



# **Driving Robust Growth through Substantial Improvements in Quality Steadily Advancing High-Quality Development**

**2025 Interim Results Announcement**

**China Construction Bank**

**August 2025 | Beijing, Hong Kong**





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**Financial  
Performance**



**High-Quality  
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**Risk  
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**Outlook and  
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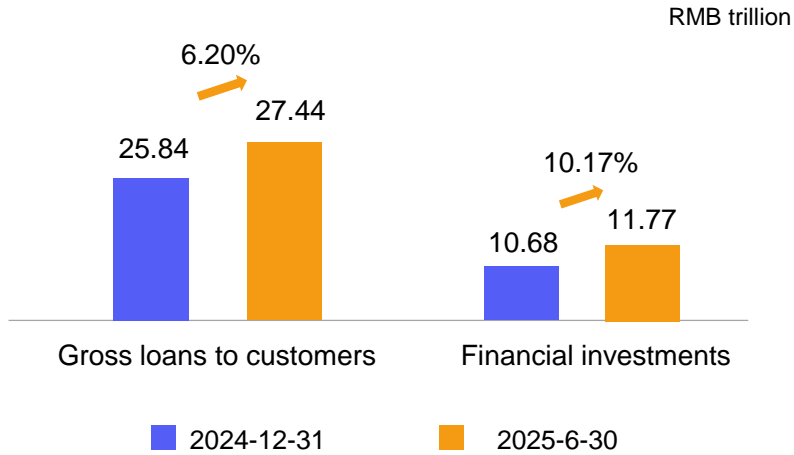
# Business Development achieved sound performance

(RMB 100 million)	30/6/2025	31/12/2024	Change
Total assets	444,328	405,711	9.52%
Total liabilities	408,480	372,272	9.73%
Total capital ratio	19.51%	19.69%	-0.18ppt
Non-performing loan (NPL) ratio	1.33%	1.34%	-0.01ppt
Allowances to NPLs	239.40%	233.60%	+5.80ppt
	1-6/2025	1-6/2024	Change
Operating income	3,859	3,748	2.95%
Net fee and commission income	652	627	4.02%
Profit before provisions	2,901	2,806	3.37%
Net profit	1,626	1,650	-1.45%
Annualised return on average assets(ROA)	0.77%	0.84%	-0.07ppt
Annualised return on average equity(ROE)	10.08%	10.82%	-0.74ppt
Net interest margin	1.40%	1.54%	-0.14ppt
Cost-to-income ratio	23.72%	24.15%	-0.43ppt

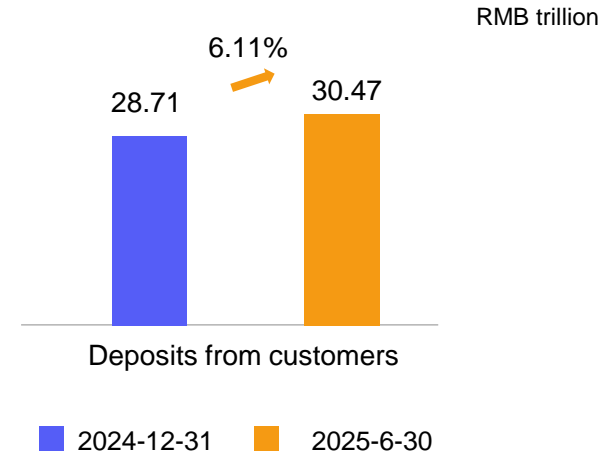


# "Three Stabilities" in Assets, Liabilities and Key Indicators

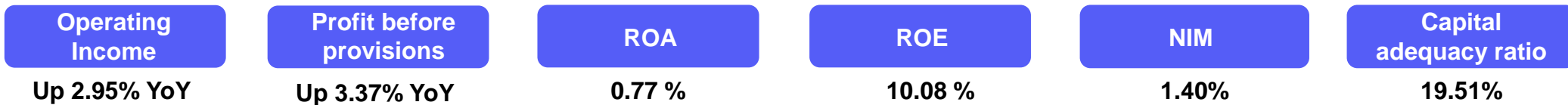
## Core assets growth remained steady



## Core liabilities growth remained steady



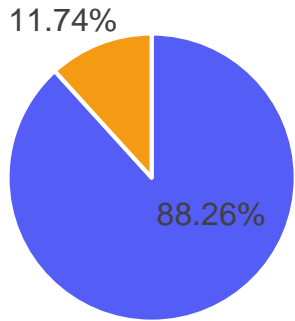
## Key indicators continued to demonstrate stability





