



### China Merchants Bank Co., Ltd. 2009 Results Announcement

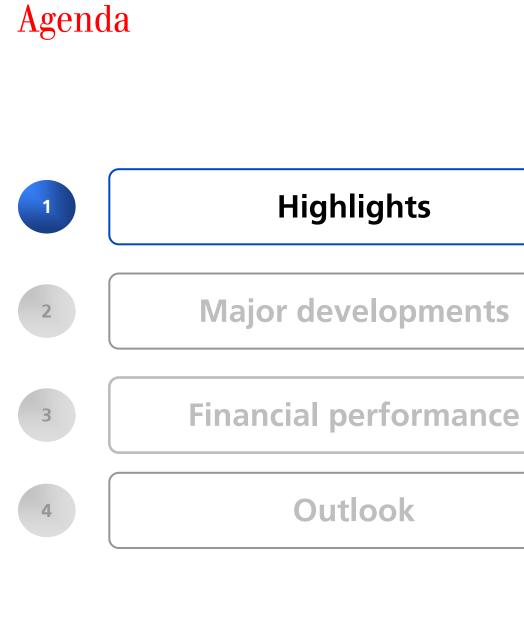


### **Forward-Looking Statement Disclaimer**

This presentation and subsequent discussions may contain forwardlooking statements that involve risks and uncertainties. These statements are generally indicated by the use of forward-looking terminology such as believe, expect, anticipate, estimate, plan, project, target, may, will or may be expressed to be results of actions that may or are expected to occur in the future. You should not place undue reliance on these forward-looking statements, which reflect our belief only as of the date of this presentation. These forward-looking statements are based on our own information and on information from other sources we believe to be reliable. They relate to future events or our future financial, business or other performance and are subject to a number of uncertainties that may cause our actual results to differ materially.









## **Operating results outperformed expectation**

### Solid scale expansion 1,973<sub>2,017</sub> <sup>2,068</sup> 1,152 1,1701,186 1,447<sup>1,541</sup> <sup>1,583</sup>,608 1,447<sup>1,541</sup> <sup>1,583</sup>,608 1,009 Total assets Total loans Total deposits as of Q1 2009 as of 1H 2009 as of Q3 2009 as of YE 2009

2.24

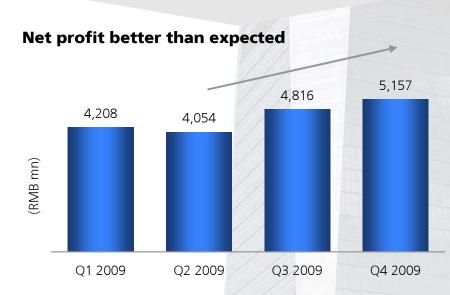
Q2 2009

2.21

Q3 2009

#### Significant progress achieved by strategic transformation

- Improved assets and liabilities structure
- Increased proportion of strategically-focused business areas such as retail banking, SME corporate loans and fee-based income
- Optimized customers composition



#### Note:

1 Except 1Q NIM is calculated for the Bank, all data on this page is based on consolidated Group financials

2.23

Q4 2009

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NIM picked up<sup>1</sup>

2.47

## Overall enhancement in operation and management

## Strengthening of assets and liabilities, capital, financial cost and risk management to achieve overall enhancement in operation and management

| Assets and<br>liabilities<br>management | <ul> <li>Proactive ALM in four areas including strengthening asset management, exploring new markets, improving credit approval process and loan management</li> <li>Steady and relatively fast assets and liabilities growth while ensuring capital adequacy ratio to meet regulatory requirements</li> </ul>   |
|---|--|
| Capital<br>management                   | <ul> <li>Improved the capital management and resource allocation system centered around economic capital</li> <li>Established an emergency handling mechanism for capital adequacy ratio and expanded channels for capital replenishment</li> <li>Completed the A+H rights issue and replenished capital in a timely manner, well positioned ahead of peers in recapitalization and captured the first-mover advantage to lay a solid foundation for future development</li> </ul> |
| Financial cost<br>management            | <ul> <li>Effectively controlled funding cost, strived to reduce the proportion of high-cost liabilities<br/>and develop low-cost liabilities alternatives</li> <li>Continuously strengthened financial cost management</li> </ul>  |
| Risk<br>management                      | <ul> <li>Formulated and improved credit policy for 25 key industries and government financing platform</li> <li>Carried out risk investigation and specific case investigation</li> <li>Actively prepared full implementation of Basel II</li> </ul>   |

