

2022

年度报告 ANNUAL  
REPORT

服务乡村振兴的银行





# 农发行简介

中国农业发展银行成立于 1994 年，是由国家出资设立、直属国务院领导、支持农业农村持续健康发展、具有独立法人地位的国有政策性银行。其主要任务是依托国家信用支持，在农村金融体系中发挥主体和骨干作用，加大对农业农村重点领域和薄弱环节的支持力度，促进经济社会持续健康发展。经营宗旨是紧紧围绕服务国家战略，建设定位明确、功能突出、业务清晰、资本充足、治理规范、内控严密、运营安全、服务良好、具备可持续发展能力的农业政策性银行。

经营范围包括：办理粮食、棉花、油料、食糖、猪肉、化肥等重要农产品收购、储备、调控和调销贷款，办理农业农村基础设施和水利建设、流通体系建设贷款，办理农业综合开发、生产资料和农业科技贷款，办理棚户区改造和农民集中住房建设贷款，办理易地扶贫搬迁、贫困地区基础设施、特色产业发展及专项扶贫贷款，办理县域城镇建设贷款，办理农业小企业、产业化龙头企业贷款，组织或参加银团贷款，办理票据承兑和贴现等信贷业务；吸收业务范围内开户企事业单位的存款，吸收居民储蓄存款以外的县域公众存款，吸收财政存款，发行金融债券；办理结算、结售汇和代客外汇买卖业务，按规定设立财政支农资金专户并代理拨付有关财政支农资金，买卖、代理买卖和承销债券，从事同业拆借、存放，代理收付款项及代理保险，资产证券化，企业财务顾问服务，经批准后可与租赁公司、涉农担保公司和涉农股权投资公司合作等方式开展涉农业务；经国务院银行业监督管理机构批准的其他业务。





# 企业文化

## 核心理念

### 愿景

建设现代化  
农业政策性银行

### 价值追求

家国情怀  
专业素养

### 使命

支农为国  
立行为民

### 办行理念

执行国家意志  
服务“三农”需求  
遵循银行规律  
“三位一体”

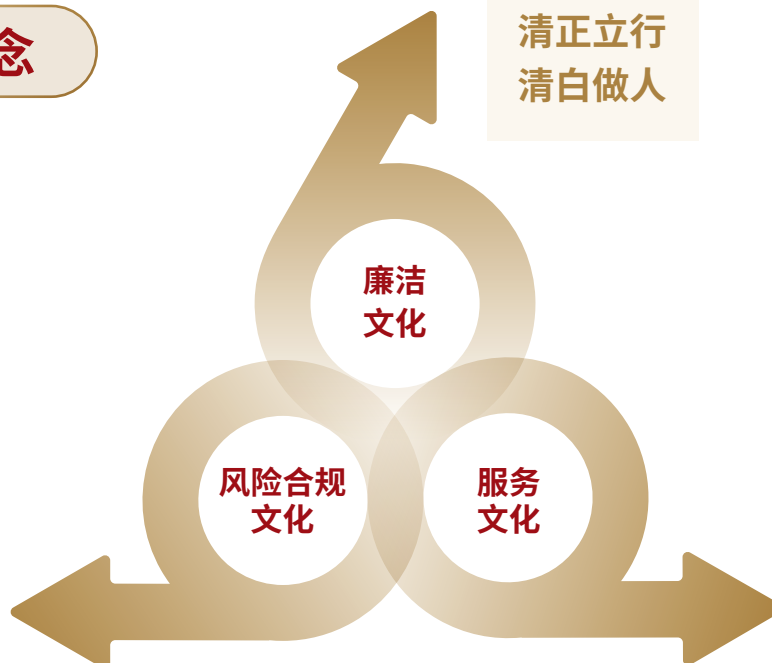
### 宣传用语

中国农业发展银行  
服务乡村振兴的银行



## 子文化理念

合规为先  
风控为要  
全面主动  
审慎稳健



清廉支农  
清正立行  
清白做人

倾心为农  
客户至上  
协力高效

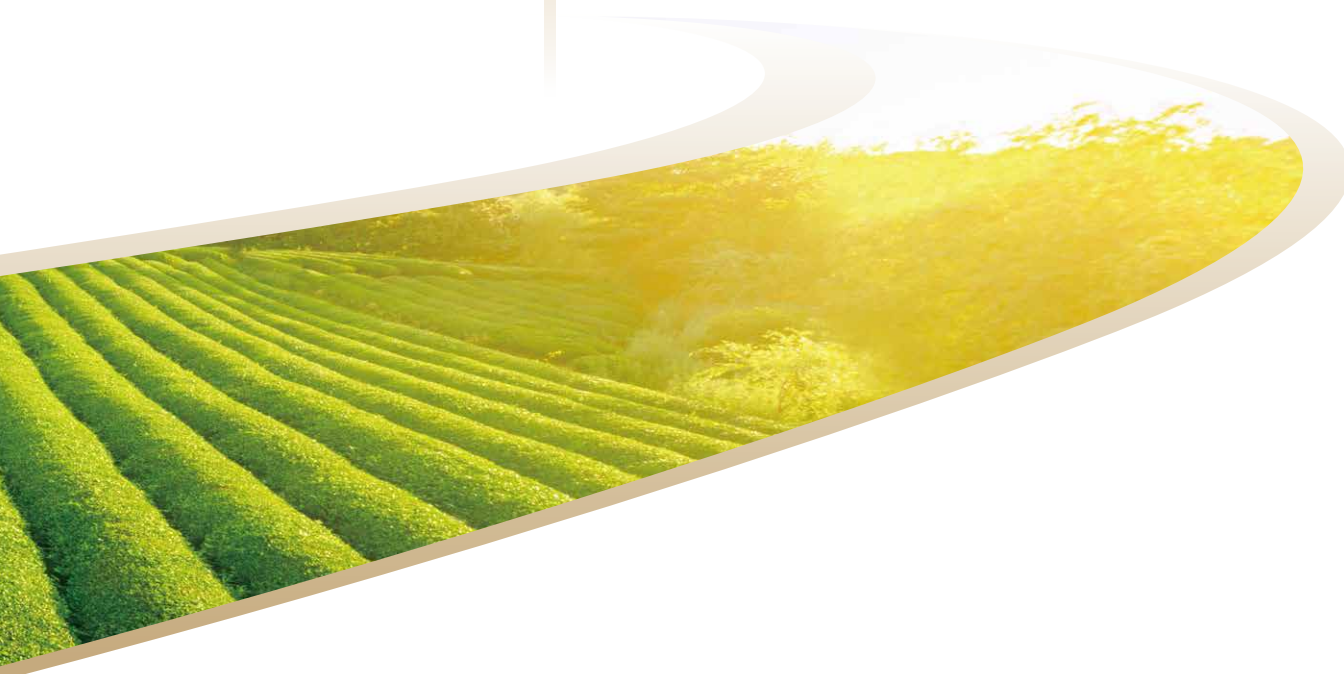
## 专业精神

服务脱贫攻坚精神

务实进取奉献  
先锋主力模范

核心系统开发上线精神

担当奉献  
协同拼搏  
创新求变  
精益求精



## 2022 年度荣誉与奖项

| 评奖机构               | 荣誉奖项                                                                                                                                                                        |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 财政部                | 年度财务报表工作“中央金融企业先进单位”                                                                                                                                                        |
| 中华全国总工会            | 重庆秀山土家族苗族自治县支行获“全国工人先锋号”                                                                                                                                                    |
| 共青团中央              | 安徽黄山市黄山支行、贵州兴仁市支行获“全国青年文明号”<br>江西九江市分行团委获“全国五四红旗团委”                                                                                                                         |
| 中华全国妇女联合会          | 总行信贷管理部信贷监测分析处获“全国巾帼文明岗”<br>总行机关党委机关组织处获“全国巾帼建功先进集体”                                                                                                                        |
| 中国金融工会全国委员会        | 山东威海乳山市支行、河南三门峡卢氏县支行、广西河池市分行、<br>贵州铜仁市分行、云南红河州开远市支行、陕西省分行营业部、<br>新疆博尔塔拉蒙古自治州分行、新疆喀什地区分行获“全国金融五一劳动奖状”<br>江苏连云港赣榆区支行、安徽滁州天长市支行、广东云浮罗定市支行、<br>广西玉林北流市支行、甘肃省分行基础设施客户处获“全国金融先锋号” |
| 中国金融工会女职工委员会       | 山东威海市分行计划财务部、四川绵阳市安州区支行、<br>青海省分行营业部客户部获“金融五一巾帼标兵岗”                                                                                                                         |
| 中国金融思想政治工作研究会      | 全国金融系统思想政治工作和文化建设调研工作优秀组织奖<br>“非凡十年 人民金融”主题征文活动优秀组织奖<br>吉林通化市分行、四川乐山市分行、重庆秀山县支行获“2021-2022 年全国金融系统文化建设优秀单位”                                                                 |
| 《财经》               | 长青奖“年度乡村振兴突出贡献奖”                                                                                                                                                            |
| 中央国债登记结算<br>有限责任公司 | 年度债市领军机构<br>优秀政策性金融债发行机构<br>柜台业务优秀发行机构<br>年度开拓贡献机构——担保品业务                                                                                                                   |
| 中债金融估值中心有限公司       | 市场杰出贡献机构                                                                                                                                                                    |
| 银行间市场清算所<br>股份有限公司 | 优秀发行人<br>优秀债券柜台业务参与机构<br>优秀社会责任机构<br>优秀绿色金融业务创新机构<br>优秀创新业务推进机构                                                                                                             |
| 中国外汇交易中心           | 市场创新奖——做市支持创新                                                                                                                                                               |
| 债券通有限公司            | 北向通优秀发行人<br>一级市场创新奖                                                                                                                                                         |

## 重要提示

本行于 2023 年 5 月 10 日召开董事会会议，审议通过了本年度报告。

本行按照企业会计准则编制的 2022 年度财务报告已经立信会计师事务所（特殊普通合伙）审计，并出具标准无保留意见的审计报告。

2022 年，标普对本行评级为 A+，穆迪对本行评级为 A1，均与对中国国家主权评级一致。

本报告中“本行”“全行”“农发行”均指中国农业发展银行；“本集团”指中国农业发展银行及其子公司。



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# 基本情况

注册名称：

中国农业发展银行（简称：农业发展银行）

英文全称：

Agricultural Development Bank of China（缩写：ADBC）



**法定代表人：**

钱文挥

**注册资本：**

1,770 亿元人民币

**注册地址：**

北京市西城区月坛北街甲 2 号

**邮政编码：**

100045

**电话：**

010-68081534

**传真：**

010-68081810

**网址：**

[www.adbc.com.cn](http://www.adbc.com.cn)

**机构：**

省级分行 31 个

二级分行 338 个

县级营业机构 1684 个

全资子公司 2 个

控股子公司 2 个

参股公司 3 个

**人员：**

集团员工共 52,627 人

其中农发行员工 52,591 人

(注：机构、人员为截止 2022 年末数据)



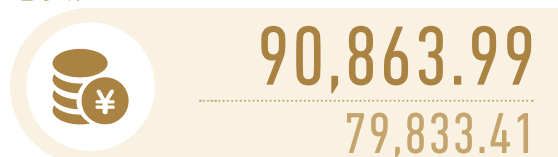
# 财务摘要

## 财务数据

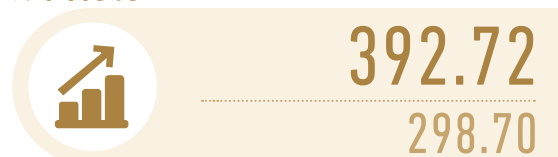
单位：人民币亿元 百分比除外

2022 2021

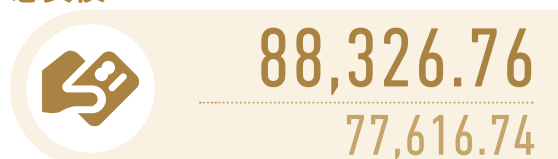
总资产



账面利润



总负债



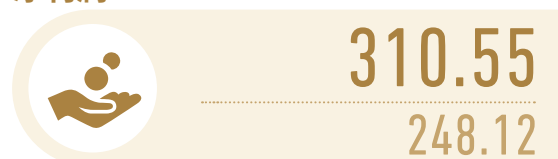
所得税费用



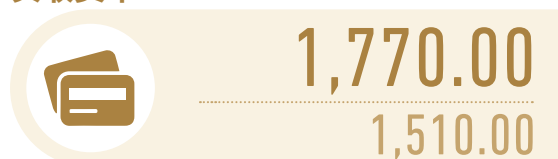
所有者权益



净利润



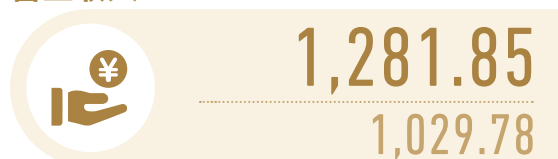
实收资本



平均资产利润率 (%)



营业收入



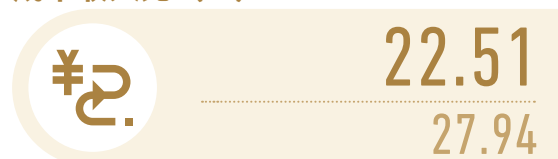
平均资本利润率 (%)



营业支出



成本收入比 (%)



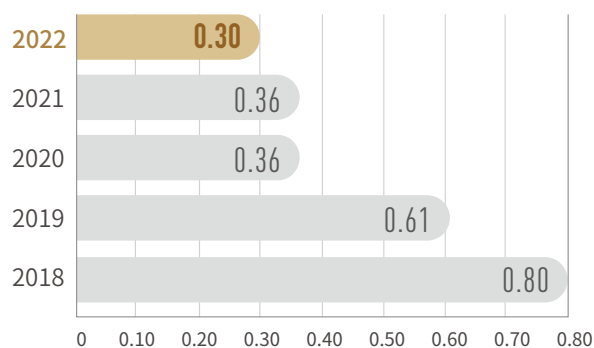


本年度报告所载财务数据及指标按照中国企业会计准则编制，除特别注明外，为本行及本行所属子公司合并数据，以人民币列示。

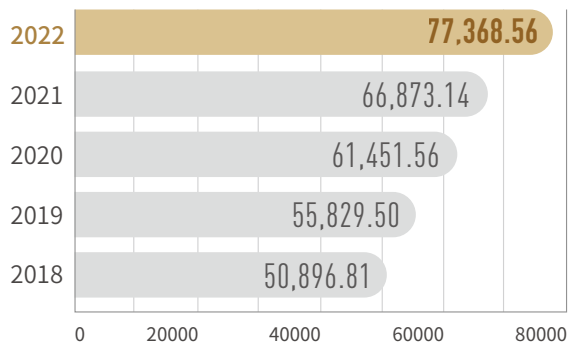
## 业务数据

单位：人民币亿元 百分比除外

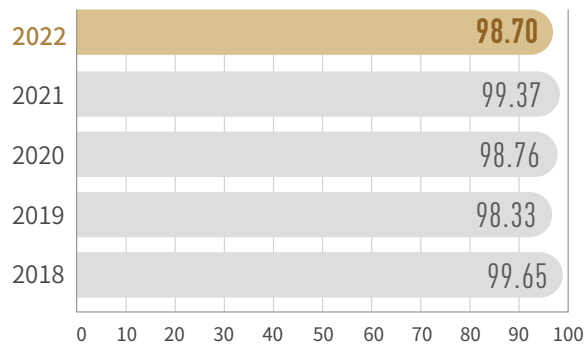
### 不良贷款率 (%)



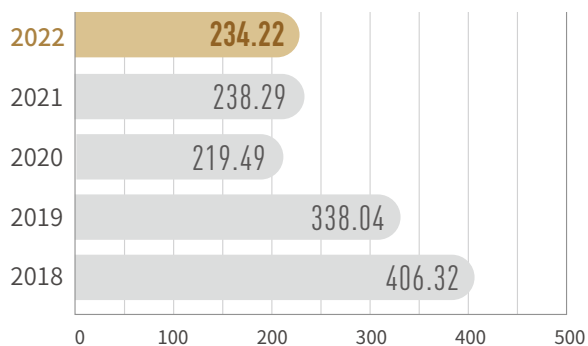
### 贷款余额 (亿元)



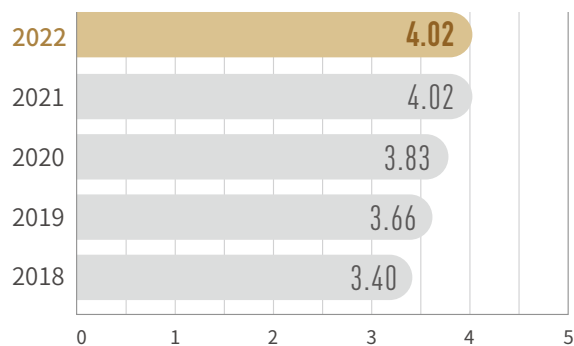
### 利息回收率 (%)



### 不良贷款余额 (亿元)



### 贷款拨备率 (%)



## 党委书记、董事长致辞

2022 年，面对严峻复杂形势，我们坚持以习近平新时代中国特色社会主义思想为指导，深入学习宣传贯彻党的二十大精神，牢牢把握金融工作的政治性、人民性，以党建和中央巡视整改为统领，按照“疫情要防住，经济要稳住，发展要安全”的总体要求，勠力同心、奋楫笃行，克服重重困难、倾情倾力奉献，履职发展、业务经营、改革创新、风险防控、党的建设协同推进，现代化建设和高质量发展迈上新台阶。



总资产

9.09 万亿元



净利润

310.55 亿元

这一年，我们周密部署迅速行动，全面系统学习宣传贯彻党的二十大精神，进一步统一思想、提升站位、增强主动。坚持把学习宣传贯彻党的二十大精神作为首要政治任务，在全面学习、全面把握、全面落实上下功夫。以上率下带头学、全面部署系统学、分批轮训深入学、统筹谋划贯通学，举办系列专题讲座、集中培训和研讨交流，全方位、多维度开展宣传，迅速兴起学习宣传贯彻党的二十大精神热潮。引导全行干部员工切实把思想统一到大会精神上来，把智慧和力量凝聚到大会确定的各项任务上来，切实增强紧跟习近平总书记、奋进新征程的思想自觉、政治自觉和行动自觉。

这一年，我们坚持“五个强化”“四个融入”，扎实推进中央巡视整改，推动形成高质量发展“拐点”之势。认真贯彻落实习近平总书记关于巡视整改的重要指示精神，与驻行纪检监察组贯通协同、问题共答，对巡视指出问题主动认领、照单全收、逐一检视对照，将政治学习、责任落实、监督检查、长效机制贯穿始终，分解整改任务，细化整改措施，扎实推动中央巡视反馈问题整改到底、改到位。党委“把方向、管大局、促落实”作用进一步增强，全行贯彻落实党中央决策部署更加坚定，金融工作政治性人民性更加彰显，中国特色金融发展之路步伐更加稳健，高质量发展“拐点”之势基本形成。

这一年，我们坚守主责主业，全力服务国家宏观调控和“三农”发展，金融支农力度空前加大。聚焦乡村振兴重点领域和薄弱环节，全力服务国家粮食安全、巩固拓展脱贫攻坚成果、农业现代化、农业农村建设、区域协调发展、生态文明建设，累计投放贷款 2.67 万亿元，2022 年末贷款余额 7.74 万亿元，同比增加 1.05 万亿元。坚决贯彻稳住经济一揽子政策措施，举全行之力、聚优势资源，高质高效完成农发基础设施基金、“保交楼”专项借款、设备更新改造和制造业中长期贷款投放等专项任务。深入推进支农资金筹集优化工程，全年发行债券 1.67 万亿元，年末吸收存款 1.22 万亿元。

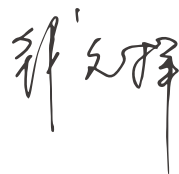
这一年，我们突出重点统筹兼顾，坚定不移控风险强管理，发展质效稳步提升。扎实推进全面风险管理，建成内部评级体系，开展风险排查，加强风险防控，不良贷款余额和不良贷款率实现“双降”，居银行业金融机构领先水平。完善信贷制度和产品体系，优化授信授权和办贷流程，统筹开展“五个专项”工作和“回头看”检查，信贷管理水平持续提升。深入推进“法治农发行”“合规农发行”建设，统筹推进“五大监督”、强化审计监督，筑牢内控合规防线。持续优化资产负债结构，经营效益保持稳定。

这一年，我们攻坚克难锐意进取，持之以恒深化改革创新，发展动能更加强劲。积极推进改革实施总体方案落地，2022 年末政策性业务占比 93.59%。纵深推进“八项改革”和“八大工程”，146 个年度重点改革任务基本完成，客户数量显著增加，客户结构明显优化，在库项目、申贷金额同比增加 39.7% 和 61.8%。成立软件开发中心和金融科技中心，运营全国大集中、农发小微智贷、新一代信贷管理系统等 110 个项目成功上线，填补了多项空白，实现了多级跨越。

这一年，我们以党的政治建设为统领，深入推进全面从严管党治行，党的领导全面加强。坚持把政治建设放在首位，深刻领悟“两个确立”的决定性意义，自觉用习近平新时代中国特色社会主义思想武装头脑、指导实践、推动工作。严守政治纪律和政治规矩，重大事项及时向党中央请示报告。及时跟进学习习近平总书记最新重要讲话指示批示精神，分批次培训干部员工 49.52 万人次，理论武装持续强化。选配强各级领导班子，开展“强支部管理、严法纪行风”专项治理、党支部标准化规范化建设“深化拓展年”活动，组织建设成效显著。纵深推进全面从严管党治行，压紧压实党委主体责任和纪委监督责任，持续深化一体推进“三不腐”，深入推进信贷、财会运营、选人用人等重点领域专项治理和粮食购销领域信贷腐败问题专项整治，党风行风持续好转。

回首 2022 年，全行上下众志成城、攻坚克难，用坚决行动践行初心使命、诠释责任担当，在大战大考中交出了一份优异答卷，为服务国家宏观调控和“三农”发展贡献农发行力量，得到党中央、国务院领导同志的充分肯定和社会各界的广泛认可。这些成绩的取得，离不开党中央、国务院的坚强领导和关怀重视，离不开有关部委和地方党政的支持指导，离不开驻行纪检监察组的监督协同，离不开董事会和各位董事的尽责履职，离不开全行上下的奋力拼搏和团结协作。在此表示衷心感谢、致以崇高敬意！

2023 年是全面贯彻落实党的二十大精神开局之年，做好全年工作意义重大。我们将更加紧密地团结在以习近平同志为核心的党中央周围，坚持以习近平新时代中国特色社会主义思想为指导，全面贯彻落实党的二十大精神，坚持稳中求进工作总基调，认真落实国家扩内需稳增长政策措施，锚定建设农业强国目标，更好统筹发展和安全，坚定不移推进全面从严治党，抓好中央巡视常态长效整改，以党的建设为统领，以高质量发展为主题，以推进现代化建设为主线，以改革创新为动力，全力服务国家战略和“三农”发展，为全面建设社会主义现代化国家、推进中华民族伟大复兴作出新的更大贡献！



## 党委副书记、行长致辞

2022 年是极不寻常、极不平凡的一年。我们坚持以习近平新时代中国特色社会主义思想为指导，以党的建设为统领，以中央巡视整改为抓手，认真贯彻国家稳经济一揽子政策措施，全力服务国家战略和“三农”发展，服务广度深度不断拓展，支农力度强度持续加大，发展质量、经营效益全面提升，各项指标任务超额完成，服务乡村振兴和农业农村现代化取得重要进展。



年末贷款余额

**7.74** 万亿元



年末政策性业务占比

**93.59** %



年末不良贷款率

**0.30** %



**服务稳大盘坚决有力。**坚决落实国家“政策发力适当靠前”要求，增强工作的前瞻性、主动性，重点任务靠前安排，各类资源优先配置，各项政策持续发力，一季度贷款净增3,807亿元，居同期政策性、开发性银行首位，实现了信贷早投多投、“三农”早受益多受益。及时推出五方面30条服务稳住经济大盘差异化措施，加强与有关部委、中央企业和地方政府的协同合作，全力以赴加快信贷投放，全年累放贷款和基金2.91万亿元，年末贷款余额7.74万亿元，同比增加1.05万亿元，增量首次突破1万亿元、接近翻番，为守住“三农”基本盘、稳定宏观经济作出了应有贡献。

**助力乡村振兴成效显著。**聚焦乡村振兴重点领域和薄弱环节，进一步加大金融支持力度，加快推进农业农村现代化。大力支持粮棉油购销储和重要农产品保供稳价，累放粮棉油类贷款7,483亿元，支持收购粮油4,820亿斤、棉花328万吨。聚焦“四大区域”“三类人群”巩固拓展脱贫攻坚成果，累放精准帮扶贷款6,363亿元，新增带动服务脱贫人口2,089万人。大力支持高标准农田建设、种业振兴和一二三产业融合发展，累放农业现代化贷款5,451亿元、普惠小微贷款559亿元。围绕水利、公路、公共服务、人居环境等农业农村短板领域，累放贷款1.14万亿元，有力推进宜居宜业和美乡村建设。积极发展绿色金融，累放绿色贷款6,258亿元，发放长江大保护、黄河流域生态保护和高质量发展贷款5,455亿元，助力建设美丽中国。

**落实专项任务专业高效。**不折不扣落实国家运用政策性金融工具支持重大项目建设的部署要求，及时成立工作专班、出台支持政策、匹配专项资源，高质高效推动基金设立和投放工作，仅用两个多月完成2,459亿元基础设施基金投放，30天内完成第一批“保交楼”专项借款任务，投放设备更新改造专项贷款和制造业中长期贷款827亿元，高质量完成专项任务。

**金融服务持续优化。**坚持优惠支农、让利于农，持续加大惠农力度，新发放贷款平均利率同比下降25BP。认真落实助企纾困政策，减免多项企业服务收费，对符合条件的小微企业实施首年利率优惠、延期还本付息等政策。稳步推进投资业务，投贷联动支持种业振兴和重点项目建设，各类基金投贷联动余额1.39万亿元。积极支持重要农产品、农资进口和优势农产品出口，办理国际结算226亿美元，全行外汇信贷累放202亿元，有力推动国内国际双循环。

**质量效益稳步提升。**持续深化全面风险管理，强化信贷关键环节管理，加强内控案防和审计监督，年末不良贷款余额234亿元，同比下降4亿元，不良率0.3%，同比下降0.06个百分点，资产质量保持较好水平，牢牢守住不发生系统性风险底线，有力维护国家金融安全。强化精细化管理、科学管理，合理匹配资产负债总量、节奏和结构，积极向内挖潜降本增效，实现净利润311亿元，实现了财务可持续和国有资本保值增值。

我们始终秉承金融工作的政治性、人民性，坚持党对金融工作的集中统一领导，深化全面从严治党治行，持续提升政治能力、组织能力、发展能力，为支农履职提供坚强政治保证。深入推进“八项改革”“八大工程”，强化金融创新和科技赋能，全力推动数字化转型，高质量发展动能明显增强。

2023年是全面推进乡村振兴、加快建设农业强国的关键之年，内外部形势复杂，扩内需稳增长任务艰巨。我们将更加紧密地团结在以习近平同志为核心的党中央周围，锚定建设农业强国目标，勠力同心、勇毅前行，全力服务国家战略和“三农”发展，高质量完成党中央、国务院交办的各项任务，为中国式现代化建设作出新的更大贡献！

潘利升



# 经营情况讨论与分析

## 经济金融运行环境



2022 年，面对风高浪急的国际环境和艰巨繁重的国内改革发展稳定任务，以习近平同志为核心的党中央统筹国内国际两个大局，统筹疫情防控和经济社会发展，统筹发展和安全，加大宏观调控的力度，有效应对超预期因素的冲击，宏观经济大盘总体稳定，高质量发展取得新成效，民生保障持续加强，经济社会大局保持稳定。**综合国力再上新台阶。**经济总量突破 120 万亿元，达到 121 万亿元，继 2020 年、2021 年连续突破 100 万亿元、110 万亿元之后，又跃上新台阶。**经济运行总体稳定。**国内生产总值增长 3%，经济增长快于多数主要经济体。就业形势总体稳定，全年城镇新增就业 1,206 万人，超额完成 1,100 万的预期目标。消费价格温和上涨，CPI 全年上涨 2%。在全球粮食和能源价格大幅上涨、输入性通胀压力较大的情况下，我国价格形势保持平稳，与欧美等主要经济体的高通胀形成鲜明对比。国际收支持续改善，全年货物进出口顺差比上年扩大 35.4%，年末外汇储备余额达到 3.13 万亿美元，稳居世界第一。**产业发展基础夯实。**农业增产丰收，特别是粮食生产实现

“十九连丰”，总产量达到 1.37 万亿斤，连续 8 年稳定在 1.3 万亿斤以上，让中国人的饭碗端得更牢。工业“压舱石”作用也得到了有效发挥，全国工业增加值达到 40.2 万亿元，制造业增加值达到 33.5 万亿元，均居世界首位。**内需总量规模继续扩大。**作为全球第二大消费市场和第一大网络零售市场，超大规模市场优势依然明显。在受疫情反复冲击下，全年社会消费品零售总额稳定在 44 万亿元左右，其中实物商品网上零售额达到 12 万亿元。固定资产投资规模突破 57 万亿，比上年增长 5.1%，增速同比加快 0.2 个百分点，为经济持续增长提供有力支撑。**改革创新持续深化。**“放管服”改革持续推进，营商环境不断改善，要素市场化配置综合改革试点工作稳步实施，高标准市场体系加快建设，市场主体发展创造了更加有利的条件。高水平开放扎实推进。在世界经济下行压力加大、全球贸易增长动能趋缓的背景下，加快推进高水平对外开放，支持企业稳生产稳订单拓市场，外贸外资较快增长。

**积极的财政政策更加精准、有效，有力推动经济社会平稳发展。**全国一般公共预算收入 20.37 万亿元，增长 0.6%，扣除留抵退税因素后增长 9.1%。全国一般公共预算支出突破 26 万亿元，增长 6.1%，民生等重点领域支出得到有力保障。**税收收入跌宕攀升**，2022 年，全国税收收入下降 3.5%，扣除留抵退税因素后增长 6.6%。受国内外错综复杂因素影响，二季度经济下行压力加大，叠加实施大规模增值税留抵退税政策，税收收入一度大幅下滑，下半年随着稳经济一揽子政策和接续措施逐步落地见效，工业服务业生产经营等经济活动总体上有所恢复，全年相关税种实现不同程度增长。**非税收入稳中有升**，2022 年，全国非税收入增长 24.4%。各级财政部门坚决执行各项降费缓费政策，持续整治涉企收费，防止乱收费、乱罚款、乱摊派，地方行政事业性收费收入下降 4.1%。**财政支出精准有效**，2022 年，各级财政部门加强财政资源统筹，保持必要支出强度，大力优化支出结构，为统筹疫情防控和经济社会发展提供必要财力支撑，民生等重点领域支出得到有力保障，全国一般公共预算支出增长 6.1%。

**稳健的货币政策更加灵活、适度，扎实稳住宏观经济大盘。**综合运用多种货币政策工具，保持流动性合理充裕。两次降准释放长期流动性超 1 万亿元。提前完成向中央财政上缴结存利润 1.13 万亿元。引导贷款市场报价利率（LPR）下降，建立存款利率市场化调整机制，推动降低企业融资成本。人民币汇率在合理均衡水平上保持基本稳定。**稳经济大盘重点领域得到有力金融支持。**出台金融支持疫情防控和经济社会发展 23 条措施。支持基础设施重点领域信贷投放和补充投资资本金。提高普惠小微贷款支持工具激励资金支持比例。并行实施碳减排支持工具和支持煤炭清洁高效利用专项再贷款。创设科技创新、设备更新改造、交通物流、普惠养老专项再贷款。全面推进金融服务乡村振兴和制造强国战略。全力维护房地产市场稳健运行。**防范化解金融风险取得新成果。**持续推进风险较大地区中小银行风险处置。善始善终做好大型平台企业金融业务整改，设立金融稳定保障基金，维护金融稳定安全发展大局。

## 价值创造



2022年末，本集团资产总额90,863.99亿元，比上年末增加11,030.58亿元，增长13.82%。负债总额88,326.76亿元，比上年末增加10,710.02亿元，增长13.80%。所有者权益合计2,537.23亿元，比上年末增加320.57亿元，增长14.46%。

2022年度，本集团实现利润总额392.72亿元，同比增加94.02亿元。净利润310.55亿元，同比增加62.43亿元。营业收入1,281.85亿元，同比增加252.07亿元。营业支出888.62亿元，同比增加158.17亿元。

2022年度，本集团平均资产利润率0.36%，国有资本保值增值率113.95%，在减费让利应减尽减、应让尽让，足额计提资产减值准备的情况下，通过加大履职力度带动规模的增长、成本费用的有效控制、风险防控水平的提升，保持了财务可持续。

## 业务综述

服务乡村振兴成效显著

服务稳大盘坚决有力

支农手段丰富完善

资金筹措及时高效

品牌形象全面提升

## 服务乡村振兴成效显著

### 全面保障粮食安全

2022 年，农发行坚守主责主业，加大信贷产品创新和资金供应，在服务和保障国家粮食安全方面发挥了重要作用。截至年末，粮棉油贷款余额 17,518 亿元，全年累计发放粮棉油贷款 7,483 亿元，贷款投放额创 2015 年以来新高。



年末粮棉油贷款余额

17,518 亿元

**落实国家粮棉油宏观调控政策，保障国家粮食安全底线。**农发行全力保障国家下达中央储备增储、调节储备增储等计划，全年累放中央事权粮棉油储备轮换调控贷款 2,395 亿元，同比多放 226 亿元。全力支持地方储备增储和轮换，全年累放地方事权粮棉油储备轮换及调控贷款 1,395 亿元，同比多放 179 亿元。全力服务国家肉、糖、化肥等重要农产品储备调控计划，全年累放省级以上专项储备贷款 184 亿元，同比多增 53.1 亿元。

**加大粮棉油收购贷款投放，夯实收购资金供应主渠道地位。**农发行将支持粮棉收购与服务稳住经济大盘同部署、同推进，全力保障粮食收购资金供应。全年累放粮棉油收购贷款 4,078 亿元，同比多增 322 亿元。其中：累放粮油收购贷款 3,704 亿元；支持企业收购粮油 4,820 亿斤；累放棉花收购贷款 374 亿元；支持企业收购棉花 328 万吨。2022 年，本行支持企业收购粮食、棉花数量分别占市场份额的 65%、61%，主渠道作用进一步彰显。

**培育业务增长新动能，重点领域发展取得新突破。**农发行加强与发改委、财政部、国家粮食和物资储备局等部门沟通协调，推动中央煤炭储备业务落地本行。全行发放首笔煤炭储备贷款 0.8 亿元，全年累放省级能源资源储备贷款 14.1 亿元。围绕国家 102 项重大项目工程，利用农发基础设施基金项目投贷联动契机，主动营销储备一批粮食仓储和能源资源仓储设施建设项目，全年累放仓储设施贷款 45 亿元，支持项目 101 个。

**支持粮食市场化进口，畅通国内国际双循环。**农发行严格落实国家粮棉油进口调控政策，统筹国内、国际业务发展，全力支持中储粮等企业市场化进口政策性玉米、大豆及各类重要农产品。全年累计支持粮棉油进口企业 35 家、发放贷款 946 亿元，同比增加 125 亿元，增幅 15%；支持进口粮棉油 2,303 万吨。



全年累放中央事权粮棉油  
储备轮换调控贷款

**2,395** 亿元

**226** 亿元 同比多放

**加大对大豆油料领域信贷支持力度，助力扩种增产。**农发行重点围绕大豆油料规模化生产、科技成果转化、加工及进口等领域制定针对性政策措施，印发《关于支持大豆和油料产业发展的意见》，切实把大豆油料产业发展作为本行一项长期战略性任务抓实抓好。全年支持企业 1,103 家，累计发放贷款 1,003.6 亿元，用于支持大豆等油料作物收储及油脂加工。



全年累放粮棉油收购贷款

**4,078** 亿元

**322** 亿元 同比多增

## 案例 CASE

### 支持黑龙江农垦建三江粮库有限责任公司粮食现代物流一期项目建设

农发行大力支持粮食现代物流设施建设，立足于黑龙江省丰富的粮食资源，依托建三江分局粮食基地、规模等优势，审批并投放仓储（物流）设施贷款 2.6 亿元，有效保障农垦系统资金及时供应。项目建成后，将形成北大荒产地供应库、物流节点库、城市分销库和交易转化中心“三库一中心”战略的重要物流节点，有效提升东北地区粮食流通能力，提高区域粮食综合生产能力，促进东北地区经济振兴。





## 案例

CASE

## 加强与地方骨干粮食企业产销对接合作

农发行积极顺应粮食流通市场化改革，充分发挥市场导向作用，促成河北省内大型粮油购销企业——邢台市国家粮油储备有限公司（简称“邢粮公司”）与牧原集团、北大荒集团、大连海大容川贸易有限公司等大型饲料加工企业进行战略合作，实现资金支持从购销到加工的延伸。自 2001 年建立信贷关系以来，累计向邢粮公司发放贷款 39.45 亿元，支持其与用粮加工企业签订粮食购销合同 2.04 亿吨，收购粮食 1.79 亿吨，有效促进地区粮食产业结构优化，实现银企合作共赢。



## 案例

CASE

## 创新推广地区特色“扶余模式”，助力粮企创收增收

农发行强化粮食主产区服务国家粮食安全能力，积极推动地方国有粮食企业改革改制，以吉林省扶余粮食集团为试点，努力打造信贷支持地方国有企业为深加工或南方大型用粮企业代储粮源实现创收增收的“扶余模式”。2019 年以来，累计向扶余粮食集团发放贷款近 6 亿元，支持企业收储粮食 45 万吨，提升仓储能力 64 万吨，助力企业增收超 2,000 万元。截至年末，通过推广“一县一企、一企多点”经营模式，累计审批“扶余模式”贷款 14 亿元，涉及企业 29 家；累计发放贷款 5.8 亿元，支持企业 17 家。





## 全力支持巩固拓展脱贫攻坚成果

顺应“三农”工作重心的历史性转移，全力服务巩固拓展脱贫攻坚成果，坚定先锋主力模范目标不动摇，聚焦支持国家乡村振兴重点帮扶县、脱贫县、定点帮扶县、易地扶贫搬迁大型安置点等四大区域，优先服务带动防返贫监测对象、易地搬迁群众、脱贫人口等三类人群，全年投放精准帮扶贷款 6,363.05 亿元，贷款余额 18,561.53 亿元，坚决助力守住不发生规模性返贫底线。在中央单位定点帮扶工作成效评价连续 5 年获得“好”，在金融机构服务乡村振兴考核评估中连续 2 年获得“优秀”，继续站稳“第一梯队”。

**优先带动脱贫群众就业增收。**健全贷款联农带农惠农机制，出台 7 项倾斜政策，将帮扶成效细分为三档并匹配相应优惠政策，优先采取产业就业方式与脱贫群众建立联带关系。全面对接各地区防返贫监测和帮扶机制，优先满足防返贫监测对象发展生产的金融需求。全年新审批投放精准帮扶贷款带动和服务 2,089.41 万脱贫人口、123.47 万监测对象，占全国脱贫人口的 25.8%，其中投放产业类帮扶贷款 2,560.91 亿元，带动脱贫人口实现人均年增收 8,656 元，帮扶成效全面提升。

**聚焦支持脱贫地区加快发展。**突出支持 160 个国家乡村振兴重点帮扶县，用好用足 31 条倾斜政策，开展融资融智、招商引资、东西部协作、支农资金回流等十大专项行动，全年投放贷款 588.95 亿元，贷款余额 2,282.14 亿元，贷款增速 16.75%，较全行各项贷款高 1.06 个百分点，协助招商引资到位资金 40.16 亿元。大力支持 832 个脱贫县巩固“三保障”和饮水安全成果，全年投放贷款 3,559.61 亿元，贷款余额 14,058.56 亿元，助力县域经济加快发展。

**突出支持易地搬迁后续扶持。**深化易地搬迁后续扶持专项行动，聚焦安置区配套设施建设、富民产业发展和就业帮扶等“一区两业”加大信贷投入力度，在 22 个省组织开展“我为搬迁群众办实事”实践活动。全年投放后续扶持贷款 930.85 亿元，实现全国 70 个万人以上大型安置区帮扶全覆盖，助力搬迁群众稳得住、有就业、逐步能致富。

**扎实落实定点帮扶重点任务。**在定点帮扶县落地 84 条“压箱底”特惠政策，投放贷款 19.05 亿元，减费让利超千万元。开展项目覆盖、产业带动、就业帮扶、保障救助“四个一批”专项行动，实现定点帮扶县防返贫监测对象帮扶全覆盖，提供 1,645 个公益岗位，帮助 1,459 人务工就业。克服疫情影响，以“云招商”形式连续 6 年召开定点帮扶县招商引资对接会，开展“消费帮扶新春行动”，联合中央农广校线上培训定点帮扶县干部 1.89 万人，创历史新高。农发行定点帮扶项目入选国家乡村振兴局社会帮扶助力巩固衔接典型案例。

**强化银政战略合作与创新示范。**持续落实与农业农村部、国家乡村振兴局三方战略合作协议，联合在河北、浙江、贵州 3 省开展服务乡村振兴创新示范，大力推广“整县推进”等多项创新示范成果，创新研发农业产业贷款风险补偿金等创新模式，“全域开发”模式入选农业农村部金融支农八大创新模式，“强村共富贷”入选金融街论坛金融服务乡村振兴十大案例。



全年投放精准帮扶贷款

**6,363.05** 亿元

**1,521.16** 亿元 同比多投



带动和服务脱贫人口

**2,089.41** 万人

**25.8%** 占全国脱贫人口

## 案例

CASE

### 支持易地搬迁安置区改善基础教育条件

农发行聚焦易地搬迁安置区配套设施建设和产业就业帮扶等金融需求，全力支持易地搬迁后续扶持。创新“教育专项资金+公司资产收益+学校经营资产收益”模式，2022 年向贵州思南县审批 2.85 亿元教育帮扶中长期贷款，支持易地搬迁安置点中学建设项目，直接服务学生 5,000 人，其中脱贫学生 1,231 人，有效满足了安置点适龄学生就学需求、解除了搬迁群众后顾之忧，结束了该片区无中学的历史。



## 案例

CASE

### 完善联农带农机制助力脱贫群众增收

农发行紧紧抓住产业和就业两个关键，强化贷款项目利益联结机制，帮助脱贫群众持续增收致富。在原“三区三州”深度贫困地区的四川甘孜州九龙县发放贷款 6,345 万元，支持“国家禽畜资源九龙牦牛”特色产业发展，建立“乡镇+村+农牧民”主体利益联结机制和“主导产业+龙头企业+村集体”增收增效经营机制，累计带动该县 8 个乡镇、11 个村、198 户农户，实现户均年增收 4.2 万元，逐步缩小脱贫群众收入差距。





**案例**  
CASE**搭建招商引资平台助力定点帮扶县县域经济发展**

农发行通过召开定点帮扶县招商引资对接会，牵线搭桥，促成定点帮扶县与 30 余家企业达成合作意向，签订合作协议 9 份，意向合作金额 112.4 亿元。向广西隆林县投入 8 亿元信贷资金帮助建设扶贫产业园区，搭建招商引资平台，成功引进吉利百矿集团落户并实现满产达产，当年贡献全县 GDP 的 27%，助力隆林县实现 GDP 年增长 10.6%，带动 600 余人就业，进一步缩小与发达地区发展差距。



## 助力推进农业现代化

**全力服务“藏粮于地”战略。**集中力量支持高标准农田建设、黑土地保护、全域土地综合整治、中低产田改造、高效节水灌溉、盐碱地综合治理改造利用、土地复垦、耕地土壤污染治理与防治、农业社会化服务等重点领域。因地制宜发展了一批“农地+特色产业”“农地+综合整治”“农地+供应链”等模式。全年累放农地贷款 2,672.60 亿元，推动粮食和重要农产品生产能力提升，保障国家粮食安全，切实服务“藏粮于地”战略。

**全力服务“藏粮于技”战略和民族种业振兴。**持续支持种业振兴、高端农机装备、智慧农业、生态环保、农业科技贷款创新平台等重点领域科技成果转化以及现代农业科技创新推广应用，切实发挥政策性金融的引领作用，以科技自立自强赋能农业农村现代化，提升农业科技进步贡献率。全年累放农业科技贷款 486.09 亿元，同比多放 218.94 亿元。

**全力服务重要农产品稳产保供。**积极服务稳住农业基本盘和国民经济稳定大局，全力保障肉禽蛋奶糖果蔬等重要农产品有效供给。抢抓春耕备耕农业生产关键时节，切实加大对农资供应、农机作业、农村土地流转和规模化经营等农业生产环节的支持。全力保障生猪等重要农产品信贷支持力度，合理把控信贷投放节奏，全年累放生猪全产业链贷款 291.76 亿元。

**全力推进农村现代流通体系建设。**完善农产品批发市场、农贸市场、连锁配送等农产品流通网络建设，服务冷链物流设施补短板 and 农业农村流通新业态发展，支持物流节点涉农物流基础设施和县域商业体系建设，畅通农产品进城和消费品下乡双向渠道，全力服务城乡物流畅通保供。全年累放农村流通体系建设贷款 1,150.87 亿元，同比多放 435.23 亿元。

**全力助推涉农产业转型升级。**聚焦“一县一业”“一村一品”特色产业工程和规模化主导产业，充分发挥龙头企业在产业链中的带动引领作用，全年累放非粮棉油产业化龙头企业贷款 123.1 亿元。支持产业融合平台构建，支持国家级涉农园区、农产品加工园区、返乡创业园等园区和平台建设，推动农业农村要素资源整合。全年累放现代农业园区贷款 57.23 亿元。



全年累放农业科技贷款

**486.09** 亿元

**218.94** 亿元 同比多放



全年累放农村流通体系建设贷款

**1,150.87** 亿元

**435.23** 亿元 同比多放



## 案例 CASE

### 湖南分行应用“高标准农田+产业导入”模式支持高标准农田建设

农发行探索利用“农地+高标准农田+特色产业”支持高标准农田建设及当地涉农产业发展。湖南分行依托“山乡巨变第一村”清溪村品牌，结合当地水稻种植、小龙虾养殖、历史文化等资源禀赋，审批贷款 2.98 亿元，支持清溪稻梦渔歌田园综合体项目建设。该项目支持建设集中连片、旱涝保收、节水高效、稳产高产、生态友好的高标准农田，实现“地平整、土肥沃、旱能灌、涝能排、路相通、林成网”，支持建设“稻田+”种养示范基地，促进当地稻虾养殖特色产业发展，同时结合乡村文旅为项目增色，促进乡村一二三产融合发展，带动农民致富和农业企业增收，为实施乡村振兴战略提供强劲动力。



## 案例 CASE

### 支持国家级农业“硅谷”建设

为推进农业科技创新、深化部省共建、实现农业农村现代化探路之举，支持全国首家国家级农业科创中心——南京国家现代农业产业科技创新示范园区项目建设，投放农业科技中长期贷款 9 亿元，推进农业科技创新和成果转化，为农业插上科技“翅膀”。目前园区内已成功签约多家国家重点农业科技企业，入驻农业科研团队超过 200 个，聚集近 10 个院士团队，成为全国唯一的农业集群式院士创新基地。





**案例**  
CASE**“投贷联动”助力自贡国家骨干冷链物流基地建设**

农发行充分发挥稳经济大盘政策性金融“急先锋”作用，支持自贡国家骨干冷链物流基地公铁联运仓储中心及配套基础设施建设项目。项目以“冷链物流+区域集散+食品加工+大宗贸易+互联网”为核心，通过转变发展方式，调整发展结构，优化功能布局，实施产业升级，打造成渝地区乃至全国一流的综合冷链物流基地。项目建成后，可同时实现 9 万平米铁路物流仓储中心和 12 万平米公路物流中心的投产运营，将为自贡及川南各类农副产品提供生态化、标准化、集约化、以及高质高效的物流服务，助力当地生鲜农产品上行、消费品下行、平稳市场价格波动，扩大高品质生鲜农产品市场供给，促进乡村产业全链条升级。



## 高效推动农业农村建设

**全力支持水利建设。**深入贯彻习近平总书记提出的水利工作方针，对标国家和地方水利发展规划，坚持专项优惠政策，与水利部等密切协同，全力做好重大水利及民生水利工程金融服务。全年累放水利建设贷款 1,624 亿元，贷款余额 5,992 亿元，均居金融同业前列。突出支持引江补汉工程、淮河入海水道二期工程、引江济淮工程、四川亭子口灌区一期工程、湖南大兴寨水库、广西龙云灌区等一批标志性重大水利工程项目。

**深化开展农村路网建设。**深入贯彻落实习近平总书记关于“四好农村路”建设的重要批示，积极服务交通强国建设，深化与交通运输部的沟通合作，联合印发《关于“十四五”时期充分发挥政策性金融作用支持农村路网高质量发展的意见》，创新支持强农惠农高速公路与路衍经济项目；建立省一级分行与交通运输主管部门一对一工作机制。全年累放农村路网建设贷款 786.43 亿元，支持新改建农村地区公路 2.22 万公里，新改建桥梁 1,662 座、57.16 万延米，贷款余额 3,528.5 亿元，达历史新高。

**助力宜居宜业和美乡村建设。**全力服务农村基本具备现代生活条件目标任务，聚焦乡村建设行动重点任务，围绕农村人居环境整治提升五年行动重点领域，加大农村厕所革命、农村生活污水和垃圾等信贷支持力度。全年支持农村人居环境整治领域项目 2,191 个，累放改善农村人居环境贷款 1,618 亿元，贷款余额 5,474 亿元，支持了浙江安吉县乡镇共同富裕等一批典型项目。

**持续支持城乡一体化建设。**深入贯彻落实国家“十四五”规划纲要中县城补短板、城乡融合发展重点任务，贯彻落实中办、国办印发的《关于推进以县城为重要载体的城镇化建设的意见》，围绕推进县域内产业配套设施提质增效、市政公用设施提档升级、公共服务设施提标扩面、环境基础设施提级扩能，持续加大信贷支持力度。全年累放城乡一体化贷款 6,012.40 亿元，贷款余额 14,865.99 亿元。

