



2025
**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE (ESG) REPORT**

CITIC Limited
Stock Code: 00267

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About this Report

This report is the 12th annual ESG report released by CITIC Limited ("the Company") and details the Company's ESG governance and performance for 2025 in areas such as corporate governance, green development, and social responsibilities. The Company is committed to the truthfulness, accuracy, and completeness of the report's content. To ensure the scientific and credible nature of ESG performance indicators, the Company has engaged KPMG Huazhen LLP to conduct limited assurance procedures on selected key data in this report and to issue an independent assurance report.

Scope and Period of the Report

Unless otherwise specified, the scope of disclosure in this report is consistent with the annual report and the *2024 Environmental, Social and Governance Report*. The statistical time frame for key performance indicators presented in this report ranges from 1 January 2025 to 31 December 2025, with some content extending to 27 March 2026. This report was reviewed and approved by the Board of Directors on 27 March 2026.

Basis of Report Preparation

This report has been prepared in accordance with Appendix C2 *Environmental, Social and Governance Reporting Code of the Main Board Listing Rules* of the Hong Kong Stock Exchange, with reference to the GRI Standards of the Global Sustainability Standards Board (GSSB), the International Sustainability Standards Board's (ISSB) IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*, alongside the Ministry of Finance of China's *Enterprise Sustainability Disclosure Standards – Basic Standard (Provisional)* and *Enterprise Sustainability Disclosure Standard No. 1 – Climate (Provisional)*. The relevant index is set out in the appendix to this report.

Reporting Principles

In its preparation, this report follows the principles of materiality, quantification, consistency, and balance set forth by the Hong Kong Stock Exchange.

Materiality

We identified 24 key ESG issues by engaging in regular communications with stakeholders, following HKEX ESG guidelines, and monitoring global ESG priorities. We assessed the relative importance of these issues to the Company and our key stakeholders through questionnaires and other means. This report addresses these key ESG issues and responds to stakeholders' concerns.

Quantitative

This report provides quantified disclosure on the applicable ESG key indicators, and discloses the statistical standards, methods, assumptions and/or calculation tools, as well as the sources of conversion factors for emissions / energy consumption.

Consistency

Unless otherwise specified, this report maintains consistency in the statistical methods and key performance indicators presented, without any significant changes or factors that may affect the comparability of indicators.

Balance

This report adheres to the principle of balance and presents the ESG governance performance during the reporting period in an objective manner.

Board Statement

The Board of Directors of CITIC Limited continuously explores and improves the organisational structure and systems of ESG governance and strengthens the Board's strategic leadership in the Company's ESG governance in accordance with the requirements of the Hong Kong Stock Exchange. The Board and all directors confirm that this report is free from false information, misleading statements, and major omissions, and make the following statement regarding the Board's ESG supervision and management work:

Role of the Board of Directors

The Board of Directors at CITIC Limited takes ultimate responsibility for the Company's ESG strategy and reporting. The Strategy and Sustainability Committee under the Board of Directors is responsible for looking into the Company's major development strategies and promoting the integration of sustainability concepts into the Company's management systems and business operations; making plans for and providing guidance on sustainability and related matters, assessing and proposing the Company's important ESG programs and plans, and making recommendations to the Board of Directors; guiding management to coordinate and optimise ESG management processes, indicators, ratings and preparation of annual reports; keeping abreast of the Company's key sustainability matters, reviewing the Company's *Environmental, Social and Governance Report*, and supervising and evaluating the implementation of sustainable development plans, etc. The Audit and Risk Committee of the Board of Directors is also involved in identifying and evaluating the Company's major ESG risks and their impacts, and is committed to integrating ESG-related work into internal control, risk management, etc.

By the end of 2025, the Strategy and Sustainability Committee was composed of seven directors and headed by the chairman. Other members included an executive director serving as vice chairman and general manager, two non-executive directors and three independent non-executive directors. The Strategy and Sustainability Committee meets once a year. When necessary, the chairman or more than half of the committee members can propose to hold an interim meeting to communicate strategic development and ESG-related matters.

Management Policies

The Company comprehensively analyses and determines its ESG risks and opportunities in line with reform targets and development trends and based on its actual business circumstances and issues of concern to stakeholders, so as to continuously improve relevant ESG strategies, policies and systems. The Company attaches great importance to ESG matters and their significant impact and strengthens communication on relevant matters using a variety of means including information disclosure, industry conferences, earnings calls and questionnaires. The Company regularly analyses the importance of ESG topics of concern to stakeholders, so as to better respond to their expectations.

Review of ESG Objectives

The Company and relevant subsidiaries have formulated annual or medium and long-term management objectives in key areas such as carbon peaking and carbon neutrality, comprehensive risk management, and spending on technological development. The Board of Directors reviews the objectives and monitors their progress on a regular basis.

As at 31 December 2025

CITIC Limited's total assets amounted to RMB

13,021.1 billion

and equity attributable to ordinary
shareholders was RMB

782.3 billion





About CITIC Limited

CITIC Limited (00267.HK) is one of China's largest conglomerates and a constituent of the Hang Seng Index. The Company is focused on five business areas: comprehensive financial services, advanced intelligent manufacturing, advanced materials, new consumption and new-type urbanisation.

The predecessor of CITIC Limited, China International Trust and Investment Corporation, was established by Mr Rong Yiren with the support of Mr Deng Xiaoping. It played a crucial role as a pilot for national economic reform and an important window on China's opening to the outside world. CITIC successfully blazed a new trail of development for China's reform and opening up and modernisation by raising foreign capital, introducing advanced technologies, and adopting advanced international practices in operations and management.

After years of development, relying on its strengths in marketisation and internationalisation, CITIC has developed into a multinational conglomerate with synergies between the industrial and financial sectors, and diverse businesses and operations in around 160 countries and regions. In August 2014, CITIC became a listed company in Hong Kong, further accelerating its internationalisation.

In recent years, with a vision of "building an outstanding conglomerate with a lasting reputation", CITIC has comprehensively deepened reforms, promoted high-quality development and continuously enhanced its value creation capability and shareholder returns. The Company has implemented the "Financial Core" Initiative to strengthen and optimise the financial sector, along with the "Industrial Starlink" Initiative to promote the transformation of industrial subsidiaries towards high-end, green and intelligent development while accelerating the deployment in strategic emerging and future industries. The "Technological Rock" Initiative has also been launched to promote a deep integration of sci-tech advancements with industrial innovations by developing sci-tech innovation clusters with a CITIC-specific innovation system.

As at 31 December 2025, CITIC Limited's total assets amounted to RMB 13,021.1 billion, and equity attributable to ordinary shareholders was RMB 782.3 billion.

Details of the Company's business segments and major subsidiaries are set out in the *CITIC Limited Annual Report 2025*.

Strategy and Management

Strategy and Culture

At CITIC Limited, we conduct business with integrity and to the highest ethical standards. We make decisions in a prudent manner, embrace innovation, and adhere to all applicable laws and regulations. It's upon these principles that we build a strong corporate culture. The core values of the CITIC culture—Honesty, Innovation, Cohesion, Harmony, Dedication, and Excellence—guide us in everything we do. We are committed to supporting China's national rejuvenation and other national strategies. We have formulated and implemented the 3-3-5 strategy, in order to consolidate and strengthen the three main pillars of financial services, industrial operations, and investment. We are advancing three major projects—the Financial Enhancement Programme, the Industrial Starlink Initiative, and the Technology Bedrock Project—and focusing on five key drivers: enhancing governance, preventing risks, optimising synergies, nurturing talent, and improving quality and efficiency. Through these efforts, the Company strives to break new ground in building a world-class technology-focused enterprise group.

ESG Management

CITIC Limited adheres to a sustainable path of development by integrating ESG into the Company's management systems and business operations. We have built a three-tier governance structure led by the board of directors, coordinated by management, and implemented by the executive departments, that provides strong support for the Company's sustainable development.



The Board of Directors

As the highest decision-maker in the Company's ESG hierarchy, the Board of Directors discharges its ESG supervisory duties in accordance with relevant laws and regulations. The Board of Directors has set up a Strategy and Sustainability Committee, headed by the chairman, responsible for assessing ESG programs and plans, guiding management in optimising management processes and the system of indicators for ESG work, ESG ratings, and information disclosure, and for reviewing the Company's annual ESG report. The Audit and Risk Committee is also involved in identifying and evaluating the Company's major ESG risks and impacts. During the year, the Board of Directors reviewed the Annual ESG Report and the "Report on Consumer Rights Protection Work of CITIC Limited's Listed Financial Subsidiaries" and received a presentation reviewing ESG initiatives under the 14th Five-Year Plan period along with the proposed ESG development plan for the 15th Five-Year Plan period. The Strategy and Sustainability Committee convened two meetings, focused on strategic for the 15th Five-Year Plan period, ESG management matters and reviewed the Annual ESG Report. Directors provided valuable guidance and advice regarding the Company's research on sustainability disclosure and international exchanges and cooperation in the ESG field.



Management

Management is responsible for revising ESG plans and reports, and comprehensive systems, and submitting them to the Strategy and Sustainability Committee and Board of Directors for review. They examine and approve ESG reports and assessments on the materiality of ESG issues, ESG-related regulations, and annual planning and then submit them to the Board of Directors for review. They report to the Board of Directors on the status of ESG priorities, including, but not limited to, compliance with national and regulatory requirements, responses to issues of concern to investors, and progress on objectives and plans. They also deliberate on other important matters related to ESG management as needed.



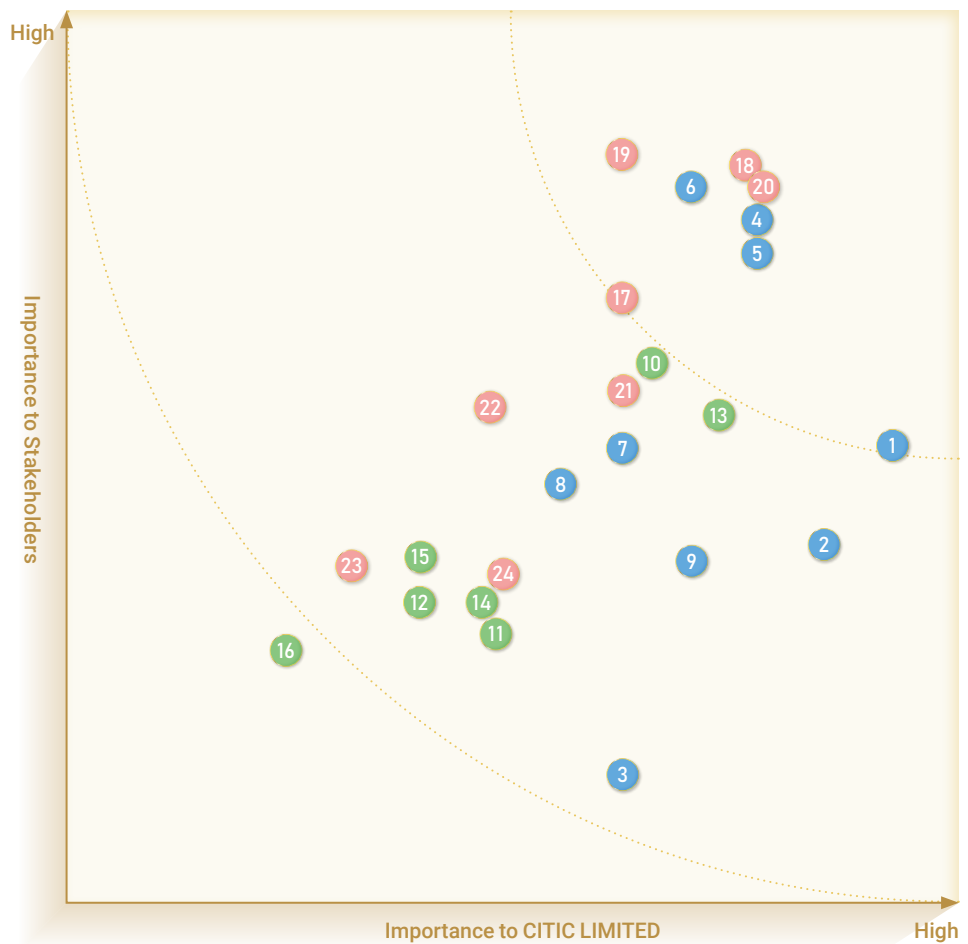
Executive Level

The Company's headquarters has established a sustainable development working group for the Strategy and Sustainability Committee, jointly established by functional departments and some subsidiaries. The Office of the Board of Directors takes the lead in coordinating and promoting specific ESG issues. Other functional departments, responsible for the management of related ESG work, manage ESG work under the relevant lines of business in a professional manner according to applicable regulations and based on actual needs.

Each subsidiary is responsible for carrying out its own ESG work, establishing ESG governance systems and working mechanisms, developing ESG plans, objectives, and tasks, and promoting the implementation of specific tasks based on their own business and operations.

Materiality Analysis

We determine our major stakeholders in the light of the UN Sustainable Development Goals (SDGs), internationally comparable standards on sustainable development reports, corporate social responsibilities, and ESG practices. To ensure that we have a sound understanding of stakeholder concerns and expectations, and to translate them into impetus for progress, we regularly study key ESG issues, investigate relevant stakeholders, and engage in materiality analyses to ensure that we adequately follow up on and respond to the main concerns of stakeholders.



Governance Issues

- 1 Aligning with national strategies
- 2 Optimisation of governance structure
- 3 Stakeholder engagement
- 4 Integrity and business ethics
- 5 Comprehensive risk anagement
- 6 Privacy and information security
- 7 Sci-tech innovation and digitisation
- 8 Responsible supply chains
- 9 Guiding effect for industry development

Environmental Issues

- 10 Tackling climate change
- 11 Green transformation and innovation
- 12 Green business development
- 13 Sustainable finance
- 14 Energy conservation and emission reduction
- 15 Resource recycling and utilisation
- 16 Biodiversity conservation

Social Issues

- 17 Protection of consumer rights and interests
- 18 Product and service quality
- 19 Protection of employee rights and interests
- 20 Occupational health and safety
- 21 Recruiting and retaining talent
- 22 Training and career development
- 23 Community engagement and contributions
- 24 Support for rural revitalisation

Communication with Stakeholders

CITIC Limited places emphasis on shareholder expectations and appeals, and works hard to expand communication channels with stakeholders in all aspects of daily operations. Furthermore, we have established a regular multi-form and multidimensional communication mechanism with stakeholders, listening attentively to their opinions and feedback, and responding proactively to stakeholder concerns, with a view to effectively communicating with stakeholders and fostering a stable and harmonious relationship with them.

Stakeholder	Matters of concern	Means of communication
Government and regulatory agencies	<ul style="list-style-type: none"> Support for national strategies Data privacy and security Quality of products and services Protection of employee rights Integrity and business ethics 	<ul style="list-style-type: none"> Routine communication and reporting Project review and supervision Cooperation on major projects
Shareholders/investors	<ul style="list-style-type: none"> Quality of products and services Occupational health and safety Integrity and business ethics Comprehensive risk management Training and career development 	<ul style="list-style-type: none"> Routine and ad hoc reporting Annual General Meetings Investor surveys Results briefings
Clients	<ul style="list-style-type: none"> Data privacy and security Comprehensive risk management Integrity and business ethics Quality of products and services Protection of employee rights 	<ul style="list-style-type: none"> Routine service updates Customer satisfaction surveys Handling of customer complaints Customer service hotline Website, WeChat official account, etc.
Employees	<ul style="list-style-type: none"> Occupational health and safety Protection of employee rights Integrity and business ethics Talent acquisition and retention Training and career development 	<ul style="list-style-type: none"> Performance updates Routine training Culture-building activities Website, WeChat official account, etc.
Industry and trade associations	<ul style="list-style-type: none"> Integrity and business ethics Data privacy and security Protection of employee rights Occupational health and safety Comprehensive risk management 	<ul style="list-style-type: none"> Routine communication and reporting Field research and visits Industry-level exchanges
Suppliers and service providers	<ul style="list-style-type: none"> Responsible supply chain Stakeholder engagement Climate action Development of green business Quality of products and services 	<ul style="list-style-type: none"> Supplier review and assessment Supplier meetings Routine communication and cooperation Supplier surveys and visits
Non-profits, charities, and community-based organisations	<ul style="list-style-type: none"> Community engagement Biodiversity conservation Climate action Support for rural revitalisation Training and career development 	<ul style="list-style-type: none"> Philanthropic activities Field research and visits Community engagement activities Media outreach

Honours and Awards

CITIC Limited and its subsidiaries have demonstrated positive momentum in their MSCI ESG Ratings. CITIC Limited was upgraded to **AA**, reaching the best level in history; CITIC Bank was upgraded to **AAA**, achieving the highest possible industry rating; both CITIC Securities and CSC Financial attained an **AA** rating, leading their industry; CITIC Pacific Special Steel and Nanjing Iron & Steel were upgraded from **CCC** to **B**, placing them at the forefront of China's steel industry. CITIC Limited was honoured with the "**Best ESG Pioneer Award**" at the "2025 Hong Kong International ESG Annual List" selection organised by the Hong Kong International ESG Alliance, and was also selected as a Best Practice Case for Sustainable Development among listed companies by the China Association for Public Companies (CAPCO) in 2025.

Subsidiary	Honours and awards	Awarding body/organisation
CITIC Bank	Best Practices in Listed Company Board Governance Best Practices in Listed Company Investor Relations Management Best Practices in Listed Company Sustainability Inclusion in "Listed Company Cash Dividends Ranking"	China Association for Public Companies
	Highest Rating in "Small and Micro Enterprise Financial Services" Regulatory Assessment	National Financial Regulatory Administration
	2025 People's Corporate Social Responsibility Case Study	People's Daily Online
	ESG Brand Building Case Study, ESG Themed Video Case Study	China Financial Media
	2025 China Enterprise ESG Top 100 List	Sina Finance
	"Green Mountains & Clear Waters Awards" - ESG Finance Annual Grand Prize	Cailian Press
	2025 Securities Industry ESG Golden Bull Award	China Securities Journal
CITIC Securities	Green and Low-Carbon Practices Empowering High-Quality Development Case Study	Xinhuanet
	2025 People's Corporate Social Responsibility Case Study	People's Daily Online
	2025 Listed Company Best Sustainability Practice Case 2025 Listed Company Board Office Best Practice Case	China Association for Public Companies
	"Green Mountains & Clear Waters Awards" - ESG Finance Annual Grand Prize	Cailian Press
	Best Investment Bank, Best Domestic Investment Bank Best in ESG Implementation	New Fortune Magazine
	2025 Best Investment Bank Best Green Bond Underwriter	Wind Info
CSC Financial	Best Practices in Listed Company Investor Relations Management 2025 Annual Listed Company Board Best Practice Case 2025 Listed Company Board Office Best Practice 2025 Listed Company Sustainability Best Practice Case Studies	China Association for Public Companies
	2025 Securities Industry ESG Golden Bull Award	China Securities Journal
	China ESG Listed Companies State-Owned Enterprise Pioneer 100 List	China Media Group (CMG)

Subsidiary	Honours and awards	Awarding body/organisation
CSC Financial	Best Local Investment Bank Best in ESG Implementation Best Equity Underwriting Investment Bank	New Fortune Magazine
	Outstanding ESG Sustainable Enterprise	<i>Hong Kong Economic Journal</i>
	Environmentally Friendly (E) Pioneer Enterprise Award	Cailian Press
CITIC Pacific	ESG Special Recognition Award - Excellence	Television Broadcasts Limited (TVB)
	Greater Bay Area ESG Disclosure Excellence List	Benshi Consulting
	Sustainability Leader Enterprise	Caijing Magazine
CITIC Heavy Industries	ESG Excellence Enterprise	Machinery Industry Information Research Institute
	Listed Company Board Office Best Practice	China Association for Public Companies
	Listed Company 2024 Annual Results Briefing Outstanding Practice	China Association for Public Companies
	Listed Company Investor Relations Tianma Award - Shareholder Return Award	<i>Securities Times</i>
	Inclusion in 2025 New Batch of "Lighthouse Factory" List	World Economic Forum
CITIC Dicastal	Inclusion in First Batch of "Exemplary Smart Factory" List	MIIT
	Highest-Level "Five-Star Low-Carbon Supplier" Certificate	Automotive Industry Energy Conservation & Green Development Evaluation Centre
	Altair Enlighten Award Runner-up in Sustainable Process Category	Altair / Center for Automotive Research (USA)
	Robotic Structural Component Lightweighting Empowerment Award	The 6th China Robotics Industry Annual Conference
	2025 Outstanding Employer Award	HRoot
CITIC Pacific Special Steel	The 19th China Listed Company ESG Top 100	<i>Securities Times</i>
	"Dual Carbon" Best Practice Energy Efficiency Benchmark Demonstration Enterprise" Awarded "Dual Carbon" Best Practice Energy Efficiency Benchmark Process/Equipment" Title	CISA
	2025 Exemplary Smart Factory	MIIT
	Inclusion in "China Enterprise ESG 100 Index" "China Sustainable Supply Chain Enterprise Case Study" Award	<i>People's Daily</i>
	1 Special Prize - Metallurgical Science and Technology Award 2 First Prizes - Metallurgical Science and Technology Award	China Iron and Steel Association (CISA) The Chinese Society for Metals (CSM)
Nanjing Iron & Steel	Recognised as an Exemplary Industry-Leading Enterprise Included in the National First Batch of Pioneering Smart Factory Cultivation List	MIIT

Subsidiary	Honours and awards	Awarding body/organisation
Nanjing Iron & Steel	Best Practice in "Dual Carbon" & Energy Efficiency Benchmark Demonstration Enterprise	CISA, CSM
	Best Sustainable Development Practice among China's Listed Companies	China Association for Public Companies
	Inclusion in 2025 "China ESG Influence List"	Wealth
	2024-2025 Forbes China Sustainable Development Industrial Enterprise	<i>Forbes</i>
	China Listed Company ESG Best Practice Top 100	Wind Info
CITIC Metal	Securities Star's ESG New Benchmark Enterprises Recognition	Securities Star
	Securities Star Capital Power Outstanding Listed Company Award	Securities Star
	The 16th Tianma Award for Outstanding Team in Investor Relations Management	<i>Securities Times</i>
CITIC Resources	2025 Annual "Climate Action Award"	World Green Organisation (WGO)
CITIC Telecom International	Best All-round MPF Employer	Mandatory Provident Fund Schemes Authority
	Manpower Developer	Employee Retraining Board
	Workplace Mental Health Award "Harmony@Workplace Organisation"	Occupational Safety & Health Council
	The Privacy-Friendly Awards Gold Award	The Office of the Privacy Commissioner for Personal Data (PCPD) of Hong Kong
	The 5th China Quality Award	State Administration for Market Regulation (SAMR)
LongPing High Tech under CITIC Agriculture	2025 Most Socially Responsible Listed Company	<i>National Business Daily</i>
	Corporate Governance Pioneer Award	Securities Star ESG Annual Forum
CITIC Offshore Helicopter	2025 Listed Company ESG Value Communication Award	E-Dong ESG Rating
	Low-Carbon Commercial Building Gold Award	China Council for the Promotion of International Trade Commercial Sub-Council (CCPIT CSC)
CITIC Pacific Properties	Shanghai Third Batch Energy Conservation & Emission Reduction Green Practice Case Study	Shanghai Energy Conservation Association
	2025 "Intelligent Quality Building" Model Case Study	<i>Intelligent Building & Smart City Magazine</i>
CITIC Heye	2025 Beijing CBD Seven-Star "Premier Building" Certification	Beijing Central Business District Management Committee

01

Governance

Upholding Integrity and Driving Innovation, Steady and Sustainable Development

Sound corporate governance is the foundation on which the Company can achieve long-term sustainability. CITIC Limited is aware of the importance of corporate governance for the Company's development. By optimising the governance structure, the Company has integrated ESG governance into its corporate governance system that ensures integrity and compliance throughout business activities. The Company is committed to building a sound corporate governance mechanism and laying down a solid foundation for high-level governance and for the sustainable and healthy development of the Company, strengthening compliance management and integrity culture building, introducing standards for employee behaviour, and preventing financial crime.





Highlights

- Formulating its ESG development plan for the 15th Five-Year Plan period, articulating the vision, objectives, and key priorities for advancing ESG initiatives.
- Strengthening corporate governance by establishing the role of Independent Lead Director, escalating consumer protection initiatives of financial subsidiaries to the Board of Directors for strategic oversight at the headquarters level, and enhancing the management of appointed directors through the implementation of the Corporate Governance Assessment Management Measures. This will drive subsidiaries to enhance their corporate governance.
- Strengthening remuneration constraint mechanisms by linking senior executives' remuneration to sustainability-related performance indicators, enforcing deferred payment arrangements for annual bonuses, and recovering or deducting remuneration in cases of misconduct.
- Establishing a comprehensive 'Five-Timely' monitoring framework, conducting routine inspections of subsidiaries and specialised campaigns against cross-border corruption.
- Building a comprehensive risk defense line, strengthening the construction of risk compliance culture, promoting the digital transformation of risk management, and strengthening business ethics audit.
- Strengthening procurement management through the proactive development of supplier due diligence and anti-corruption mechanisms, implementing supplier onboarding management, and achieving 100% adherence to the Supplier Code of Conduct among all registered suppliers.
- Continuously augmenting intellectual property (IP) reserves while reinforcing IP protection. The company has nearly 13,800 intellectual property rights, including over 9,300 valid patents.

Improving Corporate Governance

As a Hong Kong listed entity, CITIC has always promoted corporate governance in strict compliance with the laws of Hong Kong and considers a sound governance system as the core driving force behind promoting high-quality development. During the reporting period, the Company established the position of Chair of the Independent Non-Executive Directors to enhance the supervisory effectiveness of independent directors; it prioritised consumer rights protection work, escalating the review of financial subsidiaries' consumer protection matters to the Board level at headquarters; it strengthened the performance management of dispatched directors, firmly adhering to the principle of "control where you hold a majority stake; exercise rights where you hold a minority stake"; it promulgated and implemented the Corporate Governance Assessment Management Measures, completing the initial pilot assessment of six subsidiaries, helping them enhance their governance capabilities and standards. At the same time, the Company facilitated its domestic subsidiaries in enhancing corporate governance in accordance with the *Company Law of the People's Republic of China* (hereinafter referred to as the Company Law). All relevant subsidiaries took the implementation of the revised Company Law as an opportunity to carry out relevant work, such as publicity on and interpretation of the law, a review and updating of the Articles of Association, and adjustments to the governance structure, so as to define the responsibilities and authority of various functions across different levels in the governance hierarchy, to build a sound and efficient governance structure, to meet the Company's needs in driving high-quality development in addressing challenges.

Strengthening strategic leadership

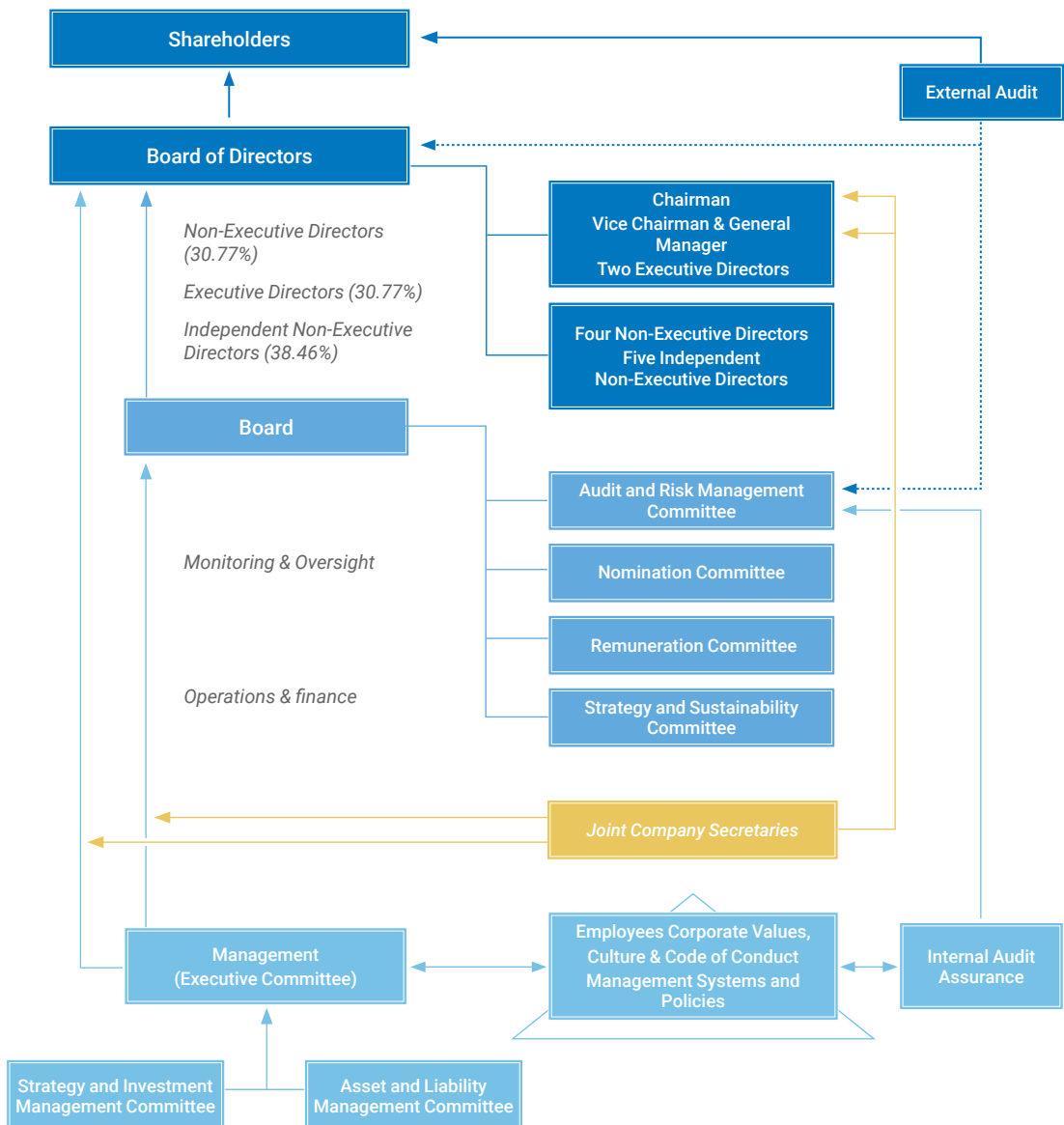
The Company comprehensively implements the national strategic directives for socio-economic development and ecological civilisation advancement for the 15th Five-Year Plan period. The Company deeply integrates Environmental, Social, and Governance (ESG) principles into its development strategy and operational management, striving to establish a leading ESG governance framework and sustainable value creation capabilities. Building on internal and external environmental analysis, regulatory guidance, and its own practices, the Company has formulated its ESG development plan for the 15th Five-Year Plan period. This plan articulates the vision of "Navigating with ESG for a Better, Sustainable Future" and defines five pillars underpinning its ESG development.

Five pillars	Key focus areas
<p>Strengthening governance</p>	<p>The Company will comprehensively establish a governance system grounded in integrity, compliance, safety and people-centric principles. This entails advancing the international, diverse and professional development of Board members, refining comprehensive risk management controls, upholding rigorous commercial ethics, strengthening anti-corruption management, and safeguarding human rights and labor rights.</p>
<p>Finance for good</p>	<p>The Company will lead its core financial operations to prioritise green finance, technological innovation, and people's livelihoods. This will better serve the real economy, diligently advance the "five key priorities" for the financial sector, strengthen consumer rights protection, prioritise data security and client privacy protection, and enhance technological innovation and digital capabilities. These efforts will contribute substantially to achieving the objectives of the financial sector "Financial Core" project.</p>
<p>Industrial upgrading</p>	<p>The Company will spearhead the transformation of its industrial businesses towards intelligent, green, and high-end transformations. This entails optimising the overall business portfolio, increasing R&D investment, boosting resource recycling capabilities, reducing overall energy consumption, and improving product quality. Technological innovation and digital capabilities will be strengthened to effectively advance the "Industrial Starlink" project.</p>
<p>Responsible investment</p>	<p>The Company will implement responsible investment principles, fully integrating ESG considerations into its investment and financing decisions. It will accelerate the deployment within strategic emerging industries and future-oriented sectors, promoting green ecological investment, aiming to become a globally influential Chinese benchmark in sustainable ecosystems and responsible investment. This will continuously solidify the foundation for high-quality and sustainable development.</p>
<p>Broad societal contributions</p>	<p>The Company will effectively balance the interests of all stakeholders, fostering a business ecosystem built on responsibility, trust, inclusivity, and collaboration. This commitment includes safeguarding employee occupational health and safety, supporting rural revitalisation, enhancing philanthropic activities and public welfare initiatives, serving society, giving back to the community, promoting social development, and contributing to national rejuvenation.</p>

Looking ahead, the Company will establish a top-down, tiered, and coordinated ESG management framework, which will ensure the precise implementation of ESG strategic objectives across its subsidiaries and deliver comprehensive ESG management coverage and effective implementation throughout the organisation.

Corporate Governance Structure

At CITIC Limited, the shareholders' meeting, the Board of Directors, board committees, and senior management make up the core of the governance structure. We ensure a clear, coordinated, and effective division of responsibilities between those charged with decision making and the management while providing a strong guarantee for the steady development of the Company by defining the responsibilities of the Board of Directors, breaking down matters in the performance of duties, and improving the rules of procedure for the Board of Directors and its subordinate special committees.



Election and Operation of the Board of Directors

The Company follows the *CITIC Limited Articles of Association* and the *CITIC Limited Director Nomination Policy* for the nomination, selection, appointment, and rotation of Board Members. In terms of composition, the Board of Directors pays attention to the independence, professionalism, and diversity of board members. The Nomination Committee of the Board of Directors (including more than half independent non-executive directors) puts forward a list of recommended candidates for directorships in accordance with the director nomination policy and submits it to the Board of Directors for resolution.

Annual Election of Directors

In order to develop the corporate governance culture, the Company conducts directorship elections every year. At any upcoming Annual General Meeting, directors must voluntarily retire. However, they can offer themselves up for re-election by shareholders at the same meeting. Directors up for re-election are voted on individually, and only those receiving a majority vote of approval from shareholders will be re-appointed. As at the reporting date, the Board of Directors consisted of 13 members, including 4 executive directors, 4 non-executive directors, and 5 independent non-executive directors.

As at the reporting date the Board of Directors consisted of

13 members

executive directors **4**

non-executive directors **4**

independent non-executive directors **5**

Operation of the Board of Directors

At the end of every year, the Board of Directors assesses its own performance and examines the contribution of all directors to the Board of Directors and the time they spared. In 2025, the Company held four regular Board meetings and one special meeting of the Board, and all Directors actively participated and diligently performed their duties during the year. The *CITIC Limited Annual Report 2025* includes a full review of all committees under the Board of Directors, including their on-duty performance, members, attendance, and activities.



Convening a Board Meeting

Board Committees

In order to strengthen strategic guidance and improve oversight functions, the Board of Directors has appointed several committees to discharge its duties. All committees discharge their functions and power in accordance with their respective rules of procedure. During the year, the Board of Directors revised the Terms of Reference for the Nomination Committee and the Board Diversity Policy to further strengthen the Board's functions.

Audit and Risk Management Committee

The committee has four directors, including 1 non-executive director and 3 independent non-executive directors



Chaired by Mr. Francis Siu Wai Keung, an independent non-executive director

In 2025, the committee convened meeting

4

perfect attendance rate

Nomination Committee

The committee has seven directors, including 2 executive directors, 1 non-executive director and 4 independent non-executive directors



Chaired by Xi Guohua, the Chairman

In 2025, the committee convened meeting

1

perfect attendance rate

Remuneration Committee

The committee has three directors, including 3 independent non-executive directors



Chaired by Anthony Neoh, an independent non-executive director

In 2025, the committee convened meeting

1

perfect attendance rate

Strategy and Sustainability Committee

The committee has seven directors, including 2 executive directors, 2 non-executive directors and 3 independent non-executive directors



Chaired by Xi Guohua, the Chairman

In 2025, the committee convened meeting

2

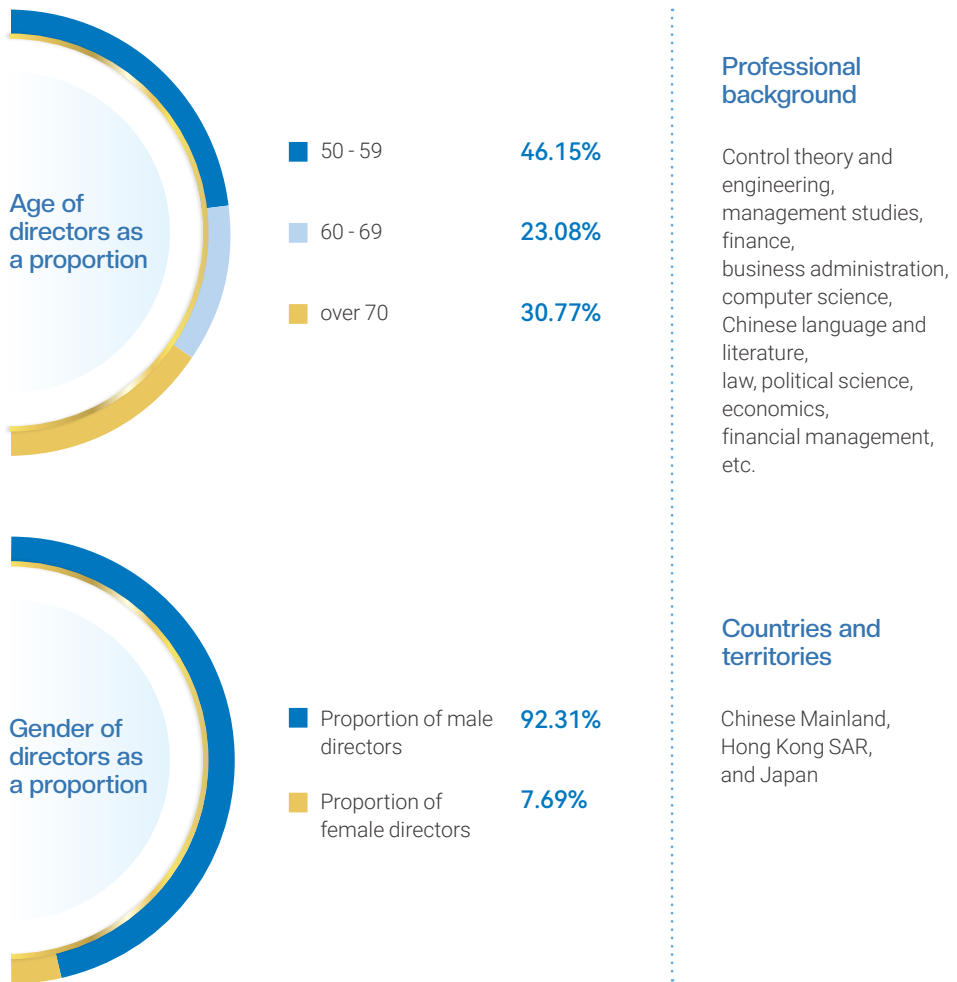
perfect attendance rate

Board Skills & Diversity

The Company attaches importance to having diverse board members and has formulated the CITIC Limited Policy on the Diversity of Board Members. In the nomination and election of directors, candidates are examined and judged based on their know-how, experience and background, nationality, race, gender, knowledge, and seniority, among other merits required for becoming a Board Member. A diverse Board of Directors helps improve the performance of the Board, promotes sound decision-making, and introduces standards for corporate governance and supervision.

The Company has measurable goals for the diversity of board members, specifically: board members need to be eligible in terms of their knowledge and experience, skills, independence, age, gender, and nationality, etc.; independent non-executive directors should account for no less than one-third of board members and each board committee should have a sufficient number of independent directors; the proportion of female directors is to be gradually increased for greater gender diversity of board members. A Board of Directors with members from different nations can have a broader perspective and provide different insights. The Nomination Committee is responsible for supervising the implementation and effectiveness of the diversity policy, including reviewing the current structure of the Board of Directors, the number of directors, board composition and diversity, and reporting to the Board achievements in diversity goals. The table below sets out information about the composition of the board in terms of gender, age, professional background, and nationality.

Diversity of board members



Directors' Continuous Professional Development Programme

The Company continues to provide directors with professional development programmes to strengthen their comprehensive understanding of the Company's business development and of the industries in which we operate, continuously improving directors' ability to perform their duties and make decisions. The Company provides directors with monthly business updates, the latest developments in corporate governance, and materials on relevant laws and regulations, and arranges occasional training sessions for board members.

