

### **2021 Annual Results Release**

# Sustain Steady and Long-term Growth in Building a First-class Global Banking Group





This presentation and subsequent discussions may contain forward-looking statements that involve risks and uncertainties. These statements generally use the words "believe", "expect", "anticipate", "estimate", "plan", "forecast", "target", "may", "will" and other forward-looking terms. You should not place undue reliance on such forward-looking statements, which speak only as at the date of this presentation. These forward-looking statements are based on our own information and information from other sources that we deem as reliable. They relate to future events or the future financial, business or other performance of the Bank and are subject to a number of uncertainties that could cause actual results to differ materially.



Annual Operating Results

| Progress in Plan Implementation

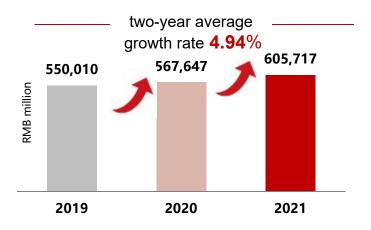
**III** Outlook for the Next Stage

In 2021, Bank of China conscientiously implemented the decisions and plans of the **CPC Central Committee and the State Council, successfully** completed the annual tasks and objectives, and achieved good operating results



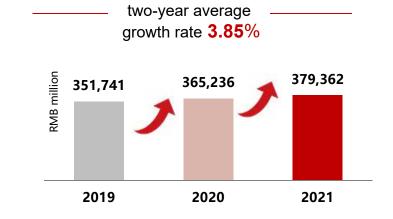
# Earning abilities enhanced steadly

Operating income +6.71% >> PPOP +3.87%





2019

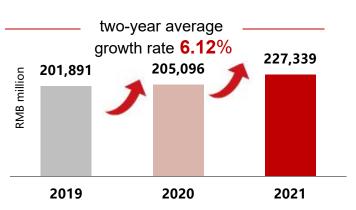


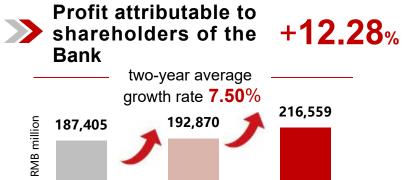


RMB 605.7 billion



### Profit after tax +10.85%





2020

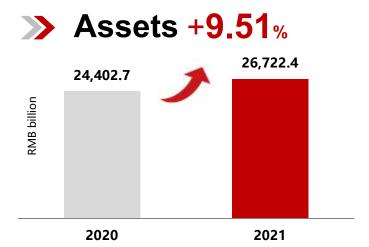
2021

Profit attributable to shareholders exceeded RMB200 billion

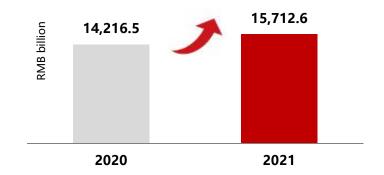
RMB 216.6 billion



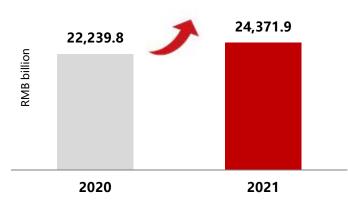
## **Business scales expanded robustly**



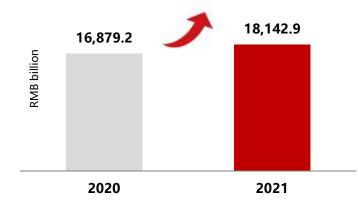












### Coans grew rapidly

- Domestic RMB loans went up by RMB1.38 trillion, a record high of increase
- Porportion of net loans to total increased by 0.59 ppts to 57.34%
- The proportion of medium and long-term loans grew by 1.31 ppts to 75.18%

