

Work Report of Independent Directors of ICBC for 2023

In 2023, independent directors of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), performed the duties conscientiously and diligently in strict accordance with domestic and overseas laws, regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited*, the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. independent directors hereby report the performance of duties for 2023 as follows.

Attachment:

- I. Work Report of Independent Directors of ICBC for 2023_ Anthony Francis Neoh
- II. Work Report of Independent Directors of ICBC for 2023_ Yang Siu Shun
- III. Work Report of Independent Directors of ICBC for 2023_ Shen Si
- IV. Work Report of Independent Directors of ICBC for 2023_ Fred Zulu Hu
- V. Work Report of Independent Directors of ICBC for 2023_ Norman Chan Tak Lam

March 2024

Work Report of Independent Directors of ICBC for 2023

Anthony Francis Neoh

In 2023, as an independent director of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), I performed my duties conscientiously and diligently in strict accordance with domestic and overseas laws, regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited* (hereinafter referred to as the “Articles of Association”), the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. I hereby report my performance of duties for 2023 as follows:

I. Basic Personal Information

I have been an independent director of ICBC since April 2015, and in 2023, I also served as Chairman of the Risk Management Committee and the US Risk Committee of the Board of Directors, and member of the Strategy Committee, Audit Committee, Nomination Committee, and Compensation Committee of the Board of Directors. My biography is as follows:

I previously served as Chief Advisor to CSRC, a member of the International Consultation Committee of CSRC, a member of the Basic Law Committee of the Hong Kong Special Administrative Region under the Standing Committee of the National People’s Congress of People’s Republic of China, and Chairman of the Hong Kong Securities and Futures Commission. I was Chairman of the Technical Committee of the International Organization of Securities Commissions, Chairman of Hong Kong Independent Police Complaints Council, a Non-executive Director of Global Digital Creations Holdings Limited, and an Independent Non-executive Director of Link Management Limited, which is the Manager of Link Real Estate Investment Trust. I also served as Independent Non-executive Director of China Shenhua Energy Company Limited, Bank of China Limited, China Life Insurance Company Limited and New China Life Insurance Company Ltd. I currently serve as Independent Non-executive Director of China CITIC Co., Ltd., member of the Treasurer and the Governing Board of the Chinese University of Hong Kong, and Chairman of the Asian Institute of International Financial Law. I graduated from the University of London with a Bachelor’s degree in Law. I’m Honorary Doctorate of Law of Chinese University of Hong Kong and Open University of Hong Kong,

Honorary Doctorate of Social Sciences of Lingnan University, Honorary Fellow of the Hong Kong Securities Institute, Fellow of the Hong Kong Academy of Finance, Academician of the International Euro-Asian Academy of Sciences, and Senior Counsel in Hong Kong. In addition, I'm a barrister of England and Wales, and is admitted to the State Bar of California.

II. Duty Performance of Independent Directors for the Year

i. Attendance of meetings of independent directors

In 2023, in accordance with relevant provisions of laws, regulations and the Articles of Association, I attended shareholders' general meetings, meetings of the Board of Directors and special committees of the Board of Directors on time, actively participated in the pre-meeting communications and exchange activities, gave full play to my independence and professionalism, deliberated on resolutions of the Bank's Board of Directors and the special committees of the Board of Directors, and expressed independent opinions. I agreed on all the resolutions made by the Bank's Board of Directors and special committees. The details of my attendance of meetings are as follows:

Attendances in person/Number of meetings that should be attended

Director	Shareholders' General Meeting	Board of Directors	Special Committees of the Board of Directors							
			Strategy Committee	Corporate Social Responsibility and Consumer Protection Committee	Audit Committee	Risk Management Committee	Nomination Committee	Compensation Committee	Related Party Transactions Control Committee	US Risk Committee
Anthony Francis Neoh	2/2	11/11	5/5	-	8/8	8/8	5/5	3/3	-	5/5

Notes: (1) "Attendances in person" refers to attending meetings in person or on telephone or by video conference.

(2) Directors who did not attend the meetings of the Board of Directors and its special committees in person appointed other directors to attend the meetings and exercise the voting right on their behalf.

ii. Communication between the independent directors and the internal audit institution and the accounting firm undertaking the Bank's audits

In 2023, I attached great importance to the Bank's internal and external audits, maintained close communication with the relevant departments of the Bank and the accounting firm that undertook the Bank's audit business, carefully reviewed the annual internal audit plan, and listened in detail to the reports on the annual internal audit, the audit results of the financial statement, the audit results of the internal control, the summary of the external audit, and the evaluation of the annual performance of the accounting firm. In addition, I proposed a series of constructive opinions and suggestions, and supervised and guided the high-quality development of the Bank's internal and external audits.

iii. Communication between the independent directors and minority shareholders

In 2023, I attended all the shareholders' general meetings, actively participated in

annual results release, quarterly results release and investor communication meetings, and attached great importance to communication with minority shareholders.

iv. Details of independent directors' on-site work at the Bank

In 2023, I conscientiously participated in the meetings of the Board of Directors and special committees, expressed independent opinions on the matters under review, and proposed relevant opinions and suggestions. I attended the special seminars held by independent directors and the Chairman of the Board of Directors, without the participation of other directors, to fully communicate and exchange views on the Bank's risk compliance, digital transformation, internationalized strategy and talent management. In addition, I frequently communicated with overseas regulators on the development of the Bank's internationalized operation.

At the same time, I actively attended various meetings, seminars, research, training and other activities of the Bank, and had six special exchanges with the management on issues such as the Bank's ESG and green finance, IT, digital transformation of commercial banks, enterprise risk management, and implementation of the Group's internationalized development strategy. I went to the Bank's Xinjiang Kashgar Branch for conduct on-site research, gained an in-depth understanding of the operation and management of branch institutions, and had in-depth communication and exchange with the management in charge of the Branch.

