



# Expanding and Upgrading New Finance for High-Quality Development

China Construction Bank Corporation  
2020 Annual Results Announcement

Beijing

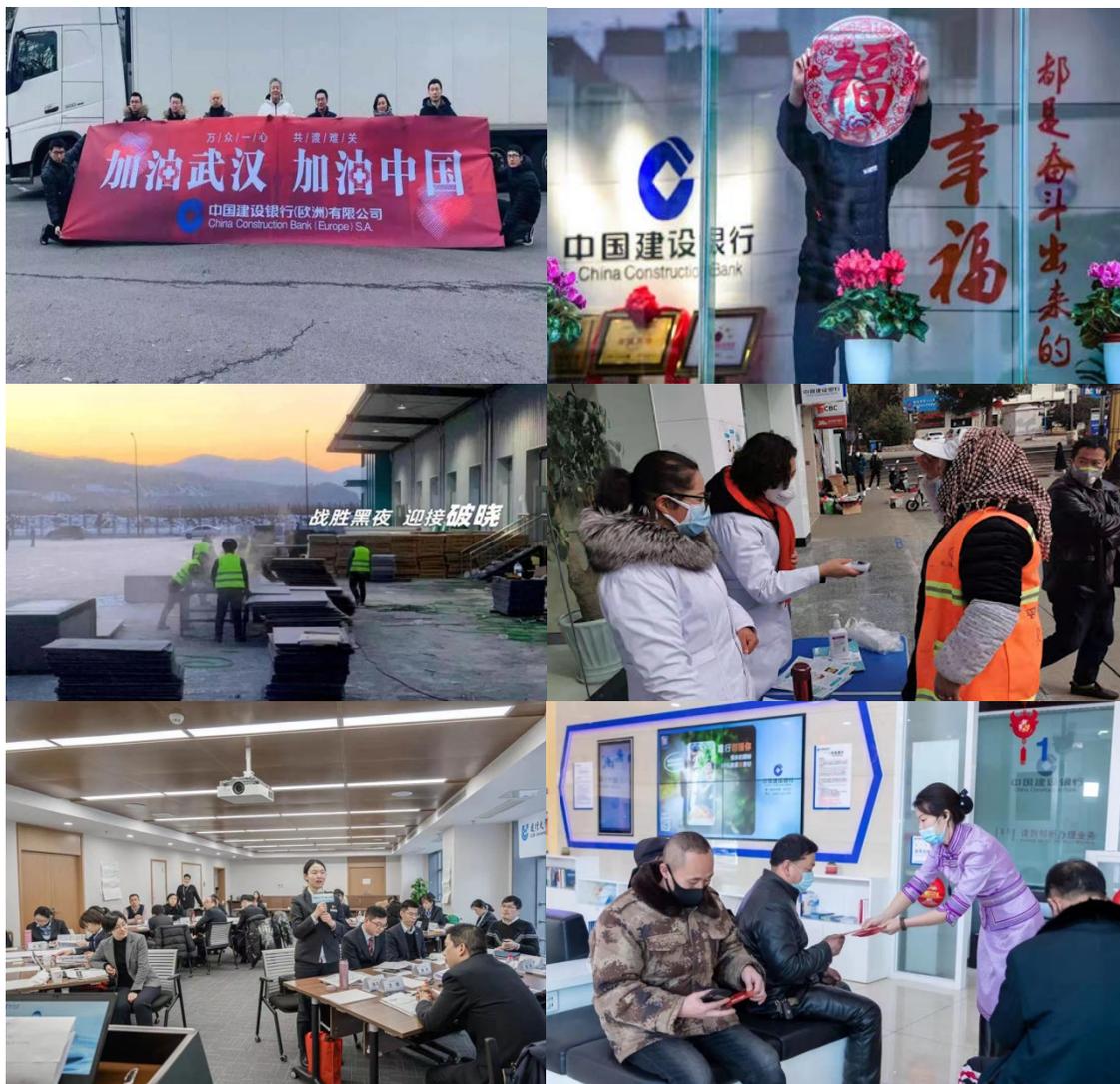
March 2021

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The year 2020 has been an extraordinary year. In the face of severe and complex operating conditions, especially the impact of the COVID-9 pandemic, China Construction Bank firmly shouldered the responsibility as a major state-owned bank. It promoted the deepening of New Finance practices, withstood the impact of the pandemic, stood up to the challenges to our original aspirations and stress tests, coordinated support for pandemic prevention and control, and economic and social development. The benefits of New Finance continuously released, and the overall business performance steadily improved. **Assets and liabilities achieved rapid growth, with** total assets exceeding RMB 28 trillion, up by 10.6%, and total liabilities up by 11.0% to RMB 25.7 trillion. **Market competitiveness was enhanced.** CCB led the industry in new deposits, while market share increased for the seventh consecutive year. Fee and commission income recorded rapid growth. It topped the industry in new corporate non-discounted loans and multiple corporate transactional business indicators. It consolidated its leading position as the largest retail credit bank with the total number of individual customers exceeding 700 million. CCB **led the industry in key indicators.** The Group recorded net profit of RMB 273.6 billion, up 1.62%; ROA at 1.02% while ROE at 12.12%, net interest margin was 2.19% and capital adequacy ratio was 17.06%. **Asset quality was stable.** The Group's NPL ratio was 1.56%, NPLs exceeded overdue loans by 78.5 billion.

# 2020 Annual Results Improve Steadily

(RMB Billion)	31/12/2020	31/12/2019	Change
Total assets	28,132.3	25,436.3	10.6% ↑
Net loans and advances to customers	16,231.4	14,542.0	11.6% ↑
Total liabilities	25,742.9	23,201.1	11.0% ↑
Deposits from customers	20,615.0	18,366.3	12.2% ↑
	1/2020-12/2020	1/2019-12/2019	Change
Operating income	714.2	678.0	5.3% ↑
Net interest income	575.9	537.1	7.2% ↑
Net fee and commission income	114.6	110.9	3.3% ↑
PPoP	526.5	490.1	7.4% ↑
Net profit	273.6	269.2	1.6% ↑
Return on average assets	1.02%	1.11%	0.09ppt ↓
Return on average shareholders' equity	12.12%	13.18%	1.06ppt ↓

# Agenda

## **Pandemic Prevention and Control**

New Finance Operation

Financial Performance

Business Development

Risk Management

ESG

Outlook & Strategies

# Assist Pandemic Prevention and Control and Economic and Social Development



## Deployment of supporting measures

**10 measures** of financial services to support pandemic prevention and control

**20 measures** for staff caring at outlets

**26 special measures** to support Hubei

Supported pandemic prevention and control and work and production resumption with **30 measures**

Strengthened financial services for small, medium and micro enterprises with **14 measures**

**29 measures** to support the stabilisation of foreign trade and foreign investment



## Multiple-channel resources allocation

Loans **increased by 1.76 trillion, up 11.7%**

Carried out pandemic prevention special treasury bonds and local government bonds investment, government bonds **increased by RMB 837 billion**

Initiated the establishment of a **RMB 5 billion** anti-pandemic stable development fund

Issuance of first batch of NCDs for pandemic prevention and control in the market of **RMB 3.75 billion**



## Donation to support the fight against the pandemic

The Group together with its employees donated money and goods worth **RMB 317 million on a cumulative basis** for fighting the pandemic globally

Donated a total of **11.5 million** pieces of anti-pandemic supplies

Provided free **“Caring Insurance for Fighting Coronavirus”**

To protect front-line people fighting the pandemic, such as community workers, sanitation workers, drivers, construction workers, couriers and village doctors



## Reduced fees and shared profits

Increased interest rate concessions

Expanded the scope of service fee reduction and exemption

Implemented profit sharing with the real economy



## Deferred principal repayment properly

Implemented policy according to the most lenient limit

Handled loan amount of RMB 339.5 billion on a cumulative basis

Benefitted 229,000 enterprises

# Fight the Pandemic with the Support of Technology Innovation



## Launched "Corporate Oxygen Chamber"

Provided **RMB 184.3 billion** credit support to more than 22,000 enterprises



## Innovative "Yunydai"

Supported the entire industrial chain of pandemic prevention and control as well as small and micro enterprises affected by the pandemic  
Assisted **180,000** small and micro enterprises to resume work and production



## Innovative network of supply chain services

Supported 65,500 upstream and downstream enterprises with **RMB 562.7 billion** credit support

## Innovative credit services



## Fight the pandemic with the support of technology



### Launched online medical supplies assurance management system in two days

Average daily turnover of medical and anti-pandemic supplies hit millions  
Accumulated turnover of **228 million pieces** of supplies



### Launched "CCB Smart Community Management Platform" in three days

Covered 2.47 million communities and enterprises, **over 50 million** online users



### Innovative "CCB Match Plus" platform

Successfully matched about **160 million pieces** of various pandemic prevention materials worth nearly **RMB 1 billion**



### Launched "Enterprise Online Business Toolbox"

Provided **seven online services**, "Build portals, Find customers, Manage operation, Pay salaries, Cloud customer service, Rapid financing, Community management"



Worked together with All-China Federation of Industry and Commerce to create a comprehensive enterprise service system; Targeted deployment of "eight platforms"; Promoted the ecological development of private economy suitable for business and industry

Financial services platform

Shanrong matching platform

SME growth platform

Education training platform

Innovation support platform

Data governance platform

Investment financing services platform Party community services platform

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Pandemic Prevention and Control

**New Finance Operation**

Financial Performance

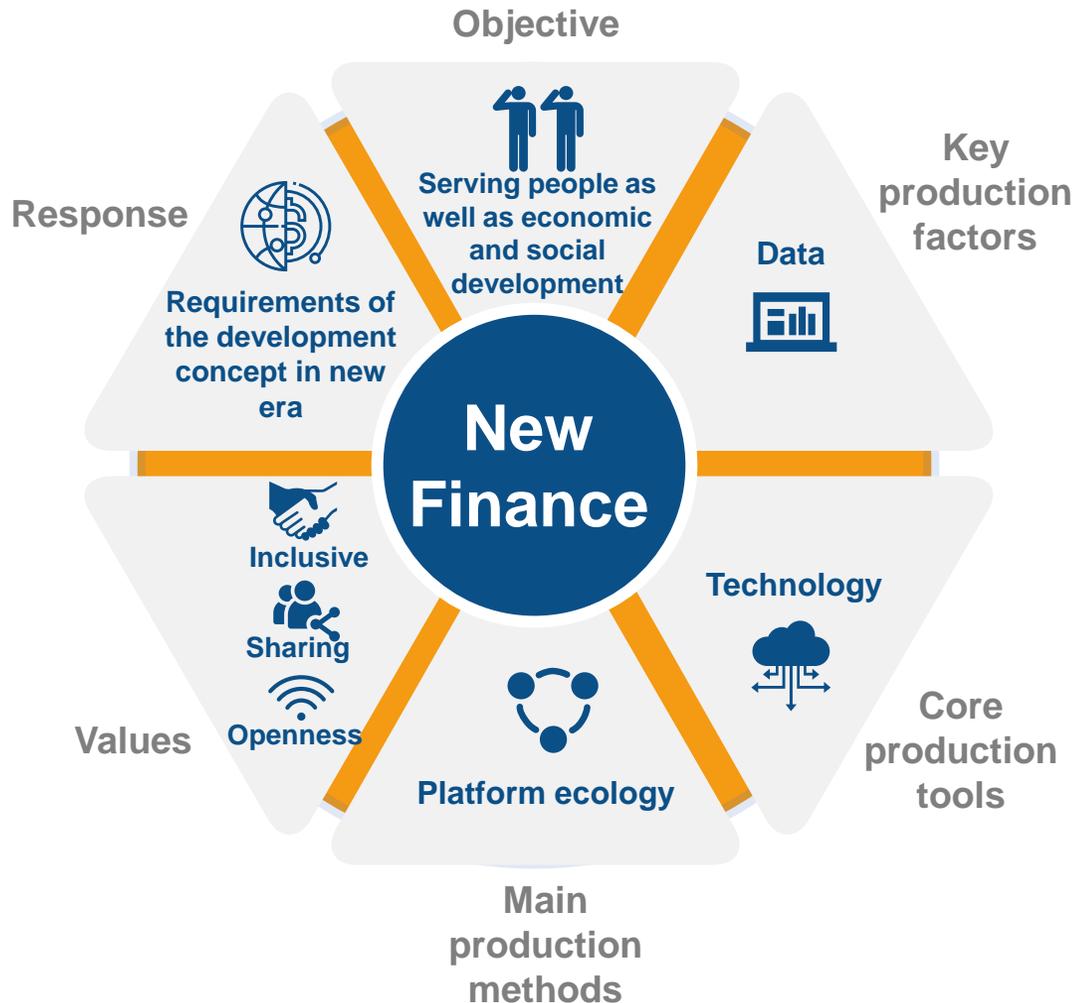
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# Grasp the Characteristics and Laws of New Finance Initiative



