THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION

If you are in any doubt as to any aspect of this circular or as to the action to be taken, you should consult your licensed securities dealer, bank manager, solicitor, professional accountant or other professional adviser.

If you have sold or transferred all your shares in Industrial and Commercial Bank of China Limited, you should at once hand this circular together with the accompanying proxy form and the reply slip to the purchaser or the transferee or to the bank, licensed securities dealer or other agent through whom the sale or transfer was effected for transmission to the purchaser or the transferee.

Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited take no responsibility for the contents of this circular, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this circular.



中國工商銀行股份有限公司

INDUSTRIAL AND COMMERCIAL BANK OF CHINA LIMITED

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

Stock Code: 1398 USD Preference Shares Stock Code: 4620

NOTICE OF THE FIRST EXTRAORDINARY GENERAL MEETING OF 2025

A notice convening the EGM to be held at Head Office of Industrial and Commercial Bank of China Limited, 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC on Thursday, 16 October 2025 at 2:50 p.m., is set out on pages 10 to 11 of this circular.

If you intend to appoint a proxy to attend the EGM, you are required to complete and return the accompanying proxy form in accordance with the instructions printed thereon. For holder of H Shares, the proxy form should be returned to Computershare Hong Kong Investor Services Limited by hand, by post or by fax not less than 24 hours before the time appointed for holding the EGM or any adjourned meeting thereof. Completion and return of the proxy form will not preclude you from attending and voting in person at the EGM or at any adjourned meeting should you so wish, but in such event the instrument appointing a proxy shall be deemed to be revoked.

If you intend to attend the EGM in person or by proxy, you are required to complete and return the reply slip to Computershare Hong Kong Investor Services Limited or to the Bank's Board of Directors' Office on or before Saturday, 11 October 2025.

The Chinese and English version of the circular and the enclosed proxy form and reply slip are available on the Bank's website (www.icbc-ltd.com) and the "HKEXnews" website of HKEX (www.hkexnews.hk). You may download or access the aforesaid documents on the Bank's website or browsing through the HKEXnews website of the HKEX. If there are any inconsistencies between the Chinese version and the English version of this circular, the Chinese version shall prevail.

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DEFINITIONS

In this circular, unless the context requires otherwise, the following expressions have the following meanings:

"A Shares" domestic shares of RMB1.00 each in the share capital of

ordinary shares of the Bank, which are listed on the

Shanghai Stock Exchange and traded in RMB

"Articles" the articles of association of the Bank from time to time

"Bank" Industrial and Commercial Bank of China Limited (中國

工商銀行股份有限公司), a joint stock limited company incorporated in the PRC, the H Shares and offshore preference shares of which are listed on the Hong Kong Stock Exchange (H Shares Stock Code: 1398 and USD Preference Shares Stock Code: 4620), and the A Shares and domestic preference shares of which are listed on the Shanghai Stock Exchange (A Shares Stock Code: 601398 and Domestic Preference Shares Stock Codes: 360011,

360036), respectively

"Board" the Board of Directors of the Bank

"Company Law" The Company Law of the PRC

"Directors" the directors of the Bank

"EGM" the first extraordinary general meeting for the year 2025

of the Bank to be held on 16 October 2025

"H Shares" overseas listed foreign shares of RMB1.00 each in the

share capital of ordinary shares of the Bank, which are listed on the Hong Kong Stock Exchange and traded in

Hong Kong dollars

"HKEX" Hong Kong Exchanges and Clearing Limited

"Hong Kong" the Hong Kong Special Administrative Region of the

PRC

"Hong Kong Listing Rules" Rules Governing the Listing of Securities on The Stock

Exchange of Hong Kong Limited

"Hong Kong Stock Exchange" The Stock Exchange of Hong Kong Limited

DEFINITIONS

"Ordinary Shares" A Shares and/or H Shares

"PRC" the People's Republic of China

"RMB" Renminbi, the lawful currency of the PRC

"Share(s)" Ordinary share(s) and/or preference share(s)

