

董事长致辞

Message from the Chairman



胡晓炼 Hu Xiaolian
董事长 Chairman

2016年是“十三五”规划开局之年，也是进出口银行改革发展的攻坚之年。面对各种压力与挑战，我们凝心聚力，顽强拼搏，认真贯彻落实新发展理念，积极推进改革落地，充分发挥政策性金融服务国家战略的功能和作用，大力推进供给侧结构性改革，着力推动实体经济转型升级，努力防范化解金融风险，为促进经济社会平稳健康发展做出了积极贡献。

立足使命，服务大局

充分发挥政策性金融作用，切实加大信贷投放力度，主动服务国家战略和实体经济。大力推进供给侧结构性改革，加大对稳增长、调结构信贷投放，积极扶持战略性新兴产业和重点领域加快发展，支持传统产业技术改造和转型升级。大力落实“三去一降一补”，严格控制产能过剩行业贷款，积极帮助企业去杠杆、降成本，加大对小微企业和文化产业扶持力度，推动农业“走出去”。加大精准扶贫力度，推动金融扶贫项目落地。积极落实国家重大战略部署，支持“一带一路”、国际产能和装备制造合作。着力促进外贸回稳向好，重点扶持企业研发创新、技改升级，增强出口竞争优势。积极服务开放型经济建设，推动地方发展战略与国家战略对接，大力支持基础设施联通和外向型产业集群项目。

攻坚克难，深化改革

新章程获批，改革发展举措取得实质性进展，内部精细化管理和服务保障进一步加强。制定并全面实施进出口银行“十三五”发展规划。以资本为核心的经营管理体系从无到有实现突破，资本管理理念逐步确立，资本节约意识显著增强。稳步推进战略客户试点工作，以客户为中心的政策性金融综合管理服务体系初步建立，银企互利双赢关系进一步巩固。着力完善绩效考核管理，强化绩效考核“指挥棒”作用。境内外分支机构布局迈出重大步伐，新建分行数创历年之最，机构网络进一步完善。内部组织架构进一步优化，部门职能更加清晰、分工更加明确，机构运转效率有效提升。完善人力资源管理体制迈出关键步伐，职位体系和薪酬体系改革稳步推进，干部队伍建设力度加大。全面启动信息系统升级改造，服务管理和保障体系更加健全。

多策并举，严控风险

不断完善风险管理体系建设，不良资产管控取得积极成效。在金融风险频发、银行不良贷款大幅上升的背景下，按照减存量、控新增、细排查、消隐患、快处置、严问责的思路，加强潜在风险排查，积极探索拓宽风险处置渠道，一户一策、多策并举加快不良贷款处置。全年化解和清收不良贷款创历史新高，核销贷款金额超历年总和。加快推进全面风险管理体系建设，内部评级法正式投入使用，全行风险偏好总体定性，市场、国别、行业风险管理继续强化。进一步完善授信管理，重点强化异地授

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信和客户集中度管理。着力加强评估审查专业化，在总行层面试行评审分离，独立审查环节。切实提升内控与稽核功能，认真开展“两加强，两遏制”回头看工作。扎实开展现场、非现场检查 and 稽核工作，严肃不良贷款责任追究。

开拓创新，提质增效

积极拓宽经营思路，努力提高经营效益，以可持续理念实现集约发展。大力加强资产负债管理，加强贷款定价管理和指导，强化成本收益核算，坚持突出政策性与强化效益性并重，统筹考虑、合力摆布信贷资源。切实提高资金营运管理能力，合理安排发债节奏，拓宽发行渠道和投资群体，降低境内外发债筹资成本，成功发行政策性银行首单绿色金融债券。大力支持直接融资发展，2016年被《金融时报》评为年度最佳债券市场融资机构。大力促进投贷结合，股权投资平台初步成形，各基金和担保公司运营良好，支持国际经济合作和国内经济发展力度加大。深入挖掘贸易金融和中间业务潜力，构建一体化金融服务体系，提升金融服务附加值。继续争取转贷资金来源，积极开展国际商业贷款转贷，大力开展自营转贷业务，稳步推进转贷业务转型发展。

大鹏之动，非一羽之轻；骐骥之速，非一足之力。一年来，全行上下甘苦与共、风雨同舟，成绩来之不易，经验弥足珍贵！在此，向全体员工表示衷心的感谢！向长期以来关心、支持进出口银行发展的各界朋友表示诚挚的谢意！

展望

当前，世界经济仍处于深度调整变化之中，我国经济运行虽面临不少困难和挑战，但经济发展总体稳中向好，仍处于可以大有作为的重要战略机遇期。作为政策性银行，进出口银行要主动适应国内外环境的新形势新变化，在防风险、稳效益、严管理上坚决“稳”，在促改革、求发展、强基础上着力“进”，奋发有为、攻坚克难，努力完成改革发展各项工作任务，推动经济社会发展迈上新的台阶。

浩渺行无极，扬帆但信风。2017年，进出口银行发展将进入新的坐标系。我坚信，在未来的航程中，全行员工一定会精诚团结、锐意进取、善作善成、不辱使命，将进出口银行的各项事业不断推向前进！



中国进出口银行董事长

The year 2016 was the first year to implement China's 13th Five-Year Development Plan, and it was also a crucial year for China Eximbank to deepen its reform and expand its business. Guided by China's new development philosophy, we overcame enormous pressure and challenges by rolling out a series of reform measures. We gave full play to the role of policy-based financing in implementing China's development strategies, facilitated the supply-side structural reform, endeavored to help transform and upgrade the real economy, and forestalled and defused financial risks. The Bank thus made its due contribution to ensuring China's steady and sound economic and social development.

Fulfilling the Bank's responsibility of helping meet China's development goals

We fully leveraged the role of policy-based financing and increased loan disbursements to proactively meet China's national development goals and promote the growth of the real economy.