## The value orientation of New Finance

**People first** - Serve the majority rather than the minority



## The powerhouse of New Finance

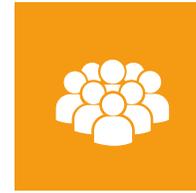
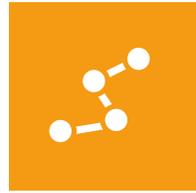
**Reform and Innovation** - Persist in reform and innovation, fully absorb and give full play to the wisdom from grassroots



## The key support of New Finance

**Strategic determination** – Persevere and make constant and unremitting efforts to achieve the goals set in the blueprint

# House Rental Gradually Becoming a Trend



## Platform promotion

Covered **over 96%** of administrative districts at the prefecture level or above nationwide

Cumulative online listing of properties **exceeded 24 million units**

Number of accumulative completion of housing verification was **nearly 10 million times**

**Over 28 million** of registered platform users

## Policy support

Supported government departments to improve the public rental housing management system nationwide

Provided approximately **RMB 300 billion** to support the building of **1.2 million** units of policy-based rental housing

Cooperated with pilot cities to promote the transformation of old urban residential communities

## House deposit business

Managed more than **260,000 units** of apartments(rooms)

Match-made and revitalised apartments(rooms) of **873,000 units**

## Industry alliance

Covered upstream and downstream enterprises including decoration design, furniture, home appliances, operational services and financial services enterprises

Promoted the quality and efficiency of the industry through resources integration of industrial chain

Promoted the establishment of industry standards and regulations, improved self-disciplinary mechanism of the industry

## Financial services

Granted a total of **RMB 47.56 billion** house rental loans supported **232** house-rental companies

Launched the first house rental REITs pilot programee-Wuxi Phoenix City

## Brand building

A cumulative total of **245** "Jianrong Jiayuan" listings, provided over **140,000** quality long-term rental apartments

Provided high-quality rental environment for professionals and young entrepreneurs

# Setting Benchmark in Inclusive Finance

## Enriched product system

Built four series of products, "Quick loan for SME", "Yunongkuaidai", "Quick loan for transactions" and "Quick loan for personal operations"

Provided over 30+ credit products at entry level, growth level, general level and customised level

## Innovative platform operation

"Huidongni" platform integrated various functions including online accurate measurement, booking for account opening, loan processing, value-added and intelligent financial services

- Over 15 million cumulative downloads
- Over 4 million certified enterprises
- Granted nearly RMB 440 billion credit
- Proportion of new credit customers was 78.7%
- A typical case of promoting the national business environment

## Transformed the business model

### "Wuhuasanyi" service model

Batch customer acquisition, precise profiling, automatic approval, intelligent risk control and comprehensive services

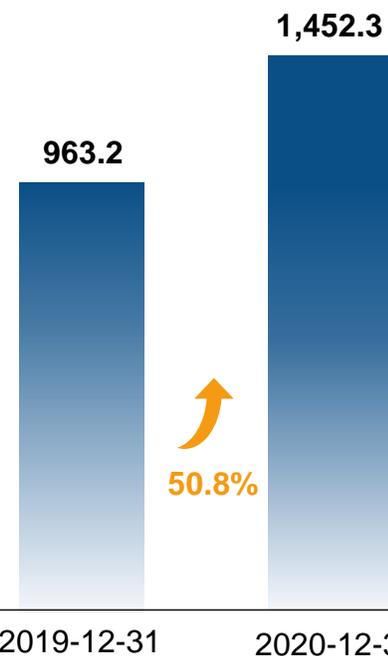
"One-minute" financing, "One-stop" service and "One-price" charge

Explored the development path of "Going online, promoting in third tier cities and rural areas, interconnectivity, external outreach, moving forward and extension backwards"

## Asset quality remained steady

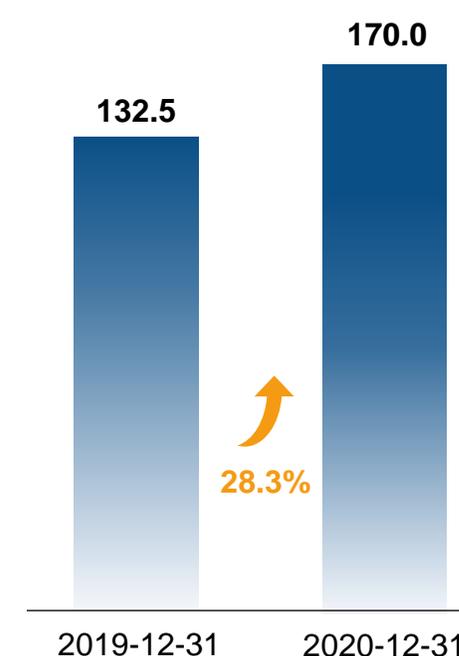
### Balance of inclusive finance loans to SMEs

(RMB Billion)



### Number of SME loan customers of inclusive finance

(Ten Thousands)



# All-round FinTech Empowerment

## Solidify the foundation of technological innovation

### Improved the construction of artificial intelligence capability system



Achieved **424** artificial intelligence scenario applications in customer service, risk management, intensive operation and smart government affairs



### Accelerated blockchain technology research and application innovation

**32** application scenarios in **12** business areas, the only domestic bank in China that was shortlisted for 2020 "Forbes Blockchain 50"



### Strengthened the capacity of big data application support

Realised full cloud-based supply in data processing resources and promoted rapid growth of large-scale data processing and real-time data analysis scenarios



### Promoted the implementation of IoT cloud platform

Over **200,000** platforms connected to IoT terminals, empowered **15** IoT applications including smart security, 5G+ smart bank, and Yunongtong



### Improved the enterprise-level network and information security management system

Constructed a smart and safe operation platform, built a trusted identity authentication platform and a security ecosystem that connected with the national infrastructure to support safe and controllable remote business processing and daily works rapidly



## Improve the layout of FinTech capabilities



The number of technological personnel was **13,104**, accounting for **3.51%** of the Group's headcount



Established CCB FinTech Center and BigData Center  
Set up the **first quantum financial application laboratory** in the industry in China



Accumulatively obtained **564** authorised patents, including **368** invention patents. The invention patent ranked **1st in the domestic banking industry**

## Empower the steady development of the business

### Agilely responded to business requirements



The implementation cycle has been further shortened, and the speed of production reached a record high

### Assisted pandemic prevention and control as well as work resumption



Fast response, rapid R&D, agile release, operational assurance, constructed technological platforms such as smart community and medical and prevention supplies platform; leveraged advantages of online platform "CCB Match Plus" to achieve full-process, digital online exhibition operation and cross-border connection

### Promoted smart finance construction



Created a new retail pattern that integrates C-end scenarios, constructed a new corporate ecology that combines industry and finance, promoted intelligent channels and operation, and enhanced integrated intelligent risk control capabilities of the group

### Extended the smart ecological service system



Improved service for digital government governance capabilities, vertically served a unified smart ecological service system in multiple fields such as house rental, rural revitalisation, education and medical care

### Empowered small and medium financial institutions



Exported risk control tools to **328** small and medium-sized banks, assisted supervision and prevention of risks and promoted joint risk governance

# “Workers’ Harbour” Fully Transformed and Upgraded

## Positioning fully transformed and upgraded



Government affairs hall



Recreation harbour



Community activity centre



## Combined effects of charity and client acquisition



4.16 million people turned into individual customers



10,915 institutions turned into corporate customers

## Deepened the “Harbour+” model

Expanded government affairs, poverty alleviation, medical care, elderly care, justice administration, barrier-free services and other functions of “Workers’ Harbour+”

Connected leading internet enterprises such as Ali and Baidu

“Workers’ Harbour+” small ecological park **increased by 281%**

Cooperative institutions **increased by 146%**

## Achieved remarkable results

Opened **14,163** “Workers’ Harbour”

Served an aggregate of **140 million visits** offline

Over **10.40 million** online users

Over **84.25 million** visits

## Widespread of culture

Centered on festival themes and special charity events for the benefit of the public **over 5.26 million person-times**

Provided pandemic prevention services by placing anti-pandemic supplies for the public

Launched online pandemic prevention functions such as “COVID-19 Real Time Assistance Platform” and State Office Health QR Code”

Multi-channel brand promotion has been exceeded **114,000 times** on a cumulative basis

# CCB University Provide Industry + Education Integration

## Joint efforts for “Financial literacy promotion”



Deeply developed **five training series** of “Benefitting the administration, benefitting innovation, benefitting agriculture, benefitting industry and benefitting learning”

Initiated 43,300 inclusive “Financial literacy promotion” training to benefit **3.31 million people**

Organised a summer fieldtrip programme in rural areas for **more than 10,000 students** annually

“Yugong College” provided integrated incubation services for small and micro sci-tech innovation enterprises

Built **1,381** “CCB University • Yunong College”

Implemented thematic training programmes such as “Inclusive Finance for One Million Entrepreneurs”, “Poverty Alleviation, Rural Revitalisation”, and “Online Gathering Love to Empower Communities”

## Empowerment to the society



Cooperated with China Banking Association, Shenzhen University and Hong Kong University of Science and Technology to promote the “Professional Qualification for FinTech Practitioners” certification programme and trained **more than 6,000** fintech talents

Planned education and training platform with All-China Federation of Industry and Commerce

Cooperated with iFLYTEK on developing books from **more than 3,000** online digital resource items

Co-shared with CBIRC and other cooperative companies of online charity training resources



Serve the Society  
Serve the Strategies  
Serve the Staff

China's Best Enterprise University in 2020  
Over 280 million visits to the platform

## Comprehensive integration of industry and education



Undertook **1,066** training sessions, covering **781,000 people**

Formulated the “Plan on advancing a national pilot programme for the integration between industry and education”

Assisted PBOC with financial standardisation construction

Explored a new model of market-oriented export of educational product

Built up training bases for the integration of industry and education such as Guizhou Kiwifruit and Inner Mongolia Dairy Revitalisation College

Organised and carried out specific industrial trainings and promoted comprehensive services in the integration of “intelligence + financing”

## Iterative platform system



Formed **25** main functions through online platform including live broadcast courses, special classes and curriculum centres

Completed multiple channels including APP, PC, WeChat official account and TV box

