



# **New Finance, New Achievements** **Enabling High-Quality Development**

**2021 Annual Results Announcement**

China Construction Bank Corporation  
March 2022 Beijing

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Three Capabilities  
Three Major Tasks

Three Major Strategies  
New Finance Initiative

Confronting unprecedented challenges in 2021, China Construction Bank (CCB) adhered to Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, followed the general keynotes of making stable progress, based on the new stage of development, implemented new development concepts, served the new development pattern, deepened New Finance initiative, and continued the enhancement of the "Three Capabilities" while promoting the "Three Major Strategies". CCB accelerated the construction of a virtuous cycle mechanism to support the high-quality development of the real economy and started its high-quality development, achieving stellar results. **CCB saw stable growth in assets and liabilities** with total assets exceeding RMB 30 trillion, up 7.5%, and total liabilities up 7.4% to RMB 27.6 trillion. **Revenue indicators remained positive** with net profit exceeding RMB 300 billion for the first time, up 11.1 %, ROA was 1.04% and ROE was 12.55%, as both increased 0.02 and 0.43 percentage points YoY respectively. Net interest income growth 5.1% and NIM was 2.13%. Net fee and commission income grew 6.0%, cost-to-income ratio was 27.64% and total capital ratio was 17.85%. **Asset quality was stable** where the Group's NPL ratio was 1.42%, down 0.14 percentage points from last year, and the overdue loan was 0.94%, down 0.15 percentage points from last year. **Integrated operation capability continued to enhance**, with net profits of overseas commercial bank branches and integrated operating subsidiaries up by 29.3% and 53.0% respectively. **Business foundation steadily strengthened**, total number of corporate customers, accounts and individual customers led the industry. Intelligent operation was also improved. Business outlets were further facilitated with elderly-friendly, accessible, and green low-carbon service functions.

# Agenda



## **Financial Performance**

New Finance Initiative

Business Development

Risk Management

ESG

Outlook and Strategies



# Core Indicators Remain Positive

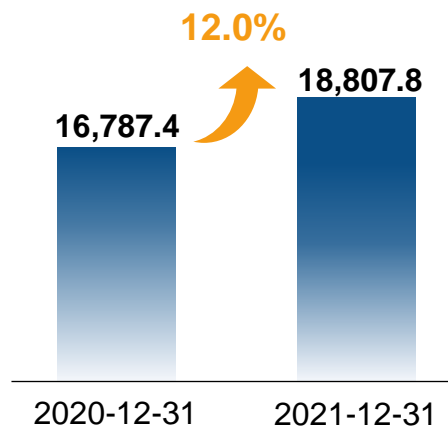
(RMB billion)	31/12/2021	31/12/2020	Change	
Total assets	30,254.0	28,132.3	7.5%	↑
Net loans and advances to customers	18,170.5	16,231.4	11.9%	↑
Total liabilities	27,639.9	25,742.9	7.4%	↑
Deposits from customers	22,378.8	20,615.0	8.6%	↑
NPL ratio	1.42%	1.56%	0.14ppt	↓
	1-12/2021	1-12/2020	Change	
Operating income	764.7	714.2	7.1%	↑
Net interest income	605.4	575.9	5.1%	↑
Net fee and commission income	121.5	114.6	6.0%	↑
Profit before provisions	547.1	526.5	3.9%	↑
Net profit	303.9	273.6	11.1%	↑
Annualised return on average assets	1.04%	1.02%	0.02ppt	↑
Annualised return on average equity	12.55%	12.12%	0.43ppt	↑

# Stable Growth in Assets and Liabilities

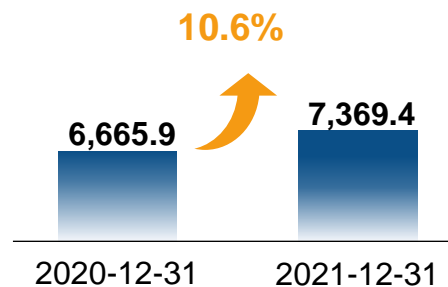
## Stable growth in assets

(RMB billion)

### Stable growth in loans

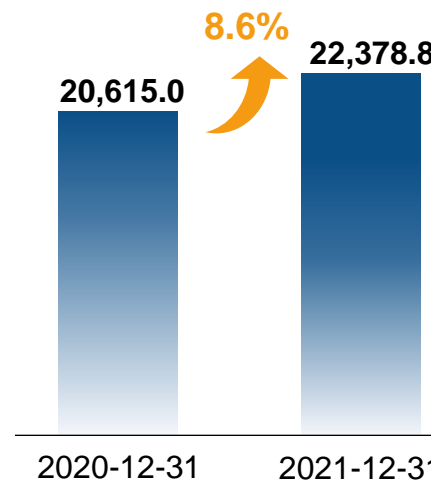


### Healthy growth in bond investments

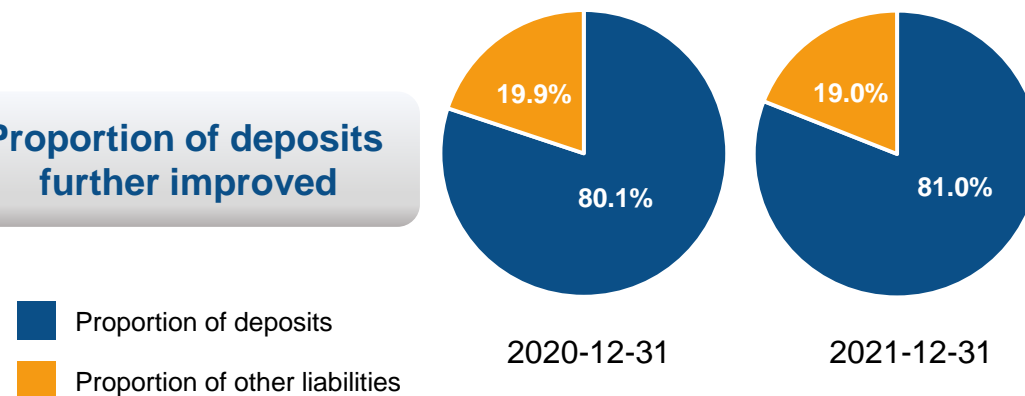


## Continuously optimised liability structure

### Stable growth in deposits

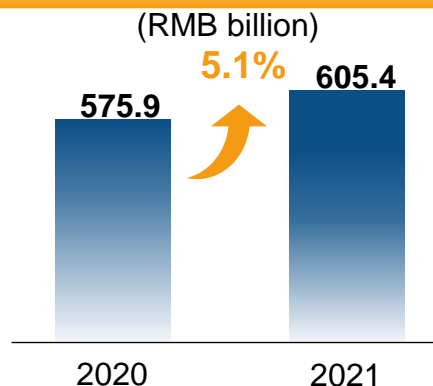


### Proportion of deposits further improved

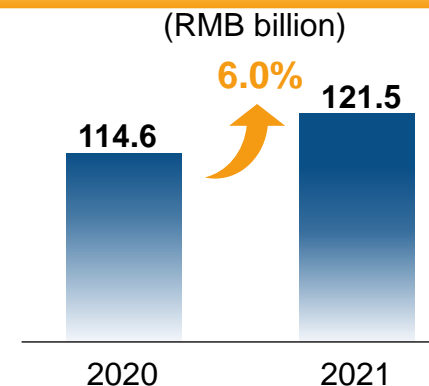


# Steady Growth in Operating Income

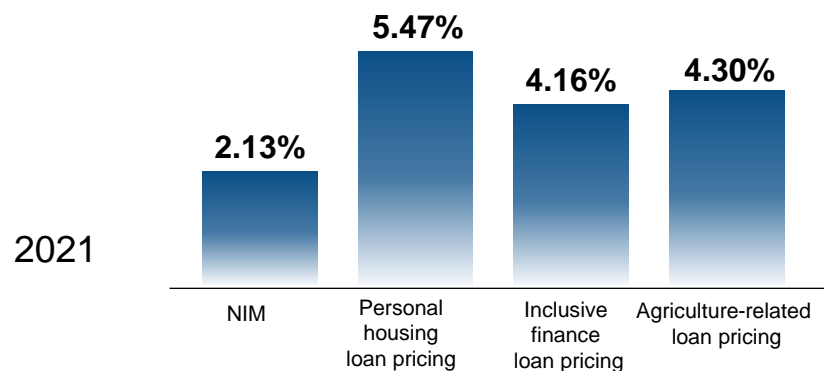
## Net interest income growth rate steadily increased YoY



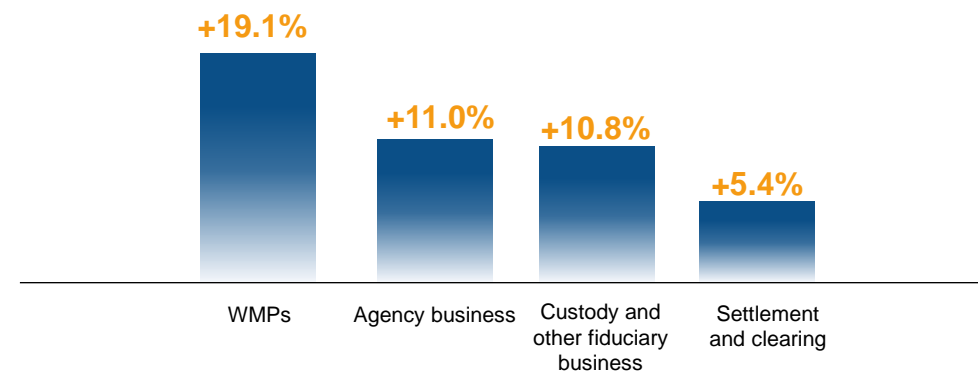
## Steady growth in net fee and commission income



## Operated with precision to serve economic development



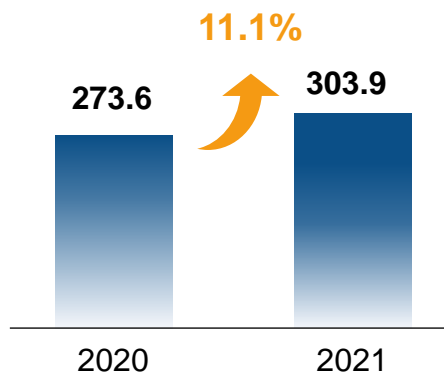
## Transactional and financial intelligence-related fee income performed better



# Continued Improvement in Revenue Indicators

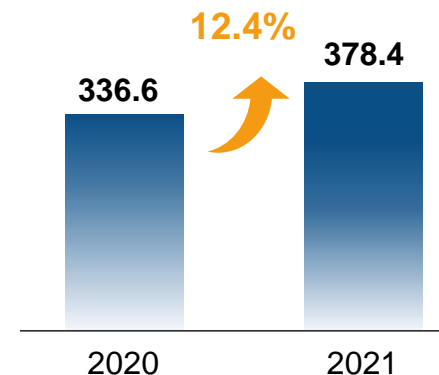
## Net profit achieved double-digit growth

(RMB billion)

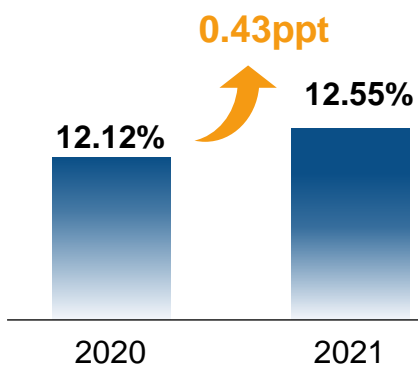


## Rapid growth in profit before tax

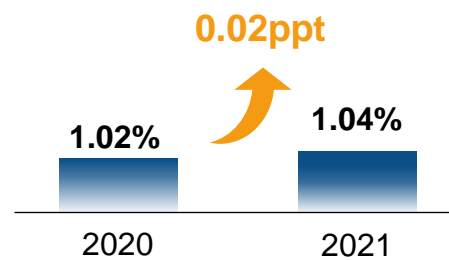
(RMB billion)



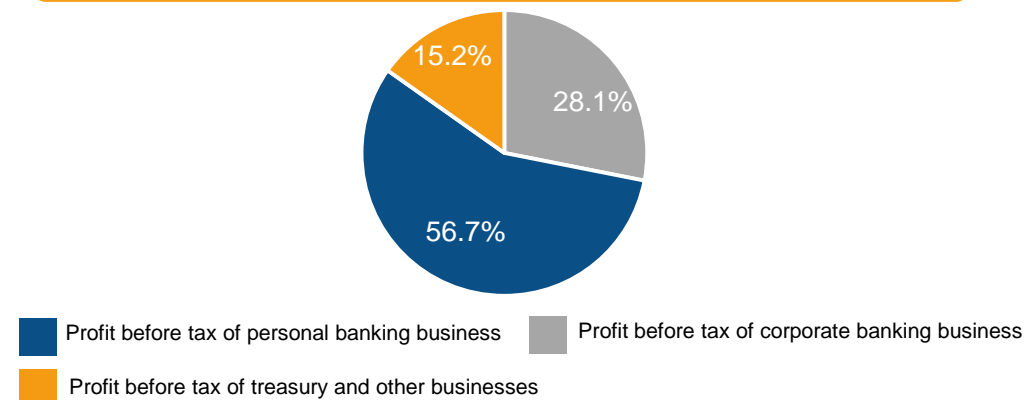
## ROE increased YoY



## ROA rose steadily



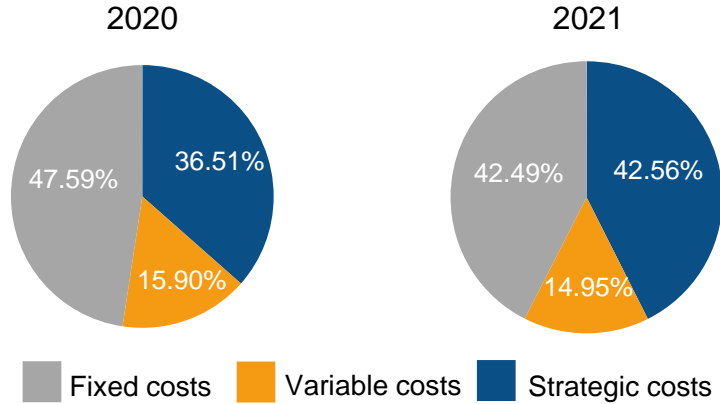
## Outstanding profit contribution from personal business



