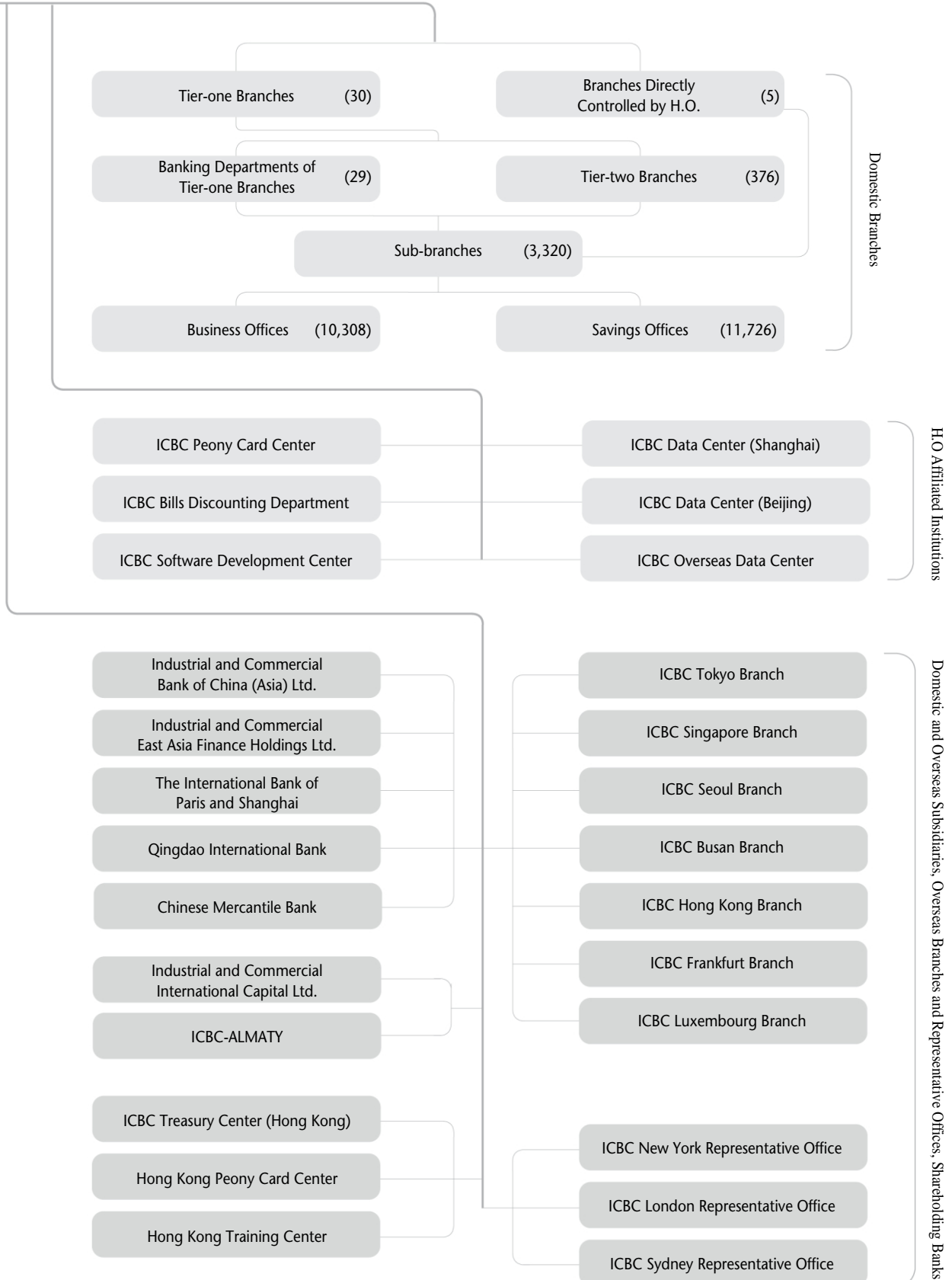


ORGANIZATIONAL CHART



Note: By the end of 2002, the number of organizations of the whole Bank (including business outlets, schools and other affiliated units) totaled 25,960, and the headcount amounted to 405,558.



