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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: 4603

EUR Preference Shares Stock Code: 4604

RMB Preference Shares Stock Code: 84602

ANNOUNCEMENT ON THE RELEASE OF ECOS

On 8 November 2019, Industrial and Commercial Bank of China Limited (the “**Bank**”) officially releases ECOS in Beijing. ECOS is named after the initial four letters of Ecosystem, of which, E represents “Enterprise-level”, C represents “Customer-centred”, O represents “Open”, S represents “Smart”.

In recent years, the Bank is committed to the group’s cross-border, cross-industry and cross-sector transformation and development, and actively pushes forward the construction of smart banking. Based on the construction of ECOS, the Bank takes the whole-group perspective and has re-organized the business structure and set up a new system of intra-group product consolidation, information sharing, process coordination and channel synchronization; centering on customers, the Bank actively pushes forward the transformation of the customer development concept to “serving the broadest customer base”, and is dedicated to providing customers with low-cost, high-efficiency and individualized services; relying on the self-owned three platforms i.e. ICBC Mobile, ICBC Link and ICBC Mall as the keystones and using the API open platform and ICBC Finance Cloud Platform as grasping points for cross-sector cooperation, to construct “Finance Plus” hotspot scenarios and build an open, cooperative and win-win financial ecosphere; following the FinTech development trend, to comprehensively lay out in advanced technology areas such as artificial intelligence, blockchain, cloud computation, big data, internet of things, the Bank has researched on and developed a series of FinTech platforms with core intellectual property rights, for shaping a brand-new ecosystem with in-depth integration of finance and technology.

For the next step, the Bank will follow the concept of “technology-leading, innovation-energizing” and, by way of intelligent technologies, to construct open ecosphere, further satisfy the new demands for financial services from the real economy and the public which will provide stronger momentum for the Bank to enhance its service for the real economy, implement the business transformation and forge the customers’ favorite bank.

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

Beijing, PRC

8 November 2019

As at the date of this announcement, the board of directors comprises Mr. CHEN Siqing, Mr. GU Shu and Mr. HU Hao as executive directors, Mr. YE Donghai, Mr. ZHENG Fuqing, Ms. MEI Yingchun, Mr. DONG Shi, and Mr. LU Yongzhen as non-executive directors, Mr. Anthony Francis NEOH, Mr. YANG Siu Shun, Ms. Sheila Colleen BAIR, Mr. SHEN Si, Mr. Nout WELLINK and Mr. Fred Zulu HU as independent non-executive directors.