






Release of 2020 Annual Operating Results

March 2021

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Overview of main indicators

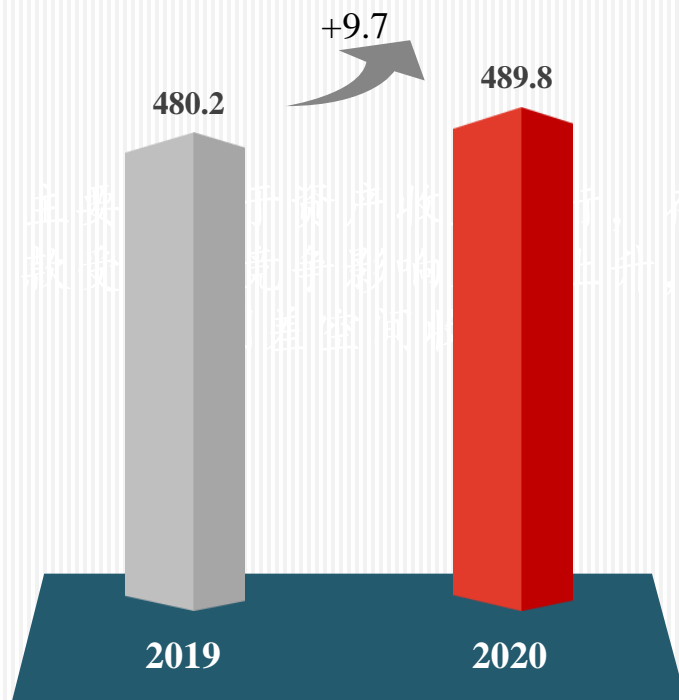
I. Profit indicators	2020	2019	Year-on-year change	Increase/decrease
i. Net profit attributable to the equity holders of the Bank	489.8	480.2	9.7	2.0%
ii. Pre-allowance profit	1,408.5	1,338.0	70.5	5.3%
iii. Return on average assets (ROA)	0.69%	0.76%	Down by 0.07 percentage point	
iv. Return on average equity (ROE)	10.11%	11.07%	Down by 0.96 percentage point	
v. Net operating income	1,947.3	1,875.8	71.5	3.8%
1. Net interest income	1,505.2	1,469.3	35.9	2.4%
Net interest margin	2.26%	2.45%	Down by 0.19 percentage point	
2. Net non-interest income	442.2	406.6	35.6	8.7%
Non-interest income ratio	22.71%	21.68%	Up by 1.03 percentage points	
vi. Cost-to-income ratio	26.65%	27.70%	Down by 1 percentage point	
II. Scale indicators	End of 2020	End of 2019	Year-on-year change	Increase/decrease
i. Total assets	75,112	67,504	7,607	11.3%
ii. Loans to customers	44,733	39,980	4,753	11.9%
iii. Customer deposits	45,284	40,388	4,896	12.1%
III. Asset quality indicator	End of 2020	End of 2019	Year-on-year change	Increase/decrease
i. Balance of non-performing loans (NPLs)	734.5	661.2	73.4	11.1%
ii. NPL ratio	1.64%	1.65%	Down by 0.01 percentage point	
iii. Allowance coverage ratio	171.68%	175.25%	Down by 3.57 percentage points	
iv. The ratio of allowance for impairment of loans to total loans	2.82%	2.90%	Down by 0.08 percentage point	
IV. Regulatory indicators	End of 2020	End of 2019	Over the end of the previous year	
i. Capital adequacy ratio	13.01%	12.44%	Up by 0.57 percentage point	
ii. Tier-1 capital adequacy ratio	10.18%	10.20%	Down by 0.02 percentage point	
iii. Core tier-1 capital adequacy ratio	8.74%	8.69%	Up by 0.05 percentage point	

Unit: RMB100 million

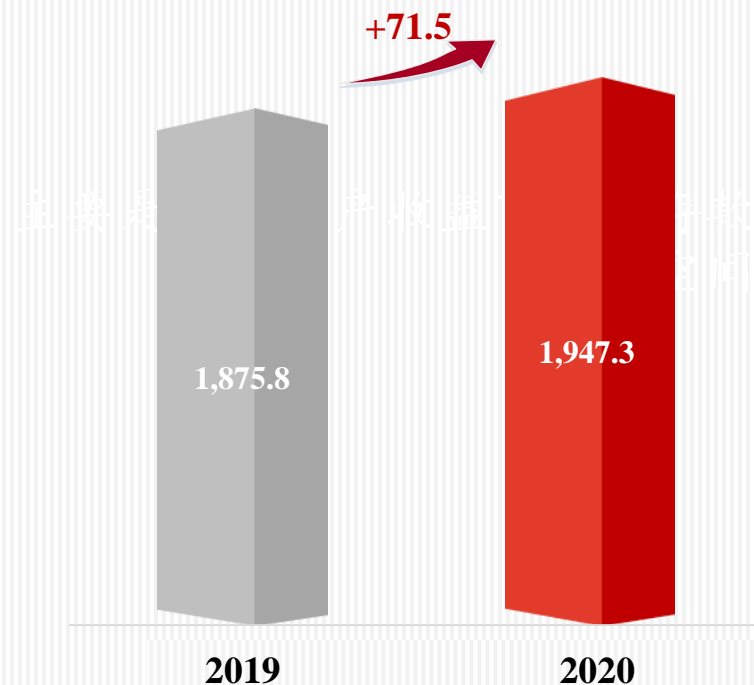
I. Kept profitability stable

📍 The Bank overcame pandemic impact, achieved stable growth in benefits, and improved income structure

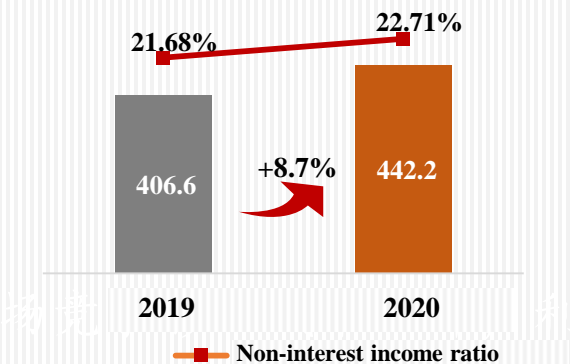
▶ **Net profit**
RMB**48.980** million
up **2%**



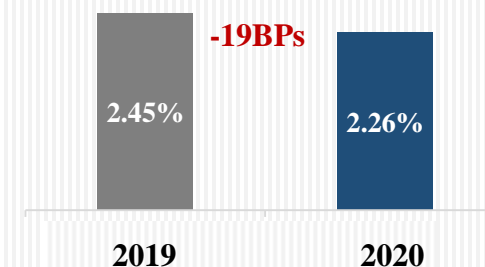
▶ **Net operating income**
RMB**194.73** billion
up **3.8%**