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### Seized the opportunity to successfully complete A+H Rights Issue

The first Chinese bank to have successfully completed right issues. The largest rights issue in A-share market and the largest equity refinancing in the A share market since 2008.

| Rights Issue<br>Offering Ratio | ◆ 1.3 Rights Shares for every 10 existing Shares held by all Shareholders   |
|--------------------------------|---|
| Subscription rate              | <ul> <li>A-shares: Rights issue completed on March 12 with a subscription rate of 98.6%, the highest subscription rate among all 21 completed rights issues since 2008</li> <li>H-shares: Rights issue completed on March 31 with an overall subscription rate of 426.2%, the highest overall subscription rate among the 9 completed international rights issue in the Asian financial services sector since 2000</li> </ul>   |
| Impact on capital              | <ul> <li>The gross proceeds, approximately RMB</li> <li>21.75 billion, are expected to enhance the Group's total capital adequacy ratio and core capital adequacy ratio by almost 2 percentage points, respectively, laying a solid foundation for future business expansion</li> <li>1.86%</li> <li>1.86%</li></ul> |



## Continued to receive high brand recognition



**Financial Times** 

Bank with highest price-tobook ratio, and highest growth in brand value in the world, and nominated a world-class brand in China



**Forbes** 

No. 24 among the "Global 600 Most **Prestigious Enterprises**"



Euromoney

**Best Private Bank in** China



DRINT © ONLINE © MOBILE





The Wall Street Journal Asia

No. 1 among "Most **Esteemed Enterprises in** China"

The Asian Banker

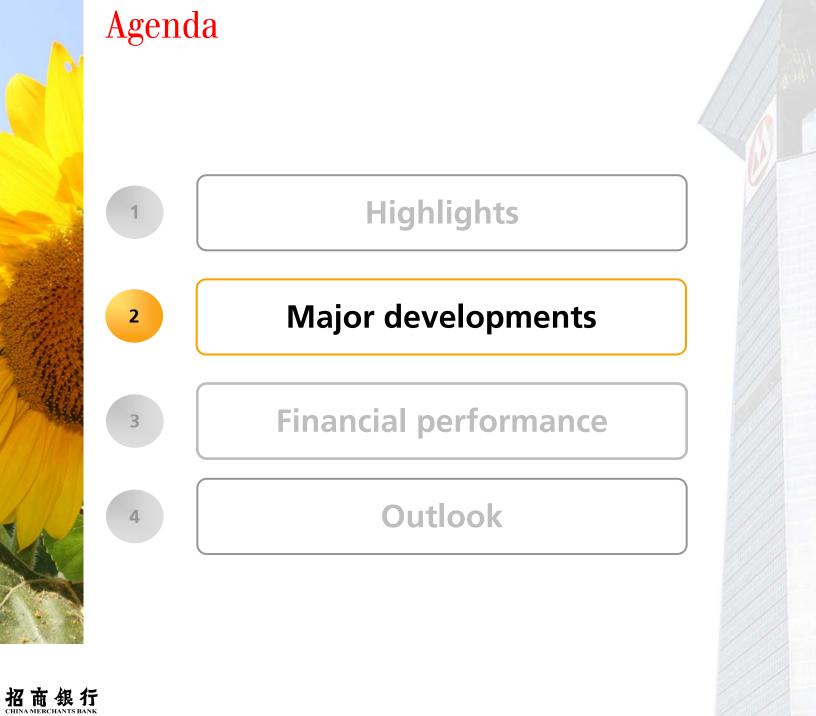
**Best Retail Bank in China** 

Asia Risk

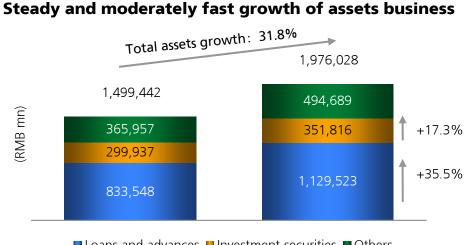
2009 Best Risk Managing **Bank (China Region)** Award