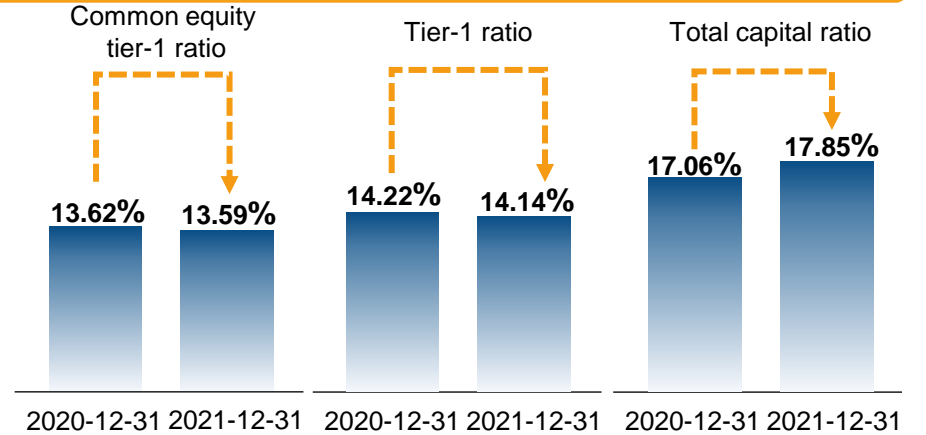


# Effective Enhancement in Cost Control and Capital Management

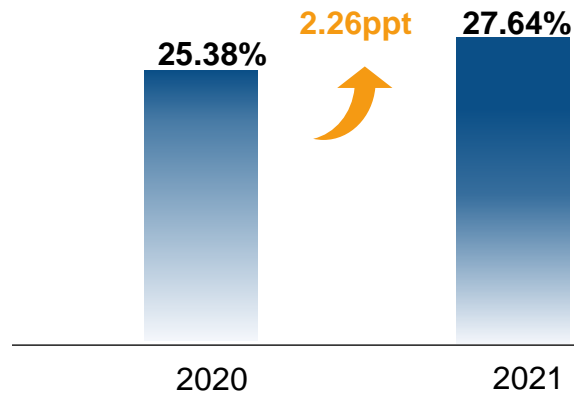
## Cost structure further optimised



## Maintained adequate capital



## Cost-to-income ratio remained stable



## Capital management continued to strengthen

Issued RMB 145 billion of tier-2 capital bonds

Improved the capital management system covering the whole group, set up differentiated assessment targets

Tapped into capital saving space, risk weighting of domestic corporate business decreased by 1.61 percentage points from the beginning of the year

Promoted the implementation of Basel III credit risk standard law and leading the peers

# Agenda

Financial Performance

## **New Finance Initiative**

Business Development

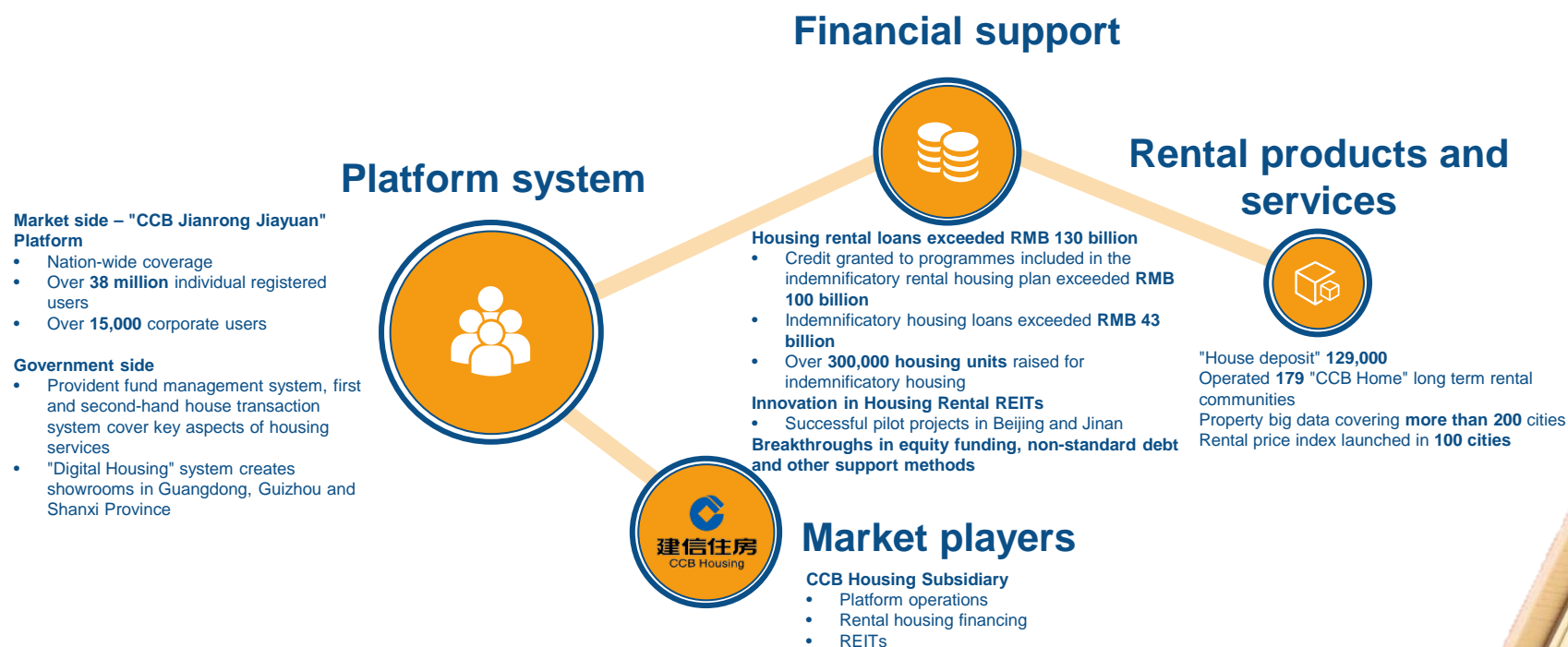
Risk Management

ESG

Outlook and Strategies

# House Rental Ecosystem Gradually Formed

## CCB model of "Platform + Finance + Market Players + Leasing Products and Services"



# Inclusive Finance Leading the Market

## Development Concept of "Digitalisation, Platform, Ecosystem, Empowerment"

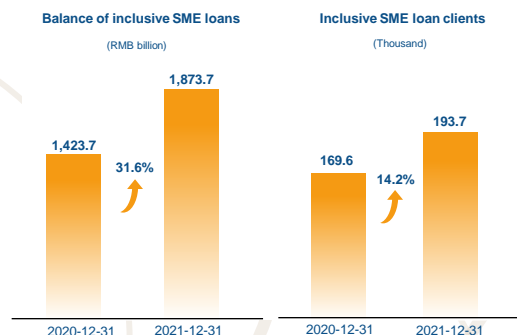
### Implementation of financial relief policies to help enterprises

- Provided deferment of repayment and loan renewal services for small and micro enterprises affected by the pandemic
- Increased financial support of manufacturing loans for small and micro enterprises and green loans for inclusive finance
- Focused on enhancing credit support for science and innovation enterprises, advanced manufacturing industries, strategic emerging industries and industrial supply chains

### Upgrading of digital online business model

- Continued to diversify product lines of "Quick Loan for SMEs", "Quick Loan For Personal Business", "Yunong Quick Loan" and "Quick Loan For Transactions"
- Innovated a series of loan products for SMEs to provide differential financial support
- Since the launch of "Quick loan for SMEs" and other new model products, accumulated **2.525 million** customers and provided **RMB 5.9 trillion** support

### Expanding the supply and services of inclusive financial loans



Inclusive SME new loan interest rate 4.16%

### Digital online model of innovative service system

- Visits to "CCB Huidongni" platform exceeded **150 million**
- **14.433 million** registered users
- "CCB Huidongni" Operation Centre was launched
- Created and Improved **181** functions

### Take advantage of network channels

- Over **14,000** outlets provide inclusive financial services
- Nearly **19,000** commissioners
- Established over **250** inclusive finance (small business) service centres and small business centres

### Aggregate resources integrated services

- Conducted "One Million Entrepreneurs Training" and "Cloud Classroom for Small and Micro Enterprises", covering a total of **550,000 person-times**
- "CCB Start-up Station" serves more than **10,000 companies**
- "CCB-Xinhua Inclusive Small and Micro Index" has a cumulative pageviews of over **65 million**



# "CCB Huidongni" Expanded Coverage to Third-Tier Cities and Rural Areas

## Mobile Internet + Technology + Finance



"CCB Huidongni" APP

One-stop mobile financial services platform

Accumulated number of visits to the platform **exceeded 150 million**  
Over **19 million** downloads

**14.433 million** registered users  
**6.396 million** certified enterprises

**1.261 million** credit customers

Credit amount of **RMB 989.9 billion**  
Up **RMB 550.05 billion** from last year

## Expanding, Deepening, Empowering



### Innovative mobile credit financing model

- Operation and credit transformation of data assets
- Digitalisation to discover and integrate credit
- Improved credit system construction for small and micro enterprises
- Promote online business process reengineering
- The industry's first intelligent, digitalised and platform-based online business operation model on the internet



### Launched exclusive credit products for SMEs

- Utilised a variety of data such as settlement, account, tax, agriculture, supply chain and other third party data
- Provided over 40 online exclusive credit products
- Covering the financing needs of various groups of customers in dual-innovation, traditional industries, special agriculture, and upstream and downstream of core enterprises



### Unchoking the "last mile" of financing business

- Created a full-circle online credit service process
- Supported the quick online process of loan application, contracting, drawing and repayment, and re-application of loans
- Met the financing needs of small and micro enterprises of "short-term, small, frequent and urgent"
- Truly realised accessibility for customers



### Provided one-stop integrated services

- Relied on CCB credit card, insurance, wealth management and other business resources to provide convenient financial service channels
- Micro and small enterprises cloud online trainings to popularise financial and credit knowledge
- Inclusive enterprise search and small and micro index functions helped customers understand the market and their rivals
- Fully met the needs of micro and small enterprises throughout their life cycle



### Built multidimensional big data business models

- Use of image recognition and bio-detection technologies to achieve non-counter identity customer authentication
- Integrated and discovered more than 4,000 items of external data in 36 categories such as industry and commerce, taxation and credit, and massive internal information of banks such as settlement flow to conduct a three-dimensional holographic portrait of enterprises
- Discovered credit information from internal and external data to "increase credit with numbers" and establish a "positive list" of behaviors for micro and small enterprises
- Automated generation of credit limits based on the score card of micro and small enterprises



### Use of intelligent safety operation methods

- Use of face and other biometric identification to complete identity authentication
- Launched the first online shareholders' meeting to authorise loan application operations, avoiding red tape
- Use online notarisation, electronic signature and other technical ways to sign contracts rapidly
- Customers have a 24/7 bank by their side to apply for loans and handle them independently



### Built the internet connection based on scenarios

- Promoted the construction of online, intelligent and platform-based ecosystem scenarios
- Covering business associations, government agencies, institutions and other key inclusive customer groups
- Connect various scenarios of financial services, smart government affairs, business operations and individuals
- Made credit services available everywhere and accessible



### Created a digital platform intelligent risk control system

- Relied on technical tools such as a password management security matrix, transaction security matrix, and security monitoring platforms
- Supported multi-dimensional, all-round and digital platform risk control
- Formed a platform intelligent risk control system for the whole life cycle of financial services

# Fintech Empowered Internal and External Development

## Consolidated construction of new digital finance infrastructure

- Beijing Daoxiang Lake IT Centre commenced operation
- Launch of national-level financial data centre cluster infrastructure layout
- Pioneered the full-stack innovative technology "collaborative office system" in realising the Group's monorail operation in the financial industry
- The first bank in the industry to complete the structural transformation of all hosted systems, with information of **over 700 million** private and **20 million** corporate customers
- The first major bank to complete the production and launch of the domestic and overseas credit cards distributed core system
- Independent R&D of big data cloud platform
- Built a document review atlas system, the first in the industry to implement AI application in the L/C review scenario
- Built a smart security operation platform to effectively prevent **nearly 80 million** cyberattacks throughout the year



## Technology empowered smart finance

- Launched 5.0 AI Version of personal mobile banking, which completed the optimisation of barrier-free and elderly-friendly services
- Launched the CCB Asset Community System for mega wealth management platform construction
- Expanded the application of digital RMB scenarios
- Completed key operation of the "Blue Core" project and improved service capability for the financial market
- Strengthened the Group's IT integration construction and enhanced collaboration between the Bank and subsidiary companies
- Use of cloud studio+enterprise WeChat for private domain traffic management
- "CCB Employee" app effectively enhanced employee working experience



## Improvement in systems and mechanisms

- Improved the fintech organisational layout of "one department, one centre, one company"
- Information Security Prevention and Control centre commenced operation
- Established Quantum Finance Application Laboratory (Hefei)
- **15,121** fintech staff, representing **4.03%** staff of the Group
- Fintech investment was **RMB 23.58 billion**, representing **3.08%** of operating income
- CCB Fintech Financial System is the only one that is on the list of 440 "Science and Technology Reform Demonstration Enterprises" projects announced by the State-owned Enterprise Reform Team of the State Council for Science and Technology Reform
- Applied technology in a number of policy banks, shareholding banks, asset management companies etc., and has been recognised by peers and clients
- A total of **1,027** small and medium-sized financial institutions have been provided with "smart series" risk tools to promote risk co-governance