In 2025, the Company arranged for directors to conduct research visits to subsidiaries including CITIC Environment, Companhia de Telecomunicações de Macau, S.A.R.L. (CTM), CITIC Press, CITIC Agriculture, CITIC Construction, China CITIC Bank International, and Altyn Bank of CITIC Bank. These visits enabled directors to receive operational reports, and gain insights into strategic implementation, business development, and risk prevention initiatives, thereby ensuring directors' adequate rights to information, supervision, and control while enhancing the effectiveness of their duties. In November 2025, directors attended the Strategy and Sustainable Development Committee meeting, where they discussed CITIC's corporate strategies, business development, and ESG management and planning.



Directors paying a visit to Altyn Bank of CITIC Bank



Directors paying a visit to Sanfeng Environment

Executive Compensation Policy

The Company has established an executive compensation and assessment management system. The Board of Directors is responsible for determining the remuneration of senior executives, including salaries, bonuses, benefits in kind, pensions, and compensation (including compensation payable for termination of position or appointment). When approving the proposed remuneration packages for management, the Remuneration Committee considers whether and how the Company's development goals set by the Board of Directors have been achieved, with reference to the remuneration levels applicable in the industry, to ensure that a reasonable remuneration package is offered in accordance with the regulatory requirements on remuneration for senior managers to motivate senior managers and protect the interests of shareholders.

Pay Linked to Sustainability

The Company continuously improves the performance appraisal system along with the compensation distribution system and continues to promote a sustainability-linked approach. In terms of compensation management, we adhere to the principles of “serving the Company’s development strategies, determining compensation based on performance, matching responsibilities, authority, and benefits, laying equal emphasis on motivation and checks, and attaching due importance to efficiency and fairness” to promote the Company’s high-quality and sustainable development. The compensation for the Company’s senior managers consists of three parts: a basic annual salary, performance-related pay, and term-based incentives. Basic annual salaries are determined as a certain multiple of the average salary of on-the-job employees at central enterprises. Performance-related pay is based on the basic annual salary and linked to performance assessment results. Term-based incentives are determined as a certain proportion of the total salary over three years of a senior manager’s term and linked to performance assessment results.

In accordance with the “Financial Enterprise Performance Evaluation Methods” and other relevant regulations, performance evaluations of the Company’s management are linked to indicators related to sustainability, such as the percentage of green loans and inclusive loans to micro and small businesses, and risk prevention and control, with an accumulated weight of more than 10%.

Improving the Clawbacks & Malus Mechanism

In order to improve the mechanism designed to leverage compensation as an incentive and a check, and to use performance-related pay to drive the Company’s operations and management, the Company has formulated the *Opinions on Establishing and Improving the Compensation Recourse and Deduction Mechanism (for trial implementation)* and the *Measures for Ensuring Accountability in Case of a Risk Event (for trial implementation)*. The Company implements an annual salary system for its middle and senior management. This system establishes a strong link between annual compensation and both performance and assessment results, ensuring executive remuneration levels are closely tied to the Company’s development. Furthermore, the Company has instituted compensation clawbacks and malus arrangements for senior executives and personnel in relevant responsible positions. Specific triggers for invoking clawbacks include breaches of regulatory policies, the occurrence of significant risk events, and the improper awarding of compensation. Based on the severity level of any disciplinary action taken, corresponding reductions are applied to performance bonuses and medium-to-long-term incentives. The clawback period, in principle, aligns with the timeframe during which the related risk or loss occurred. These provisions also apply to departed or retired employees.

Applicability

Under the compensation clawbacks & malus mechanism, the Company can recover a portion of performance pay that has already been paid and suspend any portion that has not. Performance pay includes annual performance pay, term-based pay, or any other incentive pay.

Who the mechanism applies to

All senior managers and employees in relevant responsible positions, as well as former employees and retirees. The Company requires its subsidiaries to establish a compensation recovery and deduction mechanism based on their own actual circumstances.

Trigger

- Where there is fraud in performance appraisal results, violations of salary management policies, illegal or wrong payments of salaries, or unauthorised additions of incentive items in compensation packages, all overpaid performance pay will be recovered;
- In cases of serious failures to meet, or serious deviations from, any key regulatory indicators, any risk disposal actions taken by a regulator, or any adverse effects caused by major risk events, part or all of the performance pay of the main responsible person will be recovered;
- Where any employee fails to be diligent and exercise due care in the performance of his/her duties, leading to a serious violation of laws and regulations or loss of state-owned assets or abnormal exposures, part or all of the employee’s performance pay within the corresponding period will be deducted or recovered depending on how the responsibility is attributed;
- In cases where it is deemed necessary that an employee be subject to a salary-linked punishment for a violation of discipline, regulations or laws, a penalty will be imposed in accordance with relevant disciplinary rules.

Procedures

Necessary internal decision-making procedures are performed where any compensation should be recovered or deducted:

- The audit, risk management, compliance, audit, finance, and other departments shall, in accordance with their responsibilities, initiate a compensation recourse or deduction request, attribute the responsibilities, and provide the assessment results;
- The person against whom a recourse or deduction request is initiated should be consulted, and if he/she objects, a complaint together with supporting materials can be submitted;
- The Human Resources Department is responsible for the calculation of the amount to be recovered or deducted and takes action as needed. A written notice on compensation recourse or deduction should be served on the person involved.

Integrity and Compliance-based Operations

The Company has always been committed to strengthening compliance management and deepening the construction of its compliance management mechanism. In accordance with the *Basic Norms for Enterprise Internal Control* alongside the Company's *Compliance Management Measures* and relevant supporting guidelines, and in line with the "business management must cover compliance" principle, CITIC Limited continues to strengthen the construction of compliance and internal control systems, has built a closed loop of internal control covering issues before, during and following risk events, and has embedded compliance requirements into operations and management throughout decision-making, implementation, and supervision in a manner that covers all functions and companies at all levels, and all employees. A compliance responsibility system covering all employees has been established to improve the accountability and rectification mechanisms to drive a systematic approach to compliance culture.

Refining Compliance Management

Strengthening Compliance Supervision and Governance

As the main body of the core governance framework, the Board of Directors is regularly briefed by senior executives and relevant departments on business ethics and compliance. The Board of Directors and the Audit and Risk Management Committee both review reports submitted by management every year. These cover the Company's compliance with business ethics and compliance-based operations, and the implementation of internal policies on business operations and corporate governance. At the same time, the Board of Directors also regularly reviews disciplinary rules, compliance manuals, and other systems and documents applicable to employees and directors to ensure their effectiveness and adaptability.

The Company has improved its compliance management system, conducting governance of institutional frameworks through the revision of the *Management Measures for Enforcing Compliance with Systems (2025)*, thereby promoting the optimisation of the institutional framework and the strengthening of its implementation. It has

deepened the governance of non-compliance issues by organising a special campaign targeting financial sector violations and irregularities, directing subsidiaries to summarise and identify core issues, implement root cause analysis and rectification, and compile and distribute typical cases. Additionally, the Company has conducted special compliance risk assessments for financial business between its subsidiaries and formulated specialised compliance work guidelines. To enhance overseas compliance management standards, the Company conducted sanctions risk assessments, focusing on key jurisdictions and industries, whilst refining the graded and categorised control mechanism to strengthen sanctions risk management within subsidiaries. Furthermore, it has enhanced the Federal Reserve compliance working mechanism, developing the *Guidelines for Key Points in Overseas Compliance* and the *Manual for Key Points in Sanctions Compliance Management* for overseas countries and regions, thereby strengthening guidance on compliant operations for overseas affiliates.

Strengthening Employee Compliance Awareness

The Company continues to provide compliance and business ethics training to all employees, using a variety of methods, including off-line learning, courses, training on special topics, and assessments. These encourage employees to abide by business ethics and comply with all applicable laws and regulations and the Company's rules. The Company has continued to strengthen compliance training and deliver thematic compliance training sessions on corporate governance, sanctions risk management for multinational enterprises, comprehensive risk management, accountability for risk incidents, the *Company Law*, and US compliance for managers, risk management and compliance functions, and business functions. The Company has prepared and released 12 issues of CITIC Law Forum, and published a total of 57 professional articles, including those on new regulations, risk management guides, and the economic situation, via the WeCom Risk and Compliance Platform.

Report on Illegal and Non-compliant Matters

The Company continuously strengthens governance over non-compliant issues through the *Provisions on Reporting Violations of Laws and Regulations*, which enhance the reporting mechanism for such matters. Key processes including compliance interviews and quarterly follow-ups are solidified through this framework. Furthermore, the Company has organised specialised governance initiatives addressing illegal and non-compliant matters across relevant subsidiaries, with their responsible persons signing the *Letter of Responsibility for Compliance-Based Operations*.

Anti-corruption Governance

The Company strictly abides by the regulatory requirements of the jurisdictions in which it operates, sets the tone for strict supervision, and takes practical measures to promote the building of a culture of integrity and to continue the fight against bribery and corruption. Progress has been made in this regard. In order to establish systems and introduce standards for bribery and anti-corruption work, the Company has woven a network of anti-corruption systems based on underlying laws and regulations, guidance, and directives. The Company and its subsidiaries comprehensively implement the *Anti-Corruption Code of CITIC Limited*, continues to safeguard against and prevent bribery, extortion, fraud, money laundering, and unfair competition, and resolutely eliminates all kinds of corruption and acts against business ethics. The Code applies to all personnel (including directors, staff, and any persons acting on behalf of the Company), all subsidiaries of the Company, and all businesses managed or controlled by the Company.

Building a Wide-Ranging Supervision System

The Company has built a wide-ranging supervision system built upon discipline inspection and supervision, and coordinates governance supervision, functional supervision, special supervision, and supervision by the masses. In 2025, the Company convened its annual wide-ranging supervision meeting, revising the implementation measures for the wide-ranging supervision system. This revision established the objectives of developing a “five-timing” (anytime, timely, time-bound, punctual, and constant) supervisory framework, while formulating eight operational mechanisms including coordinated planning and regular reporting.

The Company has intensified its inspection efforts, conducting routine, specialised, and escalated inspections in a coordinated manner while focusing on integrity and compliance in business operations, governance and oversight capabilities, and combating corruption. In 2025, routine inspections will be carried out at multiple subsidiaries including CITIC Construction and CITIC Environment.



Continuing to Deepen Anti-Corruption Efforts in Financial Sectors

The Company actively implements national regulatory requirements on anti-corruption in the financial area, adapts to enhanced supervision, and combines efforts to fight corruption to prevent financial risks and drive a coordinated approach to relevant work. The Company has continued to strengthen its anti-corruption efforts in the financial segment, optimising its internal governance mechanism, and improving its ability and effectiveness in preventing financial corruption and holding those engaged in corrupt practices accountable. By enhancing political supervision, supervising remedial actions, and refining day-to-day oversight, the Company keeps a close eye on early indications of corruption and endeavours to strengthen case-based governance. During the year, the Company investigated and dealt with a number of corruption cases in the financial field, laying a solid foundation for the steady development of a comprehensive financial business.

Focusing on Cross-Border Corruption Governance

In 2025, the Company focused on cross-border corruption governance, continuously strengthening its overseas institutional framework by reviewing, revising, and refining over 40 regulatory documents. It organised joint inspections targeting overseas investments and violations of financial discipline. These efforts further elevated the governance and oversight standards of the Company's overseas operations.

Refining over
40 regulatory
documents

40

Strengthening Integrity Culture Development

Through warning education conferences, training sessions, thematic meetings, and integrity reminders organised by both the headquarters and subsidiaries, the Company intensified education on business ethics, anti-corruption, and integrity. This initiative comprehensively covered all employees, including part-time staff and contract workers. During 2025, the headquarters convened two warning education conferences which centrally disclosed 11 typical cases, with staff receiving integrity education either on-site or via video link. Furthermore, the Company leveraged the "Breeze Messenger" platform to vividly narrate CITIC stories honouring integrity. This included broadcasting 12 self-produced promotional videos, disseminating 6 contributed videos, publishing 27 calligraphy and art works, and issuing 20 dynamic reminder notices – collectively accumulating over 200,000 visits.



During 2025

headquarters convened
two warning education
conferences

2

Compliance with Business ethics

The Company places the integrity, ethics and professional conduct of employees in the most prominent position. We have therefore formulated and strictly implemented the *Code of Conduct of CITIC Limited* (Code of Conduct). The Code of Conduct comprehensively covers the requirements of employees' personal behaviour (regarding bribery, illegal acceptance of gifts and commissions, and the acceptance and provision of hospitality), relationships with suppliers and contractors, relationships with customers and consumers, employment regulations, and compliance supervision and enforcement methods. By means of education, supervision and assessment, the Company ensures that employee behaviour conforms to the highest professional ethics standards.

Ethical Standards for Employees

The Company explicitly requires all employees, including directors, full-time employees, and all personnel working for the Company (including interns, dispatched workers, suppliers/contractors, and other third-party employees) to understand and strictly abide by the Code of Conduct, and to not commit any dishonest or corruptive acts. On this basis, the Company checks and summarises employee conduct every six months, thereby ensuring that each employee fully complies with laws, regulations and company policies in their daily work and related business activities, so as to maintain the Company's reputation and business ethics.

We have launched different training sessions on professional ethics, anti-fraud, and anti-corruption in accordance with industry characteristics and job levels. We make comprehensive use of publicity platforms such as the intranet, WeChat Official Account, and APPs to instruct employees on how to behave well and build a clean and upright working mindset.

Whistle blowing

With accessible reporting channels in place, including letters, visits, and e-mail, we strictly follow the *Rules for Handling Reports and Accusations by Disciplinary Inspection and Supervision Organisations* to receive and handle whistle blowing. Furthermore, we have laid down the *Administration Measures for Reporting*, the *Administrative Measures for Petition*, the *Measures for Encouraging Real-Name Reporting and Punishing False Accusations and Framing*, and the *Whistle blowing Policies and Guidelines for Handling Whistle Blowing* for our operations in Hong Kong to specify the scopes of acceptance, channels, and procedures for handling whistle blowing and complaints. Units or individuals in violation of laws and regulations, proven to be true after verification, are subject to punishment by related departments in accordance with administration authorities or transferred to judicial organs for investigation according to the law if criminal activity is suspected.



Reporting Channels

Disciplinary inspection, supervision, and petition institutions at all levels have publicly disclosed their scope of acceptance for handling reporting and complaints, mailing address, reception address, reporting hotline, fax number, email address, and reporting mailbox.

The headquarters has opened a mailbox for the Chairman and general manager (chairmanpresident@citic.com), which is monitored by a dedicated person who forwards these emails to the disciplinary inspection, supervision, or petition institutions for processing.



Whistleblower Protection

We respect the reasonable demands of whistleblowers and protect their legitimate rights. We strictly implement the confidentiality system, and keep confidential the report contents and the name, work unit and address of the whistleblower. We strictly prohibit the transfer or notification of the reporting materials to the organisation or person being reported or charged. Disciplinary inspection personnel who divulge the whistleblower's personal information or reporting content or provide convenience for retaliating against the whistleblower shall be severely punished and investigated for legal responsibility according to law.

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Following the principle of "Seeking Truth from Facts, Recusal, and Confidentiality," we safeguard the rights, interests, and private information of whistleblowers, maintain strict confidentiality of the materials reported using their real names, restrict the dissemination of their information, and prohibit divulging any information about them. Divulging the source of evidence during the process of verifying issues reported using real names is prohibited. The recusal system should be faithfully upheld during supervision and discipline enforcement. Taking revenge on whistleblowers and their relatives is prohibited. Any violation of a whistleblower's legal rights should be looked into and dealt with sternly in order to safeguard their interests and lawful rights.

Anti-money Laundering and Countering Terrorism Financing

The Company strictly abides by the laws, regulations and regulatory requirements of the countries and regions in which its businesses are located and has put in place a sound and complete administrative structure for anti-money laundering, with an explicitly-defined division of duties, and incorporated own accord anti-money laundering risks into the system of comprehensive risk management. CITIC Financial Holdings, the platform company under the Group's comprehensive financial services segment, exercises unified control over anti-money laundering and countering terrorism financing within its subordinate financial institutions. It has formulated the *Administrative Measures for Anti-money Laundering and Countering Terrorism Financing* to build a full-process anti-money laundering system spanning "pre-event, in-process, and post-event" phases, requiring all employees to jointly prevent money laundering and terrorist financing risks during business operations and maintain financial order. Subordinate companies implement the unified anti-money laundering requirements and have established an internal anti-money laundering control management system aligned with their own risk profiles, based on the principle that the stricter requirement should prevail. The Board of Directors of CITIC Financial Holdings discharges its administrative duties in accordance with its articles of association and relevant regulatory requirements, with management being responsible for implementing risk management for anti-money laundering.

Enhancing Audit Oversight

The Company strictly abides by laws and regulations, such as the *Corporate Governance Code* issued by Hong Kong Exchanges and Clearing Limited (HKEX), and solidly advances the building of an audit system. We have set up the Audit and Risk Committee under the Board of Directors. The Company's internal audit function reports to the Audit and Risk Committee quarterly on the implementation status of audit work, audit problems found and rectification, and the audit of human resources. We have established internal audit departments at headquarters and in important subsidiaries, where about 700 internal auditors are engaged. The Company carries out internal audit quality assessment of subsidiaries every year to review audit management, audit quality, audit performance, audit collaboration, and other aspects to continuously improve the supervision efficiency of the audit system.

Upholding the principle of "carrying out audits wherever it is necessary and in a strict manner," the Company has established and improved a compatible working mechanism to ensure the audit scope and frequency, thereby enhancing audit coverage. Internal audit departments at all levels conduct independent supervision over the implementation of national policies and measures, the execution of the Company's development strategies and decisions, internal control and risk management, financial revenue and expenditure, fixed asset investment projects, natural resource asset management, and the fulfilment of ecological environment protection responsibilities. These strengthen coordination and collaboration with other forms of supervision, promote the timely and effective rectification of issues identified through audits, assist the Company in enhancing internal controls, preventing and mitigating risks, and achieving strategic objectives. This fully leverages the critical role of internal audit within the Company's wide-ranging supervision system.

The Company has established fundamental policies including the *Internal Audit Management Regulations*, *Internal Audit Findings Rectification Management Measures*, *Internal Audit Management Measures for Subsidiaries*, and *Internal Audit Work Quality Assessment Management Measures for Subsidiaries*. These define basic requirements for the internal audit framework, duties and authorities, procedures, and utilisation of audit results. Additionally, operational standards such as the *Code for the Implementation of Internal Audit Projects*, the *Code of Ethics for Internal Audit Personnel*, and the *Management Code for Follow up Education of Internal Auditors*, have been formulated, alongside audit guidelines for critical domains including procurement, sales, investments, and engineering projects. These define quality control criteria and management requirements for internal auditors, ensuring audit work quality. Training is organised annually for internal audit personnel to maintain their professional competence.

Audits of Ethical Standards

The Company places high importance on business ethics audits. It has formulated audit guidelines, including the *Internal Audit Business Norms - Inspection and Report on Fraud* to standardise, to provide operational guidance for auditing business ethics and to instruct auditors in the standardised execution of audit procedures. Audit functions at all levels adhere to the principle of risk-based auditing. Annually, based on risk assessment outcomes and the practical context of business development, they scientifically formulate audit plans to conduct regular inspections on matters related to business ethics. These inspections cover, but are not limited to, the Company's internal control environment, the establishment and implementation of business ethics-related systems, and the effectiveness of operational procedures and system support. By employing a combination of comprehensive and specialised audits, as well as integrating on-site audits with off-site reviews, they ensure that audits cover all subsidiaries within a three-year cycle. Audit functions at all levels strengthen supervision by focusing on key units, key areas, and key processes. They utilise big data technology to identify issues, enabling the timely detection and handling of violations. This approach promotes the enhancement of control measures, fosters ethical and compliant operations, and mitigates business ethics risks in areas such as procurement, sales, credit approval, project construction, asset disposal, and expense reimbursement.

Information Security Audit

The Company has established the *Internal Audit Guidelines - Information System Audit* to standardise and strengthen audits in areas including data security management, network security management, the security management of critical information infrastructure, and personal information protection. Audit functions at all levels, in accordance with regulatory requirements and business realities, incorporate checks on information security management status within various audit projects. This helps to close security control loopholes, strengthen information protection capabilities, and effectively guard against information security risks. Subsidiaries such as CITIC Bank, CITIC Securities, CITIC Trust, and CITIC-Prudential Life conduct specialised information security audits. These audits drive the implementation of regulatory requirements, strengthen information security defences, and contribute to enhancing digital financial service capabilities.



The Company held a special training on artificial intelligence application and audit responses in 2025

Comprehensive Risk Management

With effective risk resolution as one of the key tasks of reform, the Company continues to make its comprehensive risk management system more thorough, proactive, actionable, and coordinated. Based on its business development and control model, and with risk preference as guidance, the Company and its subsidiaries have established a hierarchical and classified risk management policy system to improve various risk management mechanisms and strengthen the construction of a risk compliance culture. This will help the Company effectively weave a "protective net" and build a "firewall" to protect its high-quality development.

Risk Strategies and Risk Appetites

The Company has formulated a five-year risk strategy. This year, it has resolutely implemented the "Consolidation and Enhancement Year" work plan under this strategy, focusing on improving the effectiveness of risk management. Responsibilities have been reinforced, standards clarified, and mechanisms optimised to further enhance the forward-looking, proactive, and targeted nature of risk control. This addresses key and challenging risk issues constraining the Company's high-quality development, aiming to achieve a material reduction in the Company's risk level and effectively contain risk exposure.

Risk Management Framework

The Company has built a comprehensive risk management framework comprising "Four Levels" and "Three Lines of Defence". The Board of Directors bears overall responsibility for maintaining a sound and effective risk management system. The Audit and Risk Committee, acting on behalf of the Board of Directors, monitors the company's financial reporting system and risk management system, reviews and supervises the effectiveness of the internal audit function, and reviews corporate governance policies. The Audit Compliance Department actively plays a leading role in risk management, with relevant functional departments responsible for managing various risks in a professional manner. The

Company is committed to continually optimising its comprehensive risk management framework across all levels, strengthening risk identification, assessment, and monitoring. Through methods including off-site monitoring and on-site inspections, it gains comprehensive insights into the operational performance, financial status, and significant business activities of its subsidiaries. This enables the assessment of potential risks which may arise from them. The Company promptly reports identified vulnerabilities and risk exposures, ensuring the implementation of targeted control measures to enhance the overall effectiveness of its comprehensive risk management system.

Risk Management Procedures

We have established a risk management system for all aspects of our operations, with a prioritised focus that enables a seamless and comprehensive connection between management and the control mechanisms to prevent systematic risk. We regularly carry out risk identification, assessment, and monitoring, improving the risk reporting mechanism while conducting in-depth risk analysis. We have established a disposal mechanism for major risk projects to facilitate risk disposal and resolution, forming a closed management loop for risk identification and assessment, monitoring, reporting, risk rectification, and disposal.



Financial sectors

Further improving the unified credit management and concentration limit mechanisms, the Company has established an integrated company customer relationship mapping and comprehensive asset overview, combining rigid limit controls with proactive risk early-warning measures. It pioneered a CITIC-characteristic model for industrial-financial collaboration in risk mitigation, forging a risk resolution "joint fleet" to drive the resolution of major risk projects.



Industrial sectors

Leveraging account opening and filing as the starting point, the Company extends its comprehensive industrial risk management framework downwards, mandating first-tier subsidiaries to systematically employ risk dashboards, monitoring indicators, and risk reports across their subordinate entities. This enables the identification of primary risks through maintained tracking registers and the implementing graded classification controls.

The Company continues to promote the digital transformation of its risk management system, standardising data protocols and reducing manual reporting requirements while simultaneously advancing risk and compliance data governance. To deepen these efforts in system development, the legal and compliance risk module was enhanced during the year, alongside driving the cloud migration of contract management systems. This initiative enables the online management of risk appetite indicators while establishing dedicated modules for institutional early warnings and country risk management. Consequently, consolidated oversight has been strengthened and early warning effectiveness elevated through these systemic upgrades.

Risk Compliance Culture Building

We uphold the risk control principle that "managing risks can help create benefits" and leverage the guiding role of risk and compliance culture. We have deepened the new round of risk compliance culture building, released the inaugural Risk Compliance Culture Initiative, and implemented the principles of "three commitments, three enhancements, and two coordinations". We have established the concept of "maintaining compliance to navigate risks", incorporating risk and compliance culture into administrative mechanisms, policies and systems, business rules, and codes of conduct, among other parts of operations and management.

ESG-Related Risk Identification and Prevention

The Company comprehensively identifies and analyses various ESG risk factors that may affect its own business and the realisation of its objectives. According to policy guidance, regulatory requirements, and changes in the external environment, based on business needs and management practices, the Company steadily integrates ESG-related risks such as climate and environmental risks, related party transaction risks, and corporate governance risks into the comprehensive risk management system, and conducts dynamic and classified management of risks.

CITIC Securities

Integrating ESG factors into its comprehensive risk management framework, CITIC Securities continuously strengthens the identification, monitoring, and control of ESG risks within its business activities. In 2025, it issued its *ESG Risk Management Statement*. This Statement formally integrated ESG factors into due diligence processes, risk reviews, and follow-up management. CITIC Securities is committed to progressively advancing the development of its ESG risk management system for investment and financing activities, thereby enhancing its overall ESG risk management capabilities. This proactive approach enables the effective management of ESG-related risks and opportunities. CITIC Securities' ESG risk management framework covers multiple operational stages across diverse business segments, including investment and financing activities, as well as wealth management. This framework will be subject to ongoing optimisation and refinement. Remaining grounded in its core business principles, CITIC Securities pursues prudent development and innovation. Within its assessment procedures for new business initiatives and products, it identifies all categories of potential risk, paying specific attention to ESG risk factors.

CITIC Urban Development & Operation

CITIC Urban Development & Operation has formulated the *CITIC Urban Development & Operation Comprehensive Risk Management Measures (2025)*, incorporating ESG-related risks (such as governance risk, country risk, and legal and compliance risk) into the comprehensive risk management framework. These risks are systematically managed through established mechanisms for risk identification, assessment, and response. Furthermore, the company organises and implements targeted campaigns addressing violations in the ecological and environmental protection domain, alongside thorough checks on trademark usage compliance. These actions rigorously prevent ESG-related risk incidents.

Intellectual Property Management

The Company has formulated systems such as the *Administrative Measures for Intellectual Property* and the *Administrative Measures for Trademarks*, forming an institutionalised management framework that covers the processes of intellectual property creation, application, and protection. In addition, the Company continues to promote innovation by incorporating patents and other intellectual property rights into technological innovation assessments as bonus points, and provides incentives for applying for invention patents and projects that obtain national patent awards. The Company constantly improves awareness of intellectual property protection and cracks down on infringement. The Company continuously updates its CITIC brand “positive list” and “negative list,” employing legal measures to safeguard CITIC’s rights and interests. It has intensified its crackdown on trademark infringement, handling approximately 140 infringement cases. Furthermore, the Company prioritises the ongoing resolution of fraudulent entities posing as central state-owned enterprises (SOEs) both domestically and internationally, having cumulatively handled over 100 such cases.



As at the end of 2025

CITIC Limited and its subsidiaries had a total of 13,737 valid intellectual property rights

13,737

including

9,312

patents



Strengthening intellectual property protection through comprehensive measures

Case

The Company and its subsidiary, LongPing High Tech, have consistently increased their investment and efforts in the field of IP protection, promoting the creation of high-quality IP to drive industry innovation. By implementing a series of measures, including proactive applications, strategic pre-emptive protection, and assertive rights enforcement, they have significantly enhanced their capabilities in the creation, utilisation, protection, and management of IP. These efforts have established a robust legal and brand foundation, supporting the Company’s long-term development. In addition, the Company has intensified its protection of trademarks such as “CITIC,” “CITIC Agriculture,” “Yuan Longping,” and “Longping,” while encouraging stronger protection of plant variety rights. The Company actively investigates, monitors, and takes timely action against any infringing use of these trademarks and plant varieties, ensuring their effective safeguarding. Furthermore, the Company and LongPing High Tech have regularly organised training sessions on relevant laws and regulations, including the *Seed Law*, *Anti-Unfair Competition Law*, and *Plant Variety Protection Regulations*. These activities aim to enhance employees’ awareness of IP protection, particularly regarding plant variety rights, trademarks, patents, and trade secrets, thereby fostering a culture of IP protection across the organisation.



Strengthening Supplier Management

The Company has established the Supplier Management Regulations to deeply integrate ESG principles into core aspects of supply chain management. By leveraging centralised procurement management as a key driver, the Company has developed a closed-loop management system that spans the entire lifecycle of supplier engagement, including assessment, selection, monitoring, evaluation, and exit. This approach ensures the mitigation of various ESG risks from the outset, such as environmental, social, ethical, and corruption-related issues, thereby fostering sustainable supply chain development. The Company continues to deepen the construction of a strategic collaboration mechanism with suppliers, fostering mutual trust and reciprocal benefits through enhanced communication and cooperation to build a symbiotic supply chain ecosystem.

Strengthening Centralised Procurement Management

The Company has established a supplier management system oriented towards centralised procurement, with the Central Procurement Committee providing overall guidance and individual procurement entities responsible for implementation. This system strictly adheres to the principle of the "categorised management and collaborative division of labour." In practice, the Company steadfastly implements green development concepts, prioritising the procurement of energy-efficient, environmentally friendly, low-carbon, and emissions-reduction products and services. Additionally, the Company upholds the principle of direct procurement, prioritising direct collaboration with original manufacturers to minimise intermediary steps. This approach reduces supply chain compliance risks, operational costs, and risks related to ESG factors from the outset.

Supplier ESG Risk Management

The Company integrates ESG risk management into every stage of the procurement process, embedding ESG risk identification mechanisms into key stages such as supplier registration, onboarding, shortlisting, monitoring, evaluation, and exit. This ensures that suppliers adhere to ethical business practices and fully fulfil their environmental and social responsibilities.

Supplier registration

- Suppliers are required to complete their registration independently within the CITIC Supplier Database. Beyond meeting basic requirements such as legal standing and successful information verification, suppliers must accept and sign the Company's Supplier Code of Conduct, committing to comply with environmental, social, and ethical standards. Additionally, suppliers must not be listed on the CITIC Supplier Blacklist, ensuring alignment with the Company's ESG principles from the outset of cooperation.

Supplier onboarding

- Each procurement entity establishes specific onboarding criteria based on business needs, conducting rigorous reviews of suppliers' legal credentials, authorisation documents, and other relevant materials. This ensures that suppliers demonstrate strong compliance with social responsibility standards and have no significant deficiencies in this regard.

Candidate supplier shortlisting

- Candidates must provide a written commitment stating that they have no major legal violations in the previous three years. For projects requiring mandatory certifications, suppliers must furnish valid proof of compliance with environmental and safety standards. Additionally, suppliers must possess the necessary environmental equipment, technical expertise, and supporting documentation to fulfil contractual obligations. Furthermore, it is explicitly stated that candidate suppliers must not have any related relationships, preventing conflicts of interest and associated ESG risks.

Anti-Corruption Mechanism for Suppliers

The Company has established the *Supplier Code of Conduct*, requiring suppliers to strictly adhere to anti-corruption and anti-bribery regulations. The Company has implemented a supplier onboarding management mechanism, and has achieved 100% adherence to the *Supplier Code of Conduct* among all registered suppliers.

In the procurement management process, the Company conducts targeted reviews of supplier integrity and probity risks; this is performed in line with compliance and risk control requirements, alongside the operational needs of specific verification exercises. The Company focuses on verifying whether suppliers have engaged in illicit practices, including bribery, bid-rigging, or misrepresentation of procurement items, by establishing internal whistleblowing channels and conducting targeted audits. If violations of the Company's *Supplier Code of Conduct* are identified, including issues related to integrity or corruption, the offending supplier will face immediate suspension of their eligibility to participate in procurement projects. Depending on the severity of the violation, further actions may include listing the supplier on the blacklist or forcing their removal from the supplier database. In cases where losses have been incurred by the Company, legal action will be taken to pursue the supplier's liability. Additionally, annual reviews are conducted through multiple methods, including performance evaluations, comprehensive annual assessments, and supplier qualification management.

Supplier monitoring

- Throughout the procurement process, suppliers are required to ensure compliance with procurement discipline, business ethics, and other relevant standards. This includes preventing improper conduct such as bid-rigging, falsification of information, or commercial bribery. The Company mandates that suppliers shall not disclose any commercial secrets, technical data, or other sensitive information obtained during the course of collaboration, ensuring that the collection, processing, storage, and transmission of data are conducted in a lawful and compliant manner.
- Based on the specific requirements of procurement projects, supplier categories, and enterprise scale, each procuring entity conducts on-site assessments of suppliers. These assessments involve verifying critical information including the operational status of environmental protection facilities, workplace safety conditions, and employee rights safeguards.

Supplier evaluation

- The Company employs a comprehensive supplier evaluation system that combines single-contract performance evaluations with annual comprehensive assessments. Evaluation criteria are primarily objective and quantitative, with subjective and qualitative elements serving as supplementary measures. These criteria are tailored to the specific characteristics of the supplier category, industry, and procurement project.
- Based on their operational development needs, procuring entities may autonomously organise investigations or commission qualified third-party specialists to undertake such activities, covering key control areas including regulatory compliance, business integrity, social responsibility, environmental management and information security, thereby ensuring the compliance, objectivity and effectiveness of investigation results.

Supplier exit

- The Company operates a tiered and categorised supplier exit management mechanism, with exit procedures divided into two levels: Group-wide and procurement entity-specific. Exits are classified into two types: normal exits and forced exits.

02

Environment

Green Development for a Better Planet

CITIC Limited is actively implementing the national strategy of carbon peaking and neutrality, integrating “dual carbon” philosophy into its daily business operations and management. We are firmly committed to a green and low-carbon development path, exploring innovative green finance practices, and promoting the green and low-carbon transformation of real industries, so as to continuously contribute our wisdom and strength to environmental protection and the construction of a beautiful China.





Highlights

- CITIC Limited has released a *White Paper on Actions to Achieve Carbon Peaking and Carbon Neutrality* for the fourth consecutive year, which clearly outlines the goals of achieving carbon peak by 2030 and carbon neutrality by 2060.
- The Company has promoted low-carbon operation, increased investments in clean technologies, achieving significant energy-saving and carbon-reduction results at key facilities.
- We have expanded our green finance services, built a "Five in One" service system, and integrated ESG principles into all key business areas. We have also supported green enterprises' financing needs, with a green credit scale reaching RMB 752.462 billion, ranking among the top in the market for green bond underwriting.
- We have supported ecological protection, built biodiversity wetlands, and promoted pilot programs for industrial waste recycling and third-party pollution control.
- We have actively responded to climate risks, collaborated with subsidiaries to promote risk identification and assessment, and formulated effective response strategies, continuously enhancing our ability to cope with climate change.


Enhancing “Dual Carbon” Management

“Dual Carbon” Goals and Practices

The Company has clearly defined its “carbon peaking and carbon neutrality” goals, striving to achieve significant progress in comprehensive green and low-carbon transformation by 2030, with overall carbon emissions reaching their peak and gradually declining. Subsidiaries that meet certain conditions will strive to reach their carbon emission peaks even earlier. By 2060, the Company aims to fully integrate a green, low-carbon, and circular development industry system and a clean, low-carbon, safe, and efficient energy system, with energy utilisation efficiency reaching world-class levels, making a positive contribution to the country’s goal of achieving carbon neutrality.

In 2025, the Company fully seized opportunities for green and low-carbon business development, working tirelessly on its own emissions reductions while actively supporting society-wide carbon reduction efforts. Additionally, the Company released its fourth consecutive annual *White Paper on Actions to Achieve Carbon Peaking and Carbon Neutrality*, disclosing its progress on the achievement of “dual carbon” goals to all stakeholders.

Key area



Finance

Main goals

Provision of solutions for the low-carbon transformation of enterprises, innovative green financing and investment products, along with innovative carbon financial tools

Innovative practices

CITIC Bank

CITIC Bank has formulated the *CITIC Bank Green Finance Development Plan (2024-2026)* to clarify the medium-term direction for its green finance development, and the *Special Action Plan of CITIC Bank for Achieving Excellence in the Major Areas of Green Finance* to refine specific measures for promoting the development of green finance operations. The bank integrates its own resources with those of collaborating enterprises to offer a comprehensive suite of services, including carbon consulting, carbon trading, carbon benefit programmes, carbon finance, transition finance, and dual-carbon technology. This service provides industry clients with multi-dimensional support throughout the entire cycle of their “dual-carbon” transformation.


CITIC Securities

CITIC Securities continues to deepen innovation in green finance, utilising a diverse range of financial tools to support the optimisation of the energy structure and the upgrading of low-carbon technologies. It guides financial resources towards green sectors, coordinating efforts to reduce carbon emissions, decrease pollution, expand green spaces, and promote growth. It is also optimising its responsible investment framework, integrating ESG factors comprehensively into the investment management process, so as to drive the green transformation of financing and investment structures. CITIC Securities explores innovations in green financial products, derivatives, and services to enhance its capabilities in providing green financial

CSC Financial

CSC Financial continues to focus on carbon finance, develops innovative products and services such as carbon trading, and actively provides financing support to industries related to environmental protection, clean energy and other green and low-carbon sectors.

Key area



Real economy

Main goals

Amplification of the low-carbon effects in the industrial chain and ecosystem, increase in the proportion of green and low-carbon businesses, and expansion of strategic investments in the clean energy and low-carbon technology sectors

Innovative practices

CITIC Dicastal

CITIC Dicastal is improving its production processes, continuously increasing the proportion of clean and green energy materials. It is also building the capability to track the carbon footprint of its products, with the goal of achieving high-quality carbon neutrality by 2050.

CITIC Pacific Special Steel

CITIC Pacific Special Steel plans to reach its carbon peak by 2030 and possess the technical capability to reduce carbon emissions by 20% by 2035. From 2035 to 2060, it strives to reduce carbon emissions by approximately 80% from the peak level, ensuring that it achieves carbon neutrality by 2060.

CITIC Pacific Energy

CITIC Pacific Energy is vigorously developing wind and photovoltaic power, actively promoting the development and construction of offshore wind power, onshore wind power, and large-scale photovoltaic base projects, and fully advancing distributed wind and solar power projects.

Advancing Carbon Emissions Management



CITIC Bank launches the "Xin Tan Tong" platform

Case

The Company has built a "Panoramic Carbon Management Platform", achieving precise monitoring, scientific analysis, and dynamic management of carbon emissions. This provides a solid data foundation and decisional support for the realisation of the "dual carbon" goals. The Company has scientifically prepared a "carbon profit and loss statement" to reflect the dynamic performance of carbon revenue and expenditure over a certain period, assess the effectiveness of carbon emissions control, and evaluate the reduction contributions.

CITIC Bank has launched the "Xin Tan Tong" platform, which features four core functions: enterprise carbon emissions, product carbon footprints, CBAM carbon emissions, and employee carbon accounts. These functions comprehensively cover the main carbon accounting needs of enterprises and support free use by customers across multiple industries. Additionally, the platform introduces third-party certification resources to provide end-to-end services, including carbon accounting, management certification, and financing. By the end of 2025, the "Xin Tan Tong" platform had more than 1,800 users.

Furthermore, CITIC Bank provides free carbon emissions accounting services to suppliers through the "Xin Tan Tong" platform, encouraging suppliers to participate in carbon reduction actions together and enhancing the management of greenhouse gas emissions throughout the value chain.



Screenshot of the user interface for the "Xin Tan Tong" platform



CITIC Heavy Industries builds the "Digital and Intelligent Energy & Carbon Management Platform"

Case

Relying on its existing "Internet+" energy management platform data foundation, CITIC Heavy Industries has completed the construction of the "Digital and Intelligent Energy & Carbon Management Platform". The platform is based on intelligent instrument data collection and integrates green electricity monitoring systems to achieve dynamic real-time energy monitoring and AI energy consumption prediction, thereby effectively supporting the green transformation and sustainable development.

- Around core product carbon footprint modelling, the platform develops product carbon footprint rules, carbon asset management, and organisational carbon accounting functions, to build a closed-loop system from data collection, analysis to management decision-making, ultimately achieving comprehensive and detailed control over enterprise energy and emissions.
- It integrates production and energy data to enable energy intensity analysis, benchmarking management, energy-saving assessments, and energy consumption forecasting, helping enterprises scientifically optimise energy dispatch and achieve detailed energy management.
- It builds a carbon management system according to ISO14064 standards, promoting systematic carbon auditing and reduction efforts, clarifying the carbon inventory, improving the carbon management system, establishing cross-departmental collaboration mechanisms, supporting carbon management decisions, and providing data support for carbon accounting.



CITIC Pacific Mining takes multiple measures to enhance the precision of carbon emissions management

Case

CITIC Pacific Mining relies on advanced information technology systems to standardise the collection and management of emissions data. Its Environmental Management Committee reviews project emissions situations monthly to ensure compliance with reduction regulations.

Additionally, CITIC Pacific Mining clearly sets “dual carbon” management goals: using the emissions data from the 2021/22 fiscal year as a baseline, the project aims to reduce operational emissions intensity by 34.3% by 2030 and achieve net-zero emissions by 2050.