We made major efforts to pursue the supply-side structural reform. We increased loans to projects in key areas that can help ensure growth and upgrade economic structure and speed up the development of strategic emerging industries, and we also provided loans to support the upgrading and transformation of traditional industries.

We played our part in implementing policies on cutting overcapacity, reducing inventory, deleveraging, lowering costs, and strengthening areas of weakness. The Bank reduced loans to industries with overcapacity, assisted companies to deleverage and lower costs, gave more support to small and micro businesses and the cultural industry, and helped Chinese agricultural companies expand overseas operation.

We took more targeted measures to alleviate poverty and were involved in carrying out financial poverty-relief projects.

We endeavored to implement the Belt and Road Initiative and international industrial capacity and equipment manufacturing cooperation, which are a strategic decision made by the Chinese Government.

We helped promote the steady pick-up and growth of foreign trade by supporting R&D and innovation, and technological upgrading of Chinese exporters and raising their competitiveness.

We were actively involved in building an open economy, helped local governments better align themselves with national development goals, and lent more support to infrastructure connectivity and clusters of export-oriented companies.

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Overcoming difficulties to deepen reform

After the State Council's approval of the Bank's new Articles of Association, we made substantive progress in the Bank's reform and business operation, ensured scrupulous internal management and improved logistic services.

We adopted the Bank's business development plan for China's 13th Five-Year Development Plan period and started to implement it in an all-round way.

We took a major step of establishing a capital-based business management system, introduced capital-based management, and raised staff awareness of capital efficiency.

We carried out a pilot program of fostering strategic client ties. A comprehensive client-centered management and service mechanism has been put in place to forge a strong win-win partnership between the Bank and the clients.

We improved performance appraisal to make it better guide the Bank's business development.

We set up more domestic branches and overseas offices. The number of domestic branches opened last year surpassed that of any previous year, and the Bank's business network was further improved.

We further improved the internal operating structure, clearly defined the roles and functions of each office, thus enhancing the Bank's overall performance.

We took a major step to improve human resources management, made steady progress in reforming the position promotion and salary system, thus enhancing staff competence.

We upgraded the IT system bank wide and improved logistic services to better support business operation.

Taking multiple measures to forestall risks

We continued to improve the risk management system and kept non-performing assets under control.

Faced with frequent financial risks in the macro-economic circumstances and rapidly rising non-performing assets in the banking sector, we reduced existing NPLs, controlled new NPLs, carefully identified existing risks, forestalled potential risks, swiftly disposed of NPLs and held people involved accountable. We sped up NPL disposal through multiple measures, including strengthening risk identification, exploring new ways of NPL disposal, and adopting targeted customer solutions. As a result, we had a record amount of disposed and collected NPLs in 2016, and the Bank's write-offs in 2016 exceeded those in all previous years combined.

We accelerated the building of an overall risk management system, introduced the Internal Rating-Based Approach (IRA), identified the Bank's general risk preference, and strengthened market-specific, country-specific and industry-specific risk management.

We improved credit management, with focus on granting credit to off-site clients and on client concentration management.

We strengthened expert credit evaluation, and separated project examination from evaluation at the Bank's head office to make it an independent procedure.

We did more to enhance internal control and compliance, and reviewed the effectiveness of steps taken to strengthen internal control and external oversight to forestall violation of regulations and laws.

We carried out on-site and off-site auditing and held those involved in issuing NPLs accountable.

Exploring new ways to improve the Bank's performance

We introduced more ways to conduct management, endeavored to raise operation efficiency, and boosted the Bank's sustainable development.

We strengthened asset-liability management as well as management and guidance of loan pricing, and improved cost-benefit calculation. We attached equal importance to playing the role of a policy bank and ensuring cost efficiency, and allocated credit resources in a well coordinated way.

We enhanced management of capital market operation, kept bond issuance well timed, and expanded channels of fund raising to attract more investors. We endeavored to lower fund raising cost in both on-shore and off-shore markets. We made major efforts

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to conduct direct financing by successfully issuing the first policy bank green bond in China. The Bank was thus named the Best Financer of the Year in the bond market by *Financial News*.

We set up an equity investment arm to integrate lending with investment. Funds and guarantee companies under the Bank's management delivered sound performance. We intensified efforts to support international economic cooperation and the growth of the Chinese economy.

We fully tapped the potential of trade financing and agent service, and built an integrated service system to increase the value of our financial service.

We continued to expand non-government on-lending channels and on-lent commercial loans from the international market to develop commercial on-lending, a move designed to transform the Bank's on-lending business structure.

Just as a Chinese saying goes, the soaring of the eagle is not driven by one wing and the galloping horse is not powered by one leg. All these hard-earned achievements made by the Bank in 2016 would not have been possible without the dedicated efforts of all the Bank staff, and I therefore wish to express my heartfelt thanks to each and everyone of them! I also wish to extend my deep appreciation to our friends who have supported the development of the Bank over the years.

Goals for 2017

The world economy is undergoing profound changes. The Chinese economy, though facing some difficulties and challenges, has maintained steady growth. China is still in an important period of strategic opportunity during which great progress can be made in development.

As a policy bank, we need to adapt to changing conditions both at home and abroad. We should ensure risk control, sound management and business performance, and we should also make new progress in carrying out reform and enhance the foundation for pursuing business development. We will endeavor to overcome obstacles, complete the Bank's reform and development agenda, and thus play our part in advancing China's economic and social development.

"With sails hoisted, we will embark on a journey to the vast ocean." The Bank will pursue new business development goals in 2017. I am confident that with concerted efforts, dedication, and a keen sense of responsibility and work ethic of all the Bank staff, we can certainly deliver our goals.