"Shareholder(s)" holders of Share(s)



中國工商銀行股份有限公司

INDUSTRIAL AND COMMERCIAL BANK OF CHINA LIMITED

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

Stock Code: 1398
USD Preference Shares Stock Code: 4620

Executive Directors:

Mr. Liao Lin

Mr. Liu Jun

Mr. Wang Jingwu

Non-executive Directors:

Mr. Lu Yongzhen

Ms. Cao Ligun

Mr. Dong Yang

Ms. Zhong Mantao

Independent non-executive Directors:

Mr. Norman Chan Tak Lam

Mr. Herbert Walter

Mr. Murray Horn

Mr. Chen Guanting

Mr. Li Weiping

Registered Office:

55 Fuxingmennei Avenue

Xicheng District, Beijing 100140

PRC

Place of Business in Hong Kong:

33/F, ICBC Tower 3 Garden Road

Central, Hong Kong

23 September 2025

To the Shareholders

Dear Sir or Madam.

NOTICE OF THE FIRST EXTRAORDINARY GENERAL MEETING OF 2025

I. INTRODUCTION

The purpose of this circular is to provide you with information regarding certain proposals to be considered at the EGM and to set out the notice of the EGM.

At the EGM, the following resolutions will be considered and, if thought fit, to be passed:

As Ordinary Resolution (Non-cumulative Voting Resolution):

1. Proposal on the Election of Mr. Duan Hongtao to be Appointed as Executive Director of ICBC

As Ordinary Resolutions (Cumulative Voting Resolutions):

- 2.00 Proposal on the Election of Independent Directors of ICBC
 - 2.01 Proposal on the Election of Mr. Norman Chan Tak Lam to be Reappointed as Independent Director of ICBC
 - 2.02 Proposal on the Election of Mr. Lee Kam Hung Lawrence to be Appointed as Independent Director of ICBC

II. PROPOSAL ON THE ELECTION OF MR. DUAN HONGTAO TO BE APPOINTED AS EXECUTIVE DIRECTOR OF ICBC

According to the Company Law, the relevant laws and regulations and the relevant requirements under the Articles, the Board considered and approved the Proposal on Nominating Mr. Duan Hongtao as Candidate for Executive Director of Industrial and Commercial Bank of China Limited, and resolved Mr. Duan Hongtao be nominated as candidate for Executive Director of the Bank.

For the independent opinions issued by the Independent Directors of the Bank, please refer to the relevant announcement published by the Bank on the "HKEXnews" website of HKEX (www.hkexnews.hk) on 29 August 2025.

It is proposed that the Shareholders' General Meeting elects Mr. Duan Hongtao as the Executive Director of the Bank. The election of Mr. Duan Hongtao as the Executive Director is subject to the approval of the National Financial Regulatory Administration.

The biography of Mr. Duan Hongtao is set out below: Duan Hongtao, male, Chinese nationality, born in 1969. Mr. Duan Hongtao has served as Deputy Secretary of the Party Committee of the Bank since June 2025. He served as the Assistant to General Manager and Deputy General Manager of Hubei Branch, General Manager of Qingdao Branch, General Manager of Shandong Branch, and Director of the Executive Office of the Head Office of China Construction Bank, Senior Executive Vice President of ICBC, and Senior Executive Vice President and concurrently Board Secretary of ICBC. Mr. Duan Hongtao obtained a Doctoral degree in Management. He is a senior economist.

According to the Articles, the term of office of each director is three years, and a director is eligible for re-election upon the expiry of his/her term. The remuneration of directors of the Bank shall follow the relevant regulations and the relevant remuneration plans will be considered in accordance with the relevant procedures and submitted to the Shareholders' General Meeting of the Bank for consideration and approval. The details of the remuneration of the directors of the Bank are available in the Bank's annual reports and relevant announcements.