In the course of duty performance, I promoted the Board of Directors to strengthen the enterprise-wide risk management, further enhance the prevention and control of financial risks and improve the forward-looking risk management mechanism. In addition, I attached importance to and boosted the enhancement of the risk and compliance management of overseas institutions, assisted the Board of Directors to supervise the management to continuously strengthen compliant internationalized operation, and enhance the ability of risk prevention and control. My opinions and suggestions were highly valued and implemented by the Bank based on its actual situation.

My on-site working hours meet the requirements of relevant laws, regulations, and the Articles of Association.

v. The Bank's cooperation with independent directors

In 2023, the Bank paid close attention to the comments and suggestions made by the Independent Directors, and organized the implementation thereof according to the actual conditions. The Bank actively provided the required working conditions for the Independent Directors, responded timely and effectively to their needs for performing their duties, actively assisted the Independent Directors in participating in meetings of the Bank, discussions, researches and trainings provided by the Bank or by external organizations, presented various kinds of reference and information and implemented multiple measures to earnestly guarantee the right of information of the Independent Directors. The Bank continuously strengthened the support and guarantee given to the Independent Directors for their duty-performance in order to facilitate the effective high-quality performance of their duties.

III. Priorities of Independent Directors' Duty Performance for the Year

i. Related transactions that should be disclosed

During the reporting period, the Bank had no related transactions that should be disclosed.

ii. Plans for changes or exemptions for commitment of listed companies and related parties

During the reporting period, neither the Bank nor the related parties have changed or exempted any commitment.

iii. Decisions made and measures taken in relation to acquisition by the Board of Directors of listed companies to be acquired

During the reporting period, the Bank had no acquisitions of listed companies.

iv. Disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the 2022 Annual Report, the 2022 Internal Control Assessment Report, as well as the 2023 First Quarterly Report, the 2023 Interim Report, and the 2023 Third Quarterly Report.

I agreed on the Bank's disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports.

v. Engagement and dismissal of accounting firms undertaking the audit business of listed companies

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the engagement of accounting firms for 2023, and approved the Bank's engagement of Deloitte Touche Tohmatsu Certified Public Accountants LLP and Deloitte Touche Tohmatsu as the Bank's domestic accounting firm and international accounting firm for 2023, respectively.

I expressed my ex-ante approval opinion and independent opinion on the engagement of the accounting firms, maintained adequate communication with the external auditors in accordance with the relevant requirements, and effectively fulfilled my relevant duties and obligations.

vi. Appointment or dismissal of financial officers of listed companies

During the reporting period, the Bank did not appoint or dismiss the financial officer of the Bank.

vii. Changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards

During the reporting period, the Bank did not make any changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards.

viii. Nomination or removal of directors, and appointment or dismissal of senior management members

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the elections of Mr. Feng Weidong and Ms. Cao Liqun as non-executive directors of the Bank and the election of Mr. Herbert Walter as an independent director of the Bank. The Board of Directors reviewed and approved the relevant proposals on the appointment of Mr. Duan Hongtao as Senior Executive Vice President of the Bank and the appointments of Mr. Tian Fenglin and Mr. Xie Taifeng as Chief Business Officers of the Bank.

I agreed on the nominations and appointments of the directors and senior management members of the Bank.

ix. Remuneration of directors and senior management members, development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the plan regarding the payment of remuneration to directors and senior management members for 2022 and the plan regarding the performance evaluation of senior management members for 2023, and determined the remuneration policy for directors and senior management members for implementation.

I agreed on the matters related to the remuneration of directors and senior management members of the Bank.

During the reporting period, the Bank did not have any matters relating to the development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off.

IV. Self-evaluation and Recommendations

In 2023, I performed my duties faithfully, diligently, prudently and independently in accordance with relevant laws and regulations of China, and the Articles of Association, and effectively enhanced the operational efficiency and scientific decision-making of the Board of Directors and special committees of the Board of Directors, boosting the enhancement of the Bank's corporate governance, and safeguarding the legitimate rights and interests of the Bank and all shareholders.

Anthony Francis Neoh

March 2024

Work Report of Independent Directors of ICBC for 2023

Yang Siu Shun

In 2023, as an independent director of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), I performed my duties conscientiously and diligently in strict accordance with domestic and overseas laws, regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited* (hereinafter referred to as the “Articles of Association”), the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. I hereby report my performance of duties for 2023 as follows:

I. Basic Personal Information

I have been an independent director of ICBC since April 2016, and in 2023, I also served as Chairman of the Related Party Transactions Control Committee, and member of the Audit Committee, the Risk Management Committee, the Nomination Committee and the US Risk Committee of the Board of Directors. My biography is as follows:

I previously served as Chairman and Principal Partner of PricewaterhouseCoopers Hong Kong, Executive Chairman and Principal Partner of PricewaterhouseCoopers Chinese Mainland and Hong Kong, member of five-people leading group of global leadership committee of PricewaterhouseCoopers, Chairman of PricewaterhouseCoopers Asia-Pacific region, Director and Chairman of Audit Committee of Hang Seng Management College, Vice Chairman of the Council of the Open University of Hong Kong and a member of the Exchange Fund Advisory Committee of Hong Kong Monetary Authority. I currently serve as a member of the 14th National Committee of the Chinese People’s Political Consultative Conference, a member of the board of directors of the Hong Kong Jockey Club and an Independent Non-executive Director of Tencent Holdings Limited, Man Wah Holdings Limited and Xinyi Glass Holdings Limited. I graduated from the London School of Economics and Political Science. I was awarded the degree of Honorary Doctor of Social Sciences by The Open University of Hong Kong. I’m a Justice of the Peace in Hong Kong. I hold the qualification of Chartered Accountants. I’m a senior member of the Institute of Chartered Accountants in England and Wales, the Hong Kong

Institute of Certified Public Accountants and the Chartered Institute of Management Accountants.