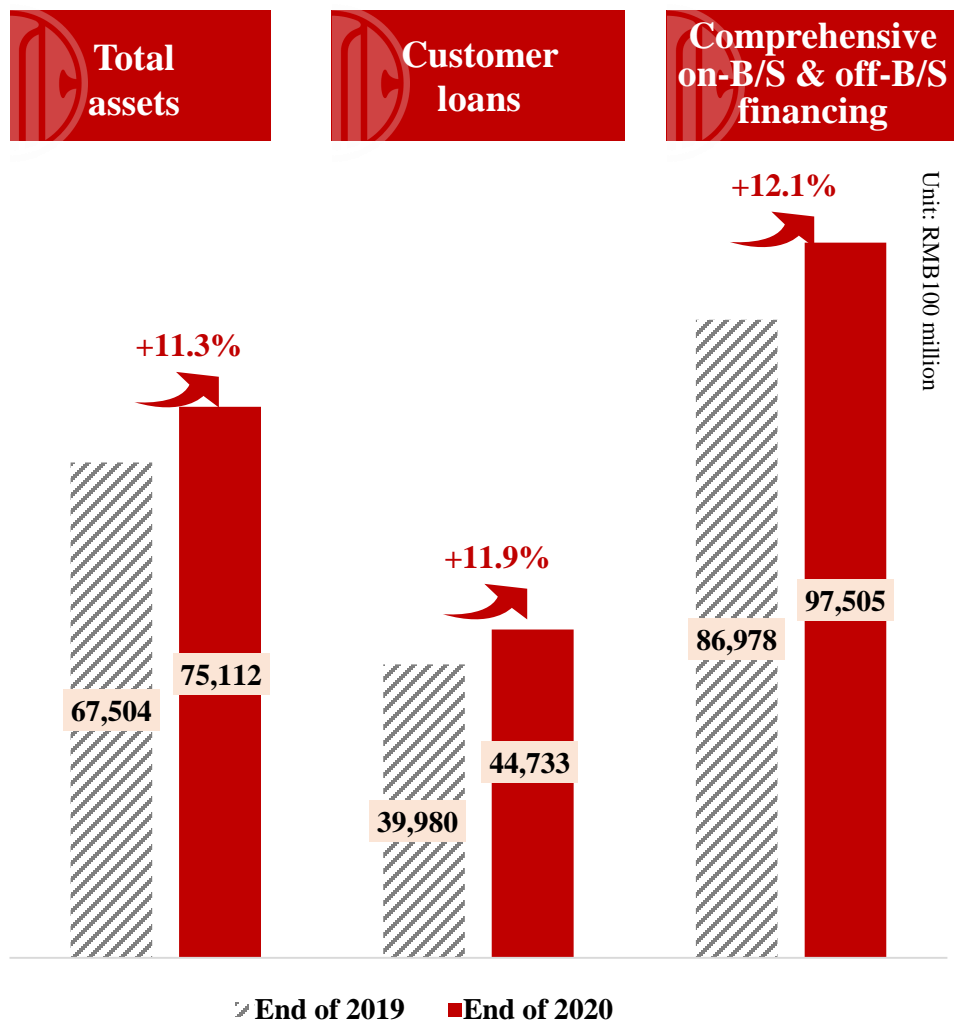
▶ **Non-interest income ratio**
Up **1.03 percentage points**



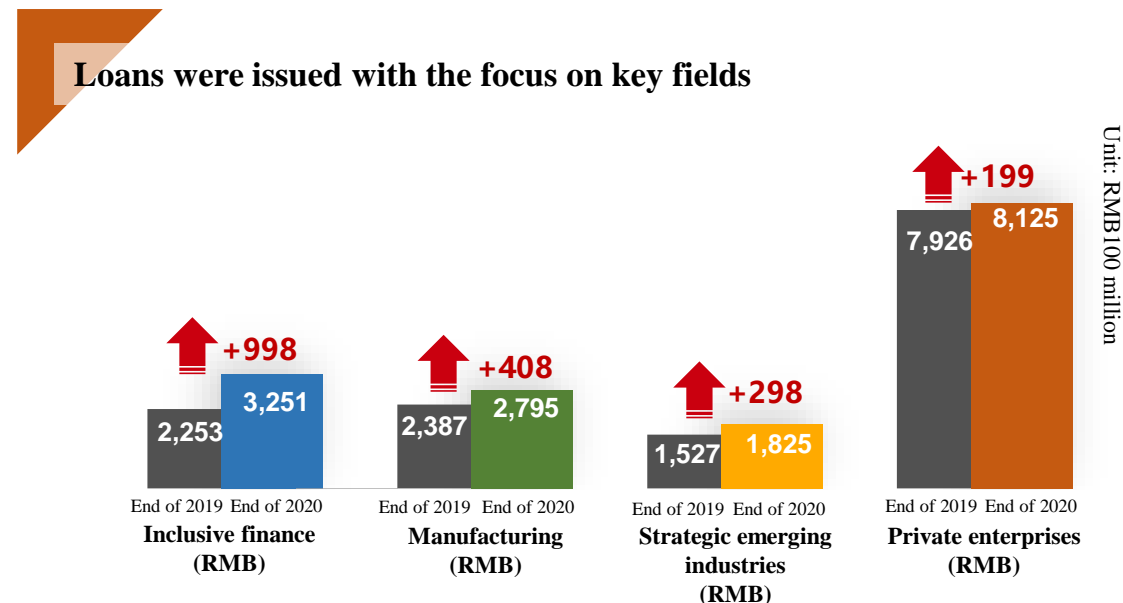
Net interest margin



II. Served the real economy with quality and efficiency further assured



Note: Comprehensive financing includes various loans, financial investments, guarantees & commitments, non-risk-bearing wealth management products and bond underwriting.



The Bank assisted enterprises in difficulties in resuming work and production, and spared no effort to win the tough battle against the pandemic

- The pandemic prevention and anti-pandemic loans totaled around **RMB200 billion**.
- The Bank underwrote **38 deals** of pandemic control bonds, raising funds in an amount of **RMB26.8 billion**.
- Immediately after the outbreak of the coronavirus, the Bank donated **RMB50 million** to China Charity Federation in support of pandemic prevention and control in Hubei Province.

Note: Loans to key fields are managed by the standard of the central bank.

