicated support fund and a closed-loop management mechanism for energy-saving renovations. This initiative supports the upgrading of high-energy-consuming equipment, such as air conditioning, elevators, and lighting, while ensuring regular monitoring and evaluation of emission reduction effectiveness.
- A green operation recognition system for office properties was established across the Company. By setting evaluation indicators for electricity consumption and renewable energy utilization, the Company has effectively driven the implementation of its management objectives.

Optimisation of Energy Structure

- Leveraging rooftop spaces of office buildings, the Company implemented photovoltaic (PV) power generation projects at the Shenzhen Pinghu Financial Innovation Mansion, Shenyang Branch Building, and Nantong Branch Building, with the electricity generated dedicated to office lighting. Specifically, the PV system at the Shenzhen Pinghu Financial Innovation Mansion reached an installed capacity of 190.82 kW, generating an annual average of 125.5 thousand kWh. The Nantong Branch Building and Shenyang Branch Building implemented PV capacities of 30.16 kW and 20 kW, generating 32.0 thousand kWh and 20.0 thousand kWh annually, respectively.

Energy-saving Renovation of Facilities

- **In the Head Office**, the Company implemented upgrades including automatic chemical dosing for central air conditioning water systems, smart sensor lighting, timed power-off sockets, and pilot AI-based air conditioning tuning. Combined with operational measures such as floor

energy patrols, these efforts resulted in a year-on-year reduction of 2.4195 million kWh in annual electricity consumption across existing office sites in Shenzhen.

- **In branches**, Guangzhou Branch renovated its central air conditioning and lighting systems by replacing maglev centrifugal units, adding smart group control systems, and upgrading cooling towers, saving 125.1 thousand kWh of electricity annually. Beijing Branch installed centralised air conditioning control systems at 115 business outlets and implemented automatic nighttime shutdown policies to eliminate wasted energy, achieving annual savings of 1.9608 million kWh. Regarding lighting systems, the Credit Card Centre, Hefei Branch and other institutions completed the renovation of energy-saving lamps, achieving an annual electricity saving of 1.1016 million kWh. As at the end of 2025, the office energy consumption of domestic branches' existing office buildings decreased by 4.7940 million kWh year-on-year.
-

Deepening Digital and Intelligent Applications

- The Company expanded the coverage of smart energy metering equipment. As at the end of 2025, 1,090 business outlets were equipped with such devices, enabling real-time monitoring and dynamic energy management.
- The Company continued to expand the scope of electricity consumption data collection for office buildings and business outlets. By compiling the *Electricity Consumption Analysis Report of the Bank*, the Company provided data support for scientific decision-making in energy management through precise diagnoses.

[Case] Advancing Life-cycle Low-carbon Management of Data Centres

The Company integrates green and energy-saving concepts into the entire process of construction, renovation, operation, maintenance, and lease supplier management of its own data centres.

Planning and Construction: At the Guian Cloud Data Centre, the Company conducted research on the *Preliminary Study and Implementation Strategy for New-generation Data Centre Technical Solutions*, focusing on energy-saving air conditioning, renewable energy utilization, intelligent green operation and maintenance, and carbon emission management. During the construction of the Shenzhen R&D Data Centre and Chengdu Tianfu Machine Room, technologies such as variable frequency air-cooled fluorine pump air conditioning, natural cooling water-cooled systems, distributed PV systems, high-efficiency power distribution, and intelligent operating platforms were applied.

Operation and Renovation: The Shenzhen Pinghu Data Centre, Shanghai Zhangjiang Data Centre, and Chengdu Tianfu Machine Room continued to implement measures such as optimising airflow organisation, adjusting environmental parameters, and refining the operation of chilled water systems. In 2025, the average Power Usage Effectiveness (PUE) of the Company's self operated data centres was 1.42. During the year, electricity consumption was reduced by 6.8935 million kWh, and carbon dioxide emissions were reduced by 3,657.69 tons.

Furthermore, the Company incorporates PUE data into its selection criteria for leased data centre suppliers, promoting collaborative emission reduction across the supply chain.

[Case] Application of Green Building Technologies in the Global Headquarters Building

During the construction of the Global Headquarters Building, the Company integrated multiple green and low-carbon technologies to create a high-standard benchmark for green office buildings.

Optimising Building Envelopes: High-performance exterior window structures and low-emissivity laminated insulating glass for skylights and curtain walls were adopted. These features ensure natural lighting while effectively blocking heat, reducing the cooling load of air conditioning from the building's core.

Applying High-efficiency Equipment: The building utilizes ice storage technology and high-efficiency variable frequency centrifugal chillers. Elevators are equipped with group control systems, variable frequency speed regulation, and energy regeneration technology, with car lighting and fans

automatically turning off during idle periods. Escalators are fitted with induction sensors to enable "start-on-arrival and slow-stop-on-departure".

Implementing Intelligent Management: Self-use office areas are equipped with intelligent lighting systems that utilize illuminance sensors for adaptive dimming and zone control. The underground garage features a carbon monoxide (CO) concentration-linked ventilation system that automatically starts or stops based on CO levels. Independent sub-metering devices for energy systems are connected to an energy management platform, enabling real-time monitoring and precise diagnosis of various energy uses.

1.3 Water Management

The Company insisted on prioritizing water conservation, and reduced water resource consumption during office operations through measures such as facility renovation for consumption reduction, technical upgrades for consumption depletion, behavioral guidance for consumption saving, and water resource recycling. The main source of water for the Company is municipal water supply. In 2025, no phenomenon of

insufficient water supply pressure or water resource-related risks was discovered. The wastewater discharge of all properties of the Company complied with government standards, and no relevant administrative penalties were received.

Enhancing Water Use Efficiency

- Inspected and updated water-using appliances in office areas, installing water-saving faucets and toilets to lower baseline consumption. Daily inspections and maintenance were strengthened to promptly repair leaks, ensuring the efficient operation of equipment.
- Introduced high-pressure water gun cleaning technology to improve the cleaning quality of pavements around mansions in a high-efficiency and low-water-consumption way; used drip irrigation technology to water green plants to avoid water resource waste caused by traditional flood irrigation. In the construction of Chengdu Tianfu Machine Room and the renovation of Shenzhen R&D Data Centre, air-cooled heat dissipation was adopted to replace traditional cooling tower heat dissipation to reduce water

consumption.

- Actively advocated a water-saving culture and encouraged employees to bring their own cups to internal meetings to reduce the consumption of bottled water and disposable paper cups.

Strengthening Recycling and Reuse

- The Head Office Tower adopted a reclaimed water reuse model, recycling wastewater from the air conditioning system for landscape water replenishment. Shanghai Branch installed condensation water recovery devices for air conditioning, saving 614.80 cubic metres of water annually. Nantong Branch constructed a rainwater recovery and utilization system, using treated rainwater for garden irrigation and underground parking lot cleaning.

Reducing Water Pollution

- In the Shenzhen region of the Head Office, the Company utilizes comprehensive eco-friendly cleaning agents that have received the "Ten-Ring Certification" (the national green environmental protection standard). This initiative

mitigates pollution risks to the water environment during the cleaning process at the source.

1.4 Paper Management

The Company advocates for paperless offices by establishing digital office channels and promoting paperless workflows for both internal management and external services, achieving a synergy between operational efficiency and environmental benefits.

Internal Office Paperless Initiatives

- **Daily Office:** By utilizing electronic document and approval systems, the Company implemented the principle of "no printing unless necessary". Management rules, such as mandatory double-sided printing and reduced font sizes, were also enacted to minimize paper waste.
- **Digital Archives:** The Company established Enterprise Group Digital Archives covering the Head Office and 44 branches. As at the end of 2025, 34.3904 million electronic archives were filed, saving 344 million sheets of paper and

96.2 thousand archive boxes, which represents a carbon emission reduction of 1,616.35 tons.

- **Electronic Seals:** The Company independently developed an all-scenario application and anti-counterfeiting authentication system for electronic seals, covering retail finance, wholesale finance, wealth management and integrated management. In 2025, electronic seals were used 145 million times, saving 432 million paper vouchers.
- **Financial Reimbursement:** As the leading banking financial institution in China to achieve "paperless documentation, unattended review and non-perceptual reimbursement", the Company continued to promote the objective of "going paperless whenever possible" in financial reimbursement. In 2025, 1.4085 million reimbursement transactions were processed paperlessly. The paperless reimbursement rate increased by 7.73 percentage points year-on-year, saving 5.6341 million sheets of A4 paper and reducing CO₂ emissions by 42.82 tons for the year.
- **Procurement Process:** The Company continued to increase the proportion of end-to-end electronic processing for both centralised and decentralized procurement, saving

23.80 million sheets of paper throughout the year.

Business Service Paperless Initiatives

- **Business Operations:** By implementing electronic agreements, paperless approvals and handovers, and online electronic receipts for corporate customers, the Company saved 1.162 billion sheets of paper.
 - **Credit Card Services:** All personal credit card products support paperless applications. The Company also encourages credit card customers to use electronic statements and continues to optimize online reconciliation services. As at the end of 2025, 99.93% of new credit card customers submitted their applications paperlessly. The usage rate of electronic statements reached 99.68%, saving 1.972 billion sheets of paper for statements throughout the year.
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1.5 Waste Management

The Company has established the *Solid Waste Management Procedures of China Merchants Bank* to standardise the

storage, sorting and resource utilization of waste at its office premises, ensuring compliant disposal and recycling. In 2025, the Head Office in Shenzhen successfully recycled 21.32 tons of waste across 4 categories: plastics, glass, metals and paper.

The waste generated by the Company primarily consists of non-hazardous waste and hazardous waste. Non-hazardous waste comprises general waste, kitchen waste, and solid waste. The Company implements classified collection and professional disposal tailored to different waste.

Non-hazardous Waste

- **General waste:** The Company enforces designated drop-offs and standardised collection, ensuring that waste is bagged and sealed before being placed in bins to maintain a clean environment.
 - **Kitchen waste:** Waste is stored in leak-proof containers to prevent odors. Dedicated personnel manage centralised transportation, employing effective safeguards during transfer to prevent any spillage.
 - **Solid waste:** The Company has designated temporary
-

storage areas equipped with clearly labeled recycling and non-recycling bins, with daily sorting performed by specialized staff. Transportation is entrusted to qualified enterprises holding valid transportation permits, ensuring all loads are strictly covered. Height limits are strictly enforced for the transport of soil and construction waste.

Hazardous Waste

- For waste batteries, ink cartridges, ribbons, toner cartridges, fluorescent tubes and electronic equipment, the Company utilizes dedicated, closed collection containers with clear identification for separate storage.
- Redundant electronic equipment is auctioned through qualified e-waste recycling enterprises.
- The Company entrusts government-approved professional units with the centralised transportation of hazardous waste, utilizing sealed containers throughout the process to prevent secondary pollution.

[Case] Maximizing Resource Value through Asset Revitalization

Focused on lean asset management, the Company has strengthened the review of asset reuse to maximize asset lifecycles and revitalize existing assets, providing long-term momentum for resource recycling.

Reuse of administrative assets: Wuhan Branch established a reuse mechanism for engineering projects. As at the end of 2025, it had received 2,353 idle fixed assets from relocated offices, and recycled over 20 air conditioning units and various furniture, which were redeployed in renovation projects. Additionally, the "Reuse Mall" platform was launched to enable digital classification and dynamic allocation, enhancing the asset recycling rate.

IT facility recycling: In its own data centres, the Company reuses server components to minimize waste. In 2025, 2,260 decommissioned server parts were repurposed for maintenance and repairs.

Office paper recycling: A three-tier recycling system has been established. Confidential documents are professionally shredded, single-sided waste paper is reused for drafts or internal printing, and general waste paper is collected for centralised disposal.

[Case] Regulating Catering Behavior to Foster a "Clean Plate" Culture

The Company formulated the *Implementation Rules for Food Safety Management in Staff Canteen at China Merchants Bank Head Office*, embedding anti-food-waste concepts into procurement, storage, processing and personnel management. Through standardised and refined management, the Company reduces food loss and waste at the source. Simultaneously, the "Clean Plate Rewards" campaign encourages employees to develop frugal habits. In 2025, kitchen waste at the Head Office in Shenzhen totaled 145.75 tons, a year-on-year decrease of 22.78%.

1.6 Management of Waste Gas and Pollutants

Centering on the objectives of "reducing vehicle emissions and enhancing the efficiency of catering oil fume purification," the Company strives to lower its emissions of waste gas and pollutants. **Regarding business vehicle exhaust management**, the Company formulated vehicle disposal plans to phase out high-fuel-consumption vehicles. It also required drivers to turn off engines while waiting and strengthened their awareness of energy-saving operations. In 2025, exhaust pollutant emissions from business vehicles totaled 11.80 tons. **In terms of catering oil fume treatment**, Dongguan Branch installed high-efficiency oil fume purifiers and electrostatic oil removal facilities. The Branch cleans its oil fume hood systems monthly and entrusts professional institutions with regular deep maintenance to ensure that emissions comply with relevant standards.

2. Disseminating Green Concepts

The Company actively disseminates green concepts by advocating an all-employee green office culture internally and

promoting green, healthy lifestyles externally. By joining hands with various stakeholders to engage in green and low-carbon practices, the Company transmits the philosophy of sustainable development to the best of its ability.

Deepening Green Awareness among Employees

- Utilizing internal channels such as the "Employee Service Platform" on the Zhaohu App, the Company regularly posts popular science information on environmental festivals and anti-food-waste initiatives through the "Green Life" column. In 2025, green popular science information received 101.2 thousand views.

Leading Social Low-carbon Trends

- Leveraging its official self-media matrix, the Company carried out themed publicity on low-carbon environmental protection, biodiversity conservation and sustainable lifestyles. These efforts guide the public to focus on ecological protection and participate in resource recycling. In 2025, the total exposure of related content exceeded

14.96 million.

[Case] Launching the "Employee Carbon Account" to Create Exclusive "Green IDs"

In September 2025, the Company launched the "Employee Carbon Account" module within the "Employee Service Platform" mini-program on the Zhaohu App, the office software for Head Office employees. This created a green management closed-loop where "behaviors are identifiable, carbon amounts are convertible, incentives are reachable and results are realizable". By combining automatic system collection with manual employee check-ins, the module aggregates green behavior data and quantifies it into personal carbon points. Employees can redeem these points for benefits such as canteen vouchers, effectively enhancing their motivation and sense of achievement in practicing green and low-carbon behaviors.

As at the end of 2025, the "Employee Carbon Account" covered 12 green office and life scenarios, including paperless approval, double-sided printing, turning off lights when leaving and the

"Clean Plate" campaign. It attracted 29.1 thousand employees who completed 3.4844 million low-carbon actions, reducing CO₂ emissions by 97.26 tons for the year.



Caption: Screenshot of the "Employee Carbon Account" Interface

[Case] Giving New Life to Old Clothes, Environmental Protection Enters People's Hearts

In July 2025, the Company held a special activity for old clothes recycling with the theme of "Carbon Recycling for the Future. CMB is with You". A manual DIY area was set up at the

activity site to guide employees to transform old clothes into handmade bags, hair bands, sleep eye masks and pendants, so as to realize the value regeneration of idle resources. This activity attracted 1,151 person-times of participation, and vividly transmitted the circular economy concept of "turning waste into treasure" in the form of interesting and scenario-based interaction.



Caption: Site of the "Carbon Recycling for the Future-CMB is with You" Old Clothes Recycling Activity

[Case] Fuzhou Branch: "Finance + Public Welfare + Cultural Tourism", Exploring a New Model of Island Ecological Protection

In 2025, Fuzhou Branch launched the "Charming 'Lan' (Blue with CMB" Pingtan island ecological protection initiative, pioneering an integrated "finance + public welfare + cultural tourism" model. The program encouraged public participation in marine conservation through diverse interactive activities, including Plogging (jogging while picking up litter), empty bottle recycling, "Blue Tears" inspired regenerative art, island-themed eco-exhibitions and the filming of a documentary short. The Plogging activity alone resulted in the removal of 52.58 kg of waste, as participants took concrete actions to safeguard the island's blue defense line.



Caption: Volunteers cleaning up beach litter



Caption: The packaging of Beijing Branch's cultural and creative gift box can be repurposed into an eco-friendly cat house, encouraging customers to embrace a lifestyle of recycling and reuse

[Feature] Safeguarding Harmonious Coexistence: CMB's Practices in Biodiversity Conservation

CMB integrates the philosophy of "respecting, conforming to, and protecting nature" into its operation and management. By strictly adhering to ecological protection red lines, the Company directs capital toward biodiversity-friendly projects and popularizes conservation knowledge, leveraging financial strength to safeguard the community of life on Earth. None of the Company's business outlets are located within key marine ecological functional zones, ecological protection red lines, or nature reserves.

1. Innovating Financial Services to Support Ecological Conservation

The Company continuously explores synergies between biodiversity conservation and financial services. By linking key natural metrics and innovating guarantee methods, the Company has enriched its financial product system to promote the integrated development of ecological and economic value.

[Case] Nanchang Branch: Launching China's First "Double-Pioneering" Biodiversity Syndicated Loan

In May 2025, Nanchang Branch launched the "Poyang Lake Biodiversity Conservation Targets-linked Syndicated Loan Project". This represents the nation's first biodiversity targets-linked syndicated loan in both the manufacturing and foreign-invested enterprise sectors. The project links loan interest rates to core indicators, including the wetland protection area in the Poyang Lake region, the number of beneficiaries of biodiversity education, and the concentration of total nitrogen in discharged wastewater. The project introduced a third-party environmental certification agency for end-to-end tracking and regular assessment reports, utilizing financial incentives to ensure the substantive realization of biodiversity conservation goals.

[Case] Kunming Branch: Financial Support for Biodiversity to Protect the "Land of Elephants"

The Xishuangbanna Wild Elephant Valley in Yunnan is a vital habitat for Asian elephants in China, serving key functions in observation, rescue, scientific research, and public education. As the elephant population grows, the reserve faces funding needs for infrastructure upgrades, habitat restoration, and rescue equipment. Following in-depth project due diligence and comprehensive risk assessment, Kunming Branch customized a financing solution, approving a RMB50 million fixed-asset loan for equipment upgrades. In 2025, the Branch disbursed RMB25.90 million in green loans for biodiversity conservation, serving as a model for financial support in this field.

2. Deepening Awareness to Build Conservation

Synergy

The Company has established a multi-dimensional publicity system for employees, customers, and the public, utilizing

diverse communication channels and themed activities to foster a deeper understanding of biodiversity.



Caption: Raising biodiversity awareness among Head Office employees through screen-saver posters and other media



Caption: Xi'an Branch organized a "Love and Protect Birds" public welfare event, enabling children to appreciate nature through ecological education and on-site observation



Caption: Kunming Branch invited customer families to experience the charm of species diversity at the Kunming Botanical Garden



Caption: Employees of Xiamen Branch participated in planting *Kandelia obovata* (mangrove) seedlings



Caption: Haikou Branch employees and their families participated in a public welfare tree-planting event



Caption: Employees from Hohhot Branch and volunteers planted Malus trees

Environmental Key Performance

1. Green Credit

Indicator (Unit)	2025
Balance of green loan ¹ (RMB100 million)	6,094.13
Balance of domestic green loan (RMB100 million)	6,024.65
Balance of domestic green industry loan ² (RMB100 million)	4,254.36
Balance of domestic green trade loan ³ (RMB100 million)	90.91
Balance of domestic green consumption loan ⁴ (RMB100 million)	1,679.38
Balance of green loan abroad (RMB100 million)	69.48

1 Due to adjustments made by the People's Bank of China to the statistical scope of green loans, the Company's green loan balance for 2025 is not comparable with that of previous years.

2 Mainly including green industries such as energy conservation and carbon reduction, environmental protection, resource recycling and utilization, green and low-carbon energy transition, ecological protection, restoration and utilization, green infrastructure upgrades, and green services

3 Mainly includes green trade such as efficient energy-saving equipment, advanced transportation equipment, advanced environmental protection equipment, raw materials and resource recycling equipment, new energy and clean energy equipment, green agricultural products, and green certified products.

4 Mainly including green consumption such as new energy vehicles, green and low-carbon buildings, and other green consumption

2. Greenhouse Gas Emissions^{1,2,3,4}

Indicator (Unit)	Group Scope ⁵			Legal Entity Scope ⁶		
	2023	2024	2025	2023	2024	2025
Greenhouse gas emissions (scope 1 plus scope 2) (10,000 tons of CO ₂ equivalent)	50.36	51.92	51.47	48.43	49.99	49.77
Scope 1 (direct) greenhouse gas emissions (10,000 tons of CO ₂ equivalent)	2.93	5.33	3.12	2.81	5.15	2.96
Scope 1 greenhouse gas emissions from stationary sources (10,000 tons of CO ₂ equivalent)	0.84	0.83	0.78	0.82	0.81	0.76
Scope 1 greenhouse gas emissions from mobile sources (10,000 tons of CO ₂ equivalent)	0.35	0.34	0.23	0.32	0.32	0.20

1 The Company calculates the environmental impact of its business activities in accordance with *the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (Revised Edition)* and *the Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. In 2025, the Company continued to conduct operational carbon accounting at the Group level and reviewed the energy consumption and greenhouse gas emission data for 2023 and 2024.

2 The Company adopts the Operational Control Approach to define the organizational boundary for greenhouse gas accounting and calculates all greenhouse gas emissions within the scope of business operations under its control.

3 Based on its operational characteristics and data availability, the Company includes carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄), and hydrofluorocarbons (HFCs) in its greenhouse gas inventory.

4 Scope 1 fuel combustion emission factors are mainly derived from the *China Energy Statistical Yearbook*, the National Development and Reform Commission, and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, while fugitive emission factors are sourced from the IPCC Sixth Assessment Report. Scope 2 emission factors are primarily sourced from *the Announcement on the Release of 2023 Carbon Dioxide Emission Factors for Electricity* issued by the Ministry of Ecology and Environment and the National Bureau of Statistics, as well as district heating data published by local governments. Scope 3 emission factors are mainly sourced from the EXIOBASE database and *the Greenhouse Gas Conversion Factors 2024* published by the UK Department for Environment, Food and Rural Affairs (DEFRA).

5 The group scope includes the China Merchants Bank and its subsidiaries.

6 The legal entity scope includes the headquarters of China Merchants Bank, as well as domestic and overseas branches.

Indicator (Unit)	Group Scope ⁵			Legal Entity Scope ⁶		
	2023	2024	2025	2023	2024	2025
Scope 1 greenhouse gas emissions from refrigeration release (10,000 tons of CO ₂ equivalent)	1.73	4.16	2.11	1.67	4.02	2.00
Scope 2 (indirect) greenhouse gas emissions (10,000 tons of CO ₂ equivalent)	47.43	46.59	48.35	45.62	44.84	46.81
Scope 2 greenhouse gas emissions from purchased electricity consumption (10,000 tons of CO ₂ equivalent)	44.86	44.45	45.86	43.07	42.71	44.34
Scope 2 greenhouse gas emissions from purchased heat consumption (10,000 tons of CO ₂ equivalent)	2.57	2.14	2.49	2.55	2.13	2.47
Greenhouse gas emissions intensity (scope 1 plus scope 2) (tons of CO ₂ equivalent/ person)	3.66	3.76	3.56	4.24	4.33	4.22
Indicator (Unit)	2025					
Greenhouse Gas Emissions by Region ⁷ (Scope 1 plus Scope 2)						
Head Office (10,000 tons of CO ₂ equivalent)	24.73					
Yangtze River Delta(10,000 tons of CO ₂ equivalent)	6.00					
Bohai Rim (10,000 tons of CO ₂ equivalent)	3.99					

⁷ The statistical scope of the Company's greenhouse gas emissions by region is based on the Group scope, covering China Merchants Bank and its subsidiaries.

Indicator (Unit)	Group Scope ⁵			Legal Entity Scope ⁶		
	2023	2024	2025	2023	2024	2025
Pearl River Delta and the Western Taiwan Straits Economic Zone (10,000 tons of CO ₂ equivalent)						4.31
Northeast (10,000 tons of CO ₂ equivalent)						2.16
Central (10,000 tons of CO ₂ equivalent)						3.89
West (10,000 tons of CO ₂ equivalent)						4.60
Overseas (10,000 tons of CO ₂ equivalent)						0.09
Affiliated institutions (10,000 tons of CO ₂ equivalent)						1.70

Indicator (Unit)	Group Scope ⁵			Legal Entity Scope ⁶		
	2023	2024	2025	2023	2024	2025
Scope 3 greenhouse gas emissions ^{1,2} (10,000 tons of CO ₂ equivalent)			273.71	280.06	376.39	
Scope 3 greenhouse gas emissions – Category 1: purchased goods and services (10,000 tons of CO ₂ equivalent)			174.12	170.85	175.80	
Scope 3 greenhouse gas emissions – Category 2: capital goods ³ (10,000 tons of CO ₂ equivalent)			69.58	77.91	170.52	
Scope 3 greenhouse gas emissions – Category 3: fuel- and energy-related activities (not included in Scope 1 or Scope 2) (10,000 tons of CO ₂ equivalent)			14.55	14.80	15.89	
Scope 3 greenhouse gas emissions – Category 4: upstream transportation and distribution (10,000 tons of CO ₂ equivalent)			1.21	1.05	0.83	
Scope 3 greenhouse gas emissions – Category 5: waste generated in operations (10,000 tons of CO ₂ equivalent)			0.61	0.54	0.58	
Scope 3 greenhouse gas emissions – Category 6: business travel (10,000 tons of CO ₂ equivalent)			5.57	4.59	4.02	

1 Excluding Category 15 (Investments), the Company's Scope 3 greenhouse gas (GHG) emission sources include: Category 1 – Purchased Goods and Services, Category 2 – Capital Goods, Category 3 – Fuel- and Energy-Related Activities (not included in Scope 1 or Scope 2), Category 4 – Upstream Transportation and Distribution, Category 5 – Waste Generated in Operations, Category 6 – Business Travel, Category 7 – Employee Commuting, and Category 13 – Downstream Leased Assets. The Company is not involved in Category 8 – Upstream Leased Assets, Category 9 – Downstream Transportation and Distribution, Category 10 – Processing of Sold Products, Category 11 – Use of Sold Products, Category 12 – End-of-Life Treatment of Sold Products, or Category 14 – Franchise Emissions.

2 The statistical scope of the Company's Scope 3 greenhouse gas emissions follows the legal entity scope, covering the headquarters of China Merchants Bank and all its domestic and overseas branches.

3 As the Global Headquarters Building was recognized as a fixed asset and included in the Company's 2025 carbon emissions accounting, the greenhouse gas emissions under Category 2 – Capital Goods increased year-on-year.

Indicator (Unit)	Group Scope ⁵			Legal Entity Scope ⁶		
	2023	2024	2025	2023	2024	2025
Scope 3 greenhouse gas emissions – Category 7: employee commuting (10,000 tons of CO ₂ equivalent)			6.57	8.76		7.36
Scope 3 greenhouse gas emissions – Category 13: downstream leased assets (10,000 tons of CO ₂ equivalent)			1.50	1.56		1.39

3. . Energy Consumption¹

Indicator (Unit)	2023	2024	2025
Total energy consumption (10,000 tons of standard coal)	10.74	10.52	11.61
Direct energy consumption (10,000 tons of standard coal)	0.62	0.61	0.53
Indirect energy consumption (10,000 tons of standard coal)	10.12	9.91	11.08
Total energy consumption intensity (tons of standard coal/ person)	0.94	0.91	0.98
Direct energy consumption			
Gasoline consumption of owned vehicles ² (10,000 liters)	146.28	145.03	95.19
Diesel consumption of owned vehicles ³ (liters)	2,535.50	1,773.44	1,310.24
Natural gas consumption (10,000 cubic meters)	363.25	369.11	345.07

1 The statistical scope of the Company's energy consumption accounting follows the legal entity scope, covering the headquarters of China Merchants Bank and all its domestic and overseas branches.

2 In 2025, the Company disposed of a number of fuel-powered vehicles in batches, resulting in a decrease in gasoline consumption by company-owned vehicles

3 In 2025, the use of diesel-powered official vehicles decreased, leading to a reduction in diesel consumption by company-owned vehicles.

Indicator (Unit)	2023	2024	2025
Liquefied petroleum gas (LPG) consumption in cafeteria ¹ (tons)	53.41	5.92	0.64
Diesel consumption of backup generators ² (10,000 liters)	6.23	4.41	8.09
Gasoline consumption of backup generators ³ (liters)	1,119.11	1,576.64	8,893.10
Refrigerant consumption (kilograms)	8,496.80	17,885.75	9,489.10
Indirect energy consumption			
Total purchased electricity consumption (MWh)	755,746.17	749,206.76	835,809.52
Cost of purchased heat (RMB10,000)	1,992.47	1,796.43	1,823.87
Data center energy consumption			

1 In 2025, certain branches optimized and upgraded cafeteria facilities and implemented energy efficiency improvements, resulting in a significant decrease in liquefied petroleum gas (LPG) consumption in cafeterias.

2 In 2025, diesel was refueled for the backup generators at the Company's headquarters premises (a single refueling can support multiple years of operation), resulting in an increase in diesel consumption for backup generators in 2025.

3 In 2025, the increased frequency of backup generator use at certain branches led to higher gasoline consumption for backup generators.

Indicator (Unit)	2023	2024	2025
Average power usage effectiveness (PUE) of owned data centers ¹	1.59	1.47	1.42
Clean energy use			
Clean energy usage (GJ)	/	143,734.69	130,060.83
Natural gas usage (GJ)	/	130,864.79	121,305.70
Wind energy usage (GJ)	/	399.60	0.00
Water energy usage (GJ)	/	12,470.30	8,755.13
Proportion of natural gas usage (%)	/	0.91	0.93
Proportion of wind energy usage (%)	/	0.0028	0.00
Proportion of water energy usage (%)	/	0.09	0.07

¹ In 2025, the statistical scope for the PUE of the Company's self-owned data centers included the Shenzhen Pinghu Data Center, the Shanghai Zhangjiang Data Center, and the Chengdu Tianfu data facility. In 2024 and 2023, the statistical scope included the Shenzhen R&D Data Center, the Shenzhen Pinghu Data Center, and the Shanghai Zhangjiang Data Center.

4. Water Resource Consumption^{1,2}

Indicator (Unit)	2023	2024	2025
Total water consumption (10,000 tons)	256.28	229.07	263.31
Total municipal water supply (10,000 tons)	254.96	228.10	262.28
Total barreled water consumption (10,000 tons)	1.14	0.87	0.93
Total bottled water consumption (10,000 tons)	0.18	0.10	0.10
Water consumption intensity (tons/ person)	22.43	19.55	21.66

1 The statistical scope of the Company's water resource consumption in 2025 and 2024 follows the group scope, covering China Merchants Bank and its subsidiaries. For the statistical scope of water resource consumption in 2023, please refer to the Company's 2023 Sustainability Report.

2 In 2025, the commissioning of several office premises, including the Headquarters' Chengdu Campus, Pinghu Financial Innovation Building, and the new office building of Nantong Branch, led to an increase in the Company's water resource consumption.

5. Paper and Material

Indicator (Unit)	2023	2024	2025
Paper consumption ¹ (tons)	1,521.08	1,448.07	1,341.31
Amount of paper used for new card and envelope packaging (10,000 pieces)	1,796	1,824	1,278
Weight of paper used for new card and envelope packaging (tons)	224.50	228.00	159.75
Usage rate of electronic credit card statements (%)	99.57	99.64	99.68
Amount of paper saved by using electronic credit card statements (100 million pieces)	18.93	19.30	19.72

¹ The statistical scope for paper consumption is based on the quantity of printing paper ordered through the "Zhaocaiyun" platform, estimated using parameters such as paper specifications and grammage from the orders.

6. Waste Emission¹

Indicator (Unit)	2023	2024	2025
Total amount of waste (tons)	30,729.00	30,164.90	28,784.26
Total amount of non-hazardous waste (tons)	30,670.57	30,114.39	28,770.83
Total amount of hazardous waste (tons)	58.43	50.51	13.43
Non-hazardous waste intensity (kilograms/ person)	222.72	217.84	198.97
Hazardous waste intensity (kilograms/ person)	0.42	0.37	0.09
Amount of cycling waste (tons)	/	149.24	302.93

¹ The statistical scope follows the group scope, covering the China Merchants Bank and its subsidiaries.

7. Waste Gas and Air Pollutant Management¹

Indicator (Unit)	2025
Waste gas emissions (tons)	11.80
Nitrogen oxides (NOx) emissions (tons)	0.64
Sulfur oxides (SOx) emissions (tons)	0.01
Particulate matter (PM) emissions (tons)	0.07
Carbon monoxide emissions (tons)	10.01
Hydrocarbon emissions (tons)	1.07

¹ Calculated in accordance with the *Technical Guidelines for Compiling Atmospheric Pollutant Emission Inventories for On-road Motor Vehicles (Trial)* issued by the Ministry of Ecology and Environment of the People's Republic of China, and *Appendix 2: Environmental Key Performance Indicators Reporting Guide* of The Stock Exchange of Hong Kong Limited. The statistical scope covers the headquarters of China Merchants Bank and its 44 domestic tier-one branches.

IX. Social: Fulfilling the Mission of Finance for the People, Meeting the Public's Aspirations for a Better Life

We Support Sustainable Development Goals (SDGs)



(I) Technology Finance

CMB positions technology finance as one of the key strategic areas for supporting national development and driving high-quality growth. The Company is committed to serving as a long term partner to technology enterprises throughout their lifecycle. By continuously enhancing its products and services, the Company works closely with technology enterprises to support the development of new quality productive forces and the advancement of a modern industrial system.

As of the end of 2025, The Company served 350,100 technology enterprise customers, including 208,500

enterprises listed in recognised technology programmes¹. The balance of science and technology loans reached RMB1,036.854 billion, representing an increase of 8.06% compared with the beginning of the year.

1. Governance

The Company continues to enhance its governance framework for technology finance and has established a service system covering the Head Office, branches and sub branches.

¹ Technology listed enterprises include manufacturing single champion enterprises, national technology innovation demonstration enterprises, specialised and sophisticated enterprises that produce new and unique products, specialised and sophisticated small and medium sized enterprises, high tech enterprises, and technology based small and medium sized enterprises.

Through deepening the implementation of the "Six Specialised Mechanisms" and providing targeted loan subsidies for technology enterprises, the Company allocates resources strategically to strengthen mechanism based guidance, stimulate internal momentum across operating institutions, and ensure the effective and efficient functioning of its governance system.

Technology Finance Governance Structure of CMB

Head Office

- The Company has established a Technology Finance Committee, chaired by a senior management member responsible for corporate banking. The Committee convenes regularly to review and determine the Company's technology finance strategy, development objectives and annual plans, as well as key product and business model innovation initiatives, target customer segments and business strategies. In 2025, the Committee held two

meetings, reviewing dedicated reports on technology finance and setting the overall direction for related initiatives.

- The Company has established a dedicated first level department, the Technology Finance Department, responsible for coordinating and driving the development of technology finance business across the Company.

Branches

- The Company focuses on regions with strong technology resource clusters and has designated 20 key branches. It has advanced the implementation of a comprehensive "six dedicated" framework, covering dedicated policies, products, processes, organisational arrangements, teams and performance evaluation, to strengthen its technology finance service capabilities.

Sub branches

- The Company has established over 100 specialised technology finance sub branches, serving as dedicated service outlets for technology finance.

2. Strategy

2.1 Risk and Opportunity Analysis

The Company systematically identifies the risks and opportunities related to the topic of technology finance based on the macro financial environment, development trends of technology innovation enterprises and its own development strategy.

Risk/Opportunity Category	Risk/Opportunity Factor	Description and Impact	Time Horizon ¹
Risk	Credit Risk	Technology innovation enterprises generally feature asset-light models, high research and development investment, significant cash flow volatility and a lack of effective collateral and pledges.	Medium term
	Technology Substitution Risk	With rapid iteration of frontier technologies such as artificial intelligence and semiconductors, enterprises that fail to keep pace with industry innovation in research and development or commercialisation may face market elimination risks, increasing pressure on credit risk management.	Medium term

¹ With reference to the *Basic Standard for Corporate Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and the Company's actual circumstances, the short term is defined as 2026, the medium term as 2027–2031, and the long term as 2032 and beyond.

Risk/Opportunity Category	Risk/Opportunity Factor	Description and Impact	Time Horizon ¹
Opportunity	Policy Dividend Opportunity	A series of measures promoting technological advancement, including top level policy design, pilot policies and increased quotas for relending for technology innovation, provide policy support for the Company's in depth deployment in technology finance.	Medium term
	Market Service Opportunity	Rapid technological development drives the growth of technology enterprises and generates diversified financial service needs, prompting the Company to shift from point based services to ecosystem enabling. By integrating internal and external resources such as capital and industry, the Company can embed itself throughout the enterprise full lifecycle, enhancing customer stickiness and comprehensive service value.	Medium term

¹ With reference to the *Basic Standard for Corporate Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and the Company's actual circumstances, the short term is defined as 2026, the medium term as 2027–2031, and the long term as 2032 and beyond.

2.2 Impact on Strategy and Decision making

The Company develops annual action plans for technology finance, setting clear priorities in areas such as organisational capability building, ecosystem channel partnerships, and product and business innovation, and aligning its strategy with national development priorities.

In 2026, the Company will continue to enhance its technology finance service framework by advancing a "four pillar" model centred on comprehensive customer management, coordinated ecosystem channels, specialised product innovation and systematic governance mechanisms, while further strengthening financial support for technology enterprises. Looking ahead, the Company will continue to pursue an approach of external ecosystem collaboration and internal capability development, driving "five dimension" enhancements across service processes, customer segments, service entities, service content and capabilities. It will further strengthen the "four pillar" framework, build an innovation led technology finance brand, and enhance its professional capabilities in supporting new quality productive forces.

2.3 Financial Impact Analysis

As of the end of 2025, the Company's science and technology loan balance reached RMB1,036.854 billion, primarily reflected under loans and advances in the balance sheet.

National policy directions, including the Central Economic Work Conference and the 15th Five Year Plan, present new growth opportunities for technology finance. In the future, the Company will align closely with national priorities of developing new quality productive forces, supporting high level technological self reliance and strengthening, and promoting deeper integration of technological and industrial innovation, thereby enhancing the quality and effectiveness of its technology finance services.

3. Impact, Risk and Opportunity Management

3.1 Building an Integrated Service Framework

In 2025, the Company capitalised on opportunities arising from technological advancement and, leveraging its comprehensive financial service capabilities, upgraded its technology finance service offering. The Company established a structured service model covering four stages of technological innovation, namely innovative talent, innovative technology, innovative products and innovative industries. Supported by a three dimensional approach comprising scenario based services, ecosystem development and service innovation, the Company developed a "4×3" matrix based integrated service framework to support technological innovation and industrial development.

Innovative Talent Stage

- The Company focuses on scenarios such as university talent development, international talent attraction and entrepreneurship by high level talent. It collaborates with talent authorities, universities and research institutions to build ecosystems, and supports talent development through tailored personal financing solutions and comprehensive financial services.
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Innovative Technology Stage

- The Company focuses on scenarios such as research and development testing and technology competitions. It collaborates with technology authorities, pilot testing platforms and venture capital institutions, providing integrated equity and debt financing solutions to support the development of innovative technologies.

Innovative Product Stage

- The Company focuses on scenarios including business operations, capital planning and product expansion. It collaborates with relevant authorities, industrial parks, private equity investors and exchanges to build ecosystems, providing services such as standardised credit financing, customised capital solutions and cross border financial services, supporting enterprises throughout their growth journey.

Innovative Industry Stage

- The Company focuses on key scenarios, including industrial upgrading, industrial integration, industrial investment and supply chain financing. It collaborates with industry authorities, investment institutions and leading enterprises across industrial chains to build integrated ecosystems, providing comprehensive financial solutions covering equity, bond, loan, leasing and collaborative
-

services. These efforts support the development of strategic emerging and future industries, as well as the transformation and upgrading of traditional industries.

3.2 Enhancing Full Lifecycle Product and Service Offerings

The Company leverages its integrated financial service capabilities to develop a diversified suite of financial solutions, addressing the evolving and differentiated needs of technology enterprises and supporting the development of new quality productive forces.

Credit

- Leveraging big data and AI technologies, the Company has developed a dedicated financing solution for technology enterprises, Sci-tech Innovation Loan. In 2025, the Company further expanded its product portfolio to address financing needs across different stages, including early stage research and development, growth stage expansion and mature stage innovation. Sub products such as Sci-tech Innovation Talent Loan, Sci-tech Innovation Upgrade Loan were launched to support technology based small- and micro-sized enterprises with strong growth potential, advanced technological

capabilities and strong entrepreneurial leadership. As of the end of 2025, Sci-tech Innovation Loan had provided RMB86.521 billion in credit support to more than 6,000 technology enterprises.

Bonds

- In 2025, the Company acted as lead underwriter for 208 technology innovation bonds, including technology innovation notes and bonds, serving 128 issuers with a total issuance of RMB217.775 billion, of which RMB93.993 billion was underwritten by the Company. Among these, underwriting of technology innovation bonds issued by non financial enterprises reached RMB93.046 billion, ranking second in the market and first among joint-stock commercial banks.

Mergers and Acquisitions Financing

- Focusing on key sectors such as semiconductors, advanced equipment and new energy vehicles, the Company provided comprehensive M&A advisory services to more than 1,500 technology enterprises, covering the full transaction lifecycle, including strategy development, target identification, transaction structuring, negotiation support and M and A fund establishment. In 2025, the Company provided RMB30.332 billion in M and A financing to 114 technology enterprises, representing a year on year
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increase of 83.99%.

Deal Facilitation

- In 2025, the Company served 465 technology finance customers through market based transactions (matchmaking), facilitating a total transaction volume of RMB66.533 billion, covering multiple sub sectors including semiconductors, biopharmaceuticals and communication technologies.

Financial Leasing

- CMB Financial Leasing prioritised support for sectors including integrated circuits, artificial intelligence, advanced equipment, aerospace and emerging digital industries. In 2025, investment in technology finance reached RMB62.403 billion, accounting for 77.26% of total investment in the equipment segment.

Investment

- CMB Wealth Management injects financial resources into technology enterprises by investing in assets such as bonds, non-standardised debt assets and equity of non listed companies. As of the end of 2025, the scale of investment in technology enterprises reached RMB114.343 billion, covering key technology sectors such as new materials and semiconductors.
- CMB International leverages its strengths in sponsorship,

underwriting and financial advisory to support a number of technology enterprises in sectors such as semiconductors, advanced manufacturing and next generation information technology in accessing capital markets. In 2025, it participated in 20 IPO and new share placement projects for technology enterprises, with a total financing amount exceeding HKD28 billion.

- China Merchants Fund proactively established business presence in the fields and segments prioritised for national encouragement, guiding the funds towards strategic emerging industries and small- and medium-sized enterprises that are categorised as "specialised, refined, distinctive and innovative" enterprises. As of the end of 2025, direct investment in strategic emerging industries reached RMB119.662 billion, and investment in small and medium sized enterprises reached RMB143.923 billion.

Wealth Management

- As of the end of 2025, CMB Wealth Management managed 46 outstanding technology finance themed wealth management products, with a total assets under management of RMB17.990 billion.

Funds

- China Merchants Fund launched one of the first batch of technology innovation composite index exchange traded

funds, empowering the development of the technology innovation industry.

[Case] Jinan Branch: Providing Targeted Credit Support to a Technology Innovation Enterprise

A technology enterprise, founded and led by an associate professor and doctoral supervisor from a School of Nuclear Science and Energy Power of "985-Project" university, focuses on the research, development and commercialisation of silicon carbide power semiconductor modules and possesses core proprietary technologies in this field. In 2025, the enterprise remained in the research, development and validation stage and encountered financing constraints under traditional credit models. In response to its business characteristics, the Jinan Branch provided a tailored financing solution through the Sci-tech Innovation Talent Loan product. Supported by on site credit assessment and a streamlined online application process, the Company approved a credit line of RMB3 million on the same day and completed prompt disbursement, effectively alleviating the enterprise's funding constraints.

[Case] CMB Financial Leasing: Pioneering China's First Satellite Leasing under a Project Company Model

In July 2025, CMB Financial Leasing leveraged its specialised leasing capabilities to structure a satellite leasing transaction using satellites as the underlying assets, in collaboration with a commercial aerospace company. This marked the launch of China's first satellite leasing business under a project company model. The transaction provided financial support to the Apocalypse Constellation, China's first low Earth orbit satellite Internet of Things communication constellation, effectively addressing the financing needs for high value aerospace equipment and supporting the national strategy of strengthening the aerospace sector through financial leasing.



Caption: Hohhot Branch providing financial consultation and services to technology enterprises at the main venue of the Low Altitude Economy Forum in the Inner Mongolia Autonomous Region

3.3 Strengthening Ecosystem and Channel Collaboration

The Company actively builds an integrated technology finance ecosystem by connecting stakeholders across innovation, capital and industrial value chains, fostering a collaborative and mutually beneficial development environment.

Innovation Ecosystem

- The Company collaborates with government authorities to promote the Innovation Points based enterprise service programme. As of the end of 2025, the Company had provided credit support to approximately 20.0 thousand

Innovation Points enterprises.

- The Company has established partnerships with nearly 100 leading universities and research institutions. By the end of 2025, leveraging dedicated innovation financing products, it has supported nearly 200 technology commercialisation projects, facilitating the market adoption of advanced technologies.

Capital Ecosystem

- The Company leverages its "Zhaomu Circle" private equity digital platform to connect enterprises with investors, organising nearly 200 equity financing roadshows in strategic emerging industries and enhancing access to private equity funding for high potential technology enterprises.
- In line with national policy initiatives to expand pilot programmes for equity investment by financial asset investment companies, the Company established CMB Financial Asset Investment, strengthening its support for technological innovation.

Industrial Ecosystem

- The Company has established partnerships with 10,110 leading enterprises within industrial value chains. By leveraging the credit and data capabilities of these anchor enterprises and offering supply chain finance solutions, the

Company enhances financing support for technology enterprises across the value chain, effectively addressing key challenges faced by technology oriented small- and micro-sized enterprises, including limited access to financing and high financing costs.

[Case] Enhancing Technology Innovation Growth through Professional Empowerment

The Company has served as the exclusive official partner bank of the China Innovation and Entrepreneurship Competition for 14 consecutive years. As of the end of 2025, it had supported 47.2 thousand participating enterprises and provided RMB210.075 billion in credit support, jointly establishing with the organisers a platform to accelerate the growth of technology enterprises.

3.4 Strengthening Risk Management in Technology Finance

To address credit risk and technology substitution risk associated with technology finance, the Company has established a differentiated risk management framework covering the full lending lifecycle. It has developed a dual-driven evaluation model based on qualification scoring for

customer selection and risk scoring for customer screening. By integrating AI and big data analytics, the Company enables intelligent risk identification and precise risk stratification, and builds an online risk management matrix that combines digital capabilities with professional judgement, thereby strengthening the risk foundation for the sustainable development of technology finance.

4. Metrics and Targets

The Company follows a target driven approach and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically evaluates the effectiveness of managing financially material topics, ensuring effective implementation of its strategy and transparent disclosure. The key performance indicators and progress for technology finance in 2025 are set out below.

Target Description	Progress in 2025
<ul style="list-style-type: none"> The growth rate of science and technology loans is maintained at a level not lower than the growth rate of overall loans of the Company. 	<ul style="list-style-type: none"> As of the end of 2025, the balance of science and technology loans, as defined under the People's Bank of China statistical scope, reached RMB1,036.854 billion, representing a year on year increase of 8.06% and meeting the target.