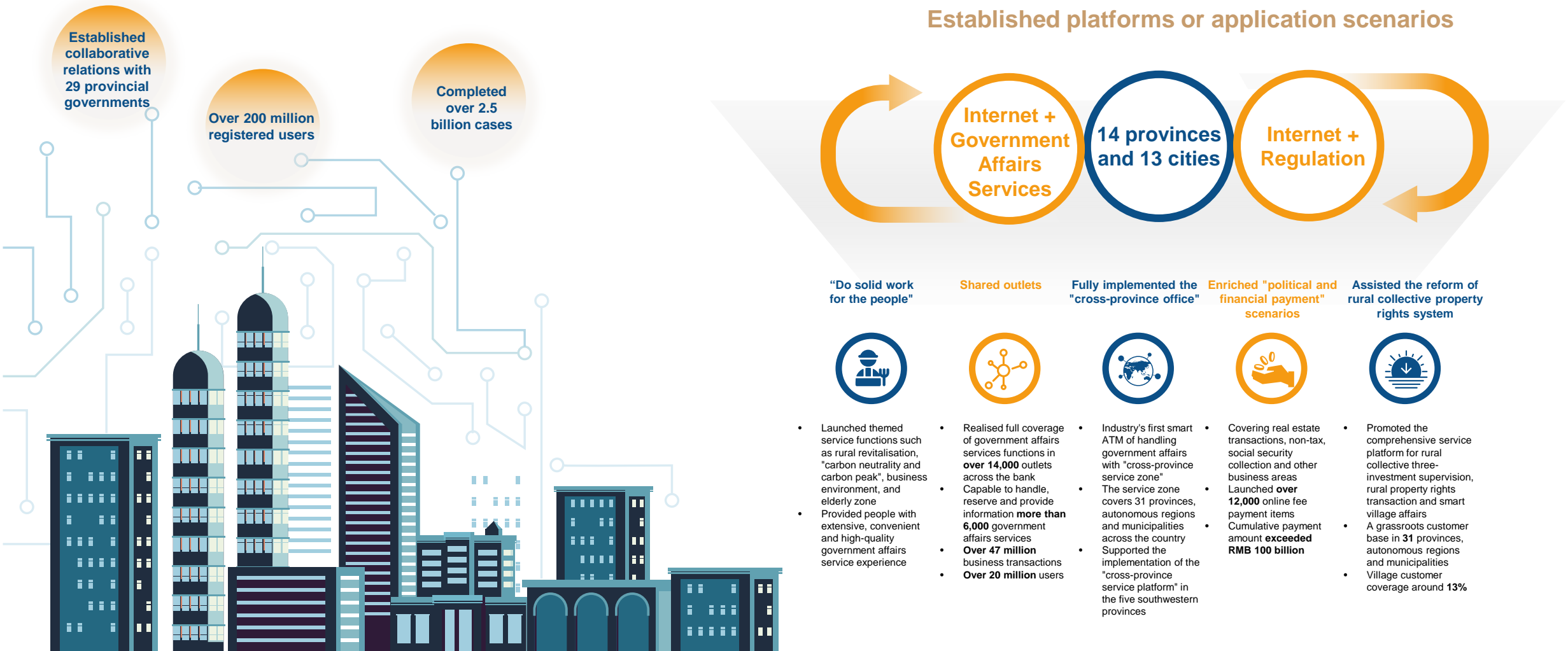
## Technology empowers smart ecosystem

- Completed the promotion of smart government affairs platform in **14** provinces and **13** cities
- The comprehensive house rental service platform covers the whole country basically
- "Digital Real Estate" continues to promote the construction of housing ecosystem
- Smart Village Affairs Platform covers **37 tier-1** branches nationwide
- The Enterprise Shared Service Platform has **over 1.12 million** customers and successfully matched **54,000** enquiries
- Supported the ecosystem construction of "Three Benefits in One", a new version of "CCB Huizhuni" 3.0
- Digital Infrastructure Platform provided a full cycle management platform to engineer funds for infrastructure clients such as railways
- Promoted the construction of supply chain financial service scenarios
- Carefree Pension Platform has been connected to **3,069** civil affairs offices at all levels
- Religious Affairs Service Platform covers **30** provinces and cities nationwide



Top+2.0

# Smart Government Affairs Enhanced Government Policies to Benefit People and Enterprises



# Quality and Efficiency Improvement in Rural Revitalisation

## Created "Yunongtong" Comprehensive Service Platform for rural revitalisation



"Yunongtong" has over 510,000 inclusive finance service points, covering 80% of the rural towns and administrative villages

- The activation rate of service points reached 86%, and the average daily net increase in transaction has exceeded RMB 100 billion for two consecutive years
- Established ten scenarios, and performed a total of 177 million transactions for people and farmers during the year
- Signed contract with 11.36 million farmer households and served 46.53 million farmer households
- Issued 18.53 million "Rural Revitalisation-Yunong Cards", bringing in over 80% of new customers

"Yunongtong" online service platform to accelerate promotion

- "1 standardised function pool + 3 front-end access channels + N application scenarios"
- Over 2 million registered mobile app users

## Created a professional agriculture ecosystem scenario



Characteristic agricultural industrial chain ecosystem scenario

- Systematically built service guidelines for six major industrial chains including food safety, dairy industry revitalisation, breeding industry, fruit industry, vegetable industry, and the flower industry

Rural government affairs scenario

- Launched 706 county (district) level "three capital" supervision platforms
- Launched 109 county (district) level rural property rights trading platforms
- Built a platform for "ethical banking"
- Created a data sharing platform

Other key scenarios

- Farmers' online social integrated service platform - "Yunong Moments"
- Created a "Yunong Youpin" zone on E.ccb.com
- Established 2,531 "Yunong Schools"

## Launch of online and offline agricultural credit product packages



Online Agricultural Credit Product Package

- Created enterprise-level "Yunong Quick Loan" products, and established four models including credit, mortgage, guarantee, and industrial chain
- Launched farmers' credit products with local agricultural features, such as "Yunong Quick Loan - Tobacco Farmer Loan" in Guizhou, and "Yunong Quick Loan - Gannan Navel Orange Loan" in Jiangxi

Offline agricultural credit product package

- Utilised the new rural support loans, village feature construction loans, and rural agricultural guarantee loans
- Innovatively launched high-standard farmland loans and agricultural facility loans
- Launched credit products with local agricultural features, such as Inner Mongolian Livestock Mortgage Loans and Guangdong Rural Revitalization and Reclamation Loans

## Established a digital risk control system for agriculture-related finance



Established Online Smart Risk Control System

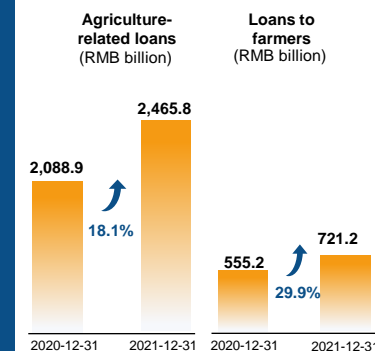
Built a smart operation management system for service points

Established a normalised, multi-channel supervision and inspection mechanism

Introduced and collected internal and external agricultural-related credit information and anti-fraud, anti-money laundering data lists

Promoted the disposal of NPLs

## Agriculture-related loans grew rapidly



NPL ratio of loan to farmers

0.33%

↓ 0.08ppt



NPL ratio of agriculture-related loans

0.98%

↓ 0.47ppt



# Promoted Green Financial Strength

## Green credit

- The balance of green loans was **RMB 1.96 trillion**, with a growth rate of **35.6%**, achieving a record high
- **125.1 million** tons of CO2-equivalent emission reduction through green loans
- The proportion of green loans in agriculture-related, manufacturing, infrastructure and other sectors has gradually increased
- Industry leading in innovating renewable energy subsidy loans
- Integrated environmental, social and climate risks into the comprehensive credit process management
- Formulated differentiated management policies for green credit whitelist customers
- Coordinated and balanced energy security and the management and control of the high-pollution and high-emission industries
- Supported the technological transformation of energy conservation and carbon reduction in key industries and enterprises
- Reviewed credit policies for photovoltaic power generation, photovoltaic manufacturing, steel, petroleum refining, railway and other industries
- Environmental requirements have been incorporated into credit policies for power, transportation, green building, agriculture, forestry and other industries

## Green bonds

- Released "CCB-Wind Green ESG Bond Issuance Index and Yield Curve"
- Issued **USD 1.15 billion** sustainability-linked bonds, **EUR 800 million** special green bonds for "water protection and environmental governance" and 2-year **RMB 2 billion** offshore transformation bonds
- Abroad issuance of the world's first **USD 500 million** exemplary green bond based on the China-EU's "Common Ground Taxonomy: Climate Change Mitigation"
- Underwrote **72** domestic and overseas green and sustainability bonds totaling **RMB 124.04 billion**
- Initiated over 300 green bond investment transactions, leveraging over **RMB 130 billion** of direct green financing

## Comprehensive green investment and financing

- CCB Principal Asset Management officially joined the United Nations Principles for Responsible Investment (UN PRI) and issued a number of ESG-related themed products
- CCB Wealth Management issued ESG wealth management products to increase investment in green assets
- CCB Life, CCB Futures and other subsidiaries continued to increase allocation of various green assets
- CCB Leasing has invested over **RMB 100 billion** in green leases
- Implemented the first green asset transfer project, the first-bank REITs, and the launch of green non-standard assets

**MSCI ESG A rating for  
two consecutive years**

# Breakthrough in Big Asset Management and Big Wealth Management Strategy

Effectively solve the collaboration issue regarding the development of saving, investment and wealth management



The balance of individual customer financial assets exceeded **RMB 15 trillion**

The balance of individual customer deposits exceeded **RMB 11 trillion**

Realised positive growth in individual capital, deposit and wealth management across 37 tier-1 branches

The Group's assets under management exceeded **RMB 6 trillion**



Wealth management: **RMB 2.4 trillion** Pension: **RMB 0.5 trillion**

Trust: **RMB 1.8 trillion**

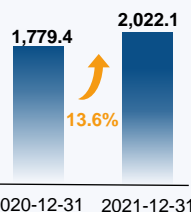
Insurance wealth management: **RMB 0.3 trillion**

Fund: **RMB 1.1 trillion**

Other wealth management products: **RMB 0.3 trillion**

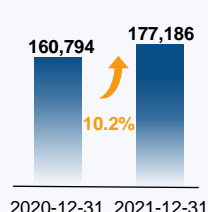
Financial assets of private banking clients

(RMB billion)



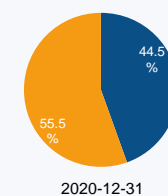
Number of private banking clients

(No. of customers)

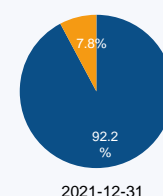


Wealth management rectification successfully completed within the transition period and successfully realised the transformation

CCB Wealth Management ranked first in the industry with an issuance and AUM of **RMB 2.2 trillion** by the end of year



2020-12-31



2021-12-31

■ Proportion of net-asset-value wealth management products  
■ Proportion of non-net-asset-value wealth management products



Created a "connector" for multi-level social financing and individual's wealth



建行龙财富

- Built a "horizontal and vertical" mega wealth management system, established a horizontal demand-driven product supply, and vertical integration of "investment research-advisory-customer service"
- "CCB Long Fortune" gained popularity in the market
- The slogan "Together Let us Build up Fortune" is deeply rooted in the market
- Launched innovative mega wealth management platform
- Upgraded wealth section in mobile banking
- 251** private banking centres across the Group
- Improved "CCB e-private banking" functions
- Promoted the pilot programme for private asset allocation service
- The asset under management of family trust service exceeded **RMB 68.51 billion**
- Issued "Happy Aging" retirement financial planning service for **6,435** clients



Key products and services of wealth management business

- The Group's centralised asset management platform "CCB Asset Coomunity" is implemented in **8** subsidiaries
- The first batch of pilot pension wealth management programmes launched by CCB Wealth Management successfully rolled out, valued at **RMB 5 billion**
- BlackRock CCB Wealth Management launched **R5** equity wealth management products
- Successfully listing of the bank's first public infrastructure REITs
- Launched the pilot programme "Cross-border Wealth Management" business





# Preliminary Construction of Normalised Digital Operation System



Established a "Binary Star" enterprise-level platform and operational model with mobile banking and "CCB Lifestyle" app

The construction of the "Three Major Middle Offices" began to be seen as effective



## Mobile banking

- Focused on the construction of financial service scenarios
- Construction of digital operation main platform covering all-round financial services

User mutual recognition

Scenario interoperability

Mutual traffic flow

Mutual benefit

Marketing interaction

High-frequency life scenarios drives low-frequency financial scenarios

Achieved dual circulation and spiral growth

## "CCB Lifestyle"



- Focused on the building of daily services and consumer finance scenarios
- Established an in-depth business platform for merchants
- Connected merchants with payments, and improved activation rate through activities and contents

Supported the establishment of data integration in all aspects, multi-layer interconnection, high-speed full chain supply, user-friendly and closed-loop data ecosystem for multiple users

- Released more than 1,600 data services, with an average of over 1 million uses per day

Business Middle Office

Focused on business foundations such as users, rights and interests, and established an enterprise-level foundation for business ecosystem

- Handled 384 standardised capabilities
- Connected different user systems and different ecosystems via the user centre, and streamlined enterprise-level users with a unified and holistic information view
- Rights and Interests centre supports 3,540 marketing activities