#### Deposits grew robustly

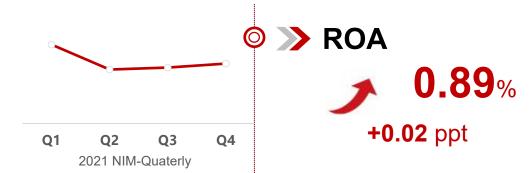
- Domestic RMB deposits went up by RMB1.04 trillion, a record high of increase, and market competitiveness further improved
- Foreign currency deposits and loans of Chinese mainland continued to maintain the market leading position
- **O** Total AUM reached RMB3.2 trillion
- Domestic international settlement and cross-border RMB settlement reached record high
- Custody assets exceeded RMB15 trillion, and overseas custody business maintained the first place

# Operating efficiency improved decently

### >> Net interest margin

1.75% -10 bps

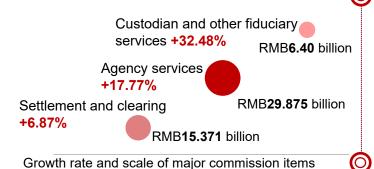
- NIM rebounded in Q3 and Q4 in a row
- Interest rate on newly granted RMB loans decreased 13 bps yoy, supporting the development of real economy
- Interest payment ratio of customer deposits was 1.52%, 6 bps down yoy



Fee income

up 7.82%

13.44% of operating income +0.14 ppt

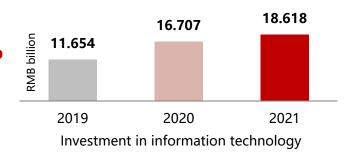


Capital

>> ROE

Cost to income ratio

28.17% +1.44 ppts



- Continuously optimized the structure of expenditures and allocated more resources to key products, areas and regions
- Information technology investment rose by 11.44% yoy, accounting for 3.07% of operating income

Core Tier 1 CAR 11.30% 12bps

**+0.67** ppt

**11.28**%

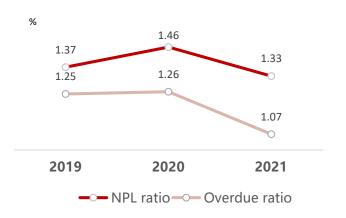
CAR 16.53% 131bps

Leverage ratio 7.65% \$\mathcal{1}\$ 5bps

# **Asset quality remained stable**

### Major indicators





# Asset quality in key sectors remained healthy and stable



	Balance of loans,domestic (Unit: RMB million)	NPL ratio at the end of 2021	Change compared with the end of 2020
Commerce & services	1,589,119	1.89%	-1.12 ppts
Manufacturing	1,549,639	3.57%	-0.69 ppt
Strategic emerging industries	521,578	0.64%	-0.36 ppt
Inclusive finance	881,502	0.51%	-0.31 ppt
Green finance	1,408,594	0.29%	-0.01 ppt



# Made solid progress with risk resolution

- Domestic institutions resolved RMB147.5
   billion NPAs on/off B/S
- Expanded disposal channels, achieving breakthroughs in single corporate transfers and batch individual transfers
- Intensified the securitization of personal and bank card NPAs, with NPA disposals hitting a record high



## **Customer base grew soundly**

### Corporate customers



**Active customers** 

975.2

thousand

- Active customers increased by 101.8 thousand, up 11.7%
- Technological enterprises with credit granted exceeded 30 thousand
- Credit customers under "specialized, refined, featured and innovative" service model surpassed 15 thousand
- Provided import and export trade settlement services for nearly half of the enterprises with actual import and export records of customs
- Maintained correspondent relationship with about 1,100 institutions worldwide, remaining the leading position among its domestic peers
- Custodian service for QFI and agency service for overseas central banks and other sovereign institutions both held leading positions in the industry in terms of both customer base and business scale
- The number of active customers under custody services reached **2,829**, with a growth rate of **5.72%**
- Ranked first among comparable peers in terms of growth rate of personal customers
- Active customers increased by 20.86 million, up 6.62%
- Middle and high-end customers grew at 11.01%, faster than the growth rate of mass customers
- Private banking customers stood at 147.3 thousand, up 10.80%, among which, the No. of domstic private banking customers grew 11.77%
- Monthly active credit card customers was 16.08 million, with a growth rate of 4.5%, and new customer activity rate reached 66.7%, an increase of 23.6 ppts yoy