II. Duty Performance of Independent Directors for the Year

i. Attendance of meetings of independent directors

In 2023, in accordance with relevant provisions of laws, regulations and the Articles of Association, I attended shareholders' general meetings, meetings of the Board of Directors and special committees of the Board of Directors on time, actively participated in the pre-meeting communications and exchange activities, gave full play to my independence and professionalism, deliberated on resolutions of the Bank's Board of Directors and the special committees of the Board of Directors, and expressed independent opinions. I agreed on all the resolutions made by the Bank's Board of Directors and special committees. The details of my attendance of meetings are as follows:

Attendances in person/Number of meetings that should be attended

Director	Shareholders' General Meeting	Board of Directors	Special Committees of the Board of Directors							
			Strategy Committee	Corporate Social Responsibility and Consumer Protection Committee	Audit Committee	Risk Management Committee	Nomination Committee	Compensation Committee	Related Party Transactions Control Committee	US Risk Committee
Yang Siu Shun	2/2	10/11	-	-	7/8	7/8	5/5	-	3/4	4/5

Notes: (1) "Attendances in person" refers to attending meetings in person or on telephone or by video conference.

(2) Directors who did not attend the meetings of the Board of Directors and its special committees in person appointed other directors to attend the meetings and exercise the voting right on their behalf.

ii. Communication between the independent directors and the internal audit institution and the accounting firm undertaking the Bank's audits

In 2023, I attached great importance to the Bank's internal and external audits, maintained close communication with the relevant departments of the Bank and the accounting firm that undertook the Bank's audit business, carefully reviewed the annual internal audit plan, and listened in detail to the reports on the annual internal audit, the audit results of the financial statement, the audit results of the internal control, the summary of the external audit, and the evaluation of the annual performance of the accounting firm. In addition, I proposed a series of constructive opinions and suggestions, and supervised and guided the high-quality development of the Bank's internal and external audits.

iii. Communication between the independent directors and minority shareholders

In 2023, I attended all the shareholders' general meetings, actively participated in the annual results release and quarterly results release, and attached great importance to communication with minority shareholders.

iv. Details of independent directors' on-site work at the Bank

In 2023, I conscientiously participated in the meetings of the Board of Directors and special committees, expressed independent opinions on the matters under review, and proposed relevant opinions and suggestions. I attended the special seminars held by independent directors and the Chairman of the Board of Directors, without the participation of other directors, to fully communicate and exchange views on the Bank's risk compliance, digital transformation, internationalized strategy and talent management.

At the same time, I actively attended various meetings, seminars, research, training and other activities of the Bank, and had three special exchanges with the management on issues such as the Bank's enterprise-wide risk management and the implementation of the Group's international development strategy. Focusing on the theme of "Responding to Risk Challenges, Further Strengthening Risk Management and Control of Europe-based Institutions, and Serving the China's High-level Opening-up", I went to France and Germany for research and study, and gained an in-depth understanding of the relevant situation of the Bank's branch institutions by listening to their reports, convening research seminars, and visiting customers, and put forward constructive opinions and suggestions in the form of a research report.

In the course of duty performance, I focused on the fairness and objectivity of related party transactions, urged the Bank to strengthen the management of related party transactions and internal transactions, and assisted the Board of Directors in ensuring the compliance of the management of related party transactions. My opinions and suggestions were highly valued and implemented by the Bank based on its actual situation.

My on-site working hours meet the requirements of relevant laws, regulations, and the Articles of Association.

v. The Bank's cooperation with independent directors

In 2023, the Bank paid close attention to the comments and suggestions made by the Independent Directors, and organized the implementation thereof according to the actual conditions. The Bank actively provided the required working conditions for the Independent Directors, responded timely and effectively to their needs for performing their duties, actively assisted the Independent Directors in participating in meetings of the Bank, discussions, researches and trainings provided by the Bank or by external organizations, presented various kinds of reference and information and implemented multiple measures to earnestly guarantee the right of information of the Independent Directors. The Bank continuously strengthened the support and guarantee given to the Independent Directors for their duty-performance in order to facilitate the effective high-quality performance of their duties.

III. Priorities of Independent Directors' Duty Performance for the Year

i. Related transactions that should be disclosed

During the reporting period, the Bank had no related transactions that should be disclosed.

ii. Plans for changes or exemptions for commitment of listed companies and related parties

During the reporting period, neither the Bank nor the related parties have changed or exempted any commitment.

iii. Decisions made and measures taken in relation to acquisition by the Board of Directors of listed companies to be acquired

During the reporting period, the Bank had no acquisitions of listed companies.

iv. Disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the 2022 Annual Report, the 2022 Internal Control Assessment Report, as well as the 2023 First Quarterly Report, the 2023 Interim Report, and the 2023 Third Quarterly Report.

I agreed on the Bank's disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports.

v. Engagement and dismissal of accounting firms undertaking the audit business of listed companies

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the engagement of accounting firms for 2023, and approved the Bank's engagement of Deloitte Touche Tohmatsu Certified Public Accountants LLP and Deloitte Touche Tohmatsu as the Bank's domestic accounting firm and international accounting firm for 2023, respectively.

I expressed my ex-ante approval opinion and independent opinion on the engagement of the accounting firms, maintained adequate communication with the external auditors in accordance with the relevant requirements, and effectively fulfilled my relevant duties and obligations.

vi. Appointment or dismissal of financial officers of listed companies

During the reporting period, the Bank did not appoint or dismiss the financial officer of the Bank.

vii. Changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards

During the reporting period, the Bank did not make any changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards.

viii. Nomination or removal of directors, and appointment or dismissal of senior management members

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the elections of Mr. Feng Weidong and Ms. Cao Liqun as non-executive directors of the Bank and the election of Mr. Herbert Walter as an independent director of the Bank. The Board of Directors

reviewed and approved the relevant proposals on the appointment of Mr. Duan Hongtao as Senior Executive Vice President of the Bank and the appointments of Mr. Tian Fenglin and Mr. Xie Taifeng as Chief Business Officers of the Bank.