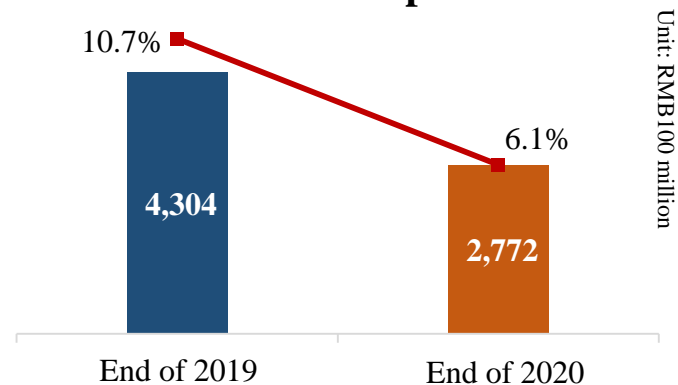
III. Developed deposits with the focus on both quantity and quality

► Growth of liabilities

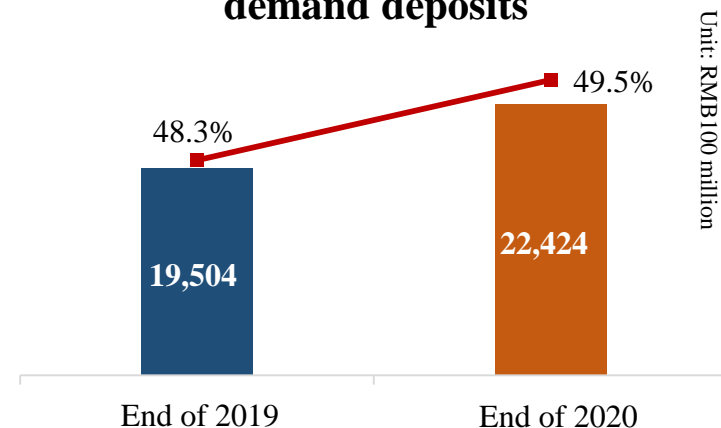
Unit: RMB100 million

Item	End of 2020	Increment	Growth rate	Percentage	Change in proportion
Total liabilities	69,511	7,332	11.8%	100.0%	Flat
I. Customer deposits	45,284	4,896	12.1%	65.1%	+0.2 percentage point
1. Corporate deposits	35,901	4,295	13.6%	79.3%	+1 percentage point
2. Personal deposits	9,383	601	6.8%	20.7%	-1 percentage point
II. Interbank liabilities	12,930	1,406	12.2%	18.6%	+0.1 percentage point
III. Certificate of indebtedness issued, borrowings from central banks and others	11,297	1,030	10.0%	16.3%	-0.3 percentage point

► Balance and proportion of structural deposits



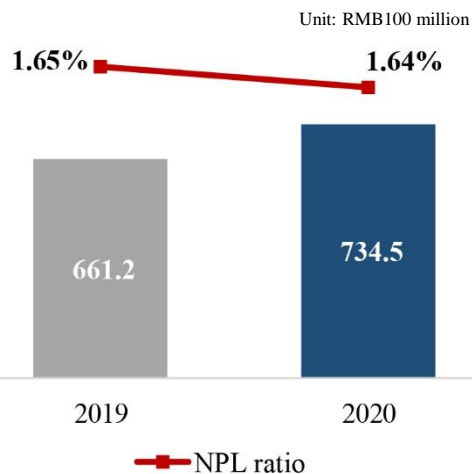
► Balance and proportion of demand deposits



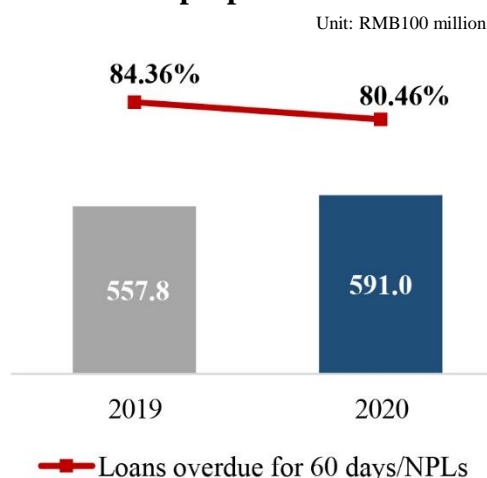
IV. The asset quality showed an upward trend

The NPL ratio declined and the asset quality showed an upward trend

Balance of NPLs and NPL ratio



Loans overdue for 60 days and more and their proportion



Item	End of 2020	End of 2019	Change
I. Allowance coverage ratio	171.68%	175.25%	Down by 3.57 percentage points
II. The ratio of allowance for impairment of loans to total loans	2.82%	2.90%	Down by 0.08 percentage point

1

The Bank strictly carried out risk classification and set aside sufficient provisions

- All credit card and personal loans overdue for more than 60 days were downgraded to NPLs; asset management assets of RMB46.1 billion were returned to the balance sheet, and provisions were sufficiently set aside.
- In 2020, the Bank set aside provisions of RMB82.99 billion, a year-on-year increase of 7.4%; kept reasonably abundant allowance coverage ratio and ratio of allowance for impairment of loans to total loans.

2

The Bank orderly disposed of existing NPAs and was fully prepared for the inspection and mitigation of potential risks

- In 2020, the Bank disposed of RMB92.7 billion of NPLs, a year-on-year increase of 13%.
- For customers who might face risks after the exit of support policies during the pandemic, the Bank carried out adequate inspections and developed risk mitigation and response plans.

3

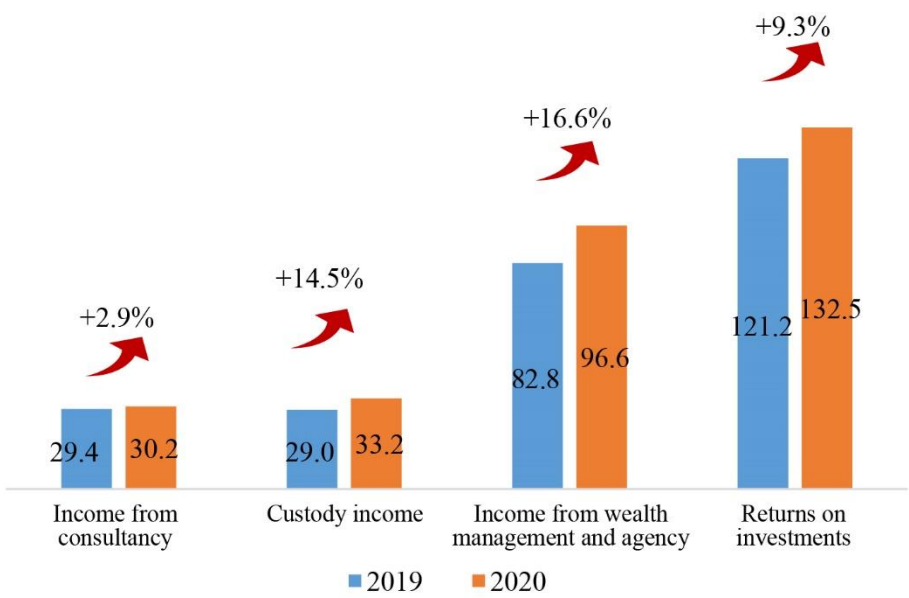
The Bank strengthened risk governance in key fields and constantly improved the rationality and effectiveness of the risk system

