



# Taking Greater Responsibility with Bigger Achievements while Promoting High-Quality Development

2024 Annual Results Announcement

China Construction Bank

March 2025 | Beijing, Hong Kong





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# Contents



**Financial  
Performance**



**High-Quality  
Development**

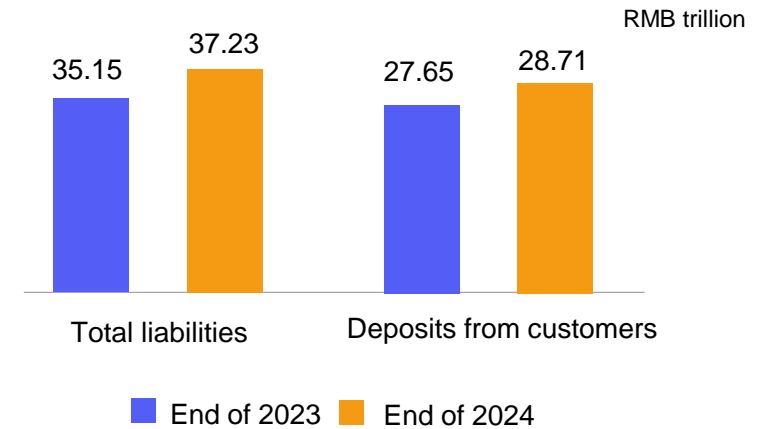
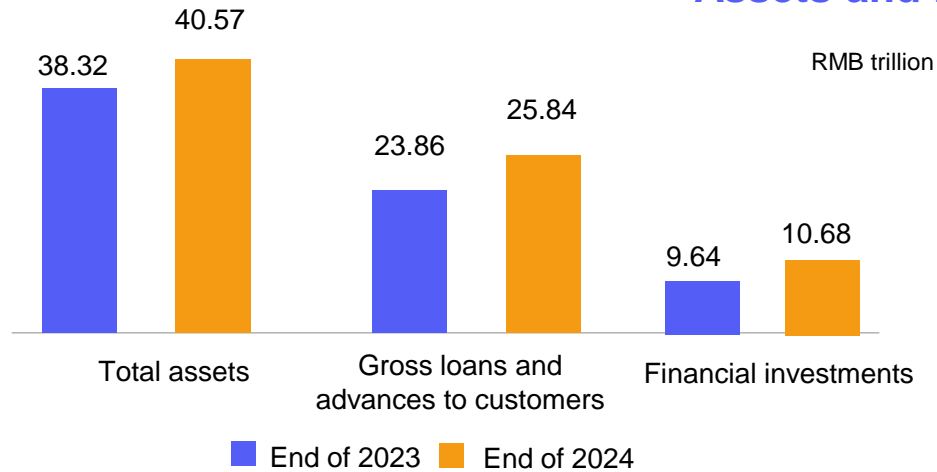


**Outlook and  
Strategies**



# Well-Balanced Business Indicators

## Assets and Liabilities Grew Steadily



## Profitability remained stable

### Operating income

728.6 billion

### Operating expenses

223.8 billion

### Net profit

336.3 billion

### Profit before provision

505.4 billion

## Core indicators remained forefront in the industry

ROA

0.85%

ROE

10.69%

NIM

1.51%

Capital adequacy  
ratio

19.69%

Cost-income ratio

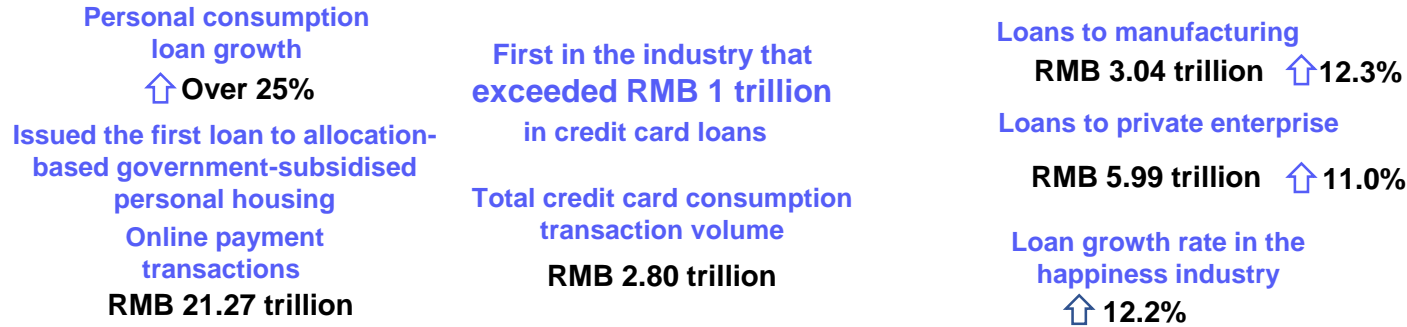
29.58%

# Contents



# Serving the Real Economy in a Targeted and Effective Manner

## Effectively supporting the expansion of domestic demand



### Deepened service to the national strategies on regional development

Growth rate of corporate loans in the Yangtze River Delta region was **16.5%**

Growth rate of corporate loans in Chengdu-Chongqing Economic Circle was **13.7%**