As at the date of this circular, Mr. Duan Hongtao is not disqualified from being a director in a listed company pursuant to Rule 3.2.2 of the Self-Regulatory Guideline No. 1 – Standardized Operation of Listed Companies on the Shanghai Stock Exchange. Save as disclosed in this circular, Mr. Duan Hongtao does not hold any other positions in the Bank or its subsidiaries, he has not held directorships in other listed companies in the last three years, he does not have any relationship with any directors, supervisors, senior management members, substantial shareholders or controlling shareholders of the Bank, and he does not hold any interests in the shares of the Bank within the meaning of Part XV of the Securities and Futures Ordinance of Hong Kong.

Save as disclosed in this circular, there are no other matters relating to the election of Mr. Duan Hongtao that need to be brought to the attention of the shareholders of the Bank nor is there any other information to be disclosed pursuant to the requirements of Rule 13.51(2) of the Hong Kong Listing Rules.

III. PROPOSAL ON THE ELECTION OF INDEPENDENT DIRECTORS OF ICBC

1. Proposal on the Election of Mr. Norman Chan Tak Lam to be Reappointed as Independent Director of ICBC

According to relevant regulations, Mr. Norman Chan Tak Lam is eligible for re-election upon the expiry of his three-year term as Independent Director of the Bank. In order to ensure the smooth operation of the Board, according to the Company Law, the relevant laws and regulations and the relevant requirements under the Articles, the Board considered and approved the Proposal on Nominating Mr. Norman Chan Tak Lam as Candidate for Independent Director of Industrial and Commercial Bank of China Limited, and resolved Mr. Norman Chan Tak Lam be nominated as candidate for Independent Director of the Bank and reappointed as Independent Director of the Bank.

For the independent opinions issued by the Independent Directors of the Bank, please refer to the relevant announcement published by the Bank on the "HKEXnews" website of HKEX (www.hkexnews.hk) on 29 August 2025.

It is proposed that the Shareholders' General Meeting elects Mr. Norman Chan Tak Lam as the Independent Director of the Bank. The new term of office of Mr. Norman Chan Tak Lam as Independent Director of the Bank shall take effect on the date when the approval from the Shareholders' General Meeting is obtained.

The biography of Mr. Norman Chan Tak Lam is set out below: Norman Chan Tak Lam, male, Chinese nationality, born in 1954. Mr. Norman Chan Tak Lam has served as Independent Non-executive Director of the Bank since September 2022. He 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 of Asia of Standard Chartered Bank, Chairman

of HK Acquisition Corporation and other positions. He currently serves as Chairman of the Board of Directors of RD Wallet Technologies Limited, Chairman of the Board of Directors of RD ezLink Limited, 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, Chairman of the Board of CUHK Innovation Limited. He 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, an Honorary Doctorate of Social Sciences of The Chinese University of Hong Kong. He 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. He is a Fellow of The Hong Kong Institute of Bankers, Fellow of Hong Kong Academy of Finance. He was awarded the IFTA FinTech Achievement Award by the Institute of Financial Technologists of Asia (IFTA), the Leadership Lifetime Achievement Award by The Asian Banker.

According to the Articles, the term of office of each director is three years, and a director is eligible for re-election upon the expiry of his/her term. The remuneration of directors of the Bank shall follow the relevant regulations and the relevant remuneration plans will be considered in accordance with the relevant procedures and submitted to the Shareholders' General Meeting of the Bank for consideration and approval. The details of the remuneration of the directors of the Bank are available in the Bank's annual reports and relevant announcements.