# "Three Optimisations" in Assets, Liabilities and Income Structure

## Optimised asset structure



■ Loans and financial investments ■ Other assets



Consumption

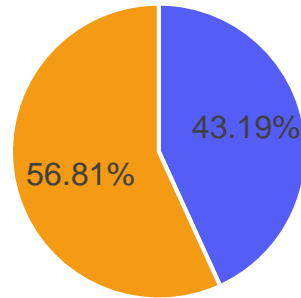


High-quality productivity

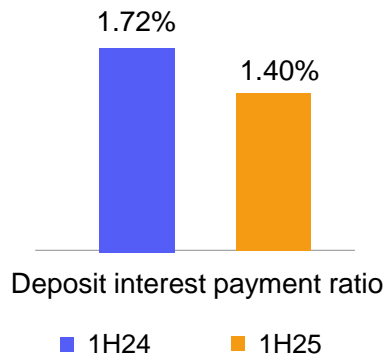


"Two Key Tasks" and "Two Renewals"

## Optimised liability structure



■ Domestic demand deposits ■ Domestic fixed deposits

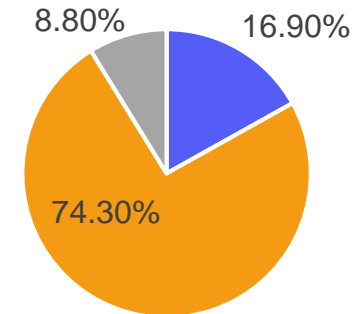


Deposit interest payment ratio

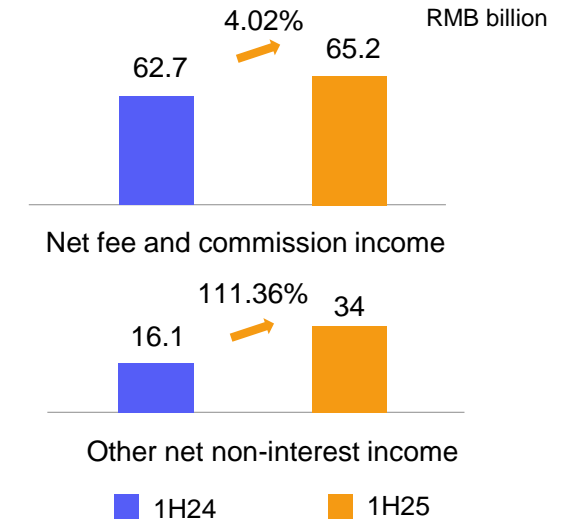
■ 1H24 ■ 1H25

Effectively controlled long-term, high-cost deposits

## Optimised income structure



■ Net fee and commission income  
■ Net interest income  
■ Other net non-interest income



Net fee and commission income

Other net non-interest income

■ 1H24 ■ 1H25



# "Three Controls" of Operations, Risks, and Capital Costs

## Further deepened cost control



- Optimised operating expense allocation mechanism
- Continuous improvement in input-output efficiency
- Cost-to-income ratio was 23.72%, outperforming comparable peers

## Comprehensively strengthened risk control



- Steady progress in the establishment of the digital and intelligent risk control systems
- Non-performing loan ratio was 1.33%, a decrease of 1bp from the end of 2024
- Provision coverage ratio was 239.40%, an increase of 5.8 ppts from the end of 2024

## Capital control yielded notable results



- Achieved efficient and high-quality capital increase
- The ability to withstand risks and serve the real economy has been further strengthened

- Core tier 1 capital adequacy ratio was 14.34%
- Capital utilisation efficiency and return on capital maintained leading position in industry

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# Strengthened High-quality Financial Services to Support the Effective Implementation of the "Five Priorities"

## Technology Finance

Promoted the establishment of a "five-dimensional" integrated service system, enhancing alignment across customer service, business processes, product channels, organisational structure, and performance evaluation

Loans to technology related industries

**RMB 5.15 trillion**

Growth rate at 16.81%

Underwrote the first batch of sci-tech innovation bonds in the interbank market  
Completed the establishment and filing of 9 AIC Equity Pilot Business Funds

## Green Finance

Continuously improved the diversified service system

Green loans

**RMB 5.72 trillion**

Growth rate at 14.88%

Underwrote RMB 235.6 billion in green and sustainable development bonds  
Utilised financial instruments including green bonds, green leasing, and green trusts to support and cultivate the sustainable development

## Inclusive Finance

Optimised and upgraded the "CCB Huidongni" integrated service ecosystem

Balance of inclusive loans for SMEs

**RMB 3.74 trillion**

Growth rate at 9.80%

Number of inclusive loan customers for SMEs

**3.66 million**

+304,500

## Pension Finance

Enhanced the strategy across basic pensions, enterprise annuities, personal pensions, institutional pensions, and the silver economy to enhance competitiveness of the three pillars

