中信银行
CHINA CITIC BANK

中 信 銀 行 股 份 有 限 公 司
China CITIC Bank Corporation Limited

(A joint stock limited company incorporated in the People's Republic of China with limited liability)

(Stock Code: 998)

"CORPORATE VALUE AND RETURN ENHANCEMENT" ACTION PLAN FOR 2026 OF CHINA CITIC BANK CORPORATION LIMITED

To promote the high-quality development and enhance investment value, and to protect the legitimate rights and interests of investors, particularly small and medium-sized investors, China CITIC Bank Corporation Limited ("**China CITIC Bank**" or "the **Bank**") actively responded to the *"Corporate Value and Return Enhancement" Special Action for SSE-listed Companies (Version 2.0)* issued by the Shanghai Stock Exchange (SSE). Based on its development strategy and operating conditions, the Bank formulated *the "Corporate Value and Return Enhancement" Action Plan for 2026 of China CITIC Bank Corporation Limited* (the "**Action Plan**"). Details are as follows:

I. OVERVIEW OF OPERATION

In recent years, facing a complex and volatile external environment, the Bank has adhered to the development objective of building a "value bank", resolutely implemented the decisions and plans of the CPC Central Committee and regulatory requirements, remained committed to serving national strategies, deepened its support for the real economy, strengthened risk prevention and control, and fully promoted the implementation of its development plans. Overall, the Bank has maintained a steady and positive momentum in operations.

During the 14th Five-Year Plan period, the Bank achieved leapfrog development. Its total assets exceeded RMB10 trillion threshold, and its proprietary deposits exceeded RMB6 trillion. Net profit successively surpassed RMB50 billion, RMB60 billion and RMB70 billion, with cumulative net profit increasing by more than 40% compared with the 13th Five-Year Plan period. Over the past five years, the Bank has committed to advancing the "Four Operation Themes"[1], resulting in systematic improvement in its operating system and capabilities. **First,**

[1] The "Four Operation Themes" refer to stabilizing net interest margin and asset quality, and expanding fee-based business income and customer base.

the Bank stabilized its net interest margin (NIM) and outperformed the market. Adhering to the principle of balancing volume and price, the Bank implemented various measures to stabilize NIM, effectively responding to industry-wide pressure from narrowing interest margins. Changes in its NIM outperformed the average level of domestic commercial banks. **Second, the Bank significantly improved asset quality.** The non-performing loan ratio declined for seven consecutive years, and the allowance coverage ratio increased by 32 percentage points over five years. The risk management and control system featuring effective risk control and strong development support continued to improve. **Third, the Bank achieved notable results in expanding fee-based business income.** Fee income increased to the second highest level among joint-stock commercial banks, and the proportion of net non-interest income increased by 9.3 percentage points cumulatively over five years, significantly enhancing its light-capital development capability. **Fourth, the Bank made solid progress in customer expansion.** Effective corporate customers and basic corporate customers increased by 75% and 80%, respectively, over five years. The number of individual customers increased by nearly 40%, and the number of private banking customers nearly doubled.

With the continued improvement in its operating performance, the Bank's market value has steadily increased. During the 14th Five-Year Plan period, its cumulative increases in both the share price and total market value ranked first among joint-stock commercial banks. Currently, the Bank's three major international credit ratings maintain a leading position among joint-stock commercial banks. Fitch and S&P upgraded the Bank's ratings to A-. Moody's upgraded its outlook from stable to positive, and the Bank's MSCI ESG rating was upgraded to the global highest level of "AAA". The Bank's ranking in the "Top 500 Banking Brands" and the "Top 1,000 World Banks" by tier 1 capital improved to 18th and 16th, respectively. Eight years after its previous recognition, the Bank was once again honored with the "Bank of the Year China 2025" award by *The Banker* of the United Kingdom and gained broad recognition from the market.

II. MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S CURRENT STATUS REGARDING "CORPORATE VALUE AND RETURN ENHANCEMENT"

In 2025, the Bank issued the *Announcement on the Valuation Enhancement Plan of China CITIC Bank Corporation Limited* and the *"Corporate Value and Return Enhancement" Action Plan of China CITIC Bank Corporation Limited*. Since the issuance of the announcements, the Bank has earnestly implemented the relevant plans and measures, continuously improved its operating fundamentals, enhanced corporate governance, optimized information disclosure, strengthened investor relations management, safeguarded investor returns, and achieved positive results. In 2025, the adjusted growth rates of the Bank's A-share and H-share prices were 15% and 36%, respectively, both maintaining leading positions among joint-stock commercial banks. To further deepen efforts in enhancing quality and improving efficiency, the Bank evaluated and analyzed relevant work from the perspectives of operations, returns and standardized governance in 2026, and proposed targeted measures as follows:

(I) Operating Indicators

Table 1: Current Status and Targets of Operating Indicators

No.	Indicator	2025	Target for 2026
1	Return on equity (ROE)	9.39%	Maintain a leading position among joint-stock commercial banks
2	Growth rate of total assets	6.28%	Approximately 5%
3	Net interest margin	1.63%	Maintain relative advantage in net interest margin
4	Growth rate of net non-interest income	1.55%	Outperform the market
5	Non-performing loan ratio	1.15%	Maintain stability
6	Allowance coverage ratio	203.61%	Maintain stability

1. *Return on equity (ROE)*

Current status and analysis: In recent years, the development environment of the banking industry has undergone profound changes. The industry's development model has shifted from extensive expansion to quality-oriented development, while competition in the existing market has become increasingly intense. Against the backdrop of further advancement of interest rate liberalization, the industry has entered a period of low net interest margins. Coupled with risk exposure in certain areas, domestic commercial banks have generally been under pressure for their performance growth, and the overall ROE of the banking industry has shown a downward trend. Facing the new development environment, the Bank has comprehensively established and continuously deepened the development philosophy of a "value bank". The Bank has shifted its focus from scale expansion in the past to greater emphasis on development quality, continuously enhanced its comprehensive return-generating capability, and outperformed the market as for ROE performance changes. In 2025, the Bank's ROE reached 9.39%, maintaining a leading position among joint-stock commercial banks and demonstrating sound value creation capability and operating quality.