#### 9





**Personal customers** 

Monthly active mobile banking customers reached

**71.04** million, up **17.80**%



**Corporate customers** 

Online banking customers reached 6,481.2 thousand, up 19.25%

Mobile banking transaction customers increased by 113.85%

### >> Retail customers



Active customers

336

million

# Brand image further improved

**Comprehensive Strengths** 

The Banker

Ranked 4th in Top 1,000 World Banks

FORTUNE

Ranking in Global 500 rose 4 places

**S&P Global** Ratings

**Fitch**Ratings

Fitch Ratings Viability Rating **upgraded** to **bbb**S&P, Moody's and Fitch all afirmed the Bank's rating at
the highest level among comparable Chinese peers

MOODY'S
INVESTORS SERVICE

Social responsibilities

Integrated **environmental**, **social and governance** (**ESG**) concepts into all aspects of business management

Continuously improved the adaptability, competitiveness and inclusiveness of financial services

Effectively enhanced the ability and level of serving economic, social and environmental development

#### **Market Recognition**

#### **Global Finance**

Best Private Bank
Best Sustainable Finance Bank

#### **The Asian Banker**

China's Best Investment Advisory Service FinTech Innovation Award

#### **IFF** (International Financial Forum)

Global Green Finance Awards - Institutional Annual Award

#### **Asiamoney**

Best Transaction Bank for Trade Finance
Best Green Bond Bank
Best Bank for Domestic Debt Capital Market
Best Transaction Bank for Supply Chain Finance

#### **FinanceAsia**

ESG Financing Institution of the Year Best Debt House-Asia

#### The Asset

Best Sustainable Financing Issuer Best QDII Custodian Bank

### China Banking Association, China Association of Small and Medium Enterprises

Excellent Case of Financial Services for Micro, Small and Medium-sized Enterprises

#### **Forbes**

China's Most Popular Employers for College Students



**Annual Operating Results** 

I Progress in Plan Implementation

Outlook for the Next Stage

BOC formulated and released the Group's 14th Five-Year Plan, accelerated development of key businesses, accumulated new momentum for transformation and reform, and made new achievements in operation and management





### **Technology finance**



>> Stepped up support

**Credit customers** 

Comprehensive support for technology-based enterprises



exceeded RMB 1.26 trillion of which loans stood at RMB 820.0 billion



nearly 36 thousand

Loans for strategic emerging industries increased by RMB 299.3 billion 135%

No. of outlets offering technology finance services 93

- Improved products and services
  - Innovated business models for credit granting
  - Created special products based on science and technology
  - ⇒ Provided full-lifecycle services
- Deepened cooperation with governments
  - Supported national strategic technological strength
  - Deepened the service system for "specialised, refined, featured and innovative" enterprises
  - Increased the application of technological achievements
  - Promoted the popularization of 'science + finance'



### **Green finance**



# Optimized governance structure

Set up the **Steering Group** for Green Finance and Industrial Planning and Development, as well as the **Green Finance Committee** under the Executive Committee to press ahead with relevant green finance matters



14th Five-Year Plan of Bank of China for Green Finance Action Plan of Bank of China for Serving the Goal of Achieving 'Carbon Peaking and Carbon Neutrality' Set detailed road maps in 15 aspects

#### Rapid growth of green assets

Domestic green credit balance exceeded RMB1.4 trllion

Ranked 1st in the Bloomberg 2021 Global Green Loans and Sustainability-Linked Loans Ratings for Chinese Banks

**Green bond investment** - Ranked 1st on NAFMII's list of investors with green bonds

#### Green bond underwriting - Ranked 1st

Underwrote domestic green bonds for RMB129.4 billion Underwrote overseas green bonds for USD23.4 billion