No. and deposit amount of personal pension accounts

**Remained industry-leading**

Pillar 2 AUM of CCB Pension Management

**RMB 654.1 billion**

Annuity customers

**Growth rate at 53.96%**

## Digital Finance

Accelerated the Group's digital and intelligent transformation by leveraging "AI+" as a strategic catalyst

Empowered by financial large models

**274 cumulative scenarios**

MAU of the "Binary Stars"

**243 million**  
Growth rate at 14.40%

Loans to core industries of the digital economy

**RMB 852.4 billion**  
Growth rate at 13.44%



# Upheld the Core Mission of Financial Services and Supported National Development with Balanced Focus on Scale and Quality

## Continued efforts to support the real economy

- Steady growth in loan balances for key infrastructure-related industries
- Medium- and long-term loans to the manufacturing industry reached RMB 1.79 trillion, with a growth rate of 10.25%
- Aggregate corporate loan growth in major regions including Beijing-Tianjin-Hebei, Yangtze River Delta, Greater Bay Area, and Chengdu-Chongqing exceeded the bank-wide average
- Loans to private enterprises totalled RMB 6.59 trillion, with a growth rate at 9.92%
- Subscription volumes for both government and local government bonds hit record highs, with underwriting scale remaining among the top in the market

## Accelerated the implementation of a comprehensive set of incremental policies

- Accumulative credit of the "supporting mechanism for financing coordination for SMEs" exceeded RMB 2 trillion
- Strengthened support for the "Three Major Projects"
- Stock buybacks and increased holdings through loans cumulatively served nearly 100 listed companies and their major shareholders



## Injected financial momentum into expanding domestic demand and promoting consumption

- Over RMB 90 billion in loans have been issued under the special campaign to support large-scale equipment upgrades
- Personal consumption loans reached RMB 614.2 billion, an increase of RMB 86.3 billion from the end of last year, ranking first in both balance and growth among peers
- A total of 1.263 billion debit cards have been issued, with consumption transaction volume reaching RMB 12.12 trillion in the first half of the year
- Credit card loans reached RMB 1.05 trillion, maintaining a leading position in the industry
- RMB 402.5 billion in new personal housing loans were issued this year, with a balance of RMB 6.15 trillion - both figures ranking first among peers

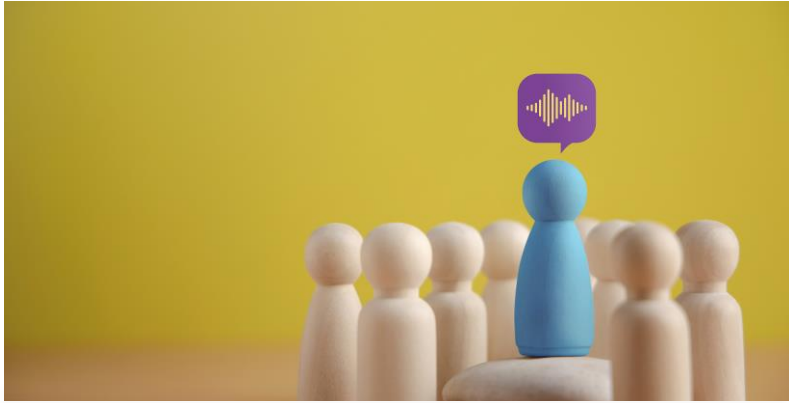
## Fully supported high-level opening-up

- Cross-border RMB settlement volume reached RMB 3.14 trillion, up 23.21% YoY
- Cumulative RMB clearing of CCB London Branch reached nearly RMB 148 trillion
- Total assets of institutions in the RCEP region exceeded USD 200 billion
- Overseas institutions achieved rapid profit growth, with net profit increasing by 57.19% YoY





# Maintained a Customer-Centric Approach, with Ongoing Improvements in Customer Service Quality and Efficiency



## Enhanced institutional operations and deepened customer service through delicacy management

- Established a bank-wide unified indicator system for daily operations, institutional evaluation, and customer profiling
- Enhanced multi-dimensional market awareness
- Used a "single table" to accurately calculate comprehensive customer value and identify marketing opportunities



## Focused on customers' financial service needs

Explored "ecosystems + industrial and supply chains + industrial and business clusters" service model transformation

- Urban-rural integration
- Domestic and foreign currency integration
- Commercial and investment banking Integration
- Online-offline integration
- Group-wide integration