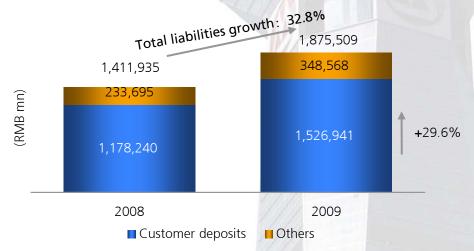


# Strengthened marketing effort, business developed steadily, and customer base further expanded

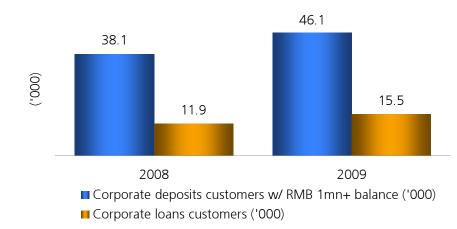


■ Loans and advances ■ Investment securities ■ Others

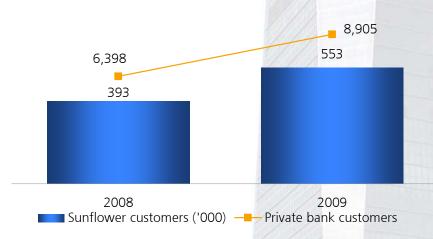
#### Continuously growing and stable funding source



#### Corporate customer base increased



#### High-end retail customer base continued to expand



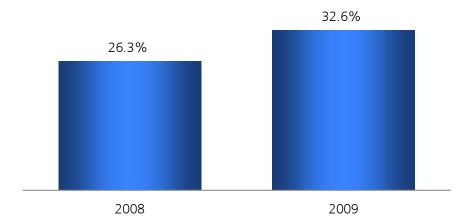
Note: Bank data



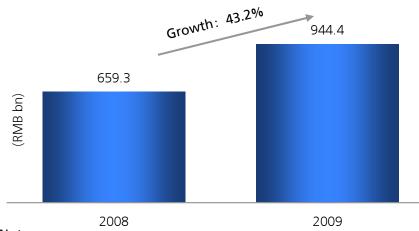
# Further deepened strategic transformation and achieved structural optimization

### **Proportion of retail business continued to grow**

#### **Proportion of retail loans**



Sunflower AuM



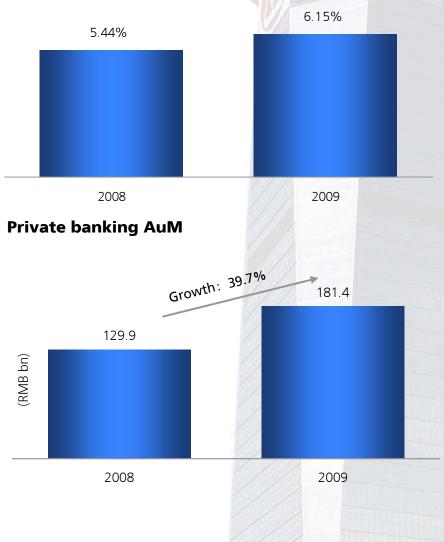
Note:

1 Representing the consumer loans, PBOC statistics

2 Bank data



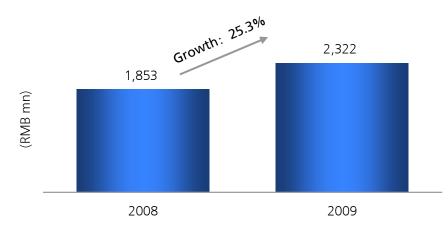


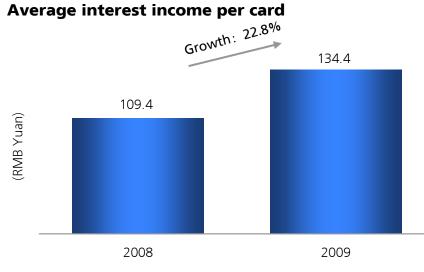


# Further deepened strategic transformation and achieved structural optimization (continued)

## Optimization of credit card business has made progress, enhancing the value per card

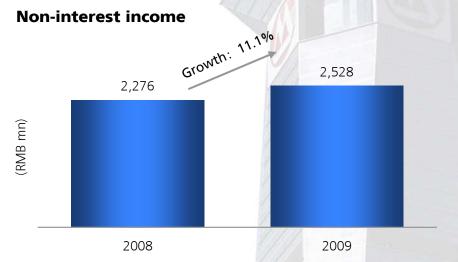
#### **Interest income**



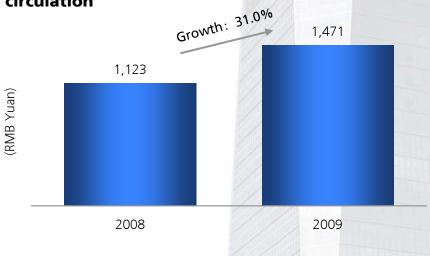


Note: Bank data





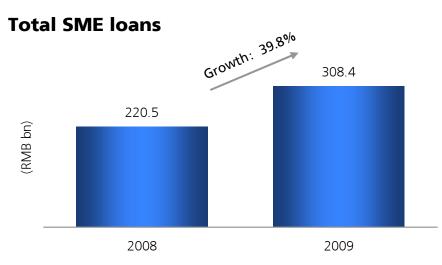
### Average monthly transaction volume per card in circulation



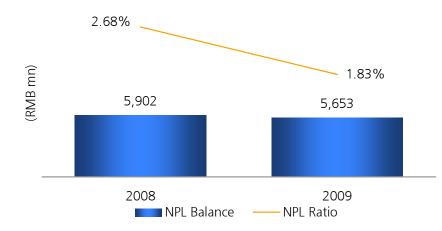
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# Further deepened strategic transformation and achieved structural optimization (continued)

### SME business grew rapidly



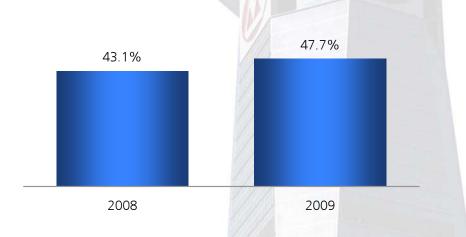
**SME NPL** 



Note: National classification standard for SME, Bank data



SME loan as a % of domestic corporate loans



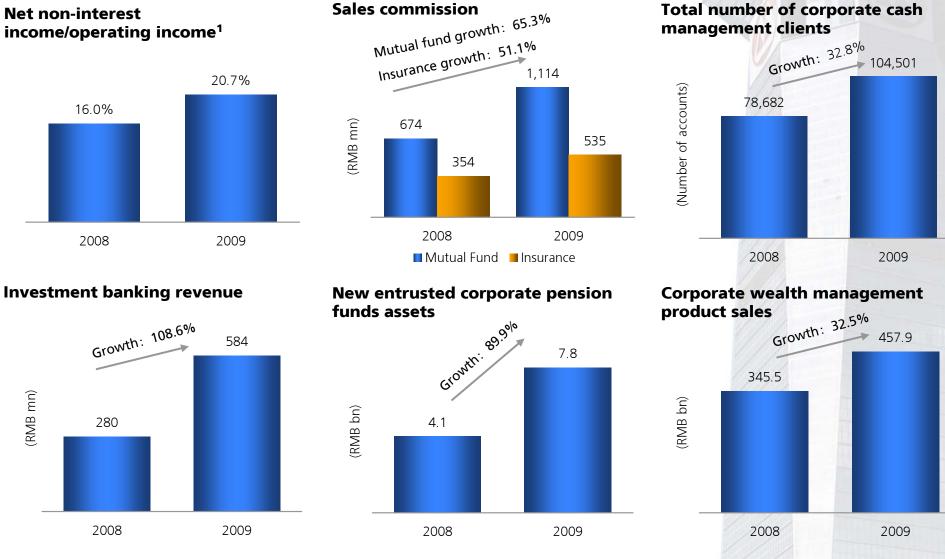
#### **Vigorously promote SME strategic initiatives**



- First, continue to implement organizational construction and reform for SME business, established SME banking departments in seven branches in 2009, and complete construction of 20 offsite sub-centers of small business finance centers
- Second, actively carried on product innovation and exerted more efforts on product management
- Third, improved pricing ability for SME loans
- Fourth, strengthened risk management for SME loans

# Further deepened strategic transformation and achieved structural optimization (continued)

Proportion of non-interest income continued to climb with highlights in new fee and commission income products