CITIC Heye Investment implements refined management to fulfil energy conservation and emissions practice

Case

To effectively control energy consumption and reduce costs, CITIC Heye Investment has implemented precise energy management, introduced advanced energy-saving equipment, optimised building automation strategies, and implemented demand control for high-energy-consuming equipment. It has also conducted comprehensive energy efficiency adjustments for air conditioning systems. Through the deployment of intelligent systems and targeted technological renovations, CITIC Tower (Beijing) achieved significant energy savings and carbon reduction while maintain-

ing an excellent office environment. Compared to the same period in 2024, the tower saved 1.114 million kilowatt-hours of electricity and 3,603 gigajoules of heat, equivalent to reducing carbon emissions by approximately 1,323 tonnes. Furthermore, the tower continues to optimise its energy structure, using 8.84 million kilowatt-hours of green electricity throughout the year, which corresponds to a reduction in carbon emissions by 7,359 tonnes, further enhancing its green and low-carbon operational level.

Enhancing Carbon Asset Management



Driven by the “dual carbon” strategy, carbon assets have become a key resource for high-quality development. The Company adopts professional and precise management approaches to strengthen carbon asset management, develops its carbon asset business, improves its core competitiveness, and advances its green transformation.

CITIC Securities develops its carbon asset business

Case

As the first securities firm in China to engage in carbon trading, CITIC Securities has consistently worked towards enhancing the functionality of the carbon market and comprehensively supporting its development. Across the country, it provides comprehensive carbon trading and carbon financial services to emissions cap and reduction enterprises, helping clients reduce compliance costs, secure funding for decarbonisation, and achieve carbon reduction benefits.

- In 2025, the first batch of newly registered China Certified Emission Reductions (CCER) under the national voluntary greenhouse gas emissions reduction trading market went on sale. CITIC Securities executed the first buy and sell transactions of these new CCERs, covering multiple voluntary greenhouse gas emissions reduction projects. This effort actively contributed to the price discovery and liquidity enhancement of the national voluntary greenhouse gas emissions reduction trading market.
- In collaboration with the national carbon emissions rights registration and depository institution, CITIC Securities jointly developed the Sinoway - CITIC Securities National Carbon Market Carbon Price Differential Index (CEA-CCER). This index is a professional metric that timely and accurately quantifies the price relationship between the two core assets in the national carbon market. The aim of this index is to provide scientific reference for key emitting entities and market research investment institutions participating in the national voluntary greenhouse gas emissions reduction trading market.
- To address the challenges of difficult financing and idle carbon assets faced by high-emissions enterprises, CITIC Securities uses carbon repurchasing as a core tool to break the funding bottleneck for their low-carbon transformation. CITIC Securities completed the first in-market agreed repurchase transaction in the Beijing carbon market with a thermal energy enterprise. This transaction helped the enterprise activate its carbon assets, address financing bottlenecks for low-carbon technology innovation projects, and explore practical experience for the steady advancement of carbon financial products and services in the national carbon market.

Green and Low-Carbon Operations

The Company regards green and low-carbon operations as a key approach to implementing sustainable development concepts and driving high-quality growth. It focuses on promoting clean technology innovation and R&D, low-carbon transformation, and green office practices, demonstrating its commitment to sustainable development through concrete actions.

Innovation and R&D in Clean Technology



CITIC Pacific Special Steel focuses on key materials to support the upgrade of clean energy equipment technology

Case

The Company continuously guides its industrial subsidiaries to strengthen technological innovation, enhancing their supply capacity of high-quality green products and services, and comprehensively advancing the transition to green and low-carbon operations. In its 14th Five-Year Plan, the Company has listed capital expenditure targets for relevant sub-sectors, with cumulative investment in the clean technology sector reaching over RMB 60 billion. Specific investment areas include clean energy, lightweight manufacturing, energy efficiency and carbon reduction upgrades, and environmental protection. The Company places significant importance on technological innovation in the clean technology sector. By the end of 2025, it had accumulated over 600 patents related to clean technology.

CITIC Pacific Special Steel maintains high levels of R&D investment to fully drive green upgrades of products, providing green and low-carbon steel solutions for the entire industry chain. It has developed a series of high-strength, lightweight, and long-lasting green and low-carbon products. In 2025, it successfully developed ultra-large diameter 700 mm bearing steel, which has been applied to the main bearings of China's first 18 MW platform wind turbine. This breakthrough has overcome the material bottleneck for core components of offshore super-large wind turbines, providing strong support for the expansion of offshore wind power projects into deeper waters. Additionally, CITIC Pacific Special Steel's special steel subsidiaries have made significant progress in wind power, hydropower, photovoltaic, hydrogen energy, and carbon capture and storage (CCS) sectors.

- The special thick plates produced using the "ultra-thick curved slab continuous casting machine integrated technology" co-developed by Xingcheng Special Steel have been successfully applied to major national clean energy projects such as the Baihetan Hydropower Station and have won the Grand Prize in the 2025 Metallurgical Science and Technology Award.

- Qingdao Special Steel has successfully developed two advanced welding materials in cutting-edge technology areas such as hydrogen transmission pipelines and carbon capture, utilisation, and storage (CCUS). These materials meet the urgent need for high-performance welding materials in long-distance hydrogen transmission pipelines and CCUS pipelines.

- Daye Special Steel's development of high-quality special steel materials for 25MW wind turbine main shaft bearings has provided advanced steel support for wind power development, solving the issue of dependence on imported materials for large-scale wind turbine main bearings. At the 29th National Invention Exhibition, the project "Development and Application of Key Technologies for High-Quality Special Steel in Large-Scale Wind Turbine Main Bearings" of Daye Special Steel won a gold award.





Nanjing Iron and Steel develops a full series of high-strength hydropower steels, providing critical materials for construction of hydropower projects

Case

Nanjing Iron and Steel was the first domestic company to complete the comprehensive development and industrial application of a series of low-weld-crack-sensitivity quenched and tempered high-strength steels with grades of 600MPa, 800MPa, and 1000MPa for large hydropower projects. The 1000MPa ultra-high-strength hydropower steel covers a full range of thicknesses from 24mm to 120mm, marking a breakthrough in key material technologies for ultra-high-strength steel in the hydropower industry. By the end of 2025, Nanjing Iron and Steel's high-strength hydropower steel products had been supplied in bulk to major hydropower projects such as the Baihetan Hydropower Station on the Jinsha River, Qingyuan Hydropower Station in Liaoning, and pumped storage power stations in Changlongshan, Zhejiang and Fengning, Hebei. These products have also been exported to large hydropower projects in Indonesia, Vietnam, Pakistan, and other countries, continuously providing critical materials for global clean energy construction.



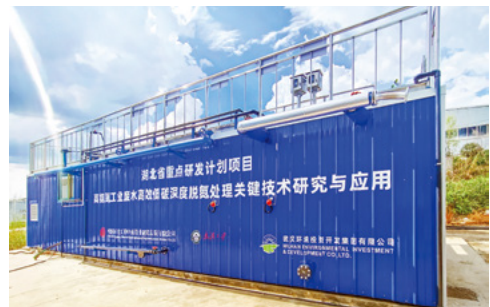
Nanjing Iron and Steel provides critical materials for the Baihetan Hydropower Project



CITIC Environment achieves a new vision of "Nitrogen and Carbon Emissions Reduction" through technological innovation

Case

CITIC Environment's subsidiary, the Central & Southern China Municipal Engineering Design and Research Institute, has established a pilot demonstration facility with a processing capacity of 3,650 tonnes for short-cut nitrification-anammox-sulfur autotrophic denitrification. This facility achieved a breakthrough in the treatment of high-ammonium wastewater. It transforms industrial wastewater from an "environmental burden" into a "resource carrier," providing an innovative solution for the treatment of high-ammonium wastewater. The project significantly reduces land use and infrastructure costs. Compared to traditional processes, it saves 90% to 100% of carbon sources, reduces operating electricity consumption by 50%, and lowers operating costs by more than 40%, thereby achieving a win-win situation for environmental protection and economics.



On-site scenes of the pilot demonstration facility built by CITIC Environment

Green and Low-carbon Transformation and Development

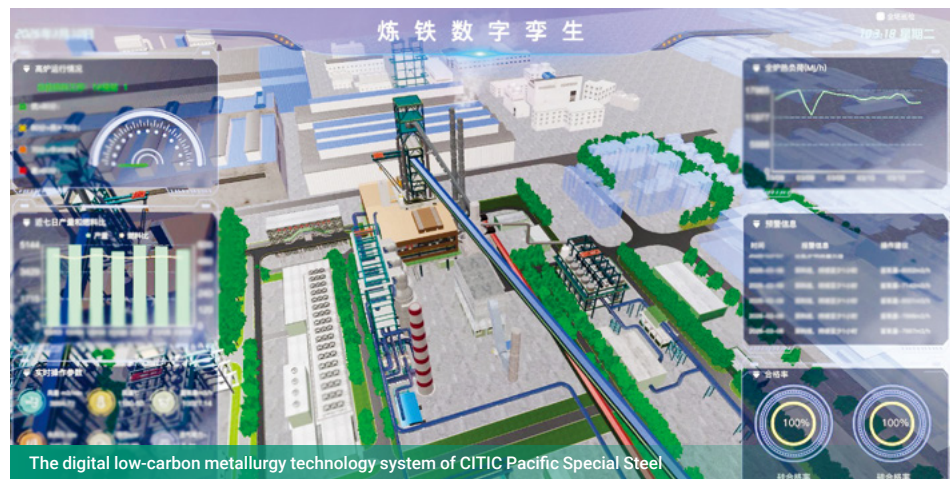


CITIC Pacific Special Steel actively leads the green upgrade in the special steel sector

Case

The Company actively promotes the transition to green and low-carbon development by guiding its industrial enterprises to invest in key projects in areas such as advanced green and low-carbon technology demonstration, energy conservation and carbon reductions in key industries, efficient and circular resource utilisation, and environmental infrastructure construction, thereby advancing low-carbon, technological, and innovative development.

CITIC Pacific Special Steel drives the green transformation of the special steel industry through innovative R&D, supporting the national "dual carbon" goals. The company comprehensively deploys green and low-carbon technologies across various areas, including energy savings and emissions reductions, low-carbon metallurgy, and ultra-efficient energy use, forming a coordinated and comprehensive technological system that covers the entire process.



- Xingcheng Special Steel has reduced energy consumption per tonne of steel by 11.4% through measures such as upgrading ID fans to increase flue gas volume and heat exchange efficiency, and iterating evaporative cooling spray gun technology to reduce steam consumption.
- The hydrogen-oxygen heating furnace demonstration project of Daye Special Steel has been continuously optimised after deep decarbonisation, achieving an 85% reduction in carbon emissions and a 25% reduction in energy consumption per heating furnace.
- Qingdao Special Steel has developed a composite waste heat heating system through the "Zero-Carbon Urban Application of Composite Waste Heat Heating System for Steel Enterprises" project, which saves 0.117 million tonnes of coal annually and reduces carbon emissions by 0.27 million tonnes.
- Tianjin Steel Pipe Factory has completed the first domestic retrofit of a "smart full-oxygen combustion technology" annular heating furnace. By intelligently and greenly transforming the 168 generator units, natural gas combustion efficiency was improved by 26.8%, and nitrogen oxide emissions were reduced by 80%, achieving dual benefits of energy conservation and emissions reductions.
- Jingjiang Special Steel has established a national low-carbon metallurgy breakthrough pilot project, the "near-zero carbon emissions electric furnace," which becomes the first national model for electric furnace short-process steelmaking in China.



Nanjing Iron and Steel actively explores paths for low-carbon transformation

Case

Nanjing Iron and Steel integrates green and low-carbon development into every aspect of its operations. It focuses on building a carbon management system, researching and applying low-carbon technologies, setting standards, and coordinating along the entire supply chain to explore effective paths for low-carbon transformation. The company continuously improves its integrated carbon management system, which includes carbon emissions management, carbon asset management, carbon trading management, and carbon neutrality management. This ensures precise carbon data management and incorporates carbon reduction targets into performance evaluations, thereby enhancing overall carbon management levels. In 2025, Nanjing Iron and Steel was awarded the titles of "Carbon Management System Benchmark Demonstration Unit" and "EATNS Carbon Management System Gold Award". It became one of the first member units

of the Green Development Group under the China-Britain Modern Industrial Partnership initiated by the Ministry of Industry and Information Technology (MIIT). Its Life Cycle Assessment (LCA) and carbon footprint calculation system for steel products received certification from DNV GL, the Norwegian Ship Classification Society. The company actively promotes the application of low-carbon technologies and successfully implemented the world's first industrial production of a thousand-ton blast furnace injection of biochar. It also participates actively in the formulation of low-carbon standards to promote the standardisation and healthy development of the industry. In terms of supply chain collaboration, the company advances the construction of a green supply chain, conducts carbon footprint calculations and certifications for key products, and facilitates coordinated carbon reduction efforts across the entire value chain.

Advocating a Green Office Philosophy



The Company actively advocates energy conservation and environmental protection in its daily operations, promoting and guiding the green philosophy across various aspects, including resource utilisation, office consumption, food saving and employees' daily behaviours.

CITIC Heye Investment achieves energy synergy optimisation across multiple buildings

Case

As the operations manager of CITIC Tower (Beijing), Capital Mansion, CITIC International Building, CITIC Heye Investment has always been committed to building a benchmark project of high-quality "good buildings" that are safe, comfortable, green, and smart. CITIC Heye Investment has clearly stated in its "15th Five-Year" Development Plan that it will strive to build the existing assets into a demonstration project of green, intelligent and sustainable operation in the industry with "technology empowerment and green leadership" as the guiding ideology. To achieve this goal, the company focuses on the following initiatives: optimising the energy structure and increasing the proportion of

green electricity; strengthening energy efficiency management, promoting high-efficiency energy-saving equipment, and establishing an AI-based energy management system. Furthermore, it explores the deployment of digital twin + AI energy consumption optimisation models at CITIC Tower (Beijing) to simulate real-time building energy consumption dynamics, automatically generate, and implement energy-saving strategies. Through these efforts, CITIC Heye Investment aims to gradually achieve energy synergy optimisation across multiple buildings, thereby promoting green and smart office environments.



CITIC Urban Development empowers green emissions reductions with intelligent technology

Case

CITIC Urban Development has fully leveraged intelligent technology to implement precise energy management in the CITIC Shenzhen International Tower project. For the building's central air conditioning system, specific energy-saving schemes have been developed, optimising the timing for ice storage and cooling release, as well as equipment activation strategies. The project also includes software and hardware upgrades such as valve optimisation and variable frequency technology modifica-

tions for the air conditioning system. Public area lighting is managed with time- and zone-specific fine-tuning, ensuring that lights turn off when offices are unoccupied. Constantly lit areas such as equipment rooms have been replaced with two-stage variable power lamps, which operate at low brightness when unoccupied and high brightness when occupied, thereby saving energy. The project saves over 1.5 million kilowatt-hours of electricity annually.

Further Promoting Green Finance

The Company is intensifying its efforts and investments in the field of green finance. It has established a comprehensive and efficient green financial service system, ensuring precise allocation of funds to green and low-carbon sectors. The Company actively leverages green finance to enhance environmental, economic, and social benefits.

Building a Green Financial Services System

The Company fully leverages the integrated strength of the “technology + industry + finance” triangular loop to construct a “five-in-one” green financial services system comprising green financing, green investment, green consulting, green lifestyle, and carbon management. Leveraging green financing as a driving force, carbon management as a foundation, green investment as a catalyst, green consulting as a support, and green lifestyle as a guiding principle, the Company injects financial momentum into the green transformation and upgrading of industries. In 2025, the Company successfully implemented 25 landmark projects, including the environmental industry acquisition valued hundreds of billions of Renminbi by Grandblue Environment and the issuance of the world’s first publicly offered MREL offshore RMB green bond by OTP Bank . In 2025, the balance of green loans reached RMB 752.462 billion, and the scale of green bond underwriting reached RMB 166 billion, ranking among the top in the market.

In 2025

the balance of green loans reached RMB

752.462 billion

the scale of green bond underwriting reached RMB

166 billion

ranking among the top in the market



Exploring Innovative Green products and Services

The Company actively promotes its financial subsidiaries to explore innovative green products and services, such as green bonds, green loans, green equity, green funds, and green leasing, to accelerate the development of a green finance business system. The Company also enhances support for the low-carbon economy, circular economy and environmentally friendly enterprises, as well as green ecological sectors.



CITIC Securities supports the international development of the new energy vehicle industry

Case

CITIC Securities consistently aligns with the national strategy of promoting high-quality development in the new energy vehicle industry. It continuously enhances its professional comprehensive financial service capabilities, directing capital towards key areas of social and economic development, including scientific innovation, advanced manufacturing and green development, thereby bolstering capital empowerment throughout the entire new energy value chain. In 2025, CITIC Securities, acting as the

joint overall coordinator, joint placement agent, and the sole Chinese investment bank among the three leading investment banks, successfully assisted BYD in completing a USD 5.6 billion H-share rights issue, which sets multiple milestone records. This placement helps BYD comprehensively enhance its technological capabilities, and further advance its strategic deployment in the internationalisation of the new energy vehicle market, shaping it as a world-class brand in the new energy era.



CITIC Securities participates in underwriting green bonds to promote lush mountains and lucid waters

Case

- CITIC Securities deeply explores the industrial value under the “dual carbon” policy, focusing on sustainable financing and actively underwriting ESG-related bonds to direct funds towards sustainable development projects. In 2025, it underwrote green bonds (including carbon neutrality bonds) worth RMB 77.6 billion, ranking first among peers;
- It assisted China Industrial and Commercial Bank in successfully issuing the first floating-rate green financial bond in the market, with proceeds mainly directed towards green industry projects such as infrastructure green upgrades and clean energy;
- It assisted the Hungarian Savings Bank in successfully issuing the world’s first publicly offered MREL offshore RMB green bond, pioneering the use of SHIBOR as the benchmark for floating-rate terms by foreign issuers;
- It assisted State Grid International in successfully issuing a RMB 6 billion offshore RMB green bond, setting a new record for the largest single-year issuance of offshore RMB bonds by a central state-owned enterprise;
- It assisted Xiongan Group in successfully issuing the first green corporate bond.

Promoting the Integration of ESG into the Financial Business

The Company guides its financial subsidiaries to integrate ESG principles into their business development through enhanced institutional arrangements, optimised management frameworks, and refined decision-making processes, thereby promoting the establishment of a sustainable financial ESG management system.

CITIC Bank actively integrates ESG principles into key business areas. The bank has established the *Administrative Measures for ESG Risks in Credit Business of CITIC Bank*, which clearly define ESG risk assessment standards. These measures incorporate ESG risks into the entire credit business process management system, including due diligence, review and approval, credit utilisation review, and post-loan management, thereby strengthening ESG risk management in credit business.



Due Diligence

CITIC Bank conducts ESG risk investigations according to the *Regulations on Main Indicators for ESG Credit Evaluation of CITIC Bank*, and forms an initial assessment of the client’s ESG risks in the credit due diligence report.



Review and approval

CITIC Bank reviews the compliance, validity and completeness of relevant documents and procedures, analyses and assesses the ESG risks of credit-granted clients, and issues review opinions on their ESG risk status.



Credit utilisation review

CITIC Bank considers the management status of ESG risks of credit-granted clients as a crucial basis for credit utilisation reviews. After the credit approval is issued, it strictly implements the credit utilisation conditions stipulated in the approval and completes the investigation of ESG risk credit utilisation applications. If significant ESG risk concerns are identified during the credit utilisation application investigation, CITIC Bank suspends the credit utilisation in accordance with the terms of the contract.



Post-loan and post-investment management

CITIC Bank collects, identifies, categorises and dynamically analyses ESG risk information of credit-granted clients, evaluates the impact of ESG risks on their business operations, and makes corresponding adjustments in asset classification and impairment provisions.

Supporting Ecological Protection

The Company has consistently regarded ecological protection as a crucial component of fulfilling its social responsibility and achieving sustainable development. It strives to promote harmonious coexistence between humans and nature through aiding environmental governance improvement, preserving biodiversity, and supporting a circular economy.

Aiding Environmental Governance Improvement

The Company's subsidiary CITIC Environment focuses on water treatment, water environment management, and solid waste disposal. It operates and constructs over 170 environmental projects, including more than 150 wastewater treatment projects, processing 8 billion tonnes of wastewater annually. It provides high-quality management services for the two largest wastewater treatment plants in Macau, holding over 70% of the market share in Macau and injecting green momentum into the development of the Greater Bay Area. In Hainan, it has designed Asia's largest fully underground high-quality water plant, contributing to the construction of the Hainan Free Trade Port. It also operates multiple environmental projects in cities such as Wuhan, Lanzhou, and the Pearl River Delta, supporting ecological protection in key river basins like the Yangtze, Yellow, and Pearl Rivers. This effort helps protect these mother rivers and build a beautiful China, contributing CITIC's wisdom and strength.



Ecological guardians on the banks of the Yellow River

Case

The Qilihe Anning Wastewater Treatment Plant Expansion Project in Lanzhou is a significant initiative by CITIC Environment in the Yellow River Basin. The city is located along the Yellow River in Lanzhou and its development has led to substantial sewage discharge, placing immense pressure on the river's ecosystem. CITIC Environment took up the challenge and designed the effluent treatment plant as a fully buried structure, which greatly increased the treatment scale and made the land use more intensive and efficient.

The above-ground landscape park is a vivid embodiment of CITIC Environment's harmonious coexistence with the Yellow River ecosystem. The design vision is "river bank intersection and ecology conservation," drawing inspiration from a "water droplet" to creatively utilise the

treated effluent and reclaimed water to create a central wetland. The riverside green belt on the southern bank acts as a link, bringing the Yellow River's ecology into the site. This not only regulates the local microclimate but also provides residents with a pleasant recreational area, making it a model of harmony between humans and nature. Equipped with advanced MBR membrane technology and self-developed Memstar membranes, the project occupies only one-tenth the land area required by traditional non-membrane processes. It treats approximately 220,000 tonnes of wastewater daily, with effluent quality surpassing Class A standards. During winter, the treated water is discharged into the Yellow River, while in spring, it is used for landscaping, achieving the circular utilisation of water resources and effectively safeguarding the ecological health of the Yellow River.





CITIC Environment injects green energy into Macao's development

Case

As Macau's economy grows and its population increases, the volume of wastewater has also risen. The existing wastewater treatment plants, which have been in operation for a long time, are no longer sufficient to handle the increasing volume of wastewater and the increasingly stringent effluent quality requirements.

CITIC Environment, together with local partners, won bids for the operation and maintenance services of the Macau Peninsula Wastewater Treatment Plant and the Coloane Wastewater Treatment Plant, the largest and second-largest wastewater treatment plants in Macau, respec-

tively. Currently, CITIC Environment manages and operates these two largest wastewater treatment plants in Macau, holding over 70% of the wastewater service market share in the region. With advanced technology and extensive project operation experience, CITIC Environment has enhanced Macau's wastewater treatment capacity, effectively addressing the water resource shortage issues faced by Macau's development. This has improved the region's environmental carrying capacity and made positive contributions to the socio-economic development of Macau and the Greater Bay Area.



CITIC Environment's Macau Peninsula Wastewater Treatment Plant Project



Designing the largest fully underground high-quality water plant in Asia to support the construction of Hainan Free Trade Port

Case

In 2025, the Asian-scale largest fully underground high-quality water plant—the Jiangdong New Area High-Quality Drinking Water Plant in Haikou—designed by CITIC Environment's subsidiary, Central & Southern China Municipal Engineering Design and Research Institute, was officially put into operation. This project optimises Haikou's urban water supply layout and provides critical infrastructure support for the city's upgrade and the development of the Jiangdong New Area. This water plant project is a key component of Hainan Province's "Six-Water Co-Governance" initiative to ensure water supply security. Guided by policies aimed at exploring new models for efficient land use, the project pioneered a national first "underground water plant + composite development on the surface" construction model. By placing the treatment facilities underground, the project releases the ground space for composite development, significantly enhancing the overall value of the land. The project adheres to the highest industry standards and employs a full-process water purification technology primarily based on "double-membrane" systems. This not only effectively removes harmful substances but also retains beneficial minerals essential for human health. The water produced by the plant meets direct drinking standards and reaches international top-tier quality levels, contributing to the construction and development of the Hainan Free Trade Port.



The Jiangdong New Area High-Quality Drinking Water Plant in Haikou

Working Together to Preserve Biodiversity

The Company leverages its business characteristics by developing biodiversity financial services, and conducting biodiversity impact assessments, biodiversity monitoring, and biodiversity management throughout the value chain, to support biodiversity conservation.

Biodiversity-Financial Services

CITIC Bank

Given that traditional agricultural development models are prone to causing ecosystem homogenisation and functional degradation, CITIC Bank has actively engaged in innovative practices in green finance reform pilot zones, exploring new service pathways to support the green transformation of agriculture. The Quzhou Sub-branch under CITIC Bank Hangzhou Branch has innovatively adopted a biodiversity benefit rights pledge model in the “High-standard Farmland Construction and Biodiversity Conservation” project, and embedded biodiversity risk management standards into the loan risk assessment process, achieving comprehensive pre-loan, during-loan, and post-loan risk management. In response to the challenge of obtaining biodiversity risk management data, the bank has proactively collaborated with regulatory authorities to establish a biodiversity risk management system, enabling rapid acquisition and close tracking of biodiversity risk ratings and related information, thereby enhancing the scientific and precise nature of decision-making. By the end of the Reporting Period, the Quzhou Sub-branch had cumulatively provided RMB 220 million in loans to the project, constructing over 15,000 mu of high-standard farmland, effectively promoting the local agricultural green transformation and achieving a synergistic win-win outcome between environmental protection and business development.

Biodiversity Impact Assessment

Nanjing Iron

Nanjing Iron and Steel references the World Wildlife Fund’s biodiversity risk database to assess the degree of dependence and potential impact of its production and operational activities on the ecological environment. The evaluation criteria include river basin physical risks, ecosystem service provision capacity, and biodiversity pressure. Nanjing Iron and Steel has developed and implemented a series of biodiversity management policies, including the *Biodiversity Commitment and Statement* and the *Ecological Environment System Statement*. These policies cover the involvement of employees, production sites, and supply chains, enhancing the transparency and standardisation of biodiversity management. Furthermore, Nanjing Iron and Steel has established small wildlife reserves such as the “Ecological Wetland Park” and “Natural Valley,” creating green spaces that demonstrate the harmonious coexistence of industry and ecology.

In terms of vegetation restoration and factory greening, Nanjing Iron and Steel has established and strengthened plant maintenance plans and standard documents, regularly monitoring and promptly removing invasive alien species to promote ecological recovery and development, and protecting the integrity and stability of plant germplasm. Since 2019, it has initiated efforts to green approximately 3 kilometres of riverbank along the riverfront, planting more than 15,000 trees.



Nanjing Iron and Steel has newly built a natural valley near its factory premises, providing a habitat for wildlife

Biodiversity Monitoring

CITIC Pacific Mining

CITIC Pacific Mining actively participates in the State-wide Array Surveillance Programme (SWASP), organised by the Department of Primary Industries and Regional Development (DPIRD) in Western Australia. This programme is a pioneering initiative globally, designed to effectively prevent and control marine invasive species and protect marine biosecurity. CITIC Pacific Mining conducts marine biological sampling twice a year in the programme's jurisdictional waters. By comparing the samples with the DNA of invasive species provided by the Marine Biotoxin Monitoring and Management Plan (《澳大利亚海洋入侵生物防控与管理计划》), CITIC Pacific Mining effectively monitors marine ecological security. CITIC Pacific Mining also regularly organises patrols to identify and evaluate biosecurity risks in the surrounding marine areas.

CITIC Resources

Workers from KBM, a subsidiary of CITIC Resources, discovered a seal pup at the logistics base. The workers immediately contacted the company's environmental department and released the pup back into the sea. This small, web-footed marine animal arrived at this oil field



Seal cubs discovered by KBM, a subsidiary of CITIC Resources

4-5 kilometres away from the Caspian Sea coast by crawling on snow. As the number of seals arriving at Karazanbas continues to increase, local environmental experts conduct 4 daily patrols across the oilfield and have successfully released approximately 10 seals back into their natural habitats.

Biodiversity Promotion

CITIC Pacific (China) Holdings

CITIC Pacific (China) Holdings Limited's "Sea Dream" project adopts an innovative model combining a marine-themed museum with a commercial shopping centre. Focused on the theme of "Ocean, Nature, Exploration," it creates a smart commercial complex that integrates fashionable shopping, themed entertainment, and science education experiences. Through large-scale public art featuring animal imagery, the birth of penguins at the aquarium, and sea lion release events, the project promotes green development concepts centred on environmental and ecological protection to the public. During the year, the project hosted the "Wondrous Journey of All Living Things · Yangtze River and Its Friends" biodiversity-themed public exhibition, transforming national issues related to Yangtze River conservation into tangible and relatable experiences for the public through innovative immersive exhibits. This successfully transformed the commercial space into a vital window connecting the public with ecological issues.



CITIC Pacific (China) Holdings Limited's "Sea Dream" project and the aquarium jointly hosting an event

Supporting the Circular Economy



Deepening container recycling practice to promote resource circulation

Case

The Company views the circular economy as a crucial path to improving resource efficiency and optimising business operations. In 2025, the Company focused on comprehensive lifecycle management and green value creation, tailored to its business characteristics. It implemented resource recycling projects suited to local conditions, leveraging the circular economy to drive green transformation.

CITIC Pacific Mining continues to participate in Western Australia's "Container Recycling Programme," effectively reducing the amount of waste buried on-site at the mine and promoting circular economy practices. CITIC Pacific Mining has set up fixed container recycling points at various locations including gate entrances, employee camps, and operational areas of the mine, encouraging employees to actively participate in recycling efforts. The recycling containers are regularly collected and recorded by designated personnel to ensure accurate and reliable data. In 2025, CITIC Pacific Mining recycled approximately 1.34 million containers at its mine site, reducing the potential risks posed by discarded containers to wildlife and plants. Additionally, CITIC Pacific Mining reinvests the recycling proceeds into community assistance programmes, so as to promote resource circulation while fostering community development and enhancing the CITIC brand image.



Fostering circular economy industrial parks with green technology

Case

The Chaonan Textile Dyeing and Printing Circular Economy Industrial Park ("Chaonan Park"), invested, designed, built, and operated by CITIC Envirotech, explores a model for a "six-in-one" circular economy industrial park that integrates textile dyeing and printing, centralised water supply, wastewater treatment, reclaimed water reuse, cogeneration of heat and power, and solid waste treatment and resource recovery. The industrial wastewater treatment plant in the park is currently the largest industrial wastewater MBR (Membrane Bioreactor) project globally. The park focuses on the two major bottlenecks of pollution and energy consumption in the textile dyeing industry. By implementing concentrated pollution control and resource recycling, it aims to transform the local textile dyeing sector from a "highly polluting, low-efficiency, scattered" state to a new normal characterised by "centralised management, resource recycling, and green development." This approach enables mutual support and empowerment between environmental protection and development, effectively promoting the recovery of water quality and ecological protection in the Jianjiang River Basin in Guangdong Province. It sets a new benchmark for environmental governance and industrial development in domestic industrial parks. Over recent years, the park has received numerous prestigious accolades, including recognition as a case for pollution reduction and carbon emissions reductions along the "Belt and Road Initiative" by the Ministry of Ecology and Environment, designation as a national pilot zone for third-party pollution control by the National Development and Reform Commission and the Ministry of Ecology and Environment, and inclusion as an advanced case in the "Pioneers for Beautiful China" initiative in Guangdong Province.



The Chaonan Textile Dyeing and Printing Circular Economy Industrial Park

Addressing Climate Change

The Company identifies climate-related risks to its business in accordance with the requirements outlined in the *Recommendations of the Task Force on Climate-related Financial Disclosures* issued by Task Force on Climate-related Financial Disclosures (TCFD) and the *IFRS Sustainability Disclosure Standards* issued by the International Sustainability Standards Board (ISSB). It addresses these risks through the establishment of a climate risk management system, independent monitoring, due diligence, and other methods, ensuring timely adjustments and responses to climate-related risks.

Climate-Related Governance

The Company places great emphasis on the systemic challenges and long-term opportunities presented by climate change. It has fully integrated climate governance into its corporate governance framework, establishing a three-tiered climate governance structure with strategic leadership from the board of directors, coordinated implementation by senior management, and thorough execution by operational staff. This ensures that climate risk and opportunity management are embedded throughout the entire process, including strategy formulation, business operations, investment decisions, and information disclosure. This approach provides a solid institutional and organisational foundation for the transition to a green and low-carbon economy.

The Company strictly follows the *Environmental, Social and Governance Reporting Code* of the Hong Kong Stock Exchange and the Ministry of Finance's *Chinese Sustainability Disclosure Standards for Business Enterprises No. 1 – Climate (Trial)*. It also references international standards such as the ISSB IFRS S2 and TCFD concurrently. The Company continuously optimises its climate governance processes to enhance the standardisation and transparency of its governance practices, thereby fulfilling its responsibilities for sustainable development.



Board of Directors

As the highest decision-making body for the Company's ESG affairs, the Board of Directors bears the ultimate supervisory responsibility for climate related governance. It has established the Strategy and Sustainability Committee, which serves as the core professional body for climate governance and consists of 7 Directors, including executive directors, non-executive directors and independent non-executive directors. The Chairman serves as the Chairman of the Committee to ensure the independence, professionalism and authority of decision-making. The main responsibilities of the committee include: reviewing the Company's climate strategy, risk management framework, emission reduction targets and implementation paths; guiding management to establish mechanisms for identifying, assessing, responding to and disclosing climate risk; supervising the progress and effectiveness of low-carbon development planning and climate change response actions; reviewing the annual ESG report and climate related special disclosure documents to ensure the truthfulness, accuracy and completeness of information disclosure.



Management

Management is responsible for the specific coordination and implementation of climate governance. This includes leading the drafting of the Company's sustainability plan, climate risk management measures, ESG reports, and other institutional documents, and submitting them to the Board of Directors and the Strategy and Sustainability Committee for review. Management also reviews and approves the assessment results of climate issue materiality, the annual work plan, and resource allocation plans. Additionally, management regularly reports to the Board of Directors on climate policy changes, progress in risk management, goal achievements, and stakeholder concerns, and coordinates and resolves major cross-departmental and sectoral issues.



Executives

The headquarters' Sustainable Development Working Group serves as the implementation vehicle, led by the Board Office and comprising various functional departments and key subsidiary companies. It is responsible for daily tasks such as climate risk management, data calculation, information disclosure, and training and communication. Each business unit or subsidiary, in line with industry characteristics and operational realities, establishes its own ESG and climate management mechanisms, formulates dedicated systems, goals, and action plans, and integrates climate risk mitigation and low-carbon development requirements into specific areas such as production and operations, investment and construction, and supply chain management. This creates a coordinated, tiered responsibility, and closed-loop execution governance system.

Climate Risk and Opportunity Analysis

Based on its five business areas (comprehensive financial services, new urbanisation, advanced materials, advanced manufacturing, and new consumption), the Company comprehensively identifies climate-related physical and transition risks, and deeply explores opportunities for low-carbon development. By combining scenario analysis, it clarifies the direction of transformation and embeds climate considerations into its long-term strategic development. This approach drives the coordinated advancement of industrial greening and green industrialisation.

Risk category	Risk factors	Risk description	Potential impact
Physical Risks	Acute physical risks	Triggered by extreme weather events, including typhoons, floods, extreme high temperatures, extreme low temperatures, heavy rainfall, wildfires, etc., acute physical risks may cause damage to production facilities, interruption of business outlets, obstruction of logistics transportation, depreciation of mortgaged assets, breach of contracts and customer claims, directly resulting in a decrease in revenue, an increase in costs, and an increase in credit risk.	<ul style="list-style-type: none"> The comprehensive financial services business faces risks of collateral depreciation, customer default, and operational interruption. The new urbanisation business faces the risks of infrastructure damage, rising construction costs, and asset impairment.
	Chronic physical risks	Chronic physical risks primarily stem from long-term climate change, including rising average temperatures, water scarcity, sea-level rise, and soil degradation. These risks will increase energy and maintenance costs, reduce the lifespan of assets, affect the stability of resource availability, and weaken the profitability of specific industry customers. Consequently, they will exert sustained pressure on long-term operations and asset values.	<ul style="list-style-type: none"> The advanced materials and advanced intelligent manufacturing business faces the risks of production line shutdown, supply chain disturbance, and accelerated equipment ageing. The new consumer business faces risks of digital infrastructure disruption, logistics disruption, and changes in consumer demand.
Transition Risks	Policy and legal risks	The tightening of the "dual carbon" policy, the improvement of environmental criteria, and the implementation of the Carbon Border Adjustment Mechanism (CBAM) will increase compliance costs, technological transformation investment, and legal litigation risks.	<ul style="list-style-type: none"> The comprehensive financial services business may face an increased risk of default from high-carbon clients, pressure on the valuation of carbon-intensive assets, and insufficient risk management and technology support in green finance.
	Market risk	Investors and consumers are shifting their preferences towards low-carbon sectors, putting pressure on the valuation of high carbon assets, intensifying fluctuations in energy and raw material prices, and restructuring the market demand structure.	<ul style="list-style-type: none"> The new urbanisation business is affected by stricter environmental and green building standards, which drive up compliance and construction costs. The transition to renewable energy increases expenses, and lagging low-carbon technologies weaken competitiveness. The advanced materials business faces stricter energy regulation, volatility in raw material prices, rapid technological iteration, and pressure from export carbon barriers.
	Technical risk	Low-carbon technologies are iterating rapidly, leaving traditional processes and equipment at risk of obsolescence. Insufficient research and development investment or mistakes in technology route selection could lead to a decline in competitiveness. Additionally, inadequate strategic alignment and poor reputation management may impact market position and brand image.	<ul style="list-style-type: none"> The advanced manufacturing business sees increased environmental protection expenditures, with dual pressures from downstream demand and technological iteration impacting production stability. The new consumption business is impacted by higher research and development and supply chain transformation costs due to rising green standards. A shift in consumer preferences towards green products means that inadequate adaptation could lead to revenue declines.

Meanwhile, the Company has conducted a special scenario analysis on the steel business in the advanced materials segment with high climate sensitivity and complete data during the Reporting Period, providing quantitative support for strategic decision-making.

Risk category	Scenario selected	Key findings
Physical Risks	Using the IPCC SSP-RCP scenario framework, two scenarios are set: a low-emissions scenario (SSP1-2.6, with a 2°C temperature control target) and a high-emissions scenario (SSP5-8.5, with no strong climate policies). Three time windows—2030, 2050, and 2080—are selected to assess the impacts of extreme precipitation, high temperatures, water resources, wind speed, and other indicators.	In the low-emissions scenario, physical risks remain at a moderate level over the long term and are generally manageable. In the high-emissions scenario, however, risks increase significantly after 2050, as extreme events and long-term climate change interact, posing major challenges to production continuity and asset safety.
Transition Risks	Using the International Energy Agency's announced pledges scenario (APS, 2.1°C) and net-zero emissions scenario (NZE, 1.5°C), the focus is on the impact of carbon pricing on costs and assets.	The analysis shows that under the baseline scenario, without increased investment in low-carbon technologies, the exposure to transition risk costs will rise to 40.91% (APS) and 51.13% (NZE) by 2050. Traditional high-carbon processes face significant stranded asset risks, making accelerated low-carbon technological innovation and energy structure transformation an imperative.

The Company seizes opportunities presented by the “dual carbon” strategy, deploying green business initiatives to foster new growth areas and enhance its ability to create long-term value.

Comprehensive Financial Services Business

We build a comprehensive green financial system, developing green loans, green bonds, carbon finance, and sustainable investments. We increase support for clean energy, environmental protection, and carbon reduction technologies, optimise our asset structures, and reduce exposure to high-carbon assets. At the same time, we promote green offices and low-carbon operations to save costs and enhance our brand image.

New Urbanisation Business

We focus on green buildings, wastewater treatment, river basin management, hazardous waste disposal, clean energy, and circular economy. We integrate low-carbon concepts throughout the planning, construction, and operation cycles, promote energy-saving technologies, and increase the proportion of clean energy usage. We expand high-value-added green businesses to enhance project profitability and market competitiveness.

Advanced Materials Business

We research and develop low-carbon steel and advance product carbon footprint certification. We optimise our energy structures and expand the use of green electricity. We invest in cutting-edge technologies such as low-carbon smelting, resource recycling, and CCUS (carbon capture, utilisation, and storage) to improve production efficiency and emissions reduction levels, meeting the low-carbon demands of downstream new energy and high-end equipment industries.