As at the date of this circular, Mr. Norman Chan Tak Lam is not disqualified from being a director in a listed company pursuant to Rule 3.2.2 of the Self-Regulatory Guideline No. 1 – Standardized Operation of Listed Companies on the Shanghai Stock Exchange. Mr. Norman Chan Tak Lam has confirmed that he meets the independence as regards each of the factors referred to in the Rule 3.13(1) to (8) of the Hong Kong Listing Rules and has no past or present financial or other interest in the business of the Bank and its subsidiaries or any connection with any core connected person of the Bank, and there are no other factors that may affect his independence. Save as disclosed in this circular, Mr. Norman Chan Tak Lam does not hold any other positions in the Bank or its subsidiaries, he has not held directorships in other listed companies in the last three years, he does not have any relationship with any directors, supervisors, senior management members, substantial shareholders or controlling shareholders of the Bank, and he does not hold any interests in the shares of the Bank within the meaning of Part XV of the Securities and Futures Ordinance of Hong Kong.

Save as disclosed in this circular, there are no other matters relating to the election of Mr. Norman Chan Tak Lam that need to be brought to the attention of the shareholders of the Bank nor is there any other information to be disclosed pursuant to the requirements of Rule 13.51(2) of the Hong Kong Listing Rules.

2. Proposal on the Election of Mr. Lee Kam Hung Lawrence to be Appointed as Independent Director of ICBC

In order to ensure the smooth operation of the Board, according to the Company Law, the relevant laws and regulations and the relevant requirements under the Articles, the Board considered and approved the Proposal on Nominating Mr. Lee Kam Hung Lawrence as Candidate for Independent Director of Industrial and Commercial Bank of China Limited, and resolved Mr. Lee Kam Hung Lawrence ("Mr. Lee") be nominated as candidate for Independent Director of the Bank.

For the independent opinions issued by the Independent Directors of the Bank, please refer to the relevant announcement published by the Bank on the "HKEXnews" website of HKEX (www.hkexnews.hk) on 29 August 2025.

It is proposed that the Shareholders' General Meeting elects Mr. Lee as the Independent Director of the Bank. The election of Mr. Lee as the Independent Director is subject to the approval of the National Financial Regulatory Administration.

The biography of Mr. Lee is set out below: Lee Kam Hung Lawrence, male, Chinese nationality, was born in 1954. Mr. Lee currently serves as the Chairman and Non-executive Director of OSL Group Limited, engaging in law-related work at the same time. He concurrently serves as the Chairman of the Staff Appeals Committee at the Hospital Authority and he is a Senior Fellow of Hong Kong Securities and Investment Institute. He served as the Chairman of Hong Kong SAR and Chinese Mainland offices, the Chairman of the Asia Pacific Regional Council and a member of the Executive Committee of Baker McKenzie, a Non-executive Director, Chairman of the Process Review Panel, and a member of the Takeovers and Mergers Panel and the Takeovers Appeal Committee of the Securities and Futures Commission, Hong Kong SAR. Mr. Lee obtained a Bachelor's Degree in Laws (LLB) and a Postgraduate Certificate in Laws (P.C.LL) from the University of Hong Kong. He was awarded the Bronze Bauhinia Star and the title of Justice of the Peace.

According to the Articles, the term of office of each director is three years, and a director is eligible for re-election upon the expiry of his/her term. The remuneration of directors of the Bank shall follow the relevant regulations and the relevant remuneration plans will be considered in accordance with the relevant procedures and submitted to the Shareholders' General Meeting of the Bank for consideration and approval. The details of the remuneration of the directors of the Bank are available in the Bank's annual reports and relevant announcements.

As at the date of this circular, Mr. Lee had retired from Baker McKenzie (the "Firm") for less than two years, and subsidiaries of the Bank had engaged the Firm to provide certain legal services in relation to banking-related matters (such as bank loans and financing transactions) (the "Services") within the two years immediately preceding the date on which Mr. Lee was proposed to be appointed as an Independent Non-executive Director. The Services were provided on a job-by-job basis and the Firm was only one of the many firms which provide similar services to the subsidiaries of the Bank during the relevant period. Mr. Lee believes that his previous positions at the Firm has no impact on his independence for the following reasons: (1) the Services are independent from the business line in which Mr. Lee previously worked (capital markets group), and Mr. Lee had no management influence nor oversight over the banking group of the Firm; (2) Mr. Lee had not been directly or indirectly providing any professional services to the Bank or its subsidiaries personally nor was he responsible in the supervision of or looking after the Firm's client relationship with the Bank; (3) the legal fees in relation to the Services were immaterial in terms of scale and amount to the Firm or to the Bank; (4) Mr. Lee had retired from the Firm since 30 June 2024 and no longer has any title or has any on-going financial interest (other than the retirement benefit); (5) other factors as set out in Rule 3.13 of the Hong Kong Listing Rules do not apply to Mr. Lee, and Mr. Lee has not had, does not currently have and will not have any executive or management role or functions in the Bank or its subsidiaries, nor has he been involved, currently involved or will be involved in the Bank's or its subsidiaries' day-to-day management and operations.