#### Green bond issuance - Most active

Accumulated overseas issuance of USD10.7 billion

Green custody- business scale increased by 120%

# Active integration into green governance







#### Diversified products and services

Successfully issued a number of products first of its kind worldwide and multiple innovative products, and leveraged on the advantages of globalized operations and diversified business platforms to boost business synergy across the Group

Comprehensively utilized investment, loan, bond, equity, insurance, leasing and other financial instruments to develop the BOC green product system



#### **Promoted green operation**

Electronic reconciliation rate 98.5% Smart counter: 0 bank notes

0 storage cost

0 paper retention

Conducted environmental risk stress tests

Strengthened carbon footprint management

Practiced 'Green Winter 14 Olympics'



#### **Inclusive finance**



### Improved the service quality and effectiveness

#### Inclusive finance loans to SMEs

Loans balance

No. of credit customers

Average interest rate of newly granted loans

3.96%

NPL balance and ratio both declined

#### **SMEs**

No. of new first time borrowers Proportion of unsecured loans

increased by 40.8 thousand up **1.94** ppts

### **Accelerated the digital transformation**

Newly extended loans processed online exceeded RMB 100 billion

#### **Developed featured products and services**

- Launched the inclusive finance brand of "Inclusive Loan" and products such as "New Year Benefit Loan" and "MSE Benefit Loan"
- Established a product system comprised of eight series, covering more than 50 sectors
- Provided credit support to more than 15,000 "specialised, refined, featured and innovative" enterprises
- Accumulatively organized 89 matchmaking events for enterprises, providing valueadded financial services featuring "financing + intelligence" for more than 40,000 enterprises from 126 countries and regions

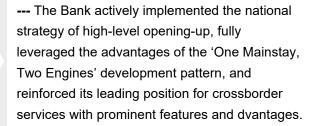


#### **Cross-border finance**



#### (iii) Consolidated competitive advantages in cross-border finance

Maintained the first position in the industry in 13 businesses including international settlement, cross-border RMB settlement, foreign currency exchange and cross-border custody Volume of cross-border RMB settlement amounted to RMB11.26 trillion, up 22% you Volume of cross-border RMB clearing amounted to RMB632 trillion, up 34% yoy International settlement volume reached USD7.26 trillion, up 26% you Cumulative credit granted to projects along the Belt and Road exceeded USD223.0 billion





#### **♠** Led innovation in cross-border financial services

Enriched and improved the product and service solutions for new trade patterns such as cross-border e-commerce, market procurement trade and comprehensive foreign trade service platforms

Took the lead in rolling out the Cross-boundary Wealth Management Connect scheme. Held a market share more than 60% for the total number of WMC northbound and southbound subscribers

Advanced the online, intelligent and digital development of cross-border finance, comprehensively upgraded the "BOC Cross-border E-commerce Connect" and provided RMB140 billion of crossborder e-commerce fund settlement



#### **Enhanced brand value of cross-border finance**

Built a financial services bridge for foreign trade and economic cooperation Actively served and supported the successful holding of major exhibitions such as CIIE, CIFTIS, Canton Fair and CICPE



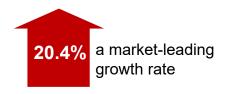
#### **Consumer finance**



**Business grew rapidly** 

RMB consumer loans

Instalments volume of credit cards





Improved the product system

**Effective synergy** of personal loans, credit cards and consumer finance businesses

Domestic RMB personal loans increased by 9.69%, the proportion of new non-

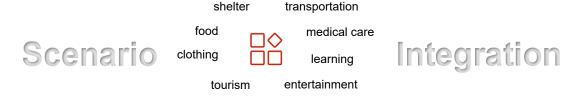
housing loans went up by 9.5 ppts

Loans granted by BOC Consumer Finance rose 56.90%, the proportion of online loans balance went up to 35.06%