Advanced Intelligent Manufacturing Business

We focus on the research and development of green intelligent equipment, promoting low-carbon process upgrades and digitalised production lines. We optimise our energy consumption structures and develop new energy equipment and energy-efficient products to support downstream industries in their decarbonisation efforts and consolidate our industry leadership positions.

New Consumption Business

We invest in green computing, low-carbon communications, and green data centres. We promote green agriculture and low-carbon products to align with green consumption trends, expand our high-quality customer base, and enhance the value and market premium of our products.

Addressing Climate Change Risks

The Company places importance on climate risk management and gradually establishes a comprehensive mechanism to address climate change. It promotes the identification and assessment of climate risks and develops corresponding response strategies, continuously improving its ability to cope with climate change.

Climate risk management

Dah Chong Hong

Dah Chong Hong involves its board and management in the supervision and discussion of climate risks and opportunities, including the methods and frequency of reporting climate risks and opportunities to the board and management. The company also ensures that management plays a key role in governance processes, monitoring measures, and procedures for overseeing and managing climate-related risks and opportunities. Additionally, it incorporates climate change-related metrics and targets into management oversight and tracks progress towards these targets. Furthermore, the company considers whether climate-related performance is linked to executive compensation.

Independent monitoring

CITIC Pacific Mining

CITIC Pacific Mining has established a multi-level meteorological warning and emergency response system. In daily operations, it relies on weather forecasts from Australia's Bureau of Meteorology to assess risks and plan work schedules. To address extreme weather events, it continuously tracks and updates meteorological information, providing support for management's emergency decision-making and resource allocation. Additionally, through meteorological monitoring and the deployment of buoys, it offers real-time guidance on weather and sea conditions to vessels such as barges and tugs operating in the port, ensuring safe navigation and cargo handling. Its project sites are connected to integrated lightning warning and other multi-functional professional meteorological services, enabling early identification, early warning, and rapid response to risks, thereby enhancing personnel safety and improving the efficiency of emergency response.

CITIC Offshore Helicopter

CITIC Offshore Helicopter has enhanced its monitoring and early warning of severe weather in critical areas, utilising advanced technologies such as weather radar, numerical forecasting, and artificial intelligence forecasting to proactively track the evolution of extreme weather conditions. It has developed comprehensive emergency plans for disaster prevention and mitigation during extreme weather events. Based on weather forecasts and real-time data from the China Meteorological Administration, Shenzhen Meteorological Observatory, and Hong Kong Observatory, it conducts integrated analysis to operate weather monitoring and early warning systems. It also continually improves its emergency response plans, strengthens emergency preparedness and drills.

03

Society

Embracing Responsibility for Collective Progress

CITIC Limited consistently embraces national priorities, undertaking the mission of implementing national strategies and empowering national rejuvenation. The Company demonstrates its corporate responsibilities through its commitment to serving the broader national agenda. Putting finance at the service of the people and prioritising responsibilities, we continuously deepen our engagement in key areas including livelihood security, global collaboration, quality service delivery, and customer rights protection. We refine talent development frameworks while enhancing shareholder returns, driving rural revitalisation and actively participating in community initiatives. Through concrete actions, we serve and give back to society, making substantive contributions to high-quality socio-economic development.





Highlights

- Serving the real economy, the Company has established an inclusive financial system, with outstanding inclusive loans to small and micro enterprises (SMEs) totalling RMB 644.3 billion and agricultural-related loans reaching RMB 512.9 billion. By innovating collaborative risk-resolution solutions that leverage its synergy between industrial and financial sectors, the Company focuses on five critical risk-mitigation stages, achieving integrated and comprehensive risk management while delivering significant socioeconomic benefits.
- The Company has refined its technology finance service system, supporting over 15,000 national-level specialised and sophisticated enterprises that produce new and unique products.
- Deepening global cooperation, it has established a cross-border service framework to foster a “finance + industry” collaborative ecosystem, facilitating efficient resource matching and deeper industrial integration.
- Consumer rights protection has been strengthened through improved financial consumer safeguarding mechanisms, standardised protection management procedures, and proactively conducted awareness campaigns—contributing to a more harmonious and orderly financial consumption environment.
- Talent development has been prioritised via a “four-tier, three-category” training framework. Female employee protections have been reinforced, demonstrating the Company’s commitment to safeguarding staff rights.
- Advancing rural revitalisation, the Company has implemented targeted assistance programmes, achieving breakthroughs in strengthening prosperity-driving industries, developing beautiful and harmonious villages, enhancing rural governance, expanding educational and medical support, and invigorating county-level economies.
- Community engagement has been enhanced through innovative philanthropic models, with employees actively encouraged to participate in volunteer initiatives, thereby giving back to society through tangible actions.

Supporting Rural Revitalisation

In 2025, the Company continued its key rural revitalisation support initiatives, actively working to consolidate gains in poverty alleviation and ensure effective cohesion with rural revitalisation efforts. Direct investment comprised RMB 72.23 million in grants and RMB 760 million in interest-bearing funds allocated to Yuanyang County, Pingbian Miao Autonomous County, Qianjiang District, and Shencha County. Furthermore, the Company facilitated the introduction of RMB 160 million in additional funding (combining grant and interest-bearing capital), organised training programmes for 4,183 officials and professionals, and generated RMB 160 million through consumption assistance initiatives.

Implementing Support Projects to Drive Income Growth and Prosperity

CITIC Limited

In 2025, the Company implemented over 40 targeted assistance projects in its designated support areas.

- **Strengthening prosperity-building industries:** The Company allocated over RMB 140.14 million to implement five key projects. These included establishing industrialised poultry farming operations, certifying selenium-rich agricultural land, and promoting cultural tourism through the National Rope Skipping League. These initiatives refined mechanisms linking agricultural and rural development, effectively boosting farmer incomes.
- **Building harmonious and beautiful villages:** Focusing on rural environmental enhancement, the Company invested over RMB 30 million. Funds supported the construction of amenity plazas and village cultural walls, river channel clearance, sewage system upgrades, village road paving, and toilet upgrades. These measures revitalised village aesthetics and tangibly enhanced residents' sense of fulfilment.
- **Advancing rural governance:** The Company organised training for village committee leadership teams to strengthen grassroots Party organisations and foster civilised local conventions, exemplary family values, and wholesome community ethos. Over 40 township officials studied the contemporary "Fengqiao Experience" to improve rural dispute resolution

mechanisms and governance efficacy. A further RMB 1.2 million funded three specialised training sessions in Zunyi (Guizhou), Hangzhou (Zhejiang), and Fuzhou (Fujian) for 149 grassroots officials. Sessions covered "Rural Revitalisation Through Party Leadership", "Lessons from the 'Thousand Villages Demonstration, Ten Thousand Villages Improvement' Project", and "Distinctive Revitalisation Pathways", substantially enhancing practical skills for driving rural development.

- **Expanding market access for products:** The Company facilitated the entry of leading fruit enterprise Joy Wing Mau Fruit Technologies Corporation Limited into Pingbian County. This enabled the county's seedless lychees to debut in premium supermarkets, elevating Pingbian lychee's market profile. Participation in China State Railway Group's "Consumption Assistance in Government Agencies" initiative promoted featured agricultural products from partner counties to ministries via Platform 832. Qianjiang District's premium morchella mushrooms entered Hong Kong markets for the first time, marking a critical step in cross-border sales.

Dah Chong Hong

Collaborating with leading silk manufacturer Wensli, Dah Chong Hong launched 10 co-branded products including Qianjiang Elegance: Rebirth on the Silk Road, generating nearly RMB 500,000 in sales and significantly raising Qianjiang's silk brand recognition. Efforts intensified in developing Qianjiang's morchella mushroom industry, featuring innovative product lines like morchella coffee and health- tonic soups. Promotion of the regional public brands "Qianjiang Morchella" and "Qianjiang Mountain Charms" revitalised these distinctive agricultural offerings.

CITIC Press

CITIC Press conducted training for Qianjiang officials in Chongqing, delivering the course Harnessing Live-Streaming to Bring Qianjiang's Best to China. Discussions with local cadres addressed challenges including e-commerce operational bottlenecks and brand premiumisation, enhancing live-streaming and operational capabilities. Dedicated workshops focused on promoting agricultural products from Heixi Village, while strengthening ties with CITIC Press's Xinxuan Mall resources provided crucial support for stabilising local agricultural sales.

Promoting Rural Construction with A Focus on Ecological Civilisation



CITIC Environment's Jiaozhou Project Selected as a CMG Rural Revitalisation Exemplar Case

Case

In March 2025, the *Rural Revitalisation Annual Conference*, jointly hosted by the Agriculture Programme Centre of China Media Group (CMG), CMG Shanghai Station, and the Shanghai Municipal Commission of Agriculture and Rural Affairs, took place in Shanghai. During the event, the *CMG Rural Revitalisation Observation Report (2023-2024)* was released. A project case study entitled *Smart Infrastructure Powering Rural Revitalisation in Jiaozhou*, undertaken by Central & Southern China Municipal Engineering Design & Research Institute Co., Ltd., a subsidiary of CITIC Environment, was selected as an exemplary case. The project contributed to building a new vision of smart rural infrastructure in Jiaozhou through parallel efforts on two initiatives: the "Four Quality Rural Roads Initiative" and the Rural Domestic Sewage Treatment & Smart Management Project. The "Four Quality Rural Roads Initiative" focused on upgrading and expanding local rural roads while enhancing the road network structure. It integrated road construction with local industries, establishing a "Road + Tourism/Industry/ Ecology" integrated development model. The initiative also pioneered smart transport trials, creating "intelligent" rural roads featuring smart maintenance management. The Rural Domestic Sewage Treatment & Smart Management Project employed a CIM+GIS digital foundation, integrating BIM, big data, the Internet of Things (IoT), and cloud computing technologies. This enables the full-process smart management of rural domestic sewage collection, transportation, and treatment and provides a replicable "Jiaozhou Governance Model" for high-quality advancement of beautiful, water-rich countryside construction.



CITIC Environment's project selected as a rural revitalisation exemplar case

Educational and Medical Assistance with A Focus on Younger Generations

CITIC Limited

The Company allocated RMB 4.1 million to distribute CITIC Scholarships, benefiting over 2,000 teachers and students. This initiative recognised academic excellence and supported financially disadvantaged learners. Additionally, it organised a cohesion summer camp in Beijing for 91 outstanding ethnic minority teachers and students, deepening their patriotism and promoting ethnic unity and cultural exchange. The youth teaching assistance programme continued, with nine young employees dispatched for year-long educational support in one district and two counties. Training was provided to 100 rural doctors covering the diagnosis of common rural illnesses, cervical cancer early screening, and maternal/child health. CITIC Metal expanded its educational support scope, funding improvements to facilities at five schools in Yuanyang County (Yunnan) and Qianjiang District (Chongqing), while also prioritising mental health support for staff and pupils.



Organised ethnic minority teachers and students to carry out the cohesion summer camp

CITIC Bank

The CITIC Bank · Angel Heart medical assistance programme was deepened in Central and Western China as well as areas including the “Three Regions and Three Prefectures”. The programme provides free surgical and post-operative rehabilitation support for children with congenital heart disease from formerly registered impoverished households and other disadvantaged families in rural regions. By end-2025, the Bank had donated RMB 1 million, treating 61 children. Concurrently, the bank carried out educational (talent) assistance projects nationwide, primarily focused on improving teaching and learning conditions in rural (township) primary and secondary schools, providing financial aid to students from disadvantaged families, and delivering professional education and skills training for farmers. Within the year, the bank contributed RMB 2.9464 million in unrestricted funds for educational support, directly assisting and indirectly benefiting 359,946 students.

CITIC Press

Activities including “Dream Class”, science exhibitions, and training sessions were conducted at CITIC-designated partner schools in Qianjiang, Chongqing – such as Shaba Central School and Yucai Middle School – to foster student development.



Students participating in “Dream Class”

CITIC Trust

To improve learning environments and teaching conditions, 20 air-conditioning units were donated to Pingbian No.6 Middle School and Baihe Primary School (Yunnan). Printers, microphones, speakers, and converters were provided to Liangxinzhai Primary School and Duoyishu Mingde Primary School in Yuanyang County.



CITIC Trust-donated equipment in use

CITIC Environment

Environmental education was introduced in Pingbian schools. The “I Examine the Stream” activity cultivated primary pupils’ awareness of water conservation.



Ahead of World Book Day, CITIC Environment integrated corporate reading culture with rural education revitalisation through the “Books to Distant Pingbian” initiative at Banpo CITIC Hope Primary School. Staff recommended books and shared insights, donating over 1,400 books – each inscribed with heartfelt messages conveying sincere wishes for the children’s growth.



CITIC Securities

CITIC Securities partnered with the China Foundation for Rural Development to establish the CITIC Securities Public Welfare Fund. This implemented diverse educational programmes – including the “Xin Ai Teacher Enhancement Plan” and “Xin Ai Self-Reliance Class Scheme” – in Yuanyang (Yunnan), Jishishan (Gansu), and Guyuan (Hebei) counties. These initiatives prioritised channelling quality educational resources to rural areas and national rural revitalisation counties, empowering youth development.

The Beijing No.4 High School support team was invited to assist Yuanyang No.1 Middle School. Activities included master teacher workshops, demonstration classes, and academic lectures, enabling knowledge-sharing between educators and students.

Through its Public Welfare Fund, CITIC Securities allocated RMB 500,000 to Gaoguan Middle School in Jishishan County (Gansu), covering basic learning and living costs for 150 junior students to mitigate dropout risks. Fourteen con-

secutive years of support continued at Guyuan No.1 Middle School (Hebei), with RMB 315,000 funding 300 senior students. Additionally, CITIC Securities donated RMB 355,000 to repair flood-damaged infrastructure at three Yuzhong County (Gansu) schools, ensuring orderly post-disaster reopening.

CITIC Metal

In Yuanyang (Yunnan), the “CITIC Metal Mental Health Public Support Mobile Station” was newly established at Siyuan Experimental School, enabling professional counselling services to alleviate psychological pressures. At rural Niujiaozhai Liangxinzhai Central Primary School, funds were used to purchase teaching computers, canteen disinfection cabinets, and freezers to enhance facilities. Ethnic Minority Primary School received teaching computers to achieve “one computer per class”, elevating IT-based teaching standards. In Qianjiang (Chongqing), another “CITIC Metal Mental Health Public Support Mobile Station” opened at Yucai Primary School, supporting counselling services and equipment upgrades. Mental health services continued at Shaba Central School alongside canteen floor renovations to improve dining conditions.

Leveraging Resources Across CITIC to Strengthen Innovative Assistance Models



Pooling financial resources

The Company strengthened financial support and facilitated capital flows by organising a forum on financial support for industrial development for financial institutions during the year. This forum showcased exemplary cases and policy recommendations, consolidating CITIC's collaborative efforts in serving rural revitalisation. The Company strengthened financial support and ensured smooth capital flows. During the year, it convened a thematic symposium on financial assistance for industrial development with nine of its financial subsidiaries, facilitating the sharing of representative cases and policy recommendations to consolidate CITIC's collective strength in serving rural revitalisation. By the end of 2025, CITIC Bank had directly allocated RMB 400,000 in grants and RMB 763 million in interest-bearing loans across Yuanyang and Pingbian counties in Yunnan, Qianjiang District in Chongqing, and Shenzha County in Xizang. Additionally, it procured agricultural products worth RMB 57.3415 million through consumption-based assistance programmes.



Amplifying outreach impact

The Company orchestrated collaborations between Yuanyang and Pingbian counties in Yunnan and CMG to film the programme *Destination: China!* Scheduled for broadcast during prime-time weekend slots on CCTV-4 (Chinese International Channel) in Q4 2025, the production highlights cultural tourism assets including Yuanyang's Hani Rice Terraces and Pingbian's Miao ethnic traditions. It facilitated an appearance by Qianjiang District's Xinhua Primary School in Chongqing rope-skipping team on CMG's *Spring Festival Gala Prelude Show*, where they secured a "Year of the Snake Gala Recommendation Card" – effectively elevating regional visibility.



Driving cultural tourism consumption

The Company coordinated with the General Administration of Sport to host the 2025 National Rope Skipping League (Qianjiang Station, Chongqing) in Qianjiang District, Chongqing. The event garnered coverage from over 40 mainstream outlets including CCTV.com and Xinhuanet, with related news and short videos accumulating over 170 million views – markedly enhancing the region's profile. The Company's labour union arranged thematic study tours for over 40 employees and their children to Qianjiang, enabling first-hand experiences of Tujia culture and mountainous urban landscapes, thereby stimulating wider tourism expenditure.



Supporting intangible cultural heritage preservation

The Company backed systematic surveys of ICH safeguarding and inheritors in Pingbian County, leading to the designation of 39 representative intangible cultural heritage projects and 144 recognised inheritors. It funded the creation and staging of the theatrical production *My Homeland by Renzi Bridge*, which featured live performances of distinctive cultural elements including the Miao Flower Mountain Festival and Lusheng dances – amplifying cultural dissemination and influence.

Serving the Economy and People's Livelihoods

Focused on advancing national strategies, the Company has established a five-pronged inclusive financial services framework targeting key economic and social sectors. Through initiatives spanning science and technology protection, enhanced financial inclusion, upgraded public services, and coordinated risk mitigation, it facilitates the commercialisation of technological achievements, bolsters the real economy, elevates public welfare, and mitigates systemic risks. This comprehensive approach underpins high-quality economic growth and social stability.

Financing Support for Science and Technology Enterprises

Technology finance serves as a critical catalyst for fostering new quality productive forces, strengthening the foundations of China's technological self-reliance, and spearheading high-calibre economic development. Integrating the full suite of licences across banking, securities, trust, insurance, and fund management under CITIC Financial Holdings, the Company pioneers a comprehensive financial services model tailored to contemporary Chinese requirements.

Guided by the principle of "Synergies between CITIC and Our Clients," the Company has developed a world-class technology finance ecosystem. It fosters a virtuous cycle connecting innovation, industry, and finance – aligning financial solutions with the commercialisation and industrialisation of technological breakthroughs. By tailoring development approaches to local conditions, it cultivates new quality productive forces and amplifies CITIC's contribution to achieving advanced technological self-sufficiency.

Optimising the sci-tech finance service system

In 2025, the Company launched a dedicated Sci-Tech Finance initiative. This ongoing effort focuses on building a diversified, relay-style service support system anchored in equity investment with coordinated financing tools. During the year, the CITIC Equity Investment Alliance established 16 new funds, with aggregate capital exceeding RMB 20 billion. The Company's financial subsidiaries secured the top market position for both the number and scale of equity financing transactions executed across the Shanghai Stock Exchange (SSE) STAR Market, Shenzhen Stock Exchange (SZSE) ChiNext, and the Beijing Stock Exchange (BSE). They also led the market in underwriting Sci-Tech Innovation bonds. Furthermore, the outstanding balance of general loans provided to technology enterprises reached RMB 545.1 billion, with 28.7% increasing compared to the end of the previous year. The Company achieved 100% coverage in serving enterprises designated within the first six national batches of "Specialised and Sophisticated" SMEs and the first eight batches of Manufacturing Champions. Service penetration exceeded 1,500 such firms; collaborative service provision by two or more entities within the Group surpassed 51%; ranked first in the market for the number of IPOs it facilitated for nationally recognised "Specialised and Sophisticated" enterprises. Additionally, the upgraded exclusive group insurance product tailored with first batch of 176 service enterprises.

As at the end of 2025

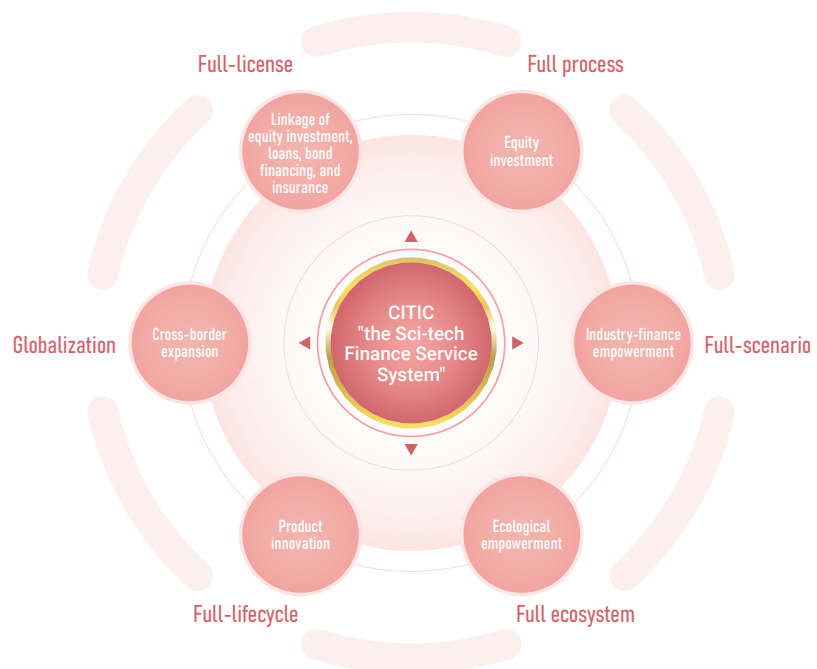
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CITIC Securities facilitates Moore Threads' successful listing on the STAR Market

Case

On 5 December 2025, Moore Threads, China's pioneering fully-featured GPU developer, achieved a successful listing on the STAR Market. Securing its position as the "first domestically developed fully-featured GPU stock", the company raised a total of RMB 8 billion. CITIC Securities acted as the exclusive sponsor and lead underwriter. This IPO represents the largest on the STAR Market since 2024 and is the first project approved and listed under the "1+6" policy framework. As China's sole mass-producer of fully-featured GPUs, Moore Threads will channel the IPO proceeds primarily into R&D for its new generation of self-sufficient AI training-inference integrated chips, independent graphics processors, and autonomous AI SoC chips. This strategic investment will fortify China's journey toward technological self-reliance in AI.



CITIC Securities supports Insta360's successful STAR Market debut

Case

On 11 June 2025, Insta360 Innovations completed its successful listing on the Shanghai Stock Exchange's STAR Market, emerging as the A-share market's inaugural intelligent imaging stock with total funds raised of RMB 1.938 billion. CITIC Securities served as the exclusive sponsor and coordinating lead underwriter. In recent years, Insta360 has maintained its global leadership in market share for panoramic cameras and was honoured among the "Top 50 Chinese Global Brands", cementing its status as a world-class intelligent imaging brand. In executing this transaction, CITIC Securities demonstrated its commitment to leveraging financial services to bolster the real economy. It fully embodied the "Five Key Pillars of Finance", enhancing its capabilities in technology finance to ensure the flawless execution of Insta360's STAR Market IPO.

Enhanced Inclusive Finance Support

The Company has established a comprehensive "five-dimensional" inclusive financial service system encompassing inclusive SME support, rural revitalisation, consumption stimulus, wealth management, and public welfare. By deepening diversified inclusive finance and refining a multi-tiered product portfolio, it translates inclusive finance into tangible practices that bolster real economic growth and improve public well-being.



Inclusive SME support

China CITIC Bank implemented the *Action Plan for Advancing Inclusive Finance* and the *Implementation Plan for SME Financing Support*, establishing a dedicated "Five Specialisations and Five Enhancements" coordination mechanism to drive high-quality inclusive finance.

By the end of 2025, its inclusive SME loan balance reached RMB 644.3 billion, increasing by RMB 44.4 billion year-on-year. The Bank developed a comprehensive data ecosystem for SME services, with its "CITIC Easy Loan Digital Intelligence Services" project winning second prize in the 2025 National "Data Factor x" Financial Services Competition.



Rural revitalisation

CITIC Bank's agricultural loan balance stood at RMB 512.9 billion, earning it an "Outstanding" rating in the People's Bank of China and National Financial Regulatory Administration's rural revitalisation assessment. Leveraging synergies with CITIC Construction, CITIC Consulting, and CITIC Agriculture and other companies, the bank jointly developed the "Five Synergy Model" integrating financing, intellectual support, industrial resources, construction capabilities, and sales channels to meet the diverse needs of agricultural operators and forge a new model for rural revitalisation financial services; guided by the "Five-in-One Policy Framework", the bank conducted industry research on sectors such as seed technology, continued to include rural revitalisation business within the scope of credit policy support, and achieved new progress in advancing rural revitalisation financial services.

CITIC Securities underwrote RMB 19.3 billion in rural revitalisation, agriculture-focused, and revolutionary base area bonds. Notably, it facilitated Haolebaoji-Ji'an Railway's issuance of the nation's first green rural revitalisation bond (targeting high-quality development in the Yellow River Basin and Yangtze Economic Belt); and Suyin Financial Leasing's pioneering "agriculture-focused" special financial bond by a non-bank institution. CITIC Futures advanced the Jilin Songyuan Integrated Agricultural Risk Management Pilot, innovating an "insurance + futures" income protection scheme centred on water-fertiliser integration technology. This project covered 28,500 mu (=19 km²) of farmland, achieving over 30% water savings and nearly 8% annual corn yield growth. Concurrently, it partnered with insurers to provide "insurance + futures" income coverage for 35,600 mu (≈23.733 km²) of corn, disbursing RMB 1.5653 million in claims to safeguard profits for 839 farming households. In 2025, the initiative was featured in the Davos World Economic Forum's Global Case Studies compendium.



Consumption stimulus

CITIC Financial Holdings spearheaded new consumption service initiatives across its subsidiaries. CITIC Bank, its Credit Card Centre, CITIC AiBank, and CITIC Consumer Finance collectively disbursed over RMB 1.4 trillion in personal consumption loans annually—a 30% year-on-year increase—supporting public demand for daily necessities, housing, transportation, leisure, and shopping. CITIC Securities and CSC Financial facilitated overseas expansion for consumer-focused enterprises, executing Hong Kong's largest consumer technology IPO of the year.



Inclusive wealth management

China Asset Management (a CITIC Securities subsidiary) strengthened its index investment expertise. Leveraging ETFs' low-entry threshold and high liquidity, it built a full-market, multi-strategy index product matrix, enabling investors with varying risk appetites and investment capacities to access capital market opportunities. Its robust ETF ecosystem and inclusive services have secured its longstanding position as the industry's largest ETF manager.



Public welfare

CITIC Financial Holdings established the "CITIC Growth" philanthropy platform with its subsidiaries. Through the "CITIC Innovations + Philanthropy + Public Participation" model, it collaborated with asset managers and millions of clients to channel financial expertise towards social impact. Over 2 million clients actively engaged in charitable initiatives.

Enhancing Public Services for People's Livelihoods

Leveraging its integrated financial strengths, the Company focuses on critical livelihood sectors including healthcare, education, industry, and energy. It has established a service model centred on "Party-building initiatives + resource integration + scenario innovation", building a multidimensional public service network to improve social welfare and advance rural revitalisation and common prosperity.

CITIC Pacific Health

CITIC Pacific Health's Hangzhou Chengdong Hospital has deepened its commitment to public health initiatives, conveying medical compassion through diverse measures. In 2025, it conducted over 180 community health outreach programmes and 50 health lectures, bringing premium medical resources to local communities. This addresses the persistent challenges of "inaccessible healthcare and distant consultations". For vulnerable elderly groups, the hospital's "Nine Loves for Myriad Households" medical volunteer team made over 10,000 home visits, providing health assessments and attentive daily care. This represents a shift from medical assistance to holistic emotional support, enabling the elderly to experience genuine social care and dignity – turning the vision of "ensuring medical care and warmth for the elderly" into reality.

CITIC Pacific Pension has upgraded its smart elderly care platform this year, equipping partially disabled and isolated seniors with wearable devices and smart home systems for real-time safety monitoring and health data tracking. An online booking and feedback system enhances service accessibility and transparency. Furthermore, it has refined its continuum of care—spanning health promotion, assisted living, professional nursing, and dementia support—to address varying health needs, thereby elevating care standards and enabling seniors to enjoy their later years with dignity.



CITIC Industrial Investment

Its subsidiary, CITIC Aged Care, partnered with CITIC Press to host a dementia-focused public reading initiative at Shanghai's Jinxiu Elderly Care Home, advocating for dementia care and supporting the societal goal of "ensuring care for the elderly". Other group entities regularly organise specialised outreach programmes—including community health lectures and medical consultations—leveraging integrated healthcare resources. Collectively, the group conducted over 30 public initiatives this year.



CITIC Aged Care and CITIC Press jointly launched the "12 Books for Seniors" cultural IP, pioneering the integration of publishing expertise with elderly care services. This innovative "elderly care + culture" model has delivered 7 reading events, generating over 8 million online impressions and 1 million livestream views. A dedicated elderly care reading corner was established with CITIC Bank Changing Branch to promote geriatric knowledge.

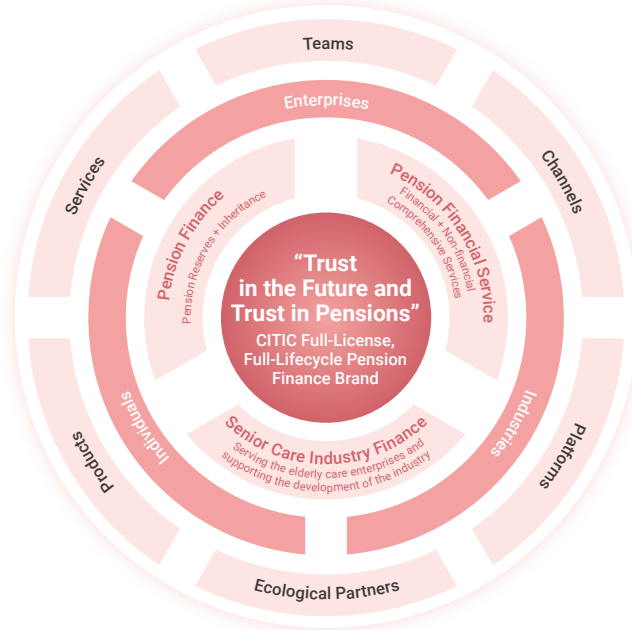
CITIC Offshore Helicopter

Helicopter services were expanded into port pilotage, offshore wind farm operations, emergency rescue, premium corporate travel, sightseeing, and regional transport. This successfully established an innovative "helicopter + business travel" model, bolstering economic and social development. CITIC Offshore Helicopter also completed helicopter support missions for Arctic and Antarctic scientific expeditions.



Advancing Pension Finance

CITIC Financial Holdings has established an integrated pension finance ecosystem under the “Trust in the Future and Trust in Pensions” brand. We focus on three pillars—pension finance, elderly care services finance, and senior care industry finance—delivering professional and compassionate solutions to safeguard families’ financial security. Our approach aligns with societal needs: when the era calls, CITIC responds; when citizens require support, CITIC acts.



CITIC Pension Finance Service Ecosystem

Pension Finance

We enhanced end-to-end individual pension services and expanded financial product offerings, driving cumulative sales to RMB 27.9 billion – a 253% year-to-date increase. We also pioneered commercial annuity solutions with tailored insurance products, solidifying financial safeguards for retirees’ livelihoods.

Pension Financial Service

We launched China’s first integrated four-in-one eldercare trust service, addressing diverse retirement needs; we introduced a tripartite service model (healthcare-wealth management-cross-border collaboration) to enhance the accessibility and convenience of elderly care services, and upgraded CITIC Bank’s Pension Ledger 3.0(养老账本3.0享老版), and CSC Financial’s official app to lower the barrier to entry for elderly users.

Senior Care Industry Finance

We built a dedicated financing system for the senior care industry, expanding loan portfolios to RMB 3.078 billion (203% YoY growth). CITIC Prudential Life Insurance initiated a specialised healthcare industry fund with cumulative investments of ~RMB 2.6 billion. This accelerated traditional nursing homes’ transition to premium integrated care complexes, fostering high-quality development of the silver economy.

CITIC Bank

CITIC Bank formulated a series of documents including the *Implementation Plan for Advancing Pension Finance*, the *Work Plan for Pension Industry Finance*, and the *Detailed Rules for Exempting Investigation Responsibility in Pension Industry Credit Business (2025)*, committing to provide clients with integrated whole-life-cycle pension financial solutions. In 2025, we upgraded the “Happiness plus” pension financial service system and collaborated with the China Research Centre on Aging to compile the “Wealth Management Knowledge Reader for Elderly Customers”; this handbook was incorporated into the National Education Series on Population Ageing.

CITIC Securities

CITIC Securities comprehensively engages in developing China's multi-tiered, multi-pillar pension insurance system. By the end of 2025, CITIC Securities' investment management scale for the three pension pillars exceeded RMB1 trillion (including pension fund assets), secured multiple top-tier 'A' ratings in cooperation with the National Council for Social Security Fund, served over 200 large and medium-sized enterprise clients for corporate annuity services, and significantly expanded pension industry investments.

CITIC Trust

CITIC Trust, in collaboration with CITIC Bank, CITIC Prudential Life Insurance, and CITIC Pension, innovatively launched the first trust-based pension service business featuring a "four-in-one" model integrating "Bank + Insurance + Trust + Pension Industry". This business model fully leverages CITIC's comprehensive strengths of "comprehensive financial licenses and extensive non-financial business coverage". Centred around CITIC Financial Holdings' "Trust in the Future and Trust in Pensions" brand strategy, it provides customers with a one-stop integrated pension solution.

Safeguarding People's Livelihoods through Risk Resolution

The Company actively fulfils its responsibility as a central state-owned enterprise by innovatively introducing CITIC's distinctive collaborative risk resolution solutions. Guided by the core principles of "restoring physical assets, enhancing asset value, and resolving financial risks", we revitalise underlying physical assets at source, effectively enhance their value, and protect and repay financial claims through asset monetisation and operations. Leveraging our dual strength in financial and industrial operations, the Company focuses on five key risk resolution areas and builds four supporting systems to achieve integrated and comprehensive risk disposal, yielding significant economic and social benefits.

Since 2022, the Company has cumulatively resolved financial risks amounting to RMB 124.4 billion through collaboration, reduced on-balance-sheet non-performing assets by RMB 59.4 billion, and lowered the non-performing ratio for credit risk assets within the integrated finance segment by 0.57 percentage points. Through collaborative risk resolution efforts, the Company has facilitated the implementation of 108 real estate projects, enabling the delivery of 78,000 housing units and creating over 3,000 operational jobs, thereby effectively supporting housing delivery and social stability. We have safeguarded the legitimate rights and interests of over 5,000 investors, properly handled 914 customer complaints, reassured 95,000 individual investors, and actively promoted financial stability. We have assisted multiple co-exposed financial institutions in successfully resolving risks totalling RMB 73.2 billion, promoted the resumption of work on projects with a value exceeding RMB 260 billion, and effectively maintained the financial credit environment. Notable achievements include revitalising several urban landmark projects such as Shenzhen CITIC Sinobay, Nanning Hangyang City Mall, and Shanghai Dongjiadu, contributing CITIC's expertise to urban renewal and economic vitality enhancement.

Since 2022

the Company has cumulatively resolved financial risks amounting to RMB

124.4 billion

reduced on-balance-sheet non-performing assets by RMB

59.4 billion

Capital Relief

We introduced incremental capital to restore liquidity injections into at-risk projects. Based on accurate assessments of risk drivers, we guided subsidiaries to leverage their cross-cycle operations expertise. For enterprises and projects with strong revitalisation prospects, significant creditor exposure, and alignment with national financial support policies for real estate, we proactively provided relief funding, increased liquidity input, and restarted project development and operations.

Risk Isolation

Adhering to market-oriented and legal principles, we facilitated debt-for-asset swaps or comprehensive restructurings of quality projects through litigation and bankruptcy proceedings. We directed CITIC Trust to utilise its trust services for risk resolution expertise. By establishing dedicated risk-resolution trust schemes, we isolated project equity from distressed entities and segregated incremental risk-capital exposure from historical debt liabilities. Concurrently, we implemented new project profit distribution sequences to achieve exclusive asset control.



Developing the 'Bankruptcy Restructuring Service Trust' model to assist property developers resolve risks

Case

In recent years, a prominent domestic property developer faced a liquidity crisis due to industry adjustments, with liabilities exceeding RMB 150 billion involving tens of thousands of creditors. CITIC Trust employed the 'Bankruptcy Restructuring Service Trust' model and was successfully appointed as dedicated service trustee. By establishing this specialised service trust, it achieved asset isolation to create a strategic adjustment window for the company. This secured the listed entity's normal operations and safeguarded stable employment for thousands of staff. Simultaneously, converting financial institutions' creditor rights into trust beneficiary rights contained risk contagion, prevented bankruptcy liquidation, protected stakeholder interests, and maximised social value. The successful restructuring of this enterprise not only resolved a RMB 100-billion debt crisis but also pioneered a new approach integrating risk resolution with public welfare.



"Coordinated Task Force" ensures smooth resolution for Nanning commercial complex project

Case

A commercial property group experienced debt default in 2023 due to a broken funding chain, involving a principal balance exceeding RMB 800 million at the time of default. This caused the suspension of its commercial complex project in Nanning, impacting contractor payments and the urban centre's image. The Company proactively established a coordinated risk-resolution task force. Implementing a strategy of "incremental funding + risk isolation + revitalisation + operational management", the initiative focused on five key resolution phases: disbursing venture debt to resume construction; utilising a trust structure for risk isolation; rebranding as "Xinyue Hui"(信悦汇) for brand revitalisation; appointing a completion guarantor for project delivery; and restoring commercial viability through tenant acquisition and operations. The project celebrated its grand opening on 30 May 2025. By the end of 2025, it recorded average daily footfall exceeding 20,000 visitors, with tenant lease-up and opening rates both surpassing 90%. This successful revitalisation stabilised asset quality, achieved financial risk mitigation, directly created 3,000 jobs, and supported local government efforts in employment stability and social benefit delivery.

Credit Enhancement

We restored and strengthened entity creditworthiness through the injection of the CITIC brand, improving market expectations. For mature at-risk projects, we established new legal entities to directly enhance credit profiles using the CITIC brand, stabilising and bolstering market confidence. For projects retaining original branding and developer leadership, we infused CITIC elements or introduced multi-party resources for comprehensive support. This achieved credit enhancement, accelerated restructuring, effectively increased asset value, and facilitated risk resolution.

Property Management and Construction Services

Leveraging the professional expertise of our industrial subsidiaries in the property sector, we provided property management and construction services. This included restructuring the management teams of project companies, deploying legal representatives and on-site managers to oversee development and sales, and establishing controlled escrow accounts. These measures centralised the resolution of long-standing litigation, asset seizures, and arrears, enabling substantive project control and segregated operations to ensure the orderly implementation of restructuring plans.

Cash Recovery

We accelerated cash collection through asset sales, operations, refinancing, and legal recovery to repay principal and interest on financial liabilities. Utilising operational cash flows, we exited existing financial debts and equity via asset retention, debt-for-equity swaps, equity transfers, refinancing, and REITs issuances. We enforced shareholder liability for defaults, revitalising and pooling cash flows through equity swaps and disposal of collateral assets. This comprehensively reduced the Company's financial risk exposure while mitigating and recovering losses.

Enhancing Global Cooperation

The Company released the *CITIC International Business Development Strategy*, upholding an open and collaborative approach. By leveraging its strengths in “full financial license and extensive non-financial business coverage,” and integrating global financial capabilities under CITIC Financial Holdings, it has established service brands “trusted partner for Chinese companies going abroad” and “trusted partner for foreign companies coming to China.” These provide clients with full-license, full-cycle, and full-scenario integrated financial solutions. Simultaneously, we continue to build bridges for international collaboration on the global stage, demonstrating responsibility and commitment through high-standard openness. This contributes to building a global community of shared future.

In 2025, CITIC Securities and CSC Financial proactively facilitated technology innovation enterprises’ access to international capital markets.

CITIC Securities completed
16 Hong Kong IPO listings

16

CSC Financial completed 7 Hong
Kong IPO listings (including one
De-SPAC transaction)

7

underwrote USD 5.3 billion
in offshore bonds issued by
Chinese entities

5.3

raising HKD 45.8 billion

ranking first in both markets

“Trusted Partner for Chinese Companies Going Abroad”

The Company continues to integrate global financial services capabilities, deepen cross-sector collaboration worldwide, foster mutual benefits, and build bridges connecting China with the rest of the world in economic, social, and cultural exchanges. As of the end of 2025, our operations spanned approximately 160 countries and regions, establishing an extensive global operational footprint with branches in New York, London, Hong Kong, and other major financial centres. We have explicitly prioritised strengthening international talent development by recruiting high-calibre professionals globally and establishing an international talent pool. This serves as a key safeguard for our international expansion strategy, providing human capital support for global business development and operational management while further enhancing our worldwide competitiveness.

CITIC Securities

CITIC Securities hosted multiple global investment forums in London, Singapore, and New York to showcase China’s economic progress and the latest achievements in high-quality capital market development to institutional investors worldwide. It facilitated listed company roadshows for the Shanghai and Shenzhen Stock Exchanges in London and Singapore, each attracting nearly a hundred top-tier investment institutions and investors. The China Investor Day organised in New York convened leading Chinese enterprises and engaged over 100 equity and fixed-income institutional investors. CITIC Securities collaborated with Hong Kong Exchanges and Clearing Limited (HKEX) to successfully host the Hong Kong Equity Capital Markets Forum in Hangzhou and the “Xinju HK Stock Connect” (信聚港股通) investor event in Zhengzhou, delivering tailored support for enterprises to access Hong Kong capital market opportunities while empowering retail investors to participate in cross-border investments.