V. Made headway in light capital transformation

 The light capital income and risk weights increased and decreased respectively

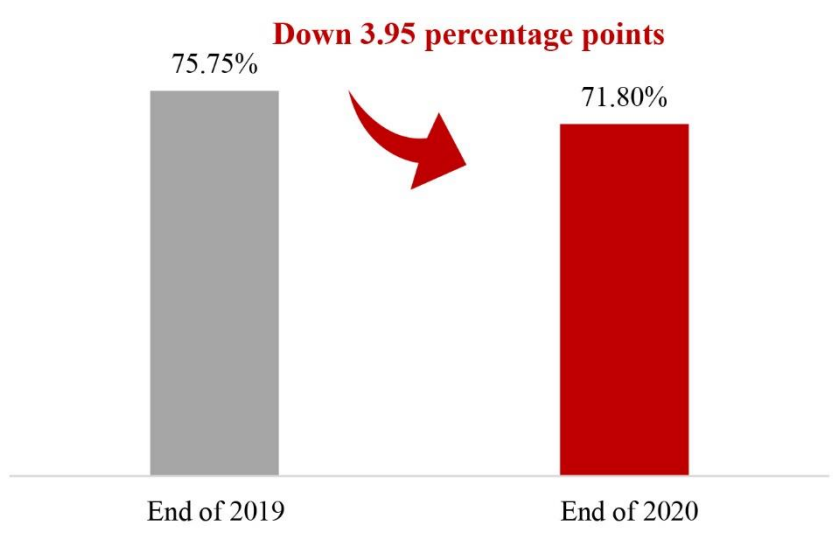
The Bank accelerated light capital transformation and achieved sound growth in the income from light capital business

Growth of income from main light capital



The Bank enhanced capital management, arranged the business structure based on "light-weight" requirements, and achieved remarkable results in reducing the comprehensive risk weight

Comprehensive risk weight



VI. Enhanced the quality and efficiency of business synergy

The joint
financing with
subsidiaries of the
Group

RMB **1078.2** billion

Increase over
the Previous
Year

68%



The scale of assets of
the Group's
subsidiaries under
custody

RMB **845.8** billion

Increase over
the Previous
Year

20%



Cross sales obtained by acting as the sales agent of products of the Group's financial subsidiary

Growth Rate over the Previous Year

142%



The number of institutional customers under third-party custody in cooperation with CITIC Securities and China Securities

6,051

Increase over the Previous Year

13%



710

The number of personal customers under third-party custody in cooperation with CITIC Securities and China Securities

1.27 million

Increase over the Previous Year

87,000



VII. Deepened the digital transformation

Breakthroughs were made in the building of major projects

The science and technology investment was continuously increased

The science and technology investment reached RMB6.93 billion in the year, a year-on-year increase of 24.4%

Fintech empowerment started to produce an effect



The successful operation of the Lingyun Project: it was the first self-developed core system with the distributed architecture in China, providing the "CITIC Bank's plan" for safe and controllable infrastructure in China's financial sector.



Leading peers in the application of Blockchain technology: the blockchain trading financing system was officially transferred to the PBOC, being the first national platform in the industry; the blockchain platform passed all the five credibility assessments organized by the China Academy of Information and Communication Technology (CAICT) at once and ranked first among all participants; the Bank won the bid for the underlying basic blockchain platform of Xiongan New Area based on it.



Breakthroughs in big data R&D: the Bank completed the Phase I commissioning of the bank-wide data lake and the domestic data warehouse, basically building the basic data platform of "one lake and one warehouse".

01

Digital customer acquisition and smart operation empowered business development

The Bank promoted precision marketing to produce an effect with data driving as the core. Specifically, the retail AI intelligent recommendations gave rise to wealth management sales of more than RMB230 billion; the corporate chain marketing model attracted more than 10,000 customers, leading to the growth of RMB38.9 billion of deposits.

02

The efficiency of digital operation significantly increased

Intelligent robots were successfully used in nearly 800 business scenarios, leading to an increase of more than 20% in the average operation efficiency, and a decrease of 70% in the average error rate; The open digital finance banking was connected to more than 220 partners, increasing the operation efficiency by 50%; In the financial market, the Bank released the cockpit of management, which increased the efficiency by 20% with the integrated and paperless operation.

03

The digital risk control capacity was enhanced continuously

The Bank's relevant systems supported multiple business scenarios such as corporate, inclusive, and personal loans, and generated more than 1,000 early warning signals every day. The Bank independently developed and upgraded intelligent anti-fraud platform and anti-money laundering systems, with a real-time transaction monitoring and interception accuracy of 90%, and screened and intercepted more than 17,000 risk incidents through offline risk control.

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I. The potential of the corporate business continued to accumulate

▶ The Bank thoroughly implemented the "customer-oriented" business concept and vigorously promoted business transformation and sustainable development centering on the "structure of seven systems"



Focusing on promoting high-quality driving forces for the corporate business

Valuable banking

Light banking

Process banking

Smart banking

Making partners successful

Transaction banking

Investment banking business

International business

Asset custody business

Supply chain finance

Auto finance

Inclusive finance

Financial services for governments

Scenario-based, specialized, and online banking

Intelligent investment financing
Innovation for win-win results

3S -- specialty, shortcut, swiftness

Value custody

Ecology E chain to achieve win-win results

Accompanying you through the road ahead

SMEs
Easy loan

Assisting in government affairs
Benefiting people's livelihood

Customer segment

Team building

Product Innovation

Channel sharing

Procedure optimization

Early recognition and prevention of risks

Digital transformation



I. The potential of the corporate business continued to accumulate

Both corporate loans and deposits were booming, taking on a new look

Corporate deposits showed the best performance in recent years

The year-end balance of corporate deposits reached RMB3,590.1 billion

+RMB429.5 billion

The average daily balance of corporate deposits reached RMB3,437.5 billion

+RMB378.2 billion

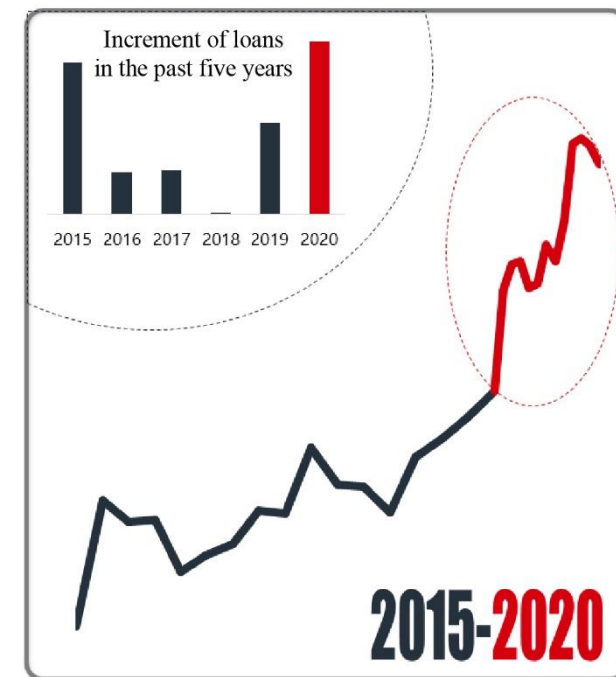
The extension of corporate loans reached the best level in recent years