Created multi-category consumer finance product system

**Accelerated digital transformation** 

Actively integrated into scenarios and closely followed customers' livelihood and consumption demands





### **Wealth finance**



--- The Bank actively implemented the national strategy of 'common prosperity', and propelled the high-quality development of wealth finance business based on the development pattern of 'One Mainstay, Two Engines'



Note: Personal customers refer to customers of domestic branches
The financial assets of personal customers refer to those across the Group

Customers Personal customers 495 million

of which: medium and high-end customers increased by 11.01%

Assets Personal customers' AUM RMB 11 trillion of which: investment financial assets increased by 15.67%

Income Balance of WMPs sold to personal customers increased by 75% Income from wealth management increased by 33%

#### **Private banking**





Customers 147.3 thou

147.3 thousand, increased by 10.80%

of which: domestic customers increased by 11.77%

**AUM** RMB**2.16** trillion, increased by **16.75%** 

of which: domestic customers' AUM increased by 23.63%

**Platform-based** Selected quality products across the Group and market, the average rate of return of the newly established partial equity funds under custody ranks first among major peers, taking the leading position in return for customers

**Allocation-oriented**| Optimized the 'Investment Strategy Portfolio' service, so as to offer **diversified asset allocation** to customers, growth rate of personal customers AUM ranked first among comparable peers

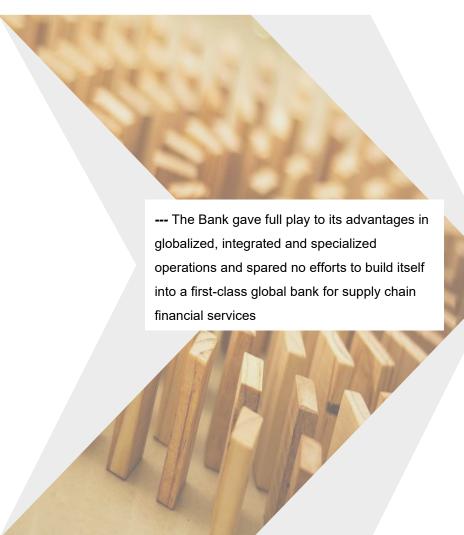
**Consultant-based**| Built up the **Bank of China Investment Strategy Research Center**, a global investment advisory service system

Specialized | Shifted from 'sales-driven' to 'professional service-driven in the whole journey' Digitalized | The sales volume of investment and WMPs through mobile banking accounted for over 87% in all channels

Globalized and integrated | Accelerated the building of the Asia-Pacific private banking platform, and enhanced its service capacity of 'private banking + investment banking + commercial banking', with the number of family trust customers increased by 82% and growth rate of private banking customers AUM ranked first among comparable peers



### **Supply chain finance**



### Focused on key areas of the country and enhanced financial support

Provided liquidity support to core supply chain enterprises

RMB **2.16** trillion

Offered credit support to upstream and downstream enterprises of the supply chain

RMB **1.70** trillion

Core supply chain enterprises of '1+N' system 11.6 thousand

Local and foreign currency supply chain trade financing volume RMB 332.1 billion

Core customers of online supply chain financing 241% yoy Volume of online supply chain financing business 263% yoy

#### Launched the new brand 'BOC Smart Chain'

Developed four industry sub-chains--'BOC Medical Chain, BOC Auto Chain, BOC Equipment Chain and BOC Construction Chain'

#### Created

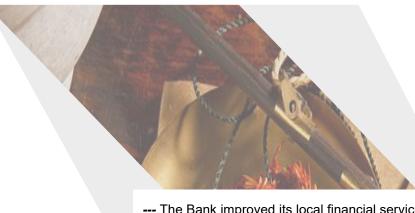
Open Supply Chain Finance Ecosystem

Account deposits Settlement Financing Securities

Cash management Insurance Remittance Wealth management



### **County-level finance**



--- The Bank improved its local financial service infrastructure and explored the construction of a digitalised, scenario-driven, platform-based and featured county-level financial service model