CITIC Bank

CITIC Bank focuses on high-level opening up to forge seamless cross-border financial bridges. The bank continuously deepens project insurance financing cooperation with China Export & Credit Insurance Corporation. Through medium and long-term export credit business, it prioritises supporting major infrastructure construction projects by Chinese enterprises in countries along the Belt and Road Initiative. The bank consistently upgrades its capabilities in handling foreign-related guarantees, with services now covering over 100 countries and territories across five continents. It supports the issuance of guarantees in multiple languages, effectively supporting Chinese enterprises in their global expansion. In 2025, the bank issued foreign-related engineering guarantees totalling RMB20.365 billion, representing a 42.08% year-on-year increase.

CITIC Heye Investment

CITIC Heye Investment hosted the "China Private Enterprises Investment Forum in Selangor, Malaysia", where the Crown Prince of Selangor led a delegation to engage in substantive discussions with nearly 40 prominent Chinese entrepreneurs, discussing opportunities for private enterprises expanding overseas.



CITIC Investment Holdings joins forces with global industry leaders to create a cross-border industry-finance collaboration benchmark

Case

In 2025, to support the transformation and upgrading of its industrial segment, deepen collaboration with Rio Tinto Group, and help strengthen the "trusted partner for Chinese companies going abroad" and "trusted partner for foreign companies coming to China" service proposition, CITIC Investment Holdings and CITIC Private Equity partnered with Rio Tinto Group to establish an industrial fund. Targeting RMB 1 billion in total size, the fund will actively serve the Company's key international clients, explore technological synergies in mining, low-carbon solutions and resource recycling, drive cost reductions and efficiency improvement for relevant businesses, and further extend its global reach across industrial chains.



Signing ceremony of the Fund Cooperation Memorandum of Understanding

“Trusted Partner for Foreign Companies Coming to China”

The Company, centred on its service brand “Trusted Partner for Foreign Companies Coming to China”, collaborates with local governments and international institutions. Through organising cross-border industry matchmaking events, establishing dedicated industrial funds, and providing integrated service platforms, we offer end-to-end support for enterprises entering China – spanning investment matchmaking, financial services, and industrial implementation. This builds a cross-border synergistic ecosystem integrating finance and industry, facilitating efficient connections between domestic and international resources, and enabling deeper industrial integration.

Nanjing Tour of German Enterprises

CITIC, jointly with the Nanjing Municipal Government and AHK Greater China, organised the “Nanjing Tour of German Enterprises” event. Over one hundred German industrial enterprises, economic organisations, and international financial institutions participated. This facilitated the launch of 17 projects in sectors including new energy batteries, automotive components, and environmental protection equipment, with a total investment exceeding RMB 20 billion. The Company and the Nanjing Municipal Government also jointly launched the “Nanjing · CITIC Global Investment and Trade Joint Service Network” and the “CITIC · Nanjing Multinational Enterprise Co-Creation Service Centre” to promote mutually beneficial multi-party collaboration.

Guangdong Tour of Japanese Enterprises

The Company jointly hosted the “Japan Business Mission to Guangdong” event with the Guangdong Provincial Government, co-organised by Mizuho Financial Group. The event attracted over 200 Japanese companies and over 200 Chinese companies, with more than 800 representatives from Chinese and foreign enterprises participating. It facilitated the signing of 68 projects in sectors including automotive, biomedicine and health, low-altitude economy, artificial intelligence, commercial services, and consumption, with a total contract value exceeding RMB100 billion. CITIC and Mizuho Financial Group jointly launched the “CITIC Mizuho”(信瑞穗) service system.

Multinational Companies Invest in China · Choose Shaanxi

We jointly hosted the “Multinational Companies Invest in China · Choose Shaanxi” event with the Shaanxi Provincial Government. The event attracted over 180 foreign enterprises and institutions from 18 countries and regions. It resulted in the signing or announcement of 57 projects spanning sectors such as automotive and parts, new materials, modern agriculture, consumer retail, culture and education, and integrated financial services, with a total value nearing RMB100 billion. The Company, together with the Office of Shaanxi Provincial Finance Committee, Shaanxi Provincial Department of Commerce, and the Hong Kong Trade Development Council (HKTDC), launched the “Action Plan for Serving Shaanxi Enterprises in Hong Kong Listings and Going Global”. We also jointly launched the “Joint Financial Services Network for Serving Shaanxi Enterprises Going Global” with international financial institutions and established the “CITIC · Shaanxi Enterprise Cross-border Integrated Financial Services Office” in collaboration with the Shaanxi Provincial Government.

Chongqing Tour of Leading European Manufacturers

The Company co-hosted the “Chongqing Tour of Leading European Manufacturers” event with the Chongqing Municipal Government. This attracted nearly 150 renowned enterprises from 17 European countries. CITIC and the Chongqing Municipal Government jointly inaugurated the “CITIC · Chongqing Vehicle Export Service Centre” and released the “Enhanced ‘Four-Chain Integration’ Capability System for the Industrial Brain – CITIC · Chongqing Integrated Financial Services Intelligence” and the “Chongqing-Europe Advanced Manufacturing Enterprise Empowerment Centre”. The event facilitated the signing of 28 projects in sectors including intelligent connected new energy vehicles, advanced materials manufacturing, biomedicine, medical devices, and integrated financial services, with a total value of RMB 97.5 billion.

Delivering Quality Services

The Company positions “Delivering Quality Services” as a core driver for implementing its customer-centric philosophy. We continuously enhance full lifecycle quality management and service experience upgrades, underpinning service excellence through professional certifications and optimising client engagement via resource integration. This multi-dimensional approach elevates service efficacy and quality, strengthening customer trust and advancing corporate excellence.

Strengthening Quality Management

Focused on establishing end-to-end, scenario-based, and high-standard quality management systems, we drive subsidiaries to implement robust quality control measures. By integrating international certification standards with operational practices, we have built a closed-loop management mechanism covering risk anticipation, process control, and continuous improvement across diverse scenarios including asset maintenance and manufacturing operations. By the end of 2025, most subsidiaries had obtained ISO 9001 Quality Management System certification, ensuring product and service quality and safety.

Dah Chong Hong

As one of Hong Kong’s largest distributors of food and fast-moving consumer goods, Dah Chong Hong maintains a comprehensive quality management system aligned with FSSC 22000 V6 (Food Safety System), Hazard Analysis and Critical Control Point (HACCP), and ISO 22000:2018 standards. This ensures consistent compliance with international and local regulatory requirements for product quality and food safety. In February 2025, Dah Chong Hong Logistics attained FSSC 22000 certification, demonstrating full alignment with globally recognised food safety management protocols, building a reliable safety defence line for customers, from warehouse to destination. During the reporting period, Dah Chong Hong did not experience any product recall incidents due to safety or health reasons.

CITIC Dicastal

Guided by the fundamental tenet that “quality is the lifeblood of Dicastal”, and aligned with the high-quality development direction of the global automotive components industry, we concentrated on the four core pillars: “data-driven, standard-led, full-chain coordination, and green compliance”. This has driven a profound transformation in quality management, from “experience-driven” to “data-driven”, resulting in a dual reduction in product defect rates and customer complaint rates, alongside achieving full quality certification coverage from core customers. This has solidified the quality foundation for enhancing global market competitiveness. CITIC Dicastal strictly complies with domestic and international industry regulations and standards, having obtained mainstream international quality management system certifications. We rigorously apply quality standards throughout the entire product lifecycle—design, production, and delivery—effectively elevating overall product quality levels.





Winning the China Quality Award and spearheading high-quality development in China's seed industry

Case

On 16 September 2025, the results of the Fifth China Quality Award were announced in Nanjing. Longping High Tech, a subsidiary of CITIC Agriculture, became the first enterprise in China's agricultural sector and seed industry to receive this honour by pioneering the "Dual Coverage, Dual Zero" quality management model (spanning entire life cycle and entire business process, zero product defects, and zero service regrets). The China Quality Award aims to promote scientific quality management systems, models and methodologies, thereby advancing the nation's quality enhancement strategy. For many years, driven by its mission to "bolster self-reliance in seed technology and achieve seed resource autonomy", Longping High-Tech has treated quality as its lifeline. The "Dual-Comprehensive, Dual-Zero" model serves as the core pillar of its industry leadership. This model encompasses an "entire life cycle and all business processes" of seeds while pursuing "zero defects in product quality and zero regrets in service delivery". Rooted in Academician Yuan Longping's ethos to "be a fine seed" and the corporate mission to "advance the seed industry for global welfare", it represents an integrated quality management system that blends cultural guidance, structural support, cyclic control and goal orientation. By the end of 2025, Longping High Tech had achieved annual global seed sales of approximately 300 million kilograms, covering 200 million mu (about 13.3 million hectares) of cultivated land and supporting an annual grain output of over 100 billion kilograms.

"Dual Coverage, Dual Zero" quality management model

"Entire life cycle and all business processes" "Zero defects in product quality and zero regrets in service delivery"



Diversifying Customer Communication Channels

The Company gauges client satisfaction through surveys and dedicated hotlines, enabling timely service optimisation. We enhance financial consumer education by collaborating with external institutions to establish physical investor education bases and robust online platforms. Multi-channel outreach (online/offline) strengthens retail investors' risk awareness and mitigation capabilities. Annually, the Boards of subsidiaries review customer complaints to formulate reduction strategies, address recurring issues, and drive down complaint rates.

CSC Financial

Clients access three service modes (self-service, AI-assisted, and live agent) through a 24/7 hotline. In 2025, 90,992 post-call satisfaction surveys were collected, with 90,664 expressing satisfaction (a 99.64% satisfaction rate).

CITIC Heavy Industries

CITIC Heavy Industries has established a systematic customer satisfaction survey mechanism, collecting customer feedback quarterly via the "Customer Satisfaction Survey Form". We maintain a customer feedback network, ensuring timely responses and resolution of issues to meet customer requirements to the fullest extent possible. Specific problems identified in the surveys were addressed through the formulation and implementation of improvement measures. Driven by the survey results, we continuously optimise product services, effectively enhancing product performance and service experience, thereby safeguarding customer rights. The overall customer satisfaction rate was 98% by 2025.

CITIC Heye Investment

CITIC Heye Investment initiated the annual Property Service Satisfaction Survey project, engaging a specialised third-party consultancy to ensure the survey's relevance and scientific rigour. The survey was conducted using online questionnaires combined with one-on-one interviews, achieving full coverage of core clients. By 2025, the average satisfaction rate for CITIC Tower (Beijing), CITIC International Building, and Capital Mansion—three landmark projects—has exceeded 95%.

CITIC Offshore Helicopter

CITIC Offshore Helicopter has implemented a regular customer satisfaction survey mechanism, covering key business segments including offshore oil and gas, and harbour pilotage services annually. Satisfaction has remained above 97% over the past three years. Survey findings are systematically applied to service improvements and product optimisation. Analysis of feedback drives fleet renewal, enhancement of aviation material support, and standardisation of service processes. This creates a "survey-analysis-improvement-feedback" closed-loop management cycle, enabling continuous enhancement of service quality and customer experience.

Protecting Customer Rights

The Company consistently prioritises the protection of customer rights as a key component of its business operations. We have put in place robust controls over business processes to ensure information security and access to legal remedies for customers. In this way, we are comprehensively upholding customers' rights to informed decision-making, fair transactions, and redress, thereby safeguarding their legitimate rights and interests.

Standardising Business Management Processes

As part of our efforts to advance our financial consumer protection work, we have established a board-level review mechanism in which the Board regularly reviews reports on consumer rights protection, with a focus on key areas, including relevant policy development, information disclosure, suitability management, information security, and consumer complaint management. Additionally, at the subsidiary financial institution level, we have urged them to formulate credit card loan collection policies, personal loan collection policies, and fair marketing and advertising policies, and clearly define the appropriate procedures and training requirements for employees.



Product risk assessment

At CITIC Securities, we have set up a Product Committee as the decision-making body for the launch of new products or services. The committee oversees internal control functions in conducting assessments, performs preliminary reviews for matters involving financial consumer rights protection, and identifies and rectifies potential issues that may harm consumers' legitimate rights. We maintain a routine monitoring and evaluation mechanism for cooperative public fund managers. For managers under regulatory scrutiny or with abnormal corporate governance structures, new product launch collaborations are temporarily suspended. We conduct product risk assessments on a regular basis and make appropriate adjustments when identifying issues.



Product suitability management

At CSC Financial, we mandate that financial product sales personnel fulfil a range of responsibilities during the sales process, including providing product information and risk disclosure, performing client risk tolerance assessment and suitability matching, offering onboarding guidance, documentation archiving, and after-sales service. Sales personnel at the branch or sub-branch levels must understand clients' identities, their financial situations, investment knowledge and experience, objectives, and risk preferences. They are required to collect and verify supporting documents such as a client's asset proof, income statements, or tax records and assess the suitability of recommended products to ensure such products align with the client's risk profile and investment capabilities.



Product and service reviews

At CITIC Bank, we conduct unannounced, random inspections on the quality and effectiveness of consumer rights protection reviews and release monthly reports on bank-wide review results, highlighting potential risks and issues identified during the reviews. We also monitor the remedial actions being carried out at the department and branch levels. We incorporate consumer rights protection reviews as a key inspection component within its targeted examinations of consumer rights protection in priority sectors. The bank has revised the performance evaluation and accountability management measures for consumer rights protection work at both head office and branch levels, incorporating the quality of consumer rights protection reviews into the annual performance evaluation and accountability scope for relevant departments of the Consumer Rights Protection Committee at the head office and for all branches.

Strengthening Financial Consumer Rights Protection Policies and Processes

At CITIC Financial Holdings, we have integrated financial consumer rights protection into our three-year compliance enhancement initiative. The integrated "Five Ones" project has been designed to enhance our financial consumer protection at the subsidiary level for enhanced service quality and reduced customer complaints. In 2025, we achieved an overall 10% year-on-year decrease in complaints within our financial services sector.

Reinforcing primary responsibilities for consumer rights protection

In accordance with relevant regulatory requirements, we convene specific meetings on financial consumer rights protection, and supervise and guide our subsidiaries in taking targeted and goal-oriented measures to carry out their consumer protection responsibilities. We have enhanced our consumer rights protection related policies and processes, governance structure, and performance assessment frameworks. To leverage performance assessments as a compass, we have integrated consumer rights protection indicators into performance evaluations at the subsidiary level for the first time to urge them to invest in consumer rights protection initiatives. In 2025, we released the *CITIC Financial Holdings' Accountability Policy for Risk Events (2025)*, which explicitly states that every consumer rights violation will be held accountable.

Conducting visits to frontline customer service centres to understand their consumer protection

In 2025, we conducted on-site visits to the customer service centres at our affiliated financial institutions to understand their challenges and pain points in customer services and consumer protection efforts, as well as best practices in technology-driven solutions. We provided guidance on enhancement opportunities to their conflict resolution process and relevant process controls, as well as to their customer complaints monitoring, customer service, and third-party partnership oversight processes.

Supervising and guiding subsidiaries in minimising customer complaints

In 2025, we released an internal communication titled *Enhancing Product Suitability and Marketing Practices Management*. We urged every subsidiary to carry out the latest regulatory frameworks on suitability assessments and sales conduct, and we supervised their implementation of these regulatory requirements. We also released the *Reminders on Conducting Financial Consumer Rights Protection Self-Assessment and Rectification*. Subsidiaries with elevated complaint rates were required to conduct thorough internal reviews focusing on disputes related to debt collection practices, controversies concerning interest and fee structures, challenges in repayment negotiations and credit reporting adjustments, and take corrective actions to address any policy gaps, and enhance relevant business operations, and oversight of third-party partnerships.

At CITIC Bank, we have put in place a top-down governance structure for consumer rights protection, covering the Board of Directors, senior management, and relevant departments, with clearly defined roles and responsibilities. The Board of Directors, as the highest decision-making body, is ultimately responsible for consumer rights protection work and provides overall planning and guidance. The Board's Consumer Rights Protection Committee reports to the Board, and oversees and guides senior management and dedicated departments in carrying out their consumer rights protection duties.

In 2025, CITIC Bank's Board of Directors and its Consumer Rights Protection Committee reviewed several policy interpretations, including the *Administrative Measures for Product Suitability in Financial Institutions* and the *Supervisory Evaluation Measures for Consumer Rights Protection in Financial Institutions*. They also deliberated on key reports, including *Report on the 2024 Annual Summary of Consumer Rights Protection and 2025 Work Plan*, *Report on the 2025 H1 Summary of Consumer Rights Protection and Work Plan for 2025 H2*, and *Report on Key Issues Identified in the 2024 Consumer Rights Protection Audit and Status of Subsequent Remedial Actions*.

Product marketing policies

We have put in place the *CITIC Bank Marketing Campaign Policy for Financial Services (2025)*, which clearly defines roles, responsibilities, and code of conduct for carrying out our marketing activities. We have also outlined key compliance boundaries and prohibited practices in the *CITIC Bank Disciplinary Policy for Employee Non-compliances*, the *CITIC Bank Key Reminders on Marketing*, and the *Key Reminders on Compliant Marketing Practices*. Additionally, detailed operational requirements for product marketing are specified in the business-specific marketing policy across all business lines.

Loan modification policies

CITIC Bank has established a responsive and efficient post-disbursement modification mechanism. Throughout the loan tenor, when customers request modifications due to circumstances such as account changes, payday adjustments, or income fluctuations, we comprehensively assess factors including the reason for modification, financial standing, and creditworthiness. Provided that all compliance and risk management requirements are met, we facilitate convenient modifications to loan terms for these customers.

Debt collection policies

For personal loan business, we have put in place a comprehensive framework for debt collection management, including the *CITIC Bank Personal Loan Recovery Management Policy*, the *CITIC Bank Personal Loan Recovery Procedures*, and the *CITIC Bank Personal Loan Outsourced Collection Agency Management Policy*. These policies define appropriate processes and supervisory mechanisms across key areas such as collection strategies, procedures, partner institution oversight, and quality assurance, applying to all categories of personal loans including residential mortgage loans, property-backed loans, and unsecured loans. For personal loans nearing maturity, we provide reminders via SMS, phone calls, and AI-driven voice messages prior to the repayment deadline. In the initial stages of delinquency, collection efforts focus on SMS notifications, AI voice messages, and direct phone outreach. For accounts that remain unpaid beyond a specified period, we implement either in-house or outsourced collection actions. These activities are rigorously monitored through quality control inspections to ensure adherence to ethical and legal standards. At CITIC Bank, we conduct at least one mandatory training session (online or offline) annually for all post-loan collection personnel. Training content covers regulatory policies, operational procedures, and system applications.



Consumer protection activities for National Insurance Public Awareness Day 2025 at CITIC Prudential Life

Case

For this year's National Insurance Public Awareness Day (on 8 July 2025), we, at CITIC Prudential Life, conducted a consumer protection campaign centred on five core themes: the "Outreach Initiatives for Rural Areas, Campuses, Communities, Enterprises, and Commercial Districts", Red Heritage Promotion, Convenience Service Point Development, Community Service, and Staff Training. We leveraged integrated online and offline channels to amplify outreach, implementing a dedicated action plan that mobilised 23 subsidiaries and affiliated institutions nationwide. Operational teams extended insurance education into business districts, enterprises, and rural communities, delivering critical services such as anti-ill-gotten fundraising awareness programmes, and specialised elderly insurance education. To enhance accessibility for senior citizens, we introduced dedicated elderly service windows and the "Elderly Assistant" digital feature, complemented by essential convenience supplies. These measures significantly improved service quality and customer experience for elderly policyholders.



CITIC Prudential Life staff volunteers during a themed consumer protection activity



Protecting Customer Privacy

We have established robust frameworks across all subsidiaries to enhance customer privacy and data protection. In processing personal information, we strictly adhere to personal data protection regulations, requiring explicit customer consent only after full disclosure of the purpose, rationale, methodology, and scope of data collection. All customer information is obtained through lawful and legitimate means, with data processing activities strictly confined to legitimate purposes to prevent excessive data collection. Our security protocols ensure the integrity and confidentiality of all customer data, with stringent prohibitions against unauthorised or unlawful processing. A clearly defined data retention period has been established for all collected information, after which data is securely destroyed through irreversible methods to ensure non-recoverability.

CITIC Bank

We attach great importance to the protection of retail customer privacy. Prior to collecting retail customer information, we strictly adhere to the “notice-consent” process, accurately and completely communicating to customers in plain language the purposes, methods, and scope of information collection and usage. In accordance with the “required minimum scope” principle, we only collect and use personal information essential for delivering services. When customers terminate their services, we cease the collection of personal information. Retail customer data is not rented, sold, or provided to third parties for purposes beyond the completion of transactions or services. Additionally, we implement security safeguards aligned with industry standards to protect retail customer information, preventing unauthorised access, disclosure, use, modification, damage, or loss of data.

CITIC Securities

We have put in place a robust privacy and information security framework, with the Board of Directors explicitly responsible for integrating data security requirements into corporate governance, corporate culture, and business strategies. We have continued to enhance our relevant policies and processes and conduct reviews to effectively mitigate data breach risks and ensure robust protection of client information. In 2025, we prepared the *CITIC Securities Data and Information Protection Statement*, which outlines the requirements for data and information protection across CITIC Securities.

CITIC Telecom International

We launched the innovative TrustCSI™ 3.0 Cloud-Network Cybersecurity Solution, integrating Artificial Intelligence (AI) and modern Security Operations Centre (SOC) technologies to enhance enterprise-level protective capabilities and security management standards. With the launch of the solution, we are advancing network and information defence mechanisms from reactive response to proactive monitoring. To safeguard personal and sensitive data, we have implemented multiple technical measures covering access control, data encryption, and network security. These include log monitoring systems, Data Loss Prevention (DLP) technologies, backup and recovery systems, and physical security controls, minimising the risk of data leakage. We received the Gold Award from the Office of the Privacy Commissioner for Personal Data, Hong Kong (PCPD) at the “Privacy-Friendly Awards 2025”. The award, themed “Safeguarding Data Security: Marching towards a New Digital Era”, recognised our achievements in privacy protection and our commitment to advancing data governance and information security standards.



2025 GOLD 金獎

Privacy-Friendly Awards

私隱之友嘉許獎

Awarded by PCPD, Hong Kong
由香港個人資料私隱專員公署頒發

Strengthening Financial Literacy Initiatives

CITIC Offshore Helicopter (COHC)

We have strengthened user data security management across our operations, including the "COHC" Mini-programme, helicopter custody services, and emergency rescue services. We strictly adhere to laws and regulations such as the *Cybersecurity Law of the People's Republic of China* and the *Personal Information Protection Law of the People's Republic of China*. This ensures full legal compliance in the collection, use, and storage of information.

Through our affiliated financial institutions, we have implemented diverse and extensive financial literacy initiatives targeting the general public. By leveraging accessible content and multi-channel communication strategies, we have systematically built up their financial knowledge and abilities to identify, prevent and respond to financial risks to consumers and investors. Through these efforts, we contribute to fostering a more harmonious and orderly financial consumption environment, ultimately safeguarding the financial interests of the public.

CITIC Securities

We have established a three-tiered investor education service framework at headquarters, branches, and business units to ensure comprehensive implementation of investor education initiatives across all levels of the Company. This structure has significantly enhanced the capacity of our staff to deliver effective investor education. Leveraging our nationwide investor education bases, we have organised a series of key initiatives, including the National Investor Protection Awareness Day (May 15), the Financial Literacy Awareness Week, and the Shenzhen Stock Exchange's "Rational Investment with Me" campaign. Throughout the year, we developed 158 educational materials focused on risk disclosure and investment knowledge. By prioritising frontline staff at business units as a key driver, we actively coordinated 7,773 investor education sessions across our subsidiaries. These efforts have deepened the dissemination of core investment principles such as rational investing, value investing, and long-term investing, effectively empowering investors to improve their financial literacy.

CITIC Prudential Life

Leveraging digitalisation, scenario-based engagement, and interactive approaches, we have established a diversified, multidimensional communication network integrating online and offline channels, as well as centralised campaigns with localised outreach. By combining technological empowerment with human-centred design, we represent financial knowledge and our risk alerts in an understandable and engaging manner to financial consumers so that they can resonate with our values and follow our guidance. In 2025, we conducted over 1,400 public welfare outreach sessions, reaching more than 200 million consumers. We received the "Outstanding Innovative Cases in Financial Consumer Protection" from China Financial Media and were recognised as "Beijing's Top 10 Financial Service Brands · Exemplary Institution for Consumer Protection & Investor Education 2025" by the Beijing financial services industry.

CITIC Trust

We co-produced with BRTV Business Channel a financial literacy short film entitled *Understanding Suitability Management: Strengthening Investor Protection*, which premiered on the channel's The Bee Initiative programme. This initiative aims to enhance public awareness of suitability management principles. In collaboration with Xinyuan Nanli Community of Zuojiazhuang Subdistrict, Chaoyang District, Beijing, we conducted the "Door-to-Door Risk Awareness" outreach programme. Through conversational-style education sessions, we delivered essential financial risk warnings and anti-fraud knowledge directly to elderly residents. This targeted approach helps protect senior citizens' financial assets by establishing a robust safety barrier against illegal financial activities and telecom network fraud.

At CITIC Bank, in line with our commitment to fulfilling the social responsibilities of a financial institution and enhancing public financial literacy and risk prevention capabilities, we have implemented a series of targeted educational initiatives for key populations, including the elderly, the youth, new urban residents, rural residents, and special needs groups. Through these precisely tailored programmes, we aim to empower diverse groups with essential financial skills and awareness.

Targeting the Elderly Population The "Silver Age Joyful Learning" Programme

- The Group collaborated with Hua Ling Publishing House to launch the Silver Age "Lead Reader" programme. It established "Joyful Aging Bookshelves" at 53 senior-focused outlets nationwide and organised "Joyful Aging Book Clubs" activities across these outlets, within local communities, and at universities for the elderly.
- The Group hosted the "Parents' Talent Competition", incorporating the "Silver Age Consumer Protection Guardian Award". This initiative solicited original works integrating themes of financial consumer rights protection, aiming to stimulate the elderly demographic's initiative in acquiring financial knowledge.

Engaging the youth The "Sailing into the Future" Programme

- The "Junior Banker" initiative was conducted across our outlets. Sub-branches actively delivered the "Children's Financial Literacy" programme and "Engaging Financial Education Workshops" series within local schools. In Changchun, the Children's Financial Literacy curriculum has reached 21 schools.
- In cities such as Shanghai, Zhuhai, Hohhot, Hefei and Harbin, we have partnered with McDonald's restaurants to establish 'Financial Literacy Restaurants', creating a new immersive environment for teaching children about finance.

Supporting new urban residents The "Guardians of Happiness" Programme

- Aligning with new residents' daily routines and movements, the Group has deployed public service advertisements extensively across everyday settings. These include public transport networks, metro systems, landmark buildings, and community noticeboards.
- Programmes such as "Rapid Financial Literacy Workshops" and "Face-to-Face Financial Seminars" have been implemented. These programmes assist corporate employees in making informed choices regarding financial products, while enhancing their ability to identify and guard against misleading advertising, illegal intermediaries, and telecom fraud.

Reaching rural residents The "Consumer Protection County Outreach" Activity

- A dedicated network of outreach points has been established, primarily utilising county-level branches, rural education bases, and village service stations. This framework ensures the regular provision of financial literacy outreach in rural communities.
- Activities extend into traditional rural markets, where initiatives like the "Financial Literacy Market" have been held. Village-based cadres have been mobilised to integrate financial education into routine services, employing methods such as village broadcasts and door-to-door visits. This approach has significantly extended the reach of financial education within rural areas.

Empowering special needs groups The "Accessible Companionship" initiative

- The Dalian Branch, in collaboration with the Disabled Persons' Federation of Dalian and the Dalian Accessibility Promotion Association, has organised multiple financial education events specifically tailored for individuals with disabilities.
- The Qingdao Branch conducted sessions at the Qingdao Central School for the Deaf. Through sign language interpretation, visual aids, and interactive games, these activities focused on removing barriers to financial knowledge access for the hearing-impaired community.

Enhancing Talent Development

The Company embraces a people-oriented philosophy and is committed to fostering a fair, diverse, and inclusive work environment. We provide employees with a competitive compensation and benefits system, transparent career progression pathways, and structured training mechanisms to empower their professional growth, jointly advancing toward a brighter future. In talent selection and development, the Company adheres to principles of fairness and impartiality. Recruitment is strictly based on job requirements, while ensuring equal opportunities in compensation, promotions, and development training to safeguard the career development rights of every employee.

Rights and Protections

The Company regards employees as vital assets. As a diverse global employer, we advocate for just, equitable, and respectful employment practices. We actively align with international human rights conventions such as the *ILO Declaration on Fundamental Principles and Rights at Work*, the *UN Guiding Principles on Business and Human Rights*, and the *Equal Remuneration Convention* to cultivate a positive work environment. The Company rigorously complies with local laws and regulations in all operating regions, standardising practices related to employment contract execution, modification, termination, and fulfilment. We

continuously refine recruitment agreements to legally protect employees' rights. By 2025, the Company had achieved a 100% signing rate for legally binding employment contracts.

The Company is committed to providing equal opportunities in employee recruitment and career development, adhering to the principle of prioritising merit-based selection and fairness. It prohibits any discrimination based on race, gender, religion, ethnicity, nationality, or physical disability, and strictly forbids the employment of child labour and forced labour.

As at the end of 2025

CITIC Limited employed a total of

193,011

full-time staff

with women
accounting for

36.14%



42.90%

of employees aged 35
and below

Protecting the Rights and Interests of Female Employees

The Company actively implements laws, regulations, and institutional requirements such as the *Law on the Protection of Women's Rights and Interests*, the *Special Provisions on Labor Protection for Female Employees*, and the *Implementation Plan for the Development Outline of Chinese Women and Children*. It ensures the practical implementation of the "five critical physiological phases" protection for female employees and the distribution of hygiene allowances. The Company promotes the establishment of gender equality in the workplace, as well as systems to prevent and address workplace violence and sexual harassment, thereby safeguarding the legitimate rights and interests of female employees. In 2025, 20 new care rooms for female employees ("Mommy's Rooms") were established, bringing the total number across the Company to 144. These facilities provide dedicated spaces and hardware support for the protection of women's special rights. The Company also completed the signing of special collective contracts for the protection of female employees' rights and interests, guiding and supervising all subsidiaries in signing, updating, and filing these contracts.

Supporting Internal Job Transfers

The Company fully safeguards employees' rights during major business transitions by rigorously implementing democratic management systems. Institutional arrangements or major decisions directly impacting employees' interests—such as corporate restructuring plans and workforce reduction or redeployment schemes—must be approved by workers' congresses at all levels. This ensures employees' rights to information, participation, oversight, and expression are effectively protected. In practice, when restructuring or significant business changes occur, the Company has prioritised arranging internal transfer interviews for affected employees. Those who pass the interviews undergo performance evaluations aligned with new role expectations and receive tailored training to adapt to their new responsibilities. If an employee proves unable to meet the new role's requirements, the Company will negotiate termination of employment by mutual agreement and provide statutory severance pay. Additionally, leveraging its resources, the Company may assist employees in seeking re-employment where feasible.



Jinzhou Metal conducted cross-production-line skills training to facilitate employee transfers

Case

In recent years, the subsidiary Jinzhou Metal has advanced structural adjustments to outdated production lines, establishing a “categorised placement solutions + full reassignment” mechanism for affected workers. Employees meeting transfer criteria have received cross-production-line skills training through mentorship programmes (“veterans coaching newcomers”) and on-the-job practicums. This initiative has enabled 110 employees impacted by production halts to transition smoothly into new roles, ensuring they retained their jobs despite line shutdowns and felt the Company’s care through the placement process.

Compensation and Benefits

The Company and its subsidiaries operate compensation management systems in accordance with local government policies, based on business performance and guided by market benchmarking. These systems balance external competitiveness with internal equity, adhere to the principle of distribution according to work, and strengthen the link between employee compensation and performance. Talented individuals are offered market-competitive remuneration packages. The Company continuously innovates in incentive and restraint mechanisms to effectively inspire employee motivation and foster cohesion. By steadily advancing compensation reforms, it maximises the competitiveness of employee compensation, safeguards the interests of staff at all levels, and promotes the sustainable and healthy development of the Company.

Non-Monetary Benefits and Protections

In accordance with relevant national policies, the Company has established an allowance, subsidy, and welfare management system. It has formulated the *Guidelines on Allowance, Subsidy, and Welfare Management* and the *Administrative Measures for Allowances, Subsidies, and Welfare*. Building upon the basic insurance framework, the Company has established supplementary benefits for employees, such as enterprise annuities and supplementary medical insurance. Welfare and allowance/subsidy programmes are set up in compliance with national regulations, providing employees with amenities including dining halls, mother-and-baby rooms, and fitness facilities. The Company also requires its subsidiaries to develop comprehensive welfare and security systems tailored to their specific circumstances. Social insurance or Mandatory Provident Fund (MPF) contributions are made fully and punctually for employees as required by local governments. The *Attendance Management Procedures* have been refined to include extended maternity leave, the summer vacation, and paid sick leave—in addition to statutory holidays—demonstrating care for employees.

Performance-Based Variable Pay

In line with national compensation reform requirements, the Company has optimised its performance-based compensation system to align with its development strategy. It has introduced the *Subsidiary Total Payroll Management Measures*, implementing categorised management and strengthening performance linkage. Additionally, it continuously has standardised policies such as the *Compensation Management Measures* and the *Performance Appraisal Measures*, strictly linking total payroll to economic performance. The Company has clarified compensation structures and performance linkage rules, steadily enhancing the institutionalisation, standardisation, and transparency of its compensation management system. Regarding internal distribution, the Company adheres to market principles and incentive-driven approaches, balancing motivation with accountability while prioritising both efficiency and fairness. It reinforces a distribution philosophy that favours outstanding employees, reasonably widening internal pay gaps to eliminate egalitarian tendencies. This approach has invigorated the workforce and fostered a highly motivated work environment. The Company encourages subsidiaries to refine compensation mechanisms for technical talent based on value contribution and to explore medium-to-long-term incentives, fully leveraging compensation’s motivational role. It supports pilot programmes for incentivising technical talent, aiming to develop compensation models with CITIC characteristics. The performance-based variable compensation mechanism applies to all employees.

Employee Performance Appraisal Process

Assessment notice

The appraisee’s work and integrity report is distributed to appraisers via email, circulation, or other methods, detailing their KPI fulfilment.

Democratic assessment

A 360-degree evaluation of the appraisee is conducted by all appraisers.

Individual interviews

The assessment team comprehensively evaluates the appraisee’s current status and performance through individual interviews.

Gathering feedback

Opinions on the appraisee are collected by reviewing relevant materials, conducting discussions, and interviews.

Talent Cultivation and Development

The Company regards talent as the fundamental driving force for sustainable development. Consistently addressing employees' developmental needs at different stages, it has established a comprehensive, multi-tiered training and career development system, providing a broad platform for employee growth and advancement.

Talent Cultivation

The Company continuously implements the Galaxy Initiative for building a scientific and technological talent pool. Focusing on our core businesses and strategic emerging industries, we have selected 5 Chief Scientists, 51 Senior Experts, and 352 Young Scientific Elites. This has enabled us to preliminarily establish a pyramid-shaped talent structure comprising "strategic leaders, core professionals, and high-potential talent". A balanced age structure and sectoral distribution have taken shape within this scientific talent echelon.



the "Galaxy Initiative" Review Meeting

The Company implements the Ten-Hundred-Thousand Programme for Global Talent Development. We have been executing a three-tier programme to cultivate 10 global leading talents, 100 international core talents, and 1,000 foundational international talents within three years. The Company has established talent pools for global leaders and core professionals, implementing an annual overseas assignment programme for targeted development. By the end of 2025, 58 core international talents had been selected in two batches for one-year rotations abroad. Additionally, over 600 foundational international talents had been identified from subsidiaries with global operations, forming a multi-layered, customised development framework. This multidimensional approach creates a "Leadership-Core-Foundation" global talent matrix, providing robust human capital support for overseas business expansion.



2025 Global Talent Singapore Training Program

Training & Development



Building a Training System

An annual training plan defines learning priorities and delivers diverse courses for all employees—including part-time and dispatched staff—covering professional skills, leadership, career development, sustainable development concepts, and other critical domains.

We have innovatively established a “four-tier, three-category” training system. Tailored to talent characteristics across different levels, the Company has launched programmes including the Leadership Class, Excellence Class, Elite Class, and Spark Class. Through rotational initiatives and dynamic optimisation, we achieve vertical integration of talent development, clearly mapping growth paths from promising young talent to top-tier leaders. Specialised projects target critical areas such as internationalisation, technological innovation, and artificial intelligence, forging key talent pipelines. Our “four-tier, three-category” training has cumulatively covered over 900 participants across talent programmes and specialised initiatives. Simultaneously, we have organised 35 live-streamed CITIC Open Courses spanning economics, finance, accounting, law, compliance, and artificial intelligence, delivering inclusive learning to employees. Total participation have exceeded 74,000 enrolments. The Company has further upgraded its online learning platform, enriching resources and accessibility to create an integrated digital learning ecosystem.



Innovating Training Models

We actively break through traditional training models and systematically establish a cultivation mechanism that integrates training with practice and ensures the mutual reinforcement of learning and application. In collaboration with prestigious training institutions and universities such as the China Business Executives Academy, Dalian, Tsinghua University, Renmin University, and Zhejiang University, we facilitate the transformation of knowledge transfer into capability building through various formats including specialised courses, scenario simulations, action learning, and in-depth visits to leading domestic and international industry benchmark enterprises. Emphasising the continuity and effectiveness of training, we have established a long-term tracking and cultivation system to consistently monitor participants’ post-training performance and the practical application of learned skills. Simultaneously, we have built an open and collaborative exchange platform, inviting executives and senior experts from industry-leading enterprises to share their experiences, disseminate cutting-edge practices, and impart management wisdom. This fosters mutual learning, collaborative growth, and cultivates an organisational learning culture characterised by mutual learning and collaborative advancement.

CITIC Bank

CITIC Bank continues to advance the Voyager Programme for management trainees, implementing 26 specialised “6-year, 3-phase” development trainings. Through progressive learning and hands-on experience, it guides trainees to unlock their potential, identify career growth opportunities, and accelerate the cultivation and retention of outstanding young talent. Aligned with business needs, the bank publishes internship opportunities via its official recruitment website and other channels, deepening collaboration with key universities in recruitment, employment, and talent development. Through activities such as university-enterprise exchanges and corporate open days, it provides platforms for students to gain insights into banking operations and participate in practical work experience.

CITIC Trust

CITIC Trust cultivates and deploys outstanding young talent through a “dual talent pools and key positions” framework, which is focused on elite young professionals, dual-qualified personnel, and team leaders. The Young Elite Development Programme delivers targeted training and practical challenges. The “N+5” multidimensional training system is being advanced, complemented by the launch of the online CITIC Trust Academy platform. Integrating training with talent development strategies, the trust consolidates internal and external learning resources to strengthen specialised training in business innovation, risk compliance, and other critical domains—driving the evolution of a learning-oriented organisation.

CITIC Pacific Special Steel

A multi-tiered, comprehensive, and results-oriented talent development system has been established to support employees across diverse career paths. Xingcheng Special Steel, a subsidiary, has innovatively implemented the “Jincheng, Lancheng, and Qingcheng” three-tier talent reserve programme, focusing on process R&D and technical inheritance. Through specialised technical workshops, it fosters knowledge transfer and cultivates innovation capabilities. Daye Special Steel conducts targeted training for operational staff in critical roles, validating outcomes through exams and competency assessments to elevate the standardisation and professionalism of production teams. Qingdao Special Steel prioritises production management, team collaboration, and on-site improvements, driving a shift in frontline management from experience-based to scientific and systematic approaches. Tianjin Steel Pipe Factory, in partnership with Nankai University, has launched an international talent training initiative, selecting key personnel for overseas assignments to build a talent pipeline for global market expansion.

CITIC Construction

A robust digital learning ecosystem has been fostered through specialised online exams and English skills competitions for employees. As of the end of 2025, the CITIC Construction learning platform offered over 6,200 courses, with annual participation reaching 720,000 and per-capita learning hours hitting 51.

For the seventh consecutive year, foreign language proficiency tests and international talent training programmes—including case reviews—were conducted, aligning with the dual-track goal of language + professional development. The 2025 English Competition, themed “Uniting for the 15th Five-Year Plan: Building Foundations Through Practice”, further strengthened foreign language communication skills.