(II) Inclusive Finance

CMB continues to develop a distinctive inclusive finance model, strengthening financial support for agriculture related entities, small- and micro-sized enterprises and supply chain participants, while continuously improving the accessibility and inclusiveness of financial services.

1. Governance

The Company continues to enhance its inclusive finance governance mechanisms and has established a coordinated service framework with clearly defined responsibilities. The Board of Directors and the Strategy and Sustainability Committee of the Board have strengthened their oversight of inclusive finance, with regular review of annual development reports and work plans.

China Merchants Bank Inclusive Finance Organisational Structure

Head Office

- The Company has established the Inclusive Finance (Rural Revitalisation) Management Committee, chaired by

the President, responsible for formulating overall strategies, development objectives and plans, and for reviewing and approving major matters related to inclusive finance and rural revitalisation.

Branches

- All domestic tier one branches have established dedicated Inclusive Finance Departments with specialised teams.

Sub branches

- Dedicated inclusive finance relationship manager teams have been established to focus on inclusive finance business and serve target customer segments.

In 2025, the Company enhanced performance incentives and resource allocation to support the effective implementation of its inclusive finance strategy. Inclusive finance related indicators were incorporated into the performance evaluation system of domestic tier one branches, with a weighting of no less than 10%, alongside the establishment of a bank wide recognition framework. The Company issued *Detailed Implementation Rules of China Merchants Bank Co., Ltd. for Due Diligence Exemption in Inclusive Credit*, which clarified the standards for due diligence exemption and strengthened

employee engagement in inclusive finance business. In addition, the Company proactively absorbed certain financing

related costs, reinforcing its commitment to supporting enterprises and benefiting the public.

2. Strategy

2.1 Risk and Opportunity Analysis

Risk/Opportunity Category	Risk/Opportunity Factor	Description and Impact	Time Horizon ¹
	Risk of Slowing Market Demand	The growth rate of inclusive micro and small enterprise loans has slowed, and effective demand from small- and micro-sized enterprises has stabilised, imposing certain constraints on business scale expansion.	Medium term
Risk	Asset Quality Pressure Risk	The economy is currently in a critical period of transition in growth momentum and industrial structure adjustment, with increasing uncertainty in the external environment. Small- and micro-sized enterprises have relatively weak risk resilience and are more vulnerable to external fluctuations, which may lead to certain pressures on the asset quality management of inclusive corporate finance business.	Medium term

¹ With reference to the *Basic Standard for Corporate Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and the Company's actual circumstances, the short term is defined as 2026, the medium term as 2027–2031, and the long term as 2032 and beyond.

Risk/Opportunity Category	Risk/Opportunity Factor	Description and Impact	Time Horizon ¹
Opportunity	Policy Dividend Opportunity	National strategies and policy orientations promote the development of new quality productive forces and the transformation and upgrading of the modern industrial system, supporting the growth of small- and micro-sized enterprises and providing broad opportunities for the Company to expand inclusive finance business, optimise customer structure and improve asset quality.	Medium term
	Market Expansion Opportunity	By applying Fintech and AI technologies, improving a multi tiered inclusive finance product system, upgrading service models and enhancing service efficiency, the Company can better meet the financial needs of small- and micro-sized enterprises, attract more high quality enterprises and expand customer coverage in inclusive finance.	Long term

¹ Based on the *Basic Standard for Enterprise Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and the Company's actual situation, the short term is defined as 2026, the medium term as 2027 to 2031, and the long term as 2032 and beyond.

2.2 Impact on Strategy and Decision Making

The Company formulates semi annual inclusive finance action plans to define phased priorities for the Head Office and branches. It establishes clear implementation pathways across products, marketing, talent development, risk management and process governance, ensuring structured execution and effective delivery of inclusive finance initiatives.

In 2026, the Company will focus on advancing new quality productive forces and supporting the upgrading of the modern industrial system. It will further integrate AI technologies into product and service innovation and accelerate the development of a digital and intelligent inclusive finance service framework. Over the medium to long term, the Company will strengthen five key capabilities, including digital product competitiveness, centralised marketing management, differentiated risk management, refined organisational management and professional team development. It will establish an integrated service framework covering product services, marketing, risk, organisation and talent, thereby building a differentiated competitive advantage in inclusive finance characterised by scale leadership and distinctive business models.

2.3 Financial Impact Analysis

As of the end of 2025, the balance of inclusive loans to small- and micro-sized enterprises reached RMB962.139 billion, representing an increase of RMB74.460 billion year on year and benefiting 1.2247 million entities. The steady expansion of inclusive lending has directly contributed to the growth of loans and advances on the balance sheet.

Looking ahead, inclusive finance is expected to contribute positively to the Company's financial performance through both revenue growth and cost efficiency improvements. On the revenue side, enhancements in product offerings and service models are expected to increase customer level value contribution and strengthen long term business sustainability. On the cost side, the advancement of digital capabilities, including online products and intelligent risk management models, is expected to improve operational efficiency and reduce marginal costs per transaction. Over the medium to long term, the diversification effect of inclusive finance is expected to help stabilise credit portfolio performance.

3. Impact, Risk and Opportunity Management

3.1 Expanding Support for Micro, Small and Medium sized Enterprises (SMEs)

Driven by digital transformation and technological innovation, the Company provides diversified financing solutions and efficient, accessible and intelligent financial services to small- and micro sized enterprises and individual business owners. As of the end of 2025, the balance of inclusive loans to small- and micro-sized enterprises reached RMB962.139 billion, representing an increase of RMB74.460 billion year on year. The number of customers with outstanding inclusive loans reached 1.2247 million, an increase of 147.4 thousand year on year. In 2025, newly issued inclusive loans totalled RMB646.929 billion, with an average interest rate of 3.65%, down by 57 basis points compared with the end of the previous year.

Enhancing Financing Product Offerings

- In response to the differentiated needs of small- and micro-sized enterprises and individual business owners, the Company provides financing services covering multiple guarantee methods, including secured and credit based lending.

- The Company has launched "Flash Loan" for retail customers, and pure online data driven financing products "Zhaoqi Loan" and "Zhaojie Loan" for corporate customers, enhancing financing convenience through standardised and online products.
- The Company implemented the first special on lending facility for stabilising foreign trade provided by China Development Bank among joint-stock commercial banks, specifically supporting inclusive small- and micro-sized enterprises engaged in foreign trade and reducing financing costs.

Leveraging Group Synergies

- CMB Financial Leasing leverages its specialised leasing capabilities to complement traditional bank lending products, forming a differentiated service offering. In 2025, it served over 700 small- and micro-sized enterprises customers, with inclusive finance assets totalling RMB497 million, primarily supporting equipment upgrades and technological transformation in sectors such as mobility, power and feed processing.

Enhancing Digital Channel Capabilities

- The Company established a dedicated inclusive financing section on its corporate App and, through digital platforms such as the "Zhaodai" ("Business Loan") App, and

"Zhaodai +" ("Business Loan +") WeChat Mini Program, provides online tools including Huice'e, creating a proprietary digital service channel for inclusive finance.

- As of the end of 2025, the "Zhaodai" App had 4.6877 million registered users, representing a year on year increase of 10.8%. In 2025, the "Zhaodai" App and "Zhaodai +" mini programme processed 640.0 thousand loan applications from small- and micro-sized enterprises, with a total approved credit limit of RMB226.174 billion. The Huice'e tool served more than 200 enterprises on average each day.

[Case] Quanzhou Branch: "Industrial Park Plant Loan" Alleviating Financing Challenges for Small- and Micro-sized Enterprises

The Quanzhou Branch actively responded to the strategic objective of Quanzhou to build a high quality manufacturing development hub and innovatively launched the "Industrial Park Plant Loan". By including industrial park factory buildings within the scope of collateral and supporting it with a dedicated plant valuation model and flexible credit solutions, the Company effectively addressed the financing needs of small- and micro-sized enterprises within manufacturing industrial parks. As of the end of 2025, the "Industrial Park Plant Loan"

had cumulatively approved RMB52.80 million in credit facilities and disbursed RMB23.10 million.

3.2 Deepening Service Capabilities to Support Rural Revitalisation

The Company actively supports the rural revitalisation strategy by innovating service models and expanding credit supply to agriculture related entities, contributing to rural economic development. As of the end of 2025, the balance of agriculture related loans reached RMB275.119 billion, up 14.14% year on year. The balance of inclusive agriculture related loans reached RMB25.439 billion, up 10.60% year on year.

Supporting Key Areas for Stable Production and Supply

- **Seed industry and food security:** The Company issued *Marketing Plan for Leading Enterprises in Agriculture (Forestry and Seed Industry) of China Merchants Bank Co., Ltd.*, directing credit resources towards grain production and key agricultural sectors. As of the end of 2025, loan balances in key grain related sectors reached RMB31.100 billion, an increase of RMB1.988 billion year on year. The Company extended credit to 29 national seed industry revitalisation enterprises, with outstanding loans totalling RMB8.051 billion.

- **Agriculture related financial research:** The Company focuses on areas such as high standard farmland and conducts regional research across the Yangtze River Delta, Sichuan and Chongqing, North China and Northeast China, developing financial support strategies for rural revitalisation and integrating research outcomes into business practices.

Empowering the Upgrading of Specialised Industries

- **Supporting industry clusters:** The Company strengthens support for regional specialised industry clusters, including dairy in Inner Mongolia, fresh corn in Heilongjiang, broiler poultry in Shandong, Nankang furniture in Jiangxi and Xinhui dried tangerine peel in Guangdong, by analysing regional markets and identifying high quality clients across value chains, thereby promoting the integrated development of rural primary, secondary and tertiary industries.
- **Strengthening agricultural value chains:** The Company has launched products such as Agricultural E commerce Platform Loan and Breeder Supply Chain Procurement Loan, providing comprehensive financial solutions for enterprises across agricultural value chains, including fresh food e commerce, agricultural wholesale, fertiliser and pesticide production and grain processing.
- **Advancing digital management in rural enterprises:**

The Company has developed and promoted the Smart Canteen system for rural enterprises, free of charge, integrating features such as facial recognition and QR code payment, online top up, meal ordering and consumption tracking, enhancing both employee experience and enterprise management efficiency.

Supporting Rural Development

- **Improving rural living conditions:** The Company participates in local government special bond issuance to channel funds towards rural housing development, infrastructure upgrades, wastewater treatment and public services such as education and healthcare, helping to address infrastructure gaps in rural areas.
- **Enhancing urban rural infrastructure integration:** The Company increases financing support for affordable housing in suburban areas, improves integrated urban rural infrastructure and supports people centred new urbanisation.

[Case] Wenzhou Branch: Unlocking Rural Assets through Housing Mortgage Loans

The Wenzhou Branch introduced innovative rural housing mortgage loan services, unlocking the value of farmers' immovable assets such as rural housing and expanding

access to financing. This initiative has supported income growth and improved livelihoods for local farmers. As of the end of 2025, the branch had approved 26 such loans, with a total value of RMB15.350 million.

3.3 Extending Service Value Chains and Enhancing Supply Chain Finance

The Company adopts a "one bank serving one client" approach and develops tailored "one industry one policy" solutions. It has built automated and intelligent supply chain finance products based on credit and data analytics, providing comprehensive and locally delivered financial services to core enterprises and their supply chain partners. In 2025, supply chain financing volume reached RMB1,104.985 billion, up 8.90% year on year. The Company served 10,110 core enterprises and 60,007 upstream and downstream customers, representing increases of 17.38% and 17.80%, respectively.

[Case] "Distributor Easy Loan" Supporting SMEs within Leading Manufacturing Industrial Supply Chains

The Company leverages technology and data driven capabilities to develop innovative supply chain finance solutions. Building on real world supply chain scenarios, it

launched the "Distributor Easy Loan" product to address the financing needs of SMEs by connecting core enterprises with their downstream distributors. M Group, a leading enterprise in China's home appliance industry, has nearly 100,000 distributors nationwide. Through the "Distributor Easy Loan" product, the Company has effectively overcome data based financing constraints faced by downstream enterprises within M Group's supply chain, expanded its service coverage for SMEs, and promoted the integration of industrial and financial ecosystems, creating shared value across the ecosystem. As of the end of 2025, the outstanding balance of "Distributor Easy Loan" for M Group exceeded RMB1.3 billion.

[Case] Chongqing Branch: Introducing Order Loan to Support Distributor Financing

In October 2025, the Chongqing Branch introduced Order Loan, targeting downstream distributors of large core enterprises across China. The product determines credit limits based on procurement volume and cooperation history, providing unsecured financing dedicated to payments to core enterprises within the supply chain, with a maximum limit of RMB 3 million. Featuring a fully digital process and flexible drawdown and repayment, the product is well aligned with the operating characteristics of distributor clients. As of the end of

2025, Order Loan had extended credit to 19 customers, with a total approved amount of RMB12.72 million.

3.4 Strengthening Risk Foundations for Sustainable Development

The Company places equal emphasis on risk management and business development. By enhancing governance mechanisms, strengthening system capabilities and leveraging intelligent technologies, it has established a comprehensive and intelligent inclusive finance risk management framework.

Enhancing Risk Management Mechanisms

- The Company integrates credit risk associated with inclusive corporate finance into its enterprise wide risk management framework and establishes a closed loop mechanism covering monitoring, feedback and reporting. Through monthly monitoring and analysis, risk reports are generated and submitted in line with internal requirements, ensuring timely risk information flow and effective decision support.

Strengthening Digital Monitoring Capabilities

- The Company has developed a fully digital, end to end reporting system for inclusive finance, enabling real time monitoring of business data across the Company. Automated analytical reporting and management models have been deployed to support standardised and online monitoring at branch level, significantly enhancing the coverage and timeliness of risk monitoring.
- The Company utilises an asset quality monitoring system for inclusive corporate finance, leveraging big data and cloud computing to automate the collection, calculation and visualisation of key indicators.

Advancing Intelligent Risk Management

- Leveraging the advantages of "data + AI" technologies, and relying on data governance achievements and risk control models, the Company has introduced AI powered due diligence reports and post loan reports. By using machine assisted decision making, it improves the approval efficiency and management effectiveness of financing services for small- and micro-sized enterprises while ensuring asset quality.

[Column] Enhancing Financial Accessibility for Key Customer Segments

Optimising Branch Network Deployment

The Company adopts a domestic branch network strategy centred on "controlling total scale while optimising existing resources". As of the end of 2025, the Company operated 143 branches and 1,801 sub-branches in mainland China, along with 2 branch level specialised institutions, namely the Credit Card Center and the Funds Operation Center. Internationally, the Company maintained a presence through its Hong Kong branch, a representative office in Taiwan, and branches in New York, London, Singapore, Luxembourg and Sydney. During the year, the Company achieved a net increase of seven outlets and optimised the location of 123 existing outlets, further enhancing the effective reach of its service network.

With respect to county level network development, as of the end of 2025, the Company had established 133 county level outlets, representing an increase of 2 from the end of the previous year. These outlets provide comprehensive coverage of both corporate and retail financial services, with all outlets equipped with both counter and self service facilities and

offering 24 hours cash services, thereby improving the accessibility of financial services in county areas.

Serving Diverse Customer Segments

The Company continues to enhance its integrated "human plus digital" service capabilities and customer experience. By improving branch service efficiency and upgrading the functionality of its key mobile applications and customer service channels, the Company seeks to better serve populations not fully covered by physical outlets, as well as elderly customers, persons with disabilities and new urban residents, addressing both financial and non financial service needs.

Supporting Elderly Customers

- **Digital accessibility:** The Senior Mode of the China Merchants Bank App enhances usability by prioritising key notifications and streamlining access to frequently used functions. It also features one click access to voice customer service through an integrated voice connection function. As of the end of 2025, this mode had served 2.8883 million customers. The Care Mode of the CMB Life App further improves accessibility through simplified
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design, voice enabled interaction and enhanced customer service features, including a dedicated elderly care section.

- **Age friendly physical services:** In addition to standard assistive facilities such as reading glasses and magnifiers, the Company provides tailored solutions including vibrating queue devices and mobile service desks. Digital signature devices support enlarged text display and full screen signing, while self service receipt machines offer simplified transaction record printing, improving usability for elderly customers.
- **Dedicated service channels:** The 95555 hotline offers a simplified menu tailored for elderly users, reducing call complexity. During the year, it provided 501.2 thousand fast access services, with a connection rate of 99.15% and customer satisfaction reaching 99.94%. The credit card 400 hotline also provides flexible access to either priority human assistance or self service channels, delivering over 710.1 thousand service interactions for customers aged 60 and above.

Supporting Persons with Disabilities

- The Company has enhanced accessibility features of the China Merchants Bank App, introducing the "Xiao Zhao

Voice Control" assistant powered by large language model technology. The assistant supports voice based interaction, including command execution, content summarisation and image description, significantly improving digital accessibility.

- The CMB Life App is equipped with screen reader compatibility and includes enhanced safeguards, such as security prompts and user confirmation mechanisms when activating screen reading in sensitive scenarios.

Serving International Customers in China

- The Company has upgraded the English version of the CMB App, improving key functionalities such as account opening appointments, account information enquiry and foreign exchange transfers. In addition, a dedicated English language voice service has been introduced, providing real time support from professional agents to assist users with enquiries and operational guidance, thereby enhancing the overall service experience for international customers.

[Case] Bringing Financial Services Closer by Bridging the Last Mile

To address the practical challenges faced by elderly customers, persons with disabilities and those in remote areas in accessing financial services, the Company proactively delivers services through coordinated enhancements in infrastructure and service processes.

Technology enabled mobility, making services more accessible: The Company has promoted the use of integrated mobile service pad that support credit card, debit card, personal lending and corporate banking services. Leveraging their portability, staff can provide seated services within branches for elderly, disabled and pregnant customers, as well as on site services for customers with limited mobility or those located in remote areas, effectively extending the reach of non cash financial services.

Process optimisation, making services more inclusive:

For special scenarios such as hospitalisation and mobility limitations, the Company provides tailored emergency services, including on site processing, notarised agency services and direct hospital related transaction handling. During the year,

164 such services were delivered to customers with limited mobility.

[Case] Supporting New Urban Residents Live and Work in Peace and Contentment

The Company actively supports the financing needs of new urban residents in housing, entrepreneurship and employment. As of the end of 2025, retail credit services had reached 68.7 thousand new urban resident customers, with 75 thousand loans issued, totalling RMB95.662 billion. Of these, 56.6 thousand housing loans amounting to RMB69.756 billion supported home settlement, while 14.8 thousand entrepreneurship loans totalling RMB19.779 billion and 3.7 thousand employment support loans totalling RMB6.127 billion contributed to job creation and income generation.

[Case] Advancing Inclusive Wealth Management to Broaden Access to Professional Services

The Company continues to enhance wealth management products such as "Zhaozhaobao" and "Duobao Wealth Management" on its mobile app. By streamlining transaction processes and lowering entry thresholds, the Company makes wealth management more accessible, enabling a broader

customer base to benefit from professional and convenient financial services. As of the end of 2025, Zhaozhaobao had served over 52.5385 million customers, while Duobao Wealth Management had reached over 11.0055 million customers.

[Case] Haikou Branch: Building an Age Friendly Service Hub for Seasonal Elderly Residents

Leveraging the unique characteristics of seasonal elderly migration, the Haikou Branch has developed an age friendly service model centred on hardware, service delivery and ecosystem integration.

Upgraded facilities for accessibility: The branch has implemented comprehensive age friendly renovations, including barrier free ramps, anti slip flooring and strategically placed handrails. Clear large font signage and visual guidance improve accessibility. A dedicated senior service zone is equipped with essential assistive facilities and health monitoring devices, integrating financial services with wellbeing support.

Enhanced service experience: Dedicated service specialists provide personalised, end to end assistance, including consultation, pre service preparation and support with digital

tools. On site services are available for customers with mobility challenges. Regular community engagement sessions use local dialects to deliver anti fraud education and digital literacy training, enhancing both financial security and digital inclusion.

Expanded service ecosystem: Beyond core financial services, the branch connects customers with external service providers to offer lifestyle support such as dining and transportation. It also provides tailored solutions including personal pension accounts and long term wealth planning to meet diverse needs.



Caption: Harbin Branch has established a dedicated service area for elderly customers, featuring age friendly facilities including comfortable seating, complimentary refreshments,

reading materials, reading glasses and hearing aids to enhance service accessibility and comfort.



Caption: An age friendly model outlet of Wuhan Branch has established a "Senior Care Station", equipped with accessible facilities including magnifiers, large print reading materials and blood pressure monitors to enhance service convenience for elderly customers.



Caption: Wuxi Branch has established a dedicated public welfare area for elderly customers, equipped with health monitoring devices such as tongue diagnostic tools and blood pressure monitors, supporting timely health awareness and wellbeing.



Caption: Nanchang Branch has established barrier free access at its outlets to enhance accessibility for all customers.

4. Metrics and Targets

The Company follows a target driven approach and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically evaluates the effectiveness of managing financially material topics, ensuring effective implementation of its strategy and transparent disclosure. The key performance indicators and progress for inclusive finance in 2025 are set out below.

Target Description	Progress in 2025
<ul style="list-style-type: none"> Growth in inclusive small- and micro-sized enterprises loans to be no lower than the growth rate of overall loans of the Company. 	<ul style="list-style-type: none"> As of the end of 2025, the balance of inclusive small- and micro-sized enterprises loans reached RMB962.139 billion, representing a year on year increase of 8.39%, exceeding the growth rate of overall loans of the Company and meeting the target.

(III) Pension Finance

In response to the national requirement to accelerate the development of a multi-level, multi-pillar pension insurance system, CMB positions pension finance as a strategic business of the Company. The Company established a Pension Finance Leadership Group at the senior management level to coordinate business development strategies, formulated the *China Merchants Bank Pension Finance Development Plan (2025–2027)* and annual special action plans, and defined development objectives and key areas of work. By building a four-in-one innovation system of "products + services + channels + technology", the Company continues to deepen the layout of its three major segments of pension fund finance, pension service finance, and pension industry finance, striving to become the best domestic professional institution for pension finance services, and endeavours to provide customers with comprehensive, one-stop, and personalised integrated services.

1. Pension Fund Finance

Centring on the three pillars of China's national pension security system, the Company extends its service chain and enriches its product matrix to meet customers' diverse pension security needs.

The First Pillar: Serving Basic Pension Insurance and Supporting Digital Transformation

- Providing supporting financial services for reforms in the fields of human resources and social security, ensuring the revenue and expenditure operations of social insurance funds, and performing custody services for basic pension insurance funds.
 - Participating in the national social security informatisation programme and supporting the issuance and application of electronic social security cards. In 2025, the Company provided convenient services such as online social security
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enquiry and business handling for 21.2186 million insured persons, and supported the "nearby handling" and "mobile handling" of social security services in multiple locations. By the end of 2025, a cumulative total of 94.1337 million electronic social security cards had been issued, an increase of 22.15% compared with the end of the previous year.

The Second Pillar: Leveraging Full Business Licence Advantages and Deepening Annuity Management

- Leveraging its full business licence operating advantages, the Company enhances the service quality of occupational annuities and enterprise annuities, and establishes a trustee image of "sound risk control", "effective returns management" and "quality service delivery".
- **"Sound risk control"**: The Company formulated detailed inspection rules for annuity fixed-income instruments, introduced risk monitoring mechanisms covering price fluctuations and market sentiment, and ensured a system of "pre-investment protocols, in-investment monitoring, and post-investment review", thereby safeguarding the security

and stability of annuity assets.

- **"Effective returns management"**: The Company innovatively established a major asset allocation strategy based on clients' risk preferences and expected return objectives; conducted health assessments of annuity plans and optimised profit-locking and stop-loss mechanisms; and upgraded collective annuity plans to provide clients with tailored portfolio recommendations.
- **"Quality service delivery"**: The Company established a tiered and categorised service system and expanded its integrated service offerings to better meet client needs.
- By the end of 2025, the Company provided occupational annuity trustee services to 30 pooling regions nationwide, with enterprise annuity trustee and account management services covering over 10,000 enterprises; the scale of annuity assets under trusteeship exceeded RMB300 billion, and the enterprise annuity account management service covered nearly 2.4 million individual clients.
- With respect to custody services, the Company continues to enhance operational efficiency and client service quality through the "custodian +" model innovation, safeguarding

the security and stability of annuity fund assets.

The Third Pillar: Developing Individual Pension Services and Providing One-Stop Services

- The Company continuously optimises its individual pension business, addressing the diverse retirement needs of customers across different age groups and demographics, and building a one-stop individual pension service. By the end of 2025, the cumulative number of individual pension accounts opened exceeded 15 million, with total contributions ranking among the top in the market.
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[Case] Technology-Empowered Pension Fund Finance Services

The Chengdu Branch launched a digital solution for enterprise annuities, enabling a closed-loop service between employees and enterprises through the collaborative design of a "mobile terminal + management terminal". On the mobile terminal, retired employees are able to initiate annuity withdrawals through a one-stop online self-service process. On the

management terminal, enterprises are assisted in tracking processes in real time and processing information in batches, significantly enhancing the operational efficiency of enterprise annuities.

The Tangshan Branch, addressing the operational challenge of difficulty in issuing reminders for pension insurance pension insurance benefit receipt qualification certification, assisted the Tangshan Municipal Social Insurance Public Service Centre in launching an AI-powered intelligent outbound call system. By the end of 2025, the system had delivered pension insurance benefit receipt qualification certification reminders to over 90 thousand retired persons in Tangshan, effectively safeguarding the rights and interests of retired persons.

2. Pension Service Finance

Drawing on the CMB App, the Company has built a "Unified Personal Pension Hub" covering social security accounts, enterprise annuities, individual pensions, and other retirement savings, serving as a consolidated retirement account from a unified personal perspective. In 2025, the Company launched

the "Flourishing Life" pension service system, covering the full journey from retirement preparation to retirement living and offering one stop services including account services, pension products and wealth planning to customers across different age groups, so as to support a more secure and fulfilling retirement experience at every stage.

In terms of managing retirement funds effectively, the Company has enriched its pension finance product offerings, providing customers with diversified wealth allocation options to meet their differentiated wealth management needs. In 2025, over 20 new pension products were added. At the same time, over 110 annuity insurance products were introduced, covering multiple scenarios including pension reserves, cash flow planning, and phased withdrawals. As one of the first pilot institutions for pension wealth management products, CMB Wealth Management had, by the end of 2025, cumulatively issued 5 pension wealth management products, with an outstanding scale of RMB27.712 billion.

In terms of utilising retirement funds effectively, the Company explores specialised services in healthcare and

elderly care, helping customers enhance the quality of their retirement life.

[Case] Kunming Branch: "CMB Happiness Home" — Building a New Smart Elderly Care Ecosystem

In 2025, the Kunming Branch partnered with local communities to develop the "CMB Happiness Home" smart elderly care platform. Through this platform, services relating to seven daily life scenarios, namely dining, accommodation, transportation, leisure, shopping, entertainment and healthcare, are integrated to provide one stop elderly care services including health monitoring, intelligent logistics and convenient payment, while embedding financial education throughout the service process. This model effectively addresses the service pain points of communities and drives the transformation of community governance from a "management-oriented" to a "service-oriented" approach.



Caption: Staff of the Kunming Branch introduce the "CMB Happiness Home" smart elderly care platform to elderly groups.

3. Pension Industry Finance

The Company actively promotes the development of the silver-economy through credit support, platform development, and ecosystem co-construction.

Strengthening Credit Support

- The Company strengthens credit product innovation and funding supply for pension industry business formats. By the end of 2025, the balance of loans to the pension

industry had increased by 44.19%.

Applying Digital Technology

- The Company iterates its smart elderly care integrated service platform to assist civil affairs departments in achieving one-stop supervision of pre-collected funds of pension institutions, and drives the digital transformation of elderly care service scenarios. By the end of 2025, cooperation had been established with civil affairs departments in 28 provinces and municipalities, covering over 200 pension institutions, promoting the standardised and healthy development of the pension industry.

Co-building Industry Ecosystem

- The Company cooperates with local civil affairs departments and the People's Bank of China to conduct research seminars on the silver economy and the pension industry, engages in exchanges with government departments and elderly care service enterprises in multiple regions on elderly care service scenarios and financial support, and collaborates with academia, industry, and

research communities to explore new development pathways for pension finance.



Caption: The "Craftsmanship, Porcelain Art and Pension Planning" pension finance business seminar was held to jointly explore the future of pension finance with all parties

(IV) Digital Finance

CMB actively responds to the national "Digital China" strategy, taking accelerating digital and intelligent transformation and excelling in digital finance as important initiatives for building a value bank. In 2025, adhering to the "AI First" philosophy, the Company upgraded its organizational structure, consolidated the new quality computing power foundation, reshaped full-chain digital and intelligent businesses, transformed operational efficiency, and upheld the bottom line of technology for good, continuously enhancing the intelligent level of financial services and driving high-quality development through technological innovation.

1. Governance

1.1 The Digital Finance Committee

The Company established the Digital Finance Committee, with the President of the Head Office serving as the Chairman, the senior management of the Head Office responsible for finance, corporate banking, investment and financial markets, retail banking, risk, technology, and operations serving as Vice Chairmen, the Chief Information Officer of the Head Office serving as the Executive Vice Chairman, and the heads of

major departments serving as members. All committee members possess extensive experience in the financial industry, enabling them to understand the current status and trends of digital finance development and make independent judgments on matters under review. Among them, the Chief Information Officer leads the transformation of the Company's technology architecture, playing a pivotal leadership role in promoting the comprehensive digital transformation of the front, middle, and back offices and achieving deep integration of business and technology.

The Digital Finance Committee is the decision-making body for digital finance across the Company, primarily responsible for implementing relevant national digital finance policies and deployments, and reviewing important matters such as the Bank-wide digital finance development strategy, major project construction progress, and major ecosystem collaborations. In 2025, the Digital Finance Committee convened 6 meetings and reviewed 11 topics, with a focus on special work reports on E-CNY, the implementation status of the 2024 Digital Finance Plan, the draft Digital Finance 15th Five-Year Plan, and the construction and planning of the big data platform.

1.2 Specialized Working Groups of the Digital Finance Committee

To strengthen refined management in key areas, the Digital Finance Committee has established several specialized working groups, including the Data Governance Working Group and the Technology Ethics Governance Working Group, each focusing on its respective domain.

The Data Governance Working Group is tasked with establishing a robust data governance framework and driving the implementation of data governance strategies. Through comprehensive initiatives including data quality management, the group ensures the effective execution of the data governance roadmap and facilitates accurate and timely regulatory data reporting.

The Technology Ethics Governance Working Group is responsible for organizing the formulation of Bank-wide technology ethics systems and establishing normalized mechanisms for ethics review, supervision, and information disclosure. A key priority is enhancing employee awareness of technology ethics to ensure that all stages of technology development and application adhere to applicable laws, regulatory requirements, and established ethical standards.

1.3 Digital Finance Development Office

To enhance the coordinated management and organizational promotion of digital finance construction, the Company renamed its original first-level department of the Head Office, the Fintech Office, as the Digital Finance Development Office. Operating under the Digital Finance Committee, this Office is responsible for coordinating and advancing the Company's digital finance agenda, executing Committee resolutions, and monitoring progress on decisions made by the Committee.

2. Strategy

2.1 Risk and Opportunity Analysis

Leveraging insights into the evolution of large model technology, the Company systematically assesses technological maturity, regulatory compliance requirements, and business scenario fit to identify key risks and opportunities in digital finance.

Risk/Opportunity Category	Risk/Opportunity Factors	Description and Impact	Time Horizon ¹
Risk	Risk of Uncertainty in Commercial Value	Developing large models requires significant investment over extended periods, which makes their short-term commercial value difficult to measure with precision. Without a clearly defined pathway to tangible outcomes, there is a risk that substantial resource allocation may not translate into improvement of macro-operating indicators, potentially resulting in low returns on investment or falling short of anticipated benefits.	Medium term Long term

¹ With reference to the *Corporate Sustainable Information Disclosure Standards -- Basic Standards (for Trial Implementation)* issued by the Ministry of Finance and in light of the Company's actual situation, the short term is defined as 2026, the medium term as 2027–2031, and the long term as 2032 and beyond.

Risk/Opportunity Category	Risk/Opportunity Factors	Description and Impact	Time Horizon ¹
	Model Content Hallucination Risk	Generative AI has the phenomenon of "hallucinations"—producing outputs that seem plausible but are factually inaccurate or logically inconsistent. In the context of financial services, such inaccuracies could result in misleading services or even flawed decision-making, further leading to compliance risks and reputational loss.	Short term Medium term Long term
	Data Privacy and Security Risk	Large model applications involve issues such as the compliance of training data sources, information leakage during interactions, and the risk of sensitive data being "memorized and reproduced" by the model. If improperly managed, this could lead to customer privacy infringement, loss of data assets, and regulatory compliance hazards, weakening the security of data as an important asset.	Short term Medium term Long term
	Technology Ethics Risk	Inherent biases in algorithms risk perpetuating social inequalities, while excessive reliance on automated systems may diminish employees' capacity for independent judgement. These risks have the potential to undermine the very principles of social fairness and erode the fundamental trust the public places in the banking system.	Short term Medium term Long term

Risk/Opportunity Category	Risk/Opportunity Factors	Description and Impact	Time Horizon ¹
	Opportunities to Transform Service Models	Large models significantly reduce the marginal cost of service, enabling the Company to break through traditional constraints of manpower and cost, and acquire the capability for "scaled personalized service." This drives the service model to leap from being "focused on key clients" to being "focused on every client," enhancing both the breadth of coverage and the depth of refinement in financial services.	Short term Medium term Long term
Opportunity	Opportunities to Enhance Interactive Experience	Leveraging their natural language understanding and generation capabilities, large models overcome the limitations of traditional mobile app interfaces, which often involve cumbersome navigation and steep learning curves. This enables the Company to pioneer a new interaction model that seamlessly integrates graphical interfaces with intelligent conversation, allowing customers to access services directly via voice or text. The result is a significantly enhanced customer experience and improved service efficiency.	Short term Medium term Long term

Risk/Opportunity Category	Risk/Opportunity Factors	Description and Impact	Time Horizon ¹
	Opportunities for Organizational Effectiveness Transformation	Large models are accelerating the transformation of banking from a labor-intensive to a knowledge-intensive industry. By creating a hybrid workforce that combines human employees with digital colleagues, they automate routine tasks and codify expert knowledge. This frees human talent to concentrate on high-value, complex activities requiring nuanced judgment, ultimately expanding the organization's collective capabilities and pushing the boundaries of its expertise.	Short term Medium term Long term

2.2 Impact on Strategy and Decision-Making

The year 2025 marked the concluding year of the Digital Finance Development Three-Year Plan (2023-2025). Under the guidance of this Plan and the oversight of the Digital Finance Committee, the Company conducted regular reviews of its implementation and made continuous adjustments. Throughout the year, the Company prioritized the advancement of digital finance, embedding its digital transformation efforts deeply into initiatives that serve the real economy and fulfill the aspirations of the people for a better life. This focus enabled the successful achievement of all digital development objectives set for the period.

In 2026, the Company will embark on the next phase of its digital evolution by formulating the *Digital Finance Development 15th Five-Year Plan (2026-2030)*, which will set forth the vision for a "Digital & Intelligent CMB". Throughout the 15th Five-Year Plan period, guided by the "AI First" philosophy, the Company will continue its trajectory along the five evolutionary pillars—online, data-based, intelligent, platform-based, and ecological—to accelerate the realization of this vision. Informed by a thorough assessment of associated risks and opportunities, the

Company has proactively adjusted its strategic direction and resource allocation accordingly.

Dimension	Strategic Decisions and Actions
Pursuing Opportunities /Opportunity Capture	<ul style="list-style-type: none">● Prioritizing AI Capability Development: The Company has designated AI capability building as a strategic priority, allocating dedicated resources—including personnel, funding, and technology—and establishing a dedicated Fintech Fund focused on core AI technologies.● Taking the Lead in AI Adoption: To foster an AI-driven organization, the Company has implemented a digital capability management framework and company-wide training and certification programs. These initiatives encourage employees to actively engage with AI development and application, fostering deep integration between technology and business operations.● Achieving Industry Leadership in AI: With the 15th Five-Year Plan as its guiding framework, the Company has outlined actionable pathways for AI advancement. Each business line is tasked with developing distinctive competitive strengths centered on the "AI+" paradigm, positioning the Company to achieve industry leadership in AI capabilities.

Risk Management¹

- **Enhancing Network Security through Automation:** Building a robust information security framework to elevate the automation and intelligence of network defenses, ensuring the security and reliability of data and systems.
 - **Advancing Data Security through Refinement:** Extending full coverage of automated data classification tools and strengthening technical protection capabilities-making them more automated, visualized, and differentiated.
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¹ Please refer to the Network, Information and Data Security section of this report for further details on the Company's initiatives in this area

2.3 Financial Impact Analysis

In 2025, the Company's investment in information technology totaled RMB12.901 billion, representing 4.31% of its operating income. This investment is reflected in the financial statements under intangible assets on the balance sheet of the annual report, and the business and management expenses on the income statement.

Looking ahead, the widespread adoption of large model applications is expected to generate positive financial impacts for the Company, primarily through enhanced revenue generation and optimized cost structures. On the revenue front, AI-driven service model innovation will enable the Company to serve long-tail customers more cost-effectively. This is anticipated to drive growth in retail assets under management (AUM), increase contributions from non-interest income, and unlock new revenue streams. On the cost side, while near-term investments in computing power and software amortization may increase depreciation and amortization expenses, the integration of "digital employees" to automate routine, high-volume tasks is expected to moderate the growth rate of operating costs. Over the medium to long term, these efficiency gains should contribute to an improved cost-to-income ratio and

a structural enhancement of the Company's overall operational efficiency.

3. Management of Impacts, Risks and Opportunities

3.1 Improving the Innovation Management System

The Company has established a closed-loop management mechanism of "research - planning - execution - evaluation - optimization". By coordinating resource allocation and optimizing incentive orientation, it ensures that strategic objectives are translated from plans into reality, continuously enhancing technological strength and innovation driving force.

3.1.1 Resource Allocation and Innovation Mechanisms

The Company fosters a culture of innovation across the organization by implementing multi-tiered incentive mechanisms focused on both traditional IT and emerging innovation domains. In 2025, the Company conducted its annual Financial Innovation Award selection in accordance with the *CMB Financial Innovation Award Plan*, which attracted 57 project submissions. A departmental recognition program for technological innovation was established, conferring 698

awards. Furthermore, an "AI+" themed creativity competition was launched, featuring five specialized tracks such as customer engagement and risk and compliance. The initiative garnered over 2,000 submissions, accelerating the integration and deployment of high-potential solutions into business operations.

3.1.2 Intellectual Property Rights and Research & Development Achievements

Sustained investment in resources and well-established innovation mechanisms have enabled the Company to achieve significant breakthroughs in core technologies, steadily strengthening its technological capabilities. In 2025, the Company filed 608 new invention patent applications and was granted 68 invention patents, effectively safeguarding its core technological assets. In November 2025, three of the Company's initiatives—the Heterogeneous Intelligent Computing Cluster Construction and Model-as-a-Service Capability Enhancement Project, the "1×2×5 Digital & Intelligent" Enterprise-Level Data System Construction Project, and the Large-Scale Code Quality Improvement Initiative—were recognized with the "2024 FinTech Development Award" by the People's Bank of China, further solidifying the Company's standing in the industry.

3.2 Consolidate the New-quality Computing Power Infrastructure

The Company views the development of its technology infrastructure as fundamental to cultivating new quality productive forces. By prioritizing both independent control and collaborative innovation, it continues to strengthen the technological foundation underpinning the "digital CMB".

Building a Self-Controlled, High-Performance Computing Engine

- **AI Infrastructure Development:** The Company has deployed an AI-native cloud foundation that enables unified management of diverse chip types. Through deep, multi-layered technical optimizations across frameworks, scheduling and operators, the Company has continuously enhanced the utilization efficiency of computing resources. Embracing an open-source co-creation model, the Company has contributed dozens of key features to the community and has distinguished itself as the only domestic banking institution serving as a maintainer for two major open-source projects.
- **Building a Comprehensive Model Matrix:** A structured service matrix has been developed, integrating both

general-purpose and domain-specific models. Through full-stack optimization, general-purpose models now achieve twice the inference performance. Domain-specific models, tailored for applications like customer service and engagement, have undergone significant architectural refinements, resulting in substantially improved response accuracy.

Building a Stable and Reliable Technology Foundation

- **Extreme Availability:** We promoted the evolution of the high-availability architecture of the basic network, and the overall availability of the "CMB Cloud" exceeded 99.999%¹.

Fully Releasing the Value of Data Elements

- **Internal Enablement:** The Company continues to enhance its data asset management by promoting intelligent data discovery and analytics services. Big data services now reach nearly 76% of the Company's business personnel.
- **External Connectivity:** Actively engaging in nationwide

¹ Availability refers to the proportion of time a system operates normally within a given period. The overall availability of the CMB Cloud is the arithmetic mean of the availability of key systems running on the cloud platform.

data source expansion and big data applications, the Company has established direct partnerships with the National Healthcare Security Administration and the Ministry of Human Resources and Social Security, and has achieved significant progress in integrating real estate data. Additionally, during the year, the Company facilitated the integration of 35 high-value external data sources at its branches, further expanding the application scope of data assets.

3.3 Driving a Digital and Intelligent Transformation in Services

3.3.1 Corporate Finance Business

Focusing on the needs of enterprises for digital transformation, the Company promotes the comprehensive leap of corporate banking business from "point digitalization" to "full-chain digital and intelligence," striving to create a one-stop corporate online service platform with higher efficiency and better experience.

Channel Interaction Achieves Intelligent Upgrade

- The Company has optimized the end-to-end process for account opening, modification, and closure. Pilots were

launched for remote account opening and online supply chain financing, including the introduction of door-to-door account opening services. Online modification of beneficial owner information was rolled out bank-wide, with 41 branches now supporting online updates for basic account information. Pilots for online closure of ordinary corporate settlement accounts were also initiated, further advancing paperless operations and eliminating the need for in-person visits.

- Empowering Corporate Customers with "AI Xiao Zhao": The development of a corporate-dedicated "AI Xiao Zhao" agent—equipped with intent recognition, intelligent guidance, and form-filling assistance—has significantly enhanced customers' ability to self-serve online.
- Equipping Staff with Intelligent Tools: Internal productivity tools such as the "CRM Assistant" for marketers and the "AI Sales Champion" training aid have been deployed to boost the effectiveness and professional expertise of relationship managers.
- By the end of 2025, the online processing rate for basic corporate business stood at 100%, while rates for financing and foreign exchange transactions reached 97.72% and 86.62%, respectively.

Product Matrix Empowers Enterprise Operations

- Focusing on the core operational needs of enterprises, the Company has developed an integrated service solution centered on the "Two Platforms and One Cloud" enterprise services and digital government. By the end of 2025, the cumulative number of registered enterprises on Xinfutong reached 1,141.2 thousand, representing a year-on-year increase of 10.49%. The E-Cantong ecosystem had onboarded 9,500 enterprises, up 55.7% year on year. To support industrial digitalisation, the Company leveraged its Treasury Management Cloud to address enterprises' treasury management upgrade needs and enhance capital allocation efficiency. By the end of 2025, the Treasury Management Cloud served 799.3 thousand corporate clients, representing a year-on-year increase of 29.93%.

[Case] Reverse Invoicing Service Facilitates the Compliance Development of the Resource Recycling Industry

In response to the pain points in the resource recycling industry, including the lack of initial invoices and difficulties in tax deduction, the Company has leveraged its fintech capabilities

to launch a tailored reverse invoicing service integrating payment, tax payment and invoicing for resource recycling enterprises through the Leqi Digital Open Platform of the State Taxation Administration. By means of direct bank-enterprise connectivity, customers can connect their Enterprise Resource Planning (ERP) systems and business systems with the Company's online banking, enabling online management of capital accounts and electronic invoice files, which has greatly enhanced business compliance and processing efficiency. By the end of 2025, the service had been extended to more than 200 enterprises, effectively addressing the key pain points of the industry

[Case] Intelligent Audit Reshapes "Second-Level Experience" for Cross-Border Remittances

To address the pain points of excessive documentation and cumbersome verification in cross-border remittances, the Company has launched an intelligent audit function for foreign exchange and cross-border RMB remittances. This function supports automated, manual-free processing for high-frequency scenarios such as ocean freight payments and current account facilitation. In 2025, the function saved a total of 16.9 thousand working hours, truly delivering a "second-level experience" after customers submit instructions.

[Case] Taiyuan Branch: AI-Driven Credit ESG Risk Assessment and Intelligent Early Warning

To address the pain points in traditional credit processes, such as scattered ESG risk information and low efficiency of manual assessment, CMB'S Taiyuan Branch has launched an innovative platform: Intelligent Judgment of ESG Risk Reports and Green Classification for the Whole Credit Process. Leveraging natural language processing and semantic correlation technologies, the platform intelligently integrates internal and external ESG risk data of enterprises and identifies high-risk signals through AI. It generates standardized risk assessment reports within 15 seconds, effectively avoiding risk omissions and judgment deviations, and seamlessly integrates enterprise ESG risk identification and dynamic tracking into the entire credit process. Meanwhile, the platform adopts a Q&A intelligent classification and visualization design, which effectively supports the auxiliary judgment of green credit business classification. By the end of 2025, the platform had achieved a coverage rate of 85.71% among the branch's customer managers, with an average monthly visit volume of 10.2 thousand. The processing time for a single transaction was reduced from 15 minutes to 5 minutes, saving more than 1,000 working hours annually, which significantly improved the accuracy and operational efficiency of green financial services.

[Case] Wuhan Branch: Digital Intelligence Reconstructs the Whole-Process Management of Hospital Pharmaceuticals

Focusing on the pain points of low efficiency in medical product traceability code collection and cumbersome management in the healthcare industry, the Wuhan Branch has innovatively launched an intelligent solution: "Hospital Supply-Procurement Connect Traceability Code". In the procurement and warehousing phase, through system integration, traceability code collection is moved forward to the supplier's delivery end. In the medication dispensing and warehousing-out phase, industrial-grade decoders are applied to realize batch scanning and automatic verification, greatly improving outpatient dispensing efficiency. In the decision-making and management phase, a supplier evaluation system is built based on collected data, and large models are used to predict risks of expiring or abnormal pharmaceuticals. This solution has effectively helped hospitals enhance the refined management level of their supply chains and risk prevention and control capabilities.

3.3.2 Retail Finance Business

The Company remains committed to continuously enhancing the inclusiveness and intelligence of its retail financial services

through App iterations and the application of artificial intelligence.

CMB App: Launch of Version 14.0

- Launched functions including Balance Calendar and Intelligent Account Retrieval, enabling users to have a clear overview of their balance status and obtain prompt solutions to account-related inquiries.
- Expanded the service scenarios of "Xiao Zhao", shifting services from "passive Q&A" to "proactive services" through AI technologies. The introduction of the Xiao Zhao Voice Control function realized voice-as-a-service. By the end of 2025, the monthly active users of "Xiao Zhao" intelligent services exceeded 20 million.
- Strengthened capabilities such as strategy guidance and position analysis for various wealth products, helping users conduct asset allocation more efficiently.
- By the end of 2025, the number of monthly active users of the China Merchants Bank App reached 88.7483 million.