I agreed on the nominations and appointments of the directors and senior management members of the Bank.

ix. Remuneration of directors and senior management members, development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the plan regarding the payment of remuneration to directors and senior management members for 2022 and the plan regarding the performance evaluation of senior management members for 2023, and determined the remuneration policy for directors and senior management members for implementation.

I agreed on the matters related to the remuneration of directors and senior management members of the Bank.

During the reporting period, the Bank did not have any matters relating to the development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off.

IV. Self-evaluation and Recommendations

In 2023, I performed my duties faithfully, diligently, prudently and independently in accordance with relevant laws and regulations of China, and the Articles of Association, and effectively enhanced the operational efficiency and scientific decision-making of the Board of Directors and special committees of the Board of Directors, boosting the enhancement of the Bank's corporate governance, and safeguarding the legitimate rights and interests of the Bank and all shareholders.

In 2024, I will continue to perform my duties diligently, give full play to my independence and professionalism, continuously enhance my ability of duty performance, continuously improve my performance contribution, effectively safeguard the legitimate rights and interests of the Bank and shareholders, and make greater contributions to the high-quality development of the Bank.

Yang Siu Shun

March 2024

Work Report of Independent Directors of ICBC for 2023

Shen Si

In 2023, as an independent director of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), I performed my duties conscientiously and diligently in strict accordance with domestic and overseas laws, regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited* (hereinafter referred to as the “Articles of Association”), the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. I hereby report my performance of duties for 2023 as follows:

I. Basic Personal Information

I have been an independent director of ICBC since March 2017, and in 2023, I also served as Chairman of the Audit Committee and the Compensation Committee of the Board of Directors, and member of the Risk Management Committee, the Related Party Transactions Control Committee and the US Risk Committee of the Board of Directors. My biography is as follows:

I previously served as Deputy Division Chief and Division Chief of Zhejiang Branch of PBC, Deputy General Director of the Investigation and Statistics Department of the Head Office of PBC, and Deputy President of the Hangzhou Branch of Shanghai Pudong Development Bank, Board Secretary of Shanghai Pudong Development Bank and Executive Director and concurrently Board Secretary of Shanghai Pudong Development Bank. I obtained a Master’s degree in Economics from Zhejiang University and an EMBA degree. I’m a senior economist.

II. Duty Performance of Independent Directors for the Year

i. Attendance of meetings of independent directors

In 2023, in accordance with relevant provisions of laws, regulations and the Articles of Association, I attended shareholders’ general meetings, meetings of the Board of Directors and special committees of the Board of Directors on time, actively participated in the pre-meeting communications and exchange activities, gave full play to my independence and professionalism, deliberated on resolutions of the

Bank's Board of Directors and the special committees of the Board of Directors, and expressed independent opinions. I agreed on all the resolutions made by the Bank's Board of Directors and special committees. The details of my attendance of meetings are as follows:

Attendances in person/Number of meetings that should be attended

Director	Shareholders' General Meeting	Board of Directors	Special Committees of the Board of Directors							
			Strategy Committee	Corporate Social Responsibility and Consumer Protection Committee	Audit Committee	Risk Management Committee	Nomination Committee	Compensation Committee	Related Party Transactions Control Committee	US Risk Committee
Shen Si	2/2	10/11	-	-	7/8	7/8	-	2/3	4/4	5/5

Notes: (1) "Attendances in person" refers to attending meetings in person or on telephone or by video conference.

(2) Directors who did not attend the meetings of the Board of Directors and its special committees in person appointed other directors to attend the meetings and exercise the voting right on their behalf.

ii. Communication between the independent directors and the internal audit institution and the accounting firm undertaking the Bank's audits

In 2023, I attached great importance to the Bank's internal and external audits, maintained close communication with the relevant departments of the Bank and the accounting firm that undertook the Bank's audit business, carefully reviewed the annual internal audit plan, and listened in detail to the reports on the annual internal audit, the audit results of the financial statement, the audit results of the internal control, the summary of the external audit, and the evaluation of the annual performance of the accounting firm. In addition, I proposed a series of constructive opinions and suggestions, and supervised and guided the high-quality development of the Bank's internal and external audits.

In order to urge the external auditors to improve their work quality, I specially met with the major persons in charge of the external audit institutions, requesting Deloitte to insist on audit independence and professionalism, effectively play the role of external audit in supervision, and enhance the coordination of global audit.

iii. Communication between the independent directors and minority shareholders

In 2023, I attended all the shareholders' general meetings, and attached great importance to communication with minority shareholders.

iv. Details of independent directors' on-site work at the Bank

In 2023, I conscientiously participated in the meetings of the Board of Directors and special committees, and proposed relevant opinions and suggestions. I attended the special seminars held by independent directors and the Chairman of the Board of Directors, without the participation of other directors, to fully communicate and exchange views on the Bank's risk compliance, digital transformation, internationalized strategy and talent management.

At the same time, I actively attended various meetings, seminars, research, training and other activities of the Bank, and had five special exchanges with the management on issues such as the Bank's ESG and green finance, IT, digital transformation of commercial banks, and enterprise-wide risk management.

In the course of duty performance, I put forward suggestions for enhancing the audit value and effectiveness, improving the Group's compliant operation, promoting the development of an effective communication mechanism between internal and external auditors, optimizing the performance appraisal indicators of senior management members, and further perfecting the incentive and constraint mechanism, which were highly valued and implemented by the Bank based on its actual situation.