Loan growth in Northeast, Central and Western regions outpaced industry peers

Rural loan growth rate  
**1.23%**  
Higher than the bank-wide average

### Boosted high-level opening-up

Number of international settlement clients  
↑ **12.9%**

Amount of trade investment and financing placed  
↑ **17.9%**

Cross-border RMB settlement  
↑ **25.8%**

Cumulative RMB clearing of CCB London Branch surpassed RMB **126 trillion**

Established Shanghai Global Financial Services Centre

### Implemented strong and effective incremental policies

Accumulative credit provided for stock buybacks and increased holdings through loans reached **over RMB 8 billion**

Accumulative credit of supporting mechanism for financing coordination for SMEs exceeded **RMB 543.4 billion**

AIC Equity Pilot Business Fund established in Beijing, Shanghai, Suzhou and Hefei

Implemented a self-disciplinary system for deposit interest rates and the policy on adjustment of interest rates on outstanding housing loans

## Focused on meeting the reasonable financing needs of the real economy



Total loans of the Group **RMB 25.84 trillion**  
+ RMB1.98 trillion

## Supported the implementation of active fiscal policy



RMB bond investment **RMB 10.02 trillion**  
+ RMB 996.6 billion



Government bonds



Financial bonds for policy banks



Bonds of banks and non-bank financial institutions



Corporate bonds





# Technology Finance Powered National Strategic Industries



## Effectively improved the quality and efficiency of technology finance

- Strengthened system and mechanism
- Deepened construction of platforms and tools
- Enriched financial products and services
- Cultivated an innovative ecosystem to empower growth



## Continuously strengthened the efficient supply of technology finance

- Established a comprehensive digital evaluation system for technology-driven enterprises
- Accelerated the construction of the "Head Office-level Sci-Tech Financial Innovation Centre"
- Created "Technology Finance Smart Ecology 1.0"
- Crafted an integrated financial service solution "Shanjian Technology"



## Loans to strategic emerging industries

RMB 2.84 trillion



## Loans to technology-related industries

Over RMB 3.50 trillion



## Underwriting scale of sci-tech innovation notes

RMB 19 billion



# Green Finance Safeguarded China's Dual-Carbon Goals

World-leading Sustainable Bank  
MSCI ESG rating AAA

## Three areas of improvements

Improved capability to serve the green development of the economy and society

Improved collaborative effectiveness of the "Green+" strategy

Improved market influence of green financial products

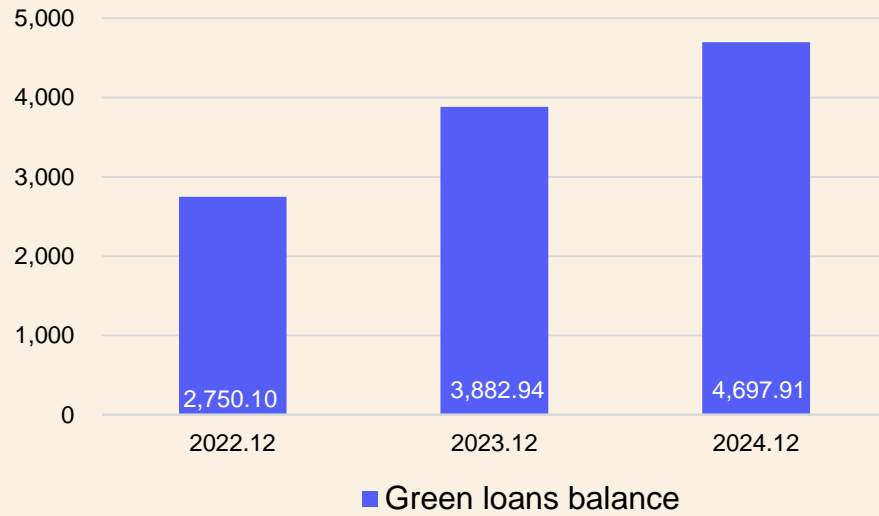
## Three areas of deepening

Deepened climate-related risk management

Deepened carbon accounting management

Deepened the Group's green operations

Green loans reached RMB 4.70 trillion Unit: billion



## Green Bonds

Domestic issuance of RMB 20 billion in green financial bonds, overseas issuance of USD 1 billion in green bonds and RMB 2 billion in offshore RMB blue bonds