**扎实推进棚户区改造。**积极落实党中央决策部署，持续强化重点客户营销服务，不断加强贷款合规风控管理，稳步推进棚改贷款业务发展。截至年末，棚户区改造贷款累放 1.73 万亿元，其中全年投放 318 亿元，贷款余额 1.22 万亿元；累计支持棚户区拆迁 70,725 万平方米，新建安置房 28,005 万平方米，有效改善 473 万户、1,593 万人的住房条件。

**大力推动保障性租赁住房及老旧小区改造。**积极落实国家相关政策，印发《关于进一步加强保障性租赁住房贷款合规管理》的通知，有力推进全行保障性租赁住房贷款合规、稳健、可持续发展。截至年末，城镇老旧小区改造贷款累放 109.21 亿元，其中全年投放 64.73 亿元，改造小区个数 4,333 个，涉及 60 余万户，贷款余额 106.69 亿元；保障性租赁住房贷款累放 71.67 亿元，其中全年投放 52.15 亿元，涉及房源共计 5.84 万套，贷款余额 68.11 亿元。

全年累放水利建设贷款

**1,624** 亿元

全年累放农村路网建设贷款

**786** 亿元

高效推动  
农业农村建设

全年累放城乡一体化贷款

**6,012** 亿元

全年累放改善农村人居环境贷款

**1,618** 亿元

全年累放棚户区改造贷款

**318** 亿元



## 案例

CASE

### 广西玉林市龙云灌区工程项目

广西分行积极支持国家重大水利工程项目建设，审批水利建设贷款 10 亿元用于支持龙云灌区工程。项目由水源及引水渠工程、灌区输水骨干工程和田间工程组成，建成后可将北流河富余水资源通过水库调蓄后引至南流江流域，补充灌溉用水，发展中草药、水果种植，退还部分被饮用、灌溉挤占的生态环境用水，改善南流江的水生态环境，置换优质水源用于当地城乡供水。优化区域水资源配置格局，解决区域水资源短缺问题，有效巩固拓展玉林市脱贫攻坚成果、促进生态文明建设。



## 案例

CASE

### 浙江分行青田县交通基础设施综合提升项目

浙江分行审批 24 亿元农村路网建设贷款支持青田县交通基础设施综合提升，“贷”动青田共富路，持续打造农发行“服务农村路网的骨干银行”品牌。该项目建设内容包含 330 国道青田县温溪至船寮段 33.10 公里路段改建以及对青田县四都港等河道清淤疏浚。项目建成后，将惠及村庄 200 多个、人口 53 万余人，可实现过境交通及青田对外交通的快速出行，提升区域国省道路网通行能力及服务水平，加快构建“内畅外联、引领发展”的四大交通走廊建设，加快融入全省“四港、三通道、四枢、三体系”综合交通格局，补齐区域交通基础设施短板，助力浙江省交通强国示范区建设。



惠及人口数量

# 53

万余人

**案例**  
CASE**临港（金沙岭）青年中心项目和临港（蔺山）青年中心项目**

临港（金沙岭）青年中心项目和临港（蔺山）青年中心项目开创了山东分行支持保障性租赁住房建设的先河。该项目总投资 11.18 亿元，申请银行贷款 8.8 亿元，共建设保障性租赁住房 2,472 套，配套建设食堂、超市、给排水、供电、道路、绿化等齐全的服务设施。项目建成后，将有效缓解临时住房问题，优化人才发展环境，为引进人才、培养人才、留住人才提供了良好的基础保障；将加大对周边道路和排水管道等市政基础设施投入，直接改善周边村民生活环境，提升“精致城市”品牌形象。

**案例**  
CASE**江苏常州市殷杏泰美丽宜居工程项目**

江苏分行审批通过 12 亿元改善农村人居环境项目贷款，用于殷杏泰美丽宜居工程项目。项目以国土空间全域整治为切口，紧扣生态宜居、产业兴旺两大关键，通过全域土地综合整治，调整优化建设用地和基本农田布局，对村民原有宅基地进行统一规划、统一建设，完善配套、集中居住，盘活存量乡村建设用地，促进农村一二三产业融合发展，从根本上改善农村人居环境，发挥乡村振兴产业引领作用，带动农民持续稳定增收，打造美丽宜居乡村。





## 积极服务区域协调发展

主动融入和服务国家区域发展战略，累计出台 22 个促进区域协调发展的实施意见，实现服务国家区域发展战略全覆盖，持续加大对区域重大战略和区域协调发展战略支持力度，为区域经济高质量发展注入金融新动能，助力构建优势互补、高质量发展的区域经济布局和国土空间体系。



**全力服务区域重大战略，助力增强高质量发展重要动力源。**制定实施服务京津冀协同发展、稳住经济大盘支持长三角一体化高质量发展等实施意见，促进区域间融合互动、融通互补，着力支持了山东海洋牧场、安徽国家储备林、湖南大兴寨水库、广西平陆运河等一批经济社会成效显著的重大工程项目，为构建区域协调发展格局提供高质量的融资融智服务。全年累放长江经济带地区贷款 12,221.50 亿元，余额 37,937.09 亿元；累放黄河流域地区贷款 5,328.72 亿元，余额 18,973.67 亿元；累放长三角一体化地区贷款 5,631.17 亿元，余额 13,490.85 亿元；累放京津冀协同发展地区贷款 1,785.80 亿元，余额 3,835.68 亿元；累放粤港澳大湾区贷款 851.10 亿元，余额 1,158.79 亿元；累放成渝地区双城经济圈贷款 1,447.06 亿元，余额 4,961.71 亿元。

**深入服务区域协调发展战略，助力提升区域发展平衡性和协调性。**制定实施服务东北全面振兴、中部地区崛起、特殊类型地区振兴发展、贵州在新时代西部大开发上闯新路、山东深化新旧动能转换推动绿色低碳高质量发展等实施意见，全力支持东、中、西、东北协调发展，助力实现共同富裕。创新融资模式，积极探索河北供销社农田浅埋滴灌建设、黑龙江“农地+供应链”模式、

浙江强村共富贷、福建“港区产业链金融”、重庆“1+6”特色产业全产业链、贵州良种产业贷、宁夏盐池滩羊、江苏“ROT+BOT”太湖蓝藻治理等创新模式。全年累放西部大开发地区贷款 7,087.93 亿元，余额 23,415.98 亿元；累放东北振兴地区贷款 2,641.11 亿元，余额 8,624.30 亿元；累放中部崛起地区贷款 5,777.45 亿元，余额 22,021.65 亿元；累放东部率先发展地区贷款 9,540 亿元，余额 21,285.59 亿元。

**优化完善服务区域发展体系，持续提升金融服务质效。**坚持党对金融工作的集中统一领导，把党的领导贯穿农发行服务国家区域发展战略的全过程、各领域、各环节。深入学习贯彻习近平总书记关于区域协调发展的重要论述，始终坚持金融工作的政治性、人民性，准确把握促进区域协调发展的总体方向、战略部署和目标任务，推动金融服务拓面、提质、增效。立足区域资源禀赋，给予差异化政策支持设立示范试点 21 个，推动新产品新模式在战略区域先行先试，切实提升服务区域战略的精准性和适配性。深化政银企合作，全年共与 5 家省政府、3 家部委、6 家央企签订战略合作协议，全面开展战略、规划、机制、政策、项目对接，形成共促区域协调发展合力。

## 案例 CASE

### 服务长江经济带发展，助力重大水利工程建设实施

作为 2022 年水利部重点推进 55 项重大水利工程之一，兴建大兴寨水库工程具有提高湖南湘西吉首市下游城区防洪能力、解决城乡用水、改善水生态环境等显著作用。湖南分行采用农发基础设施基金支持 5 亿元、水利建设贷款授信 23 亿元，通过“投贷联动”的方式，在为项目补足资本金的同时，也注入一剂“强心针”，先行推动项目开工建设。项目建成后将吉首市防洪能力由现在 10 年一遇提高到 50 年一遇，提供城区及周边乡镇供水 28.5 万立方米，为该市水安全保障、水生态改善、乡村振兴提供强有力的水利支撑。



## 案例 CASE

### 服务东北全面振兴，全力支持黑土地保护

富锦地处黑龙江东北部，是黑龙江省重点产粮和甜菜基地，为全国 100 个产粮大县之一，有“中国大豆之乡”的美誉。黑龙江分行按照“融资 + 融智”原则，科学合理设计融资方案，采取“F+EPC+O”模式（融资 + 工程总承包 + 项目运营）支持富锦国有农业用地经营权转让及运营。项目建成后，通过实施土壤改良和田间工程，可实现新增高标准农田；通过土地流转可推进 25 万亩国用农业用地适度规模化经营，提升农业生产的专业化、规模化、集约化水平，推动黑土地保护与耕地质量提升，切实服务“藏粮于地”战略，有力保障国家粮食安全。



## 大力支持生态文明建设

深入贯彻习近平生态文明思想，围绕国家“双碳”目标实现，聚焦“三农”绿色发展重点领域，不断提升绿色金融服务水平，助力农业农村的绿水青山转化为推进美丽中国建设的金山银山。

**加强绿色金融顶层设计。**印发《中国农业发展银行金融服务碳达峰碳中和目标行动方案》，紧扣降碳、减污、扩绿、增长协同并进，围绕资产、负债、自身运营三个维度，从“碳偏好”“碳创新”“碳管理”等 7 个方面提出 23 条行动措施，全力服务碳达峰、碳中和工作。加大政策倾斜，对重点绿色信贷项目和区域在信贷规模配置、利率定价、授权等方面给予差异化支持政策，开辟绿色办贷通道等。

**加大绿色信贷支持力度。**紧密结合六大绿色产业，加大绿色信贷支持力度。全力支持江河湖库水资源、水生态治理，高标准农田建设、黑土地保护、耕地土壤污染治理与防治，农村人居改善、村容村貌提升，国家储备林等国家生态安全屏障体系建设，以及风电、光伏等新型能源体系建设运营等。探索创新“林业+林下经济+碳汇”“农地+碳汇收益”信贷模式，积极支持 EOD（生态环境导向的开发模式）项目。探索推进排污权、用能权、用水权等绿色权益担保方式。大力支持国家级绿色发展试验区先行先试。

**初步构建绿色筹资体系。**推进绿色筹资体系建设，有序引导社会资本进入绿色金融领域。全年共发行绿色债券 64 亿元，其中发行绿色柜台债券 4 亿元，募集资金主要用于支持国家储备林等项目贷款投放，助力脱贫地区绿色发展、农户增收和本行“绿色银行”品牌建设。截至年末，累计发行绿色债券 820.2 亿元人民币、5 亿欧元，存量绿色债券 100 亿元，累计申领碳减排支持工具资金 83.33 亿元。

**践行绿色发展成效显著。**截至年末，绿色贷款余额 17,269.20 亿元，较年初增长 47.43%，占全行贷款余额 22.32%，在全国 24 家主要银行中排第六，共支持绿色项目 8,245 个。存量绿色信贷项目共计节约标准煤 1,678.50 万吨、减排二氧化碳当量 2,694.63 万吨、节水 15,511.63 万吨，服务国家生态文明建设成效显著。

年末绿色贷款余额

17,269.20

亿元

节约标准煤

1,678.50

万吨



减排二氧化碳

2,694.63

万吨



节水

15,511.63

万吨





## 案例

CASE

### 支持甘肃永昌河清滩光伏发电项目

农发行助力清洁能源发展，审批贷款 8 亿元，支持甘肃永昌河清滩 300MW 光伏发电项目。该项目装机规模为 377.395MWp，最大发电容量为 300MW，将通过地面集中式光伏发电模式，有效提高当地荒漠土地利用率，推动能源体系绿色低碳转型。项目建成后，预计折合年节约标准煤 19 万吨，减排二氧化碳排放量 49 万吨、二氧化硫 324 吨、烟尘 77 吨，环境效益显著。



## 案例

CASE

### 支持湖北竹溪县漆树生态产品及林业碳汇资源开发利用建设项目

农发行根据竹溪县“中国生漆之乡”的资源特点，审批贷款 3 亿元，支持漆树生态产品价值开发及林业碳汇资源开发利用。项目实施后，将建设漆树种植基地 4.5 万亩和生漆产学研基地等，以林业碳汇指标和经济林的产业化发展提高林地综合效益，为农民增收减贫。



## 案例

CASE

### 江西萍乡市湘东区废弃矿山生态修复综合治理项目

农发行大力支持生态环境保护修复，在江西审批 9 亿元、期限 15 年的贷款，支持湘东区废弃矿山的地表生态破坏治理，通过煤矸石无害化处理、造地复田等，推进地表地貌恢复、土壤质量改善、林草植被增长等，有力助推当地水土保持、生态环境改善。



## 服务稳大盘坚决有力

### 高质高效完成农发基础设施基金投放

有效落实党中央、国务院关于运用政策性开发性金融工具支持重大项目建设的决策部署，主动提高站位，前瞻思考、全局谋划、整体推进，高质高效推进农发基础设施基金设立和投放工作，基金项目累放 1,677 个、金额 2,459 亿元，涉及项目总投资近 3 万亿元。基金全部用于支持国家明确的市政和产业园区基础设施、交通基础设施、农业农村基础设施、能源基础设施、城乡冷链和重大物流基础设施、社会事业、保障性安居工程、新型基础设施八个领域，重点支持了南水北调中线引江补汉工程、淮河入海水道二期工程、四川亭子口灌区一期工程、广州东部公铁联运枢纽一期工程等一批国家“十四五”规划 102 项重大工程、150 项重大水利工程项目。



累放基础设施基金

2,459 亿元

#### 案例 CASE

#### 淮河入海水道二期工程项目

淮河入海水道二期工程总投资 438.09 亿元，是国务院部署实施的 150 项重大水利工程和 2022 年重点推进的 55 项重大水利项目之一，是淮河治理的标志性、战略性工程。农发行投放基金 37.18 亿元，支持淮河入海水道二期工程项目。工程实施后，将进一步提高洪泽湖和淮河下游地区的防洪标准，增加人民群众免受洪灾侵袭的安全感，改善工程沿线人民群众的生产生活条件，促进经济社会持续健康发展。



#### 案例 CASE

#### 南水北调中线引江补汉工程建设项目

农发行投放基金 12 亿元支持南水北调中线引江补汉工程建设。该项目是连接三峡工程与南水北调工程的标志性工程，总长 194.8 千米，从长江三峡库区引水入汉江，沿线由南向北依次穿越宜昌市夷陵区、襄阳市保康县、谷城县和十堰市丹江口市，终点位于丹江口水库大坝下游汉江右岸安乐河口。建成后将打通长江向北方输水通道，提高中线工程供水保证率和工程效益，缓解汉江流域水资源供需矛盾问题和水生态环境压力，维护国家用水安全。



## “保交楼”专项借款任务高效完成

作为国务院指定的“保交楼”专项借款银行之一，农发行迅速成立“保交楼”工作专班，积极主动参与政策研究和制度制定，保持与住建部、人民银行等部委密切沟通，及时印发配套实施细则确保“制度先行”。“保交楼”工作统筹部署、上下联动、内外协同、加快推进，主办的省份“保交楼”专项借款已全部实现投放，支付率达到 99%，较好地完成了党中央、国务院交办的“保交楼、稳民生”这一重要政治任务，切实维护了购房人合法权益和社会稳定大局。

## 制造业中长期和设备更新改造专项贷款作用凸显

深入贯彻习近平总书记关于“加快建设制造强国”重要指示精神，全面落实国务院常务会议关于加大制造业中长期及设备更新改造贷款支持力度的决策部署，高质量完成扩大制造业中长期及设备更新改造专项贷款投放各项任务目标。截至年末，累放制造业中长期贷款 798.23 亿元，其中投放发改委清单内制造业中长期贷款 161.23 亿元，在 21 家金融机构中位列前茅，投放清单外制造业中长期贷款 637 亿元；全行制造业贷款余额增幅 7.37%，制造业中长期贷款余额增幅 55.84%，增速居全国首位。累放设备更新改造专项贷款 28.3 亿元，为服务“三农”基本盘和服务稳住经济大盘提供有力支撑。



累放制造业中长期贷款

**798.23** 亿元

### 案例 CASE

#### 推动国家发改委清单内制造业中长期项目落实落地

2022 年 9 月 23 日，发改委第一批清单下发当日，农发行向山东青岛安宜美食品有限公司成功发放系统内首笔清单内制造业中长期贷款 1.5 亿元，支持胶东半岛全食材产业链项目建设。截至年末，累计投放贷款 3 亿元，保障项目建设资金及时到位。项目建成后，将形成蔬菜、肉类、米饭、便当餐等产品的产、销、储、运全产业链园区，年生产各类食材 14 万吨，打造出山东省最大的集第三方食品安全检测中心、食品交易工业互联网数据中心、食品营养配餐研发中心、全流程食材可追溯安全生产示范工厂、智慧冷链物流配送示范中心于一体的全食材产业基地，有效促进农产品和农副食品加工业转型升级和结构调整，带动农民就业增收。





## 支农手段丰富完善

### 国际业务



围绕主责主业，丰富跨境综合金融服务，2022 年国际结算量再创新高，达 226 亿美元，跨境人民币交易 188 亿元，外汇资金交易 270.85 亿美元；全行外汇信贷累放 202 亿元，外汇业务收入 1.54 亿元，连续两年在国家外汇管理局银行外汇业务合规与审慎经营评估中获评 A 类行。

**积极利用国际市场保障粮食安全。**通过国际结算业务服务保障重要农产品和涉农物资进口 991 亿元，合计约 1,631 万吨，其中大豆 550 亿元，棉花 181 亿元，分别占全国进口量的 13%、52%。



全年国际结算量

**226** 亿美元



保障重要农产品和涉农物资进口

**1,631** 万吨

**大力服务全球减贫事业。**创新运用“金融中介转贷款”模式，引进国际组织主权贷款资金，投放到受疫情冲击严重的涉农产业链、农产品流通体系、农业农村基础设施等重点领域。《采用主权外债“金融中介转贷款”模式支持疫后涉农产业恢复——农发行支持山东靖海、广西农垦集团案例》获得“第三届全球减贫案例征集活动”最佳案例奖，为减贫事业贡献“农发行智慧”。

**深化国外交流提升影响力。**同国际农发基金、亚洲开发银行、国际农业信贷联合会、亚太农协等国际组织保持密切交流往来，参加国际农发基金第 45 届理事会相关会议、第 14 届中国——东盟金融合作与发展领袖论坛和亚太农协执委会暨地区政策论坛等国际会议 45 场，不断提升影响力。积极响应落实全球发展倡议，踊跃参加减贫、粮食安全、气候变化和绿色发展等领域政策对话和经验分享。积极参与全球经济治理，加入博鳌亚洲论坛，不断增强中国农业政策性金融全球和区域话语权。

### 投资业务



**债券承销业务稳步发展。**农发行债券承销业务坚持服务国家重大战略。2022 年成功发行 4 只非金融企业债务融资工具，规模合计 32 亿元，支持了长江经济带发展、长三角一体化发展、黄河流域生态保护和高质量发展等区域重大战略。

**期货保证金存管业务成功开办。**农发行期货保证金存管业务系统于 11 月 26 日上线，并在首个期货交易日顺利运营。期货保证金存管业务正式开办，使农发行成为唯一开办此项业务的政策性银行，有利于进一步完善金融服务功能，拓展支农资金筹集渠道。

## 资金筹措及时高效



全年累计供应资金

110,795.10 亿元

64.24% 同比增加



全年发行境内债券

16,699.90 亿元

170.30 亿元 同比多发



年末吸收存款

12,201.52 亿元

1,968.30 亿元 同比增加

**筹资机制持续优化。**牢固树立负债服务全行资产发展、服务国家“三农”战略理念，持续推进支农资金筹集优化工程，有效发挥市场化发债筹资主渠道作用，统筹运用结构性货币政策工具，合规稳健组织存款。全年累计供应资金 110,795.10 亿元，同比增加 64.24%，为全行经营计划实施、重点任务推进及服务国家“三农”战略提供了及时足额资金保障。

**市场化发债筹资主渠道作用有效发挥。**全年发行境内债券 16,699.90 亿元，同比多发 170.30 亿元。年末境内存量债券余额 65,885.57 亿元，比年初增加 6,229.94 亿元；年末境外存量债券余额 185 亿元。聚焦“三农”重点领域和薄弱环节，持续创新发行具有“三农”特色的主题债券 322 亿元，常态化发行浮息债券 320 亿元、柜台债 104 亿元，发行绿色债券 64 亿元。创新发行首单以 LPR 为基准的中长期浮息债和 6 个月期贴现债，发行首单境内外分销直连农发债，开展首次农发债做市支持操作，不断提升农发债品牌价值。

**央行结构性货币政策工具精准实施。**抓住政策机遇，积极请领央行抵押补充贷款（PSL）、碳减排支持工具、科技创新再贷款、交通物流专项再贷款及设备更新改造专项再贷款等多项结构性货币政策工具资金，有效发挥结构性货币政策工具精准滴灌和定向支持作用。

**存款组织管理质效提升。**合规稳健发展对公存款业务，持续优化组织管理机制，提升客户服务意识，拓展服务渠道，积极引导低成本社会资金反哺“三农”，为提升全行支农履职能力发挥了重要支撑作用。截至年末，吸收存款 12,201.52 亿元，同比增加 1,968.30 亿元。

## 品牌形象全面提升

### 粮食银行

粮食安全是“国之大者”，是国家安全的重要基础。粮棉油信贷是农发行信贷业务的重要组成部分，是立行之本、发展之基。2022 年，农发行继续主动顺应粮食收储体制改革，出台《关于支持粮食市场化信贷业务高质量发展的意见》，构架市场化业务发展新格局；开发上线针对核心企业的产销对接信息平台，全力推广“订购贷”“订单贷”等供应链金融产品，支持核心企业及上下游企业收购粮油，全年累放市场化粮油收购贷款 1,718 亿元，占粮油收购贷款投放总额的 46%，支持企业收购市场性粮油 3,386 亿斤，助力粮食全产业链发展，畅通国内粮食大循环，不断擦亮“粮食银行”品牌。



全年累放市场化粮油收购贷款

**1,718** 亿元







## 农地银行

农发行以激发农村土地资源要素活力为核心，精准聚焦高标准农田建设、耕地保护、农地利用等重点领域，印发《关于落实“藏粮于地”战略推动农地业务高质量发展的意见》《关于大力支持农业社会化服务体系发展保障农业生产高质量服务乡村振兴的意见》《关于大力推广农村承包土地经营权抵押贷款业务的通知》等文件，切实加大信贷支持力度，推动服务“藏粮于地”战略落地落实。2022 年全行累放农地贷款 2,672.60 亿元，同比多放 1,224.16 亿元，进一步彰显“农地银行”特色品牌形象。



全年累放农地贷款

**2,672.60** 亿元









## 水利银行

农发行深入学习贯彻习近平总书记治水重要论述精神，围绕水资源优化配置、流域防洪工程、农村供水、灌区建设与改造、水生态保护治理和智慧水利建设六大重点领域，聚焦重大水利工程和民生水利工程，全力加大信贷投放力度。全年累放水利建设贷款 1,624 亿元，贷款余额 5,992 亿元，位居银行同业前列，投放农发基础设施基金 372 亿元，预计拉动投资超 4,000 亿元，有效发挥了骨干引领作用。在农发行支持下，亿万人瞩目的淮河入海水道二期工程、南水北调东线引江补汉工程、引江济淮二期工程、四川亭子口灌区一期工程、湖南大兴寨水库、广西龙云灌区等重大水利工程开工建设。水利部发来感谢信，称农发行“为推动新阶段水利高质量发展，稳定宏观经济大盘提供了坚实支撑”。



全年累放水利建设贷款

**1,624** 亿元









## 绿色银行

农发行聚焦“十四五”时期打造“绿色银行”特色品牌的战略目标，强化党委、董事会、高管层对绿色金融发展的统筹推动，制定并实施“绿色银行”一揽子政策制度，夯实绿色金融管理基础，不断完善绿色金融治理体系、管理体系。立足“三个维度”，从资产、负债、自身建设统筹推进“绿色银行”建设。聚焦重点领域，持续加大“三农”领域绿色信贷业务支持力度，全年累放绿色贷款 6,258.09 亿元。健全绿色筹资体系，丰富绿色金融债券品种，创新绿色债券发行，积极申领人民银行碳减排支持工具资金。推广绿色低碳节约工作生活方式，制定绿色办公、绿色采购等 9 大绿色低碳运营转型措施，深入推进自身绿色低碳运营，进一步提亮“绿色银行”品牌成色。



全年累放绿色贷款

**6,258.09** 亿元







# 风险管理 与内部控制

风险管理

内控合规管理

信贷及信用审批管理

## 风险管理

加强全面风险管理，更好统筹发展与安全，坚持前瞻性管控、系统性管理、结构性施策总体策略，推进风险管理责任、制度、工具体系建设取得实效，扎实开展全面风险排查，持续加大金融风险处置化解力度，重点领域风险整治取得阶段性成效，各类风险总体可控，牢牢守住不发生系统性风险底线。

**政策风险和战略风险管理良好。**坚守服务乡村振兴主场主业，业务发展实现稳健增长。坚持以政策性业务为主题开展经营活动，政策性业务和政策性贷款占比保持在 90% 以上。专业高效完成基础设施基金、“保交楼”专项借款、设备更新改造专项贷款和制造业中长期贷款等国家政策战略投放任务，减费让利助力企业降低融资成本。未出现政策落实不到位等导致的政策风险，也未出现因战略决策失误、战略执行不力等导致的战略风险。

**信用风险总体可控。**突出抓好不良贷款控新降旧，全年新发生不良贷款 98.69 亿元，增量风险控制有力。全年清收处置不良贷款 102.77 亿元，存量风险有效压降。2022 年末本外币合计不良贷款余额 234.22 亿元，较年初减少 4.07 亿元；不良贷款率 0.30%，比年初下降 0.06 个百分点，全行信贷资产质量保持稳定。贷款拨备率 4.02%，与年初持平，风险抵补能力保持稳定。

**流动性风险、操作风险、合规风险保持低位。**2022 年，流动性比例、流动性覆盖率、流动性缺口率等主要指标保持稳定并满足监管要求，流动性管理策略进一步优化。流动性限额管理运行良好，流动性储备水平合理充裕，资产负债期限基本匹配。操作风险管理水平稳步提高，全年操作风险事件件数和涉及金额同比双降。合规风险监测检查力度持续增强，合规风险管控基本处于平稳态势。

**洗钱风险、市场风险、信息科技风险、声誉风险相对较小。**全年未发生洗钱风险事件。市场风险主要为汇率风险，2022 年末外汇总敞口为 5.05 亿元，比年初增加 1.53 亿元，汇率波动对总体资本水平影响较小。持续健全信息安全体系，强化信息科技风险八大领域风险评估，全年未发生重大信息科技风险突发事件，重要信息系统运行平稳。2022 年舆情总体平稳，负面影响在可控范围内。



全年清收处置不良贷款

102.77 亿元

## 内控合规管理

深入推进“法治农发行”“合规农发行”建设，编牢织密内控合规监督网络，积极发挥内控二道防线作用，为全行高质量发展保驾护航。

**“法治农发行”建设深入推进。**深入学习宣传贯彻习近平法治思想，出台“八五”普法指导意见，编印《〈民法典〉农发行适用手册》，常态化编发“法治农发行”普法专栏文章，研发上线电子合同与法律审查系统，同步完成业务合同文本修订，扎实开展诉讼维权，全行全员法治素养稳步提升，法律服务前端介入、全程支持效果更加明显。

**“合规农发行”建设扎实开展。**探索建立“不贰过”机制，屡查屡犯问题根源性治理初见成效。首次开展合规质检，为省级分行提供定制化内控合规数据分析。通过“合规护航发展”主题文化月，弘扬合规文化理念。出台加强反洗钱管理体系能力建设意见，自主研发反洗钱监测模型，编印《反洗钱实用手册》，全面履行反洗钱监管义务。增设关联交易管理办公室，修订基本管理制度，专项治理实现常态化推进，报告期内本行未发生重大关联交易事项。研发上线操作风险管理系统，丰富风险管理工具。升级一体化整改系统，完善一般违规问题追责问责办法，提升整改问责信息化、规范化水平。

**内控合规监督网络更加健全。**出台省级分行履职、考核、纪律“三项规范”，制定信息共享规则，联合监督机制日益成熟和有效。县级支行“三合一”专员调配到位，出台“一细则、一意见、四清单、一手册、一题库”，举办“监督专员能力提升大讲坛”，全面强化“三合一”专员管理履职。建立健全案件联防联控机制，推进网格化管理，加强案件风险排查处置，有效防范化解案件风险。健全完善内控评价办法和标准，提升评价规范性、专业性和有效性。

## 信贷及信用审批管理

**信贷政策支撑有力。**全力以赴守好“三农”基本盘和服务稳住经济大盘，配合出台五个方面 30 条差异化信贷政策、农发基础设施基金、“保交楼”、制造业中长期及设备更新改造专项贷款等系列信贷政策，开辟办贷快速通道，充分发挥政策性金融工具作用。系统前瞻谋划综合信贷政策，指导各级行多维度科学合理配置信贷资源。灵活实行差异化信贷支持政策，为受疫情影响地区及时开通应急办理通道，出台服务小微企业敢贷愿贷能贷会贷长效机制的实施意见，有效支持实体经济发展。

**调查评估发挥效能。**以专业化调评为中心，大力加强总、省行调查评估中心建设，有效履行信贷尽职调查职责，不断提升客户服务水平。着力提升专业调评能力，坚持业务发展与风险防控相协调，从严把好信贷准入关，强化工作督导，提升调评质效，有效服务全行高质量发展。着力夯实调评制度基础，制定尽职调查指引，起草信贷业务调查要点及模板，开展重点行业研究，为调查评估专业化、标准化、精细化提供支撑。着力强化调评队伍建设，稳步推进调评专业资质管理，组织 3 期专业资格准入考试，累计通过近 7,000 人，扎实做好好评专业人才培养，有效实现“专业的人办专业的事”。

**信用审批质效提升。**按照“担当务实、专业高效、团结协作”工作原则，快节奏、高强度开展信贷审查、审议、审批，全行全年贷款审批量创建行以来历史最高。改革持续深化，信用审查中心建设全面完善，专职审议机制改革成效显著。管理不断加强，审查标准化、规范化建设扎实推进，审议集约化、专业化水平稳步提高。职能充分发挥，工作质效同步提升，重点客户和重点项目服务保障更加有力，统筹兼顾发展与安全，合规和信用风险管控精准有效，切实履行“促发展、防风险”信贷中台职责。

**信贷管理系统迭代升级。**按照“生产+智控+决策”定位，统筹推进“1+6+55”系统开发，建成功能齐备、制度匹配、数据合规、技术先进的系统集群，顺利实现新一代信贷管理系统上线，填补客户信息统一管理、支持线上风控等八个方面空白，在统一授信管理、业务流程灵活定制等十二个方面迈上新台阶，提供信贷业务管理、风险监控、决策分析融为一体的全流程服务，是农发行打造“新金融”、构建“新生态”、抢占“新高地”的战略之举，实现办贷管贷理念、制度、模式、流程的重构与再造，对推动信贷业务数字化转型、提升经营管理水平具有重大而深远的意义。



# 改革创新

深入推进“八项改革”

深入实施“八大工程”



## 深入推进“八项改革”

农发行深入落实中央巡视整改要求，立足农业政策性银行职能定位，持续深化八项重点领域改革，体制机制不断完善，履职能力持续提升，现代化建设和高质量发展迈上新台阶。

**资产负债统筹管理质效全面提升。**优化信贷资源调控模式，完善支农资金筹集管理机制，持续健全资本约束机制，探索完成贷款定价新模型构建与试点，首次制定年度流动性储备资产安全底限和目标规模，有效实现债券发行规模和节奏动态调控，深入推进资产负债组合管理，推动实现全行支农规模、让利实体经济、经营质效的全面提升。

**以客户为中心的服务管理体系持续夯实。**首次构建“4-4-4”的客户分类分级体系，客户服务管理体系更加健全，组织开展央企营销提升行动，组建客户营销服务团队，客户营销体制机制建设持续优化，小微智贷系统投产上线，客户服务信息化建设持续推进。

**全面风险管理体系不断完善。**建成了具有农发行特色、与业务复杂程度相匹配的内评体系，并应用于客户分级分类管理、准入、授信等领域，风险管理前瞻性水平得到提升。减值体系建设、信息科技风险二道防线管理持续深化，首次编制系统重要性银行恢复和处置计划，信用风险组合限额模型持续优化，风险管理系统建设稳步推进。

**内控合规管理“四梁八柱”建立健全。**全行制度体系更加成熟定型，联合监督机制、“不贰过”机制、合规典型案例管理机制建立完善，“三合一”专员管理进一步强化，检查整改一体化管理、内控合规信息系统及数字赋能持续优化完善。

**信贷管理体系改革深入推进。**新一代信贷管理系统一期项目如期投产上线，进一步完善信贷政策制度体系，完成信贷基本制度、产品、流程、授权、授信等 30 余项信贷制度配套修订工作，实现信贷业务流程重构；开展产品使用专项清理，强化产品使用准确性管理，贷款产品管理持续优化。全面推进信贷风险监控体系建设，统筹推进预警模型开发，开展监控系统试运行工作；优化信用风险管理组织架构，重建统一授信概念体系，进一步突出放款监督及存续期管理质效，信用风险管理能力稳步提升。

**现代财务管理体制初步建成。**全面预算管理深入推进，财务资源配置持续优化，完成实物资产管理系统建设，深化管理会计应用，上线“价值云谱”省级分行版及智能分析报告等功能，财务集中核算不断拓展完善。

**运营集约化改革效果显著。**运营全国大集中全面实现，最大限度推进系统互联互通，参数集中统一管理逐步强化，电子银行渠道产品和功能不断丰富完善，现有渠道功能的普及率和利用率持续提升。

**人力资源管理体系改革取得突破。**行员等级制改革稳步推进，职称评审机制不断完善，县级支行治理不断强化，分支机构柜面人力资源整合持续推进，养老保险改革加快推动，激励约束机制改革持续深化，绩效考评措施更加完善，人力资源信息系统二期一阶段功能模块顺利上线。

## 深入实施“八大工程”

### 党建领航工程

**坚持党建领航，加强党的领导。**聚焦迎接和学习宣传贯彻党的二十大精神大力推进党建领航工程，指导全行各级党组织抓好党的二十大精神学习贯彻，以强有力措施抓好中央巡视反馈整改，扎实推进党支部标准化规范化建设，以“强支部管理、严法纪行风”专项治理为抓手深化党建引领基层行治理，持续抓好后进党支部帮扶。通过抓基层、强基础、固基本进一步提升党建工作质效，确保高质量党建引领高质量发展。

### 重点项目工程

**紧盯重点项目，深挖发展潜力。**聚焦重点领域，提升重点项目储备力度。截至年末，储备国家级重点项目671个，同比增加3,255%。提升办贷效率，推动重点项目加速落地，全年实现审批投放项目4,630个，审批金额21,793亿元，同比分别增加39%、53%。运用“预分析、预筛选、预诊断”功能，提高风险防控的主动性和前瞻性，持续夯实业务高质量发展基石。强化精准履职，加强与国家相关部委对接力度，提供“一揽子”金融服务，发挥政策性银行“当先导、补短板、逆周期”作用。强化重点客户营销，做好重点项目和重点客户清单认定。

### 支农资金筹集优化工程

**优化支农资金筹集，持续推进降本增效。**坚持稳中求进，着力拓宽资金来源渠道，不断丰富结算手段，全面提升综合服务能力，推动负债业务结构、期限、成本持续优化，多元化支农资金筹集体系持续完善，支农资金持续拓源增量，引导各类资金为“三农”发展注入源头活水，切实让利实体经济，为服务稳住经济大盘和全行高质量发展提供重要支撑。

### 人才强行工程

**注重人才强行，打造高素质专业化队伍。**制定人才强行工程实施意见和分工落实方案，明确“领军人才培养计划”“管理英才淬炼计划”“专业骨干锻造计划”“基础人才储备计划”“聚贤引才提升计划”等5项育才引才计划，细化40条具体落实举措，持续打造高素质专业化农业政策性金融人才队伍。

### 重点客户工程

**聚焦重点客户，提升服务质效。**围绕服务乡村振兴六大领域，印发《关于加强客户群建设的实施意见》，推动构建总量适宜、结构合理、质量良好的客户群体。截至年末，全行贷款类客户总量26,411户。聚焦央企等战略合作客户持续加强“总对总”营销对接，开展央企营销提升行动、重点客户服务提升行动，出台支持央企服务乡村振兴12+4条倾斜政策，推动建立“1+1+N”战略合作关系，推动投放央企贷款1,815亿元、余额3,053亿元。

### 服务新型农业经营主体工程

**优化小微企业服务，“支农支小”成效突出。**全力推动小微企业服务优化工程，超额完成普惠小微贷款投放任务，支农支小成效显著提升。落实中央纾困助企政策，全年对52.71亿元贷款实施延期还本付息。上线智贷系统，实现数字办贷零突破，全年累放线上小微贷款318.6亿元，支持客户3.4万户，覆盖1,448个县，完成全行普惠任务的71.18%。持续发挥线下业务重要作用，健全敢贷愿贷能贷会贷长效机制，持续加大贷款投放，全年累放线下普惠贷款240.2亿元，较去年多投23.4亿元，推动中央稳经济大盘政策落地见效。

### 数字赋能工程

**加强数字赋能，推进科技创新应用。**以科技赋能业务发展、科技实力代际跃升、科技体制机制变革为主线，以新一代信贷管理系统、小微智贷系统建设为重点，统筹服务全行八项改革和重点工程建设，持续提升数据治理水平和网络安全防护能力，推进信息科技重点基础设施建设，实施总行科技组织架构改革，加强金融科技创新应用，有效服务全行改革和高质量发展大局。

### 文化铸魂工程

**深化文化筑魂，凝聚集体力量。**印发《关于文化铸魂工程的实施意见》，强化战略规划指导，增强文化引领力、凝聚力、影响力、传播力。开展以“爱党铸忠诚、爱国担使命、爱农有作为、爱岗作贡献”为主题的“四爱”教育，深入推进社会公德、职业道德、家庭美德、个人品德建设，宣贯新时代农发行文化理念体系。加强舆论引导，增强文化传播力，全年中央电视台报道农发行相关报道65次，《新闻联播》栏目播出4次，各级分支机构在中央和地方主要媒体刊发新闻稿件达19万篇（幅）。

## 基础支撑

人才队伍

数字科技

文化品牌

学术研究

## 人才队伍

**聚焦人才强行工程强化建章立制。**根据业务发展的需要和人才队伍实际，制定 2022 至 2025 年人员进退流转计划；印发分支机构系统内选调人员管理办法，进一步畅通人才流转渠道；研究对获得高水平专业资质人员给予适当奖励，引导激励员工进一步提升专业素养；探索科学评价“领军人才”，研究分层级建立“管理英才”库。

**统筹人才规模结构抓好校园招聘。**校园招聘为人才引进主渠道，采取提升岗位设置层级、拓展宣讲渠道、定向招聘紧缺人才等方式，为各条线延揽优秀毕业生，其中硕士及以上学历占比 78%，同比提高 12.6%，实现了引才规模的稳定适中、结构的合理布局和质量的有效提升。

**着眼专业素养提升加强教育培训。**举办党的二十大精神 and 十九届六中全会精神培训等 8 期重点示范班，安排 20 门党的理论教育和党性教育课程，提高员工政治素养；围绕乡村振兴、碳达峰碳中和等开展专题培训，提高培训的针对性、实效性；统筹抓好新提拔干部、新入职员工、青年干部等重点对象培训。

## 数字科技

科技建设紧紧围绕全行中心工作，优化信息科技组织架构，统筹实施数字赋能工程，全力推进信息科技“十四五”规划落地，同时在 IT 基础设施建设、数据治理、安全运维和风险控制方面进一步提升建设质量和管理水平。

**积极推进数字化转型，助力全行高质量发展。**全年新建、升级投产系统 78 个，其中“八项改革”和重点工程相关系统 46 个。在重点项目建设方面，新一代信贷管理系统及信贷风险监控系统、信贷分析决策系统上线，提升了信贷生产能力、市场竞争能力和履职保障能力；运营全国大集中项目分两批次完成全国 31 家省行的推广应用，重构了全行运营模式和作业流程。在服务客户方面，小微智贷上线供应链质押贷、竞拍贷、订单贷等场景，丰富了线上小微企业信贷服务类型，提升了服务质效；企业网银实现了本行贷款类业务在线办理“零”的突破；银企互联服务平台丰富了客户账户的管理方式，提升客户资金流转效率。在服务基层方面，财政预算管理一体化系统实现与 15 个省的财政预算管理系统对接，有效提升本行支农资金服务能力；资金存管平台至今累计接入 15 家粮食交易市场和 2 家特色交易市场，进一步服务国家粮食安全战略和粮食市场流通需要。



**全力推进数据治理提升专项行动，数据质量明显提升。**坚持依法治数，全面推进制度建设；坚持标准先行，全力推动数据标准建设。针对监管数据报送质量问题，深入剖析、分类施策、精准管控、快速整改，持续减轻基层行填报负担。

**稳步推进网络安全管理工作，重点时期安全保障圆满完成。**制定发布《网络安全管理体系建设实施方案》，全年完成重点任务 32 项，涉及 8 大领域。软件安全开发实现全生命周期管理，提升项目研发安全质量；网络安全态势感知平台覆盖全行，有效提升分支机构网络安全监控和分析能力；顺利完成“北京冬奥会”、党的二十大等重要时期的网络安全保障。全行信息系统运行平稳、网络和数据安全可靠，圆满完成了重点时期工作任务，安全管理工作取得良好成效。

**扎实推进运行维护工作，信息系统安全稳定运行。**高质量完成总行数据中心搬迁工作，成功实现农发行数据中心网络架构全面升级，筑牢多中心多活基础技术底座。疫情期间，统筹疫情防控、生产安全、投产变更等各种要求，切实保障系统稳定运行。统筹运维一体化管理，数据中心服务能力达到国标三级标准，实现了运维规划的阶段性目标。信息科技关键基础设施得到大幅优化提升。

**持续完善科技治理体系，数字赋能工作质效提升。**从组织架构、工作机制等多方面加强科技治理体系建设，切实提升整体工作效能。成立金融科技数字化发展委员会，建立“两部三中心”信息科技组织架构体系，对照农发行“十四五”规划中信息科技治理体系建设目标，逐步完善推进工作机制。信息科技组织治理体系和治理能力，向现代化建设迈出重要一步。

**加强关键核心技术攻关，科技自主可控能力提升。**形成信息科技关键核心技术自主可控实施方案，从系统研发、网络安全、数据管理、系统运维等领域提出自主可控目标、评估标准、实施路径，逐步提高重点系统自主可控能力，2022 年完全自主研发了参数管理平台、数字函证系统、养老保险个人账户系统等 27 个系统。

## 文化品牌

**持续完善文化品牌形象建设。**发布农发行服务文化理念，在全系统广泛开展创新文化理念征集提炼工作，发布农发行视觉形象识别系统、文化理念体系宣传海报，开展办公环境及营业网点视觉形象优化升级工作，构建农发行品牌价值差异化策略，推动农发行品牌形象建设迈上新台阶。

**增强干部员工文化自信。**组织第五届“最美农发行人”推选工作，组织推荐“2021-2022 年全国金融系统文化建设优秀单位”，组织思想政治工作和企业文化建设课题研究，举办“喜迎二十大·书香伴征程”阅读季活动，全行干部员工理想信念、宗旨意识更加坚定，思想道德素质、科学文化素质和身心健康素质有效提升。

## 学术研究

**深化基础研究。**从国内实践视角，着力探索农业政策性银行基本原理，构建中国特色农业政策性银行理论和实践框架，出版发行《中国农业政策性银行导论》《金融扶贫先锋》，完成《农业政策性银行扶贫论纲》。

**开展政策研究。**紧跟中央决策部署，及时开展重大政策解读分析，坚持问题导向和目标导向相结合，围绕服务乡村振兴战略、新兴行业、宏观经济、绿色金融、金融同业动态和国际组织动向等重点领域、热点问题开展专题研究，形成了一批较有价值的成果，助推政策落地和业务发展。

## 参控股公司

### 控股公司

#### 中国农发重点建设基金有限公司

中国农发重点建设基金有限公司是本行的独资子公司，2015 年成立，投资项目涵盖民生改善、“三农”建设、城市基础设施、重大基础设施和转型升级等领域。截至年末，中国农发重点建设基金运营平稳，风险总体可控。

#### 现代种业发展基金有限公司

现代种业发展基金有限公司是本行的控股子公司，注册资本 24.24 亿元，是经国务院批准设立，具有中央财政背景、采用市场化运作的股权投资基金，主要从事种业领域投资和投资咨询。截至年末，现代种业发展基金有限公司总资产 29.67 亿元，净资产 29.01 亿元，全年实现净利润 2,097.26 万元。

#### 农发基础设施基金有限公司

农发基础设施基金有限公司是本行的独资子公司，2022 年成立，基金全部用于支持国家明确的市政和产业园区基础设施、交通基础设施、农业农村基础设施、能源基础设施、城乡冷链和重大物流基础设施、社会事业、保障性安居工程、新型基础设施八个领域。截至年末，农发基础设施基金有限公司累计投资项目 1,677 个，投资金额 2,459 亿元。

#### 北京先农投资管理有限公司

北京先农投资管理有限公司是本行的控股子公司，注册资本 3,636.36 万元，主要从事投资管理和投资咨询，是现代种业发展基金有限公司的委托管理机构。截至年末，北京先农投资管理有限公司总资产 1.39 亿元，净资产 0.87 亿元，全年实现净利润 2,228.59 万元。

### 参股公司

#### 国家融资担保基金有限责任公司

国家融资担保基金有限责任公司是本行的参股公司，注册资本 661 亿元，主要经营再担保业务、项目投资、投资咨询等。

#### 中国农业产业发展基金有限公司

中国农业产业发展基金有限公司是本行的参股公司，注册资本 40 亿元，主要投资于农业产业化龙头企业、农业流通等重点农村服务业企业、农业和农村配套服务与建设项目，以及农业保险公司、涉农担保公司等。

#### 中国农业再保险股份有限公司

中国农业再保险股份有限公司是本行的参股公司，注册资本 161 亿元，主要经营农业保险的再保险业务以及转分保等业务。

## 未来展望

当前，国际环境风高浪急，国内改革发展任务艰巨繁重、经济社会发展仍然承压。从国际看，世界格局加速演变，乌克兰危机延宕发酵，粮食和能源安全问题突出，海外经济超预期衰退，美联储加息导致国际金融市场动荡加剧，多家国际机构连续示警 2023 年全球经济将陷入衰退。从国内看，社会环境方面，随着疫情防控措施优化，经济和社会发展回暖复苏的动能不断积蓄、释放，我国经济韧性强、潜力大、活力足的优势持续显现，物价水平总体稳定，制造业 PMI 回升，营商条件边际改善，但经济恢复基础尚不牢固，由于外需逐渐疲软，内需拉动作用被提升至更重要位置，需通过高质量供给创造有效需求；金融方面，中央经济工作会议要求，“坚持稳字当头，稳中求进，继续实施积极的财政政策和稳健的货币政策，加大宏观政策调控力度，加强各类政策协调配合。”当前宏观调控目标明确，各项宏观政策坚定有力、促成合力，财政政策、货币政策传导协同有效，产业政策、科技政策等各有侧重、有的放矢，但重点领域风险防范化解工作任务仍然艰巨；三农方面，党的二十大深刻阐释了大国三农与现代化强国的关系，重农目标一以贯之，强农路径愈发清晰，中央农村工作会议指出“要铆足干劲，抓好以乡村振兴为重心的‘三农’各项工作，大力推进农业农村现代化，为加快建设农业强国而努力奋斗。”这些重大部署，进一步凸显了高质量发展、建设农业强国的全局和长远意义，为推动全行发展质量变革、效率变革提供了行动指南。

党的二十大报告指出“我国发展进入战略机遇和风险挑战并存、不确定难预料因素增多的时期，各种黑天鹅、灰犀牛事件随时可能发生。”复杂的内外部形势蕴含着战略机遇和风险挑战。一方面，全面推进乡村振兴、加快建设农业强国需要农发行持续加大金融支农力度。农业强国目标对“三农”工作提出更高要求，农业强国是社会主义现代化强国的根基，满足人民美好生活需要、实现高质量发展、夯实国家安全基础，都离不开农业发展，建设农业强国意味着农业发展方式的创新、农业发展进程的提速，但现实表明，实现“四化同步”的过程中农业农村现代化明显滞后，“三农”仍是制约经济发展的

短板。此外，我国经济高质量发展和城镇化推进，对农村基础设施及公共服务提出了更高要求，粮食等重要农产品需求仍呈刚性增长态势，保障国家粮食安全、促进“三农”发展压力更大、任务更重，建设农业强国任重道远。另一方面，扩内需稳增长更加需要农发行发挥好政策性银行职能作用。政策性银行的发展空间、规模、速度由国家宏观调控决定，与经济形势、走向和宏观政策取向密切相关，经济下行压力越大，国家宏观调控力度越大，政策性金融的责任和作用就越大。当前经济恢复基础尚不牢固，加快推动经济回归正常轨道，更好推动市场主体信心改善，促进经济增速向潜在增速回归，保持量的合理增长，是 2023 年推动经济运行整体好转的基础。因此中央出台了扩内需稳增长一系列政策，强调要坚持稳字当头、稳中求进，政策性金融应加大对符合国家发展规划重大项目的融资支持，需继续保持足够的逆周期调节力度，尽快形成实物工作量，为经济增长托住底、稳预期。

2023 年是农发行全面贯彻落实党的二十大精神、抢抓发展机遇、加快推进发展的关键一年，是实施“十四五”规划承前启后的关键一年，是推进中国式现代化的开局之年。在社会经济企稳回升、中国式现代化接力推进、三农事业向高而行、农业强国建设如火如荼的关键时期，本行将坚持以习近平新时代中国特色社会主义思想为指导，全面贯彻落实党的二十大精神，认真贯彻中央经济工作会议、中央农村工作会议、中央纪委二次全会等会议部署和国务院领导同志批示精神，全面落实国家扩内需稳增长政策措施，坚持稳中求进工作总基调，锚定建设农业强国目标，坚定实施农发行“六个坚持”总体战略、“四个全力”发展战略和“十四五”发展规划纲要，更好统筹发展和安全，坚定不移推进全面从严治党，抓好中央巡视常态长效整改，以党的建设为统领，以高质量发展为主题，以推进现代化建设为主线，以改革创新为动力，全力服务国家战略和“三农”发展，实现质的有效提升和量的合理增长，为中国式现代化建设作出新的更大贡献。