Formulated action plans for rural revitalization and business development of county-level finance

Balance of agriculture-related loans RMB 1,740.8 billion 16% Balance of inclusive agriculture-related loans RMB 188.8 billion 146%

Focused on the development of online channels and continued to optimize offline channels

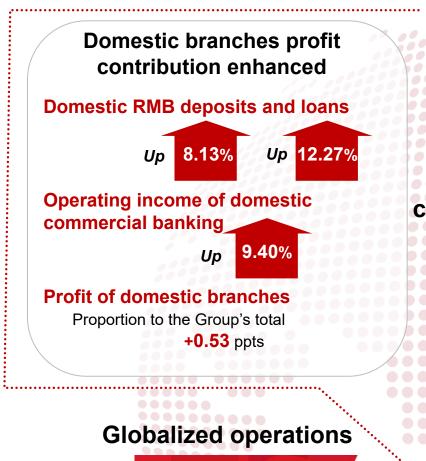
Opend 40 new county-level institutions covering 17 counties with no offline financial service channels previously

Launched new financial products to support Enriched the product and service system of the 'Rural Revitalization ' Prosperity Loan'

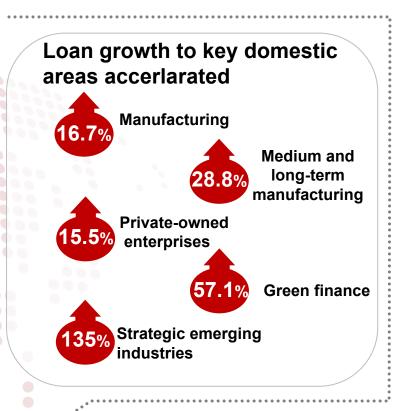
BOC Fullerton Community Bank adheres to the the development philosophy of 'focusing on county area development, supporting farmers and small-sized enterprises'

- Controlled 124 village banks with 185 sub-branches, being the largest domestic village bank group in terms of total institutions
- The balance of loans registered RMB69.239 billion, up 25.50%
- Maintained stable asset quality, NPL ratio was 1.30%, and the ratio of allowance for loan impairment losses to NPLs was 261.78%
- Upgraded services with digital means to unblock the 'last mile' barries for delivering services
- Realized automatic whole process of approval, contracting and disbursement

# Effectively coordinated 'One Mainstay, Two Engines' and leveraged synergy by forging advantages together



Domestic commercial banking further highlighted the primary role



**Maintained stable** 

#### **Diversified business platforms**

Quality and efficiency both improved

## Effectively coordinated 'One Mainstay, Two Engines' and leveraged synergy by forging advantages together

commercial banking

further highlighted

the primary role

### **Globalized operations**

#### **Diversified business platforms**

Quality and efficiency

both improved

#### **Maintained stable**

Assets and profit contribution of overseas institutions maintained the leading position among Chinese peers

Steadily optimized the layout

Overseas institutions covered 62 countries and regions including 41 countries along the Belt and Road

#### Implemented categorisation strategies

Formulated a differentiated development strategy 'Market-by-Market for Overseas Institutions'

Deepened the regional management of overseas i and intensive operation of business lines

Made progress in the construction of the EU IPU region headquarters

Steadily advanced the development of the Asia Pacific private banking platform

Successfully completed of the reform of Euro-African syndicate center

Profit after tax of comprehensive operation companies maintained rapid growth, and their

Set up the integrated operation and synergy office in 10 key areas, carrying out marketing with the focus on 'Eight Priority Areas'

Implemented a number of influential projects in fields such as IPO on the STAR Market, technology and green

