

董事长致辞

Message from the Chairman



胡晓炼 Hu Xiaolian
董事长 Chairman

2017年是实施“十三五”规划的重要一年，也是进出口银行落实新章程的第一年。这一年，我们立足政策性职能定位，在全面从严治党、服务国家战略、支持实体经济发展、深化体制机制改革、提升管理和服 务质效等方面开展了富有成效的工作，为促进经济社会平稳健康发展作出了积极贡献。

厚植政策性优势，服务国家战略作用凸显

政策性业务保持稳定增长，支持外贸、走出去、国际合作、开放型经济建设等领域专业优势继续强化，服务国家战略力度不断加大，引导带动作用持续增强。以支持“一带一路”建设为重点，支持一批重大意义项目并取得明显成效：蒙内铁路顺利通车、“鲲龙”AG600实现首飞、17.4万立方米的LNG船成功交付，有效推进国际产能和装备制造合作、基础设施互联互通，“一带一路”国际合作高峰论坛成果清单数量位列国内金融机构之首；“一带一路”重大标志性项目参与过半。贸易金融、投资基金等支持外贸投资和 国际经济合作取得积极效果。推动落实“三去一降一补”任务，优化存量资源配置，扩大优质增量供给，积极帮助实体经济降成本。通过业务创新，大力发展面向小微企业、“三农”等薄弱环节的普惠金融业务；绿色信贷、绿色金融支持力度不断加大。

深化改革力度，激发内生动力成效显著

改革各项工作深入推进，监管办法正式出台，坚持市场化经营原则，董事会顺利组建并开始发挥作用。推进以资本为核心的经营管理体系建设，建立符合自身发展战略的资本管理制度体系，节约资本的理念进一步树立。推进以客户为中心的服务管理体系，针对不同类型的客户提供差异化服务，最大限度满足客户的金融需求，服务效率、效益得到提升。成立普惠金融服务部，政策性金融支小助微体制进一步完善。IT蓝图实施工作正式全面启动，业务架构工作稳步推进，信息科技发展再上新台阶。推动专业职位体系落地，人力资源管理水平进一步提升。

筑牢风险防线，促进资产质量保持稳定

将防控风险作为重中之重，积极主动作为，压紧压实工作责任，加强风险精细化管理，完善评估审查、授权授信、内控稽核等全链条制度，巩固风险“三道防线”，全力提升风险防范化解能力，努力保持资产质量稳定。严控增量风险，着力提高风险识别敏锐性和处置及时性，密切关注高杠杆领域，特别是贷款集中度高的企业集团，既防“黑天鹅”，也防“灰犀牛”。坚决有序退出低效、高风险领域，重点加强市场风险、信用风险、国别风险管理，风险管控更加精细化。全力化解存量风险，“一对一”盯防高风险客户和项目，“一户一策”制定处置方案。整章建制，筑牢防控风险的文化和制度保障。紧密对接监督管理机构，配合出台审慎监管规定。

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Message from the Chairman

夯实管理基础，提高长远发展能力

提高经营效益，实现可持续发展。优化资产负债结构，加强成本收益核算，合理调节资产负债总量、结构，金融市场业务质效稳步提升。开展股权投资业务，促进投贷结合。优化债券和货币市场投资组合管理，拓展基准化投资实施范围。促进和规范贸易金融业务发展，强化管理、改善服务，积极开展体现自身优势和有利于政策性作用发挥的特色业务。山西、广西两家分行成立开业，国内机构数量已达到31家，海外机构作用进一步发挥。

在此，向所有关心支持进出口银行改革发展的各界朋友表示诚挚的谢意！

展望

使命重在担当，实干铸就辉煌。2018年是贯彻党的十九大精神的开局之年，是改革开放40周年，是决胜全面建成小康社会、实施“十三五”规划承上启下的关键一年。进出口银行将进一步深化对稳中求进工作总基调科学内涵的认识，打好防范化解重大风险攻坚战，不忘初心、牢记使命，在新时代用新气象新作为，围绕推动高质量发展，谋划好、部署好、落实好进出口银行工作，不断谱写进出口银行改革发展的新篇章！



中国进出口银行董事长

The year 2017 was an important year for the implementation of China's 13th Five-Year Plan, and it was also the first year for the Export-Import Bank of China to observe its new Articles of Association. In the course of the year, we gave full play to the Bank's role of providing policy-based financing. We strengthened oversight over conduct of Party organizations in the Bank, supported China's development strategy and the real economy, deepened structural reform and improved both the quality and performance of the Bank's management and services. The Bank thus made its due contribution to ensuring China's steady and sound economic and social development.

Leveraging the Bank's strength of providing policy-based financing to better meet China's development goals

The Bank's policy-based business registered steady growth. Its strengths and expertise in promoting China's trade, the "going global" strategy, international cooperation and open economy were brought into full play. We endeavored to meet China's development goals and drive the growth of other economic sectors by fully leveraging the Bank's strength.