CMB Life App: Deepening Digital and Intelligent Transformation

- Launched innovative cross-end interactive "service cards", which encapsulate key business processes such as card renewal and activation into one-stop cards, realizing business conversion via the shortest path.
 - Developed an "AI Everywhere" customer service robot "Xiaozhu". Among its functions, the Conversation Analyst handles over 3 million conversations per month. It automatically generates session previews and summaries through large models, saving 20 seconds of operation and communication time per conversation on average, and improving service efficiency.
 - By the end of 2025, the number of monthly active users of CMB Life App reached 40.7209 million.
-

Remote Services: Enabling Intelligent Interaction

- Leveraging voice recognition and semantic understanding technologies, the Company has deployed functions including automated responses to incoming calls and text consultations, outbound calling, and business pre-verification. By the end of 2025, intelligent voice navigation and outbound calling services had served approximately 4.2 million customer interactions.

Counter Services: Implementing Credential-Free Verification

- In line with the national strategy for trusted digital identity, the Company has achieved connection with the National Cyberspace Identity Authentication Public Service Platform and officially launched online identity credential and online identity number verification services at bank counters. This has effectively addressed the problem that customers are unable to conduct business due to forgetting to carry physical credentials when visiting counters, significantly improving the on-site counter experience and processing efficiency.
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[Case] Guangzhou Branch: Large Model Enhances Wealth Management Service Experience in Cantonese-Speaking Regions

To improve service experience and management efficiency for customers in Cantonese-speaking regions, the Guangzhou Branch has developed an embedded intelligent application named "Fengsheng Xiaozhi" for wealth management business. Integrating Cantonese voice recognition and large-model paraphrasing technology, the application realizes full-coverage intelligent analysis of customer telephone survey data. Through precise customer demand matching, marketing recommendations and process tracking, the application has greatly shortened data processing time, requiring only 3 hours to analyze the full daily volume of tens of thousands of telephone survey records.

[Case] Dalian Branch: "Binxheng Pocket Change Service" Solves the "Last Mile" of Cash Services

To address the pain points of citizens and small and micro merchants in getting change and finding exchange outlets, the Dalian Branch independently developed and launched the "Binxheng Pocket Change Service" public welfare mini-program. The platform breaks down information barriers,

allowing users to check nearby outlets in real time, make one-click appointments for small change exchange and obtain in-store navigation, with functions of outlet screening and address search, realizing online appointment and efficient connection of cash services. By the end of 2025, the mini-program had covered more than 1,400 outlets of 42 banking institutions across 10 administrative districts in Dalian, benefiting 7.5 million local residents, and improving the accessibility and convenience of inclusive financial services through digital technologies.

[Column] Building the E-CNY Payment Ecosystem

In 2025, the Company steadily advanced the pilot of E-CNY, continuously expanded its application scope, and committed to improving the convenience and coverage of payment and settlement services.

In the corporate sector, the Company established a new service model for newly opened corporate E-CNY wallets, focusing on promoting functions such as tax withholding via corporate wallets to support the digitalization of enterprise financial management. By the end of 2025, a total of 604.4 thousand corporate E-CNY wallets had been opened, serving 153.6 thousand enterprises. In the retail sector, the Company focused on high-frequency daily scenarios such as utility payments,

food delivery, catering, supermarkets and convenience stores to promote E-CNY payments and enhance public usage activity.

[Case] Qingdao Branch: E-CNY Empowers the Coordinated Development of the Home Appliance Industry Chain

To address the challenges faced by a leading global home appliance enterprise, such as difficulties in industrial chain fund management and long inter-bank settlement cycles, the Qingdao Branch has customized an E-CNY-based industrial chain settlement system. Through the innovative solution of "online corporate wallet opening + smart contracts", automatic settlement of sales rebates between the group and distributors as well as real-time payment to suppliers have been realized. In addition, the solution provides supply chain bill discounting into E-CNY wallets, which precisely eases liquidity pressure for small and medium-sized enterprises. By the end of 2025, hundreds of upstream and downstream enterprises in the group have adopted this model, improving the overall capital circulation efficiency of the industrial chain.

3.4 Improving Operational Management Efficiency

The Company leverages digital technologies to reshape internal management processes, achieving a dual improvement in operational efficiency and quality.

Intelligent Operations Driving Cost Reduction and Efficiency Improvement

- **Employee Workload Reduction Support:** Launched the "Yingxiao-zhu" digital assistant and management platform, introducing intelligent tools such as email summarisation, task reminders, work planning and daily progress management to enhance operational efficiency. By the end of 2025, the Company had built an omni channel knowledge service ecosystem for operations, with 24.0 thousand documents automatically archived and approximately 1.39 million query responses delivered throughout the year.
- **Employee Training Support:** Built the "Yingxiao-zhu" intelligent training platform powered by large AI models, integrating intelligent training drills, question generation, Q&A, and audio-visual content creation to form a comprehensive and systematic learning system. In 2025, more than 1,200 learning resources were released, supporting over 500 thousand training sessions, which improved the technological literacy and professional capabilities of operational staff.

Intelligent Risk Control Safeguards Operational Quality

- **Enhanced Interception Capability:** Relying on the Operational Risk Monitoring Platform, the Company effectively safeguards against operational risks and compliance risks in business processing. In 2025, the Platform intercepted 96.9 thousand risky transactions, representing a year-on-year increase of 142.05%. It effectively prevented risks such as money laundering, gambling-related and fraud-related activities, strengthening operational risk defense capabilities

3.5 Upholding the Bottom Line of Tech for Good

The Company attaches great importance to the governance of science and technology ethics, ensuring that technological development always serves social equity and human well-being. In 2025, the Company had no violations of science and technology ethics.

3.5.1 Implementation Standards

The Company explicitly stipulates in the *CMB Data Security Management Regulations* that in automated decision-making analysis, model and algorithm development, data annotation

and other activities, transparency in data processing and fairness and reasonableness of results shall be ensured. Unreasonable differential treatment that impairs users' legitimate rights and interests shall be prohibited. Prior to the deployment of information systems and algorithmic models, reviews shall be conducted on the rationality, legitimacy and interpretability of the use of data and algorithmic models, as well as the impacts of data utilization on the legitimate rights and interests of relevant stakeholders, ethical risks and the effectiveness of prevention and control measures.

Meanwhile, through policies including the *CMB Application System Security Requirements Specification (Second Edition)* and the *CMB Application System Security Design and Development Specification (Second Edition)*, the Company strengthens R&D management requirements in respect of authentication, permissions, interfaces and sensitive information.

3.5.2 Security Management and Control

In 2025, the Company continued to strengthen the security management and control line for science and technology ethics, and systematically reviewed the implementation of R&D management specifications and supporting tools. In accordance

with the requirements of the *Guidelines for Ethics of Science and Technology in the Financial Sector (JR/T 0258-2022)* issued by the People's Bank of China, the Company identified and completed the optimization of all six items to be improved, ensuring the compliance and completeness of the institutional system.

On this basis, the Company focused on strengthening the full-process management and control of cutting-edge technologies such as artificial intelligence. During the data processing stage of large model post-training, the Company adopted technical measures including desensitization of sensitive information such as user identity data, and detection of potential discrimination, bias and inappropriate values, so as to avoid risks of data bias and discrimination, and ensure the fairness and compliance of model training from the source.

3.5.3 Inclusive Design

In the design and implementation of fintech products and services, the Company complies with national and industrial requirements concerning the elderly-adapted and accessible design, consumer rights protection, data security and personal information protection, and anti-telecommunication and network fraud. It fully takes into account factors such as language,

culture, gender and age, and has formulated internal design specifications and acceptance criteria. The Company ensures service delivery through intuitive, concise, understandable and operable design and interaction methods, so as to avoid inconvenience and barriers for vulnerable groups, and strives to improve the accessibility, usability and security of financial services.

Elderly Adaptation and Accessibility Care

- For high-frequency scenarios, the elderly-adapted and accessibility experience has been optimized by streamlining processes, reducing information density, and enhancing prompts to improve usability.

Multilingual and Cross-Cultural Adaptation for Global Services

- The Company has advanced the development of multilingual and international capabilities, making adaptations in information input formats, terminology consistency, understandability of risk warnings, etc. Iteration risks are controlled through resource management and regression testing.

Anti-Fraud and Protection of Rational Financial Behavior

- In fund transactions and high-risk operations, layered prompts, secondary confirmation and abnormal alerts have been strengthened. Verification and help-seeking channels are enhanced in suspected fraud scenarios to minimize losses caused by fraud inducement.

3.5.4 Cultural Development

The Company has deeply constructed a multi-dimensional technology ethics training system, continuously enhancing the technological literacy and compliance awareness across the Company.

For the IT professional line, the Company implements differentiated training strategies. For new employees recruited through campus and social channels, the focus is on strengthening the instillation and guidance of technology values, covering over 1,200 participants throughout the year. For leading cadres, concepts such as upholding fundamental principles and breaking new ground, openness and transparency are integrated into various training programs to ensure their management behaviors comply with technology ethics norms, covering over 3,000 participants throughout the year. For professional positions such as system research and development, data analysis, and operations and maintenance testing, special training sessions on privacy protection and authority management are organized to strengthen the ethical awareness of key positions, covering over 5,500 participants throughout the year.

Simultaneously, the Company conducts learning and examination certifications related to technology ethics content such as algorithmic explainability and fairness. As at the end of 2025, this covered over 8,500 employees.

3.6 Exploring New Frontiers in Innovation

The Company adheres to openness and integration, continuously expanding the physical and industrial boundaries of financial services through exploration of cutting-edge technologies and the construction of ecological alliances.

Pioneering Layout, Exploring Space-Air Finance

- The Company pays close attention to cutting-edge fields such as low-orbit satellites, embodied AI, and quantum computing. From 2025 to 2026, the Company launched the "CMB-2" satellite and the "CMB Golden Sunflower" satellite, actively exploring the implementation of satellite technology in risk management and the construction of a new generation of spatial digital networks, continuously consolidating its first-mover advantage in the field of space-air finance.

Fostering Ecosystems, Deepening Industry Collaboration

- In September 2025, the Company hosted the "2025 CMB Pujiang Digital Finance Ecosystem Conference" in Shanghai. Centered on the themes of large model infrastructure development and its applications across
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various scenarios, the event brought together distinguished experts and scholars from academia, technology, and investment sectors, alongside representatives from over 100 institutions spanning banking, insurance, and securities. The conference served as a platform to collectively explore how AI can drive high-quality development in the financial industry.



Caption: Poster of the "2025 CMB Pujiang Digital Finance Ecosystem Conference"

4. Metrics and Targets

The Company follows a target driven approach and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically evaluates the effectiveness of managing financially material topics, ensuring effective implementation of its strategy and transparent disclosure. The key performance indicators and progress for digital finance in 2025 are set out below

Target Content	Progress in 2025
<ul style="list-style-type: none">The Company's annual investment in financial technology is targeted to be no less than 3.5% of the prior year's audited consolidated operating income.	<ul style="list-style-type: none">In 2025, the Company invested RMB12.901 billion in information technology, representing 4.31% of its operating income.

(V)Consumer Rights Protection

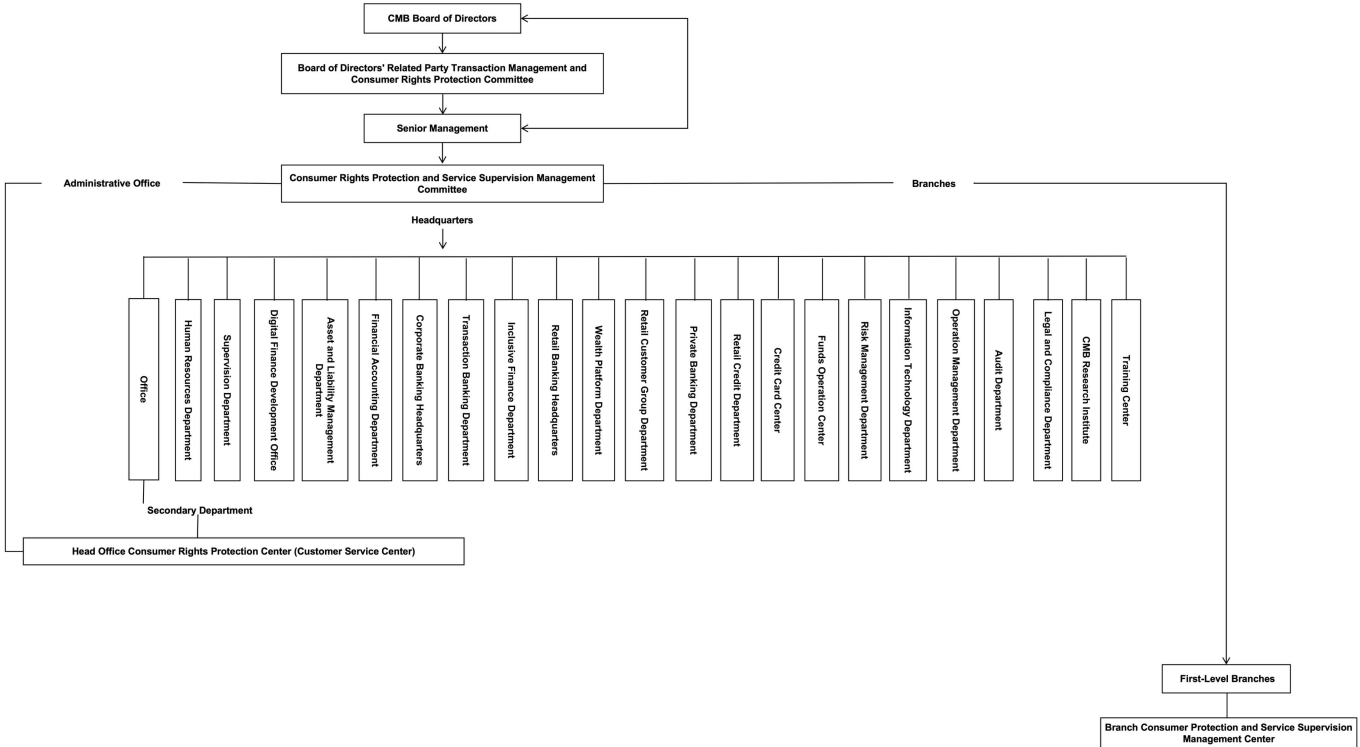
CMB attaches great importance to the consumer rights protection, embedding the management of consumer rights protection into corporate operations and the entire business process. By upholding the principles of fairness, justice and integrity, the Company effectively safeguards the legitimate rights of consumers and actively fosters a healthy and orderly financial market environment.

1.Consumer Rights Protection Management System

1.1 Organizational Structure

The Company establishes consumer rights protection management system with the Board of Directors as the highest body for decision making, clear objectives, rational structure, adequate safeguards and effective execution.

CMB Consumer Rights Protection Organizational Structure



Board of Directors

- It is the highest decision-making body for consumer rights protection, bearing ultimate responsibility.
 - In 2025, it reviewed 11 consumer rights protection proposals, including the *Report on Consumer Rights Protection Work and Strategy Implementation for 2024* and the *Report on the Consumer Rights Protection Work Plan for 2025*, to plan and guide the consumer rights protection work of the Company.
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Board of Directors' Related Party Transactions Management and Consumer Rights Protection Committee

- Undertaking relevant work as authorized by the Board of Directors, it is responsible for studying and reviewing major issues and important institutional policies concerning consumer rights protection, and supervises senior management in effectively fulfilling their management responsibilities in this regard.
 - In 2025, it reviewed 15 proposals, including the *Report on Consumer Rights Protection Work and Strategy Implementation for 2024*, the *Report on the Consumer Rights Protection Work Plan for 2025*, and the *Report on Consumer Rights Protection Assessment Results for 2024*, which covered key areas such as work planning, implementation of major tasks, promotion of regulatory policies, internal audits and assessments, and policy revisions. Besides, it visited branches to conduct field research and on site supervision, driving the practical implementation of various consumer rights protection requirements.
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Consumer Rights Protection and Service Supervision Management Committee under the Senior Management

- It takes responsibility for guiding the establishment of consumer rights protection management system featuring clear objectives, sound structure, sufficient resource guarantees, and effective execution; formulates, reviews, and coordinates work plans, schemes, and tasks for consumer rights protection, ensuring the effective execution of strategic objectives and policies in this regard.
- It convenes meetings on a regular basis to plan the annual consumer rights protection work in a coordinated manner; reviews and advances key tasks such as education and training, complaint handling, system optimization, budget support, financial promotion, and personnel management. It regularly convenes the Committee on Consumer Rights Protection and Service Supervision, which covers relevant departments of the Head Office and 44 tier-1 branches in China, driving the integration of consumer rights protection into the entire process of corporate operations and management.

Consumer Rights Protection Center at the Head Office

- It serving as the lead department for the consumer rights

protection work of the Company, takes charge of organizing, coordinating, urging, and guiding relevant departments of the Head Office and subsidiaries to carry out various tasks regarding consumer rights protection.

Business Departments at the Head Office

- These departments assume direct management responsibility for consumer rights protection within their respective business areas, and take charge of the organization, implementation, and practical execution of various consumer rights protection tasks.

Tier-1 Branches in the Chinese Mainland

- The Company sets up consumer rights protection centers at the branch level and equips them with dedicated personnel to spearhead various consumer rights protection tasks within the respective branches. These centers comprehensively plan, organize, synergize, and supervise relevant departments of the branches and branch institutions in carrying out consumer rights protection work. They also establish and improve internal mechanisms for internal information sharing and collaborative work, ensuring that various requirements for consumer rights
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protection are effectively implemented and yield tangible results.

1.2 Policy System

Guided by the principle of "comprehensive coverage, clear hierarchy, and smooth articulation", the Company builds a three-tier institutional system that covers general management rules, general business rules, and detailed implementation rules. In 2025, the Company formulated the *China Merchants Bank Co., Ltd. Five-Year Strategic Plan for Consumer Rights Protection (2026 to 2030)* to provide direction for the execution of consumer rights protection strategies, policies, and objectives. Furthermore, the Company improved 6 specialized consumer rights protection policies covering areas such as retail agency sales and suitability management, internal assessment management, age friendly financial services, emergency management of sudden events, and the popularization of financial knowledge and consumer education. These efforts further refine work criteria, implementation processes, and standard norms, guaranteeing the highly efficient operation of the consumer rights protection work mechanism.

1.3 Assessment and Accountability

The Company fully exerts the guiding role of performance evaluation. By continuously optimizing the "one horizontal, four vertical" consumer rights protection assessment system, the Company horizontally incorporates consumer rights protection into the comprehensive performance evaluation of operating institutions, and vertically embeds it into the assessment systems of the corporate, retail, operations, and consumer rights protection business lines. This enables the Company to evaluate the consumer rights protection work across all business departments and branch institutions in a full dimensional, objective, and fair manner.

Regarding institutional accountability, the Company specifies the identification and accountability process for consumer rights protection violations. It enforces the "one vote veto" rule for consumer rights protection during the selection of outstanding and excellent branches within the retail business line. For relevant units and responsible individuals who infringe upon the legitimate rights and interests of consumers, each branch applies accountability measures according to regulations, such as admonitory talks, circulated criticisms, and performance deductions, thereby consolidating primary responsibilities.

Regarding personnel assessment, the Company establishes the consumer rights protection performance linkage mechanism covering employees at all levels. It ties the assessment results of consumer rights protection to the performance evaluation, position adjustment, selection of outstanding candidates, and reward or punishment notifications for management and employees at all levels across the Head Office and branches. This drives the formation of a work paradigm for consumer rights protection where "everyone holds responsibility, and accountability exists at every level".

1.4 Training Empowerment

The Company attaches great importance to the building of employees' consumer rights protection awareness and duty fulfillment capacity, and builds a normalized and full coverage consumer rights protection training system. Through the combination of "online and offline" and "general and specialized" methods, the Company deeply integrates the consumer rights protection concept into business processes and corporate culture, to ensure professional, compliant, and warm financial services for customers. In 2025, consumer rights protection training covers regulatory policies, service processes, complaint handling, internal systems and work requirements, covering management personnel at all levels,

frontline customer service personnel, new employees and employees in consumer rights protection positions. The number of training participants reaches 96.8 thousand, achieving full coverage of formal employees related to consumer rights protection.

Management Personnel

- The Company carried out specialized learning and training on consumer rights protection, covering all management personnel related to consumer rights protection. Among them, the specialized learning and training of the Head Office covers management personnel for 380 person times, and the specialized learning and training of branches covers 51.1 thousand person times. The training coverage rates are both 100%.

New Employees

- The Company incorporates consumer rights protection and services into the induction training of new employees, with a training coverage rate of 100%.
 - When new employees step into their work positions, the Company continuously conducts consumer rights protection training in various forms, with a cumulative
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participation in training of 39.0 thousand person times throughout the year.

Credit Card Personnel

- The Company conducts specialized compliance and risk training for new marketing employees twice a month, to enhance the marketing standard awareness of new employees. The cumulative training throughout the year covers approximately 13.0 thousand person times.
- The Company organized "30 hour compliance and consumer rights protection training" for credit card marketing personnel, to consolidate the consumer rights protection awareness and compliance operation norms of frontline credit card marketing personnel, with training covering 51.8 thousand person times throughout the year.

Customer Manager

- For Sunflower customer managers, the Company conducts service compliance training on a quarterly basis, focusing on interpreting case requirements related to common customer complaints, compliant sales and suitability management, to strengthen the service awareness of the

frontline team and strictly guard the compliance bottom line.

Bank Teller

- The Company develops the "Ultimate Operation Service" series of courses, including the job responsibilities of bank teller, key business operations and service standards for underprivileged customer groups, to improve the difficult problem solving ability of operation counter personnel.

Retail Credit Personnel

- The Company differentially conducts compliance what you should know and what you should do examinations according to positions, carries out warning education, and strengthens consumer rights protection awareness.

1.5 Special Audit

In accordance with regulatory policies including the *Guiding Opinions of the General Office of the State Council on Strengthening the Protection of Financial Consumer Rights and Interests*, the *Implementation Measures of the People's Bank of China for Protecting Financial Consumers' Rights and Interests*, and the *Measures for the Administration of the Protection of*

Consumer Rights and Interests by Banking and Insurance Institutions, and in conjunction with internal rules and regulations regarding internal audit and consumer rights protection, the Company formulated the *China Merchants Bank Consumer Rights Protection Audit Guidelines*, in which it clarified requirements regarding the audit cycle, frequency, key focus areas, and target scope for consumer rights protection, thereby establishing a regular and standardized internal audit mechanism for consumer rights protection.

The Company conducts special audit on consumer rights protection regularly each year, focusing on the completeness of the consumer rights protection institutional framework, execution safeguards, operational effectiveness, the appropriateness of internal assessment and management, and the implementation of the eight consumer rights¹. In 2025, the special audit on consumer rights protection covered relevant departments of the Head Office and 44 tier-1 branches. For issues identified during the audit, the Company formulated rectification plans item by item and clearly assigned rectification responsibilities to ensure effective implementation. In 2025, the

¹ It refers to the eight basic rights of financial consumers: the right to property safety, the right to be informed, the right to choose freely, the right to fair trade, the right to seek legal redress, the right to education, the right to be respected, and the right to information security.

Company identified no material deficiencies that might or already had severely infringed upon consumer rights.

1.6 Target Progress

To effectively safeguard the legitimate rights and interests of financial consumers, the Company further improves its target management system for consumer rights protection, and sets annual work targets focusing on core areas such as customer experience enhancement, customer complaint handling, consumer rights protection review, and financial knowledge popularization. In 2025, the Company achieved good results in fulfilling its consumer rights protection goals, and all tasks were steadily advanced as planned.

Goal	Achievement in 2025
Maintain service leadership with the Net Promoter Score (NPS) should not be lower than 70 points.	By the end of 2025, the NPS was 74.01 points, an increase of 2.19 points compared with 2024.
The response rate within 1-hour for customer complaints should not be lower than 97%.	In 2025, the response rate within 1-hour for customer complaints throughout the year was 99.79%, an increase of 0.01 percentage

	points year-on-year.
The coverage rate of the review for consumer rights protection should reach 100%.	By the end of 2025, the coverage rate of the review for consumer rights protection was 100%.
The reach of financial education and publicity should exceed 500 million person times.	By the end of 2025, financial education and publicity has covered 1.068 billion person times.

2. Product and Services Review

2.1 Organizational Structure

The Company has built a top-down organizational framework for product and services review, with clear division of responsibilities and defined reporting lines from the Board of Directors through to the executive level of all branches. In 2025, no regulatory penalties were imposed on the Company in connection with safety or quality issues pertaining to its products and services.

CMB Product and Service Review Organizational Structure



2.2 Review Mechanism

The Company has developed a consumer rights protection review mechanism that covers all aspects and the entire process of operations. This mechanism embeds consumer rights protection review into every stage of the product and service life cycle, including design and development, pricing management, agreement formulation and marketing promotion, as well as into key operational links such as the access approval of cooperative institutions and consigned products.

Through this approach, the Company accurately identifies and alerts to relevant risks, thereby preventing any practices that may infringe on consumer rights and interests at the source. Meanwhile, the consumer rights protection review has been integrated into the Company's risk management and internal control systems. The Company adheres to the coordinated governance of online and offline business activities and advances the implementation of proactive risk management and control measures. In 2025, the Company conducted over 210 thousand consumer rights protection reviews, achieving 100% coverage of all its products and services under the review mechanism. This has effectively mitigated the risks of violations of consumers' legitimate rights and interests.

Define the Review Trigger Mechanism

- The consumer rights protection review process shall be triggered when new products and services provided to consumers are to be launched into the market, or when material changes occur to the risk characteristics, liability for breach of contract and other clauses involving consumers' interests of existing products and services.

Standardize the Review Operation Process

- Before being launched into the market, products and services shall be submitted for consumer rights protection review. The dedicated department for consumer rights protection shall conduct a comprehensive assessment, identify potential risks and put forward optimization measures and management suggestions. The business departments shall implement the corresponding consumer rights protection measures or suggestions of the review opinions item by item and fulfill the review opinions, so as to realize the closed-loop management of the review.
- The consumer rights protection review is embedded into key approval links such as product access and business launch to strictly prevent acts of evading review at the process and system levels. In key business areas such as funds and marketing activities, the application of an AI intelligent approval model is explored to continuously improve the review quality and efficiency.

Dynamically Adjust the Review Key Points

- Combining with the actual feedback such as customer complaints about products and services, public opinion monitoring and customer satisfaction surveys, the *China*

Merchants Bank Consumer Rights Protection Review Guidelines is dynamically and regularly updated every year. The review focuses on assessing the effective implementation of key consumer rights, including the right to information, the right to informed choice and the right to fair treatment, thereby strengthening risk prevention at the source.

Strengthen the Development of the Professional Review Team

- Conduct the qualification certification and management of consumer rights protection review personnel on a regular basis, and continuously build a professional and high-quality review team; compile and issue the *Mini Course on Consumer Rights Protection Review*, and analyze the key review points through typical cases; carry out various forms of special advocacy on consumer rights protection review to comprehensively improve the compliance awareness and professional competence of review personnel.
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3.Customer Complaint Management

3.1 Organizational Structure

The Board of Directors of the Company regards safeguarding the legitimate rights and interests of financial consumers as one of the important responsibilities. The Board of Directors and the Board Committee on Connected Transactions Management and Consumer Rights Protection regularly listen to and deliberate on the status of customer complaint management, and guide the work of consumer rights protection and complaint

management. In 2025, the Board of Directors deliberated on 5 complaint management work topics including the *Report on the Relevant Status of Regulatory Referred Complaints of China Merchants Bank in 2024* and the *Report on the Status of Regulatory Notification on Banking Consumer Complaints in the First Half of 2025*, continuously strengthening top-level supervision and decision-making guidance. The Headquarters Consumer Rights Protection Center supervises and manages the handling, rectification and improvement of customer complaints of the entire Bank, and reports its work to the Board of Directors, the special committees and the Senior Management in accordance with regulations. The Consumer Rights Protection Center of each branch overall builds the complaint management system of the branch, supervises the complaint handling quality and efficiency, and reports to the Headquarters Consumer Rights Protection Center and the branch management.

The Company has established a horizontal coordination system where the Senior Management Committee on Consumer Rights Protection and Service Supervision under the Senior Management makes decisions, the dedicated department for consumer rights protection takes the lead, and the relevant departments perform their respective duties and fulfill the primary responsibilities, as well as a three-level vertical

handling system consisting of the headquarters, branches and sub-branches.

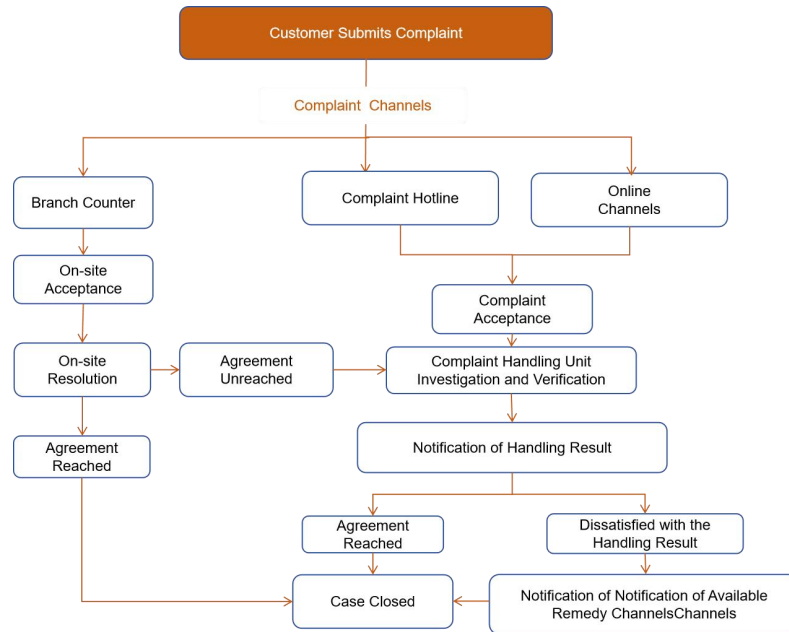
3.2 Complaint Acceptance Channels and Handling

The Company fully smooths the customer complaint channels, covering the official website of CMB, CMB App, CMB Life App, Customer Service Hotline 95555 (95555-7), Credit Card Customer Service Hotline (4008205555-7) and branch outlets, ensuring the convenient, efficient and barrier-free submission of customer demands.

3.2.1 Complaint Handling Process

The Company has established a standardized and formalized full-process mechanism for complaint handling, ensuring the timely response, efficient handling, proper resolution and closed-loop improvement of customer demands, and continuously improving customer experience and service quality and efficiency.

CMB Customer Complaint Handling Process



Complaint Circulation

- In line with the complaint handling principles of convenience, efficiency and addressing both symptoms and root causes, and in accordance with the operational requirements of territorial management, hierarchical accountability and the principle that the responsible party assumes accountability, the Company clarifies the primary

responsibility of each business unit for complaint handling based on the nature of complaints and the division of organizational responsibilities. This ensures the standardized and efficient circulation and resolution of all customer complaints.

Complaint Acceptance

- **Complaint Investigation:** The complaint handling unit designates personnel with no direct interest relationship with the complained matter to verify the complaint content, and formulates investigation and handling conclusions after fully investigating the relevant documentary evidence of the complaint matter. The investigation and handling conclusions for major complaints shall include the review opinions of the consumer rights protection department at the corresponding level. If the investigation and handling conclusions of all types of complaints involve legal matters, they shall include the legal opinions of the Legal and Compliance Department or external lawyers.
- **Notification Norms:** When feeding back the handling decision to the complainant, it must clearly include the verification status of the complaint content, the decision made and the relevant reasons and basis, as well as the remedial channels such as application for review,

mediation, arbitration and litigation available to the complainant.

- **Handling Time Limit:** The complaint handling unit shall make a handling decision and notify the complainant within 15 days, which may be extended to 30 days in complicated circumstances, and may be further extended by another 30 days in particularly complicated circumstances or for other special reasons.

Complaint Review

- **Escalated Review:** After the complaint handling decision is made, if the complainant has an objection to the complaint handling result, he or she may submit an application for review in writing to the higher-level unit of the complaint handling unit. If there is an objection to the review decision, the complainant may apply for review to the higher-level units of the complaint handling unit level by level until the application is finally submitted to the Headquarters Consumer Rights Protection Center. As a customer complaint supervision and management institution independent of all business departments, the Headquarters Consumer Rights Protection Center performs the ultimate complaint review responsibility.
- **Review Time Limit:** Review units at all levels shall

complete the review work, make a review decision and notify the complainant within 30 days from the date of receiving the review application.

Complaint Archive Management

- **Online Management:** All full-process information of each complaint, including acceptance, referral, handling and closure, is completely recorded and uploaded to the Complaint Management System, effectively safeguarding the legitimate rights and interests of consumers.

3.2.2 Complaint Tracing and Rectification

Rectification Accountability System

- Establish an all-level complaint rectification accountability system covering the Board of Directors, Senior Management and business lines to ensure that rectification measures are well organized, promoted in an orderly manner and effectively implemented. Establish a working mechanism for management at all levels to listen to typical cases of customer complaints on a quarterly basis and receive a centralized report on such cases at the annual

working conference, so as to strengthen the direct perception of and attention to customer demands. By setting up a cross-departmental special rectification task force and holding special meetings on a monthly basis, the Company comprehensively promotes complaint governance work and consolidates the governance responsibilities of all departments.

- Establish a dynamic monitoring mechanism for complaint data, strengthen the tracking of rectification effects and regular review, continuously optimize complaint reduction measures, and form a governance closed loop of monitoring-analysis-rectification-evaluation-optimization. For high-frequency complaints caused by systems, processes and services, establish service improvement projects and problem lists, formulate rectification measures item by item, and continuously optimize the customer service experience.

Empowerment by Digital and Intelligent Technologies

- With the help of large model technology, build intelligent auxiliary functions for complaint handling and an intelligent classification model to realize accurate identification of customer emotions, automatic classification of problems and intelligent recommendation of disposal plans. Launch

the "Zhao Xiaobao" AI Q&A Assistant to provide accurate knowledge support for frontline complaint handlers and improve the quality and efficiency of complaint resolution..

Deepen the Diversified Resolution Mechanism

- Improve the diversified resolution mechanism for complaint disputes at the institutional level, and resolve complaint disputes efficiently and properly through various methods such as voluntary settlement, external mediation, arbitration and litigation.
- Optimize the mediation handling mechanism, refine the implementation standards such as dynamic authorization, cross-regional authorization and streamlined approval mechanism, and improve the standardization, timeliness and accuracy of mediation handling. Broaden mediation service channels, disclose the contact information of local mediation organizations on the official website of China Merchants Bank, and embed a convenient channel for direct access to mediation centers in the Credit Card WeChat Mini Program to achieve efficient connection.
- Set up financial mediation service zones in qualified business premises, equip with standardized service facilities, and provide one-stop services such as consulting guidance, complaint acceptance and mediation negotiation,

so as to effectively improve the professionalism, standardization and response efficiency of on-site mediation.

In 2025, the Company received a total of 209,359¹ consumer complaints from regulatory channels, the 95555 hotline, the Credit Card Center and other channels. Among them, complaints related to debit card business accounted for 41.52%; complaints related to credit card business accounted for 24.92%; complaints related to loan business accounted for 15.19%; complaints related to bank agency business accounted for 5.80%; and complaints related to other businesses such as payment settlements, foreign exchange and personal financial information accounted for 12.57%

¹ Excludes complaints related to account control, repayment negotiations, credit reports, fee standards, and duplicate complaints.

Number of Complaints Against CMB by Region in 2025

No.	Region Name	Number of Complaints	No.	Region Name	Number of Complaints
1	Shanghai ¹	63,523	16	Changsha	3,038
2	Shenzhen ²	28,120	17	Suzhou	2,981
3	Beijing	15,346	18	Harbin	2,753
4	Nanjing	7,305	19	Nanchang	2,704
5	Guangzhou	7,132	20	Zhengzhou	2,569
6	Wuhan	6,967	21	Dalian	2,370
7	Xi'an	5,695	22	Kunming	2,055
8	Hangzhou	5,667	23	Dongguan	2,035
9	Jinan	4,274	24	Fuzhou	1,939
10	Shenyang	3,747	25	Foshan	1,884
11	Tianjin	3,566	26	Xiamen	1,713
12	Chongqing	3,552	27	Ningbo	1,576
13	Qingdao	3,550	28	Yantai	1,507
14	Chengdu	3,535	29	Urumqi	1,461
15	Hefei	3,212	30	Taiyuan	1,460

¹ Includes credit card complaints.

² Includes complaints related to headquarters departments.

No.	Region Name	Number of Complaints	No.	Region Name	Number of Complaints
31	Changchun	1,412	38	Nantong	740
32	Shijiazhuang	1,312	39	Haikou	715
33	Lanzhou	1,291	40	Quanzhou	703
34	Hohhot	1,204	41	Yinchuan	666
35	Wuxi	1,165	42	Wenzhou	507
36	NanNing	888	43	Tangshan	440
37	Guiyang	774	44	Xining	306

4. Customer Satisfaction Survey

Upholding the core service philosophy of "Evolve with You", the Company leverages the Wind Chime Customer Experience Management Platform to build a comprehensive monitoring system that encompasses 1,606 experience metrics across 108 customer journeys. Based on the survey data collected, the Company has established a robust experience optimization closed loop of timely issue identification, precise problem localization, rapid problem response and continuous tracking and review, which is implemented across the headquarters, all branches and sub-branches.

The Company consistently solicits customer feedback through diverse channels, including offline branch outlets, on-site corporate services, customer service hotlines, the CMB App, the CMB Life App, the official website and social media platforms. It also convenes regular customer experience analysis meetings to gain in-depth insights into customer needs and pain points, which in turn supports critical business decision-making and lean product iteration. Through these efforts, the Company strives to deliver services that offer customers a more hassle-free, secure, thoughtful and heartwarming experience.

The Company uses the Net Promoter Score (NPS) as the core metric to measure overall customer satisfaction. In 2025, the Company conducted a survey of 43.8 thousand customers via stratified random sampling, and achieved a Net Promoter Score of 74.01 points¹, representing an increase of 2.19 points compared with 2024.

5. Customer Debt Management

5.1 Loan Repayment Services

Loan Modification Options for Existing Retail Credit Customers

- For existing retail credit customers, the Company has formulated dedicated institutional norms and procedural requirements that support the adjustment of key loan modification elements, including loan amount, term, interest rate, repayment method and collateral arrangements. The Company conducts specialized reviews and processes
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¹ The Company optimized its NPS research methodology in 2025. All relevant data and year-on-year changes are compiled in accordance with the new optimized caliber, and thus are not comparable with the historical benchmarks disclosed in the annual reports of prior years.

relevant businesses in strict compliance with applicable laws and regulations, based on each customer's credit qualifications and actual needs. Meanwhile, the Company provides customers with integrated online and offline communication channels, such as the 95555 service hotline, the CMB App and branch post-loan service centers.

- For customers with relevant needs, the Company takes a proactive approach to provide professional consulting services and post-loan modification support. Based on in-depth communication with customers, the Company permits the modification of terms including loan term, repayment method and authorized deduction account, subject to the mutual written agreement of both parties.

Credit Card Repayment Negotiation Application

- For delinquent credit cardholders whose repayment capacity has been impaired due to severe disasters or accidents, major illnesses, poor business performance, unemployment, extreme financial hardship or other adverse circumstances, the Company formulates tailored negotiated relief plans – including customized installment plans and interest and fee waivers – through equal consultation with the customers. These plans are developed based on a comprehensive assessment of the customers' financial

difficulties, debt burden, repayment willingness and actual repayment capacity, aiming to assist delinquent customers in properly settling their account obligations and alleviating their financial distress. For customers with potential delinquency risks, the Company implements differentiated risk mitigation measures such as account control, credit limit reduction and restrictions on new credit extension based on their specific risk profiles, so as to prevent them from falling into excessive indebtedness.

- Customers may submit an application for credit card repayment negotiation through multiple channels, including the Credit Card 400 Hotline, the 95555 Customer Service Hotline, the CMB Life App, physical branch outlets and other manual service channels.

5.2 Customer Debt Collection

The Company has revised the *Key Points of the Debt Collection Management System of China Merchants Bank Co., Ltd. (2025 Edition)*, to further standardize the debt collection management practices for the Company's retail credit and credit card loan businesses.

Collection Methods

- **Retail Credit Business:** The Company adopts an "AI+human" intervention collection model. It sends repayment reminders to delinquent customers through phone calls, SMS messages and intelligent voice outbound calls, and engages third-party collection agencies based on the severity of each customer's delinquency.
- **Credit Card Business:** The Company dispatches repayment reminders via SMS, WeChat and other digital notification channels to cardholders who are approaching delinquency and meet the preset notification criteria. For delinquent cardholders with overdue balances who meet the relevant criteria, the Company issues repayment notifications through a variety of channels including phone calls, SMS, WeChat, collection letters, e-mails and intelligent voice systems, and engages third-party collection agencies in accordance with the severity of their delinquency.

Operational Standards

- The Company has formulated standardized collection conduct guidelines, which require all collection personnel to maintain a rigorous and professional demeanor in all communications with customers and strictly prohibit any improper or non-compliant conduct during the collection process.
- A routine monitoring mechanism has been established to strengthen the operational quality control of debt collection work through operational audits, complaint analysis and post-collection reviews. For any non-compliant issues identified during operational audits, the Company promptly implements corrective actions and holds the relevant personnel accountable in accordance with internal regulations.

Specialized Training

- The Company provides regular and normalized training for all collection personnel. Through a combination of pre-employment orientation training, one-on-one supervisor coaching, daily morning briefings and company-wide online training sessions, the Company delivers comprehensive training content covering collection policies, operational
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skills, communication techniques, legal interpretation and complaint case sharing. These training initiatives are designed to enhance the professional knowledge and competence of collection personnel and ensure that all debt collection activities are conducted in full compliance with applicable laws and regulations.

6.Fair and Compliant Marketing

6.1 Institutional Development

The Company strictly adheres to the provisions of national laws, regulations and regulatory documents, including the *Advertising Law of the People's Republic of China* and the *Notice of Further Regulating Financial Marketing and Publicity Activities*. It has formulated a series of marketing and promotion governance systems, such as the *China Merchants Bank Financial Marketing and Promotion Conduct Management Regulations (Second Edition)*, the *China Merchants Bank We-Media Account Management Measures (Second Edition)*, the *China Merchants Bank Brand Promotion Management Measures* and the *China Merchants Bank Retail Finance Online Marketing Activity Management Measures*, to fully standardize all relevant financial marketing and promotion

activities of the Company and its cooperative partners. The Company clearly defines the Head Office General Office as the centralized oversight body for the Company's brand promotion and financial marketing and promotion activities, and designates the competent departments of various products and services at the head office and branch levels as the responsible management departments for financial marketing and promotion activities within their respective business lines and departments. This institutional framework systematically strengthens the standardized management of the practices and processes of financial marketing and promotion across the Company.

CMB Review Process for the Release of Financial Marketing and Promotion Materials

Reviewing Authorities	Review Content
Business Competent Departments	<ul style="list-style-type: none"> ● Conduct a comprehensive evaluation of marketing and promotion content from the perspectives of compliance, consumer rights protection and social impact; ● Review the physical and electronic promotional materials and sales contracts for

	consigned products provided by the relevant cooperative institutions.
General Office of the Current Institution	<ul style="list-style-type: none"> Verify the compliance of dissemination norms for marketing materials.
Dedicated Consumer Rights Protection Department of the Current Institution	<ul style="list-style-type: none"> Conduct a rigorous consumer rights protection review to ensure that no unreasonable terms are attached to financial products or services, and that consumers are not subject to mandatory or disguised mandatory requirements to accept non-essential financial products or services.

All business management departments conduct continuous monitoring of all financial marketing and promotion activities associated with their respective institutions. They promptly identify and take corrective actions to address or rectify any improper promotional practices or conduct that infringes on the

legitimate rights and interests of financial consumers.

6.2 Sales Compliance and Appropriateness Management

In 2025, the Company revised the *China Merchants Bank Retail Agency Sales Business and Appropriateness Management Measures* and established a robust end-to-end sales compliance control mechanism that covers the pre-sales, in-sales and post-sales entire process of business operations.

Pre-sales: Full Implementation of Client Risk Tolerance Assessment

- The Company administers a client risk tolerance assessment questionnaire to conduct a comprehensive evaluation of multiple client factors, including age, financial status, investment experience, investment objectives, return expectations, risk preferences, liquidity requirements, risk awareness and loss-bearing capacity. This ensures the authenticity and validity of the assigned client risk rating.

In-sales: Rigorous Sales Risk Disclosure and Dual Recording Management

- Through measures such as pop-up prompts, mandatory reading requirements, statement transcription and the prominent display of key documents, the Company ensures that clients clearly confirm their intention to purchase financial products only after they have a full understanding of the associated product risks. All sales activities conducted in the designated sales zones of branch outlets are subject to strict "dual recording" (audio and video) requirements.

Post-sales: Enhancement of the Closed-loop Monitoring and Management System

- The Company conducts a comprehensive review of the compliant sales practices for consigned agency business through a combination of off-site and on-site inspections, and continuously intensifies inspection efforts and expands the scope of inspections across the Company. In response to the issues identified during inspections, the Company organizes company-wide compliance management advocacy and training sessions, which cover areas such as the release of current data reports, in-depth problem

analysis, the formulation of follow-up improvement measures and the sharing of best practices. Meanwhile, the inspection results are incorporated as a key assessment criterion into the performance evaluation system for the retail finance business lines of all branches.

The Company embeds risk disclosures into every stage of product marketing and sales, ensuring that clients are able to make independent financial decisions based on a thorough understanding of product characteristics, fee structures and potential risks.

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- **In all marketing activities**, all promotional materials display clear risk disclosures in a prominent position, with explicit information on product eligibility criteria, interest rate ranges and potential risks to eliminate any ambiguous expressions.
 - **In the processing of loan business**, the Company fully discloses key information that may influence clients' major financial decisions, including the nature of products and services, interest rates, fees, tariff rates, major risks and liability for breach of contract. It also guides consumers to carefully review all contract terms and fully understand the
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comprehensive borrowing costs associated with the loan.

- **For the purchase of wealth management products**, the Company provides prominent risk disclosures on key considerations, including product investment risks, the risk of operating on behalf of clients and the involvement of sales personnel, to ensure that clients receive all necessary risk information prior to making a purchase decision.

7. Customer Security Management

In 2025, the Company has established the multi-dimensional fund security protection system that covers both online and offline channels throughout the entire business process, strengthen security management at business premises, and comprehensively safeguard customers' financial and personal safety.

The Company has independently developed the "Tiancheng" smart risk control system, which monitors consumer transaction risks in real time and provides risk alerts through various channels such as SMS, interactive pop-ups, and real-time manual outbound calls to enhance customers' account security awareness.

Safeguarding Customer Funds

- **Debit Card Services:** The Company continuously strengthened its retail intelligent risk control framework by enhancing big data modeling, refining cross-scenario joint prevention and control mechanisms, and applying advanced risk detection technologies. As a result, over 500 thousand suspected telecom fraud transfer transactions were intercepted by the end of 2025.
- **Credit Card Services:** The innovative "Awakening Plan" – an anti-fraud intelligent interaction system was implemented to protect customer funds. By tailoring interventions to different customer profiles, the system delivers progressive, intelligent guidance across all transaction stages, improving customer awareness and the ability to recover lost funds.
- **Operational Counter Services:** In 2025, the Company successfully blocked 96.9 thousand fraudulent incidents at its counters, assisting clients in preventing losses exceeding RMB47 million.

Ensuring Customer Physical Safety

- The Company prioritizes customer safety by conducting rigorous work safety risk inspections and targeted rectification campaigns. It maintains coordinated management protocols for extreme weather events, fire safety, and branch premises security, continuously

strengthening the protective measures at its business outlets.