Continued to strengthen the infrastructural technology supply capability including AI, big data, blockchain, internet of things, mobile internet and distribution network to improve the Group's R&D efficiency and achieve agile public services

Three Major Middle Offices

Data Middle Office

Technology Middle Office

- A total of 617 application scenarios supported by AI
- A mini programme-based public research platform to support the building of a public research ecosystem
- The first bank in the industry to launch "5G Message Bank"
- Established the biggest data cluster with the largest separated storage and computing in the financial industry

# "CCB Lifestyle" App as Digital Platform to Improve Quality of Life

In response to the increasing digitalisation and ecosystem market trends, CCB launched the "CCB Lifestyle" App, a non-financial digital service platform, aiming to strengthen its connection and activation with the C Community (consumer), empower the B Community (business) for business expansion, as well as support the G Community (government) to execute the national development strategy for real economic development

## Achievements



- National promotion started from July, 2021
- Achieved operation to customers in **37 branches** and **326 cities** by the end of 2021



Platform client acquisition

- **34.35 million** registered users
- **20%** new customers

Platform active users

- **2.1 million** daily active users

- As of the end of 2021, the platform has attracted a group of nationwide chain brands to establish presence. The cumulative number of high-quality merchants has **exceeded 150,000**

- Issued approximately **RMB 86 million** consumption vouchers delegated by various local governments. Worked with governments to realise green travel and rural revitalisation and helped them to stimulate consumption and improve digital governance



# Deepened the Operation of "Workers' Harbour"



## Deepened the "Workers' Harbour+" Model

- Opened **14,040** "Workers' Harbour" to the public
- Serving about **185 million** people in total
- Cooperated with **1,456** organisations including labour unions, disabled persons' federation and charity organisations at all levels
- Promoted the connection with **51** third-party online platforms
- Implemented the "Workers' Harbour+" model in **8,426** outlets, enriching services for the elderly, poverty alleviation, education, justice and barrier-free services
- Organised over **117,500** special public welfare activities of various kinds such as "Cheer Station for Students Participating in College Entrance Examinations", "Sunshine Student Aid", "Sending Coolness in Summer" and "Sending Warmth in Winter"



## Generate Social Resonance

- Cooperated with the China Workers Development Foundation to carry out the "Workers' Harbour" public welfare action, and launched the "Points for Dreams - Workers' Harbour" public welfare donation platform in multiple channels
- The National Federation of Trade Unions, the Banking Association, the China Disabled Persons' Federation and other organisations affirmed the effectiveness of the "Workers' Harbour" on public occasions.



## Continue to Grow Brand Influence

- CCTV's "Focus Interview" Programme reported on the caring services of CCB's "Workers' Harbour" for outdoor workers in the special programme called "You Protect the City, I Protect You"
- Won the "Responsibility Case Award" from *Southern Weekly Newspaper*
- Won the Demonstration Award of "Enterprise Culture Construction Led by Enterprise Party Organizations" from China Research Institute of Enterprise Culture

# CCB Learning Centre Upholding Sharing and Expansion



**Built a learning and exchange platform, business linkage platform, marketing assistance platform and strategic undertaking platform**

## **Serving Society**

- Built five key services of "benefitting the administration, the innovation, agriculture, industry and education"
- Brought professional and inclusive training knowledge to the fields, factories and classrooms
- The "Jinzhihuimin" project has carried out **52,000** training sessions, benefiting **4.5 million** people
- Promoted the "New Finance Talent Industry-Education Integration Alliance" and released the first annual report on industry-education integration in China

## **Serving Strategy**

- Held a series of activities such as "New Stage, New Concept, New Pattern - Branch Head Elaborate on New Finance Practices"
- Established New Finance Research Centre
- Launched the CCB-Harvard "Digital Talent Online Training Camp", digital finance lecture series and other programmes

## **Serving Employees**

- Developed a three-year action plan with "i University, Growing Together"
- Launched special training programmes such as "Your Future with CCB" for new employees and "Be Better with You" programme for client managers at outlets
- Organised professional and technical position qualification examinations
- Improved professional qualification certification

**Practiced the school philosophy of "professionalisation, sharing, technology and internationalisation"**

## **Teaching System**

- Proposed innovative digital learning project design and operation methodology
- At present, **179** teaching material booklets are in use
- Initially established a full-time, part-time and external "three-in-one" teaching personnel system, with a total of **5,267** teachers

## **International Development**

- Gradually formed systematic, dimensional, and diversified international talent learning solutions
- Launching a series of new international integrated learning programmes

## **Digital Construction**

- Visits to the "CCB Learning" platform hit **750 million** times
- The total number of learning resources accumulated on the platform exceeds **58,000**

# Agenda

Financial Performance

New Finance Initiative

**Business Development**

Risk Management

ESG

Outlook and Strategies

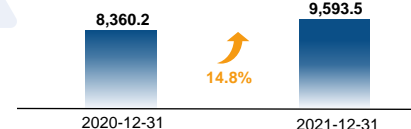


# Strong Support for the Development of the Real Economy

## Support the development of the manufacturing industry

- Increased the support to the special and new enterprises, single champions and listed companies in the manufacturing industry
- Balance of loans of manufacturing industry was **RMB 1.4027 trillion**, an increase of **8.4%**
- Medium and long-term loans of manufacturing industry reached **RMB 671.7 billion**, an increase of **29.2%**

## Rapid growth of corporate loans ( RMB Billion )



## Consolidated the advantages in the infrastructure sector

- Balance of loans in the infrastructure segment was **RMB5.0676 trillion**, up **16.9%**
- Supported **1,061** new-type infrastructure clients, with a loan balance of **RMB 100.9 billion**, up **16.0%**

## Solid client base

- 8.46 million** corporate clients, up **11.3%**
- Total of **11.95 million** corporate RMB settlement accounts

## Strongly supported the national and regional development strategy

- New corporate loans in three key regions of Yangtze River Delta Region, Guangdong-Hong Kong-Macau Greater Bay Area and Beijing-Tianjin-Hebei Region increased **55.8%** in total
- Promoted high-quality and characteristic development in the central region, Xinjiang, Tibet and other regions

## Accelerated the breakthrough of financial services for the development of science and technology innovation enterprises

- Balance of loans was **RMB 922.0 billion** in strategic emerging segments, up **49.8%**
- The credit balance of "Technology Enterprise Financing Chain" exceeded **RMB15 billion**
- Vigorously promoted the strategic cooperation with national stock transfer companies and Beijing Stock Exchange

## Strongly supported the development of private enterprises

- A two-wheel drive of the digital service solutions of enterprise integrated service system and differentiated financial solutions of the All-China Federation of Industry and Commerce
- Balance of loan was **RMB 3.32 trillion** in the private enterprises segment, up **15.2%**

## Innovative Service Means

### Built and promoted the "technology flow" of the science and technology innovation evaluation system

- Relied on intellectual property data to create a standard for measuring the continuous innovation capability of technology enterprises , provided the "fourth table" of enterprises: the science and technology innovation table
- Based on the evaluation results to increase credit for small and medium-sized technology enterprises with strong innovation ability and good market prospects
- Balance of loans for science and technology enterprises was **RMB 865.4 billion**

### Constantly iterated Jianrongzhihe platform

- Launched science and technology innovation enterprises, green low-carbon, Chongqing old district transformation area, financial assistance, and many other special service zones on the platform
- 1,122,000** registered platform users
- Average MAU of **185,000** users

### Deepening supply chain finance

- Gave full play to the role of supply chain finance to transfuse capital to protect and stabilise the chain and reduce costs, to increase efficiency and strengthen the chain, and promote smooth connection of all links of the industry chain, and effectively help smooth the domestic circulation
- Cumulatively invested over **RMB 800 billion** in online supply chain financing for more than **5,900** core enterprise chains, serving nearly **95,000** customers

# Constructed and Promoted the "Technology Flow" of Science and Technology Innovation Evaluation System

## The dilemma of "difficult financing" for science and technology innovation enterprises



"Small scale, light assets, long cycle, heavy investment"

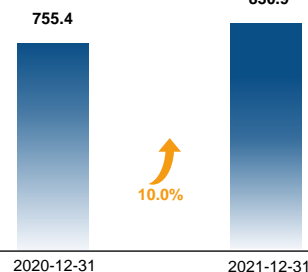


The traditional financial evaluation of banks focuses on cash flow, profitability, collateral and pledges of the company

## Balance of loans for science and technology innovation enterprises was RMB 865.4 billion

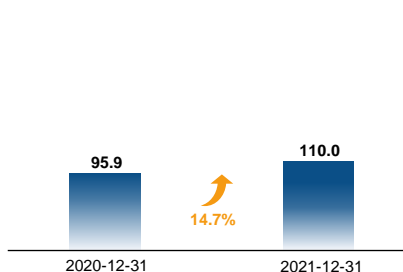
### High-tech enterprise Loans

( RMB Billion )



### Technology-based SME Loans

( RMB Billion )



## Relying on Big Data

## science and technology innovation evaluation system

Capital flow



Technology flow

Focus on brick and mortar



Focus on patents

## Technology Innovation Table

Balance Sheet

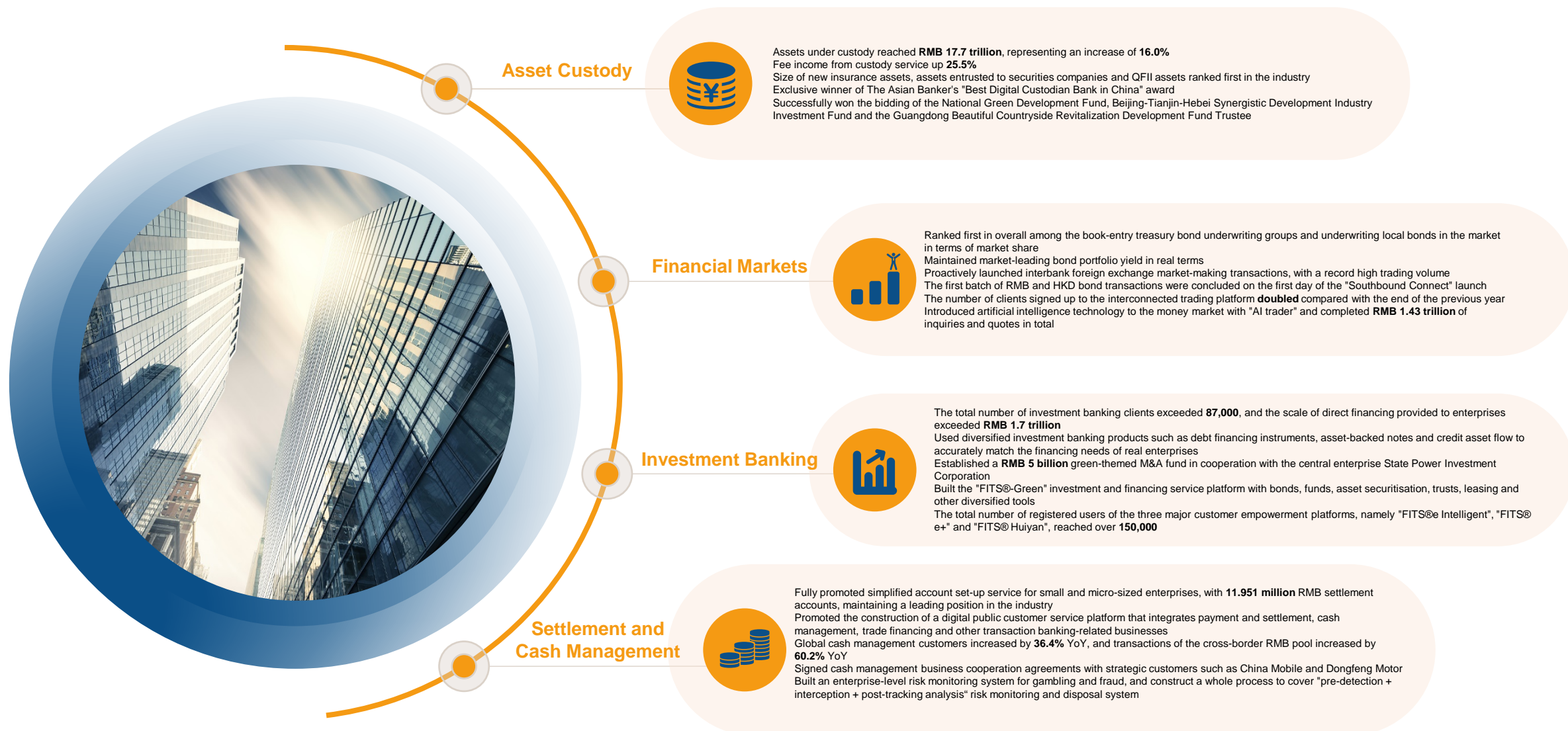
Income Statement

Cash Flow Statement

## The "One Core And Four Dimensions" of the evaluation system



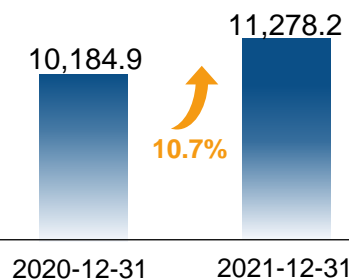
# Continued Consolidation of Corporate Transactional Business



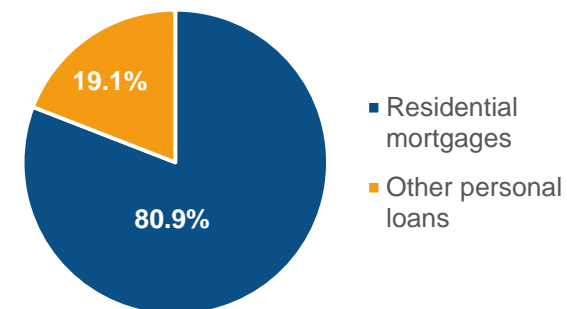
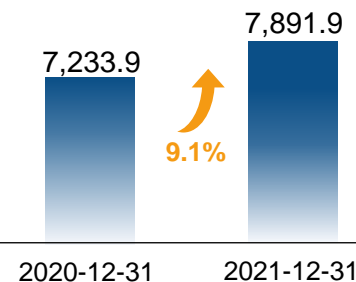
# Overall Improvement of Retail Business Capabilities