### Customers

Optimised comprehensive customer services and maximised overall Group value



## Continued to strengthen customer base

Corporate customers  
**12.26 million**  
+590,000

Personal customers  
**777 million**  
+5.7 million

Personal customers receiving payroll disbursement services  
**91.83 million**


Daily average AUM of payroll disbursement customers increased by  
**RMB 644.4 billion**

Awarded "Best Large-Scale Retail Bank in China" from *The Asian Banker* for five consecutive years

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# Coordinated Development and Security, Ensured Robust and Prudent Risk Management



## Continuously improved the internal risk control systems and mechanisms

- Strengthened risk control in a coordinated manner between the Bank and Subsidiaries, as well as domestic and overseas branches
- Enhanced the Group's integrated risk management and control capabilities



## Focused on risks in key areas

- Improved credit risk management mechanisms for inclusive finance
- Strengthened centralised collection of inclusive retail loans
- Improved the quality and efficiency of NPL resolution and disposal
- Overall risk levels for real estate and local government debt were controllable

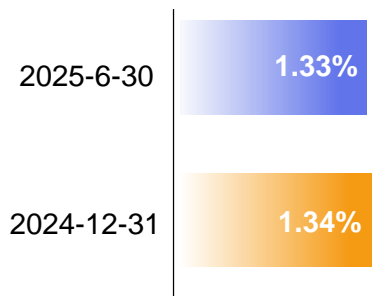


## Continuously improved compliance management

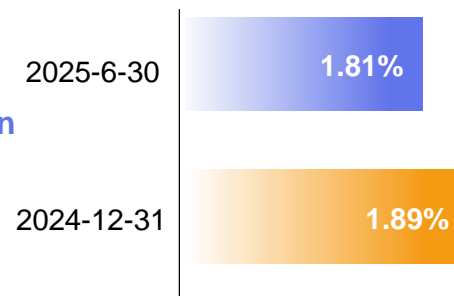
- Accelerated centralised management of anti-money laundering
- Coordinated and executed critical business continuity drills
- Ensured the secure and stable operation of network and information systems

## Proactively managed and controlled credit risks

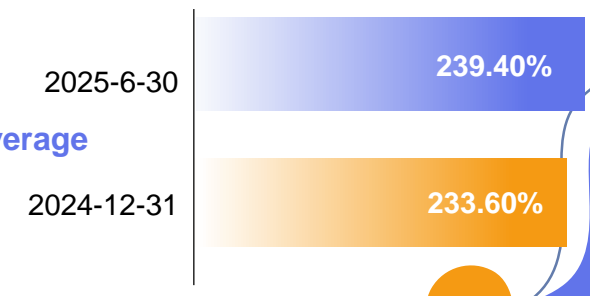
NPL ratio



Special mention loans ratio



Provision coverage





# Operational Achievements Recognised by the Society



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# Opportunities and Challenges



## Opportunities

- China's economy maintains steady progress with continued improvement
- Major economic indicators have performed well
- Positive development of high-quality productivity
- Reform and opening-up continue to deepen
- Effective prevention and resolution of risks in key areas
- Basic livelihood protection has been further enhanced



## Challenges

- Increasingly complex and challenging external environment
- Weakening global economic growth momentum and increasing trade barriers
- Diverged economic performances across major economies; outlook for inflation and monetary policy remain uncertain
- Weak domestic demand
- Prices remain at low levels
- Increased uncertainties and unpredictable factors





# Moving Forward



## Focus on key areas and weaknesses in socio-economic development, providing suitable financial services for the real economy

- Promote the integrated development of the "Five Priorities"
- Accelerate the high-quality development of the "Two Key Tasks"
- Implement the guiding principles of The Central Urban Work Conference
- Implement interest subsidy policies for personal consumption loans and loans to service sector businesses
- Effectively strengthen financial support for the development of new industrialisation



## Adhere to high-quality development with a focus on substance, further optimise business strategies

### Asset side

- Maintain overall asset scale, optimise structure, extend duration, and increase returns

### Liability side

- Focus on core liabilities, strengthen foundations, manage duration and reduce costs

### Income side

- Stabilise the income base, while expanding new growth drivers

### Service side

- Adhere to customer engagement and product portfolio strategies



## Stick to bottom-line thinking and consolidate the framework of effective risk control

- Improve the comprehensive risk management system
- Enhance the ability to promote development in risk prevention
- Optimise credit policies and approval mechanisms
- Fully leverage the credit enhancement role of sci-tech enterprises evaluation tools for premium customers
- Enhance risk management and control capabilities in key areas such as real estate, inclusive finance, and retail banking