8. Financial Knowledge Dissemination

In 2025, the Company revised its *China Merchants Bank Financial Literacy Promotion and Consumer Education Management Measures* and formulated the *2025 China Merchants Bank Financial Education Work Plan*. It launched the "CMB Consumer Protection, Safeguarding Rights and Interests" financial education sub-brand and developed a multi-dimensional communications network integrating centralized and regular initiatives across online and offline channels. Through systematic and distinctive financial education activities, the Company continuously enhanced public financial literacy. In 2025, its financial education initiatives cumulatively reached 1.068 billion consumer interactions. The average customer financial literacy score rose to 74.64 points, a 1.25-point increase from the beginning of the year, reflecting a steady improvement in overall customer financial literacy.

8.1 Centralized and Ongoing Educational Outreach

In close collaboration with regulatory authorities, the Company actively participated in key centralized outreach campaigns,

including the "March 15 Financial Consumer Rights Protection Education Campaign", the "May 15 National Investor Protection Publicity Day", and the September Financial Education Publicity Week. Leveraging its integrated media ecosystem—spanning the official website, CMB App, and social media platforms—the Company developed original, high-quality financial education content. Innovative formats, such as one-minute "Quick Finance" explainer animations, large-print posters, interactive financial literacy quizzes, and AI-powered engagements, were introduced to make financial knowledge accessible and engaging for the public. In 2025, 270 articles promoting financial literacy were published in mainstream media, achieving over 100 million cumulative impressions and significantly extending the reach and impact of the Company's financial education efforts.



Caption: One-minute "Quick Finance" animated short video

[Case] Exploring "Finance+" Models for Financial Literacy Outreach

The Company's branches leveraged local characteristics to conduct a diverse range of activities, integrating elements such as intangible heritage and cultural tourism. This approach enhanced the appeal and accessibility of financial education, making it more relatable to the public.

- **Dongguan Branch:** The Branch integrated traditional culture with financial education through engaging activities. Citizens learned about finance in a relaxed atmosphere by experiencing intangible cultural heritage crafts, such as making "financial knowledge" clay figurines and lacquered fans, alongside displays like lion dances and the anti-fraud themed "Thousand-Lantern Lantern".
- **Tangshan Branch:** In partnership with a national inheritor of Laoting Dagu, the Branch created the *Financial Rights Octet*. This piece ingeniously weaves the eight rights of financial consumers into local dialect and traditional melodies, disseminating financial knowledge through a vibrant folk art form. The work was featured as a musical fountain light and water show at the Tangshan Nanhu Kailuan 5A scenic spot three times during the year, attracting over 30 thousand viewers and inspiring local artists to help spread its message.
- **Guangzhou Branch:** Collaborating with Guangdong Economic and Technology Channel and capitalizing on the excitement surrounding the 15th National Games, the Branch organized a cycling event in commercial districts to promote financial literacy. Key messages on account security, rational investing, preventing illegal financial activities, and fraud prevention were integrated into fun activities like cycling checkpoints, pitch-pot quizzes, and financial-themed graffiti. This initiative reached over 13 million people through its combined online and offline outreach.
- **Lanzhou Branch:** The Branch partnered with the Gansu Provincial Museum for the "Financial Museum Treasure Hunt" activity. Financial knowledge was cleverly embedded

within the museum's relic displays, allowing visitors to learn risk-identification skills while appreciating national treasures like the renowned "Bronze Galloping Horse". Specially designed "Museum Financial Knowledge" postcards were also launched, effectively merging historical and cultural heritage with financial education.

[Case] Nanchang Branch: Pioneering a "Finance + Red Culture" Financial Education Model

Leveraging Jiangxi Province's rich red cultural heritage, the Branch developed an innovative "Red + Finance" integrated financial education model. The Branch organized a series of distinctive events, including a Red Financial Culture Exhibition and Red Reading Club and Red Film Screenings. In partnership with the Nanchang Naval Vessel National Defense Education Base, it hosted the themed event "Naval Vessel Witnesses Financial Strength, Safeguarding a Better Life". These initiatives seamlessly blend the preservation and promotion of red traditions with financial literacy efforts, enabling residents to easily access financial knowledge while immersing themselves in the region's unique red culture.



Caption: Citizens actively participated in the "Red Financial Culture Exhibition and Red Reading Club"

8.2 Financial Education for Priority Groups

The Company prioritizes financial education for key demographic groups, including senior citizens, adolescents, new urban residents, and communities in strategically important regions. By tailoring its approach to address the specific needs and risk vulnerabilities of each group, the Company implements differentiated and targeted education strategies to maximize their effectiveness.

8.2.1 Senior Citizens

- **Dalian Branch:** The Branch joined forces with the local anti-fraud center and regulatory bodies to visit senior universities. Through engaging situational dramas, they vividly illustrated common pension-related financial fraud schemes and shared essential knowledge on card and payment security. The sessions were also live-streamed online, ensuring that seniors unable to attend could still conveniently access this vital information.
- **Qingdao Branch:** At the Senior Life University, the Branch hosted public welfare classes that used real-world telecom fraud cases to teach anti-fraud techniques. These sessions were designed to strengthen the risk prevention and self-protection awareness of middle-aged and elderly individuals.



Caption: Tianjin Branch hosted a face-to-face financial literacy session for middle-aged and elderly residents.

8.2.2 Youth Empowerment

- **Beijing Branch:** The Branch conducted targeted financial literacy sessions at universities including Tsinghua University and Beijing University of Science and Technology. Using real-world examples of "illegal campus loans", these sessions aimed to sharpen students' ability to recognize and avoid unlawful financial activities.
- **Guangzhou Branch:** At South China Agricultural University, the Branch organized a "Financial Education + Fun Sports Day" featuring an "Anti-Fraud Knowledge Relay Race". This engaging format helped students and faculty understand how to use financial tools effectively, grasp the

principle of "choosing the right products through the right channels", and internalize the importance of rational consumption.

- **Xiamen Branch:** A "Youth with CMB" financial education garden party was held at Fujian Chengyi Technical School. Through interactive activities like Q&A games, anti-fraud comic viewing, ring toss, and matching games, students learned to guard against telecom and online fraud, acquire essential financial knowledge, and protect their personal information.
- **Kunming Branch:** Leveraging the Dianchi Greenway shoreline bus, the Branch launched a "Financial Knowledge Protecting Rights BUSSTUDY Accompanies You" initiative for young people. The mobile classroom provided practical tips on preventing financial risks in an accessible and engaging format.



Caption: Yinchuan Branch shared financial knowledge with students at North Minzu University.



Caption: Haikou Branch engaged Hainan University students in game-based challenges to share financial knowledge.

[Case] Changchun Branch: Youth Financial Fraud Prevention Initiative

The Branch partnered with the local community's Red Scarf Volunteer Service Team to host the "Little Bankers, Leading the Way in Anti-Fraud" event. Through engaging activities including anti-fraud and financial literacy training, immersive role-play as bank tellers, and lively anti-fraud clapper talk performances, the young volunteers learned to manage their allowances and recognize fraudulent schemes. The initiative created a powerful radiation effect—"educating one child empowers a whole family"—significantly boosting the financial literacy and fraud prevention awareness of both the participating youth and their families.



Caption: Young volunteers took part in experiencing various service procedures.

8.2.3 New Urban Residents

- **Shenzhen Branch:** The Branch delivered targeted risk alerts and financial literacy sessions to sanitation workers, delivery riders, and construction workers, strengthening the financial awareness and self-protection skills of new urban residents.
- **Hefei Branch:** In collaboration with Anhui SF Express, The Branch established the "Anhui Financial Education Demonstration Base". This multi-dimensional knowledge hub features educational displays, interactive check-in points, updated case study brochures, and a dedicated financial reading area.

- Merchants Union Consumer Finance Company (MUCFC)** : The subsidiary organized specialized financial security courses for over 200 workers and residents of the "Xingfuli" Community in Yongren County. By addressing attendees' financial queries on-site, it helped build a strong defense against financial risks for these individuals as they strive for a better future.



Caption: Hefei Branch installed a financial knowledge display wall and anti-fraud slogan check-in points at the Anhui Financial Education Demonstration Base.

8.2.4 Populations in Key Regions

- Tianjin Branch:** The Branch took financial education initiatives into local villages, pioneering an innovative

"Finance + Traditional Opera" outreach model. By leveraging traditional performing arts such as Jingyun Dagu and kuaiban, it vividly illustrated common illegal financial schemes, enabling villagers to strengthen their risk awareness through engaging, interactive participation.

[Case] Urumqi Branch: Bringing Financial Literacy to Border Communities

Leveraging its "Golden Pomegranate Workstation" established as part of its resident task force in Southern Xinjiang villages, the Branch brought professional financial services and knowledge directly to villagers' doorsteps. Through graphic displays, informational brochures, and face-to-face explanations, the team systematically disseminated essential financial know-how, including counterfeit currency detection, safe card usage, and rational borrowing principles. These efforts empowered villagers to better utilize financial tools to enhance their quality of life and strengthen their ability to guard against financial risks.



Caption: Urumqi Branch produced a feature video, "Consumer Protection on the Camel Bells Trail: Finance Nurturing the Borderlands", to showcase its outreach efforts.

[Case] Quanzhou Branch: Bringing Financial Education to Fishing Communities

Aiming to strengthen rural residents' ability to guard against financial risks, the Branch launched the "Everlasting Care, CMB by Your Side" financial education initiative in Xiaozuo Town, Hui'an County. The event featured six interactive booths designed to deliver practical financial knowledge in ways that resonated with local villagers. Highlights included the "Old Friends Memory Lane", where villagers received free photos embedded with easy-to-remember anti-fraud rhymes, and the "Anti-Fraud Veggie Stand" and "Counterfeit Money Awareness

Booth", which used prize quizzes and ring-toss games to teach RMB authentication skills and anti-fraud essentials—with winners taking home fresh vegetables, eggs, and cooking oil. The initiative engaged over 200 villagers, effectively boosting financial awareness and fraud prevention capabilities among this fishing community and its elderly residents through an enjoyable, educational approach.

[Case] Shenyang Branch: Boosting Financial Literacy for Rural Revitalization

The Branch extended its financial education outreach to surrounding counties and remote, less-developed areas, launching a series of initiatives to help grassroots communities better understand, trust, and effectively utilize financial services. The program aimed to empower local residents with the knowledge and confidence to "learn finance, understand finance, trust finance, and use finance" in their daily lives.

- **In Dandong**, the Branch launched a "Financial Night School for Farmers", translating complex financial topics into accessible, locally relevant language through engaging lectures and interactive educational games.
- **In Anshan**, Villagers were invited to a "Party Leadership, Financial Services for the People" session, which featured

a fun "Fresh Produce Challenge" interactive activity designed to boost engagement and reinforce learning.

- **In Fushun**, A joint police-bank outreach effort, "Bringing Warmth to the Countryside", was organized. Information booths were set up at police service windows and rural stations to share financial case insights with officers. Together, they then visited village households to provide direct, face-to-face financial education.
- **In Panjin**, the Branch proactively visited village homes for "Financial Outreach Home Visits", chatting with residents about agricultural support policies and offering convenient online financial service guidance to those with limited mobility.

(VI) Cybersecurity, Information, and Data Security

CMB prioritises cybersecurity, information, and data security management, strictly adheres to the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and other applicable laws and regulations, and diligently implements security protection measures. In 2025, the Company had no significant cybersecurity or data security incidents.

1. Organizational Structure

The Company has established a cybersecurity, information and data security governance structure covering the Board of Directors, senior management and executive level.

Board of Directors

- **The Board Strategy and Sustainable Development Committee** is primarily responsible for formulating the data governance strategy and related major matters. In 2025, it reviewed and approved *2024 Data Governance Work Summary and 2025 Work Plan*.
- **The Board Risk and Capital Management Committee** is primarily responsible for risk management matters including

cybersecurity, information and data security. In 2025, it reviewed and approved *2024 Data Security Work Summary and 2025 Work Plan* and *2024 Cybersecurity Analysis Report*.

- Members of the above committees have rich professional experience and meet the performance requirements necessary for overseeing the risk management of cybersecurity, information and data security as well as the data governance strategy.

Senior Management

- **The Information Security Management Committee** has been established, with the President serving as the Chair, the Chief Information Officer as the Executive Vice Chair, and the person-in-charge of relevant departments of the Head Office as members. The committee is responsible for the overall management of cybersecurity and data security work. In 2025, the committee convened two meetings, heard progress reports on major cybersecurity and data security matters, and reviewed major matters such as relevant strategies, plans, organization and resource

support.

- **The Information Technology Management Committee** has been established as the decision-making body for the Company's overall information technology governance. It strengthens the supervision and review of internal cybersecurity, information and data security by regularly hearing reports on major technology work matters such as data security and operation security. In 2025, the committee convened 28 meetings and reviewed matters including *Data Security Work Report, Cybersecurity and R&D Security Technical Capacity Building, Operation Security: Operation and Maintenance Support Upgrade Project for Important Application Systems Report and Construction of Enterprise-level Knowledge Management System*.
- **The Chief Information Officer** is responsible for the overall coordination of the Company's information technology management and business integration, reviews important information technology matters, evaluates important FinTech projects, and provides professional guidance for the Company's information technology development.

Executive Level

- **Data Security Working Group:** Established under the

Information Security Management Committee, led by the Information Technology Department of the Head Office, it brings together the leaders in charge of data security and data security officers of all departments of the Head Office, and is responsible for the overall promotion of the specific implementation of the Company's data security management.

2. Data Security Institution

The Company has established a systematic data security institutional system. Through the effective connection of Primary Policies, Secondary Policies, Implementation Rules and Associated Policies, the Company ensures that all management requirements are supported by rules and evidence.

Primary Policies

- The Company has formulated *CMB Data Security Management Regulations* applicable to all institutions of the Company (including overseas branches and subsidiaries), all employees and enterprise-wide data management. The regulations specify the overarching framework,

responsibility division, key work requirements and other contents of data security management, covering dimensions such as governance mechanism, classification and grading, activity management, technical protection, regulatory reporting, audit and security incident disposal.

Secondary Policies

- The Company has formulated policy requirements including the *CMB Data Classification and Grading Management Measures*, the *CMB External Data Management Measures*, the *CMB Data Sharing Management Measures*, the *CMB Algorithm Model Lifecycle Management Measures*, the *CMB Cross-Border Data Transfer Security Management Measures* and the *CMB Information Security Incident Emergency Management Measures*, to collaboratively standardize the management requirements for domain-specific areas.

Implementation Rules

- For multiple data security scenarios such as cross-border data transfer and external data introduction, the Company has formulated detailed operational guidelines including *Cross-Border Data Transfer Security Management*

Guidelines and External Data Management Guidelines, to effectively implement all control requirements.

Associated Policies

The Associated Policies consist of *CMB R&D Security Management Provisions*, *CMB Employee Disciplinary Violation Handling Provisions* and other regulations, specifying the data security management requirements in R&D activities, as well as the accountability standards and handling measures for data security.

3. Management Initiatives

The Company has implemented cybersecurity, information and data security protection initiatives, strengthened technical prevention and control, built a solid risk defense line, and ensured the stability and security of business system operation.

3.1 Data Full Lifecycle Management

Data Collection

- Adhere to the principles of legality, legitimacy, necessity and good faith, clarify the purposes, methods, scopes and

rules of data collection and processing, and ensure the data security in the collection process and the traceability of data sources.

- Conduct data collection strictly within the scope of the data subject's authorization and consent, and do not obtain information beyond the scope.
- Take information systems as the main channels for data collection.
- Immediately cease the relevant data collection or processing activities when financial businesses or services are terminated.

Data Storage and Transmission

- Take information systems and servers as the main methods for data storage.
- Adopt secure transmission methods and storage measures, including encrypted storage and transmission of identity authentication data, to ensure data integrity, confidentiality and availability, and prevent attacks such as ransomware and Trojan backdoors.
- Formulate a backup strategy, store backup data and production data separately and in isolation, and strictly manage the access rights to backup data. Formulate a backup verification plan, conduct regular data recoverability

verification, and ensure that backup data is complete and valid and businesses can be recovered.

Data Processing and Utilization

- Prioritize the use of information systems to process and handle data.
- Formulate user access strategies for data, adopt effective user authentication and access control technical measures, standardize data operation behaviors, record data operation logs, and ensure the traceability of the process.

Data Deletion or Destruction

- Conduct data deletion or data anonymization processing in accordance with the relevant national and industry regulations and the agreements with data subjects; for electronic devices sent for repair or scrapped, adopt methods such as degaussing or physical destruction to destroy data, and ensure that information cannot be recovered.
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3.2 Risk Prevention and Emergency Response

3.2.1 Cybersecurity and Information Security

The Company has built a cybersecurity protection system based on the four major areas of Internet Service Security, Intranet Security, Office Security and Third-Party Security, with R&D Security and Risk Monitoring and Incident Disposal as the two core supports, and continuously carries out the monitoring, response, disposal and reporting of cybersecurity incidents.

Proactive Measures

- **Intelligent in-depth defense:** Utilize cutting-edge technologies such as threat detection, intelligent algorithms and large models to build an in-depth defense system and an intelligent security operation platform, proactively identify and evaluate abnormal activities and potential attacks, realize 7×24 monitoring throughout the year, and form a management closed loop from alert identification, judgment and analysis to automated disposal.
- **Practical attack and defense drills:** Rely on internal and external security scanning, penetration testing and red and blue team confrontation drills to continuously monitor and repair security vulnerabilities. Formulate detailed

emergency plans for general typical scenarios, conduct practical drills every year, and dynamically evaluate and improve the content of the plans in combination with the drill results.

- **Enterprise-wide risk feedback:** Establish a feedback channel, when employees detect possible cybersecurity risks and vulnerabilities, they can feed them back to the Head Office Security Service Desk in a timely manner. After the risks are verified and confirmed by designated personnel and properly disposed of, the disposal results are synchronized with the reporting employees in a timely manner.

Passive Measures

- **Closed-loop incident management:** When actual cyber attacks or data security incidents occur, the emergency disposal mechanism is activated immediately, and in accordance with the *CMB Information Security Incident Emergency Management Measures*, carry out work such as organizational coordination, regulatory reporting, incident classification, review and rectification to ensure the formation of a closed loop for security incident management.
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3.2.2 Data Security

The Company conducts routine data security risk monitoring. Through the deployment of a Data Loss Prevention System, the Company identifies sensitive data in outgoing emails, office terminals and key Internet nodes, and implements control measures including blocking, formal approval procedures and proactive early warning prompts. A portfolio of abnormal behavior models for data security has been established to enable the timely detection and early warning of anomalous data-related activities. Regular security testing and scanning are carried out to effectively identify and promptly address data security risks and vulnerabilities.

3.3 Incorporation into Performance Appraisal

The Company has integrated cybersecurity and data security risk management into the performance appraisal framework for various Head Office departments, branches and subsidiaries. Meanwhile, it has strengthened accountability mechanisms for violations of cybersecurity, information and data security policies, and linked employees' compliance performance in their official duties to career promotion and bonus allocation.

3.4 Regular Training and Advocacy

The Company continuously refines its training system for cybersecurity, information and data security, and delivers regular targeted advocacy and training programs based on employee levels and job functions. These initiatives are designed to comprehensively elevate the security awareness and professional competencies of all members of the staff.

For All Employees

- Conduct continuous cybersecurity, information and data security publicity through various channels such as the Zhaohu Official WeChat Account, emails and posters, and provide security awareness training for all employees including dispatched employees through the "CMB i-Learning platform". The publicity and training content covers the interpretation of laws, regulations and regulatory systems, the interpretation of internal institutional norms, prevention of social engineering phishing, prevention of ransomware, business outsourcing security, cross-border data transfer security and other aspects. In 2025, 108.8 thousand person-times of the Company participated in the training and passed the examination.
 - Incorporate content related to data security into the
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compulsory courses for all new employees of the Company, and conduct pre-employment targeted training and examination. In 2025, the examination pass rate for new employees reached 100%.

For Professional Line Employees

- **Cybersecurity and Information Security:** During the year, the Company conducted Cybersecurity Administrator Certification Training, which covered content such as cybersecurity laws and regulations, cybersecurity emergency response, system security, application security, security and risk management, communication and cybersecurity. The training covered more than 100 people, effectively improving the skill level and security practical ability of cybersecurity administrators.
- **Data Security:** In 2025, the Company held multiple sessions of specialized training on data security for all departments of the Head Office, all branches and affiliated subsidiaries. It conducted enterprise-wide data security training and examinations, covering about 110 thousand employees of the Company, and continued to carry out publicity and education through channels such as emails and desktop screensavers to strengthen the data security

awareness of all employees.

3.5 Partner Management

The Company has strengthened the management and inspection of data entrusted cooperation institutions and required them to comply with the requirements of the Company's relevant data security management systems. The Data Security Working Group coordinates the conduct of on-site inspections of data security, promotes the rectification of exposed problems such as weak management mechanisms and inadequate control over personnel and premises; for cooperation institutions that fail to meet rectification requirements, the Company terminates the cooperation relationship with them.

3.6 Audit and Certification

The Company conducts regular internal and external audits and inspections on cybersecurity, information and data security, and strengthens the soundness, effectiveness and compliance of the management system.

Internal Audit

- Conduct regular cybersecurity and data security audits. In 2025, the Company carried out specialized audits on data security, R&D management and R&D security, Business Continuity Management and other areas, and conducted specialized audits or inspections on information technology risk management for some branches and affiliated subsidiaries.

External Audit and Inspection

- Engage third-party professional institutions to conduct information system audits every year, covering areas such as IT Governance, system development and launch management, system operation and maintenance management, system secure access management, with a

focus on key processes such as cybersecurity, data security, system access security and business continuity.

- Receive regular information technology risk inspections conducted by the National Financial Regulatory Administration every year, with the inspection content covering key areas such as data security.

The Company continuously advances the work of international and domestic general security certification. As of the end of 2025, the Company has obtained a number of authoritative security certifications including the Payment Card Industry Data Security Standard (PCI-DSS) certification, the "Mobile Internet Application (App) Security Certification" issued by the China Cybersecurity Review Certification and Market Regulation Big Data Center, and the FinTech Product Certification issued by the National FinTech Certification Center in Beijing.

(VII) Customer Privacy Protection

CMB places paramount importance on customer information security and privacy protection, strictly adheres to and implements legal and regulatory requirements including the *Personal Information Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*. The Company has optimised the work mechanism for customer information security and privacy protection in terms of organizational structure, policies, and management measures to earnestly safeguard the privacy rights of customers. In 2025, no significant customer privacy breaches occurred in the Company.

1. Organizational Structure

The Company has established an organizational structure for customer information and privacy protection characterized by accountability and specialized divisions of labor to ensure that governance effectiveness is effectively cascaded from the top-down.

The Risk and Capital Management Committee under the Board of Directors diligently fulfills its responsibilities for information technology security risk management, including data security and privacy protection.

At the Senior Management level, **the Information Security Management Committee** has been established. With the President serving as the Chairman and the Chief Information Officer as the Executive Vice Chairman, the committee is tasked with planning and advancing data security initiatives.

The Head Office has established an **Integrated Personal Information Protection Team**, composed of the Retail Banking Headquarters, Information Technology Department, and Legal and Compliance Department, which coordinates with the Data Security Working Group at the Head Office. This team oversees the unified planning, guidance, and coordination of personal information protection across the Company. Specifically: the Retail Banking Headquarters leads institutional development and organizes training programs. The Information

Technology Department ensures data security and cybersecurity for personal information. The Legal and Compliance Department provides relevant legal advisory services. All business units directly responsible for personal information protection within their respective domains enhance information security and privacy protection capabilities.

2. Policy Protocols

The Company has established and improved a robust system for customer information security and privacy protection, formulated the *CMB Personal Information Protection Management Regulations*, which clarifies the organizational structure, management responsibilities and processing principles for personal information protection across the Company, and provides guiding requirements for key operations. Meanwhile, the *CMB Personal Information Processing Measures* specify requirements for the full data life cycle including collection, storage, usage, processing, transmission, provision, disclosure, while the *CMB Personal Information Protection Impact Assessment Guidelines* define scenarios, standards, and procedures for impact assessments.

In 2025, the Company revised and publicly released the *China Merchants Bank Co., Ltd. Key Points of Personal Information Protection Management Policy (2025 Version)*. This policy applies to products and services across all business lines of the Head Office and domestic branches. The Company specifies the purposes and applications of collecting, processing and using customers' personal information in this policy, also details the security management requirements encompassing all stages of the full information processing life cycle, including collection, storage, usage, processing, transmission, provision, disclosure and deletion, thereby earnestly safeguarding the various rights of customers during personal information processing activities.

3. Management Measures

The Company continuously bolsters the management measures for customer information security and privacy protection. By incorporating compliance requirements into the full life cycle of information processing, the Company creates a secure and reliable financial service environment for customers.

3.1 Standardizing Information Processing

The Company adheres to the principles of "purpose specification, data minimization, transparency, quality assurance, security safeguards, customer protection, and accountability" in customer information management.

Collection and Use

- **Strict fulfillment of the "notification-consent" obligation:** Prior to collecting personal information from individuals or external organizations, the Company clearly informs customers in a prominent manner and plain language about the data controller's name, contact details, processing purposes and methods, categories of information collected, retention period, as well as the methods and procedures for exercising their rights.
- **Legal and compliant collection:** Personal information is processed only after obtaining customers' voluntary and explicit affirmative consent. The collection of personal information through fraudulent, deceptive, or misleading methods is strictly prohibited, as is the collection of data beyond the authorized scope.
- **Dynamic management:** The Company ceases the

collection of personal information upon the termination of relevant financial products or services, unless otherwise stipulated by laws and regulations.

- **Security management of third-party personal information:** To provide more comprehensive and higher-quality products and services to customers, the Company strictly adheres to the principle of "data minimization" when sharing or transferring customer information to third parties. The Company will give prior notice and obtain the customer's authorization and consent, and adopt measures such as encrypted transmission to ensure the security and accuracy of personal information during external transfers. The Company does not rent, sell, or provide retail or corporate customer information to third parties for purposes unrelated to transaction or service fulfillment.

Storage and Deletion

- **Retention Period Management:** Personal information is retained only for the minimum necessary period required to fulfill authorized purposes or within the retention periods stipulated by laws, regulations, or regulatory authorities.
- **Deletion Mechanism:** Personal Information exceeding authorized scopes or retention periods is either deleted or

restricted to storage with necessary security measures, ceasing all other processing activities.

- **Technology and Personnel Control:** The Company has formulated the Code of Conduct for Employees on Personal Information Protection to specify requirements for the custody of physical documents. The Company strictly prohibit the tampering, non-compliant processing or leakage of personal information, and integrate employee conduct management into our compliance inspections.

3.2 Safeguarding Customers' Control over Information

Within *the CMB Personal Information Protection Management Regulations*, the Company explicitly stipulates that individual customers are entitled to access, correct, and delete their personal information, and requires all business management departments to establish streamlined mechanisms for the acceptance and processing of such requests, thereby ensuring customers' lawful control over their personal information.

Retail Customers

- Release system documents such as the *China Merchants Bank Co., Ltd. Retail Banking and App User Privacy Policy*, the *CMB Life User Privacy Policy*, the *China Merchants Bank Co., Ltd. Zhao Dai App User Privacy Policy*, and the *Guidelines for Opening a CMB Personal Bank Account* to ensure that personal information processing rules are open and transparent.
- Customers may exercise their rights via the 95555 customer service hotline, official website, App online customer service, and offline branch outlets. The Company commits to responding to and processing customer requests for information access, correction and deletion within 15 natural days.
- The Company will proactively delete personal information in the following scenarios: when the processing purpose has been fulfilled, cannot be achieved, or is no longer necessary; when the Company ceases to provide products or services, or the retention period has expired; when an individual withdraws their consent; when the Company processes information in violation of laws, administrative

regulations or contractual agreements; or under other circumstances prescribed by laws and administrative regulations. Beyond these scenarios, individuals have the right to request the deletion of their personal information. If the legally prescribed retention period has not yet expired, or if deletion is technically unfeasible, the Company will cease all processing activities, except for storage and the implementation of necessary security measures.

Corporate Customers

- The Company guarantees customers' rights to access, correct, delete, restrict processing, withdraw consent, and object to processing of their information. Customers may access and update their information through channels including branch counters and the CMB Corporate App, unless prohibited by laws, regulations, or regulatory policies.
- Within the Company's product service interfaces, customers may directly clear or delete bound corporate accounts, message records, cached data, and other information. Additionally, Users may adjust the scope of

authorization or withdraw consent by deleting information, disabling device functions, or modifying privacy settings in the App. They may also fully revoke authorization by closing their accounts.

3.3 Consolidating the Foundation of Security Protection

The Company employs industry-standard security measures, establishes a personal information protection impact assessment mechanism, and utilizes encryption, de-identification, and other technical safeguards to prevent unauthorized access and the leakage, tampering and loss of customer information.

Impact Assessment Mechanism

- For personal information processing activities such as processing sensitive personal information, using personal information to conduct automated decision-making, entrusting the processing of personal information, providing personal information to other personal information processors, publicly disclosing personal information,

providing personal information abroad, and other activities that have a significant impact on personal rights, the Company will complete personal information protection impact assessments before the commencement of such activities, and maintain detailed processing records to fortify the defense line for personal information protection at the source.

Technical Protection Measures

- The Company deploys access control mechanisms to ensure that only authorized personnel can access customer personal information. Using technical measures such as security controls for encryption when collecting sensitive information such as ID numbers, phone numbers and card numbers in the Internet environment. Using encryption algorithms to secure the storage of customer identification data.

Emergency Response Mechanism

- The Company has formulated a comprehensive emergency plan for personal information security incidents. In the event of a security incident, the Company will promptly

investigate, identify root causes and implement remediation, striving to mitigate any impact on customers. Meanwhile, the Company will promptly notify customers of the incident and report to the relevant authorities based on the impact level of the incident. By the end of 2025, the Company has conducted personal information security incident emergency drills for five consecutive years, improving emergency response capabilities through continuous experience summaries and post-drill reviews.

3.4 Deepening Third-party Management

The Company stipulates confidentiality clauses in contracts with third parties to define their responsibilities and obligations regarding personal information protection, strictly prohibit third parties from using personal information for any purposes other than those specified in the contracts. Furthermore, the Company signs confidentiality commitments with on-site outsourced personnel from these third parties.

3.5 Conducting Training and Awareness

The Company regularly conducts normalized compliance management training on personal information protection for all employees, including labor dispatching staff. The training program encompasses external regulatory requirements, internal operational guidelines, practical applications of laws and regulations, and analyses of typical cases, aiming to deepen the compliance concept of customer privacy protection of all staff.

In 2025, the Company organized the annual information security and personal information protection awareness campaign for all employees (including regular employees and labor dispatching employees) and subsidiaries. Utilizing the learning platform, the Company produced high-quality courses covering topics such as the interpretation of personal information protection policies, analysis of typical cases, introduction of personal information protection impact assessment, and personal information authorization management, so as to continuously enhance employees' awareness of customer personal information protection through

online learning. Award-winning suggestion collection activities such as the "Identify Security Vulnerabilities Together" were organized to encouraged employees to actively investigate risks and offer suggestions for improving the personal information protection mechanism. The activity covered over 110.0 thousand employees. Publicity posters for personal information protection compliance education were released through various channels such as office terminals and electronic screens to create a cultural atmosphere of constant attention to customer privacy protection. The cumulative exposure from these publicity activities exceeded 9.00 million times.

3.6 Implementing Internal Audit

The Company integrates personal information protection into its normalized auditing framework through routine and special audit programs, conducts regular audit inspections to ensure the effective operation of the management mechanisms. In 2025, through the special audit on personal information protection and other audit programs, the Company performed audit inspections across key domains, including customer data

authorization management, personal information storage information for individual customers. The audit scope protection, and the transmission and query of sensitive encompassed the Head Office, branches and subsidiaries.

(VIII)Employees

CMB consistently adheres to the "Talent-strong Bank" strategy, focusing on building a professional, diverse, market-oriented and international talent system. At the same time, it cultivates a people-oriented culture of "respect, care, and sharing", closely integrating employees' self-value realization with the Company's high-quality development, and building a value community where employees and the Company resonate, coexist, and thrive together.

1. Governance

The Company has established a clear levels and well-defined governance structure for human resources. **The Board of Directors** is responsible for shaping the human resources development strategy and conducts regular reviews of the annual report on human resources management and talent strategy implementation. **Senior management** is responsible for implementing this strategy, developing the talent pool, and supervising key tasks related to human resources through approving internal reports on an ad-hoc basis, deliberating on proposals, hearing reports, and conducting research.. At the corporate level, **the Head Office Human Resources Department** coordinates bank-wide human resources planning,

organizational structuring, team development, and performance and compensation management. **Branches and subsidiaries** establish responsible departments for human resources management to implement various human resources management and service tasks.

2. Strategy

2.1 Risk and Opportunity Analysis

Drawing on an assessment of its internal and external operating environment, prevailing talent development trends in the industry, and evolving employee expectations, the Company systematically identifies the risks and opportunities associated with employee-related matters.

Risk/Opportunity Category	Risk/Opportunity Factors	Description and Impact	Time Horizon ¹
Risk	Risks Associated with Labor Cost Control	As digital transformation accelerates and our "Talent-Driven" strategy takes hold, recruiting and retaining versatile, highly-specialized professionals—in fields such as fintech, big data, and cybersecurity—has become critical to maintaining our competitive edge. Increasing strategic investment in building such a talent pool, while essential, may result in short-term cost pressures. Specifically, a concentration of employment, training, and incentive-related expenses could temporarily impact our cost-to-income ratio and put certain constraints on operational efficiency during this phase.	Medium term

¹ With reference to the *Basic Standard for Corporate Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and the Company's actual circumstances, the short term is defined as 2026, the medium term as 2027–2031, and the long term as 2032 and beyond.

Risk/Opportunity Category	Risk/ Opportunity Factors	Description and Impact	Time Horizon ¹
	Risks Related to Talent Structure Alignment	As the Company's "Value Bank" strategy advances, if the professional capabilities, international perspective, and market-oriented awareness of the talent team fail to keep pace with the speed of business transformation, or if there is insufficient reserve of core talents for key positions, it may lead to weakened strategic execution capability, affecting business innovation and market response efficiency.	Medium term
Opportunity	Opportunities to Enhance Operational Efficiency	As the nation prioritizes the development of new quality productive forces and the "Digital China" initiative, the Company is well-positioned to capitalize on its digital talent strategy. By fostering deeper integration and agile collaboration between technology and business functions, the Company can effectively translate its human capital into a core competitive strength. Unlocking the potential of its digital talent pool will enhance the responsiveness and customer experience of its financial services, ultimately driving greater operational and management efficiency.	Medium term
	Opportunities to Enhance	Deepening the "Six-Ability" mechanism—covering "managerial appointments can be up or down,	Medium term

Risk/Opportunity Category	Risk/ Opportunity Factors	Description and Impact	Time Horizon ¹
	Organizational Vitality	employees can join or leave, and incomes can be high or low"—while improving the specialized and diversified talent development system, will help fully stimulate organizational vitality and employee creativity, build a highly qualified and professional workforce, and provide a steady stream of internal momentum for the Company's high-quality development.	

2.2 Impact on Strategy and Decision-Making

To ensure close alignment and synergy between its talent strategy and overarching corporate development goals, the Company prepares the *CMB Human Resources Management and Talent Strategy Implementation Report* annually for review by the Board of Directors. This report summarizes the year's human resources management outcomes and talent strategy implementation progress, promoting the continuous optimization and improvement of the Company's HR management.

In the future, the Company will take a holistic approach to workforce planning, carefully balancing operational needs, efficiency objectives, and cost considerations. It will strategically prioritize investments in human capital, directing resources toward key business areas, critical institutions, and essential roles to ensure the HR strategy resonates with business development. Concurrently, the Company will proactively cultivate digital talent, ensuring that its human capital investments translate effectively into tangible momentum for business growth.

2.3 Financial Impact Analysis

In 2025, the Group employed a total of 121,585 staff. Employee related expenses for the year are disclosed under "Operating and Administrative Expenses" in the income statement of the annual report. These expenses comprise salaries and bonuses, social insurance and corporate supplementary insurance, as well as other related expenditures, demonstrating the Company's commitment to protecting employee rights and fulfilling its social responsibilities.

Looking ahead, the positive spillover effect of high-quality human capital investment on the Company is expected to gradually emerge. On the revenue side, with the deep integration of technology and business and the progressive release of digital and intelligent capabilities, human resource investment is expected to gradually transform from staged cost pressure into an important support for efficiency improvement and value creation, enhancing revenue-generating capacity per capita. On the cost side, in the medium to long term, with the improvement of person-job matching, the marginal cost of human resources is expected to decrease, promoting the optimization of return on human capital and creating a "high-efficiency, high-output" human resource advantage.

3. Management of Impacts, Risks and Opportunities

3.1 Recruitment and Employment

The Company has established and improved a compliant, equitable and diverse employment system. By deepening university enterprise cooperation and leveraging digital and intelligent talent selection models, the Company effectively attracts multi disciplinary talents to support the "Five Major Areas" of finance, thereby enhancing its competitiveness in talent acquisition.

3.1.1 Compliant Employment

The Company strictly complies with national laws and regulations including the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Provisions on Prohibition of Child Labour* of the State Council, and complies with various international human rights conventions, including the *Universal Declaration of*

Human Rights and the *Guiding Principles on Business and Human Rights* of the United Nations, the International Labor Organization's *Equal Remuneration Convention*, the *Minimum Age Convention*, the *Discrimination (Employment and Occupation) Convention* and the *Forced Labor Convention*. The Company has established policy frameworks such as the *CMB Campus Recruitment Management Measures (Second Edition)* and the *CMB Social Recruitment Management Measures* to standardize recruitment processes, thereby effectively safeguarding employees' legal rights and interests.

Providing Equal Employment Opportunities

- The Company follows the principles of "fairness and impartiality, openness and transparency, and merit-based selection", insists on position-based recruitment and publicly discloses recruitment information.
- The Company refrains from using personal characteristics of applicants that are unrelated to work, such as gender, age, nationality, ethnicity, religious belief and family status, as the basis for recruitment evaluation.

Eliminating Employment Discrimination

- The Company is committed to opposing and eliminating all forms of discrimination and bias. Recruitment notices strictly prohibit discriminatory descriptions related to appearance, gender, place of origin, age, ethnicity, race, religious beliefs, marital status, or childbearing status.
- Recruitment notices from the Head Office and branches are subject to a rigorous approval process. Unauthorized disclosure of recruitment information is forbidden to ensure the compliance and consistency of publicly released information.

Prohibiting Child Labor and Forced Labour

- The Company resolutely opposes and prohibits illegal employment practices such as child labor and forced labor. During the resume screening phase, the Company rigorously verifies candidates' age and background information; resumes that fail to comply with legal requirements are not allowed to pass the screening. In 2025, no incidents of child labor or forced labor occurred at the Company.
 - For further details on the prohibition of child labor and forced labour, please refer to the *China Merchants Bank*
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Co., Ltd. Key Points of Human Resources Management Policy (2025 Version) in the "CMB ESG" section of the Company's official website.

3.1.2 Talent Recruitment

The Company adopts campus recruitment as the primary channel for talent recruitment and prioritises the promotion of employment for college graduates. By diversifying both online and offline campus recruitment channels, the Company proactively attract talents majoring in Science, Technology, Engineering and Mathematics (STEM) to support college graduates in achieving high-quality and full employment.

"DreamWorks" internship program

- The Company implemented the "DreamWorks" internship program, collaborating with Tsinghua University, Peking University, Renmin University of China to launch specialized internship initiatives such as the "Shui Mu " program, "Bo Ya" program, and "Qiu Shi" program. These initiatives help students gain comprehensive workplace
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understanding through experience and align career goals, address job-role mismatches caused by information asymmetry in employment. Among them, the Beijing Branch was awarded the title of "Workplace Experience Base for Beijing College Graduates" jointly by the Beijing Municipal Education Commission and the Beijing Municipal Human Resources and Social Security Bureau.

"Dream Landing" Campus Recruitment

- To accommodate the varying graduation schedules of domestic and overseas institutions, the Company has established a year-round recruitment system. Through campus roadshows and dedicated online Q&A sessions, delivering a "needed and valued" job-seeking experience through professional, standardized, and fairness-respecting written tests and interviews processes.

Digital Finance Boot Camp

- The Company has held the Digital Finance Boot Camp for nine consecutive years. By integrating online competitions, offline interviews and immersive summer camps, the Company promotes learning through competition and cultivation through recruitment, setting the benchmark for

talent selection and cultivation in the realm of "AI + Finance".



Caption: Event site of the Digital Finance Boot Camp

University-enterprise Cooperation for Talent Acquisition

- By the end of 2025, the Head Office and branches had established university-enterprise partnerships with over 100 universities worldwide through establishing internship bases, holding or participating in corporate open days, alumni salons, mock interviews, career planning courses and competitions.

3.1.3 Talent Retention

The Company monitors employee turnover rates in real-time through human resource reporting systems, regularly generating bank-wide analysis reports on employee turnover data. Should turnover rates show significant year-on-year anomalies, responsible managers are immediately notified to pay attention.

At the branch level, the Company monitors branch employee turnover through data re-examinations, periodic inspections and audits. The Company incorporates the "Key Employee Categories Turnover Rate" indicator into the performance evaluation framework for domestic tier-one branches in the Chinese mainland. Differentiated monitoring thresholds are set for specific groups, including management personnel, high-performers and new hires. Through regular evaluations and guidance, the Company encourages branches to prioritize talent retention within their daily management at the source, thereby earnestly mitigating the risk of losing key talents.

3.2 Remuneration and Performance Appraisal

The Company strictly complies with laws, regulations and regulatory requirements, including the *Labor Law of the People's Republic of China* and the *Guidelines for Sound Compensation Supervision of Commercial Banks*, and has formulated the *CMB Employee Compensation Management Measures*. The Company follows the remuneration management principles of "value orientation, pay-performance linkage, the 'six-ability' mechanism, and risk constraints", upholds the compensation philosophy of "flexible adjustment based on capability and performance-driven rewards", continuously refines the remuneration incentive and constraint mechanisms. The Company adjusts position-based salary benchmarks according to market conditions, and provides competitive compensation packages. Meanwhile, the Company adheres to gender equality in compensation and benefits, ensuring that compensation and benefit treatments are not influenced by gender. In 2025, no anomalies in remuneration or benefits due to gender differences were identified.

3.2.1 Remuneration and Benefit System

The Company's employee remuneration comprises regular remuneration and benefits.

Regular Remuneration

- Regular compensation includes base salary and performance-based pay, performance-based remuneration is linked to factors including the employee's position, competencies and individual performance and performance appraisal

Benefits

- Benefits consist of statutory benefits and supplementary benefits. Statutory benefits include legally mandated contributions to the Five Social Insurances and One Housing Fund for all employees (including labor dispatching staff), as well as strict implementation of local policies on maternity leave, parental leave, and child nursing leave across all branches. Supplementary benefits include the items such as supplementary medical insurance.
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3.2.2 Performance Appraisal and Evaluation

The Company has established a performance appraisal and evaluation mechanism applicable to all employees, and regularly implements full-process closed-loop performance management every year, encompassing goal setting, process coaching, performance appraisal and communication and feedback. Evaluation criteria are customized based on job characteristics, with annual performance results serving as the foundation for communication between managers and employees to improve work performance.

For personnel in positions that significantly impact operational or management risks, responsible for risk control or prevention, or engaged in business operations and organizational management, the Company implements a remuneration deferral mechanism directly linked to performance. Meanwhile, a compensation clawback mechanism applies to all key positions: In cases of financial statement restatements materially altering the basis for performance-based pay, falsified evaluation results, unauthorized issuance of performance incentives in violation of compensation

procedures, or other violations/misconduct related to compensation distribution, the Company will reclaim all excessively issued performance-linked compensation and other incentive rewards from relevant personnel..

To ensure the fairness and objectivity of evaluations, the Company provides employees with channels and procedural guidance for performance appraisal appeals. Employees who disagree with their appraisal results may first consult with their direct management. Should the disagreement persist, they are entitled to file a formal written appeal with the Human Resources Department within the prescribed timeframe following the publication of the results.

3.3 Employee Career Development

The Company has further deepened the "dual-track" career development system, consisting of management and professional sequences. By leveraging mechanisms such as the talent reserve pools, job competition, talent exchange and position qualification certification, the Company provides a broad growth platform and a clear promotion path for employees.

3.3.1 Development Channels

Management Sequence Development

- Adhering strictly to the selection standards for cadres, the Company creates a fair, just and open selection and appointment mechanism for management personnel through public competition, unit recommendation and organizational talent review, to select the best and strengthen management teams at all levels.

Professional Sequence Development

- The Company has formulated the *CMB Professional Track Management Measures* to establish an all-encompassing and differentiated professional track system.
 - The Company has categorized specialized roles into over 30 vertical tracks, and has established differentiated promotion evaluation mechanisms. Through annual evaluation, the Company provides employees with clear paths for professional advancement, thereby fostering the construction of the talent pipeline.
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3.3.2 Talent Reserve and Exchange

The Company attaches great importance to the talent reserves and multi-position experience. By establishing reserve pools and normalized exchange mechanisms, the Company accelerates the development of inter-disciplinary talents.

Talent Reserve System

- **Professional Talent Reserve Pool:** The Company provides all-around support for the employees' horizontal development, encompassing internal job transfers, learning and practice, and multi-position rotations.
- **Overseas Talent Reserve Pool:** Focusing on the construction of an international talent team, the Company has established a closed-loop management mechanism covering the selection, capacity building, and overseas dispatch of overseas reserve talents, fully reserve inter-disciplinary talents with international vision and professional competence.