The participating underwriting scale of domestic and international green and sustainable development bonds amounted to RMB 1,864 billion

Scale of funds allocated to green sectors within the bond investment portfolio exceeded RMB 200 billion

## Diversified Green Product System

Balance of green leasing assets of CCB Financial Leasing general leasing business was **RMB 43.390 billion**, accounting for **59.58%**

Accumulative investment in green areas of CCB Investment reached **RMB 31.238 billion**

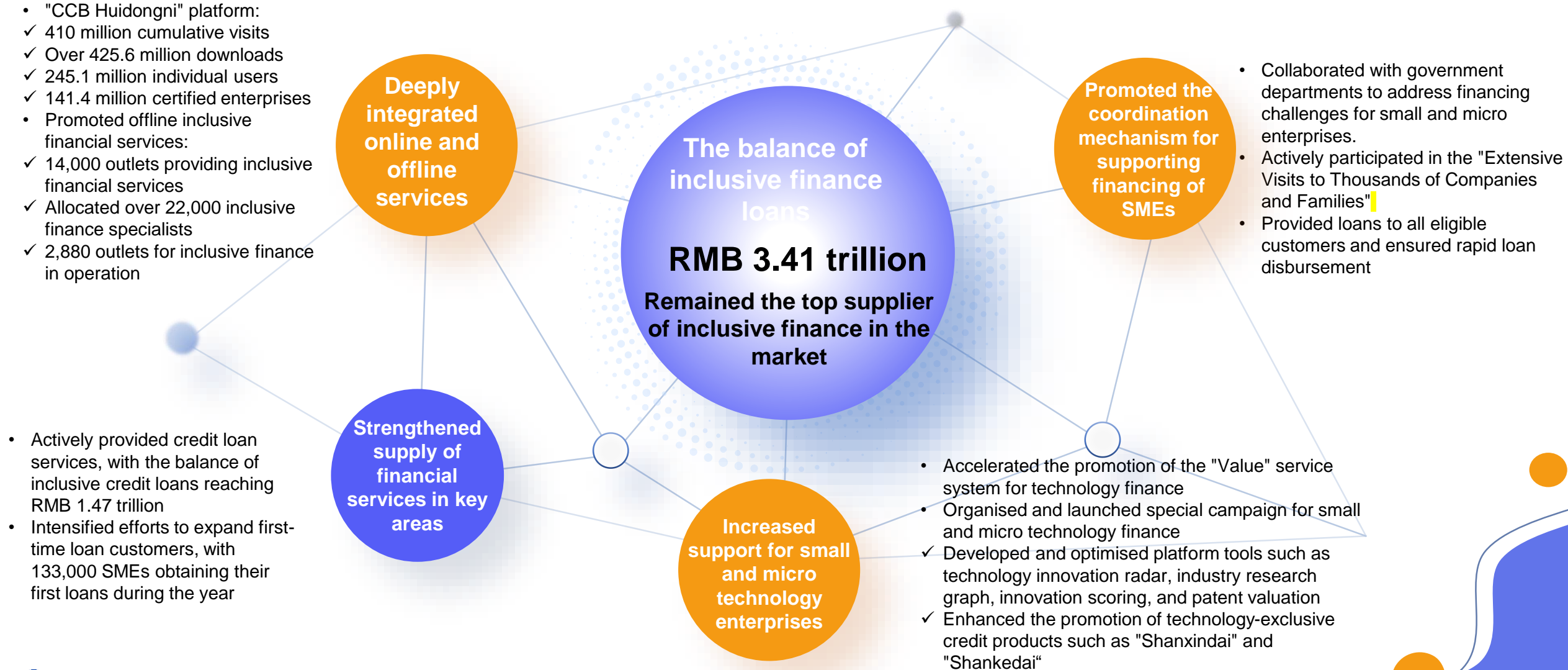
Balance of green business of CCB Wealth Management was **RMB 24.972 billion**

Insurance provided for green business by CCB Property & Casualty was **RMB 45.456 billion**





# Inclusive Finance Illuminated Every Home





# Inclusive Finance Illuminated Every Home (Cont'd)

## Served food security and ensured stable production and sufficient supply of key agricultural products

- Establish a comprehensive "One Brand + Series of Actions" food security service system across the Bank
- Launched the "Rural Revitalisation Loan" product package, which includes offerings such as Cooperative Quick Loan, Agricultural Machinery Loan, Agricultural Cold Chain Logistics Loan, High-Standard Farmland Loan, and Facility Agriculture Loan