Relevant measures: The Bank will remain steadfast in its strategic orientation, steadily advance the establishment of a "value bank", and upgrade the "Four Operation Themes" into "Two Stabilizations and Two Strengthenings", consolidating the foundation for development by stabilizing net interest margin and asset quality, while seeking breakthroughs and incremental growth by strengthening the customer base and fee-based business income. The Bank will operate in compliance with regulations, strictly control costs, accelerate digital and intelligent transformation, and accelerate the formation of a development pattern characterized by "corporate banking as the main driver, retail banking as a stable contributor, financial markets as a revenue enhancer, and risk control as a value creator", so as to deliver sustainable and stable value returns to shareholders. **First, the Bank will adhere to a value-oriented approach and adopt multiple measures to increase revenue and create income.** The Bank will continue to strengthen its capabilities to strike a balance between volume and price for liability businesses and optimize asset allocation, so as to promote continued stabilization of NIM. The Bank will focus on building three core capabilities, namely wealth management, asset management and comprehensive financing, unlock the potential of these capabilities, accelerate development in areas including capital markets and cross-border services, and drive income growth. The Bank will continue to strengthen market analysis and judgement, optimize strategies, enhance investment and trading capabilities, and increase investment returns. **Second, the Bank will strengthen lean management and improve input-output efficiency.** The Bank will continue to optimize its cost structure, allocate resources appropriately, maintain necessary investment in strategic areas such as technological innovation, customer expansion and team building, and strictly control general administrative expenses and inefficient marketing expenses. Meanwhile, the Bank will accelerate the implementation of AI applications and transform technological advantages into management advantages for cost reduction and efficiency improvement. In addition, based on continued improvement in asset quality, the Bank will strengthen efforts for controlling new risks and resolving existing risks, proactively enhance risk resilience, and minimize the consumption of provisions. **Third, the Bank will advance its light-capital transformation and improve capital utilization efficiency.** The Bank will continue to implement its light-capital development strategy and expand and strengthen light-capital businesses. The Bank will formulate sound asset allocation strategies, optimize the structure of asset deployment, direct capital allocation towards areas with higher risk-adjusted returns, and improve capital input-output efficiency.

2. Growth rate of total assets

Current status and analysis: China's banking industry is entering a new stage of high-quality development, with the industry's growth priority shifting from scale priority to efficiency. Moving away from an excessive focus on scale has become a development trend across the industry. The Bank has continuously enhanced the alignment of asset growth with the broader macroeconomic environment. Based on its commitment to supporting the real economy, it has focused on optimizing its structure to achieve quality growth in scale. At the end of 2025, the Bank's total assets exceeded RMB10 trillion, with a compound annual growth rate of 5.8% over the past three years. Its business structure was further optimized. General loans, which offer relatively attractive returns, accounted for 55.9%, an increase of 1.6 percentage points from 2022. This enhanced the Bank's capability to support the real economy through credit services while maintaining a stable yield on the asset side. At the end of June 2026, the Bank's total assets increased by 2.5% from the beginning of the year and continued to maintain a reasonable growth rate.

Relevant measures: The Bank will adhere to the orientation of building a "value bank" and achieve "balanced, steady and sustainable" development. **First, the Bank will continue to optimize its on-balance-sheet asset structure.** Corporate banking will serve as the mainstay in continuously improving the quality and efficiency of services to the real economy. Credit asset allocation will be optimized with a focus on national strategic priorities such as the "Five Priorities" of finance; the Bank will dynamically adjust the asset deployment strategy for retail banking business in light of market conditions; and for financial markets business, it will give equal emphasis to existing business and new business growth, so as to continuously enhance allocation and trading capabilities and strive to create greater value. **Second, the Bank will strengthen coordination among various businesses.** It will remain customer-centric and promote its own high-quality development while meeting customers' diversified financing needs and creating value for customers. **Third, the Bank will continue to promote balanced growth of liabilities.** The Bank will coordinate liability sources and growth requirements, optimize the liability structure, and provide stable and diversified funding support for asset deployment.

3. Net interest margin

Current status and analysis: Over the past few years, against the backdrop of generally declining net interest margins across the banking industry, the Bank, with the operating theme of "stabilizing net interest margin", continued to enhance the philosophy of "balance between volume and price". Through measures ranging from strict control of liability costs to optimization of the asset-liability structure, the Bank continued to make progress in "stabilizing net interest margins". In 2025, the Bank's net interest margin was 1.63%, 21 bps higher than the average level of domestic commercial banks. In the first half of 2026, the Bank made coordinated efforts on both the asset and liability sides and continued to maintain its advantage in net interest margin. Its net interest margin decreased slightly by 1 bp compared with 2025, with the decline narrowing significantly. In the second quarter of 2026, net interest margin was 1.62%, an increase of 1 bp from the first quarter.