Human Resources Management

The future competition in the banking sector is, to a certain extent, the war for talented personnel. Fully aware of the significance that human capital development plays in the future growth of the bank, ICBC has launched a series of reforms in its human resources management process over the past few years in order to attract and retain talented personnel and to optimize these rare resources with a view to getting prepared for increased future competition.

SELECTION OF MANAGERIAL PERSONNEL

In 2002, reforms were introduced into the selection process for managerial positions such as Deputy General Managers of some of the Head Office directly controlled branches, Deputy General Managers of some banking departments within the tier-one branches, and Division Chiefs and Deputy Division Chiefs at both the Head Office and the tier-one branches. The candidates were requested to go through a series of open tests that consisted of written examinations, interviews and comprehensive appraisals. A considerable number of high-caliber, creative young talents have thus been selected to these managerial positions, which helped to motivate the overall workforce.

REFORMS IN RECRUITMENT

A scientific, rational and smooth recruiting mechanism was formed through efforts to standardize labor contracts and modify contract terms, and reinforce the legal clauses of the labor contracts. In the spirit of raising efficiency through rationalization, ICBC has reduced the total number of employees to 405,000. Meanwhile, the Bank has encouraged the internal flow of personnel and provided individuals with a set of career development schemes. The fair and competitive environment for personal career development has effectively promoted the optimization and flow of human resources within the Bank.

PERFORMANCE EVALUATION MECHANISM

Having worked with an international consulting firm, ICBC conducted a consulting project relating to the job appraisal and performance evaluation mechanism within the Shenzhen Municipal Branch and the ICBC Card Center. This was an attempt to establish a rational and scientific mechanism and methodology of appraisal indicators for employee performance measurement and evaluation.

EMOLUMENT REFORM

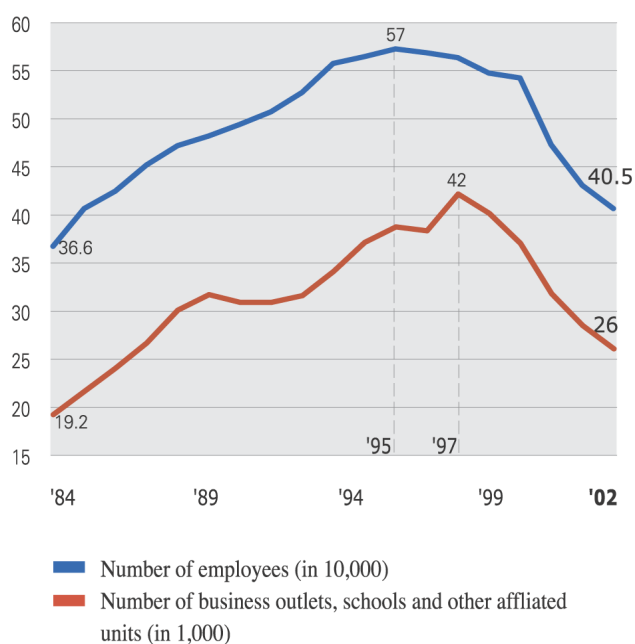
The Bank has strived to establish a rational and transparent remuneration system. An open salary system is being gradually established with reference to market-level salaries, in which reasonable salary differences are created. Pension insurance, unemployment insurance and medical insurance systems are undergoing re-

forms and standardization. Experiments with corporate-profit-related pay schemes are being undertaken at some of the branches.