Mr. Lee has confirmed his independence to the Bank in accordance with Rule 3.13 of the Hong Kong Listing Rules. Based on the above and considering that Mr. Lee has more than 40 years of professional service experience, the Bank also considers that Mr. Lee's previous positions at the Firm has no impact on his independence and he complies with the independence guidelines as set out in Rule 3.13 of the Hong Kong Listing Rules and he is independent according to the terms of such guidelines; the Bank also considers that Mr. Lee possesses the qualifications, expertise, knowledge, and experience required as an Independent Non-executive Director and will be able to make independent and professional judgments as an Independent Non-executive Director when deliberating matters of the Bank.

As at the date of this circular, Mr. Lee is not disqualified from being a director in a listed company pursuant to Rule 3.2.2 of the Self-Regulatory Guideline No. 1 – Standardized Operation of Listed Companies on the Shanghai Stock Exchange. Save as disclosed in this circular, Mr. Lee has no past or present financial or other interest in the business of the Bank and its subsidiaries or any connection with any core connected person of the Bank, and there are no other factors that may affect his independence. Save as disclosed in this circular, Mr. Lee does not hold any other positions in the Bank or its subsidiaries, he has not held directorships in other listed companies in the last three years, he does not have any relationship with any

directors, supervisors, senior management members, substantial shareholders or controlling shareholders of the Bank, and he does not hold any interests in the shares of the Bank within the meaning of Part XV of the Securities and Futures Ordinance of Hong Kong.

Save as disclosed in this circular, there are no other matters relating to the election of Mr. Lee that need to be brought to the attention of the shareholders of the Bank nor is there any other information to be disclosed pursuant to the requirements of Rule 13.51(2) of the Hong Kong Listing Rules.

IV. THE EGM

A notice convening the EGM to be held at Head Office of Industrial and Commercial Bank of China Limited, 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC on Thursday, 16 October 2025 at 2:50 p.m., is set out on pages 10 to 11 of this circular.

If you intend to appoint a proxy to attend the EGM, you are required to complete and return the accompanying proxy form in accordance with the instructions printed thereon. For holder of H Shares, the proxy form should be returned to Computershare Hong Kong Investor Services Limited by hand, by post or by fax not less than 24 hours before the time appointed for holding the EGM or any adjourned meeting thereof. Completion and return of the proxy form will not preclude you from attending and voting in person at the EGM or at any adjourned meeting should you so wish, but in such event the instrument appointing a proxy shall be deemed to be revoked.

If you intend to attend the EGM in person or by proxy, you are required to complete and return the reply slip to Computershare Hong Kong Investor Services Limited or to the Bank's Board of Directors' Office on or before Saturday, 11 October 2025.

V. RECOMMENDATION

The Board considers that the above proposals are in the best interests of the Bank and its Shareholders. Accordingly, the Board recommends the Shareholders to vote in favour of the relevant resolutions which will be proposed at the EGM.