Launched new functions including digital libraries, Tingjian channel, books recommended by masters and live broadcast preview, among others

**Over 14,000** live broadcasts have been held in aggregate with more than **6 million** viewers

# Continuously Expand the Development of Smart Government Affairs

## Pushed forward smart government affairs

Established cooperation with **28 provincial governments** nationwide, with a total of **393 contracts** signed

Assisted the construction of "Internet + government affairs" and "Internet + supervision" platforms in 13 provinces, ten cities, and the Beijing-Tianjin-Hebei region

Zhengrong payment connected with **112 government service platforms** and **169 non-taxation management platforms**

## Platform value released at an accelerated pace

**Over 120 million** registered users, **close to 1 billion** cumulative transaction volume, and **over 100 million** APP downloads

Zhengrong payment offered **8,435** convenient payment items online. The payment amount **exceeded RMB 20 billion**

**93%** of the business outlets opened up smart government affairs service function on the smart teller machines which can handle, make appointment and inquire about government services of **over 3,700 items**

## More obvious advantages and features

Achieved **full connectivity** from the country to the province, city, county, township and village

Earliest to participate, most extensive involvement and richest service channels among financial peers

Smart government product systems that precipitated **7 layers with more than 40 systems** synergies



Interconnectivity

Deepened service

Matters organisation

Channel sharing

Zhengrong payment

Data governance

Platform operation

Operation and maintenance

Continuously enhance "Eight Capabilities"

# Enrich the Development of Rural Revitalisation

## Build a unified "Yunongtong" service brand

### Rural revitalisation integrated online service platform



Comprehensive online self-service of "Government Affairs + Ecosystem + Finance"  
 "New Agricultural Tools in Rural Areas, Moments from Farmers' Social Media"  
**Yunongtong APP**  
 131,361 registered users, 75,371 active users  
 The accumulated loan amount was RMB 144.769 million

Built production, living and ecosystem scenarios that provide close services to the "agriculture, farmers and rural areas"

Pushed forward the development of smart village affairs, "Yunongxuetang", "Migrant Workers' Harbour" and "Yunongyupin" service centres

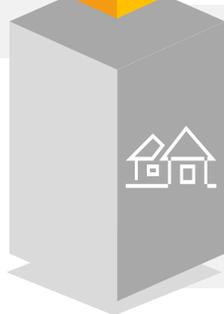
"Yunongtong" – 540,000 inclusive finance service outlets, serving 34.44 million people and accumulatively provided more than 170 million convenient transaction services during the year

### Rural revitalisation integrated service centre



Focused on the agricultural industrial chain ecosystem  
 Promoted information convergence, factor aggregation, economic matching and comprehensive services of rural industrial clusters for ecosystem scenario construction  
 Carried out pilot construction of industrial ecosystem scenarios such as Yunnan Pu'er tea, Shandong Shouguang vegetables and Guangxi sugar industry

### Financial service system of industrial chain ecosystem



## Effects of Yunongtong service for customer acquisition and reactivation were manifested



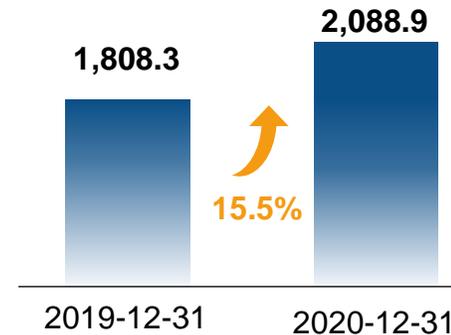
The growth rate of funds deposited by contracted farmers **increased 189%**



**6.005 million** "Yunongtong" debit cards issued

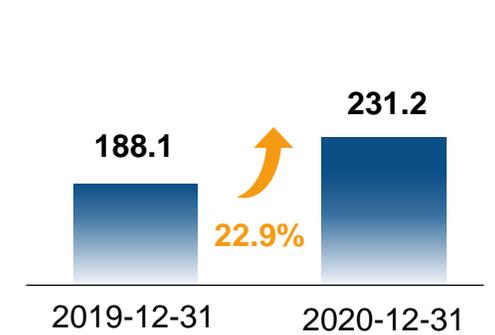
### Balance of agriculture-related loans

(RMB billion)



### Balance of inclusive agriculture-related loans

(RMB billion)



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New Finance Operation

**Financial Performance**

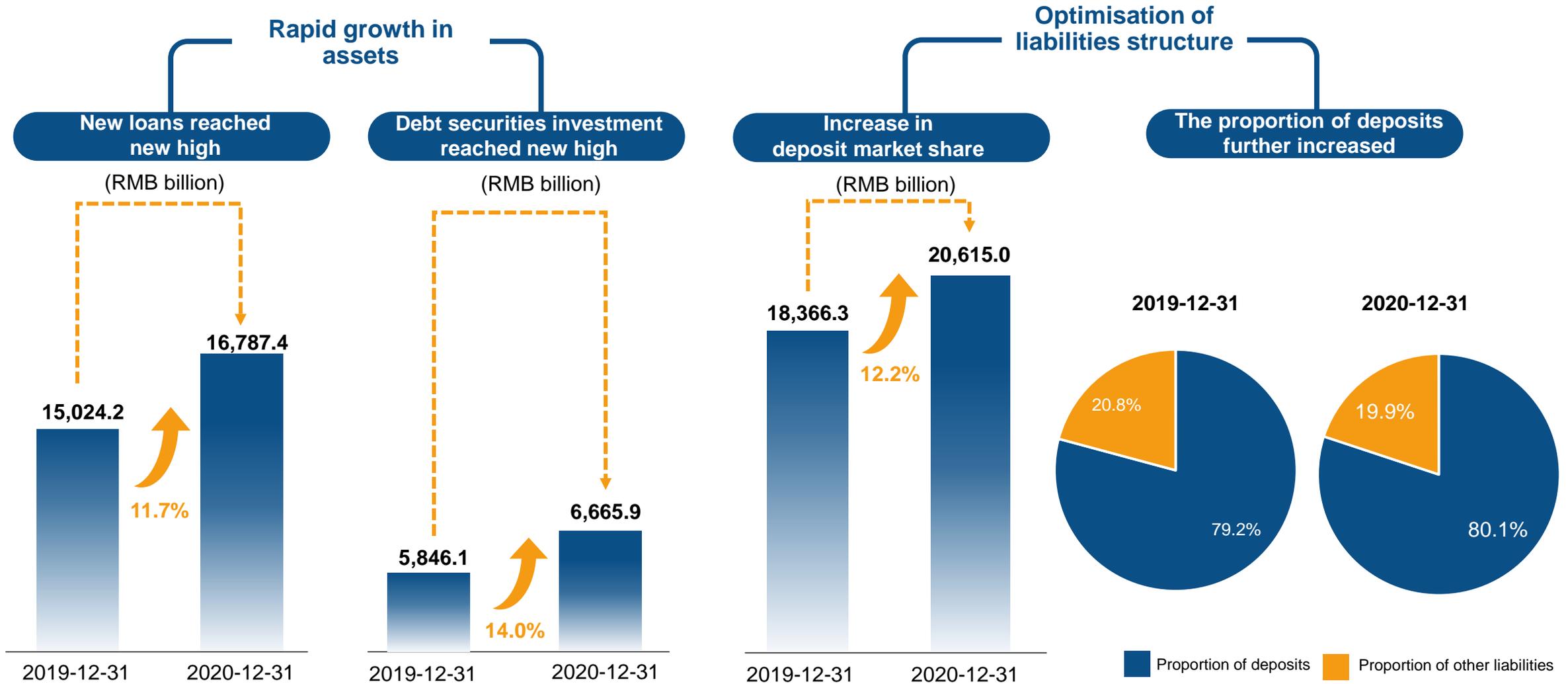
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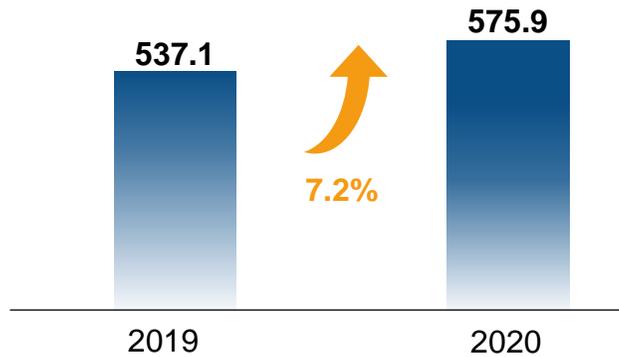
# Rapid Growth in Assets and Liabilities



# Stable Growth in Operating Income

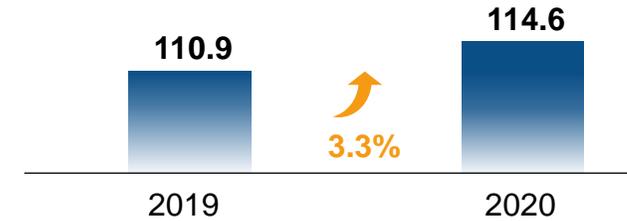
Steady growth in net interest income, increasing volume to compensate for lower pricing

(RMB billion)

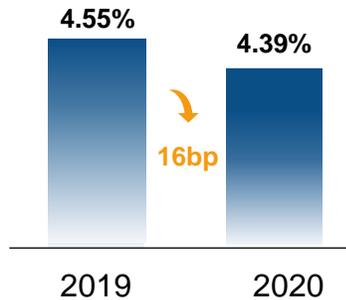


Net fee and commission income increased steadily

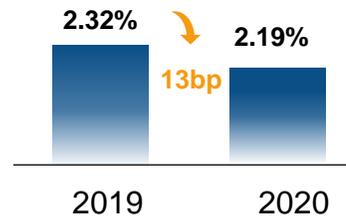
(RMB billion)



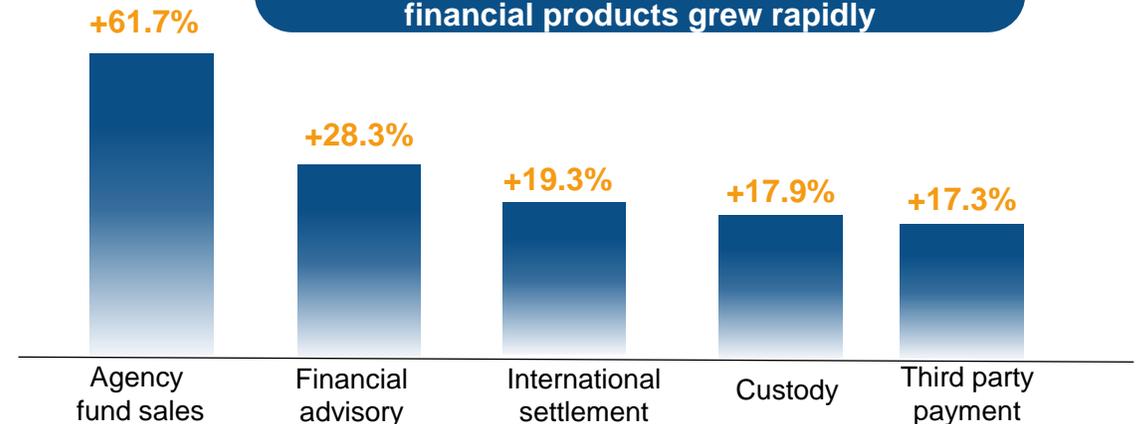
Profit sharing with the real economy, loan yields have declined