Relevant measures: The Bank will continue to optimize the structure of major asset categories and stabilize its low-cost funding base. **First, on the asset side, the Bank will continue to adjust asset allocation in accordance with the operating approach of "increasing high-yield assets and reducing low-yield assets".** It will continue to increase general loan extension to key areas of the real economy while dynamically adjusting the allocation of market-based assets, with a focus on increasing income from asset turnover, so as to maximize overall returns while maintaining reasonable growth in credit scale. **Second, on the liability side, the**

Bank will adhere to a two-pronged approach of increasing settlement deposits and controlling high-cost liabilities, consolidate its advantage in liability costs and continuously expand the "buffer zone" for liability costs. In terms of "increasing settlement deposits", it will further advance the building of a "leading payment and settlement bank" and continue to increase the acquisition of low-cost demand deposits. In terms of "controlling high-cost liabilities", it will adhere to the development featuring "balance between volume and price", with a focus on promoting the coordinated growth of high-cost resource-based deposits and low-cost demand deposits.

4. Growth rate of net non-interest income

Current status and analysis: Against the backdrop of the country's efforts to promote common prosperity and accelerate the high-quality development of the capital market, growth in banks' net non-interest income is presented with opportunities and has also become an important lever for banks' light-capital transformation. The Bank has actively adapted to new trends arising from economic transformation and increasingly diversified national wealth management needs. With the objective of "creating value for customers", the Bank proposed and has been building the three core capabilities of "wealth management, asset management and comprehensive financing". Starting from wealth management needs, it seeks asset management solutions, connects the funding side and the asset side, and improves the effectiveness of comprehensive financing. At the same time, the Bank has continued to strengthen market assessment, optimize business strategies and enhance investment and trading capabilities to accelerate its light-capital transformation. In the first half of 2026, net non-interest income increased by 3.69% year on year, accounting for an increased proportion of 33.14% of operating income and demonstrating notable progress in light-capital transformation.

Relevant measures: The Bank will actively seize market trends and focus on advancing wealth management, comprehensive financing, cross-border finance, investment and trading, and other businesses. **First, the Bank will strengthen wealth management as a growth engine.** Capitalizing on opportunities arising from continued improvement in the capital market and increased demand for household wealth reallocation, the Bank will develop multi-asset, multi-strategy products and expand customer coverage and holdings of funds with equity exposure; optimize precious metals allocation for high-net-worth customers to leverage gold's functions as an inflation hedge and safe-haven asset; enhance precise insight into the needs of customers with assets at the RMB100 million level and improve product matching efficiency; and continue to promote rapid growth in income from wealth management, agency sales and custody. **Second, the Bank will consolidate its leading advantage in comprehensive financing.** Focusing on the development of major projects under the 15th Five-Year Plan, industrial upgrading, and corporate mergers, acquisitions and integration, the Bank will actively seek opportunities to act as lead underwriter and lead arranger of syndicated loans, while upgrading its service model from standalone financing to integrated financial solutions**. Third, the Bank will accelerate the development of cross-border finance.** Seizing opportunities arising from RMB internationalization, it will strive to expand the scale of cross-border settlement and enhance professional foreign exchange service capabilities; intensify the development of cross-border syndicated lending and cross-border M&A business to meet enterprises' overseas financing needs; expand cross-border asset allocation for corporate and retail customers and provide multi-currency and multi-market investment solutions, thereby achieving rapid growth in fee income related to cross-border business. **Fourth, the Bank will build a new engine for investment and trading.** The Bank will seize opportunities arising from capital market expansion and grow its capital markets business. Meanwhile, it will strengthen forward-looking market assessment, optimize the allocation of bonds and other assets, enhance swing trading, and build a new "multi-region, multi-currency and multi-asset" investment and trading model, so as to effectively improve investment returns and further enhance the value contribution of financial markets business.

5. *Asset quality*

Current status and analysis: In recent years, the overall asset quality of China's banking industry has basically remained stable, although risks in certain areas have come under pressure. Adhering to a problem-oriented approach and the principle of controlling new risks and resolving existing risks, the Bank has worked to build a risk management system featuring effective risk control and strong support for business development. It has withstood the challenges posed by changes in banking industry cycles, and its asset quality has remained sound. During the 14th Five-Year Plan period, the Bank's non-performing loan ratio decreased by 0.49 percentage points cumulatively, while its allowance coverage ratio increased by 32 percentage points. As at the end of June 2026, the Bank's non-performing loan ratio was 1.15%, the lowest since 2014; the allowance coverage ratio remained above 200%, demonstrating adequate risk mitigation capacity.

Relevant measures: Adhering to the principle of maintaining asset quality in operation, the Bank will strengthen coordinated management of asset quality across all asset categories, proactively respond to changes in the risk environment, establish a sound risk management structure featuring coordinated efforts across the three lines of defense and comprehensive risk prevention and control across the Head Office, branches and sub-branches, as well as between the parent bank and subsidiaries, and effectively reinforce its risk defenses. **First, the Bank will strengthen coordinated efforts.** The Bank will strengthen coordinated risk prevention and control across key credit management processes, including credit approval and post-lending management, and enhanced look-through management of subsidiaries. It will adhere to the principle of "controlling new risks and resolving existing risks", balance multiple objectives including quality, cost and efficiency, and consolidate the fundamentals of asset quality. **Second, the Bank will reinforce forward-looking prevention and control.** The Bank will firmly grasp the fundamental role of the business structure in high-quality development, align with national policy orientations and industrial transformation trends, and deepen the combination of "Five Policies"[2]. It will dynamically adjust credit strategies to achieve more accurate risk identification, earlier action and faster adjustment. It will rigorously control new risks at source, effectively strengthen customer selection and proactive post-lending management, establish a robust closed-loop mechanism for risk early warning and follow-up resolution, and strengthen the monitoring and early warning of external risks such as geopolitical conflicts, thereby moving the risk prevention and control threshold to an earlier stage. **Third, the Bank will enhance value creation.** The Bank will make effective use of risk mitigation tools and make provisions accurately and reasonably. It will capitalize on market and policy opportunities, adopt differentiated measures to intensify the disposal of risk projects, enhance its capability to manage problem assets, and minimize losses while enhancing efficiency to the greatest extent possible. It will strengthen the enterprise-level risk control middle office and the full-chain early-warning and monitoring platform, expand intelligent application scenarios, effectively enhance the timeliness, accuracy and effectiveness of risk monitoring and early warning, and accelerate the realization of benefits from digital and intelligent risk control.

