

## 行长致辞

Message from the President



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2016年，进出口银行主动顺应国内外形势新变化，积极落实全面深化改革新要求，准确把握机遇期、窗口期、关键期三期并存的新机遇、新挑战，从长远着眼、从当前出发，较好地完成了全年各项工作任务，可持续发展能力和抗风险能力进一步增强。截至2016年末，全行表内贷款余额25141亿元，新增3659亿元，较年初增长17%，表内外资产总额达到34393亿元。国际信用评级继续与中国主权评级一致。

### 全力服务国家对外战略实施，开辟互利共赢新局面

大力推进“一带一路”建设，紧扣重点领域和国别，深度参与多边和双边工作机制，加快推进同沿线国家和地区多领域务实合作，推动一批重大标志性工程实质性落地。积极拓展国际产能和装备制造合作，着力开发产能合作项目，推动重大示范项目取得进展。全力支持周边共同体建设，助力周边国家提升产业层次，搭乘中国发展“快车”和“便车”。大力落实对非贷款承诺，支持中非产业对接，扩大对非工业、农业、基础设施等领域投资合作，打造中非全面合作升级版。进一步深化对欧以及中东欧国家合作，继续开拓美国和拉丁美洲市场。积极开展投贷结合，办好国际投资合作基金，推动国际金融合作模式多元化。

### 倾力推动开放型经济发展，打造国际竞争新优势

着力支持外贸回稳向好，加大对成套设备、高新技术、“两自一高”等产品出口支持力度，扩大先进技术设备、关键零部件和原材料进口，推动外贸向优质优价、优进优出转变。大力支持发展服务贸易和服务外包，推动现代服务业发展。重点支持具有国际竞争力的企业开展境外投资并购、对外承包工程和项目开发，带动优势产能和优势装备出海，促进“走出去”迈向更高水平。推动中国技术、标准、品牌、服务国际化，深度融入全球产业链和价值链。积极支持内陆沿边地区口岸和基础设施建设，发展外向型产业集群，形成各有侧重的对外开放基地。大力支持国内自贸区建设，积极支持边境和跨境经济合作区发展，打造全面开放新格局。

### 竭力支持供给侧结构性改革，创造提质增效新动能

聚焦“中国制造2025”战略，支持战略性新兴产业加快发展，推动装备制造和传统制造业优化升级。大力推动船舶、航空业转型发展，加大对高端船型建造出口支持力度，支持发动机、航电、航材等研发和国产飞机出口，推进航空器进口定向融资。着力支持化解过剩产能，优先支持产能过剩行业兼并重组和技术改造项目。稳步拓展小微企业转贷款模式，扩大对外向型小微企业融资支持力度和覆盖面。大力支持农业产业化龙头企业发展，扶持地方特色农业做大做强。积极支持创新产业园区等“双创”平台建设，助推光电、软件、文化创意等产业发展。大力支持绿色经济发展，加大对节能减排、循环经济、生态环保、低碳产业等支持力度。加大精准扶贫力度，深化金融扶贫合作，打好扶贫攻坚战。

## 大力加强全面风险管理，筑牢业务发展新防线

切实加大风险排查力度，摸清风险底数，建立风险化解重点客户清单，“一户一策”推进风险项目处置。持续推进全面风险管理体系建设，加速内部评级法实施，启动主权客户评级工作。加大境外贷款风险防控力度，扩大国别风险限额覆盖范围。加强行业风险管理，完善行业评级和限额管理办法。出台风险偏好管理办法，初步建立风险偏好框架。着力加强授信管理，提高信用评级准确性，科学合理确定风险限额。进一步深化评审体制改革，推进评审分离改革试点，扩大“外脑”专家库，增强风险识别、判断和把控能力，切实提高评审工作水平。着重加强内控与稽核建设，深入查找薄弱环节和漏洞，严肃开展不良贷款责任认定。