**BOC Wealth Management** | Scale of fiduciary management exceeded RMB1.71 trillion

**BOC Asset Investment** | Profit after tax increased by 139%

**BOC-Samsung Life** | Realized a yoy increase of 35% in annual premiums, and a yoy increase of 99% in first-year premiums of high-value regular policies

contribution to the Group further increased

## Achieved continuous breakthroughs in key fields and made progress in digital transformation





6 projects won FinTech **Development Award** 





- Formulated the **14th Five-Year Plan of BOC for FinTech Three main lines -** consolidate foundation support, empower business development, plan for future capabilities
- Promoted the reform of technology management system

Set up a leading group for financial digital Coordinate and lead digital transformation transformation

Establish the Financial Digitization Committee

Optimize the IT governance structure

Set up the Scenario Ecosystem and **Innovation Department** 

Coordinate the digital development, FinTech data governance and IT risk management system building

Deeply integrate business and technology

Focus on product innovation and scenariobased ecosystem building



#### Made significant progress in building of enterprise-level architecture



- Launched the enterprise-level basic technology platform Support 1 billion-level customers online access IT architecture transformation lays a solid foundation for future business development
- The first batch of Phase I business components to be launched soon Focusing on sharing key capabilities Building enterprise-level middle offices covering products, operation, risk control and data



#### Made new achievements in empowering business



#### Lauched mobile banking App version 7.0

Improved accessibility for the eldly

Integrated personal financial service

finance + scenario, technology + care, intelligent + professional, global + panorama



#### **Intelligent Global Transaction Banking**

An online, intelligent and open comprehensive corporate financial service platform

Online business process for inclusive loan, cross-border remittance, supply chain financing, etc.



#### Comprehensive operation platform

Promoted a centralised operations platform across the Bank to realize unified sharing of processes, data and risk control Business processing efficiency enhanced by over 60%



#### 'Cyber Defense' smart risk control and prevention system

Continued to optimize the suspicious transaction monitoring and interception model, and monitored hundreds of millions of transactions on avergae daily basis

Ensured the safety of customer funds



#### Financial ecosystem based on open scenarios

Reached more than 100 million users

# Continuously strengthened risk management and maintained stable and orderly operation of the Group



# Improved comprehensive risk management system

Improved the comprehensive risk governance structure and clarify management responsibilities

Strengthened checks & balances and coordination, and promoted the synergy among the three lines of defense

Improved the management mechanism, enhance the whole-process risk management and control





# Accelerated the digital transformation of risk management

Accelerated the building of intelligent risk control and improved the foresight and effectiveness of risk management, driven by business and led by technology

# Credit risk effectively controled

- Continuously optimized the credit structure, focusing on 'Eight Priority Areas' and key industries
- Strengthened the control of customer concentration and improved the effectiveness of potential risk identification, control and resolution
- Intensified the identification, control and resolution of risks in key areas of corporate banking
- Optimized personal credit approval mechanism and strengthened authorization management
- Expanded the disposal channels of NPAs and increased the quantity of NPAs resolution

# Market risk stable and controllable

- Actively responded to changes in the market environment, optimized the market risk limit management model and enhanced the capacity to handle market emergencies
- Strengthened risk control of securities investment and improved post-investment monitoring and early-warning capabilities
- Adjusted the structure of assets and liabilities, optimized internal and external pricing strategies and implemented risk hedging timely in accordance with market changes to control interest rate risk in the banking book within a tolerable range
- Strove to achieve currency matching between fund source and application, controlled foreign exchange exposures through currency conversion and hedging, thus maintaining exchange rate risk at a reasonable level

# Liquidity risk maintained stable

- Periodically re-examined liquidity risk limits and further upgraded the early-warning system
- Regularly improved the liquidity stress-testing scheme and conducted stress tests on a quarterly basis
- All liquidity risk indicators met with external regulatory and internal management requirements

# Internal control and operational risk management continuously strengthened

- Continuously improved compliance risk governance mechanism and management processes
- Strengthened internal control and case prevention management and forstered internal control compliance culture
- Reinforced **fraud risk prevention and control**, proactively identified, assessed, controlled and mitigated risks
- Improved AML and sanctions compliance management mechanisms and strengthened refined management