(II) Return Indicators

Table 2: Current Status and Action Plans for Return Indicators

No.	Indicator	2025	Plan for 2026
1	Dividend distribution	Cash dividends for 2025 accounted for 31.75% of net profit attributable to ordinary shareholders, and interim dividends were distributed for two consecutive years.	Strive to ensure that cash dividends for 2026 account for no less than 30% of net profit attributable to ordinary shareholders, and promote the regular implementation of interim dividend payments.

2 "Five Policies" refer to industry research, credit policies, marketing guidelines, check and approval standards (guidelines), and evaluation and resource allocation.

No.	Indicator	2025	Plan for 2026
2	Results presentations	Three results presentations were held during the year.	Further adopt innovative channels and formats of results presentations, cooperate with shareholder entities to hold joint results presentations at the SSE Roadshow Center, and increase investors' understanding of the Bank's strength in comprehensive financial services.
3	Investor communica-tions	Conduct investor communications through onsite investor research visits, participation in capital market forums, roadshows and other forms.	On the basis of maintaining existing communication formats, conduct distinctive investor research activities jointly with branches and subsidiaries to deepen investors' understanding of the Bank's strategic positioning and business characteristics.
4	ESG report disclosure	ESG-related reports were disclosed for 18 consecutive years, with more than 20 cases in the 2025 ESG Report vividly presenting sustainable development practices.	Increase the number of sustainable development cases in ESG reports and diversify presentation formats to better demonstrate the Bank's sustainable development practices.

1. Dividend indicator

Current status and analysis: The Bank attaches great importance to investor returns. While its operating performance has continued to improve, it has steadily increased its dividend payout ratio and actively fulfilled its responsibilities and commitments as a state-owned financial enterprise and a listed company. Since 2019, the Bank's annual dividend amount has increased for seven consecutive years, the dividend payout ratio has risen from 25.05% to 31.75% in 2025, and the dividend per share has increased by nearly 60% cumulatively, fully delivering on its firm commitment to sharing the fruits of development with shareholders. At the same time, the Bank has actively responded to regulatory calls and implemented interim dividend distribution for two consecutive years, effectively enhancing the timeliness and predictability of dividends. In addition, to meet the diversified funding needs of cross-border investors, the Bank provides H shareholders with the option to receive dividends in RMB, offering investors greater convenience in receiving dividends.

Relevant measures: The Bank will continue to reward the trust and support of investors through concrete actions. **First, the Bank will normalize interim dividend distribution**. On the basis of the implementation of interim dividend payments over the past two years, the Bank will continue to distribute an interim dividend for 2026, further enhancing the timeliness of dividends and investors' sense of return. **Second, the Bank will establish a stable and sustainable return mechanism.** On the basis of a comprehensive analysis of factors including the banking industry's operating environment, regulatory policies and shareholder requirements, and with full consideration given to current and future capital, business development, profitability and investment funding needs, the Bank will balance sustainable business development with comprehensive shareholder returns and strive to ensure that cash dividends for 2026 account for no less than 30% of net profit attributable to the Bank's ordinary shareholders.

2. Investor relations management

Current status and analysis: The Bank attaches great importance to investor relations management and has formulated investor relations management measures and a market value management framework aligned with its characteristics in accordance with internal and external rules and regulations. In recent years, with an open and proactive approach, the Bank has continuously promoted the development of a differentiated and multi-dimensional investor communication system. Through proactive outreach and enhanced investor engagement, the Bank has continuously improved the quality and effectiveness of communications, enabling investors to closely follow and better understand the Bank's strategy, performance and development prospects, and strengthening their confidence in the Bank. **First, the Bank plans results presentations to a high standard.** It holds annual and interim results presentations in the form of "onsite meeting + online live video streaming", and third-quarter results briefings in the form of "recorded results presentation video + online text interaction", to expand investor reach and facilitate investor participation. At the same time, it publishes "Performance at a Glance" briefs and uses posts on its official WeChat account and reposts on social media platforms to enhance the reach and readability of results reports. **Second, the Bank conducts investor communications at a high frequency.** It has established a multi-tier investor relations team comprising management, business departments and investor relations personnel, and communicates with various types of investors by organizing investor research visits, participating in capital market forums and conducting roadshows. In 2025, it conducted 120 such activities, effectively responding to market concerns. **Third, the Bank safeguards the rights and interests of small and medium-sized investors to a high standard.** In its daily work, the Bank adheres to the principle of "responding to every inquiry", promptly answers investor questions through multiple channels including the investor hotline, email, the SSE e-interactive platform and corporate announcements, and regularly reports investor communication updates and suggestions to management. In addition, in recent years the Bank's management members have continuously increased their holdings of the Bank's shares through voluntary purchases at their own expense and promptly disclosed the progress of such purchases, conveying their confidence in the Bank's long-term development to the capital market.