# 董事、高级管理人员情况

## 董事、高级管理人员基本情况

### 董事会成员



钱文挥

党委书记、  
董事长、  
执行董事



湛东升

党委副书记、  
副董事长、  
执行董事



孙兰生

党委委员、  
执行董事



连维良  
部委董事



许宏才  
部委董事



邓小刚  
部委董事



刘国强  
部委董事



周劲松  
股权董事



邱世如  
股权董事



韩粤  
股权董事



王红雁  
股权董事

## 中央纪委国家监委驻行纪检监察组组长



王昭翮

组长、  
党委委员

## 高级管理层成员



湛东升

党委副书记、  
行长



孙兰生

党委委员、  
副行长



徐一丁

党委委员、  
副行长





## 中国农业发展银行负责人 2022 年薪酬情况

单位：人民币万元

## 2022 年支付的税前报酬情况

| 姓名  | 职务                     | 发薪月数 | 已支付薪酬 | 社会保险、企业年金、补充医疗保险及住房公积金的单位缴纳（存）部分 | 其他货币性收入（注明具体项目并分列） | 是否在股东单位或其他关联方领取薪酬 | 在关联方领取的税前薪酬总额 |
|-----|------------------------|------|-------|----------------------------------|--------------------|-------------------|---------------|
| 钱文挥 | 党委书记、董事长、执行董事          | 12   | 65.63 | 15.60                            | 0                  | 否                 | 0             |
| 湛东升 | 党委副书记、副董事长、执行董事、行长     | 12   | 65.63 | 15.49                            | 0                  | 否                 | 0             |
| 王昭翮 | 中央纪委国家监委驻行纪检监察组组长、党委委员 | 12   | 59.07 | 12.67                            | 0                  | 否                 | 0             |
| 孙兰生 | 党委委员、执行董事、副行长          | 12   | 59.07 | 12.97                            | 0                  | 否                 | 0             |
| 徐一丁 | 党委委员、副行长               | 12   | 59.07 | 15.33                            | 0                  | 否                 | 0             |
| 张宝江 | 党委委员、副行长               | 5    | 24.61 | 7.76                             | 0                  | 否                 | 0             |
| 解学智 | 原党委书记、董事长、执行董事         | 12   | 37.50 | 13.23                            | 0                  | 否                 | 0             |
| 赵鹏  | 党委委员、副行长               | 7    | 34.46 | 9.69                             | 0                  | 否                 | 0             |
| 张文才 | 党委委员、副行长               | 5    | 24.61 | 4.82                             | 0                  | 否                 | 0             |

## 注：

1. 上表披露薪酬为本行向负责人实际支付的 2022 年度税前薪酬，不含当年清算补发的以前年度薪酬。
2. 原党委书记、董事长、执行董事解学智同志任职全国政协常委，按照财政部有关规定，工资关系保留在本行。

## 董事、高级管理人员变动情况

### 董事变动情况

- ↓ 2022 年 8 月，许宏才先生任本行部委董事，邹加怡女士不再担任本行部委董事。
- ↓ 2022 年 8 月，邓小刚先生任本行部委董事，刘焕鑫先生不再担任本行部委董事。

### 高级管理人员变动情况

- ↓ 2022 年 5 月，张文才先生不再担任本行党委委员、副行长。
- ↓ 2022 年 7 月，赵鹏先生不再担任本行党委委员、副行长。
- ↓ 2022 年 7 月，张宝江先生任本行党委委员、副行长。张宝江先生的副行长任职资格于 2022 年 9 月获得银保监会核准。
- ↓ 2022 年 12 月，徐浩先生任本行党委委员、副行长。徐浩先生的副行长任职资格于 2023 年 3 月获得银保监会核准。



# 完善公司治理

## 党的领导

**学习贯彻二十大精神，切实把思想和行动统一到党的二十大决策部署上来。**

农发行党委及时把学习宣传贯彻党的二十大精神摆上重要议事日程，在驻行纪检监察组的监督推动下，建立以上率下带头学、全面部署系统学、分批轮训深入学、统筹谋划贯通学“四学”模式，举办系列专题讲座、集中培训和研讨交流，全方位、多角度开展宣传，迅速兴起学习宣传贯彻党的二十大精神热潮，引导全行干部员工切实把思想统一到大会精神上来，把力量凝聚到大会确定的各项任务上来。持续加深对大会主题、过去五年工作和新时代十年伟大变革、马克思主义中国化时代化新境界的学习理解，更加深刻领悟“两个确立”的决定性意义，不断增强“四个意识”、坚定“四个自信”、做到“两个维护”，努力凝聚为全面建设社会主义现代化国家、全面推进中华民族伟大复兴而团结奋斗的精神力量。

深刻认识新时代新征程中国共产党的使命任务、中国式现代化的中国特色和本质要求，准确把握社会主义经济建设、政治建设、文化建设、社会建设、生态文明建设重大部署，全面领会教育科技人才、法治建设、国家安全、国防和军队建设、港澳台工作、外交工作等方面重大部署，切实增强服务中国式现代化建设的思想和行动自觉，更加自觉坚守政策性银行的职责定位、使命担当，努力争创一流金融支农业绩。深刻领会党的全面领导和全面从严治党重大部署，牢记全面从严治党永远在路上、党的自我革命永远在路上，更加全面深入落实新时代党的建设总要求，努力为完成好新时代农发行职责使命提供坚强政治保证。

**深刻领悟“两个确立”的决定性意义，坚决维护党中央对金融工作的集中统一领导。**

农发行党委深刻领悟“两个确立”对新时代党和国家事业发展、对推进中华民族伟大复兴历史进程的决定性意义，牢记金融工作政治性、人民性，提高政治判断力、政治领悟力、政治执行力，坚决维护党中央对金融工作的集中统一领导。坚持党委会“首议题”学习制度，及时跟进学习贯彻习近平总书记最新重要讲话和指示批示精神，以及党中央、国务院决策部署，按时向党中央报告落实情况，按季向驻行纪检监察组报告工作进度，强化习近平总书记重要讲话和指示批示精神跟进学习、跟踪督办、定期报告机制，确保党中央、国务院决策部署在农发行落实落地。严守政治纪律和政治规矩。严格规范党内政治生活，班子成员带头过好双重组织生活，扎实开好党史学习教育和中央巡视整改专题民主生活会。

严格执行重大事项请示报告制度和党内法规执行责任制，全年向党中央请示工作 3 次、报告工作 12 次、报备工作 16 次。在完善公司治理中加强党的领导。修订农发行党委坚决维护党中央集中统一领导的规定，实施党建领航工程，认真贯彻民主集中制，完善党委前置研究讨论事项清单，支持、监督董事会和高管层用权履职，确保党委领导作用有效发挥。细化落实全面从严治党主体责任 51 项重点任务，开展省级分行党委落实全面从严治党主体责任评估。加强党对群团工作的领导，组织开好职代会、工代会，切实加强民主管理。建立完善信访、维稳工作体制机制，及时回应群众关心关切，维护群众合法权益。

### 扎实做好中央巡视“后半篇文章”，健全完善全面从严治党制度体系。

农发行党委认真落实习近平总书记关于“五个强化”“四个融入”“地毯式”整改要求，坚决扛起中央巡视整改政治责任，与驻行纪检监察组同题共答、同向发力，将政治学习、责任落实、监督检查、长效机制贯穿整改始终，全程全力推进巡视整改工作走深走实，同步骤、同标准推进专项整治。截至2022年末，巡视整改564项整改措施已完成555项，完成率98.4%，其中495项集中整改措施全部按时完成，69项长期整改措施已完成60项。通过标本兼治抓巡视整改，进一步完善全面从严治党制度体系。加强协同配合。健全与驻行纪检监察组议事协调工作规则，从政策制度、机制管理、信息研判、查处问责、教育预防、安排部署等六个方面加强沟通协调，“两个责任”贯通协同效率有效提升。修订党风廉政建

设主体责任清单及考核办法，制定领导干部插手干预重大事项记录报告、行贿人“黑名单”、集中采购中心人员廉洁从业规定、不良贷款廉洁风险排查工作指引、不良贷款追责问责实施细则等制度办法，反腐倡廉制度机制更加健全。制定巡视巡察整改和成果运用实施办法、党委巡视工作主体责任清单，建立巡视监督与其他监督协作配合机制，着力提升巡视巡察监督质效。加强县级支行专职从事纪检、内控合规、风险防控等监督工作的“三合一”专员队伍建设，持续推进“纵向到底”的内控合规垂直管理与“横向到边”的联合监督机制统筹衔接；实行内外部监督检查一体化整改，建立“不贰过”机制，狠抓屡查屡犯问题根源性治理；以党内监督统领各类监督贯通协同，完善联合监督和综合检查机制，监督质效不断提升。

### 全面加强思想建设，坚持不懈用习近平新时代中国特色社会主义思想凝心铸魂。

农发行党委始终把坚定理想信念作为思想建设的首要任务，牢牢掌握意识形态工作主导权，切实用党的创新理论武装头脑、指导实践、推动工作。持续加强理论武装。构建党史学习教育常态化长效化机制，深入学习领悟党的百年奋斗历程和历史经验。建立党委“领学”“督学”“导学”机制，健全党委理论学习中心组学习制度，切实用习近平新时代中国特色社会主义思想统一思想、统一意志、统一行动。总行党委理论学习中心组全年开展学习研讨7次，班子成员参加、指导下级行党委理论学习中心组11人次。充分用好《习近平谈治国理政（第四卷）》《习近平经济思想学习纲要》等理论书目、“学习强国”“支部工作”等线上资源、“三会一课”和青年理论学习等形式，切实把理论学习融入日常、抓在经

常。狠抓意识形态工作。强化党对意识形态工作的领导，制定贯彻落实党委意识形态工作责任制实施细则，加强意识形态阵地管理和舆情监测分析，开展意识形态工作专项督查，定期对全行意识形态工作情况进行通报。积极组织新闻宣传，讲好农发行故事、传播农发行声音，全年在各级主流媒体发稿超过19万篇次。深入践行社会主义核心价值观。实施文化铸魂工程，持续开展以爱党忠诚、爱国担使命、爱农有作为、爱岗作贡献为主题的“四爱”教育，提炼推广廉洁文化、风险合规文化、服务文化和创新文化理念，着力培塑农发行企业文化特质。完善“两优一先”“文明单位”“最美农行人”等先进典型评选表彰机制，组织开展突出贡献表彰奖励，积极营造学先进、赶先进、创先进的浓厚氛围。

## 切实加强组织建设，着力建设忠诚干净担当的高素质专业化队伍。

农发行党委认真贯彻新时代党的组织路线，以提升组织力为重点，不断强化政治属性和政治功能，着力打造坚强党组织和高素质专业化干部队伍。着力建强基层党组织。大力抓好基层建设和基础管理，开展党支部标准化规范化建设“深化拓展年”活动和“强支部管理、严法纪行风”专项治理，对支农质效差的县级支行进行集中整治，持续抓好后进党支部帮扶提升。不断优化党员结构，全年新发展党员 1,806 名。切实提高机关党建质量。顺利完成机关党委、机关纪委换届，健全机关党委、机关纪委工作规则，持续推进“四强”党支部建设、“灯下黑”问题整治和“五个一流”模范机关创建，扎实开展“学查改”专项工作，大力推动总行机关党建走

在前、作表率。总行机关 4 个基层党组织被评为中央和国家机关 2022 年度“四强”党支部。切实加强班子建设。坚持把政治标准放在首位，制定修订选人用人制度 10 项，严格政治考察、落实“凡提六必”，全年提拔总行党委管理干部 96 名，平职调整总行部门负责人 41 名、省级分行负责人 26 名。积极推进干部到基层任职、机关与基层交流、干部轮岗“三个常态化”，切实在重大考验、重大改革、重大任务、重大项目和艰苦环境中培养选用干部。着力加大人才队伍建设。健全人才工作制度机制，稳步推进行员等级制改革。制定优秀年轻干部发现培养选拔 20 条措施，实施“年轻干部担纲”计划，分类分级开展精准培训。



全年发展党员

1,806 名

## 狠抓作风纪律建设，坚持以零容忍态度持续正风肃纪反腐。

农发行党委始终坚持严的主基调，落实全面从严治党主体责任，自觉接受驻行纪检监察组监督指导，纵深推进党风廉政建设和反腐败斗争。从严加强监督管理。综合运用党内监督、政治巡视、个人事项报告、经济责任审计等方式，加强对领导班子特别是“一把手”的全面监督。组织开展对 4 个省级分行的中央巡视整改专项巡视和 4 个总行机关部门的常规巡视，完成十九大以来巡视巡察全覆盖任务。深入开展省级分行政治生态分析评价，对离任省级分行党委书记干部选拔任用履职情况进行专项检查，规范领导干部亲属经商办企业行为。巩固深化裙带关系问题治理成果，全年整改违规安排近亲属问题 41 个。持续深化纪律作风建设。加固中央八项规定堤坝，修订贯彻落实中央八项规定及其实施细则精神的若干规定，出台反对享乐主义奢靡之风“十个严禁”和“二十个不准”，起底排查十九大以来违反中央八项规定精神典型问题线索，对违

规吃喝、违规收送礼品礼金、违规发放津补贴等典型问题开展专项治理，对违反党纪问题发现一起、查处一起。全年查处违反中央八项规定精神问题 57 起、批评教育帮助和处理 94 人。深入推进为基层减负，着力提升机关服务基层质效。以零容忍态度反腐惩贪。坚持永远吹冲锋号，坚持一体推进“三不腐”，持续抓好信贷、财会运营、选人用人等重点领域专项治理，配合开展粮食购销领域信贷腐败问题专项整治，追责问责 217 人次，严查金融风险背后的腐败问题，查办了贾楞、张眉等典型案件。着力加强警示教育。建立常态化警示教育机制，组织召开 2 次全系统集中警示教育大会，联合驻行纪检监察组举办反腐倡廉警示教育展，邀请专家进行党纪法规专题培训。深刻汲取蔡鄂生、何兴祥严重违纪违法案件教训，及时开展杨百路、贾楞严重违纪违法案件剖析，大力推动以案促改、以案促治，持续加固拒腐防变的思想防线。



## 公司治理体系

财政部持有本行 100% 股权，按照《中国农业发展银行章程》有关规定行使权利、履行义务。2022 年批准内源性补充资本金 260 亿元，为本行资本实力和风险抵抗能力不断增强提供了有力支撑。本行坚持以习近平新时代中国特色社会主义思想为指导，深入学习贯彻党的二十大精神，认真贯彻两个“一以贯之”要求，坚持金融工作的政治性和人民性，根据《公司法》《中国农业发展银行章程》《中国农业发展银行监督管理办法》的规定，全面落实金融政策、监管要求，对标对表建设现代化高质量发展的农业政策性银行目标，推动落实本行改革实施总体方案，深入推进“八项改革”，各治理主体遵循独立运作、有效制衡、相互合作、协调运转的基本原则行使权力、履行义务，推动形成决策科学、执行有力、监督有效的公司治理机制，不断提升治理体系与治理能力现代化水平。

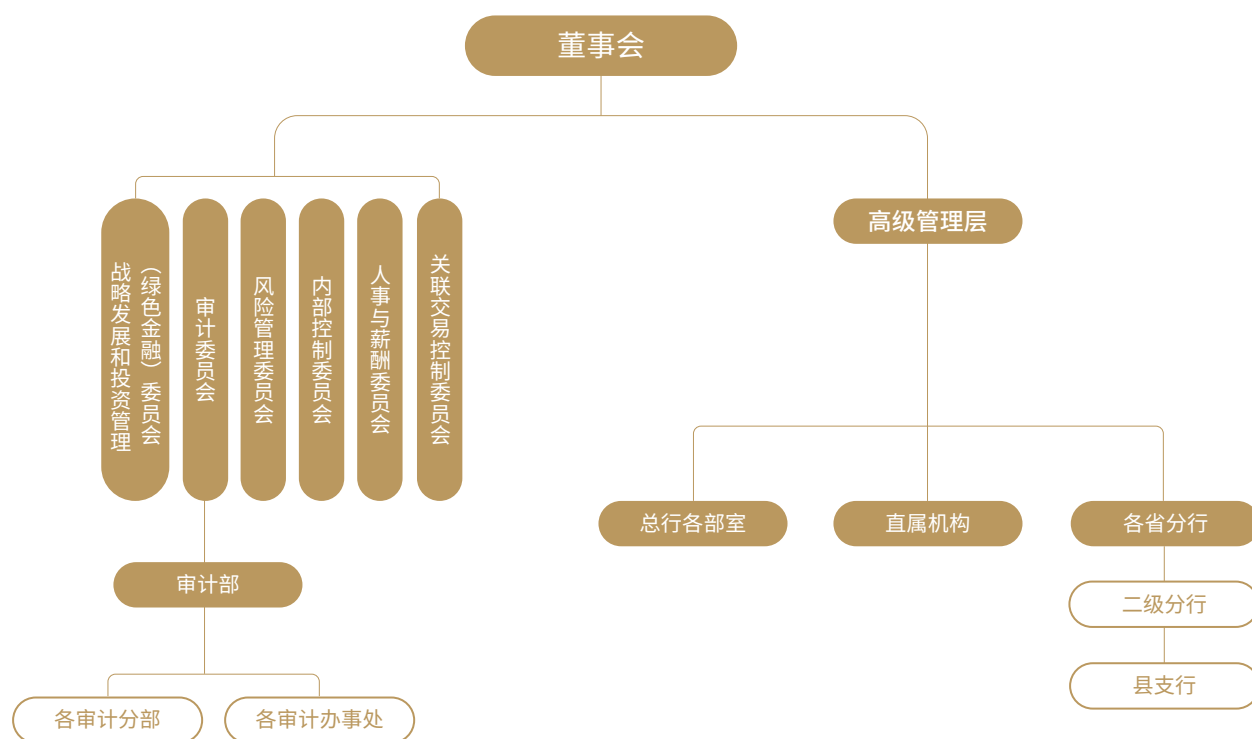
**全面坚持和加强党的领导。**本行党委在公司治理结构中具有法定地位，发挥“把方向、管大局、促落实”的领导核心作用，把党的领导落实到公司治理各环节。坚持谋全局、议大事、抓重点，在重大事项决策中履行决定和把关定向职责，印发《中共中国农业发展银行委员会研究决定和前置研究讨论事项清单》，明确 33 类 78 项重大事项均需经党委会研究讨论后再由董事会作出决策，确保本行严格贯彻落实党中央、国务院决策部署和方针政策，高质量发展沿着正确方向不断前进。

**股东全力支持公司治理。**财政部作为唯一股东，根据本行章程依法合规行使权利、履行义务，为健全完善本行现代公司治理机制提供了有力支撑。持续支持深化改革，积极推动落实两类业务分类管理，为本行更好服务乡村振兴、支持重要农产品稳产保供创造有利条件。

**董事会有效发挥战略决策作用。**全面贯彻党的二十大有关“三农”和金融工作的战略部署，按照本行章程和监督管理办法等要求有序运转、高效履职，着力提升公司治理的科学性、规范性和有效性，坚守农业政策性银行职能定位，全力服务稳住经济大盘，成立董事工作专班全力配合本行党委完成中央巡视整改工作，充分发挥董事会科学决策和战略引领作用。

**高管层狠抓贯彻执行。**高管层按照总行党委决定和董事会授权，提升政治站位，强化责任担当，积极开拓创新，全面高效履职，确保国家政策及时高效贯彻、党委意志和董事会决议落地实施，积极推进中央巡视整改工作，全面落实国家稳住经济一揽子政策措施，全力服务稳住经济大盘，为“三农”作出积极贡献。





## 董事会情况

### 董事会职责

董事会对经营和管理承担最终责任，依照相关法律法规和本行章程履行职责。主要职责包括审议批准中长期发展战略、年度经营计划和投资方案；制订业务范围及业务划分调整方案，按程序报国务院批准；制定年度财务预算方案、决算方案；审议批准年度债券发行计划；审议批准资本管理规划方案和资本补充工具发行方案；制定利润分配方案、弥补亏损方案；制订增加或减少注册资本的方案，按程序报国务院批准；制订章程修改方案，按程序报国务院批准；制定董事会议事规则及其修订方案；审议批准重大项目，包括但不限于重大收购兼并、重大投资、重大资产购置与处置、重大对外担保（银行担保业务除外）等；对一级子行（子公司）的设立、分立、合并、变动资本金事项作出决议；制订合并、分立、解散或者变更组织形式的方案，按程序报国务院批准；决定聘任或者解聘行长、董事会秘书、首席审计官；根据行长提名聘任或者解聘副行长、行长助理及法律、法规规定应当由董事会聘任或者解聘的其他高级管理人员（董事会秘书、首席审计官除外）；按照国家有关规定决定高级管理人员薪酬事项、绩效考核事项和奖惩事项；审议批准内部薪酬及绩效考核体系设置方案；决定对董事长及经营管理层的授权事项；审议批准风险管理、内部控制等基本管理制度；审议批准内部管理架构，审议批准一级境内外分支机构设置、调整和撤销方案。

## 董事会组成

本行董事会由 11 名董事组成，包括 3 名执行董事（含董事长）、8 名非执行董事。8 名非执行董事包括 4 名独立董事、4 名股权董事。

本行董事会下设战略发展和投资管理（绿色金融）委员会、审计委员会、风险管理委员会、内部控制委员会、人事与薪酬委员会和关联交易控制委员会，各专门委员会向董事会提供专业意见，对董事会负责，充分发挥对董事会的决策参谋作用。

**战略发展和投资管理（绿色金融）委员会**制订本行经营管理目标和中长期发展战略，监督、检查年度经营计划、投资方案的执行情况以及环境、社会、治理等责任履行情况；审议本行章程修改方案，审议年度财务预算、决算、利润分配、弥补亏损方案，审议年度债券发行计划，审议资本管理规划、资本补充工具发行、增加或减少注册资本的方案，审议需经董事会批准的重大项目，对政策性业务开展情况和配套政策进行研究，审议业务范围及业务划分调整方案，审议本行信息披露政策、制度及年度报告，审议本行绿色金融战略，向董事会提出政策建议；审议批准与本委员会审议的基本制度相关的，需提请董事会审议的制度办法。

**审计委员会**审核内部审计章程等重要制度和工作报告，审议中长期审计规划和年度审计计划，审议本行内部审计体系设置方案及修订方案；指导、考核和评价内部审计工作，检查风险和合规状况、会计政策、财务报告程序和财务状况，提出外部审计机构聘请与更换建议；审议批准除内部审计章程外，其他需提请董事会审议的相关制度办法。

**风险管理委员会**审议本行风险管理基本制度；监督高级管理层对各类风险的控制及全面风险管理情况，并对风险管理政策、管理状况及风险承受能力进行定期评估，提出完善风险管理的意见；审议批准风险管理基本制度外，其他需提请董事会审议的风险管理制度办法；评估产品开发和重大改动、机构和业务领域变动、重大收购与投资等可能带来的风险。

**内部控制委员会**监督、评价本行内控体系的建设、运行及内控措施的实施效果，审议本行内部控制基本制度及年度反洗钱报告、内控评价报告等，向董事会提出建议；审议批准内部控制基本制度外，其他需要提请董事会审议的内部控制制度办法。

**人事与薪酬委员会**拟定董事和高级管理人员的选任程序和标准，对董事和高级管理人员任职资格进行初步审核并向董事会提出建议；审议全行薪酬管理制度和政策、内部薪酬及绩效考核体系设置方案，拟定执行董事和高级管理层成员薪酬方案和奖惩事项建议，并监督方案实施；审议本行内部管理架构，审议一级境内外分支机构设置、调整和撤销方案；提名派驻子公司的董事（含董事长）、监事（含监事长）和总经理（行长）人选。

**关联交易控制委员会**负责关联交易的管理、审查和批准，控制关联交易风险；审查重大关联交易，接受一般关联交易备案；审议年度关联交易制度执行情况和关联交易专项审计结果；审议审批关联交易管理相关制度，审批关联交易与关联交易有关的其他事项。

## 董事会运作

2022 年，董事会严格遵守《公司法》《中国农业发展银行章程》《中国农业发展银行监督管理办法》等法律法规制度要求，认真履职尽责。全面回顾第一届董事会三年工作，按时顺利完成董事会换届。全年共召开董事会会议 12 次，各专委会会议 24 次，审议审阅议案 70 项，议案表决通过率 100%。

各位董事按照本行章程等规定，坚决贯彻落实党中央和国务院重大决策部署，主动肩负起对经营和管理的最终责任；全面了解本行经营发展情况，深入基层调查研究，认真审议各项议案；不断加强自身建设，积极参加各项培训，提高履职能力；遵守职业道德和职业操守，严格执行中央八项规定精神，忠实、勤勉、廉洁履职，自觉维护董事会的声誉和形象。

执行董事审慎行使董事会赋予的职权，认真履行董事会和专委会参会议事职责，全数参加相关会议，确保董事会决策符合党和国家大政方针、监管要求和本行发展实际，坚决贯彻落实董事会决议，及时将董事会决议转化为本行各项具体工作措施，推动高级管理层和业务部门高效贯彻落实董事会决策部署。部委董事代表国家利益履行职责，督促落实党和国家的战略和政策，为本行高质量发展提出高站位的意见建议和工作指导，及时将党和国家战略部署传导至本行并转化为本行实际行动，在重大决策方面充分发挥部际协调作用，有力提升了本行服务国家战略的能力。股权董事勤勉履职尽责，代表出资人与本行各部门密切沟通，严格确保各项议案的完整性、规范性和可行性，严格遵守规定出席董事会和专委会会议，公正客观地发表意见，依法行使表决权。同时，根据财政部有关要求，结合本行 2022 年重点工作任务，深入开展调查研究，相关成果具有很强的政策前瞻性、理论指导性和工作针对性，为董事会科学决策和本行改革发展提供了重要政策建议。



## 内部审计

**审计监督扎实开展。**围绕中央巡视整改任务，充分发挥内部审计督促检查作用，对中央巡视反馈的信贷、财会突出问题以及部分省分行重点问题的整改工作开展审计，推动问题整改走深走实。围绕党中央国务院的决策落实，结合全行重点贷款产品，对粮棉油政策指令性储备贷款、产业客户类贷款、农业农村基础设施中长期贷款和重点房企集团的成员企业涉农贷款开展审计，重点关注贷款项目是否偏离农发行职能定位，推动解决信贷管理关键节点的制度落实问题。围绕防范化解风险隐患，开展重点信贷风险地区审计、重点建设基金审计、贷款抵押担保措施有效性审计、不良贷款审计等，牢牢守住高质量发展的风险底线，同时对部分省分行的关注类贷款开展审计调研，揭示隐性风险。围绕全行公司治理及内部控制有效性，对同业拆借业务、集中采购管理、绩效考评和薪酬管理、信息科技等工作开展审计，分析评价各项内部管理程序的合规性。围绕权力规范运行，坚持党政同责、同责同审，按照总行党委要求及时开展离任经济责任审计，对部分省分行探索开展“一把手”任中经济责任审计，为总行党委干部选任提供参考。

**一体化整改持续加强。**充分发挥“桥梁纽带”作用，持之以恒做好沟通配合，对外部监管反映的主要问题、风险和监管意见细致梳理，及时建立整改清单，将整改任务分解到各部门和相关省分行，汇总整改进展，报送整改报告。印发《一体化整改长效机制任务分工落实方案》，开展外部监督检查问题和整改情况系统录入工作，督促对未完成整改的问题进行集中整改，更新整改进展，将整改责任落到实处。

**审计质效稳步提升。**优化审计质量控制，印发《内部审计项目质量考核评价方案》，对重点审计项目开展质量考核，充分发挥“以考促审”的指挥棒效应。规范交叉审计和贴近监督服务流程，印发《贴近监督服务指引》和《关于异地交叉审计有关事项的通知》，明确了交叉审计和贴近监督服务的工作内容、工作流程和保障机制，进一步提升了审计独立性和咨询服务职能。坚持科技强审，完成非现场审计系统（二期）研发，探索“数据分析+现场核查”模式，在重点审计前先开展针对性的非现场审计，提前获取风险线索，进一步提升现场审计效率。

# 履行社会责任

## 落实普惠金融

认真贯彻党中央、国务院关于普惠金融决策部署，按照人民银行、银保监会等监管部门工作安排，落实“稳服务、优结构、提质效、守底线”要求，聚焦普惠小微、巩固拓展脱贫攻坚成果、“三农”等重点领域，持续加大投入力度。2022年末，涉农贷款余额 72,792.30 亿元，占全行各项贷款（不含贴现、转贴现）的 95.60%，较年初净增 9,891.75 亿元，创历史最高水平。

全力推动小微企业服务优化工程，全年投放普惠小微贷款 558.90 亿元，贷款余额增速高于全行平均增速 12 个百分点，有余额客户较年初增加 1.27 万户，全面实现监管要求的“两增”目标。

落实纾困助企，建立金融服务小微企业敢贷愿贷能贷会贷长效机制，出台一系列差异化政策，对 52.71 亿元贷款实施延期还本付息，对 3,681 家新投放企业执行首年优惠定价政策，实现支持普惠小微企业“量增、面扩、降本”。

强化金融科技赋能，上线全流程数字化的智贷系统，实现“以我为主”数字办贷零的突破，首次实现信贷业务全周期、全流程线上办理。全年通过线上发放普惠小微贷款 318.60 亿元，审批时效由 1 个月缩短到 1 分钟，金融服务的覆盖率、可得性和满意度明显提高。



全年通过线上  
发放普惠小微贷款

**318.60** 亿元

## 热心社会公益

2022 年，全行公益救济性捐赠资金支出 4,600 万元，主要用于巩固拓展脱贫攻坚成果同乡村振兴有效衔接，如农发行帮扶（对口支援）县域内部分基础设施维修改造、特色产业帮扶、农村义务教育奖补及部分帮扶、改善医疗条件等投入。

组织特困救助捐款 11.68 万元，主要用于帮扶因患重大疾病或遭受不可抗拒的自然灾害、重大意外事故，造成家庭基本生活出现严重困难的农发行员工。

3 月至 5 月，组织全系统各级团组织开展“‘青’心护生态·志愿助发展”植树月主题志愿公益活动，共 3,000 余名团员青年参与其中，种植树木 1 万余棵。

组织开展“喜迎建团百年·学雷锋讲奉献”主题学雷锋志愿公益活动，全系统各级团组织以环保宣传、捡拾垃圾、巡河护河等形式开展主题志愿活动，共有 1.3 万余名团员青年参与活动，活动时长达 1 万余小时。

以“共建美丽乡村 我们在行动”为主题，在农发行定点帮扶单位贵州锦屏令冲村开展志愿公益活动，通过与当地村民共同捡拾垃圾、宣传垃圾分类方法等活动，进一步履行了农发行社会责任，展现了良好的社会形象。

在贵州锦屏、云南马关、吉林大安、广西隆林、江西南丰 5 个总行定点（对口）帮扶单位设立总行青年志愿服务点和总行团委基层团组织联系点，组织全行青年志愿者围绕“共建美丽乡村”“推广普通话”“探索乡村振兴新路径”“关爱青少年”以及“卫生环保宣传”等主题广泛开展志愿服务、调研、公益活动。

## 关心员工成长

围绕“三个聚焦”推动干部教育培训提质增效。

**聚焦提升政治能力**，全面深入开展学习贯彻习近平新时代中国特色社会主义思想教育培训，举办学习贯彻党的二十大精神宣讲报告会，邀请中央宣讲团成员宣讲解读党的二十大精神，分期分批组织开展处级以上党员领导干部集中轮训和党员干部系统培训。**聚焦履行职责使命**，围绕推动党中央重大决策部署落地，开展服务国家战略、推进重大决策部署落实、提升信贷业务能力等培训，增强服务国家战略的本领能力。**聚焦整合培训资源**，持续加强兼职教师管理、教材课程建设和农发行 E 学院开发使用，在总行选聘 176 名兼职教师，采购制作 78 门“一把手上讲台”等精品课程及配套教材。全行培训员工 49.52 万人次，全年举办各类线上考试 110 场次，举办各类网络培训达 55 万小时。

**组织开展“助力疫情防控和高质量发展”慰问活动。**

总行工会从本级经费中安排 300 万元作为慰问金，拨付给上半年工作任务重、支农贡献大的省级分行，并由部门领导亲自带队分赴山东、安徽等省级分行，对一线职工进行慰问，激励广大职工奋力作为。

**强化工会经费向一线倾斜，发挥好专项经费作用。**

向陕西、上海、山东等 9 个分行划拨救灾专项补助资金共计 139 万元；积极开展精准救助工作，全年共向 34 名特困职工发放救助金 415.2 万元，人均救助金额为近年来最高，救助力度精准度显著提高；“双节”期间，全系统共慰问职工 4,833 人，发放慰问款物 1,009 万元，传递党组织和工会的关怀关爱。

**开展职工心理关爱项目试点工作。**在全行举办“家庭亲情·育儿亲子”专题心理辅导视频讲座；为上海、山东两个分行举办“疫情中的心理调试”视频讲座；为新疆驻村干部举办心理健康讲座，全行 2 万多名员工在线聆听了讲座，有效缓解员工疫情期间的压力和焦虑。

## 绿色低碳运营

深入贯彻新发展理念，围绕自身运营碳达峰、碳中和目标，与北京绿色交易所开展合作，深入推进自身运营绿色低碳转型课题研究，从理论和实践层面对自身运营提出相关建议；在全行范围内全面实行绿色低碳运营，印发《关于深入开展绿色低碳运营行动扎实推进碳达峰碳中和实施方案》，制定自身运营碳达峰碳中和实施路线图；开展绿色办公顶层设计，印发《中国农业发展银行 2022-2025 年办公数字化发展规划》，明确以“绿色办公效能整体提升”为目标推动深化全行低碳化、无纸化绿色办公。

**强化数字化工具应用。**全面提升线上办理比例，缩短公文流转和事项审批流程链条。全年办理 192 万余件电子公文，累计发布各类共享信息资料约 7 万页，测算共节约纸张约 1,140 万张，共减少碳排放约 145 吨。

**积极推进印章管理线上化。**替代原有县级支行实物印章上收管理和线下审批模式，大幅减少用印材料往返传递所耗费的人员、车辆使用支出和碳排放。

**持续丰富无纸化办公场景。**提升移动办公支撑能力，推动更多事务“掌上办”“指尖办”，移动办公软件日活跃用户数达到 1.5 万人次以上。

**全面推广绿色办会。**测算全年总行机关各类非涉密会议节约用纸约 138.67 万页。总行通过视频召开的全行系统性会议 16 个、占比 94%。其他分支机构通过视频形式召开的会议占比也有较大幅度的提升，其中珠海金融科技中心全年线上召开视频会议 1,099 场次，极大地节约了差旅费用。

**积极推行“绿色印刷”。**通过加大环保耗材使用力度、纸张双面打印和将全部印刷设备设置成节电模式等举措，提高资源使用效能，提升绿色环保效果。

**倡导绿色低碳生活。**以实际行动践行绿色发展理念，在全系统开展节约型机构创建行动，优先使用节能产品，降低建筑物能源消耗，坚决制止餐饮浪费行为，加强生活垃圾源头减量。



# 重要事项

## 01

1月4日，首次荣膺中央国债登记结算有限责任公司授予的“自营结算100强”。

1月12日，国务院副总理刘鹤在农发行2021年工作情况汇报上作出重要批示，充分肯定农发行以服务乡村振兴统揽全局等方面工作。13日，国务院总理李克强、副总理胡春华分别在农发行2021年工作情况汇报上作出重要批示，充分肯定农发行在支持粮食和重要农产品生产收储、服务乡村振兴和巩固脱贫攻坚成果、促进区域协调发展等各方面工作取得的新成效。

1月19日至21日，召开第一届董事会第1次会议。

1月20日、27日，2月16日，4月29日，6月9日、16日、28日，分别签订《中国农业发展银行 中亚区域经济合作学院合作谅解备忘录》《中国农业发展银行 中国交通建设集团有限公司战略合作协议》《中国农业发展银行 中国林业集团有限公司战略合作协议》《中国农业发展银行 中国化学工程集团有限公司“农业农村现代化+绿色金融”服务乡村振兴战略战略合作协议》《中国农业发展银行 水利部战略合作协议》《中国农业发展银行 中国农业发展集团有限公司战略合作协议》《中国农业发展银行 中国冶金科工集团有限公司战略合作协议》。

1月24日至25日，召开2022年年度工作会议。

## 02

2月17日至21日，召开第一届董事会第2次会议。

2月18日，召开全行党风廉政建设暨纪检监察工作会议。

2月26日，农发行人民币跨境支付平台、小微智贷系统上线。9月3日、23日、28日、30日，农发行财务监控预警平台、小微线上业务增值税发票管理系统、智能数据分析平台、精准帮扶贷款管理系统上线。11月4日、18日、23日，农发行党费财务管理系统、信访管理系统、实物资产管理系统第一阶段上线；26日，农发行期货保证金存管业务系统、农发数智函证系统上线。12月26日，农发行客户库系统上线。

2月28日，召开落实中央巡视整改工作动员部署会议，传达学习贯彻习近平总书记重要指示精神、十九届中央第八轮巡视集中反馈会议和中央第八巡视组巡视反馈意见精神，对落实中央巡视整改工作进展行动员部署。

## 03

3月1日、11日，8月11日，11月17日，分别签订《吉林省人民政府 中国农业发展银行合作框架协议》《黑龙江省人民政府 中国农业发展银行“十四五”时期支持黑龙江全面推进乡村振兴率先实现农业现代化战略合作协议》《山东省人民政府 中国农业发展银行政策性金融支持山东省黄河流域生态保护和高质量发展战略合作协议》《广西壮族自治区人民政府 中国农业发展银行共同推进广西高质量发展战略合作协议》。

3月11日，发布《2022年八项重点领域改革工作方案》；31日，印发《中国农业发展银行八项重点领域改革宣讲推进活动方案》。6月17日，召开八项重点领域改革评估汇报会。7月14日，印发《关于八项重点领域改革整体推进情况的通报》；29日，启动开展“八项重点领域改革宣讲”系列视频讲座。

3月29日，召开第一届董事会第3次会议。

3月30日，正式入驻中债 Dr.Quant 品牌旗舰店，通过中债金融估值中心中债价格指数产品官方发布渠道，向投资机构提供农发债发行、估值、指数等一站式信息平台服务。

3月30日至4月1日，举办学习贯彻党的十九届六中全会精神培训班，全行副处级以上党员领导干部和县级支行班子成员共9,500余人参加培训。

## 04

4月，北京市总工会授予农发行全资子公司中国农发重点建设基金公司“2022年首都劳动奖状”。

4月28日，召开第一届董事会第4次会议。

## 05

5月8日，农发行运营全国大集中全面上线。

5月20日，召开第一届董事会第5次会议。

5月31日至6月1日，召开第一届董事会第6次会议。

06

6月13日，印发《关于落实服务稳住经济大盘全力加快信贷投放有关措施的通知》，出台30条支持措施，全力服务稳住经济大盘。

6月27日，首次发布绿色金融专题报告——《2021年度绿色金融报告》。

07

7月1日，党委书记、董事长钱文挥以“高举伟大旗帜 砥砺使命担当 以奋进新征程建功新时代为党的二十大献礼”为题，为全行干部员工讲授“七一”专题党课。

7月5日，人民银行、银保监会印发《关于2021年度金融机构服务乡村振兴考核评估结果的通知》，明确农发行在2021年度金融机构服务乡村振兴考核评估中获得“优秀”档次。

7月7日，张宝江同志任中国农业发展银行党委委员、副行长；9月29日，张宝江同志的副行长任职资格获得银保监会核准。

7月14日，召开2022年年中工作会议。

7月18日，召开第一届董事会第7次会议。

7月20日，银保监会正式批复农发基础设施基金成立；21日，成功投放全国首笔农发基础设施基金5亿元。截至8月20日，完成农发基础设施基金第一期900亿元投放。截至9月16日，完成农发基础设施基金第二期1,000亿元投放。截至10月12日，全面完成农发基础设施基金2,459亿元投放任务，支持基础设施领域项目1,677个，涉及项目总投资近3万亿元。

7月20日至21日，召开第一届董事会第8次会议。

08

8月2日，召开第一届董事会第9次会议。

8月28日，农发行新一代信贷管理系统成功上线。

8月31日，召开第一届董事会第10次会议。

09

9月16日，召开第二届董事会第1次会议。

9月，印发《关于表彰第五届“最美农发行人”的决定》，授予景寿文等10名同志“最美农发行人”荣誉称号。

10

10月16日至22日，党委书记、董事长钱文挥出席中国共产党第二十次全国代表大会。

10月17日，成为中国银行业协会普惠金融工作委员会成员单位。

10月，中国农业发展银行组织撰写的《中国农业政策性银行导论》由中国金融出版社出版发行。

10月末，年内贷款增量首次突破1万亿元。2022年末，全行精准完成人民银行核批的全年10,500亿元贷款计划，贷款增量接近2021年的两倍，年末贷款余额7.74万亿元，服务稳经济大盘成效显著。

11

11月4日，召开全行学习宣传贯彻党的二十大精神动员部署会议；印发《中共中国农业发展银行委员会关于认真学习宣传贯彻党的二十大精神的通知》。

11月11日，获评“第三届全球减贫案例征集活动”最佳案例奖。

12

12月1日，徐浩同志任中国农业发展银行党委委员、副行长；2023年3月2日，徐浩同志的副行长任职资格获得银保监会核准。

12月19日，由现代种业发展基金有限公司和北京先农投资管理有限公司发起设立海南南繁育种产业投资基金有限合伙企业，并于12月27日完成全部首期出资款的交割工作。

12月30日，召开第二届董事会第2次会议。

2022年，累计在境内发行金融债券16,699.9亿元，连续八年年度发债量超过万亿元、近三年年度发债量超过1.5万亿元，存量债券资金占全行总资产比重达70%以上。

# 审计报告

信会师报字[2023]第ZA30849号

中国农业发展银行：

## 一、 审计意见

我们审计了中国农业发展银行的财务报表，包括 2022 年 12 月 31 日的合并及银行资产负债表，2022 年度的合并及银行利润表、合并及银行所有者权益变动表、合并及银行现金流量表以及相关财务报表附注。

我们认为，后附的财务报表在所有重大方面按照企业会计准则的规定编制，公允反映了中国农业发展银行 2022 年 12 月 31 日的合并及银行财务状况以及 2022 年度的合并及银行经营成果和现金流量。

## 二、 形成审计意见的基础

我们按照中国注册会计师审计准则（以下简称“审计准则”）的规定执行了审计工作。审计报告的“注册会计师对财务报表审计的责任”部分进一步阐述了我们在这些准则下的责任。按照中国注册会计师职业道德守则，我们独立于中国农业发展银行，并履行了职业道德方面的其他责任。我们相信，我们获取的审计证据是充分、适当的，为发表审计意见提供了基础。



### 三、管理层和治理层对财务报表的责任

管理层负责按照企业会计准则的规定编制财务报表，使其实现公允反映，并设计、执行和维护必要的内部控制，以使财务报表不存在由于舞弊或错误导致的重大错报。

在编制财务报表时，管理层负责评估中国农业发展银行的持续经营能力，披露与持续经营相关的事项（如适用），并运用持续经营假设，除非计划进行清算、终止运营或别无其他现实的选择。

治理层负责监督中国农业发展银行的财务报告过程。

### 四、注册会计师对财务报表审计的责任

我们的目标是对财务报表整体是否不存在由于舞弊或错误导致的重大错报获取合理保证，并出具包含审计意见的审计报告。合理保证是高水平的保证，但并不能保证按照审计准则执行的审计在某一重大错报存在时总能发现。错报可能由于舞弊或错误导致，如果合理预期错报单独或汇总起来可能影响财务报表使用者依据财务报表作出的经济决策，则通常认为错报是重大的。

在按照审计准则执行审计工作的过程中，我们运用职业判断，并保持职业怀疑。同时，我们也执行以下工作：

（一）识别和评估由于舞弊或错误导致的财务报表重大错报风险；设计和实施审计程序以应对这些风险，并获取充分、适当的审计证据，作为发表审计意见的基础。由于舞弊可能涉及串通、伪造、故意遗漏、虚假陈述或凌驾于内部控制之上，未能发现由于舞弊导致的重大错报的风险高于未能发现由于错误导致的重大错报的风险。

（二）了解与审计相关的内部控制，以设计恰当的审计程序，但目的并非对内部控制的有效性发表意见。

（三）评价管理层选用会计政策的恰当性和作出会计估计及相关披露的合理性。

## 四、注册会计师对财务报表审计的责任（续）

（四）对管理层使用持续经营假设的恰当性得出结论。同时，根据获取的审计证据，就可能导致对中国农业发展银行持续经营能力产生重大疑虑的事项或情况是否存在重大不确定性得出结论。如果我们得出结论认为存在重大不确定性，审计准则要求我们在审计报告中提请报表使用者注意财务报表中的相关披露；如果披露不充分，我们应当发表非无保留意见。我们的结论基于截至审计报告日可获得的信息。然而，未来的事项或情况可能导致中国农业发展银行不能持续经营。

（五）评价财务报表的总体列报（包括披露）、结构和内容，并评价财务报表是否公允反映相关交易和事项。

（六）就中国农业发展银行中实体或业务活动的财务信息获取充分、适当的审计证据，以对合并财务报表发表审计意见。我们负责指导、监督和执行集团审计，并对审计意见承担全部责任。

我们与治理层就计划的审计范围、时间安排和重大审计发现等事项进行沟通，包括沟通我们在审计中识别出的值得关注的内部控制缺陷。

立信会计师事务所  
(特殊普通合伙)

中国·上海  
2023年5月10日

中国注册会计师：朱建弟

中国注册会计师：马强

# 财务报告

| 资产负债表         |                  | 单位：人民币亿元         |
|---------------|------------------|------------------|
| 项目            | 2022 年末          | 2021 年末          |
| <b>资产：</b>    |                  |                  |
| 现金及存放中央银行款项   | 1,098.50         | 1,024.29         |
| 贵金属           | 0.00             | 0.00             |
| 存放同业款项        | 3,642.23         | 5,365.67         |
| 拆出资金          | 616.60           | 699.70           |
| 衍生金融资产        | 0.00             | 0.00             |
| 买入返售金融资产      | 427.11           | 989.90           |
| 其他应收款         | 13.50            | 15.38            |
| 发放贷款和垫款       | 74,360.78        | 64,276.36        |
| 金融投资          | 9,718.72         | 6,559.57         |
| 交易性金融资产       | 2,413.56         | 2,324.55         |
| 债权投资          | 7,248.89         | 4,182.82         |
| 其他债权投资        | 0.00             | 0.00             |
| 其他权益工具投资      | 56.27            | 52.20            |
| 长期股权投资        | 9.68             | 21.03            |
| 固定资产          | 140.87           | 136.31           |
| 在建工程          | 23.75            | 25.32            |
| 使用权资产         | 6.16             | 6.87             |
| 无形资产          | 9.22             | 8.37             |
| 商誉            | 0.18             | 0.18             |
| 长期待摊费用        | 0.55             | 0.61             |
| 抵债资产          | 1.23             | 2.24             |
| 递延所得税资产       | 747.18           | 656.42           |
| 其他资产          | 47.73            | 45.17            |
| <b>资产总计</b>   | <b>90,863.99</b> | <b>79,833.41</b> |
| <b>负债：</b>    |                  |                  |
| 向中央银行借款       | 7,464.40         | 5,719.19         |
| 同业及其他金融机构存放款项 | 595.70           | 82.80            |
| 拆入资金          | 163.54           | 0.00             |
| 衍生金融负债        | 0.00             | 0.00             |
| 卖出回购金融资产款     | 40.01            | 0.00             |
| 吸收存款          | 12,201.52        | 10,233.22        |



## 资产负债表

单位：人民币亿元

| 项目                   | 2022 年末          | 2021 年末          |
|----------------------|------------------|------------------|
| 应付职工薪酬               | 107.26           | 94.73            |
| 应交税费                 | 125.40           | 122.47           |
| 其他应付款                | 17.27            | 14.43            |
| 租赁负债                 | 6.08             | 6.67             |
| 预计负债                 | 178.27           | 126.22           |
| 应付债券                 | 67,398.20        | 61,188.90        |
| 递延所得税负债              | 0.39             | 0.00             |
| 其他负债                 | 28.72            | 28.11            |
| <b>负债合计</b>          | <b>88,326.76</b> | <b>77,616.74</b> |
| 所有者权益：               |                  |                  |
| 实收资本                 | 1,770.00         | 1,510.00         |
| 其他权益工具               | 0.00             | 0.00             |
| 资本公积                 | 0.17             | 0.12             |
| 其他综合收益               | 0.20             | 1.32             |
| 盈余公积                 | 226.27           | 200.02           |
| 一般风险准备               | 240.00           | 240.00           |
| 未分配利润                | 289.00           | 264.94           |
| <b>归属于母公司所有者权益合计</b> | <b>2,525.65</b>  | <b>2,216.40</b>  |
| 少数股东权益               | 11.59            | 0.26             |
| <b>所有者权益合计</b>       | <b>2,537.23</b>  | <b>2,216.66</b>  |
| <b>负债和所有者权益总计</b>    | <b>90,863.99</b> | <b>79,833.41</b> |

## 利润表

单位：人民币亿元

| 项目           | 2022 年   | 2021 年   |
|--------------|----------|----------|
| 一、营业收入       | 1,281.85 | 1,029.78 |
| （一）利息净收入     | 1,216.70 | 1,041.68 |
| 利息收入         | 3,525.38 | 3,223.35 |
| 利息支出         | 2,308.68 | 2,181.66 |
| （二）手续费及佣金净收入 | -2.89    | -1.79    |
| 手续费及佣金收入     | 0.46     | 0.88     |
| 手续费及佣金支出     | 3.35     | 2.68     |