Talent Exchange Mechanism

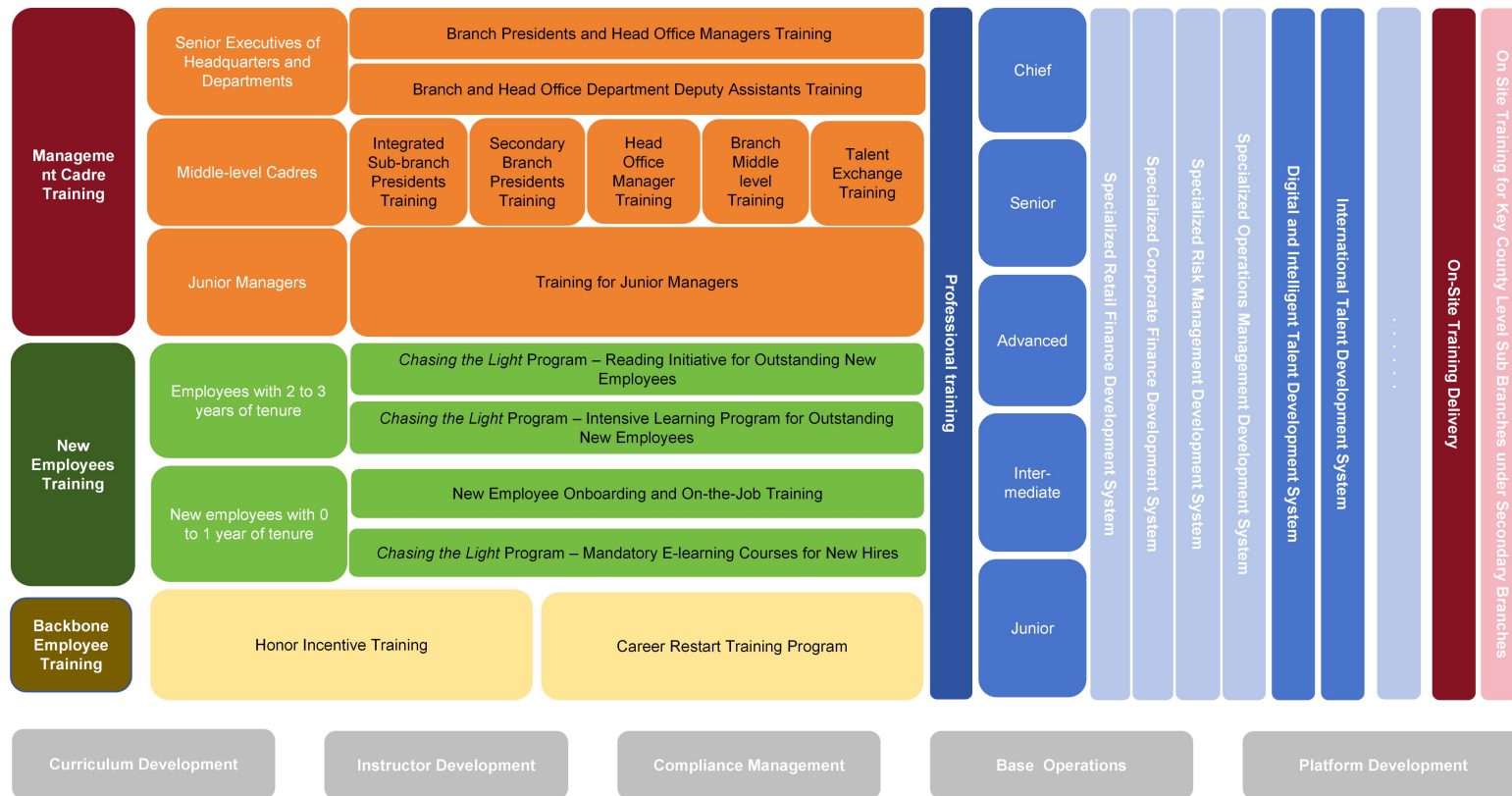
- The Company explores and implements projects such as exchange of outstanding talents between domestic and

overseas institutions, temporary secondment in county-level sub-branches, dispatch and exchange to subsidiaries, and internal exchange within branches, to promote multi-dimensional and three-dimensional talent circulation among the Head Office, branches and subsidiaries, domestic and overseas institutions, tier-one and tier-two branches, and urban and county-level sub-branches. Strengthen talent flow and practical training among institutions, broaden the horizons of employees, and accelerate the cultivation of inter-disciplinary talents.

3.4 Employee Training

The Company has established a specialized, tiered, international, scenario-based, and digital and intelligent talent cultivation system. By adopting an integrated "online + offline" training approach, the Company comprehensively caters to the professional development needs of employees across all levels and positions.

CMB Employee Training System



3.4.1 New Employee Training

Regular Training: These sessions focus on core modules such as cultural identity, compliance with rules and regulations, essential skills, and career planning. They are designed to help new employee integrate quickly into the work environment and successfully navigate their role transition.

"Chasing the Light Program" Intensive Learning: The Company has constructed a closed-loop management process, encompassing pre-training surveys, in-session seminars, post-session reading, and goal re-examinations. Guided by the vision of "Building the Best Bank for Employee Experience," the Company has upgraded the co-learning and co-creation content system. Adhering to a learner-centric approach, the Company addresses employee growth demands through a curriculum designed to help staff "understand strategy, strive for excellence, emulate role models, excel in collaboration, and uphold the bottom line." In 2025, 6 sessions of intensive study were conducted, featuring 42 lectures across 7 courses: *"Chasing the Light Program" President's First Lesson; Themed Lectures on Workplace Growth; Growing Together*

with CMB; Embracing AI to Fuel Career Momentum; Breaking Boundaries to Enhance Personal Collaboration; and Strengthening Discipline Awareness to Mitigate Integrity Risks. These provided a systematic platform for 265 new employees. Furthermore, the Company established a collaborative reading model centered on 12 workplace growth topics most relevant to new hires, featuring a year-long series of exchange and empowerment activities. Simultaneously, leveraging our internal learning platform, the Company launched an audio column titled "New Employee Growth Topic Sharing." By exchanging insights and experiences, participants collaboratively resolve growth challenges, ensuring the progress of outstanding new employees is "recognized."

[Case] Guiyang Branch: "Qian Cheng Si Jin" New Employee Orientation Program

Guiyang Branch has developed the "Qian Cheng Si Jin" systematic orientation program, centering on the dual pillars of professional foundation building and cultural integration to facilitate a smooth transition for new recruits from campus to the workplace. Regarding professional foundation, the program

offers comprehensive courses encompassing business expertise, professional mindset, and office skills to consolidate the functional basis for new roles. In terms of cultural integration, the branch fosters cohesion and a sense of belonging through initiatives such as "The President's First Lesson," study tours to the Head Office's cultural birthplace, outdoor teambuilding, interactions with senior management, and celebratory events like welcome concerts and collective birthday parties.



Caption: The President's Panel Discussion during Guiyang Branch's New Employee Orientation Program

3.4.2 Leadership Training

The Company has established a hierarchical and categorized leadership cultivation system to comprehensively enhance the professional caliber of its management personnel. **At the Head Office level**, specialized training programs are conducted for Branch General Managers and Head Office Department General Managers, as well as for Deputy General Managers and Assistants. For manager-level cadres within the Head Office, the Company focuses on training initiatives designed to improve position adaptability and team management capabilities. Branches are encouraged to organize "outward-bound" leadership programs for middle management to broaden their professional perspectives. **At the branch level**, leadership training for existing managers and reserve management talent is conducted in alignment with Head Office requirements. In 2025, the Company held 8 leadership training sessions, further elevating the macro vision, knowledge structure, management mindset, and innovative awareness of its management teams.

[Case] Wuhan Branch: Specialized Training Programs for Reserve Management Talent

In 2025, Wuhan Branch launched special training programs — "You Cai," "Hong Cai," and "Excellence+" — for reserve personnel in its management talent pools, targeting branch middle level managers (including integrated sub-branch presidents), deputy assistants, and manager-level cadres, reaching nearly 200 participants in total. The training adopted an "online + offline" mode, combining theoretical foundations with practical application to accelerate the cultivation and pipeline building of talent for management positions.

For manager-level cadres reserve talents, the training focused on foundational management scenarios and skills, improving communication abilities, and facilitating role transition. For deputy assistant reserve talents, it emphasized team coordination and synergy, enhancing their leadership capabilities. For middle level managers (including presidents of integrated sub-branches) reserve talents, the training centered on methodologies to stimulate employee intrinsic motivation

and organizational vitality, helping participants develop strategic vision and comprehensive leadership influence.

3.4.3 Training for Backbone Employees

In 2025, the Company focused on the core talent pool by implementing customized and differentiated training programs to continuously stimulate innovation and cohesion among key personnel.

High-performing Employees: Utilizing diverse formats such as themed lectures, site visits, and collaborative reading seminars, the Company provided 94 high-performing talents with courses covering CMB cultural experience and root-seeking, themed studies on the "Five Major Areas", experience sharing by role models, happy workplace construction, and physical and mental health management.

Female Backbone Employees: The Head Office organized a dedicated training session for 50 female backbone employees of the Head Office. The program featured 8 customized courses spanning the three dimensions of career, family, and personal growth, creating a platform for development and

exchange that balances professional depth with humanistic warmth.

Backbone Employees of Overseas Institutions: 22 middle managers and outstanding business backbones from 6 overseas branches, as well as CMB Wing Lung Bank and CMBIC, visited the Head Office for training. Through the research and creation mode of "cultural root-seeking + job shadowing and exchange + training and practice co-creation" and the curriculum system of "public compulsory courses + small-class professional courses, field visits + job shadowing and exchange, themed seminars + symposium exchanges", the cultural identity and strategic synergy capabilities of employees in overseas institutions were enhanced.

3.4.4 Professional Competence Training

The Company has established a professional talent development system, vertically opening up the professional talent growth ladder from junior, inter-mediate, advanced, senior to chief, and horizontally deepening the specialized development system covering core business areas such as Retail Finance, Corporate Finance, Risk Management Line,

and Operation Management Line, as well as specialized fields such as digital and intelligent, and international talents. Meanwhile, the Company promotes the construction of the job qualification certification system, broadens the scope of external professional qualification certification, comprehensively improves the professional competence of the talent team. The Company formulated the *CMB Notice on External Professional Qualification Certification for 2024*, encouraging and supporting all regular employees to independently sign up for external professional qualification certification exams. The Company has established a list of 94 certifications including Certified Public Accountant (CPA), Chartered Financial Analyst (CFA), Financial Risk Manager (FRM), Associate Financial Planner (AFP), and Certified Financial Planner (CFP), refined the reimbursement rules, optimized the reimbursement process, supported employees in continuously improving their professional competence. In 2025, a total of 2,992 person-times of employees reimbursed external qualification certification certificates, with the reimbursement amount of related expenses reaching RMB13.15 million.

[Case] Constructing a Multi-dimensional Training System to Build a High-quality Corporate Finance Talent Team

In 2025, the Company conducted a series of professional competence enhancement training for management cadres, relationship managers, product managers, and middle-office personnel within the Corporate Finance line. **For management cadres**, the Company launched exchange programs for newly appointed managers at Branch Corporate Finance Headquarters and specialized training for Branch Vice Presidents in charge of Wholesale Banking at comprehensive sub-branches. These efforts focused on strengthening strategic execution, operational management, and marketing practices. **For relationship managers**, the Company organized the "Kunpeng Program" for elite relationship managers, featuring expert-led courses on marketing, customer relationship management, and asset businesses. **For product managers**, targeting role models and high-performers, the "Pioneer Program" was held for multi-functional product managers. This program emphasized addressing customer pain points and sharing best practices to bolster the comprehensive solution-based service capabilities of branch product managers. For

middle-office personnel, the Company introduced AI-driven digital human course videos to reinforce specialized training on "essential knowledge and skills" required for their specific roles.

3.4.5 Empowerment for Primary-level Talent

The Company has implemented "on-site training delivery" special training for key secondary branches (including county-level sub-branches), upgrading traditional indoctrination training into a full-process empowerment system including business diagnosis, scheme customization, practical guidance and tracking of effectiveness. Through "training and practice co-creation" courses, the Company promotes the practical application of professional knowledge by front-line employees. In 2025, the Company fully promoted the "on-site training delivery" work of the key county-level sub-branches as well as retail and risk compliance specialties, accumulating 151 course-times of delivery to 30 secondary branches and key county-level sub-branches, covering more than 4,700 front-line employees.

3.4.6 Digitalization of Training

In 2025, the Company independently developed and launched the next-generation learning platform, featuring the "Audio-driven Transformation" audio zone to accommodate employees' learning needs during fragmented time. Through the "Zhao Sister AI Agent" for knowledge extraction, "AI Smart Search" for second-level retrieval of multimedia content, and the "AI Intelligent Exam Master" for automated question generation and grading, The Company has constructed an AI-powered learning engine that facilitates an online training closed-loop system encompassing "pre-learning diagnosis, in-learning training, and post-learning evaluation." These innovations provide employees with a highly differentiated, personalized, and intelligent learning experience.

3.4.7 Guarantee of Training Resources

Cooperation with External Universities

- In 2025, the Company collaborated with Tsinghua University School of Economics and Management to conduct four advanced seminars. These programs focused on core leadership themes, including the analysis and outlook of China's macroeconomy, financial and capital mindset for executives, and data and AI-driven organizational management. A total of 212 middle and senior managers participated in these sessions.

Internal Trainer Development

- In 2025, the Company revised the *CMB Part-time Trainers Management Measures (Fifth Version)*, standardizing the framework for level setting, entry qualifications, recruitment, cultivation, incentives, and appraisal for internal trainers. Additionally, the Company organized a Head Office-level trainer empowerment program, effectively stimulating the vitality of the part-time faculty through systematic training and formal commendation and continuously enhancing its internal teaching standards.
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[Case] Xining Branch: Collaborative Research and Study Program at Central South University

In October 2025, backbone employees from Xining Branch participated in a capacity-building training program at Central South University. The curriculum focused on Qinghai's unique resource endowments and industrial profile, featuring in-depth seminars on the lithium battery industry, salt lake resource development, and green finance. By adopting this "out-of-office, on-campus" research learning model, the program effectively strengthened the participants' understanding of regional strategy and financial synergy, and expanded their industrial insight and comprehensive service skills.

3.4.8 ESG Specialized Training

To foster the deep integration and practical application of ESG concepts, the Company provides various forms of ESG-related course training for all employees. A "Consumer Rights Protection Knowledge Map" zone was built in the learning platform, a "Green Finance" section was established in the "Five Major Areas" zone, and the "Green Finance Cloud Classes" series of training was launched. In new employee

training, ESG content is included in the mandatory orientation course system, and course content related to consumer rights protection and green finance is set up. In 2025, the learning platform launched 80 ESG-related courses, reaching a cumulative participation of 1.7617 million person-times.

3.5 Occupational Health and Safety

The Company continuously strengthens security and protection across the business and office premises, comprehensively bolstering the safety defense capabilities. In 2025, the Company had no employee safety liability accidents.

3.5.1 Workplace Safety

The Company strictly complies with national policies and legal requirements including the *Work Safety Law of the People's Republic of China*, the *Fire Protection Law of the People's Republic of China*, the *Regulations on the Reporting and Investigation of Production Safety Accidents*, the *Regulations on the Internal Security of Enterprises and Public Institutions* and, the *Measures for the Supervision and Administration of Work Safety of Central Enterprises*, the

Measures for the Administration of Contingency Plans, and the *Measures for Safety Evaluation of Banking Financial Institutions*. The Company has established comprehensive regulations such as the *CMB Basic Workplace Safety Provisions*, the *CMB Security Guarding Regulations*, the *CMB Emergency Management Rules*, and the *CMB Fire Safety Management Measures* which cover the safety of business and office premises, fire protection, and emergency management, thereby building a robust workplace safety responsibility system.

The Company has established a Work Safety Management Committee and a Security and Protection Work Leading Group, which are responsible for the overall planning, guidance and supervision of work safety and security and protection. The Security and Protection Department of the Head Office is responsible for coordinating the work safety and security and protection of the whole Bank. The Labor Union Office of the Head Office performs democratic supervision functions for work safety and security and protection. Each branch sets up security and protection and labor union functional departments to build a multi-level safety management architecture.

Risk Identification and Assessment

- The Company adopts a hierarchical classification approach to identify safety risks and their sources in office environments. At the headquarters level, the Company implements categorized management of branch safety performance evaluations, safety liability accidents, daily operations, and system monitoring, conducting differentiated on-site inspections and guidance. At the branch level, comprehensive assessments of subordinate units' historical safety records, surrounding environments, and fire safety conditions are performed to establish tailored liaison mechanisms.

Digital and Intelligent Safety Management

- Through the "CMB Cloud Eye" system, apply functions such as "Smart Escort" "Smart Consultation and Review" and "Automatic Equipment Inspection" to drive the management upgrade of security and protection work.
 - Developed a safety management platform to achieve real-time, multi-dimensional monitoring of security task progression.
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Training and Drills

- The Company conducts regular safety education and emergency drills to reinforce "red-line awareness" and risk prevention capabilities. This ensures that employees are equipped to respond promptly and appropriately to emergencies.
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3.5.2 Health Management

The Company has established a comprehensive health management system that addresses both physical and mental well-being to safeguard the overall health of employees.

Physical Health Services

- **Health Screenings:** Annual medical examinations are provided to all employees to help them stay informed about their health status.
 - **First Aid Training:** Through regular first aid skill training and awareness campaigns to enhance employees' emergency rescue capabilities.
 - **Specialized Wellness:** Conducted "treating winter diseases in summer" Sanfutie (medicinal patches) and
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Traditional Chinese Medicine (TCM) consultation activities, and hold special lectures on weight management and oral health science popularization lectures and free clinic activities.

Mental Health Support

- **Prevention:** Set up a team of employee psychological counselors, leverage the advantages of colleagues as "people around", and realize "early detection, early intervention and early counseling" of employee psychological problems.
 - **Intervention:** Professional psychological counselors provide 24-hour psychological counseling hotline services for employees to help them timely relieve psychological pressure and resolve troubles.
 - **Support:** Hold special lectures on mental health to help improve employees' psychological resilience.
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Caption: The first training class for employee psychological counselors at the Head Office of CMB.

Office Environment Optimization

- **Healthy Workspace Upgrades:** Continue to enhance the office environment by replacing fluorescent lighting with soft and anti-glare LED fixtures, providing anti-blue light screens for computers, and introducing ergonomic office chairs and direct drinking water systems.
- **Operational Safety & Nutrition:** In shared workspaces, conduct real-time monitoring and display environmental metrics such as formaldehyde and Total Volatile Organic Compounds. Automated External Defibrillators (AEDs) are installed in the lobbies of the Head Office building. Furthermore, we offer daily healthy meal options to ensure

employees have access to nutritious dining.

- **Certification:** The head office building, R&D center, and Pinghu Financial Innovation Building in Shenzhen have obtained ISO 45001:2018 (GB/T 45001-2020) certification for their Occupational Health and Safety Management Systems.

[Case] MUCFC: Multi-dimensional Safeguarding of Employee Health

MUCFC innovatively introduced "AI + Health" services by collaborating with professional medical institutions to host onsite clinics and cardiovascular screenings. Leveraging its self-developed "Zhongsi" TCM Large Model for assisted diagnostics, the company provided personalized health management for over 200 employees, enabling the timely identification of potential health risks. Meanwhile, MUCFC conducted emergency training and drills for Cardiopulmonary Resuscitation (CPR) and AED usage. These initiatives significantly bolstered employees' sense of health security and enhanced their self-rescue and mutual aid capabilities in emergency scenarios.

3.6 Protection of Employee Rights and Interests

The Company safeguards the legitimate rights and interests of its employees, builds an occupational health and safety management system, and keeps advancing diversified employee care initiatives, democratic communication mechanisms and corporate culture development efforts. In doing so, it fosters a safe, healthy, harmonious workplace where all employees feel a strong sense of belonging.

3.6.1 Rights to Rest and Leave

The Company upholds employees' statutory rights to rest and leave in strict compliance with applicable laws. Pursuant to the provisions of the *Labor Law of the People's Republic of China*, the *Measures for the Holidays of National Festivals and Memorial Days*, the *Regulations on Paid Annual Leave for Employees*, the *Special Provisions on the Labor Protection of Female Employees* and other relevant laws, regulations and policies, the Company has formulated the *Administrative Measures for Leaves and Holidays of China Merchants Bank*. This document clearly regulates the administration of various types of leave, including public holidays, statutory holidays,

annual leave, marriage leave, bereavement leave, maternity leave, parenting leave, child nursing leave, work related injury leave, sick leave and personal leave, setting out clear rules for leave application and approval procedures. If an employee's rights to rest and leave are violated, the employee may submit a report to the designated leave rights protection officers of their respective unit, whose information is published on the HR portal. These officers will take primary responsibility for verifying the relevant circumstances and providing assistance in resolving the issues in question.

In accordance with the law, the Company grants maternity leave to female employees and paternity leave to male employees, with the specific duration of such leave governed by national laws, regulations and the relevant policies of local governments. Standard maternity leave, including statutory and locally extended maternity leave, generally ranges from 158 to 188 days. Additional leave may be granted in accordance with applicable regulations in cases of complicated childbirth or multiple births. Paternity leave typically ranges from 10 to 30 days.

3.6.2 Employee Communication Channels

Staff and Workers' Congress

- The Company has established a democratic management system for the enterprise with the Staff and Workers' Congress as the fundamental form. It ensures that major matters involving the immediate interests of employees are decided through democratic procedures, and fully safeguards employees' right to information, right to participation and right to oversight.
- In 2025, three sessions of the Staff and Workers' Congress were convened in total. Seven regulatory documents, including the Administrative Measures for Post Rotation and Mandatory Leave for *Staff in Key Positions of China Merchants Bank (Second Edition)*, were reviewed and adopted at the sessions.

"Danke" Platform

- Leveraging the "Danke" intelligent suggestion collection platform within the internal employee community, the Company has built a high-efficiency digital hub for internal

communication and innovation implementation. Adhering to the principles of free expression and privacy protection, the "Danke" Platform safeguards user information via technical measures such as an anonymous identity system, permission isolation and data desensitization. Coupled with the corporate cultural convention that prohibits retrospective investigation into employee suggestions, the platform enables employees to communicate accurately with decision-makers across different positions and departments. This facilitates the rapid response to pain points in business processes and management, as well as the effective implementation of innovative ideas proposed by employees.

3.6.3 Employee Satisfaction Survey

The Company conducts a regular Employee Satisfaction Survey annually, covering all employees across all positions and hierarchical levels throughout the Company. In 2025, a dedicated questionnaire was designed around four core dimensions: employee care, professional development, managerial effectiveness and workplace experience. The

survey achieved a participation rate of 84.09% among the Company's total employees, with all participants submitting valid responses. The survey results indicated that the average score for employee satisfaction reached 9.06 out of 10, and the average score for employee engagement stood at 8.70 out of 10. Both scores represented an increase compared with the 2024 survey results.

Based on the survey data, the Company has produced a comprehensive employee satisfaction report covering all staff members, and provided tailored analysis reports for each branch and every department of the head office. These reports serve as a reference for employee management decision-making at all levels, help identify weaknesses in employees' professional development, and support the Company in making targeted improvements to employees' workplace experience and professional development journey.

3.7 Employee Care

The Company upholds the people-oriented philosophy and has built a comprehensive care and condolence system with

targeted focus, effectively elevating employees' sense of gain and happiness.

3.7.1 Assistance and Condolences for Employees in Need

The Company has formulated the *Implementation Measures for Trade Union Condolence Management Issued by the Trade Union of China Merchants Bank*, putting in place a comprehensive care and condolence system with targeted focus.

On major festivals, the Company pays condolence visits to employee families facing exceptional hardships, such as those with family members suffering from serious illnesses, sustaining work-related injuries, or passing away unexpectedly, as well as those impacted by disasters, effectively alleviating the burdens on employees in need. Meanwhile, the scope of condolence coverage is expanded to include cadres on secondment for on-the-job training, cadres stationed for targeted assistance, frontline grassroots employees, those working in old revolutionary base areas, ethnic minority areas, remote and border areas, and employees on duty during public holidays. This ensures that care initiatives reach all categories of

employees. In 2025, a total of RMB7.591 million in condolence funds and materials was raised, 695 branches and outlets received condolence visits, and condolence benefits were extended to 13.0 thousand employee person-times.

3.7.2 Female Employee Care

The Company is dedicated to building a multi-tiered care and support system for female employees and fostering a workplace ecosystem that enables their diversified development.

Scholarly Culture

- The Company further advances the signature activity "Rose Fragrance, Joyful Reading", encouraging female employees to enhance their professional literacy through a variety of reading activities including experience sharing sessions and themed reading clubs. In 2025, 3,525 female-themed reading activities were organized, drawing the participation of 15,314 person-times.



Caption: "Rose Fragrance, Joyful Reading" Reading Sharing Session

Warm Working Environment

- In 2025, 59 new Female Employee Care Rooms were established with upgraded maternal-infant facilities, providing a private and comfortable rest space for female employees.



Caption: Female Employee Care Room of Tianjin Branch

Work-Life Balance Support

- Holiday Care Classes were launched at the Tianjin Branch, Chongqing Branch, Xi'an Branch and the Credit Card Center, providing childcare services for 420 employee child person-times over the year and easing the caregiving pressure on dual-income families.
- A social platform was built to host more than 80 "Gather for a Happy Marriage" single employee fellowship events, creating networking opportunities for over 3,000 young single employees.

3.7.3 Diverse Cultural and Sports Activities

The Company proactively advances the development of a multi-level, wide-coverage cultural and sports activity system, enriching employees' daily lives and strengthening team cohesion. In 2025, 26 branches held unique Staff Sports Meets, and 733 Employee Clubs organized regular interest-based activities. The Company launched the "Brilliant CMB Employees" Talent Competition, which attracted 797 employees from 51 branches to take part. It also hosted the 5th Table Tennis Competition under the theme of "Strive for Excellence, Navigate with Value", gathering more than 220 athletes from 42 branch teams across the Company to compete together. In addition, the CMB Table Tennis Team was formed to participate in the Table Tennis Competition of the China Financial Trade Union. The Company also organized regional events such as dragon boat races and 3x3 basketball tournaments to boost regional communication and integration, infusing vibrant cultural vitality into the Company's high-quality development.



Caption: Scene of the "Brilliant CMB Employees" Talent Competition



Caption: Nanchang Branch held the 4th Staff Sports Meet



Caption: Scene of the 5th Table Tennis Competition



Caption: China Merchants Bank Football Team claimed the second place in the 1st "Rural Revitalization Cup" Football Match hosted by the People's Government of Rongjiang County,

Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province



Caption: Harbin Branch held a Fun Sports Meet



Caption: Beijing Branch held an Intellectual Sports Meet

3.7.4 Staff Home

In 2025, the Company formulated the Guiding Opinions on the *Construction and Management of the "Staff Home" of China Merchants Bank (Trial)*, and fully pushed forward the construction of "Staff Homes" and "Staff Mini Homes" across the Company. By soliciting employee opinions and conducting satisfaction surveys, the Company encourages all employees to jointly build a diversified service platform that integrates learning, cultural exchange and social interaction. More than 300 new Staff Homes and Staff Mini Homes were established over the course of the year.



Caption: Wuhan Branch guides all business outlets to build "Staff Mini Homes" and equips them with small fitness equipment for employees

3.8 Corporate Culture

The Company regards its corporate culture as a vital intangible asset and a strategic resource foundational to its sustainable development. Since its inception, it has continuously cultivated long-term mechanisms for cultural development. A dedicated Corporate Culture Center was established in 2004 to spearhead these efforts, fostering a model characterized by management commitment, systematic implementation,

integration with business operations, and collective responsibility across the Company. This has cultivated a rich and distinctive CMB cultural ethos, encompassing an entrepreneurial culture of dedication and hard work, a service culture of "Changing For You", an innovative culture of daring to be the first, a risk culture of prudence and soundness, a compliance culture of abiding by laws and disciplines, a management culture of rigor and standardization, a people-centric culture of respect, care, and sharing, and a clean governance culture of openness, integration, equality, and inclusiveness.

In 2025, the Company further reinforced the pivotal role of its leaders in championing corporate culture. Leaders from the Head Office, branches, and sub-branches participated in the "Executive Serving as Lobby Managers" initiative, embodying the service culture and upholding fine traditions. The heads of 44 tier-1 branches delivered lectures on cultural themes, delving into the essence of CMB's cultural identity. The Company continued to leverage its cultural communication channels, utilizing platforms such as "CMB e-Report", the CMB WeChat Channel, the Company's History Exhibition Hall, and

cultural walls to ensure comprehensive and multi-faceted cultural propagation. A vibrant array of cultural activities was sustained, including the 21st annual Corporate Culture Festival, alongside popular employee events like "Executive Serving at Lobbies", the joint planting of the "Centennial CMB Forest", and Family Open Days. The Company also continued to spotlight exemplary role models and share their inspiring stories. Notably, the *My Story* column on "CMB e-Report" garnered over 700 thousand views during the year. Furthermore, corporate culture was systematically integrated into the Company's training curriculum, with initiatives like "door-to-door training" sessions conducted to foster deeper cultural understanding and engagement among employees.



Caption:Executive Serving as Lobby Managers Activity

4. Metrics and Targets

The Company follows a target driven approach and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically evaluates the effectiveness of managing financially material topics, ensuring effective implementation of its strategy and transparent disclosure. The key performance indicators and progress for employee in 2025 are set out below.

Target Description	Progress in 2025
<ul style="list-style-type: none"> Digital talent ratio¹ to reach 20.00% by the end of 2030. 	<ul style="list-style-type: none"> Digital talent ratio reached 15.20% in 2025.

¹ Digital talents include IT personnel and those who have passed intermediate or above digital certification (the certificate must be valid).

(IX) Contributions to the Society

CMB has steadfastly advanced its targeted assistance in Wuding County and Yongren County of Chuxiong Yi Autonomous Prefecture (hereinafter referred to as the "two counties"), Yunnan Province. The Company has enriched its volunteer services and charitable practices, utilizing its public welfare platforms to mobilize broader public participation in philanthropy and charitable causes, thereby demonstrating the responsibility and commitment of finance doing good through tangible actions. In 2025, the Company's total external donations amounted to RMB114 million, achieving a social contribution value per share of RMB15.69 across the Group¹.

1. Targeted Assistance

The year 2025 marks the conclusion of the five-year transition period dedicated to consolidating poverty alleviation achievements and advancing comprehensive rural revitalization in China. The Company steadfastly upholds its commitment to "remaining engaged beyond poverty alleviation." Following the "Five Revitalizations" framework—underpinned by education,

supported by healthcare and industry, focused on creating livable environments and cultivating talent—and prioritizing the strengthening of endogenous development drivers in formerly impoverished areas and communities, the Company has implemented a range of initiatives to contribute to the evolving landscape of rural revitalization. As of the end of 2025, the Company's cumulative investment in assistance funds for the two counties reached RMB501 million, with a total of 83 cadres dispatched in 24 batches to serve in secondment roles within the two counties.

In 2025, the Company allocated RMB58.2267 million in non-reimbursable assistance funds to 56 projects in the two counties, attracted RMB11.2934 million in external assistance funds, and facilitated employment transitions for 7,944 individuals from formerly impoverished populations. In the annual performance evaluation of targeted assistance work conducted by central government entities, including the People's Bank of China and the Ministry of Agriculture and Rural Affairs, the Company received the highest rating of "Excellent" for the fifth consecutive year.

¹ Social Contribution Value Per Share = Basic Earnings Per Share + (Total Taxes Paid + Employee Expenses + Interest Expenses + Total External Donations) / Total Common Shares Outstanding at Period-End.

1.1 Education as a Cornerstone for Equitable Development

The Company views education as a fundamental means to prevent any relapse into poverty. It actively supports initiatives to raise educational attainment levels in the two counties and promotes the balanced development of education in rural areas.

Improving School Conditions

- Ten campus enhancement projects were completed during the year to create a better teaching and learning environment through facility upgrades. Key projects included the "Renovation of the Multi-functional Lecture Hall at Chadian School in Wuding County", the "Quality and Efficiency Improvement Project at Wuding No. 1 Middle School", and "CMB Ethnic Primary School Cloud Learning Center".

Improving Incentive Mechanisms

- The Company allocated RMB14.636 million in assistance funds to support educational incentives. This sustained the "CMB Teaching Excellence Award" and the "CMB Scholarship & Grant Program", alongside implementing the

CMB "Talent Consolidation Program" in Yongren County and a financial assistance program for teachers facing hardship, Benefiting a total of 6,677 students in the two counties with scholarships and grants in 2025..

Strengthening the Teaching Faculty

- Leveraging the advantages of "group-based assistance" project was implemented in Wuding County, with Yunnan Normal University High School providing support. In Yongren County, in collaboration with the Ministry of Education's Student Quality Development Center and the China Foundation for Rural Development, a teaching and research improvement project for high school teachers was implemented to systematically enhance their professional competence.
- In 2025, the two counties achieved a historic breakthrough in college entrance examination admission rates, with the number of students meeting the undergraduate admission threshold increasing by 25.18% year-on-year.

1.2 Healthcare Support: Building a Three-Tier Medical System

The Company is dedicated to establishing a comprehensive three-tier healthcare assistance system (county-township-village). This initiative aims to tangibly improve local residents' access to medical services and alleviate challenges in receiving medical care.

Strengthen the Development of County-Level Specialized Medical Services

- In 2025, the Company supported Wuding County People's Hospital in the construction and upgrading of the CMB Hearing and Nasopharyngeal Early Cancer Screening Center, the Department of Cardiovascular Medicine, and the Blood Purification Center.

Enhancing Primary-Level Care

- The Company supported multiple initiatives to strengthen healthcare at the grassroots level in Yongren County. These included the construction of CMB Rural Health Clinics, the renovation of the delivery operating room at the Maternal and Child Health Hospital, and projects aimed at improving

county-level medical institutions' service capacity. To further extend care, diagnostic equipment and portable medical bags for home visits were provided to village clinics, effectively creating "mobile hospitals."

- As of the end of 2025, a total of 147 CMB village clinics and 30 smart village clinics had been renovated across the two counties, and 12 ambulances had been donated.

Improving Health Management

- The "Xingfuli" National Health Management Center and 10 affiliated sub-centers were established in Yongren County, creating digital health records for all residents. Additionally, RMB0.7 million was allocated during the year to support the "CMB Distinguished Village Doctor Studio" and the Medical Talent Excellence Program, aimed at enhancing the service capabilities of grassroots medical professionals.

1.3 Industrial Support for Endogenous Growth

Guided by the principle of aligning with national expectations, addressing the needs of the two counties, and leveraging CMB's capabilities, the Company supports local industries. By focusing on critical challenges such as seedling selection and

market access, it helps enhance the quality and efficiency of distinctive local industries.

Promoting Industrial Upgrading

- In Wuding County, the Company supported the development of the CMB Edible Fungi Industry Demonstration Base in Chadian Town by constructing supporting facilities and a Plateau Characteristic Fruit, Vegetable, and Mushroom Sorting and Packaging Workshop. These initiatives are expected to create approximately 600 jobs upon completion.
- In Yongren County, several projects were implemented to foster industrial growth, including the CMB Lianchi Sweet Potato Sorting Center, the Weidi Township Strawberry Industry Demonstration Park, and the renovation of CMB Xingfuli Industrial Worker Communities in Mailawu, Yijiu, and Weidi. By the end of 2025, a total of 7 "Xingfuli" Industrial Worker Communities had been established across the county, serving over 3,000 local residents and providing a cumulative 458.4 thousand person-times of labor services to enterprises.

Introducing Technical Expertise

- Leveraging its resource advantages, the Company facilitated a partnership between Yongren County and Northwest A&F University, leading to the establishment of

the CMB Small Berry Industry Development Research Base. This initiative brought in agricultural science and technology experts to help address critical technical bottlenecks.

Broadening Sales Channels

- The Company actively cooperated with central enterprises to pilot the sale of specialty agricultural products from Yongren County in high-speed rail settings and explored opportunities to introduce products from Wuding County into offline supermarket channels.
- A selection of 43 agricultural products was made available on the "Smart Trade Union platform", allowing employees to independently choose and purchase items using their trade union welfare benefits online.
- For the full year, the Company directly purchased RMB20.7251 million worth of agricultural products from the targeted assistance counties and facilitated the sale of an additional RMB6.9956 million worth of products from these counties.

[Case] Fostering Growth Through Collaboration: Specialty Industries Drive Rural Vitalization

Yongren County possesses favorable conditions for cultivating small berries like blueberries and strawberries. However, the

local strawberry industry faced significant hurdles, including a reliance on low-end varieties, a lack of technological support, and a limited industrial chain. To overcome these developmental bottlenecks, the Company catalyzed a partnership between Northwest A&F University and the Yongren County Government. This collaboration forged a new model where the government provides the platform, the university contributes expertise, and the industry reaps the benefits. By guiding the establishment of experimental demonstration bases with expert input, the project effectively unlocked the industry's potential and steered the small berry sector towards higher value-added production.



Caption: Wuhan Branch supported the development of specialty industries including shiitake mushroom cultivation in targeted assistance villages.



Caption: Yinchuan Branch adopted an innovative assistance model to foster the growth of the wolfberry industry in the villages it supports.

1.4 Creating Livable Environments for Beautiful Countryside

In 2025, the Company sustained its investment in ecological and livelihood initiatives. It supported the Rural Living Environment Improvement Project in Maojie Town, Wuding County, which focused on infrastructure upgrades and ecological restoration. Additionally, a dedicated assistance program was carried out for individuals with disabilities, aimed at helping vulnerable groups regain their working capacity and ultimately improving the quality of life for local residents.

[Case] Building a Smart Elderly Care Service Platform

The Company allocated RMB0.655 million to support the development of the CMB "Xingfuli·Sunset Community" elderly care service platform in Yongren County. This platform connects elderly residents with neighborhood helpers who provide a range of home-based care services—collectively known as the "Ten Assistances"—including cleaning, medical assistance, meal delivery, emergency response, and companionship. In its first year of operation, the platform successfully processed 32.3 thousand service orders for these home-based care services and received RMB0.7715 million in funds for socialized elderly care provision.

In 2025, an upgraded version, the CMB "Xingfuli·Sunset Community 2.0" was launched. This enhanced platform onboarded 43 high-quality merchants, integrating services such as housekeeping, medical care, catering, and cultural entertainment, thereby establishing a comprehensive, multi-scenario service ecosystem on a single platform.

1.5 Talent Cultivation for Cultural Vitality

The Company focuses on talent development and the exploration of local cultural heritage, aiming to elevate both

cultural significance and economic returns. These efforts contribute to building a skilled workforce and cultural foundation to support rural revitalization.

Building a Skilled Rural Workforce

- With financial support, the Company facilitated training programs targeting county, township, and village officials, as well as individuals spearheading local prosperity efforts. These initiatives aim to cultivate a skilled rural workforce equipped with knowledge, technical expertise, and management capabilities in the two counties. During the year, training was delivered to 929 person-times of grassroots officials at the county, township and village levels, 6,938 person-times of rural revitalization leaders, and 6,373 person-times of professional and technical personnel.

Preserving and Promoting Innovation in Intangible Cultural Heritage (ICH) Culture

- The CMB Youth Entrepreneurship and Rural Revitalization Initiative was launched in Wuding County to facilitate the transformation of traditional crafts like Yi embroidery into viable, scaled industries, effectively converting cultural
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heritage into economic value.

2. Public Welfare and Charity

The Company is committed to advancing its innovative "Finance + Public Welfare" model, seamlessly integrating its professional expertise with philanthropic efforts. By focusing on key areas such as poverty alleviation, educational support, and disaster relief, the Company conducts regular public welfare and charitable activities to contribute to social well-being.

2.1 Supporting the Disadvantaged and Aiding the Needy: Demonstrating CMB's Compassionate Commitment

The Company is dedicated to addressing the needs of vulnerable populations and improving livelihoods. By leveraging its resources and engaging directly with communities, it delivers targeted and compassionate support, reflecting the Company's commitment to social care.

[Case] Fuzhou Branch: Supporting the Autistic Community

In September 2025, the Branch partnered with the Fujian Qihanghang Assistance Center for the Disabled to launch a community initiative titled "Special Love Shop: Make Dumplings,

Make Friends with 'Star Kids'" aimed at supporting autistic individuals. Centered around an employment space for autistic youth, the initiative utilized interactive activities, public service short films, and posters to raise public awareness about the employment challenges faced by special groups and to foster greater social inclusion and respect.



Caption: Fuzhou Branch's Employee volunteers joined autistic youth in making dumplings.

[Case] Sydney Branch: Supporting Children's Health

Demonstrating its commitment to overseas social responsibility, the Branch contributed AUD10 thousand to The Royal Children's Hospital Foundation in Melbourne. The Branch partnered with the Foundation to host a "Matched Giving Day" event, jointly engaging the public in fundraising efforts. By the

end of 2025, the initiative had successfully raised a total of AUD429 thousand in donations. All proceeds were directed towards critical areas such as childhood cancer treatment, clinical care, and family support services, with the campaign reaching a cumulative 129.0 thousand individuals.



Caption: Sydney Branch representatives at The Royal Children's Hospital Foundation donation ceremony in Melbourne.

[Case] Cigna and CMB Life Insurance: Heartfelt Care, Nurtured by Books

In 2025, Cigna and CMB Life Insurance contributed RMB500,000 to the Aiyou Foundation. The donation was allocated to three key initiatives: RMB300,000 to the Aiyou Tongxin project, funding medical diagnostics and surgeries for

children with congenital heart disease from low-income families; RMB100,000 to the Aiyou Ansheng project, supporting the care and protection of vulnerable children; and RMB100,000 to the Aiyou Xinsheng project, which provides medical treatment and pre- and post-operative care for orphaned children with critical illnesses. During its anniversary month, the company also launched the "Ink Dreams, Love for Children" initiative, extending its philanthropic efforts into the realm of education. Employees were encouraged to participate by donating 2,730 books and 1,210 pieces of stationery to children in 10 villages in Yuhe Town, Zhenxiang County, Zhaotong City, Yunnan Province.



Caption: Children with autism painting "Xiao Zhao Miao" and the golden sunflower at Wuhan Branch public welfare event.



Caption: Wuxi Branch participating in the 2025 Wuxi TNR (Trap-Neuter-Return) Joint Care Initiative for stray cats; 32 stray cats were neutered and returned.



Caption: Xi'an Branch's "CMB Brings Warm Winter" initiative distributing care packages to sanitation workers, couriers, and delivery riders.

2.2 Supporting Education, Enabling Dreams to Blossom

The Company adheres to the long-term philosophy of public welfare. Through diversified forms including sports competitions

and music education, it supports the comprehensive development of adolescents in remote areas.

[Case] Kunming Branch: Nurturing Dreams on the Football Pitch

For three consecutive years, the Branch has organized sports-focused public welfare initiatives for young people in its targeted assistance regions. In 2025, the Branch brought 25 middle school students from Wuding County to a professional football club for the "Kick for the Future" program. The initiative provided these rural youth with foundational football training, opportunities for professional engagement, and the chance to observe a Chinese Super League match. Through this experience, the students were able to broaden their perspectives and discover their potential.



Caption: Kunming Branch hosting the "Kick for the Future" youth football program.

[Case] Shanghai Branch: A Decade of Commitment, Bringing Music to Children in Yunnan's Mountain Communities

Since 2016, the Shanghai Branch has championed its decade-long public welfare initiative, "Love Fills the Sunflower Garden – A Lesson of Love." In 2025, the Branch furthered this commitment with the "Love Fills the Sunflower Garden – A Lesson of Love" music classroom project. Through the collection of pre-loved instruments, the adaptation of charity songs, and the use of online distance learning, the project helped establish a dedicated youth art space in Wenshan Prefecture, Yunnan Province. This initiative provides sustained musical engagement and inspiration for children in remote communities.



Caption: Shanghai Branch employees hand-painting posters for the "Love Fills the Sunflower Garden – A Lesson of Love" music classroom initiative.

2.3 Disaster Relief: Demonstrating Corporate Responsibility

In response to natural disasters, the Company acts quickly to support affected communities. Through financial donations and expedited green-channel services, it provides vital assistance for rescue operations and post-disaster reconstruction.

[Case] Supporting Relief and Recovery After the Tai Po Fire in Hong Kong

In November 2025, a major fire at the Wang Fuk Court estate in Tai Po, Hong Kong, resulted in significant casualties. In

response, the Company activated its emergency response protocols. Hong Kong Branch, CMB Wing Lung Bank, and CMB International Capital moved quickly to provide essential supplies and emergency financial aid to affected residents, collectively donating HKD10 million to support rescue operations, temporary housing, and post-disaster rebuilding. Additionally, the Company established emergency service green channels to expedite the transfer of relief funds and ensure timely access to financial services.

[Case] Lanzhou Branch: Emergency Relief for Yuzhong County Floods

Following severe flash floods in Yuzhong County, Gansu Province, the Branch responded immediately by donating RMB0.5 million to the Yuzhong County Charity Association to support local rescue and rebuilding efforts. The Branch also activated a dedicated "green channel" for fund transfers to ensure that all relief-related payments were processed promptly and without delay.

[Case] Shijiazhuang Branch: Protecting Jiushenmiao Village During Flood Season

During Hebei Province's heavy summer rains, the Branch assisted Jiushenmiao Village in Luanping County, Chengde City, with critical flood prevention tasks, including identifying hazardous zones and relocating residents. By forming an emergency response team and maintaining 24-hour staffing with management oversight, the Branch helped ensure the safety of vulnerable residents, particularly the elderly living alone in the community.

2.4 Volunteer Service: Fostering a Harmonious Society

The Company actively engages its employees in volunteerism, continuously enhancing the quality and professionalism of its initiatives. By the end of 2025, the Company had established 73 youth volunteer service teams, comprising a total of 8,622 employee volunteers. This has laid the foundation for a volunteer service network characterized by broad reach, organized structure, and efficient service delivery.

[Case] Building a Skilled Volunteer Force Through Professional Training

In 2025, the Company organized 39 professional development sessions, including American Heart Association (AHA) first aid training and employee training, engaging over 3,000 participants. Following the training, approximately 2,300 volunteers successfully obtained AHA International First Aid certification and the Professional Competence Training Certificate for Employee Psychological Counselors issued by the Shanghai Psychological Society.

[Case] Dongguan Branch: Supporting the 15th National Games

During the 15th National Games, the Branch mobilized a youth volunteer team to support the event. Volunteers served as traffic guides at key locations near competition venues, assisting local police in managing pedestrian and vehicle flow. They also took on the role of financial safety advocates, conducting awareness campaigns to promote financial literacy and help prevent fraud, contributing their unique expertise to the smooth running of the Games.



Caption: Dongguan Branch youth volunteers on duty during the 15th National Games.



Caption: Dalian Branch supporting university volunteers at the 2025 FISU World University Football World Cup through volunteer credential processing, establishing a "Volunteer Home," and organizing specialized training sessions.

2.5 Innovative Philanthropy: Channeling Capital Toward Social Good

The Company actively applies its financial expertise to foster customer engagement in philanthropy. Through initiatives like the "Charity Forum" platform, it is helping to build an intelligent philanthropy ecosystem that empowers and advances charitable endeavors.

Charity Advisory Services

- The Company collaborated with charitable organizations to host live-streamed discussions on the "Charity Forum" within the CMB App and organized offline philanthropic salons and experiential events, promoting the concept of public welfare to clients.
- The Company provided professional charity advisory services to clients, assisting in planning family and corporate philanthropic frameworks and facilitating the realization of philanthropic ideals.

Charitable Trust Initiatives

- The Company supported listed companies and high-net-worth individuals in establishing charitable trusts, contributing to long-term social value creation. By the end of 2025, it had assisted clients in establishing and managing charitable trust assets amounting to RMB457 million.

Building a Smart Philanthropy Ecosystem

- Addressing the digital needs of philanthropic organizations, donors, beneficiaries, and volunteers, the Company

developed an integrated smart philanthropy management platform. Over the course of the year, it partnered with 16 charitable organizations on digital initiatives, helping them improve operational efficiency and strengthen risk management.

3. Public Welfare Platforms

The Company has established an open and shared platform for charitable giving, broadening access for individuals and organizations to engage in philanthropy.

Since 2012, the Company has integrated philanthropy with its credit card program through the "Small Points, Micro Charity" initiative. This program allows cardholders to donate their accumulated points to support various charitable projects, including Free Lunch for Children, Yangfan Charity Books, and the One Square Meter Grassland Protection Plan. Donors can track how their points are utilized, monitor project progress, and receive personalized e-certificates. By the end of 2025, cardholders had contributed a total of 639 million points through this initiative, funding 2.9208 million free lunches for children and 0.3549 million charity books.

(X)Supply Chain Management

CMB adheres to the principles of "openness, fairness, impartiality, and good faith" in procurement. The Company continuously enhances the intensive and refined management of procurement processes, integrates ESG concepts into supplier management, actively builds a responsible supply chain that is green, clean and mutually beneficial, and establishes a supply chain ecosystem that is safe, stable, efficient and collaborative.