Relevant measures: The Bank will conduct various investor relations activities in accordance with laws and regulations, continuously promote the development of a multi-channel, multi-platform and multi-level investor relations management system, further diversify forms of investor communication, and improve communication quality and effectiveness. **First, the Bank will adopt innovative formats for results presentations.** Taking full account of the needs of different types of investors, the Bank will enrich the channels and formats of results presentations and cooperate with shareholder entities to hold joint results presentations at the SSE Roadshow Center, thereby increasing investors' understanding of its strengths in integrated financial services. **Second, the Bank will proactively solicit investor opinions.** The Bank will leverage the investor hotline and investor mailbox to solicit questions from small and medium-sized investors before major events such as shareholders' meetings and results presentations, understand their concerns, and provide targeted responses. **Third, the Bank will diversify the forms of investor research.** In addition to participating in capital market forums and roadshows, the Bank will conduct distinctive investor research activities jointly with branches and subsidiaries to deepen investors' understanding of its strategic positioning and business characteristics. **Fourth, the Bank will further optimize the reception process for minority shareholders** and create favorable conditions for small and medium-sized investors to participate in shareholders' meetings, results presentations and research activities.

3. ESG management

Current status and analysis: The Bank actively implements ESG concept, continuously explores its distinctive sustainability practices and enhances the quality and effectiveness of sustainability disclosures. These efforts demonstrate the Bank's brand premise of "the more we care, the more you gain", enhance global recognition of its ESG performance, and contribute to a significant improvement in its MSCI ESG rating. The Bank achieved a three-notch leap over two years, reaching the global top-tier "AAA" rating. **First, the Bank strengthens top-level design.** The Bank continuously improves its sustainable development governance structure comprising the shareholders' meeting, the Board of Directors and senior management, and has established a sustainable development management system characterized by "top-down leadership, innovation-driven approach, mutual promotion, and coordinated operation" to consolidate the foundation for sustainable development across the Bank. **Second, the Bank optimizes disclosure content.** The Bank strictly follows the latest regulatory guidelines, publishes a sustainability report annually, applies the double materiality principle to identify and assess sustainability topics, and discloses progress on relevant topics based on the analysis results, effectively reflecting its practices and achievements in environmental, social and governance matters. **Third, the Bank engages in localized practices.** As one of the first early adopters of the International Sustainability Standards Board (ISSB) for sustainability disclosure standards, the Bank focuses on issues with Chinese characteristics such as the "Five Priorities" of finance and rural revitalization, explores pathways for sustainable financial development that combine Chinese characteristics with a global perspective, and promotes the integrated implementation of domestic and international standards through its own practices. **Fourth, the Bank enhances credibility.** The Bank continues to engage professional assurance institutions to conduct independent assurance of key ESG data, ensuring the truthfulness and accuracy of disclosed information.

Relevant measures: The Bank will continue to strengthen proactive ESG management, continuously improve the quality of ESG reports and the level of ESG practices, fully respond to stakeholder concerns, and enhance recognition by the market and professional institutions. **First, the Bank will strengthen substantive disclosure.** On the basis of ensuring compliance and continuity of reports, the Bank will actively benchmark against mainstream domestic and international sustainability disclosure frameworks, systematically review stakeholder concerns, improve the double materiality assessment mechanism, and ensure that disclosed information effectively responds to market concerns. **Second, the Bank will enrich innovative practices.** The Bank will actively implement the national "dual carbon" strategy, incorporate "dual carbon" management into its development strategy, deepen sustainable finance, and explore instruments such as sustainability-linked finance, transition finance and carbon finance to support the comprehensive green transformation of economic and social development. **Third, the Bank will advance digital empowerment.** The Bank will steadily advance the development of an ESG data management platform, further standardize data reporting procedures and indicator review mechanisms, and better present ESG performance through digital and intelligent means. **Fourth, the Bank will increase the number of cases in ESG reports.** The Bank will include more sustainable development cases in its ESG reports and make comprehensive use of infographics, data visualization, “At a Glance” formats and other approaches to make ESG reports more straightforward and readable and present the Bank’s sustainable development practices and achievements in a more accessible manner.

(III) Governance-related Indicators

Table 3: Current Status and Action Plans for Governance-related Indicators

No.	Indicator	2025	Plan for 2026
1	Number of corporate governance policies formulated and revised	Focused on the top-level design of corporate governance policies, consolidated the institutional foundation of corporate governance and advanced corporate governance restructuring. In 2025, three policies were revised, including the Articles of Association and the rules of procedure for the shareholders’ meeting and the Board of Directors.	Further strengthen top-level policy development. Focusing on key areas including standardized operation of the Board of Directors and its special committees and the selection and appointment of independent directors, a total of eight policies are planned to be formulated and revised in 2026.

No.	Indicator	2025	Plan for 2026
2	Number of agenda items of the Audit Committee under the Board of Directors	In 2025, the Audit and Related Party Transactions Control Committee under the Board of Directors continued to strengthen financial and internal control supervision and heard/reviewed more than 30 agenda items.	Establish a separate Audit Committee under the Board of Directors to assume and exercise the statutory functions and powers of the Board of Supervisors, strengthen supervision over the performance of duties by the Board of Directors and senior management, further strengthen the review of relevant matters, broaden the scope of supervision and substantiate supervisory functions. The number of agenda items to be heard/reviewed in 2026 is planned to increase by 20%.
3	Breadth and depth of research conducted by independent directors on the Bank	Independent directors conducted two research visits in 2025, focusing on fintech development and the application of AI at the Head Office.	Systematically plan research by independent directors. In 2026, the frequency of research will increase to three times, the scope will be expanded to branches and subsidiaries, and topics will cover business development, risk prevention, internal control and compliance at frontline operating institutions.