## 利润表

单位：人民币亿元

| 项目                         | 2022 年 | 2021 年 |
|----------------------------|--------|--------|
| (三) 投资收益 (损失以“-”号填列)       | 39.08  | 37.67  |
| 其中：对联营企业和合营企业的投资收益         | 0.45   | -0.66  |
| (四) 公允价值变动收益 (损失以“-”号填列)   | 22.74  | -53.46 |
| (五) 汇兑收益 (损失以“-”号填列)       | 1.72   | 1.08   |
| (六) 其他业务收入                 | 0.26   | 0.33   |
| (七) 资产处置收益 (损失以“-”号填列)     | 3.90   | 3.83   |
| (八) 其他收益                   | 0.34   | 0.44   |
| 二、营业支出                     | 888.62 | 730.45 |
| (一) 税金及附加                  | 15.25  | 13.78  |
| (二) 业务及管理费                 | 288.50 | 287.75 |
| (三) 信用减值损失 (转回金额以“-”号填列)   | 580.98 | 426.86 |
| (四) 其他资产减值损失 (转回金额以“-”号填列) | 0.00   | -0.79  |
| (五) 其他业务成本                 | 3.89   | 2.85   |
| 三、营业利润 (亏损以“-”号填列)         | 393.23 | 299.33 |
| 加：营业外收入                    | 1.28   | 1.03   |
| 减：营业外支出                    | 1.79   | 1.65   |
| 四、利润总额 (亏损以“-”号填列)         | 392.72 | 298.70 |
| 减：所得税费用                    | 82.17  | 50.58  |
| 五、净利润 (亏损以“-”号填列)          | 310.55 | 248.12 |
| 归属于母公司所有者的净利润              | 310.31 | 248.08 |
| 少数股东损益                     | 0.24   | 0.04   |
| 六、其他综合收益的税后净额              | -1.12  | 0.74   |
| (一) 归属于母公司所有者的其他综合收益的税后净额  | -1.12  | 0.74   |
| 1. 以后不能重分类进损益的其他综合收益       | -0.70  | 0.65   |
| 2. 以后将重分类进损益的其他综合收益        | -0.42  | 0.09   |
| 其中：权益法下可转损益的其他综合收益         | -0.42  | 0.09   |
| (二) 归属于少数股东的其他综合收益的税后净额    | 0.00   | 0.00   |
| 七、综合收益总额                   | 309.43 | 248.86 |
| 归属于母公司所有者的综合收益总额           | 309.19 | 248.82 |
| 归属于少数股东的综合收益总额             | 0.24   | 0.04   |

## 现金流量表

单位：人民币亿元

| 项目                      | 2022 年    | 2021 年    |
|-------------------------|-----------|-----------|
| 一、经营活动产生的现金流量：          | —         | —         |
| 客户存款和同业存放款项净增加额         | 2,475.13  | -422.73   |
| 向中央银行借款净增加额             | 1,738.56  | -2,054.18 |
| 向其他金融机构拆入资金净增加额         | 124.65    | -71.40    |
| 收取利息、手续费及佣金的现金          | 3,512.30  | 3,209.14  |
| 收到其他与经营活动有关的现金          | 605.16    | 26.65     |
| 经营活动现金流入小计              | 8,455.80  | 687.48    |
| 客户贷款及垫款净增加额             | 10,565.26 | 5,452.62  |
| 存放中央银行和同业款项净增加额         | -3,699.34 | 1,475.54  |
| 支付利息、手续费及佣金的现金          | 268.45    | 271.65    |
| 支付给职工以及为职工支付的现金         | 204.60    | 218.92    |
| 支付的各项税费                 | 296.19    | 280.08    |
| 支付其他与经营活动有关的现金          | 59.91     | -399.86   |
| 经营活动现金流出小计              | 7,695.07  | 7,298.95  |
| 经营活动产生的现金流量净额           | 760.73    | -6,611.47 |
| 二、投资活动产生的现金流量：          | —         | —         |
| 收回投资收到的现金               | 8,385.23  | 6,722.79  |
| 取得投资收益收到的现金             | 161.53    | 190.82    |
| 收到其他与投资活动有关的现金          | 14.54     | 4.16      |
| 投资活动现金流入小计              | 8,561.31  | 6,917.77  |
| 投资支付的现金                 | 11,528.53 | 5,545.36  |
| 购建固定资产、无形资产和其他长期资产支付的现金 | 18.03     | 15.65     |
| 支付其他与投资活动有关的现金          | 0.00      | 6.64      |
| 投资活动现金流出小计              | 11,546.56 | 5,567.64  |
| 投资活动产生的现金流量净额           | -2,985.25 | 1,350.12  |
| 三、筹资活动产生的现金流量：          | —         | —         |
| 发行债券收到的现金               | 16,559.75 | 16,563.34 |
| 收到其他与筹资活动有关的现金          | 0.00      | 0.00      |
| 筹资活动现金流入小计              | 16,559.75 | 16,563.34 |
| 偿还债务支付的现金               | 10,505.01 | 9,248.73  |
| 分配股利、利润或偿付利息支付的现金       | 1,876.41  | 1,825.73  |
| 支付其他与筹资活动有关的现金          | 2.43      | 0.00      |
| 筹资活动现金流出小计              | 12,383.85 | 11,074.46 |
| 筹资活动产生的现金流量净额           | 4,175.90  | 5,488.88  |
| 四、汇率变动对现金及现金等价物的影响      | 1.68      | -0.32     |
| 五、现金及现金等价物净增加额          | 1,953.06  | 227.22    |
| 加：期初现金及现金等价物余额          | 2,169.69  | 1,942.47  |
| 六、期末现金及现金等价物余额          | 4,122.75  | 2,169.69  |

## 财务报表的编制基础及遵循企业会计准则的声明

本财务报表以持续经营假设为基础，按照财政部发布的企业会计准则及相关规定编制。本财务报表符合企业会计准则要求，真实、完整地反映了本集团及农发行 2022 年 12 月 31 日的财务状况及 2022 年度的经营成果和现金流量等有关信息。

## 重要会计政策和会计估计

### （一）会计期间

本集团会计年度采用公历年度，即每年自 1 月 1 日起至 12 月 31 日止。

### （二）记账本位币

农发行及子公司以人民币作为记账本位币。外币业务采用分账制核算，编制财务报表时折算为人民币。

### （三）记账基础和计价原则

本集团会计核算以权责发生制为基础。除某些金融工具外，本财务报表均以历史成本为计量基础。资产如果发生减值，则按照相关规定计提相应的减值准备。

### （四）合并财务报表

#### 1. 合并范围

财务报表合并范围以控制为基础予以确定。本期合并范围包括 2 个全资子公司“中国农发重点建设基金有限公司”“农发基础设施基金有限公司”及 2 个控股子公司“北京先农投资管理有限公司”“现代种业发展基金有限公司”。

#### 2. 合并财务报表的编制方法

合并财务报表以农发行和子公司的财务报表为基础，根据其他有关资料，由农发行编制。在编制合并财务报表时，农发行和子公司的会计政策和会计期间要求保持一致，对农发行与子公司间的重大交易和往来余额予以抵销。

### （五）现金及现金等价物

现金及现金等价物是指库存现金、可随时用于支付的存款，以及持有的原始期限不超过三个月的、流动性强、易于转换为已知金额现金及价值变动风险很小的货币性资产，包括现金、存放中央银行的非限定性款项及经费资金形成的银行存款等。

### （六）外币业务

对外币货币性项目，期末采用资产负债表日即期汇率折算。因资产负债表日即期汇率与初始确认时或者前一资产负债表日即期汇率不同而产生的汇兑差额，计入当期损益；对以历史成本计量的外币非货币性项目，仍采用交易发生日的即期汇率折算；对以公允价值计量的外币非货币性项目，采用公允价值确定日的即期汇率折算，折算后的记账本位币金额与原记账本位币金额的差额，计入当期损益。



## (七) 金融工具

### 1. 金融资产和金融负债的分类

本集团将金融资产划分为三类：以公允价值计量且其变动计入当期损益的金融资产、以公允价值计量且其变动计入其他综合收益的金融资产及以摊余成本计量的金融资产。

将金融负债划分为两类：以公允价值计量且其变动计入当期损益的金融负债和其他金融负债。

在初始确认时确定金融资产和金融负债的分类。

### 2. 金融资产和金融负债的初始确认

本集团成为金融工具合同的一方时，即于交易日，确认相应的金融资产或金融负债。

初始确认金融资产或金融负债时，按照公允价值计量。对于以公允价值计量且其变动计入当期损益的金融资产或金融负债，相关的交易费用直接计入当期损益，对于其他类别的金融资产或金融负债，相关交易费用计入其初始确认金额。

### 3. 金融资产和金融负债的后续计量

(1) 以摊余成本计量的金融资产按照实际利率法摊余成本进行后续计量，在持有期间计提减值准备且该减值准备影响资产账面价值。

(2) 以公允价值计量且其变动计入当期损益的金融投资按照公允价值进行后续计量，其公允价值变动计入公允价值变动损益，产生的利得或损失（包括利息和股利收入）计入投资收益（除非该金融资产属于套期关系的一部分）。该类金融资产在持有期间不计提减值准备。

(3) 以公允价值计量且其变动计入其他综合收益的债务工具投资按照公允价值进行后续计量，采用实际利率法计算的利息、减值损失或利得及汇兑损益计入当期损益，其他利得或损失计入其他综合收益。终止确认时，将之前已计入其他综合收益的累计利得或损失转入当期损益。

(4) 以公允价值计量且其变动计入其他综合收益的权益工具投资按照公允价值进行后续计量，持有期间不计提减值准备。除了获得的股利收入计入当期损益外，其他相关的利得或损失均应计入其他综合收益。终止确认时，将之前计入其他综合收益的累计利得或损失从其他综合收益中转出，计入留存收益。

(5) 以公允价值计量且其变动计入当期损益的金融负债，以公允价值进行后续计量，除与套期会计有关外，产生的利得或损失（包括利息费用）计入当期损益。

(6) 其他金融负债采用实际利率法以摊余成本计量。

### 4. 金融资产的减值

本集团以预期信用损失为基础，对以摊余成本计量的金融资产、以公允价值计量且其变动计入其他综合收益的债务工具投资及贷款承诺和财务担保合同进行减值会计处理并确认损失准备或预计负债。

### 5. 金融资产和金融负债的终止确认

金融资产整体及其一部分，满足下列条件之一的，本集团终止确认该金融资产或其一部分：收取该金融资产现金流量的合同权利终止；已转移几乎所有与该金融资产有关的风险和报酬，或虽然既没有转移也没有保留金融资产所有权上几乎所有的风险和报酬，但已放弃对该金融资产的控制。

金融负债的现时义务全部或部分已经解除的，本集团终止确认金融负债或其一部分。

## 6. 衍生金融工具

本集团的衍生金融工具主要是农发行与商业银行合作办理的远期结售汇业务，以衍生交易合同签订当日的公允价值进行初始计量，并以公允价值进行后续计量。当公允价值为正时，衍生金融工具作为资产反映；当公允价值为负时，则作为负债反映。衍生金融工具的公允价值变动计入“公允价值变动损益”。

公允价值确定方法：金融工具存在活跃市场的，采用活跃市场中的报价确定其公允价值；金融工具不存在活跃市场的，采用估值技术确定其公允价值。

## (八) 买入返售金融资产和卖出回购金融资产款

按回购合约出售的有价证券、票据及发放贷款和垫款仍按照出售前的金融资产项目分类列报，向交易对手收取的款项作为卖出回购金融资产款列示。按返售合约买入的有价证券、票据及贷款所支付的成本在买入返售金融资产中列示。

## (九) 长期股权投资

农发行长期股权投资包括对子公司和联营企业的权益性投资。

### 1. 子公司

农发行采用成本法核算对子公司的长期股权投资。按照企业会计准则确认初始投资成本，追加或收回投资调整长期股权投资的投资成本。当期投资收益按照享有被投资单位宣告发放的现金股利或利润确认。

### 2. 联营企业

联营企业是指农发行对其虽无控制或共同控制，但能够施加重大影响的实体，通常拥有 20%至 50%的表决权。

农发行对联营企业的投资以投资成本进行初始确认，并采用权益法核算。

## (十) 固定资产

固定资产是指为经营管理、提供劳务等目的而持有的使用寿命超过一个会计年度、单位价值较大的有形资产。

固定资产主要包括房屋及建筑物、交通运输设备、电子计算机设备及其他机器设备等，按其取得时的成本作为入账价值。其中，自行建造的固定资产，由建造该项资产达到预定可使用状态前所发生的必要支出构成；外购的固定资产成本包括买价、相关税费，以及为使固定资产达到预定可使用状态前所发生的可归属于该项资产的其他支出；投资者投入的固定资产，按投资合同或协议约定的价值作为入账价值。

与固定资产有关的后续支出，在相关的经济利益很可能流入本集团且其成本能够可靠计量时，计入固定资产成本。所有其他修理维护费用均在发生时直接计入利润表中的“业务及管理费”。

固定资产根据其原值减去预计净残值后的金额，按其预计使用年限以直线法计提折旧。除已提足折旧仍继续使用的固定资产和单独计价入账的土地外，本集团对所有固定资产计提折旧。

本集团主要固定资产的分类折旧年限、预计净残值率如下：

| 资产类别       | 折旧年限      | 预计净残值率  |
|------------|-----------|---------|
| 房屋及建筑物     | 20 — 30 年 | 3% — 5% |
| 交通运输设备     | 5 — 8 年   | 3% — 5% |
| 电子计算机及附属设备 | 4 — 5 年   | 3% — 5% |
| 其他机器设备     | 5 — 11 年  | 3% — 5% |

## (十一) 在建工程

在建工程包括正在建造的办公楼及其附属物和设备的成本。在建工程成本包括设备原价、建筑 and 安装成本和发生的其他直接成本。

在建工程自达到预定可使用状态时转列为固定资产，并按有关折旧政策计提折旧，在建工程不计提折旧。

## (十二) 无形资产

无形资产是指本集团拥有和控制的没有实物形态的可辨认非货币性资产，包括计算机软件、土地使用权及其他无形资产。本集团无形资产采用直线法按月摊销。

## (十三) 长期待摊费用

长期待摊费用是指已经发生但应由本期和以后各期负担的摊销期限在一年以上（不含一年）的各项费用，包括以经营租赁方式租入的固定资产发生的改良支出、已提足折旧的固定资产发生的改良支出等。

租入固定资产改良支出在租赁期限与租赁资产尚可使用年限两者孰短的期限内平均摊销；已提足折旧固定资产改良支出在尚可使用年限内平均摊销；其他长期待摊费用在受益期内平均摊销。

## (十四) 抵债资产

抵债资产为非金融工具资产的，其入账价值包括抵偿部分债权的公允价值和可直接归属于该项资产的相关税费；保管期间出租抵债资产等取得的收入，计入其他营业收入；保管期间发生的相关税费，计入其他营业支出；处置时，通过抵债资产清理科目核算，待清理完成后，将抵债资产清理科目的余额扣除可确认为贷款利息收入的表外利息和需支付的补价后，结转至当期营业收支或营业外收支。抵债资产为金融工具的，依照金融工具相关规定进行计量。

## (十五) 非金融资产减值

本集团于资产负债表日检查长期股权投资、固定资产、使用寿命确定的无形资产以及其他资产是否存在可能发生减值的迹象，存在减值迹象的，或资产有进行减值测试需要的，本集团将估计其可收回金额。如果资产的可收回金额低于其账面价值，按其差额计提资产减值准备，并计入当期损益。

可收回金额根据资产的公允价值减去处置费用后的净额与资产预计未来现金流量的现值两者之间的较高者确定。资产的公允价值根据公平交易中销售协议价格确定；不存在销售协议但存在资产活跃市场的，公允价值按照该资产的市场价格确定；不存在销售协议和资产活跃市场的，则以可获取的最佳信息为基础估计资产的公允价值。处置费用包括与资产处置有关的法律费用、相关税费、搬运费以及为使资产达到可销售状态所发生的直接费用。资产预计未来现金流量的现值，按照资产在持续使用过程中和最终处置时所产生的预计未来现金流量，选择恰当的折现率对其进行折现后的金额加以确定。

资产减值准备按单项资产为基础计算并确认，如果难以对单项资产的可收回金额进行估计的，以该资产所属的资产组确定资产组的可收回金额。上述资产减值损失一经确认，以后期间不予转回。

## (十六) 应付债券

本集团发行的金融债券，初始以公允价值计量，交易费用计入初始确认金额。采用实际利率法，按摊余成本进行后续计量。

## (十七) 利息收入

本集团根据金融资产账面余额乘实际利率计算确定利息收入并列报为“利息收入”，但以下情况除外：

1. 对于购入或源生已发生信用减值的金融资产，自初始确认后，按摊余成本和经信用调整的实际利率确定其利息收入。
2. 对于购入或源生未发生信用减值、但在后续成为已发生信用减值的金融资产，按照摊余成本（账面余额扣除预期信用损失准备之后的净额）和实际利率计算确定利息收入。

对于贷款类资产和存款类负债，考虑本集团的合同利率与实际利率差异较小，以合同利率作为实际利率进行会计核算。

## (十八) 手续费及佣金收入

手续费及佣金收入通常在提供相关服务时按权责发生制原则确认。本集团通过向客户提供各类服务收取手续费及佣金收入。其中，通过在一定期间内提供服务收取的手续费及佣金在相应期间内按照履约进度确认，其他手续费及佣金于相关交易完成时确认。

## (十九) 汇兑损益

汇兑损益主要是本集团保留的外汇敞口随市场汇率波动而形成的汇兑差额和本集团外汇交易导致的汇兑损益。



## (二十) 政府补助

政府补助分为与资产相关的政府补助和与收益相关的政府补助。

1. 与资产相关的政府补助，确认为递延收益，并在相关资产使用寿命内按照合理、系统的方法分期计入损益。相关资产在使用寿命结束前被出售、转让、报废或发生毁损的，应当将尚未分配的相关递延收益余额转入资产处置当期的损益。

2. 与收益相关的政府补助，用于补偿企业以后期间的相关成本费用或损失的，确认为递延收益，并在确认相关成本费用或损失的期间，计入当期损益；用于补偿企业已发生的相关成本费用或损失的，直接计入当期损益。

与日常活动相关的政府补助，计入其他收益；与日常活动无关的政府补助，计入营业外收入。

## (二十一) 所得税

所得税费用包括当期所得税和递延所得税。

当期所得税包括根据当期应纳税所得额及税法规定税率计算的预期应交所得税和对以前年度应交所得税的调整。应纳税所得额是根据税法规定对本年度税前会计利润作相应调整后的金额。

本集团根据资产和负债于资产负债表日的账面价值与计税基础之间的暂时性差异，以及未作为资产和负债确认但按照税法规定可以确定其计税基础的项目的账面价值与计税基础之间的差额产生的暂时性差异，采用资产负债表债务法计提递延所得税。对于递延所得税资产和递延所得税负债，依据税法规定，按照预期收回该资产或清偿该负债期间的适用税率计量。

## (二十二) 租赁

除短期租赁和低价值资产租赁外，本集团作为承租人对租赁按以下方式进行会计处理：

### 1. 初始确认

在租赁期开始日，将成本计入使用权资产；将尚未支付的租赁付款额的现值计入租赁负债，即将尚未支付的租赁付款额计入租赁负债（租赁付款额），将尚未支付的租赁付款额与其现值的差额计入租赁负债（未确认融资费用）。

使用权资产的成本包括：租赁负债的初始计量金额；在租赁期开始日或之前支付的租赁付款额，存在租赁激励的，扣除已享受的租赁激励相关金额；承租人发生的初始直接费用；承租人为拆卸及移除租赁资产、复原租赁资产所在场地或将租赁资产恢复至租赁条款约定状态预计将发生的成本。

### 2. 后续计量

在租赁期开始日后，采用成本模式对使用权资产进行后续计量，对使用权资产计提折旧；使用权资产发生减值时，对已识别的减值损失进行会计处理，并按照扣除减值损失之后的使用权资产的账面价值进行后续折旧。

### 3. 终止确认

租赁负债全部冲销为零，使用权资产全额计提折旧，并冲销使用权资产原值、使用权资产累计折旧及使用权资产减值准备，如存在差额则计入其他营业收支（处置使用权资产净收益或处置使用权资产净损失）。

## (二十三) 职工薪酬

职工薪酬是本集团为获得员工提供的服务或解除劳动合同关系而给予的各种形式的报酬或补偿。

### 1. 短期薪酬

短期薪酬包括工资、奖金、津贴和补贴、职工福利费、医疗保险费、工伤保险费、生育保险费、住房公积金、工会和教育经费等。本集团在职工提供服务的会计期间，将实际发生的短期薪酬确认为负债，并计入当期损益。

### 2. 离职后福利

离职后福利主要是为员工缴纳的基本养老保险、补充养老保险、失业保险及补充退休福利。

### 3. 辞退内退福利

辞退内退福利是按规定对辞退员工支付的各项福利；对未达到国家规定退休年龄，经农发行管理层批准，向自愿退出工作岗位休养的员工支付的各项福利费用。农发行自员工内部退养安排开始之日起至达到国家正常退休年龄止，向接受内部退养安排的员工支付内部退养福利。

## (二十四) 受托业务

本集团在受托业务中担任客户的托管人、受托人或代理人。本集团的资产负债表不包括因受托业务而持有的资产以及有关向客户交还该资产的承诺，该资产的风险和收益由客户承担，本集团只收取中间业务收入，不计提减值准备。

### 1. 委托贷款

委托贷款是指委托人提供资金（委托存款），由农发行根据委托人确定的贷款对象、用途、金额、期限、利率等要求而代理发放、监督使用并协助收回的贷款，其风险由委托人承担。

### 3. 非保本理财产品

非保本理财产品是指农发行接受投资者的委托和授权，按照事先约定，自主对投资者资金或资产进行交易、投资、配置和管理，根据约定条件和实际投资收益情况向客户支付收益，不保证客户本金支付、固定收益或最低收益的理财产品。

### 2. 代理银团贷款

代理银团贷款是农发行作为代理行，代理他行发放的银团贷款。

### 4. 其他业务

农发行代理其他业务，如代收保费等，收取中间业务收入。

## (二十五) 资产证券化业务

作为经营活动的一部分，本集团将部分信贷资产证券化，一般是将这些资产出售给结构化主体，然后再由其向投资者发行证券。在运用证券化金融资产的会计政策时，本集团已考虑转移至其他实体的资产的风险和报酬转移程度，以及对该实体行使控制权的程度：

1. 当已转移该金融资产所有权上几乎全部风险和报酬时，予以终止确认该金融资产。

2. 当保留该金融资产所有权上几乎全部风险和报酬时，继续确认该金融资产。

3. 如并未转移或保留该金融资产所有权上几乎全部风险和报酬，则考虑对该金融资产是否存在控制。如果并未保留控制权，终止确认该金融资产，并将在转移中产生或保留的权利及义务分别确认为资产或负债。如保留控制权，则根据对金融资产的继续涉入程度确认金融资产，并相应确认相关负债。

## (二十六) 重要会计政策、会计估计变更

本集团本年度无重要会计政策、会计估计变更事项。

## 税项

本集团适用的主要税项及税率如下：

| 税种      | 具体税率情况              |
|---------|---------------------|
| 增值税     | 按应税收入 3%~13% 计缴增值税  |
| 城市维护建设税 | 按实际缴纳的流转税的 5%、7% 计缴 |
| 教育费附加   | 按实际缴纳的流转税的 2%、3% 计缴 |
| 企业所得税   | 按应纳税所得额的 25% 计缴     |

农发行企业所得税由总行统一汇总缴纳。

## 承诺及或有事项

### (一) 信贷承诺

单位：人民币亿元

| 项目     | 年末余额      | 年初余额      |
|--------|-----------|-----------|
| 贷款承诺   | 30,276.63 | 22,908.25 |
| 开出保函   | 5.65      | 1.55      |
| 开出信用证  | 57.49     | 31.71     |
| 银行承兑汇票 | 69.81     | 14.84     |
| 合 计    | 30,409.58 | 22,956.35 |

### (二) 未决诉讼

截至 2022 年 12 月 31 日，本集团无对财务状况和经营成果产生重大影响的未决诉讼事项。

# 组织架构图

农发行截至 2022 年 12 月 31 日的组织架构图，含主要控股公司。





# 机构名录

## 北京市分行

北京市丰台区南四环路 186 号汉威国际广场  
1 区 1 号楼 5 层

邮编：100070  
电话：010-68081842  
传真：010-68081036

## 天津市分行

天津市河西区宾水道 11.13 号及宾泰公寓  
1 门

邮编：300061  
电话：022-58067047  
传真：022-88371550

## 河北省分行

石家庄市桥西区中华南大街 216 号

邮编：050051  
电话：0311-83803441  
传真：0311-83803441

## 山西省分行

太原市康乐街 38 号

邮编：030001  
电话：0351-4602110  
传真：0351-4602222

## 内蒙古自治区分行

呼和浩特市赛罕区新华东街 80 号

邮编：010010  
电话：0471-4688500  
传真：0471-4688660

## 辽宁省分行

沈阳市沈河区惠工街 209 号

邮编：110013  
电话：024-31123456  
传真：024-31171300

## 吉林省分行

长春市解放大路 2733 号

邮编：130061  
电话：0431-88962394  
传真：0431-88962142

## 黑龙江省分行

哈尔滨市道里区尚志大街 141 号

邮编：150010  
电话：0451-58685626  
传真：0451-58685888

## 上海市分行

上海市黄浦区延安东路 45 号

邮编：200002  
电话：021-63366336  
传真：021-63366001

## 江苏省分行

南京市汉中路 120 号

邮编：210029  
电话：025-51807990  
传真：025-51807989

### 浙江省分行

杭州市下城区建国北路 283 号

邮编：310003  
电话：0571-87299111  
传真：0571-87299016

### 安徽省分行

合肥市金寨路 126 号

邮编：230022  
电话：0551-63623709  
传真：0551-63655967

### 福建省分行

福州市鼓楼区树汤路 19 号

邮编：350003  
电话：0591-87871805  
传真：0591-87851761

### 江西省分行

南昌市西湖区子安路 26 号

邮编：330009  
电话：0791-86585182  
传真：0791-86584887

### 山东省分行

济南市市中区经十路 20908 号

邮编：250002  
电话：0531-85189106  
传真：0531-82029395

### 河南省分行

郑州市红旗路 81 号

邮编：450008  
电话：0371-65830251  
传真：0371-65830150

### 湖北省分行

武汉市武昌区中北路 229 号

邮编：430077  
电话：027-87252313  
传真：027-87252081

### 湖南省分行

长沙市天心区劳动西路 329 号

邮编：410015  
电话：0731-85171228  
传真：0731-85147330

### 广东省分行

广州市越秀区解放北路 928 号

邮编：510040  
电话：020-83233283  
传真：020-83233088

### 广西壮族自治区分行

南宁市民族大道 96 号

邮编：530022  
电话：0771-5827397  
传真：0771-5506845

### 海南省分行

海口市龙华区龙昆北路 16 号

邮编：570110  
电话：0898-68541186  
传真：0898-68533598

### 重庆市分行

重庆市渝中区新华路 201 号

邮编：400010  
电话：023-63789111  
传真：023-63789100

### 四川省分行

成都市锦江区下沙河铺街 59 号 1 栋 2 单元第 25、26、27、28 层

邮编：610066  
电话：028-84460167  
传真：028-84463373

### 贵州省分行

贵阳市观山湖区长岭北路贵阳国际金融中心二期商务区 C2 栋

邮编：550081  
电话：0851-88952830  
传真：0851-88952380

### 云南省分行

昆明市五华区护国路 66 号

邮编：650021  
电话：0871-66033727/66033728  
传真：0871-66033720

### 西藏自治区分行

拉萨市城关区阳岛路 4 号

邮编：850000  
电话：0891-6808268  
传真：0891-6808269

### 陕西省分行

西安市西五路 91 号

邮编：710004  
电话：029-87415504  
传真：029-87415429

### 甘肃省分行

兰州市城关区张掖路 82 号

邮编：730030  
电话：0931-8445010  
传真：0931-8445029

### 青海省分行

西宁市城中区南关街 57 号

邮编：810099  
电话：0971-8589700  
传真：0971-8589977

### 宁夏回族自治区分行

银川市兴庆区文化东街 1 号

邮编：750004  
电话：0951-6036124  
传真：0951-6025800

### 新疆维吾尔自治区分行

乌鲁木齐市人民路 193 号

邮编：830004  
电话：0991-2218561  
传真：0991-2842652





# About ADBC

Founded in 1994, the Agricultural Development Bank of China (ADBC) is a state-funded and state-owned policy bank with the status of an independent legal entity. It is a bank under the direct leadership of the State Council and dedicated to supporting the sustainable and healthy development of agriculture and rural areas. Its main task is to play the main and backbone role in the rural financial system by relying on the support of national credit to increase support for key areas and weak links in agriculture and rural areas and promote sustained and healthy economic and social development. Its business purpose is to build an agricultural policy bank with clear positioning, outstanding functions, clearly defined business scope, abundant capital, standardized governance, strict internal control, safe operation, good service and sustainable development capability while serving national strategies.

ADBC's business scope covers lending for the purchase, storage, regulation and distribution of important agricultural products such as grain, cotton, edible oil, sugar, pork, and fertilizer; lending for the construction of agricultural and rural infrastructure projects, water conservancy projects and circulation systems; lending for comprehensive agricultural development, means of production and agricultural science and technology; lending for shantytown renovation and construction of concentrated housing for farmers; lending for poverty alleviation through relocation projects, infrastructure in poor areas, development of special industries and special poverty alleviation projects; lending for township construction in counties; lending for small and leading agricultural enterprises; organizing or participating in syndicated loans; handling bill acceptance, discounting and other credit businesses; absorbing deposits from client enterprises and public institutions within approved business scope, county public deposit accounts other than residents' savings deposits, and fiscal balances; issuing financial bonds; conducting settlement, foreign exchange settlement and sale, and foreign exchange trading for clients; opening special accounts for fiscal funds to support agriculture as required and to disburse fiscal agriculture-related subsidies; trading, agency trading and underwriting bonds, conducting inter-bank borrowing and placement, agency collection and payment; agency insurance; asset securitization; corporate finance advisory service; agriculture-related businesses through cooperation with leasing companies, agriculture-related guarantee companies and agriculture-related equity investment companies after approval; and other businesses approved by the banking regulatory authorities of the State Council.



# Corporate Culture

## Core Components

### Vision

Build a modern agricultural policy bank

### Values

Commitment to the nation

Commitment to professional competence

### Mission

Support agriculture for the benefit of the country

Build the bank for the interest of the people

### Business Philosophy

Execute the state will

Serve agricultural needs

Conform to the law of banking

### Slogan

Agricultural Development Bank of China

Committed to serving rural revitalization



## Secondary Components

Compliance as priority

Risk control as the key

Holistic and proactive

Prudential and robust



Support agriculture with integrity

Build the bank with probity

Behave with righteousness

Dedicated to agriculture

Client-oriented

Collaboration and efficiency

## Professional Ethics

### Serving Poverty Alleviation

Pragmatic, enterprising and dedicated

Vanguard, backbone and model

### Developing and Launching the Core System

Responsibility and dedication

Collaboration and hard work

Innovation

Excellence



# Honors and Awards in 2022

| Issued by                                                                              | Honors and Awards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ministry of Finance                                                                    | "Advanced Unit of Central Financial Enterprises" for Annual Financial Statement Work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| All-China Federation of Trade Unions                                                   | Chongqing Xiushan Tujia and Miao Autonomous County Sub-branch awarded "Pioneer of National Workers"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Central Committee of the Communist Young League                                        | Anhui Huangshan Sub-branch and Guizhou Xingren Sub-branch won the "National Youth Model Unit Award"<br>Youth League Committee of Jiangxi Jiujiang Branch awarded "National May Fourth Red Flag Youth League Committee"                                                                                                                                                                                                                                                                                                                                                                                             |
| All-China Women's Federation                                                           | The Credit Monitoring and Analysis Division of the Loan Management Department of the Head Office awarded "National Women Civilization Post"<br>The Organization Division of the Head Office Party Organization Department awarded "National Advanced Group for Women's Meritorious Achievements"                                                                                                                                                                                                                                                                                                                   |
| National Committee of Chinese Financial Workers' Union                                 | Shandong Weihai Rushan Sub-branch, Henan Sanmenxia Lushi County Sub-branch, Guangxi Hechi Branch, Guizhou Tongren Branch, Yunnan Honghe Prefecture Kaiyuan Sub-branch, Shaanxi Branch Banking Division, Xinjiang Bortala Mongol Autonomous Prefecture Branch and Xinjiang Kashgar Prefecture Branch won the "National May 1st Labor Award for Financial Sector"<br>Jiangsu Lianyungang Ganyu District Sub-branch, Anhui Chuzhou Tianchang Sub-branch, Guangdong Yunfu Luoding Sub-branch, Guangxi Yulin Beiliu Sub-branch and Infrastructural Client Division of Gansu Branch awarded "National Financial Pioneer" |
| Female Staff Committee of Chinese Financial Workers' Union                             | The Planning and Finance Section of Shandong Weihai Branch, Sichuan Mianyang Anzhou District Sub-branch, and the Client Section of the Banking Division of Qinghai Branch awarded "Financial May Day Women's Model Post"                                                                                                                                                                                                                                                                                                                                                                                           |
| Research Association of Ideological and Political Work of China Financial Institutions | Excellent Organization Award for Ideological and Political Work and Cultural Construction Research Work of National Financial System and Excellent Organization Award for "Extraordinary Ten-year People's Finance" Theme Essay Activity<br>Jilin Tonghua Branch, Sichuan Leshan Branch and Chongqing Xiushan County Sub-branch awarded "2021-2022 Excellent Unit for Cultural Construction of National Financial System"                                                                                                                                                                                          |
| Caijing Magazine                                                                       | Evergreen Award—Outstanding Contribution Award for Rural Revitalization of the Year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| China Central Depository & Clearing Co., Ltd.                                          | Bond Market Leader of the Year<br>Excellent Policy-based Financial Bond Issuer<br>Outstanding Issuer of Counter Business<br>Annual Development Contributor—Collateral Business                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| ChinaBond Pricing Center Co., Ltd.                                                     | Outstanding Contributor to the Market                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Interbank Market Clearing House Co., Ltd.                                              | Excellent Issuer<br>Outstanding Bond Counter Business Participating Institution<br>Excellent Social Responsibility Organization<br>Excellent Green Financial Business Innovation Institution<br>Excellent Innovation Business Promotion Institution                                                                                                                                                                                                                                                                                                                                                                |
| China Foreign Exchange Trade System                                                    | Market Innovation Award—Market Making to Support Innovation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Bond Connect Company Limited                                                           | Excellent Issuer of Northbound Bond Connect<br>Innovation Award of Primary Market                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



## Important Notice

The Bank held a board meeting on May 10, 2023 to deliberate and pass this annual report.

BDO China Shu Lun Pan Certified Public Accountants LLP has audited the financial reports for 2022 prepared by the Bank in accordance with the Accounting Standards for Business Enterprises and issued a standard unqualified audit report.

In 2022, S&P gave an A+ rating and Moody gave an A1 rating to the Bank. Both ratings were in line with China's national sovereign rating.

In this report, "the Bank", "the Whole Bank" and "ADBC" all refer to the Agricultural Development Bank of China, and "the Group" refers to the Agricultural Development Bank of China and its subsidiaries.



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# Profile

**Registered name:**

中国农业发展银行 ( 农业发展银行 for short)

**Full English Name:**

Agricultural Development Bank of China (ADBC for short)





**Legal Representative:**

Qian Wenhui

**Registered Capital:**

RMB177.0 billion

**Registered Address:**

A2 Yuetanbeijie Street, Xicheng District, Beijing

**Postal Code:**

100045

**Tel.:**

+86-10-68081534

**Fax:**

+86-10-68081810

**Website:**

[www.adbc.com.cn](http://www.adbc.com.cn)

**Institutions**

31 provincial branches

338 prefectural branches

1,684 county-level sub-branches

2 wholly-owned subsidiaries

2 controlled subsidiaries

3 invested companies

**Workforce**

52,627 employees in the Group

Including 52,591 ADBC employees.

(Note: Data of institutions and workforce are as of the end of 2022)



# Financial Highlights

## Financial Data

Unit: RMB100 million, except percentage

2022 2021

### Total assets



90,863.99  
79,833.41

### Total profit



392.72  
298.70

### Total liabilities



88,326.76  
77,616.74

### Income tax expense



82.17  
50.58

### Equity



2,537.23  
2,216.66

### Net profit



310.55  
248.12

### Paid-in capital



1,770.00  
1,510.00

### Return on average assets (ROAA) (%)



0.36  
0.32

### Operating revenue



1,281.85  
1,029.78

### Return on average equity (ROAE) (%)



13.07  
11.86

### Operating expenses



888.62  
730.45

### Cost-to-income ratio (%)



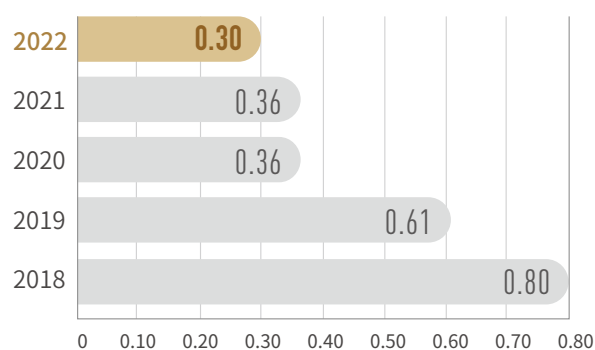
22.51  
27.94

The financial data and indicators contained in this annual report have been prepared in accordance with the PRC Accounting Standards for Business Enterprises. The data are consolidated data of the Bank and its subsidiaries, presented in RMB unless otherwise specified.

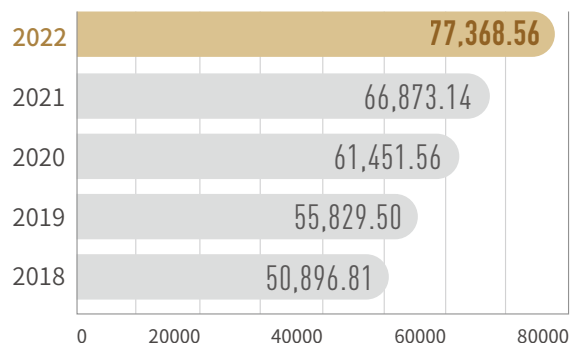
## Business Data

Unit: RMB100 million, except percentage

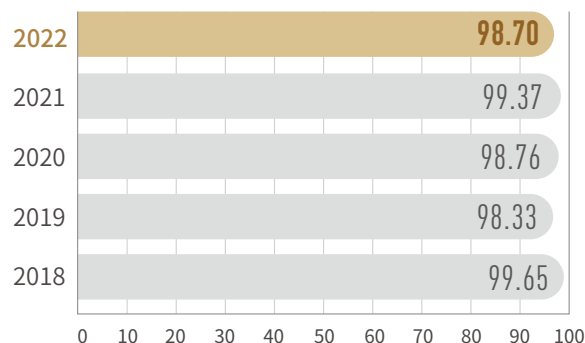
### Non-performing loan ratio (%)



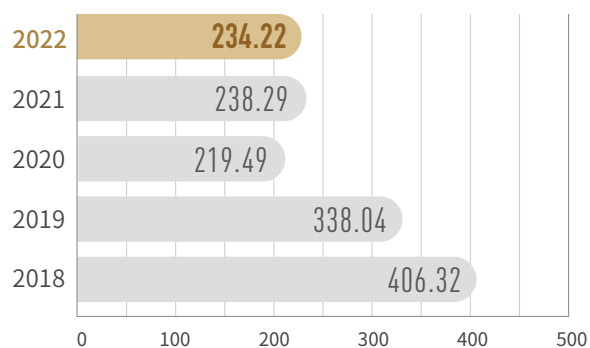
### Balance of loans (RMB100 million)



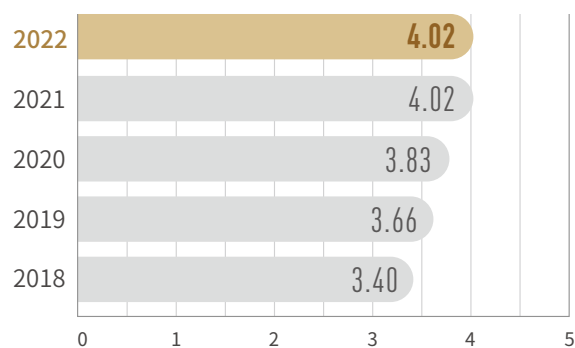
### Interest collection ratio (%)



### Balance of non-performing loan (RMB100 million)



### Loan provision ratio (%)



# Message from Secretary of CPC ADBC Committee and Chairman

In 2022, in the face of the severe and complex situation, we deeply studied, publicized and implemented the spirit of the 20<sup>th</sup> National Congress of the Communist Party of China (20<sup>th</sup> National Congress) while adhering to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. In addition to firmly grasping the political and people's character of financial work, we worked hard with one heart and went all out with Party building and central inspection and rectification as the leadership. Having overcome many difficulties and dedicated ourselves to the performance of duties and development, business operation, reform and innovation, risk prevention and control, and promotion of party building in accordance with the overall requirements where "the epidemic must be prevented, the economy must be stabilized, and development must be safe", we have reached a new level in terms of modernization and high-quality development.



Total assets

RMB **9.09** trillion



Net profit

RMB **31.055** billion

**This year, in addition to making careful arrangements and acting quickly, we comprehensively and systematically studied, publicized and implemented the spirit of the 20<sup>th</sup> National Congress, further unified thought, improved our stance and enhanced our initiative.** We persisted in taking the study, publicity, and implementation of the spirit of the 20<sup>th</sup> National Congress as our primary political task, and made efforts to comprehensively study, grasp and implement the spirit in an all-round way. We studied the spirit by way of setting good examples, comprehensively arranging systematic study, organizing training in batches for in-depth study and making overall planning for thorough study, held a series of special lectures, centralized training, seminars and exchanges, publicized in an all-round and multi-dimensional manner, and rapidly fired up the system-wide enthusiasm for studying, publicizing, and implementing of the spirit of the 20<sup>th</sup> National Congress. We guided all cadres and staff of the Whole Bank to effectively unify their thought with the spirit of the Congress, concentrate their wisdom and strength on the tasks set by the Congress, and effectively enhance their ideological, political and action consciousness in closely following General Secretary Xi Jinping and forging ahead on a new journey.



**This year, we adhered to the “five strengthening” and “four integration”, solidly promoted the central inspection and rectification, and promoted the formation of a “turning point” trend of high-quality development.** In addition to conscientiously implementing the spirit of General Secretary Xi Jinping’s important instructions on inspection and rectification, we coordinated with the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, answered the same questions together, took the initiative to claim the problems pointed out during the inspection, accepted without question, and checked and compared them one by one, carried out political study, responsibility implementation, supervision and inspection, and long-term effective mechanisms throughout, broke down rectification tasks, refined rectification measures, and solidly promoted the problems fed back during the central inspection to be corrected to the end and in place. The role of the Party Committee in “directing the direction, managing the overall situation and promoting implementation” has been further enhanced, the Whole Bank has become more firm in implementing the decisions and arrangements of the Party Central Committee, the political nature and the people’s character of financial work have become more prominent, the pace of financial development with Chinese characteristics has become more steady, and the “turning point” trend of high-quality development has basically taken shape.

**This year, we adhered to our main responsibilities and businesses, went all out to serve China’s macro-control and the development of the “agriculture, rural areas, and farmers” and increased our financial support for agriculture as never before.** Focusing on the key areas and weak links of rural revitalization, we fully served national food security, consolidated and expanded the achievements of fight against poverty, agricultural modernization, agricultural and rural construction, coordinated regional development, and ecological civilization construction, and granted a total of RMB2.67 trillion in loans. The balance of loans at the end of 2022 was RMB7.74 trillion, an increase of RMB1.05 trillion year-on-year. In addition to resolutely implementing the package of policies and measures to stabilize the economy, we exerted all our efforts and gathered superior resources to complete special tasks such as the creation of Agricultural Development Infrastructure Fund and granting of special loans for “ensuring timely delivery of overdue housing projects”, loans for equipment renovation and medium- and long-term loans for the manufacturing industry with high quality and efficiency. Besides, we further promoted the project of optimizing the fundraising to support farmers and issued bonds of RMB1.67 trillion throughout the year. Deposits due to customers by the end of year amounted to RMB1.22 trillion.

**This year, we highlighted the priorities while taking all things into consideration, unswervingly controlled risks and steadily improved the quality and efficiency of development.** We solidly promoted comprehensive risk management, built an internal rating system, carried out risk investigation and strengthened risk prevention and control, and achieved “double reduction” in the balance of non-performing loans and the non-performing loan ratio, rendering us a leader among the banking financial institutions. Besides, we improved the credit system and product system, optimized the credit authorization and loan processing process, and coordinated and carried out the “five special” tasks and “look-back” inspection, so that the level of credit management was continuously improved. Furthermore, we deeply promoted the construction of “Legal ADBC” and “Compliant ADBC”, comprehensively promoted the “five major supervisions”, strengthened audit supervision, and built a solid defense line for internal control and compliance. More importantly, we continuously optimized the asset liability structure to maintain stable operating efficiency.

**This year, we persistently deepened reform and innovation while overcoming difficulties and forging ahead, so that the development momentum was stronger.** Through actively promoting the implementation of the overall plan for reform, our policy-related operations accounted for 93.59% of the total business scale at the end of 2022. We promoted the “eight reforms” and “eight projects” in depth and basically completed 146 annual key reform tasks. The number of clients we serve has increased significantly, the client structure has been significantly optimized, and the number of projects in stock and corresponding loan application amount has increased by 39.7% and 61.8% respectively year-on-year. Besides, we set up a software development center and a fintech center, and successfully launched 110 projects including the centralized

business operation system, the smart loan business for small and micro enterprises, and the new generation of credit management system, filling a number of gaps and achieving multi-level leaps.

**This year, guided by the Party’s political construction, we deeply promoted the comprehensive and strict management of the Party governance in an all-round and strict manner, and comprehensively strengthened the Party’s leadership.** We persisted in putting political construction in the first place, thoroughly understood the decisive significance of the “two determinations”, and consciously armed our minds, guided our practice, and promoted our work with Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. We strictly abided by political discipline and political rules and promptly asked for instructions and reports to the Party Central Committee on major matters. In addition, we timely followed up the spirit of General Secretary Xi Jinping’s latest important speeches, instructions and commands, provided 495,200 training opportunities to cadres and employees in batches, and continued to strengthen theoretical armament. We ensured strong leadership at all levels by selecting the finest personnel, carried out special governance campaign of “strengthening party branch management and ensuring strict compliance with law, discipline and the Bank’s code of conduct”, organized the “Year of Deepening and Expansion” campaign for the standardized management of party branches, and achieved remarkable results in organizational construction. While promoting in depth the comprehensive and strict management of Party governance, we strengthened the accountability of ADBC Party Committee and the supervision responsibility of the Disciplinary Committee, continued to deepen the integration of the “Three No-Corrupts” and deeply promoted the special governance in key areas such as credit management, accounting operation, and personnel selection and employment, and the special rectification of credit management corruption in the field of grain purchase and sales, so that conduct of the Party and the Bank continued to improve.

Looking back on 2022, the Whole Bank worked as one, overcame difficulties, fulfilled its original aspiration with resolute actions, shouldered its responsibilities, delivered satisfying results in the face of trials and tribulations. Our contribution to serving China’s macro-control and the development of “agriculture, rural areas, and farmers” was fully affirmed by the leading comrades of the Party Central Committee and the State Council and widely recognized by all sectors of society. These achievements are inseparable from the strong leadership and care of the Party Central Committee and the State Council, the support and guidance of relevant ministries and commissions and local party and government, the supervision and coordination of the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, the conscientious performance of duties by the Board of Directors and directors, and the hard work, unity and cooperation of the Whole Bank. We would like to hereby express our heartfelt thanks and high respect!

The year of 2023 marks the first year to fully implement the spirit of the 20<sup>th</sup> National Congress, and it is of great significance to deliver good work results. We will unite more closely around the Party Central Committee with Comrade Xi Jinping as the core, adhere to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, fully implement the spirit of the 20<sup>th</sup> National Congress, adhere to the general tone of seeking progress while maintaining stability, conscientiously implement the national policies and measures to expand domestic demand and stabilize growth, anchor the goal of building an agricultural power, better coordinate development and security, unswervingly promote the comprehensive and strict management of the Party and attach importance to the normal long-term rectification and reform of problems pointed out by the central inspection team. With Party building as the core, high-quality development as the theme, promotion of modernization as the throughline and reform and innovation as the driving force, we will fully serve the national strategy and the development of “agriculture, rural areas, and farmers” and make new and greater contributions to the comprehensive construction of a modern socialist country and the great rejuvenation of the Chinese nation!

# Message from Deputy Secretary of the CPC ADBC Committee and President

2022 was an extremely unusual and extraordinary year. We adhered to the guidance of the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, took Party building as the command, took rectification of problems identified by the central inspection team as the starting point, conscientiously implemented the package of policies and measures for stabilizing the national economy, fully served the national strategy and the development of "agriculture, rural areas, and farmers", continuously expanded the breadth and depth of services, continued to increase the intensity of supporting agriculture and comprehensively improved the quality of development and business efficiency. As a result, various indicators and tasks were over-fulfilled and important progress was made in serving rural revitalization and modernization of agriculture and rural areas.



Loan balance at 2022-end

RMB **7.74** trillion



Proportion of policy-related operations at 2022-end

**93.59** %



Non-performing loan ratio at 2022-end

**0.30** %



**Resolute efforts have been made to stabilize economic growth.** We resolutely implemented the national requirement of “producing the effects of policies early on”, worked in a more forward-looking and proactive manner, made early arrangement regarding key tasks and allocation of various resources, and continued to bring forth the effects of policy stimulus. In so doing, we realized a net increase of RMB380.7 billion in loans in the first quarter, which ranked first among policy and development banks in the same period, achieved the goal of early and increased credit disbursement to benefit “agriculture, rural areas, and farmers”. In addition to promptly launching 30 differentiated measures in five aspects to stabilize the macro-economy, we strengthened coordination and cooperation with relevant ministries, commissions, central enterprises and local governments, and went all out to accelerate credit disbursement. As of the end of 2022, we extended a total of RMB2.91 trillion in loans and funds throughout the year, registered a loan balance of RMB7.74 trillion, an increase of RMB1.05 trillion year-on-year, nearly doubled the sum of newly granted loan by granting over RMB1 trillion in new loan for the first time, and made due contributions to the stable development of “agriculture, rural areas, and farmers” and the macroeconomy.