1. Standardize Procurement Management

The Company integrates the principles of "unified standards, collective decision-making, segregation of duties, rational division of labor, and recusal reporting" into both centralized and decentralized procurement. The Company strictly follows the requirements of policy frameworks such as the *CMB Procurement Management Regulations (3rd Edition)* and the *CMB Supplier Management Measures (2nd Edition)* to create a standardized, efficient, fair, and just procurement environment. At the same time, the Company enhances its refined management capabilities and improves the implementation efficiency of centralized procurement by strengthening coordination and integration of procurement

plans, conducting upfront communication and review of demands, collaboratively participating in market research, expanding supplier competition, and developing targeted procurement plans and negotiation objective strategies.

Compliant procurement

- **Sourcing Phase:** Following the principle of "centralized procurement wherever possible" and "tendering wherever possible", and expand the sources of suppliers through public solicitation to ensure sufficient competition.
 - **Admission Phase:** Strictly controlling the admission process, implement strict management and control over suppliers affiliated with current or former CMB employees, and strictly enforce the conflict of interest recusal system.
 - **Evaluation Phase:** Determining the order of supplier presentations by drawing lots, record the entire process of online centralized procurement presentations through audio and video, and establish a supervision team to conduct on-site supervision of the bid evaluation process for key projects. At the same time, utilize systematic technical tools
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to identify supplier risks and acts of bid-rigging and collusion; introduce legitimate third-party digital certificates to encrypt supplier response documents, and have suppliers confirm decryption within the specified bid opening time to ensure the security of response information.

- **Contracting Phase:** Including confidentiality clauses in procurement contracts to clarify suppliers' responsibilities and obligations in maintaining commercial confidentiality and protecting data security, preventing the leakage of sensitive information.

Smart Procurement

- **Optimizing the "Zhao Cai Cloud" Platform:** Leveraging its industry-first integrated collaboration model that connects procurement, finance, and asset management, the Company continuously improves the digital procurement platform, "Zhao Cai Cloud". In 2025, functional upgrades are being implemented across cost control, risk prevention, and service experience to further enhance management effectiveness.
- **Upgrading the "Zhao Cai E" Platform:** The "Zhao Cai E" procurement management platform is being upgraded

using AI large models to empower the intelligent management of decentralized procurement. The platform now features automated generation of procurement content, intelligent verification of process risks, and smart process guidance with Q&A capabilities, thereby lowering the operational barrier for users and mitigating compliance risks.

2. Practicing Responsible Procurement

The Company integrates ESG considerations into all aspects of its supplier management, demonstrating its commitment to fostering a sustainable supply chain. For further details on responsible procurement, please refer to the *China Merchants Bank Co., Ltd. Responsible Procurement Policy Highlights (2025 Edition)*, available in the "CMB ESG" section of the Company's official website.

Environmental Dimension

- **Strengthening Green Admission and Evaluation:** During the supplier admission phase, the Company focuses on whether suppliers possess relevant qualifications for energy conservation and environmental protection. In

project evaluations, the fulfillment of environmental responsibilities by suppliers is taken into consideration, with priority given to energy-saving and environmentally friendly products and enterprises aligned with green development principles under equivalent conditions. Concurrently, a "carbon emissions" information submission function has been launched in the supplier management module of the "Zhao Cai E" platform, guiding suppliers to conduct carbon accounting.

- **Implementing Green Procurement Standards:** The Company has formulated differentiated green procurement requirements based on the characteristics of different procurement categories.
- **Decoration Engineering Category:** Select environmentally friendly and energy-efficient building materials, and introduce prefabricated decoration techniques in outlet construction to reduce construction pollution.
- **Equipment and Furniture Category:** Specify energy-saving and consumption reduction indicators for energy-consuming equipment such as servers, computers, and air conditioners. Require office furniture suppliers to obtain authoritative certifications such as the China Environmental Labeling Product Certification and the Forest Stewardship

Council (FSC) certification.

- **Operational Equipment Category:** Require suppliers to provide plans for the recycling of obsolete equipment, ensuring proper and compliant disposal of discarded machines and reducing the environmental pollution risk posed by electronic waste.
- **Creating a Green Procurement Zone:** Establish a green product certification system covering authoritative standards such as FSC certification, Programme for the Endorsement of Forest Certification (PEFC), China Organic Product Certification, and AA-level Green Food certification. Launch the "Green Procurement Zone" on the "Zhao Cai Cloud" platform, aggregating green products that meet environmental standards.
- **Co-building a Green Supply Chain Alliance:** Establish the "China Merchants Bank Administrative Supplier Green Alliance" to empower the green development of suppliers. As of the end of 2025, 544 administrative suppliers have joined the alliance and completed green transformation, accounting for 82.80% of all administrative suppliers.

Social Dimension

- **Strictly Verifying Employment Compliance:** The Company scrutinizes suppliers' employment practices to ensure compliance. Suppliers are required to provide supporting documents in their bidding files, including the legal representative certificate and authorization letter, employee social insurance participation certificate, and copies of employees' identity cards. This process effectively mitigates the risks associated with illegal employment practices and the infringement of labor rights and interests.

Governance Dimension

- **Signing Integrity Commitments:** The Suppliers are required to sign the *Anti-Commercial Bribery Commitment Letter* before submitting bids, pledging to adhere to conflict-of-interest avoidance principles, oppose and resist unfair commercial competition practices, and reject commercial bribery. The letter also stipulates that any illegal or bribery activities must be reported with evidence.
- **Verifying Compliance Records:** During the bidding process, suppliers must provide tax filing records and disclose any involvement in significant illegal activities,

major economic litigation, or administrative penalties incurred over the preceding three years, which ensures the compliance of cooperating partners.

- **Deepening Integrity Co-construction:** In 2025, the Company continued to enhance the procurement business environment by jointly establishing a risk prevention mechanism. This included organizing three integrity co-construction awareness and exchange sessions, which were attended by 192 suppliers. Furthermore, the Head Office signed the *Integrity Co-construction Agreements* with 138 key suppliers. Multiple batches of key suppliers were also requested to submit the *Internal Integrity Control Reports* covering areas such as internal control systems and procurement integrity and compliance management, thereby encouraging suppliers to improve their governance standards.

[Case] Safeguarding the Interests of SME Suppliers

The Company is dedicated to fostering a fair and open competitive landscape for small, medium and micro-sized enterprises and diligently safeguards their legitimate rights.

- **Ensuring Equal Participation:** To promote openness, fairness, and competitiveness in procurement, efforts are made to expand the public solicitation of suppliers. This broadens the channels through which SMEs can access procurement information and participate in projects.
- **Securing Timely Payments:** By the end of 2025, neither the Company nor its holding subsidiaries had any outstanding overdue payments to SMEs. Additionally, there were no instances where the balance of accounts payable (including notes payable) to suppliers exceeded RMB30 billion or accounting for more than 50% of total assets.

3. Strengthening Supply Chain Risk Prevention and Control

A comprehensive supply chain risk management system has been implemented, covering all centralized procurement projects across the Company. Supplier risk management responsibilities are formally established through binding agreements, ensuring compliance awareness is embedded throughout the entire procurement process. Furthermore, a robust closed-loop mechanism for issue verification, rectification, and disposal is maintained, thereby safeguarding the continuity and stability of the supply chain.

Routine Prevention and Control

- The Company conducts ongoing monitoring of suppliers both prior to and throughout their engagement to evaluate their compliance with its procurement policies and management regulations.
- For key suppliers—those characterized by long-term partnerships, significant transaction volumes, or the provision of core services—the Company performs enhanced oversight and assessment. This is achieved through channels such as communication meetings, on-site visits, or third-party evaluations, with a focus on the effectiveness of their anti-corruption policies and data security measures. This ensures these critical partners consistently adhere to the Company's standards.

Technology Empowerment

- The "Supplier Intelligent Marketplace" feature on the "Zhao Cai E" platform, powered by AI algorithms, facilitates the precise matching of supplier resources, thereby mitigating sourcing risks.
 - A supplier affiliation identification model has been developed, incorporating risk indicators like the proportion
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of non-competitive projects and supplier concentration. This model enables the proactive identification and investigation of high-risk suppliers, enabling the formulation of targeted response plans to prevent supply chain disruption risks.

[Feature] Deepening the Domestic Market and Stimulating Consumer Confidence

In 2025, CMB actively responded to the national decision and deployment on "vigorously boosting consumption and expanding domestic demand in all respects", focusing on the implementation of major national strategies and the building of security capacity in key areas (the "Two Major Projects") as well as large-scale equipment renewal and consumer goods trade-in programmes (the "Two New Initiatives"). Through increasing credit extension, innovating financial products, and optimising payment services, the Company supported the formation of a virtuous cycle of mutual reinforcement between investment and consumption.

1. Focusing on Key Areas and Channelling Effective Investment

The Company closely follows national macro-policy guidance, and centring on two key levers of infrastructure construction and equipment renewal and upgrading, continuously optimises credit resource allocation, innovates credit approval models, and makes every effort to ensure the implementation of key projects, injecting strong momentum into the development of the real economy.

1.1 Serving Infrastructure Construction and Ensuring the Implementation of "Two Major Projects"

The Company implemented the "Fixed Asset Foundation Strengthening Plan", formulated differentiated approval strategies, focused credit support on infrastructure sectors including highways, railways, urban rail transit, power, and warehousing and logistics, and applied an expedited approval mechanism for major infrastructure construction projects. At the same time, the Company established a digital information system for infrastructure, mapping a nationwide visualised asset map of highways, leveraging digital means to empower precision marketing and efficient approval. In 2025, the Company efficiently supported the construction of major projects including the Shanghai-Chongqing-Chengdu High-Speed Railway, the Weifang-Suqian High-Speed Railway, and the Guangxi Gui-San Expressway.

[Case] Supporting the Construction of the Along-the-Yangtze High-Speed Railway and Facilitating the Main Artery of the Yangtze River Economic Belt

The Shanghai-Chongqing-Chengdu High-Speed Railway (the Along-the-Yangtze High-Speed Railway) is an important component of the national "Eight Vertical and Eight Horizontal" high-speed railway network. In 2025, the Company actively engaged with the project's financing needs, extending low-cost, long-tenor project loans of RMB1.278 billion to the Shanghai, Anhui, and Hubei sections of the Along-the-Yangtze High-Speed Railway, making every effort to ensure the construction of this integrated three-dimensional transportation backbone traversing the Yangtze River Economic Belt, and promoting the rapid flow of talent, capital, and technological factors across the region.

1.2 Responding to the Call for Equipment Renewal and Empowering Industrial Transformation and Upgrading

The Company established a working mechanism focusing on key central enterprise groups, deepening engagement with key branches, and targeting key projects, achieving the implementation of benchmark projects for the first equipment renewal loans within multiple central enterprise groups. In

response to the characteristics of certain enterprises with numerous projects and small loan amounts, the Company innovated a batch approval model, implementing a unified approval of total credit facilities, significantly reducing application and management costs. By the end of 2025, the Company's equipment renewal loan balance stood at RMB25.262 billion, of which manufacturing accounted for 74.75%, and the incremental equipment renewal balance accounted for 32.84% of the Company's total incremental fixed asset loans.

[Case] Supporting a Leading Fine Chemical Enterprise in Capacity Expansion and Green Transformation

In response to the VAE (vinyl acetate-ethylene copolymer emulsion) capacity expansion project of a leading domestic enterprise in natural gas fine chemicals and new materials, the Company extended equipment renewal loans in support. The project not only brought the enterprise's VAE production capacity to 180 thousand tons per annum, but also advanced the development of its green and low-carbon logistics system. In January 2025, the project achieved a successful first-batch trial run, helping the enterprise maintain its leading position in the field of green fine chemicals.

[Case] Efficiently Serving the Construction of a New Energy Battery Base and Delivering "CMB Speed"

Faced with the financing needs of a group for the construction of a new energy battery production base, the Company applied an industry research model to precisely match the project cycle, established a "green channel" for credit approval, and rapidly completed the approval process through an efficient material pre-review and risk assessment mechanism. Leveraging cross-departmental collaboration, the Company achieved rapid loan disbursement within T+3 days, providing strong support for the enterprise's strategic deployment of resources across the entire industrial chain.

2. Mobilising Coordinated Efforts to Stimulate Consumption Vitality

The Company has brought together coordinated efforts across credit support, credit card marketing, and research-driven empowerment to actively implement the consumer goods trade-in policy, reduce residents' consumption financing costs, and unlock market consumption potential.

Implementing the "Trade-In" Policy and Delivering Benefits to the Public Through Government-Bank Collaboration

- In conjunction with China UnionPay, the Company established a head office and branch linkage mechanism, launching national subsidy plus CMB additional subsidy campaigns in 33 cities nationwide. Consumers, on top of enjoying national subsidies, can receive additional discount benefits when making payments with the Company's credit cards.
- By the end of 2025, the additional subsidy campaigns had covered over 100 thousand customers and driven trade-in consumption of over RMB500 million.

Scaling Up Consumer Credit Support and Reducing Financing Costs

- The Company actively responded to the regulatory call for developing consumer finance to support consumption growth, swiftly completed the development of relevant systems and launched services; it attached significant importance to the fiscal interest subsidy policy for personal consumption loans, and established a dedicated task force to ensure implementation. Through simplifying the interest subsidy process and adjusting product limits, tenors, and

repayment methods, the Company met the needs of diverse consumption scenarios, enabling consumers to conveniently access policy benefits.

- In 2025, the Company's consumer loan extension exceeded RMB500 billion, representing a year-on-year increase of 9%. During the implementation period of the fiscal interest subsidy policy for consumer loans, approximately 2 million interest subsidy agreement loans were cumulatively executed, benefiting approximately 600 thousand customers.

Enriching the Credit Card Ecosystem and Stimulating the Holiday Economy

- Focusing on key occasions such as "618", "Double 11", and public holidays, the Company integrated resources from the CMB Life App, WeChat service accounts, and major external payment platforms, conducting marketing campaigns including mobile payment cashback and large-order spend-and-save promotions, mobilising over 10,000,000 customer visits throughout the year.
- In response to the rising trend of outbound travel, the Company launched a "Extraordinary Overseas Travel" triple-benefit programme, driving a 43% year-on-year

increase in the number of participating customers.

- The Company continued to enrich its product offerings, innovatively launching the "Engineer Card" and the "Tmall Supermarket Co-branded Card", and was among the first in the industry to launch a UnionPay-Visa dual-standard chip card, continuously optimising customers' card experience through diversified products.

Leveraging Research Expertise and Gauging Consumption Trends

- Focusing on areas such as consumption-boosting policies, new consumption models, and digital transformation, the Company published a number of in-depth reports, conducting in-depth analysis of consumption signals arising from demographic changes and opportunities in high-value consumption scenarios, providing intellectual support for the Company's layout of B2C ecosystem operations and services for residents' consumption.

[Case] Launching a Series of Consumption Promotion Campaigns

During the National Day holiday in 2025, the Company launched the "National Day Carnival Month — Benefits for All" campaign, proactively offering preferential interest rates in line with holiday consumption trends, and stepped up publicity efforts for the fiscal interest subsidy policy, effectively strengthening residents' willingness to consume. At the same time, through the "Consumption Boost" series of posts and social media content marketing, the Company further expanded its service coverage.

[Case] Ningbo Branch: Building a Digital Consumption Voucher Platform to Serve Enterprise Employee Welfare Consumption

To assist a large state-owned enterprise group in addressing the challenges of merchant management, fund tracking, and demand matching in the distribution of employee dining consumption vouchers, the Ningbo Branch achieved seamless access for merchants nationwide through the "Meal Voucher" zone on the CMB App, and applied big data technology to establish a fully visualised risk management system covering both fund flows and data flows. The solution raised the

consumption voucher redemption rate to 90%, achieved 100% transparency in fund utilisation, directly drove dining consumption of over RMB8 million and delivered a win-win outcome of enhanced efficiency in enterprise welfare management and an upgraded consumption experience for employees.

[Case] Beijing Branch: Innovating a Livestreaming Marketing Model to Broaden Consumption Outreach Channels

The Beijing Branch proactively adapted to new media marketing trends and built diversified livestreaming consumption scenarios. Through the *Xiao Zhao Explores Properties* livestreaming programme, the Branch collaborated with property developers to connect the "property viewing — contract signing — mortgage" closed loop, attracting 677.2 thousand viewer sessions during the year and driving consumption in home furnishings and property purchases. At the same time, the Branch partnered with a publisher to launch the *Salary Boost Shopping* book recommendation livestream, leveraging quality content to generate interest and drive cultural consumption, providing customers with a high-quality cultural and intellectual consumption experience.

[Case] CMB Wing Lung Bank: Supporting "Hong Kong Residents Heading North" Consumption

CMB Wing Lung Bank identified the consumption trend of "Hong Kong residents heading north", focusing on high-frequency daily need scenarios such as travel and tourism, dining and shopping. In collaboration with multiple institutions, it launched exclusive credit card consumption benefits, and through optimising the cross-border payment experience and enriching benefit offerings, effectively enhanced customer engagement. In 2025, CMB Wing Lung Bank's credit card transactions under "northbound consumption" reached HKD93.4158 million, representing a year-on-year increase of 31.51%; the number of transactions reached 120 thousand, representing a significant year-on-year increase of 157.38%, providing strong support for the interconnectivity of the consumption market in the Guangdong-Hong Kong-Macao Greater Bay Area.

[Case] MUCFC: Building a "Recycling + Finance" Closed Loop to Facilitate the Consumer Appliance Renewal Chain

MUCFC innovated a circular economy service model, partnering with a second-hand trading platform to launch a "One-Stop Trade-In Service", enabling users to complete the

entire process of "used item valuation — doorstep collection — new item selection — instalment payment" online. Through the deep integration of financial services and physical recycling, MUCFC effectively reduced users' cost of upgrading to new products, facilitated the entry of durable consumer goods into households, and supported the circular utilisation of social resources and green and low-carbon development.

3. Optimising the Service Ecosystem and Enhancing the Consumption Experience

The Company has comprehensively promoted the "Ying+ Ultimate Service" system characterised by "standardisation plus warmth", continuously improved the cash payment and digital service environment, and facilitated the "last mile" of consumer services. In 2025, the Company conscientiously implemented the deployment for optimising payment convenience, with 100% of branches providing cash services offering small-denomination currency exchange on a routine basis, and established green channels, distributing 258.8 thousand "change purses" throughout the year. At the same time, the Company conducted 39.7 thousand on-site publicity and education visits for the special rectification campaign against the refusal to accept RMB, and drove 34.5 thousand merchants to sign commitment letters pledging not to refuse

cash payments, effectively meeting the public's cash service needs.

[Case] Wuhan Branch: Optimising the Payment Service Experience for Foreign Flight Crew

The Wuhan Branch identified the needs of foreign flight crew at Huahu Airport, and through measures including optimising

bilingual service processes and promoting online pre-form submission, reduced the account opening time for foreign nationals by 30%, and provided routine small-denomination currency exchange services, effectively enhancing the satisfaction of foreign nationals visiting China with regard to financial services.

[Feature] Focusing on People's Well-being and Conveying the Warmth of Finance

In 2025, China Merchants Bank upholds the development philosophy of "putting the people at the centre", deeply integrating financial services into the sphere of social well-being. The Company focused on key areas including government service convenience, housing and settlement, education and development, and the protection of workers' rights and interests, and made dedicated efforts to resolve the urgent, difficult, and pressing issues faced by the public, promoting people's well-being through financial services delivered with warmth, and helping the public realise their aspirations for a better life.

1. Broadening Convenient Service Channels and Building a Smart Service Ecosystem

The Company has built an efficient service ecosystem covering government affairs, healthcare, trade unions, and daily bill payments, enabling data to do more work so that people need to do less.

1.1 Supporting Digital Government Development

The Company continuously enhanced the "Convenience Service Cloud Platform" on the CMB App, providing customers

with services including one-stop queries for the "Five Social Insurances and One Housing Fund", online housing provident fund withdrawals, and consolidated billing across government service convenience scenarios such as housing provident funds, social security, medical insurance, and real estate; it also introduced large language model technology to provide customers with intelligent government service assistant capabilities, including policy consultation and service guidance. By the end of 2025, the CMB App had cumulatively integrated 1,767 online government services, with an annual user base of 49.4627 million.

At the same time, the Company integrated technologies including large language models to develop distinctive digital products such as AI intelligent customer service and AI digital avatars, providing support for the digital transformation of government departments at all levels.

1.2 Enhancing the Warmth of People's Well-being Assurance

In the field of medical security, the Company has vigorously promoted the application of the Medical Insurance Code

(Medical Insurance E-Certificate), launched a long-press one-tap code display function on the CMB App, providing insured persons with online services including activation, payment, and cross-region medical care registration, and supports online payment of medical insurance premiums for insured persons across multiple provinces. By the end of 2025, a cumulative total of 37.1411 million Medical Insurance Codes had been activated, with 23.9014 million insured persons served during the year.

In the field of trade union services, the Company independently developed a smart trade union service platform, which has been extended to 19 thousand trade union organisations nationwide, providing digital and intelligent support in areas such as trade union fund collection, fund preservation and appreciation, and activity co-building. At the same time, the Company hosted a seminar on financial support for trade union services, bringing together trade union organisations and trade union service ecosystem suppliers to exchange and discuss new models for trade union services.

1.3 Upgrading the Daily Bill Payment Experience

The Company continuously expanded cooperation with external institutions, enriching daily bill payment scenarios including

utilities such as water, electricity, gas, and heating, as well as campus payments. Through the CMB App, the Company provides functions including rapid billing account number lookup and bill inquiry and payment, continuously optimising customers' payment experience and making financial services more convenient and efficient.

2. Focusing on the Dream of Home Ownership and Improving the Housing Security System

The Company proactively fulfils its social responsibilities, advances product and service innovation, and prioritises the housing needs of vulnerable groups such as young new residents and low- to middle-income families. By the end of 2025, the Company had cumulatively extended affordable housing mortgage loans exceeding RMB10 billion to over 10 cities including Shenzhen, Beijing, Guangzhou, Nanjing, and Dongguan, supporting the public's dream of home ownership through financial strength.

At the same time, the Company actively cooperated with housing provident fund management centres in various localities, promoting the participation of flexible employment personnel in the housing provident fund system, and providing strong support in areas such as policy formulation, contribution

promotion, and financial services. By the end of 2025, the Company had established cooperation with 40 housing provident fund management centres on the payment of housing provident fund contributions by flexible employment personnel. The Company also supported the Ministry of Housing and Urban-Rural Development in deepening the "single-matter" service for housing provident fund individual housing loans, further enhancing the service experience for housing provident fund contributors.

3. Safeguarding Students' Growth and Supporting the Development of Education

The Company pays close attention to educational equity and quality, and provides support across students' academic journeys through agent settlement services for student loans, fund security supervision, and smart campus development.

3.1 Providing Agent Settlement Services for National Student Loans

Since 2022, the Company has for five consecutive years provided agent settlement services for student-origin credit student loans under the China Development Bank, delivering a full-process service covering account opening, loan

disbursement, identity verification for loan renewal applications, and loan repayment and interest refunds. At the same time, the Company provides student loan recipients with value-added services including the "Dream-Building Scholarship", employment internships, and travel insurance. By the end of 2025, the Company had cumulatively served over 3 million student loan beneficiaries.

3.2 Strengthening the Supervision of Education Funds

To safeguard the security of funds paid by students' parents for off-campus courses, the Company cooperated with 192 education authorities at various levels nationwide, assisting in the supervision of pre-collected funds for off-campus course purchases. By the end of 2025, the Company had cumulatively safeguarded the course purchase funds of parents amounting to 157 million person-times. In addition, the Company leveraged financial technology to empower over 2,400 K12 schools, providing convenient digital campus services to 2.0451 million students' parents, and supporting the digital development of education.

4. Caring for Key Groups and Safeguarding the Legitimate Rights and Interests of Workers

The Company actively cooperates with government departments in carrying out wage payment protection work for migrant workers, sanitation workers, and other workers, and through the management of dedicated wage accounts, ensures that wages are paid on time and in full, enabling workers to be fairly rewarded for their labour and to have peace of mind. By the end of 2025, the Company had cumulatively opened 37,505 dedicated wage accounts for migrant workers, disbursed wages of RMB408.843 billion on behalf of employers, and effectively safeguarded the legitimate rights and interests of 18.902 million migrant workers.

[Feature] Connecting Global Resources to Facilitate the Two-Way Flow

In 2025, adhering to the fundamental purpose of serving the real economy through financial services, CMB based its actions on "the needs of the country, the demands of its customers, and its own capabilities". It fully leveraged its "five-in-one" service advantages, which include integrating domestic and overseas markets, local and foreign currencies, onshore and offshore operations, online and offline channels, and investment and commercial banking. Focusing on serving high-quality economic development, the Company actively worked to stabilize foreign trade and foreign investment, contributed to expanding high-standard opening up, and supported high-quality the "Belt and Road" cooperation and other key areas. It continuously improved its cross-border financial product and service system, promoted greater facilitation of cross-border trade and investment and financing, and enhanced the quality and efficiency of foreign exchange services in serving the real economy.

1. Focusing on Cross-Border Trade, Helping to Promote the Stability and Improvement of Foreign Trade

Guided by the regulatory authorities, the Company actively practices the concept of "foreign exchange for the people". Through integrated services such as facilitating, digital and intelligent cross-border settlement, trade finance, and cross-border financing, it helps enterprises reduce operating costs and supports the stable development of foreign trade.

1.1 Optimizing Basic Services and Enhancing the Level of Settlement Facilitation

The Company actively responds to various policies on deepening reform in the foreign exchange sector, continuously upgrades the registration service for the "Directory of Enterprises Engaged in Trade Foreign Exchange Receipts and Payments", and pioneered a dual-channel service model of "Corporate Online Banking + Bank Branches" within the industry, achieving direct interface connection for directory registration. Through the 95555 service hotline and the "accompaniment-style" service of remote assistants, it provides

greater convenience for foreign trade enterprises. In terms of cross-border settlement, the Company leverages technology empowerment to continuously improve the facilitation level of foreign exchange fund settlement. It uses online products to meet enterprises' international settlement needs such as cross-border remittances and import/export documents, and strengthens the application of digital and intelligent tools like AI to achieve intelligent prompts and intelligent review in various settlement scenarios, thereby optimizing product experience, reducing enterprise costs, and improving settlement quality and efficiency.

1.2 Improving Financing Products and Serving Small and Micro Foreign Trade Enterprises

The Company continuously improves its "Lightning" and "Flash Loan" series of international trade finance products to meet the facilitated financing needs of export-oriented foreign trade enterprises. By the end of 2025, the "Lightning" series of international trade finance products had served over 700 clients, with nearly 10 thousand transactions processed. "Export Flash Loan", as a pure credit, unsecured, fully online data financing product, has had over 800 small, medium and micro foreign trade export enterprises apply for quota assessment, with a cumulative approved credit line of nearly RMB800 million.

[Case] Reducing Fees and Conceding Profits to Support the Global Expansion of Small and Micro Cross-Border E-commerce Enterprises

In recent years, new business formats and models in foreign trade such as cross-border e-commerce have developed rapidly. To better serve the foreign exchange receipt needs of cross-border e-commerce enterprises, the Company continuously implemented a concession policy of fully waiving fees for cross-border e-commerce collection and withdrawal from 2023 to 2025. At the same time, various branches under the Company actively collaborated with local commerce bureaus, e-commerce associations, and other institutions to hold multiple salon activities for small and micro cross-border e-commerce enterprises, accompanying the enterprises in their collective growth. In 2025, the Company's cross-border e-commerce collection platform served 5.8 million enterprise transaction orders, strongly supporting small and micro enterprises in going global.



Caption: CMB Cross-border E-commerce Collection Promotional Poster

[Case] Yantai Branch: "Flash Finance" Issuance of Letters of Credit, Improving Settlement Efficiency for the Shipbuilding Enterprise Supply Chain

Addressing the settlement characteristics of the shipbuilding industry, namely the import of numerous types of parts and

components with high frequency but small single transaction amounts, the Branch analyzed the procurement features of this industry and tailored the "Flash Finance" letter of credit issuance product for the shipbuilding industry customer group. This product features fully online processing throughout the entire process and functions such as template import for elements, which can significantly simplify the letter of credit issuance process, achieving business implementation at an hourly level. In 2025, the Branch handled nearly 400 "Flash Finance" letter of credit issuances for several shipbuilding enterprises, totaling USD141 million, effectively reducing enterprise business costs and ensuring the efficient operation of the shipbuilding supply chain.

2. Deepening Global Operations to Facilitate Two-Way Investment and Financing

Focusing on the full cycle of enterprises' global operations, the Company makes efforts on both ends: supporting Chinese enterprises "going global" and foreign enterprises "being brought in", providing diversified and comprehensive services.

2.1 Participating in the "Belt and Road Initiative", supporting enterprises in their global expansion.

The Company formulated a financial service plan for the global operations of Chinese enterprises, targeting three major scenarios: cross-border trade, cross-border investment and M&A, and overseas entity operations. It provides comprehensive services including country risk research, global fund management, foreign exchange hedging, and overseas investment and financing. By the end of 2025, the Company had provided offshore financial account services and loan financing support to 942 enterprises operating in 37 countries co-building the "Belt and Road", supporting high-quality the "Belt and Road" cooperation.

[Case] Cross-Border Finance Powers the "Going Global" of Green Capacity

The Company actively responded to the construction of the "Green Silk Road", providing comprehensive financial support for the going global of China's green technology and capacity.

The Changsha Branch, acting as the lead bank, arranged an offshore syndicated loan of RMB456 million for a waste-to-energy project invested in by a leading Hunan-based

environmental protection enterprise in Kyrgyzstan, and also provided an exchange rate risk management solution. After the project is put into operation, it is expected to process 365.0 thousand tons of waste annually and generate 188 million kWh of electricity per year, achieving a win-win situation for both economic and environmental benefits.

The Chengdu Branch opened a USD15 million offshore guarantee for a design institute from Sichuan Province for its general contracting project of a cement production line in a North African country. This supported the export of domestic technology for a new dry-process cement production line with a daily output of 6,000 tons, contributing to the green and low-carbon development of local infrastructure construction.

[Case] "One Bank for the World": Supporting Chinese Enterprises in Extending Their Industrial Chains Overseas

Relying on its global service network, the Company, through efficient collaboration between its domestic and overseas branches, supports Chinese enterprises in improving their global industrial chain layout.

The New York Branch, in coordination with the Hefei Branch, innovatively designed a comprehensive financial service

package of "non-recourse factoring + USD and MXN settlement + exchange rate risk management + corporate online banking". It executed the first non-recourse factoring business for the Mexican subsidiary of a domestic new energy vehicle parts enterprise, unblocking the enterprise's capital recovery channel in the North American market.

The Ningbo Branch rapidly responded to the financing needs of a leading automotive parts enterprise for its Mexican factory, completing the disbursement of a RMB300 million cross-border direct loan in a short time, resolving the enterprise's overseas financing difficulties.

The Singapore Branch successfully executed its first double factoring business, handling nearly USD50 million in accounts receivable financing for the trading platform of a certain central enterprise. This effectively met the client's fund arrangement needs in the Southeast Asian market.

2.2 Enhancing the Digitalization of Capital Account Services to Facilitate High-Quality "Bringing In"

The Company continuously improves its foreign direct investment (FDI) services for foreign-invested enterprises, formulating comprehensive service plans for their multiple

subsidiaries in China. The Company has achieved the integration of account opening for foreign exchange business with electronic business licenses, enabling fully online operations for the entire process from fund crediting, registration, settlement, to usage. This has shortened the time for each foreign exchange capital fund from crediting to payment and use from the original 5-7 days to as fast as 1 day. In 2025, the Company's domestic branches handled 85.0 thousand digital capital account transactions for clients. Since the pilot began in 2021, a cumulative total of over 510 thousand transactions have been processed across 39 domestic branches, correspondingly reducing carbon emissions by 44.88 tons, achieving a "double harvest" of economic and social benefits.

3. Innovating Institutional Practices to Create New High Grounds for Opening Up

The Company actively serves the expansion of high-standard opening up, closely follows the national Free Trade Zone strategy, continuously improves the overall arrangement of Free Trade Accounts, serves the internationalization of the RMB, and promotes the increase in volume, expansion of coverage, quality improvement, and efficiency enhancement of cross-border RMB business.

3.1 Expanding the Free Trade Account Network

In 2025, the Company's Free Trade Account system was further expanded and upgraded. In September and December, the Shenzhen Branch and the Guangzhou Branch successfully launched the Qianhai and Nansha Free Trade Account systems, respectively. Thus far, the Company has formed a Free Trade Account system covering the Shanghai Pilot Free Trade Zone, Tianjin Pilot Free Trade Zone, Hainan Free Trade Port, as well as the Shenzhen Qianhai, Guangzhou Nansha, and Zhuhai Hengqin areas of the Guangdong Pilot Free Trade Zone, injecting new momentum into the construction of cross-border financial innovation high grounds in various regions.

[Case] Shanghai Branch: Executing the First Pilot Upgraded FTA Transaction to Help Enterprises Expand Overseas

On December 5, 2025, on the first day of the release of the Implementation Measures for the *Upgraded Functions of Free Trade Accounts in the Shanghai Pilot Free Trade Zone (Trial)*, the Shanghai Branch, as one of the first batch of pilot banks, executed a functional upgrade pilot transaction for an innovative "Internet+" enterprise. This transaction was the

Company's first practice in this field, helping the enterprise efficiently expand its overseas market business segments.

3.2 Advancing RMB Internationalization

Guided by the principle of promoting the facilitation of cross-border RMB trade and investment for market entities, the Company diligently provides cross-border RMB services for people's livelihoods, corporate settlement and investment & financing services, and builds cross-border settlement infrastructure. It actively promotes cross-border RMB business and contributes to the advancement of RMB internationalization. The Company continuously innovates its products and service models, expands the coverage of basic cross-border RMB settlement services such as goods trade, services trade, and direct investment, optimizes the cross-border settlement process, and facilitates online processing for enterprises.

The Company promotes the establishment and improvement of cross-border RMB service mechanisms across all its branches, and strengthens the overall management of its six overseas branches, forming a closed-loop "One Bank for the World" cross-border RMB business service. At the same time, it improves the construction of cross-border RMB infrastructure,

strengthens policy publicity and internal training, and enhances its cross-border RMB business service capabilities.

[Feature] Implementing Regional Strategies to Promote Coordinated Development

In 2025, CMB proactively integrated itself into the national strategy, closely aligning with the development positioning of key regions such as the Yangtze River Delta, the Pearl River Delta, the Chengdu-Chongqing region, and the Western Taiwan Straits Economic Zone. It guided financial resources to efficiently concentrate in key areas and weak links of each region, continuously improving the quality and efficiency of serving the regional real economy.

1. Strengthening Top-Level Design and Improving Collaborative Operation Mechanisms

By formulating differentiated regional development strategies and cross-regional collaboration mechanisms, the Company breaks down institutional barriers and enhances the overall effectiveness of serving regional development.

In 2025, the Company successively held development symposiums for institutions in the Guangdong-Hong Kong-

Macao Greater Bay Area and the Yangtze River Delta region. It formulated and released the *Guiding Opinions of China Merchants Bank on Accelerating the Development of Institutions in the Guangdong-Hong Kong-Macao Greater Bay Area* and the *Guiding Opinions of China Merchants Bank on Promoting the High-Quality Development of Institutions in the Yangtze River Delta Region*. By strengthening assessment guidance, enhancing strategic direction, and providing precise empowerment support, it guided the entire Bank to increase resource allocation towards key regions, promoting the high-quality development of regional branches.

To enhance the efficiency of cross-regional collaborative operations, the Company formulated the *Collaborative Work Mechanism for Corporate Finance among Branches within the Same Province of China Merchants Bank*. This promotes branches within provinces such as Guangdong, Jiangsu, Zhejiang, Fujian, Shandong, Liaoning, and Hebei to increase the sharing of major business opportunities and information, and strengthen collaboration on group clients and key projects.

Simultaneously, in four key regions – the Yangtze River Delta, the Pearl River Delta, the Chengdu-Chongqing region, and the Western Taiwan Straits Economic Zone – the Company launched special linkage pilot programs centered around the "Pooling Strengths, Co-building the Chain" initiative, acquiring new customers along industrial and investment chains, and promoting the integrated development of regional businesses.

2. Focusing on Characteristic Industries to Precisely Channel Resources to the Real Economy

Taking into account the resource endowments and industrial characteristics of each region, the Company formed specialized research groups, optimized the allocation of credit resources, and made every effort to support the development of regional characteristic industrial clusters.

Deepening Engagement in Regional Characteristic Industrial Clusters

- Focusing on the layout of the national modern industrial system, the Company collaborated with regional branches to form research groups on characteristic industrial clusters. In 2025, regional research groups for industries such as energy, telecommunications, shipbuilding, and chemicals were established.
- Relying on Head Office credit approval officers to coordinate Bank-wide resources, the Company formulated differentiated credit granting strategies for regional advantageous industries.

Establishing an Efficient Credit Support System

- Established a joint liaison mechanism involving "Chief Credit Approval Officers + Industry Credit Approval Officers + Project Evaluation Officers" for designated branches, regularly organizing communication and exchanges among regional branches within their jurisdictions.
 - In response to the business needs of key regional
-

branches, formed "Iron Triangle" teams led by Chief Credit Approval Officers to assist branches in designing solutions and promoting the efficient implementation of key businesses.

- Paid attention to regional city-level branches and county sub-branches with good economic aggregate and market space prospects, increasing supporting credit efforts.

[Case] Hosting the "Pooling Strengths, Co-building the Chain" Seminar to Serve Industrial Upgrading in Shanghai Lingang

In August 2025, the Company held the "Pooling Strengths, Co-building the Chain: Industry Sets Sail" Industrial Upgrading Financial Services Seminar (Lingang Special Session) in Shanghai. The seminar invited leaders from the Shanghai Lingang New Area Administrative Committee and relevant government departments, as well as representatives from nearly 200 enterprises, to jointly discuss industrial upgrading opportunities in the context of "gathering chains into clusters". A targeted financial service solution was released to assist the

high-quality development of industrial clusters in the Yangtze River Delta.

3. Leveraging Think Tank Capabilities to Empower Scientific Government Decision-Making

The Company fully leveraged its research expertise, focusing on hot topics such as financial support for high-quality industrial development, the transformation of local government investment and financing models, and the construction of a unified national market. It provided high-quality intellectual services to local governments and regulatory agencies. In 2025, the Company provided research and consulting support to government agencies in places such as Shanghai, Guangxi, Hainan, Shenzhen, Xiamen, Wuhan, Jinan, Suzhou, and Dongguan, assisting these localities in developing new quality productive forces according to their local conditions.

At the same time, externally, the Company strengthened its strategic think tank cooperation with institutions such as the Shanghai Academy of Development & Reform. Internally, it

conducted in-depth research on regional policies and development opportunities in areas including Beijing-Tianjin-Hebei, the Yangtze River Delta, the Guangdong-Hong Kong-Macao Greater Bay Area, and the Chengdu-Chongqing region. This provided key decision-making basis for the Company to optimize its asset overall arrangement and promote differentiated operations based on a "one branch, one policy" approach.

**[Case] Bank-Government-Think Tank Collaboration:
Exploring Financial Innovation Pathways for Hainan Free
Trade Port**

2025 marked the year for the island-wide customs closure operation of the Hainan Free Trade Port. The CMB Research Institute, in collaboration with the Haikou Branch, completed thematic reports on the development of the marine economy in the Hainan Free Trade Port and financial cooperation between the Hainan Free Trade Port and Hong Kong as "Twin Ports". This provided strong research support for policy formulation by institutions such as the Office of the Hainan Provincial Party Committee Financial Commission and the Hainan Provincial

Department of Finance, helping Hainan seize the historic development opportunities brought by the customs closure.

Social Key Performance

1. Service Scope

Indicator (Unit)	2023	2024	2025
Number of domestic business outlets	1,924	1,937	1,944
Number of business outlets in rural and county areas	128	131	133
Number of community banks	134	115	73
Number of outlets with barrier-free accesses	1,924	1,937	1,944
Number of domestic and foreign branches	1,935	1,948	1,955
Number of domestic self-service banks	2,226	2,190	2,157
Number of self-service equipment	5,281	5,277	5,162
Number of visual devices	7,603	4,953	4,789

Indicator (Unit)	2023	2024	2025
Total retail customers (100 million)	1.97	2.10	2.24
Number of new individual customers (10,000)	1,282	1,295	1,414
Number of company customers (10,000)	282.06	316.64	362.25
Number of monthly active users of CMB App (10,000)	7,505.43	8,267.81	8,874.83
Number of monthly active users of CMB Life App (10,000)	4,197.55	4,044.46	4,072.09
Customer coverage rate of corporate online channels (%)	96.21	96.83	97.39
Number of customers on the online corporate banking platform (10,000)	264.64	299.35	345.31
Number of customers on the CMB Corporate App (10,000)	185.02	218.74	270.00
Transaction amount on the CMB Corporate App (RMB100 million)	7,507.15	10,160.34	13,905.37

2. Service Quality

Indicator (Unit)	2023	2024	2025
Remote online omni-channel customer satisfaction (%)	99.10	99.69	99.82
Remote online omni-channel human response rate within 20 seconds (%)	92.52	90.99	94.73
Average service response time (second)	3.70	3.66	3.38
Customer praise and recognition ¹ (times)	162,507	155,909	125,723

¹ In 2025, the Company further enhanced the evaluation standards for customer commendations and utilized AI technology to cleanse and filter out invalid or inaccurate evaluation data. As a result, the number of customer commendations decreased year-on-year.

3. Technology Finance

Indicator (Unit)	2023	2024	2025
The balanc of Science and Technology loan (RMB100 million)	8,814.57	9,594.77	10,368.54
Number of technology enterprise clients served ¹ (10,000)	/	/	35.01

¹ Due to adjustments in statistical methodology, the number of technology enterprise clients served in 2025 is not comparable with data disclosed in previous years.

4. Digital Finance

Indicator (Unit)	2023	2024	2025
Amount of IT investment (RMB100 million)	141.26	133.50	129.01
Proportion of IT investment in main business revenue (%)	4.59	4.37	4.31

5. Inclusive Finance

Indicator (Unit)	2023	2024	2025
Balance of loans to inclusive small- and micro-sized enterprises (RMB100 million)	8,042.79	8,876.79	9,621.39
Amount of newly issued inclusive small- and micro-sized enterprises loans within this year (RMB100 million)	6,028.21	6,225.33	6,469.29
Number of inclusive small- and micro-sized enterprises with loan balance (10,000)	100.45	107.73	122.47
Balance of agriculture-related loans (RMB100 million)	2,011.26	2,410.41	2,751.19
Proportion of agriculture-related loan balance to total loan balance ¹ (%)	3.21	3.56	3.80

¹ The Company statistically measures the outstanding loan balances in accordance with the People's Bank of China financial statistical system, with the statistical scope being the fully denominated RMB loan balances within the Company's domestic consolidated operations.

6. Consumer Rights Protection

Indicator (Unit)	2023	2024	2025
Number of new policies, products, and services reviewed (items)	102,983	180,921	216,021
Number of people covered by consumer rights protection training (person)	99,797	91,438	96,760
Annual accumulative number of consumer education activities (times)	18,256	34,669	42,410
Number of consumer education participants (10,000 person-times)	55,465.00	56,521.83	106,833.58
Rate of customer complaints handled (%)	100	100	100
Amount of money involved in major liability incidents related to product and service safety and quality during the reporting period (RMB10,000)	0	0	0

7. Recruitment and Employment

Indicator (Unit)	2023	2024	2025
Employee number (person)	116,529	117,201	121,585
Number of employees by type			
Number of employees under labor contracts (person)	109,665	111,901	116,474
Number of employees under labor dispatch agreements (person)	6,864	5,300	5,111
Number of employees by gender¹			
Number of female employees (person)	62,085	63,807	66,189
Number of male employees (person)	47,580	48,094	50,285
Number of employees by age¹			
Number of employees aged 30 and below (person)	45,405	44,019	42,820

¹ The statistical scope includes employees under labor contracts.

Indicator (Unit)	2023	2024	2025
Number of employees aged between 31 and 50 (person)	60,265	63,424	68,336
Number of employees aged above 50 (person)	3,995	4,458	5,318
Number of employees by region¹			
Number of employees in the Yangtze River Delta (person)	29,066	28,023	28,751
Number of employees in the Bohai Rim (person)	14,471	15,058	15,719
Number of employees in the Pearl River Delta and the Western Taiwan Straits Economic Zone (person)	36,176	36,292	37,076
Number of employees in Northeast (person)	5,217	5,273	5,416
Number of employees in Central (person)	12,361	12,832	13,727
Number of employees in West (person)	16,029	16,435	17,169

¹ The statistical scope includes employees under labor contracts and those under labor dispatch contracts.

Indicator (Unit)	2023	2024	2025
Number of overseas employees (person)	3,209	3,288	3,727

Indicator (Unit)	2023	2024	2025
Number of new hires ¹ (person)	10,611	9,119	9,258
Number of new hires by category¹			
New hires in campus recruitment (person)	7,113	6,365	6,890
New hires in social recruitment (person)	3,498	2,754	2,368
Number of new hires by gender¹			
Number of new female hires (person)	6,505	5,365	5,244

¹ The statistical scope includes employees under labor contracts.

Number of new male hires (person)	4,106	3,754	4,014
Number of new hires by age¹			
New hires aged 30 and below (person)	9,422	8,085	8,011
New hires aged between 31 and 50 (person)	1,147	987	1,211
New hires aged above 50 (person)	42	47	36

Indicator (Unit)	2023	2024	2025
Employee turnover rate ¹ (%)	6.61	5.72	4.90
Employee turnover rate by gender¹			
Female employee turnover rate (%)	6.32	5.82	4.95
Male employee turnover rate (%)	6.70	5.59	4.83
Employee turnover rate by age¹			
Turnover rate of employees aged 30 and below (%)	10.22	10.37	9.22
Turnover rate of employees aged between 31 and 50 (%)	4.13	3.18	2.80
Turnover rate of employees aged above 50 (%)	1.94	2.15	1.94
Employee turnover rate by region¹			
Turnover rate of employees in the Yangtze River Delta region (%)	6.26	6.54	6.07

¹ The statistical scope includes employees under labor contracts.

Indicator (Unit)	2023	2024	2025
Turnover rate of employees in the Bohai Rim region (%)	3.02	2.74	2.73
Turnover rate of employees in the Pearl River Delta and Haixi region (%)	9.47	5.97	5.08
Turnover rate of employees in Northeast China (%)	2.55	2.16	1.84
Turnover rate of employees in Central China (%)	3.47	2.69	2.38
Turnover rate of employees in Western China (%)	5.26	3.08	3.31

8. Diversity and Equal Opportunity¹

Indicator (Unit)	2023	2024	2025
Number of ethnic minority employees (person)	4,942	5,192	5,399
Percentage of female employees (%)	57	57	57
Percentage of male employees (%)	43	43	43
Percentage of female employees in senior and middle management (%)	23	22	24
Percentage of male employees in senior and middle management (%)	77	78	76

¹ The statistical scope includes employees under labor contracts.

9. Labor Relations Management

Indicator (Unit)	2023	2024	2025
Labor contract signing rate ¹ (%)	100	100	100
Social insurance coverage rate ¹ (%)	100	100	100
Union establishment rate (%)	100	100	100

¹ The statistical scope includes employees under labor contracts.