FULL-SCALE ADVANCED TRAINING PROGRAMS

Aiming at the needs for the long-term development of a modern commercial bank, a multi-level and multi-area training framework, focusing on the development of senior executives, high-caliber professionals versed in financial theory as well as practical operations, has been established in line with the best international practices in developing talent. For instance, a post-doctoral research station has been established at the Head Office; excellent young and middle-aged executives are chosen to attend short- or medium-term advanced training programs in the USA, Canada and Australia; training projects based upon MBA core courses are launched for the Heads of ICBC branches at all levels; IMBA training programmes are sponsored together with the University of Hong Kong and Fudan University; overseas internships for domestic employees are provided; a variety of professional training programmes in the fields of international settlement, marketing, client management and private financial services are also offered. ICBC has also taken the lead to launch a long-distance E-education system amongst the domestic financial institutions and business corporations. The Bank has provided a total of 1,030,000 training experiences in such areas as management and operations, representing some 2.6 training experiences per person on average across the Bank's entire workforce.

HEADCOUNT AND NUMBER OF BUSINESS OUTLETS, SCHOOLS AND OTHER AFFILIATED UNITS



ICBC in the Community



366.15

While constantly attaining better business results and gaining extensive support from its clients, ICBC is an active participant in public welfare activities, upholding the development of the nation's education and sports, and actively contributing to the nation and society at large.

25.92

THE ICBC BENEVOLENCE FOUNDATION

Ever since its founding in 1997, the ICBC Benevolence Foundation has sponsored 59 public welfare programs amounting to RMB10.68 million in total gifts. Under the sponsorship of the Foundation, 45 primary schools for the Hope Project have been founded, 31 bridges have been built and a donation of RMB1.2 million to the Spring Buds Project and RMB 1 million to the National Guarantee Foundation for Student Loans have been made. In 2002, the Bank donated RMB 100,000 from the Foundation to rebuild a bridge over the Puhe River at Simudi Town in Shanxi Province, RMB100,000 for the phase II of the Hope Library Project, to support the establishment or replenishment of the libraries of 30 schools in poverty-stricken areas. In addition to sponsoring RMB 500,000 to initiate funding for the destitute students of Ningxia University, a further RMB 100,000 was donated, and altogether 316 destitute students have been helped using these funds to complete their studies.

PARTICIPATION IN THE PEACE AND HEALTH (AN KANG) PROJECT

The Peace and Health Project is a project aimed at fighting against children's illiteracy, disease, injury and crime, with efforts from all over the community. It was jointly initiated by the Chinese Children's Foundation and the State Economic and Trade Commission in 2002. ICBC fully endorsed the donation plans for the Project, and supported it with the help of its extensive business network all around China and its fast and efficient funds clearing system. ICBC was the first bank to place donation boxes at some 500 business outlets across the country. The Bank's employees have actively donated RMB1.17 million in total to the Project.

PROJECTS TO HELP THE POOR

One of the significant activities that ICBC is engaged in to serve the society is to help the poor in some chosen areas. Chengkou County in Chongqing Municipality, Tongjiang County, Nanjiang County and the City of Wanyuan in Sichuan Province have been chosen by ICBC as the locations for help. By the end of 2002, a total of RMB 366.15 million had been raised for constructing local economic infrastructure and promoting the growth of local businesses. ICBC has dispatched seven teams to help the regions, and donated about RMB 2.14 million, 30,000 pieces of clothing, 6,100 kilograms of grain and 80 tons of fertilizers and seeds. The Bank also helped to establish 8 new primary schools for the Hope Project, rebuild 2 existing ones and donated 25,000 books and 144 personal computers and printers to the schools. In addition, the Bank's employees have voluntarily sponsored 599 children to be educated.

OTHER SPONSORSHIPS

ICBC has provided RMB 8 million since 1997 to set up the Bayi (ICBC) Table Tennis Club together with Bayi Military Sports Association. The Club has attained a superb record in major sports tournaments held both at home and abroad over the last five years, cultivated a considerable number of excellent sportsmen, and contributed to the development of our national sport — the table tennis. ICBC is also the first commercial bank in China to grant National Student Loans. By the end of 2002, ICBC had provided a total cumulative amount of approximately RMB 2 billion of national student loans for 270,000 students suffering from poverty. In addition, the Bank's employees have donated a total of RMB 25.92 million for environmental protection, helping the poor and other charitable purposes.