Organising International Talent Training



Developing tiered and categorised training programmes to comprehensively enhance core talent competencies

Case

CITIC Titanium, a subsidiary of CITIC Metal, has consistently conducted a series of training initiatives benchmarked against world-class enterprises. These programmes systematically cultivate the strategic decision-making capabilities and other core competencies of senior executives. Leadership industry experts have been engaged to strengthen the leadership skills of mid-to-senior managers

across talent attraction, team motivation, communication, and delegation. Furthermore, in alignment with the *Opinions of the Central Committee of the Communist Party of China and the State Council on Deepening the Reform of Industrial Workforce Development*, the company organises targeted training for frontline team leaders. This training focuses on enhancing their core competencies—covering ten key abilities, six essential qualities, and eight critical mindsets—empowering grassroots personnel to play a pivotal role in corporate growth.



Training Session at CITIC Titanium

Supporting Employees in Obtaining Professional Qualifications and Academic Degrees

The Company encourages employees to actively participate in training and learning. It has introduced the *Employee Education and Training Management Measures* to support employees in enhancing their professional competence and obtaining job-related qualifications. Employees attending work-related training courses or obtaining professional qualification certificates can be reimbursed for examination and training fees. The Company also encourages employees to pursue part-time academic degrees related to their positions during their spare time and provides corresponding incentives to boost their motivation for self-improvement.

CITIC Bank

Established a clear management policy for employees' external professional qualification examinations, encompassing 68 certifications such as Chartered Financial Analyst (CFA), Financial Risk Manager (FRM), and Certified Public Accountant (CPA). The bank reimburses fees for employees who obtain certificates from the listed qualifications. In 2025, CITIC Bank supported 1,775 individuals in acquiring relevant professional certifications.

CITIC Securities

Encouraged employees to actively engage in learning and education. A total of 23,264 participants took part in continuing education programmes, including 13,162 in follow-up training for the Securities Practitioner Qualification and Sponsor Representative programmes, 8,092 in follow-up training for the Fund Practitioner Qualification, and 2,010 in follow-up training for the Insurance Practitioner Qualification.

CITIC Pacific (China) Holdings Limited

In July 2024, CITIC Pacific Properties officially joined the U.S. Green Building Council (USGBC) as a Silver Member, gaining direct access to cutting-edge LEED certification standards, technical support, and professional training resources. This ensures its certification services align with the latest international requirements. As of the end of 2025, 14 employees earned LEED AP (LEED Accredited Professional) credentials. An additional six employees are undergoing systematic training to pursue WELL AP (WELL Accredited Professional) certification. LEED AP is recognised as the gold-standard credential in the green building sector.



CITIC Offshore Helicopter co-launched flight trainee licensing programme

Case

In 2025, CITIC Offshore Helicopter partnered with the Civil Aviation Flight University of China to launch a joint flight trainee licensing programme. Nine trainees completed training and assessments for both the Private Pilot License (PPL) and Commercial Pilot License (CPL). All trainees passed rigorous theoretical exams and practical evaluations mandated by the Civil Aviation Administration of China, demonstrating solid theoretical knowledge and proficient flight skills.

Recruitment

To further attract outstanding talent, the Company is continuously enhancing its employer branding among top graduates from leading domestic and international universities, providing robust talent support for the Company's high-quality development. In collaboration with multiple subsidiaries, the Company has organised a series of university-enterprise partnership activities, deploying a comprehensive package of high-quality campus recruitment initiatives. Special sessions for the 2026 campus recruitment were held at Tsinghua University, Peking University, and other institutions, attracting outstanding students and expanding both the scale and impact of these efforts.

CITIC Bank

In 2025, the bank advanced demonstrative talent programmes such as "Baige Qianfan", "Chuxin Plan", and "Qixin Plan", completing the selection, centralised training, online learning, and on-the-job development of over 750 individuals. As of the end of 2025, these programmes cultivated more than 7,700 people across various tiers, including managerial staff, technical professionals, management trainees, Party-building talents, and teller talents.

CITIC Heavy Industries

Focusing on cutting-edge fields such as "industrial mother machines", "new materials", and "artificial intelligence", CITIC Heavy Industries partnered with Northeastern University, University of Science and Technology Beijing, and Shanghai Jiao Tong University to jointly train full-time professional master's/doctoral students and part-time doctoral candidates. A total of 27 outstanding full-time master's and doctoral students were recruited, while 10 outstanding technical staff were selected to pursue part-time doctoral degrees.

CITIC Agriculture

Deepened the implementation of the national programme for specialised professional master's and doctoral students, focusing on biological breeding and artificial intelligence. In collaboration with Wuhan University, China Agricultural University, and Huazhong Agricultural University, 49 professional master's and doctoral students were jointly trained, laying the foundation for building a high-quality sci-tech talent pool at CITIC Agriculture. In 2025, two professors from Wuhan University and Huazhong Agricultural University were flexibly recruited for part-time roles within the company. This initiative integrates resources and leverages complementary strengths between academia and enterprise, while actively exploring and practising the deep integration of technological innovation and industrial innovation.

CITIC Holdings

Further deepened strategic cooperation with top engineering universities to steadily advance the joint training programme for professional master's and doctoral students. Through active participation in curriculum design, cross-appointment of academic/industrial supervisors, and joint research guidance, the programme achieved seamless alignment between talent development and industry needs, successfully jointly training 4 professional master's and doctoral students.

Safety and Health

The Company adheres to the principle of "Life First, Safety Foremost". We establish and improve the production safety system, guide employees to enhance safety awareness, upgrade emergency handling capabilities, and cultivate a culture of workplace safety. Simultaneously, we place high priority on employee health, creating a safe and stable environment for the Company's high-quality development.

Improving the Production Safety System



CITIC Dicastal promotes a robust safety culture through diverse methods

Case

CITIC Dicastal meticulously designed a diverse range of immersive safety-themed activities. It organised a workplace safety knowledge competition covering core topics such as laws and regulations on safety production, job operation standards, and hazard identification techniques, empowering employees to consolidate their theoretical knowledge through competitive engagement. It also launched a Safety Bazaar experience day, featuring innovative, interactive booths that simulated hidden hazard scenarios, allowing staff to acquire safety skills and knowledge through immersive participation. Additionally, a Firefighting Practical Skills Competition was conducted, focusing on key aspects of fire emergency response. Practical exercises such as fire extinguisher operation, fire hose connection, and emergency evacuation drills were implemented to hone employees' emergency response capabilities and team collaboration skills. Furthermore, a public awareness campaign on first aid knowledge was held, with professional medical staff were invited to deliver on-site training, systematically teaching practical skills like CPR, wound bandaging, and first aid for foreign body airway obstruction, enabling employees to confidently and competently provide assistance in emergencies.



Safety Bazaar event



CITIC Titanium safeguards employee health through multiple measures

Case

To respond to sudden health issues, CITIC Titanium has equipped all workshops with first aid kits and emergency equipment (such as blood pressure monitors), ensuring employees can correctly use the devices for self-rescue and mutual aid in emergencies. Simultaneously, to effectively safeguard employees' occupational health and safety during production and properly address potential injuries to eyes and bodies caused by exposure to chemicals, it has scientifically installed fixed or mobile eye wash stations based on workshop layouts, operational characteristics, and distribution of potential hazards. This ensures emergency preparedness across various scenarios. Additionally, its trade union has invited mental health experts to deliver on-site psychological services at CITIC Titanium. Centred on "lectures to empower, surveys to identify needs, and group sessions to relieve stress," the initiative aims to provide employees with psychological support and boost their motivation.



Delivering health to frontline employees

Enhancing Employee Care

The Company is committed to helping employees resolve practical difficulties, improving the working conditions and environment of grassroots employees, refining employee mental health care programmes, and enhancing the capabilities and competencies in serving employees.



Supporting employees in need

During the New Year and Spring Festival holidays, the Company allocated over RMB 2.6 million to deliver warmth and care to more than 790 employees facing difficulties. Company leaders visited subsidiaries to extend their regards to the workforce and urged all departments to prioritise employee well-being and support. The Company also launched the Student Aid for the Fall Semester activity, assisting 85 children of financially strained employees in alleviating their educational burdens. These initiatives tangibly convey the Company's solidarity and care.



Deepening psychological care

A professional team, including experts from the Institute of Psychology at the Chinese Academy of Sciences, was dispatched to multiple subsidiaries and branches to offer psychological assessments, one-on-one counselling, group support sessions, and popular science lectures. By connecting with employees on a deeper level, understanding their needs, and providing tailored interventions, the initiative ensures that the organisation's care and support extend to the grassroots level.



Empowering grassroots trade unions

We reallocated more than RMB 38 million in trade union funds to lower-level unions and disbursed RMB 4 million in special subsidies. Additionally, RMB 9 million was invested to build 30 homes for workers, 50 workshops for model workers and craftsmen, providing tangible financial support to the grassroots. We iterated and upgraded "Workers' Home 2.0," launched sub-platforms for trade unions at all levels, and developed a "one-click service" for union membership transfers. These efforts have bridged the "last mile" in serving workers and empowered grassroots trade union operations with intelligent solutions.



China CITIC Bank International builds a family-friendly culture with diverse parent-child activities

Case

In 2025, China CITIC Bank International continued to deepen its family-friendly culture by organising a series of themed parent-child care activities. These included the "Easter Macaron Parent-Child Workshop," "Mother's Day Pearl Farming Family Experience," "Father's Day LEGOLAND Discovery Centre Family Activity," "Bowling Parent-Child Experience Day," and "National Day Fireworks Family Fun Day." These initiatives attracted over 200 employee families, enriching employees' leisure lives, fostering harmonious parent-child relationships, and effectively strengthening their sense of belonging and team cohesion.



Parent-child care activities under China CITIC Bank International's family-friendly culture initiatives



CITIC Offshore Helicopter labour union launches the “Stress Relief and Empowerment” psychological lecture

Case

To genuinely support pilots’ mental well-being and help them effectively cope with the challenges of high-pressure, high-intensity work, CITIC Offshore Helicopter organised a psychological lecture themed “Stress Relief and Empowerment” on 6 November 2025. The event was precisely tailored to pilots’ professional characteristics and psychological needs. A senior professional psychological counselling institution was invited to discuss core topics such as stress and emotion management. The scientifically and systematically designed curriculum covered key modules including stress identification and management, effective emotion regulation techniques, optimisation of workplace communication skills, and enhancement of psychological resilience (Adversity Quotient/AQ). The lecture combined interactive experiences, case studies, and hands-on exercises, enabling pilots to truly master practical psychological adjustment methods through immersive learning.



On-site training photo

Enriching Staff Recreational and Cultural Life

Enriching employees’ cultural lives

We hosted the “Belief in Song, Striving for Dreams” staff choral competition to celebrate May Day and sing praises of labour. This event showcased the united, striving, and positive spirit of CITIC employees, inspiring a strong sense of pride and belonging among the staff. We initiated the formation of a staff choir and organised performances of the corporate anthem to pass on CITIC’s revolutionary traditions through song. We leveraged the Staff Calligraphy and Painting Association to hold an employee calligraphy exhibition titled “Remembering History, Cherishing Peace” to commemorate the 80th anniversary of the victory of the Chinese People’s War of Resistance Against Japanese Aggression and the World Anti-Fascist War. This provided employees a platform to express their commitment to peace and appreciation for life through their calligraphy.



Strongly promoting sports and health

We initiated an employee weight management campaign and launched the first employee weight management platform among central enterprises. We have enriched online and offline mass sports activities, receiving media coverage from CCTV and other outlets. We organised group-wide table tennis and basketball competitions to enhance communication, strengthen team building, and improve grassroots employees’ overall understanding of and collective recognition for the group. We supported sports associations in participating in and hosting multi-level invitation tournaments across various ball game, securing the championship in the Central Enterprises Football League and promoting employees’ physical fitness and energy through cross-unit exchanges.

Communication and Engagement

In 2025

the Company genuinely listened to employee feedback, collecting over 87,000 valid responses

87,000

The Company fully safeguards its employees' rights to be informed, to participate, to express opinions, and to exercise oversight. It standardises and guides its subsidiaries in convening workers' (representatives) congresses, requiring that major issues concerning employees' direct interests must be reviewed by the workers' congress. It is continuously improving its corporate democratic management system, with workers' congresses serving as the fundamental mechanism.

The Company has conducted employee satisfaction surveys annually for multiple consecutive years, maintaining a continual focus on the employee experience and feedback. In 2025, questionnaires were distributed to all employees, specifically focused on their confidence in the Company's strategy, personal stress levels, compensation and benefits, and other key areas. Through this effort, the Company genuinely listened to employee feedback, collecting over 87,000 valid responses.

CITIC Bank

The company has established multi-dimensional communication platforms such as the President's Mailbox, Department General Manager's Mailbox, the "Work Communication" column on the intranet, and the "Voice Up" platform, providing employees with multiple channels to raise issues and offer suggestions. The "Voice Up" platform has established a full-process response mechanism featuring prompt responses to feedback, transparent processes, traceable results, and assessable services. As of the end of 2025, the platform recorded a cumulative total of 6.5 million visits, and addressed over 35,900 grassroots issues and suggestions.

CSC Financial

The company has built an online Staff Home platform featuring a suggestion module which enables the company to hear from employees. Additionally, important trade union matters and resolutions, such as those from the workers' congress, are made public to all employees.

CITIC Heavy Industries

The company conducts regular anonymous stratified sampling questionnaires for all employees, employing a five-point Likert scale. The content comprehensively covers 10 key dimensions including company brand, management mechanisms, the work itself, promotion and career development, compensation and benefits, etc. It aims to understand employee opinions on company operations, management, and related policies, and to collect data on management performance. Based on the survey results, the company implements improvement measures through a closed-loop management mechanism of "research - feedback - improvement - enhancement," actively soliciting employee feedback and encouraging their participation in management to enhance employees' sense of belonging and loyalty to the company.

CITIC Heye Investment

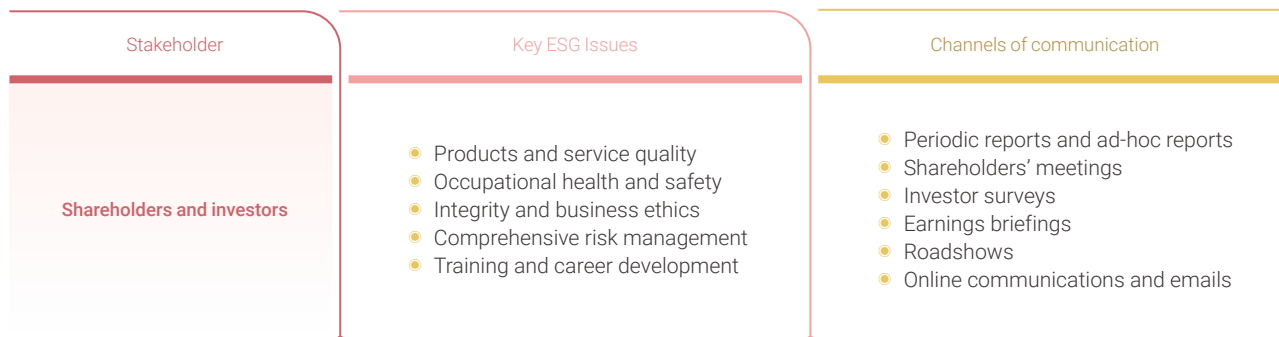
The company organised four "Party Secretary Reception Days," during which Secretary of the Party Committee engaged in direct dialogue and communication with grassroots employee, listened to their concerns, and widely solicited suggestions for the company's operational development. A symposium was held between the Secretary of the Party Committee and youth representatives, featuring in-depth discussions around topics such as youth growth and talent development, optimisation of company management, digital and intelligent transformation, and energy conservation and carbon reductions. Additionally, a discussion session was organised between the Chairman and employees to facilitate face-to-face communication about work and life situations of employees and to solicit feedback on the company's reform and development initiatives. Regarding the resettlement of certain employees, the company directly listened to their opinions and concerns, and negotiated solutions to key and difficult issues during the resettlement process.

Improving Returns for Shareholders

The Company is committed to enhancing shareholder value and returns, enabling all shareholders to share fruits of corporate development. In November 2024, the Company released its first shareholder return plan, explicitly stating that—If CITIC Limited has distributable profits in one year and there are no major investment plans or major cash expenditures in the next 12 months, dividends will be distributed in cash. The amount of the cash dividend as a percentage of the net profit attributable to ordinary shareholders for the year of 2024 shall not be less than 27%, shall not be less than 28% for the year of 2025, and shall strive to reach 30% for the year of 2026. The dividend payout ratio reached 29% in 2025.

Responding to Investor Concerns

The Company values the expectations and demands of its shareholders and investors. It actively expands communication channels with shareholders and investors at all aspects of daily operations and services, establishing a regular communication mechanism with stakeholders. Through multi-channel and multi-format communication activities, the Company fully listens to investors' opinions and feedback, proactively responds to their concerns, continuously enhances communication effectiveness, and fosters harmonious and stable shareholder relationships. Throughout the year, the Company regularly and irregularly holds earnings briefings, roadshows, and reverse roadshows, meeting with investors and analysts in regions including the Middle East, Hong Kong, Macao, and cities like Beijing, Shanghai, and Shenzhen in the Chinese Mainland.



Enhancing Investor Communication Channels

The Company publishes materials on its corporate website, enabling all stakeholders to access information simultaneously. The Investor Relations section of the website contains the latest and historical information, including presentation slides and announcements. The website is available in both Chinese and English versions, and all the Company's latest information is uploaded simultaneously in both languages.

The Company regularly prepares announcements, annual reports, and interim reports to ensure all stakeholders receive detailed information on its latest strategies and operational developments. Announcements are published through the Hong Kong Stock Exchange website in accordance with Hong Kong listing regulations.

The Company holds investor and analyst briefings when releasing earnings results, with live webcasts and accompanying presentation slides provided for stakeholders to follow the briefings in real-time.

The Company regularly meets with investors and analysts, participating in investor roadshows and industry conferences. During such events, internal information is never discussed or disclosed.

The Annual General Meeting (AGM) is one of the Company's most important annual events. At the AGM, shareholders can comment on the Company's development, raise questions to management, and vote on agenda items. Meeting details and voting results will be published on the Company's website.

Caring for and Serving Communities

The Company actively responds to societal needs and fully supports charitable causes. Through innovative philanthropic models and the development of diverse platforms, it encourages employees to actively engage in volunteer activities, gives back to society and contributes to building a better community through concrete actions. In 2025, the Company's public-interest management department met regularly to understand and supervise the latest developments and the use of money on the public-interest programmes from subsidiaries.

Enthusiastically Supporting Afflicted Groups



The Company donates HKD 15 million to aid disaster relief efforts in Hong Kong

Case

On the afternoon of 26 November 2025, a severe fire broke out at Wang Fuk Court in Tai Po, Hong Kong, resulting in significant casualties. The Company responded swiftly and decisively, donating HKD 15 million to the affected areas in Hong Kong to support disaster relief efforts, the resettlement of affected people, and post-disaster reconstruction. The Company's Hong Kong-based entities immediately joined the relief efforts. China CITIC Bank International opened expedited service channels to facilitate cash withdrawals for affected clients. Employees from ChinaAMC and ChinaAMC (HK) collectively donated RMB 2 million. Employees from subsidiaries such as CITIC Pacific, Dah Chong Hong, CITIC Securities International, CSC Financial International, and CITIC Metal in Hong Kong organised vehicle convoys and delegations to deliver and distribute urgently needed supplies



CITIC Pacific and Dah Chong Hong Delegation delivers relief supplies

to affected residents. They also actively participated in voluntary blood donation, volunteer services, and donations to support medical assistance and home reconstruction for those impacted.



CITIC Financial Holdings develops "CITIC Creative Products" to sustainably unleash philanthropic value

Case

CITIC Financial Holdings actively explores new approaches to "Charity + Finance", expanding its philanthropic-themed "CITIC Creative Products". When purchasing these charitable wealth management products, investors may—as stipulated in agreements—designate excess returns above performance benchmarks as donations directed towards designated charitable initiatives. These contributions support children's healthcare, education, and next-generation development in key assisted regions such as Pingbian and Yuanyang in Yunnan Province, establishing a market-driven "Charity + Finance" donation model. Concurrently, CITIC Financial Holdings leads its financial subsidiaries in building the "CITIC Growth" (信成长) public welfare platform. Through the "CITIC Creative Products + Philanthropic Activities + Personal Involvement" model, the Group collaborates with asset management institutions and millions of clients to pool resources, transmitting warmth through financial expertise, with over 2 million clients participating in philanthropy.



Art Supply Kits donated via "CITIC Creative Products" empower students to paint brighter future



Putting the people and their lives first – CITIC Offshore Helicopter completes multiple emergency rescue missions

Case

CITIC Offshore Helicopter has continuously advanced a coordinated operation model between helicopters and drones by enhancing integration with the national aerial emergency rescue system, actively carrying out emergency rescue tasks by leveraging advanced flight techniques.



Deploying a helicopter to conduct an emergency rescue

- On 7 February 2025, the Zhejiang Branch of CITIC Offshore Helicopter received an emergency call to transfer a 75-year-old patient with acute myocardial infarction from Liuheng Island to a hospital. Due to severe weather causing transportation suspension, a helicopter rescue was urgently arranged. The Zhejiang Branch promptly initiated emergency procedures, and the rescue crew safely delivered the patient to Zhoushan Putuo Hospital in just 17 minutes, completing this critical "life relay".

- On 21 August 2025, the Tianjin Branch of CITIC Offshore Helicopter received a call that a crew member aboard the cargo ship "Victory" was suspected of suffering a stroke, with the situation being extremely critical. The Tianjin Branch immediately activated its emergency response plan and dispatched a helicopter to transport the injured crew member to Tanggu Airport. The entire operation took just 30 minutes, effectively ensuring the safety of the individual's life.

Proactively Serving Community Development



Chinese Mainland

CITIC Press

The company donated a total of RMB 692,100 in funds and books throughout the year, including RMB 292,100 in books to designated poverty alleviation counties in multiple regions, and RMB 400,000 to special funds of the Taofen Foundation and the Shanghai Soong Ching Ling Foundation. The company have continuously built 30 "Dream Book Houses" and conducted 12 "Dream Classes", helping more children in mountainous areas gain access to books. Within the year, CITIC Press's labour union and employees purchased agricultural products worth RMB 816,700 from formerly impoverished regions, established the distinctive brand "Xinxuan Local Products," and advanced consumption-based assistance efforts.



Dream Book Houses

CITIC Heye Investment

The company organised over 20 young volunteers to carry out a themed volunteer service and book donation event titled “Clean Streets, Shared Stories” at the Blue Castle International Centre in Beijing’s Beilang Community, CBD. The volunteers conducted a thorough cleanup of Jinghui street, removing items such as cigarette butts, paper scraps, and plastic bottles, and wiping down the public facilities at the community’s “CBD Delivery Riders’ Rest Station,” creating a cleaner and more comfortable resting environment for hardworking food delivery riders. They also carefully selected over 30 books, including Party-building periodicals on governance and humanities and social sciences publications, to donate to the Beilang Community, enriching the community library collection.



The Youth League Committee of CITIC Heye Investment conducts volunteer services and book donation activities in the community



CITIC Environment supports Sanya in building a modern city that is liveable, tourist-friendly, and accessible

Case

In November 2025, the upgrade project of Haitang North-South Road in Sanya was completed and opened to the public. As one of Sanya’s top ten livelihood projects for 2025, the project team CITIC Environment’s subsidiary, Central & Southern China Municipal Engineering Design and Research Institute, designed and upgraded the road based on residents’ needs and regional characteristics. The project achieved the orderly separation of motor vehicles, non-motor vehicles, and pedestrians, fully meeting the community’s traffic demands. The road’s greenery underwent a systematic upgrade, incorporating local cultural elements. Additionally, 146 rest benches and 2,519 non-motor vehicle parking spaces were added. Rest pavilions were equipped with cooling facilities, significantly improving convenience and comfort. The upgraded Haitang North-South Road effectively alleviated the long-standing traffic congestion and notably reduced traffic safety risks caused by mixed traffic, ensuring safe travel for both residents and tourists.



The upgrade project of Haitang North-South Road in Sanya has been completed and opened



Establishing a medical-community collaboration platform to safeguard people's health

Case

CITIC Pacific Health's subsidiary Shangyu Third Hospital has brought high-quality medical resources to communities by organising free medical consultations and health seminars, significantly enhancing residents' sense of health and well-being. During festivals such as Chongyang Festival, Physicians' Day, Dragon Boat Festival, Mid-Autumn Festival, and National Day, the hospital organised vanguard service teams of doctors and nurses, who, led by renowned medical experts, participated in free medical consultations, serving over 3,000 residents and making significant contributions to ensuring the physical health of the communities.



Shangyu Third Hospital under CITIC Pacific Health conducts a public welfare free medical consultation event



Outside
Chinese
Mainland

CITIC Resources

CITIC Resources actively participates in enhancing the well-being of surrounding communities by implementing community empowerment projects in multiple areas such as education, health, infrastructure, and the environment, thereby supporting community healthcare assistance. It continuously provides daily necessities to local social institutions such as local orphanages. In Kazakhstan, CITIC Resources' project company KBM organises children's summer camps, enabling children to broaden their horizons and unlock their potential through educational and recreational activities, thereby fostering their holistic physical and mental development. The company also holds festive celebrations for children in orphanages, conveying care and warmth while practicing community integration.



Hosting a Children's Summer Camp



Organising a Festival Celebration for Children at the Orphanage

CITIC Pacific Mining

CITIC Pacific Mining continues to focus on supporting public welfare organisations such as the Nickol Bay Bush Fire Brigade, the Aboriginal Males Healing Centre, and the West Australia Foundation for Deaf Children through the CPM Community Support Fund (CCSF).

CITIC Metal

Hong Kong-based staff continue to collaborate with international non-profit medical education charity Orbis International, encouraging employees to support the blindness prevention efforts of “Orbis World Sight Day 2025” and launch fundraising initiatives. These efforts help patients with eye diseases regain their sight, bringing light and hope to people with eye diseases worldwide.

CITIC Construction

At the conclusion of the highway renovation project in Kazakhstan, the project team proactively fulfilled their social responsibilities by using surplus construction materials to pave a convenient access road for local residents at the famous tourist area of Talankarlek along the project route. This initiative has significantly improved travel convenience for visitors, earning high praise from the Kazakh government, the project owner, and local residents.

The project team actively participated in Algeria’s “Million Tree Campaign,” demonstrating its commitment to eco-friendly practices and sense of responsibility. This effort has been highly commended by the local government and residents.



Presenting an honorary certificate



Participating in the “Million Tree Campaign”

Encouraging Employee Volunteerism

The Company encourages its employees to actively participate in volunteer activities, establishes volunteer service organisations, and carries out youth volunteer services tailored to local conditions. In 2025, the Company had eight registered volunteer service teams through the Beijing Volunteer Service Federation (BVF), mobilising young members to actively engage in volunteer initiatives. Cumulatively, over 1,900 youth volunteer activities were organised, covering more than 18,000 participants and accumulating over 11,000 service hours. This commitment has fostered a thriving culture of volunteerism, allowing the Company to uphold its social responsibility as a central state-owned enterprise through tangible actions.

CITIC Bank

The China Young Volunteers organised 1,697 volunteer activities under themes such as "Sunshine Mutual Support - CITIC Together" and "Learning from Lei Feng: Civilised Practice in Action." These activities covered multiple areas including rural education support, elderly care, care for sick children and vulnerable groups, environmental protection, blood donations, charity donations and sales, and financial literacy promotion, accumulating over 7,700 service hours with the participation of 13,400 staff members.

CITIC Finance

CITIC Finance organised young employees to conduct a volunteer activity titled "Green Community, Environmental Action Starts with Me" in the Nanluoguxiang Community of Jiadaokou Subdistrict, Dongcheng District, Beijing. The young employees, together with over 20 Young Pioneers from the community, jointly promoted knowledge on waste classification and cleaned up the Nanluoguxiang hutong, removing accumulated debris and addressing neglected sanitary areas. They collectively improved the community's hygiene environment and ensured that fire escape routes were unobstructed, creating a cleaner, more beautiful, and liveable living environment for residents. During the event, community residents and tourists actively participated, transforming bystanders into participants and effectively conveying the spirit of volunteer service.

CITIC Industrial Investment

In line with its strategic layout in the elderly care sector, while deepening the practice of the Lei Feng Spirit in collaboration with CITIC Aged Care, CITIC Industrial Investment organised Party member representatives to visit the Kunlun Dikangyang Community, a nursing home for the elderly. Through an innovative approach combining "volunteer services + artistic care," they brought warmth and companionship to the elderly in care institutions. CITIC Aged Care, in collaboration with CITIC Press, jointly held a public welfare reading session on dementia at Pudong Jinxiu Nursing Home to promote public advocacy for dementia care, effectively supporting the social vision of ensuring elderly care. Meanwhile, its affiliated institutions leverage the advantages of integrated medical and elderly care resources to occasionally organise distinctive public welfare activities, including more than 30 community-based health lectures and free medical service events this year.

Enriching the Cultural Lives of the People



The Company has always been committed to meeting the diverse needs of the public in the fields of knowledge and culture, continuously strengthening its investment and presence in the cultural industry. By providing the public with a wealth of knowledge services and cultural products, the Company actively promotes universal reading and the accessibility of refined arts. It strives to bring exceptional cultural works into every household, enriching their lives and adding splendour to their pursuit of a better life.

CITIC Press leads new trends in nationwide reading through diverse activities

Case

CITIC Press, with "empowering nationwide reading through cultural dissemination" as its core goal, has deepened its commitment to offline initiatives and brand collaborations, launching a series of large-scale cultural activities that have achieved remarkable results. In the field of cross-sector cooperation, CITIC Press established an in-depth strategic collaboration with McDonald's, leveraging the latter's extensive network of over 2,300 stores across China. This collaboration has enabled the large-scale implementation of over 22,000 "Sparkle Book Club" sessions, reaching over 200,000 families through an engaging format of fun reading plus interactive experiences. This initiative has extended the reading scenario into everyday life and consumption scenarios, effectively broadening the boundaries of nationwide reading. In terms of channel development, the company has established collaborative partnerships with over 1,000 Xinhua Bookstores nationwide, standardising the implementation of the "Sparkle Reading Club" event and the selection of book resources. To date, the company has hosted more than 10,000 themed reading sessions, enhancing both the cultural value and market impact through premium content delivery integrated with offline experiences. In the field of campus cultural empowerment, the company is continuously advancing the "Authors in Schools" special programme, inviting renowned writers to 244 schools nationwide. Through face-to-face sharing sessions, writing guidance and interactive Q&A sessions, the programme has engaged over 100,000 students. This not only provides youth with immersive cultural experiences but also strengthens campus reading ecosystems while deepening brand influence.

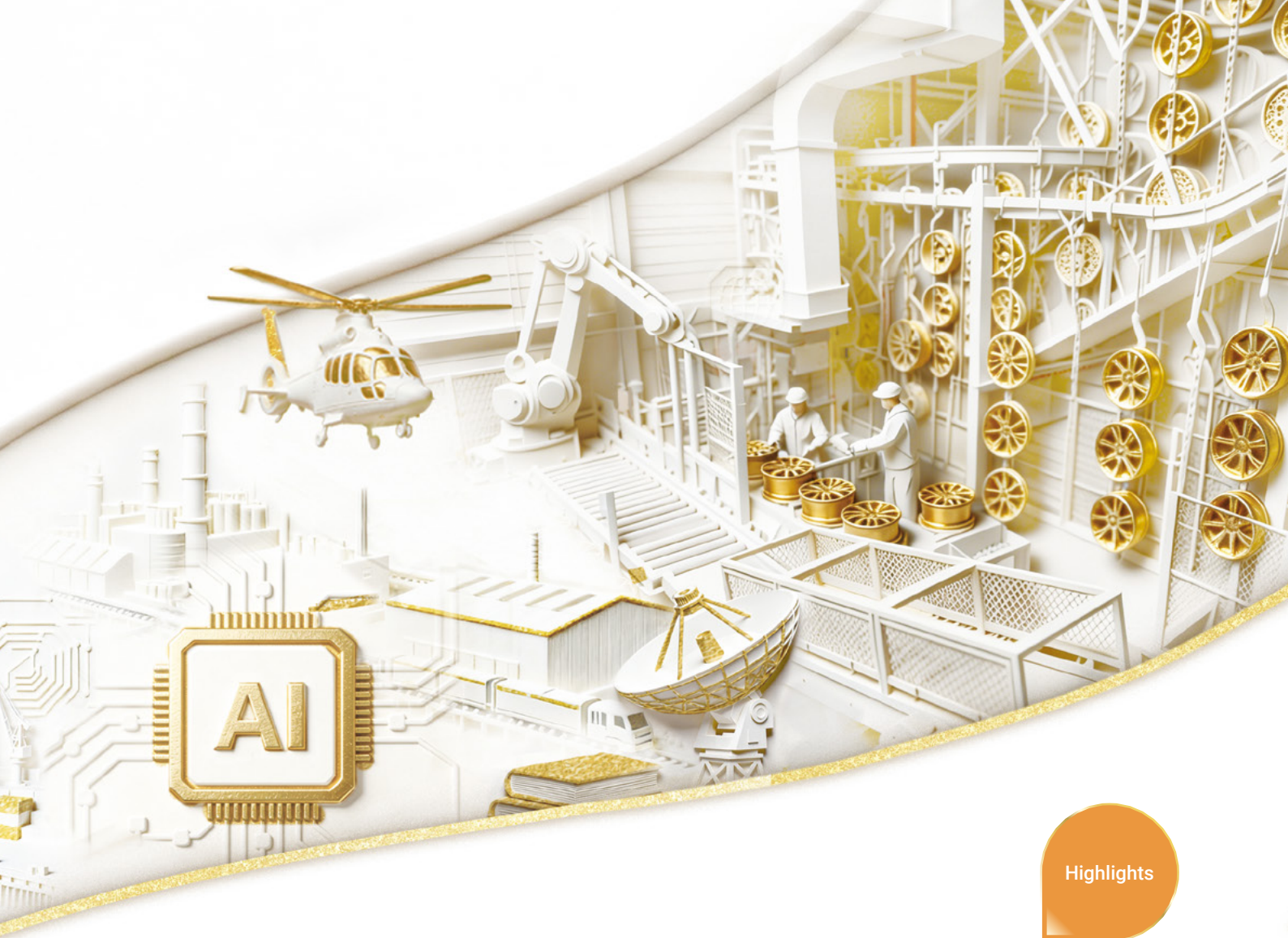
04

A New Chapter of the 15th Five-Year Plan

Technology-Driven Innovation for a Brighter Future

CITIC Limited consistently regards technological innovation as its core engine for high-quality development. By achieving technological breakthroughs, it aims to create a differentiated competitive edge and accelerate the emergence of new quality productivity. The Company has formulated its “3-3-5” strategy, focusing on deep integration between its financial business and industrial sectors. It aims to unleash comprehensive potential through technological innovation and build a solid foundation for high-quality development. The Company is also increasing investment in R&D, improving the mechanisms and systems for scientific and technological innovation, and establishing a virtuous cycle of development among talent, technology, and industry. Additionally, the Company is intensifying its “Digital CITIC” construction, driving the digital transformation of management and industries, with benchmarks against top-tier enterprises to cultivate more leading companies that dominate ecosystems, while persistently striving towards the mid-to-high end of the value chain.





Highlights

- The Company has advanced the implementation of its “3-3-5” strategy, focusing on strengthening and optimising its three core businesses, deeply implementing its three major initiatives, and firmly grasping its five key business drivers.
- We continuously enhance our innovation and technology system, refine our innovation mechanisms, and accelerate the development of the “2+4+N” science and technology cluster, with 9 high-level science and technology platforms having been fully established and implemented. We have launched the “Galaxy” programme to select and nurture core technology talent, and have won 97 national, provincial, and industry-renowned science and technology awards throughout the year.
- In 2025, the Company invested RMB 23.2 billion in technology, and 18 projects won the Fintech Development Award from the People’s Bank of China, making us the most awarded financial enterprise in consecutive years. In addition, 4 of our projects won prizes at the national “Data Element x” finals, ranking among the top winners.
- Our digital and intelligent transformation ecosystem is advancing deeper. We have established smart computing centres, group-level data centres, and proprietary clouds, among other digital and intelligent infrastructure. We have also set up an artificial intelligence innovation centre, expanding applications such as AI energy optimisation, intelligent firefighting robots, and AI security monitoring. Nanjing Iron and Steel has been selected for the first batch of leading intelligent factory cultivation list, and the total number of outstanding intelligent factories under the Company has increased to 6.

The “3-3-5” Strategy Charts the Course for the Future

The period of the 15th Five-Year Plan is a critical time for laying a foundation and making comprehensive efforts to achieve socialist modernisation. The Company considers the broader context of national economic development and observes the big picture and plans for the future to formulate the “3-3-5” strategy for the “15th Five-Year” period: strengthening and optimising the three core businesses of finance, industry, and investment; deeply implementing the three major initiatives of “Financial Core”, “Industrial Starlink”, and “Technological Bedrock”; firmly grasping the five key business drivers of robust management, risk prevention, improved coordination, talent cultivation, and efficiency enhancement, to strive for a new era of building a “world-class technologically excellent enterprise group”.

Strengthening and Optimising the “Three Core Businesses”

The Company’s foundational strength lies in its dual focus on finance and industry. In the financial sector, it has the advantage of a “full suite of financial licenses,” enabling it to provide one-stop comprehensive services to customers. In the industrial sector, it boasts a “wide coverage” advantage, encompassing advanced manufacturing, advanced materials, new consumption, and new urbanisation, among other businesses. Consolidating and strengthening the foundation for the real economy and building a financially powerful nation are important strategies deployed by the state. The Company will continue to strengthen its foundational advantage of integrating finance and industry, unwaveringly striving to make its financial and industrial sectors stronger and better, and better fulfil its functional missions in enhancing national comprehensive strength, developing key technologies, improving people’s lives, and safeguarding national security. At the same time, it will fully activate the leveraged effect of investment, a crucial means for expanding domestic demand, stabilising growth, and promoting transformation. As the next round of technological revolution and industrial transformation accelerates, China’s emerging industries will enter a period of concentrated innovation breakthroughs, with significant investment needs in key areas. With numerous affiliated investment enterprises, the Company has the capability and responsibility to serve as a member of the “national team” for long-term capital, driving more resources towards new forms of productivity. To support upgrades to national economic structures, the Company seeks new growth drivers, accelerates the improvement of its business layout, and promotes the transition between old and new drivers of growth. By doing so, it aims to make investment a “multiplier” for the development of both finance and industry, and better release its “multiplicative effects.”

Deeply Implementing the “Three Major Initiatives”

The Company, committed to better fulfilling its responsibilities as a state-owned enterprise and accelerating high-quality development, has proposed the in-depth implementation of the three major initiatives of the “Financial Core,” the “Industrial Starlink”, and the “Technological Bedrock” during the 15th Five-Year Plan period. These initiatives aim to enhance the Company’s overall value and drive future growth.

“Financial Core”



● Objectives:

Utilising the full suite of financial licenses to create a differentiated competitive advantage through comprehensive financial services.

Harnessing the value of industrial-finance synergy and the financial holding platform to empower subsidiaries, thereby forming an aggregated advantage and enhancing core competitiveness.

● Approach:

We optimise our operations in the six major business sectors (namely banking, securities, trust, insurance, financial asset management, and financial leasing) by benchmarking against top-tier standards.

We strengthen our one-stop comprehensive financial services system, leverage the value of the financial holding platform, and focus on enhancing five core competencies: capital management empowerment, comprehensive financial services, risk prevention and resolution, financial technology-driven innovation, and market value management enhancement. By utilising our full suite of financial licences, we provide clients with end-to-end one-stop comprehensive financial solutions, both domestically and internationally, enhancing our ability to serve the real economy. Centred around customer needs, we integrate and shape six major ecosystems: technology enterprises, large clients, government-enterprise cooperation, cross-border expansion, wealth management, and collaborative risk management.

"Industrial Starlink"



● Objectives:

Accelerating the development of new quality productivity, driving industrial enterprises towards high-end, intelligent, and green upgrades, expediting deployment for strategic emerging industries and future industries, and continuously advancing our business structure towards the mid-to-high end of the value chain.

Cultivating and building multi ecological-leading enterprises, and assisting the Company in building a domestically leading and internationally first-class technology oriented outstanding enterprise group.

● Approach:

The "Star Renewal" initiative aims to strengthen and excel in core business operations, cultivate champion businesses, develop distinctive services, build a range of world-class and leading enterprises, and turn more industrial subsidiaries into shining stars within their respective industries.

The "Star Creation" initiative seeks to identify high-tech, high-growth, and high-barrier quality enterprises, so as to reinforce and supplement key links in the industrial chain, and incubate emerging start-ups.