The largest retail credit bank position strengthened

Personal deposits exceeded RMB 11 trillion  
(RMB Billion)



Balance of personal loans  
(RMB Billion)



## Customers

Deepened the "tiered, grouped, and graded" personal customer management system, built a "direct sales + franchise" layered service model, and achieved remarkable results in direct sales to hundreds of millions of long-tail personal customers

The number of personal customers reached **726 million**

Personal mobile banking users reached **417 million**, up **7.5%**

Average monthly active users of mobile banking reached **149 million**, up **16.4%**

Personal online banking users reached **392 million**, up **5.6%**

Credit card customers exceeded **105 million**

Merchants amounted to **4.92 million**

## Consumption

**Credit card**  
Issued an aggregate of **147 million** cards  
Spending amount via credit cards was **RMB 3.04 trillion**

**Personal spending loan**  
Credit card loan balance reached **RMB 896.2 billion**  
Personal consumer loan balance was **RMB 233.0 billion**  
Personal quick loan balance was **RMB 209.0 billion**

**Debit card**  
Number of cards issued exceeded **1.256 billion**  
Spending amount reached **25.9 trillion**

**Merchant**  
Transaction volume amounted to **RMB 4.2 trillion**, up **12.2% YoY**

## Payment

**Personal mobile banking**  
Number of transactions was **57.35 billion**, at a growth rate of **20.8%**  
Transaction volume amounted to **RMB 92.2 trillion**, at a growth rate of **14.3%**

**Personal online banking**  
Number of transactions was **5.57 billion**  
Transaction volume amounted to **RMB 17.6 trillion**

**Long Pay**  
User scale exceeded **189 million**

**Online payment**  
The transaction volume was **RMB 22.0 trillion**, an increase of **17.1% YoY**

Ranked first in the industry in terms of users' share by leading organisations such as Alipay, JD.com, Meituan, Pinduoduo and Douyin

Ranked first in the industry in terms of peak promotions on "Double 11", "Double 12" and New Year's Day

**Aggregated Payment**  
Transaction volume amounted to **RMB 2070.1 billion**, up **41.5% YoY**  
Number of transactions was **9.88 billion**, up **49.3% YoY**



# Built Ecological Scenarios – Metro Demonstration Project

Built metro demonstration project  
Set up full-chain business model  
Achieved continuous upgrades of user-account-customer



## Facial recognition payment

- Applied biometric technology into payment to enhance user experience and established new competition pattern



## Member wallet

- Relying on the extension of "II or III type account", created "metro ecosystem account" for payment
- Achieved the upgrade of "user-account" and created a foundation for traffic monetising



## Scenario operation

- Carried out activities such as weekly card, free coupon for account opening, inviting others for a ride
- Established joint operation mechanism, integrated membership rights and achieved stratified operation of membership



## Opened up cycles

- Online – Attracted traffic to in-bank portals through mobile banking App
- Offline – Attracted customers with specific needs to offline outlets through "financial products + membership rights" model



## Continued deep cultivation to achieve scalable replication and promotion

- By the end of 2021, the metro project was launched in Zhengzhou, Xi'an, Qingdao, Changsha, Hohhot, Urumqi, Wuxi and Kunming. Facial recognition payment attracted 3.131 million registered users. 3.832 million member wallets was opened, with averagely 127,000 daily transactions



## Focused on quality and efficiency with significant performance in customer acquisition and reactivation

- Activated 635,000 zero-asset customers with AUM increasing by RMB 2.82 billion, representing 6.17 times the activation rate of the same standard from the host bank in 2021
- Newly added customers were 239,000 with AUM of RMB 1.07 billion. Percentage of active customers was 87.6%



## Co-constructed the win-win situation and continuously improved the comprehensive value

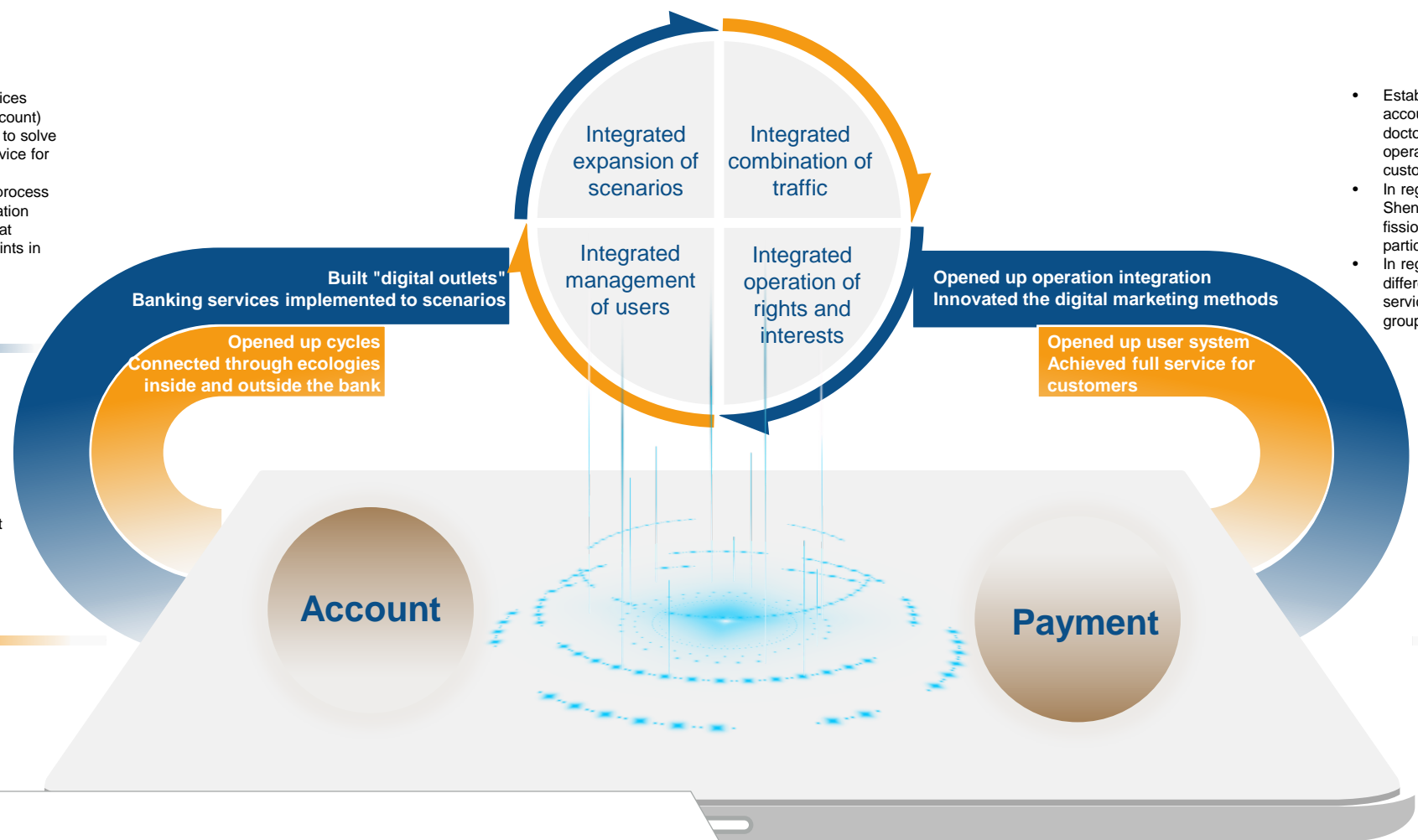
- Realised normal data monitoring by using CCB's data management and visualization tools to drive green credit issuance. Taking certain metro project as an example, the credit balance of corporate loan at the end of 2021 was nearly 17 times of 2018 before the project started, with an average annual growth rate of 146.9%. Credit balance of the Metro Group increased by nearly three times

# Built Ecological Scenarios – Smart Health Demonstration Project

## Smart Health Demonstration Project Built "digital outlets" for citizens

- Launched open bank products and services such as CCB digital account (Type II account) for doctor-patient group in the scenario, to solve pain points such as lack of payment service for medical treatment on the platform
- Provided payment solutions during the process of registration service, stratified consultation service and medicine collection service at drugstore, to solve the payment pain points in segmented scenarios

- Shenzhen Health Information Centre registration service incorporated with CCB's self-built enterprise-level "Jianrongzhiyi" platform to achieve user and services exchange
- Platform traffic was diverted to CCB branches or self-owned platforms through WeCom and other tools, so that customers can obtain health solutions by themselves, which promoted the growth and well management of customer, and formation of a closed-loop scenario



- Established health score system through the digital account joint membership, and achieved integration of doctors, patients and customer groups through the operation of three segments - contents, activities and customer groups
- In regards to activity operations, cooperated with Shenzhen Municipal Health Commission to carry out fission activities to benefit citizens and attract more to participate in healthy city construction
- In regards of customer operations, provided differentiated rights and interests, and improved refined services according to characteristics in key customer groups including the youth, mother-infant, the elderly

- Identified customer potential through data and reached them through activities in headquarters and branches; centred on the three goals of "increasing stickiness, improving efficiency and strengthening service" to cultivate customer groups in medical ecological scenario intensively
- Focused on cultivating retired customer group, activating customers of social security cards and attracting all cover customers
- Promoted the appointment of Nucleic acid testing during Covid-19 and popularised health knowledge on the 24 solar terms to attract customers' attention to the CCB activity platform

# Steady Development of International Business

## Network coverage

- Nearly **200** overseas institutions located in **31** countries and regions, covering **9** countries along the Belt and Road



## Cross-border service

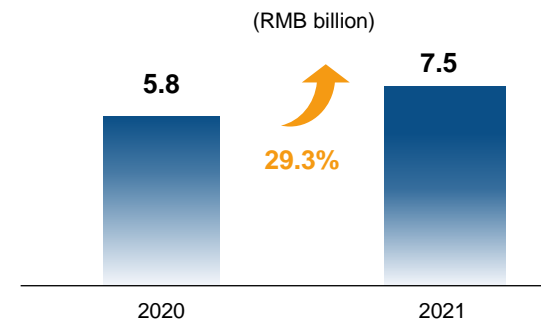
- Volume of cross-border RMB settlement increased by **23%**, reaching **RMB 2.67 trillion**
- Cumulative clearing volume of RMB clearing bank in the UK exceeded **RMB 64 trillion**, maintaining the position as the largest RMB clearing bank outside Asia
- Volume of International settlement increased by **25%** YoY
- Accumulatively provided financial support for **212** projects in **33** countries along the Belt and Road, with a contracted value of **USD 35.41 billion**
- Established principal-agent-relationships with **over 600** banks along the Belt and Road
- "Three representative products of CCB" series products (Jiandantong, Jianpiaotong, Jianxintong) have provided financing support for **more than 130** projects in **49** countries along the Belt and Road
- Cumulative number of registered users of "CCB Match Plus" cross-border matchmaking platform and certified users exceeded **140,000**, and held more than 100 digital exhibitions and online matchmaking activities for **33** countries and regions
- Built "digital platform for multimodal transport electronic bill of lading for shipping by rail"
- Innovated "cross-border easy payment" products

## Trade financing

- Balance of trade finance credit was **RMB 521.41 billion**, up **23.8%** compared with the beginning of the year
- "Cross-border Fast Loan" products invested **nearly RMB 20 billion**, serving nearly **6,000** small and micro foreign trade enterprises
- Transaction volume of the finance platform for cumulative blockchain trade, BCTrade, reached over RMB 1 trillion
- "Single Window" for international trade
  - Provided electronic port business services for **more than 100,000** enterprises
  - Developed functions of international letter of credit and customs duty letter of guarantee
- Amount of warranty financing increased by **50%** YoY



## Net profit from overseas branches of commercial banks

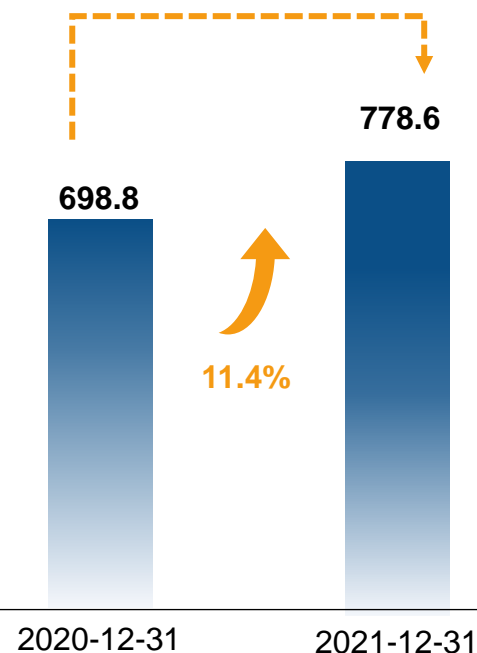


# Characteristic Development of Subsidiaries' Businesses

## Steady growth in assets, profit increased rapidly YoY

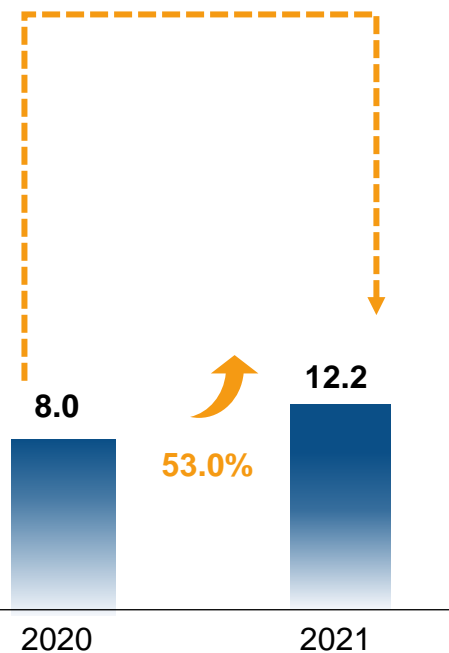
### Total assets of subsidiaries

(RMB billion)