No.	Indicator	2025	Plan for 2026
4	Training for directors and senior management members	Directors and senior management members participated in various training programs more than 30 person-times in 2025.	Training for directors and senior management members will reach more than 35 person-times in 2026, while the scope of trainees will be further expanded to corporate governance personnel across the banking group.
5	Coverage of corporate governance assessments of subsidiaries by the Bank	In 2025, the Bank conducted corporate governance assessments of some directly managed subsidiaries.	Strengthen corporate governance management and control of subsidiaries. Based on the principle of full coverage, the Bank plans to further expand the scope of assessment in 2026, except for institutions that do not meet the conditions for assessment, such as newly established institutions, and use assessment to promote rectification and improve the quality and effectiveness of corporate governance at subsidiaries.
6	Review mechanism for information disclosure reports	A relatively comprehensive full-process working mechanism covering the preparation, review, approval and disclosure of information disclosure reports has been established.	Further strengthen the review of information disclosure reports, establish a cross-verification mechanism, and fully leverage AI in reviewing disclosed information.

1. Corporate governance

Current status and analysis: Guided by high-quality development, the Bank faithfully implements the decisions and plans of the Party Central Committee and regulatory requirements, deepens the integration of Party leadership with corporate governance, continuously strengthens the corporate governance system, improves corporate governance structures and mechanisms, accelerates the enhancement of corporate governance capabilities, and comprehensively improves governance effectiveness. **First, the Bank refines the policy framework.** The Bank reinforces the top-level design of corporate governance policies, continuously improves the policy framework, and consolidates the foundation for compliant operations. In 2025, the Bank firmly implemented policy orientations and regulatory requirements, comprehensively reviewed and revised three important corporate governance documents, including the Articles of Association and the rules of procedure for the shareholders' meeting and the Board of Directors, providing strong institutional safeguards for fulfilling corporate governance restructuring requirements and improving the modern financial enterprise system with Chinese characteristics. **Second, the Bank strengthens the Audit Committee's supervisory responsibilities.** The Audit Committee under the Board of Directors assumes the supervisory functions of the Board of Supervisors, carefully reviews important matters including the Bank's financial information and profit distribution plans, and supervises and evaluates internal and external audit work and internal control. At the same time, the Audit Committee continuously strengthens its own development, performs its duties diligently and prudently, heard/reviewed more than 30 agenda items during the year, and performed its supervisory responsibilities in accordance with laws and regulations. **Third, the Bank promotes diligent performance of duties by independent directors.** During the periods between Board meetings, the Bank's independent directors actively gain insights into the Bank's operations and management through various channels, including reviewing relevant operational and management documents and conducting on-site research. In 2025, the independent directors conducted two thematic research visits on information technology at the Head Office, through which they gained an in-depth understanding of the Bank's fintech development and AI application. Through special meetings of independent directors, they strengthened the review of major proposals and expressed independent opinions. **Fourth, the Bank ramps up support for duty performance.** The Bank continues to provide support and safeguards for directors and senior management members to participate in training, so as to enhance their duty performance capabilities and effectiveness of the various governance bodies. In 2025, directors and senior management members participated in internal and external training organized by regulators, stock exchanges, listed company associations and the Bank more than 30 person-times, thereby further strengthening the development of a strategy-oriented Board of Directors and improving the forward-looking, scientific and effective nature of decision-making. **Fifth, the Bank conducts governance assessments of subsidiaries.** In recent years, the new *Company Law* and a series of new regulatory rules have imposed higher requirements on the corporate governance of commercial banks. To fully implement regulatory requirements and continuously improve the corporate governance of the banking group, the Bank has conducted corporate governance assessments of some tier-one subsidiaries since 2020.

Relevant measures: The Bank will continue to improve a corporate governance mechanism characterized by statutory powers, transparent responsibilities, coordinated operation and effective checks and balances; give full play to the Board of Directors' role in determining strategies, making decisions and preventing risks; further strengthen the functions of special committees under the Board; leverage the role of independent directors; and accelerate improvement in the overall corporate governance of the banking group. **First, the Bank will further consolidate the institutional foundation of corporate governance.** Focusing on optimizing corporate governance operating mechanisms and key areas, the Bank will improve the corporate governance policy framework and plans to formulate and revise a total of eight policies in 2026, including the rules of procedure for special committees under the Board of Directors and the management procedures for the selection and appointment of independent directors. **Second, the Bank will further substantiate the supervisory responsibilities of the Audit Committee under the Board of Directors.** The Bank established a separate Audit Committee under the Board of Directors. On the basis of strengthening financial and internal control supervision and enhancing guidance and supervision of internal and external audit work, the Committee will achieve good results in taking over the statutory duties of the Board of Supervisors, strengthen supervision over the performance of duties by the Board of Directors and senior management in areas such as consumer rights protection and consolidated management, and plans to increase the number of agenda items heard/reviewed in 2026 by 20% compared with 2025, thereby further strengthening the review of relevant matters. **Third, the Bank will further improve the quality and effectiveness of research visits conducted by independent directors.** The Bank will systematically plan research visits conducted by independent directors, continuously broadening their scope and enhancing their depth. In 2026, the frequency of research visits will increase to three times, with the scope expanded to branches and subsidiaries and topics covering business development, risk prevention, internal control and compliance at frontline operating institutions. **Fourth, the Bank will further strengthen duty performance capabilities.** The Bank will continue to increase the frequency and intensity of training for directors and senior management members, striving to reach more than 35 person-times of training in 2026. At the same time, it will further expand the scope of trainees and organize centralized training for corporate governance personnel across the banking group to further improve the overall quality and effectiveness of governance operations and the professionalism of the team supporting the performance of the Board of Directors. **Fifth, the Bank will further enhance standardized corporate governance management of subsidiaries.** Based on the principle of full coverage, the Bank plans to assess all tier-one subsidiaries in 2026, use the assessment to promote rectification, encourage subsidiaries to strengthen standardized corporate governance, and further improve governance quality and effectiveness.