Net interest margin decreased YoY



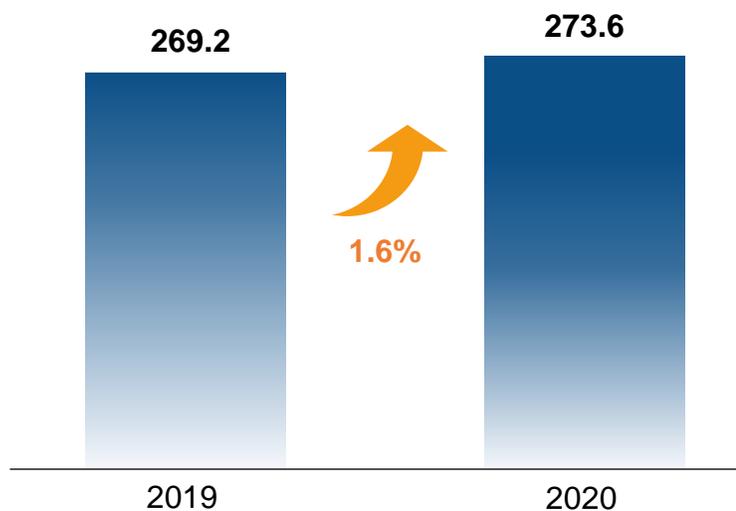
Transactional and fee income from intelligent financial products grew rapidly



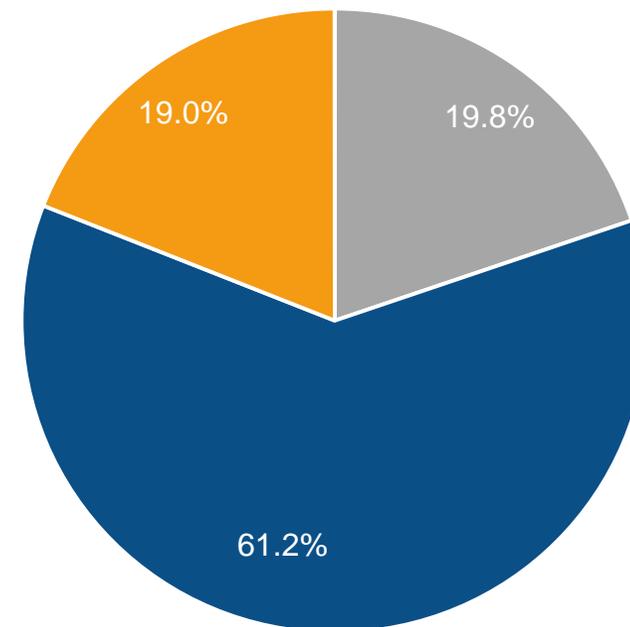
# Steady Improvement in Operating Performance

## Net profit increased steadily

(RMB billion)



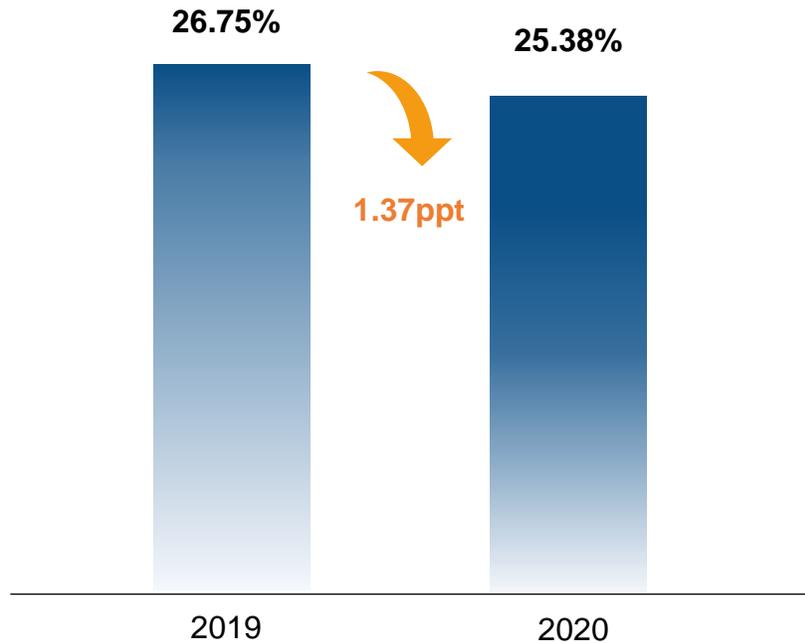
## Proportion of profit contribution from business lines



- Profit before tax of personal banking business
- Profit before tax of corporate banking business
- Profit before tax of treasury and other businesses

# Continuous Optimisation of Financial Expenditure

## Cost-to-income ratio decreased YoY



## Key areas of resource allocation



Focused on supporting the advancement of “Three Capabilities” and “Three Major Strategies”



FinTech investment of **RMB 22.1 billion**, accounting for approximately 3.1% of operating income



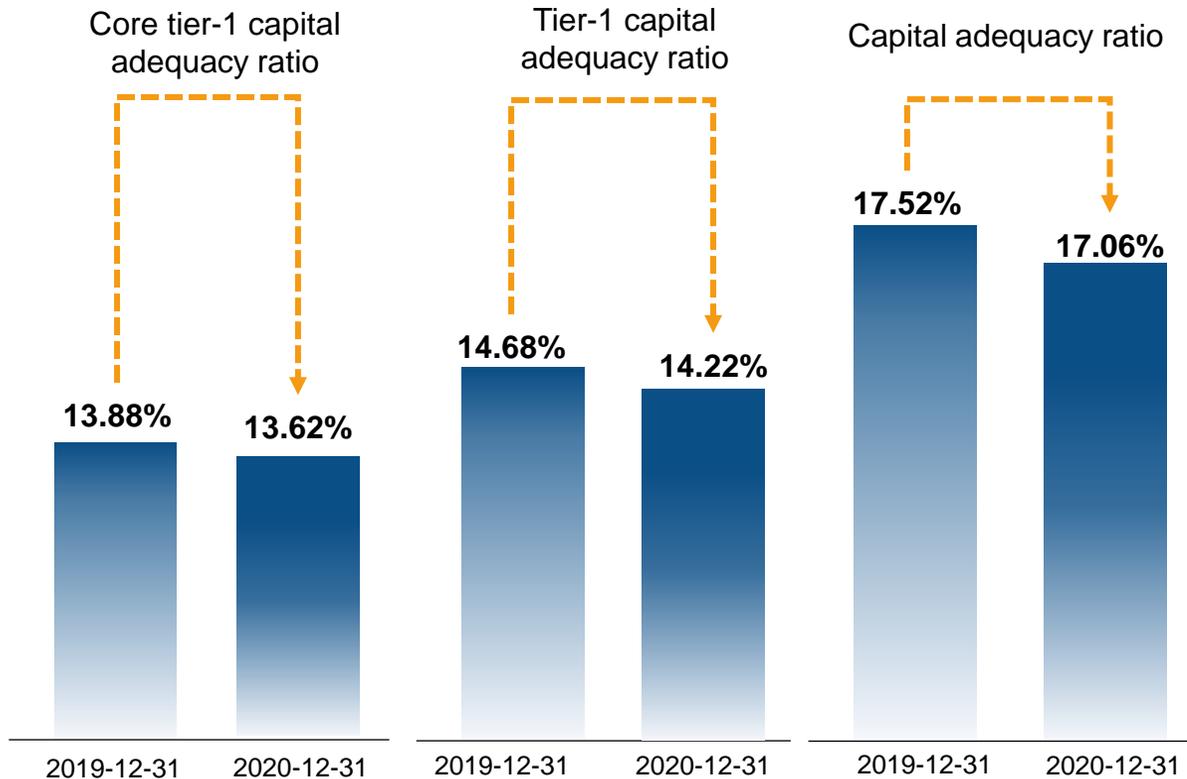
Continued to increase special investment in the building of smart government affairs, Yunongtong platform and e.ccb.com, supporting targeted poverty alleviation through online channels



A total of **RMB 970 million** financial investment to assist pandemic prevention and control

# Maintain Adequate Capital

## Capital adequacy ratios leading peers



## Capital management continued to strengthen

Formulated the 2021-2023 capital plan, issuing qualified write-down tier-2 capital instruments of up to RMB 160 billion equivalent by 31 March 2022

Promoted the continuous optimisation of asset structure and encouraged the development of businesses light-capital and high-return

Deepened intensive capital capabilities, using big data to bolster capital saving, and reduce inefficient and low-efficiency capital employed

Completed the issuance of USD 2 billion tier-2 capital bonds overseas and RMB 65 billion domestic capital bonds

## Capital accumulation addressed business development needs

Released capital buffers to support pandemic prevention and control, as well as the recovery and development of the real economy

Maintained stable internal capital build-up capacity, while fully exposing risks and expediting the disposal

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**Business Development**

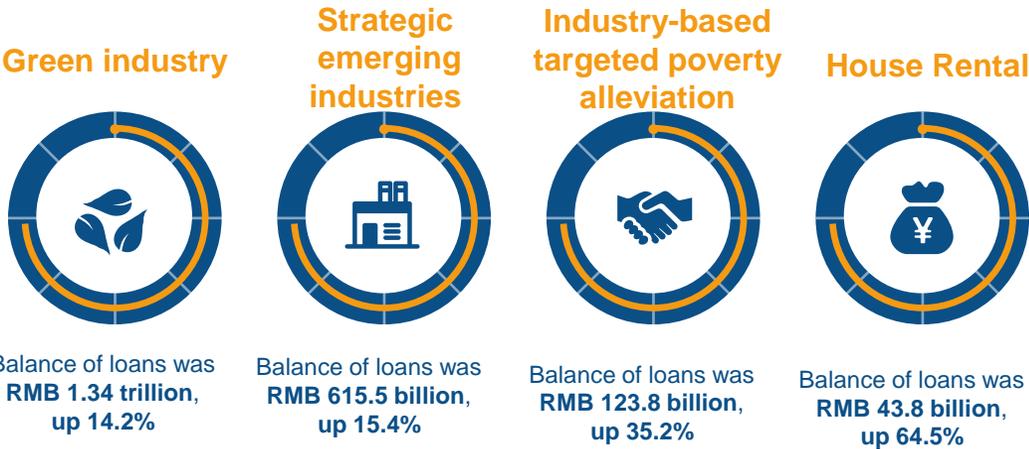
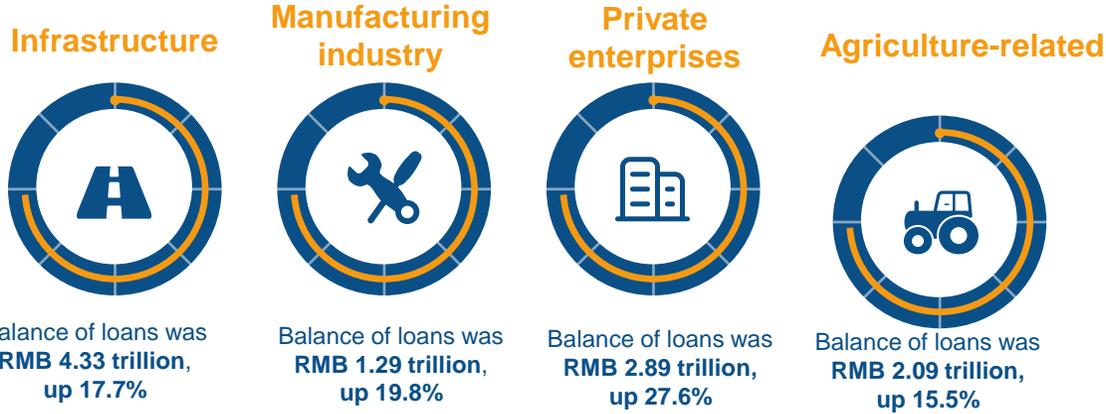
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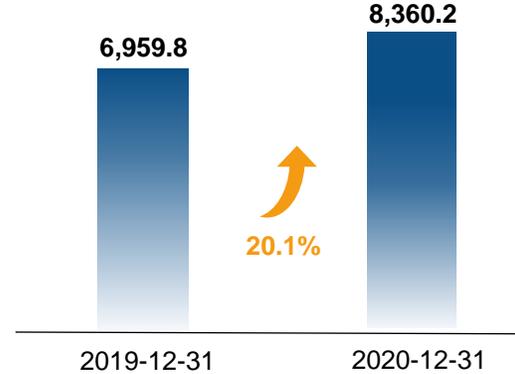
# Address Key Areas and Weaknesses through Targeted and Effective Method