## 着力夯实可持续发展基础，谱写经营管理新篇章

初步确立以资本为核心的经营理念和管理体系，试行将经济资本管理指标纳入绩效考核，探索建立经济资本配置和监测机制。切实强化资产管理，完善贷款定价管理机制，推行精细化、差异化定价。着力改进负债管理，进一步用好政策性筹资渠道，积极争取低成本本外币资金来源。有效利用市场化筹资渠道，加大资金运作力度，提高资金使用效益。不断丰富贸易金融服务手段、优化业务结构、提升整体收益。优化调整组织机构设置，试行开展战略客户管理。着力加强机构能力建设，继续加强经济金融研究，大力提升信息化水平，加快境内外分支机构建设，进一步改进选人用人机制，全面抓好中后台部门工作，切实增强改革发展保障能力。

## 展望2017

务实笃行，矢志有成。2017年是进出口银行落实新章程的第一年，是推进内外部改革、加快转型发展、建立政策性职能定位的现代金融企业的深化之年。我们将坚持稳中求进的工作总基调，以只争朝夕的精神、久久为功的定力、求真务实的作风，主动把握新机遇、迎接新挑战，圆满完成全年各项目标任务，为服务国家战略、推进供给侧结构性改革、促进经济社会平稳健康发展做出新的更大贡献！



中国进出口银行行长

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In 2016, China Eximbank adapted to changing conditions both at home and abroad, and actively involved itself in pursuing China's all-round reform. We both seized opportunities and met challenges presented by a crucial period in the country's development. With both current realities and long-term goals in mind, we successfully accomplished all tasks and business goals for the year. The Bank's capacity to pursue sustainable development and forestall risks has been further strengthened.

By the end of 2016, the Bank's outstanding on-balance-sheet loans stood at RMB2514.1 billion, increased by RMB365.9 billion, which is a year-on-year growth of 17%. The Bank's on-balance-sheet and off-balance-sheet assets totaled RMB3439.3 billion. Its international credit rating remained the same as China's sovereign rating.

### Playing our part in implementing China's overseas development strategy and enhancing its win-win cooperation with other countries

We gave priority to implementing the Belt and Road Initiative, focused on key areas and countries, and took an active part in related multilateral and bilateral working mechanisms. We boosted practical cooperation in multiple areas with countries and regions along the Belt and Road Initiative, and involved ourselves in the launching of a number of major landmark projects.

We carried out international industrial capacity and equipment manufacturing cooperation and gave stronger support to industrial capacity cooperation projects, especially major pace-setting ones.

We fully supported China's efforts to build a community of shared destiny with its neighbors by helping China's neighbors upgrade their industries, thus enabling them to gain from China's fast development.

We continued to provide loans to African countries to promote China-Africa industrial cooperation, expand investment cooperation in Africa in industry, agriculture and infrastructure and thus upgrade overall China-Africa cooperation.

We boosted our cooperation with Europe, Central and Eastern European countries in particular, and continued to explore markets in the United States and Latin America.

We used the equity-plus-debt model to expand bank business and improved the operation of our international investment fund to explore diversified models of international financial cooperation.

### Facilitating the development of China's open economy to raise its international competitiveness

We gave stronger support to the export of complete sets of equipment, new- and high-tech products and high value added products with proprietary intellectual property

and proprietary brands and to the import of advanced technologies and equipment, and key components and raw materials, thus helping China's trade to regain its growth momentum. Our goal is for China to become a trader of better priced quality products.

We endeavored to promote trade in services, service outsourcing, and the development of advanced service industry.

We assisted leading Chinese companies to launch more overseas investment and M&A transactions, contract more overseas projects and explore more business opportunities. We facilitated the export of industrial capacity and equipment with comparative strengths and help Chinese companies expand and upgrade their overseas operation.

We promoted the internationalization of Chinese technologies, standards, brands and services to embed them into the global industrial chain and value chain.

We supported the building of inland ports, border ports and their infrastructure, the development of export-oriented industrial clusters, and the setting up of industrial bases for foreign economic cooperation with distinctive priorities.

We made great efforts to support the building of domestic free trade areas, and border economic cooperation and cross-border economic cooperation zones to advance China's all-round opening up.