### Net profits of subsidiaries

(RMB billion)



## Synergy with the group with characteristic development



Joined the United Nations Principles for Responsible Investment (UN PRI)



Accelerated the transformation into green leasing, inclusive leasing and digitalisation, and returned to the origin of leasing



Continued to deepen transformation and innovation. Scale of entrusted assets increased against the trend, and the business structure and income structure were significantly optimised



Net profit was RMB 1.188 billion, an increase of 38.8% YoY, reaching a historical high



Provided nearly 100,000 people with low-interest housing saving loan and quota over RMB 25 billion



Net profit increased by 231.7% YoY, and futures agency turnover was RMB 4.85 trillion, an increase of 29.7%



AUM was RMB 529 billion, and occupation pension was fully covered by entrustment and investment management qualifications in 33 overall planning districts across the country



Compared with the "7-8 years to reach profitability" in the insurance industry, the business achieved positive returns for the Group two years ahead of schedule



Operating income mainly from cost consulting and engineering consulting business increased by 20% YoY



Market-oriented debt-to-equity business achieved an addition of RMB 56.1 billion, ranking 1st in the industry for five consecutive years



The platform received 300 million visits in the year, with a cumulative payment amount of RMB 15.4 billion, the number of leasing payments was 10.03 million



Formed industry leading capabilities in the information technology application innovation sector, and built a "New financial operating system" to empower peers



Initiated Chongqing Manufacturing Transformation and Upgrade Fund with initial scale of RMB 5 billion



The issuance and management scale and incremental growth rate of wealth management products ranked 1st in the industry, launched the first batch of pension products and Cross-boundary Wealth Management Connect Scheme



No. of IPO accomplished as global coordinator and sponsor ranked 1st among Chinese investment banks

# Continuously Improve Overall Channel Competitiveness and Client Servicing Capabilities

## Overall competitiveness of outlets fully improved

## Effectively strengthened remote customer servicing capabilities

## Construction of intelligent operation system continued to improve

### Improved quality and efficiency of operation

- Profit before Provisions per outlet grew **8.4% YoY**
- Profit before Provisions per capita grew **6.4% YoY**

### Optimised the total number of outlets and structure layouts

- Increased the withdrawal and relocation of low-efficiency and intensive outlets in urban areas, relocating **267** and merging **262** outlets
- Expanded the coverage of new urban planning areas and county-level outlets, and set up **31** new business outlets, including **20** county-level outlets.
- A total of **14,393** business outlets, stable with some decline
- **1,484** flagship outlets, accounting for **10.3%**

### Network transformation and upgrading"

- Built **10** "5G+Smart Banks"
- Service functions transformed to a combination of comprehensive and special features
- Service functions turned into combination of financial and non-financial

### Integrated development of online and offline business

- Real-name registration on "CCB e-bank" was **8.53 million**, with monthly active users exceeding **2.5 million**
- "BankFree" application launched **46** products, with business volume exceeding **18 million**

### Continuous optimisation of self-service channel service network

- **69,030** ATMs were in operation
- **23,679** self-service banks put into operation
- **49,495** smart teller machines were in operation

### Service quality and efficiency took the lead in the industry

- Top 1,000 Demonstration Units for "Civilised and Standardised Services in the Industry". Ranked first in the industry in terms of the number of rated branches
- Corporate standard "Basic Service Requirements for Business Outlets" rated top in the financial sector for three consecutive years
- 25 outlets became the first batch of certified institutions in the industry that passed the Certification of Senior-Friendly Services by Beijing National Fintech Certification Centre, leading the industry in terms of the number

Omni-channel provided **1.81 billion times** of consultation for customers

Omni-channel connection rate to customer service representatives was **91.7%**

Nearly **660,000** times of phone voice navigation were offered to customers daily

The intelligent consulting service served more than **4 million times** for customers daily on average, with the problem-solving rate reaching **98.53%**

More than **13 million** customers received intelligent repayment outbound calls

Nearly **2.3 million** customers reached through intelligent supporting marketing outbound calls

Comprehensive customer satisfaction was **98.70%**

Achieved 24/7 continuous and stable operation throughout the year

A total of **1,162** process automation (RPA) application scenarios have been launched, saving 2.71 million working hours accumulatively

Intelligent Character Recognition (ICR) saved a total of **950,000** working hours

Enterprise-level AI data labelling service shortened data acquisition cycle by **80%**

**More than 90%** of the transactions of the whole bank can be collected in real time

Experience Management System (CXM) reached more than **100,000** customers on average daily

Promoted **15** services in the customer journey including elderly care, personal finance, custody and trading financing

Processed 277 million transactions through the intensive operation services, an **increase of 13% YoY**

After the online approval system for small enterprise loan was launched, its whole process efficiency **increased by 26%**

RMB clearing settlements reached 6.67 billion, an **increase of 7.1% YoY**, ranking **1st in the industry**



# Agenda



Financial Performance

New Finance Initiative

Business Development

**Risk Management**

ESG

Outlook and Strategies



# Comprehensive, Proactive and Intelligent Risk Management System

## Improved comprehensive risk management system and mechanism

- Formulated the risk compliance development plan for the "14th Five-year Plan" period
- Reviewed the group risk appetite annually
- Carried out a comprehensive risk management evaluation
- Established a two-way (front and middle office) risk reporting system for inclusive finance
- Strengthened risk control and measurement, and coordination among the three lines of risk defense
- Carried out risk profiles of domestic and overseas branches

## Improved the risk management system of trading and investment businesses

- Strengthened the management of restrictions of trading and investment businesses and access of financial institutional clients
- Built daily monitoring mechanism for Chinese offshore bonds
- Established risk scan and detect mechanism for customers during the trading
- Deepened asset risk control for wealth management business
- Built responsibility determination management system for wealth management business
- Promoted the construction of risk management and control platform for investment and trading businesses

## Deepened the construction of intelligent risk control system

### Risk Scan & Detect System (RSD)

- Automatically scanned and detected **78.97 million** online businesses and effectively intercepted **360,000** problematic businesses

### Risk Alert & Detect System (RAD)

- Covered **93.04%** of large and medium-sized enterprises with NPLs, and sent alerts **29.2** months on average in advance
- Covered **80.17%** of small and micro enterprises with NPLs, and sent alerts **8.5** months on average in advance

### Risk Model Decision Making Support System (RMD)

- **2,188** newly developed models and **200,000** executions

### Lanxin Project

- Self-developed the whole core management system
- Realised functions of implementing new standards of market risk, and replacing international benchmark interest rates IBOR

### Corporate intelligence rating

- Realised three functions including intelligence rating, abnormal identification of financial statements and prediction of customers' future financial status
- Achieved automation of rating information collection of small enterprises through big data

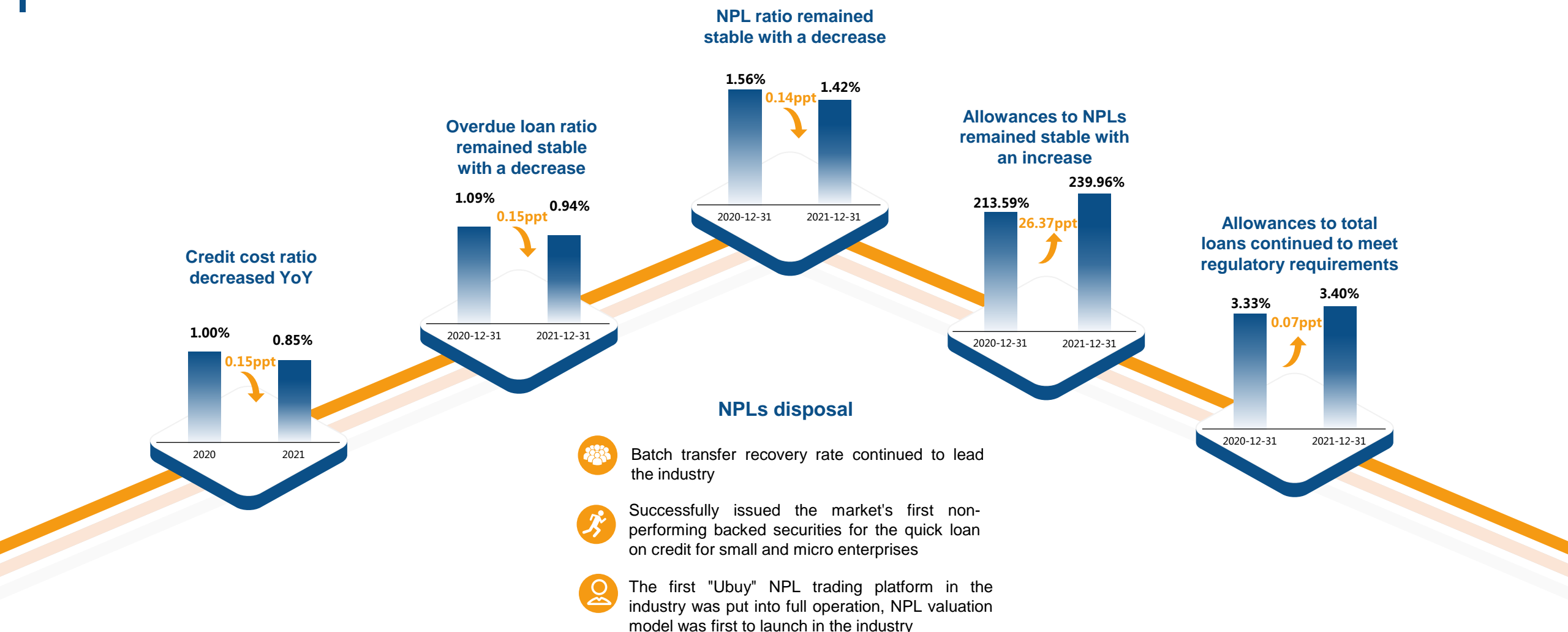
### Supply chain business

- Constructed supply chain risk assessment models for medium, small and micro enterprises

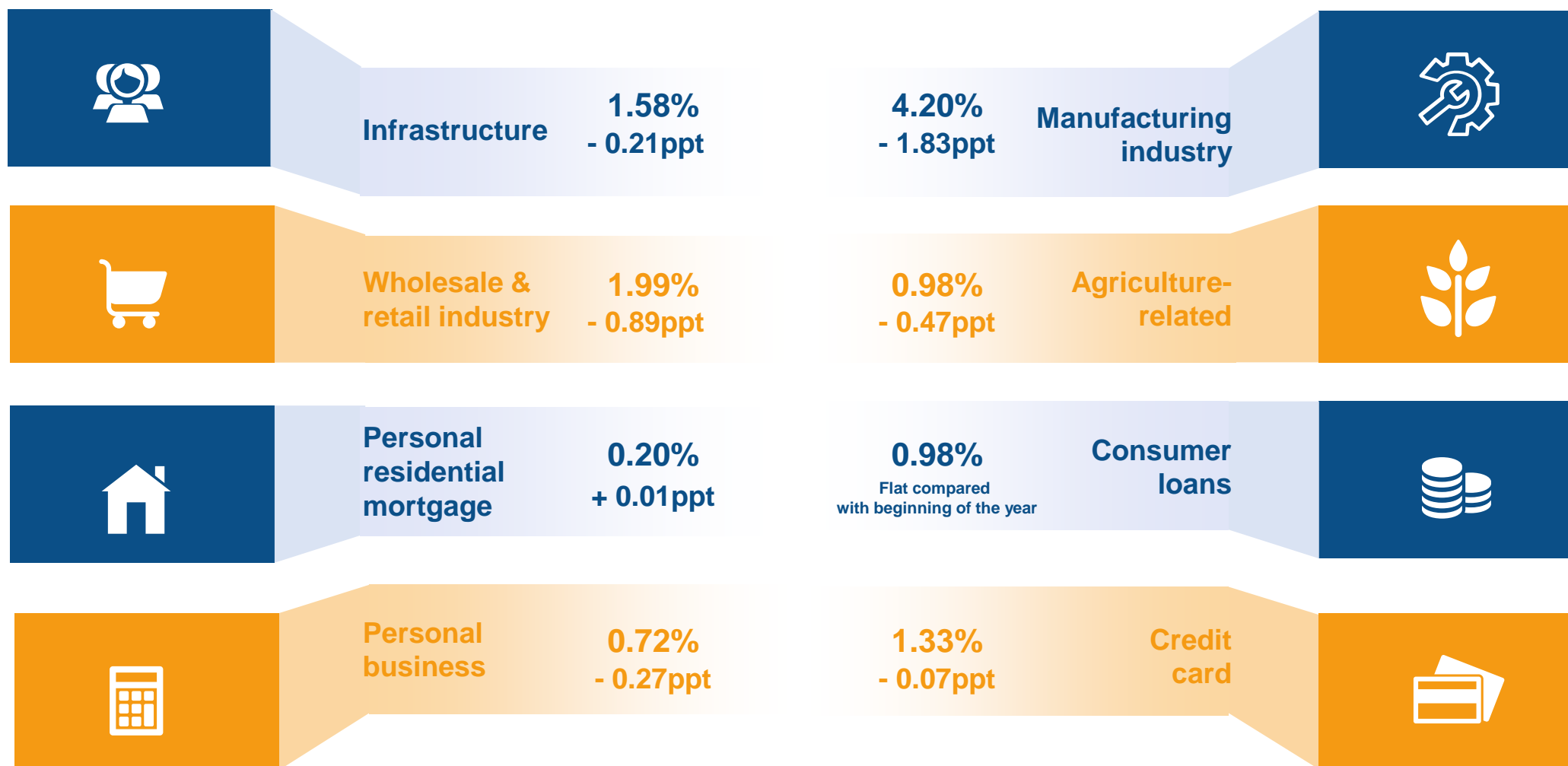
## Strengthened compliance management

- Built a digital compliance system that is smart with agility, accurate with efficiency, open with integration
- Consolidated an employee behaviour management system characterised by "offline gridding, online intelligence"
- Strengthened the business compliance management while controlling the source and pursuing innovations
- The completeness of identity information of key targeted clients in terms of anti-money laundering, and timeliness of reporting big deals were industry-leading
- Fully promoted sanctions and anti-sanctions compliance system that placed equal emphasis on services and controls