Focused on key economic and social development and supported weak links in financial services

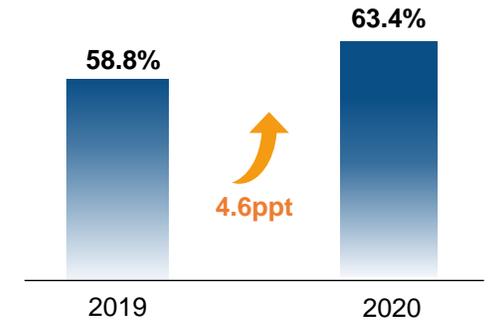


## Rapid growth of corporate loans

(RMB billion)



The proportion of new loans in Beijing-Tianjin-Hebei Region, Yangtze River Delta Region and Guangdong-Hong Kong-Macau Greater Bay Area has increased



## Innovative service methods

Online supply chain financing increased by 62.1%



The cumulative contracted value of debt-to-equity swaps was **RMB 886.4 billion**, and the cumulative amount of debt-to-equity swaps completed was **RMB 323.3 billion**

**RMB 127.5 billion** Mingonghui loans were granted on a cumulative basis and served **11.97 million** migrant workers



**Over 710,000** registered users in CCB Jianrongzhihe Platform and **nearly 80%** have opened an account with the Bank

# Continuously Strengthen the Advantages of Corporate Transactional Business

## Asset custody

Assets under custody **exceeded RMB 15 trillion**, up 16.2%

Obtained the custody qualification of basic pension insurance fund

**The first bank** approved for outsourcing business qualification of a wholly foreign-owned public equity fund company

Number of new custody customers with QFII and RQFII approvals **ranked first in the market**

## Financial market

**Ranked first** in the underwriting volume of national bonds, positioning in the **first-tier** for the underwriting volume of local government bonds

Debt securities investments' rate of return has led peers for **7 consecutive years**

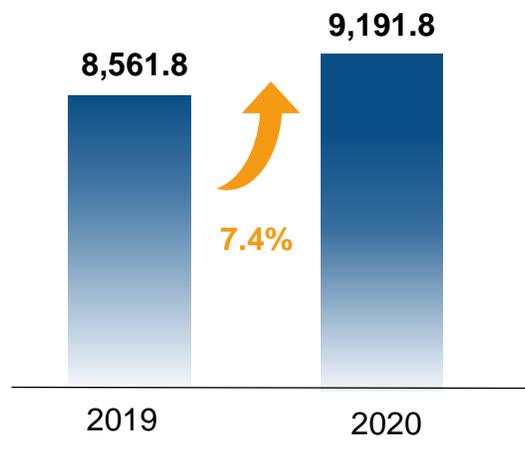
**Industry leading** trading volume in interbank RMB money market

Foreign currency lending volume and foreign currency repurchase volume **ranked first in the industry**

Customer-based trading revenue reached RMB 8.64 billion, **up 20.3% YoY**

## Ranked first in the market for average daily increase of corporate deposits

(RMB billion)



## Investment banking

Non-financial corporate bond underwriting periods and revenue **led peers**

Financial advisory income was **RMB 5.88 billion**, a **YoY growth rate of 41.9%**

Issued the **first** CLO product with a recurring purchase model

Completed the fundraising of a strategic emerging industry fund of **RMB 24.35 billion** - **the only** RMB private equity investment fund with a market-based fundraising scale of over RMB 10 billion in 2020

## Settlement and cash management

The total number of RMB settlement accounts and new accounts **ranked first in the market**

Provided global cash management services for more than **130 multinational corporations** including Volkswagen, Samsung, Anshan Iron and Steel, and COSCO

“Jianguanyi” customer funds **grew by 39.3%**

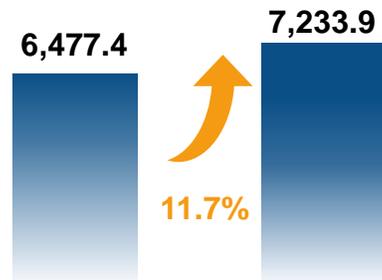
Launched comprehensive account management system covering all aspects of the account

# Retail Business Capabilities Significantly Improve

## The largest retail credit bank position strengthened

### Balance of personal loans

(RMB billion)



2019-12-31

2020-12-31

### Personal deposits exceeded RMB 10 trillion

(RMB billion)



2019-12-31

2020-12-31

## Customers

### Systematically acquired and reactivated customers from a network-based perspective

The total number of individual customers exceeded **700 million**  
 Credit card customers exceeded **100 million**  
 Average monthly active users of mobile banking reached **128 million**  
 Personal online banking users amounted to **370 million**  
 WeChat banking users amounted to **94.41 million**  
 The cumulative number of Long Pay customers amounted to **158 million**

Financial assets of individual customer exceeded **RMB 13 trillion**  
 Investment and wealth management financial assets amounted to **RMB 3.7 trillion**  
 Financial assets of private banking customers exceeded **RMB 1.7 trillion**, an increase of **17.9%**  
 AUM of the family trust advisory business exceeded **RMB 41.8 billion**, advisory services such as equity trusts and REITs were launched

## Wealth

### Wealth management scale continued to expand

## Good development momentum of retail business

## Consumption

### Led the peers in various consumption indicators

Spending amount via credit cards was **RMB 3.05 trillion**  
 Credit card loan balance reached **RMB 825.7 billion**  
 Credit card installment transaction amount exceeded **RMB 500 billion**  
 Individual consumer loans **increased 39.6%**  
 e.ccb.com transaction volume exceeded **RMB 135 billion**

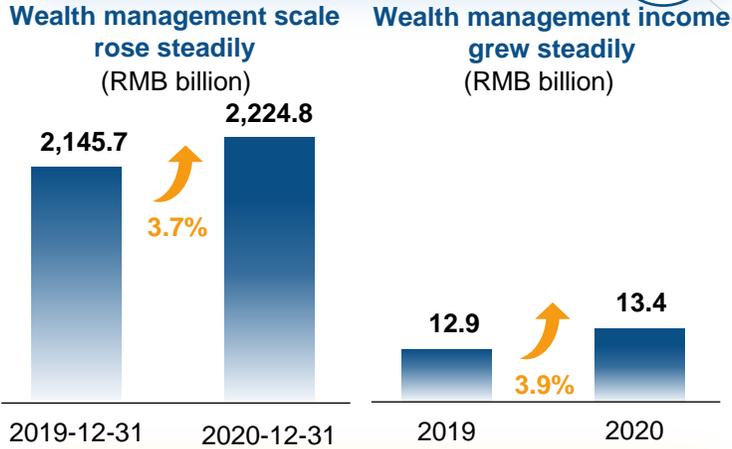
Mobile banking transaction volume was **80.7 trillion**, representing a **growth rate of 36.9%**  
 Personal online banking transaction volume was **22.5 trillion**  
**The growth rate** of aggregate payment transaction volume was **33.9%**  
 Online payment **ranked first in the industry** in terms of market share of transaction by large payment companies and e-commerce platforms such as Alipay, JD.com, and Meituan  
 The number of Long Pay transactions **grew by 8.1%**

## Payment

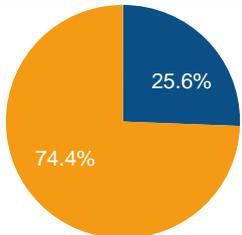
### Channel transaction volume continuously hit new highs

# Effectively Promote the Transformation of Asset Management Business

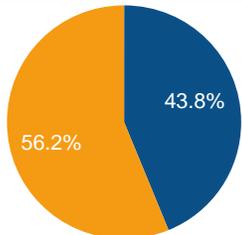
## Steady development of wealth management business



## Continuous increase in the proportion of net asset value type wealth management products that meets the new asset management rules



2019-12-31



2020-12-31

■ Proportion of net asset value type wealth management products

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



## Various transformation measures effectively regulated business development

Preliminarily established a new system for the overall development of group asset management, the scale of asset management business exceeded **RMB 6.1 trillion**

Increased the scale of net asset value type of products business

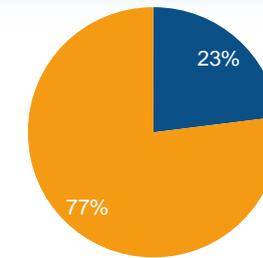
Increased the allocation of standardised assets such as bonds

Improved the ability of overall asset allocation

Explored the rectification strategies of existing wealth management products through multiple channels such as maturity and early repayment, market transfer, and undertaking by the Group's subsidiaries



## Proportion of non-standardised assets met regulatory requirements



2020-12-31

■ Proportion of non-standardised assets

■ Proportion of standardised and other assets

# Steady Development of International Business

## Extensive overseas institutions network coverage

Over **200** overseas institutions covering **31 countries and regions** across **6 continents**, covering **9 countries** along the Belt and Road



## Steady development of international business

Cumulative clearing volume of RMB clearing bank in the UK exceeded **RMB 50 trillion**, maintaining the position as the largest RMB clearing bank outside of Asia

Volume of cross-border RMB settlement increased by 29%, **surpassing RMB 2 trillion**

Accumulatively provided financial support for 186 projects in countries along the Belt and Road, with a contracted value of **USD 33.20 billion**

Trade finance amount **increased by 44% YoY**



## Continuous innovation of service modes

Industry's **first** online, unsecured loan, and pure credit Cross-border Fast Loan products

**First batch** of products directly linked with the General Administration of Customs "China International Trade Single Window"

Launched BCTrade blockchain trade finance platform

Built a blockchain syndicated asset transfer platform

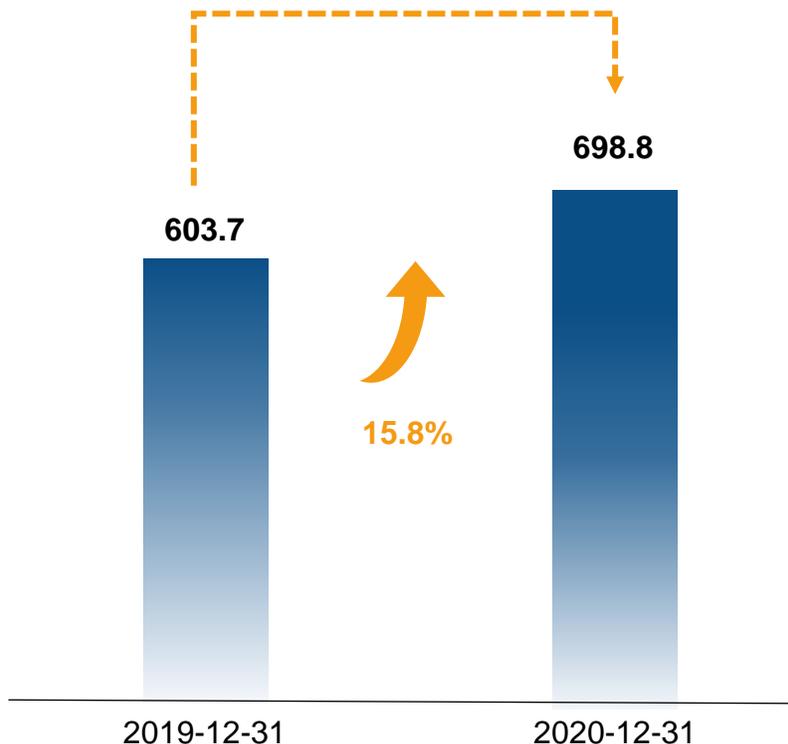
Launched the "Global Match Plus" cross-border intelligent matchmaking platform, and set up 3D digital bank exhibition halls at international exhibitions such as the Canton Fair, the Service Trade Fair, and the China-ASEAN Expo