## **Supporting China's supply-side structural reform to foster new growth drivers and improve the performance of its economy**

We are committed to implementing the Made in China 2025 Strategy. The Bank provided financial support to both accelerate the development of China's strategic emerging industries and facilitate the structural adjustment and upgrading of equipment manufacturing and other traditional manufacturing industries.

We made major efforts to boost the transformation and development of China's shipbuilding and aviation industries. We helped Chinese shipbuilding companies build and export high-standard vessels. We supported Chinese aircraft manufacturers' research and development of aircraft engines, avionics and aviation materials, and the export of Chinese made aircrafts. And we provided targeted financing for the import of aircrafts.

We assisted Chinese enterprises in cutting overcapacity, with priority placed on M&A transactions and technological upgrading projects in industries with excess capacity.

We expanded on-lending channels for small and micro businesses, and gave more extensive support to export-oriented small and micro businesses.

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We made major efforts to facilitate the development of leading Chinese agro-businesses and helped local agricultural enterprises develop competitive products with distinctive features.

We promoted the building of innovation industrial parks to spur entrepreneurship and business startups, and helped boost the development of optoelectronics, software, and cultural innovation industries.

We increased financial support to the green economy, particularly energy saving and emission reduction, circular economy, environmental protection, and low-carbon industries.

We intensified efforts to pursue targeted poverty alleviation, and enhanced finance-based cooperation on poverty reduction.

### Enhancing all-round risk control to ensure business development

We took vigorous steps to identify potential risks, drew up a list of key clients for defusing risks and adopted the approach of targeted disposal for each client in handling cases of risk exposure.

We advanced the building of a comprehensive risk management system, accelerated the implementation of Internal Rating-Based Approach (IRA), and introduced sovereign client rating.

We endeavored to strengthen risk prevention and control on overseas loans, and expanded targeted country risk quota coverage. And we strengthened control over targeted risk industries and improved corresponding rating and coverage management.

We adopted risk preference management regulations and began to put in place a risk preference framework.

We strengthened management of credit lines, improved credit rating, and set up a proper range for risk coverage.

We improved procedures for conducting project evaluation, piloted separation of project evaluation from decision on project launching, and enlarged the pool of external expertise to strengthen our capacity to identify, assess, and control risks and thus improved project evaluation.

We intensified internal control and auditing so as to identify weak links and plug risk loopholes. We made sure that anyone who was involved in issuing non-performing loans was held accountable.

## Strengthen business management to ensure sustainable business growth

We developed new guidelines for capital-based business management and put in place a related mechanism, and integrated risk capital management indicators into the performance evaluation scheme on a trial basis. We explored new ways to calculate and monitor risk capital allocation.

We strengthened asset management, improved the loan pricing mechanism, and adopted tailored and differentiated pricing procedures.

We improved liability management and explored new channels of policy-based fund raising and low-cost capital sources of both Renminbi and foreign currencies. Market-based fund raising channels were broadened, and more was done to ensure the efficiency and returns of capital utilization.

We increased the Bank's profitability by expanding ways of conducting trade financing and improving its mix.

We improved the Bank's organizational structure and carried out a pilot program on strategic client management. We boosted institutional capacity building and closely monitored economic and financial trends.

We promoted IT application, opened more domestic and overseas branches, improved staff recruitment and appointment procedures, and strengthened middle and back desk departments. All these steps enabled the Bank to get better involved in China's reform and development endeavors.

## Goals for 2017

As a Chinese saying goes, dedication and hard work will lead to success. The year 2017 will be the first year for us to implement the Bank's new Articles of Association. This year, we will advance both internal and external reform, accelerate transformation and upgrading, and strive to turn the Bank into a modern policy-based financial institution.

We will follow the strategy of seeking progress while maintaining sound performance. By seizing new opportunities and meeting new challenges head on and persevering in a pragmatic way, we are confident that we will be able to meet all business goals for 2017.

We are convinced that by taking the above mentioned steps, we will play an even greater part in implementing China's development strategy and carrying out the supply-side structural reform, and thus contribute more to enhancing China's social and economic development.