**Remarkable results have been achieved in promoting rural revitalization.** Focusing on the key areas and weak links of rural revitalization, we further increased financial support and accelerated the modernization of agriculture and rural areas. In addition to vigorously supporting the purchase, sale and storage of grain, cotton and edible oil, and the supply and price stabilization of important agricultural products, we granted a total of RMB748.3 billion in grain, cotton and edible oil loans, and supported the purchase of 482 billion jin (1 jin=500g) of grain and edible oil and 3.28 million tons of cotton. Focusing on the “four major regions” and “three types of people”, we consolidated and expanded the achievements in fight against poverty, and granted a total of RMB636.3 billion of targeted assistance loans, and helped lift another 20.89 million people out of poverty. To vigorously support high-standard farmland construction, seed industry revitalization and integrated development of primary, secondary and tertiary industries, we cumulatively granted agricultural modernization loans of RMB545.1 billion and inclusive loans of RMB55.9 billion to small and micro enterprises. Focusing on water conservancy, highways, public services, human settlements and other agricultural and rural weak links, we cumulatively granted loans of RMB1.14 trillion, effectively promoting the construction of beautiful villages suitable for living and working. In an effort to actively develop green finance, we cumulatively granted RMB625.8 billion in green loans and RMB545.5 billion in loans for the protection of the Yangtze River and the ecological conservation and high-quality development of the Yellow River Basin, contributing our efforts to building a beautiful China.

**The implementation of special tasks has been handled expertly and efficiently.** We fully followed the requirements from the central government regarding supporting the construction of major projects with policy-based financial instrument, set up task forces swiftly, issued support policies, allocated matching resources, promoted the establishment and investment of funds with high quality and efficiency, invested RMB245.9 billion of infrastructure funds in just over two months, completed disbursement of the first batch of loan dedicated to “ensuring timely delivery of overdue housing projects” within 30 days, invested RMB82.7 billion in special loans for equipment renovation and medium to long-term loans for manufacturing industry and completed special tasks with high quality.

**Financial services have been continuously optimized.** We have constantly brought benefit to farmers by giving them preferential treatment. We continued to increase our support and reduced average interest rate of newly granted loans by 25BP year-on-year. In addition to conscientiously implementing the relief policy for enterprises and reducing and waiving a number of enterprise service charges, we implemented policies such as preferential interest rates for the first year and deferred principal and interest payments for eligible small and micro enterprises. We steadily promoted the investment business, supported the revitalization of the seed industry and the construction of key projects through extending both loans and investment funds to relevant enterprises, resulting in a balance of RMB1.39 trillion. While actively supporting the import of important agricultural products and agricultural materials and the export of advantageous agricultural products, we handled international settlement of USD22.6 billion, and cumulatively granted foreign exchange credit of RMB20.2 billion, effectively promoting domestic-international dual circulation.

**The operational quality and efficiency have been steadily improved.** We continuously deepened comprehensive risk management, strengthened management of key steps in credit management process, and strengthened internal control, case prevention and audit supervision. At the end of the year, the balance of non-performing loans was RMB23.4 billion, a year-on-year decrease of 400 million, and the non-performing rate was 0.3%, a year-on-year decrease of 0.06 percentage points. Besides, asset quality stayed at a good level and the bottom line of avoiding systemic risks and effectively maintaining national financial security was firmly adhered to. By strengthening delicacy management and scientific management and reasonably managing the size and structure of assets and liabilities, we actively explored room for reducing costs and increasing efficiency, and realized a net profit of RMB31.1 billion, achieving financial sustainability and maintenance and increase of the value of state-owned capital.

We have always worked with the understanding that finance is about politics and people, adhered to the Party’s centralized and unified leadership over financial work, deepened the comprehensive and strict management of Party governance, continued to improve political capacity, organizational capability and development capability, and provided a strong political guarantee for supporting farmers to perform their duties. While further promoting the “eight reforms” and “eight projects”, we strengthened financial innovation and technological empowerment, and fully promoted digital transformation, so that the momentum of high-quality development was significantly enhanced.

2023 is a key year for comprehensively promoting rural revitalization and accelerating the construction of an agricultural power. Amid complex internal and external situations, the task of expanding domestic demand and stabilizing growth remains arduous. We will unite more closely around the Party Central Committee with Comrade Xi Jinping as the core, anchor the goal of building an agricultural power, work hard and move forward bravely to fully serve the national strategy and the development of “agriculture, rural areas, and farmers”, complete the tasks assigned by the Party Central Committee and the State Council with high quality and make new and greater contributions to the development of modernization with Chinese characteristics!

高利升

# Discussion and Analysis of Business Operation

## Economic and Financial Operating Environment



In 2022, in the face of challenging global environment and formidable tasks in advancing reform, promoting development, and maintaining stability at home, the Party Central Committee with Comrade Xi Jinping as the core took a holistic approach to managing the overall situation at home and abroad, COVID-19 prevention and control and economic and social development, development and security, increased the intensity of macro-control and effectively responded to the impact of unexpected factors. The overall macroeconomic market was stable, progress was made regarding high-quality development, people's livelihood was better ensured, and the overall economic and social situation remained stable. **The comprehensive national strength reached a new level.** After exceeding RMB100 trillion and 110 trillion in 2020 and 2021, the total economic volume has leapt to a new level by exceeding RMB120 trillion and reaching RMB121 trillion. **The economic operation remained generally stable.** GDP grew by 3%, faster than most major economies. The employment situation was generally stable, with 12.06 million new jobs created in cities and towns throughout the year, exceeding the target of 11 million. Consumer prices rose modestly, with CPI rising 2% throughout the year. Under the circumstances of the sharp rise in global food and energy prices and the large pressure of imported inflation, China's price situation remained stable, in sharp contrast to the high inflation in major economies in Europe and the United States. The balance of international payments continued to improve, with the trade surplus expanding 35.4% over the previous year. At the end of the year, the balance of foreign exchange reserves reached USD3.13 trillion, firmly ranking first in the world. **The foundation of industrial development remained solid.** The agricultural industry achieved bumper harvest for the 19th consecutive year, with a total output of 1.37 trillion jin, translating to eight consecutive years of grain output of larger than 1.3 trillion jin and better securing the rice bowl of the Chinese people. The role of industrial "ballast stone" was also effectively played, with the national industrial added value

reaching RMB40.2 trillion and the manufacturing added value reaching RMB33.5 trillion, both ranking first in the world. **The scale of total domestic demand continued to expand.** As the world's second-largest consumer market and the largest online retail market, the advantages of the ultra-large market remained obvious. Under the repeated impact of COVID-19, the total retail sales of social consumer products remained stable at about RMB44 trillion throughout the year, of which the online retail sales of physical goods reached RMB12 trillion. The scale of fixed asset investment exceeded RMB57 trillion, an increase of 5.1% over the previous year, and the growth rate picked up by 0.2 percentage points year-on-year, providing strong support for sustained economic growth. **Reform and innovation continued to deepen.** The reforms to "streamline the government, delegate power, and improve government services" have continued to advance, the business environment has been continuously improved, the pilot work of comprehensive reform of market-oriented allocation of factors has been steadily implemented, and the construction of a high-standard market system has been accelerated, creating more favorable conditions for the development of market entities. High-level opening-up has been solidly promoted. Amid increasing downward pressure on the world economy and slowdown in the growth momentum of global trade, we accelerated the promotion of high-level opening-up, supported enterprises to stabilize production, stabilize order intake and expand markets, and managed to increase the scale of foreign trade and foreign investment rather rapidly.

**The proactive fiscal policy was more precise and effective, effectively promoting stable economic and social development.** The national general public budget revenue was RMB20.37 trillion, an increase of 0.6%, and an increase of 9.1% after deducting the factor of VAT credit refunds. The national general public budget expenditure exceeded RMB26 trillion, an increase of 6.1%, and the expenditure in key areas such as people's livelihood was effectively



guaranteed. **The tax revenue increased amid ups and downs.**

In 2022, the national tax revenue decreased by 3.5%, with an increase of 6.6% after deducting the factor of VAT credit refund. Affected by the intricate factors at home and abroad, the downward pressure on the economy increased in the second quarter. After the superimposed implementation of the large-scale VAT tax refund policy, tax revenue experienced a sharp decline. In the second half of the year, with the gradual implementation of the package of policies and follow-up measures to stabilize the economy, economic activities such as production and operation of industrial services generally recovered, and relevant taxes achieved varying degrees of growth throughout the year. **Non-tax revenue rose steadily,** with non-tax revenue growing by 24.4% nationwide in 2022. The finance authorities at all levels resolutely implemented various policies of fee reduction and payment deferral, continued to rectify enterprise-related fees and prevented arbitrary charges, fines, and quotas, and local administrative fee revenue as a result fell by 4.1%.

**Financial expenditure was accurate and effective.** In 2022, finance authorities at all levels strengthened the coordination of financial resources, maintained the necessary expenditure intensity, vigorously optimized the expenditure structure, provided necessary financial support for the overall planning of COVID-19 prevention and control and economic and social development, and effectively guaranteed expenditure in key areas such as people's livelihood, leading to an increase of national general public budget expenditure by 6.1%.

**Prudent monetary policy was deployed in a more flexible and moderate manner to stabilize the macroeconomy.** We comprehensively applied a variety of monetary policy tools to

maintain reasonable and sufficient liquidity. The two cuts to required reserve ratios released long-term liquidity of more than RMB1 trillion. We handed over RMB1.13 trillion of balance profits to the central treasury ahead of schedule. In addition to guiding the decrease in loan prime rate (LPR) in the loan market, we established a market-oriented adjustment mechanism for deposit interest rates and promoted the reduction of corporate financing costs. The RMB exchange rate remained basically stable at a reasonable and balanced level. **Strong financial support was provided to stabilize the key areas of the economy.** We introduced 23 financial measures to support COVID-19 prevention and control as well as economic and social development, supported credit expansion and replenishment of investment capital in the key areas of infrastructure, increased credit support to small and micro enterprises under the inclusive finance-related loan support program, implemented carbon emission reduction support tools and special re-loans to support the clean and efficient use of coal, created special re-loans for scientific and technological innovation, equipment renovation, transportation & logistics, and inclusive pension, comprehensively promoted the strategy of facilitating rural revitalization and manufacturing growth with financial services, and went all out to maintain the stable operation of the real estate market. **New results have been achieved in preventing and resolving financial risks.** We continued to promote risk treatment for small and medium-sized banks in high-risk areas, consistently did a good job in rectifying the financial business of large platform enterprises and set up a financial stability guarantee fund to maintain the overall situation of financial stability and safe development.

## Value Creation



At the end of 2022, the Group's total assets were RMB9,086.399 billion, an increase of RMB1,103.058 billion or 13.82% compared to the end of the previous year. Total liabilities were RMB8,832.676 billion, an increase of RMB1,071.002 billion or 13.80% over the end of the previous year. The total owner's equity was RMB253.723 billion, an increase of RMB32.057 billion or 14.46% over the end of the previous year.

In 2022, the Group achieved a total profit of RMB39.272 billion, an increase of RMB9.402 billion year-on-year, and a net profit of RMB31.055 billion, an increase of RMB6.243 billion year-on-year. In the year, the Group achieved an operating revenue of RMB128.185 billion, an increase of RMB25.207 billion year-on-year, and the operating expenses were RMB88.862 billion, an increase of RMB15.817 billion year-on-year.

In 2022, the Group's Return on average assets was 0.36%, and the rate of maintaining and increasing the value of state-owned capital was 113.95%. Under the circumstances that the fees and profits should be reduced as far as possible, and the provision for asset devaluation should be fully made, the scale growth, effective control of costs and expenses, and improvement of risk prevention and control level were promoted by increasing the performance of duties, thus maintaining financial sustainability.

## Business Overview

Remarkable results have been achieved in serving rural revitalization

Resolute efforts have been made to maintain economic stability

The means of supporting agriculture are rich and perfect

Fund raising has been timely and efficient

Brand image has been comprehensively improved

## Remarkable results have been achieved in serving rural revitalization

### Comprehensively guaranteeing food security

In 2022, ADBC adhered to its main responsibility, increased credit product innovation and fund supply, and played an important role in serving and ensuring national food security. By the end of 2022, the balance of grain, cotton and edible oil loans was RMB1,751.8 billion, and the total amount of issued grain, cotton and edible oil loans was RMB748.3 billion, which was the highest since 2015.



Balance of grain, cotton and edible oil loans at 2022-end

RMB **1,751.8** billion

**Implement the national macro-control policy of grain, cotton and edible oil to ensure the bottom line of national food security.** ADBC made every effort to support the national plans of increasing and adjusting the central reserves, and issued a cumulative of RMB239.5 billion of loans for the rotation and regulation of grain, cotton and edible oil reserves under the power of the central government throughout the year, an increase of RMB22.6 billion over the same period of last year. ADBC fully supported the increase and rotation of local reserves, and issued a cumulative of RMB139.5 billion of loans for the rotation and regulation of grain, cotton and edible oil reserves under the power of the local government throughout the year, an increase of RMB17.9 billion over the same period of last year. ADBC fully served the national reserve control plan for important agricultural products such as meat, sugar and fertilizer, and issued a cumulative of RMB18.4 billion of special reserve loans at or above the provincial level throughout the year, an increase of RMB5.31 billion over the same period of last year.

**Increase the issuance of purchase loans of grain, cotton and edible oil, and consolidate the position of the main channel for the supply of purchase funds.** ADBC supported the purchase of grain and cotton and rendered services to stabilize the economy simultaneously to fully guarantee the supply of grain purchase funds. The accumulated loan granted for purchasing grain, cotton and edible oil was RMB407.8 billion in 2022, an increase of RMB32.2 billion year on year, including: RMB370.4 billion of grain and edible oil purchase loans to support enterprises to purchase 241 billion kg of grain and edible oil; RMB37.4 billion of cotton purchase loans to support enterprises to purchase 3.28 million tons of cotton. In 2022, the Bank financed 65% and 61% of grain and cotton purchase on the market, and its role as a main financing channel was further highlighted.

**Develop new momentum for business growth and make new breakthroughs in the development of key areas.** ADBC strengthened communication and coordination with the National Development and Reform Commission, the Ministry of Finance, the National Food and Strategic Reserves Administration and other government authorities to secure the central coal reserve business. The Bank issued the first coal reserve loan of RMB80 million, and disbursed on a provincial branch level energy resources reserve loans of RMB1.41 billion throughout the year. Focusing on 102 major national projects, we took advantage of the linkage opportunity of investment and loan of China Agricultural Development Infrastructure Fund project for initiative marketing and reserve of a number of grain warehousing and energy resources warehousing facilities construction projects, and issued a cumulative of RMB4.5 billion in warehousing facilities loans and supported 101 projects throughout the year.

**Support the market-oriented import of grain and smooth the domestic-international dual circulation.**

ADBC strictly implemented the national grain, cotton and edible oil import control policies, coordinated domestic and international business development, and fully supported enterprises such as Sinograin to import policy-oriented corn, soybeans and various important agricultural products in a market-oriented manner. Thirty-five grain, cotton and edible oil import enterprises were supported and RMB94.6 billion of loans were disbursed throughout the year, an increase of RMB12.5 billion or 15% year on year, financing the import of 23.03 million tons of grain, cotton and edible oil.

**Increase credit support for soybean edible oil to help expand planting and increase production.**

ADBC formulated targeted policies and measures on the large-scale production, technological application, processing and import of soybean edible oil and issued the *Opinions on Supporting the Development of Soybean and Edible Oil Industry*, and earnestly regarded the development of soybean edible oil industry as a long-term strategic task of the Bank. we granted a total of RMB100.36 billion in loans to 1,103 enterprises throughout the year to support the storage and processing of edible oil crops such as soybeans.



Loans for the rotation and regulation of grain, cotton and edible oil reserves under the power of the central government granted throughout the year

RMB **239.5** billion

Year-on-year increase of RMB **22.6** billion



Loans for the purchase of grain, cotton and edible oil granted throughout the year

RMB **407.8** billion

Year-on-year increase of RMB **32.2** billion

**CASE**

**Support the construction of the phase I of modern grain logistics project of Heilongjiang Reclamation Jiansanjiang Grain Bank Co., Ltd.**

ADBC strongly supports the construction of modern grain logistics facilities. Based on the abundant grain resources in Heilongjiang Province and relying on the advantages of the grain base and scale of Jiansanjiang Branch of Heilongjiang Farms and Land Reclamation Administration, the Bank approved and granted a loan of RMB260 million for warehousing (logistics) facilities, effectively ensuring the timely supply of funds for the farm and land reclamation system. After the project is completed, an important logistics hub featuring “three warehouses and one center” of Beidahuang, that is supply warehouse, logistics warehouse, urban distribution warehouse and transaction center, will be formed, effectively improving the grain circulation capacity, regional comprehensive grain production capacity, and economic revitalization in northeast China.



## CASE

## Strengthen cooperation with local backbone grain enterprises in production and marketing

ADBC actively conforms to the market-oriented reform of grain circulation, gives full play to the market-oriented role, and promotes Xingtai National Grain and edible Oil Reserve Co., Ltd. (hereinafter referred to as "Xingliang Company"), a large-scale grain and edible oil purchasing and selling enterprise in Hebei Province, to carry out strategic cooperation with large-scale feed processing enterprises such as Muyuan Group, Beidahuang Group and Dalian Haida Rongchuan Trading Co., Ltd., so as to realize the extension of financial support from purchasing and selling to processing. Since the establishment of the credit relationship in 2001, a loan of RMB3.945 billion has been granted to Xingliang Company, supporting it to sign 204 million tons of grain purchase and sale contracts with grain processing enterprises and purchase 179 million tons of grain, thus effectively promoting the optimization of regional grain industry structure and realizing win-win cooperation between the Bank and enterprises.



## CASE

## Innovate and promote the "Fuyu model" with regional characteristics to help grain enterprises increase their income

ADBC strengthens the ability of major grain-producing areas to serve the national food security, actively promotes the reform and restructuring of local state-owned grain enterprises, and takes Jilin Fuyu Grain Group as a pilot, and strives to create a "Fuyu model" in which we render credit support to local state-owned enterprises to realize income generation and income increase by storing grain for deep processing enterprises or large grain-using enterprises in the south. Since 2019, nearly RMB600 million of loans have been granted to Fuyu Grain Group, supporting enterprises to store 450,000 tons of grain, improving storage capacity by 640,000 tons, and helping enterprises increase their income by more than RMB20 million. By the end of the year, by promoting the business model of "one county, one enterprise; one enterprise, multiple points", RMB1.4 billion of "Fuyu model" loans were approved, involving 29 enterprises; RMB580 million of loans were disbursed to support 17 enterprises.





## Fully support the consolidation and expansion of achievements in the fight against poverty

The Bank complies with the historic shift of the focus of the work on agriculture, rural areas and farmers, fully serves to consolidate and expand the achievements in the fight against poverty, firmly sets the exemplary goal of being the vanguard, focuses on supporting four major areas, including key counties for rural revitalization, counties lifted out of poverty, receiver counties for paired assistance, and large resettlement sites for poverty alleviation relocation, and gives priority to serving three groups of people, including monitored targets for preventing poverty return, relocated people, and people lifted out of poverty. In the whole year, the Bank invested RMB636.305 billion in precision assistance loans, with a loan balance of RMB1,856.153 billion, resolutely helping to hold the bottom line of preventing large-scale return to poverty. In the evaluation of the effectiveness of paired assistance rendered by units under the central government, the Bank has been rated as “good” for five consecutive years, and in the evaluation of financial institutions serving rural revitalization, the Bank has been rated “excellent” for two consecutive years and continued to stand firm as among the “first echelon”.

**Give priority to helping people out of poverty obtain employment and increase income.** The Bank improves the mechanism of linking agriculture with loans to benefit farmers, introduces seven preferential policies, subdivides the effectiveness of assistance into three grades and matches the corresponding preferential policies, and gives priority to industrial employment to establish a linkage relationship with people out of poverty. The Bank comprehensively connects the monitoring and assistance mechanisms for anti-poverty return in various regions, and gives priority to meeting the financial needs of the anti-poverty return monitored targets for development and production. In the whole year, 20,894.1 thousand people out of poverty and 1,234.7 thousand monitored targets were served by the newly approved precision assistance loans, accounting for 25.8% of the total population lifted out of poverty in China, of which RMB256,091 million was invested in industrial assistance loans, leading to the per capita annual income increase of RMB8,656 for out-of-poverty population, and comprehensively improving the assistance effect.

**Focus on supporting areas out of poverty to accelerate development.** Key support was given to 160 key receiver counties of rural revitalization assistance, 31 preferential policies were fully adopted, and ten special actions were carried out, including pooling of financing and intelligence, attracting investment, cooperation between the east and the west, and returning funds to support agriculture. In the whole year, loans of RMB58.895 billion were granted, with a loan balance of RMB228.214 billion, a loan growth rate of 16.75%, 1.06 percentage points higher than all other loan types of the Bank, and RMB4.016 billion of investment attracted. The Bank vigorously supports 832 counties out of poverty to consolidate the achievements of “three guarantees” and drinking water safety, and granted loans of RMB355.961 billion in the whole year, with a loan balance of RMB1,405.856 billion, helping accelerate the development of county economy.

**Highlight the follow-up support for poverty alleviation relocation.** The Bank deepens the special follow-up support actions for poverty alleviation relocation, increases credit support for the construction of supporting facilities in resettlement areas, the development of industries for enriching the people and employment assistance, and organizes practical activities of “I do practical things for the relocated people” in 22 provinces. In the whole year,

RMB93.085 billion of follow-up support loans were granted to achieve full coverage of large resettlement areas with more than 700,000 relocated people, helping them stay stable, find jobs and gradually become financially well-off.

**Solidly implement the key tasks of paired assistance.** In the receiver counties of paired assistance, 84 preferential policies were implemented to grant a total of RMB1.905 billion in loans with over RMB10 million of fees reduced. The Bank carried out four special actions of project coverage, industry facilitation, employment assistance and security assistance, realized the assistance full coverage of the monitored targets of preventing poverty return in receiver counties of paired assistance, provided 1,645 public welfare posts, and helped 1,459 people find jobs. The Bank overcame the impact of the epidemic, held a matchmaking meeting to help counties attract investment in the form of “cloud investment” for six consecutive years, launched the “Consumption-based Poverty Alleviation Campaign”, and jointly trained a record number of 18,900 county cadres with the Central Agricultural Broadcasting and Television School online. The paired assistance project of ADBC was selected as an exemplary case of social assistance to consolidate poverty alleviation by the National Rural Revitalization Administration.

**Strengthen strategic cooperation and innovation demonstration between banks and governments.** The Bank continues to implement the tripartite strategic cooperation agreement with the Ministry of Agriculture and Rural Affairs and the National Rural Revitalization Administration, jointly carry out innovative demonstrations of rural revitalization in Hebei, Zhejiang and Guizhou, vigorously promote many innovative demonstration achievements such as “county-wide promotion”, and innovate and develop innovative models such as risk compensation for agricultural industrial loans. The “region-wide development” model was selected as one of the eight innovative models of financial support for agriculture by the Ministry of Agriculture and Rural Affairs, and the “village and wealth empowerment loan” was selected as the top ten cases of financial services for rural revitalization in the Financial Street Forum.



Precise assistance loans granted throughout the year

RMB **636.305** billion

Year-on-year increase of RMB **152.116** billion



Population lifted out of poverty supported by precise assistance loans

**20,894.1** thousand

**25.8%** of total population lifted out of poverty

## CASE

## Support the resettlement areas of poverty alleviation relocation to improve the conditions of basic education

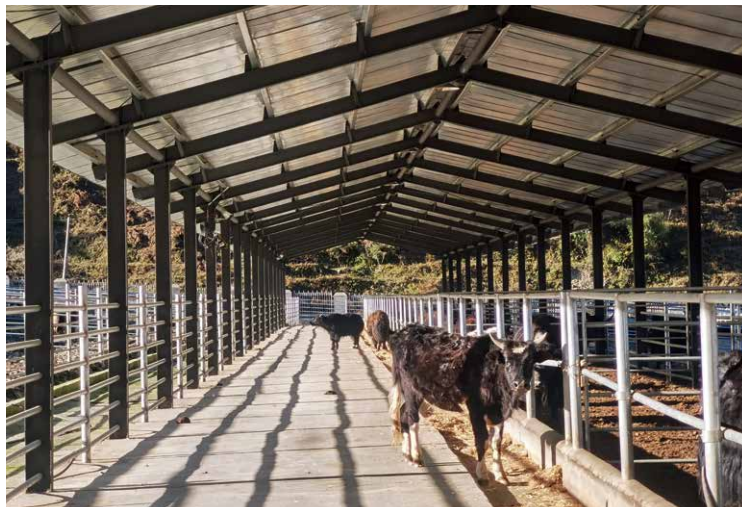
ADBC focuses on financial needs such as supporting facilities construction and industrial employment assistance in resettlement areas of poverty alleviation relocation, and renders full follow-up support for poverty alleviation relocation. The Bank initiated the mode of “special funds for education + income from company assets + income from operation of school assets” and approved in 2022 medium- and long-term loans of RMB285 million for education assistance to Sinan County, Guizhou Province, supporting the construction project of middle schools in poverty alleviation relocation resettlement areas, and directly serving 5,000 students, including 1,231 students out of poverty, thus effectively meeting the schooling needs of school-age students in resettlement areas, relieving the worries of relocated people, and ending the history of no middle schools in such areas.



## CASE

## Improve the interest linkage mechanism to help the people out of poverty increase their income

ADBC focuses on industry and employment, strengthens the interest linkage mechanism of loan projects, and helps the people out of poverty continuously increase their income and become rich. Loans of RMB63.45 million were granted to Jiulong County, Ganzi Prefecture, Sichuan Province, a poverty-stricken area that is part of the “three regions; three prefectures”, to support the development of the characteristic industry featuring “Jiulong Yak, a national livestock resource”, and to establish the main interest linkage mechanism of “towns + villages + farmers and herdsmen” and the operating mechanism of “leading industries + leading enterprises + village collectives” to increase income and efficiency, helping 198 farmers in 8 towns and 11 villages in the county achieve an average annual income increase of RMB42,000 per household, and gradually narrowing the income gap of people out of poverty.





## CASE

## Build a platform for attracting investment to help the economic development of receiver counties of paired assistance

ADBC held a matchmaking meeting to help receiver counties of paired assistance attract investment, thus helping them reach cooperation intentions with more than 30 enterprises and sign 9 cooperation agreements, with an intended cooperation amount of RMB11.24 billion. RMB800 million of credit funds were invested in Longlin County, Guangxi to help build an industrial park for poverty alleviation, and set up a platform for attracting investment, successfully introducing Geely Material Group to settle down and achieve full production. In the same year, the park contributed 27% of the county's GDP, helped Longlin County achieve an annual GDP growth of 10.6%, and promoted the employment of more than 600 people, further narrowing the county's development gap with developed regions.



## Help promote agricultural modernization

**Fully serve the strategy of sustainable farmland use.** The Bank concentrates on supporting key areas such as development of high-standard farmland, black soil protection, comprehensive land improvement, transformation of low-and medium-yield fields, efficient water-saving irrigation, comprehensive improvement and utilization of saline-alkali land, land reclamation, control and prevention of soil pollution in cultivated land, and agricultural socialization services. According to local conditions, a number of models such as “farmland + characteristic industries”, “farmland + comprehensive improvement” and “farmland + supply chain” have been developed. In the whole year, RMB267.26 billion of agricultural land loans were granted, promoting the production capacity of grain and important agricultural products, ensuring national food security, and effectively serving the strategy of sustainable farmland use.

**Fully serve the strategy of innovative application of agricultural technology and the revitalization of national seed industry.** The Bank continues to support the application of scientific and technological achievements in key areas such as seed industry revitalization, high-end agricultural machinery and equipment, smart agriculture, environmental protection, and agricultural science and technology loan innovation platform, and the promotion and application of modern agricultural science and technology innovation, give full play to the leading role of policy finance, empower modernization of agriculture and rural areas with science and technology self-reliance and enhance its contribution to agricultural science and technology progress. Agricultural science and technology loans of RMB48.609 billion were granted in 2022, an increase of RMB21.894 billion year on year.

**Fully serve the stable production and supply of important agricultural products.** The Bank actively serves to stabilize the basic agricultural market and overall national economic stability, and fully guarantees the effective supply of important agricultural products such as meat, poultry, eggs, milk, sugar, fruits and vegetables. The Bank seizes the key season of spring ploughing for agricultural production, and effectively increases support for agricultural production elements such as agricultural input supply, agricultural machinery operation, rural land transfer and large-scale operation. The Bank spares no effort to ensure the credit support for important agricultural products such as pigs, and reasonably control the pace of credit supply. In the whole year, the Bank granted a cumulative of RMB29.176 billion of loans for the whole industry chain of pigs.

**Fully promote the development of modern rural circulation system.** The Bank improves the development of agricultural products circulation networks such as agricultural products wholesale markets, farmers’ markets and chain distribution, serves to make up for the shortcomings of cold chain logistics facilities, facilitates the development of new circulation models for agriculture and rural areas, supports the construction of agricultural logistics infrastructure and county-level commercial systems at logistics junctions, smooths the two-way channels for agricultural products to enter the city and consumer products to enter the countryside, and fully serves the smooth operation of urban and rural logistics. In the whole year, loans granted for development of rural circulation system totaled RMB115.087 billion, an increase of RMB43.523 billion year on year.

**Fully promote the transformation and upgrading of agriculture-related industries.** The Bank focuses on the characteristic industrial projects of “one county; one industry” and “one village; one product” and large leading industries, gives full play to the exemplary role of leading enterprises in the industrial chain, and accumulatively granted RMB12.31 billion of loans to leading enterprises in non-grain, cotton and edible oil sectors throughout the year. The Bank supports the construction of industrial integration platforms, and the construction of national-level agriculture-related parks, agricultural product processing parks, homecoming pioneer parks and other parks and platforms, and promotes the integration of agricultural and rural resources. Loans for modern agricultural parks totaled RMB5.723 billion throughout the year.



Agricultural science and technology loans granted throughout the year

RMB **48.609** billion

Year-on-year increase of RMB **21.894** billion



Loans for the construction of rural circulation system granted throughout the year

RMB **115.087** billion

Year-on-year increase of RMB **43.523** billion



## CASE

## Hunan Branch supports high-standard farmland development with the “high-standard farmland + industry introduction” model

ADBC explores and utilizes the “farmland + high-standard farmland + characteristic industry” model to support high-standard farmland development and development of local agriculture-related industries. Hunan Branch fully tapped into the fame of Qingxi village as “the first mountainous village to undergo great changes” and its natural endowments in terms of local rice planting, crawfish farming, and historical and cultural resources and approved a loan of RMB298 million to support the construction of the Qingxi Daomeng Yuge Pastoral Complex Project. The project supports the development of high-standard farmland that is concentrated, drought-proof, flood-proof, water-efficient, stable and high-yielding, and eco-friendly, helps develop weather-proof farmland featuring “flat land, fertile soil, connected roads, and networked forests”, supports the construction of “rice field +” cultivation demonstration bases, and promotes the development of the local rice and crawfish breeding industry. In addition, rural cultural tourism is combined to enhance the project, promote the integrated development of primary, secondary, and tertiary industries in the countryside, and help farmers and agricultural enterprises gain more income, thus providing strong impetus to the implementation of the rural revitalization strategy.



## CASE

## Support the development of national agricultural “Silicon Valley”

In order to promote agricultural science and technology innovation, deepen the joint construction of the Ministry and the province, and realize the modernization of agriculture and rural areas, the Bank supported the construction of Nanjing National Modern Agricultural Industry Science and Technology Innovation Demonstration Park, the first national agricultural science and technology innovation center in China, and invested RMB900 million in medium- and long-term loans for agricultural science and technology to promote agricultural science and technology innovation and transformation of achievements, thus adding scientific and technological “wings” for agriculture. At present, the Park has successfully signed a number of national key agricultural science and technology enterprises, with more than 200 agricultural scientific research teams settled, and gathered nearly 10 academician teams, becoming the only agricultural cluster academician innovation base in China.





## CASE

"Investment and loan linkage" helps Zigong build a national backbone cold chain logistics base

ADBC gives full play to the role of policy finance in giving immediate support to stabilize the economic market, and supports the construction projects of public-rail intermodal storage center and supporting infrastructure of Zigong national backbone cold chain logistics base. The core of the Project is "cold chain logistics + regional distribution + food processing + bulk trade + Internet". By changing the development mode, adjusting the development structure, optimizing the functional layout and implementing industrial upgrading, the Project will build a first-class comprehensive cold chain logistics base in Chengdu-Chongqing area and even China. After the completion of the Project, 90,000 m<sup>2</sup> of railway logistics storage center and 120,000 m<sup>2</sup> of highway logistics center can be put into operation at the same time, which will provide ecological, standardized, intensive and high-quality and efficient logistics services for all kinds of agricultural products and by-products in Zigong and southern Sichuan, help local fresh agricultural products go up and consumer products go down, stabilize market price fluctuations, expand the market supply of high-quality fresh agricultural products, and promote the upgrading of the whole chain of rural industries.



## Efficiently promote the agricultural and rural construction

**Fully support water conservancy construction.** The Bank thoroughly implements the policy of water conservancy work put forward by General Secretary Xi Jinping, benchmarks national and local water conservancy development plans, adheres to special preferential policies, works closely with the Ministry of Water Resources, and makes every effort to provide financial services for major water conservancy projects and those concerning people's livelihood. The accumulated loans for water conservancy construction in the whole year amounted to RMB162.4 billion, and the loan balance was RMB599.2 billion, which were in the forefront of the financial industry. A number of landmark major water conservancy projects, such as Water Diversion Project from the Yangtze River to the Hanjiang River, Waterway of Huaihe River to the Sea Project Phase II, Water Diversion Project from the Yangtze River to Huaihe River, Sichuan Tingzikou Irrigation District Project Phase I, the Daxingzhai Reservoir in Hunan, and Longyun Irrigation District in Guangxi, have been given strong support.

**Deepen the construction of rural road network.** ADBC thoroughly implemented General Secretary Xi Jinping's important instructions on the construction of "Four Good Rural Road", actively served the construction of country with strong transportation network, deepened communication and cooperation with the Ministry of Transport, jointly issued the Opinions on Giving Full Play to the Role of Policy Finance to Support the High-quality Development of Rural Road Network during the 14<sup>th</sup> Five-Year Plan period, and innovatively supported the expressway and Luyan Economic Project that strengthen agriculture and benefit farmers; and it established a one-to-one working mechanism between provincial branches and transportation authorities. A total of RMB78.643 billion of loans were offered for rural road network construction throughout the year, which supported the reconstruction of 22,200 kilometers of roads in rural areas, 1,662 bridges and 571,600 linear meters. The loan balance was RMB352.85 billion and reached a historical high.

**Help the construction of livable, business-friendly, and beautiful villages.** ADBC has made every effort to serve the rural areas with basic modern living conditions, focused on the key tasks of rural construction, improved the key areas of five-year action around the improvement of rural human settlements, and increased credit support for rural toilet revolution, rural domestic sewage and garbage. In the whole year, 2,191 human settlements improvement projects were supported. The loans for improving rural human settlements were accumulated to RMB161.8 billion, while the loan balance was RMB547.4 billion. And a number of typical projects such as common

prosperity of villages and towns in Anji County, Zhejiang Province were supported.

**Continue to support the integration of urban and rural areas.** ADBC thoroughly implemented the key tasks of China's 14<sup>th</sup> Five-Year Plan to strengthen weak links in county and towns and integrate urban and rural development, implemented the Opinions on Promoting Urbanization with County as an Important Carrier issued by the General Office of the CPC Central Committee and the General Office of the State Council, and continued to increase credit support around promoting the quality improvement and efficiency improvement of industrial supporting facilities within the county, the upgrading of municipal public facilities, the improvement and expansion of public service facilities standards, and the upgrading and expansion of environmental infrastructure. During the whole year, the accumulated loans for urban-rural integration reached RMB601.24 billion, and the loan balance was RMB1,486.599 billion.

**Promote the shantytown transformation steadily.** ADBC has actively implemented the decision-making arrangements of the Party Central Committee, continuously strengthened the marketing services of key customers and the compliance risk control of loan, and steadily promoted the development of loan for shantytown transformation. By the end of the year, the loans for shantytown renovation had accumulated to RMB1.73 trillion, including RMB31.8 billion of loan issued, with a loan balance of RMB1.22 trillion; A total of 707.25 million m<sup>2</sup> of shantytowns were demolished and 280.05 million m<sup>2</sup> of new resettlement houses were built, effectively improving the housing conditions of 4.73 million households (about 15.93 million people).

**Vigorously promote subsidized rental housing and the transformation of old residential areas.** ADBC actively implemented the relevant national policies and issued the *Notice on Further Strengthening the Compliance Management of Subsidized Rental Housing Loans*, and vigorously promoted the compliance, steady and sustainable development of the bank loan for subsidized rental housing. By the end of the year, loans for the renovation of old urban communities had accumulated to RMB10.921 billion, including RMB6.473 billion in the whole year, and the number of renovated communities was 4,333, involving more than 600,000 households, with a loan balance of RMB10.669 billion; The subsidized rental housing totaled RMB7.167 billion, including RMB5.215 billion in the whole year, involving a total of 58,400 houses, and with a loan balance of RMB6.811 billion.

Loans for water conservancy construction granted throughout the year

RMB **162.4** billion

Loans for rural road network construction granted throughout the year

RMB **78.6** billion

**Efficiently promote the agricultural and rural construction**

Loans for rural-urban integration granted throughout the year

RMB **601.2** billion

Loans for improving rural living environment granted throughout the year

RMB **161.8** billion

Loans for shantytown renovation granted throughout the year

RMB **31.8** billion



## CASE

## Longyun Irrigation District Project in Yulin City, Guangxi

Guangxi Branch actively supported the construction of major national water conservancy projects, and approved a loan of RMB1 billion for water conservancy construction to support the project in Longyun Irrigation district. The project consists of water source and diversion canal project, backbone water conveyance project in irrigation district and field irrigation and drainage network. After completion, the surplus water resources of Beiliu River can be transferred to Nanliujiang River basin through reservoir storage to supplement irrigation water, promote Chinese herbal medicine and fruit planting, return part of the ecological water used for drinking and irrigation, improve the water ecological environment of Nanliujiang River, and replace high-quality water sources for local urban and rural water supply. The project has optimized the allocation pattern of regional water resources, solved the problem of regional water shortage, effectively consolidated and expanded the achievements of fighting against poverty in Yulin City and promoted the construction of ecological civilization.



## CASE

## Comprehensive Improvement Project of Transportation Infrastructure of Zhejiang Branch in Qingtian County

Zhejiang Branch approved a rural road network construction loan of RMB2.4 billion to support the comprehensive improvement of transportation infrastructure in Qingtian County to construct common prosperity roads for Qingtian and continuously build the brand of ADBC as "the backbone bank serving rural road network". The project involves the reconstruction of the 33.10km Wenxi-Chuanliao section of the National Highway 330 in Qingtian County and the dredging of river channels such as Sidu Port in Qingtian County. After completion, it will benefit more than 200 villages with a population of over 530,000, enable rapid travel of transit traffic and Qingtian's outward traffic, improve the traffic capacities and service levels of the regional, national, and provincial road networks, and accelerate the construction of four major transportation corridors that "facilitate internal and external connectivity and lead for development". It will accelerate the integration into the comprehensive transportation pattern of the province's "four ports, three channels, four hubs, and three systems", improve regional transportation infrastructure, and assist in the construction of Zhejiang Province's transportation power demonstration area.



Population benefited

**530** +thousand  
persons



## CASE

## Lingang (Jinshaling) Youth Center Project and Lingang (Manshan) Youth Center Project

Lingang (Jinshaling) Youth Center Project and Lingang (Manshan) Youth Center Project pioneered Shandong Branch's support for the construction of subsidized rental housing. With a total investment of RMB1.118 billion and a bank loan of RMB880 million, the project has built 2,472 suites of subsidized rental housing with complete service facilities such as canteens, supermarkets, water supply and drainage, power supply, roads and greening. After completion, the project will effectively alleviate the problem of temporary housing, optimize the environment for talent development, and provide a good foundation for the introduction, training and retention of talents. Investment in surrounding roads, drainage pipes and other municipal infrastructure will be increased to directly improve the living environment of surrounding villagers and enhance the brand image of "exquisite city".



## CASE

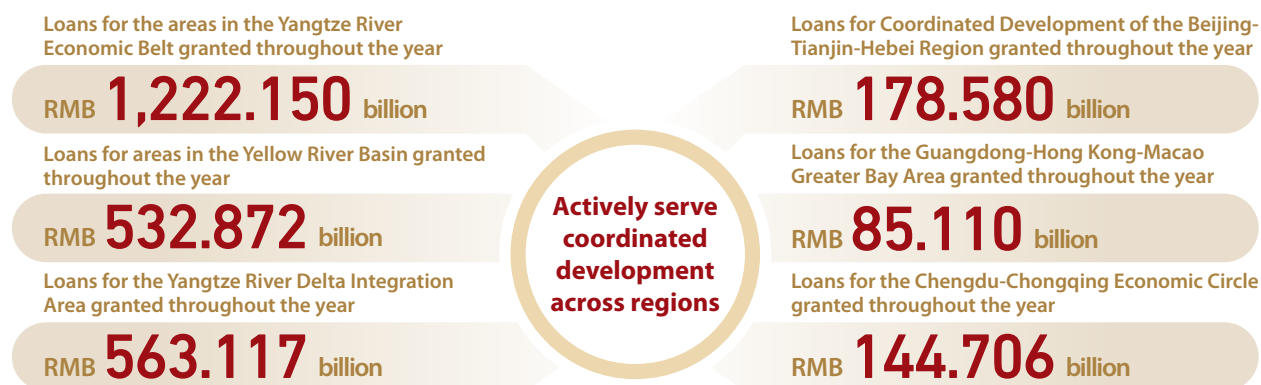
## Yinxingtai Beautiful and Livable Project in Changzhou City, Jiangsu Province

Jiangsu Branch approved a loan of RMB1.2 billion to improve the rural living environment for the beautiful and livable project of Yinxingtai. The project takes the global improvement of national land space as the breakthrough point, closely follows the two keys of ecological livability and industrial prosperity, optimizes the layout of construction land and basic farmland through comprehensive improvement of global land, makes unified planning and construction of villagers' original homesteads, improves supporting facilities and centralized residence, revitalizes the stock of rural construction land, promotes the integrated development of rural primary and secondary industries, fundamentally improves the rural living environment, gives play to the leading role of rural revitalization industries, and helps farmers increase their income continuously and steadily, so as to create beautiful and livable villages.



## Actively serve coordinated development across regions

ADBC actively integrated and served the national regional development strategy, issued a total of 22 implementation opinions to promote regional coordinated development, achieved full coverage of the national regional development strategy, continuously increased support for major regional strategies and regional coordinated development strategies, injected new financial driver into the high-quality development of regional economy, and provided assistance to the construction of regional economic layout and territorial space system with complementary advantages and high-quality development.



**Fully serve major regional strategies and invigorate the high-quality development.** The implementation opinions on serving the Coordinated Development of the Beijing-Tianjin-Hebei Region, stabilizing the economic market and supporting the integrated and high-quality development of the Yangtze River Delta will be formulated and implemented, so as to promote regional integration, interaction and complementarity, and make great efforts to support a number of major projects with remarkable economic and social effects, such as Shandong Marine Ranching, Anhui National Forest Reserve, Hunan Daxingzhai Reservoir and Guangxi Pinglu Canal, and provide high-quality financing and intelligence services for building a coordinated regional development pattern. The accumulated loans for the Yangtze River Economic Belt totaled RMB1222.150 billion, with a balance of RMB3793.709 billion. The accumulated loans for the Yellow River Basin reached RMB532.872 billion, with a balance of RMB1897.367 billion; The accumulated loans for the integrated areas in the Yangtze River Delta totaled RMB563.117 billion, with a balance of RMB1,349.085 billion; The accumulated loans for the Coordinated Development of the Beijing-Tianjin-Hebei Region Area amounted to RMB178.580 billion, with a balance of RMB383.568 billion; The accumulated loans for the Guangdong-Hong Kong-Macao Greater Bay Area amounted to RMB85.110 billion, with a balance of RMB115.879 billion; The accumulated loan for the Chengdu-Chongqing Economic Circle was totaled RMB144.706 billion, with a balance of RMB496.171 billion.

**Serve the regional coordinated development strategy in depth and help improve the balance and coordination of regional development.** ADBC formulated and implemented the implementation opinions on serving the all-around revitalization of the Northeast, the rise of the central region, the revitalization and development of special areas, Guizhou's pioneering efforts in the development of the western region in the new era, and Shandong's deepening the transformation to green, low-carbon and high-quality development, fully supported the coordinated development of the East, China, the West and the Northeast, and help achieve common prosperity. ADBC brought forth new ideas to financing mode, and actively explored innovative models such as shallow-buried drip irrigation construction of farmland in Hebei Supply and Marketing

Cooperative, "farmland + supply chain" model in Heilongjiang, loan for mutual prosperity of strong villages in Zhejiang, the "industrial chain finance in port area" in Fujian, whole industrial chain of "1+6" characteristic industries in Chongqing, improved seed industrial loan in Guizhou, Yanchi Tanyang in Ningxia and "ROT+BOT" in Taihu Lake in Jiangsu. In the whole year, a total of RMB708.793 billion of loan was offered to the Large-scale Development of China's Western Region, and with a balance of RMB2,341.598 billion; The accumulated loans for the revitalization area of Northeast China totaled RMB264.111 billion, with a balance of RMB862.430 billion; The accumulated loans to the development of central China totaled RMB577.745 billion, with a balance of RMB2,202.165 billion; The accumulated loans to the eastern regions that took the pioneering efforts to boost development were RMB954 billion, with a balance of RMB2,128.559 billion.

**Optimize and improve support to regional development system and continuously improve the quality and efficiency of financial services.** ADBC adhered to the party's centralized and unified leadership over financial work, and stuck to the party's leadership throughout its entire work, all fields and all links of ADBC regional development strategy. And it thoroughly studied and implemented General Secretary Xi Jinping's important exposition on regional coordinated development, consistently adhered to the political and people-oriented nature of financial work, accurately grasped the overall direction, strategy deployment and objectives and tasks of promoting regional coordinated development, and promoted financial services to expand, improve quality and increase efficiency. In addition, it also gave differentiated policy support to set up 21 demonstration pilots based on the regional resource endowment, promoted new products and new models to be tried first in strategic areas, and effectively improved the accuracy and adaptability of serving regional strategies. It deepened the cooperation between government, banks and enterprises, signed strategic cooperation agreements with five provincial governments, three ministries and commissions and six central enterprises throughout the year, and comprehensively carried out the docking of strategies, plans, mechanisms, policies and projects to form a joint force to promote regional coordinated development.



## CASE

### Serve the development of the Yangtze River Economic Belt and help the implementation of major water conservancy projects

As one of the 55 major water conservancy projects promoted by the Ministry of Water Resources in 2022, the construction of Daxingzhai Reservoir Project has a significant effect on improving the flood control capacity of the downstream urban area of Jishou City, Xiangxi, Hunan Province, solving urban and rural water use and improving the water ecological environment. Hunan Branch provided support with RMB500 million of China Agricultural Development Infrastructure Fund and RMB2.3 billion of water conservancy construction loan credit. Through the “investment-loan linkage”, it not only replenished the capital for the project, but also injected momentum into the construction project. After the completion of the project, the flood control capacity of Jishou will be increased from once in 10 years to once in 50 years, and 285,000 cubic meters of water supply will be provided to the city and surrounding towns, providing strong water conservancy support for water security, water ecology improvement and rural revitalization of the city.



## CASE

### Serve the overall revitalization of Northeast China and fully support the protection of black land

Located in the northeast of Heilongjiang Province, Fujin is a key grain and sugar beet production base of Heilongjiang Province. It is one of the 100 grain-producing counties in China and has the reputation of “the Hometown of Soybeans in China”. In accordance with the principle of “financing + Intelligence”, Heilongjiang Branch designed the financing plan scientifically and reasonably, and adopted the mode of “F+EPC+O” (financing + general project contracting + project operation) to support the transfer and operation of the management right of state-owned agricultural land in Fujin. After the completion of the project, high-standard farmland can be increased by implementing soil improvement and field engineering; land circulation can promote the moderate scale operation of 250,000 mu of national agricultural land, improve the level of specialization, scale and intensification of agricultural production, promote the protection of black land and improve the quality of cultivated land, effectively serve the strategy of “storing grain in the land” and effectively guarantee national food security.



## Vigorously support ecological environment protection

ADBC thoroughly implemented General Secretary Xi Jinping's thought on ecological civilization, focused on the key areas of green development of agriculture, rural areas and farmers around the realization of carbon peaking and carbon neutrality goals, continuously improved the level of green financial services, and helped the green mountains in agriculture and rural areas be transformed into gold and silver hills to promote the construction of beautiful China.

**Strengthen the top-level design of green finance.** ADBC issued the Action Plan of Agricultural Development Bank of China for the Goals of Carbon Peaking and Carbon Neutrality in Financial Services, and closely followed the coordinated progress of carbon reduction, pollution reduction, green expansion and growth, and put forward 23 action measures from seven aspects such as carbon preference, carbon innovation and carbon management around three dimensions of assets, liabilities and self-operation to fully serve the work of carbon peaking and carbon neutrality. ADBC increased the policy inclination, gave differentiated support policies to key green credit projects and regions in terms of credit scale allocation, interest rate pricing and authorization, and opened up green loan channels.

**Increase support for green credit.** ADBC closely combined the six green industries and increased the support of green credit. ADBC fully supported the water resources and ecological management of rivers and lakes, high-standard farmland construction, black earth protection, soil pollution control and prevention of cultivated land, improvement of rural human settlements, improvement of village appearance, construction of national ecological security barrier systems such as national forest reserve, and construction and operation of new energy systems such as wind power and photovoltaic power. ADBC explored and innovated the credit model of "forestry + undergrowth economy + carbon sink" and "farmland + carbon sink income", and actively supported EOD (eco-environment-oriented development model) projects. ADBC explored ways to promote emission rights, energy use rights, water use rights and other green rights guarantees. ADBC vigorously supported the national green reform and development pilot zone to take actions first.

**Initially build a green financing system.** ADBC promoted the construction of green financing system and guided social capital into the field of green finance in an orderly manner. A total of RMB6.4 billion of green bonds were issued in the whole year, including RMB400 million of green counter bonds. The proceeds were mainly used to support loans for projects such as national forest reserve, help the development of green industries in poverty-stricken areas, increase farmers' income and the "green bank" brand building of the Bank. By the end of the year, RMB82.02 billion and EUR500 million of green bonds had been issued. The stock of green bonds was RMB10 billion, and the accumulated funds for carbon emission reduction support tools were RMB8.333 billion.