# Steady Operation of Subsidiaries' Businesses

Good asset growth

Total assets of subsidiaries

(RMB billion)



Synergy with the group with characteristic development

<p>Issued fund with the theme of "fighting against the pandemic"</p>	<p>Adhered to the business strategy of "expanding the market domestically and guarding the bottom-line internationally"</p>	<p>Scale of trust assets maintained second place in the market</p>	<p>New single installment premium increased by 19.3% YoY</p>	<p>House deposit loans increased by 34.8% YoY</p>
<p>Vigorously expanded the "insurance + future" business; Innovative agricultural-related financial services</p>	<p>Assets under management increased by 34.6% YoY</p>	<p>Car insurance premiums increased by 12.7% YoY</p>	<p>Operating income increased by 25.2% YoY, and return on net assets was 37.0%</p>	<p>The cumulative amount of debt-to-equity swaps remained top in the industry</p>
<p>Issued the first domestic house rental REITs</p>	<p>Software development capabilities and software quality management were certified with the highest international qualification</p>	<p>Responsible for the operation and management of the national funds for the Development of Strategic Emerging Industries</p>	<p>Assets under management exceeded RMB 600 billion, becoming a large asset management institution</p>	<p>The number of IPO projects completed as a global coordinator ranked first among investment banks with banking background</p>

# Continuously Improve Overall Channel Competitiveness and Client Servicing Capabilities



## Overall competitiveness of outlets continued to improve

**Strengthened overall planning of channels**

- Improved the overall systematic design of outlets construction, operation and management
- Established channel planning and coordination work mechanism
- Promoted outlet categorisation and hierarchical management
- Established **63** new outlets and closed/merged **237** outlets

**Enhanced outlet digital transformation**

- Established five new "5G\*smart banks", upgraded **63** smart banks
- Piloted "Lego-style" network construction
- Launched "CCB At Home", covering **75 business products**
- Promoted the construction and operation of the outlet community ecosystem

### Operating efficiency of outlets continued to improve

Average profit before provision of outlets **increased by 9.6% YoY**

Average net income from intermediary business of outlets **increased by 6.7% YoY**

Average daily balance of individual and corporate deposits of outlets **increased 15.1% and 8.6% YoY** respectively

The average number of individual and corporate weighted effective customers of outlets **increased by 9.8% and 21.3% YoY** respectively

The average waiting time for customers at outlet counters was 6 minutes 54 seconds, **40 seconds less YoY**

## Effectively strengthened remote customer servicing capabilities

- Omni-channel connection rate to customer service representatives was **92.0%**
- Comprehensive customer service satisfaction rate of **97.9%**
- Omni-channel intelligent diversion rate of **92.7%**
- "Voice portal" intelligent navigation accuracy rate of **88.8%**
- Intelligent assistant provides support online in **24** business scenarios
- The recovered amount from sending credit card repayment reminders as well as the proceed amount from dispatching personal loan and small business repayment reminders **all achieved growth**

## Construction of intelligent operation system gradually improved

**Build digital operation delivery capabilities**

- Robotic Process Automation Technology (RPA) saved 5,036 man-hours per day
- Intelligent Character Recognition (ICR) information collection replacing outsource business ratio increased by 12.3 percentage points YoY

**Advancement of intensive operation**

- Established a stable and efficient intensive operation platform and Group integrated operation system
- Completed the intensive processing of 203 operational items across the Bank, with a peak volume of 1.65 million, an increase of 17.2% YoY

**Promote cloud production model**

- Centralised operations of overseas institutions.** Achieved cross-system scheduling of 57 types of operation tasks for seven overseas institutions across APAC and Europe. User's single login efficiency increased by 75%, and the daily operation efficiency increased by 11%
- Credit cloud approval.** 446 approvers with 59,425 tasks processed, greatly improved efficiency
- Convergence of authorisation audit tasks.** Realised the standardised scheduling of 52 centralised operation tasks

# Continuously Promote Operation Digitalisation

Explored fundamental tactics for operation digitalisation including selecting clients through data models for targeted marketing



Formed a brain for unified decision-making and command to drive work implementation

Promoted organic collaboration between fighter jets and navigators, between the escort fleets and the digitalisation factory



Established a flexible organisation, forming an operation system that breaks barriers between business lines, departments and hierarchies

## Shaping effective tactics for operation digitalisation

### Building a business middle office

**Comprehensive construction of an enterprise-class user centre** – building a solid and unified foundation for user information systemisation and management standardisation

**Built a management platform for user operation strategy** – enhancing insights and business capabilities with regard to users

**Established a flexible user evaluation system** – planning to create a three-tier evaluation system that features single ecosystem, cross-ecosystem and full ecosystem

**Enhanced support for user operation** – continue building a three-tier user system that brings together users and clients both inside and outside of CCB

**Strengthened the analysis of the performance of user operation** – enriching performance evaluation indicators, adopting graphical tracking of the process of user operation

**Built the sharing capability of the business middle office from top-level design** – drawing a blueprint for common business capabilities around the general workflow of business digitalisation

### Constructing a data middle office

**A model that empowers businesses instantly** – developing service components for data products, enriching channels for data products to reach businesses

**A set of smart "product shelves" displaying data products** – data product shelves have begun to take shape with the building of a data product catalogue

**An enterprise-class unified data system** – embarked on the construction of an integrated data lakehouse and management of data assets, promoting data visualisation and optimising the data supply framework

### Supported by the technology middle office



Financial-grade distributed platform



AI platform



Big data cloud platform



Blockchain service platform



IoT cloud platform



Public affairs support



Technology operating system

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# Comprehensive, Proactive and Intelligent Risk Management System

## Deepened comprehensive and proactive risk management

### "One-stop" access of "Group-wide, all-standard" client information

Formed the foundation to promote information sharing and collaborative control of risks within the Group

### New risk control mechanism

Drove the incorporation of data, model, fraud, outsourcing, environmental and climate risks, as well as business continuity, consumer protection into the comprehensive risk management

### Developed "Jingdaxisuan" intelligent monitoring module

Cleaned up inefficient and low-efficiency usage of RMB 30 billion of economic capital

### Implemented "double foundation" management

Enhanced the comprehensive, proactive and intelligent risk management capability of primary institutions

### Information sharing between parent company and its subsidiaries

Achieved a unified graphical demonstration of the risks of a single client within the whole Group

### Expanded the scope of implementation of the advanced approach to capital management

Adopted an internal rating approach on financial institutions and overseas clients for a refined calculation of regulatory capital

## Promoted intelligent risk control

### Incorporated intelligent risk control in the four ends of B, C, G and M

### "Lanxin Project" for trading and investment business

Completed the replacement of a purchased core management system with a self-developed system  
Built a risk control system for asset management business

### Continued to enrich and optimise the "toolbox" for risk management

Intelligent identification and targeted reduction of inefficient and low-efficiency of economic capital employed

Anti-fraud system achieved real-time responses and interception

### 3R system for online business

**Risk Scan & Detect System (RSD)** has covered screening in inclusive loans, corporate, personal loans, international and credit card business

**Risk Model Decision Making Support System (RMD)** has provided technology and platform support to branches for risk calculation

**Risk Alert & Detect System (RAD)** has covered >80% new clients with NPLs and on average sent alerts 4.21 months in advance

Optimised the model for loss given defaults

Achieved automated and intelligent client rating

## Strengthened compliance management

### Fully strengthened the management of staff behaviour

Established an employee behaviour management system that is characterised by "offline gridding, online intelligence"

### Explored the construction of a digital compliance system

Connected compliant data monitoring and compliant control functions

### Optimised the accountability system for violations

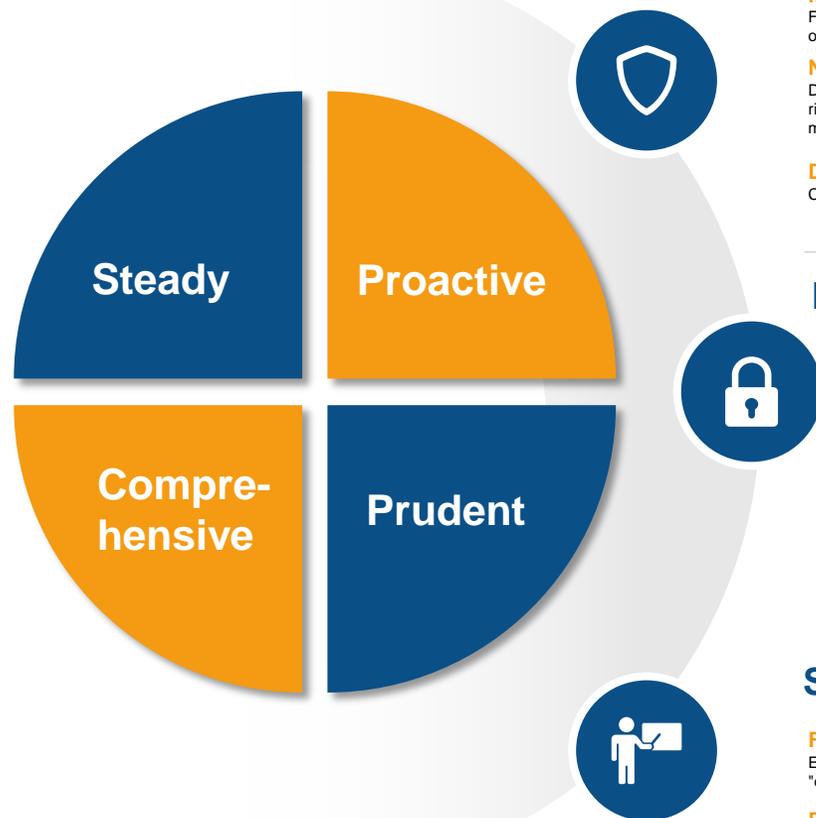
Continued to enhance the accountability system and coordination mechanism, strengthening the deterrent effect against violations

### Strengthened crime prevention

Severely cracked down on violations of client information security

### Significant improvement in anti-money laundering capability

Broad expedition in the Group's integrated anti-money laundering system, reconstructing the evaluation system for money laundering among clients