My on-site working hours meet the requirements of relevant laws, regulations, and the Articles of Association.

v. The Bank's cooperation with independent directors

In 2023, the Bank paid close attention to the comments and suggestions made by the Independent Directors, and organized the implementation thereof according to the actual conditions. The Bank actively provided the required working conditions for the Independent Directors, responded timely and effectively to their needs for performing their duties, actively assisted the Independent Directors in participating in meetings of the Bank, discussions, researches and trainings provided by the Bank or by external organizations, presented various kinds of reference and information and implemented multiple measures to earnestly guarantee the right of information of the Independent Directors. The Bank continuously strengthened the support and guarantee given to the Independent Directors for their duty-performance in order to facilitate the effective high-quality performance of their duties.

III. Priorities of Independent Directors' Duty Performance for the Year

i. Related transactions that should be disclosed

During the reporting period, the Bank had no related transactions that should be disclosed.

ii. Plans for changes or exemptions for commitment of listed companies and related parties

During the reporting period, neither the Bank nor the related parties have changed or exempted any commitment.

iii. Decisions made and measures taken in relation to acquisition by the Board of Directors of listed companies to be acquired

During the reporting period, the Bank had no acquisitions of listed companies.

iv. Disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the 2022 Annual Report, the 2022 Internal Control Assessment Report, as well as the 2023 First Quarterly Report, the 2023 Interim Report, and the 2023 Third Quarterly Report.

I agreed on the Bank's disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports.

v. Engagement and dismissal of accounting firms undertaking the audit business of listed companies

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the engagement of accounting firms for 2023, and approved the Bank's engagement of Deloitte Touche Tohmatsu Certified Public Accountants LLP and Deloitte Touche Tohmatsu as the Bank's domestic accounting firm and international accounting firm for 2023, respectively.

I expressed my ex-ante approval opinion and independent opinion on the engagement of the accounting firms, maintained adequate communication with the external auditors in accordance with the relevant requirements, and effectively fulfilled my relevant duties and obligations.

vi. Appointment or dismissal of financial officers of listed companies

During the reporting period, the Bank did not appoint or dismiss the financial officer of the Bank.

vii. Changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards

During the reporting period, the Bank did not make any changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards.

viii. Nomination or removal of directors, and appointment or dismissal of senior management members

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the elections of Mr. Feng Weidong and Ms. Cao Liqun as non-executive directors of the Bank and the election of Mr. Herbert Walter as an independent director of the Bank. The Board of Directors reviewed and approved the relevant proposals on the appointment of Mr. Duan Hongtao as Senior Executive Vice President of the Bank and the appointments of Mr. Tian Fenglin and Mr. Xie Taifeng as Chief Business Officers of the Bank.

I agreed on the nominations and appointments of the directors and senior management members of the Bank.

ix. Remuneration of directors and senior management members, development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the plan regarding the payment of remuneration to directors and senior management members for 2022 and the plan regarding the performance evaluation of senior management members for 2023, and determined the remuneration policy for

directors and senior management members for implementation.

I agreed on the matters related to the remuneration of directors and senior management members of the Bank.

During the reporting period, the Bank did not have any matters relating to the development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off.

IV. Self-evaluation and Recommendations

In 2023, I performed my duties faithfully, diligently, prudently and independently in accordance with relevant laws and regulations of China, and the Articles of Association, and effectively enhanced the operational efficiency and scientific decision-making of the Board of Directors and special committees of the Board of Directors, boosting the enhancement of the Bank's corporate governance, and safeguarding the legitimate rights and interests of the Bank and all shareholders.

In 2024, I will continue to actively fulfill my obligations of loyalty and care to the Bank and all shareholders, conscientiously perform my duties in accordance with the laws, administrative regulations, the CSRC's requirements, the business rules of stock exchanges, and the Articles of Association, and further promote relevant investigation and research. I will actively participate in decision-making of the Board of Directors, implement supervision, checks and balances, and provide professional consulting services, so as to safeguard the overall interests of the Bank, and protect the legitimate rights and interests of minority shareholders.

Shen Si

March 2024

Work Report of Independent Directors of ICBC for 2023

Fred Zulu Hu

In 2023, as an independent director of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), I performed my duties conscientiously and diligently in strict accordance with domestic and overseas laws, regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited* (hereinafter referred to as the “Articles of Association”), the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. I hereby report my performance of duties for 2023 as follows:

I. Basic Personal Information

I have been an independent director of ICBC since April 2019, and in 2023, I also served as Chairman of the Nomination Committee of the Board of Directors, and member of the Strategy Committee, Audit Committee, and Compensation Committee of the Board of Directors. My biography is as follows:

I previously served as a senior economist at the International Monetary Fund, Head of Research at the World Economic Forum, a professor at Tsinghua University and the co-director of the National Center for Economic Research, an adjunct professor at Peking University and the Chinese University of Hong Kong, the chairman for Greater China and a partner at Goldman Sachs Group, Inc., an independent non-executive director of Great Wall Pan Asia Holdings Limited (formerly known as SCMP Group Limited), an independent non-executive director of Hang Seng Bank Limited, the non-executive director of China Asset Management Co., Ltd., an independent director of Dalian Wanda Commercial Management Group Co., Ltd., an independent director of Shanghai Pudong Development Bank, the independent non-executive director of Hong Kong Exchanges and Clearing Limited and the independent non-executive director of Ant Group Co., Ltd., etc. I currently serve in various positions such as the chairman of Primavera Capital Group, the non-executive chairman of Yum China Holdings, Inc, the director of UBS Group AG, the director of Taikang Insurance Group Co., Ltd., the co-chair of The Nature Conservancy’s Asia Pacific Council and the director of the China Medical Board. I’m also a member of the Global Board of Advisors for the Council on Foreign Relations, the Harvard Global Advisory Council, the Harvard Kennedy School Mossavar-Rahmani Center for Business and Government, the Jerome A. Chazen Institute of International Business at Columbia University etc. I obtained a Master’s Degree in Engineering Science from

Tsinghua University, and a master’s degree and a PhD in Economics from Harvard University.