## Served rural industry development

- Adhered to the "Circle-Chain-Community" service model to consolidate, enhance, and enrich agriculture-related ecological scenarios
- Advanced the "Yunong Industry" platform, providing credit support & online transaction services to enterprises along the upstream and downstream of the industrial chain and farmers
- Focused on customer groups such as agricultural wholesale markets & farmers' markets and farmers' cooperatives; and promoted service models like "Yunong Market" and "Yunong Cooperation"

## Supported new urbanisation

- Strengthened financial support for key areas such as rural infrastructure in county-level regions
- Focused on meeting the diverse financial needs of the "New Citizens" group
- Supported equal access to public services in county-level regions
- Supported the development of rural wealth-building industries in county-level regions
- The loan balance in county-level regions reached RMB 5.45 trillion, with a growth rate of 9.84%

## Helped farmers increase income and achieve prosperity

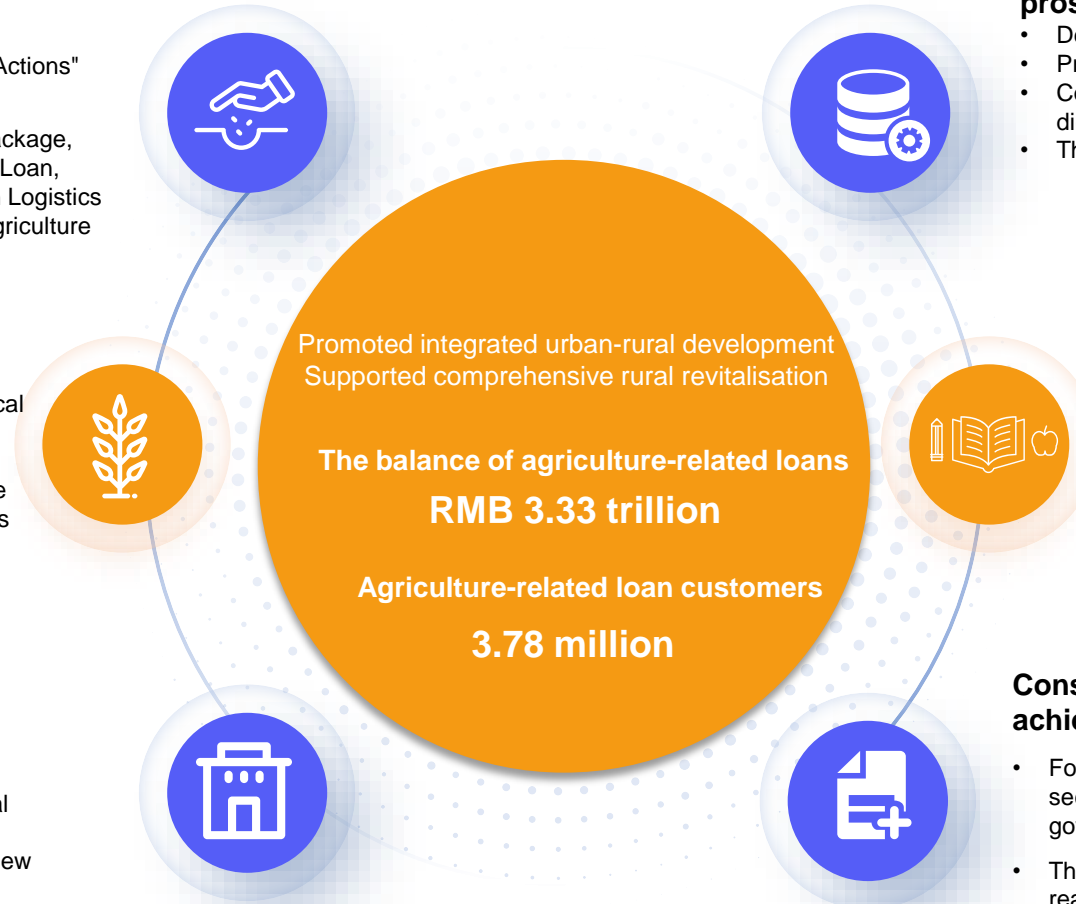
- Deployed operational scenarios across the entire industrial chain
- Promoted the "Yunong Loan" product system
- Continuously optimised post-loan management systems and digital risk control platforms
- The balance of "Yunong Loan" exceeded RMB 280 billion

## Drove the shift of service focus to grassroots levels

- Offline: Established "Yunongtong" service stations processing 238 million transactions for rural households during the year and cumulatively issued 41.82 million "Rural Revitalisation · Yunongtong Cards"
- Online: Innovatively developed the "Yunongtong" App and "CCB Yunongtong" WeChat ecosystem, achieving 19.46 million registered app users and cumulatively disbursing RMB 285.473 billion in agriculture-related credit

## Consolidated and expanded the achievements in poverty alleviation

- Focused services on key areas including food security, rural industries, rural infrastructure, and rural governance
- The loan balance in poverty-alleviated regions reached RMB 1,179.217 billion
- The loan balance in national key counties for rural revitalisation assistance was RMB 154.123 billion