**The practice of green development has achieved remarkable results.** By the end of the year, the balance of green loans was RMB1,726.92 billion, which was 47.43% higher than that at the beginning of the year and accounting for 22.32% of the bank's loan balance. It ranked sixth among 24 major banks in China and supported 8,245 green projects. The stock of green credit projects has saved 16,785 thousand tons of standard coal, 26,946.3 thousand tons of carbon dioxide equivalent emissions, and 155,116.3 thousand tons of water saving, which has achieved remarkable results in serving the national ecological civilization construction.





## CASE

## Support the photovoltaic power generation project of Qingtan River in Yongchang, Gansu Province

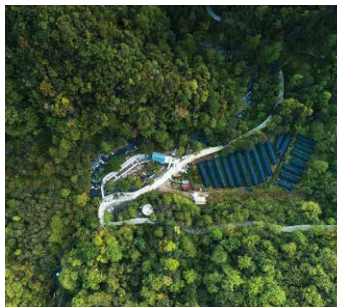
ADBC helped clean energy development and approved a loan of RMB800 million to support the Heqingtian 300MW Photovoltaic Power Generation Project in Yongchang County of Gansu Province. The installed capacity of the project is 377.395MWp, and the maximum generating capacity is 300MW. By applying the ground centralized PV power generation mode, the utilization rate of local desert land will be effectively improved, and the green and low-carbon transition of the energy system will be promoted. After completion, the project is expected to save 190,000 tons of standard coal annually, and reduce carbon dioxide emissions by 490,000 tons, sulfur dioxide by 324 tons and soot by 77 tons, thus bringing remarkable environmental benefits.



## CASE

## Support the development and utilization of lacquer tree ecological products and forestry carbon sink resources in Zhuxi County, Hubei Province

According to the resource characteristics of Zhuxi County, "The Hometown of Raw Lacquer in China", ADBC approved a loan of RMB300 million to support the development of lacquer tree ecological products and the development and utilization of forestry carbon sink resources. After the implementation of the project, 45,000 mu of lacquer tree planting base and raw lacquer industry-university-institute base will be built, and the comprehensive benefits of forest land will be improved through the forestry carbon sink index and the industrialization development of economic forest, so as to increase farmers' income for poverty reduction.



## CASE

## The Comprehensive Management of Ecological Restoration of Abandoned Mines in Xiangdong District, Pingxiang City, Jiangxi Province

ADBC vigorously supported ecological & environmental protection and restoration, approved a loan of RMB900 million with a term of 15 years in Jiangxi, supported the treatment of surface ecological damage in abandoned mines in eastern Hunan, and promoted the restoration of surface topography, the improvement of soil quality, and the growth of forest and grassland vegetation through harmless treatment of coal gangue, land reclamation, etc., helping promote local soil and water conservation and ecological environment improvement.



## The service is stable and the market index is firm and powerful

### Launch the China Agricultural Development Infrastructure Fund in a high-quality and efficient way

ADBC has effectively implemented the decision-making arrangements of the CPC Central Committee and the State Council regarding the use of policy-oriented development financial instruments to support major projects, taken the initiative to improve the position, think ahead, make overall plan, overall promotion, and promoted the establishment and launch of China Agricultural Development Infrastructure Fund with high quality and efficiency. The China Agriculture Development Infrastructure Fund was used in 1,677 projects with a total amount of RMB245.9 billion, involving a total investment of nearly RMB3 trillion. The Fund was fully used to support the eight areas specified by the state, including municipal and industrial park infrastructure, transportation infrastructure, agricultural and rural infrastructure, energy infrastructure, urban and rural cold chain and major logistics infrastructure, social programs, government-subsidized housing projects, and new infrastructure, which mainly supported a number of 102 major projects and 150 major water conservancy projects planned by the state during the 14<sup>th</sup> Five-Year Plan, such as the Water Diversion Works from the Yangtze River to the Hanjiang River of Central Line Project Phase I of South-to-North Water Diversion Project, Waterway of Huaihe River into the Sea Project Phase II, the Sichuan Tingzikou Irrigation District Project Phase I, and the Rail-Road Intermodal Hub in Eastern Guangzhou Project Phase I.



China Agricultural Development Infrastructure Fund granted throughout the year

RMB **245.9** billion

#### CASE

#### Waterway of Huaihe River to the Sea Project Phase II

With a total investment of RMB43.809 billion, Waterway of Huaihe River to the Sea Project Phase II is one of the 150 major water conservancy projects deployed and implemented by the State Council and one of the 55 major water conservancy projects to be promoted in 2022. It is a landmark and strategic project for regulation of Huaihe River. ADBC invested RMB3.718 billion to support the Waterway of Huaihe River to the Sea Project Phase II. After the implementation of the project, the flood control standards of Hongze Lake and the lower reaches of Huaihe River will be further improved, the people's sense of security from floods will be increased, the production and living conditions of the people along the project will be improved, and the sustained and healthy economic and social development will be promoted.



#### CASE

#### Construction of Water Diversion Works from the Yangtze River to the Hanjiang River of Central Line Project Phase I of South-to-North Water Diversion Project

ADBC invested RMB1.2 billion to support the construction of the Water Diversion Works from the Yangtze River to the Hanjiang River of Central Line Project Phase I of South-to-North Water Diversion Project. The project is a landmark project connecting the Three Gorges Project and the South-to-North Water Diversion Project, with a total length of 194.8 kilometers. It draws water from the Three Gorges reservoir area of the Yangtze River into the Han River, flows through Yiling District of Yichang City, Baokang County of Xiangyang City, Gucheng County and Danjiangkou city of Shiyan City in turn from south to north, and ends at Anle Estuary on the right bank of the Han River downstream of Danjiangkou Reservoir Dam. After the completion, the Yangtze River will be opened to the north, which will improve the water supply guarantee rate and engineering benefit of the mid-line project, alleviate the contradiction between supply and demand of water resources and the pressure of water ecological environment in the Hanjiang River basin, and maintain the national water safety.



## Efficient completion of the special loan task of “ensuring timely delivery of overdue housing projects”

As one of the special loan banks designated by the State Council, ADBC quickly set up a special group for “ensuring timely delivery of overdue housing projects”, actively participated in policy research and system formulation, maintained close communication with the Ministry of Housing and Urban-Rural Development, the People’s Bank of China and other ministries and commissions, and timely issued supporting implementation rules to ensure “system first”. We planned the work as a whole, with various levels and departments engaged to expedite the process. All the related special loans to the provincial level have been dispersed, and the payment rate has reached 99%, which has successfully completed the important political task of “ensuring timely delivery of overdue housing projects and stabilizing the people’s livelihood” assigned by the CPC Central Committee and the State Council, and effectively safeguarded the legitimate rights and interests of buyers and the overall situation of social stability.

## Special loans for medium-and long-term manufacturing and equipment renovation play a prominent role

ADBC thoroughly implemented the spirit of General Secretary Xi Jinping’s important instruction on “accelerating the construction of a manufacturing power”, fully implemented the decision-making arrangements of the executive meeting of the State Council on increasing the support for medium-and long-term loans for manufacturing and equipment renovation and transformation, and completed all the tasks and objectives of expanding the medium-and long-term loans for manufacturing and equipment renovation and transformation with high quality. By the end of the year, the medium- and long-term loans for the manufacturing industry were RMB79.823 billion, including RMB16.123 billion in the list of the National Development and Reform Commission, which ranked among the top 21 financial institutions. The medium- and long-term loans for off-list manufacturing industries were RMB63.7 billion; The balance of loans to the manufacturing sector increased by 7.37%, the balance of medium- and long-term loans to the manufacturing sector increased by 55.84%, and the growth rate ranks first in the country. The accumulated special loan for equipment renovation was 2.83 billion, which provided strong support for serving the “agriculture, rural areas, and rural residents” and stabilizing the economic market.



Medium- and long-term loans for the manufacturing industry

RMB **79.823** billion

### CASE

#### Promote the implementation of medium-and long-term manufacturing projects listed by the National Development and Reform Commission

On September 23, 2022, the day when the first list was issued by the National Development and Reform Commission, ADBC successfully issued the first medium- and long-term loans of RMB150 million for the manufacturing industry in the list to Shandong Qingdao Anyimei Food Co., Ltd. to support the construction of the whole food industry chain project in Jiaodong Peninsula. By the end of the year, a total of RMB300 million of loans had been put in to ensure that the project construction funds were in place in time. After the completion, the Project will form a whole industrial chain park for the production, sale, storage and transportation of vegetables, meat, rice, lunch and other products, with an annual production of 140,000 tons of various ingredients, and build the largest whole food industry base in Shandong Province, which integrates the third-party food safety testing center, the food trading industry Internet data center, the food nutrition catering research and development center, the whole-process food traceability safety production demonstration factory and the intelligent cold chain logistics distribution demonstration center, and effectively promotes the transformation, upgrading and structural adjustment of agricultural products and farm and sideline food processing industry to promote farmers’ employment and increase income.





## The means of supporting agriculture are rich and well-developed

### Global business



International settlement  
throughout the year

USD **22.6** billion



Support the Import of important  
agricultural products and  
agriculture-related materials

**16.31** million tons

ADBC focused on the main business and enriched cross-border comprehensive financial services. In 2022, the volume of international settlement reached a new high of USD22.6 billion, with cross-border transactions of RMB18.8 billion and foreign exchange fund transactions of USD27.085 billion. The Bank accumulated RMB20.2 billion in foreign exchange credit and RMB154 million in foreign exchange business income and it has been rated as a Class A bank in the compliance and prudent operation evaluation of foreign exchange business by the State Administration of Foreign Exchange for two consecutive years.

**Actively use the international market to ensure food security.** Through international settlement services, the import of important agricultural products and agriculture-related materials was guaranteed to reach RMB99.1 billion, totaling about 16.31 million tons, including RMB55 billion of soybeans and RMB18.1 billion of cotton, accounting for 13% and 52% of China's imports respectively.

**Vigorously serve the cause of global poverty reduction.** ADBC innovatively used the "sub-loans of financial intermediary" model, introduced sovereign loan funds from international organizations, and invested them in key areas such as agricultural industrial chain, agricultural product circulation system, and agricultural and rural infrastructure that have been severely affected by the epidemic. Supporting the Recovery of Agriculture-related Industries following the Epidemic by Adopting the Mode of "Sub-loans of Financial Intermediary" of sovereignty foreign debts - Case Study of Agricultural Development Bank's Support to Shandong Jinghai and Guangxi Agricultural Reclamation Group won "the Best Case Award of the Third Global Poverty Alleviation Case Collection", and contributed "ADBC Wisdom" to the undertaking of poverty alleviation.

**Deepen foreign exchanges and enhance influence.** ADBC has maintained close exchanges with international organizations such as International Fund for Agricultural Development (IFAD), Asian Development Bank (ADB), International Confederation of Agricultural Credit (CICA), and Asia-Pacific Rural and Agricultural Credit Association (APRACA), and participated in a total of 45 international conferences, including the 45<sup>th</sup> meeting of the Board of Directors of IFAD, the 14<sup>th</sup> China-ASEAN Leaders' Forum on Financial Cooperation and Development, and the Executive Committee and Regional Policy Forum of APRACA, and constantly enhanced its influence. In addition, it actively responded to the implementation of global development initiatives and actively participated in policy dialogues and experience sharing in poverty reduction, food security, climate change and green development. And it also actively participated in global economic governance, join the Bo'ao Forum for Asia, and constantly enhanced China's global and regional power of discourse in agricultural policy finance.

### Investment business



**The bond underwriting business has developed steadily.** The bond underwriting business of ADBC adheres to the major strategy of serving the country. In 2022, 4 debt financing instruments for non-financial enterprises were successfully issued, with a total scale of RMB3.2 billion, which supported major regional strategies for the development of the Yangtze River Economic Belt, the integrated development of the Yangtze River Delta, and ecological conservation and high-quality development of the Yellow River Basin.

**The futures margin depository business was successfully launched.** ADBC futures margin depository business system was launched on November 26, 2022, and operated smoothly on the first futures trading day. The official establishment of the futures margin depository business has made ADBC the only policy bank to open this business, which is conducive to further improving the financial service function and expanding the raising funds channels for supporting agriculture.



## Fund raising is timely and efficient



Supply of funds throughout the year

RMB **11,079.51** billion

Year-on-year increase of **64.24%**



Domestic bonds issued throughout the year

RMB **1,669.99** billion

Year-on-year increase of RMB **17.03** billion



Deposits at 2022-end

RMB **1,220.152** billion

Year-on-year increase of RMB **196.830** billion

**The financing mechanism is continuously optimized.** ADIBC firmly established the concept of debt serving the asset development of the whole bank and serving the national “agriculture, farmer and rural area” strategy, continued to promote the optimization project of raising funds for agriculture, effectively played the role of the main channel of market-oriented bond issuance, made overall use of structural monetary policy tools, and organized deposits in a compliant and steady manner. The accumulated supply of funds in the whole year was RMB11,079.51 billion, up by 64.24% year-on-year, which provided timely and sufficient financial guarantee for the implementation of the bank’s business plan, the promotion of key tasks and the service of the country’s “agriculture, farmer and rural area” strategy.

**Market-oriented bond issuance plays an effective role in raising funds.**

Domestic bonds issued in the whole year amounted to RMB1,669.99 billion, an increase of RMB17.030 billion over the same period of last year. At the end of the year, the balance of domestic stock bonds was RMB6,588.557 billion, an increase of RMB622.994 billion over the beginning of the year; At the end of the year, the balance of overseas stock bonds was RMB18.5 billion. Emphasis was placed on the key areas and weak links of agriculture, rural areas and farmers, and RMB32.2 billion of theme bonds with the characteristics of agriculture, rural areas and farmers were continuously innovated, RMB32 billion of floating rate bonds, RMB10.4 billion of counter debt and RMB6.4 billion of green bonds were regularly issued. The first medium-and long-term floating-rate bonds and six-month discounted bonds based on LPR were innovatively issued, and the first domestic and foreign distribution was directly connected to agricultural bonds, and the first agricultural bond market-making support operation was carried out to continuously enhance the brand value of agricultural bonds.

**Central bank’s structural monetary policy tools are accurately implemented.**

ADIBC seized the policy opportunity, actively applied for and received structural monetary policy tools such as central bank mortgage supplementary loan (PSL), carbon emission reduction support tools, scientific and technological innovation refinancing, special refinancing for transportation and logistics, and special refinancing for equipment renovation and renovation, and gave full play to the role of precision drip irrigation and directional support of structural monetary policy tools.

**The quality and efficiency of deposit organization management is improved.**

Compliance and steady development of corporate deposit, continuous optimization of organizational management mechanism, enhancement of customer service awareness, expansion of service channels, and active guidance of low-cost social funds to feed back “agriculture, rural areas and farmers” have played an important supporting role in improving the bank’s ability to support agriculture and performance capabilities. By the end of the year, Due to customers were RMB1,220.152 billion, with a year-on-year increase of RMB196.830 billion.

## Brand image has been comprehensively improved

### Food Bank

Food security is one of the “Country’s Most Fundamental Interests” and the important foundation of national security. Grain, cotton, and edible oil credit constitutes an important part of ADBC’s credit business and the foundation of its establishment and development. In 2022, ADBC continued to actively comply with the reform of the grain purchasing and storage system and issued the *Opinions on Supporting the High-quality Development of Grain Market-oriented Credit Business* to form a new pattern of market-oriented business development. The online information platform for docking production and marketing of core enterprises has been developed, which has fully promoted the products of supply chain finance such as “purchase loan” and “order loan”, supported core enterprises and upstream and downstream enterprises to purchase grain and edible oil, and accumulated RMB171.8 billion of market-oriented grain and edible oil purchase loans throughout the year, accounting for 46% of the total amount of grain and edible oil purchase loans, and supported enterprises to purchase 338.6 billion kg of market-oriented grain and edible oil, helping the development of the whole grain industry chain, smoothing the domestic grain circulation and constantly polishing the “grain bank”.



Market-oriented grain and edible oil purchase loans granted throughout the year

RMB **171.8** billion







## Farmland Bank

Focusing on stimulating the vitality of rural land resources, ADBC accurately focused on high-standard farmland construction, farmland protection, farmland utilization, and other key areas, and issued *Opinions on Implementing the Strategy of "Storing Grain on the Land" to Promote the High-quality Development of Farmland Business*, *Opinions on Vigorously Supporting the Development of Agricultural Socialized Service System and Ensuring Agricultural Production to Serve Rural Revitalization with High Quality*, *Circular on Vigorously Promoting the Mortgage Loan Business of Rural Contracted Land Management Rights*, and effectively increased credit support to promote the implementation of the strategy of "Store Grain (Food) in Land". In 2022, the bank offered RMB267.26 billion of agricultural land loans, which was RMB122.416 billion more than the same period of last year, and further highlighted the brand image of "Farmland Bank".



Agricultural land loans granted throughout the year

RMB **267.26** billion









## Water Conservancy Bank

ADBC thoroughly studied and implemented the spirit of General Secretary Xi Jinping's important exposition on water control, focused on six key areas, including optimal allocation of water resources, river basin flood control projects, rural water supply, irrigation district construction and renovation, water ecological conservation and management, and smart water conservancy construction, focused on major water conservancy projects and people's livelihood water conservancy projects, and made every effort to increase credit supply. The accumulated loan for water conservancy construction in the whole year was RMB162.4 billion, with a loan balance of RMB599.2 billion, which ranked among the top of the banking industry. The investment in China Agricultural Development Infrastructure Fund was RMB37.2 billion, and the estimated investment-driven benefits exceeded RMB400 billion and effectively played the leading role. With the support of ADBC, hundreds of millions of major water conservancy projects, including Waterway of Huaihe River to the Sea Project Phase II, Water Diversion Project from the Yangtze River to the Hanjiang River on East Line of the South-to-North Water Diversion Project, Water Diversion Project from the Yangtze River to Huaihe River, Sichuan Tingzikou Irrigation District Project Phase I, the Daxingzhai Reservoir in Hunan, and Longyun Irrigation District in Guangxi, were commenced. The Letter of Thanks from the Ministry of Water Resources said that ADBC "provided solid support for promoting the high-quality development of water conservancy in the new stage and stabilizing the macro-economic market".



Loans for water conservancy construction granted throughout the year

RMB **162.4** billion









## Green Bank

ADBC focused on the strategic objective of building the characteristic brand of a “green bank” during the “14th Five-Year Plan” period, strengthened the overall promotion of the development of green finance by the Party Committee, the Board of Directors, and the senior management, formulated and implemented a “green bank” policy system, consolidated the foundation of green financial governance, and constantly improved the governance system and management system of green finance. Based on “three dimensions”, ADBC promoted the construction of a “green bank” from assets, liabilities, and self-construction. Focusing on key areas, ADBC continued to increase support for green credit business in the areas of agriculture, rural areas, and farmers, and accumulated green loans throughout the year was RMB625.809 billion. It improved the green financing system, enriched the varieties of green financial bonds, innovated the issuance of green bonds, and actively applied for funds from the People's Bank of China's carbon emission reduction support tools. ADBC promoted a green and low-carbon working lifestyle, formulated nine green and low-carbon operation transformation measures such as green office and green procurement, further promoted its own green and low-carbon operation, and further enhanced the brand quality of “Green Bank”.



Green loans granted throughout the year

RMB **625.809** billion







# Risk management and internal control

## Risk management

### Internal control and compliance management

### Credit and credit approval management



## Risk management

ADBC strengthened comprehensive risk management, conducted coordinated planning on development and security more efficiently, adhered to the overall planning of forward-looking risk control, systematic management and structural implementation of measures, achieved solid results in promoting the building of responsibility, regime and tool systems of risk management, carried out in earnest risk screening in an all-around way, kept intensifying efforts to dispose of and defuse financial risks, achieved phased effects in risk regulation in key areas, and ensured that various risks were generally controllable, and no systemic risks arose.

**Policy risks and strategic risks were well-managed.** ADBC adhered to serving the main business of rural revitalization, and achieved steady growth in business development. ADBC adhered to the theme of policy-related operations to carry out business activities, policy-related operations and loans accounted for more than 90%. It has professionally and efficiently completed the national policy and strategic delivery tasks such as infrastructure fund, special loan for “ensuring timely delivery of overdue housing projects”, special loan for equipment renewal and transformation, and medium- and long-term loans for manufacturing industry, and reduced fees and profits to help enterprises reduce financing costs. Policy risks caused by inadequate policy implementation have not appeared, nor have strategic risks caused by strategic decision-making mistakes and poor strategy implementation.

**Credit risks were generally under control.** Thanks to the outstanding efforts to control the new and reduce the existing non-performing loans, the new non-performing loans in the whole year amounted to RMB9.869 billion, and the incremental risks were effectively controlled. The Bank collected and made disposal of non-performing loans of RMB10.277 billion in the whole year, effectively reducing the risk of existing non-performing loans. At the end of 2022, the balance of non-performing loans in local and foreign currencies totaled RMB23.422 billion, a decrease of RMB407 million compared with the beginning of the year; the non-performing loan ratio was 0.30%, down 0.06 percentage points from the beginning of the year, and the quality of credit assets remained stable. The loan provision ratio was 4.02%, which was the same as that at the beginning of the year, and the risk compensation ability remained stable.

**Liquidity risk, operational risk and compliance risk remained low.** In 2022, major indicators including liquidity ratio, liquidity coverage ratio and liquidity gap rate remained stable and met regulatory requirements, and liquidity management strategies were further optimized. The liquidity limit was well managed, the level of liquidity reserve was reasonable and sufficient, and the maturity of assets and liabilities was basically matched. The level of operational risk management has been steadily improved, and the number of operational risk events and the amount involved in the whole year have both decreased year-on-year. Compliance risk monitoring and inspection continued to increase, and compliance risk management and control was basically stable.

**Money laundering risk, market risk, information technology risk and reputational risk were relatively small.** There were no money laundering risk incidents during the year. Market risk was mainly exchange rate risk. At the end of 2022, the total foreign exchange exposure was RMB505 million, an increase of RMB153 million over the beginning of the year. Exchange rate fluctuations had little impact on the overall capital level. The information security system has been continuously improved, and the risk assessment in eight areas of information technology risks has been strengthened. No major information technology risk emergencies occurred throughout the year, and important information systems operated smoothly. In 2022, public opinions toward the Bank remained stable, with negative impact from public events under control.



Collection and disposal of non-performing loans throughout the year

RMB **10.277** billion

## Internal control and compliance management

The Bank further promoted the construction of “Legal ADBC” and “Compliant ADBC”, firmly and closely built the internal control and compliance supervision network, and actively played the role of the second line of defense of internal control, safeguarding the high-quality development of the Bank.

**Further promote the construction of “Legal ADBC”.** We deeply studied, publicized and implemented Xi Jinping Thought on the Rule of Law, released the guiding opinions on the “Eighth Five-Year Plan” for raising public awareness of the law, prepared and published the “Civil Code” ADBC Applicable Manual, regularly published column articles on “Legal ADBC”, developed and launched an online electronic contract and legal review system, synchronously revised the text of business contracts, vigorously carried out rights protection through litigation, and steadily improved the legal literacy of all members of the Bank. Besides, legal service front-end intervention and full support achieved more obvious effect.

**Steadily implement the construction of “Compliant ADBC”.** We explored the establishment of the “repeat no previous mistake” mechanism and achieved initial results in addressing the root causes of the frequent problems. The Bank carried out compliance inspection for the first time, and provided customized internal control and compliance data analysis for provincial branches. We promoted the concept of compliance culture through the theme of “Compliance Escort Development” Culture Month. The Bank issued opinions on strengthening the capability building of the anti-money laundering management system, independently developed the anti-money laundering monitoring model, developed the Anti-Money Laundering Practical Handbook, and fully fulfilled the supervision obligations as to anti-money laundering. We set up a Related Party Transaction Management Office, revised the basic management system, made regular progress in special governance, and experienced no major related party transaction matter in the reporting period. We developed and launched the online operational risk management system and enriched risk management tools. Furthermore, we upgraded the integrated rectification system, improved the general violation accountability methods, and raise the level of informatization and standardization of rectification accountability.

**Improve the internal control and compliance supervision network.** We introduced the “three norms” of duty performance, assessment and discipline for provincial branches, formulated information sharing rules, and saw the increasingly mature and effective joint supervision mechanism. We deployed the “Three-in-one” specialists in place in county-level branches, issued the “One detailed rule, one opinion, four lists, one handbook and one question bank”, held the “Supervisory Specialist Ability Improvement Forum”, and comprehensively strengthened the management and duty performance of the “Three-in-one” Specialists. We established and improved the joint prevention and control mechanism for cases, boosted grid management, intensified the investigation and disposal of case risks, and effectively prevented and resolved case risks. The internal control appraisal methods and standards were improved, and the standardization, professionalism and effectiveness of the appraisal were enhanced.

## Credit and credit approval management

**Credit policy support was strong.** The Bank spared no effort to maintain the basic development of “agriculture, rural areas, and farmers”, served to stabilize the overall economic situation, cooperated with the introduction of a series of credit policies, including 30 differentiated credit policies in five areas, the China Agricultural Development Infrastructure Fund, the “ensuring timely delivery of overdue housing projects”, and special loans for medium- and long-term equipment upgrading and renovation in the manufacturing industry, opened up a green track for loan application, and gave a full play to the role of policy-based financial instruments. The Bank made the systematic and forward-looking planning of comprehensive credit policies, guiding banks at all levels in allocation of credit resources in a multi-dimensional, scientific and rational way. The Bank flexibly implemented differentiated credit support policies, opened up green channels for areas affected by the epidemic, and introduced implementation opinions on a long-term mechanism for small and micro enterprises applying for loans, effectively supporting the development of the entity economy.

**Investigation and appraisal were effective.** The Bank, with focus on professional appraisal, vigorously strengthened the construction of investigation and appraisal centers at the head office and provincial branches, effectively fulfilled due diligence responsibilities for credits, and continuously improved our customer service quality. The Bank made efforts to improve professional appraisal capabilities, upheld the coordination of business development and risk prevention and control, strictly controlled credit access, reinforced work supervision, increased the investigation and appraisal quality and efficiency, and effectively served for the bank-wide high-quality development. Persistent efforts were made to consolidate the foundation of the investigation and evaluation system, develop due diligence guidelines, draft key points and templates for credit business investigation, and carry out research on key industries, so as to provide support for the professionalization, standardization, and refinement of investigation and appraisal. The Bank fostered the construction of the investigation and appraisal team, steadily promoted the management of professional investigation and appraisal qualifications, organized three admission exams as to professional qualifications, and had nearly 7,000 employees in total passed the exams. The Bank steadily boosted the construction of the professional talent pool for investigation and appraisal, effectively achieving professionalism of the staff.

**Credit approval quality and efficiency were improved.** In accordance with the working principle of “being responsible, pragmatic, professional, efficient, united and cooperative”, the Bank performed credit review and approval in a fast pace and high intensity, and the loan review and approval volume of the whole year stood at the highest ever since the establishment of the Bank. The reform continued to be deepened, the construction of credit review centers were bettered in all aspects, and the reform of the full-time review mechanism achieved remarkable results. The Bank reinforced our management in credit reviews, and achieved solid progress in standardization, intensification and professionalization of credit reviews. The Bank gave full play to its functions as a bank, improved work quality and efficiency simultaneously, safeguarded the service for major customers and key projects, made overall plans and took all factors into consideration as to development and security, controlled the compliance and credit risk in an accurate and effective way, and earnestly performed the credit service platform responsibilities of “development promotion and risk prevention”.

**Credit management system was upgraded.** In accordance with the orientation of “production + intelligent control + decision-making”, we promoted the development of the “1+6+55” system as a whole, built a system cluster featuring well-established functions, institutional matching, data compliance and advanced technology, smoothly launched the new generation of credit management system, filled in the gaps in eight aspects, including unified customer information management and online risk control, and stepped into new phase in 12 aspects, such as unified credit management and flexible customization of business process. Moreover, we provided the whole process service integrating credit business management, risk monitoring and decision analysis, which was the strategic move of ADBC to build “new finance”, build “new ecology” and seize “new heights”, realizing the restructuring and reconstruction of the concept, system, model and process as to loan handling and management. This was of great and far-reaching significance to promote the digital transformation of credit business and improve the operating management.



## Reform and Innovation

Deeply Promoting “Eight Reforms”

Thoroughly Implementing “Eight Projects”



### Thoroughly Promoting “Eight Reforms”

ADBC thoroughly implemented the central inspection and rectification requirements, kept a foothold on the function orientation as an agricultural policy bank, constantly deepened the reform of eight key areas, continuously improved the system and mechanism, persistently lifted its duty performance capability, and advanced modernization and high-quality development to a new level.

**We fully increased the asset and liability management quality and efficiency.** The Bank optimized the regulation model as credit resources, improved the financing management mechanism for agricultural support funds, constantly perfected the capital constraint mechanism, explored and completed the construction and pilot of a new loan pricing model, defined the annual liquidity reserve asset safety threshold and target size for the first time, effectively achieved dynamic regulation of the bond issue scale and pace, deeply promoted asset and liability portfolio management, and boosted the realization of the bank-wide agriculture support, the benefits to the real economy, and comprehensive upgrading of business quality and efficiency.

**We constantly consolidated the customer-centered service management system.** The Bank established the “4-4-4” customer classification and grading system for the first time, bettered the customer service management system, organized and carried out marketing promotion actions for central enterprises, set up a customer marketing service team, and continuously optimized the construction of customer marketing systems and mechanisms, launched the small and micro smart loan system, and continued to accelerate the construction of customer service informatization.

**We continuously perfected the comprehensive risk management system.** We established an internal rating system with the characteristics of ADBC, matching the complexity of the business, applied it to such areas as customer hierarchical and classified management, access, and credit extension, and elevated the forward-looking risk management. The construction of the impairment system and the management of the second line of defense for information technology risk were further deepened. The systemically important bank recovery and disposal plan was prepared for the first time. The credit risk portfolio limit model was continued to be optimized, and the construction of the risk management system was steadily advanced.

**We built the pillars for internal control and compliance management.** The bank-wide systems became more mature and were finalized, with the establishment and improvement of a joint supervision mechanism, a “repeat no previous mistake” mechanism, and a compliance typical case management mechanism. The “three-in-one” specialist management was further intensified, and the integrated management of inspection and rectification, the internal control and compliance information system, as well as the digital empowerment were continuously optimized and improved.

**We deeply promoted the reform of credit management system.**

The Project Phase I of the new generation credit management system was put into operation as scheduled. We further improved the credit policy and system, completed the revision of over 30 credit systems, including basic credit system, product, process, authorization, and credit granting, and achieved the restructuring of credit business process; we carried out special clearing of product usage, strengthened product usage accuracy management, and continuously optimized loan product management. We advanced the construction of credit risk monitoring system in an all-round way, comprehensively promoted the development of early warning models, and performed the trial operation of the monitoring system; we optimized the organizational structure of credit risk management, rebuilt a unified credit concept system, further highlighted the quality and efficiency of loan supervision and duration management, and steadily improved credit risk management capabilities.

**We initially established a modern financial management system.** The Bank thoroughly advanced the budget management, continually optimized the financial resources allocation, completed the construction of physical asset management system, deepened the management accounting applications, launched the functions such as the “Value Cloud Guide” provincial branch version and intelligent analysis reports, and further expanded and bettered the centralized financial accounting.

**We greatly improved operational efficiency.** The nationwide concentration of operations was fully realized, the system interconnectivity was boosted to the largest extent, the centralized and unified management as to parameters was gradually intensified, the e-banking channel products and functions were continuously enriched and improved, and the popularity and utilization of existing channel functions continued to increase.

**We made breakthroughs in the reform of human resources management system.** We steadily advanced the reform of the bank employee rank system, continuously improved the professional title evaluation mechanism, constantly strengthened the governance of county level branches, further promoted the integration of human resources at the counter of branch offices, accelerated the reform of endowment insurance, persistently deepened the reform of incentive and constraint mechanisms, improved the performance evaluation measures, and successfully launched the first stage functional modules of the second phase of the human resources information system.



## Deeply Implementing “Eight Projects”

### Party Building Navigation Project

**Adhering to Party building navigation, and reinforcing Party leadership.** We focused on, welcomed, studied, publicized, and implemented the spirit of the 20<sup>th</sup> CPC National Congress, vigorously promoted the Party building navigation project, guided CPC organizations at all levels throughout the Bank to learn and implement the spirit of the 20<sup>th</sup> CPC National Congress, conducted rectification based on central inspection feedback, steadily advanced the standard and regulated construction of the CPC Party branches, deepened the Party building-led governance of grassroots branches, and continued to help less advanced Party branches. The Bank further improved the quality and efficiency of party building work by strengthening the grassroots, the foundation, and the basis, ensuring high-quality development to be led by high-quality party building.

### National Key Projects

**Focusing on key projects, and mining development potential.** We focused on key areas and enhanced the reserve of key projects. By the end of 2022, 671 national key projects were reserved, an increase of 3,255% year-on-year. We improved the efficiency of loan handling, accelerated the implementation of key projects, and achieved 4,630 approved projects and RMB2,179.3 billion approved amount in the whole year, growing by 39% and 53% respectively year-on-year. We enhanced the initiative and foresight of risk prevention and control by employing the “pre-analysis, pre-screening, and pre-diagnosis” function, and continuously consolidated the cornerstone for high-quality business development. The precise performance of duties, and the communication with relevant national ministries and commissions were reinforced, and a “package” of financial services were provisioned. We played the role of a policy bank in “piloting, complementing and counter-cycling”. We intensified key customer marketing and defined the key project and key customer lists.

### Optimization Project of Fund-raising for Supporting Agriculture

**Optimizing fund-raising for supporting agriculture and continually promoting cost reduction and efficiency increase.** We upheld the principle of seeking progress while maintaining stability, strived to broaden the sources of funds, constantly enriched settlement methods, comprehensively improved comprehensive service capabilities, promoted the continuous optimization of debt business structure, duration and cost, persistently bettered the diversified fund-raising system for supporting agriculture, continuously expanded the sources and increased the funds for supporting agriculture, guided various types of inputs into the development of “agriculture, rural areas, and farmers”, and effectively benefited the entity economy, providing important support for stabilizing economic market and bank-wide high-quality development.

### Talent Development Project

**Emphasizing talent development and building a high-quality professional team.** We formulated implementation opinions and division of labor implementation plans for the talent development project, clarified five talent cultivation and talent introduction plans, including the “Leading Talent Training Plan”, the “Management Talent Refining Plan”, the “Professional Backbone Forging Plan”, the “Basic Talent Reserve Plan”, and the “Talent Gathering and Promotion Plan”, refined 40 specific implementation measures, and constantly built a high-quality professional agricultural policy financial talent team.

### Key Customer Project

**Focusing on key customers and improving service quality and efficiency.** With focus on serving the six major areas of rural revitalization, the *Implementation Opinions on Strengthening the Construction of Customer Base* was issued, and the construction of customer base was boosted, featuring appropriate total number,

reasonable structure, and good quality. As of the end of the year, the total number of loan customers throughout the bank reached 26,411. Focusing on strategic cooperation customers such as central enterprises, we continuously strengthened the “head office to head office” marketing communication, carried out central enterprise marketing improvement campaign and key customer service improvement campaign, introduced 12+4 preferential policies for supporting central enterprises in serving rural revitalization, promoted the establishment of “1+1+N” strategic cooperation relationships, and advanced the delivery of loans of RMB181.5 billion to central enterprises, with a balance of RMB305.3 billion.

### New Agricultural Business Entity Service Project

**Optimizing services for small and micro enterprises and achieving outstanding results in “supporting agriculture and small businesses”.** We fully promoted the service optimization project for small and micro enterprises, overfulfilled the task of granting inclusive loans to small and micro enterprises, and significantly enhanced the performance of supporting agriculture and small businesses. The central government’s bailout policies for helping enterprises were implemented, and the repayment of principal and interest on loans of RMB5.271 billion was postponed throughout the year. The online smart loan system was launched, achieving a zero breaking result in digital loan, which saw the online delivery of RMB31.86 billion small and micro loans throughout the year, supporting 34,000 customers from 1,448 counties, and accounting for 71.18% of the Bank’s inclusive tasks for the year. We continued to play an important role in offline business, perfected the long-term loan mechanism, and increased loan delivery. Throughout the year, the Bank accumulated the offline delivery of RMB24.02 billion inclusive loans, seeing an increase of RMB2.34 billion compared to last year. This promoted the effective implementation of the central government’s policies of stabilizing the economy.

### Digital Empowerment Project

**Intensifying digital empowerment and boosting technological innovation and application.** Guided by the main line of science and technology empowering business, the intergenerational leap in scientific and technological strength, and the transformation of scientific and technological systems and mechanisms, and with focus on the construction of a new generation of credit management system and a small and micro smart loan system, we made overall plans to serve the construction of eight reforms and key projects across the bank, continuously improved the level of data governance and network security protection capabilities, accelerated the construction of key information technology infrastructure, implemented the reform of the Head Office’s scientific and technological organizational structure, and strengthened the innovative application of fintech, effectively serving the bank-wide reform and high-quality development.

### Cultural Building Project

**Deepening cultural building and gathering collective strength.** We issued the *Implementation Opinions on the Cultural Building Project*, strengthened strategic planning guidance, and enhanced cultural leadership, cohesiveness, influence, and publicity. We carried out the “Four Loves” education with the theme of “loving the party and forging loyalty, loving the country and fulfilling mission, loving agriculture and making achievements, and loving job and making contributions”, deeply promoted social ethics, professional ethics, family virtues, and personal morality, and publicized and implemented the Bank’s cultural concept system in the new era. We strengthened public opinion guidance and cultural communication. In 2022, CCTV made 65 reports on ADBC, Xinwen Lianbo, which runs every night at 7 PM on CCTV 1, broadcasted news about ADBC four times, and major central and local media outlets published 190,000 news articles about our branches at all levels.

## Fundamental Support

Talent Team

Digital Technology

Cultural Brand

Academic Research

### Talent Team

**We focused on talent development project and strengthened the establishment of regulations and systems.** We developed a personnel promotion, demotion and transfer plan from 2022 to 2025 according to the needs of business development and the actual situation of the talent team; released the intra-branch personnel selection and transfer management measures, further smoothing talent transfer channels; researched appropriate incentives for personnel with high-level professional qualifications, guiding and motivating employees to further enhance their professional literacy; explored the scientific evaluation of "leading talents", and researched the establishment of a "management talent" pool at different levels.

**We planned the scale and structure of talents as a whole and attached great importance to campus recruitment.** Campus recruitment is the main channel for talent introduction. By improving the level of post setting, expanding the channels of publicity, and conducting targeted recruitment of urgently-needed professionals, excellent graduates were recruited for various job lines. Among them, 78% had a master's degree or above, up 12.6% year on year. This enabled a stable and moderate scale of talent introduction, a reasonable talent structure, and effective improvement in quality.

**We improved education and training with the aim of enhancing professionalism.** We hosted 8 workshops on subjects such as the spirit of the 20<sup>th</sup> CPC National Congress and the Sixth Plenary Session of the 19<sup>th</sup> CPC Central Committee, and arranged 20 courses on theoretical education and party spirit education with a view to improving the political literacy of employees; conducted special training as to rural revitalization, carbon peaking and carbon neutrality, and improved the pertinence and effectiveness of the training; and made overall efforts to train key employees such as newly promoted cadres, newly recruited employees, and young cadres.

### Digital Technology

Science and technology construction closely revolved around the central work of the Bank, for which we optimized the information technology organizational structure, coordinated the implementation of the digital empowering project, fully promoted the execution of the "14<sup>th</sup> Five-Year Plan" for information technology, and further enhanced the construction quality and management in terms of IT infrastructure construction, data governance, security operation and maintenance, as well as risk prevention and control.

**We actively promoted digital transformation, and facilitated bank-wide high-quality development.** Throughout the year, 78 systems were newly built, upgraded, and put into operation, including 46 systems related to the "eight reforms" and key projects. In the construction of key projects, we launched a new generation of credit management system, credit risk monitoring system, and credit analysis and decision-making system. All of these improved credit production capacity, market competitiveness, and job performance assurance capabilities. We completed the promotion and application of nationwide centralized operation projects in two batches for 31 provincial branches nationwide, and reconstructed the bank-wide operation mode and workflow. In terms of customer service, the supply chain pledge loan, auction loan, order loan and other scenarios were released for small and micro smart loans, enriching the types of online small and micro enterprise credit services, and improving service quality and efficiency. Enterprise online banking realized online processing of loans of the Bank for the first time. The bank-enterprise internet service platform enriched the management methods of customer accounts and improved the efficiency of customer capital flow. In terms of grassroots service, the integrated financial budget management system achieved integration with the financial budget management systems of 15 provinces, effectively improving the Bank's agricultural funding service capabilities; So far, the fund deposit and management platform has been given access to 15 grain trading markets and 2 characteristic trading markets, further serving the national food security strategy and the grain market circulation.

**We vigorously promoted special action to enhance data governance, and significantly improved data quality.** We adhered to the rule of law and comprehensively promoted system construction; advocated standards first, and fully advanced the construction of data standards. As to the quality issues of regulatory data submission, we performed in-depth analysis, classified implementation of policies, precise control, and rapid rectification to continuously reduce the reporting burden on grassroots branches.

**We steadily progressed network security management and successfully completed security guarantees for important periods.**

The *Implementation Plan for the Construction of the Network Security Management System* was formulated and released, and 32 key tasks were completed throughout the year, covering 8 major areas. We achieved full life cycle management for software security development and improved the safety quality of project research and development; covered the entire bank with network security situational awareness platform, effectively improving the network security monitoring and analysis capabilities of branches; and successfully completed the network security guarantee during important periods such as the "Beijing Winter Olympics" and the 20<sup>th</sup> CPC National Congress. The Bank-wide information system operated smoothly, and the network and data were safe and reliable, based on which we successfully completed the tasks of important periods, and achieved good results in security management.

**We solidly advanced operation and maintenance work, and operated information system safely and stably.** We completed the relocation of the Head Office's data center with satisfactory results, successfully upgraded the network architecture of ADBC's data center, and built a solid foundation for multi-center and multi-active basic technologies. During the epidemic, various requirements such as COVID-19 prevention and control, workplace safety, and production changes were coordinated solidly to ensure the stable operation of various systems. We made overall plans on the integrated O&M management, and enabled the service capacity of the data center to reach the three-level national standard, and achieved the phased objectives of O&M planning. Besides, we significantly optimized and upgraded key information technology infrastructure.

**We continuously bettered the technology governance system, and enhanced the quality and efficiency of digital empowerment work.** We reinforced the construction of the science and technology governance system from various aspects such as organizational structure and working mechanism, and effectively improved the overall work efficiency. We established a fintech digitization development committee, built an information technology organizational structure system consisting of "two departments and three centers", and gradually bettered the promotion mechanism in accordance with the construction goals of the information technology governance system as set out in the "14<sup>th</sup> Five-Year Plan of ADBC". The Bank took an important step towards modernization of the IT organizational governance system and capability.

**We intensified key and core technology research, and enhanced the autonomous and controllable technology capability.** We formed an autonomous and controllable implementation plan for key and core information technology, proposed autonomous and controllable goals, evaluation standards, and implementation paths for the fields of system R&D, network security, data management, and system O&M, and gradually enhanced the autonomous and controllable capability of key systems. In 2022, we fully independently developed 27 systems, including parameter management platform, digital confirmation system, and endowment insurance personal account system.

## Cultural Brand

**We persistently improved culture, brand and image building.**

We released the service culture concept of ADBC, widely carried out collection and refinement of innovative cultural ideas throughout the Bank, issued the Bank's visual image identification system and posters promoting the bank's culture, optimized and upgraded the visual image of the office environment and business outlets, initiated the brand value differentiation strategy of ADBC, and raised the Bank's brand image building to a new level.

**We strengthened the cultural confidence of cadres and employees.**

The Bank organized the fifth "Most Beautiful ADBC Employees" event, participated in the "2021-2022 Excellent Unit for Cultural Construction of National Financial System" contest, organized the research on ideological and political work and corporate culture construction, and organized reading activities with the theme of "Celebrating the 20<sup>th</sup> CPC National Congress: Journey of Reading". All of these events inculcated all cadres and employees of the Bank with a stronger sense of ideals, beliefs and purpose. Their ideological and moral quality, scientific and cultural quality, and physical and mental health were effectively improved.

## Academic Research

**We deepened fundamental research.** From the perspective of domestic practice, we concentrated our efforts on exploring the fundamental principles of agricultural policy bank, constructed a theoretical and practical framework for agricultural policy bank with Chinese characteristics, published *the Introduction to Agricultural Policy Bank in China* and *the Pioneer of Financial Poverty Alleviation*, and completed *the Outline of Poverty Alleviation for Agricultural Policy Bank*.

**We conducted policy research.** We followed closely the decisions and arrangements of the central government, carried out interpretation and analysis of major policies in a timely manner, adhered to the problem-oriented and goal-oriented approach, and conducted thematic research around key areas and on hot issues such as serving rural revitalization strategies, emerging industries, macro-economy, green finance, financial industry dynamics, and international organization trends. On this basis, a number of valuable findings were made, which are conducive to boosting policy implementation and business development.



## Invested Companies and Holding Subsidiaries

### Holding Subsidiaries

#### China Agricultural Development Key Construction Fund Co., Ltd.

China Agricultural Development Key Construction Fund Co., Ltd. is a wholly-owned subsidiary of the Bank. It was established in 2015. Its investment projects cover improvement of people's livelihood, construction of "agriculture, rural areas and farmers", urban infrastructure, major infrastructure, as well as transformation and upgrading. As of the end of this year, China Agricultural Development Key Construction Fund Co., Ltd. has been operated smoothly with controllable overall risks.

#### Modern Seed Industry Development Fund Co., Ltd.

Modern Seed Industry Development Fund Co., Ltd. is one of the Bank's controlled subsidiaries with a registered capital of RMB2.424 billion. It is an equity investment fund established with the approval of the State Council, with a central financial background and market-oriented operation, mainly engaged in seed industry investment and investment consulting. As of the end of the year, Modern Seed Industry Development Fund Co., Ltd. had total assets of RMB2.967 billion, and net assets of RMB2.901 billion. The net profit for the year was RMB20.9726 million.

#### China Agricultural Development Infrastructure Fund Co., Ltd.

China Agricultural Development Infrastructure Fund Co., Ltd. is a wholly-owned subsidiary of the Bank, established in 2022. The Fund is fully employed to support the development of the eight areas defined by the state: Municipal and industrial park infrastructure, transportation infrastructure, agricultural and rural infrastructure, energy infrastructure, urban and rural cold chain and major logistics infrastructure, social undertakings, government-subsidized housing projects, and new infrastructure. As of the end of the year, China Agricultural Development Infrastructure Fund Co., Ltd. had invested in 1,677 projects with an investment amount of RMB245.9 billion.

#### Beijing Shining Investment Management Company Ltd.

Beijing Shining Investment Management Company Ltd. is one of the Bank's controlled subsidiaries with a registered capital of RMB36.3636 million. It mainly engages in investment management and investment consulting. It is the entrusted management agency of Modern Seed Industry Development Fund Co., Ltd. As of the end of 2022, Beijing Shining Investment Management Company Ltd. had total assets of RMB139 million, net assets of RMB87 million. The net profit for the year was RMB22.2859 million.

### Invested Companies

#### National Financing Guarantee Fund Co., Ltd.

National Financing Guarantee Fund Co., Ltd. is an invested company of the Bank with a registered capital of RMB66.1 billion, mainly engaged in re-guarantee business, project investment, and investment consulting.

#### China Agricultural Industry Development Fund Co., Ltd.

China Agricultural Industry Development Fund Co., Ltd. is one of the Bank's invested companies with a registered capital of RMB4.0 billion. It mainly invests in leading enterprises in agricultural industrialization, agricultural circulation and other key rural service enterprises, agricultural and rural supporting services and construction projects, as well as agricultural insurance companies, agricultural guarantee companies, etc.

#### China Agriculture Reinsurance Corporation

China Agriculture Reinsurance Corporation is one of the Bank's invested companies with a registered capital of RMB16.1 billion. It is mainly engaged in the reinsurance business and retrocession business.



## Prospects for the Future

Currently, the international community is undergoing high winds and rapid waves, China's domestic reform and development tasks are arduous, and the economic and social development remains under strain. From an international perspective, the world pattern is evolving rapidly, the Ukraine crisis is simmering, food and energy security issues are becoming prominent, overseas economies are experiencing an unexpected recession, and the Federal Reserve's interest rate hike is increasing volatility in the international financial market. Several international institutions have continuously warned that the global economy will fall into recession in 2023. Domestically, in terms of the social environment, as the COVID-19 prevention and control measures are optimized, the momentum of economic and social development recovery continues to accumulate and release, and the advantages of China's strong economic resilience, potential, and vitality continue to unveil. The overall price level is stable, PMI readings rebound, and the business environment is undergoing a marginal improvement. However, the foundation for economic recovery is not yet solid. Due to the gradually shrinking external demands, the pulling force of domestic demand has been promoted to a more important place, creating effective demands through high-quality supply; in the field of finance, the Central Economic Working Conference noted that we should prioritize stability while pursuing progress, continue to adopt proactive fiscal policies and prudent monetary policies, intensify macroeconomic policy regulation, and strengthen coordination and cooperation of various policies. Currently, the goal of macroeconomic regulation is defined, various macroeconomic policies are impactful, resulting in a joint force. The transmission of fiscal and monetary policies is collaborative and effective. The industrial policies, science and technology policies, etc., have their respective priorities and objectives. However, the task of risk prevention and resolution in key areas mounts a formidable challenge; in terms of agriculture, rural areas, and farmers, the 20<sup>th</sup> CPC National Congress explained the relationship between the agriculture, rural areas, and farmers of a big power and a modern power, with the agriculture-oriented goal running through it all, and the agriculture-strengthening path becoming clearer. The Central Rural Work Conference called for efforts in areas relating to agriculture, rural areas and farmers, with rural revitalization as the focus, to vigorously promote the modernization of agriculture and rural areas, and speed up the building of a strong agriculture. These major plans further highlighted the overall and long-term significance of high-quality development and of building of a strong agriculture, providing an action guide for advancement of quality and efficiency changes in the development of the Bank.