RMB2,170.4 billion

The year-end balance of general loans in 2020

+RMB214.9 billion

The scale of new loans in 2020 was the highest in the past years



I. The potential of the corporate business continued to accumulate

The Bank gained new ground in the hierarchical operation of customer segments

Strategic customers: joint operation model

- Leading marketing, sharing risks, making arrangements for optimization, and linked performance
- N+1+N linkage mechanism
- Equity chain + capital chain + ecological chain
- Fast procedures

Institutional customers: classified operation

- Classification and stratification of customer accounts
- Special systems for institutional business
- Responsible mechanism for key projects

Basic customer segment: systematic promotion

- Template marketing
- Standardized marketing
- Batch marketing
- Chain marketing

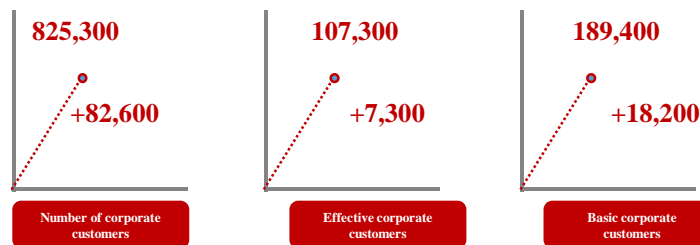
Inclusive finance: specialized operation and management

- Six alignments by the Head Office
- Four centralizations in branches
- Dispatch of risk officers
- Standard procedures

Strategic customers: new breakthroughs were made in the joint operation model business performance saw high growth

- **Exceeding the targets:** deposits of pilot customers of the joint operation model increased by RMB150.3 billion on a daily basis
- **Solving marketing difficulties:** a breakthrough was made in the marketing to key customers, with an increase of deposits of more than **RMB20 billion**
- **Building an ecosystem with chain innovation:** the Bank carried out intensive cultivation centering on the industry chain and saw an increase of related deposits of more than **RMB30 billion**
- **Delivering results in marketing to large customers:** there were **one** customer with deposits of more than RMB100 billion, **six** customers with the balance of deposits of more than RMB10 billion, and **three** customers with increased deposits of more than RMB10 billion

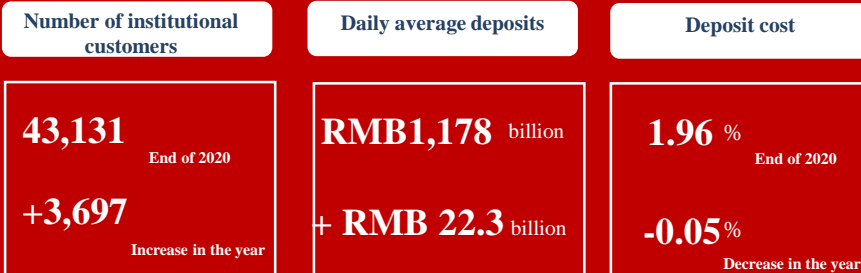
Basic customer segment: remarkable results were made in the operation of corporate customer segments



Growth reaching the best level in recent years:

- ✓ Basic corporate customers saw a net year-on-year increase of **18,200** or 10.6%
- ✓ Effective corporate customers saw a net year-on-year increase of **7,300** or 7.3%
- ✓ The total number of corporate customers saw a net year-on-year increase of **82,600** or 11.1%

Institutional customers: The Bank achieved qualification breakthroughs in various fields.



Inclusive finance: the Bank completed regulatory assessments of four categories of business in advance



I. The potential of the corporate business continued to accumulate

New driving forces emerged in the development of key businesses

The service capability of transaction banking was further improved

- ◆ The trade financing amount reached RMB**337.7 billion**, **3.4 times** of that in the previous year; settlement deposits of key products saw a daily increase of RMB**52.6 billion**
- ◆ Relying on scenario-based, specialized, and online banking, the Bank stepped efforts in innovation and R&D, released 30 products successively, and launched a batch of large corporate products that enjoyed industrial competitiveness and high recognition by customers, such as CITIC e-finance, Tuanjinbao, Lingqian bao, and CITIC e pool

Leading advantages in auto finance were reshaped

- ◆ The Bank had 5,051 cooperative customers, up by **901** from the end of last year; the financing balance was RMB146.6 billion, up by **39.7%** from the end of last year; the Bank issued loans of RMB378.3 billion during the reporting period, a year-on-year increase of **25.7%**, which out-performed the market; the overdue advance rate was 0.01%, indicating that the asset quality remained sound
- ◆ The Bank has been awarded the "Innovation Enterprise of Auto Finance Service" and the "Best Auto Finance Service Bank" for seven consecutive years in the selection activities hosted by the China Automobile Dealers Association and 21CBH

The investment banking business continued to grow

- ◆ The Bank had 986 instruments for underwriting debt financing and underwrote debt financing of more than RMB630 billion, both **ranking second** in the whole market
- ◆ The Bank made comprehensive breakthroughs in nine categories of products in the capital market, with a fund extension of RMB22.2 billion and provided key services for capital market financing of RMB137.4 billion, and four customers in the direct equity investment business were successfully listed on the sci-tech board in 2020.