# Strong and Robust Asset Quality



## Proactive control of asset quality

### NPL ratio

1.56%, up 0.14 ppt compared with the beginning of the year

### Special mention loan ratio

2.95%, up 0.02 ppt compared with the beginning of the year

### Overdue loan ratio

1.09%, down 0.06 ppt compared with the beginning of the year

## Five core indicators remained stable

NPL ratio **remained stable**

Overdue loan ratio **remained stable with a slight decrease**

Credit cost ratio **remained largely stable**

Allowances to NPLs **remained stable with a slight decrease**

Allowances to total loans **remained stable with a slight increase**



## Robust foundation of asset quality

The amount of NPLs exceeded overdue loans by RMB 78.5 billion

## Strong risk offsetting capability

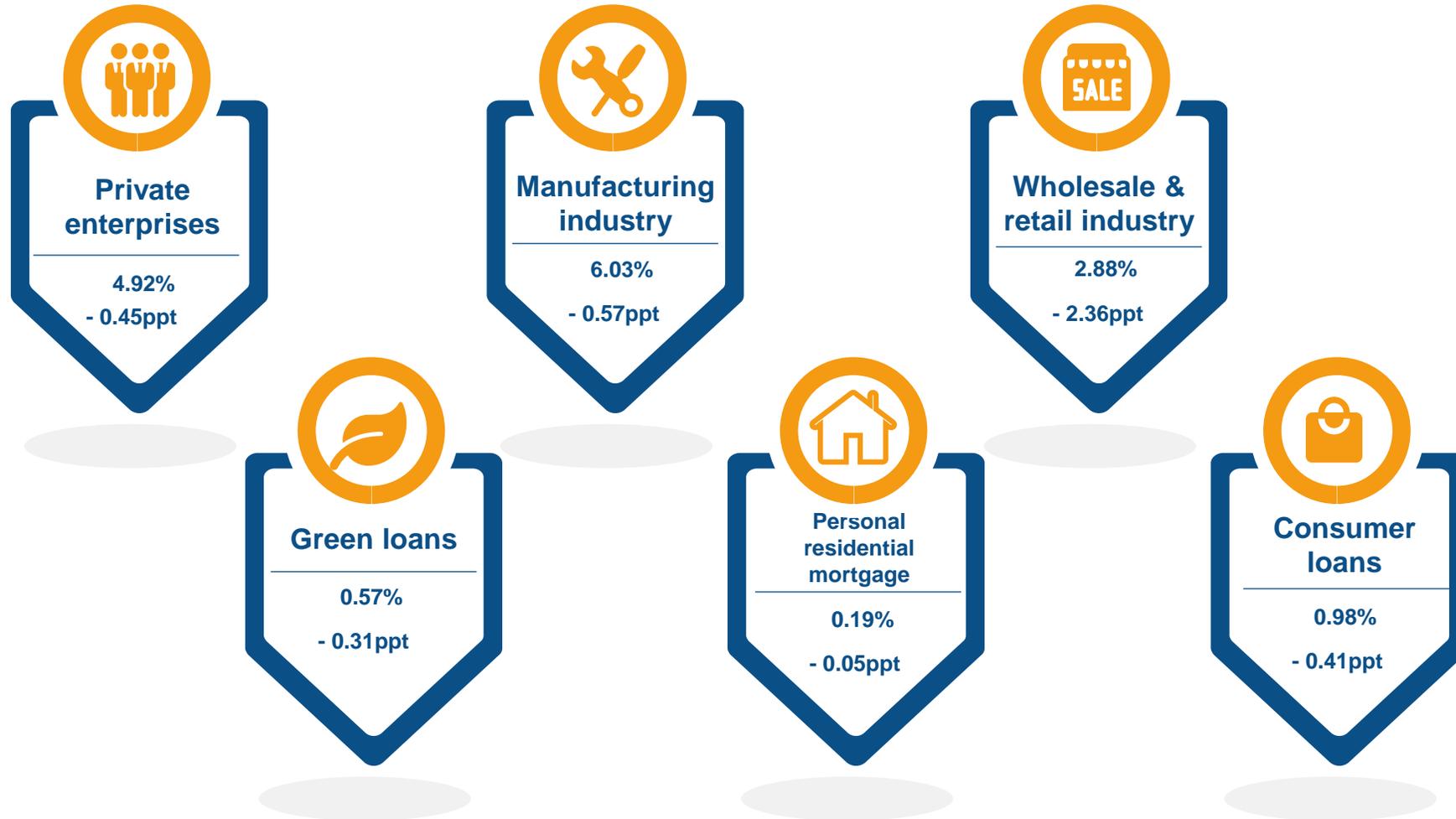
### Allowances to NPLs

213.59%, down by 14.10 ppt compared with the beginning of the year

### Allowances to total loans

3.33%, up by 0.10 ppt compared with the beginning of the year

# Asset Quality of Key Segments Remains Stable



\*Percentage represents NPL ratio ; compared with the beginning of the year

# Reasonable Control of Liquidity and Market Risks

## Liquidity remained sound and sufficient

### Gave full play to the synergistic advantage of the Group to increase client funds

Increased client stickiness

### Proactive liability management in a comprehensive and multi-channel manner

Strengthened cooperation with counterparties and developed diversified financing channels

### Deepened the development of refined and forward-looking liquidity risk management

Continued to optimise the cash flow forecasting model, maintaining sufficient liquidity reserves

### Carried out liquidity risks stress test for the Group regularly

Continued to optimise the methods of stress testing

### Reviewed the liquidity contingency plans and contingency responses regularly

Effectively enhanced the ability to cope with events associated with liquidity risks

### Multiple indicators continued to exceed regulatory requirements

Liquidity coverage ratio, net stable funding ratio, liquidity matching ratio and liquidity ratio remained stable



## Properly handled the disposal of risks associated with Baoshang Bank

Under the guidance of the takeover team, CCB **completed the custodian tasks** according to the custody agreement in late May 2020

## Effective control of market risks

Established a joint contingency taskforce for major market risks

Promoted the building of an intelligent control platform for investment and transaction business

Promoted the rectification of existing wealth management products as planned, building a risk control system for the asset management business

Incorporated financial institutional business into CCB's new products risk management process of investment and transaction business

Continued to implement "penetrating" management, strictly conducting risk classification and setting aside provisions for impairment losses according to the underlying assets

Incorporated information on risks associated with subsidiaries' credit bonds, derivatives and asset management business into a unified risk picture

Optimised risk control mechanism for new products, further strengthening the awareness of consumer rights protection

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# Supported Poverty Alleviation



## Improved poverty alleviation mechanism

### Seamless integration of poverty alleviation and New Finance

In coordination with the promotion of "Three Major Strategies", head office and branches, parent company and subsidiaries collaborated on a targeted poverty alleviation mechanism

### Shaped a structure of financial support for poverty alleviation

Prioritized poverty alleviation through e-commerce, innovative poverty alleviation of credit, extension of service network, public welfare poverty alleviation and comprehensive poverty alleviation support

### Introduced "N+ registered poor households" industrial poverty alleviation model

#### FinTech improvement mechanism

Provided more convenient and faster online financing for poverty-stricken areas

#### Credit improvement mechanism

Provided credit for enterprises and farmers in poverty-stricken areas

#### Industrial chain improvement mechanism

To support the enhancement of the entire agricultural industrial chain

#### Management improvement mechanism

To enhance the credit system construction in poverty-stricken areas



## Targeted credit supply



As of end December

Balance of targeted industrial poverty alleviation loans was **RMB 123.75 billion, up 35.2%**



Balance of loans for "three regions and three prefectures" was **RMB 127.69 billion**, an increase of **RMB 9.84 billion** compared with the beginning of the year



## Innovative modes of poverty alleviation

### Poverty alleviation through industry development

Poverty alleviation loans for agriculture, forestry, animal husbandry and fishery was **RMB 4.40 billion**  
Annual transaction for poverty alleviation on e.ccb.com was **RMB 17.08 billion**

### Poverty alleviation through education

Granted a total amount of **RMB 150 million** to support high school students in poverty-stricken areas through "Building the Future Growth Plan"  
Granted a total amount of **RMB 3.5 million** to support middle school and university students in Tibet

### Poverty alleviation through healthcare

Consecutive yearly donation "Mothers' Health Express" programme, totalling **RMB 62 million** for purchasing 410 vehicles

### Poverty alleviation through ecological protection

Balance of loans for ecological environment improvement in poverty-stricken areas was **RMB 1.52 billion**

### Poverty alleviation through society support

Sent 21 selected senior staff to support poverty alleviation in Ankang, Shaanxi province; accumulatively allocated **RMB 346 million** to "one district and three counties"; introduced aid fund of **RMB 39.15 million**; and trained **66,200** primary-level officials



## Poverty alleviation donation



Targeted poverty alleviation donation of **RMB 132 million**, implemented over 740 poverty alleviation projects within the year



Supported a great number of poverty-stricken villages and households to realise poverty alleviation

# Protected Stakeholders' Rights

## Protected employees' rights

Protected employees' various labour rights and safeguarded their legal interests  
 Adhered to a public hiring process to ensure transparency, equality and zero discrimination  
 Strictly avoided hiring child labour and eliminate forced labour  
 Established workers union to implement democratic management  
 Processed employees' complaints about rights protection

## Valued health and safety

Attached great importance to a safe occupational and working environment for employees  
 Enhanced prevention and control at workplace  
 Investigated and eliminated major safety risks  
 Developed and implemented a response mechanism for safety and security emergencies of different levels

## Promoted talent development

Innovative employee training ideas  
 Optimised the training system  
 Tailor-made training materials  
 Systematic establishment of training programme



## Strengthened supply chain management

### Upheld commitment to green procurement

Achieved a paperless tender process  
 Incorporated environmental and energy saving indicators into the procurement evaluation system for office furniture and other projects

### Deepened technology empowerment

Social and digital procurement platform  
 Utilised knowledge graph analysis tool to accurately identify the association with the suppliers

## Strengthened IP and consumer protection

Paid attention to the creation, use, protection and management of intellectual property  
 Applied intellectual property rights for patents and trademark in time  
 Paid attention to the infringement risk of intellectual property  
 Protected customer's personal information

## Strict compliance management

Established a four-level supervision structure  
 Improved the "four-in-one" reporting channel including letter, internet, telephone and visit  
 Set up dedicated integrity system for overseas institutions  
 Continuously improved the anti-money laundry governance system to effectively identify, report and control the risk of money laundering  
 Strictly complied with the tax law in each operational location

# Supported Environmental and Climate Protection



## Improved top-level design and management mechanism

### Improved top-level design

- Continuously improved the long-term mechanism of green finance development
- Specified the responsibilities of the Board of Directors and Related Party Transaction, Social Responsibility and Consumer Protection Committee on green credit strategy
- Established Green Finance Committee at senior management level to promote and coordinate green finance

### Optimised management mechanism

- **Set the goal** to increase the proportion of green credit in the annual credit policy
- **Organisational promotion** to incorporate green finance targets into the annual comprehensive operation plan
- **Resource allocation** to meet the demand of business growth in green credit related sectors
- **Supervision and inspection of**, the completion of green finance business indicators, and quality of completion in the daily monitoring
- **Assessment and evaluation** of green credit indicators in the annual KPI system



## Coped with climate change

### Strengthened policies

- Incorporated environmental and climate risks into the overall risk management
- Implemented veto power over environmental protection issues during the credit approval process
- Strengthened green transformation in multi dimensions of industry, area, customer and product

### Special stress tests

- Carried out special stress testing for chemical and thermal power industry

### Proactive adjustment of credit structure

- Controlled credit supply for thermal industry, exited the outdated thermal projects with a unit scale of less than 300,000 kilowatts and projects with outdated capacity to be obsoleted by the state
- Increased financial support for eco-agriculture such as green organic agriculture, green animal husbandry, and conservation of animal and plant germplasm resources



## Enhanced green operation

### Effectively reduced office energy consumption

- Rolled out measures including energy-saving renovation of office facilities, implementation of paperless office, precise control of room temperature

### Upheld green procurement concept

- Incorporated environmental protection and energy-saving indicators in the assessment for suppliers and office furniture procurement