10. Occupational Health and Safety

Indicator (Unit)	2023	2024	2025
Number of workdays lost due to work-related injuries (day)	2,310	4,472	4,819
Number of work-related fatalities	0	0	0
Proportion of work-related fatalities (%)	0	0	0

11. Training and Development¹

Indicator (Unit)	2023	2024	2025
Employee training expenses (RMB10,000)	54,777	59,681	61,777
Number of employee training rounds (round)	8,596	10,091	10,374
Number of employees who attended training (person)	84,603	86,048	89,541
Number of employees who participated in training (10,000 person-times)	55.19	63.09	69.60
Number of employees who participated in online learning ² (10,000)	18,763	16,544	9,647
Percentage of employees accepting training (%)	98.12	98.08	97.81
Percentage of male employees accepting training (%)	97.99	97.99	97.68
Percentage of female employees accepting training (%)	98.20	98.14	97.90

¹ The statistical scope includes employees under labor contracts and dispatched employees.

² In 2025, the Company optimized its training management mechanisms and coordinated online and offline learning resources to avoid repetitive and inefficient learning tasks. By optimizing training courses and improving learning efficiency, the number of employees participating in online learning decreased year-on-year.

Indicator (Unit)	2023	2024	2025
Percentage of senior managers accepting training (%)	100	100	100
Percentage of middle-level managers accepting training (%)	99.50	97.83	99.30
Percentage of grassroots employees accepting training (%)	98.11	98.08	97.81
Average training time per capita (hour)	113.79	141.24	156.52
Average training time for male employees (hour)	107.62	131.54	147.02
Average training time for female employees (hour)	117.91	147.68	162.86
Average training time for senior managers (hour)	83.10	104.30	148.00
Average training time for middle-level managers ¹ (hour)	86.08	98.63	74.19
Average training time for grassroots employees (hour)	113.94	141.62	157.04

¹ In 2025, the Company adjusted the statistical scope of training programs for middle management and retrospectively updated the average training hours received by middle management in 2024.

12. Charity

Indicator (Unit)	2023	2024	2025
Total amount of external donations (RMB100 million)	1.15	1.27	1.14
Total number of credit card "Points for Micro Charity" donation cardholders (10,000)	24.90	15.39	8.00
Total points of credit card "Points for Micro Charity" donations (10,000)	2,115.36	2,178.72	1,825.03
Investment amount in rural revitalization ¹ (RMB10,000)	/	5,606.65	5,822.67
Number of people benefited from rural revitalization ² (10,000)	/	33.67	33.07

¹ The statistical scope includes the amount of assistance provided by the headquarters to Wuding County and Yongren County in Chuxiong Yi Autonomous Prefecture, Yunnan.

² The statistical scope includes the population in Wuding County and Yongren County in Chuxiong Yi Autonomous Prefecture, Yunnan, benefiting from the headquarters' targeted assistance projects.

13. Procurement Management

Indicator (Unit)	2023	2024	2025
Number of suppliers for centralized procurement projects ¹	476	461	518
Number of suppliers in the Chinese mainland	454	451	498
Number of suppliers in overseas and Hong Kong, Macao, and Taiwan regions	22	10	20
Number of suppliers included in supplier database ²	30,252	43,734	57,175
Number of suppliers passing certification audits ² (10,000)	1.20	1.80	2.40
Number of orders placed through the "Zhaocaiyun" Platform	499,724	691,297	809,948
Number of centralized procurement ³	252	312	359

1 The coverage scope includes selected suppliers from the headquarters' institutions.

2 The coverage scope includes the Company's supplier database, including registered and certified suppliers.

3. Refers specifically to centralized procurement projects implemented by the headquarters.

Indicator (Unit)	2023	2024	2025
Budget of centralized procurement projects ¹ (RMB100 million)	25.56	58.80	113.43
Average cycle of centralized procurement projects ¹ (day)	25	23	26
Coverage rate of contract performance management for centralized procurement catalogue projects ² (%)	100	100	100
Coverage rate of supplier review ³ (%)	100	100	100
Number of supplier social responsibility training sessions (times)	/	4	3

¹ Refers specifically to centralized procurement projects implemented by the Headquarters.

² The coverage scope includes supplier performance management under the bank-wide centralized procurement catalog managed by the headquarters.

³ The coverage scope includes suppliers from the headquarters' centralized procurement certification database.

X. Governance: Enhancing Governance System Effectiveness, Safeguarding Stable Financial Development

We Support Sustainable Development Goals (SDGs)



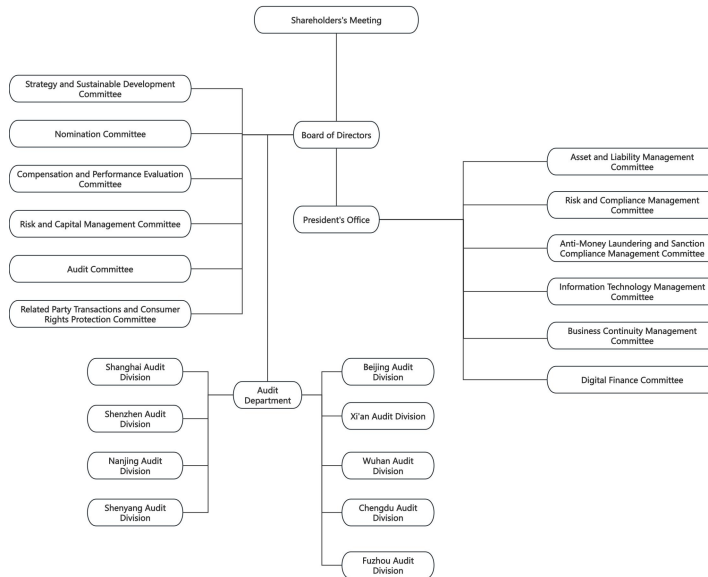
(I) Corporate Governance

CMB implements a president responsibility system under the leadership of the Board of Directors. Guided by the principles of market orientation and professionalism, the Company has established a decision-making hierarchy comprising the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors and Senior Management. With clearly defined responsibilities and well delineated boundaries supported by structured processes, the Company continuously improves the standardisation and effectiveness of its corporate governance.

In 2025, the Company's 2024 Annual General Meeting reviewed and approved the *Proposal on the Revision of the*

Articles of Association of China Merchants Bank Co., Ltd. and the Proposal on the Removal of the Board of Supervisors. The Articles of Association of China Merchants Bank Co., Ltd. (2025 Revision) has been approved by the National Financial Regulatory Administration and has taken effect. In accordance with the Articles of Association, the Company will cease to establish a Board of Supervisors from 18 December 2025, and the Audit Committee of the Board of Directors will undertake the functions previously exercised by the Board of Supervisors as required by relevant laws and regulations.

Corporate Governance Structure of CMB



corporate matters, including changes to the Company's registered capital, bond issuance, profit distribution, and directors' remuneration.

In 2025, the Company convened one General Meeting of Shareholders. During the meeting, 13 proposals were reviewed and approved, including the 2024 Work Report of the Board of Directors, the 2024 Work Report of the Board of Supervisors, the 2024 Annual Report, the Capital Management Plan for 2025–2029, the election of directors for the thirteenth session of the Board of Directors, the proposal on no longer establishing the Board of Supervisors, and the proposal on revising the Articles of Association. The meeting also received several reports, including the Evaluation Report on the Performance of Duties of Directors for 2024, the Evaluation Report on the Performance of Duties of Supervisors for 2024, the 2024 Duty Performance Report of Independent Directors, the 2024 Duty Performance and Mutual Evaluation Report of External Supervisors, the Evaluation Report on the Performance of Duties of Senior Management for 2024, and the Evaluation Report on the Conduct of Major Shareholders for 2024.

1. Standardized Operations

1.1 General Meeting of Shareholders

The General Meeting of Shareholders serves as the Company's highest authority and is composed of all shareholders. It exercises decision making powers on major

1.2 Board of Directors and Its Specialized Committees

In 2025, the Board of Directors and its specialized committees diligently fulfilled their responsibilities and maintained strong strategic focus. Drawing on their professional expertise and extensive experience, they conducted sound assessments of the opportunities and challenges facing the Company and provided strategic guidance to ensure the stable operation of the Company.

1.2.1 Board Effectiveness

As at the end of 2025, the Company's Board of Directors consists of 15 directors, including 2 executive directors, 6 independent non-executive directors, and 7 non-executive directors. All directors strictly comply with domestic and overseas regulatory requirements as well as the *Articles of Association of China Merchants Bank Co., Ltd. (2025 Revision)*, and perform their duties with prudence, seriousness and diligence. In 2025, the average attendance rate of Board meetings reached 98.90%.¹

¹ Average attendance rate of Board meetings : total number of meetings actually attended by all directors /total number of meetings required to be attended by all directors.

The Board of Directors and its specialized committees actively participate in sustainability governance and integrate ESG principles into the Company's overall strategy and comprehensive risk management framework. In 2025, the Board of Directors and its specialized committees fulfilled their responsibilities across key ESG areas, including green finance, inclusive finance, human capital development, consumer rights protection, and public welfare and philanthropy, ensuring the Company continues to create value for its stakeholders.

Board of Directors

- Responsible for reviewing ESG development strategies, fundamental management policies and related work reports, and for approving or authorising the approval of major ESG related matters.
 - In 2025, the Board of Directors convened 18 meetings. During these meetings, the Board reviewed and approved a number of proposals, including the *2024 Sustainability Report*, the *2024 Strategic Implementation Report*, the *Report on the Development of Inclusive Finance in 2024 and the Work Plan for 2025*, the *Report on Human Resources Management and the Implementation of Talent Strategy in 2024*, the *2024 Data Governance Work Summary and the Work Plan for*
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2025, the 2024 Data Security Work Summary and the Work Plan for 2025, the 2024 Cybersecurity Analysis Report, the 2024 Employee Behaviour Assessment Report, the Report on Consumer Rights Protection Work and Strategic Implementation in 2024, the Report on the 2025 Consumer Rights Protection Work Plan, the Report on the Performance of Duties by Senior Management in Consumer Rights Protection in 2024, and the Report on the Regulatory Evaluation of Consumer Rights Protection in 2024. Through these deliberations, the Board effectively fulfilled its responsibilities related to ESG governance.

Strategy and Sustainable Development Committee of the Board of Directors

- Responsible for reviewing ESG development strategies and fundamental management policies, reviewing ESG related work reports, overseeing the implementation and progress of ESG development strategies and conducting regular evaluations of their execution, as well as promoting the implementation of other ESG related initiatives required by regulatory authorities.
- In 2025, the Committee reviewed and approved proposals including the 2024 Strategic Implementation

Report, the Report on the Development of Inclusive Finance in 2024 and the Work Plan for 2025, the Report on Human Resources Management and the Implementation of Talent Strategy in 2024, the 2024 Data Governance Work Summary and the Work Plan for 2025, and the 2024 Sustainability Report. The Committee also reviewed the Company's progress in sustainable development related areas such as inclusive finance, human capital development, public welfare and philanthropy, social responsibility, data governance, and strategic implementation.

Board of Directors' Related Transactions Management and Consumer Rights Protection Committee

- Responsible for reviewing the strategies, policies and objectives for consumer rights protection, reviewing related work reports and proposals, and overseeing the comprehensiveness, timeliness and effectiveness of consumer rights protection initiatives, as well as the performance of duties by senior management in this area. The Committee also guides and promotes the establishment and continuous improvement of the management framework for consumer rights protection.
- In 2025, the Committee reviewed and heard a number of

proposals and reports, including the *Report on the Five Year Strategic Plan for Consumer Rights Protection of China Merchants Bank (2026–2030)*, the *Report on the Development of the Consumer Rights Protection Institutional Framework of China Merchants Bank in 2025*, the *Report on Consumer Rights Protection Work and Strategic Implementation in 2024*, the *Report on the Consumer Rights Protection Work Plan for 2025*, the *Report on the Performance of Duties by Senior Management in Consumer Rights Protection in 2024*, the *Report on the Consumer Rights Protection Assessment Results for 2024*, the *Report on the Audit and Rectification of Consumer Rights Protection Work in 2024*, and the *Report on the Regulatory Evaluation of Consumer Rights Protection of China Merchants Bank in 2024*.

Risk and Capital Management Committee of the Board of Directors

- Responsible for overseeing senior management's management of various risks, regularly evaluating risk policies, risk management practices, risk tolerance and capital adequacy, and guiding the advancement of rule

of law development and compliance management.

- In 2025, the Committee reviewed and approved proposals including the *2024 Comprehensive Risk Report*, the *2024 Report on the Implementation of Risk Appetite*, the *2024 Outsourcing Management Report*, the *2024 Data Security Work Summary and the Work Plan for 2025*, the *2024 Cybersecurity Analysis Report*, the *Report on the Development of Internet Loans in 2024 and the Work Plan for 2025*, the *2024 Employee Behaviour Assessment Report*, the *2024 Anti Money Laundering and Sanctions Compliance Work Report*, and the proposal on revising the *Anti Money Laundering and Sanctions Compliance Policy*. Through these deliberations, the Committee promoted the establishment of a comprehensive risk management system that incorporates ESG risk management.

1.2.2 Board Independence

The Company strictly enforces the management framework governing the appointment of independent directors to ensure the independence and objectivity of Board decision making. The *Articles of Association of China Merchants Bank Co., Ltd. (2025 Revision)* clearly stipulates that an individual may

concurrently serve as an independent director in no more than five domestic or overseas enterprises, and shall not hold such positions in more than three domestic listed companies or more than two commercial banks at the same time.

In 2025, the number of external appointments held by the Company's independent directors complied with the relevant requirements of the National Financial Regulatory Administration (The former China Banking and Insurance Regulatory Commission), the China Securities Regulatory Commission, the Shanghai Stock Exchange, and The Stock Exchange of Hong Kong Limited.

1.2.3 Board Diversity

The Company pays attention to the diversity composition of the board members and has incorporated the diversity policy into the company's articles of association. The *Articles of Association of China Merchants Bank Co., Ltd. (2025 Revision)* stipulates that the Nomination Committee of the Board of Directors is responsible for promoting Board diversity, taking into account factors including, but not limited to, gender, age, cultural background, educational background and professional experience, and regularly reviewing its implementation. The

Nomination Committee conducts an evaluation of the Board's structure, size, composition, as well as the implementation and effectiveness of diversity at least annually, and makes recommendations accordingly to optimise the composition and operation of the Board.

Gender Diversity: As at the end of 2025, the Company has 2 female directors, meeting the requirements of the Hong Kong Listing Rules on Board gender diversity. In line with its business development needs, the Company continues to identify and select qualified female director candidates with appropriate skills, knowledge and experience, ensuring the sustained diversity of the Board's gender composition.

Professional Background Diversity: The Company's directors are drawn from diverse regions, including the Chinese mainland and Hong Kong, and possess varied cultural backgrounds. Board members bring extensive expertise across areas such as economics and finance, risk management, financial auditing and information technology, providing the Company with broad international perspectives and professional insights, and supporting the enhancement of decision making quality and corporate governance.

Positions and Professional Backgrounds of CMB Board Members

Name	Gender	Position	Professional Background
Miao Jianmin	Male	Chairman Non-Executive Director	Economics, Finance
Shi Dai	Female	Non-Executive Director	Economics, Public Administration, Human Resources
Wang Liang	Male	Executive Director President and Chief Executive Officer	Economics, Finance, Risk Management (including Climate Risk Management)
Deng Renjie	Male	Non-Executive Director	Economics, Finance
Jiang Chaoyang	Male	Non-Executive Director	Economics, Finance, Information Technology
Zhu Liwei	Male	Non-Executive Director	Economics, Finance, Financial Management
Huang Jian	Male	Non-Executive Director	Economics, Finance, Accounting, Financial Management
Ma Xianghui	Male	Non-Executive Director	Economics, Finance, Accounting, Financial Management
Zhong Desheng	Male	Executive Director Former Chief Risk Officer	Economics, Finance, Risk Management (including Climate Risk Management)

Name	Gender	Position	Professional Background
Tian Hongqi	Male	Independent Non-Executive Director	Financial Accounting, Information Technology, Auditing
Li Chaoxian	Male	Independent Non-Executive Director	Economics, Finance
Shi Yongdong	Male	Independent Non-Executive Director	Economics, Finance, Financial Technology
Li Jian	Female	Independent Non-Executive Director	Economics, Finance
Wong Yuk Shan	Male	Independent Non-Executive Director	Law, Climate Risk Management
Lu Liping	Male	Independent Non-Executive Director	Economics, Finance, Financial Management

1.2.4 Board Performance Evaluation

Internal Evaluation

- The Company has established a comprehensive framework for evaluating the performance of the Board of Directors. In accordance with the *CMB Guidelines on Values and Conduct for Directors, Supervisors, and Senior Management* and the *CMB Evaluation Measures for Directors and Supervisors*, directors are assessed across five dimensions, including fiduciary duties, diligence obligations, professional competence, independence and ethical standards, and compliance, with differentiated evaluation criteria applied.
- In 2025, the Board of Supervisors conducted a comprehensive evaluation of the performance of duties of Board members for 2024 in accordance with the principles of "lawful compliance, objectivity and fairness, unified standards, scientific effectiveness and strict accountability". The evaluation was carried out through multiple methods, including attending meetings, reviewing materials, conducting research and analysis, duty performance interviews and questionnaire surveys. Based on the overall assessment, all 12 directors subject to evaluation were

rated as "Competent".

Third-Party Independent Evaluation

- The Company engaged an external audit institution to review the duty performance records and supporting documentation of directors for 2024, and to assess whether the duties performed by the Board of Directors and its specialized committees adequately covered key areas, including strategic positioning, risk appetite, and the prudent control of business development pace and scale. Following verification, the external auditor raised no objection to the evaluation results of all directors as presented in the *2024 Annual Evaluation Report on Directors' Duty Fulfillment Performance*.

1.2.5 Board Remuneration Management

In accordance with the Articles of Association of the Company, the General Meeting of Shareholders exercises its right to decide on directors' remuneration, ensuring that shareholders' rights in remuneration decision making are safeguarded. The remuneration of The Company's independent directors is determined in accordance with the *Proposal on Adjusting the*

Remuneration of Independent Directors, as approved at the first extraordinary General Meeting of Shareholders in 2016. Directors concerned abstained from voting on matters relating to their own remuneration.

1.3 Board of Supervisors

In 2025, the Board of Supervisors of The Company convened 11 meetings, and its specialized committees held 4 meetings, deliberating 49 proposals and reviewing 28 reports. Additionally, the Supervisors attended 1 General Meeting of Shareholders and observed 18 meetings, including on site meetings of the Board of Directors and its specialized committees, as well as meetings of the Chairman and independent directors, supervising the legality and compliance of meeting convening, voting processes, and the attendance, expression of opinions, and voting of directors.

1.4 Senior Management

The Company operates under a president responsibility system led by the Board of Directors. The senior management is accountable to the Board and subject to the oversight of the Audit Committee of the Board. Acting in accordance with the Articles of Association and the authorisation granted by the

Board, senior management conducts the Company's operations and management activities and ensures the effective implementation of resolutions of the General Meeting of Shareholders and the Board of Directors.

1.4.1 Senior Management Remuneration Management

In accordance with the *Measures for the Remuneration Management of Senior Management of China Merchants Bank Co., Ltd.*, all senior management of The Company are subject to a unified remuneration system, which is linked to both the Company's and individual performance assessment results, balances short term incentives with medium and long term development orientation, and fully reflects the development philosophy of "risk sharing, benefit sharing, and shared success and setbacks". The remuneration management system for senior management incorporates mechanisms for deferred payment of remuneration and the clawback of performance based remuneration, thereby strengthening remuneration risk control. The performance assessment results of senior management are subject to third party audit verification each year.

Remuneration Incentives

- The remuneration of The Company's senior management comprises base salary, performance based salary and tenure based incentives. Performance based salary and tenure based incentives constitute variable remuneration and are linked to both the Company's and individual performance assessment results.
 - **Performance based salary:** linked to both the Company's annual performance and the annual performance of individual senior management.
 - **Tenure based incentives:** Linked to the Company's strategic assessment results over the three year term and the individual performance assessment results of senior management over their respective terms.
 - **Financial performance indicators:** revenue, profit, return on equity and non performing loan ratio.
 - **Sustainable development indicators:** technology finance, green finance (Growth Rate of Green Loans / Climate Change Tackling), inclusive finance, pension finance, digital finance, risk and compliance management, and consumer rights protection.
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Remuneration Risk Control

- **Deferred remuneration mechanism:** The Company strictly complies with the *Guidelines on Sound Remuneration Regulation for Commercial Banks*. A total of 51% of the performance based salary of senior management is subject to deferral, to be paid over three years in equal instalments of 17%, 17% and 17%.
 - **Clawback mechanism:** In circumstances including financial restatements leading to significant adjustments to performance related financial data, falsification of performance assessment results, unauthorised payment of performance based remuneration or addition of incentive items in violation of remuneration management procedures, or remuneration granted based on non compliant or inaccurate information, the Board and its authorised bodies may recover any excess performance based remuneration paid to senior management (including performance based salary, tenure based incentives and other incentive compensation). In cases involving violations of laws or regulations, or where failure or improper performance of duties results in significant economic losses or material adverse impacts on the Company, the Board and its authorised bodies may, depending on the severity, claw back all or part of the
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performance based remuneration of the relevant senior management within the applicable period.

2. Protection of Rights and Interests

The Company continues to enhance its investor communication framework and conducts investor relations management in accordance with the principle of equal treatment. It continuously improves the proactivity and transparency of information disclosure, safeguards the legitimate rights and interests of all investors, including small and medium investors, and effectively communicates its investment value.

Investor Communication

- **Regular results briefings:** In 2025, The Company held one annual General Meeting of Shareholders and organised one annual results briefing, one interim results briefing and one quarterly results briefing through a combination of on site and online formats, attracting more than 9,000 participants. These activities were disseminated to the market through live streaming, written transcripts and video replays.
 - **Domestic and overseas roadshows:** Led by senior management, The Company conducted roadshows across domestic and international markets, covering the United States, Europe, Singapore, Malaysia, Thailand, Australia, Hong Kong and major domestic cities. Through 96 one on one and group meetings, The Company engaged with more than 600 well known investment institutions, maintaining open, transparent and professional communication with investors and addressing market concerns.
 - **Capital markets engagement:** Through dynamic and frequent engagement, The Company effectively responded to investors' communication needs. In 2025, The Company participated in investment strategy conferences hosted by 48 investment banks and
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securities firms, including 125 one on one and group meetings, and received 69 rounds of research visits from analysts and investors, meeting with more than 1,000 institutional investors.

- **Ongoing communication channels:** The Company maintained multiple communication channels, including investor hotlines, its official website, investor email and the SSE e Interaction platform, responding to investor enquiries in a timely manner and safeguarding the rights of small and medium investors to make suggestions and raise inquiries.

Information Disclosure

- The Company adheres to the principles of truthfulness, accuracy, completeness, timeliness and fairness, and has established a sound institutional framework, including the *Information Disclosure Management Policy of China Merchants Bank Co., Ltd.* and the *Policy on the*

Management of Inside Information and Insiders of China Merchants Bank Co., Ltd., to standardise the procedures for the disclosure of material information, including inside information. The Company strictly implements end to end management of insider registers, reinforcing fair disclosure from the source and safeguarding investors' rights to information and fair trading.

- Driven by investor needs, The Company continues to enhance the proactivity, transparency and consistency of its information disclosure. It further enriches disclosures on hot topics of investor concern and optimises the structure of periodic reports, enabling investors to comprehensively assess the Company's development prospects and investment value. In 2025, The Company received the highest rating of A in the Shanghai Stock Exchange's annual evaluation of information disclosure for listed companies for the twelfth consecutive year.

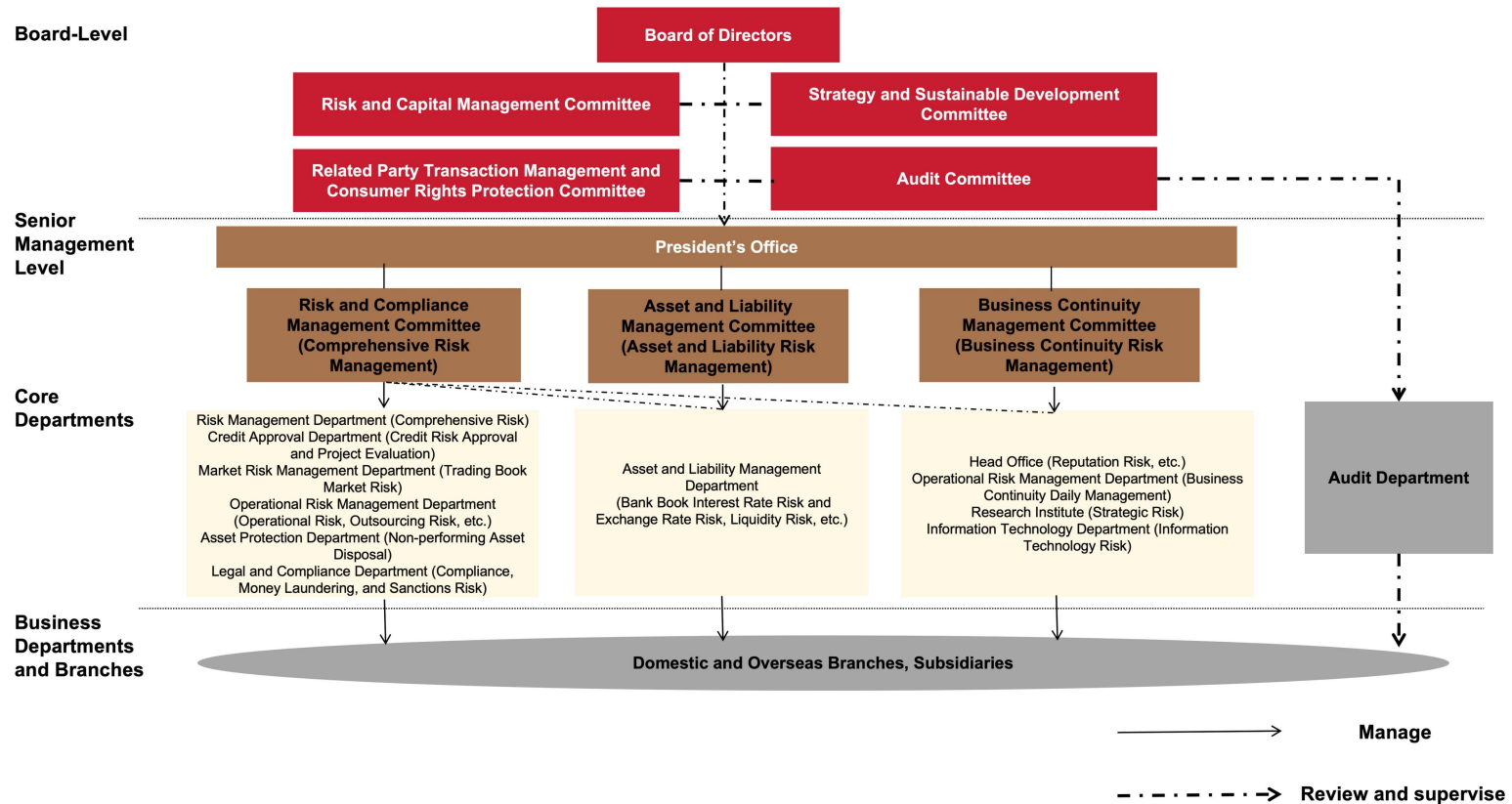
(II) Financial Risk Management

In 2025, CMB adhered to the principle of "risk based approach and quality first", continuously strengthening the defence line of comprehensive risk management, further improving the risk management governance structure, enhancing strategic guidance and asset allocation, focusing on key areas, and ensuring stable asset quality. At the same time, the Company deeply integrated technology with business, accelerated the digital and intelligent transformation of risk management, fostered a culture of prudence, and promoted the extension of risk management from control to value creation, safeguarding the high quality and sustainable development of the Company.

1. Governance

The Company has established a comprehensive risk governance framework in which the Board of Directors assumes ultimate responsibility and senior management provides direct leadership, supported by the risk management department, with close coordination among business units, domestic and overseas branches and risk consolidation entities, and independent oversight by the Audit Department. The framework covers all institutions, risk types, business activities and processes.

CMB's Risk Management Organizational Structure



1.1 Board of Directors

The Board of Directors is the highest decision-making body for risk management and assumes ultimate responsibility for the Company's comprehensive risk management, including the effectiveness of its implementation. The Board is responsible for establishing appropriate risk management strategies and fostering a risk management culture, approving risk management strategies and reviewing their effectiveness, approving risk appetite and tolerance and reviewing implementation reports, overseeing senior management in establishing comprehensive risk management policies and procedures, and regularly reviewing reports on comprehensive risk management. The Risk and Capital Management Committee of the Board performs certain responsibilities for comprehensive risk management under the authorisation of the Board.

1.2 Senior Management

The Company has established a Risk and Compliance Management Committee under senior management. The President serves as the Chairman of the Committee, with the senior management member responsible for risk, internal control and compliance acting as Vice Chairman. Members

include the heads of risk, compliance and relevant front, middle and back office functions. As a key decision making body for risk management and internal control and compliance across the Company, the Committee operates within the risk management strategy, policies and authority framework approved by the Board. Through regular and ad hoc meetings, including risk analysis meetings, internal control review meetings and dedicated sessions, the Committee reviews and deliberates on major matters and management measures in areas such as risk management, internal control and compliance, anti money laundering and sanctions compliance. In 2025, the Committee convened 9 monthly risk analysis meetings and 2 internal control review meetings, effectively supporting the decision making and implementation of key risk management initiatives.

The Company's Chief Risk Officer leads comprehensive risk management and operates independently from business and operational lines, with direct reporting access to the Board on risk management matters. The Head Office Risk Management Department supports the Chief Risk Officer in coordinating day to day work and takes the lead in identifying, measuring, assessing, analysing and reporting key risks

1.3 Core Departments

The Company has established a "three lines of defence" for risk management with clear division of responsibilities and effective checks and balances, which serves as a solid barrier for the effective segregation and prevention of various risks.

- **First line of defence: Business units and line management departments** assume direct responsibility for risk management, move the gateway of risk management forward, and enhance the sense of risk responsibility and risk management capabilities of the first line of defense.
- **Second line of defence: The risk and compliance line** is responsible for formulating basic risk management systems and policies, analysing and reporting the overall risk management situation, evaluating and monitoring the standardisation and effectiveness of risk management across departments and institutions at all levels, and performing comprehensive risk reporting responsibilities.
- **Third line of defence: The internal audit department** ensures the effectiveness of the first and second lines of defence through inspection and supervision.

2. Strategy

2.1 Risk Analysis

Risk Category	Risk Factor	Description and Impact	Time Horizon ¹
Risk	Credit Risk	In a complex and challenging internal and external environment, inadequate management of key credit risk areas may lead to risk exposures in certain industries or emerging risk sectors, adversely affecting asset quality, increasing expected losses and provisioning expenses, and ultimately impacting financial performance.	Short term Medium term Long term
	Market Risk	Adverse movements in market variables, including interest rates and exchange rates, may result in losses across both on balance sheet and off balance sheet activities.	Short term Medium term Long term
	Operational Risk	Losses arising from factors such as human resources, systems, processes and external events, as well as fines and litigation costs resulting from non compliance.	Short term Medium term Long term

¹ With reference to the *Basic Standard for Corporate Sustainability Information Disclosure (Trial)* issued by the Ministry of Finance and taking into account the Company's actual circumstances, short term is defined as 2026, medium term as 2027–2031, and long term as 2032 and beyond.

2.2 Impact on Strategy and Decision making

The Company clearly defines in the Risk Appetite Statement that the scope of comprehensive risk management includes risks faced in the process of daily operations, as well as other risks that the Board of Directors deems necessary for specialized management and control. For risks within the management scope, the Company clarifies risk appetite and tolerance, to reasonably balance risk and return.

Looking ahead, the Company will continuously build a solid fortress-style risk and compliance management system and continuously improve risk management capabilities.

2.3 Financial Impact Analysis

In 2025, the financial impact analysis related to the Company's financial risk management is disclosed in the credit impairment losses section of the income statement in the annual report.

Looking ahead, as the comprehensive risk management framework continues to deepen and the risk appetite transmission mechanism is further optimised, the positive financial impact of effective risk management is expected to emerge across both revenue and cost dimensions. On the revenue side, comprehensive risk management will drive the

asset structure to tilt towards high-quality assets with low risk and high returns. On the cost side, with the improvement of measurement accuracy for various risks such as credit, market and operational risks, it will help, under the premise of meeting regulatory capital adequacy requirements, identify and release redundant capital, reducing capital consumption per unit of assets. Over the medium to long term, this is expected to drive a structural improvement in return on equity and support the effective conversion of risk management capabilities into financial competitiveness.

3. Management of Impacts, Risks and Opportunities

3.1 Risk Management Process

The Company identifies and assesses material risks arising from its business operations, integrates risk management information, evaluates its overall risk profile, and proactively manages risks.

The Company has established a risk appetite framework supported by both quantitative and qualitative indicators. At the quantitative level, specific metrics are defined for measurable risks, including credit, market and liquidity risks. At the qualitative level, clear requirements are established for risks that are not directly quantifiable, such as reputational and strategic risks. The Company communicates risk appetite ex ante through mechanisms such as hierarchical limit management, and monitors its implementation ex post through early warning and monitoring processes.

Risk Identification

- Risks are identified based on two dimensions, namely the likelihood of occurrence and the potential impact.
- The Company's comprehensive risk management framework covers credit risk, market risk, liquidity risk, operational risk, country risk, interest rate risk in the banking book, reputational risk, strategic risk, information technology risk and other risks.

Risk Assessment

- The Company regularly evaluates inherent risk levels and corresponding management capabilities based on the characteristics and management approaches of different risk types, ensuring alignment between risk appetite and management objectives.
 - The Company conducts regular reviews and self assessments of its risk management practices, identifies deficiencies in risk management frameworks and execution, defines areas for improvement, and continuously enhances its risk management capabilities.
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Risk Limits and Monitoring

- In line with risk appetite requirements and actual conditions, risk limits are set under the leadership of the respective risk management functions responsible for each risk type.
- The Company has established mechanisms for the ongoing monitoring and early warning of risk limits, enabling timely identification and correction of deviations in implementation.

Risk Reporting

- **Regular reporting:** The Company prepares a quarterly Comprehensive Risk Report, covering risk appetite, the implementation of risk limits and the management of key risk categories. Following review by senior management, the report is submitted to the Board or the Risk and Capital Management Committee of the Board as appropriate.
- **Ad hoc reporting:** The Company provides ad hoc reports to senior management and the Board based on specific risk assessments and implementation matters, ensuring that all governance levels maintain timely and

comprehensive visibility of the overall risk profile.

3.2 Risk Management Measures

3.2.1 Strengthening the Management Foundation and Enhancing Control Mechanisms

The Company adopts a systematic approach to continuously refine its risk management structure and key mechanisms, thereby enhancing the sophistication of its comprehensive risk management.

Strengthening Unified Credit Management

- The Company enhances unified credit management at the legal entity level and incorporates businesses such as non recourse factoring into the management scope.
 - The Company streamlines the unified credit limit framework for both group and single obligor exposures, supported by process optimisation, delegation adjustments and system enhancements.
 - The Company establishes consolidated unified credit management policies and implements consolidated credit limit models for single and group customers.
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Enhancing Post-lending and Post-Investment Management Effectiveness

- The Company improves the timeliness of customer early warning and strengthens risk monitoring for large exposure clients.
 - The Company enhances differentiated early warning capabilities, establishes a centralised risk signal management mechanism, optimises signal utilisation rules, and develops differentiated early warning strategies for key business segments, including small and micro enterprise lending, technology innovation finance, and wealth management related businesses.
 - The Company establishes post lending monitoring tools, enhances system models, strengthens the tracking and verification of abnormal fund flows, and reinforces the management of fund utilisation.
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3.2.2 Optimising Allocation Strategies and Enhancing Service Quality and Efficiency

The Company leverages asset allocation strategies to strengthen strategic guidance, enhance policy adaptability, and promote coordinated asset allocation across the Company.

Refining industry allocation

- The Company refines allocation strategies and targets across 82 industries based on growth and stability considerations, while 44 branches optimise asset allocation strategies across major asset classes.
 - Through the integrated research and business coordination mechanism for "5+2" key industries, the Company develops targeted strategies for 19 priority industries.
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Optimising credit policies

- The Company revises the *Credit and Investment Policy of China Merchants Bank for 2026*, focusing on material risks, streamlining entry thresholds for industry policies, and optimising the scope and procedures for policy exception management.
 - While maintaining prudent risk control, the Company enhances authorisation arrangements, including baseline authorities for domestic and overseas branches, cross branch group approvals, and approvals for medium and long term lending.
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3.2.3 Focusing on Key Areas and Strengthening Financial Risk Prevention

The Company remains committed to a risk based approach, with a focus on strengthening risk prevention in key areas.

Real estate business

- The Company focuses on key regions and project fundamentals, implements the urban real estate financing coordination mechanism, and advances the inclusion of all eligible existing projects in the whitelist.
- The Company implements a "one project one policy" risk management approach, actively advances risk mitigation, and continuously optimises its asset structure.

Off balance sheet business

- The Company enhances the comprehensive risk management framework for off balance sheet business by refining mechanisms, streamlining processes and strengthening system support.
 - The Company leverages intelligent risk management tools to establish automated monitoring and differentiated classification management mechanisms for key areas, and continues to advance the intelligent risk management of off balance sheet business.
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3.2.4 Deepening Digital and Intelligent Transformation and Enhancing Risk Management

The Company leverages technology to advance the digital and intelligent transformation of risk management in a steady manner.

System development

- The Group Risk Management System (GRS) has been successfully deployed across all domestic and overseas branches and three subsidiaries, with ongoing functional enhancements to strengthen system support.
- The Company enhances its risk data mart, optimises the Fengyun platform, deploys the Yuanfang analyser, and launches the People's Bank of China fund flow information sharing platform, thereby continuously strengthening data capabilities.

AI applications

- The Company develops an AI driven risk and compliance management framework, builds role based intelligent agents, and launches the Risk Assistant tool. As of the end of 2025, AI Risk Assistant achieved a coverage rate of 80.32% among credit personnel.
 - The Company promotes intelligent applications across
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11 key stages of the credit process, including customer onboarding, due diligence and credit approval, significantly enhancing risk management efficiency.

3.2.5 Cultivating Risk Culture and Strengthening Professional Capability

The Company is committed to developing a high quality risk management workforce and fostering a risk culture characterised by prudence, rationality, proactiveness and full participation.

Credit discipline

- The Company issues the *Credit Discipline Manual of China Merchants Bank (2025 Edition)* and the *Measures for the Administration of Warnings for Minor Violations in Corporate Banking Business of China Merchants Bank*, establishing clear behavioural standards and strengthening the accountability and disciplinary framework for violations.

Compliance performance

- The Company implements the "2025 Compliance Performance Year" action plan, enhances job standards across the entire credit process, implements management improvement measures at the Head
-

Office level, and monitors the establishment of long term compliance mechanisms at branches.

Training and Communication

- The Company establishes a structured communication mechanism integrating case based learning, experience sharing and leadership guidance. During the year, it publishes 22 articles in the Risk Case Decoding series and conducts case based learning activities to strengthen risk awareness across all employees.
 - Continue to implement the "Top Executive-Led Risk Lecture" initiative, leveraging real cases and practical pain points to drive the effective embedding of risk culture.
 - Establish a tiered capability-building training system by organising training programmes for risk managers, heads of risk management departments and newly appointed executives in charge of risk and compliance, with a focus on enhancing the overall capabilities of branch-level risk "gatekeepers".
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[Case] Advancing the "Top Executive Risk Lecture" Initiative and Case based Learning

To strengthen and embed a culture of prudence, The Company implemented the 2025 "Top Executive Risk Lecture" initiative, under which presidents of 44 domestic tier one branches took a leading role. Leveraging regulatory penalty cases related to credit business and typical non compliance cases, they provided in depth analysis of root causes for all employees at branch level.

In parallel, The Company organised asset business risk case communication activities and a branch level case communication competition. During the year, 22 representative risk cases were published, with a total of 49.5 thousand person-times in learning activities, further strengthening risk awareness and prevention capabilities across all employees.

3.3 Risk Management Audit

The Company adheres to a risk oriented approach and incorporates risk management across the Company into various audit projects. Each year, through routine audits, special audits and continuous audits, the Company focuses on examining the risk management systems and framework

development, the effectiveness of mechanism implementation and system operation and maintenance in areas including credit risk, compliance risk, operational risk, market risk, liquidity risk, information technology risk and reputational risk.

3.4 Metrics and Targets

The Company follows a target driven approach and has established a scientific sustainable development metrics management system. By setting clear targets and tracking annual progress, the Company systematically evaluates the effectiveness of managing financially material topics, ensuring effective implementation of its strategy and transparent disclosure. The key performance indicators and progress for financial risk management in 2025 are set out below.

Target	Progress in 2025
<ul style="list-style-type: none"> In accordance with the <i>Capital Management Plan of China Merchants Bank for 2025-2029</i>, in 2025-2029, the Group aims to maintain its Common Equity Tier 1 capital adequacy ratio, Tier 1 capital adequacy ratio and total capital adequacy ratio above 10.0%, 11.0% and 13.0%, respectively, throughout the planning period. 	<ul style="list-style-type: none"> In 2025, under the advanced approach, the Group's Common Equity Tier 1 capital adequacy ratio, Tier 1 capital adequacy ratio and total capital adequacy ratio reached 14.16%, 16.51% and 18.24%, respectively, all exceeding the target levels.

(III) Business Ethics

CMB adheres to a compliance philosophy centred on "compliance first, compliance creates value, compliance starts from senior management and proactive compliance by all employees", strictly observes the bottom line of business ethics, and continuously improves its internal control and compliance system covering employee conduct management, anti bribery and anti corruption, anti money laundering risk management, anti unfair competition and intellectual property protection. The Company vigorously promotes a culture of compliance based on discipline and law, strengthens supervision, discipline enforcement and accountability with a zero tolerance approach, and fosters a clean and upright professional environment, thereby building a solid compliance foundation for high quality and sustainable development.

1. Employee Conduct Management

1.1 Policies and Systems

The Company complies with applicable laws, regulations and regulatory requirements, including the *Commercial Bank Law of the People's Republic of China*, the *Guidelines on Professional Ethics of Employees of Banking Financial Institutions* issued by the National Financial Regulatory Administration, and the *Code of Professional Ethics and Conduct for Banking Practitioners* issued by the China Banking Association, and continuously enhances its internal policies, including the *Employee Conduct Compliance Manual of China Merchants Bank*. In 2025, in accordance with the *Regulations on Employee Conduct Management of China Merchants Bank*, the Company further strengthened employee conduct management across the full employment lifecycle, covering onboarding, employment and separation, and promoted the establishment of a comprehensive management framework characterised by clear

responsibilities, well defined processes and coordinated implementation.

For further information on key areas of employee conduct management, please refer to the *Key Points of the Employee Conduct Compliance Manual System of China Merchants Bank Co., Ltd. (2024 Edition)* available in the "CMB ESG" section of the Company's official website.

1.2 Management Framework

The Company has established a top down, hierarchical and clearly defined employee conduct management structure.

CMB Employee Conduct Management Framework

Board of Directors

- The Board assumes ultimate responsibility for employee conduct management, including fostering a culture of compliance, integrity and good faith, approving the code of conduct and its detailed rules, overseeing senior management in implementation, and delegating certain

responsibilities to the Risk and Capital Management Committee.

Senior Management

- Senior management is responsible for the implementation of employee conduct management and for executing the resolutions of the Board.
- Senior management establishes a comprehensive employee conduct management framework, defines the roles and responsibilities of relevant functions, organises the formulation and implementation of the code of conduct and its detailed rules, reports employee conduct assessment results to the Board on an annual basis, and oversees the development of an employee conduct management information system.

Head Office and Branch Key Departments

- **Legal and Compliance Department:** As the lead department for employee conduct management, it is responsible for establishing and improving the employee conduct management system, and for coordinating and

supervising employee conduct management activities; organising relevant departments to formulate the code of conduct and detailed rules for each business line, and promoting their implementation; conducting regular internal control and compliance training and providing support and guidance; carrying out investigations into abnormal employee conduct; establishing and improving the management system for the employee "restricted list for violations" and supervising its implementation by relevant functional departments; and conducting annual employee conduct assessments.

- **Supervision Department:** As the responsible department for case prevention and accountability for violations, it is responsible for establishing a whistleblowing mechanism, receiving and verifying reports on employee misconduct and reporting to senior management based on the severity of the case; conducting case investigation, handling, responsibility identification and accountability, and imposing disciplinary actions on personnel involved in violations or dereliction of duty; and carrying out case based warning education.
- **Human Resources Department:** Responsible for

conducting conduct assessments of candidates and personnel proposed for appointment; establishing mechanisms for deferred payment, clawback and recoupment of performance based compensation linked to the conduct of senior management and personnel in key positions; organising training for new employees and newly appointed personnel, including employee conduct standards and compliance education; and implementing administrative actions, disciplinary measures and financial penalties based on accountability outcomes.

- **Risk Management Department:** Responsible for investigating and handling major risk events, and sharing information related to employee misconduct with relevant conduct management departments.
- **Audit Department:** Responsible for auditing and supervising employee conduct management activities.

1.3 Misconduct Monitoring

The Company continuously strengthens the monitoring of abnormal employee conduct through measures such as investigations into abnormal behaviour and pre departure due

diligence. At the same time, in accordance with the management mechanism of the employee "restricted list for violations", employees involved in serious illegal, non compliant or disciplinary misconduct are included in the list, and restrictions are imposed on their eligibility for business qualifications, promotion opportunities, performance evaluation and recruitment.

CMB Employee Misconduct Monitoring Measures

Abnormal Behavior Investigations

- The Company has formulated the Measures for the Management of Abnormal Employee Behaviour, which clarifies the basic requirements for managing abnormal behaviour, standardises the investigation processes for all units and management levels, lists common internal and external manifestations of abnormal employee behaviour and corresponding investigation methods, and provides guidance for conducting such investigations.
- In addition to quarterly routine investigations, the Company focuses on key risk areas such as personal irregular investments and deposits, private lending and information

confidentiality, as well as employees in key positions, and carries out targeted investigations.

Pre-Departure Due Diligence

- The Company conducts pre departure due diligence for asset business personnel who apply to leave. For employees associated with non performing assets and identified as having improper performance, negligence or accountability, departure procedures may only be processed after accountability measures have been completed.

1.4 Accountability Management

Relevant functional departments of the Company investigate employee misconduct identified or reported during routine supervision and compliance inspections, determine the responsibilities of the personnel concerned, and submit the investigation conclusions in writing to the discipline inspection and supervision department for accountability and disciplinary actions. The discipline inspection and supervision department,

in accordance with the *Provisions on the Handling of Employee Violations and Disciplinary Misconduct of China Merchants Bank*, proposes administrative disciplinary actions such as warning, demerit, serious demerit, demotion, dismissal from post, probation within the Company and dismissal, as well as other measures including suspension for investigation, position adjustment, demotion, removal from position and termination of employment contracts. After review by the authorised approval body, a final disciplinary decision is made. Where misconduct is minor in nature, relevant functional departments may adopt light disciplinary measures such as warning notices. Where misconduct reaches the threshold for criminal filing and requires criminal liability to be pursued, the case shall be transferred to judicial authorities.

The Company stipulates in the *Measures for Accountability Management of China Merchants Bank that employees* subject to disciplinary actions are entitled to submit written appeals, and specifies the appeal procedures and handling mechanisms.