2. Information disclosure

Current status and analysis: The Bank regards information disclosure as an important bridge connecting it with the capital market, communicating corporate value and safeguarding investors' right to know. It has established a relatively comprehensive information disclosure policy framework and working system, continuously strengthened process management for information disclosure, and improved the quality and effectiveness of disclosure by continuously refining management policies, optimizing disclosure procedures and establishing multi-level review. It has provided strong safeguards for standardized information disclosure. **First, the Bank strengthens policy formulation.** The Bank closely follows policy orientations and regulatory requirements and has currently formulated 11 policies, including the *Management Measures for Information Disclosure* and related supporting policies, ensuring that information disclosure complies with the latest regulatory requirements and consolidating the institutional foundation for compliant disclosure. **Second, the Bank enhances process control.** The Bank has established a relatively comprehensive full-process working mechanism covering the preparation, review, approval and disclosure of information disclosure reports. It prepares work plans for periodic reports in advance and clearly specifies timelines, responsible parties and quality requirements; it strictly follows the guidelines of the SSE and SEHK for disclosure of ad hoc announcements to ensure the timeliness, accuracy, completeness and consistency of disclosed information. **Third, the Bank improves the review mechanism.** The Bank has established a diversified review mechanism for information disclosure reports, under which relevant parties perform their respective duties and strengthen review in terms of compliance, effectiveness and continuity of disclosure content, while reinforcing professional review by external auditors and lawyers to effectively safeguard disclosure quality. As at 2025, the Bank had received the highest "Category A" rating for information disclosure from the Shanghai Stock Exchange for nine consecutive years.

Relevant measures: The Bank will further improve information disclosure management procedures and review mechanisms. While ensuring that disclosed information is truthful, accurate and complete, it will continuously improve the quality and effectiveness of information disclosure to support investors in making sound value judgments and investment decisions. **First, the Bank will establish a cross-verification mechanism.** The Bank will promote cross-verification of relevant disclosure content and data of business, finance, risk and other lines to eliminate information discrepancies. **Second, the Bank will strengthen the application of digital and intelligent tools.** On the basis of security and compliance, the Bank will fully leverage AI in the review of disclosed information. It will independently develop AI verification tools and establish a review model centered on manual review and supplemented by intelligent review. **Third, the Bank will continuously improve the effectiveness of information disclosure.** The Bank will establish a coordination mechanism between information disclosure and investor relations communications, dynamically optimize the disclosure framework and content in light of topics of market interest, and leverage various presentation formats, such as combining texts with visuals, case studies and comparative charts, to present its operating results and the effectiveness of strategy implementation in a clearer, more concise and intuitive manner.

III. SUMMARY OF TARGETS UNDER THE "CORPORATE VALUE AND RETURN ENHANCEMENT" ACTION PLAN

Table 4: Operating Indicators and Action Plans

No.	Indicator	2025	Target for 2026	Action Plan	Risk
1	Return on equity (ROE)	9.39%	Maintain a leading position among joint-stock commercial banks	First, adhere to value creation and take multiple measures to increase revenue and income. Second, strengthen lean management and improve input-output efficiency. Third, advance light-capital transformation and improve capital utilization efficiency.	Macroeconomic growth may fall short of expectations, resulting in fluctuations in the overall performance of the banking industry.
2	Growth rate of total assets	6.28%	Approximately 5%	First, continue to optimize the on-balance-sheet asset structure. Second, strengthen coordination among various businesses. Third, continue to promote the balanced growth of liabilities.	Credit demand from the real economy may fall short of expectations.

No.	Indicator	2025	Target for 2026	Action Plan	Risk
3	Net interest margin	1.63%	Maintain relative advantage in net interest margin	First, on the asset side, continue to adjust asset allocation in accordance with the operating approach of "increasing high-yield assets and reducing low-yield assets". Second, on the liability side, adhere to a two-pronged approach of increasing settlement deposits and controlling high-cost liabilities, consolidate its advantage in liability costs and continuously expand the "buffer zone" for liability costs.	Reduction in deposit costs may fall short of expectations, and the central bank may further cut interest rates.
4	Growth rate of net non-interest income	1.55%	Outperform the market	First, strengthen wealth management as a growth engine. Second, consolidate the leading advantage in comprehensive financing. Third, accelerate the development of cross-border finance. Fourth, build a new engine for investment and trading.	Financial market volatility may intensify, and growth in household income may fall short of expectations.
5	Non-performing loan ratio	1.15%	Maintain stability	First, strengthen coordinated efforts. Second, strengthen forward-looking prevention and control. Third, strengthen value creation.	Impacts from macroeconomic fluctuations.
6	Allowance coverage ratio	203.61%			

Table 5: Summary of Return and Governance-related Indicators and Action Plans

No.	Indicator	2025	Plan for 2026
1	Dividend distribution	Cash dividends for 2025 accounted for 31.75% of net profit attributable to ordinary shareholders, and interim dividends were distributed for two consecutive years.	Strive to ensure that cash dividends for 2026 account for no less than 30% of net profit attributable to ordinary shareholders, and promote the regular implementation of interim dividend payments.
2	Results presentations	Three results presentations were held during the year.	Further adopt innovative channels and formats of results presentations, cooperate with shareholder entities to hold joint results presentations at the SSE Roadshow Center, and enhance investors' understanding of the Bank's strength in comprehensive financial services.
3	Investor communications	Conduct investor communications through onsite investor research visits, participation in capital market forums, roadshows and other forms.	On the basis of maintaining existing communication formats, conduct distinctive investor research activities jointly with branches and subsidiaries to deepen investors' understanding of the Bank's strategic positioning and business characteristics.
4	ESG report disclosure	ESG-related reports were disclosed for 18 consecutive years, with more than 20 cases in the 2025 ESG Report vividly presenting sustainable development practices.	Increase the number of sustainable development cases in ESG reports and diversify presentation formats to better demonstrate the Bank's sustainable development practices.