The "Star Exploration" initiative focuses on enhancing forward-looking research, keeping pace with future trends and changes in the development models of industries, and fostering enterprises with growth potential.

We adhere to innovation-driven and internationalised development, building a series of high-level scientific and technological innovation platforms to enhance our innovation capabilities. We also promote high-quality development of international business, thereby improving both the competitiveness of the Group's expansion overseas and its appeal for attracting foreign investment.

"Technological Bedrock"



● Objectives:

Establishing a high-standard technology innovation system with CITIC characteristics by laying out and constructing a company-wide science and technology innovation cluster; creating a high-level "Technology + Industry + Finance" innovation model with CITIC characteristics by empowering the "Financial Core" initiative and the "Industrial Starlink" initiative through the "Technological Bedrock" initiative; enhancing the integration and effectiveness of technological and industrial innovation by intensifying efforts in key technology breakthroughs and the commercialisation of scientific and technological achievements, thereby supporting the Company in becoming a world-class technology-driven outstanding enterprise group.

● Highlights:

System construction: We have established a high standard technology innovation system with CITIC characteristics. We optimise the organisational structure, establish and refine the management systems, and streamline the working mechanisms to promote scientific and technological innovation. This includes improving mechanisms for R&D funds management, scientific and technological talent management, performance evaluation, and fault-tolerant incentives. We also aim to strengthen our capacity for scientific and technological innovation, enhancing our ability to provide technological solutions, facilitate technology transfer, promote ecological innovation, and drive changes in the research paradigm.

Platform building: We are developing a three-tiered scientific and technological innovation cluster known as "2+4+N". This cluster is led by 2 national key laboratories, supported by 4 group-level innovation centres as the core, and anchored by several domain-level research centres. It features multi-level collaboration both domestically and internationally.

Practical implementation: We effectively promote the practical implementation of our initiatives. Top-level design is strengthened through the compilation of two special plans for the 15th Five-Year science and technology innovation and digital development. On-the-ground execution is enhanced to ensure that scientific and technological innovation achieves tangible results. Evaluation and assessment are improved to boost the overall effectiveness of scientific innovation. Coordination is also strengthened to achieve joint breakthroughs in scientific and technological efforts.

Strong support: We take multiple measures to ensure the efficient operation of scientific and technological innovation. By enhancing institutional, organisational, resource, talent, risk, and cultural support, we continuously drive breakthroughs and advancements in scientific innovation.

Continuous Breakthroughs in Scientific and Technological Innovation

In 2025

the Company invested RMB

23.2 billion

an R&D intensity of over

3%

for 3 consecutive years

The Company continues to improve its mechanisms and systems for scientific and technological innovation, increasing its research and development investment to enhance its independent innovation capabilities. In 2025, the Company invested RMB 23.2 billion in technology, with an R&D intensity of over 3% for 3 consecutive years.

During the Reporting Period, the Company accelerated the creation of its "2+4+N" innovation cluster, with all 9 high-level R&D platforms being fully established. These include 2 national key laboratories: the Intelligent Mining Heavy Equipment Laboratory and the Digital Steel Laboratory; 4 group-level R&D centres: the Seed Industry Research Institute, the Financial Technology Innovation Centre, the Advanced Materials Research Institute, and the Lightweight Technology Innovation Centre; and 3 domain-level R&D centres: the Hong Kong Artificial Intelligence Innovation Centre, the Specialised Robot R&D Centre, and the Salt Lake Resource Comprehensive Utilisation R&D Centre.

Meanwhile, the Company actively promotes collaboration between industry, academia, and research institutions. It has partnered with renowned institutions such as the Institute of Automation of the Chinese Academy of Sciences, the Institute of Computing Technology of the Chinese Academy of Sciences, Tianjin University, The Hong Kong Polytechnic University, and The University of Hong Kong to jointly tackle research challenges in areas including AI for Science, reproductive medical models, financial digital twins, embodied intelligence, virtual reality, synthetic biology, multi-agent systems, and data mining.



Fostering Outstanding Technology Talent

We have launched the "Galaxy" programme to nurture science and technology talent, and have selected a total of 5 Group Chief Scientists, 51 Senior Experts, and 31 Outstanding Young Technologists. We have tailored two-year work plans or development plans for each category of talent based on their respective industries and fields.

Promoting Fintech Development

In November 2025, the People's Bank of China officially announced the list of winning projects for the 2024 Fintech Development Award. A total of 18 projects from financial subsidiaries of the Company won awards, including two 1st prizes, six 2nd prizes, and ten 3rd prizes, setting a new record for the number of awards won in any given year, and making us the most awarded financial enterprise for consecutive years. Notable subsidiaries that received awards include CITIC Bank, CITIC Securities, CSC Financial, CITIC Trust, and CITIC-Prudential Life Insurance.



Exploring the "Caelum Project" to build a cloud-native technology middle office

Case

The "Construction of a Financial-Level Technology Middle Office Based on Cloud-Native Technologies" (Caelum Project) at CITIC Bank won 1st prize in the 2024 Fintech Development Award from the People's Bank of China. This is the third time that CITIC Bank has won first prize, following its achievements with the "Soaring Cloud Project" in 2020 and the "Inclusive Finance Digital Innovation Ecosystem" project in 2022, making it the shareholding commercial bank that has received the most first prizes. The Caelum Project leverages cloud-native technologies such as service meshes and containers, enabling modular development, out-of-the-box public capabilities, fine-grained service governance, agile application delivery, and efficient resource utilisation. It has created a new ecosystem spanning the entire lifecycle of applications, from development to operation, providing robust technological support for the rapid delivery of products and stable business operations needed for digital transformation. The Company has achieved multiple domestic firsts in both technology and application, securing 11 authorised invention patents and being deployed across more than 500 systems. This provides replicable and scalable practical cases for peers.



Building a “gatekeeper” digital intelligence comprehensive business platform for investment banks

Case

CSC Financial won 6 awards at the Fintech Development Awards selection presented by the People’s Bank of China, including one 1st prize, three 2nd prizes, and two 3rd prizes. Among these, the “Gatekeeper’ Digital Intelligence Comprehensive Business Platform for Investment Banks” project won first prize, becoming the first project in the securities industry’s investment banking sector to receive this honour. The project aims to enhance the quality and efficiency of the investment banking compliance and risk control system by building a unified data foundation, integrated process management, and a suite of intelligent auxiliary applications. It drives a transformative shift from traditional “human prevention” to “technological prevention” and “smart control”. The core breakthrough lies in deeply integrating AI large models and other new technologies into more than 10 key work scenarios traditionally dependent on human labour, such as financial fraud detection, potential related party relationship screening, and fund flow verification. This significantly improves the ability of investment banking personnel to identify financial fraud, disclosure issues, and compliance risks, thereby reducing the risk of fraudulent issuance and earnings surprises from issuers at the source. It also helps the company efficiently fulfil its core role as a “gatekeeper” in the capital market. As of the end of 2025, the platform supported the full-cycle advancement of more than ten thousand investment banking projects, forming a replicable and scalable comprehensive solution for the industry.

Accelerating the Technology Breakthroughs of Industrial Enterprises

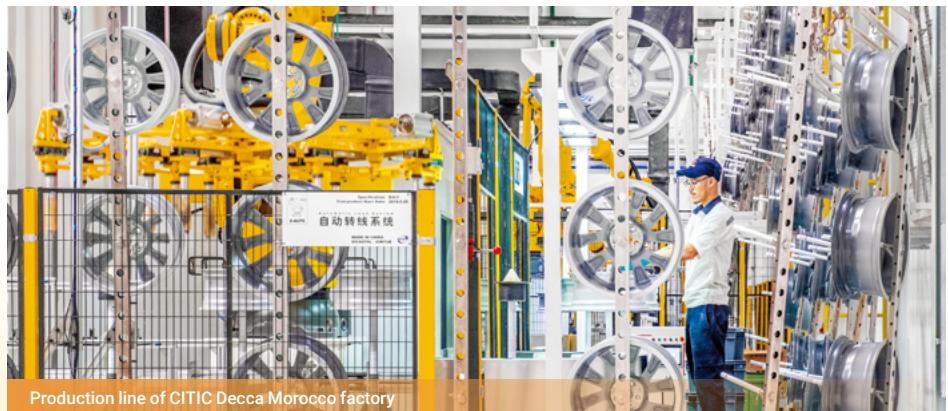


CITIC Dicastal lights up Africa’s first “lighthouse factory”, leading the global green manufacturing transformation

Case

By leveraging its advantageous scenarios and high-quality data, and collaborating with top universities and research institutes in tackling key challenges, the Company drives the construction of an integrated innovation system covering “basic research, technological breakthroughs, and technology transfers,” continuously accelerating the development of original and key core technologies, and empowering the transformation and upgrading of industries.

On 14 January 2025, the CITIC Dicastal Morocco Factory, jointly created by CITIC Dicastal and CITIC Holdings, was successfully selected as one of the “lighthouse factories” announced by the World Economic Forum. These “lighthouse factories” are exemplary sites for the application of “Industry 4.0” technologies, representing the pinnacle of smart manufacturing and digitalisation in today’s global manufacturing sector. In the face of challenges such as a weak industrial base, talent shortages, and language barriers, the CITIC Dicastal Morocco Factory has harnessed digital transformation to integrate AI and big data throughout the entire production chain. These efforts have tackled key industry challenges such as casting control and defect detection, resulting in a 17% increase in overall equipment efficiency, a 27% increase in labour productivity, and a 31.1% reduction in product defect rates. Meanwhile, the factory seamlessly integrates green development with localisation. It has earned the first PAS 2060 carbon neutrality certification in Africa and worked with local institutions to establish national standards for green factories. As a result, greenhouse gas emissions have been reduced by 53%. The factory not only helps to elevate Africa’s new industrialisation to a new height but also marks the start of CITIC’s comprehensive exploration of overseas smart manufacturing.



Production line of CITIC Decca Morocco factory



The CITIC Metal Advanced Materials Research Institute was officially established

Case

As one of the leading enterprises in China's metal materials sector, CITIC Metal is committed to conducting research on metal smelting, processing, and related technical services. In December 2025, the CITIC Metal Advanced Materials Research Institute was officially established. The institute leverages CITIC Metal's technological advantages and CITIC's resources to collaborate with universities and research institutions. With a focus on "new materials," the institute aims to address national strategic needs, industry-wide technical challenges, and business development requirements by tackling key core technologies. Looking forward, the institute aims to become a leading and internationally influential open research institute, with a focus on three strategic directions: the transformation and upgrading of traditional industries, the accelerated growth of emerging industries, and the forward-looking planning of future industries. To achieve these goals, the institute adopts an integrated research approach that combines academic, industrial, research, and application efforts. This approach continues to drive the integration of scientific and technological innovation with industrial innovation, fostering an open innovation ecosystem. This provides strong momentum for building a modern industrial system and nurturing new quality productivity.



The chairman of CITIC Limited, Mr. Xi Guohua (left), unveiled a plaque for the CITIC Metal Advanced Materials Research Institute



Nanjing Iron and Steel casts steel backbone for deep-sea offshore oil and gas platforms

Case

Through component and microstructure optimisation design and rolling process research, Nanjing Iron and Steel has developed high-homogeneity, easy-to-weld thick steel plates for deep-sea offshore oil and gas platforms. This research has achieved breakthroughs in controlling the low-temperature toughness of thick plates and in regulating microstructures. It has solved the challenge of simultaneously achieving good low-temperature toughness near the surface and in the core, and has realised uniform control across the entire cross-section, thereby obtaining excellent crack propagation resistance. This technological breakthrough has made Nanjing Iron and Steel one of the few domestic companies capable of producing high-homogeneity, easy-to-weld thick steel plates for deep-sea offshore oil and gas platforms. The thickness specifications, low-temperature toughness, and crack propagation resistance of this product exceed those of similar products from both domestic and international peers. This significantly enhances China's self-sufficiency in key support materials for deep-sea offshore oil and gas platforms and other marine engineering projects, strengthens the competitiveness of Chinese marine engineering enterprises in the international market, and promotes the high-quality development of China's marine engineering industry.



Tackling key technologies in the seed industry to support the revitalisation of national seed enterprises

Case

Huazhi Rice Bio-Tech, a subsidiary of CITIC Agriculture, shoulders the responsibility of serving national seed industry revitalisation, with a focus on integrating and innovating "AI+BT+DT", and is committed to building an internationally leading key common technology platform for the seed industry. In 2025, Huazhi Rice Bio-Tech's "Development and Application of Liquid Biological Chips in Molecular and Intelligent Breeding" project won 1st prize in the bioeconomy category of the BRICS Solutions Competition. The project, based on Huazhi Biotechnology's independently developed liquid-phase probe-targeted capture (cGPS) and multiplex PCR-targeted amplification (mGPS) liquid chips, has developed over 200 multifunctional breeding chip products for more than 80 species. Over 50 of these products are the first of their kind, both internationally and domestically. The related technology has been granted 63 national invention patents and is at the international advanced level. The project outcomes have been widely applied in various molecular and intelligent breeding scenarios, including the analysis and identification of germplasm resources and genetic diversity of varieties, the mining and identification of important trait genes, targeted improvement of varieties, multi-gene integration, whole-genome selection, and intelligent predictive breeding. Each year, the project provides services to over 500 seed industry research, education, production, and application clients, effectively promoting the transition from conventional breeding to efficient, precise, and intelligent molecular breeding and intelligent breeding. This has provided significant support for the high-quality development of China's seed industry and the implementation of the rural revitalisation strategy.



Awards ceremony of the BRICS Solutions Awards



CITIC Environment promotes the green and low carbon transformation of the water industry through technological innovation

Case

In December 2025, the Futian Wastewater Treatment Plant Phase II Project successfully completed its critical water flow milestone. This wastewater treatment plant seamlessly integrates into the landscape, becoming a key part of Shenzhen's "Mountain-Sea Corridor" coastal scenic belt. The project adopts a "pre-treatment + AOA" ultra-short process, ensuring compliance with effluent standards while saving 66% in land use and reducing electricity consumption and carbon sources by approximately 20% compared to traditional processes. The project extensively applies green equipment in construction, building a closed loop that promotes "resource recycling, energy conservation, and waste reduction." Through innovation, it constructs a coordinated system for "wastewater, solid waste, and energy," utilising water-source heat pumps to recover residual thermal energy, thereby saving more than 1.8 million kilowatt-hours of electricity annually. Additionally, it employs a vertical design featuring an "upper park + lower factory" approach to create an integrated "water eco-complex" that combines production, ecology, and living. The project also introduces AI inspection robots, drones, and smart safety helmets, enabling real-time intelligent management of personnel, risks, and materials. This provides a replicable "green design, intelligent construction, and smart operation" integrated solution, effectively driving the transformation of the water industry towards low-carbonisation, digitalisation, and intelligence.



Rendered image of the Futian Wastewater Treatment Plant Phase II Project after completion

Deepening Digital and Intelligent Transformation

The Company aims to build a “Digital & Intelligent CITIC” and is steadily advancing its digital and intelligent transformation, focusing on consolidating the foundation for digital and intelligent development and promoting the digital and intelligent transformation of both management and industries.

In November 2025, the awards ceremony for the national finals of the “Data Element x” competition, jointly hosted by the National Data Bureau, the Office of the Central Cyberspace Affairs Commission, the Shanghai Municipal People’s Government, and 17 other organisations, was held in Shanghai. Four projects from subsidiaries of the Company won awards, including one 1st prize, one 2nd prize, and two 3rd prizes. All these projects were either independently developed or led by CITIC. The number of awards won put CITIC at the forefront among participating companies.

Consolidating the Foundation of Digital and Intelligent Development

The Company continues to advance digital and intelligent infrastructure, establishing “3 Centres, 1 Platform, 1 Cloud”. This has significantly enhanced the level of centralised and standardised management, as well as self-controllable capabilities. Specifically, the two group-level data centres in Beijing Haidian and Beijing Changping have achieved “same-city dual active” status, providing critical assurance for business continuity; the Intelligent Computing Centre has deployed 36 mainstream large models (including DeepSeek and Alibaba’s Qwen) and traditional AI models, providing full-stack intelligent computing services to the Headquarters and 22 subsidiaries; the Cybersecurity Operations Platform has achieved comprehensive coverage of all CITIC intranet-connected entities, bringing thousands of internet assets under routine monitoring and enabling end-to-end cybersecurity management; CITIC Private Cloud provides fully self-managed cloud services to the Headquarters and subsidiaries, further ensuring data security. Additionally, leveraging the Intelligent Computing Centre, the Company has introduced the Chinese Academy of Sciences’ “ScienceOne” fundamental scientific model, providing subsidiaries with services such as scientific literature Q&A and research tool invocation to assist in transforming their scientific research paradigms; a Group-level intelligent agent development platform has been built to support the rapid construction, agile iteration, and cross-institutional reuse of intelligent agents.

The Company organised

SIX subsidiaries to complete the national Data Management Capability Maturity Assessment Model (DCMM) certification

Among these:

CITIC Bank and CITIC Securities obtained the

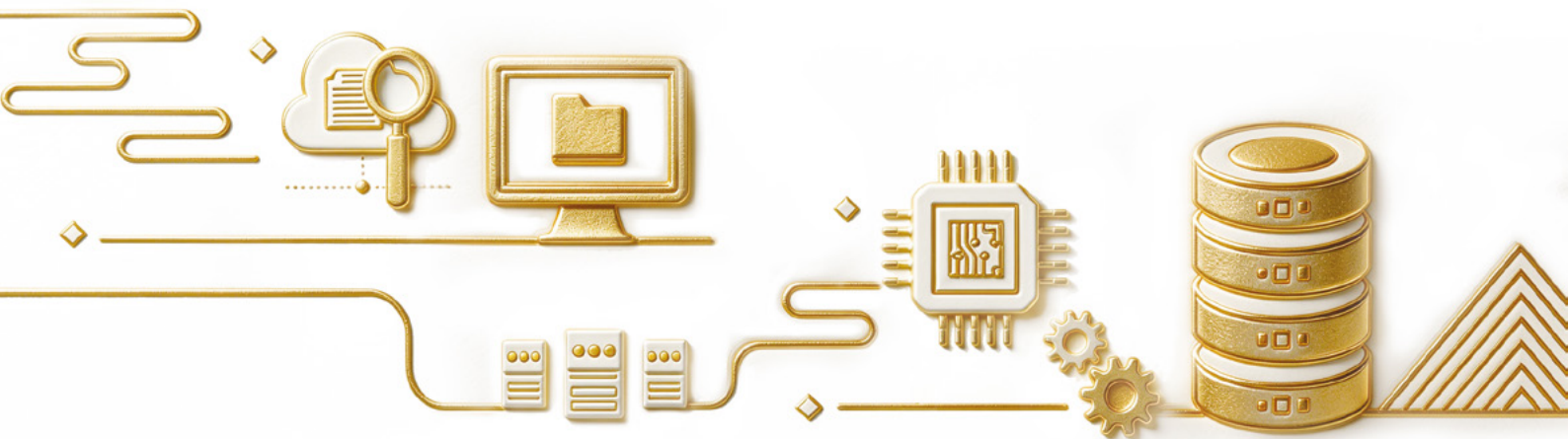
Level-5 Certification (highest level)

with CITIC Bank becoming the first joint-stock commercial bank to achieve this level

Nanjing Steel was selected as one of the

first pilot entities

for the Innovative Development of Trusted Data Space programme by the National Data Administration



Strengthening the Effectiveness of Digital Intelligence Management

The Company has established a group-level digital intelligence management platform, the “Navigation Platform (领航平台)”. Horizontally, it covers 38 management functions at the headquarters level. Vertically, it has achieved penetration management of first-tier subsidiaries across 14 major scenarios including financial budgeting, human resources, and office administration. This has created a management system that is horizontally integrated and vertically penetrating, enabling subsidiary operations to be “visible, measurable and manageable”, thereby enhancing overall management effectiveness.

The Company capitalises on the development trend of AI agents by deploying digital employees to improve office efficiency. The headquarters has launched its first cohort of six digital employees—including policy Q&A assistants, meeting assistants, and writing assistants—to relieve staff of basic, repetitive tasks. At CITIC Securities, 27 digital employees are now operational, demonstrating their value across multiple business scenarios such as intelligent investment research, intelligent investment banking, and wealth management. Related technologies have secured 12 national invention patents.

Promoting Digital Finance

The Company is actively promoting the integrated digital finance development of its financial subsidiaries. By combining the characteristics of financial enterprises’ operations, it focuses on key areas such as corporate architecture, technology platforms, and intelligent services to comprehensively strengthen its digital capabilities. This effort aims to continuously realise the full potential of digital finance.

CITIC Bank

CITIC Bank leverages digital and intelligent empowerment to accelerate the construction and promotion of its enterprise-level public capabilities. It has completed the enterprise architecture planning for the retail sector and successfully piloted it. The bank has also upgraded and optimised its horizontal platform management capabilities for business strategies, ensuring the smooth launch of the corporate credit system cluster (Galaxy) within the year. Additionally, it has reformed business processes and service models. Furthermore, CITIC Bank has established an AI service system driven by “CITIC Brain” and “Cangjie Large Model”. It has built a new generation of big data foundation (“Kunlun”) that integrates data lakes and warehouses, as well as a unified data utilisation platform (“Zhisu”) across the entire bank, significantly enhancing the quality and efficiency of its digital and intelligent services.

CITIC Securities

CITIC Securities drives business, management, and organisational upgrades through digital operations and management. In 2025, it created an intelligent, human-like, and highly collaborative digital employee system, equipping each employee with multiple “digital counterparts” to achieve a new paradigm of human-machine collaboration where there is one digital employee per role and one digital team per person. At the same time, it developed intelligent tools to overcome traditional management span limitations, comprehensively covering multiple links including customers, products, businesses, and employees, thereby enabling performance tracking, decision support, and global collaboration.

CSC Financial

CSC Financial focuses on building a secure, efficient, and agile unified data foundation. As of the end of 2025, it had integrated data from over 250 business systems, deeply empowering each business line. By establishing a unified customer view, it has achieved precise identification of more than 10 million customers, laying the groundwork for the “one customer” service philosophy. Additionally, the standardisation of data effectively supports compliance and risk management, establishing a unified compliance data model.

Accelerating the Digital Transformation of Industrial Enterprises



Building a "Digital LongPing" to lead digital innovation and development in the seed industry

Case

The Company's affiliated industrial enterprises continue to advance their digital and intelligent transformation. Building upon improved production operations, safety management, quality inspections, and other core business areas, they have significantly enhanced their production efficiency and product quality, injecting new momentum into their high-quality development. Nanjing Steel was selected for the inaugural list of pilot-level smart factories under cultivation, bringing the total number of excellence-level smart factories to six.

In November 2025, LongPing High Tech, a subsidiary of CITIC Agriculture, collaborated with the National Supercomputing Centre (NSCC) in Changsha to participate in the "Data Element X" competition organised by the National Data Administration and other authorities. They won 1st prize in the national final of the modern agriculture track with their project titled "Empowering LongPing Seeds and Chinese Chips: Utilising Data Elements to Set a Benchmark for Intelligent Seed Innovation to Strengthen Agriculture." This achievement underscores their leading capabilities in innovative practices with agricultural data elements and digital transformation.

In recent years, LongPing High Tech has been focusing on the integration of business and finance, continuously deepening the construction of "Smart LongPing." It is dedicated to building a comprehensive seed industry data mechanism covering the entire chain from "collection, governance, rights confirmation, circulation, application, to service." This has resulted in a digital platform matrix that covers the entire seed industry chain, including breeding, propagation, promotion, service, and management. LongPing High Tech has achieved more than 30 digital intellectual property results, solidifying its foundation for digital empowerment and becoming a benchmark in the modern seed industry's digitalisation and intelligence development.



Awards ceremony for the national finals of the "Data Element X" competition



CITIC Pacific Special Steel systematically builds "Digital CITIC Pacific Special Steel" to enhance its position as an industry benchmark for smart manufacturing

Case

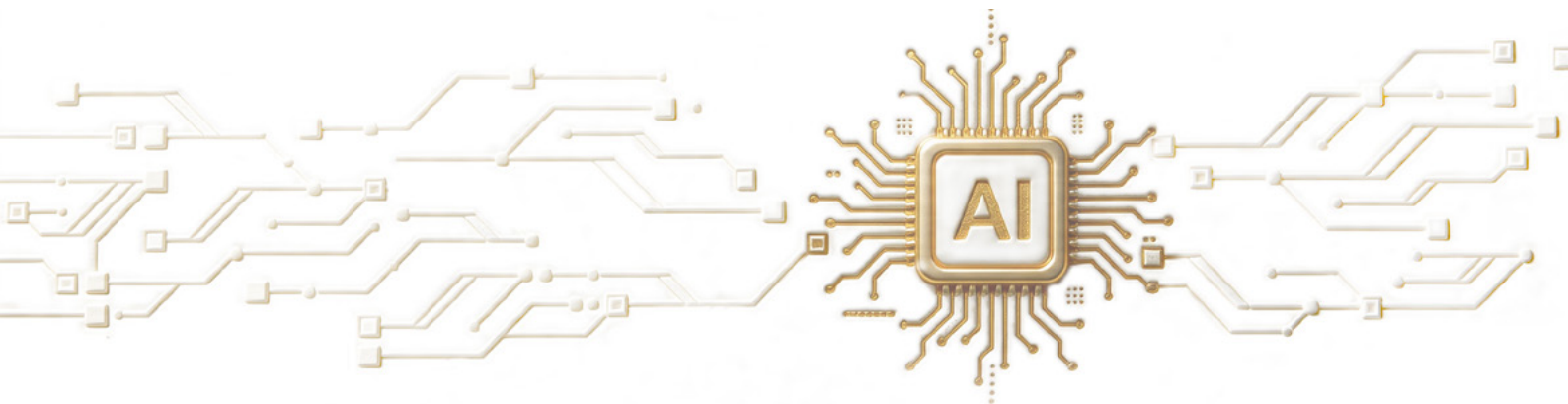
CITIC Pacific Special Steel has made "digital intelligence leadership" its core strategy, focusing on building four centres: the Manufacturing Centre, the Business Operations Centre, the Data Decision-Making Centre, and the Service Centre. It accelerates the deep integration of next-generation information technology with steel manufacturing through the establishment of a digital intelligence innovation and technology team. By collaborating on projects and coordinating technology, it advances the construction of a unified service centre and approval platform, which continuously promotes the deep integration of new technologies with business scenarios. At the same time, it advances the construction of smart manufacturing demonstration lines to high standards, establishing the industry's first integrated smart manufacturing demonstration line for coke, iron, steel, and rolling processes, cumulatively building 12 demonstration lines.

In 2025, CITIC Pacific Special Steel's subsidiaries Xingcheng Special Steel, Daye Special Steel, and Yangzhou Special Materials were rated as national outstanding intelligent factories. The company's overall equipment digitalisation rate has reached 90.39%. As an industry benchmark for smart manufacturing, it has also coordinated with various enterprises to promote the development of seven standards, including the Steel Industry Digital Transformation Maturity Assessment, the Industrial Internet Platform – Digitalisation Management of Safety Production – Part 6: Steel Industry, the Maturity Evaluation Standards for Smart Manufacturing Capability in the Steel Industry, and the Technical Standards for the 2D/3D General Layout Information Platform of Iron and Steel Enterprises. These efforts actively lead and drive the advancement of smart manufacturing in the steel industry.

Expanding AI Applications

The Company closely monitors the latest trends and developments in the artificial intelligence field, and leverages its diverse application scenarios and rich data resources to fully implement the “AI+” initiative. In 2025, the Company issued the “Implementation Opinions on Implementing the State Council’s “AI Plus” Initiative”, which define the development objective of “comprehensively enhancing the Group’s financial and industrial intelligence levels and core competitiveness”. It formulated a dual-layered working framework of “foundational capabilities + application innovation”: namely, building a common AI capability foundation for the Company centred on technology, computing power, and data, while strengthening supporting safeguards including security governance, talent development, digital-intelligent capability building, and industry-academia-research collaboration; and promoting the deep integration of artificial intelligence with the Company’s business operations and development across three directions: “AI for research”, “AI for industry”, and “AI for management”.

The Company has established the CITIC Hong Kong AI Innovation Centre and signed a framework agreement with The Hong Kong Polytechnic University (PolyU), announcing the establishment of CITIC-PolyU Interdisciplinary Mathematical Digital AI Joint Laboratory. By the end of 2025, the Innovation Centre had achieved phased research outcomes in four areas, including optimal equipment control solvers and intelligent production scheduling. CITIC Bank, CITIC Heavy Industries, CITIC Pacific Special Steel, and CITIC Telecom International respectively signed letters of intent for cooperation agreements with PolyU, defining the first batch of joint research projects in fields such as industrial intelligence, embodied intelligence, and fintech following the laboratory’s establishment.





Continuously deepening the "AI+" initiative to create excellent smart factories

Case

In 2025, the Ministry of Industry and Information Technology of the PRC announced the list of excellent smart factory projects for 2025. The Company had four projects selected in the high-end mining equipment and special steel manufacturing sectors. These projects were from CITIC Heavy Industries, Xingcheng Special Steel and Daye Special Steel and Yangzhou Special Materials under CITIC Pacific Special Steel. This marked the Company's leadership in production intelligence, equipment control, data integration, and lifecycle management, making it a national benchmark for smart manufacturing. By the end of 2025, the total number of excellent smart factories under the Company had increased to 6.

CITIC Heavy Industries - "Data-driven smart factory for high-end mining equipment": CITIC Heavy Industries has developed its own proprietary 3D parametric R&D design cloud platform, digital lean manufacturing platform, and thermal processing technology database, which help to overcome critical technological bottlenecks in discrete manufacturing. It integrates data channels across the entire business process, including R&D design, production manufacturing, business management, and operation & maintenance services, significantly improving production management efficiency. Additionally, it has created an industry-first industrial internet platform for mining equipment, providing customers with intelligent services covering the entire lifecycle of their products, such as fault diagnosis, predictive maintenance, and process analysis and optimisation. This helps reduce equipment downtime by 30%, enabling users to increase their capacity by more than 10%.



Digital lean manufacturing platform



Daye Special Steel 460 Steel Pipe Lean Digital Control Center

Xingcheng Special Steel - "Sales-production synergy smart factory for high-performance special steel": Xingcheng Special Steel has built a digital twin system covering the entire process of special steel smelting, refining, continuous casting, and rolling. Leveraging "AI + industrial mechanisms," over 100 intelligent application models have been developed. A smart central hub comprising "1 digital twin centre, 3 industrial internet platforms, and 6 intelligent units" has also been built. The use of intelligent scheduling algorithms significantly enhances the responsiveness to customised demands, while a digital platform for energy and carbon control promotes green and smart manufacturing. From raw materials to finished products, Xingcheng Special Steel's comprehensive optimisation capabilities are notably enhanced, with production output increasing by 14.4%, energy consumption per tonne of steel decreasing by 10.46%, delivery cycles shortened by 20.3%, and quality losses reduced by 46.7%. These achievements have realised the goal of "high customisation, high quality, high efficiency, low carbon, and low cost."



Yangzhou Special Materials has established an edge intelligence application system at the device level, achieving an integrated manufacturing and management model featuring "industrial sensing + IoT dynamic perception," "mechanistic models + knowledge base intelligent diagnosis," and "big data + machine learning optimised decision-making." Yangzhou Special Materials has also deployed a private cloud, leveraging hyper-converged technology to dynamically allocate and manage storage, computing, and other cloud resources. By employing digital twin and 3D modelling technologies, it has transcended traditional single-process monitoring, enabling full-process visualisation of the pellet production line. Big data analytics are used to optimise the allocation of resources across the entire pellet production line, thereby reducing costs and enhancing efficiency. Currently, the overall quality stability rate of pellets in the factory can be maintained above 94%.



Daye Special Steel - "Lean, smart factory for high-precision seamless special steel tubes": Daye Special Steel embraces the new industrial ecosystem concept of "human-centric digital intelligence." Leveraging an industrial internet platform, the company systematically deploys smart manufacturing equipment, industrial software, and systems for typical scenarios. This approach has enabled simulation and optimisation in research and design, dynamic intelligent scheduling in production, precise traceability and predictive analytics in quality control, intelligent maintenance and operational support for equipment, and the precise management and optimisation of energy usage. The factory deeply integrates artificial intelligence with various links such as production, quality, safety, and energy control, exploring a new model of lean management. This approach enables flexible and intelligent manufacturing across the entire process for large-scale, small-batch, and multi-variety special seamless steel tubes.



Nanjing Iron & Steel was selected for national pilot list of lighthouse smart factories

Case

In November 2025, Nanjing Iron & Steel was selected for the national pilot list of lighthouse smart factories by virtue of its “Intelligent Factory for Special Steel Customisation with Deep Industrial Chain Collaboration” project. Under the top-level design of the “One Brain, Three Centres” framework, with its Smart Operations Centre serving as the industrial brain, the NISCO Smart Factory has established a five-level digital twin covering “Equipment – Production Line – Factory – Enterprise – Ecosystem”, completing an end-to-end digital and intelligent layout.



Intelligent Applications

Implementing a three-year action plan for “One Hundred Scenarios and One Thousand Models for Artificial Intelligence”, deeply integrating AI technology with steelmaking processes. It has developed intelligent algorithms covering multiple scenarios such as visual inspections, process optimisation, quality predictions, and equipment maintenance, achieving a real-time optimised production operations model across interfaces.



Data-Driven

Establishing an industry-unique comprehensive data collection and governance system. Through the deployment of over one million data collection points, it achieves real-time sensing and aggregation of data across the full ironmaking, steelmaking and rolling processes. Based on a Lakehouse-integrated big data platform, it provides a high-quality data foundation for intelligent manufacturing.



Ecosystem Co-creation

Based on a “networked symbiosis” industrial ecosystem, it deeply connects upstream suppliers, downstream customers, and relevant partners. This enables collaborative innovation across all stages including R&D, manufacturing, logistics, and services, forming a positive development pattern of win-win cooperation.

Intelligent manufacturing has brought comprehensive value enhancement. In 2025, Nanjing Iron & Steel achieved a 100% NC equipment penetration rate and networking rate for key equipment. The R&D cycle for new products was 50% shorter than under conventional models; order fulfilment punctuality increased to 98.5%; and comprehensive energy consumption per unit of output value decreased by 12%.



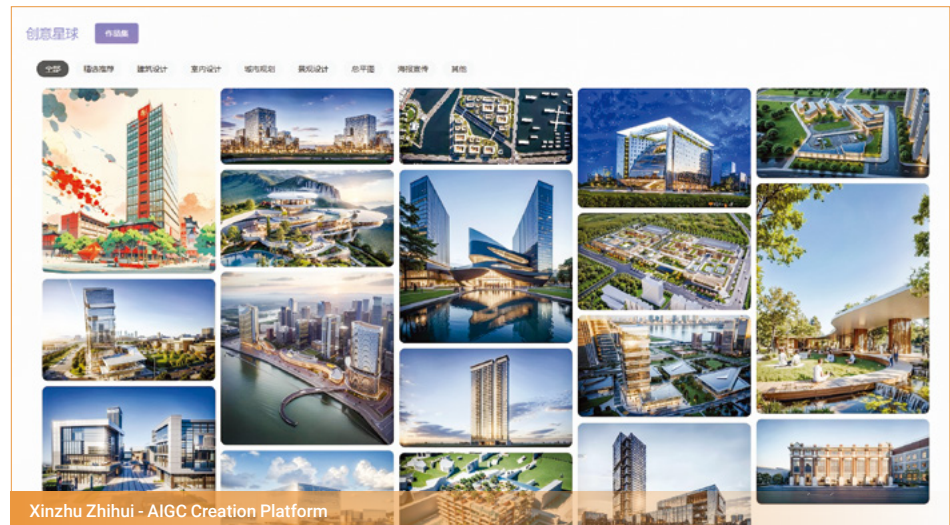
Smart Operations Centre located at the headquarters of Nanjing Iron & Steel

AI-empowered intelligent flight

CITIC Offshore Helicopter has independently developed a digital automatic monitoring platform for Flight Operational Quality Assurance (FOQA) on helicopters, which enables the company to decode flight data, conduct event analysis, and perform deep data mining. The company has also established a comprehensive digital management platform for the entire lifecycle of pilots, ensuring self-reliance and control over core data, thereby enhancing the scientific decision-making level for safety and operational quality. Furthermore, CITIC Offshore Helicopter advances research on an aircraft maintenance management system based on AI, to build an aircraft maintenance system driven by “large model” and featuring “multi-agent collaboration. By employing the latest AI technology, the system aims to achieve full-process automation from maintenance planning and scheduling to resource allocation. This initiative drives the company’s transition towards intelligent operations and maintenance, further enhancing its comprehensive general aviation service capabilities.

AI-empowered architectural design

CITIC Heye Investment continuously upgrades and iterates its “Xinzhu AI” platform, building a comprehensive application ecosystem. It has significantly boosted creative output and brand effectiveness through generative technology. By integrating the capabilities of the DeepSeek large model, the “Xinzhu Tong - AI Digital Assistant” has established 17 core knowledge repositories, covering standard drawings and exemplary schemes, effectively supporting the efficient construction of enterprise knowledge graphs. For customers, CITIC Environment has innovatively developed the “Xinzhu Jia - AI Self-service Design Platform”, which was showcased at the Good House Technology Expo. This platform offers a seamless, “see what you get” immersive experience, successfully extending AI technology from specialised fields to broader social and public welfare applications.



AI-empowered smart security

CITIC Heavy Industries further advances the digital transformation of production safety, focusing on deploying AI-powered intelligent recognition and monitoring systems in high-risk scenarios such as metal smelting, high-altitude work, and hot work operations. This transition upgrades the traditional “passive supervision” model, which relies on manual patrols, to a new tech-enabled “proactive warning and intelligent intervention” model. This significantly reduces accident response times and builds a reliable technological safety barrier for employees working in high-risk environments.

Appendix

Compilation of Key ESG Performance

Environmental Performance

Unless otherwise specified, the statistical scope of environmental performance results in this section covers the main operating locations of the headquarters and subsidiaries in the Chinese mainland, Hong Kong, Macau, and Taiwan. Additional operating locations will be included in the statistical scope in the future.¹

Indicators	2024	2025
Headquarter		
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	0.01	0.01
Sulphur dioxide (SO ₂) emissions (tonnes)	0.0009	0.0007
GREENHOUSE GASES		
Total greenhouse gas emissions (Scope 1 and Scope 2) (tonnes)	1,602.54	1,564.89
Per capita greenhouse gas emissions from headquarters (tonnes/person)	3.28	3.16
Direct greenhouse gas emissions (Scope 1) (tonnes)	135.23	117.51
— Gasoline	135.23	117.51
Indirect greenhouse gas emissions (Scope 2) (tonnes)	1,467.30	1,447.39
— Purchased electricity	1,467.30	1,447.39
Other indirect greenhouse gas emissions (Scope 3) (tonnes)	/	103,963.89
WASTE		
Total amount of hazardous waste (tonnes)	0.23	0.21
Per capita hazardous waste emissions from headquarters (tonnes/person)	0.0005	0.0004
Total amount of non-hazardous waste (tonnes)	265.88	268.43
Per capita non-hazardous waste emissions from headquarters (tonnes/person)	0.54	0.54

1. The GHG inventory includes carbon dioxide, methane and nitrous oxide. Greenhouse gas (GHG) emissions are presented in terms of carbon dioxide equivalent (CO₂e) and are primarily calculated in accordance with the Environmental, Social and Governance Reporting Guide issued by the Hong Kong Exchanges and Clearing Limited (HKEX), the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (2019 Refinement), the IPCC Fifth Assessment Report (AR5), and the IPCC Sixth Assessment Report (AR6) published by the Intergovernmental Panel on Climate Change (IPCC). Additional references include the Chinese national standard General Principles for Calculation of Comprehensive Energy Consumption (GB/T 2589-2020), the Announcement on the Release of 2023 Electricity Carbon Dioxide Emission Factors and the Notice on Strengthening GHG Emissions Reporting and Verification for Key Industries (2023–2025) issued by the Ministry of Ecology and Environment of the People's Republic of China, the 2024 Sustainability Report published by HK Electric Investments, the 2024 Sustainability Report published by CLP Holdings, the Guidelines for GHG Emissions Accounting and Reporting for Public Building Operators (Trial) issued by the National Development and Reform Commission, and the Requirements for Carbon Dioxide Emissions Accounting and Reporting issued by the Beijing Municipal Ecology and Environment Bureau.

Energy consumption data are primarily calculated based on the Chinese national standard General Principles for Calculation of Comprehensive Energy Consumption (GB/T 2589-2020).

For the reporting year, other indirect GHG emissions (Scope 3) include the following categories: Category 5 (waste generated in operations), Category 6 (business travel), and Category 7 (employee commuting). The calculation methodologies are based on the Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the Technical Guidance for Calculating Scope 3 Emissions issued by the Greenhouse Gas Protocol. Emission factors are sourced from the China Product Life Cycle Greenhouse Gas Emission Factor Database and the Ecoinvent database.