# Asset Quality Remained Steady



# Loan Quality Control of Key Segments Remained Effective



# Effective Control of Overall Risks

## Liquidity risk management



- Flexibly adjusted the size and composition of liquidity portfolio
- Strengthened daytime liquidity management
- Updated rolling cash flow forecast
- Carried out stress testing of liquidity risk regularly
- Assisted with open market operations
- Improved the information reporting mechanism of liquidity in response to emergencies
- Indicators such as liquidity coverage ratio continued to meet regulatory requirements

- Revised operational risk management policies
- Improved operational risk governance structure
- Promoted steadily the implementation of the new Basel III Accords operational risk standard
- Established the management mechanism of financial services in response to emergencies
- Continuously improved the contingency responses

## Operational risk management



## Country risk management



- Rechecked country risk ratings and limits dynamically
- Closely monitored country risk exposure
- Released country risk assessment reports
- Upgraded country risk management system

- Continuously improved the management system of exchange rate risk
- Monitored and analysed changes in exchange rate risk exposure dynamically
- Various measures were taken to control the exposure volatility and maintain exposure at a low risk level

## Exchange rate risk management



## Interest rate risk management



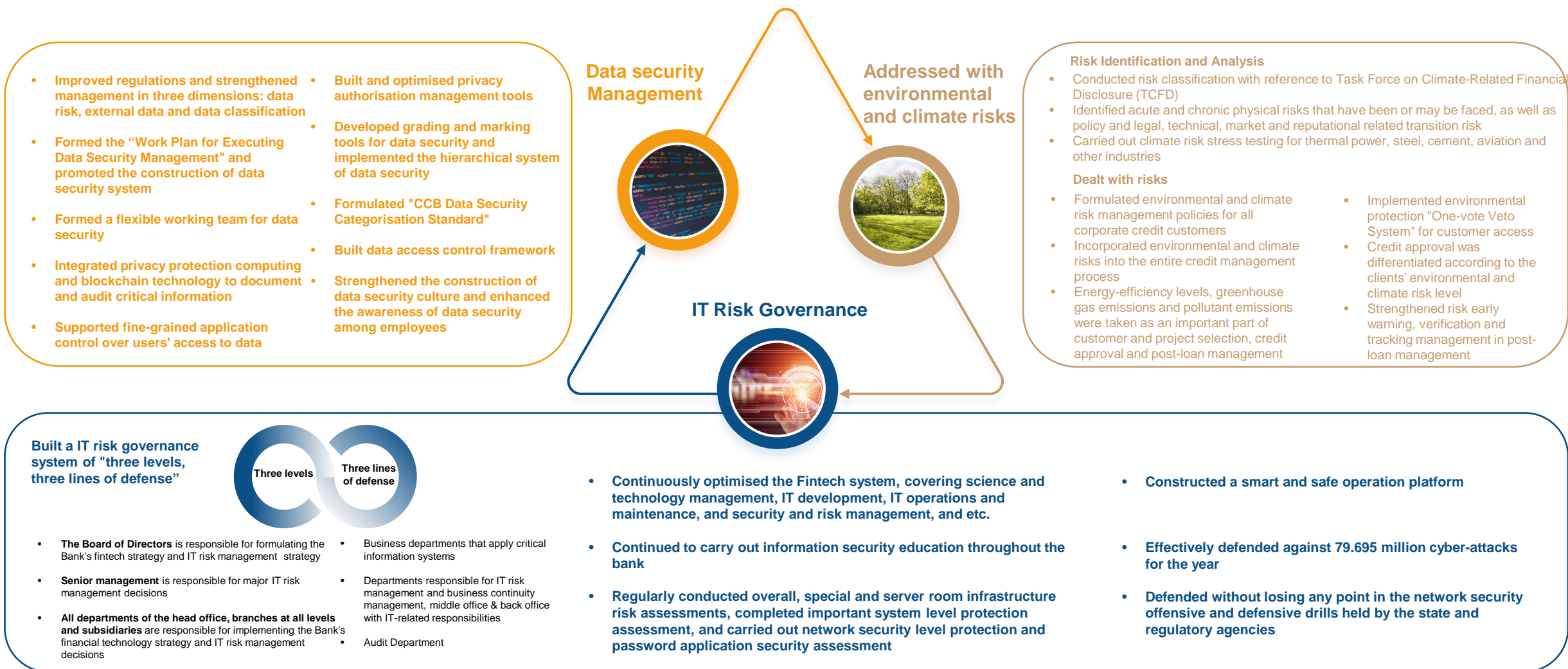
- Closely monitored changes in assets and liabilities durations and optimised internal and external pricing strategies
- Optimised the interest rate risk limit system and strengthened interest rate risk management assessment for overseas institutions
- Revisited the interest rate risk management system model and enhanced forward-looking forecasting capability
- All interest rate risk limit indicators were within the target range

- Revised and issued risk management measures and contingency plans
- Standardised the process of reporting and handling unexpected public opinions on branches
- Reinforced the source governance and comprehensive governance of reputational risk
- Strengthened professional training and communication, enhanced the awareness of reputation risk prevention and control among all employees
- Proactively accepted public opinion supervision, continuously improved business, products and processes

## Reputational risk management



# Addressed Science-Technology, Data and Environmental Risks Properly



# Agenda

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Outlook and Strategies



# ESG Governance Structure Functioned Effectively



**The Board of Directors**

- Responsible for formulating ESG related strategies at the Group level
- Identify ESG strategic objectives and key tasks
- Promote process management of ESG key issues
- Supervise and evaluate the implementation of strategy
- Direct ESG related information disclosure

**Board of Supervisors**

- Incorporate the ESG related work of the Group and the construction of a green financial system into annual supervision priorities
- Regularly listen to and review the implementation of consumer rights protection work, promote the improvement of the Company's ESG governance

**Social Responsibility, Related Party Transaction and Consumer Protection Committee**

- Responsible for formulating the ESG guidelines and strategies
- Supervise, inspect and evaluate the fulfillment of social responsibilities, the formulation and implementation of green finance strategies, the protection of consumer rights and interests, and the management of inclusive finance

**Risk Management Committee**

- Incorporate ESG related factor risks into the comprehensive risk management system
- Promote management to accurately identify and effectively control significant risks related to ESG elements



# Continuously Strengthened Green Operation

Selected in China as  
"Annual Role Model for Low Carbon"



## Valued green operation

- Improved systems for monitoring and diagnosis, energy auditing and maintenance
- Regularly counted energy consumption data, analysed energy consumption indicators, strengthened maintenance
- Promoted green office, turned off lights and computers when not in use
- Accelerated the promotion of smart operations, relying on science and technology to promote the implementation of a paperless office
- Encouraged energy-saving technology renovation and the use of efficient and environmental-friendly equipments
- Launched "Clear Your Plate" campaign and promoted the application of information management platforms such as "Smart Canteen"
- Procured professional recycling companies with relevant qualifications to carry out recycling of UPS storage batteries
- Introduced a recycling mechanism for several products throughout the Bank, such as smart POS and QR code scanner terminal
- Popularised knowledge and skills on energy saving, emission reduction, green and low carbon
- Explored the "CCB Low Carbon Living Month" series of activities



## Strengthened carbon footprint management

- Formed a carbon footprint management working group
- Conducted a comprehensive inventory of energy and resource consumption throughout the Bank from 2016 to 2021
- Worked with experts in carbon emission to research and develop statistical standards for energy consumption
- Zhongshan Cuiheng New District Sub-branch of Guangdong Branch, became the first "Zero-carbon outlet" in the industry
- Liangjiang Branch in Chongqing became the first 5G+ smart bank in China to achieve zero carbon operation
- Sydney Branch was awarded Carbon Neutral 2020 certification by Australian Government's certification body
- The head office of the Bank received recognition as a 4-star green corporation in Beijing



## Increased green procurement

- Proactively incorporated green, energy-saving and emission reduction policies into the procurement system
- Preference was given to suppliers with energy saving, environmental protection or green credentials for procurement
- Increased the weight of indicators related to green, energy-saving and environmental-friendly in selection tests, procurement reviews and other aspects
- First in the banking industry to propose and implement centralised procurement and renewal allocation of new energy vehicles



# Achievements in Poverty Alleviation Continued to Consolidate



## Increased financial support

- Balance of loans in poverty alleviation areas increased by **15.3%** to RMB **746.42 billion**
- Balance of loans in key counties assisted in the country's rural revitalisation drive increased by **19.5%** to RMB **90.93 billion**
- Rural revitalisation bonds underwritten for enterprises amounted to RMB **6.7 billion**
- Successfully implemented a number of "rural revitalisation" themed financial products with a scale of RMB **13.65 billion**
- Disbursement of RMB **12.19 billion** in county and rural financial leasing projects
- Provided "e-commerce + finance" service solutions. The transaction volume of agricultural industry chain "Shanfutong" exceeded RMB **3 billion**
- Established the "CCB Joint Charity Trust for Targeted Assistance"
- Promoted the business of "wealth management + insurance + futures" to provide production support for farmers and growers in key counties assisted in the country's rural revitalisation drive



## Strengthened the security system

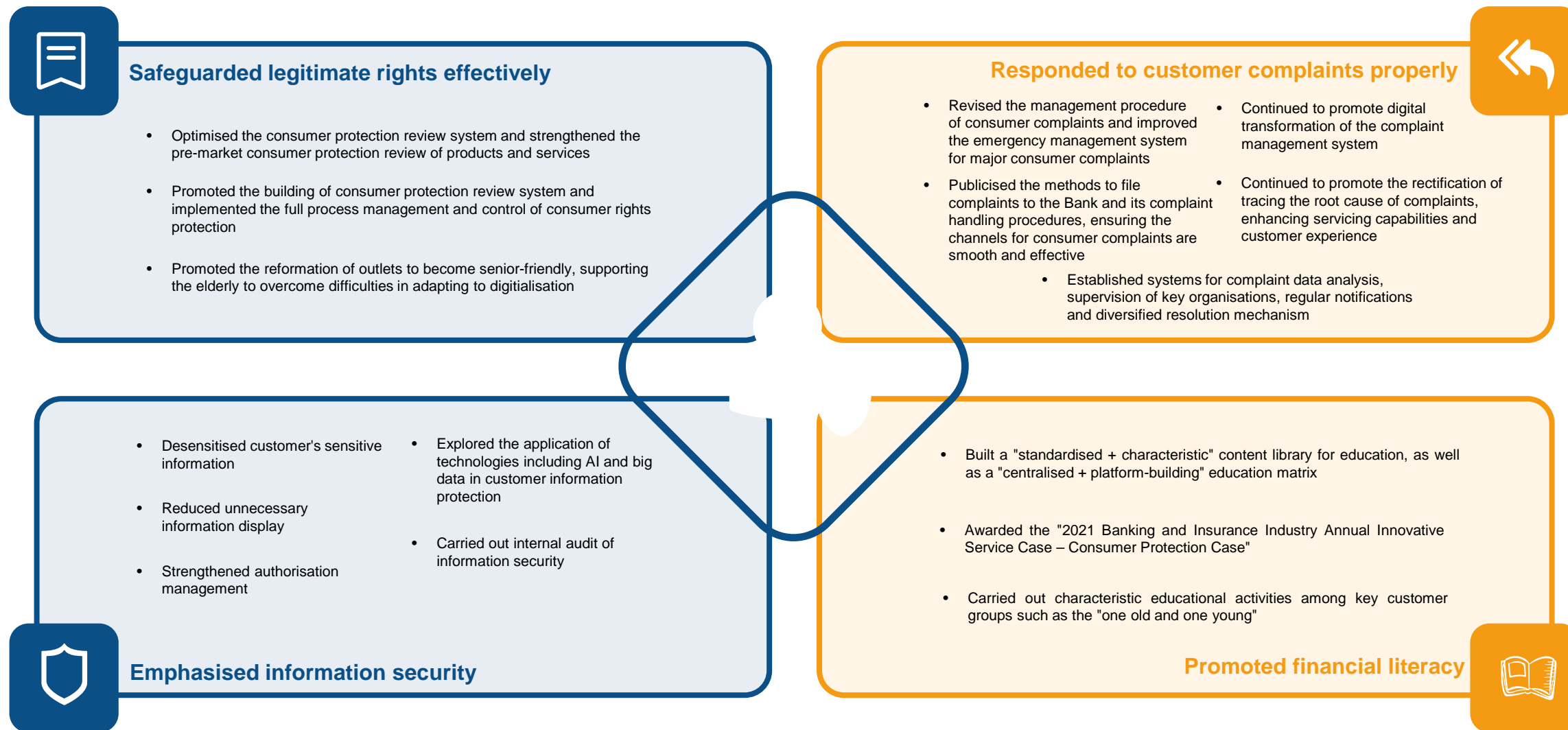
- Focused on supporting the construction of "CCB Yunongtong" service outlets
- Listed key areas of rural revitalisation such as agriculture, forestry, animal husbandry and fishery as priority sectors for support
- Differential credit support preferential policies for key counties assisted in the country's rural revitalisation drive
- Innovated modes of assistance, focusing on six key areas such as social security, East-West collaboration, industrial development, new agricultural business entities, rural construction and rural governance
- Differentiated assistance for various subjects
- Increased support for rural infrastructure
- Extended the network of assistance



