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董事长 Chairman

## 董事长致辞

### MESSAGE FROM THE CHAIRMAN

2025年是“十四五”圆满收官之年，也是进出口银行改革发展进程中极不平凡的一年。一年来，进出口银行坚持以习近平新时代中国特色社会主义思想为指导，深刻领悟“两个确立”的决定性意义，增强“四个意识”，坚定“四个自信”，做到“两个维护”，坚决走好“第一方阵”。全行发展、改革等各项工作亮点纷呈，实现“十四五”圆满收官，为“十五五”开局打牢了基础。2025年的成绩振奋人心，凝结着全行上下的智慧、汗水和拼搏，承载着社会各界的信任支持与殷切期盼。

#### 一年来，我们切实加强党的建设，党建质量进一步提升。

严格落实“第一议题”制度，确保党中央决策部署落到实处。狠抓中央巡视、审计整改，高标准完成集中整改，抓好重难点问题持续整改。加强基层党组织建设，增强基层党组织政治和组织功能。建强领导班子和干部人才队伍，加大选育管用力度。纵深推进全面从严治党治行，正风肃纪反腐更加贯通有力。扎实开展深入贯彻中央八项规定精神学习教育，出实招为基层减负。深入开展警示教育，严肃查处违纪违法案件。

#### 一年来，我们全面推进深化改革，发展动力进一步增强。

坚持系统思维，上下贯通重筑总行管理板块、重塑总分协同条线，经营效率、管理效能和服务能力全方位提升。多层次立体化营销体系初步建成，风险化解能力进一步增强，问责体系健全完善，科技赋能持续发力，企业文化建设不断加强。

#### 一年来，我们更加聚焦主责主业，职能作用进一步彰显。

深度参与中拉论坛第四届部长级会议、中国—中亚峰会等，成果丰硕。高效支持外贸质升量稳，全年投放外贸贷款超1.2万亿元。高效推动共建“一带一路”，匈塞铁路、卢旺达吉赛克农业灌溉等一批标志性工程和“小而美”民生项目顺利推进。助力人民币国际化，促进人民币跨境支付结算，推进熊猫债业务。高效落实新型政策性金融工具，拉动1.7万亿元投资。持续优化业务格局，政策性业务占比大幅提升。

这些成绩的取得，是党中央国务院坚强领导的结果，也离不开各方的悉心指导和大力支持。在此，我谨代表董事会向所有关心支持进出口银行改革发展的各界朋友致以诚挚谢意！

### 锐始者必图其终，成功者先计于始。

走过“十四五”，我们实干笃行，收获满满。今天的进出口银行已站在服务国家发展大局的第一方阵，在支持对外经济合作中发挥着重要作用。新征程上，进出口银行将继续胸怀“国之大者”，心系“民之关切”，准确把握“十五五”时期战略部署，锚定“业务结构持续优化、资产质量安全可控、经营效益稳步提升、规模保持合理适度”全行发展目标，扎实做好“十五五”时期重点工作：发挥专长积极进取，以做强境外业务促进高质量发展；聚焦支持新质生产力，以错位发展成效赋能高质量发展；更好统筹发展和安全，以高水平安全保障高质量发展；坚定践行正确的政绩观，以实干和实绩确保高质量发展；全面加强党的建设，以高质量党建引领高质量发展。

### 征程万里风正劲，重任千钧再出发。

2026年是“十五五”开局之年，在中国式现代化进程中具有承前启后、奠基冲刺的重要意义。进出口银行将以习近平新时代中国特色社会主义思想为指导，全面贯彻党中央决策部署，坚定信心，奋发进取，以改革为动力，优结构、提质量、增效益、调规模，在更好发挥政策性金融作用中实现高质量发展，以扎实成果为“十五五”开好局、起好步，为以中国式现代化全面推进强国建设、民族复兴伟业作出新的更大贡献。



中国进出口银行董事长

The year 2025 marked the successful conclusion of China's 14th Five-Year Plan and stood as an extraordinary milestone in the Bank's reform and development. Over the past year, we at the Bank followed the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and gained a deeper understanding of the decisive significance of establishing Comrade Xi Jinping's core position on the Party Central Committee and in the Party as a whole and establishing the guiding role of Xi Jinping thought on Socialism with Chinese Characteristics for a New Era. With an enhanced awareness of the need to maintain political integrity, think in big-picture terms, follow the leadership core, and keep in alignment with the central Party leadership, we strengthened our confidence in the path, theory, system and culture of socialism with Chinese characteristics. We firmly upheld General Secretary Xi Jinping's core position on the Party Central Committee and in the Party as a whole, and upheld the Party Central Committee's authority and its centralized, united leadership. Remaining at the forefront of implementing national strategies, we achieved remarkable progress in development and reform, met our targets during the 14th Five-Year Plan period, and laid a robust foundation for a good start to the 15th Five-Year Plan. These heartening achievements in 2025 are the crystallization of the wisdom and dedication of all our staff, and carry the trust, support and expectations of all sectors of society.

