

薪酬管理 REMUNERATION

本行薪酬政策以保障政策性职能作用充分发挥和自身健康可持续发展为目标制定和调整，严格执行国家有关法律法规、主管监管部门管理要求及《中国进出口银行章程》规定。

年度薪酬总额方面。本行薪酬总额与落实国家宏观政策、服务微观经济和实体经济效果、政策性任务完成情况及经济效益、风险控制等因素联动。2022年度薪酬总额由主管部门核定并履行本行公司治理程序，薪酬总额内部分配由本行依法依规自主决定，与绩效考核结果、劳动生产率等挂钩，并向基层一线倾斜。

负责人薪酬管理方面。本行负责人薪酬按照中央金融企业负责人薪酬管理规定执行，包括基本年薪、绩效年薪和任期激励收入三部分。薪酬标准根据主管部门公布的中央企业负责人基本年薪基数和本行绩效评价结果等计算，履行公司治理程序确定。本行负责人2022年度薪酬标准尚未确定，按规定暂以最近年度基本年薪标准为基数预发放，待2022年度薪酬标准确定后清算并另行披露薪酬标准。

员工薪酬管理方面。本行持续建立健全薪酬管理制度，优化薪酬分配机制，提升薪酬管理水平。员工薪酬包括固定薪酬、绩效薪酬、福利性货币收入三部分。2022年，本行继续坚持按劳分配、按贡献分配的基本原则，员工绩效薪酬水平与绩效考核结果挂钩，充分发挥薪酬的激励约束作用；进一步健全绩效薪酬延期支付和追索扣回机制，延期支付高级管理人员和对风险有重要影响人员绩效薪酬，追回在工作中出现重大失误、造成重大损失或职责内风险损失超常暴露员工的薪酬；持续完善员工福利性货币收入体系，推动社会保险改革。

The Bank formulates and adjusts its remuneration policy with the aim of fulfilling its responsibilities as a policy bank and maintaining sound and sustainable development of itself. It strictly conforms to relevant laws and regulations, regulatory requirements of supervisory authorities and the *Articles of Association of the Export-Import Bank of China*.

Total annual remuneration. In line with corporate governance procedures, the total annual remuneration for 2022 was determined by the competent authorities based on the Bank's performance in implementing national macro policies, serving micro economy and the real economy, fulfilling its tasks as a policy bank, as well as factors including economic returns and risk control. Conforming to relevant





laws and regulations, the internal remuneration allocation was determined by the Bank based on results of performance appraisal and labor productivity, with a tilt toward working level of business departments.

Remuneration of top executives. Following the guiding principles of remuneration management for persons-in-charge at state-owned financial enterprises, the remuneration distributed to the persons-in-charge at the Bank consists of three parts, namely basic salary, merit pay and incentives pay. It is calculated based on the basic annual salary base for persons-in-charge at SOEs released by relevant authorities and the result of the Bank's performance evaluation, and determined in line with corporate governance procedures. The rate of remuneration for persons-in-charge at the Bank for FY2022 has not yet been determined, and their remuneration was provisionally prepaid based on the most recent annual basic salary base as required. It will be liquidated and disclosed when the rate of remuneration for FY2022 is determined.

Remuneration of employees. The Bank continued to build up regulations on remuneration management and optimize remuneration allocation mechanism with improved effectiveness. Remuneration of employees consists of three parts, namely fixed salary, merit pay and incomes generated by welfare benefits.

In 2022, the Bank continued to follow the principle of performance- and contribution-based distribution with staff remuneration linking with individual performance appraisal, so that the role of remuneration serving as both incentives and restraints was well leveraged. The mechanism of remuneration deferral and clawback was enhanced, with deferred payment applied for senior management and staff with significant impact on the Bank's potential risks, and clawback taking effect when employees make major mistakes, cause significant losses, or expose exceptional risks in their responsibilities. The Bank continued to improve the system for incomes generated by welfare benefits and step up social security reform.