

董事长致辞

Message from the Chairman



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董事长 Chairman

2015年是进出口银行全面开启改革发展新征程的一年，也是进出口银行发展历程中值得铭记的一年。2015年4月，国务院正式印发了《关于同意中国进出口银行改革实施总体方案的批复》，要求强化进出口银行政策性职能定位，提出要将进出口银行建设成为定位明确、业务清晰、功能突出、治理规范、内控严密、运营安全、服务良好、具备可持续发展能力的政策性银行，进出口银行改革迈出实质性步伐。根据改革方案精神，这一年，我们立足于可持续的长远构建，锐意推进改革，出台了一系列重大改革举措，为进一步推动国家对外战略实施，提升开放型经济发展水平，促进经济平稳健康发展，作出了积极贡献。

The year 2015 was a remarkable one for the Export-Import Bank of China, a year in which our bank embarked on a new journey of all-round reform. In April 2015, the State Council officially approved the Bank's overall reform plan to reinforce the Bank's role as a policy bank which has clear-cut market positioning, well-defined business portfolio, unique functions, good governance, strict internal control, safe operation, high quality service and sustainable development capability. This marked a substantive step in the Bank's reform process. In the course of the year, acting in accordance with the overall reform plan and focusing on long-term and sustainable development, we rolled out a series of major reform measures and delivered good business performance. The Bank thus contributed its share to implementing China's overseas development strategy, opening China's economy wider and ensuring its steady and healthy growth.

凝心聚力，推进改革

当前，中国经济正处于转型升级加速的关键期，进出口银行也处于亟待通过改革激发新活力的重要窗口期，业务发展面临实施“一带一路”、国际产能和装备制造合作等重大构想的战略机遇期。此时加快改革步伐，契合了进出口银行发展需要，可谓恰逢其时。

经过一年的努力工作，进出口银行改革的内部总体设计已经完成，主要工作均取得实质性进展。我们确立了以资本为核心的经营管理思路，研究提出资本约束下业务经营规划建议和运行机制方案，加快精细化资本管理机制建设，提高资本使用效率。着力完善绩效考核管理机制，将促进发展、优化结构、提升效益、管控风险和强化管理五大要求统筹安排，树立资本节约意识，提升价值创造能力。认真梳理全面风险管理各项工作，明确重点任务、实施路径和进度安排，为建立全面风险管理体系打下坚实基础。积极推进现代企业制度建设，加快董事会组建和章程修订，建立健全规范的法人治理结构。不断优化内部组织架构，进一步明确职责，完善流程，强化管理。切实推进“分账管理、分类核算”会计体系建设，探索建立适应形势、特点突出、内容全面的新版统计制度，多角度反映进出口银行经营成果。

五大要求
统筹安排

促进发展
优化结构
提升效益
管控风险
强化管理



实施
“走出去”
战略



建立
“一带一路”
工作机制

秉持
“创新、
协调、
绿色、
开放、
共享”
的发展理念



主动作为，服务发展

新常态带来新任务，新常态要求新作为。作为国家政策性银行，进出口银行始终牢记自身的职责和使命，主动把握经济发展新趋势、新特征，积极作为，乘势而上，努力服务国家战略和经济工作大局，为国家发展开拓空间，创造机遇，培育新的增长点。

2015年，我们充分发挥在稳增长、调结构、支持外贸发展、实施“走出去”战略中的功能和作用，助力经济发展和转型升级，推动对外经济提质增效。切实加大信贷投放、降低融资成本、提高管理效率，不断提升金融服务水平，帮助企业破解融资难题。积极落实国家重大战略部署，建立“一带一路”工作机制，搭建国际产能和装备制造合作平台，认真落实“中国制造2025”战略，着力支持制造业创新发展，力促“中国制造”向“中国智造”转型。创新银政企合作共赢机制，统筹整合竞争优势，为推进重大项目提供可持续融资安排。加强对重点领域和薄弱环节的支持，积极推动农业“走出去”，着力支持绿色、循环和低碳经济发展，加大对服务贸易和文化产业等领域支持力度，以多种形式服务中小微企业。

加强管理，提升水平

不断夯实经营发展基础是打造现代金融企业的本质要求，也是强化进出口银行政策性职能作用的根本保证。我们不仅注重业务的扩大，更加注重提高专业化、精细化经营管理水平，注重弥补机构建设和人员素质短板，从而有效提升进出口银行发展潜力。

在持续促进业务发展的同时，我们着力强化依法合规经营，严格依法决策、依法经营、依法管理，健全内部控制体系，狠抓规章制度落实，规范各项业务操作，建立审查制度和后评价工作机制，持续优化制度体系建设。积极推动国内外分支机构建设，研究制定未来五年海外机构发展规划，提出海外机构建设的重点区域分布，稳步推进租赁子公司和投资子公司筹备工作。进一步加快市场化人力资源管理体制建设，科学设置岗位和配备人员，加大干部交流和业务培训力度，为各类人才提供适合自身特点和优势的发展通道，形成人尽其才、才尽其用的良好局面，为改革发展提供人才保障。