# Pension Finance Supported the Silver Generation

## Continued to advance the "1314" pension finance service system

### Pillar 1

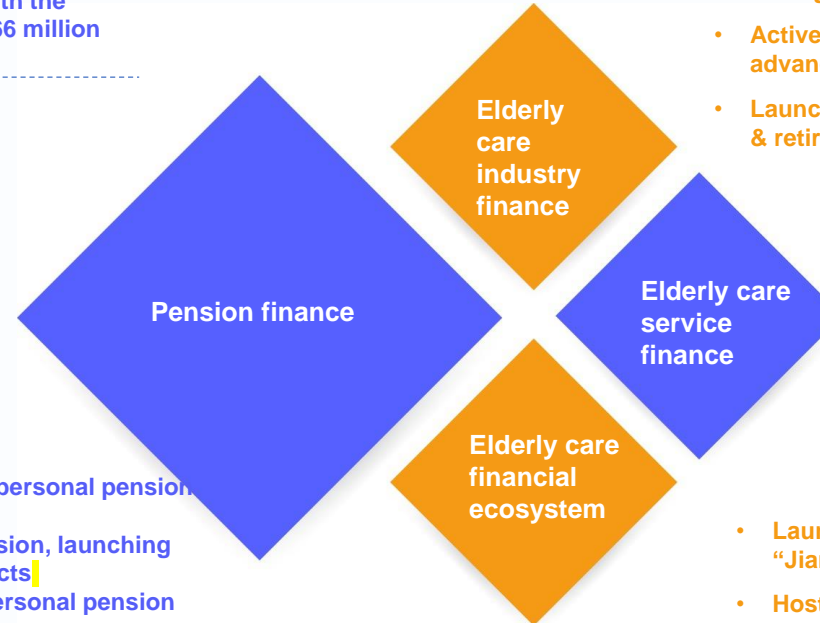
Number of social insurance cards, activation rate, and deposit retention of social insurance cards grew steadily, with the number of active social insurance cards reaching 166 million

### Pillar 2

- The number of annuity customers grew significantly
- AUM of CCB Pension Management exceeded RMB 620 billion, with a 128% increase in new customers through parent-subsidary collaboration
- Scale of pension custody exceeded RMB 1.7 trillion, an increase of nearly 18%, the customer base increased by over 150%

### Pillar 3

- Actively supported the nationwide rollout of the personal pension system
- Improved the product offerings for personal pension, launching the first batch of index fund Y-share class products
- Continuously enriched the "Jianzao" series of personal pension products



- Integrated the elderly care industry into the priority-supported industry management and implemented differentiated support policies
- Actively implemented national structural monetary policy tools and advanced the allocation of inclusive elderly care relending
- Launched the development of the "Shared service module of healthcare & retirement sector"
  - Innovatively launched comprehensive solutions for corporate salary benefits and employee health and pension care
  - Established the first batch of 60 "Jian Yang An" specialised pension finance outlets, refining four specialised service categories
  - Built an integrated service system for pension customer segments and customised exclusive products
  - Launched the "Anxin Edition" pension zone in mobile banking
- Launched the Group's unified pension financial brand "Jianyang'an"
- Hosted the first "Suisui Chongyang" pension finance product and service promotion event

Active social insurance cards	Personal pension account	Scale of corporate annuity increased by
166 million	exceeded 23 million	over RMB 100 billion



# Digital Finance Empowered Integration of Digital and Real Economies



## Enhanced technology and data application

- "CCB Cloud" maintained a leading position in the industry in terms of overall computing power, scale and service capabilities
- The core system has fully completed its distributed transformation
- Launched a data quality service desk to enhance data quality monitoring
- Established a zero-barrier bank-wide data sharing channel
- Built a preliminary enterprise-level financial large model application system for users across the Group

**521 million**

**Number of "Binary Star" platform users**

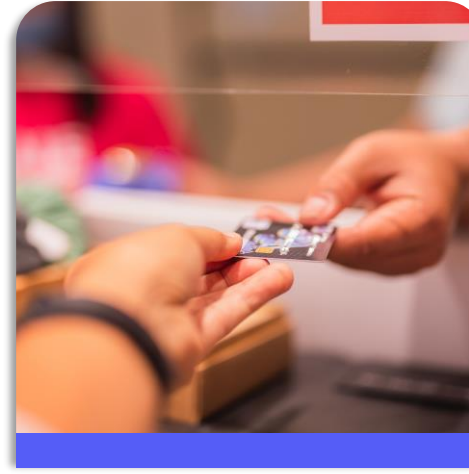


## Improved the product and service capabilities of online platforms

- Continuously enhanced the value management of the "Binary Stars" traffic
- ✓ MAU of the "Binary Stars" reached 223 million
- Mobile banking app has upgraded its wealth management channel
- ✓ The number of wealth management customers reached 39.16 million, up 17.78% YoY
- Steadily advanced the pilot program for the e-CNY
- ✓ Accumulated consumption transactions of e-CNY maintained leading position
- ✓ Personal Class I and II active wallets reached 16.4298 million
- ✓ Corporate active wallets reached 2.0899 million