The report of the 20<sup>th</sup> CPC National Congress pointed out that our country has entered a period of development in which strategic opportunities, risks, and challenges are concurrent and uncertainties and unforeseen factors are rising, and various "black swan" and "gray rhino" events may occur at any time. The complex internal and external situations may trigger risks and challenges, but can also bring about strategic opportunities. In order to boost rural revitalization in all aspects and accelerate the building of a strong agriculture, ADBC is required to constantly increase its financial support for agriculture. China's goal of becoming an agricultural power puts forward higher requirements for the work of "agriculture, rural areas and farmers". Strong agriculture is the foundation of a great modern socialist country. Agricultural development is essential to meeting people's needs for a better life, achieving high-quality development and strengthening the foundation of national security. Building a country strong in agriculture means the innovation of agricultural development modes and the acceleration of agricultural development process. However, the fact proves that in the process of achieving "the

synchronization of industrialization, informatization, urbanization and agricultural modernization", the modernization of agriculture and rural areas lags behind significantly, and "agriculture, rural areas and farmers" are still a weak link restricting economic development. In addition, as the economy develops with high quality and urbanization is promoted in China, higher requirements are put forward for rural infrastructures and public services. The demand for grain and other important agricultural products still shows robust growth. Ensuring national food security and promoting the development of "agriculture, rural areas and farmers" face greater pressure and heavier tasks. It is a long-term and arduous task to build China into an agricultural power. On the other hand, ADBC is required to play a role of policy banks in expanding the domestic demand and maintaining steady growth. The development space, scale and speed of policy banks are decided by state macro-control, and closely related to the economic situation, trend and macro-policy orientation. The heavier the economic downward pressure is and the greater the state macro-control is, the greater the responsibility and role of policy-based finance is. At present, the foundation of economic recovery is still unfirm. Accelerating the return of the economy to the normal track, boosting the confidence of market entities, promoting economic growth back to the potential growth and maintaining a reasonable growth rate are the foundation for driving an overall improvement of economic performance in 2023. Hence, the central government has issued a series of policies to boost domestic demand and maintain stable growth, emphasizing the importance of maintaining stability and seeking progress. Policy-based finance should increase support for major projects conforming to national development planning. Moreover, it is necessary to continuously maintain sufficient counter-cyclical adjustment efforts and form physical workload as soon as possible to support economic growth and stabilize the expectations.

The year 2023 is a critical year for ADBC to fully implement the spirit of the 20<sup>th</sup> CPC National Congress, seize development opportunities and accelerate development. It is also a crucial year for the implementation of the 14<sup>th</sup> Five-Year Plan and the first year to embark on the Chinese path to modernization. In the crucial period when the social economy is stabilizing and recovering, the Chinese-style modernization is vigorously being pursued, the work related to agriculture, rural areas and farmers is moving forward, and the building of China into an agricultural power is in full swing, the Bank will adhere to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, fully implement the spirit of the 20<sup>th</sup> CPC National Congress, carefully implement the deployments of the Central Economic Work Conference, Central Rural Work Conference and the Second Plenary Session of the Central Commission for Discipline Inspection, and the guiding spirit of leaders of the State Council, implement national policies and measures to expand domestic demand and stabilize growth, seek progress while maintaining stability, focus on the goal of building an agricultural power, firmly implement the general strategy of "Six Adherences", the development strategy of "Four All-out Efforts" and the Outline of the "14<sup>th</sup> Five-Year Plan", better coordinate development and security, unswervingly promote the comprehensive and strict Party discipline, and attach importance to the normalized rectification on central disciplinary inspection feedback. With Party building as the command, high-quality development as the theme, promotion of modernization as the main line and reform and innovation as the driving force, we will fully serve the national strategy and the development of "agriculture, rural areas, and farmers", achieve effective improvement in quality and reasonable growth in quantity and make new and greater contributions to the pursuit of Chinese-style modernization.

# Directors and Leadership

## Basic Information of Directors and Leadership

### Members of Board of Directors



**Qian Wenhui**

Secretary of CPC ADBC Committee,  
Chairman, Executive Director



**Zhan Dongsheng**

Deputy Secretary of CPC ADBC Committee,  
Deputy Chairman, Executive Director



**Sun Lansheng**

Member of CPC ADBC Committee,  
Executive Director



**Xu Hongcai**

Ministry/Commission-appointed Director



**Lian Weiliang**

Ministry/Commission-appointed Director



**Liu Guoqiang**

Ministry/Commission-appointed Director



**Deng Xiaogang**

Ministry/Commission-appointed Director



**Qiu Shiru**

Equity Director



**Zhou Jinsong**

Equity Director



**Wang Hongyan**

Equity Director



**Han Yue**

Equity Director

## Chief Inspector of the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank



**Wang Zhaohu**

Chief Inspector, Member of CPC ADBC Committee

## Leadership Members



**Zhan Dongsheng**

Deputy Secretary of CPC ADBC Committee, President



**Sun Lansheng**

Member of CPC ADBC Committee, Executive Vice President



**Xu Yiding**

Member of CPC ADBC Committee, Executive Vice President



**Xu Hao**

Member of CPC ADBC Committee, Executive Vice President

**Zhang Baojiang**

Member of CPC ADBC Committee, Executive Vice President

**Zhou Liangwei**

Secretary to the Board of Directors

**Zhu Yuanyang**

Assistant President

**Li Xiaohui**

Chief Risk Officer

## Remuneration of Persons in Charge of ADBC in 2022

Unit: RMB10,000

| Pre-tax remuneration paid in 2022 |                                                                                                                               |            |                   |                                                                                                                               |                                                                     |                                                                   |                                                           |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|
| Name                              | Position                                                                                                                      | Pay months | Remuneration paid | Social Insurance, Enterprise Annuity, Supplementary Medical Insurance and Housing Provident Fund Paid (Deposited) by the Bank | Other Monetary Income (Indicate Detailed Items and List Separately) | Remunerations Received from Shareholders or Other Related Parties | Total Pre-tax Remunerations received from Related Parties |
| Qian Wenhui                       | Secretary of CPC ADBC Committee, Chairman, Executive Director                                                                 | 12         | 65.63             | 15.60                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Zhan Dongsheng                    | Deputy Secretary of CPC ADBC Committee, Vice Chairman, Executive Director, President                                          | 12         | 65.63             | 15.49                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Wang Zhaohe                       | Chief Inspector of the Discipline Inspection and Supervision Office of the CCDI and NCS at ADBC, Member of CPC ADBC Committee | 12         | 59.07             | 12.67                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Sun Lansheng                      | Member of CPC ADBC Committee, Executive Director, Executive Vice President                                                    | 12         | 59.07             | 12.97                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Xu Yiding                         | Member of CPC Committee, Executive Vice President                                                                             | 12         | 59.07             | 15.33                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Zhang Baojiang                    | Member of CPC ADBC Committee, Executive Vice President                                                                        | 5          | 24.61             | 7.76                                                                                                                          | 0                                                                   | No                                                                | 0                                                         |
| Xie Xuezhi                        | Former Secretary of CPC ADBC Committee, Chairman, Executive Director                                                          | 12         | 37.50             | 13.23                                                                                                                         | 0                                                                   | No                                                                | 0                                                         |
| Zhao Peng                         | Member of CPC ADBC Committee, Executive Vice President                                                                        | 7          | 34.46             | 9.69                                                                                                                          | 0                                                                   | No                                                                | 0                                                         |
| Zhang Wencai                      | Member of CPC ADBC Committee, Executive Vice President                                                                        | 5          | 24.61             | 4.82                                                                                                                          | 0                                                                   | No                                                                | 0                                                         |

## Notes:

1. The remunerations disclosed in the above table are the pre-tax remunerations actually paid by the Bank to the heads in 2022, excluding the retroactive remuneration of previous years.
2. Xie Xuezhi, former Secretary of CPC ADBC Committee, Chairman, Executive Director, is a member of the Standing Committee of the CPPCC. According to relevant provisions of the Ministry of Finance, his salary relationship shall remain at the Bank.



## Changes of Directors and Leadership

### Changes of Directors



In August 2022, Mr. Xu Hongcai was appointed as a ministry or commission-appointed director of the Bank, and Ms. Zou Jiayi no longer served as a ministry or commission-appointed director of the Bank.



In August 2022, Mr. Deng Xiaogang was appointed as a ministry or commission-appointed director, and Mr. Liu Huanxin no longer served as a ministry or commission-appointed director of the Bank.

### Changes of Leadership



Mr. Zhang Wencai no longer served as Member of CPC ADBC Committee and Executive Vice President of the Bank from May 2022.



Mr. Zhao Peng no longer served as Member of CPC ADBC Committee and Executive Vice President of the Bank from July 2022.



Mr. Zhang Baojiang started to serve as Member of CPC ADBC Committee and Executive Vice President of the Bank from July 2022. Mr. Zhang Baojiang's appointment as Executive Vice President was approved by China Banking and Insurance Regulatory Commission in September 2022.



Mr. Xu Hao started to serve as Member of CPC ADBC Committee and Executive Vice President of the Bank from December 2022. Mr. Xu Hao's appointment as Executive Vice President was approved by China Banking and Insurance Regulatory Commission in March 2023.



# Improvement of Corporate Governance

## Party's Leadership

### **Learning and implementing the spirit of the 20<sup>th</sup> CPC National Congress, and aligning thought and action with the decisions and plans of the 20<sup>th</sup> CPC National Congress.**

The Party Committee of ADBC prioritized learning, publicity and implementation of the spirit of the 20<sup>th</sup> CPC National Congress on the agenda, combined with leaders taking the lead in learning, arranging study systematically, in-depth learning in batches and in rotation, and overall planning learning under the supervision of Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, held a series of special lectures, centralized training sessions and seminars, carried out publicity in all aspects and from various perspectives, rapidly igniting the passion of learning and implementing the spirit of the 20<sup>th</sup> CPC National Congress, guiding all leaders and employees of the Bank to align their thoughts to the spirit of the Congress, and focusing attention on various tasks determined in the Congress. Besides, the Bank continued to deepen the understanding of the theme of the Congress, the work of the past five years and the great revolution of the decade in the new era, and the new level of adapting Marxism to the Chinese context and the needs of our times, had a deeper understanding of the decisive significance of "Two Establishes" (establishing Comrade Xi Jinping's core position on the Party Central Committee and in the Party as a whole and establishing the guiding role of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era), kept enhancing the "Four Consciousnesses", firmed "Four-sphere Confidence", achieved "Two Upholds", and strove to gather the

spiritual strength for comprehensively building a modern socialist country and promoting the great rejuvenation of the Chinese nation.

The Bank deeply recognized the missions and tasks of the CPC in the new era, Chinese characteristics and essential requirements of Chinese-type modernization, accurately grasped the major plans of socialist economic construction, political development, cultural construction, social construction, and ecological civilization construction, comprehensively comprehended major arrangements in education, scientific and technological talents, legal construction, national security, national defense and army building, work about Hong Kong, Macao and Taiwan, and diplomatic work, strengthened the thought and action consciousness for serving the Chinese-style modernization, more consciously adhered to the mandate and mission of a policy bank, and strove to achieve first-class performance in providing financial support of agriculture. Additionally, the Bank had a thorough understanding of the Party's overall leadership and the major plan for full and strict self-governance of the Party, bore in mind that such governance of the Party and the Party's self-reform is always on the way, implemented the general requirements for Party building in the new era more fully and thoroughly, and made efforts to provide a strong political guarantee for completing the responsibilities and missions of ADBC in the new era.

### **Gaining a deeper understanding of the decisive significance of the "Two Establishes" and resolutely safeguarding the centralized and unified leadership of the CPC Central Committee over financial work.**

The Party Committee of ADBC gained a deeper understanding of the decisive significance of the "Two Establishes" for pursuing causes of the Party and the state in the new era and advancing the historical process of the great rejuvenation of Chinese nation, kept in mind the political and people-oriented nature of financial work, improved political judgment, political understanding and political execution, and resolutely safeguarded the centralized and unified leadership of the CPC Central Committee over financial work. The Party Committee of ADBC adhered to the "Top of the Agenda" learning system whereby timely follow-up on, learning and implementing of guidance from the latest important speeches and instructions of General Secretary Xi Jinping as well as the decisions and arrangements of the CPC Central Committee and the State Council are guaranteed, reported implementation progress to the CPC Central Committee on time, reported related work progress to the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank quarterly, strengthened the mechanism for studying and implementing of guidance from important speeches and instructions of General Secretary Xi Jinping and for reporting progress in this regard, and ensured the implementation of the decisions and plans of the CPC Central Committee and the State Council at ADBC. Moreover, the Bank strictly observed political disciplines and rules and strictly govern political activities in the Party. Leaders took the lead in living a good dual organizational life, and organized thematic seminars on

Party history study and on rectifications against central inspection feedback. The Bank strictly implemented the system of reporting on major events and the responsibility system of Party rules enforcement, requested instructions from the CPC Central Committee 3 times, reported work 12 times, and submitted filings 16 times. In improving corporate governance, the Bank strengthened the leadership of the Party. In addition, the Bank revised the provisions of the Party Committee of ADBC on resolutely upholding the centralized and unified leadership of the CPC Central Committee, implemented the project of Party building piloting, earnestly practiced democratic centralism, improved the list of preliminary study and discussion items of the Party Committee, supported and supervised the Board of Directors and senior management to perform their duties, and ensured that the leadership role of the Party Committee would be effectively played. The Bank implemented 51 key tasks for comprehensively and strictly governing the Party in detail, and assessed the Party Committee of provincial branches for practicing comprehensive and strict self-governance. The Bank strengthened the Party's leadership over mass work, organized Workers Congress and Congress of Labor Union Members and strengthened democratic management. The Bank established and improved the system and mechanism for handling complaints and requests and maintaining stability, responded promptly to people's concerns, and safeguarded their legitimate rights and interests.



### **Following-up on Central Inspection Feedback, and Improving the System for Comprehensive and Strict Party Self-governance.**

The Party Committee of ADBC carefully implemented the requirements of General Secretary Xi Jinping about “five enhancements”. “four integrations” and “blanket” rectifications, firmly made rectifications on central inspection feedback, made joint efforts with Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, implemented the political study, responsibility implementation, supervision and inspection, long-term mechanism throughout the rectifications, promoted the inspection and rectification work in the whole process and carried out special rectifications synchronously under the same standards. As of the end of 2022, of the 564 rectification measures, 555 had been completed, with a completion rate of 98.4%. Among them, 495 rectification measures were completed on time, and 60 out of 69 long-term rectification measures were completed. The Bank approached inspection and rectification work by addressing both symptoms and root causes and further improved the system for comprehensively and strictly governing the Party. Besides, the Bank improved the work rules for discussion and coordination with Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, strengthened communication and coordination in six aspects: policies & systems, mechanism management, information research and judgment, investigation & accountability, education & prevention, and arrangement, and effectively improved the collaborative efficiency of “two responsibilities”. In the meantime, we revised the list of responsibilities for building a clean organization

and accompanying assessment methods, developed rules and measures such as records and reports on leaders’ intervention in major events, the “blacklist” of bribers, regulations on clean working style of centralized procurement center, work instructions on the investigation of non-performing loan risks, and rules on the implementation of accountability for non-performing loans, and made the system and mechanism for combating corruption and advocating integrity more completely. Besides, we formulated measures for the inspection, rectification and the application of results, and the responsibility list of entities for Party Committee inspection work, established a mechanism for coordination between inspection and supervision, and strove to improve the quality and efficiency of inspection and supervision. The Bank enhanced the building of a “three-in-one” team in county-level branches for discipline inspection, internal control and compliance, risk prevention and control, and continued to promote the integration of internal control and compliance with joint supervision mechanism. We implemented the integrated rectifications on feedback from both internal and external supervision and inspection, established the “repeat no previous mistake” mechanism, focused on addressing repeated problems from the root, allowed inner-Party supervision to lead all kinds of supervisions, improved the mechanism of joint supervision and comprehensive inspection, and kept improving the quality and efficiency of supervision.

### **Strengthening ideological work in all aspects, and enhancing cohesion and mental strength with Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era.**

The Party Committee of ADBC has always taken strengthening of the ideal and faith as the primary task of ideological work, firmly mastered the initiative of ideological work and applied the Party’s innovative theory to arm mind, guide practice and promote work. The Bank continued to strengthen theoretical knowledge, established a long-acting mechanism for Party history learning and education, deeply learned and comprehended the Party’s century-long struggle course and historical experience. In addition, the Bank established the “leading”, “supervising” and “guiding” mechanism of the Party Committee, improved the learning system of Party Committee Theory Learning Center Group, and applied Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era to unify thought, will and action. The Party Committee Theory Learning Center Group of the Head Office carried out study seminars 7 times, and the group members participated in and guided the Party Committee Theory Learning Center Groups of the subordinate branches 11 person-times. The Bank fully utilized theoretical books (Views of Xi Jinping on State Governance (Volume IV), Study Outline of Xi Jinping Thought on Economy), online sources (“xuexi.cn”, “zhibugongzuo.com”), the system of “three meetings (holding general meetings of Party branch, meetings of Party branch committees, Party group meetings) and one lesson (Party lectures)” and theoretical study of youth to integrate theoretical study into daily life. The Bank also paid close attention to ideological work, strengthened

the Party’s leadership over ideological work, formulated rules for implementing the responsibility system for ideological work of the Party Committee, enhanced ideological position management, public opinion monitoring and analysis, carried out special supervision over ideological work and regularly reported the ideological work of the whole bank. Additionally, the Bank actively organized news publicity, told stories about ADBC, spread the voice of ADBC, and published over 190,000 articles in various mainstream media throughout the year. The Bank deeply practiced core socialist values, implemented the project of soul casting with culture, continued to carry out the “Four Loves” education with the theme of “love the Party to promote loyalty, love the country to carry out missions, love agriculture with concrete actions, love the post to make contributions”, refined and promoted the integrity culture, risk management and compliance culture, service culture and innovation culture, and focused on cultivating corporate culture of ADBC. The Bank also improved the advanced role model selection and commendation mechanism including “two excellents (excellent Party member and excellent Party affairs worker) and one advanced (advanced grassroots Party organization)”, “civilized unit” and “the most beautiful ADBC people”; organized recognition and awards for outstanding contributors, and actively created a strong atmosphere of learning from the advanced, catching up with the advanced and pursuing advancement.

### Strengthening organizational building and focusing on building a loyal, clean, responsible and high-quality professional team.

The Party Committee of ADBC carefully implemented the Party's organizational line in the new era, constantly strengthened the political attribute and political function around the improvement of the organization, and made efforts to build a strong CPC organization and a high-quality professional team. The Bank focused on building strong primary level CPC organization, paid attention to grassroots construction and basic management, carried out the activity for standardization construction of Party branches, and special governance of "strengthening branch management, being strict with law, discipline and conduct", concentrated on regulating county-level branches with poor quality and efficiency in supporting agriculture, and continued to help the Party branches improve. The structure of Party members was constantly improved, and 1,806 new Party members were recruited throughout the year. The quality of Party building was effectively improved. The Bank successfully elected new members of the Party Committee and Discipline Inspection Commission, and improved the work rules of the Party Committee and Discipline Inspection Commission, continued to promote the construction of strong Party branches (strong political function, strong branch team, strong Party members and strong role), the rectification of the problem of "dark under the light", and the establishment of "first-class" model organ,

implemented the special work of "studying, checking and improving", and vigorously promoted the Head Office to take the lead in Party building and set an example. 4 Party branches in the Head Office were rated as among the "Four Strong" Party branches of central and state organs in 2022. The Bank strengthened team building, always put political standards in the first place, formulated and revised 10 systems for personnel selection and employment, implemented strict due diligence in promotions. Throughout the year, 96 cadres under supervision of the Party Committee of the Head Office were promoted, and 41 department chiefs in the Head Office and 26 chiefs of provincial branches were adjusted in parallel. The Bank actively promoted the "three normalizations" of cadres working at the grassroots level, exchanges between head office and the grassroots, and cadre rotation, trained and selected cadres in major tests, major reforms, major tasks, major projects, and tough environments. Moreover, the Bank made efforts to enhance talent team building, improved related system and mechanism, steadily advanced the reform of the personnel ranking system, formulated 20 measures for the cultivation and selection of outstanding young cadres, implemented the plan of "important roles for young cadres", and carried out precision training by classification and grading.



New Party members  
throughout the year

# 1,806

### Strengthening work style and discipline construction and adhering to strengthening disciplines and fighting against corruption with a zero-tolerance attitude.

The Party Committee of ADBC always adhered to the keynote of strictness, implemented the responsibility of full and rigorous Party self-governance, consciously accepted the supervision and guidance of the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, promoted the building of Party conduct and clean office, and struggled against corruption. The Bank strengthened supervision and management, and enhanced overall supervision of leadership group, especially top leaders, through comprehensively applying intra-party supervision, political inspection, personal matter reporting, and economic responsibility audit. The Bank organized special inspections of the rectifications made by 4 provincial-level branches and regular inspections of 4 departments of the Head Office, and completed all the inspection tasks since the 19<sup>th</sup> National Congress. The Bank carried out political ecological analysis and evaluation of provincial branches, checked the selection, appointment and duty performance of secretaries of the Party Committee leaving the post in provincial branches and regulated the conduct of relatives of leaders in operating enterprises. The Bank further cleared up nepotism, and rectified 41 related issues. The Bank continued to improve work practices, strengthened adherence to the eight-point decision of the CPC Central Committee on improving Party conduct, revised and implemented related code and its detailed implementing rules, issued bans on acts of hedonism and extravagance, investigated typical problems violating the eight-point decision since the 19<sup>th</sup> CPC National Congress, carried out special rectification of typical problems such as beer and skittles against rules, receipt and delivery of presents and cash gift against rules, and subsidy granting against rules, and

investigated any violation of Party disciplines once it was found. Throughout the year, 57 cases of violations were investigated, and 94 people were criticized, educated, helped, and dealt with. The Bank promoted burden reduction for the grassroots, and strove to improve the quality and efficiency of services to primary level branches. The Bank fought corruption with zero tolerance. The Party Committee insisted on promoting "three non-corruptions", continued to focus on special governance in key areas such as credit, financial and accounting operations, and personnel selection and employment, and at the same time addressed credit corruption problems in the field of grain purchase and sales. 217 people have been held accountable, and the corruption issues behind financial risks have been strictly investigated. Typical cases such as Jia Leng Case and Zhang Mei Case have been investigated and handled. The Bank focused on strengthening warning education. The Party Committee has established a normalized warning education mechanism, organized two system-wide centralized warning education conferences, held a warning education exhibition to combat corruption and uphold integrity in conjunction with the Discipline Inspection and Supervision Office of the CCDI and the NCS at the Bank, and invited experts to conduct special training on party discipline and laws. The Party Committee has deeply learned the lessons from the serious violations in the cases of Cai Esheng and He Xingxiang, promptly analyzed the serious violations of discipline and law cases of Yang Bailu and Jia Leng, used the cases to promote improvement and governance, and continuously strengthened the ideological defense line against corruption and preventing moral degeneracy.

## Corporate Governance System

The Ministry of Finance holds 100% of the Bank's equity, exercises rights and performs obligations in accordance with the relevant provisions of the "Articles of Association of the Agricultural Development Bank of China". In 2022, an endogenous supplementary capital of RMB26 billion was approved, providing strong support for the Bank's continued enhancement of capital strength and risk resistance. The Bank adheres to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and deeply studies and implements the spirit of the 20<sup>th</sup> National Congress, conscientiously implements the two "consistent" requirements and adheres to the political and people-oriented nature of financial work, and according to the provisions of the "Company Law", the "Articles of Association of the Agricultural Development Bank of China", and the "Measures for the Supervision and Administration of the Agricultural Development Bank of China", comprehensively implements financial policies and regulatory requirements, works toward the goal of building a modern and high-quality agricultural policy bank by promoting the implementation of the Bank's overall reform plan, and deepens the "eight reforms". All governance entities exercise their power and fulfill their obligations in accordance with the basic principles of independent operation, effective checks and balances, mutual cooperation, and coordinated operation, promoting the formation of a corporate governance mechanism featuring scientific decision-making, strong implementation, and effective supervision, so as to continuously improve the modernization level of governance system and governance capabilities.

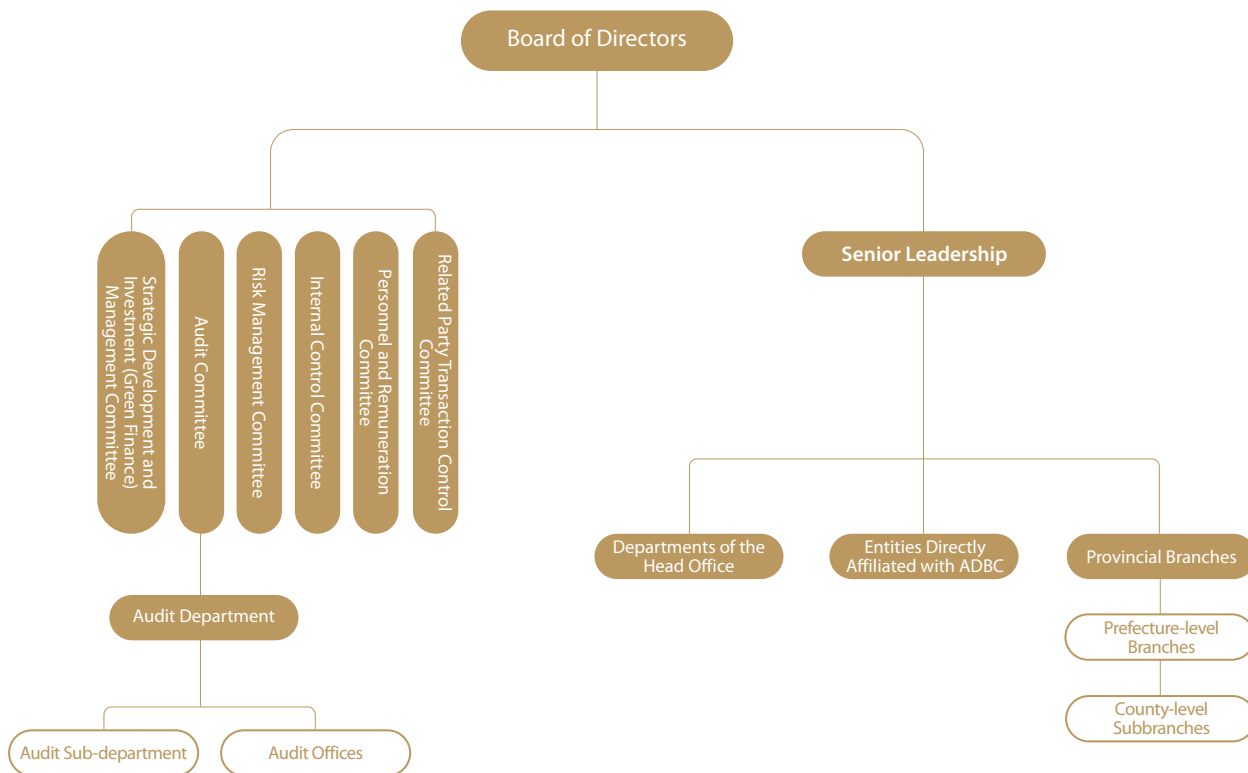
**The Bank comprehensively adheres to and strengthens the leadership of the Party.** The Party Committee of the Bank has a legal position in the corporate governance structure, plays the core role of "guiding the direction, managing the overall situation and promoting the implementation", and implements the leadership of the Party into all links of corporate governance. The Party Committee adheres to thinking in the larger picture, discussing major issues, and focusing on key issues, and performs its decision-making and gatekeeping responsibilities in major matter decision-making. It has issued the "List of Items Requiring Research and Approval and Prior Research and Approval by the CPC ADBC Committee", which specifies that 78 major issues of 33 categories need to be studied and discussed by the Party Committee before the Board of Directors makes decisions, ensuring that the Bank strictly implements the decisions, arrangements, and policies of the Party Central Committee and the State Council, so as to keep advancing in the right direction of high-quality development.

**Shareholders fully support corporate governance.** As the sole shareholder, the Ministry of Finance has exercised its rights and performed its obligations in accordance with the Bank's Articles of Association, providing strong support for improving the Bank's modern corporate governance mechanism; continued to support deepening reform and actively promoted the implementation of classified management two types of business and created favorable conditions for the Bank to better serve rural revitalization and support the stable production and supply of important agricultural products.

**The Board of Directors effectively plays a strategic decision-making role.** The Board of Directors fully implemented strategies of the 20<sup>th</sup> CPC National Congress on "agriculture, rural areas, and farmers" and financial work, operated in an orderly manner and performed its duties efficiently in accordance with the Bank's articles of association and regulatory measures, focused on improving the scientificity, standardization, and effectiveness of corporate governance, adhered to the mandate of agricultural policy bank, made every effort to serve and stabilize the economy, and established a special team for the work of directors to fully cooperate with the Bank's Party Committee in completing the central inspection and rectification work, giving full play to the scientific decision-making and strategic leadership role of the board of directors.

**Senior management pays close attention to implementation.** In accordance with the decisions of the Party Committee of the Head Office and the authorization of the Board of Directors, the Leadership has enhanced its political standing, strengthened its responsibility, actively explored and innovated, fully and efficiently performed its duties, ensured timely and efficient implementation of national policies, implementation of the will of the Party Committee and the resolutions of the Board of Directors, actively promoted the central inspection and rectification work, fully implemented the national economic stabilization package of policies and measures, fully served the economic stability, and made positive contributions to "agriculture, rural areas, and farmers".





## Board of Directors

### Responsibilities of Board of Directors

The Board of Directors assumes ultimate responsibility for operation and management, and performs its duties in accordance with relevant laws and regulations and the Articles of Association of the Bank. The main responsibilities include reviewing and approving medium and long-term development strategies, annual business plans and investment plans; formulating plans on adjusting the business scope and classification and submitting the plans to the State Council for approval in accordance with due procedures; formulating annual financial budget plans and accounting plans; reviewing and approving annual bond issuance plans; reviewing and approving capital management plans and capital replenishment tool issuance plans; formulating profit distribution schemes and plans on making up for losses; formulating plans on increasing or decreasing registered capital and submitting the plans to the State Council for approval in accordance with due procedures; formulating the plans on changing the Articles of Association of the Bank and submitting the plans to the State Council for approval in accordance with due procedures; formulating rules of procedure of the Board of Directors and its revision plan; reviewing and approving major projects including but not limited to major merger and acquisition, major investment, purchase and disposal of major assets, and major external guarantee (excluding bank guarantee business), etc.; making decisions on matters related to establishment, division and merger of provincial branches (subsidiaries) as well as change of capital fund; formulating plans on merger, division, dissolution or change of organizational form and submitting the plans to the State Council for approval in accordance with due procedures; deciding on appointment or dismissal of president, secretary to the board of directors and chief auditor; appointing or dismissing executive vice president, assistant president as well as other directors (excluding secretary to the board of directors and chief auditor) who shall be appointed or dismissed by the Board of Directors in accordance with laws and regulations by nomination of the president; deciding on the matters related to remuneration, performance appraisal, rewards and punishment of directors in accordance with relevant state regulations; reviewing and approving salary and performance appraisal system setup plans; deciding on the matters related to authorization to the chairman and executive directors; reviewing and approving basic management systems of risk management and internal control, etc.; reviewing and approving internal management structure, as well as plans on establishment, adjustment and cancellation of tier-one domestic and overseas branches of the Bank.



## Composition of Board of Directors

The Board of Directors of the Bank consists of 11 directors, including 3 Executive Directors (including the Chairman) and 8 Non-Executive Directors. The 8 Non-Executive Directors include 4 Ministry/Commission Appointed Directors and four Equity Directors.

The Board of the Bank has Strategic Development and Investment Management (Green Finance) Committee, Audit Committee, Risk Management Committee, Internal Control Committee, Personnel and Remuneration Committee, and Related Party Transaction Control Committee. Each specialized committee provides professional advice to the Board of Directors, is responsible to the Board of Directors, and gives full play to its decision-making and advisory role.

The **Strategic Development and Investment Management (Green Finance) Committee** formulates business management objectives and medium and long-term development strategies of the Bank, supervises and inspects the implementation of annual business plans and investment plans and the performance of environmental, social, and governance responsibilities, reviews the plans on changing the Articles of Association of Bank, annual financial budget plans and accounting plans, profit distribution schemes, plans on making up for losses, annual bond issuance plans, capital management plans, capital replenishment tool issuance plans, plans on increasing or decreasing registered capital, and major projects subject to approval from the Board of Directors, conducts research on the development of policy related businesses and supporting policies, reviews the plans on adjusting the business scope and classification, policies, systems and annual reports of the Bank on information disclosure, and the Green Finance strategy of the Bank, provides policy suggestions for the Board of Directors, reviews and approves rules and regulations which are related to the basic systems reviewed by the Committee and need to be submitted to the Board of Directors for review.

The **Audit Committee** examines important systems including the internal audit charter and work reports, reviews medium and long-term audit plans and annual audit plans, reviews the internal audit system setup and revision plans, guides, assesses and evaluates internal audit work, examines risk and compliance status, accounting policies, financial report procedures, and financial position, proposes recommendations for hiring and replacing external audit institutions, and reviews and approves internal audit related rules and regulations except for the internal audit charter which shall be reviewed by the Board of Directors.

The **Risk Management Committee** reviews basic risk management systems of the Bank, supervises the leadership's control over various risks and comprehensive risk management, regularly evaluates risk policies, management situation and risk tolerance capabilities, proposes suggestions for improving risk management, reviews and approves rules and regulations for risk management except for the basic risk management system which shall be reviewed by the Board of Directors, assesses risks that may arise from product development, major changes, changes of institution and business area, and major acquisitions and investments.

The **Internal Control Committee** supervises and evaluates the establishment and operation of the Bank's internal control system and the implementation effect of internal control measures, reviews the Bank's basic internal control system, annual anti-money laundering report, internal control appraisal report, etc., makes recommendations to the Board of Directors, and reviews and approves rules and regulations for internal control except for the basic internal control system that shall be reviewed by the Board of Directors.

The **Personnel and Remuneration Committee** formulates the procedures and criteria for the selection of directors and leadership members, makes preliminary review of the qualification of directors and leadership members, and puts forward suggestions to the Board of Directors; reviews the remuneration management regulations and policies of the Bank, and the plan for remuneration and performance appraisal system setup, formulates the plan for remuneration of directors and leadership members and proposed rewards and punishment matters, and supervises the implementation of such plan; reviews the internal management structure of the Bank, and the establishment, adjustment and cancellation of tier-one domestic and overseas branches; makes nominations of candidates for directors (including chairman), supervisors (including chairman of the board of supervisors) and general manager (president) dispatched to subsidiaries of the Bank.

The **Related Party Transaction Control Committee** is responsible for the management, review and approval of related party transactions and related party transaction risk control; examines material related party transactions and receives filing of general related party transactions; reviews the annual implementation of related party transaction regulations and the special audit result of related party transactions; reviews and approves regulations concerning related party transactions management, and approves other matters concerning related party transactions.

## Operation of the Board of Directors

In 2022, the Board of Directors strictly complied with the requirements of laws and regulations such as the Company Law, the Articles of Association of the Agricultural Development Bank of China, and the Measures for the Supervision and Administration of the Agricultural Development Bank of China, and conscientiously performed their duties. The Board comprehensively reviewed the three-year work of the first Board of Directors and successfully completed the transition of the Board of Directors on time. The Board held a total of 12 board meetings and 24 meetings of each special committee throughout the year, deliberating and reviewing 70 proposals, with a vote approval rate of 100%.

All Directors, in accordance with the Bank's Articles of Association and other provisions, have resolutely implemented major decisions and arrangements made by the Party Central Committee and the State Council, and actively assumed ultimate responsibility for operation and management; comprehensively understood the Bank's business development, conducted in-depth investigation and research at the grassroots level, and carefully considered various proposals; continuously strengthened their own construction, actively participated in various trainings, and improved their ability to perform their duties; abided by professional ethics and code of conduct, strictly implemented the spirit of the eight-point frugality code, performed their duties faithfully, diligently and honestly, and consciously safeguarded the reputation and image of the Board of Directors.

The Executive Directors prudently exercised the functions and powers entrusted to them by the Board of Directors, conscientiously performed their duties of participating in the meetings of the Board of Directors and special committees and fully participated in relevant meetings to ensure that the decisions of the Board of Directors comply with the major policies and regulatory requirements of the Party and the state, and the actual development of the Bank, resolutely implemented the resolutions of the Board of Directors, promptly translated the resolutions of the Board of Directors into various specific work measures of the Bank, and promoted efficient implementation of Board decisions by Leadership and business departments. The Ministry/Commission-appointed directors performed their duties on behalf of the national interests, urged implementation of the strategies and policies of the Party and the country, provided high-level opinions, suggestions, and work instructions for high-quality development of the Bank, promptly transmitted the strategy deployment of the Party and the country to the Bank and translated it into practical actions of the Bank, fully played the role of inter-ministerial coordination in major decisions, and effectively improved the Bank's ability to serve national strategies. Equity Directors diligently performed their duties and responsibilities, communicated closely with various departments of the Bank on behalf of the contributor, strictly ensured the integrity, standardization, and feasibility of various proposals, attended meetings of the Board of Directors and special committees in strict accordance with regulations, impartially and objectively expressed their opinions, and exercised their voting rights in accordance with the law. At the same time, in accordance with the relevant requirements of the Ministry of Finance and in combination with the Bank's key work and tasks in 2022, Equity Directors conducted in-depth investigation and research, and the relevant results produced strong policy foresight, theoretical guidance, and work relevance, providing important policy recommendations for scientific decision-making of the Board of Directors and reform and development of the Bank.

## Internal Audit

**Audit supervision was carried out in a solid manner.** Focusing on the rectification tasks of the central inspection, the Audit Department fully played the role of internal audit supervision and inspection, conducted audits on the rectification of prominent credit and accounting issues fed back by central inspection, as well as key issues in some provincial branches, and promoted the deepening and implementation of the rectification of issues. Focusing on implementation of the decisions of the Party Central Committee and the State Council, and in combination with the Bank's key loan products, the Audit Department conducted audits of grain, cotton, and edible oil policy directive reserve loans, industrial customer loans, medium- and long-term loans for agricultural and rural infrastructure, and agricultural loans for member enterprises of key real estate enterprise groups, focusing on whether loan projects deviate from the functional positioning of ADBC, and promoting the implementation of systems to address key nodes in credit management. Focusing on preventing and resolving potential risks, the Audit Department has carried out audits of key credit risk areas, key construction funds, the effectiveness of loan mortgage guarantee measures, and non-performing loans, to firmly adhere to the risk bottom line of high-quality development. At the same time, the Audit Department has conducted audit research on special mention loans in some provincial branches to reveal hidden risks. Focusing on the effectiveness of corporate governance and internal control throughout the Bank, the Audit Department conducted audits on interbank lending business, centralized procurement management, performance appraisal, salary management, and information technology, and analyzed and evaluated the compliance of various internal management procedures. Centering on the standardized operation of power, the Audit Department adhered to the principle of "equal responsibility and equal audit", timely carried out the economic responsibility audit of leaving office in accordance with the requirements of the Party Committee of the Head Office, explored and carried out the "person in charge" audit during term of office in some provincial branches, and provided reference for the selection and appointment of cadres of the Party Committee of the Head Office.

**Integrated rectification continued to strengthen.** The Audit Department gave full play to the role of "bridge and tie", persistently completed communication and cooperation, carefully sorted out the main issues, risks, and regulatory opinions reflected by external supervision, promptly established a rectification list to break down the rectification tasks to various departments and relevant provincial branches, summarized improvement progress, and submitted the rectification reports. The Audit Department issued the *Implementation Plan for the Task Division of the Integrated Rectification Long Term Mechanism*, carried out systematic input work on external supervision and inspection issues and rectification situations, urged centralized rectification of outstanding issues, updated rectification progress, and implemented rectification responsibilities.

**Audit quality and efficiency have been steadily improved.**

Optimizing audit quality control, the Audit Department issued the *Quality Assessment and Evaluation Plan for Internal Audit Projects*, and conducted quality assessments on key audit projects, giving full play to the baton effect of "promoting audit through examination". Standardizing the process of cross audit and close supervision services, the Audit Department issued the *Guidelines for Close Supervision Services* and the *Notice on Issues Related to Cross Audit in Different Places*, clarified the work content, workflow, and guarantee mechanism of cross audit and close supervision services, and further improved audit independence and consulting service function. Adhering to strengthening audit through science and technology, the Audit Department completed the research and development of the off-site audit system (Phase II), explored the "data analysis + on-site verification" mode to obtain risk clue in advance by conducting targeted off-site audits before key audits, so as to further improve the efficiency of on-site audits.



# Fulfill Social Responsibilities

## Implement Inclusive Finance

The Bank has conscientiously implemented the decisions and arrangements of the Party Central Committee and the State Council on inclusive finance, implemented the requirements of “stabilizing services, optimizing structures, improving quality and efficiency, and adhering to the bottom line” in accordance with the work arrangements of regulators such as the People’s Bank of China and the China Banking and Insurance Regulatory Commission, focused on the key areas such as inclusive small and micro loans, consolidating and expanding the achievements of fight against poverty, and “agriculture, rural areas, and farmers”, and continued to increase investment in such areas. At the end of 2022, the balance of agricultural loans amounted to RMB7,279.230 billion, accounting for 95.60% of all loans (discounting and inter-bank discounting not included) across the Bank, with a net increase of RMB989.175 billion compared to the beginning of the year, setting a record high.

Fully promoting the service optimization of small and micro enterprises, the Bank invested RMB55.890 billion in inclusive small and micro loans throughout the year. The growth rate of loan balance was 12 percentage points higher than the average loan growth rate of the entire Bank. There were 12,700 more customers with balance than at the beginning of the year, and the “two increases” goal required by regulators was fully achieved.

Implementing enterprise assistance, the Bank has established a Long-term Mechanism for Boosting Financial Sector’s Confidence, Willingness, Capability, and Expertise in Lending to Micro and Small Enterprises. The Bank has introduced a series of differentiated policies, implemented a moratorium on repayment of principal and interest for loans of RMB5.271 billion, and implemented the first year’s preferential pricing policy for 3,681 new enterprise customers, providing support for inclusive small and micro enterprises in terms of “volume increase, area expansion, and cost reduction.”

Strengthening fintech empowerment, the Bank launched a full process digital intelligent loan system, achieving a breakthrough in digital loan processing, and for the first time achieved full cycle and full process online processing of credit business. Throughout the year, RMB31.860 billion of inclusive small and micro loans were granted online, and the approval time limit was shortened from one month to one minute. The coverage, availability, and satisfaction of financial services were significantly improved.



Inclusive small and micro loans  
granted online throughout the year

RMB **31.86** billion

## Enthusiastic about Social Welfare

In 2022, the bank-wide public welfare relief donation fund expenditure was RMB46 million, mainly used to consolidate and expand the effective connection between fight against poverty achievements and rural revitalization, such as ADBC’s paired assistance (counterpart support) in maintenance and transformation of infrastructure in counties, support for characteristic industries, rural compulsory education awards and subsidies and assistance, improvement of medical conditions, and other inputs.

A special poverty relief donation of RMB116,800 was made, mainly for assisting eADBC’s employees who suffer from major diseases or irresistible natural disasters or major accidents that caused serious difficulties in their basic family life.

From March to May, Youth League branches at all levels throughout the Bank organized Tree Planting Month activity. A total of over 3,000 Youth League Members participated in the activity, planting over 10,000 trees.

The Bank organized a series of public service activities under the theme “Celebrating the Centennial of the Communist Youth League Building, Learning from Lei Feng about Dedication”. League branches at all levels throughout the Bank carried out volunteer activities such as environmental protection publicity, garbage collection, and river patrol. A total of 13,000 Youth League Members participated in the activity, which lasted for over 10,000 hours.

Voluntary public welfare activities were organized in Lingchong Village, Jinping, Guizhou, a designated support unit of ADBC. Through activities such as collecting garbage and promoting waste classification methods with local villagers, the Bank further fulfilled its social responsibilities and displayed a good image.

We have set up youth volunteer service points and Youth League contact points for the Head Office Youth League Committee in five designated (counterpart) support units of the Head Office, including in Guizhou Jinpin, Yunnan Maguan, Jilin Da’an, Guangxi Longlin, and Jiangxi Nanfeng. We have organized youth volunteers throughout the Bank to extensively carry out voluntary services, research and public welfare activities around the themes of “Jointly Building a Beautiful Village”, “Promoting Mandarin”, “Exploring a New Path to Rural Revitalization”, “Caring for Young People”, and “Raising Awareness of Health and Environmental Protection”.

## Caring about Employee Growth

The Bank promoted the improvement of quality and efficiency of cadre education and training around the “three focuses”. **Focusing on improving political ability**, the Bank comprehensively and deeply conducted ideological education and training on learning and implementing Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, held a presentation meeting on learning and implementing the spirit of the 20<sup>th</sup> CPC National Congress, invited members of the central propaganda group to explain and interpret the spirit of the 20<sup>th</sup> CPC National Congress, and organized centralized rotation training for party members and leading cadres at or above the department level and systematic training for party members and cadres in stages and batches. **Focusing on fulfilling our responsibilities and missions**, the Bank promoted implementation of major decisions and deployments by the Party Central Committee, and carried out training on serving national strategies, promoting the implementation of major decisions and deployments, and improving credit business capabilities, to enhance ability to serve national strategies. **Focusing on integrating training resources**, the Bank has continuously strengthened management of part-time teachers, development of teaching materials and courses, and development and use of ADBC E College. The Bank has selected 176 part-time teachers from the Head Office, and purchased and produced 78 high-quality courses and supporting teaching materials such as “Leader on the Altar”. 495,200 employees received training, 110 online exams were held and 550,000 online training hours were recorded throughout the year.

**The Bank organized and carried out consolation activities to “assist in COVID-19 prevention and control and high-quality development”.** The Trade Union of the Head Office arranged RMB3 million as consolation fund and allocated to provincial branches with heavy work and tasks and great contribution to agriculture in the first half of the year, and the department leaders personally led teams to Shandong, Anhui and other provincial branches, to express solidarity with front-line staff and encourage them to work hard.

**The Bank strengthened trade union expenditure towards the front line, and gave full play to the role of special expenditures.** The Trade Union of the Head Office has allocated a total of RMB1.39 million of special disaster relief subsidies to 9 branches in Shaanxi, Shanghai, Shandong, etc.; actively carried out precision rescue work, and throughout the year, distributed a total of RMB4.152 million to 34 extremely poor workers, with the highest per capita amount in recent years, and significant improvement in rescue power and accuracy; and during the “Double Festivals” period, it offered support worth RMB10.09 million to 4,833 employees throughout the system to convey the care of the Party and Trade Union.

**The Bank carried out pilot work on employee psychological care.** The Trade Union of the Head Office held psychological counseling lectures via video link on family value and parent-offspring relations for the whole bank; provided video lectures on “Psychological Adjustment in COVID-19” for Shanghai and Shandong branches; and held a mental health lecture for cadres stationed in villages in Xinjiang, and more than 20,000 employees of the entire bank listened to the lecture online, effectively alleviating the stress and anxiety of employees during COVID-19.

## Green and Low-carbon Operation

The Bank has deeply implemented the new development concept, carried out cooperation with Beijing Green Exchange around the goal of achieving carbon peaking and carbon neutrality in operations, deeply promoted research on green and low-carbon transition of operations, and proposed relevant suggestions for operations from both theoretical and practical perspectives. Green and low-carbon operations were implemented throughout the Bank. The Bank issued the *Implementation Plan for Deepening Green and Low-carbon Operations and Solidly Promoting Carbon Peaking and Carbon Neutrality*, and developed a roadmap for implementing carbon peaking and carbon neutrality in operations. The Bank carried out top-level design of green office and issued the *Agricultural Development Bank of China Office Digitalization Development Plan for 2022-2025*, and clearly promoted the deepening of low-carbon and paperless green office with the goal of “overall improvement of green office efficiency”.

**The Bank strengthened application of digital tools.** Efforts were made to comprehensively improve the proportion of online processing, and shorten the chain of official document circulation and event approval processes. More than 1.92 million electronic documents were processed throughout the year, about 70,000 pages of various shared information and materials were released. As a result, a total of 11.4 million sheets of paper were saved, equivalent to 145 tons in carbon emissions cuts.

**The Bank actively promoted online seal management,** replaced the original collection management and off-line approval mode of the physical seal at county level branches, greatly reducing personnel and vehicle usage expenditure and carbon emissions from physically circulating materials.

**The Bank continuously promoted paperless office.** Efforts were made to improve mobile office support capability. The daily active usage of mobile office software has reached over 15,000 person-times.

**The Bank fully promoted green meeting.** It is estimated that the total amount of paper saved for various non-confidential meetings of the Head Office throughout the year was about 1.3867 million pages. The Head Office held 16 bank-wide systematic meetings through videolink, accounting for 94% of such meetings. The proportion of meetings held by other branches through videolink has also significantly increased, with the Zhuhai Fintech Center holding 1,099 online video conferences throughout the year, greatly saving travel expenses.

**The Bank actively promoted “green printing”.** Measures such as increasing the use of environmentally friendly consumables, double-sided paper printing, and setting all printing equipment to a power saving mode have been taken to improve the efficiency of resource use and enhance environmental protection effect.

**The Bank advocated green and low-carbon lifestyle.** Practicing the concept of green development through actions is encouraged. The Bank promoted energy-saving throughout the system, prioritized the use of energy-saving products, reduced energy consumption in buildings, resolutely curbed food and beverage waste, and strengthened reduction of domestic waste at the source.



# Important Matters

01

On January 4, the Bank was awarded as one of the "Top 100 Self-operated Clearing Companies" by China Central Depository & Clearing Co., Ltd. for the first time.

On January 12, Vice Premier Liu He of the State Council gave important instructions on the 2021 Work Report of ADBC, fully affirming the work of ADBC to serve rural revitalization and take overall responsibility. On the 13th, Premier Li Keqiang and Vice Premier Hu Chunhua of the State Council issued important instructions on the 2021 Work Report of ADBC respectively, fully affirming the new achievements made by ADBC in supporting the production, collection and storage of grain and important agricultural products, serving rural revitalization, consolidating fight against poverty achievements, and promoting coordinated regional development.

From January 19 to 21, the 1<sup>st</sup> meeting of the Bank's first Board of Directors was held.

On January 20 and 27, February 16, April 29, June 9, 16 and 28, the *Memorandum of Understanding on Cooperation between Agricultural Development Bank of China and Central Asian Regional Economic Cooperation Institute*, the *Strategic Cooperation Agreement between Agricultural Development Bank of China and China Communications Construction Group Co., Ltd.*, the *Strategic Cooperation Agreement between Agricultural Development Bank of China and China Forestry Group Corporation*, and the *Modernization of Agriculture and Rural Areas + Green Finance* Strategic Cooperation Agreement between Agricultural Development Bank of China and China National Chemical Engineering Group Corporation Ltd on Serving Rural Revitalization, "Strategic Cooperation Agreement between Agricultural Development Bank of China and Ministry of Water Resources, Strategic Cooperation Agreement between the Agricultural Development Bank of China and China National Agricultural Development Group Co., Ltd.", and the *Strategic Cooperation Agreement between Agricultural Development Bank of China and China Metallurgical Group Corporation* were signed respectively.