The fastest growth in the past years was achieved in the custody business

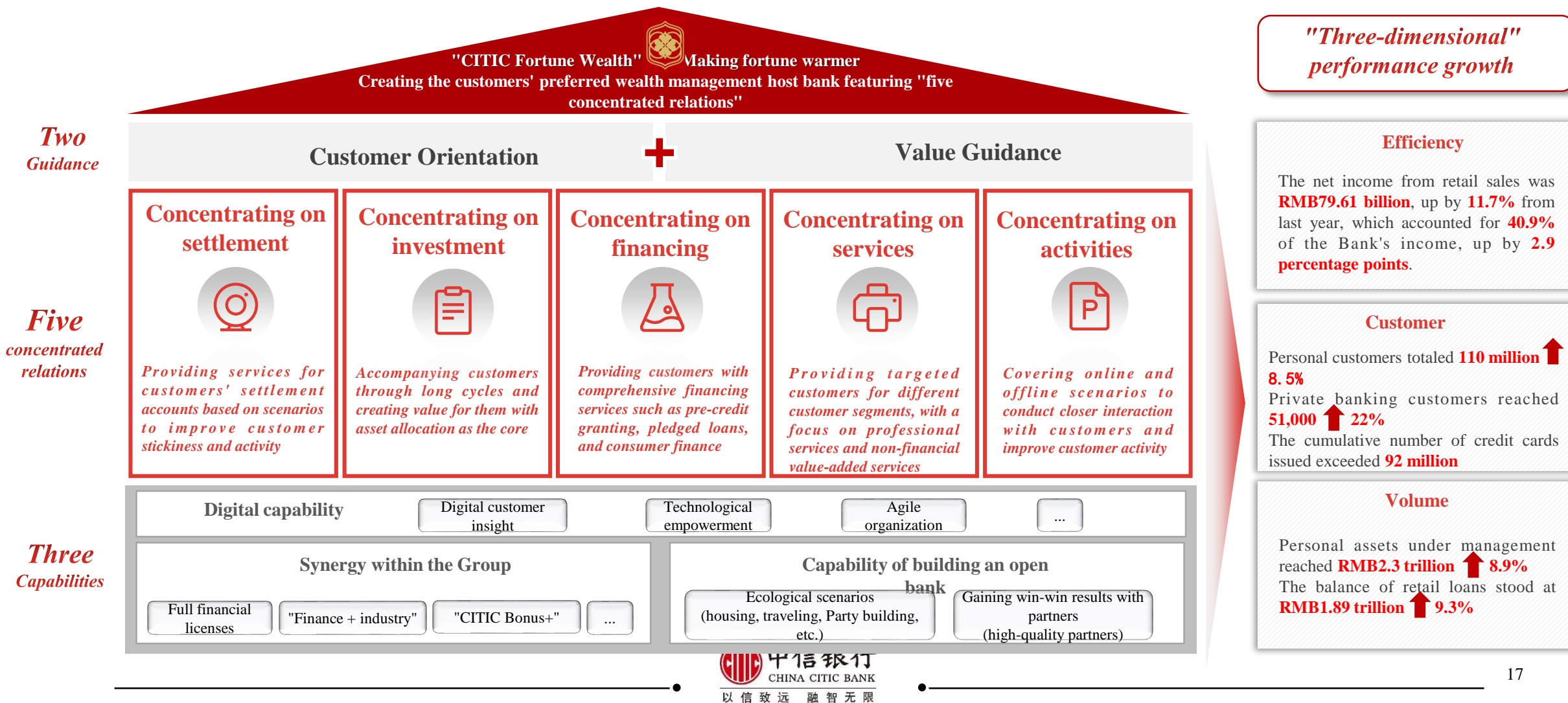
- ◆ The total custody scale **exceeded RMB10 trillion**, making the Bank **ranked second** in terms of the incremental volume
- ◆ The Bank **ranked third** among the industry and **first** among joint-stock banks in the increment of custody income

The Bank continued to lead in the international business

- ◆ The Bank continued to **lead other joint-stock banks** in terms of the three major indicators: the foreign exchange purchase and sale was USD149.5 billion, a year-on-year increase of **7.9%**; the collection and payment of the balance of payments was USD256.9 billion, a year-on-year increase of **10.5%**; cross-border RMB income and expense was RMB325.2 billion, a year-on-year increase of 32.0%

II. The transformation of the retail business was continuously promoted

The CITIC retail sector committed to providing **warm services** for customers, **creating the customers' preferred wealth management** host bank through **"five concentrated relations"** with the wealth management business as the guidance, and striking a balance among the performance of **"the three dimensions"** covering customers, scale, and benefit.



II. The transformation of the retail business was continuously promoted

Concentrating on settlement: The Bank focused on increasing monthly active users (MAUs) and customer stickiness



The Bank continuously enhanced the building of payment scenarios and expanded the open payroll platform

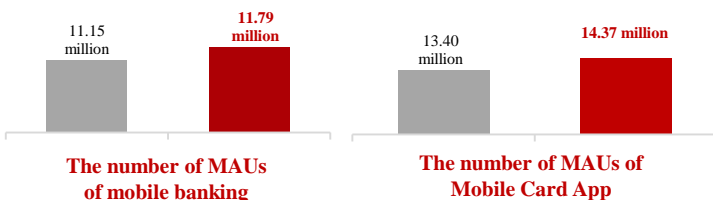
- Party Membership Dues Payment signed with over **3,000** Party committees, and served over **1 million** Party members.
- The Bank created the closed-loop ecosystem for the payroll business, served **9.34 million** effective payroll customers, up by **73%**.
- The Bank released the "CITIC Bank Huawei card", connecting to Huawei's scenarios and ecosystem, and received over **1 million** applications in **73** days after the release.



Transaction volumes of E-butler and cross-border e-commerce exceeded **RMB100 billion**. Cross-border e-commerce transaction scale **topped the industry for six consecutive years**



The number of mobile MAUs continued to grow



Concentrating on investment: The Bank implemented strategies for wealth management

According to the latest report issued by Pystandard on the wealth management ranking of commercial banks, China CITIC Bank **ranked second** among the top 100 commercial banks in China



Comprehensive financial services were provided for customers through group synergy.

- The Bank's "CITIC Fortune Wealth" brand integrated with the "CITIC Bonus+" platform of its subsidiary, boasted more than 115 million cumulative registered users.



The Bank provided asset allocation services for customers with professional investment research and consultation.

- The Bank conducted investment research in an open way, promoted a well-chosen system for fund products featuring "excellent selection", whose average annualized rate of return was **63.56%** at the end of 2020, while that of fixed income+ funds was **14.16%**. It also released an excellent selection index on Wind Info.
- The Bank saw a cumulative increase of **190%** in the sales of non-money-market funds over last year, with a holding amount of **more than RMB100 billion**.



Featured financial businesses were provided for high-end customers with exclusive services.

- The Bank's share in the family trust market reached **15%**, ranking at the forefront among peers; the existing discretionary trust business was **RMB43.4 billion**, up by **71%** over the previous year. Its agency sales of standardized products amounted to RMB60.8 billion, up by **105%** over the previous year.



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Concentrating on financing: guided by the consumer finance business, the Bank expanded the scale of mega retail assets



Personal credit business

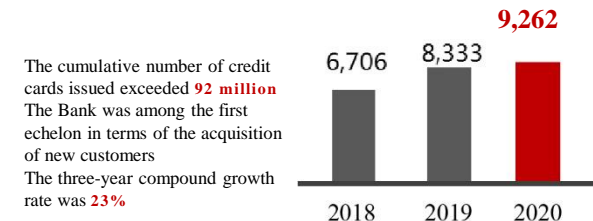
The Bank provided convenient and non-inductive financing services by integrating financing into ecological scenarios like housing and traveling.

- Person loans continued to increase, with a more perfect structure. The balance of personal loans was **RMB1.41 trillion**, an increase of **RMB190.1 billion** from the end of last year; The balance of personal credit loans exceeded **RMB110 billion**;
- Preliminary results were made in the building of ecological scenarios of personal loans. The Bank established the "housing ecosystem", and **continued to rank first** among peers in terms of comprehensive ranking of business cooperation with BEKE; the balance of auto scenarios showed a year-on-year increase of **RMB7.6 billion**, hitting a new high in recent years.



Credit card business

The Bank provided customers with the most convenient consumer credit services by connecting customers, scenarios, and merchants.



II. The transformation of the retail business was continuously promoted



Concentrating on services and activities: the Bank established close relationships with customers and provided warm services



Combining hierarchical operation and segment-based operation of customers, the Bank improved the service systems for pension finance and overseas finance, and upgraded the "CITIC Fortune Wealth" brand to provide warm services for customers.