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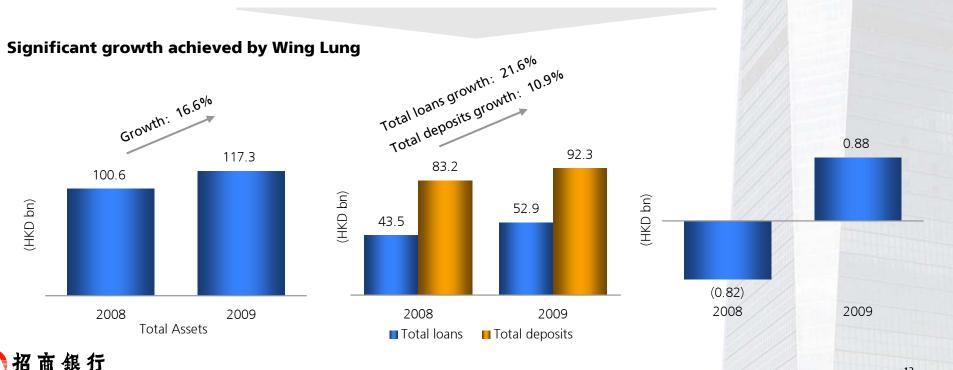
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Adjusted for gain from investment in associates

Bank data

# Integration of Wing Lung Bank better than expected, began to deliver synergy

- Together with HQ, arranged syndicated loans for a number of large-scale local conglomerate clients in Hong Kong
- Provided express remittance service. Jointly introduced innovative services such as RMB settlement for cross-border trade, investment immigration, RMB NDF, and cross-region account opening service
- Growing mutual referral of clearing business, documentation business, foreign exchange trading, inter-banking lending, retail customers and preferred marchants
- Granted status as approved IPO sub-receiving bank
- Completed new logo replacement, opened three new outlets during the year
- Launched "Sunflower" financial services in Hong Kong





## Agenda

### Highlights

Major developments

3

2

**Financial performance** 

Outlook



### Summary income statement

|  | Group    |          |          | Bank <sup>2</sup> |          |          |
|--|----------|----------|----------|-------------------|----------|----------|
| (RMB mn except for EPS)                      | 2009     | 2008     | % growth | 2009              | 2008     | % growth |
| Net interest income                          | 40,364   | 46,885   | (13.9%)  | 39,045            | 46,570   | (16.2%)  |
| Net fee and commissions income               | 7,993    | 7,744    | 3.2%     | 7,609             | 7,645    | (0.5%)   |
| Non-interest income (adjusted <sup>1</sup> ) | 11,553   | 8,770    | 31.7%    | 10,217            | 8,875    | 15.1%    |
| Operating income (adjusted <sup>1</sup> )    | 51,917   | 55,655   | (6.7%)   | 49,262            | 55,445   | (11.2%)  |
| Operating expense                            | (26,207) | (23,636) | 10.9%    | (24,797)          | (23,145) | 7.1%     |
| Pre-provision operating profit               | 25,355   | 31,913   | (20.5%)  | 24,465            | 32,300   | (24.3%)  |
| Provisions                                   | (2,971)  | (5,154)  | (42.4%)  | (2,826)           | (5,973)  | (52.7%)  |
| Profit before tax                            | 22,384   | 26,759   | (16.3%)  | 21,639            | 26,327   | (17.8%)  |
| Income tax                                   | (4,149)  | (5,813)  | (28.6%)  | (3,988)           | (5,915)  | (32.6%)  |
| Net profit attributable to shareholders      | 18,235   | 21,077   | (13.5%)  | 17,651            | 20,412   | (13.5%)  |
| EPS  | 0.95     | 1.10     | (13.6%)  | 0.92              | 1.39     | (33.5%)  |

#### Note:

1 Adjusted for gain from investment in associates

2 Except Bank income statement data which is based on PRC GAAP, all financial data in "summary income statement", "summary balance sheet" and "key ratios" is based on IFRS