From January 24 to 25, the 2022 annual work conference was held.

02

From February 17 to 21, the 2nd meeting of the Bank's first Board of Directors was held.

On February 18, a bank-wide meeting on party conduct and clean government construction and discipline inspection and supervision was held.

On February 26, the RMB cross-border payment platform of ADBC and the smart loan system of small and micro loans were launched. On September 3, 23, 28, and 30, the financial monitoring and early warning platform, the VAT invoice management system for small and micro online businesses, the intelligent data analysis platform, and the precise assistance loan management system of ADBC were launched respectively. On November 4, 18, and 23, the party fee financial management system, petition management system, and the first phase of the physical asset management system of ADBC were launched respectively. On November 26, the futures deposit depository business system and ADBC digital intelligence letter verification system of ADBC were launched. On December 26, ADBC customer database system was launched.

On February 28, a mobilization and deployment meeting was held to implement the central inspection and rectification work, convey the spirit of learning and implementing the important instructions of General Secretary Xi Jinping, the Eighth Round of Central Inspection and Centralized Feedback Conference of the 19<sup>th</sup> CPC Central Committee and the spirit of inspection feedback from the Eighth Central Inspection Team, and mobilize and deploy the implementation of the central inspection and rectification work.

03

On March 1 and 11, August 11 and November 17, the *Cooperation Framework Agreement between the People's Government of Jilin Province and Agricultural Development Bank of China*, the *Strategic Cooperation Agreement between the People's Government of Heilongjiang Province and Agricultural Development Bank of China to Support Heilongjiang in Comprehensively Promoting Rural Revitalization and Taking the Lead in Realizing Agricultural Modernization during the 14<sup>th</sup> Five-Year Plan Period*, the *Strategic Cooperation Agreement between the People's Government of Shandong Province and Agricultural Development Bank of China on Policy Financial Support for Ecological Conservation and High-quality Development of the Yellow River Basin in Shandong Province*, and the *Strategic Cooperation Agreement between the People's Government of Guangxi Zhuang Autonomous Region and Agricultural Development Bank of China on Jointly Promoting High-quality Development in Guangxi* were signed respectively.

On March 11, the *Work Plan for the Reform of Eight Key Areas in 2022* was issued. On March 31, the *Activity Plan of Agricultural Development Bank of China for Promoting Reform Publicity in Eight Key Areas* was issued. On June 17, an evaluation and reporting meeting on reform in eight key areas was held. On July 14, the *Circular on the Overall Progress of Reform in the Eight Key Areas* was issued. On July 29, a series of video lectures on *Reform Publicity in Eight Key Areas* were launched.

On March 29, the 3rd meeting of the Bank's first Board of Directors was held.

On March 30, the Bank officially settled in the flagship store of the Chinese Bond Dr. Quant brand, providing investment institutions with one-stop information platform services such as issuance, valuation, and index of agricultural bonds through the official release channel of the Chinese Bond Price Index product of the Chinese Bond Financial Valuation Center.

From March 30 to April 1, a training course was held to learn and implement the spirit of the Sixth Plenary Session of the 19<sup>th</sup> Central Committee of the Communist Party of China, with attendance from a total of over 9,500 party members, leading cadres at or above the deputy division level, and team members at county-level subbranches of the entire bank.

04

In April, the Beijing Federation of Trade Unions awarded the "2022 Capital Labor Award" to the China Agricultural Development Key Construction Fund Company, a wholly-owned subsidiary of ADBC.

On April 28, the 4th meeting of the Bank's first Board of Directors was held.

05

On May 8, the national centralized operation of ADBC was fully launched.

On May 20, the 5th meeting of the Bank's first Board of Directors was held.

From May 31 to June 1, the 6th meeting of the Bank's first Board of Directors was held.

06

On June 13, the *Notice on Implementing Measures to Serve and Stabilize the Economic Market and Strive to Accelerate Credit Extension* was issued, and 30 supporting measures were issued to fully serve and stabilize the economic market.

On June 27, special report on green finance titled *Green Finance Report 2021* was released for the first time.

07

On July 1, Qian Wenhui, Secretary of CPC ADBC Committee and Chairman of the Board of Directors, gave a special party lesson on "July 1" to cadres and employees throughout the Bank under the theme of "Holding High the Great Banner, Strengthening the Mission, Advancing the New Journey and Building Merits in the New Era as a Gift to the 20<sup>th</sup> National Congress".

On July 5, the People's Bank of China and the China Banking and Insurance Regulatory Commission issued the *Notice on the Evaluation Results of Financial Institutions Serving Rural Revitalization in 2021*, clarifying that ADBC won the "Excellent" grade in the evaluation of financial institutions serving rural revitalization in 2021.

On July 7, Mr. Zhang Baojiang became Member of CPC ADBC Committee and Executive Vice President of Agricultural Development Bank of China. On September 29, Mr. Zhang Baojiang's qualification as Executive Vice President was approved by the China Banking and Insurance Regulatory Commission.

On July 14, the 2022 mid-year work conference was held.

On July 18, the 7th meeting of the Bank's first Board of Directors was held.

On July 20, the China Banking and Insurance Regulatory Commission officially approved the establishment of the China Agricultural Development Infrastructure Fund. On July 21, the first China Agricultural Development Infrastructure Fund of RMB500 million was successfully launched. As of August 20, the first phase of the China Agricultural Development Infrastructure Fund of RMB90 billion was released. As of September 16, the second phase of the China Agricultural Development Infrastructure Fund of RMB100 billion was released. As of October 12, the China Agricultural Development Infrastructure Fund of RMB245.9 billion has been fully released, supporting 1,677 infrastructure projects, involving a total investment of nearly RMB3 trillion.

From July 20 to 21, the 8th meeting of the Bank's first Board of Directors was held.

08

On August 2, the 9th meeting of the Bank's first Board of Directors was held.

On August 28, the new generation credit management system of ADBC was successfully launched.

On August 31, the 10th meeting of the Bank's first Board of Directors was held.

09

On September 16, the 1st meeting of the second Board of Directors was held.

In September, the *Decision on Commending the Fifth Most Beautiful ADBC Personnel* was issued, and 10 comrades including Jing Shouwen were awarded the honorary title of "Most Beautiful ADBC Personnel".

10

From October 16 to 22, Qian Wenhui, Secretary of CPC ADBC Committee and Chairman of the Board of Directors, attended the 20<sup>th</sup> National Congress of the Communist Party of China.

On October 17, the Bank became a member unit of the Inclusive Finance Working Committee of the China Banking Association.

In October, the *Introduction to Agricultural Policy Banks in China* organized and written by the Agricultural Development Bank of China was published and published by China Financial Publishing House.

At the end of October, the annual loan increment exceeded RMB1 trillion for the first time. At the end of 2022, the entire bank accurately completed the annual loan plan of RMB1,050 billion approved by the People's Bank of China, with the loan increment approaching twice that of 2021. The year-end loan balance was RMB7.74 trillion, with significant results in serving the overall economic stability.

11

On November 4, the Bank held a mobilization and deployment meeting for learning, publicizing, and implementing the spirit of the 20<sup>th</sup> National Congress; *Notice of the Committee of the Communist Party of Agricultural Development Bank of China on Seriously Studying, Publicizing, and Implementing the Spirit of the 20<sup>th</sup> National Congress of the Communist Party of China* was issued.

On November 11, the bank was awarded the Best Case Award in the "Third Global Poverty Reduction Case Collection Activity".

12

On December 1, Mr. Xu Hao became Member of CPC ADBC Committee and Executive Vice President of Agricultural Development Bank of China; On March 2, 2023, Mr. Xu Hao's qualification as Executive Vice President was approved by the China Banking and Insurance Regulatory Commission.

On December 19, the Hainan Southern Breeding and Seed Industry Investment Fund Limited Partnership, initiated and established by Modern Seed Industry Development Fund Co., Ltd. and Beijing Shining Investment Management Company Ltd., completed the delivery of all the initial investment funds on December 27.

On December 30, the 2nd meeting of the second Board of Directors was held.

In 2022, the Bank issued a total of RMB1,669.99 billion of financial bonds domestically, with annual bond issuance exceeding one trillion for eight consecutive years and over RMB1.5 trillion for the past three years. The stock of bond funds accounted for over 70% of the total assets of the whole bank.

# Audit Report

[English Translation for Only Reference]  
Xin Kuai Shi Bao Zi[2023]No.ZA30849

To Agricultural Development Bank of China,

## I. Audit Opinion

We have audited the financial statements of Agricultural Development Bank of China ("the Bank"), which comprise the consolidated and bank balance sheets as at 31 December 2022, and the consolidated and bank income statements, consolidated and bank statements of changes in equity and the consolidated and bank statements of cash flows for the year then ended, and the notes to financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated and bank financial positions of the Bank as at 31 December 2022, and their financial performance and cash flows for the year then ended in accordance with the requirements of Accounting Standards for Business Enterprises.

## II. Basis for Audit Opinion

We conducted our audit in accordance with China Standards on Auditing ("CSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Bank in accordance with the Code of Ethics for Professional Accountants of the Chinese Institute of Certified Public Accountants ("the Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### III. Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management of the Bank is responsible for the preparation and fair presentation of these financial statements in accordance with Accounting Standards for Business Enterprises, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

### IV. Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether these financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with China Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

(I) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(II) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

(III) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



## **IV. Responsibilities of Certified Public Accountants for Audit of Financial Statements (Continued)**

(IV) Conclude on the appropriateness of the management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in these financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.

(V) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

(VI) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Bank to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO China Shu Lun Pan Certified Public Accountants LLP

Shanghai, China

May 10, 2023

# Financial Reports

## Balance Sheet

Unit: RMB 100 million

| Item                                                   | End of 2022      | End of 2021      |
|--------------------------------------------------------|------------------|------------------|
| <b>Assets:</b>                                         |                  |                  |
| Cash and balances with central banks                   | 1,098.50         | 1,024.29         |
| Precious metals                                        | 0.00             | 0.00             |
| Deposits with banks                                    | 3,642.23         | 5,365.67         |
| Placements with banks and other financial institutions | 616.60           | 699.70           |
| Derivative financial assets                            | 0.00             | 0.00             |
| Financial assets purchased under resale agreements     | 427.11           | 989.90           |
| Other receivables                                      | 13.50            | 15.38            |
| Loans and advances to customers                        | 74,360.78        | 64,276.36        |
| Financial investments                                  | 9,718.72         | 6,559.57         |
| Trading financial assets                               | 2,413.56         | 2,324.55         |
| Debt investments                                       | 7,248.89         | 4,182.82         |
| Other debt investments                                 | 0.00             | 0.00             |
| Other equity instrument investments                    | 56.27            | 52.20            |
| Long-term equity investment                            | 9.68             | 21.03            |
| Fixed assets                                           | 140.87           | 136.31           |
| Construction in progress                               | 23.75            | 25.32            |
| Right-of-use asset                                     | 6.16             | 6.87             |
| Intangible assets                                      | 9.22             | 8.37             |
| Goodwill                                               | 0.18             | 0.18             |
| Long-term prepaid expenses                             | 0.55             | 0.61             |
| Capital for debt payment                               | 1.23             | 2.24             |
| Deferred tax assets                                    | 747.18           | 656.42           |
| Other assets                                           | 47.73            | 45.17            |
| <b>Total assets</b>                                    | <b>90,863.99</b> | <b>79,833.41</b> |
| <b>Liabilities:</b>                                    |                  |                  |
| Borrowings from central banks                          | 7,464.40         | 5,719.19         |
| Deposits from banks and other financial institutions   | 595.70           | 82.80            |
| Placements from banks                                  | 163.54           | 0.00             |
| Derivative financial liabilities                       | 0.00             | 0.00             |
| Financial assets sold under repurchase agreements      | 40.01            | 0.00             |
| Due to customers                                       | 12,201.52        | 10,233.22        |

**Balance Sheet**

Unit: RMB 100 million

| Item                                                           | End of 2022      | End of 2021      |
|----------------------------------------------------------------|------------------|------------------|
| Employee benefits payable                                      | 107.26           | 94.73            |
| Taxes payable                                                  | 125.40           | 122.47           |
| Other payables                                                 | 17.27            | 14.43            |
| Lease liabilities                                              | 6.08             | 6.67             |
| Estimated liabilities                                          | 178.27           | 126.22           |
| Debt securities issued                                         | 67,398.20        | 61,188.90        |
| Deferred tax liabilities                                       | 0.39             | 0.00             |
| Other liabilities                                              | 28.72            | 28.11            |
| <b>Total liabilities</b>                                       | <b>88,326.76</b> | <b>77,616.74</b> |
| Equity:                                                        |                  |                  |
| Paid-in capital                                                | 1,770.00         | 1,510.00         |
| Other equity instruments                                       | 0.00             | 0.00             |
| Capital reserve                                                | 0.17             | 0.12             |
| Other comprehensive income                                     | 0.20             | 1.32             |
| Surplus reserve                                                | 226.27           | 200.02           |
| General reserve                                                | 240.00           | 240.00           |
| Undistributed profits                                          | 289.00           | 264.94           |
| <b>Total equity attributable to equity holders of the bank</b> | <b>2,525.65</b>  | <b>2,216.40</b>  |
| Non-controlling interests                                      | 11.59            | 0.26             |
| <b>Total owner's equity</b>                                    | <b>2,537.23</b>  | <b>2,216.66</b>  |
| <b>Total liabilities and owner's equity</b>                    | <b>90,863.99</b> | <b>79,833.41</b> |

**Income Statement**

Unit: RMB 100 million

| Item                               | 2022     | 2021     |
|------------------------------------|----------|----------|
| I. Operating revenue               | 1,281.85 | 1,029.78 |
| (I) Net interest income            | 1,216.70 | 1,041.68 |
| Interest income                    | 3,525.38 | 3,223.35 |
| Interest expenses                  | 2,308.68 | 2,181.66 |
| (II) Net fee and commission income | -2.89    | -1.79    |
| Fee and commission income          | 0.46     | 0.88     |
| Fee and commission expense         | 3.35     | 2.68     |

| Income Statement                                                                                                      |        | Unit: RMB 100 million |  |
|-----------------------------------------------------------------------------------------------------------------------|--------|-----------------------|--|
| Item                                                                                                                  | 2022   | 2021                  |  |
| (III) Investment income (loss expressed with "-")                                                                     | 39.08  | 37.67                 |  |
| Including: Share of profits of associates and joint ventures                                                          | 0.45   | -0.66                 |  |
| (IV) Net (loss)/gain from changes in fair value (loss expressed with "-")                                             | 22.74  | -53.46                |  |
| (V) Net (loss)/gain from foreign exchange (loss expressed with "-")                                                   | 1.72   | 1.08                  |  |
| (VI) Other operating income                                                                                           | 0.26   | 0.33                  |  |
| (VII) Income from disposal of assets (loss expressed with "-")                                                        | 3.90   | 3.83                  |  |
| (VIII) Other Incomes                                                                                                  | 0.34   | 0.44                  |  |
| II. Operating expenses                                                                                                | 888.62 | 730.45                |  |
| (I) Taxes and surcharges                                                                                              | 15.25  | 13.78                 |  |
| (II) Operating and administrative expenses                                                                            | 288.50 | 287.75                |  |
| (III) Credit impairment losses (reversed amount expressed with "-")                                                   | 580.98 | 426.86                |  |
| (IV) Other impairment losses on assets (reversed amount expressed with "-")                                           | 0.00   | -0.79                 |  |
| (V) Other operating costs                                                                                             | 3.89   | 2.85                  |  |
| III. Operating profit (loss expressed with "-")                                                                       | 393.23 | 299.33                |  |
| Add: Non-operating income                                                                                             | 1.28   | 1.03                  |  |
| Less: Non-operating expenses                                                                                          | 1.79   | 1.65                  |  |
| IV. Profit before taxation (loss expressed with "-")                                                                  | 392.72 | 298.70                |  |
| Less: Income tax expenses                                                                                             | 82.17  | 50.58                 |  |
| V. Net profit (loss expressed with "-")                                                                               | 310.55 | 248.12                |  |
| Net profit attributable to equity holders of the bank                                                                 | 310.31 | 248.08                |  |
| Net profit attributable to non-controlling interests                                                                  | 0.24   | 0.04                  |  |
| VI. Other comprehensive income, net of tax                                                                            | -1.12  | 0.74                  |  |
| (I) Other comprehensive income attributable to equity holders of the bank, net of tax                                 | -1.12  | 0.74                  |  |
| 1. Other comprehensive income that will not be reclassified to profit or loss                                         | -0.70  | 0.65                  |  |
| 2. Other comprehensive income that may be reclassified subsequently to profit or loss                                 | -0.42  | 0.09                  |  |
| Including: Other comprehensive income that may be reclassified subsequently to profit or loss under the equity method | -0.42  | 0.09                  |  |
| (II) Other comprehensive income attributable to non-controlling interests, net of tax                                 | 0.00   | 0.00                  |  |
| VII. Total comprehensive income for the period                                                                        | 309.43 | 248.86                |  |
| Total comprehensive income attributable to equity holders of the bank                                                 | 309.19 | 248.82                |  |
| Total comprehensive income attributable to non-controlling interests                                                  | 0.24   | 0.04                  |  |



| Statement of Cash Flows                                                                                    |  | Unit: RMB 100 million |           |
|------------------------------------------------------------------------------------------------------------|--|-----------------------|-----------|
| Item                                                                                                       |  | 2022                  | 2021      |
| I. Cash flow from operating activities:                                                                    |  | —                     | —         |
| Net increase in due to customers and deposits from banks and other financial institutions                  |  | 2,475.13              | -422.73   |
| Net increase in borrowings from central banks                                                              |  | 1,738.56              | -2,054.18 |
| Net increase in Placements from banks                                                                      |  | 124.65                | -71.40    |
| Cash received from interests, fee and commissions                                                          |  | 3,512.30              | 3,209.14  |
| Cash received from other operating activities                                                              |  | 605.16                | 26.65     |
| Subtotal of cash inflows from operating activities                                                         |  | 8,455.80              | 687.48    |
| Net increase in loans and advances to customers                                                            |  | 10,565.26             | 5,452.62  |
| Net increase in balances with central banks and deposits with banks                                        |  | -3,699.34             | 1,475.54  |
| Cash paid for interests, fee and commissions                                                               |  | 268.45                | 271.65    |
| Cash paid to and on behalf of employees                                                                    |  | 204.60                | 218.92    |
| Taxes paid                                                                                                 |  | 296.19                | 280.08    |
| Cash paid for other operating activities                                                                   |  | 59.91                 | -399.86   |
| Subtotal of cash outflows from operating activities                                                        |  | 7,695.07              | 7,298.95  |
| Net cash flow from operating activities                                                                    |  | 760.73                | -6,611.47 |
| II. Cash flow from investing activities:                                                                   |  | —                     | —         |
| Cash received from disposal of investments                                                                 |  | 8,385.23              | 6,722.79  |
| Cash received from returns on investments                                                                  |  | 161.53                | 190.82    |
| Cash received from other investing activities                                                              |  | 14.54                 | 4.16      |
| Subtotal of cash inflows from investing activities                                                         |  | 8,561.31              | 6,917.77  |
| Cash paid for purchase of financial investments                                                            |  | 11,528.53             | 5,545.36  |
| Cash paid for the purchase and construction of fixed assets, intangible assets, and other long-term assets |  | 18.03                 | 15.65     |
| Cash paid for other investing activities                                                                   |  | 0.00                  | 6.64      |
| Subtotal of cash outflows from investing activities                                                        |  | 11,546.56             | 5,567.64  |
| Net cash flow from investing activities                                                                    |  | -2,985.25             | 1,350.12  |
| III. Cash flow from financing activities:                                                                  |  | —                     | —         |
| Cash received from debt securities issued                                                                  |  | 16,559.75             | 16,563.34 |
| Cash received from other financing activities                                                              |  | 0.00                  | 0.00      |
| Subtotal of cash inflows from financing activities                                                         |  | 16,559.75             | 16,563.34 |
| Cash paid for repayment of debt securities                                                                 |  | 10,505.01             | 9,248.73  |
| Cash paid for distribution of dividends and profits or payment of interests                                |  | 1,876.41              | 1,825.73  |
| Cash paid for other financing activities                                                                   |  | 2.43                  | 0.00      |
| Subtotal of cash outflows from financing activities                                                        |  | 12,383.85             | 11,074.46 |
| Net cash flow from financing activities                                                                    |  | 4,175.90              | 5,488.88  |
| IV. Effect of exchange rate fluctuation on cash and cash equivalents                                       |  | 1.68                  | -0.32     |
| V. Net increase in cash and cash equivalents                                                               |  | 1,953.06              | 227.22    |
| Add: Cash and cash equivalents at beginning of year                                                        |  | 2,169.69              | 1,942.47  |
| VI. Cash and cash equivalents at end of year                                                               |  | 4,122.75              | 2,169.69  |

## Basis of Preparation of Financial Statements and Statement on Compliance with Accounting Standards for Business Enterprises

The financial statements have been prepared on the basis of going-concern assumption in accordance with the Accounting Standards for Business Enterprises and other relevant regulations (ASBEs) promulgated by the Ministry of Finance. These financial statements are in compliance with the requirements of the ASBEs, and truly and accurately reflect the Group's and ADBC's financial positions as of December 31, 2022 and its operating results and cash flows for 2022.

## Significant Accounting Policies and Accounting Estimates

### (I) Accounting Period

The Group adopts the calendar year from each January 1 to December 31 as its accounting year.

### (II) Recording Currency

ADBC and its subsidiaries adopt RMB as its reporting currency. Foreign currency business is accounted separately and such currencies are converted to RMB when preparing the financial statements.

### (III) Accounting Basis and Measurement Principle

The Group has adopted an accrual accounting basis. Except for certain financial instruments, these financial statements are based on historical costs. In case any asset value is impaired, relevant impairment provisions are made according to relevant regulations.

### (IV) Consolidation

#### 1. Scope of consolidation

The scope of consolidation for the consolidated financial statements is determined on the basis of control. In the current period, the consolidation scope includes two wholly-owned subsidiary "China Agricultural Development Key Construction Fund Co., Ltd." and "China Agricultural Development Infrastructure Fund Co., Ltd.", and two holding subsidiary "Beijing Shining Investment Management Co., Ltd." and "Modern Seed Industry Development Fund Co., Ltd."

#### 2. Approach to preparation of the consolidated financial statements

ADBC has prepared these consolidated financial statements on basis of the financial statements of ADBC and its subsidiaries as well as other relevant information. For their preparation, ADBC and its subsidiaries are required to adopt uniform accounting policies and accounting periods, and material transactions and current balances between ADBC and its subsidiaries shall be offset.

### (V) Cash and Cash Equivalents

Cash and cash equivalents refer to cash on hand, deposits that are readily available for payment, and monetary assets that are held for a period of not more than three months, which are highly liquidated and readily convertible to known amounts of cash, and bear minimal value fluctuation risk. This category includes cash, non-restricted funds deposited in the central bank, and bank deposits formed by funds, etc.

### (VI) Foreign Currency Transactions

At the end of the period, foreign-currency monetary items are converted according to the spot rate on the date of the balance sheet. Any exchange difference resulting from differences between the spot rate on the balance sheet date and the rate upon initial recognition or on the previous balance sheet date is recorded in profit or loss for the period. Non-monetary items denominated in foreign currencies at historical cost are measured at the spot exchange rate on the transaction date. Regarding non-monetary items denominated in foreign currencies at fair value converted using the spot exchange rate on the date, the fair value is determined, the resulting exchange differences between the re-converted carry amounts and the original amount in the reporting currency are recorded in profits or losses for the period.

## (VII) Financial Instruments

### 1. Classification of financial assets and liabilities

The Group classifies financial assets into three categories: financial assets measured at fair value through profit or loss, financial assets measured at fair value and whose movements are included in other comprehensive income and financial assets measured at amortized cost.

Financial liabilities are classified into two categories: financial liabilities measured at fair value through profit or loss and other financial liabilities.

The categories of the financial assets and liabilities are determined upon initial recognition.

### 2. Initial recognition of financial assets and liabilities

The Group shall recognize the corresponding financial assets or liabilities when it becomes a party to a financial instrument contract, i.e. on the transaction date.

The Group shall measure the financial assets or liabilities at fair value upon the initial recognition. For financial assets or liabilities measured at fair value through profit or loss, all related transaction costs are directly included in the income statement for the period, whereas for the other categories, related transaction costs are included in the initial recognized amounts.

### 3. Subsequent measurement of financial assets and liabilities

(1) Financial assets measured at amortized cost are subsequently measured at amortized cost using the effective interest method, and an impairment provision is accrued during the holding period which affects the book values of the assets.

(2) Financial investments measured at fair value and whose movements are included in the profit and loss of the current period are subsequently measured at fair value, their movements in fair value are included in the gains and losses from changes in fair value, and the resulting gains or losses (including interest and dividend income) are included in investment income (unless the financial asset is part of a hedging relationship). No provision for impairment of such financial assets is made during the holding period.

(3) Debt instrument investments measured at fair value and whose movements are included in the other comprehensive income are subsequently measured at fair value, the interest, impairment losses or gains and exchange gains and losses calculated using the effective interest method are included in the profit and loss of the current period, other gains or losses are included in other comprehensive income. When the investments are derecognized, the accumulated gains or losses previously included in other comprehensive income shall be transferred to the profit and loss of the current period.

(4) Equity instrument investments measured at fair value and whose movements are included in the other comprehensive income are subsequently measured at fair value, and no provision for impairment is made during the holding period. Except for the dividend income obtained, which is included in the profit and loss of the current period, other related gains or losses shall be included in other comprehensive income. When the investments are derecognized, the accumulated gains or losses previously included in other comprehensive income shall be transferred from other comprehensive income to retained earnings.

(5) Financial liabilities measured at fair value and whose movements are included in the profit and loss of the current period are subsequently measured at fair value, except for those related to hedge accounting, and the resulting gains or losses (including interest expenses) are included in the profit and loss of the current period.

(6) Other financial liabilities measured at amortized cost use the effective interest method.

### 4. Impairment of financial assets

Based on expected credit losses, the Group performs impairment accounting for financial assets measured at amortized cost, debt instrument investments measured at fair value and whose movements are included in the other comprehensive income, loan commitments and financial guarantee contracts, and recognizes provision for losses or estimated liabilities.

### 5. Derecognition of financial assets and liabilities

The Group derecognizes a financial asset or any of its corresponding parts if all or any part of it meets one of the following conditions: termination of contractual rights to receive cash flows from the asset; or all risks and rewards related to the financial asset have been transferred, or all risks and rewards related to the ownership of the financial asset are neither transferred nor maintained in essence, but the control over the financial asset has been given up.

If the current obligations of the financial liabilities have been completely or partially discharged, the Group derecognizes them in whole or in part.

## 6. Derivative financial instruments

The derivative financial instruments of the Group mainly refer to the forward foreign exchange settlement handled by ADBC in cooperation with commercial banks. Derivatives are initially measured at fair value on the date of their signing and are subsequently measured at fair value. All derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative. Changes in their fair value are recorded in the “profit or loss from change of fair value” column in the income statement.

Determination of fair value: the fair value of financial instrument is determined the market prices in active markets; for those without active markets, it is determined using valuation technology.

## (VIII) Financial Assets Purchased Under Resale Agreements and Financial Assets Sold Under Repurchase Agreements

Negotiable securities and bills sold under repurchase agreements and issuance of loans and advances to customers are presented in accordance with their categories prior to the sale, and the money to be acquired from the counterparty is presented as financial assets sold under repurchase agreements. Negotiable securities and bills purchased under resale agreements and expenses paid for loans are presented as financial assets purchased under resale agreements.

## (IX) Long-Term Equity Investments

ADBC's long-term equity investments include equity investments in subsidiaries and associates.

### 1. Subsidiaries

Long-term equity investments in subsidiaries are calculated using the cost method. ADBC determines the initial investment cost in accordance with the ASBEs. In the case of additional investments or disinvestments, the initial cost of the long-term equity investment is adjusted accordingly. The cash dividends or profits declared to be distributed by the investee are recognized as current investment income.

### 2. Associates

In general, an associate is any entity over which ADBC has no control or is exercising joint control, but where it can still exert significant influence, with voting rights of 20% to 50%.

ADBC's investment in an associate is initially recognized at the cost of investment and is valued using the equity method.

## (X) Fixed Assets

Fixed assets refer to tangible assets held for the purpose of operation management or labor provision, which carry a service life of more than one fiscal year and a large unit value.

Fixed assets mainly include houses and buildings, transportation equipment, electronic computers, and other machinery and equipment. They are valued per their acquisition cost. The cost of self-built fixed assets includes all necessary expenses incurred to bring the asset to expected utilization conditions. The cost of purchased fixed assets includes the purchase price, relevant taxes, and other expenses attributable to the asset to bring it to the expected utilization conditions. Fixed assets injected by investors are valued as specified in the investment contract or agreement.

Subsequent expenses related to the fixed assets are included in its cost when the relevant economic benefit is likely to flow to the Group and the cost can be reliably measured. All other maintenance expenses are directly included in the “operation and administrative expense” column in the profit statement at the time of occurrence.



Fixed assets are depreciated using the straight-line method over their expected service life after deducting the estimated net residual value from the original value. The Group depreciates all fixed assets except for those that have been fully depreciated but are still in use, and land, which is separately measured and recorded.

The depreciation period and estimated net residual value rate of each category of major fixed assets are as follows:

| Asset category                               | Depreciation period | Estimated net residual value rate |
|----------------------------------------------|---------------------|-----------------------------------|
| Houses and buildings                         | 20-30 years         | 3%-5%                             |
| Transportation equipment                     | 5-8 years           | 3%-5%                             |
| Electronic computers and accessory equipment | 4-5 years           | 3%-5%                             |
| Other machinery and equipment                | 5-11 years          | 3%-5%                             |

## (XI) Construction In Progress

Construction in progress includes costs for construction of office buildings and their attachments and equipment. The cost of construction in progress includes the original price of equipment, construction and installation costs, and other direct costs incurred.

Construction in progress is not subject to depreciation, and is transferred to fixed assets and depreciated in accordance with relevant depreciation policies when ready for their intended use.

## (XII) Intangible Assets

Intangible assets are identifiable non-monetary assets that are owned and controlled by the Group without a tangible form, including computer software and land use rights. The intangible assets of the Group are amortized by the straight-line method on a monthly basis.

## (XIII) Long-term Prepaid Expenses

Long-term prepaid expenses refer to expenses that have been incurred but are payable in the current and subsequent periods, and whose periods of amortization last more than 1 year. These include expenses for modification of fixed assets leased through operating leases and for fixed assets already fully depreciated.

The modification expenses for fixed assets leased through operating leases are evenly amortized by the lease term or the usable years on the leased assets, whichever is shorter. Modification expenses for fixed assets which have been fully depreciated are evenly amortized over their remaining usable life. Other long-term prepaid expenses are evenly amortized over the benefit period.

## (XIV) Capital for Debt Payment

If the capital for debt payment is a non-financial instrument, the recorded value includes the fair value of partially compensated debt and related taxes and fees directly attributable to the asset; income obtained from leasing the mortgage asset is included in other operating income during the custody period; and relevant taxes occurred during the custody period are included in other operating expenses. Disposal of capital for debt payment is recorded through liquidation of mortgage assets; after liquidation, the balance of the asset's liquidated account is deducted from the off-balance-sheet interest that can be recognized as loan interest income and premiums to be paid, and then carried forward to current operating and non-operating income or expenditure. If the capital for debt payment is a financial instrument, it is valued in accordance with the relevant provisions on financial instruments.

## (XV) Impairment of Non-Financial Assets

The group reviews long-term equity investments, fixed assets, intangible assets with finite useful life, and other assets at the balance sheet date to find any indication of impairment. If one is found, or an impairment test is required, the recoverable amount is estimated by the group. If the recoverable amount is less than the face value, an impairment provision regarding the shortage is included in current profits or losses.

The recoverable amount is determined by the net fair value of the asset minus disposal costs, or the present value of its expected future cash flows, whichever is higher. The fair value is determined according to the sales agreement price in a fair transaction. If there is no sales agreement but there is an active market for the asset, the fair value is determined according to the buying offer price. If neither a sales agreement nor an active trading market exists, the fair value is estimated based on the best information available. The disposal expenses include legal expenses, relevant taxes, processing expenses related to the disposal, and direct expense incurred to bring the asset to saleable condition. The present value of its future cash flow is determined by discounting the expected future cash flow resulting from continued utilization and those from the final disposal of the asset based on an appropriate discount rate.

Asset impairment is calculated and recognized on every single asset. If it is difficult to estimate the recoverable amount of any single asset, the recoverable amount is determined on the asset group to which it belongs. Once impairment loss on an asset is recognized, it will not be restituted in any subsequent period.

## (XVI) Debt Securities Issued

Securities issued by the Group are initially measured at fair value, and transaction costs are included in the initial confirmation amount. The Group adopts the effective interest method and performs subsequent measurements based on amortized cost.

## (XVII) Interest Income

The Group recognizes interest income by multiplying the book balance of financial assets by the effective interest rate and presents it as “interest income”, except in the following cases:

1. For purchased or originated credit-impaired financial assets, the Group recognizes the interest income based on the amortized cost and the credit-adjusted effective interest rate after initial recognition.
2. For purchased or originated financial assets without credit impairment, but subsequently become credit impaired, the Group calculates and recognizes the interest income based on the amortized cost (the net amount after deducting the expected credit loss provision from the book balance) and the effective interest rate.

Considering the small difference between the contracted interest rate and effective interest rate of the Group, our loan assets and deposit liabilities are calculated using the contracted interest rate as the effective interest rate.

## (XVIII) Fee and Commission Income

Fee and commission income is usually recognized on an accrual basis when relevant services are provided. The Group acquires its fee and commission income by offering services to its customers. The fees and commissions collected for services offered within a certain period are recognized evenly over the corresponding period, while other fees and commissions are recognized upon completion of the relevant transactions.

## (XIX) Foreign Exchange Gains or Losses

Foreign exchange gains or losses mainly include exchange differences resulting from the Group's foreign exchange exposure with market exchange rate fluctuations, and the exchange gains and losses from its foreign exchange transactions.

## (XX) Government Subsidies

Government subsidies include asset-related and income-related government subsidies.

1. Asset-related government subsidies are recognized as deferred income and charged to current profits and losses in a reasonable and systematic manner within the relevant asset usage period. If the asset is sold, transferred, scrapped, or damaged before the end of its useful life, the balance of the relevant deferred income that has not been allocated is transferred to current profits and losses for disposal of the asset.

2. Income-related government subsidies used to compensate ADBC for related future expenses or losses are recognized as deferred income and included in current profits and losses during the period when the relevant expenses or losses are recognized. If they are used to compensate the Bank for related expenses or losses incurred, they are directly included in current profits and losses.

Government subsidies related to daily activities are included in other income; Government subsidies unrelated to daily activities are included in non-operating income.

## (XXI) Income Tax

The income tax expense includes current and deferred income tax.

Income tax in the current period includes income tax payable calculated as based on current taxable income and the effective tax rate, and adjustments for income taxes payable for previous years. Taxable income refers to adjusted pre-tax accounting profit of the current year according to relevant tax law requirements.

The Group calculates and makes provision for deferred income tax using the balance sheet liability method based on the temporary difference between the book value and tax base of assets and liabilities on the balance sheet date, and the temporary difference between the book value and tax base of items which are not recognized as assets and liabilities but whose tax bases may be determined according to the relevant tax law provisions. The current income tax liability or asset incurred in the current or previous periods is measured according to the income tax amount expected to be paid or refunded and calculated according to relevant tax law provisions. Deferred tax assets and liabilities are measured based on the tax rate applicable to the period in which the relevant asset is recovered or the relevant liability is satisfied according to relevant tax law provisions.

## (XXII) Lease

Except for short-term leases and low-value asset leases, the Group accounts for leases in the following manners:

### 1. Initial recognition

At the lease commencement date, the Group includes the costs in the right-of-use asset, includes the present value of unpaid lease payments in the lease liability. That is, the Group includes the unpaid lease payment in the lease liability (lease payment), and includes the difference between unpaid the lease payment and its present value in the lease liability (unrecognized financing charges).

The costs of the right-of-use asset include the initial measurement amount of the lease liability, the lease payment made on or before the lease commencement date (for any lease incentive, the relevant amount of the lease incentive already enjoyed shall be deducted), the initial direct costs incurred by the lessee, the lessee's estimated costs to dismantle and remove the leased asset, restore the site where the leased asset is located, or restore the leased asset to the state agreed upon in the lease terms.

### 2. Subsequent measurement

After the lease commencement date, the Group subsequently measures the right-of-use assets using the cost model, and depreciates the right-of-use assets; when the right-of-use assets are impaired, the Group accounts for the identified impairment losses, and subsequently depreciates the right-of-use assets according to the book value of the right-of-use asset after deducting the impairment loss.

### 3. Derecognition

All lease liabilities are written off to zero, the right-of-use assets are fully depreciated, and the original value of the right-of-use assets, the accumulated depreciation of the right-of-use assets and the provision for impairment of the right-of-use assets are also written off. Any difference is included in other operating income and expenditure (net gain on disposal of right-of-use assets or net loss on disposal of right-of-use assets).

## (XXIII) Employee benefits payable

Employee benefits payable refers to the remuneration or compensation the Group provides to obtain the services of employees or terminate their labor contracts.

### 1. Short-term compensation

Short-term compensation includes wages, bonuses, allowances and subsidies, employee benefits, medical insurance premiums, work-related injury insurance premiums, birth insurance premiums, housing provident funds, labor union dues, and education expenses, etc. ADBC recognizes short-term salaries incurred in the accounting periods in which the employees provide the services as liabilities, and includes them in current profits and losses.

### 2. Post-termination welfare

Post-termination welfare mainly includes basic pension insurance, supplementary pension insurance, unemployment insurance, and supplementary retirement welfare paid for employees.

### 3. Dismissal and early retirement welfare

Dismissal and early retirement welfare refers to welfare paid to dismissed employees according to relevant regulations, and welfare to be paid with the approval of ADBC management to employees who have not yet reached the statutory retirement age but who wish to retire. ADBC provides early retirement welfare to employees who accept early retirement arrangements from the early retirement commencement date to the date when they reach the statutory retirement age.

## (XXIV) Fiduciary Business

The Group acts as a custodian, trustee, or agent of customers in fiduciary businesses. Assets held by ADBC due to its fiduciary activities and relevant commitments to return such assets to customers are not included in its Balance Sheet. The risks and benefits thereof are borne by the customers, the Group only collects intermediate business income, and does not accrue impairment for these assets.

### 1. Entrusted loans

The Group serves as a manager, custodian, or agent in fiduciary businesses. Assets held by the Group as part of its fiduciary business and which it is committed to return to its customers are not included in its balance sheet. The risks and rewards thereof are borne by the customers, and the Group only charges intermediary income and does not accrue impairment for these assets.

### 2. Agency syndicated loans

Agent syndicated loans refer to syndicated loans issued by ADBC on behalf of other banks, wherein ADBC serves as the agent bank.

### 3. Non-guaranteed wealth management products

Non-guaranteed wealth management products refer to wealth management products for which ADBC, as entrusted and authorized by investors, deals in, invests in, allocates, and manages their funds or assets at its discretion according to mutual agreements with the investor. ADBC pays returns to its clients in accordance with the agreed conditions and actual investment income, without guaranteeing the payment of the principal, fixed income, or minimum income.

### 4. Other businesses

ADBC generates income from other intermediary businesses such as the collection of policy premiums.

## (XXV) Asset Securitization Businesses

As part of its operations, the Group has securitized part of its credit assets, which are usually sold to a structured entity, then issues asset-backed securities to other investors. When applying accounting policies for securitized financial assets, the Group has considered the risks of the assets transferred to another entity, the extent of transfer of rewards and the extent to which the Group exercises control over such entity:

1. If the Group transfers nearly all risks and rewards related to ownership of such financial assets, it will derecognize the financial assets.



2. If the Group retains nearly all risks and rewards related to ownership of such financial assets, it will continue to recognize the financial assets.
3. If the Group neither transfers nor retains nearly all risks and rewards related to the ownership of such financial assets, consideration will be given to whether the financial assets are under its control. If the Group does not retain control, it will derecognize the asset and recognizes the rights and obligations incurred or retained during the transfer as an asset or liability respectively, but if the Group retains control, it will recognize the asset as a financial asset based on the extent of its continuing involvement.

## (XXVI) Significant Changes in Accounting Policies and Accounting Estimates

There are no significant changes in accounting policies and accounting estimates in the Group this year.

## Taxation

Major tax categories and rates applicable to the Group are shown as follows:

| Tax Category                          | Description on Tax Rate                              |
|---------------------------------------|------------------------------------------------------|
| Value-added tax (VAT)                 | Charged at 3% to 13% of taxable income               |
| City maintenance and construction tax | Charged at 5% or 7% of the actually turnover payable |
| Local educational surcharge           | Charged at 2% or 3% of the actually turnover payable |
| Enterprise income tax                 | Charged at 25% of Assessable profit                  |

Enterprise income tax of ADBC is calculated and paid by the Head Office.

## Commitments and Contingencies

### (I) Credit Commitments

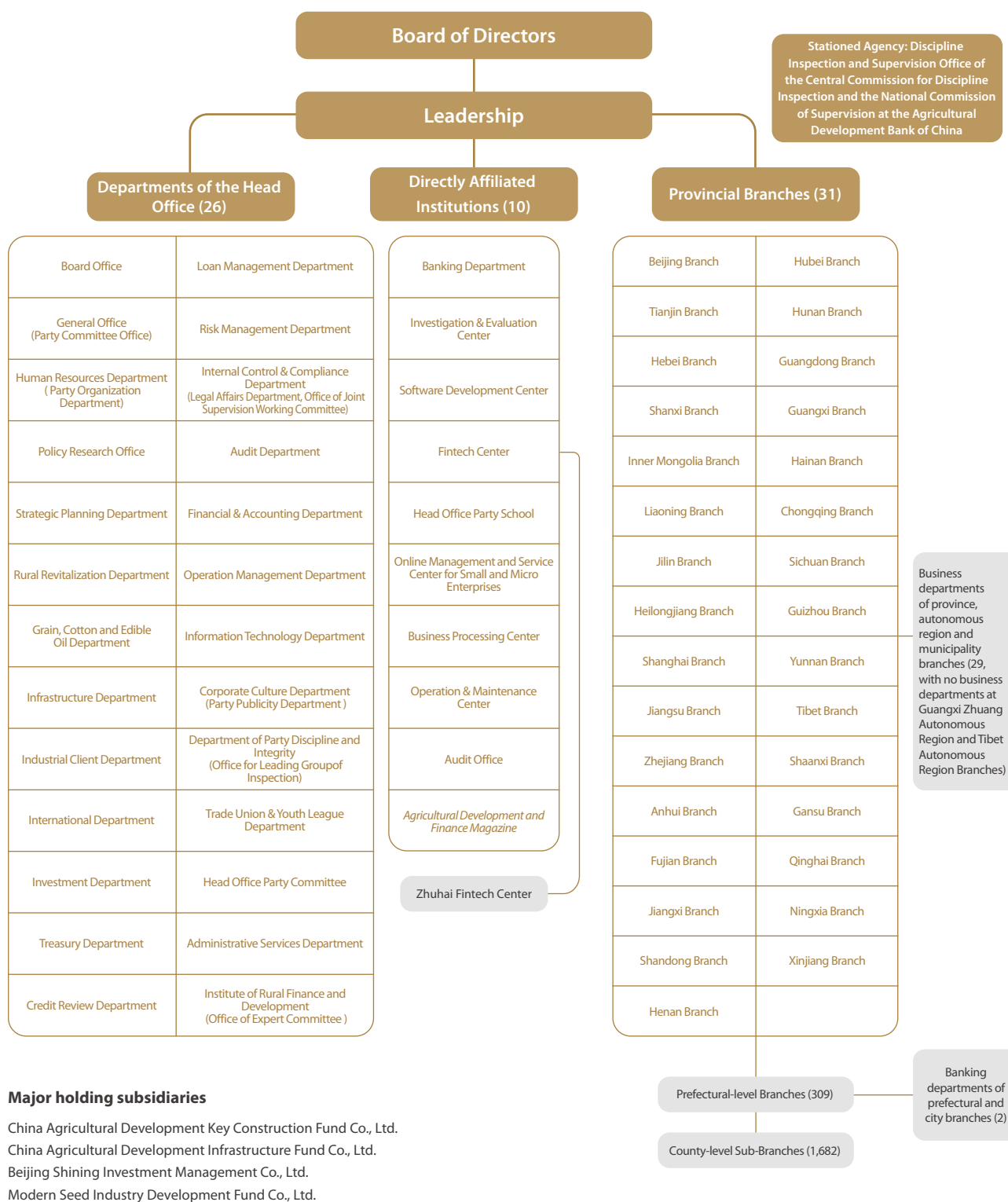
| Unit: RMB 100 million      |                  |                |
|----------------------------|------------------|----------------|
| Item                       | 31 December 2022 | 1 January 2022 |
| Loan commitment            | 30,276.63        | 22,908.25      |
| Issued letter of guarantee | 5.65             | 1.55           |
| Letter of credit issued    | 57.49            | 31.71          |
| Bank acceptance bill       | 69.81            | 14.84          |
| Total                      | 30,409.58        | 22,956.35      |

### (II) Pending Litigations

As of December 31, 2022, ADBC has no pending litigations with significant impact on its financial position and operating results.

# Organizational Chart

As of December 31, 2022, ADBC's organizational chart, including the principal controlled companies, is as follows.



# List of Branches

## Beijing Branch

F5, Building 1, Zone 1, Hanwei International Plaza, No. 186, South Fourth Ring Road, Fengtai District, Beijing

Postal code: 100070

Tel.: 010-68081842

Fax: 010-68081036

## Tianjin Branch

No. 11.13, Binshui Road and Room 1, Bintai Apartment, Hexi District, Tianjin

code: 300061

Tel.: 022-58067047

Fax: 022-88371550

## Hebei Branch

No. 216, Zhonghua South Street, Qiaoxi District, Shijiazhuang

Postal Code: 050051

Tel.: 0311-83803441

Fax: 0311-83803441

## Shanxi Branch

No. 38, Kangle Street, Taiyuan

Postal code: 030001

Tel.: 0351-4602110

Fax: 0351-4602222

## Inner Mongolia Branch

No. 80, Xinhua East Street, Saihan District, Hohhot

Postal code: 010010

Tel.: 0471-4688500

Fax: 0471-4688660

## Liaoning Branch

No. 209, Huigong Street, Shenhe District, Shenyang

Postal code: 110013

Tel.: 024-31123456

Fax: 024-31171300

## Jilin Branch

No. 2733, Jiefang Road, Changchun

Postal code: 130061

Tel.: 0431-88962394

Fax: 0431-88962142

## Heilongjiang Branch

No. 141, Shangzhi Street, Daoli District, Harbin

Postal code: 150010

Tel.: 0451-58685626

Fax: 0451-58685888

**Shanghai Branch**

No. 45, Yan'an East Road, Huangpu District, Shanghai

Postal code: 200002

Tel.: 021-63366336

Fax: 021-63366001

**Jiangsu Branch**

No. 120, Hanzhong Road, Nanjing

Postal code: 210029

Tel.: 025-51807990

Fax: 025-51807989

**Zhejiang Branch**

No. 283, Jianguo North Road, Xiacheng District, Hangzhou

Postal code: 310003

Tel.: 0571-87299111

Fax: 0571-87299016

**Anhui Branch**

No. 126, Jinzhai Road, Hefei

Postal code: 230022

Tel.: 0551-63623709

Fax: 0551-63655967

**Fujian Branch**

No. 19, Shutang Road, Gulou District, Fuzhou

Postal code: 350003

Tel.: 0591-87871805

Fax: 0591-87851761

**Jiangxi Branch**

No. 26, Zi'an Road, Xihu District, Nanchang

Postal code: 330009

Tel.: 0791-86585182

Fax: 0791-86584887

**Shandong Branch**

No. 20908, Jingshi Road, Shizhong District, Jinan

Postal code: 250002

Tel.: 0531-85189106

Fax: 0531-82029395

**Henan Branch**

No. 81, Hongqi Road, Zhengzhou

Postal code: 450008

Tel.: 0371-65830251

Fax: 0371-65830150



### Hubei Branch

No. 229, Zhongbei Road, Wuchang District, Wuhan

Postal code: 430077

Tel.: 027-87252313

Fax: 027-87252081

### Hunan Branch

No. 329, Laodong West Road, Tianxin District, Changsha

Postal code: 410015

Tel.: 0731-85171228

Fax: 0731-85147330

### Guangdong Branch

No. 928, Jiefang North Road, Yuexiu District, Guangzhou

Postal code: 510040

Tel.: 020-83233283

Fax: 020-83233088

### Guangxi Branch

No. 96, Minzu Avenue, Nanning

Postal code: 530022

Tel.: 0771-5827397

Fax: 0771-5506845

### Hainan Branch

No. 16, Longkun North Road, Longhua District, Haikou

Postal code: 570110

Tel.: 0898-68541186

Fax: 0898-68533598

### Chongqing Branch

No. 201, Xinhua Road, Yuzhong District, Chongqing

Postal code: 400010

Tel.: 023-63789111

Fax: 023-63789100

### Sichuan Branch

F25, F26, F27, and F28, Unit 2, Building 1, No. 59, Xiashahepu Street, Jinjiang District, Chengdu

Postal code: 610066

Tel.: 028-84460167

Fax: 028-84463373

### Guizhou Branch

Building C2, Guiyang International Financial Center Phase II CBD, Changling North Road, Guanshanhu District, Guiyang

Postal Code: 550081

Tel.: 0851-88952830

Fax: 0851-88952380

**Yunnan Branch**

No. 66, Huguo Road, Wuhua District, Kunming

Postal Code: 650021

Tel.: 0871-66033727/66033728

Fax: 0871-66033720

**Tibet Branch**

No. 4, Yangdao Road, Chengguan District, Lhasa

Postal code: 850000

Tel.: 0891-6808268

Fax: 0891-6808269

**Shaanxi Branch**

No. 91, Xiwu Road, Xi'an

Postal code: 710004

Tel.: 029-87415504

Fax: 029-87415429

**Gansu Branch**

No. 82, Zhangye Road, Chengguan District, Lanzhou

Postal code: 730030

Tel.: 0931-8445010

Fax: 0931-8445029

**Qinghai Branch**

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