The Board of Directors of
Industrial and Commercial Bank of China Limited



中國工商銀行股份有限公司

INDUSTRIAL AND COMMERCIAL BANK OF CHINA LIMITED

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

Stock Code: 1398

USD Preference Shares Stock Code: 4620

NOTICE OF THE FIRST EXTRAORDINARY GENERAL MEETING OF 2025

NOTICE IS HEREBY GIVEN that the first extraordinary shareholders' general meeting of 2025 (the "**EGM**") of Industrial and Commercial Bank of China Limited (the "**Bank**") will be held at Head Office of Industrial and Commercial Bank of China Limited, 55 Fuxingmennei Avenue, Xicheng District, Beijing, PRC on Thursday, 16 October 2025 at 2:50 p.m.. The EGM will consider and, if thought fit, pass the following resolutions:

As Ordinary Resolution (Non-cumulative Voting Resolution):

1. Proposal on the Election of Mr. Duan Hongtao to be Appointed as Executive Director of ICBC

As Ordinary Resolutions (Cumulative Voting Resolutions):

- 2.00 Proposal on the Election of Independent Directors of ICBC
 - 2.01 Proposal on the Election of Mr. Norman Chan Tak Lam to be Reappointed as Independent Director of ICBC
 - 2.02 Proposal on the Election of Mr. Lee Kam Hung Lawrence to be Appointed as Independent Director of ICBC

The Board of Directors of Industrial and Commercial Bank of China Limited

Beijing, PRC 23 September 2025

NOTICE OF EGM

Notes:

(1) Closure of register of members and eligibility for attending the EGM

Holders of H Shares of the Bank are advised that the register of members will be closed from Monday, 13 October 2025 to Thursday, 16 October 2025 (both days inclusive). Holders of H Shares whose names appear on the register of members of the Bank maintained in Hong Kong at the close of business on Friday, 10 October 2025 are entitled to attend the EGM.

Holders of H Shares who wish to attend the EGM but have not registered the transfer documents are required to deposit the transfer documents together with the relevant share certificates at the H Share registrar of the Bank, Computershare Hong Kong Investor Services Limited, at Rooms 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong at or before 4:30 p.m. on Friday, 10 October 2025.

(2) Proxy

Shareholders entitled to attend and vote at the EGM may appoint one or more proxies to attend and vote in their stead. A proxy need not be a shareholder of the Bank. The instrument appointing a proxy must be in writing under the hand of a shareholder or his attorney duly authorized in writing. If the shareholder is a corporate body, the proxy form must be either executed under its common seal or under the hand of its director(s) or duly authorized attorney(s). If the proxy form is signed by an attorney of the shareholder, the power of attorney authorizing that attorney to sign or other authorization documents must be notarised.

To be valid, the proxy form together with the power of attorney or other authorization document (if any) must be lodged at the H Share registrar of the Bank by hand, by post or by fax not less than 24 hours before the time fixed for holding the EGM or any adjournment thereof (as the case may be) by holders of H Shares. The H Share registrar of the Bank is Computershare Hong Kong Investor Services Limited, whose address is at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong (Tel: (852) 2862 8555, Fax: (852) 2865 0990). Completion and return of the proxy form will not preclude a shareholder from attending and voting in person at the EGM if he so wishes, but in such event the instrument appointing a proxy shall be deemed to be revoked.

(3) Reply Slip

Shareholders who intend to attend the EGM in person or by proxy should return the reply slip by hand, by post or by fax to the Bank's Board of Directors' Office or Computershare Hong Kong Investor Services Limited on or before Saturday, 11 October 2025. The Bank's Board of Directors' Office is located at 55 Fuxingmennei Avenue, Xicheng District, Beijing 100140, PRC (Tel: (86 10) 8101 1187, Fax: (86 10) 6610 6139). The address of Computershare Hong Kong Investor Services Limited is 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong (Tel: (852) 2862 8555, Fax: (852) 2865 0990).

(4) Other issues

Shareholders (in person or by proxy) attending the EGM are responsible for their own transportation and accommodation expenses. Shareholders or their proxies attending the EGM shall produce their identification documents.

The EGM starts at 2:50 p.m. Registration for admission to the EGM will take place from 2:00 p.m. to 2:50 p.m..