No.	Indicator	2025	Plan for 2026
5	Number of corporate governance policies formulated and revised	Focused on the top-level design of corporate governance policies, consolidated the institutional foundation of corporate governance and advanced corporate governance restructuring. In 2025, three policies were revised, including the Articles of Association and the rules of procedure for the shareholders' meeting and the Board of Directors.	Further strengthen top-level policy development. Focusing on key areas including standardized operation of the Board of Directors and its special committees and the selection and appointment of independent directors, a total of eight policies are planned to be formulated and revised in 2026.
6	Number of agenda items of the Audit Committee under the Board of Directors	In 2025, the Audit and Related Party Transactions Control Committee under the Board of Directors continued to strengthen financial and internal control supervision and heard/reviewed more than 30 agenda items.	Establish a separate Audit Committee under the Board of Directors to assume and exercise the statutory functions and powers of the Board of Supervisors, strengthen supervision over the performance of duties by the Board of Directors and senior management, further strengthen the review of relevant matters, broaden the scope of supervision and substantiate supervisory functions. The number of agenda items to be heard/reviewed in 2026 is planned to increase by 20%.

No.	Indicator	2025	Plan for 2026
7	Breadth and depth of research conducted by independent directors on the Bank	Independent directors conducted two research visits in 2025, focusing on fintech development and the application of AI at the Head Office.	Systematically plan research by independent directors. In 2026, the frequency of research will increase to three times, the scope will be expanded to branches and subsidiaries, and topics will cover business development, risk prevention, internal control and compliance at frontline operating institutions.
8	Training for directors and senior management members	Directors and senior management members participated in various training programs more than 30 person-times in 2025.	Training for directors and senior management members will reach more than 35 person-times in 2026, while the scope of trainees will be further expanded to corporate governance personnel across the banking group.
9	Coverage of corporate governance assessments of subsidiaries by the Bank	In 2025, the Bank conducted corporate governance assessments of some directly managed subsidiaries.	Strengthen corporate governance management and control of subsidiaries. Based on the principle of full coverage, the Bank plans to further expand the scope of assessment in 2026, except for institutions that do not meet the conditions for assessment, such as newly established institutions, and use assessment to promote rectification and improve the quality and effectiveness of corporate governance at subsidiaries.

No.	Indicator	2025	Plan for 2026
10	Review mechanism for information disclosure reports	A relatively comprehensive full-process working mechanism covering the preparation, review, approval and disclosure of information disclosure reports has been established.	Further strengthen the review of information disclosure reports, establish a cross-verification mechanism, and fully leverage AI in reviewing disclosed information.

IV. ASSESSMENT ARRANGEMENTS

The Bank will assess the implementation of the Action Plan every six months, explain the implementation results of relevant measures, existing problems and improvement measures, as well as investors' opinions and suggestions on improving the Action Plan, and submit the relevant information to the Board of Directors for deliberation before disclosure in the form of an interim announcement, a separate chapter in a periodic report, or a document prepared together with a new round of the Action Plan. During implementation of the Action Plan, if corresponding adjustments are required due to material changes, the Bank will update the Action Plan, provide explanations and make disclosure in accordance with applicable requirements.

V. INVESTOR COMMUNICATION CHANNELS

Investors may provide the Bank with opinions and suggestions regarding the operating development and the *"Corporate Value and Return Enhancement" Action Plan* through the Bank's investor hotline, investor mailbox, onsite research visits and other channels. The Bank will carefully study investor suggestions and respond to investors in an appropriate manner.

Investor Hotline: 010-66638188.

Investor Email: ir@citicbank.com.

VI. RISK WARNING

(I) This Action Plan represents only the Bank's action plan and does not constitute any commitment by the Bank regarding any indicator or matter such as operating performance, share price or material events. The Bank's operating performance and secondary market performance are affected by numerous factors, including the macroeconomic environment, industry policies and market conditions, and there is uncertainty as to the achievement of the relevant targets.

(II) The relevant measures in the Action Plan have been formulated based on the Bank's current operating conditions, financial position, market environment, regulatory policies and other conditions, as well as reasonable expectations regarding future developments. If changes in relevant factors in the future mean that the basis for implementing the Action Plan no longer exists, the Bank will revise or terminate the Action Plan in light of actual circumstances. Investors are advised to make rational investment decisions and pay attention to investment risks.

By Order of the Board
China CITIC Bank Corporation Limited
FANG Heying
Chairman

Beijing, the PRC
26 August 2026

As at the date of this announcement, the executive directors of the Bank are Mr. Fang Heying (Chairman), Mr. Lyu Tiangui (President) and Mr. Hu Gang; the non-executive directors are Mr. Wei Qiang, Mr. Wang Yankang and Mr. Fu Yamin; and the independent non-executive directors are Mr. Liu Tsz Bun Bennett, Mr. Zhou Bowen, Mr. Wang Huacheng and Ms. Song Fangxiu.