Protecting the warmth: the brand proposition demonstrated the warmth of services provided by the Bank

The Bank upgraded the "CITIC Fortune Wealth" brand to create a comprehensive service platform based on the Group. Exclusive services like infinite secretary service and diamond butler were provided for high high-net-worth customers. The Bank upgraded the value-added service system of private banking, which was used by more than **20,000** person-times, and the service coverage of diamond butler reached **82%**.

Pension finance: services were provided through the full life cycle

The Bank coordinated the "preparation period of personal pension" and the "utilization period of personal pension", upgraded the "**happiness 1+6**" service system for elderly customer segments, and served more than **16 million** elder customers, corresponding to the balance of assets under management totaling **RMB1.28 trillion**.

Overseas finance: services like special visas

As an authoritative cooperative institution of embassies of the US, UK, and other countries in visa businesses, the Bank provided customers with special services such as special visas, departure tax rebates, and arrival and departure cards. The Bank accumulated **more than 7.6 million** high-quality customers, corresponding to the balance of assets under management of **nearly RMB1 trillion**.

Offline ecosystem: the service radius was extended



Digitization and intelligence: the efficiency and effectiveness of services were improved

- ✓ The Bank promoted the building of scenarios within three scenarios from outlets and established ten core scenarios centering on "Party building + communities" and "Party building + enterprises".
- ✓ There were **more than 2.4 million** new retail customers in enterprise Wechat.
- ✓ Functions like Internet+ real estate mortgage registration and active control of the use of proceeds were released.
- ✓ AI robots were used in **more than 200** business scenarios, and the cumulative outbound call number of intelligent outbound robots **exceeded 90 million times**.

III. The Bank made better use of opportunities in the financial market business

The operating efficiency was notably improved

Seized opportunities in the bond market

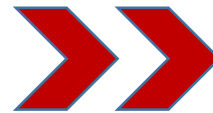
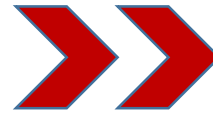
- ✓ In accordance with the strategy of "full-amount issuance and duration extension", the Bank issued the bonds according to the annual limit of RMB50 billion in full amount at once at the beginning of the year, timely obtained the profit according to the backward adjustment of interest rates, and reported an income of **RMB10.06 billion** in the bond business, a year-on-year increase of **36%**.

Seized opportunities from interbank liabilities

- ✓ The Bank acted decisively to absorb medium- and long-term funds in a centralized manner when interest rates were low in Q2. It focused on promoting the issuance of deposit products with low costs in Q3 when the interest rates were adjusted, and took multiple measures to reduce the liability cost to **2.23%**, leading to a year-on-year decrease of **RMB4.29 billion** in interest expenses.

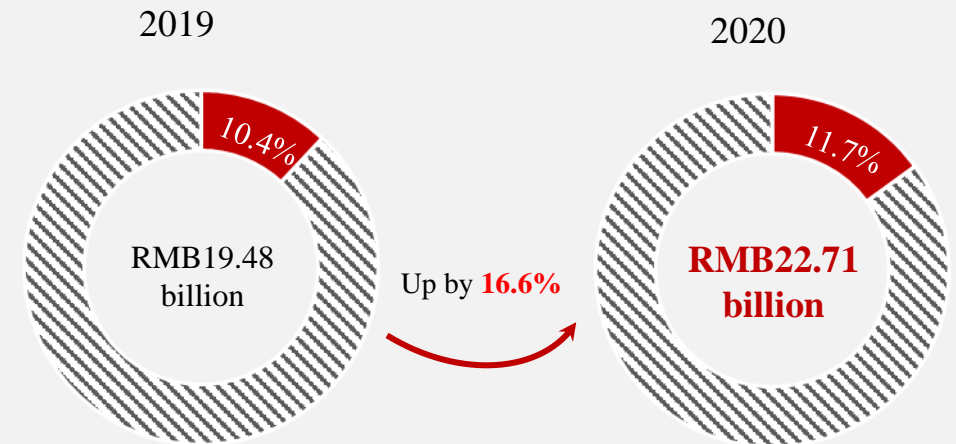
Seized opportunities from transaction turnover

- ✓ The Bank increased the turnover of existing bonds when interest rates were called back after May, increased transactions when RMB exchange rates rose after June, and reported a trading spread of **RMB3.56 billion** from FX interest rates, a year-on-year increase of **61%**; conducted the turnover of notes of **RMB702.2 billion** and interbank borrowings of **RMB19.5 billion** by making use of the phased-low interest rates, and reported a price spread income of more than **RMB0.8 billion**.



Operating efficiency

- ◆ The financial market segment reported an income of **RMB22.71 billion, up by 16.6%**; contributed to **11.7%** of the income of the Bank, up by **1.3** percentage points over the previous year



III. The Bank made better use of opportunities in the financial market business

▶ The Bank's market position was further consolidated

FX business

- ✓ The Bank offered targeted and multi-layer management solutions to exchange rate risks to customers, and assisted customers in ensuring the preservation and appreciation of foreign exchange assets.
- ✓ In 2020, the Bank's Forex market-making transaction volume was USD1.69 trillion, and continued to rank at the forefront among interbank Forex market makers.

Bill business

- ✓ The Bank closely followed the financing demands of corporate customers, continuously optimized customer experience, assisted the real economy in improving the financing efficiency, and significantly improved its ability to service the real economy.
- ✓ The direct discounted notes exceeded RMB1 trillion, ranking second among joint-stock banks. The Bank accumulatively served more than 10,000 enterprises, and one-third of enterprises were manufacturing enterprises.

Bond business

- ✓ The Bank enhanced the prediction of the market, effectively grasped the pace of market fluctuations, timely locked up the income, and greatly out-performed the market benchmark with the return on annual portfolios in the trading book, which effectively consolidated its position as a core market maker in the interbank market.

Money market business

- ✓ The Bank actively conducted transaction businesses like RMB interbank borrowing and bond repurchase, and consolidated and improved its position as a core dealer in the money market.
- ✓ In 2020, the total transaction volume in the money market was RMB25.3 trillion, and the cumulative issuance of inter-bank certificates of deposit reached RMB735.2 billion, an increase of 37%, ranking among the top in the market.

Contents

Part I: Overview of Performance

Part II: Business Development

➤ **Part III: Outlook and Strategy**

I. Outlook

❑ The international economy will slowly recover, but there are still uncertainties.