Throughout the year, we strengthened efforts to further improve the quality of Party building. We put the guiding principles set forth by the Party high on the agenda of study to ensure the effective implementation of the CPC Central Committee's decisions and arrangements. We stayed committed to rectification following central disciplinary inspections and audits, completing the concentrated rectification to a high standard while addressing key problems through sustained efforts. We reinforced the building of primary-level Party organizations and enhanced their political and organizational functions. Leadership teams and the talent pool were further strengthened with intensified efforts in selection, training, management, and appointment of officials. We implemented rigorous governance of Party organizations and the Bank, achieving greater synergy in improving conduct, enforcing discipline, and combating corruption. Building on the in-depth study of implementing the central Party leadership's eight-point decision, we took concrete steps to reduce burdens on primary-level units. We strengthened discipline awareness through cautionary lessons, and launched investigations into cases that involve violations of Party discipline and the law.

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**Throughout the year, we deepened reforms comprehensively to further unleash development momentum.**

Through application of systemic thinking, we restructured the head office's management framework and reshaped the collaborative structure between the head office and branches, leading to an all-round improvement in operational efficiency, management effectiveness, and service capacity. A multi-tiered and multi-dimensional marketing system took initial shape, while our risk mitigation capabilities were further enhanced and our accountability framework was refined. Technology-driven empowerment continued to yield results, and a stronger corporate culture was built.

**Throughout the year, we sharpened focus on our main responsibilities and businesses to further deliver on our mission.**

We were deeply involved in the Fourth Ministerial Meeting of the China-CELAC Forum and the China-Central Asia Summit, contributing multiple deliverables. We provided efficient support for the steady growth and quality improvement of China's foreign trade with our foreign trade loan disbursements exceeding RMB1.2 trillion throughout the year. Efforts were made to promote high-quality Belt and Road cooperation, ensuring smooth progress of flagship projects including the Budapest-Belgrade Railway as well as "small and beautiful" livelihood programs such as the Giseke Irrigation Project in Rwanda. We helped push forward with RMB internationalization by facilitating cross-border RMB payment and settlement as well as Panda Bond issuance. We delivered on the new policy-based financial instrument, mobilizing RMB1.7 trillion in investment. Our business structure continued to optimize, with a substantial increase in the proportion of policy-based portfolio.

These achievements were made possible by the strong leadership of the CPC Central Committee and the State Council, as well as the invaluable guidance and steadfast support from all stakeholders. I would like to extend, on behalf of the Board of Directors, heartfelt thanks to all those who have supported and cared for the Bank in its reform and development.



**A successful venture should start with a good plan and with clear goals set.**

We have traversed the 14th Five-Year Plan period with concrete actions and tangible achievements. Today, the Bank stands at the forefront of serving the national development agenda and plays a critical role in supporting China's international economic cooperation. Embarking on the new journey, we will keep in mind the fundamental interests of the nation and the concerns of the people, and align ourselves with the strategic arrangements in the country's 15th Five-Year Plan. Centering on our development goals to ensure continuous business structure optimization, sound and controllable asset quality, steady performance improvement, and appropriate and reasonable growth, we are committed to performing five key tasks during the 15th Five-Year Plan period: leveraging our expertise to facilitate high-quality development by strengthening overseas business; focusing on new quality productive forces to empower high-quality growth through differentiated development; further coordinating development and security to safeguard high-quality development with high-level security; upholding the right view on performance evaluation to ensure high-quality development with concrete actions and tangible results; and strengthening Party building in all respects to drive high-quality development through high-quality Party building.

**As the wind fills our sails for the miles ahead, we set off anew, ready to shoulder the great responsibilities entrusted to us.**

2026 marks the inaugural year of China's 15th Five-Year Plan, a year of vital importance for building on past achievements and sprinting for the goal of Chinese modernization. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we will fully implement the decisions made by the CPC Central Committee with steadfast confidence and an enterprising spirit, and take reform as our driving force to optimize structure, enhance quality, increase efficiency, and calibrate scale. We will pursue high-quality development while better fulfilling the role of policy-based finance, deliver solid results to ensure a strong start to the 15th Five-Year Plan, and contribute more to building China into a great modern socialist country and advancing national rejuvenation through Chinese modernization.