China Merchants Bank Co., Ltd.

Key Points of Debt Collection Management Policy

(2025 Version)

I. Objective

To standardize the debt collection management of China Merchants Bank Co., Ltd. (referred to as "CMB" or "the Bank") in retail credit loans and credit card loan businesses, the Bank has established a standardized debt collection policy in accordance with relevant laws, regulations and policy requirements such as the *Personal Information Protection Law of the People's Republic of China*, and the *Measures for the Supervision and Administration of the Credit Card Business of Commercial Banks*, the *Interim Measures for the Administration of Internet Loans of Commercial Banks*, the *Measures for the Administration of the Protection of Consumer Rights and Interests by Banking and Insurance Institutions*, the *Notice on the Further Promoting the Standardized and Sound Development of the Credit Card Business* issued by the National Financial Regulatory Administration (formerly the China Banking Regulatory Commission and the China Banking and Insurance Regulatory Commission).

II. Scope of Application

This policy applies to all types of the Bank's personal loans, credit card loans, and other related businesses and products.

III. Debt Collection Management Mechanism

1. Repayment Reminders and Debt Collection Methods

CMB conducts debt repayment reminder services based on strict compliance with laws and regulations.

(1) Prior to Payment Due Date: The Bank provides multi-channel, tiered differentiated repayment prepayment reminder services through various methods, including SMS, email, WeChat official accounts, and other proprietary channels (e.g., the CMB Life App), to fully protect customers' rights and help customers maintain good credit records.

(2) Overdue Payments: For customers with overdue payments, the Bank primarily conducts debt collection activities via telephone outreach, supplemented by SMS, email, written notices, WeChat official accounts, and other proprietary channels (e.g., CMB Life App). Third-party collection agencies are engaged based on customer delinquency status.

2. Special Circumstances Handling

In response to emergencies such as natural disasters (e.g., earthquakes, floods), accident disasters (e.g., traffic accidents), public health incidents, and social security

events, CMB will promptly adjust its debt collection strategies based on the risk classification of such events. For special circumstances, the Bank will implement differentiated measures.

3. Consumer Rights Protection

CMB adheres to the "customer-centered" service principle to ensure that debt collection activities are conducted lawfully, in compliance, and in an orderly manner.

(1) The Bank strictly prevents the moral hazards and operational risks of the collection personnel. Collection personnel are required to keep customer information confidential during the debt collection process and must not disclose debtor information to any parties unrelated to the loan, to ensure the security of customer account information.

(2) Collection personnel are required to use standardized and courteous language when communicating with customers, accurately and quickly identify customer issues, provide correct answers to various inquiries, properly handle customer requests, and explain business matters in clear and simple terms.

(3) Collection personnel are prohibited from conducting debt collection activities by falsely claiming to be administrative or judicial authorities, using violence,

intimidation, threats, fraud, or other improper means, or by engaging in other violations of laws and regulations, or actions that disrupt social order or public morals that harm public interests.

(4) Following the "prudent operation" principle, the Bank establishes and continuously improves its outsourcing management system, clarifies outsourcing management responsibilities, strictly controls the entry mechanism for outsourcing agencies, strengthens daily management of outsourcing agencies, enhances whole process monitoring of outsourced debt collection activities, and improves the service quality of cooperating collection agencies.

IV. Customer Debt Management

For existing retail credit customers, CMB has established specialized regulations and standardized processes, based on customer qualifications and actual needs. The Bank conducts specialized reviews and handles business operations in accordance with laws and regulations. Multiple communication channels are provided, including the 95555 customer service hotline, the CMB App, branch post-loan service centers, and other online and offline platforms. For customers experiencing repayment difficulties temporarily, the Bank prioritizes communication and negotiation to establish customized

repayment plans. For customers with a strong willingness to repay but facing temporary cash flow difficulties, the Bank provides loan modification services based on its assessment. The Bank clearly stipulates contract modification terms in personal loan contracts. Borrowers can apply for loan modification services through various channels, including offline branches, the 95555 customer service hotline, the CMB App, and account managers. The Bank actively improves the customer demand response mechanism by establishing a fast-track processing system and other measures. These measures are designed to effectively address customer inquiries related to loan contract modifications, providing prompt and convenient services that improve overall service quality and efficiency.

For credit card business, customers may submit modification requests through the 95555 hotline, CMB Life App, branch outlets, or other manual channels. For delinquent cardholders facing repayment difficulties due to severe disasters, major illnesses, business downturns, unemployment, or extreme financial hardship, the Bank implements tailored relief policies which include customized installment plans or interest or fee waivers based on verified hardship levels, debt burden, repayment willingness, and capacity, following equal consultation between both parties to alleviate economic pressures.

V. Debt Collection Training Requirements

CMB has established a regular training mechanism for all employees involved in debt collection operations (including outsourced staff) to enhance their professional knowledge, compliance and consumer rights protection awareness, and strengthen the management of debt collection activities.

1. New Employee Training

New employees in the Bank's debt collection business line are required to complete all position-specific training courses and pass the relevant examinations or certifications before officially taking up their duties.

2. Regular Training

The Bank conducts monthly or quarterly differentiated training, including debt-collection-relevant business knowledge, compliant operational procedures, and interpretation of laws, regulations, and policies. The relevant content is incorporated into employees' regular performance evaluations.

3. Advanced Training

The Bank's advanced debt collection training includes regularly developing corresponding training plans based on different debt collection business types, to ensure staff

correctly understand business scenarios, stay updated with operational changes, and continuously improve their business processing capabilities.

4. Specialized Training

CMB conducts training on complaint cases as part of the specialized financial consumer rights protection training. Through root cause analysis of complaint cases, outstanding cases are promptly promoted, empowered, and shared, while flawed cases are promptly assigned responsibility, reviewed and learned from.

5. Outsourced Staff Training

Training for outsourced collection personnel mainly covers management requirements such as collection frequency and communication scripts, as well as regulatory case notifications and various complaint handling deficiencies.

VI. Review and Update

This policy is formulated, interpreted, and revised by China Merchants Bank. The Bank shall periodically review and update this policy in accordance with national policies, regulatory requirements, industry developments, and internal management needs. The English version is the translation of the Chinese version of *China Merchants Bank Co., Ltd. Key Points of Debt Collection Management*

Policy (2025 Version). Should there be any inconsistencies between the Chinese and English versions, the Chinese version shall prevail.