II. Duty Performance of Independent Directors for the Year

i. Attendance of meetings of independent directors

In 2023, in accordance with relevant provisions of laws, regulations and the Articles of Association, I attended shareholders’ general meetings, meetings of the Board of Directors and special committees of the Board of Directors on time, actively participated in the pre-meeting communications and exchange activities, gave full play to my independence and professionalism, deliberated on resolutions of the Bank’s Board of Directors and the special committees of the Board of Directors, and expressed independent opinions. I agreed on all the resolutions made by the Bank’s Board of Directors and special committees. The details of my attendance of meetings are as follows:

Attendances in person/Number of meetings that should be attended

Director	Shareholders’ General Meeting	Board of Directors	Special Committees of the Board of Directors							
			Strategy Committee	Corporate Social Responsibility and Consumer Protection Committee	Audit Committee	Risk Management Committee	Nomination Committee	Compensation Committee	Related Party Transactions Control Committee	US Risk Committee
Fred Zuli Hu	2/2	10/11	4/5	-	5/8	-	5/5	2/3	-	-

Notes: (1) “Attendances in person” refers to attending meetings in person or on telephone or by video conference.

(2) Directors who did not attend the meetings of the Board of Directors and its special committees in person appointed other directors to attend the meetings and exercise the voting right on their behalf.

ii. Communication between the independent directors and the internal audit institution and the accounting firm undertaking the Bank’s audits

In 2023, I attached great importance to the Bank’s internal and external audits, maintained close communication with the relevant departments of the Bank and the accounting firm that undertook the Bank’s audit business, carefully reviewed the annual internal audit plan, and listened in detail to the reports on the annual internal audit, the audit results of the financial statement, the audit results of the internal control, the summary of the external audit, and the evaluation of the annual performance of the accounting firm. In addition, I proposed a series of constructive opinions and suggestions, and supervised and guided the high-quality development of the Bank’s internal and external audits.

iii. Communication between the independent directors and minority shareholders

In 2023, I attended all the shareholders’ general meetings and attached great importance to communication with minority shareholders.

iv. Details of independent directors’ on-site work at the Bank

In 2023, I conscientiously participated in the meetings of the Board of Directors and special committees, expressed independent opinions on the matters under review, and proposed relevant opinions and suggestions. I attended the special seminars held by independent directors and the Chairman of the Board of Directors, without the participation of other directors, to fully communicate and exchange views on the Bank's risk compliance, digital transformation, internationalized strategy and talent management.

At the same time, I actively attended various meetings, seminars, research, training and other activities of the Bank, and had five special exchanges with the management on issues such as the Bank's ESG and green finance, IT, digital transformation of commercial banks, and selection and appointment of senior management members. Focusing on the theme of "Responding to Risk Challenges, Further Strengthening Risk Management and Control of Europe-based Institutions, and Serving the China's High-level Opening-up", I went to France and Germany for research and study, and gained an in-depth understanding of the relevant situation of the Bank's branch institutions by listening to their reports, convening research seminars, and visiting customers, and put forward constructive opinions and suggestions in the form of a research report.

In the course of duty performance, I promoted the change of directors and appointment of senior management members in an orderly manner, and continuously optimized and adjusted the composition of the special committees of the Board of Directors. My opinions and suggestions were highly valued and implemented by the Bank based on its actual situation.

My on-site working hours meet the requirements of relevant laws, regulations, and the Articles of Association.

v. The Bank's cooperation with independent directors

In 2023, the Bank paid close attention to the comments and suggestions made by the Independent Directors, and organized the implementation thereof according to the actual conditions. The Bank actively provided the required working conditions for the Independent Directors, responded timely and effectively to their needs for performing their duties, actively assisted the Independent Directors in participating in meetings of the Bank, discussions, researches and trainings provided by the Bank or by external organizations, presented various kinds of reference and information and implemented multiple measures to earnestly guarantee the right of information of the Independent Directors. The Bank continuously strengthened the support and guarantee given to the Independent Directors for their duty-performance in order to facilitate the effective high-quality performance of their duties.

III. Priorities of Independent Directors' Duty Performance for the Year

i. Related transactions that should be disclosed

During the reporting period, the Bank had no related transactions that should be disclosed.

ii. Plans for changes or exemptions for commitment of listed companies and related

parties

During the reporting period, neither the Bank nor the related parties have changed or exempted any commitment.

iii. Decisions made and measures taken in relation to acquisition by the Board of Directors of listed companies to be acquired

During the reporting period, the Bank had no acquisitions of listed companies.

iv. Disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the 2022 Annual Report, the 2022 Internal Control Assessment Report, as well as the 2023 First Quarterly Report, the 2023 Interim Report, and the 2023 Third Quarterly Report.

I agreed on the Bank's disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports.

v. Engagement and dismissal of accounting firms undertaking the audit business of listed companies

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the engagement of accounting firms for 2023, and approved the Bank's engagement of Deloitte Touche Tohmatsu Certified Public Accountants LLP and Deloitte Touche Tohmatsu as the Bank's domestic accounting firm and international accounting firm for 2023, respectively.

I expressed my ex-ante approval opinion and independent opinion on the engagement of the accounting firms, maintained adequate communication with the external auditors in accordance with the relevant requirements, and effectively fulfilled my relevant duties and obligations.

vi. Appointment or dismissal of financial officers of listed companies

During the reporting period, the Bank did not appoint or dismiss the financial officer of the Bank.

vii. Changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards

During the reporting period, the Bank did not make any changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards.

viii. Nomination or removal of directors, and appointment or dismissal of senior management members

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the elections of Mr. Feng Weidong and Ms. Cao Liquan as non-executive directors of the Bank and the election of Mr. Herbert Walter as an independent director of the Bank. The Board of Directors reviewed and approved the relevant proposals on the appointment of Mr. Duan

Hongtao as Senior Executive Vice President of the Bank and the appointments of Mr. Tian Fenglin and Mr. Xie Taifeng as Chief Business Officers of the Bank.