**184 million**

**Number of "Binary Star" platform financial transaction users**



## Optimised the business process and mechanism of outlets

- The processing time for single inquiry letter transactions has been reduced to eight minutes
- Intelligent technologies such as Robotic Process Automation (RPA) saved 5.7775 million man-hours throughout the year
- Single corporate account signing transaction saved 30 minutes

**51.97 million**

**Customers of Direct-to-Consumer private domain**



## Served key areas of the digital economy

- Timely approved and allocated credit business for priority customers in core industries
- Continued to advance the optimisation and upgrade of the "STAR" exclusive evaluation tool, and comprehensively assessed the technological innovation capabilities and achievement transformation levels of technology-based enterprises

**785.6 billion**

**Loans for core industries of the digital economy**





# Coordinated Development Promoted Group-wide Collaboration

## New business breakthroughs through collaborative development

Continued to strengthen the Group's integrated operational capabilities

Corporate customers  
**11.68 million**

Personal customers  
**771 million**

Number of CTS customers  
**maintained leading position in the industry**

Online personal customers  
**563 million**

Continuously enriched and diversified the wealth management products

Asset management business's AUM  
**RMB 5.65 trillion**

Personal financial assets under management  
**RMB 20.60 trillion**

Assets under custody  
**RMB 23.95 trillion**

## New progress made by the group's collaborative development

Continuously strengthened the integration of domestic and foreign currencies

AUM balance of overseas branches  
**USD 261.8 billion**

Net profit of overseas branches  
**↑ 18.04%**

Strategic synergy  
Manageable risk  
Business sustainability

Asset balances of consolidated subsidiaries  
**RMB 841.416 billion**

Net profit of consolidated subsidiaries  
**RMB 8.821 billion**







# Risk Management Safeguarded the Development of Business



## Further strengthened comprehensive risk management

- Ensured that primary responsibility of risk management is fulfilled
- Strengthened the "Three Lines of Defense" to control risks in a coordinated manner
- Enhanced risk prevention and resolution in key areas
- Enhanced the development of a comprehensive financing management system
- Established a unified credit management system for individual customers

## Active and effective asset quality control

↓ 0.03 percentage points

The Group NPL was 1.34%, compared to the beginning of the year

↓ 0.55 percentage points

Special mention Loans accounted for 1.89%, compared to the beginning of the year

- The risk coverage capacity remained sufficient, provision coverage was 233.60%

## Continuously improved internal control compliance management system

- Comprehensively strengthened regulatory compliance
- Improved the operational risk management system
- Deepened business continuity management
- Continued to improve anti-money laundering efforts

## Continued to upgrade the digital and intelligent risk control systems

- Accelerated the construction of three major projects: enterprise-level risk management platform, 3R and Blue Core
- Promoted the integration of digital risk control tools into business processes
- Promoted the integration of ESG elements into the customer rating system



# Built High-quality Management Systems through Long-Term Efforts

## Optimised the Group's top-level management framework

- Comprehensively enhanced the management systems across ten key dimensions: corporate governance, customer and product services, risk management/internal controls/compliance, asset-liability management, financial and accounting management, information technology, operations management, subsidiary business management, overseas institution management, as well as executive and human resources management

## Built an integrated Group-wide look-through management framework

- Enhanced consolidated and differentiated management over subsidiaries and overseas branches



## Increased the application and innovation of information technology

- Fully completed the distributed transformation of core systems and the decommissioning of mainframe system
- "CCB Cloud" Computing Power achieved 507.72 PFlops, up by 9.58% YoY
- Achieved the private deployment of the DeepSeek-R1-based reasoning financial model

## Enhanced the data governance framework

- Implemented full-life-cycle management for data
- Promoted centralised operation of complicated business and process optimisation for outlets



# Multiple Measures Contributed to Breakthroughs in ESG Work

MSCI ESG rating upgraded to AAA in 2024  
Maintained leadership among global banks

## Promoted the implementation of ESG objectives



1. Issued and implemented the **Opinions on Further Strengthening and Improving Environmental, Social and Governance Work** to promote the orderly implementation of ESG planning
2. Issued the **Guiding Opinions on Deepening the Development of Green Finance** to fully support green and low-carbon development
3. Timely research and analysis of difficulties and challenges in accordance with the **latest domestic and international regulatory policies** in the field of ESG, to refine and clarify the list of key tasks
4. Improved the **environmental and climate risk and opportunity management system**, to effectively identify, assess, monitor and respond to risks, and proactively seize development opportunities