## Coordinated integrated service

- Organised "Kindness and Love, Supporting Rural Revitalisation", a series of marketing activities supporting rural revitalisation, for **226 times**, which led to a turnover of over RMB **1 billion** for merchants
- Supported the sale of RMB **2.16 billion** of agricultural products from poverty alleviation areas and purchased RMB **160 million** of agricultural products from poverty alleviation areas
- Relying on e-commerce platform, launched a special sales area in the product pavilion of key counties assisting in the country's rural revitalisation drive
- "Financial Assistance Zone" was launched on the smart matchmaking platform for enterprises "Jianrongzhihe"
- Optimised and improved the procurement area, providing procurement service solutions to customers
- Established "Building a Home for Good" rural revitalisation public welfare project in collaboration with China Charity Federation
- Relied on the "Financial literacy promotion" inclusive education and training platform to benefit a total of **4.5 million** people through online and offline channels

# Continued to Strengthen Consumer Rights Protection



# Fully Fulfilled our Social Responsibility

## Strengthened employee rights protection and employee care

### Established a mechanism for collecting employees' opinions and suggestions, as well as a mechanism for employees to appeal

- Enterprise democratic management system
- Employees' congress system
- Proposal collection and handling system
- Employee representatives adopting the base-level system
- Employee representatives' inspection system
- Extensively listened to and understood the opinions and suggestions of base-level employees
- Established a cloud mailbox for employees' opinions
- Set up the "Home of Love, Harbour of Heart" column dedicated for suggestions from employees

### Carried out employee care work

- Rolled out the activity "I walk the talk for employees"
- Implemented the "Together Campaign"
- Enhanced the mutual assistance mechanism among employees
- Built staff housing, staff home and staff library
- The trade union of the Bank's head office allocated a special fund of RMB 5 million to carry out two festive activities, and a special fund of over RMB 2 million to build a care room for female employees
- Implemented a comprehensive physical and mental health management plan for employees
- Satisfaction score of employees at base-level outlets for employee care work increased by **15.5%** compared with 2019

## Protected ecosystem civilization

- Constructed an environmentally friendly investment and financing model, accelerating the transformation to green and low-carbon credit structure
- Integrated environmental, social, climate and biodiversity risk management into the full-process management of credit business
- Built an online "green and low-carbon zone" to achieve intelligent matching, promote green management and green outlets piloting scheme offline, pushed forward innovative work such as index products, carbon neutral bonds and sustainability-linked bonds

## Improved access to financial services

- Over **14,000** outlets, including **4,194** county-level outlets, accounting for **29.1%** of outlets
- Launched "Longyixing" intelligent mobile terminal, providing customers with **158** mobile financial services in ten categories, including bank account business and credit cards
- Set up **21,513** ATM and **13,899** smart teller machines in the counties
- Launched the "BankFree" financial servicing tool, serving more than **4.75 million** users, and enabling physically-challenged customers with convenient access to financial services

- Formulated the full-process management method of charitable donation
- Charitable donations of the year reached **RMB 119 million**, focusing on poverty alleviation and rural revitalisation, long-term public welfare projects and emergency donations, amongst others
- RMB 158 million** accumulated charitable donations to "Constructing the Future – CCB Financial Aid for Senior High School Students"
- RMB 69 million** accumulated charitable donations to "Health Express for Mothers" financial aid campaign
- RMB 15.06 million** accumulated charitable donations to CCB Hope Primary School

- Tibet in Our Hearts – **RMB 3.5 million** accumulated charitable donations from CCB and China Jianyin Investment Limited Scholarship (Student Grant)
- RMB 9.4 million** accumulated charitable donations to "Donation of Bonus Points to Make Dreams Come True • Micro Charity" campaign
- RMB 6 million** accumulated charitable donations to "Do Good, Be Wise" caring student action
- RMB 5 million** accumulated charitable donations to "Building a Home for Good" rural revitalisation public welfare project
- RMB 5 million** accumulated charitable donations to "Workers' Harbour"

## Valued charitable activities



# External Recognitions

The Banker  
Database  
**TOP 1000**  
WORLD BANKS 2020

World Ranking: 2  
Country Ranking: 2

**The Banker (UK)**

Ranked 2<sup>nd</sup>  
in the "TOP 1000 World Banks"



**Fortune (US)**

Ranked 25th  
in the Fortune "Global 500"

亚洲银行家  
**THE ASIAN BANKER®**

**The Asian Banker  
(Singapore)**

Best Large-Scale Retail Bank in China  
Comprehensive Risk Management  
Award in China



**Global Finance (US)**

Best Chinese Bank for RMB  
Internationalisation

香港商報

**Hong Kong Commercial  
Daily (Hong Kong)**

Best Financial Institution in Social  
Responsibility

—— 经营成就价值 ——  
**中国经营报**  
CHINA BUSINESS JOURNAL

**China Business Journal  
(Chinese Mainland)**

Digital Retail Bank  
with Excellent Competitiveness

金融时报  
FINANCIAL NEWS

**Financial News  
(Chinese Mainland)**

Best Bank in Industrial  
and Financial Cooperation



**Southern Weekly**

"Workers' Harbour" received  
Responsibility Case Award

# Agenda

Financial Performance

New Finance Initiative

Business Development

Risk Management

ESG

**Outlook and Strategies**

# Opportunities



## Opportunities

- China's economic work prioritises stability and seek progress while maintaining stability
- Proactive fiscal policy to enhance policy efficiency, with increased focus on being targeted and sustainable
- Prudent monetary policy with moderate flexibility to maintain reasonable and sufficient liquidity
- Microeconomic policies continue to stimulate the vitality of market entities
- Structural policies ensure smooth circulation of the national economy

- Firmly advance the implementation of policies related to science and technology
- Fully implement major regional strategies and coordinate regional development strategies
- Coordinate economic development for the livelihood of the people
- Economic transformation opportunities in realising the dual carbon goals
- Promote high-level and two-way opening up of the financial market



# Challenges



## Challenges

- Increased uncertainty and complexity in external environment
- Geopolitical tensions, rising commodity prices, severe inflation
- Pace of monetary policy tightening in some advanced economies will accelerate
- Chinese economy is facing the triple pressures of shrinking demand, disrupted supply and weakening expectations
- Resurgence of Covid-19 cases suppresses consumer demand
- Investment in certain areas is still bottoming
- Population growth is slowing
- Mid- and long-term problems in the process of low carbon transition
- Risks from local hidden debts cannot be overlooked
- Risks of international cross-border capital flows and financial market corrections
- More stringent financial supervision at home and abroad

# Economic Outlook

- Geopolitical tensions may trigger global liquidity disturbances, affecting long-term economic growth expectations
- Covid-19 has put enormous pressure on policy choices of various countries. Although the global economy is showing signs of recovery, the overall situation requires continuous and prudent assessment
- Fiscal and monetary policies are tightening, inflection point of global liquidity is approaching
- The impact of Covid-19 on the global economy may be alleviated as vaccination rate increases and specific medicine is developed
- Global supply chains face increased geopolitical tensions, and the recovery process is slow
- Emerging economies (except China) have the tendency to raise interest rates, which may hinder development of the real economy and increase financial market volatility
- Major advanced economies face risks such as runaway inflation and rate hiking too fast

Forecast of 2022 economic growth

	IMF	World Bank
Global	4.4%	4.1%
China	4.8%	5.1%
US	4.0%	3.7%
Eurozone	3.9%	4.2%

- Domestic economic environment has improved, and the GDP target is around 5.5%
- The switching between old and new economic growth drivers will accelerate, the economic structure will gradually shift from traditional property infrastructure-driven to green and technology-led, and technological advancement will shift from external driven to internal driven
- Implementation of macroeconomic policies has strengthened; the economy will run stably with enhanced quality
- On the basis of maintaining overall stability, fiscal policies will increasingly focus on being targeted and sustainable, ensuring expenditure intensity, expediting expenditure progress
- Implementation of prudent monetary policy has been intensified, while maintaining flexibility and being moderate, with equal emphasis on aggregate amount and structure
- Overall direction of consumption recovery remains unchanged
- Export growth is stable with slight decline
- The total growth rate of investment has increased, and the structure further polarised
- CPI is rising moderately while PPI is declining

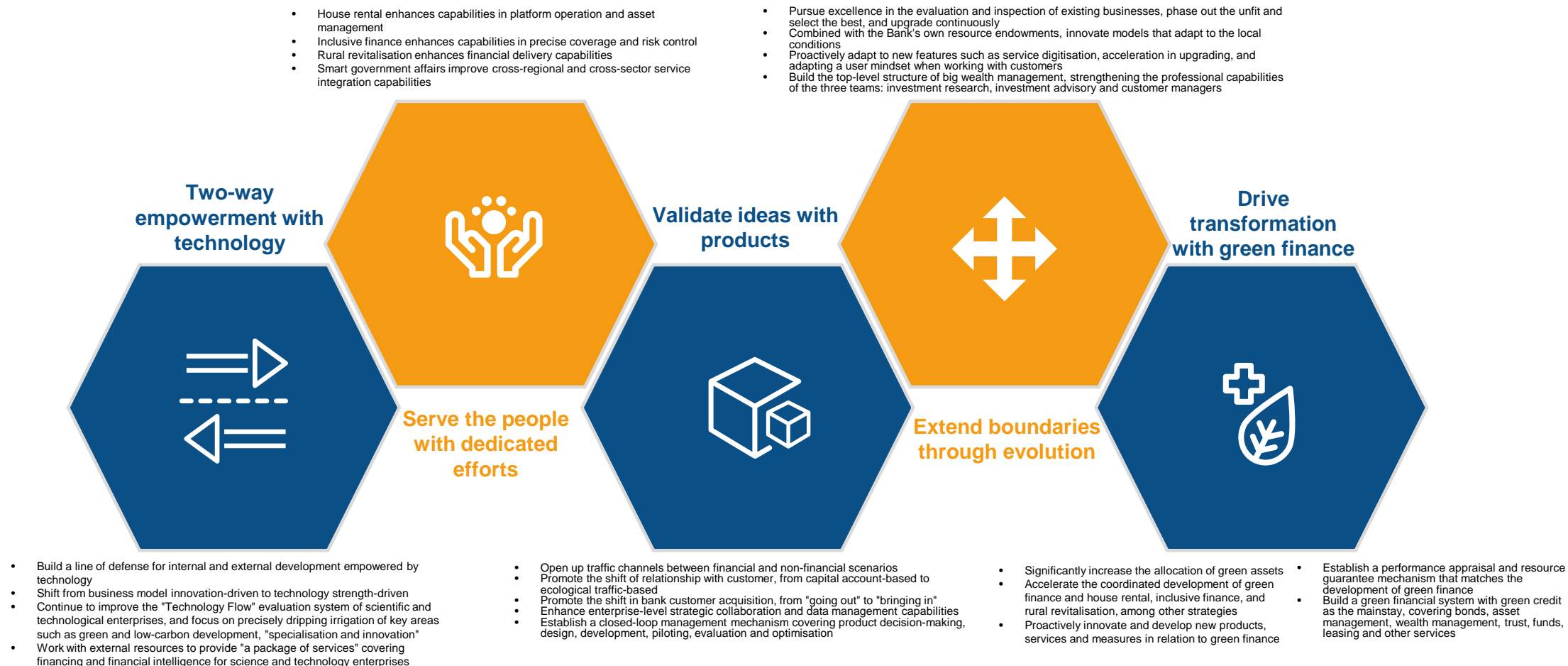
Domestic economic environment has improved

Global economic recovery remains uncertain



# Key Focuses in 2022

## Deepen New Finance Initiative with Breadth and Depth



# Key Focuses in 2022 (Cont')



## Focus on serving the real economy

- Serve to stabilise the macroeconomic market and maintain the steady growth of total credit
- Support the implementation of major national strategies, and solidify and enhance the market competitiveness of key regions
- Support key areas and weak links in the real economy, optimise credit structure, and maintain a steady growth in the total amount of bond investment
- Effectively guarantee the demand for social retail credit and enrich the product system of consumption scenarios
- Improve the Group's servicing capability in integrated finance, adhering to the policy of "one company, one policy" among subsidiaries and "one branch and one method" among overseas institutions, while increasing support and servicing efforts



## Strengthen the foundation of business capabilities

- Improve the quality and efficiency of liabilities development, and maintain the synergistic growth of deposits and total funds
- Maintain reasonable growth in income from intermediary business, promote the integrated operation of accounts, and enhance the contribution of key products
- Improve the product supply system and standardise the management process throughout the entire product life cycle



## Adopt a digital mindset

- Coordinate the construction and operation of platforms, and advance from "building a good platform" to "using a platform well"
- Strengthen operation through categorising by tiers, groups and levels, and increase customer contribution and amount
- Promote the formation of the middle office system and strengthen the construction of business, data and technology middle office
- Improve the management efficiency of middle and back office, and promote the construction of intelligent risk control, digital compliance, online and offline channels and intelligent operation system



## Strengthen risk management and compliance management

- Strengthen the proactive control of asset quality, while preventing and resolving major financial risks
- Improve risk governance level and strengthen the management and control of the Group's integrated risk system
- Focus on key areas to ensure safe and stable operation
- Strengthen the construction of the compliance system and strengthen the foundation of compliance management
- Deepen the integration of consumer protection and business, and strengthen the protection of customer's personal information and data security management



## Improve internal management of the organisation

- Optimise the allocation of resource investment, and adhere to the principle of matching the scale of resource investment with the ability in value creation
- Implement employee care measures and optimise the allocation of human and financial resources