**Annual Operating Results** 

| Progress in Plan Implementation

III Outlook for the Next Stage

### Priorities of 2022

# To realize our own high-quality development in the progress of serving high-quality economic and social development

# Actively integrate into national strategies and serve the real economy

- Serve supply-side structural reform of the financial sector, concentrate efforts on developing the 'Eight Priority Areas'
- Serve the nation's innovation-driven development strategy, increase the scale of loans granted to strategic emerging industries
- Support for green and low-carbon development, accelerate the innovation and application of green credit products
- Increase financial support for new infrastructure and new urbanization initiatives as well as major projects
- Optimize the supply of wealth finance products and services, strengthen the building of scenarios related to people's livelihood

#### Consolidate the advantages of 'One Mainstay, Two Engines' and support the construction of the new development pattern

- Give full play to the dominant position of domestic commercial banking, actively make innovations in products and services
- Continue to consolidate its distinctive advantages of globalized operations, and improve its market-by-market strategies for overseas institutions, by shifting focus from quantitative growth to qualitative improvement
- ➤ Strengthen and enhance integrated operations, give full play to the advantages of comprehensive financial services, in order to sharpen its market competitiveness capabilities and improve its contribution to the Group

# Accelerate digital transformation and enhance the new momentum of development

- ➤ Deepen the **reform of IT management system**, enhance top-level desingn of
  digital transformation, optimize the IT
  management process, enhance the indepth integration of industries and
  technologies, and promote the innovation
  of scenario-based ecosystem
- Accelerate enterprise-level architecture and data governance, so as to enhance digital foundations
- Rapidly advance the integrated development of strategic scenario ecosystem, so as to widen industry coverage and penetration
- Establish online and offline channels featuring intelligent interaction, distinctive services and diverse scenarios, and constantly improve customer service and operation management capabilities

# Forestall and defuse financial risks and reinforce its development protection network

- Deepen the establishment of a comprehensive risk management system and improve its multi-tier early-warning system in order to drive business development in a safe and stable manner
- Accurately identify major risks in the context of the new situation, improve risk prevention and control mechanism, and maintain stable asset quality
- Continue to concentrate on the establishment of a long-term compliance mechanism for internal control and AML, carry out special governance in key areas
- Improve the consumer protection mechanism and reinforce consumer consumers' rights and interests protection

# Year 2022 marks the 110th Anniversary for Bank of China



110 years ago, Bank of China set its purpose to serve the social and economic development of the country through finance. To that end, our people have worked hard and tirelessly to overcome all headwinds and challenges, and charted a course for a better future through both tenacity and ingenuity. Now in its second century of operation, the Bank remains a living witness to the great rejuvenation of our nation, and has left a rich legacy of its own that grows more relevant by the day

development

after 2017

Diversified and

internationalized public-listed

commercial bank group

The new era inspires new

vitality and presents new

Developed amid internal and external difficulties Stayed unyielding and independent in the vicissitudes of times



Developed amid the reform and opening-up The reform of state-owned

A fresh new start to support national development by leveraging its professional advantages

1912-1949

From central bank to specialized foreign trade bank



commercial banks

1949-1979

Specialized

foreign

exchange and

trade bank

1979-2006

Commercial bank with full functions



Became the first A+H listed commercial bank with proactive transformation and rapid development

Achieved a good start in the Group's 14th Five-**Year Plan** 

In 2022, the Bank will adhere to place an utmost priority on stability and pursue progress while ensuring stability, apply the new development philosophy fully, faithfully and comprehensively, and support the construction of the new development pattern. It will uphold the philosophy of serving the country through financial services, fulfill its responsibilities as a large bank, continue to invigorate, adapt to change and drive for major breakthroughs, steadily push forward the implementation of the 14th Five-Year Plan

**Building a first-class** global banking group



# Thank You!