## Enhanced multi-dimensional information disclosure system



1. Implemented the requirements of the new regulations of the SSE and HKEX, prepared and published the **2024 Sustainability Report**, and comprehensively introduced the achievements in sustainable development
2. Published the **2024 Semi-annual Sustainable Finance Report** to highlight the Bank's results in supporting high-quality and sustainable economic and social development
3. Released the **Environmental Information Disclosure (TCFD) Report 2023**, showcasing the environmental vision, policies, systems, and work results
4. Expanded ESG information disclosure channels, including the **ESG section on the homepage of the official website, CCB Today, and news media**, to improve transparency

## Continuously strengthened consumer rights protection



1. Comprehensively established a **"proactive, standardised, intelligent"** and **"all-level, all-staff, and full process"** consumer rights protection management system
2. Relying on the Consumer Protection Rights Review System, iteratively upgraded the AI intelligent review function to enhance standardisation and professional ability and **completed 340,200 consumer rights protection reviews for the whole year**
3. Conducted in-depth education and publicity, and carried out **more than 137,000 online and offline activities** during the "3.15 Consumer Rights Protection Promotion Week" and "Financial Education Publicity Month," **reaching 1.47 billion customers**
4. Integrated consumer rights protection training with business and organised a total of **21,700 consumer rights protection-related trainings** at all levels throughout the year, **with a total of 2,389,000 participants**

## Advanced privacy and data protection



1. Enhanced the comprehensive data security technology protection system to **"prevent external attack and theft, internal data leakage, and ensure comprehensive security monitoring"**
2. Implemented an **audit oversight mechanism in the area of privacy and data security**, and conducted regular external and internal audits of privacy and data security
3. Established a multi-dimensional, systematic and specialised training system, **achieving over 3.47 million completions in data security courses and over 4.71 million completions in personal customer information protection courses**
4. Continuously promoted the certification of internationally recognised information security management systems, with over 95% of the Bank's **business-related systems having obtained the ISO 27001 certificate**

## Collaborated with employees to foster mutual development



1. Implemented the national strategy of **"giving priority to employment and promoting full employment with high-quality,"** fulfilling the responsibility of a large state-owned bank
2. Continuously developed the employee career development and training system, **organising 40,839 on-site training sessions of various types throughout the year, training 1,962,000 employees**
3. Focused on the protection of employees' rights and interests, improved and perfected labour rules and regulations, and strived to **create a harmonious and positive corporate atmosphere**
4. Actively listened to employees with in-depth analysis of the Bank's employee satisfaction survey data, to enhance **their sense of achievement, happiness and security**



# Operational Achievements Recognised by the Society

The Banker  
**TOP 1000**  
WORLD BANKS 2020

World Ranking: 2  
Country Ranking: 2

**The Banker (UK)**

Ranked 2nd in the "Top 1000 World Banks" for 11th consecutive year

**FORTUNE**  
**GLOBAL**  
**500**  
2024  
世界 500 强

**Fortune (US)**

Ranked 30th in Fortune "Global 500"

亚洲银行家  
**THE ASIAN BANKER**

**The Asian Banker (Singapore)**

Best Retail Bank in Asia Pacific

Best Retail Bank in China

Best SME Bank in China

**MSCI**  
ESG RATINGS  
**AAA**

**MSCI (US)**

ESG rating "AAA"

**Global**  
**500**  
**2024**

**Brand Finance (UK)**

Ranked 2nd in the Brand Finance Global Banking 500

Forbes  
**GLOBAL**  
**2000**  
全球企业 2000 强

**Forbes (US)**

Ranked 7th in Forbes Global 2000 list

BEST INVESTMENT BANK AWARD  
2023  
**GLOBAL**  
**FINANCE**

**Global Finance (US)**

Best Investment Bank in China

Best Sub-Custodian in China

金融时报

**Financial News**

Best Innovation Financial Services Bank of the Year  
Excellent Case Study of Rural Revitalisation of Mega Banks