Headquarter

Indicators	2024	2025
ENERGY CONSUMPTION		
Total energy consumption (MWh)	3,125.12	3,161.48
Per capita energy consumption from headquarters (MWh/person)	6.39	6.39
Direct energy consumption (MWh)	552.25	433.65
--- Gasoline	552.25	433.65
Indirect energy consumption MWh)	2,572.86	2,727.83
--- Purchased electricity	2,572.86	2,727.83
Electricity consumption per capita at headquarters (MWh/person)	5.26	5.51
Gasoline consumption per capita at headquarters (Litre/person)	130.04	98.83
RESOURCE CONSUMPTION		
Total water consumption (m ³)	25,785.00	29,738.00
Water consumption per capita at headquarters (m ³ /person)	52.73	60.10
Total paper consumption at headquarters (tonnes)	12.91	13.57

Comprehensive
Financial Services²

Indicators	2024	2025
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	0.65	0.29
Sulphur dioxide (SO ₂) emissions (tonnes)	0.02	0.02
GREENHOUSE GASES		
Total greenhouse gas emissions (Scope 1 and Scope 2) (tonnes)	229,437.21	224,180.91
Greenhouse gas emissions per RMB100 million of revenue (tonnes/RMB100 million)	82.10	77.07
Direct greenhouse gas emissions (Scope 1) (tonnes)	7,890.61	8,090.70
--- Gasoline	2,924.04	2,851.00
--- Diesel	321.34	31.67
--- Liquefied petroleum gas	29.62	8.17
--- Natural gas	4,615.61	5,199.86
Indirect greenhouse gas emissions (Scope 2) (tonnes)	221,546.59	216,090.21
--- Purchased electricity	221,546.59	216,090.21
WASTE		
Hazardous waste total (tonnes) (tonnes/RMB100 million)	136.76	112.37
Hazardous waste per RMB100 million of revenue	0.05	0.04

2. In addition to related subsidiaries, the statistical scope of this section also includes CSC Financial Co., Ltd. and CITIC-Prudential Life Insurance Co., Ltd.

Comprehensive Financial Services

Indicators	2024	2025
Non-hazardous waste total (tonnes)	1,869.51	1,790.71
Non-hazardous waste per RMB100 million of revenue (tonnes/RMB100 million)	0.67	0.62
ENERGY CONSUMPTION		
Total energy consumption (MWh)	426,535.14	443,781.13
Energy consumption per RMB100 million of revenue (MWh/RMB100 million)	152.62	152.57
Direct energy consumption (MWh)	36,901.80	36,397.74
-- Gasoline	11,940.87	10,521.37
-- Diesel	1,222.78	118.34
-- Liquefied petroleum gas	133.55	35.95
-- Natural gas	23,604.60	25,722.09
Indirect energy consumption (MWh)	389,633.33	407,383.39
-- Purchased electricity	389,633.33	407,383.39
RESOURCE CONSUMPTION		
Total water consumption (m ³)	1,967,599.28	1,859,310.96
Water consumption per RMB100 million of revenue (m ³ /RMB100 million)	704.05	639.20
Paper consumption at headquarters (tonnes)	1,661.18	1,499.75

Advanced Intelligent Manufacturing

Indicators	2024	2025
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	133.41	135.34
Sulphur dioxide (SO ₂) emissions (tonnes)	16.08	6.97
Particulate matter emissions (tonnes)	79.61	79.09
WASTE WATER		
Chemical oxygen demand (COD) emissions (tonnes)	89.87	89.81
Ammonia nitrogen emissions (tonnes)	5.48	5.48
Total phosphorus emissions (tonnes)	1.11	1.11
Wastewater discharge (m ³)	615,543.85	638,372.85
GREENHOUSE GASES		
Total GHG emissions (Scope 1 and 2) (tonnes)	708,237.32	665,872.65
GHG emissions per 100 million RMB of income (tonnes /100 million RMB)	1,394.36	1,164.83

Advanced
Intelligent
Manufacturing

Indicators	2024	2025
Direct GHG emissions (Scope 1) (tonnes)	245,571.32	238,503.87
-- Gasoline	544.69	632.77
-- Diesel	498.74	799.00
-- Liquefied petroleum gas	24.50	26.63
-- Natural gas	244,503.39	237,045.48
Indirect GHG emissions (Scope 2) (tonnes)	462,665.99	427,368.78
-- Purchased electricity	443,709.54	411,337.45
-- Purchased steam	18,956.45	16,031.33
WASTE		
Total hazardous waste (tonnes)	475.99	535.91
Total hazardous waste per 100 million RMB of income (tonnes /100 million RMB)	0.94	0.94
Total non-hazardous waste (tonnes)	41,609.42	49,972.81
Total non-hazardous waste per 100 million RMB of income (ton/100 million RMB)	81.92	87.42
ENERGY CONSUMPTION		
Total energy consumption (MWh)	2,080,540.34	1,993,741.48
Energy consumption per 100 million RMB of income (MWh/100 million RMB)	4,096.12	3,487.70
Direct energy consumption (MWh)	1,254,642.21	1,178,027.55
-- Gasoline	2,224.33	2,335.18
-- Diesel	1,897.85	2,985.34
-- Liquefied petroleum gas	110.45	117.11
-- Natural gas	1,250,409.58	1,172,589.93
Indirect GHG emissions (Scope 2) (tonnes)	825,898.13	815,713.93
-- Purchased electricity	778,028.30	775,230.77
-- Purchased steam	47,869.83	40,483.16
RESOURCE CONSUMPTION		
Total water consumption (m ³)	2,885,499.56	2,837,664.12
Water consumption per 100 million RMB of income (m ³ /100 million RMB)	5,680.90	4,963.99
Total paper consumption (tonnes)	41.25	70.65
PACKAGING MATERIAL		
Total packaging material used for finished goods (tonnes)	22,126.63	22,583.86
Amount of packaging material used per 100 million RMB of income (tonnes/100 million RMB)	43.56	39.51

Advanced
Materials

Indicators	2024	2025
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	11,116.60	12,149.84
Sulphur dioxide (SO ₂) emissions (tonnes)	4,817.89	5,281.60
Particulate matter emissions (tonnes)	8,780.91	8,688.03
WASTE WATER		
Chemical oxygen demand (COD) emissions (tonnes)	635.57	678.78
Ammonia nitrogen emissions (tonnes)	28.27	22.07
Total phosphorus emissions (tonnes)	1.76	0.68
Wastewater discharge (m ³)	26,244,475.77	26,106,304.36
GREENHOUSE GASES		
Total greenhouse gas emissions (Scope 1 and Scope 2) (tonnes)	63,003,402.78	64,436,439.02
Greenhouse gas emissions per RMB100 million of revenue (tonnes/RMB100 million)	19,349.05	19,208.15
Direct greenhouse gas emissions (Scope 1) (tonnes)	58,046,104.46	60,256,121.77
-- Gasoline	1,706.95	1,828.31
-- Diesel	17,060.44	18,025.01
-- Liquefied petroleum gas	26,808.40	7,795.93
-- Natural gas	643,826.81	827,650.50
-- Coke	13,753,503.76	13,479,234.11
-- Coal	41,738,700.46	44,152,492.26
Intermediate process emissions	1,864,497.64	1,769,095.64
Indirect greenhouse gas emissions (Scope 2) (tonnes)	6,407,611.16	6,332,736.37
-- Purchased electricity	6,302,011.30	6,201,623.05
-- Purchased steam	105,599.86	131,113.32
Implicit emissions of carbon sequestration product (deductible) (tonnes)	(1,450,312.84)	(2,152,419.12)
WASTE		
Hazardous waste total (tonnes)	3,577.54	25,398.59
Hazardous waste per RMB100 million of revenue (tonnes/RMB100 million)	1.10	7.57
Non-hazardous waste total (tonnes)	18,496,090.08	18,490,770.73
Non-hazardous waste per RMB100 million of revenue (tonnes/RMB100 million)	5,680.36	5,512.00
ENERGY CONSUMPTION		
Total energy consumption (MWh)	185,911,652.00	193,923,132.15
Energy consumption per RMB100 million of revenue (MWh/RMB100 million)	57,095.54	57,807.43
Direct energy consumption (MWh)	173,946,356.59	181,834,342.77
-- Gasoline	6,970.66	6,747.24

Advanced Intelligent Manufacturing

Indicators	2024	2025
-- Diesel	64,919.65	67,347.65
-- Liquefied petroleum gas	120,857.27	34,289.61
-- Natural gas	3,292,580.94	4,094,128.45
-- Coke	37,978,206.78	37,220,852.90
-- Coal	132,482,821.28	140,410,976.93
Indirect energy consumption (MWh)	11,965,295.41	12,088,789.38
-- Purchased electricity	11,050,339.90	11,687,940.34
-- Renewable energy electricity	648,289.19	69,754.79
-- Purchased steam	266,666.31	331,094.25
RESOURCE CONSUMPTION		
Total water consumption (m ³)	62,522,219.94	49,903,685.96
Water consumption per RMB100 million of revenue (m ³ /RMB100 million)	19,201.27	14,876.02
Total paper consumption (tonnes)	254.83	44.13
PACKAGING MATERIALS		
Total packaging materials used for finished products (tonnes)	6,210.18	8,554.35
Packaging materials used per RMB100 million of revenue (tonnes/RMB100 million)	1.91	2.55

New Consumption

Indicators	2024	2025
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	6.07	2.19
Sulphur dioxide (SO ₂) emissions (tonnes)	0.03	0.02
GREENHOUSE GASES		
Total greenhouse gas emissions (Scope 1 and Scope 2) (tonnes)	91,380.23	68,331.81
Greenhouse gas emissions per RMB100 million of revenue (tonnes/RMB)	183.23	141.91
Direct greenhouse gas emissions (Scope 1) (tonnes)	4,773.95	3,895.46
-- Gasoline	1,837.72	1,608.62
-- Diesel	2,889.72	2,227.65
-- Coal gas	22.90	21.70
-- Natural gas	23.62	37.50
Indirect greenhouse gas emissions (Scope 2) (tonnes)	86,606.28	64,436.35
-- Purchased electricity	86,606.28	64,436.35
WASTE		
Hazardous waste generation (tonnes)	600.36	575.71

New
Consumption

Indicators	2024	2025
Hazardous waste generation per RMB100 million of revenue (tonnes/RMB)	1.20	1.20
Non-hazardous waste generation (tonnes)	1,021.31	1,434.44
Non-hazardous waste generation per RMB100 million of revenue (tonnes/RMB)	2.05	2.98
ENERGY CONSUMPTION		
Total energy consumption (MWh)	189,061.75	155,394.07
Energy consumption per RMB100 million of revenue (MWh/RMB)	379.09	322.71
Direct energy consumption (MWh)	18,792.08	14,580.81
-- Gasoline	7,504.68	5,936.47
-- Diesel	10,996.17	8,323.27
-- Coal gas	170.45	135.57
-- Natural gas	120.79	185.50
Indirect energy consumption (MWh)	170,269.67	140,813.26
-- Purchased electricity	170,269.67	140,813.26
RESOURCE CONSUMPTION		
Total water consumption (m ³)	1,697,148.52	730,250.99
Water consumption per RMB100 million of revenue (m ³ /RMB)	3,403.01	1,516.52
Total paper consumption (tonnes)	449.34	177.13
PACKAGING MATERIALS		
Total packaging materials used for finished products (tonnes)	5,903.33	2,864.31
Packaging materials used per RMB100 million of revenue (tonnes/RMB100 million)	11.84	5.95

New-type
Urbanisation

Indicators	2024	2025
WASTE GAS		
Nitrogen oxide (NO _x) emissions (tonnes)	51.95	65.67
Sulphur dioxide (SO ₂) emissions (tonnes)	16.74	14.98
Particulate matter emissions (tonnes)	5.45	6.88
WASTE WATER		
Chemical oxygen demand (COD) emissions (tonnes)	0.10	0.10
Ammonia nitrogen emissions (tonnes)	0.002	0.001
Wastewater discharge (m ³)	525,061,302.75	681,405,276.63
GREENHOUSE GASES		
Total greenhouse gas emissions (Scope 1 and Scope 2) (tonnes)	536,760.00	383,887.66

New-type
Urbanisation

Indicators	2024	2025
Greenhouse gas emissions per RMB100 million of revenue (tonnes/RMB100 million)	1,142.36	1,021.58
Direct greenhouse gas emissions (Scope 1) (tonnes)	22,153.27	18,434.29
-- Gasoline	3,021.08	2,424.26
-- Diesel	4,917.98	835.88
-- Coal gas	1.24	1.18
-- Liquefied petroleum gas	72.04	35.18
-- Natural gas	14,140.93	15,137.79
Indirect greenhouse gas emissions (Scope 2) (tonnes)	514,606.73	365,453.37
-- Purchased electricity	514,606.73	365,453.37
WASTE		
Hazardous waste total (tonnes)	39,207.29	83,582.59
Hazardous Waste per RMB100 million of revenue (tonnes/RMB100 million)	83.44	222.42
Non-Hazardous Waste Total (tonnes)	48,094.08	199,939.56
Non-Hazardous Waste per RMB100 million of revenue (tonnes/RMB100 million)	102.36	532.07
ENERGY CONSUMPTION		
Total energy consumption (MWh)	1,009,087.19	777,002.34
Energy consumption per RMB100 million of revenue (MWh/RMB100 million)	2,147.59	2,067.71
Direct energy consumption (MWh)	103,703.23	87,113.70
-- Gasoline	12,337.15	8,946.53
-- Diesel	18,714.28	3,123.15
-- Coal gas	9.21	7.38
-- Liquefied petroleum gas	324.76	154.72
-- Natural gas	72,317.82	74,881.92
Indirect energy consumption (MWh)	905,383.97	689,888.64
-- Purchased Electricity	902,214.38	688,647.38
-- Renewable energy electricity	3,169.59	1,241.26
RESOURCE CONSUMPTION		
Total water consumption (m ³)	21,231,654.29	10,725,404.54
Water consumption per RMB100 million of revenue (m ³ /RMB100 million)	45,186.23	28,541.71
Total paper consumption (tonnes)	127.96	129.19
PACKAGING MATERIALS		
Total packaging materials used in manufacturing (tonnes)	187.82	204.86
Packaging materials used per RMB100 million of revenue (tonnes/RMB100 million)	0.40	0.55

Social Performance

Employment Statistics		
Indicators	2024	2025
Total number of employees ³ (person)	190,763	193,011
Male employees (person)	123,112	123,261
Female employees (person)	67,651	69,750
Number of employees aged 30 or below (person)	46,928	45,269
Number of employees aged 31-35 (person)	40,289	37,537
Number of employees aged 36-40 (person)	40,234	43,003
Number of employees aged 41-45 (person)	25,128	27,684
Number of employees aged 46-50 (person)	16,160	16,773
Number of employees aged 51-55 (person)	14,602	14,603
Number of employees aged 56 or above (person)	7,422	8,142
Number of employees in the Chinese Mainland (person)	166,918	168,363
Number of employees in Hong Kong, Macau and Taiwan (person)	10,017	10,446
Number of employees in other countries and regions (person)	13,828	14,202
Number of employees with a PhD degree (person)	958	995
Number of employees with a master's degree (person)	39,617	41,754
Number of employees with a bachelor's degree (person)	85,437	87,017
Number of employees with an associate degree or below (person)	64,751	63,245

Employee Health and Safety

CITIC Bank ⁴	Indicators	2023	2024	2025
	Number of work-related fatalities (person)	0	1	0
Rate of work-related fatalities (%)	0	0.0016	0	

CITIC Securities	Indicators	2023	2024	2025
	Number of work-related fatalities (person)	0	0	0
Rate of work-related fatalities (%)	0	0	0	

3. This includes official contract employees at the headquarters and subsidiaries, excluding labour dispatch employees.

CSC Financial	Indicators	2023	2024	2025
	Number of work-related fatalities (person)	0	0	0
	Rate of work-related fatalities (%)	0	0	0
CITIC Pacific Special Steel	Indicators	2023	2024	2025
	Number of work-related fatalities (person)	0	0	0
	Rate of work-related fatalities (%)	0	0	0
CITIC Bank ⁴	Indicators	2025		
	Lost days due to work injury (day)	232.50		
CITIC Securities ⁵	Indicators	2025		
	Lost days due to work injury (day)	621.50		
CSC Financial	Indicators	2025		
	Lost days due to work injury (day)	70		
CITIC Pacific Special Steel	Indicators	2025		
	Lost days due to work injury (hour)	976		

Employee Turnover Statistics

Headquarters	Indicators	2024	2025
	Employee turnover rate (%)	1.80	1.82
	Female employee turnover rate (%)	1.20	1.91
	Male employee turnover rate (%)	2.10	1.78
	Employee turnover rate of those aged 30 and below (%)	0.00	0.00
	Employee turnover rate of those aged 31-40 (%)	4.60	2.67
	Employee turnover rate of those aged 41-50 (%)	0.00	3.28
	Employee turnover rate of those aged 51-59 (%)	0.00	0.00
	Employee turnover rate of those aged 60 and above (%)	0.00	0.00
	Employee turnover rate in the Chinese Mainland	1.90	1.82

4. The statistical scope of this data is CITIC Bank Head Office.

5. The statistical scope of this data is the parent company of CITIC Securities, excluding branches.

CITIC Bank

Indicators	2024	2025
Employee turnover rate (%)	2.14	2.23
Female employee turnover rate (%)	2.12	2.12
Male employee turnover rate (%)	2.16	2.37
Turnover rate of employees aged 30 and below (%)	4.53	4.77
Turnover rate of employees aged 31 -50 (%)	1.55	1.71
Turnover rate of employees aged 51 and above (%)	0.32	0.36
Turnover rate in the Bohai Rim region (%)	1.09	1.27
Turnover rate in the Yangtze River Delta region (%)	2.80	3.01
Turnover rate in the Pearl River Delta and West Strait region (%)	3.19	2.85
Turnover rate in central China (%)	1.57	1.69
Turnover rate in western China (%)	2.33	2.60
Turnover rate in northeast China (%)	2.45	2.21

CSC Financial

Indicators	2024	2025
Employee turnover rate (%)	9.04	8.53
Female employee turnover rate (%)	7.95	6.18
Male employee turnover rate (%)	9.86	10.35
Employee turnover rate of those aged 30 and below (%)	15.63	12.94
Turnover rate of employees aged 31 -50 (%)	5.70	6.79
Turnover rate of employees aged 51 and above (%)	15.14	6.69
Employee turnover rate in the Chinese Mainland (%)	8.87	8.31

CITIC Pacific Special Steel

Indicators	2024	2025
Employee turnover rate (%)	2.26	2.02
Female employee turnover rate (%)	1.94	1.53
Male employee turnover rate (%)	2.29	2.06
Employee turnover rate of those aged 30 and below (%)	7.04	6.39
Employee turnover rate of those aged 31-40 (%)	1.51	1.36
Employee turnover rate of those aged 41-50 (%)	0.71	0.63
Employee turnover rate of those aged 51-59 (%)	0.44	0.38
Employee turnover rate of those aged 60 and above (%)	0.00	0.00
Employee turnover rate in the Chinese Mainland (%)	2.26	2.02
Employee turnover rate in Hong Kong, Macao, and Taiwan regions (%)	0.00	0.00
Employee turnover rate in other countries and regions (%)	0.00	3.70

CITIC Telecom
International

Indicators	2024	2025
Employee turnover rate (%)	11.7	13.7
Female employee turnover rate (%)	11.5	15.5
Male employee turnover rate (%)	12.1	12.8
Employee turnover rate of those aged 30 and below (%)	21.2	27.7
Employee turnover rate of those aged 31-40 (%)	10.5	11.3
Employee turnover rate of those aged 41-50 (%)	7.0	8.5
Employee turnover rate of those aged 51 and above (%)	4.2	10.7
Employee turnover rate in the Chinese Mainland (%)	9.0	10.7
Employee turnover rate in Hong Kong, China (%)	13.3	20.9
Employee turnover rate in Macau, China (%)	10.1	10.8

Employee Training Statistics

Headquarters

Indicators	2024	2025
Number of employee training programs	71.00	75.00
Percentage of male employees participating in training (%)	100.00	100.00
Percentage of female employees participating in training (%)	100.00	100.00
Percentage of managerial employees participating in training (%)	100.00	100.00
Percentage of non-managerial employees participating in training (%)	100.00	100.00
Per capita training hours received by male employees (hours/person)	79.00	82.10
Per capita training hours received by female employees (hours/person)	64.00	65.43
Per capita training hours received by managerial employees (hours/person)	133.00	139.25
Per capita training hours received by non-managerial employees (hours/person)	69.00	69.14

CITIC Bank

Indicators	2024	2025
Percentage of male employees participating in training (%)	100.00	100.00
Percentage of female employees participating in training (%)	100.00	100.00
Percentage of managerial employees participating in training (%)	100.00	100.00
Percentage of non-managerial employees participating in training (%)	100.00	100.00
Per capita training hours received by male employees (hours/person)	20	18
Per capita training hours received by female employees (hours/person)	20	18

CITIC Bank	Indicators	2024	2025
	Per capita training hours received by managerial employees (hours/person)	23	21
	Per capita training hours received by non-managerial employees (hours/person)	20	17

CSC Financial	Indicators	2024	2025
	Percentage of male employees participating in training (%)	91.50	97.81
	Percentage of female employees participating in training (%)	86.61	94.50
	Percentage of senior management employees receiving training (%)	100.00	100.00
	Percentage of middle management employees receiving training (%)	100.00	100.00
	Percentage of non-managerial employees participating in training (%)	89.33	96.32
	Per capita training hours received by male employees (hours/person)	48.70	53.56
	Per capita training hours received by female employees (hours/person)	48.66	51.53
	Per capita training hours received by Senior management employees (hours/person)	206.51	238.97
	Per capita training hours received by Mid-level management employees (hours/person)	272.75	190.11
	Per capita training hours received by non-managerial employees (hours/person)	47.13	51.18

CITIC Pacific Special Steel	Indicators	2024	2025
	Percentage of male employees participating in training (%)	100.00	100.00
	Percentage of female employees participating in training (%)	100.00	100.00
	Percentage of managerial employees participating in training (%)	100.00	100.00
	Percentage of non-managerial employees participating in training (%)	100.00	100.00
	Per capita training hours received by male employees (hours/person)	35.07	31.89
	Per capita training hours received by female employees (hours/person)	36.91	36.21
	Per capita training hours received by senior management employees (hours/person)	95.05	106.17
	Per capita training hours received by middle management employees (hours/person)	70.01	71.11
	Per capita training hours received by other office staffs (hours/person)	37.03	38.61
	Per capita training hours received by general workers and technical workers (hours/person)	31.81	26.76

CITIC Telecom
International

Indicators	2024	2025
Percentage of male employees participating in training (%)	96.9	93.6
Percentage of female employees participating in training (%)	98.7	88.2
Percentage of senior managerial employees participating in training (%)	100.0	100.0
Percentage of middle managerial employees participating in training (%)	96.4	96.4
Percentage of first-line managerial employees participating in training (%)	98.8	96.4
Percentage of general employees participating in training (%)	97.4	90.7
Per capita training hours received by male employees (hours/person)	16.0	18.7
Per capita training hours received by female employees (hours/person)	14.4	15.5
Per capita training hours received by senior management employees (hours/person)	41.4	81.4
Per capita training hours received by middle management employees (hours/person)	23.7	32.4
Per capita training hours received by first-line managerial staffs (hours/person)	19.9	20.6
Per capita training hours received by general workers (hours/person)	14.4	16.4

Supplier Management

CITIC Bank

Indicators	2024	2025
Number of suppliers from the mainland of China (supplier)	19,135	19,614
Number of suppliers from Hong Kong, Macau, Taiwan, and overseas (supplier)	65	67

CSC Financial

Indicators	2024	2025
Number of suppliers from the mainland of China (supplier)	841	948
Number of suppliers from Hong Kong, Macau, Taiwan, and overseas (supplier)	12	5

CITIC Pacific
Special Steel

Indicators	2024	2025
Number of suppliers from the mainland of China (supplier)	339	369
Number of suppliers from Hong Kong, Macau, Taiwan, and overseas (supplier)	32	29

Independent Assurance Report



Independent Practitioner's Limited Assurance Report

To the Board of Directors of CITIC Limited:

Report on selected information in CITIC Limited's 2025 Environmental, Social and Governance (ESG) Report (hereafter referred to as the "ESG Report") as of and for the year ended 31 December 2025. This English version is a translation, should there be inconsistency between the English edition and the Simplified Chinese edition, the Simplified Chinese edition shall prevail.

Conclusion

We have performed a limited assurance engagement on the following information in CITIC Limited's ESG Report as of and for the year ended 31 December 2025 (hereafter referred to as "the assured sustainability information"):

The assured sustainability information	Point in time or period subject to assurance
Headquarters and Subsidiaries of CITIC Limited	
Total number of employees (persons)	As of 31 December 2025
Proportion of female employees (%)	As of 31 December 2025
Labor contract signing rate (%)	As of 31 December 2025
Headquarters of CITIC Limited	
Number of employee training programs (number)	For the year ended 31 December 2025
Electricity consumption per capita at headquarters (MWh/person)	For the year ended 31 December 2025
Water consumption per capita at headquarters (m ³ /person)	For the year ended 31 December 2025
Gasoline consumption per capita at headquarters (Liters/person)	For the year ended 31 December 2025
Headquarters of China CITIC Bank Corporation Limited	
Balance of green credit (RMB hundred million)	As of 31 December 2025
Number of customer complaints received through all channel (Unit)	For the year ended 31 December 2025



Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the assured sustainability information of CITIC Limited as of and for the year ended 31 December 2025 is not prepared, in all material respects, in accordance with basis set out in the appendix to this report.

Our conclusion on the assured sustainability information does not extend to any other information that accompanies or contains the assured sustainability information and our report (hereafter referred to as "other information"). We have not performed any procedures as part of this engagement with respect to the other information.

Basis for conclusion

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for conclusion.

Restriction on use

This report is made solely to you, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Our conclusion is not modified in respect of this matter.



Responsibilities for the assured sustainability information

The management of CITIC Limited is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the assured sustainability information that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the assured sustainability information and appropriately referring to or describing the criteria used; and
- preparing the assured sustainability information in accordance with the Basis of Preparation attached to this report.

The governance layer is responsible for supervising the reporting process of sustainability information verified by CITIC Limited.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the assured sustainability information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the board of directors of CITIC Limited.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the assured sustainability information that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the assured sustainability information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In addition, we do not conduct our work to express an opinion on the effectiveness of CITIC Limited's internal controls. Within our work scope, the assurance procedures were implemented at the head office of CITIC Limited, the head office of China CITIC Bank Corporation Limited and the head office of CITIC Securities Company Limited.



In carrying out our engagement, we performed the procedures including:

- 1) Interviewing with relevant departments engaged to provide the assured sustainability information;
- 2) Implementing analytical procedures on the assured sustainability information;
- 3) Conducting sampling inspection on the assured sustainability information; and
- 4) Performing recalculation.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



KPMG Huazhen LLP

Beijing, China

21 April 2026

Appendix: Basis

Total number of employees (persons): The term Total number of employees disclosed in the ESG Report refers to the total number of all formal full-time employees at CITIC Limited's headquarters and subsidiaries as of 31 December 2025, excluding dispatched employees.

Proportion of female employees (%): The term Proportion of female employees disclosed in the ESG Report refers to the percentage of all formal female employees in-service over the total number of employees of CITIC Limited's headquarters and subsidiaries as of 31 December 2025.

Labor contract signing rate (%): The term Labor contract signing rate disclosed in the ESG Report refers to the percentage of formal employees in-service who have signed labor contracts with CITIC Limited's headquarters and subsidiaries as of 31 December 2025.

Number of employee training programs (number): The term Number of employee training programs disclosed in the ESG Report refers to the total number of training programs, including online and face-to-face training, carried out by CITIC Limited's headquarters for the year ended 31 December 2025.

Electricity consumption per capita at headquarters (MWh/person): The term Electricity consumption per capita at headquarters disclosed in the ESG Report refers to the average electricity consumption per formal employee in-service at CITIC's headquarters for the year ended 31 December 2025, which is the total electricity consumption of CITIC Limited's headquarters for the year ended 31 December 2025 over the total number of formal employees in-service of CITIC Limited's headquarters as of 31 December 2025.

Water consumption per capita at headquarters (m³/person): The term Water consumption per capita at headquarters disclosed in the ESG Report refers to the average water consumption per formal employee in-service at CITIC Limited's headquarters for the year ended 31 December 2025, which is the total water consumption of CITIC Limited's headquarters for the year ended 31 December 2025 over the total number of formal employees in-service of CITIC Limited's headquarters as of 31 December 2025.

Gasoline consumption per capita at headquarters (Liters/Person): The term Gasoline consumption per capita at headquarters disclosed in the ESG Report refers to the average gasoline consumption per formal employee in-service at CITIC Limited's headquarters for the year ended 31 December 2025, which is the total gasoline consumption of CITIC Limited's headquarters for the year ended 31 December 2025 over the total number of formal employees in-service of CITIC Limited's headquarters as of 31 December 2025.

Balance of green credit (RMB hundred million): The term Balance of green credit (RMB hundred million) disclosed in the ESG Report refers to the aggregate amount of the credit balance of CITIC Bank Co., Ltd. as of 31 December 2025, for the investment made in energy conservation and carbon reduction, environmental protection, green and low carbon transition of energy, ecological protection restoration and utilization, resource recycling and utilization, and green upgrading of infrastructure, as well as two major fields of green trade and green consumption.

Number of customer complaints received through all channel (Units): The term Number of customer complaints received through all channel (Units) disclosed in the ESG report refers to the total units of complaints transferred from regulatory channels, 95558 channel complaints, Credit Card Center channel complaints, and other channel complaints. Excluding repeated complaints, as well as complaints accepted via internal channels of the Bank concerning account management and control, credit reports, charging standards, and debt negotiation.

Content Index

HKEX Environmental, Social and Governance Reporting Code

Aspect	Disclosure Requirement	Section
Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritize and manage material ESG-related issues (including risks to the issuer's businesses); and (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.	P3
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: <ul style="list-style-type: none"> • Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. • Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. • Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison 	P2
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	P2

Aspects, General Disclosures and KPIs	Description	Section
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 emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	P34-40
KPI A1.1	The types of emissions and respective emissions data.	P112-P119
KPI A1.3	Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	P112-P119
KPI A1.4	Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	P112-P119
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	P34-40
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.	P40
Aspect A2:	Use of Resources	
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	P37-40
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).	P112-P119
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	P112-P119
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	P34-40

Aspects, General Disclosures and KPIs	Description	Section
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	P37-38, P40
KPI A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	P112-P119
Aspect A3:	The Environment and Natural Resources	
General Disclosure	Policies on minimizing the issuer's significant impacts on the environment and natural resources.	P34-40
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	P34-40
	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.	P78-79
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region	P120
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	P121-123
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.	P84-85
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	P120-121
KPI B2.2	Lost days due to work injury.	P121
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	P84-85
Aspect B3:	Development and Training	
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	P80-83
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	P123-125
KPI B3.2	The average training hours completed per employee by gender and employee category.	P123-125
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.	P78
KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	P78
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	P78

Aspects, General Disclosures and KPIs	Description	Section
	Operating Practices	
Aspect B5:	Supply Chain Management	
General Disclosure	Policies on managing environmental and social risks of the supply chain.	P30-31
KPI B5.1	Number of suppliers by geographical region	P125
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.	P31
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	P30-31
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	P30-31
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, labelling and privacy matters relating to products and services provided and methods of redress.	P69-77
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	P69
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	P71, P73
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	P29
KPI B6.4	Description of quality assurance process and recall procedures.	P69-70, P72-74
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	P75-76
Aspect B7:	Anti-corruption	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	P22-23
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	P22
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	P21-26
KPI B7.3	Description of anti-corruption training provided to directors and staff.	P19, P23
	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 its activities take into consideration the communities' interests.	P90-95
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	P90-95
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	P90-95

Aspects, General Disclosures and KPIs	Description	Section
Climate-related Disclosures		
(I) Governance		
(I) Governance	<p>An issuer shall disclose information about:</p> <p>(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities; and</p> <p>(b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.</p>	P3, P6, P48
(II) Strategy		
Climate-related risks and opportunities	<p>An issuer shall disclose its assessment of any climate-related risks reasonably likely to have a material effect on the issuer’s business model, strategy and cash flows, its access to finance and its cost of capital, which may manifest in the short, medium or long term.</p>	P49-51
Business model and value chain	<p>An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain. Specifically, the issuer shall disclose:</p> <p>(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain; and</p> <p>(b) a description of where in the issuer’s business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).</p>	P49-51
Strategy and decision-making	<p>An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:</p> <p>(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation; and</p> <p>(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph (a). An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph (a).</p>	P48-51
Financial position, financial performance and cash flows	<p>Current financial effect</p> <p>An issuer shall disclose qualitative and quantitative information about:</p> <p>(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and</p> <p>(b) the climate-related risks and opportunities identified in paragraph (a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.</p>	P49-51
	<p>Anticipated financial effect</p> <p>The issuer shall provide qualitative and quantitative disclosures about:</p> <p>(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities; and</p> <p>(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.</p>	P49-51
Climate resilience	<p>An issuer shall disclose information that enables an understanding of the resilience of the issuer’s strategy and business model to climate-related changes, developments and uncertainties. Specifically, the issuer shall disclose:</p> <p>(a) the issuer’s assessment of its climate resilience as at the reporting date; and</p> <p>(b) how and when the climate-related scenario analysis was carried out.</p>	P49-50
(III) Risk Management		
Climate-related risks and opportunities	<p>An issuer shall disclose information about:</p> <p>(a) the processes and related policies it uses to identify, assess, prioritize and monitor climate-related risks;</p> <p>(b) the processes the issuer uses to identify, assess, prioritize and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and</p> <p>(c) the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the issuer’s overall risk management process.</p>	P49-51

Aspects, General Disclosures and KPIs	Description	Section
(IV) Metrics and Targets		
Greenhouse gas emissions	An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions.	P112-P119
Greenhouse gas emissions measuring method	An issuer shall: (a) measure its greenhouse gas emissions in accordance with the <i>Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)</i> unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; (b) disclose the approach it uses to measure its greenhouse gas emissions; (c) for Scope 2 greenhouse gas emissions disclosed, disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and (d) for Scope 3 greenhouse gas emissions disclosed, disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the <i>Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)</i> .	P112
Climate-related transition risks	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	P49-51
Climate-related physical risks	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	P49
Climate-related opportunities	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	P50-51
Capital deployment	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	P35-36, P49-51
Internal carbon prices	An issuer shall disclose: (a) an explanation of whether and how the issuer is applying a carbon price in decision-making; and (b) the price of each metric ton of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions;	/
Remuneration	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	P20, P48
Industry-based metrics	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterize participation in an industry.	P49-51
Climate-related targets	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets.	P34-36
	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target.	P34-36
	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	P34-36

GRI Content Index

Statement of use	CITIC Limited has reported the information cited in this GRI content index for the period from January 1st, 2025 to December 31st, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	P5
	2-2 Entities included in the organization's sustainability reporting	P2
	2-3 Reporting period, frequency and contact point	P2
	2-4 Restatements of information	/
	2-5 External assurance	P126-130
	2-6 Activities, value chain and other business relationships	P5
	2-7 Employees	P120-125
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	2-9 Governance structure and composition	P15
	2-10 Nomination and selection of the highest governance body	P16
	2-11 Chair of the highest governance body	P15-16
	2-12 Role of the highest governance body in overseeing the management of impacts	P3
	2-13 Delegation of responsibility for managing impacts	P6-7
	2-14 Role of the highest governance body in sustainability reporting	P3, P6-7
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GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	P88
GRI 3: Material Topics 2021	3-1 Process to determine material topics	P7-8
	3-2 List of material topics	P7-8
	3-3 Management of material topics	P7-8
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	P43
	101-2 Management of biodiversity impacts	/
	101-3 Access and benefit-sharing	/
	101-4 Identification of biodiversity impacts	P45
	101-5 Locations with biodiversity impacts	P43-47
	101-6 Direct drivers of biodiversity loss	/
	101-7 Changes to the state of biodiversity	P43-47
	101-8 Ecosystem services	P43-47
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	P41-42
	201-2 Financial implications and other risks and opportunities due to climate change	P49-51
	201-3 Defined benefit plan obligations and other retirement plans	P79
	201-4 Financial assistance received from government	/
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	/
	202-2 Proportion of senior management hired from the local community	/
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	P64-65
	203-2 Significant indirect economic impacts	P54-58, P60-64
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	/
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	P22
	205-2 Communication and training about anti-corruption policies and procedures	P23
	205-3 Confirmed incidents of corruption and actions taken	/
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	/
GRI 207: Tax 2019	207-1 Approach to tax	/
	207-2 Tax governance, control, and risk management	/
	207-3 Stakeholder engagement and management of concerns related to tax	/
	207-4 Country-by-country reporting	/
GRI 301: Materials 2016	301-1 Materials used by weight or volume	P112-P119
	301-2 Recycled input materials used	P43-44, P47
	301-3 Reclaimed products and their packaging materials	P37-40, P43-44, P47

GRI STANDARD	DISCLOSURE	LOCATION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P112-P119
	302-2 Energy consumption outside of the organization	P112-P119
	302-3 Energy intensity	P112-P119
	302-4 Reduction of energy consumption	P112-P119
	302-5 Reductions in energy requirements of products and services	P37-40
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	P40, P43-44, P47, P112-P119
	303-2 Management of water discharge-related impacts	P40, P43-44, P47, P112-P119
	303-3 Water withdrawal	P40, P43-44, P47, P112-P119
	303-4 Water discharge	P40, P43-44, P47, P112-P119
	303-5 Water consumption	P112-P119
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	P112-P119
	305-2 Energy indirect (Scope 2) GHG emissions	P112-P119
	305-3 Other indirect (Scope 3) GHG emissions	P112-P119
	305-4 GHG emissions intensity	P112-P119
	305-5 Reduction of GHG emissions	P112-P119
	305-6 Emissions of ozone-depleting substances (ODS)	/
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	P112-P119
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	P40
	306-2 Management of significant waste-related impacts	P40
	306-3 Waste generated	P112-P119
	306-4 Waste diverted from disposal	P40
	306-5 Waste directed to disposal	P40
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	P30
	308-2 Negative environmental impacts in the supply chain and actions taken	P30-31
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	P121-123
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P78-79, P86-88
	401-3 Parental leave	P78
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	/
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	P84-85
	403-2 Hazard identification, risk assessment, and incident investigation	P84-85
	403-3 Occupational health services	P84-85
	403-4 Worker participation, consultation, and communication on occupational health and safety	P84-85, P88
	403-5 Worker training on occupational health and safety	P84-85

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	P84-85
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P84-85
	403-8 Workers covered by an occupational health and safety management system	P84-85
	403-9 Work-related injuries	P120-121
	403-10 Work-related ill health	/
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	P123-125
	404-2 Programs for upgrading employee skills and transition assistance programs	P80-83
	404-3 Percentage of employees receiving regular performance and career development reviews	P79
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	P18, P78
	405-2 Ratio of basic salary and remuneration of women to men	P78-79
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	/
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	/
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	/
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	/
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	/
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	/
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	P54-58, P90-95
	413-2 Operations with significant actual and potential negative impacts on local communities	/
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	P30-31
	414-2 Negative social impacts in the supply chain and actions taken	/
GRI 415: Public Policy 2016	415-1 Political contributions	/
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	P69-77
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	/
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	P72-74
	417-2 Incidents of non-compliance concerning product and service information and labeling	/
	417-3 Incidents of non-compliance concerning marketing communications	/
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	/

Reader's Feedback

Dear Readers,

We appreciate your reading the CITIC Limited Environmental, Social and Governance (ESG) Report 2025. We look forward to your comments and suggestions on the report and on ourselves. You can send the completed questionnaire back to us by mail to put forward your valuable suggestions. Thank you!

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1. What kind of stakeholders does your work unit belong to CITIC LIMITED:

- Shareholder Investor Employee Supplier
 Customer Government Community Academic institution
 Non profit organization Others (please specify)

2. Is the information you are concerned about reflected in this year's ESG report?

- Yes Partially No

3. Your comprehensive evaluation of this year's annual ESG report:

Readability (the expression is easy to understand, the design is beautiful, attractive, and it is easy to find the required information)

- 3 points (good) 2 points (average) 1 point (poor)

Credibility (report information is authentic)

- 3 points (good) 2 points (average) 1 point (poor)

Information integrity (both positive and negative information, and meets your information needs)

- 3 points (good) 2 points (average) 1 point (poor)

4. Can you easily find the information you are concerned about in the report?

- Yes Moderately No

5. In addition to what has been disclosed in the report, what information would you like to see?

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