I agreed on the nominations and appointments of the directors and senior management members of the Bank.

ix. Remuneration of directors and senior management members, development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the plan regarding the payment of remuneration to directors and senior management members for 2022 and the plan regarding the performance evaluation of senior management members for 2023, and determined the remuneration policy for directors and senior management members for implementation.

I agreed on the matters related to the remuneration of directors and senior management members of the Bank.

During the reporting period, the Bank did not have any matters relating to the development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off.

IV. Self-evaluation and Recommendations

In 2023, I performed my duties faithfully, diligently, prudently and independently in accordance with relevant laws and regulations of China, and the Articles of Association, and effectively enhanced the operational efficiency and scientific decision-making of the Board of Directors and special committees of the Board of Directors, boosting the enhancement of the Bank's corporate governance, and safeguarding the legitimate rights and interests of the Bank and all shareholders.

In 2024, I will strictly comply with the requirements of the CSRC's Administration Measures for the Independent Directors of Listed Companies and perform my duties conscientiously, promote the decisions made by the Board of Directors to be in line with the overall interests of the Bank, protect the legitimate rights and interests of minority shareholders, provide professional and objective advice on the Bank's operation and development, and boost the improvement of the decision-making level of the Board of Directors.

Fred Zulu Hu

March 2024

Work Report of Independent Directors of ICBC for 2023

Norman Chan Tak Lam

In 2023, as an independent director of Industrial and Commercial Bank of China Limited (hereinafter referred to as the “Bank”), I performed my duties conscientiously and diligently in strict accordance with domestic and overseas laws and regulations, regulatory documents, the *Articles of Association of Industrial and Commercial Bank of China Limited* (hereinafter referred to as the “Articles of Association”) , the *Working Rules for the Independent Directors of Industrial and Commercial Bank of China Limited* and relevant applicable provisions, actively attended shareholders’ general meetings, meetings of the Board of Directors and meetings of special committees of the Board of Directors, expressed independent opinions on important and material matters, and gave full play to the role of independent directors in decision-making, supervision, checks and balances and professional consultation to promote the effectiveness of the Bank’s governance and safeguard the legitimate rights and interests of the Bank and all shareholders. I hereby report my performance of duties for 2023 as follows:

I. Basic Personal Information

I have been an independent director of ICBC since September 2022, and in 2023, I also served as a member of the Strategy Committee, Audit Committee, Risk Management Committee, and US Risk Committee of the Board of Directors . My biography is as follows:

I previously served as Chief Executive of the Hong Kong Monetary Authority, Director of the Chief Executive’s Office of the Hong Kong Special Administrative Region Government, Vice Chairman, Asia of Standard Chartered Bank and other positions. I currently serves as Chairman of the Board of Directors of RD Wallet Technologies Limited, Chairman of the Board of Directors of RD ezLink Limited, Chairman of HongKong Acquisition Corporation, Founding Chairman of Hong Kong Institute of Web 3.0, Senior Adviser of the Hong Kong Academy of Finance, Chairman of the Board of Trustees of Chung Chi College of The Chinese University of Hong Kong, Vice Chairman of The Chinese University of Hong Kong Council, and Chairman of the Board of CUHK Innovation Limited. I obtained a Bachelor’s degree in Social Sciences from The Chinese University of Hong Kong, an Honorary Fellowship from The Chinese University of Hong Kong, an Honorary Doctorate of Business Administration from City University of Hong Kong, an Honorary Doctorate of Business Administration from Lingnan University, an Honorary Doctorate of Business Administration from Hong Kong Shue Yan University, and an Honorary Doctorate of Social Sciences of The Chinese University of Hong Kong. In addition, I was awarded the Silver Bauhinia Star by the Hong Kong Special Administrative Region and the Gold Bauhinia Star by the Hong Kong Special Administrative Region. I’m a Fellow of The Hong Kong Institute of Bankers, Fellow of Hong Kong Academy

of Finance. I was awarded the IFTA FinTech Achievement Award by the Institute of Financial Technologists of Asia (IFTA), and the Leadership Lifetime Achievement Award by *The Asian Banker*.

II. Duty Performance of Independent Directors for the Year

i. Attendance of meetings of independent directors

In 2023, in accordance with relevant provisions of laws, regulations and the Articles of Association, I attended shareholders' general meetings, meetings of the Board of Directors and special committees of the Board of Directors on time, actively participated in the pre-meeting communications and exchange activities, gave full play to my independence and professionalism, deliberated on resolutions of the Bank's Board of Directors and the special committees of the Board of Directors, and expressed independent opinions. I agreed on all the resolutions made by the Bank's Board of Directors and special committees. The details of my attendance of meetings are as follows:

Attendances in person/Number of meetings that should be attended

Director	Shareholders' General Meeting	Board of Directors	Special Committees of the Board of Directors							
			Strategy Committee	Corporate Social Responsibility and Consumer Protection Committee	Audit Committee	Risk Management Committee	Nomination Committee	Compensation Committee	Related Party Transactions Control Committee	US Risk Committee
Norman Chan Tak Lam	2/2	11/11	4/5	-	7/8	7/8	-	-	-	5/5

Notes: (1) "Attendances in person" refers to attending meetings in person or on telephone or by video conference.