# Contents

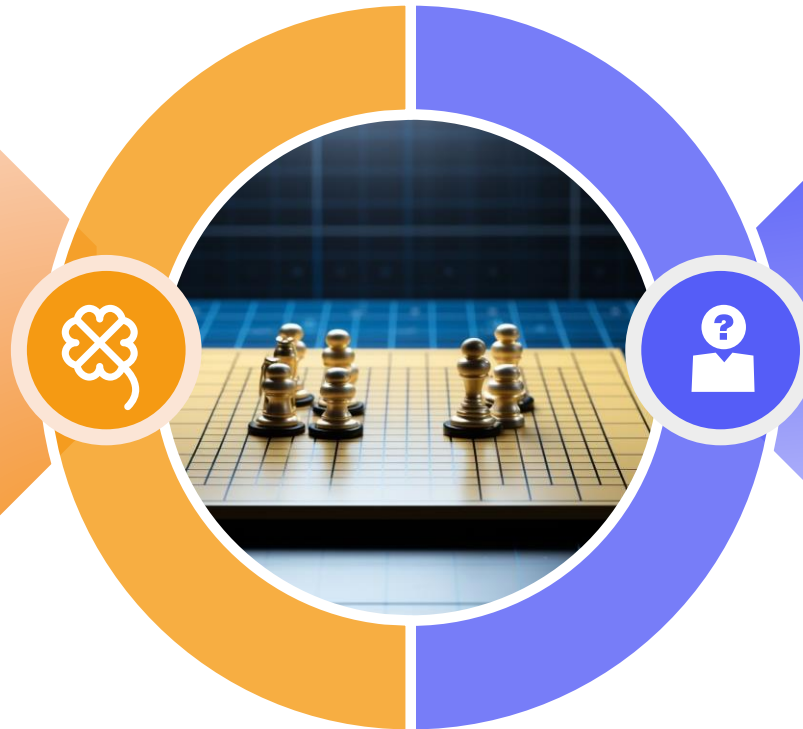




# Opportunities and Challenges

## Opportunities

- China's stable economic foundation, with various strengths, strong resilience and enormous potential
- Since Q4 2024, effects of stimulus package have gradually emerged
- Mega-scale market strengths continue to emerge
- More effective macroeconomic policies
- More emphasis on promoting consumption to drive domestic demand
- Accelerated transformation and upgrade of industrial structure
- Steady development of high-quality productivity



## Challenges

- Increasingly complex and challenging external environment
- Weak global economic growth momentum
- Diverging economic performances across major economies and rising uncertainty surrounding inflation trends and monetary policy adjustments
- Highly uncertain geopolitical situation, with many countries facing fiscal and debt risks, and constrained global trade and investment growth
- Domestic economy faces challenges, with weak consumer demand
- Certain areas still require risk mitigation



# Moving Forward

Optimise business strategies in low rate environment and continuously improve value creation capabilities

Adhere to key business, Deliver high-quality service for economic and social development

Continue to enhance customer relationship and focus on optimising customer management

Refine system and mechanism for a high-quality, efficient and solid foundation for further development



## Implement "five musts" in coordination

- Effective market and proactive government
- Aggregate supply and demand
- Foster new growth drivers and update traditional ones
- Optimise increment and revitalise existing volume
- Improve quality and expand volume

## Achieve "three stabilities"

- Stable growth of real loans
- Stable growth of core deposits
- Stable performance of key indicators

## Achieve "three optimisations"

- Optimise asset structure
- Optimise liability structure
- Optimise income structure

## Achieve "three controls"

- Deepen cost control
- Strengthen risk control
- Monitor capital control



## Multiple measures to serve domestic demand expansion strategies

- Actively participate in the national consumption subsidies issuance and fully support the expansion of the "trade-in" programs
- Leverage traditional strengths in infrastructure, continuously increase support for major national projects and programs

## Innovative models to advance sustainable operations in "Five Major Chapters"

- Deepen technology finance services including equity, loans, bonds, and insurance
- Enrich the green finance product ecosystem
- Promote integrated online-offline development of inclusive finance
- Build a strong "Jianyangan" service brand
- Drive synergistic development of "Five Major Chapters" through digital intelligence

## Precision support for Urban-Rural & Regional coordination

- Provide "catalog-based" tailored services

## Solid services for high-standard opening-up

- Enhance integration of RMB and foreign currency operations



## Enhance "ecosystems + industrial and supply chains + industrial and business clusters" business model

- Focus on the ecosystems, supply chains, business clusters and industrial clusters
- Efficiently integrate the Group's products, channels, resources, processes, and systems
- Deliver integrated products and comprehensive services to meet customer needs and enhance customer experience
- Optimise comprehensive client servicing and maximise the Group's comprehensive value



## Adhere to intensive sharing, efficient integration, and secure & controllable R&D Operations

- Accelerate the establishment of an enterprise-level operational system
- Speed up the Group's digital and intelligent transformation

## Enhance the Group's integrated risk, internal control, and compliance management system

- Strengthen the risk co-governance and overseas branch consolidated management between the Bank and subsidiaries
- Accelerate enterprise-level, centralised risk management development
- Deepen the Group's integrated consumer protection framework
- Strengthen targeted governance in key areas

# Thank you