### Reduced paper consumption

- Achieved a paperless procurement process through Longjicai, an online tender platform

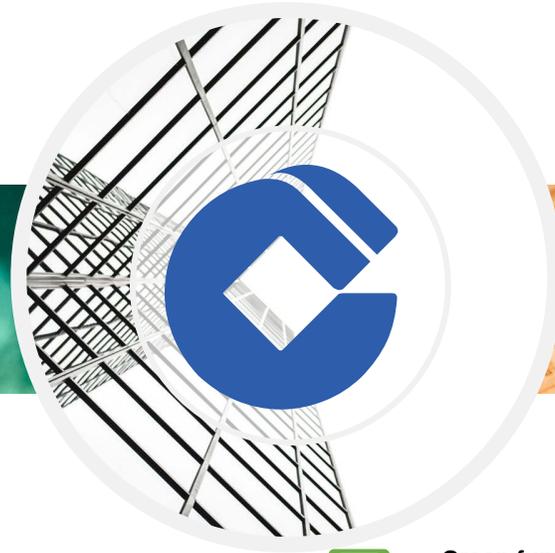
### Fostered green operation concept

- Launched themed activities such as "low carbon week" and "clear your plate campaign"

**The average annual electricity consumption of the head office has fallen by more than 2 million kWh for five consecutive years**



# Innovative Development of Green Finance



## Increased supply of green credit

 Launched innovative special loan products associated with energy saving and environment protection  
Balance of green loans was **RMB 1.34 trillion, up 14.2%**

 Supported projects to save 35.06 million tonnes of **standard coal**, a year-on-year increase of 3.1 million tonnes

 **Reduced carbon emissions** by 73.89 million tonnes, a year-on-year increase of 1.55 million tonnes

 **Saved** 113.34 million tonnes of **water**, an increase of 47.04 million tonnes

## Gave full play to the advantages of comprehensive and multi-functional financial services

 **Green fund**  
Proactively established a national green development fund as founding shareholder

 **Green bond**  
Issued a dual-tranche senior green bond of USD 1.2 billion  
Underwrote the first interbank market green building panda bond  
Underwrote and issued the first batch of domestic carbon-neutral green bonds

 **Green asset securitisation**  
Issued the first green credit asset-backed security of RMB 4.4 billion under Bond Connect

 **Green leasing**  
Expanded into the key sectors including electric vehicles, urban rail transit and clean energy

 **Green trust**  
Adopted private equity investment, M&A restructuring to support the implementation of green finance projects

# Optimised ESG Governance

## Incorporated ESG into the corporate governance and risk management framework

### Board of Directors and Committees



Responsible for studying and formulating the Group's ESG-related strategies, supervising and evaluating the implementation of strategies  
Reviewed and provided guiding opinions on core ESG issues and proposals, and supervised the implementation and completion of critical tasks

### Senior management and committees



The former is responsible for formulating ESG working plan and objectives, while the latter organise regular meetings to discuss the ESG work of the Bank

### Incorporated ESG risks into the comprehensive risk management framework



Departments related to ESG risks held regular meetings to report important issues and work progress in accordance with the requirement of the Risk Management Committee of the Board of Directors

### Incorporated major global public health crisis in the analysis of substantive issues



At the same time, proactively maintained interaction with key stakeholders in core ESG-related topics globally

### Heightened attention to climate change risks



Continuously kept abreast of the forward-looking research by regulatory bodies in addressing climate change, and thoroughly considered the concerns on core ESG issues from regulators, investors and ESG rating companies

### Organised multi-angle and targeted ESG training



Strengthened all employees' understanding and awareness of ESG

## ESG Rating

### MSCI rating upgraded from BBB to A

The only Chinese bank with A rating among the global top ten banks by market capitalisation

One of the banks with the highest rating in the Chinese banking industry

### S&P rating

Highest rating among Chinese banks

# External Recognitions



**National Poverty Alleviation  
Summary and Commendation  
Conference**  
"National Poverty Alleviation  
Advanced Group" honorary title



**The State Council Leading Group  
Office of Poverty Alleviation and  
Development**  
2020 National Poverty Alleviation Award  
Organisational Innovation Award



World Ranking: 2  
Country Ranking: 2

**The Banker (UK)**  
Ranked 2nd in the "TOP 1000  
World Banks"



**Fortune (US)**  
Ranked 30th in the Fortune  
"Global 500"



**China Banking Association**  
The Best Contribution Award for  
Targeted Poverty Alleviation



**The Asian Banker (Singapore)**  
Wealth and Society Award  
The Best Commercial Bank In China



**Asiamoney (Hong Kong)**  
China Retail Banking Award  
The Best National Retail Bank



**Global Finance (US)**  
The Best Cross-Border Trade  
Bank in China

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# Opportunities and Challenges

## Opportunities



- Global economic condition will remain complex and severe with unstable and imbalanced recovery
- Various derivative risks caused by the pandemic should not be ignored
- Global liquidity is extremely loose
- More hidden risks in financial markets
- The foundation of economic recovery is not solid
- Credit risks such as growing NPLs may lag behind
- Hidden dangers of regional financial risks still exists
- More limitations on resources
- Further tightening of domestic and foreign financial regulations

- Chinese economy is returning to normal, domestic momentum is strengthening gradually
- Accelerated construction of “dual-circulation” development pattern
- Reform and innovation will continue, speeding up the adjustment of economic structure
- Proactive fiscal policy will be implemented in a manner that is of higher quality, more effective and more sustainable
- A prudent monetary policy that is flexible, targeted, reasonable and moderate
- New Finance action aligns with national policy direction
- China firmly promotes two-way opening up



## Challenges

# Economic Outlook



## Global economic recovery continues

Although global economic recovery continues, impact of the pandemic on global economy remains, and the adverse impact on the economy has not yet been eliminated

Stimulus measures and vaccine rollouts are expected to enhance global economic growth forecast

Major economies maintain loose monetary policy, fiscal policy stimulus expected to intensify

The pandemic and protectionism have accelerated adjustment of global industrial chain

Cross-border investment globally is very likely to remain weak, debt default risks may become a new systemic risk

### International authoritative organisations' forecast of economic growth in 2021

	International Monetary Fund (IMF)	World Bank
Global	5.5%	4.0%
China	8.1%	7.9%
US	5.1%	3.5%
Eurozone	4.2%	3.6%



## China's economy gradually normalises

The economy in 2021 will achieve normalisation at large

Bigger rebound in economic growth, faster in the beginning and slower later of the year

“Dual-circulation” strategy accelerates, and the economy is moving towards a higher level of supply-demand balance

Macro policies should maintain continuity, stability and sustainability

Recovery of demand and supply sides speed up, strengthening productivity structure adjustment; correction will show differentiation based on different industry and region

Growth rate in investment maintains at a medium-to-high level, consumption records accelerating growth, export maintains steady growth

Price level is stable in general, CPI growth within 3%

Growth of social financing will basically match the growth of nominal GDP, macro leverage ratio remains stable at large

Higher external risks in future economy but it is largely controllable

# Strive to Drive New Finance Initiative



Aligning to the new development mission  
Building new development pattern  
as the guiding principles



Digitalised operation  
as the model of New Finance



Empowering B-community, Breakthrough in  
C-community, Connecting G-community  
as the pathway to drive New Finance Initiative

Learn by analogy, three things beget everything;  
integrating New Finance concepts and practices into all aspects of management



## House rental strategy

- Fully leverage first-mover advantages and practical experience
- Grasp the opportunities of urban renewal to explore "house deposit + light-asset operation" business model
- Launch innovative product solution, strengthen financial support through market-oriented methods
- Play the role as a "maintainer" of market order



## Inclusive finance strategy

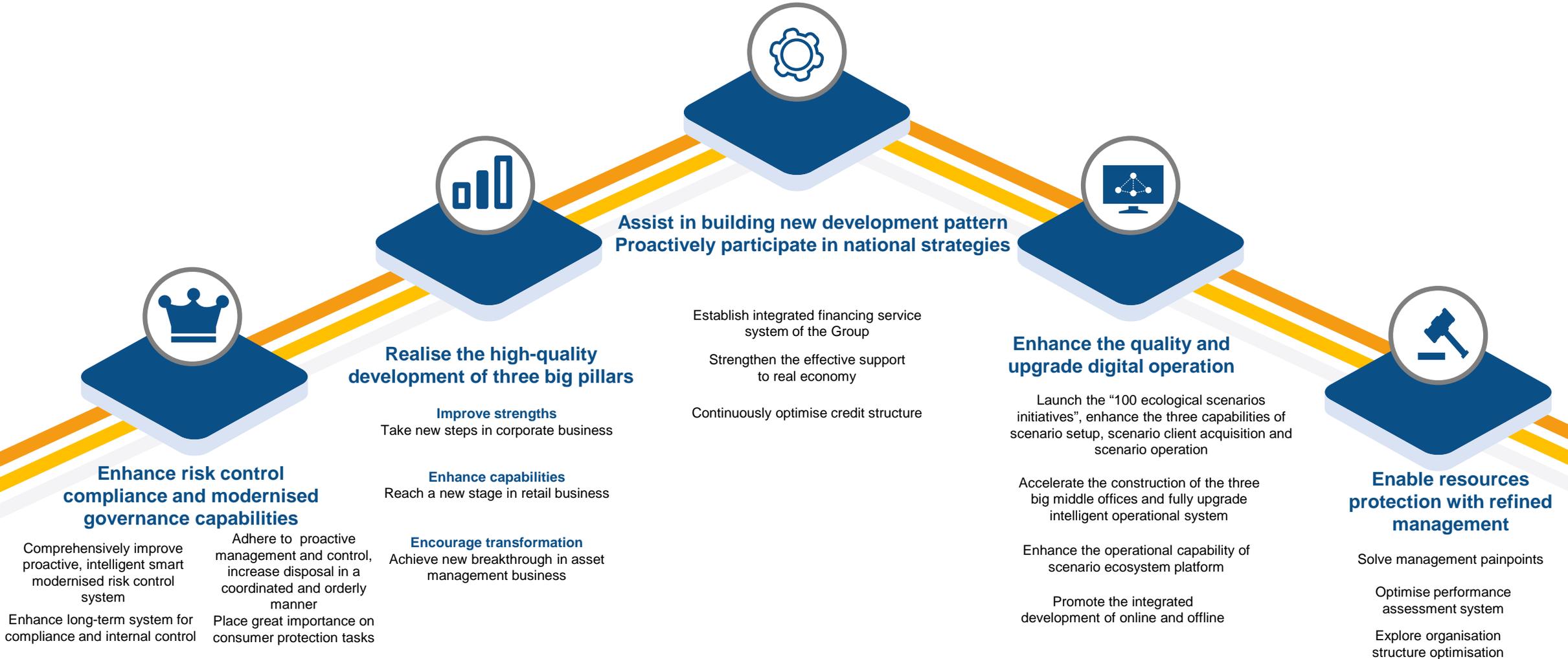
- Adhere to "online-activation-insight-service" standard tactics when implementing digitalisation of inclusive finance
- Enhance the service points of "Yunongtong" and set up an integrated financial service platform
- Establish the infrastructure to match supply and demand of agricultural products and land resources
- Solidify and expand the results of poverty alleviation, promoting rural revitalisation



## FinTech strategy

- Adhere to the user mindset, establish a user-oriented assessment system
- Breaking data barriers, creating an open and sharing operational culture
- Forming a professional team dedicated to system iteration and upgrade, as well as operational assurance
- Improve operational capabilities, make efforts in ecosystem scenarios applications

# Fully Promote High Quality Development





# Thank You