(2) Directors who did not attend the meetings of the Board of Directors and its special committees in person appointed other directors to attend the meetings and exercise the voting right on their behalf.

ii. Communication between the independent directors and the internal audit institution and the accounting firm undertaking the Bank's audits

In 2023, I attached great importance to the Bank's internal and external audits, maintained close communication with the relevant departments of the Bank and the accounting firm that undertook the Bank's audit business, carefully reviewed the annual internal audit plan, and listened in detail to the reports on the annual internal audit, the audit results of the financial statement, the audit results of the internal control, the summary of the external audit, and the evaluation of the annual performance of the accounting firm. In addition, I proposed a series of constructive opinions and suggestions, and supervised and guided the high-quality development of the Bank's internal and external audits.

iii. Communication between the independent directors and minority shareholders

In 2023, I attended all the shareholders' general meetings and attached great importance to communication with minority shareholders.

iv. Details of independent directors' on-site work at the Bank

In 2023, I conscientiously participated in the meetings of the Board of Directors and special committees, expressed independent opinions on the matters under review, and proposed relevant opinions and suggestions. I attended the special seminars held by independent directors and the Chairman of the Board of Directors, without the participation of other directors, to fully communicate and exchange views on the Bank's risk compliance, digital transformation, internationalized strategy and talent management. In addition, I frequently communicated with overseas regulators on the development of the Bank's internationalized operation.

At the same time, I actively attended various meetings, seminars, research, training and other activities of the Bank, and had five special exchanges with the management on issues such as the risk events of the banking institutions, and the enterprise-wide risk management. Focusing on the theme of "Responding to Risk Challenges, Further Strengthening Risk Management and Control of Europe-based Institutions, and Serving the China's High-level Opening-up", I went to France and Germany for research and study, and gained an in-depth understanding of the relevant situation of the Bank's branch institutions by listening to their reports, convening research seminars, and visiting customers, and put forward constructive opinions and suggestions in the form of a research report.

In the course of duty performance, I paid continuous attention to strategic and important matters such as the planned issuance of capital instruments, the annual fixed asset investment budget, the management of capital adequacy ratio and the profit distribution plan, and put forward proposals to enhance the management and judgment of risks and human resource management, which have been highly valued and implemented by the Bank based on its actual situation.

My on-site working hours meet the requirements of relevant laws, regulations, and the Articles of Association.

v. The Bank's cooperation with independent directors

In 2023, the Bank paid close attention to the comments and suggestions made by the Independent Directors, and organized the implementation thereof according to the actual conditions. The Bank actively provided the required working conditions for the Independent Directors, responded timely and effectively to their needs for performing their duties, actively assisted the Independent Directors in participating in meetings of the Bank, discussions, researches and trainings provided by the Bank or by external organizations, presented various kinds of reference and information and implemented multiple measures to earnestly guarantee the right of information of the Independent Directors. The Bank continuously strengthened the support and guarantee given to the Independent Directors for their duty-performance in order to facilitate the effective high-quality performance of their duties.

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I agreed on the Bank's disclosure of financial information in financial accounting reports and periodic reports, and internal control assessment reports.

v. Engagement and dismissal of accounting firms undertaking the audit business of listed companies

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the engagement of accounting firms for 2023, and approved the Bank's engagement of Deloitte Touche Tohmatsu Certified Public Accountants LLP and Deloitte Touche Tohmatsu as the Bank's domestic accounting firm and international accounting firm for 2023, respectively.

I expressed my ex-ante approval opinion and independent opinion on the engagement of the accounting firms, maintained adequate communication with the external auditors in accordance with the relevant requirements, and effectively fulfilled my relevant duties and obligations.

vi. Appointment or dismissal of financial officers of listed companies

During the reporting period, the Bank did not appoint or dismiss the financial officer of the Bank.

vii. Changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards

During the reporting period, the Bank did not make any changes in accounting policies, accounting estimates or corrections of material accounting errors for reasons other than changes in the accounting standards.

viii. Nomination or removal of directors, and appointment or dismissal of senior management members

In 2023, the Shareholders' General Meeting and the Board of Directors of the Bank reviewed and approved the relevant proposals on the elections of Mr. Feng Weidong and Ms. Cao Liqun as non-executive directors of the Bank and the election of Mr.

Herbert Walter as an independent director of the Bank. The Board of Directors reviewed and approved the relevant proposals on the appointment of Mr. Duan Hongtao as Senior Executive Vice President of the Bank and the appointments of Mr. Tian Fenglin and Mr. Xie Taifeng as Chief Business Officers of the Bank.

I agreed on the nominations and appointments of the directors and senior management members of the Bank.

ix. Remuneration of directors and senior management members, development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off

In 2023, the Bank's Board of Directors reviewed and approved the relevant proposals on the plan regarding the payment of remuneration to directors and senior management members for 2022 and the plan regarding the performance evaluation of senior management members for 2023, and determined the remuneration policy for directors and senior management members for implementation.

I agreed on the matters related to the remuneration of directors and senior management members of the Bank.

During the reporting period, the Bank did not have any matters relating to the development or change of share incentive schemes and employee share ownership schemes, granting of equity to eligible participants and achievement of conditions for exercising such equity, and arrangement of share ownership schemes by directors and senior management members in subsidiaries proposed to be spun off.

IV. Self-evaluation and Recommendations

In 2023, I performed my duties faithfully, diligently, prudently and independently in accordance with relevant laws and regulations of China, and the Articles of Association, and effectively enhanced the operational efficiency and scientific decision-making of the Board of Directors and special committees of the Board of Directors, boosting the enhancement of the Bank's corporate governance, and safeguarding the legitimate rights and interests of the Bank and all shareholders.

In 2024, I will continue to perform my duties in good faith, independently and diligently, provide professional and objective advice on the Bank's operation and development, promote the improvement of the decision-making level of the Board of Directors, and effectively safeguard the legitimate rights and interests of the Bank, minority shareholders and financial consumers.

Norman Chan Tak Lam

March 2024