

“十一五”回顾

A Review of the Eleventh Five-Year Plan

“十一五”时期，中国进出口银行根据国内外形势发展变化，提出了向国际经济合作银行转型的战略目标，着力转变经营理念、发展模式、业务重点和经营管理机制，实现了从过去单一官方出口信用机构，向新型国际经济合作银行的战略转型。

这五年，是实现又好又快发展，全面完成“十一五”规划目标任务的五年。与期初相比，“十一五”期末资产总额突破1万亿元，资产总额和贷款余额分别从3506亿元和3116亿元，增长到10570亿元和8747亿元。资产质量显著提高。不良贷款连年实现“双下降”。

这五年，是实现发展模式转变，形成全方位多层次业务体系的五年。形成了以进出口融资为基础、“两优”贷款为龙头、一揽子互惠合作为特色、“走出去”融资为重点，创新品种、资金、转贷和中间业务等多位一体的金融服务体系，扩展和提升了金融的服务和支持作用。

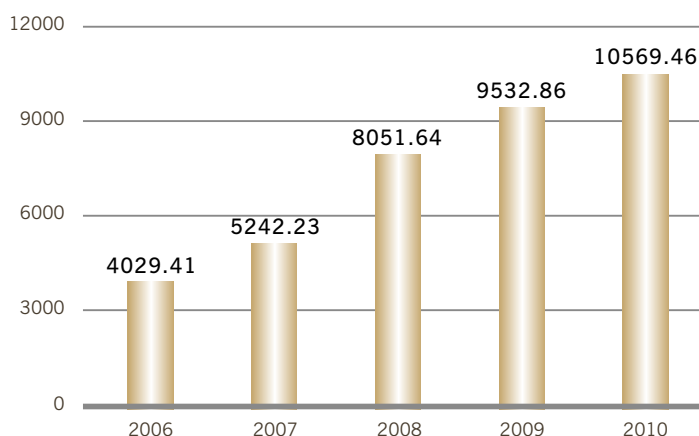
这五年，是实现业务重点转变，支持经济和政治外交作用日益突出的五年。根据国家经济发展的趋势，主动并适时地将业务重点从只支持出口，转向既支持出口又支持进口，既提供官方发展援助又支持国际经济合作。业务结构显著优化，形成了与我国国际经济合作相适应的业务发展格局。从官方出口信用机构到国际经济合作银行，成为中外经济交流与合作的重要桥梁。

这五年，是实现经营管理机制转变，建立现代银行经营管理体系的五年。积极深化内部改革，构建了比较科学合理的组织架构和制度平台，为全面改革创造了条件。强化市场营销和业务创新，完善全面风险管理体系，健全内部控制、资产负债管理、激励约束等机制，初步建立起现代银行经营管理体系。

这五年，是加强党的建设和反腐倡廉建设，队伍建设与业务建设全面发展的五年。从强化理想信念抓起，既继承和弘扬优良传统，又赋予鲜明的时代特征。不仅实现了业务又好又快发展，更为重要的是全行干部员工思想觉悟、精神面貌、业务能力有了显著的变化和提高，培养造就了一支“招之即来、来之能战、战之能胜”的队伍。

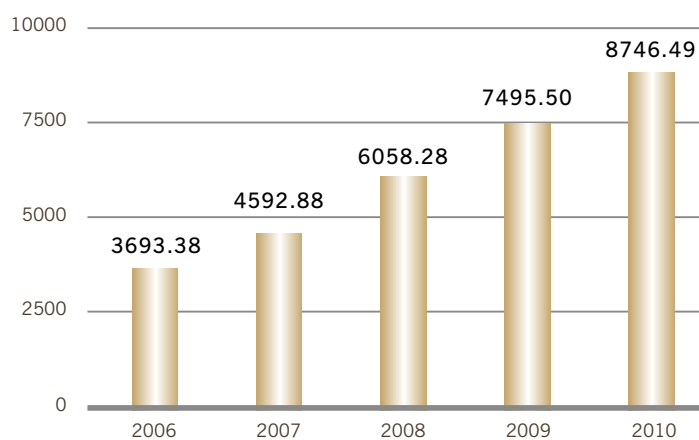
表内外资产总额发展示意图
Growth of Total Assets, including both on and off Balance Sheet

单位：亿元人民币
Unit: RMB100 million



表内外贷款余额发展示意图
Outstanding Loans, including both on and off Balance Sheet

单位：亿元人民币
Unit: RMB100 million



Under the 11th Five-Year Plan, keeping abreast with the changing environment both at home and abroad, the Export-Import Bank of China set the strategic goal to transform itself from a single-functioned export credit agency to an international economic cooperation bank. We successfully reached the goal by adjusting our business concept, development model, business priorities and management procedures.

Over the past five years, the Bank has realized all goals set for the 11th Five-Year Plan, scoring a sound and fast development. The Bank's total assets rose from RMB350.6 billion in 2006 to RMB1057 billion by the end of 2010, and its loan balance from RMB311.6 billion to RMB874.7 billion. The Bank's asset quality improved remarkably, realizing a consecutive decline of both the amount and the percentage of non-performing loans.

The past five years also witnessed the Bank's efforts in putting into place an integrated service system through the reform of its business model. Currently this service system is based on import and export financing, led by concessional loans and preferential buyer's credit, featured by package loans and prioritized on financing to "Go Global" projects. Elements of the system consist of innovative products, treasury transactions, on-lending business, intermediary services, and so on. The Bank has successfully enhanced its image as a financial service provider.

In the past five years, the Bank has managed to adjust its key businesses, playing a more prominent role in the implementation of China's economic and political diplomacy policies. In light of China's economic development trend, the Bank took the initiative to shift its focus from export to both export and import. Besides the provision of official development aid, the Bank also provided other means of financing facilities. The Bank's business structure has been notably optimized and adapted to China's external economic activities. Thus the Bank has transformed itself from an official credit agency into an international economic cooperation bank, and is serving as an important bridge for international exchanges and collaborations.

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During this five-year period, the Bank has also adjusted its management practices to establish a modern banking management system. The Bank focused on internal reform in order to build up an efficient organizational structure and regulation platform, which is the precondition for an overall transformation. A modern banking management system has been established, which emphasizes on marketing and business innovations, the improvement of comprehensive risk management and the enhancement of mechanisms on internal control, asset-liability management and incentives.

The Bank has also made progress in team building, anti-corruption and clean governance, human resource and business expansion in the past five years. The Bank encouraged its staff to strengthen their ideals and belief, and carry forward both China's fine traditions and the concepts of the new era. The fast and sound development of business is accompanied by notable changes in the conviction, morale and competence of the staff, thus successfully cultivating a team that can be assembled at a moment's notice, ready to face any challenge and overcome every obstacle.

“走出去”贷款余额
发展示意图
Outstanding Loans,
“Go-Global” Project

单位：亿元人民币
Unit: RMB100 million