为者常成，行者常至。2016年是充满变革与希望的一年，也是进出口银行改革发展的攻坚之年，社会各界对于进出口银行在经济新常态下服务国家战略，更好地发挥政策性金融作用寄予殷切期望。我们将秉持“创新、协调、绿色、开放、共享”的发展理念，进一步增强发展活力，进一步完善发展机制，进一步提升发展能力，进一步扩大发展空间，在新起点上开拓进出口银行改革发展新局面，在新常态下推动经济社会发展迈上新台阶！

中国进出口银行董事长

Vigorously advancing reform

China has reached a critical juncture of accelerating the transformation and upgrading of its economy, and our bank also faces an important window of opportunity to create new business momentum through reform and a strategic opportunity presented by the implementation of the Belt and Road Initiative and international industrial capacity and equipment manufacturing cooperation. Speeding up reform at this critical juncture will greatly boost the business growth of the Bank.

The Bank's overall reform plan was drawn up and major progress was made in implementing it.

We developed a capital based business management philosophy and formulated plans for business development and operation mechanisms in conformity with capital requirements and accelerated the setting up of a meticulous management mechanism to ensure effective capital utilization.

We improved the performance evaluation mechanism to boost development, improve structure, raise efficiency, control risks and strengthen management. This has enabled us to use capital efficiently and create more value.

On the basis of conducting a thorough review of bank-wide risk management, we decided on risk prevention priorities and adopted due implementation approaches and work schedules, thereby laying a solid foundation for establishing a comprehensive risk management system.

We actively promoted the building of a modern corporate governance system by accelerating the setting up of the board of directors and the revision of the Bank's charter and by building a sound and well-regulated corporate governance structure.

We improved the Bank's organizational structure to clearly define responsibilities, improve business procedures and strengthen management.

We pressed ahead with the building of an accounting system that manages different accounts separately and calculates different accounts according to their classifications. We tried to explore a new statistical system that can meet the needs of business development, is comprehensive in coverage, and gives a full picture of the Bank's business performance.

Taking initiative to meet China's development needs

China's economy has entered a new normal, requiring us to take up new tasks and make new accomplishments. The Bank, bearing in mind its mission and responsibility as a state-owned policy bank, has adapted itself to the new economic trend and conditions and taken initiative to facilitate the country's development strategy and economic development, open up new space and create new opportunities for China's development, and nurture new growth areas.

In 2015, the Bank fully leveraged its role in helping ensure China's steady growth, structural readjustment, and the growth of foreign trade. We implemented the "going global" strategy, and endeavored to facilitate China's development and economic transformation and upgrading and enhance the performance of China's foreign economic cooperation.

We took steps to increase loans, cut financing costs and enhance management performance, provide quality financial services, and help Chinese companies raise funds.

We set up working mechanisms to implement China's Belt and Road Initiative and platforms to boost international industrial capacity and equipment manufacturing cooperation.

Following the Made in China 2025 Strategy, we gave strong support to innovation in the manufacturing industry so as to facilitate the shift from "Made in China" to "Created in China".

We developed new mechanisms for win-win cooperation among the Bank, the government and companies to form synergy and enhance competitiveness in making sustainable financing arrangements for major projects.

We gave greater support to key areas and weak links in the economy, facilitated the overseas operation of Chinese agricultural companies, and supported the development of green, circular and low-carbon economy on a priority basis. We increased support to service trade and cultural industry, and provided a variety of customer focused services to medium, small and micro businesses.

Enhancing management performance

A solid business foundation is crucial for the success of a modern financial institution, particularly for a state-owned policy bank like ours. We therefore attach great importance to both business expansion and professional training and rigorous operational management. We also strengthened the setting up of branches and representative offices and improved staff competence to boost the Bank's capacity for business development.

While continuing to promote business development, the Bank ensures full compliance with laws and regulations in decision making as well as in day-to-day operations and management. Last year, the Bank improved the internal control system, strengthened enforcement of rules and regulations, standardized all business procedures, and established a system of review and post-assessment mechanisms, thus upgrading its system of rules and regulations.

We set up more domestic and overseas branches and representative offices, and adopted a plan for setting up overseas offices in priority regions in the coming five years. The Bank also made preparations for setting up leasing and investment subsidiaries.

We sped up the building of a market based human resources management system and ensured that positions are set up and staffed as required. We launched more staff exchange and training programs and developed tailor-made career paths for bank staff to fully tap their potentials and ensure quality human capital for the Bank's reform and business development.

As a classical Chinese saying puts it, just as one who keeps forging ahead will reach his destination, one who persists in his efforts will achieve his goal. The year 2016 will be a year of change and hope, and a crucial year for the Bank's reform and business development. People have high expectation in the Bank, and we will endeavor to implement China's development strategy and better leverage our role as a policy bank under China's new normal economic conditions.

Guided by the vision of innovative, coordinated, green, open and shared development, we will accelerate the Bank's development momentum, improve its operating mechanisms, enhance development capacity and broaden space for business development. By doing so, the Bank will create more opportunities for reform and development and contribute more to China's economic and social development under the new normal economic conditions.