### Summary balance sheet

|                                     |           | Group     |          |           | Bank      |          |  |
|-------------------------------------|-----------|-----------|----------|-----------|-----------|----------|--|
| (RMB mn)                            | 2009      | 2008      | % growth | 2009      | 2008      | % growth |  |
| Gross loans                         | 1,185,822 | 874,362   | 35.6%    | 1,129,523 | 833,548   | 35.5%    |  |
| Allowances for loan impairment loss | (24,005)  | (21,608)  | 11.1%    | (23,707)  | (21,442)  | 10.6%    |  |
| Investments securities              | 377,072   | 310,446   | 21.5%    | 352,258   | 300,339   | 17.3%    |  |
| Placement with other banks          | 270,125   | 186,466   | 44.9%    | 246,453   | 151,040   | 63.2%    |  |
| Total assets                        | 2,067,941 | 1,571,797 | 31.6%    | 1,975,917 | 1,499,372 | 31.8%    |  |
| Interbank deposits                  | 265,119   | 165,916   | 59.8%    | 255,689   | 165,020   | 54.9%    |  |
| Customer deposits                   | 1,608,146 | 1,250,648 | 28.6%    | 1,526,941 | 1,178,240 | 29.6%    |  |
| Total liabilities                   | 1,975,158 | 1,492,016 | 32.4%    | 1,875,509 | 1,411,935 | 32.8%    |  |
| Total equity                        | 92,783    | 79,515    | 16.7%    | 100,408   | 87,437    | 14.8%    |  |



## Key ratios

|  | Group  |        |                                 | Bank   |        |                                 |
|--|--------|--------|---------------------------------|--------|--------|---------------------------------|
| Key ratios   | 2009   | 2008   | Change<br>(percentage<br>points | 2009   | 2008   | Change<br>(percentage<br>points |
| Return on average equities                         | 21.2%  | 28.6%  | (7.41)                          | 18.8%  | 26.3%  | (7.49)                          |
| Return on average assets                           | 1.00%  | 1.46%  | (0.46)                          | 1.02%  | 1.45%  | (0.44)                          |
| Net interest margin<br>Net fee income as % of      | 2.23%  | 3.42%  | (1.19)                          | 2.28%  | 3.44%  | (1.16)                          |
| operating income (adjusted <sup>1</sup> )          | 15.4%  | 13.9%  | 1.48                            | 15.4%  | 13.8%  | 1.66                            |
| Non-interest income ratio (adjusted <sup>1</sup> ) | 22.3%  | 15.8%  | 6.50                            | 20.7%  | 16.0%  | 4.73                            |
| Cost to income ratio (excluding business tax)      | 44.5%  | 36.5%  | 7.90                            | 44.0%  | 35.8%  | 8.22                            |
| Credit cost  | 0.30%  | 0.48%  | (0.18)                          | 0.30%  | 0.49%  | (0.19)                          |
| Non performing loan ratio                          | 0.82%  | 1.11%  | (0.29)                          | 0.83%  | 1.14%  | (0.31)                          |
| Special mentioned loan ratio                       | 1.19%  | 1.64%  | (0.45)                          | 1.21%  | 1.65%  | (0.44)                          |
| Coverage ratio                                     | 246.7% | 223.3% | 23.4                            | 253.3% | 225.7% | 27.6                            |
| Loan to deposit ratio                              | 73.7%  | 69.9%  | 3.83                            | 74.0%  | 70.7%  | 3.23                            |
| Core capital adequacy ratio                        | 6.63%  | 6.56%  | 0.07                            | 7.36%  | 7.15%  | 0.21                            |
| Capital adequacy ratio                             | 10.45% | 11.34% | (0.89)                          | 10.05% | 10.49% | (0.44)                          |
| Effective tax rate                                 | 18.5%  | 21.7%  | (3.19)                          | 18.4%  | 22.5%  | (4.04)                          |

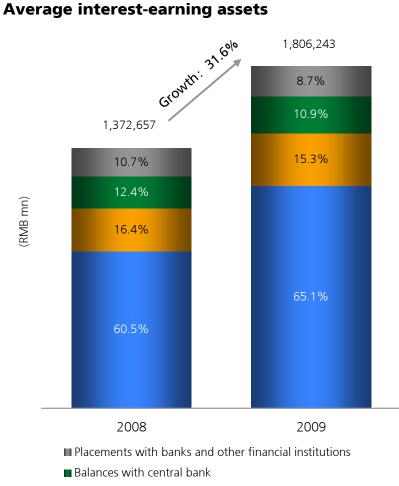
Note:

1 Adjusted for gain from investment in associates



### Assets yields

Interest-bearing assets enjoyed steady growth, while yields on interest-earning assets declined, due to central bank's rate cuts

