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

LIST OF DIRECTORS AND THEIR ROLE AND FUNCTION

The members of the board of directors of Industrial and Commercial Bank of China Limited (the "**Board**") are as follows:

Executive Directors

Mr. LIAO Lin *(Chairman)*
Mr. LIU Jun *(Vice Chairman and President)*
Mr. DUAN Hongtao
Mr. WANG Jingwu *(Senior Executive Vice President)*

Non-executive Directors

Mr. DONG Yang
Ms. ZHONG Mantao
Ms. LIU Fang
Ms. ZHOU Ji

Independent Non-executive Directors

Mr. Norman CHAN Tak Lam
Mr. Herbert WALTER
Mr. Murray HORN
Mr. CHEN Guanting
Mr. LI Weiping
Mr. LEE Kam Hung Lawrence

The Board has set up eight committees. The table below provides membership information of these committees on which each Board member serves.

Director/Board Committee	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
LIAO Lin	C							
LIU Jun	M	C			M			
DUAN Hongtao	M					M		
WANG Jingwu				M			M	M
DONG Yang	M		VC	M				M
ZHONG Mantao	M	M	M		M		M	
LIU Fang	M	M		M				M
Zhou Ji			M	M		M		M
Norman CHAN Tak Lam	M			C	M	M	M	C
Herbert WALTER	M	M	M			C	M	
Murray HORN	M			M	C	M	M	M
CHEN Guanting			C	M			M	M
LI Weiping	M		M		M	M	C	
LEE Kam Hung Lawrence			M	M	M			M

Notes:

C: Chairman of relevant board committee
VC: Vice Chairman of relevant board committee
M: Member of relevant board committee

Beijing, PRC
27 November 2026