We made major efforts to implement the Belt and Road Initiative and provided financing to a number of key projects. The Mombasa-Nairobi Standard Gauge Railway went into operation; the AG600 amphibious aircraft made its maiden flight, and the 174-thousand-cubic-meter LNG carrier was delivered, to name just a few. These important projects helped promote cooperation in international industrial capacity and equipment manufacturing and connect infrastructures of various countries.

Among all the Chinese financial institutions, the Bank was the largest contributor to the List of Deliverables of the Belt and Road Forum for International Cooperation. The Bank also provided financing to more than half of major BRI flagship projects.

We did much to promote China's trade, investment and international cooperation through trade financing and the use of investment fund. We played our part in implementing policies for cutting overcapacity, reducing inventory, deleveraging, lowering costs, and strengthening areas of weakness.

We improved the allocation of available financial resources and increased the supply of quality resources to help businesses in the real economy to cut costs.

We explored new ways to provide inclusive financial service to weak sectors in the economy, including small and micro businesses, agriculture, rural areas and farmers. We also provided more green credit and green financing.

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Deepening reforms to spur the Bank's self-driven development

We took a big step to push forward Bank related reforms. *The Regulation on the Export-Import Bank of China* was officially released by the CBRC in November 2017. We firmly adhered to market-oriented business principle. The board of directors of the Bank was set up and started to function.

We stepped up efforts to build a capital-centered business management system, introduced a capital management mechanism in keeping with the Bank's strategy for business growth, and further raised staff awareness of capital efficiency. We improved the client-centered management and service mechanism, offered tailored services to meet different customer needs to the maximum extent possible. As a result, the Bank's services were improved, and its business returns were raised.

The Inclusive Financial Services Department was set up to better support small and micro businesses through providing policy-based financing. We upgraded the Bank's IT development by implementing the IT blueprint plan, and improved the Bank's business structure. A professional title system for employees was introduced, and human resources management was further enhanced.

Building a strong defense against risks to ensure asset quality

We gave top priority to forestalling risks, took proactive steps to see that the Bank staff fulfill their responsibilities for risk control. We improved the comprehensive risk management framework including credit evaluation and review, authorization and credit management, internal control and audit, and reinforced risk control on three lines of defense. These measures will boost the Bank's capacity to forestall and defuse risks and ensure the Bank's asset quality.

We kept a close watch on potential risks in new loans, and improved the ability to identify and defuse risks in a timely fashion. We watched out for businesses with high leverage ratio, particularly corporate groups with high credit concentration. We were on guard against both the Black Swan and the Grey Rhino.

We quitted some business areas of low efficiency and high risks in an orderly way, gave priority to forestalling market-specific, credit-specific and country-specific risks, and thus made the Bank's risk management more targeted and effective.

We took major steps to defuse existing risks by adopting a one-on-one approach to high-risk clients and projects and customized risk disposal solutions. We strengthened the Bank's risk management framework and regulations, made risk control part of our corporate culture, and introduced corresponding rules and regulations as safeguards. We worked closely with the banking regulatory authorities to make them better understand the Bank's goals and aspirations before the provisions on prudential regulation were introduced.

Strengthening management to ensure the Bank's long-term business growth

We improved business operation to achieve sustainable growth. We upgraded asset and liability structure, focused more on cost-benefit analysis, adjusted the amount and structure of asset and liability, thus steadily improving the performance of financial market operations.

Equity investment was conducted and investment was further integrated with lending. We improved portfolio management of bonds and monetary market instruments, and expanded the scope of benchmark-based investment. We sped up and standardized trade financing by strengthening management and improving service, and offered services which allowed the Bank to leverage its strengths and play its unique role of providing policy-based financing.

Two new Bank branches were opened in Shanxi and Guangxi provinces, bringing the total number of our domestic branches to 31. The Bank's overseas offices played a bigger role in enhancing the Bank's overall business growth.

Here, I wish to extend my sincere appreciation to all of our business partners for supporting the Bank's reform and growth.

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Goals for 2018

Only by shouldering our responsibility can we accomplish our mission; only by making tireless efforts can we embrace a bright future. The year 2018 is the first year to implement the decisions made at the 19th National Congress of the Communist Party of China. It also marks the 40th anniversary of the launch of China's reform and opening-up program. This is also a crucial year for us to secure a decisive victory in building a moderately prosperous society in all aspects, and it is a key year to implement China's 13th Five-Year Plan.

We will act on the guiding principle of seeking progress while maintaining stable performance and win the critical battle of preventing and resolving major risks. We will remain true to the Bank's founding mission, execute plans for business development, pursue high-quality development and deliver even better performance in the new era. With all these efforts, we will surely write a new chapter in the Bank's reform and development endeavors.