- In 2021, countries all around the world have successively issued monetary and fiscal stimulus policies, and it is estimated that the global economy will start to recover. However, **close attention shall be paid to uncertain risks like the resurgence of the pandemic.**
- **China-US economic and trade** frictions may last for a long term. The new US government has made marginal adjustments to the previous **containment policy against China**, but it is **not likely to change its general containment attitude toward China.**
- The loose monetary policies implemented by the major economies will lead to the continuous increase in global liquidity, accumulating debts will increase financial fragility, and the **international financial market may become increasingly volatile.**

❑ The domestic economy will recover while financial regulations will be stricter

- The central government has put forward the goals of **accelerating the construction of a dual circulation development pattern** and enhancing internal driving forces, indicating that the domestic economy will recover.
- **The fiscal policy will exert a positive influence**, vigorously support people's wellbeing and infrastructure construction, and assist SMEs in solving difficulties and achieving growth.
- **The monetary policy will return to normal**, emphasizing the balance between stabilizing growth and preventing risks.
- **Financial regulations will be increasingly stricter:**
 - Financial regulators will guide financial institutions to enhance the disposal of non-performing assets and loans, and implement new regulations on risk classification featuring stricter standards and clearer punishments;
 - Regulators will intensify capital regulations and issued the counter-cyclical capital buffer mechanism and the Measures for the Assessment of Systemically Important Banks, making banks face greater pressure to meet capital compliance requirements;
 - Internet financial regulations will be stricter, with a view to promoting anti-trust and preventing the disorderly expansion of capital.

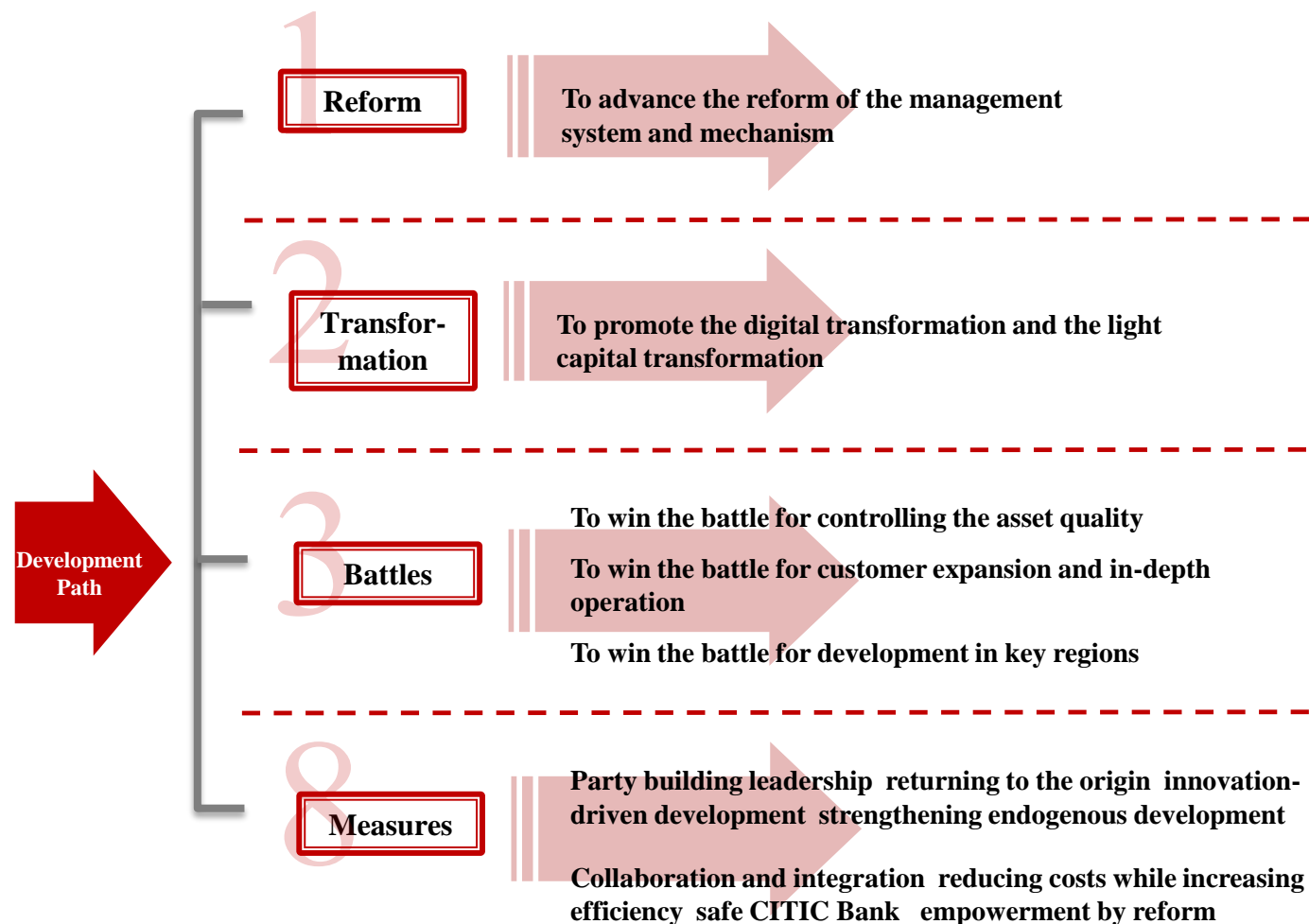
II. 2021-2023 Strategic Plan



New three-year strategic plan

Vision: To become a unique and responsible provider offering the best comprehensive financial services **with value and a human touch**.

Guiding ideology: with the driving force of **high-tech** as the engine, **high-quality development** as the theme, and **high-value creation** as the main business, the Bank will **enhance** the leading role of Party building in the development process, **strengthen** coordinated and integrated development, and **intensify** light and intensive development.



III. Key Tasks for 2021



Operation and management guidelines for 2021

In 2021, the Bank will carry out **the three operation guidelines**, focus on **the four business themes**, implement all key tasks, ensure a good start for the comprehensive implementation of the new three-year plan, and celebrate the 100th anniversary of the Communist Party of China with excellent results.

1
To stabilize the interest margin and enhance the management of deposit interest rates

- The Bank will effectively control deposit costs and strengthen the implementation of "making up for the quantity with price". It will strive to outperform peers in the deposit cost rate and NIM changes, and cover the impact of the downward return on assets on the interest margin.

2
To increase the fee-based income and speed up the development of the light capital business.

- The Bank will strengthen capacity building, actively expand key light capital businesses, and strive to out-perform the market in the income from key light capital such as agency sales, payment and settlement, custody, and wealth management. It will coordinate the arrangements for various businesses with capital constraints and continue to reduce the comprehensive risk weight.

3
To relieve the burden and win the battle for disposing of problematic assets

- The Bank will accelerate the mitigation and disposal of on-balance-sheet NPLs and assets with asset management risks by seizing the time window, and improve the ability to collect written-off assets. It will strive to continuously improve the asset quality and ensure the decrease of the NPA ratio and the problematic loan rate compared with the previous year.

4
To manage customers and deepen the classified and hierarchical operation of customers

- The Bank will enhance system building, deepen the classified and hierarchical operation of customers, focus on expanding key target customer segments, and further consolidate the foundation of customer segments.

Eight key tasks

1 To focus on the implementation of tasks

2 To focus on technology empowerment

3 To deepen business synergy

4 To strictly guard the bottom line of risk

5 To adhere to compliant operation

6 To reform the appraisal and incentive mechanism

7 To enhance the quality of Party building

8 To adhere to the people-oriented operation



Thank you!