CMB Employee Appeal Handling Process

- For employee appeal applications, the discipline inspection and supervision function at the relevant unit conducts a review within the prescribed timeframe and, subject to approval by the authorised approver, issues a formal review decision.
- Where an employee remains dissatisfied with the review outcome, he or she may submit an application for further review to the discipline inspection and supervision function at the next higher level. Appeals are handled in accordance with established procedures to safeguard employees' lawful rights and interests. Following review or further review, the original disciplinary decision may be upheld, revoked or amended in accordance with applicable regulations, and the outcome is communicated to the employee in a timely manner.
- In handling employee appeals, the responsible authority and personnel strictly adhere to confidentiality principles and relevant disciplinary requirements. The identity of the appellant and details of the appeal are protected, and any form of retaliation is strictly prohibited, ensuring fair and impartial treatment of the appellant.

1.5 Compliance Culture

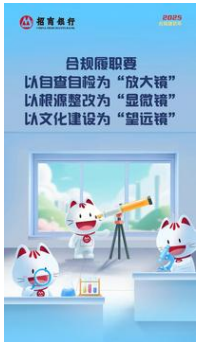
The Company conducts ongoing compliance education initiatives and continuously enhances a comprehensive compliance training framework covering all institutions, business lines, employees and processes, strengthening employees' compliance awareness and risk discipline.

The Company provides regular compliance education and training to all employees through a combination of on site sessions, online training and assessments, ensuring effective and targeted delivery. For key business areas and personnel in critical roles, the Company develops tailored training materials and delivers targeted awareness and case based education programmes.

	Compliance Courses Delivered by Management	Compliance Training for New Employees	Specialised Compliance Training
Training Methods	Primarily delivered through on site sessions	Primarily delivered through centralised training programmes	Delivered through a combination of on site sessions and video based training

Training Frequency	Heads of domestic branches deliver at least one session annually, compliance officers at least semi annually, and compliance supervisors at least quarterly	Delivered annually as part of onboarding programmes by leaders of the internal control and compliance management function	Conducted on a periodic and role based basis, tailored to employees' responsibilities and job functions
Training Participants and Content	Covers all employees, including dispatched personnel, focusing on regulatory requirements, interpretation of internal and external policies, internal control and compliance frameworks, and case based learning	Targets all new employees, focusing on fundamental internal control and compliance knowledge, internal policies and employee conduct requirements	For management, the Company regularly organizes training programmes for newly appointed presidents on risk and compliance, as well as for heads of legal and compliance departments of branches. For key personnel across legal and compliance, anti money laundering, and sanctions compliance functions, the Company delivers a range of specialized training programmes to enhance professional capabilities in fulfilling their responsibilities. For all employees, the Company provides thematic training programmes and issues interpretation guidelines and related guidance materials.

The Company, in line with regulatory requirements and internal management needs, requires employees to sign various forms of compliance undertakings on a periodic basis across different scenarios. These include undertakings on compliance responsibilities, strict disciplinary requirements, customer information confidentiality and prohibition of insider trading, integrity and self discipline, foreign exchange business compliance, and onboarding compliance commitments for new employees.



Caption: Themed poster for the "2025 Compliance Performance Year Campaign"

1.6 Compliance Consultation

The Company provides consultation services to employees on business ethics and employee conduct management. These

services are delivered through multiple channels, including on site consultation and Q and A during compliance training sessions, disclosure of designated contact persons and contact details in policies related to the code of conduct, and consultation services provided by the legal and compliance functions at both Head Office and branch levels on employee conduct related matters.

1.7 Audit Oversight

In accordance with the principle of full coverage within three years, the Company formulates and implements an annual internal audit plan covering business ethics matters. Through routine audits and special audits, the Company strengthens oversight of employee conduct standards, anti corruption and other business ethics related areas. Each year, the Company conducts routine audits on business ethics matters covering domestic and overseas branches and subsidiaries, with a focus on areas such as the management of abnormal employee conduct.

2. Anti-Commercial Bribery and Anti-Corruption

2.1 Policies and Systems

The Company upholds strict governance and operates in full compliance with applicable laws and regulations, including the *Constitution of the People's Republic of China*, the *Commercial Bank Law of the People's Republic of China*, the *Company Law of the People's Republic of China*, and the *Regulations on the Implementation of the Supervision Law*, as well as relevant regulatory requirements issued by the National Financial Regulatory Administration. The Company continuously strengthens its supervision and control mechanisms, mitigates integrity related risks, and takes a firm stance against corruption. It advances a comprehensive anti corruption framework designed to ensure that misconduct is deterred, prevented and discouraged, and adopts a zero tolerance approach to bribery and corruption. For further details on anti corruption and anti bribery practices, please refer to the "CMB ESG" section of the Company's official website for the *Key Points of Anti-Corruption and Anti-Bribery Policy (2025 Version)*.

2.2 Supervision Mechanisms

The Board of Directors and senior management jointly oversee anti bribery and anti corruption governance. Internal functions, including disciplinary inspection, legal and compliance, risk management and internal audit, work in coordination to strengthen governance effectiveness.

In addition, the Company maintains close collaboration with disciplinary inspection and supervisory authorities at all levels, as well as financial regulators, to ensure the timely identification, assessment, investigation and mitigation of bribery and corruption risks.

CMB Anti-Bribery and Anti-Corruption Supervision "Three Lines of Defense"

First Line of Defense: Business Supervision

- Various business departments strictly supervise the whole process involving personnel, finance and materials, leverage professional advantages, improve supervision and restraint measures, strictly check and control, and prevent integrity risks from the source.

Second Line of Defense: Functional Supervision

- Functional departments are responsible for establishing supervision frameworks, policies and dedicated teams within their respective areas, and lead oversight and inspection activities within their scope of responsibility.

Third Line of Defense: Disciplinary Supervision

- Discipline inspection and supervision and audit departments at all levels play the role of "supervision of supervision", supervise business and functional departments to perform their respective supervision duties, increase the investigation of clues to violations of regulations and discipline, and strictly enforce discipline and accountability.

In 2025, the Company strengthened its enforcement efforts against violations and misconduct. It conducted targeted reviews in key risk areas related to commercial bribery and corruption, including irregular procurement practices, misconduct associated with non performing assets, high risk positions linked to criminal cases, and abnormal operational risk behaviours, with a focus on identifying and mitigating

corruption risks. The Company revised the *Measures for the Administration of Criminal Cases of China Merchants Bank (Second Edition)*, further clarifying responsibilities and streamlining case handling procedures. A coordinated and efficient mechanism was established to ensure that cases are addressed in a lawful, compliant, timely and prudent manner. In addition, the Company issued implementation guidelines for criminal case risk prevention and control, outlining annual requirements across prevention, detection, investigation, education.

In 2025, the Company conducted 2,935 pre-appointment integrity briefings. During the year, one commercial bribery case involving an employee of the Company was concluded, with the defendant sentenced to imprisonment and fined by the court. The Company also strengthened case based remediation and awareness programmes, reinforcing a culture of compliance, discipline and integrity.

2.3 Whistleblowing Management

The Company maintains multiple whistleblowing channels, with disciplinary inspection and supervision departments at all levels publicly disclosing the scope of reporting, mailing and reception addresses, telephone hotlines, fax numbers and email contacts.

Reporting hotlines operate on a 7*24 basis. Dedicated whistleblowing mailboxes are established and opened regularly by dual control to ensure fairness and integrity in handling reports. Overseas branches provide whistleblowing policies and channels accessible in local languages.

The Company handles whistleblowing matters in strict accordance with the *Rules for Handling Whistleblowing and Complaints by Discipline Inspection and Supervision Authorities*. The process comprises report intake, case assessment and handling, and case closure. Upon receipt, reports within the scope of acceptance are classified and processed within prescribed timelines. Substantive and non repetitive reports are converted into case leads and followed by appropriate handling actions.

The Notice of the Discipline Inspection Commission of China Merchants Bank on Issuing the Administrative Measures for Whistleblowing and Complaint Handling (2024 Edition) explicitly prohibits any form of suppression, discrimination, retaliation or victimisation against whistleblowers and their relatives. It also strictly prohibits the disclosure of reporting materials or related information to the reported persons or unrelated parties. The Company takes a zero tolerance approach to violations of whistleblowers' rights and ensures full protection of

whistleblowers, including those who report anonymously. In addition, disciplinary inspection and supervision departments provide regular training on whistleblower protection through both online and in person programmes, strengthening awareness and implementation of protection requirements.

2.4 Routine Training

For the Board of Directors and Senior Management

- Members of the Board of Directors and senior management participate in various specialised training programmes organised by regulatory authorities, watch warning and educational videos, and keep abreast of the latest regulatory policies and legal requirements.
- In 2025, all directors participated in anti commercial bribery and anti corruption training, including the study of disciplinary case examples.

For Employees

- The Company conducts regular integrity, anti corruption and anti bribery training for all employees, including dispatched employees and part time employees. Through platforms such as the "Clean CMB" column and Integrity

Awareness Month, as well as both online and offline activities including warning videos, thematic training sessions, visits to integrity education bases, and employee discussions, the Company promotes in depth implementation of anti corruption education.

3. Management of Money Laundering Risks¹

3.1 Policies and System

The Company operates in strict compliance with applicable laws, regulations and regulatory requirements, including the *Anti Money Laundering Law of the People's Republic of China*, the *Counter Terrorism Law of the People's Republic of China*, and the *Measures for the Supervision and Administration of Anti Money Laundering and Counter Terrorist Financing of Financial Institutions*, as well as international standards such as the *FATF Recommendations* and the *Basel Guidelines on Sound Management of ML/TF Risks*. The Company has established the *Anti Money Laundering and Sanctions Compliance Policy of China Merchants Bank*, applicable across the Head Office, domestic and overseas branches and affiliated

entities. This policy defines the Group's risk appetite, governance framework and cultural objectives for AML and sanctions compliance, and sets out requirements for risk assessment, suspicious transaction monitoring, name screening, sanctions compliance, and data governance, including storage, confidentiality and information sharing. In addition, the Company has implemented the *Administrative Measures for Anti Money Laundering and Sanctions Compliance of China Merchants Bank*, applicable to the Head Office and domestic branches, which defines organisational structures, roles and responsibilities, customer due diligence (CDD), record keeping, reporting of large value and suspicious transactions, including those related to terrorist financing, ML risk assessment and classification, targeted financial sanctions, AML investigations and asset freezing mechanisms. Furthermore, the Company has established specialised AML frameworks covering CDD, record retention, ML risk classification, and reporting of large value and suspicious transactions. Dedicated AML requirements are also embedded into business line management systems, processes and operational workflows to ensure effective implementation.

¹ Includes money laundering, terrorist financing, and proliferation financing risks.

3.2 Management Framework

The Company has established a robust and well structured AML risk management framework with clearly defined roles and responsibilities. The "Three Lines of Defence" operate in close coordination, forming a layered, coherent and effective AML risk management mechanism

CMB Money Laundering Risk Management Organizational Structure.

Board of Directors

- The Board of Directors assumes ultimate responsibility for AML risk management, and is responsible for establishing AML risk management cultural objectives, reviewing or authorising its specialised committees to review the Group's fundamental policies on anti money laundering and counter terrorist financing, as well as work reports and risk assessment reports.
- The Risk and Capital Management Committee, under the Board, performs part of the AML risk management responsibilities as authorised by the Board, including regularly reviewing AML work reports, reviewing major AML matters on an ad hoc basis, and providing professional

opinions on AML risk management to the Board.

- The Audit Committee, under the Board, assumes supervisory responsibility for AML risk management, oversees the performance of duties by directors and senior management in AML risk management, urges rectification where necessary, and provides recommendations and opinions on AML risk management.

Senior Management

- Senior management assumes implementation responsibility for AML risk management and executes resolutions of the Board. The Company has established an Anti Money Laundering and Sanctions Compliance Management Committee as the deliberation body for AML and sanctions compliance matters, chaired by a senior executive responsible for AML risk management.
 - A senior executive is appointed or authorised to take the lead in AML risk management, with the authority to perform duties independently and report directly to the Board on AML matters.
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AML Function at the Head Office and Branch Level (including affiliated institutions)

- A dedicated Anti Money Laundering and Sanctions Compliance Management Centre has been established under the Head Office Legal and Compliance Department, supported by specialised teams responsible for AML policy management, sanctions screening, transaction monitoring and reporting, AML investigations, training and awareness, performance management, and AML system development and maintenance.
- Compliance officers are appointed across all Head Office business units and branches (including affiliated institutions) to oversee AML matters. AML and sanctions compliance committees, AML working groups, and designated functions or roles are established to ensure effective implementation of AML requirements.

The Company has established a comprehensive AML system framework encompassing critical stages such as transaction monitoring, name screening, risk rating and Group management. Through the coordinated operation of multiple systems, the Company supports the digitalisation and standardisation of the identification of abnormal transactions,

suspicious transaction reporting, risk based classification management of customer money laundering risks, the AML businesses within the Group, and AML data analysis and inspection. Supported by the systematization and intelligence levels of AML management, the Company continues to improve the quality and efficiency of money laundering risk prevention and control.

3.3 Customer Due Diligence

The Company adheres to the "Risk-Based Approach" principles. The *CMB Customer Due Diligence and Customer Identity Information and Transaction Record Retention Management Measures* clearly define the timing, procedures, and methods for conducting CDD when providing services to clients. For specific client groups such as non resident customers, correspondent banking customers and overseas financial institutions (excluding correspondent banking customers), the Company has established dedicated due diligence frameworks including the *CMB On-boarding and Due Diligence of Non resident Customers Measures*, the *CMB Anti money Laundering and Sanctions Compliance Management of Interbank Correspondent Clearing Business Implementation Rules* and the *CMB Anti money Laundering Due Diligence of Overseas Financial Institutions Operating Procedures*. By

implementing these specialized systems or embedding targeted AML provisions, the Company strengthens the pertinence and effectiveness of its money laundering risk management.

To facilitate CDD, the Company has developed an AML Know Your Customer (KYC) platform. Through integrating with account service systems, cross border business systems, customer management systems, anti money laundering monitoring and analysis systems and customer money laundering risk rating systems, the platform enables digital and standardised due diligence processes. Meanwhile, it is capable of generating targeted due diligence inquiries based on the actual risk profile of each customer and determining the appropriate approval hierarchy.

The Company maintains a robust AML and counter terrorist financing screening watchlist database while applying differentiated management strategies. For fund related transactions, the Company strictly enforces monitoring prior to transaction completion. For non fund operations, screening is conducted promptly following the business process. In the event of watchlist adjustments, retrospective investigations into existing customers and transactions within the previous three years are immediately initiated, suspicious transaction reports are submitted according to regulations, and full process

monitoring responsibilities are implemented. Unless laws and administrative regulations have longer retention period requirements for customer identity information and transaction records, customer identity information and transaction records shall be kept for no less than ten years from the date the business relationship ends.

Standard Due Diligence

- **At onboarding:** Conduct due diligence for customers during account opening, agreement signing or when providing occasional financial services above thresholds. This involves identifying and verifying the identities of customers and their beneficial owners, recording their identity information and preserving copies or digital images of identity documents. For non face to face service scenarios, the Company verifies customer identity through multiple channels including government databases, internal information systems, commercial databases and non face to face verification to ensure the authenticity of identity and the legitimacy of transactions.
 - **During the business relationship:** Perform ongoing review of customer status and transaction activities.
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Enhanced Due Diligence

- When discovering situations with high money laundering risks in terms of customer characteristics, business relationships, transaction purposes, transaction nature, source of funds and use of funds, set up different enhanced due diligence schemes for different scenarios.
- For specific natural person customers such as politically exposed persons, further understand the source of wealth, source of funds, use of funds, purpose of account opening, expected use of products and services as well as transaction scale of the customers, and obtain approval or authorized consent from Senior Management. During the subsistence of the business relationship, take enhanced continuous monitoring measures for customers and transactions.

3.4 Suspicious Transaction Management

The Company fosters a compliance culture of "Combating Money Laundering is Everyone's Responsibility", mandating all employees to report suspicious transactions through their access rights to the AML Monitoring and Analysis System. The Company requires business partners and stakeholders to

report suspicious transactions or non-compliant activities identified during collaborations and cooperate in investigations. For clients involved in confirmed or suspected money laundering, the Company promptly reports to regulators and implement risk control measures, including but not limited to restricting transaction volumes/channels, limiting product access, suspending services, or terminating business relationships.

3.5 Training and Awareness

Through various forms such as on site, video, recorded broadcasting and newsletters, the Company conducted AML and sanctions compliance related promotion and training for personnel such as Board Member, Senior Management, business lines, compliance lines and new employees, as well as key risk institutions. The training content included internal and external situations of AML and sanctions compliance, trends of money laundering and sanctions risks, the main content and work requirements of new laws and regulations and risk alerts, so as to comprehensively improve the AML and sanctions compliance awareness and capabilities of relevant personnel and institutions. In 2025, a total of 1,373 AML and sanctions training sessions and promotions were provided, covering 265.7 thousand person-times of employees.

Online

- Through diverse proprietary online channels such as SMS, WeCom, WeChat Official Accounts and the official website, and joining with external media and promotion platforms, the Company jointly carries out AML promotion to expand the coverage of promotion audience and social influence.

Off Line

- Through various forms such as electronic screens, promotion materials, video playback and staff explanations in the banking halls of outlets, the Company creates regular AML promotion fronts.
 - The Company conducts AML roadshows and promotional events to enhance the pertinence of its advocacy efforts.
-

4. Anti-Unfair Competition

The Company strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China* and the *Anti-Monopoly Law of the People's Republic of China*, adheres to the operating principles of integrity, fairness and compliance, and establishes internal compliance review mechanisms to ensure

that business activities meet the requirements of laws and regulations.

The Company strictly prohibits employees from engaging in unfair competition behaviors such as making one sided and exaggerated promotional comparisons of businesses and products, fabricating or spreading false facts to damage the credit or reputation of peers, maliciously disparaging competitors, or soliciting customers by unfair competition means. To effectively prevent unfair competition risks, the Company establishes a strict business model assessment mechanism, conducts compliance reviews before the launch of new businesses and new products, and supports law based and compliant business operations. By standardising legal texts, the Company clarifies the rights and obligations of all cooperating parties and prohibits unfair competition behaviors such as confusing trademarks, commercial bribery and infringement of trade secrets. For violations of the business competition management rules and other business competition regulations, the responsible personnel will be held accountable and handled in accordance with internal rules. If the violation involves illegal activities, the case will be referred to judicial authorities for processing. In 2025, no litigation or major administrative penalties related to unfair competition were recorded.

For further details of anti-unfair competition management, please refer to the *China Merchants Bank Employee Conduct Compliance Manual (2024 Edition)* in the "CMB ESG" section of the Company's official website.

5. Tax Compliance

The Company strictly adheres to national laws and regulations, including the Enterprise Income Tax Law of the People's Republic of China, the Individual Income Tax Law of the People's Republic of China, Law of the People's Republic of China Concerning the Administration of Tax Collection, and the Invoice Management Measures of the People's Republic of China, as well as tax policy requirements. The Company has established internal regulations such as the CMB Tax Risk Management Measures, the CMB Value-Added Tax (VAT) Operational Procedures, the CMB Consumption Tax Operating Procedures, and the CMB Withholding and Remitting Tax on Behalf of Non-Residents Measures, and the CMB Invoice Management Measures, to continuously refine the tax risk management framework and ensure robust tax compliance.

In 2025, the Company followed the principle of "operating in good faith and paying taxes in accordance with the law", managed its tax affairs in an honest, transparent and

responsible manner. The Company adapted to changes in tax laws and regulations and policies, optimized its tax management process, conducted professional tax training, strengthened tax compliance and tax risk control, and continuously improved its compliance with tax laws.

For further details of tax management, please refer to the *China Merchants Bank Co., Ltd. Key Points of Tax Management Policy (2025 Version)* in the "CMB ESG" section of the Company's official website.

6. Intellectual Property Protection

The Company rigorously complies with the *Copyright Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Patent Law of the People's Republic of China*, has formulated and strictly implemented internal policies such as the *CMB Intellectual Property Management Regulations*, the *CMB Software Legalization Management Measures*, and the *CMB on Open Source Software Management Measures*, to establish and improved the intellectual property management system, covering the full life cycle of intellectual property creation, application, registration, maintenance, use, licensing and transfer, and infringement monitoring. Meanwhile, the Company conducts

publicity and training on intellectual property laws, regulations and internal policies for all employees to avoid infringement.

In response to unlawful acts infringing upon the Company's trademark rights and enterprise name rights, the Company undertakes rights protection actions in accordance with applicable laws. In cases involving suspected malicious litigation or complaints, or improper allegations of infringement of trademark rights or software copyright, the Company responds proactively in accordance with laws and regulations to safeguard its legitimate rights and interests. The Company also specifies in relevant contractual terms with suppliers and partners that the services provided by counterparties shall not infringe upon the intellectual property rights of third parties.

The Company encourages inventions and creations, improves independent innovation capability, actively applies for patents, and improves the competitiveness of the Company. In 2025, the Company had 644 new patent applications, 608 invention patent applications, 68 invention patent authorisations and 38 design patent authorisations, with 304 authorised and valid patents (including invention, design and utility model patents).

Governance Key Performance

1. Financial Performance¹

Indicator (Unit)	2023	2024	2025
Total assets (RMB100 million)	110,284.83	121,520.36	130,705.23
Operating income (RMB100 million)	3,391.23	3,374.88	3,375.32
Total profit (RMB100 million)	1,766.18	1,786.52	1,789.93
Net profit (RMB100 million)	1,480.06	1,495.59	1,511.26
Total taxes (RMB100 million)	562.40	526.48	473.66
Non-performing loan ratio (%)	0.95	0.95	0.94
Non-performing loan balance (RMB100 million)	615.79	656.10	682.06
Leverage ratio (%)	8.26	8.46	8.00

¹ The statistical scope follows the group scope, covering China Merchants Bank and its subsidiaries.

Indicator (Unit)	2023	2024	2025
Return on average assets attributable to shareholders (ROAA) (%)	1.39	1.28	1.19
Return on average equity attributable to shareholders (ROAE) (%)	16.22	14.49	13.44

2. Corporate Governance

Indicator (Unit)	2023	2024	2025
Number of directors	15	14	15
Number of executive directors	2	3	2
Number of independent non-executive directors	6	6	6
Number of other non-executive directors	7	5	7
Number of female directors	0	2	2
Number of male directors	15	12	13
Number of non-executive directors with industry experience	7	6	7
Average tenure of board members ¹ (year)	4.4	4.5	2.18
Average board meeting attendance (%)	96.06	97.10	98.90
Number of training organized for board members (session)	7	11	10

¹ As five directors were appointed and approved in October and December 2025, respectively, the average tenure of Board members decreased significantly compared with previous years.

3. Employee Conduct Management

Indicator (Unit)	2023	2024	2025
Number of employees punished for violations (person)	678	1,057	799

4. Anti-corruption

Indicator (Unit)	2023	2024	2025
Anti-corruption training times	1,880	2,526	2,729
Number of people covered by anti-corruption training (10,000 person-times)	19.79	32.34	38.03
Total number of directors covered by anti-bribery and anti-corruption training	/	14	15
Percentage of directors covered by anti-bribery and anti-corruption training (%)	/	100	100
Total number of senior management covered by anti-bribery and anti-corruption training	13	10	9
Percentage of senior management covered by anti-bribery and anti-corruption training (%)	100	100	100
Total number of grassroots employees covered by anti-bribery and anti-corruption training	/	81,834	118,068
Percentage of grassroots employees covered by anti-bribery and anti-corruption training (%)	/	95.57	100
Number of corruption litigation cases filed against the company or employees that have been concluded	0	0	0
Number of cadres' integrity talks before taking office (person-times)	1,667	3,333	2,935

5. Anti-money Laundering

Indicator (Unit)	2023	2024	2025
Number of anti-money laundering (AML) training times	1,298	1,258	1,373
Number of people covered by anti-money laundering (AML) training (10,000 person-times)	26.00	27.00	26.57

6. Anti-unfair Competition

Indicator (Unit)	2024	2025
Amount of money involved in litigation or significant administrative penalties due to unfair competition practices (RMB10,000)	0	0

7. Intellectual Property Protection¹

Indicator (Unit)	2024	2025
Number of invention patent applications	604	608
Number of authorized invention patents	45	68
Number of valid patents ²	215	304
Number of technological innovation invention patents applied to main business operations	76	146

1 The statistical scope of intellectual property protection data covers the Company's patent data.

2 The statistics include invention patents, design patents, and utility model patents.

XI. Independent Assurance Report

ATTESTATION

ATTESTATO

ATTESTACIÓN

BESCHEINIGUNG

ATTESTATION

Independent Verification Statement

Verification Statement: EIV2 131262 0003 Rev. 00

To the management and stakeholders of China Merchants Bank Co., Ltd.,
 TÜV SÜD Certification and Testing (China) Co., Ltd. (hereinafter referred to as "TÜV SÜD") has been engaged by China Merchants Bank Co., Ltd. (hereinafter referred to as "CMB" or "the Company") to perform an independent third-party verification on its *CMB ESG Report for Fiscal Year 2025* (hereinafter referred to as "the Report"). During this verification, TÜV SÜD's verification team strictly abided by the contract signed with CMB and provided verification regarding the Report in accordance with the provisions agreed by both parties and within the authorized scope stipulated in the contract.

This Independent Verification Statement is based on all the data and information collected by CMB and provided to TÜV SÜD. The scope of verification is limited to the given data and information. CMB shall be held accountable for the authenticity and completeness of the provided data and information (contains assumptions, projections, and/or historical facts).

Scope of Verification
 Time frame of this verification:

- ◆ The Report contains the data disclosed by CMB during the reporting period from 01/01/2025 to 31/12/2025 including environmental, social and governance data and information, methods for management of material issues, actions/measures and the Company's sustainability performance during the reporting period.

 Physical boundary of this verification:

- ◆ The on-site verification sampling took place at below listed location:
CMB headquarters, China Merchants Bank Building, No.7088 Shennan Avenue, Futian District, Shenzhen, Guangdong.

 Scope of data and information for the verification:

- ◆ The scope of verification is limited to the data and information of CMB and all companies under its operational control covered by the Report.

 The following data and information are beyond the scope of this verification:

- ◆ Any relevant data and information beyond the reporting period;
- ◆ The data and information of CMB's suppliers, partners and other third parties; and
- ◆ The financial data and information disclosed in the Report that have been audited by an independent third party are not verified again herein.

Limitations

- ◆ The verification process is conducted in the above scope. Sampling and verification are adopted for the data and information in the Report by TÜV SÜD, and only the stakeholders within the Company are interviewed; and
- ◆ The Company's standpoint, opinions, forward-looking statements and predictive information as well as the historical data and information before 01/01/2025 are beyond the scope of this verification.
- ◆ The verification conclusions are based on the analysis of the data and information collected by TÜV SÜD and may not identify all problems and conditions, nor constitute any guarantee of the credibility or status of the subject of verification.

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TÜV SÜD Certification and Testing (China) Co., Ltd.
Floor 1-4, Building B, No.37, Tuanjie Road(Middle), Xixian Economic and Technological Development Zone, Wuxi, Jiangsu, P.R. China

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ATTESTATION

Independent Verification Statement

Verification Statement: EIV2 131262 0003 Rev. 00

Verification Methodology
 This verification process was conducted by TÜV SÜD's expert team with extensive experience in environmental, social and governance and other relevant areas and drew the conclusions thereof. The verification conforms to the following requirements:

- ◆ AA1000 Assurance Standard v3, Type 1, Moderate Assurance
- ◆ International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, Limited Assurance
- ◆ Sustainability Report Verification Operation Rule (CCB_EIV_GR_002E Rev04)

 In order to provide adequate verification in accordance with the contract and relevant assurance standards, and provide reliable verification for the conclusions, the verification team conducted the following activities:

- ◆ Preliminary investigation of the relevant information before on-site verification;
- ◆ Confirmation of the presence of the topics with high level of materiality and performance in the Report;
- ◆ On-site verification review of all supporting documents, data and other information provided by CMB; tracing and verification of key performance information;
- ◆ Special interview with the representative of CMB's management; and held interviews with the employees related to collection, compilation and reporting of the disclosed information; and
- ◆ Other procedures deemed necessary by the verification team.

Verification Conclusions
 According to the verification, we believe that the data and information presented in CMB's report are objective, factual and reliable, without systematic problems.

The verification team has drawn the following conclusions on this Report:

Inclusivity	CMB has identified the internal and external stakeholders, such as Government Bodies and Regulators, Customers, Shareholders and Investors, Employees, Suppliers, etc., and established a stakeholder communication mechanism to collect the demands of stakeholders on a regular basis.
Materiality	CMB has established the identification and prioritization process of material topics determination, identified and assessed the priority of the sustainability topics which are highly related to the industry, and disclosed the governance structure, management approach as well as sustainability performance in corporate operation, therefore the Report's adherence to materiality principle is guaranteed.
Responsiveness	CMB has disclosed the management approach and performance of high material topics that stakeholders concern, such as Climate Action, Green Finance, Technology Finance, Inclusive Finance, and Digital Finance, etc., and has established a communication mechanism, to fully respond to the demands and expectations of stakeholders.
Impact	CMB has established Sustainability Committee to monitor and guide the Company's efforts in the areas of environmental, social and governance. The Company has implemented a process of material topics impact assessment, based on a comprehensive and balanced understanding, measuring the impact on stakeholders and the organization itself, and disclosing the relevant impact.

Recommendations on Continuous Improvement

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TÜV SÜD Certification and Testing (China) Co., Ltd.
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◆ The verification team has passed the improvement proposal to the management of CMB during the on-site verification process.

Statement on Independence and Verification Capability
 TÜV SÜD is a trusted partner of choice for safety, security and sustainability solutions. It specializes in testing, certification, auditing and advisory services. Since 1866, the company has remained committed to its purpose of enabling progress by protecting people, the environment and assets from technology-related risks. Today, TÜV SÜD is present in over 1,000 locations worldwide with its headquarters in Munich, Germany. Through expert teams represented by more than 28,000 employees, it adds value to customers and partners by enabling market access and managing risks. By anticipating technological developments and facilitating change, TÜV SÜD inspires trust in a physical and digital world to create a safer and more sustainable future.

TÜV SÜD Certification and Testing (China) Co., Ltd is one of TÜV SÜD's global branches and has an expert team whose members have professional background and rich industrial experiences.

TÜV SÜD and CMB are two entities independent of each other and both TÜV SÜD and CMB and their branches or stakeholders have no conflict of interest. No member of the verification team has business relationship with the Company. The verification is completely neutral. All the data and information in the Report are provided by CMB. TÜV SÜD has not been involved in preparation and drafting of the Report, except for the verification itself and issuance of this Independent Verification Statement.

Signature:

On Behalf of TÜV SÜD Certification and Testing (China) Co., Ltd.

AA1000
 Licensed Report
 000-437/V3-EN/3K

Wenjun Zhu
 TÜV SÜD Certification and Testing (China) Co., Ltd. Technical Certifier
 Shanghai, China, 13/03/2026

Note: In case of any inconsistency or discrepancy, the simplified Chinese version "Independent Verification Statement" of this verification statement shall prevail, while the English translation are used for reference only.

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TÜV SÜD Certification and Testing (China) Co., Ltd.
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XII. Content Index

(I) Content Index of *Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)*

Dimension	Number	Issue	Article	Disclosure Position
Environment	1	Climate change tackling	Article 21	Environmental-Climate Change Tackling
			Article 22	Environmental-Climate Change Tackling
			Article 23	Environmental-Climate Change Tackling
			Article 24	Environmental Key Performance-Greenhouse Gas Emissions
			Article 25	Environmental Key Performance-Greenhouse Gas Emissions

Dimension	Number	Issue	Article	Disclosure Position
			Article 26	Environmental Key Performance- Greenhouse Gas Emissions
			Article 27	Environmental-Climate Change Tackling, Green Finance, Environmental Impact Management in Operations
			Article 28	Environmental-Green Finance, Environmental Impact Management in Operations
	2	Pollutant discharge	Article 30	Environmental- Environmental Impact Management in Operations Environmental Key Performance-Waste Gas and Air Pollutant

Dimension	Number	Issue	Article	Disclosure Position
				Management
	3	Waste disposal	Article 31	Environmental- Environmental Impact Management in Operations Environmental Key Performance-Waste Emission
	4	Ecosystem and biodiversity protection	Article 32	Environmental-Climate Change Tackling; Safeguarding Harmonious Coexistence: CMB's Practices in Biodiversity Conservation
	5	Environmental compliance management	Article 33	Environmental- Environmental Impact Management in Operations
	6	Energy usage	Article 35	Environmental-

Dimension	Number	Issue	Article	Disclosure Position
				Environmental Impact Management in Operations Environmental Key Performance-Energy Consumption
	7	Usage of water resources	Article 36	Environmental-Environmental Impact Management in Operations Environmental Key Performance-Water Resource Consumption
	8	Circular economy	Article 37	Environmental-Environmental Impact Management in Operations Environmental Key Performance-Waste Emission

Dimension	Number	Issue	Article	Disclosure Position
Society	9	Rural revitalization	Article 39	Social-Inclusive Finance, Contributions to the Society Social Key Performance- Inclusive Finance
	10	Contributions to the society	Article 40	Social-Contributions to the Society Social Key Performance- Charity
	11	Innovation-driven	Article 42	Social-Technology Finance, Digital Finance Social Key Performance- Digital Finance
	12	Ethics of science and technology	Article 43	Social-Digital Finance
	13	Supply chain security	Article 45	Social-Supply Chain Management Social Key Performance- Procurement

Dimension	Number	Issue	Article	Disclosure Position
				Management
	14	Equal treatment to small and medium-sized enterprises	Article 46	Social-Supply Chain Management
	15	Safety and quality of products and services	Article 47	Social-Inclusive Finance, Consumer Rights Protection
	16	Data security and customer privacy protection	Article 48	Social-Cybersecurity, Information, and Data Security, Customer Privacy Protection
	17	Employees	Article 50	Social-Employees Social Key Performance-Recruitment and Employment, Diversity and Equal Opportunity, Labor Relations Management, Occupational Health and Safety, Training and Development

Dimension	Number	Issue	Article	Disclosure Position
Sustainability-related governance	18	Due diligence	Article 52	Sustainability Management- Sustainability Issues Materiality Assessment
	19	Communications with stakeholders	Article 53	Sustainability Management- Communications with Stakeholders
	20	Anti-commercial bribery and anti-corruption	Article 55	Governance- Business Ethics
	21	Anti-unfair competition	Article 56	Governance- Business Ethics

(II) Content Index of HKEx's ESG Reporting Code

Part B: "Mandatory Disclosure Requirements" Provisions		
Primary Coverage		Disclosure Position
Governance Structure		
A statement from the board	(i) a disclosure of the board's oversight of ESG issues	Governance-Corporate Governance
	(ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and	Governance-Corporate Governance
	(iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	Governance-Corporate Governance
Part C: "Comply or Explain" Provisions		
Subject Areas, Aspects, General Disclosure and KPIs		Disclosure Position
A. Environment		

Aspect A1: Emissions	General Disclosure: Information on: (a) the policies and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air discharges into water and on land, and generation of hazardous and non-hazardous waste.		Environmental- Environmental Impact Management in Operations
	KPI A1.1	The types of emissions and respective emissions data.	Environmental Key Performance- Greenhouse Gas Emissions, Waste Gas and Air Pollutant Management
	KPI A1.3	Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Environmental Key Performance-Waste Emission
	KPI A1.4	Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Environmental Key Performance-Waste Emission

	KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Environmental-Climate Change Tackling, Environmental Impact Management in Operations
	KPI 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.	Environmental-Climate Change Tackling, Environmental Impact Management in Operations
Aspect A2: Use of Resources	General Disclosure: Policies on the efficient use of resources, including energy, water and other raw materials.		Environmental-Environmental Impact Management in Operations
	KPI 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).	Environmental Key Performance-Energy Consumption

	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Environmental Key Performance-Water Resource Consumption
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Environmental-Climate Change Tackling, Environmental Impact Management in Operations
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for appropriate purposes, water efficiency target(s) set and steps taken to achieve them.	Environmental-Climate Change Tackling, Environmental Impact Management in Operations
	KPI A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	Environmental Key Performance-Paper and Material

Aspect A3: Environment and Natural Resources	General Disclosure: Policies to reduce the significant impact of issuers on the environment and natural resources.		Environmental- Environmental Impact Management in Operations
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage relevant impacts.	Environmental-Climate Change Tackling
B. Social			
Employment and Labor Practices			
Aspect B1: Employment	General Disclosure: Information on: (a)the policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		Social-Employees

	KPI B1.1	Total workforce by gender, employment type (for example, full or part-time), age group and geographical region.	Social Key Performance- Recruitment and Employment, Diversity and Equal Opportunity
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Social Key Performance- Recruitment and Employment
Aspect B2: Health and Safety	General Disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		Social-Employees
	KPI B2.1	Number and rate of work-related fatalities occurring in each of the past three years including the reporting year.	Social Key Performance- Occupational Health and Safety

	KPI B2.2	Lost days due to work injury.	Social Key Performance- Occupational Health and Safety
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Social-Employees
Aspect B3: Development and Training	General Disclosure: Policies on improving employee knowledge and skills for discharging duties at work. Description of training activities.		Social-Employees
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Social Key Performance-Training and Development
	KPI B3.2	The average training hours completed per employee by gender and employee category.	Social Key Performance-Training and Development

Aspect B4: Labor Standards	General Disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.		Social-Employees
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	Social-Employees
	KPI B4.2	Description of steps taken to eliminate these practices when discovered.	Social-Employees
Operating Practices			
Aspect B5: Supply Chain Management	General Disclosure: Policies on managing environmental and social risks of the supply chain.		Social-Supply Chain Management
	KPI B5.1	Number of suppliers by geographical region.	Social Key Performance-Procurement Management

	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Social-Supply Chain Management
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Social-Supply Chain Management
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Social-Supply Chain Management
Aspect B6: Product Responsibility	General Disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labeling and privacy matters relating to products and services provided and methods of redress.		Social-Consumer Rights Protection
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	not applicable

	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Social-Consumer Rights Protection
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Social-Digital Finance Governance-Business Ethics
	KPI B6.4	Description of quality assurance process and recall procedures.	Social-Consumer Rights Protection
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Social-Customer Privacy Protection
Aspect B7: Anti-corruption	<p>General Disclosure:</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.</p>		Governance- Business Ethics

	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and outcomes of the cases.	Governance Key Performance- Anti-corruption
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Governance- Business Ethics
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	Governance- Business Ethics
Community			
Aspect B8: Community Investment	General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure their activities take into consideration the communities' interests.		Social-Contributions to the Society
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	Social-Contributions to the Society
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Social Key Performance-Charity
Part D: Climate-related Disclosures			

	Primary Coverage	Disclosure Position
(I) Governance	Skills and competencies	Environmental-Climate Change Tackling
	How and how often	Environmental-Climate Change Tackling
	Role and responsibilities of the board of directors	Environmental-Climate Change Tackling
	Overseeing progress	Environmental-Climate Change Tackling
	Role and responsibilities of the management	Environmental-Climate Change Tackling
(II) Strategy	Climate-related risks and opportunities	Environmental-Climate Change Tackling
	Business model and value chain	Environmental-Climate Change Tackling

	Climate Resilience	Environmental-Climate Change Tackling
	Strategy and decision-making	Environmental-Climate Change Tackling
	Financial position, financial performance and cash flows	Environmental-Climate Change Tackling
(III) Risk Management	Risk identification	Environmental-Climate Change Tackling
	Risk assessment	Environmental-Climate Change Tackling
	Risk prioritisation	Environmental-Climate Change Tackling
	Risk management	Environmental-Climate Change Tackling

	Risk integration	The company is advancing the identification of assets susceptible to climate-related transitions and physical risks, with plans to disclose this information in the future.
(IV) Metrics and targets	Greenhouse gas emissions	Environmental-Green Finance
	Cross-industry metrics	Governance-Corporate Governance
	Internal carbon prices	Environmental Key Performance-Green Credit
	Remuneration	Environmental-Climate Change Tackling

(III)GRI Standards Content Index

Instructions for use	China Merchants Bank Co., Ltd. reported the information cited in this GRI Content Index with reference to GRI standards from January 1, 2025 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure item	Disclosure Position
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	About CMB
	2-2 Entities included in the organization's sustainability reporting	About the Report
	2-3 Reporting period, frequency and contact point	About the Report、 Reader Feedback
	2-4 Restatements of information	About the Report
	2-5 External assurance	Independent Assurance Report
	2-6 Activities, value chain and other business relationships	About the Report

GRI standard	Disclosure item	Disclosure Position
	2-7 Employees	Social-Employees、 Social Key Performance- Recruitment and Employment、 Diversity and Equal Opportunity、 Labor Relations Management、 Occupational Health and Safety、 Training and Development
	2-8 Workers who are not employees	Social-Employees
	2-9 Governance structure and composition	Governance-Corporate Governance
	2-10 Nomination and selection of the highest governance body	Governance-Corporate Governance
	2-11 Chair of the highest governance body	Governance-Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance-Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Governance-Corporate Governance
	2-14 Role of the highest governance body in sustainability reporting	Governance-Corporate Governance

GRI standard	Disclosure item	Disclosure Position
	2-15 Conflicts of interest	Governance-Corporate Governance
	2-16 Communication of critical concerns	Governance-Corporate Governance
	2-17 Collective knowledge of the highest governance body	Governance-Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Governance-Corporate Governance
	2-19 Remuneration policies	Social-Employees、Governance-Corporate Governance
	2-20 Process to determine remuneration	Social-Employees、Governance-Corporate Governance
	2-22 Statement on sustainable development strategy	Sustainability Management-Sustainability Strategy
	2-23 Policy commitments	The Chairman's Statement、The President's Statement
	2-24 Embedding policy commitments	The Chairman's Statement、The President's Statement

GRI standard	Disclosure item	Disclosure Position
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Management- Communications with Stakeholders
	2-27 Compliance with laws and regulations	Environmental- Environmental Impact Management in Operations
	2-29 Approach to stakeholder engagement	Sustainability Management- Communications with Stakeholders Social-Consumer Rights Protection, Cybersecurity, Information, and Data Security, Customer Privacy Protection, Employees Governance-Business Ethics

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Management- Sustainability Issues Materiality Assessment
	3-2 List of material topics	Sustainability Management- Sustainability Issues Materiality Assessment
Material Issues		
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Management- Sustainability Issues Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Governance Key Performance-Financial Performance
	201-2 Financial implications and other risks and opportunities due to climate change	Environmental-Climate Change Tackling
	201-3 Defined benefit plan obligations and other retirement plans	Social-Employees
Indirect Economic Impacts		

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Management- Sustainability Issues Materiality Assessment
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social-Technology Finance、 Inclusive Finance
	203-2 Significant indirect economic impacts	Social Key Performance- Technology Finance、 Inclusive Finance
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Supply Chain Management
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social Key Performance- Procurement Management
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance- Business Ethics
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance- Business Ethics
	205-2 Communication and training about anti-corruption policies and procedures	Governance- Business Ethics

GRI standard	Disclosure item	Disclosure Position
	205-3 Confirmed incidents of corruption and actions taken	Governance- Business Ethics
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance- Business Ethics
GRI 207: Tax 2019	207-1 Approach to tax	Governance- Business Ethics
	207-2 Tax governance, control, and risk management	Governance- Business Ethics
	207-3 Stakeholder engagement and management of concerns related to tax	Governance- Business Ethics
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental- Environmental Impact Management in Operations
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental Key Performance-Paper and Material
Energy		

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental- Environmental Impact Management in Operations
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Key Performance-Energy Consumption
	302-2 Energy consumption outside of the organization	Environmental Key Performance-Energy Consumption
	302-3 Energy intensity	Environmental Key Performance-Energy Consumption
	302-4 Reduction of energy consumption	Environmental- Environmental Impact Management in Operations
	302-5 Reductions in energy requirements of products and services	Environmental-Green Finance、 Environmental Impact Management in Operations
Water and Effluents		

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental- Environmental Impact Management in Operations
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental- Environmental Impact Management in Operations
	303-2 Management of water discharge-related impacts	Environmental- Environmental Impact Management in Operations
	303-5 Water consumption	Environmental Key Performance-Water Resource Consumption
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental-[Feature] Safeguarding Harmonious Coexistence: CMB's Practices in Biodiversity Conservation

GRI standard	Disclosure item	Disclosure Position
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Environmental-[Feature] Safeguarding Harmonious Coexistence: CMB's Practices in Biodiversity Conservation
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental- Environmental Impact Management in Operations
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Key Performance- Greenhouse Gas Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Key Performance- Greenhouse Gas Emissions
	305-4 GHG emissions intensity	Environmental Key Performance- Greenhouse Gas Emissions

GRI standard	Disclosure item	Disclosure Position
	305-5 Reduction of GHG emissions	Environmental Key Performance-Greenhouse Gas Emissions
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental-Environmental Impact Management in Operations
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental-Environmental Impact Management in Operations
	306-2 Management of significant waste-related impacts	Environmental-Environmental Impact Management in Operations
	306-3 Waste generated	Environmental Key Performance-Waste Emission
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Supply Chain Management

GRI standard	Disclosure item	Disclosure Position
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Social-Supply Chain Management
	308-2 Negative environmental impacts in the supply chain and actions taken	Social-Supply Chain Management
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Key Performance- Recruitment and Employment
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social-Employees
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social-Employees
	403-3 Occupational health services	Social-Employees
	403-5 Worker training on occupational health and safety	Social-Employees
	403-6 Promotion of worker health	Social-Employees
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social-Employees
	403-9 Work-related injuries	Social Key Performance- Occupational Health and Safety
	403-10 Work-related ill health	Social-Employees

GRI standard	Disclosure item	Disclosure Position
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Key Performance- Training and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Social-Employees
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Key Performance- Training and Development
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social-Employees
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Social-Employees
Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Employees
Local Communities		

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Contributions to the Society
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social-Contributions to the Society
	413-2 Operations with significant actual and potential negative impacts on local communities	Social-Contributions to the Society
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Social-Supply Chain Management、 Social Key Performance-Procurement Management
	414-2 Negative social impacts in the supply chain and actions taken	Social-Supply Chain Management
Marketing and Labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Consumer Rights Protection
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Consumer Rights Protection
Customer Privacy		

GRI standard	Disclosure item	Disclosure Position
GRI 3: Material Topics 2021	3-3 Management of material topics	Social-Customer Privacy Protection

XIII. Reader Feedback

Dear readers:

Thank you for reading this report. To continuously improve our ESG work, increase our social responsibility fulfillment ability, level of management, and optimize the quality of preparing social responsibility reports, we sincerely hope you can take time out of your busy schedule to put forth your valuable opinions and suggestions.

Please make assessments by answering the following questions:

1. Do you think the report provided the information you need to know?	Yes ___ Partly___ No ___
2. Do you think the report has fully reflected the environmental, social and governance performance of China Merchants Bank?	Yes ___ Partly ___ No ___
3. Do you think the report can comprehensively respond to the expectations and demands of China Merchants Bank's stakeholders?	Yes ___ Partly ___ No ___
4. Do you think the quantitative information disclosure in the report is positive, true and effective?	Yes ___ Partly ___ No ___
5. Do you think the writing in the report is well organized, uses common language and easy to understand?	Yes ___ Partly ___ No ___
6. Do you think the format design of the report can help you understand relevant information?	Yes ___ Partly ___ No ___

7. If you have a more detailed assessment and/or feedback, please write and let us know:

You can give your suggestions to us through the following ways:

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The English version is the translation of China Merchants Bank Co., Ltd. Sustainability Report 2025 (Chinese version). Should there be any inconsistencies between Chinese and English versions, the Chinese version shall prevail.