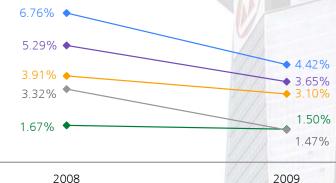


- Investment securities
- Loans and advances

Note: Based on consolidated Group financials, unless otherwise stated

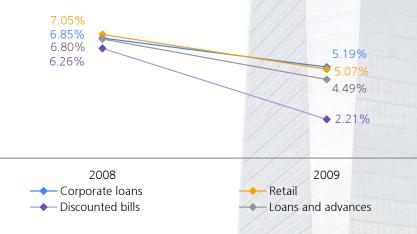






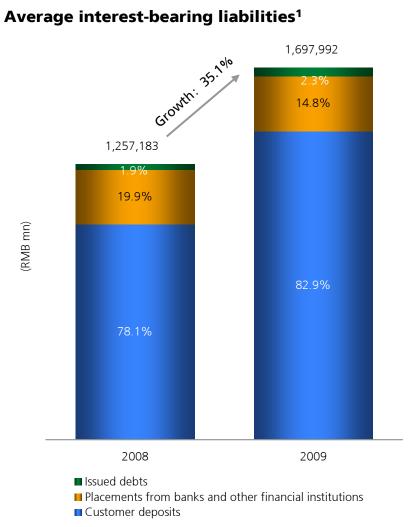


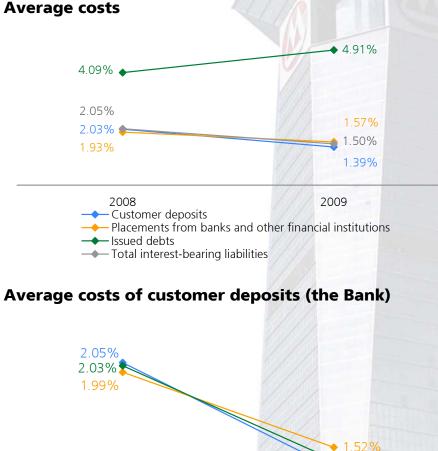
#### Average yields on loans and advances (Bank)



### Funding cost

### **Actively managed liabilities to better control funding cost**





**Average costs** 



Note: Based on consolidated Group financials, unless otherwise stated Issued debts include certificates of deposit, convertible bonds, financial bonds and subordinated debts

2008

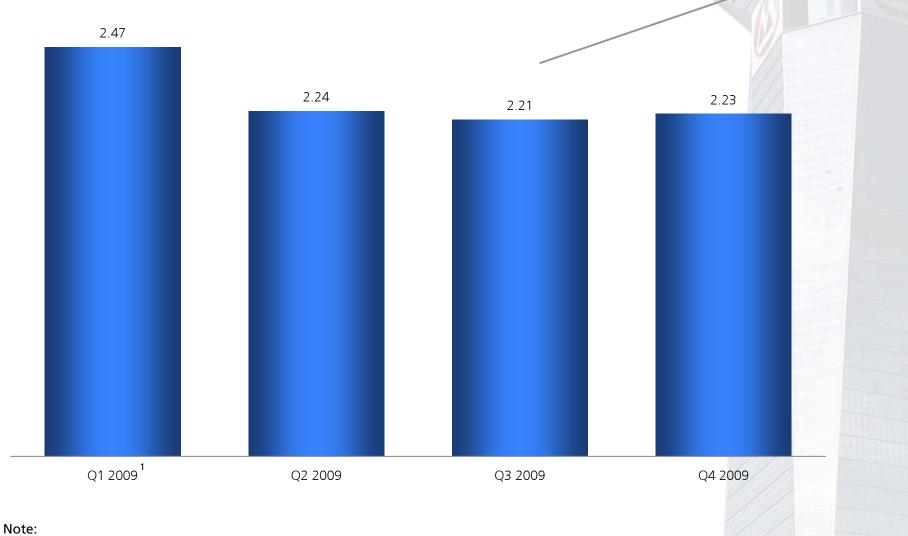
---- Corporate deposits

.44%

.39%

---- Total Deposits

### NIM bottomed out and picked up



1 Except 1Q figure is for the Bank, all other figures are for the Group

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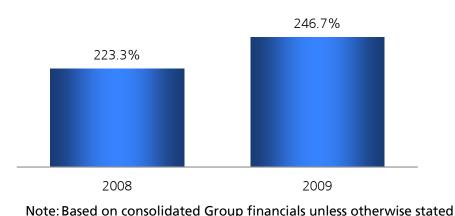
### Credit cost decreased, and asset quality further improved

### Credit cost and NPL ratio continued to decline, while NPL coverage continued to increase

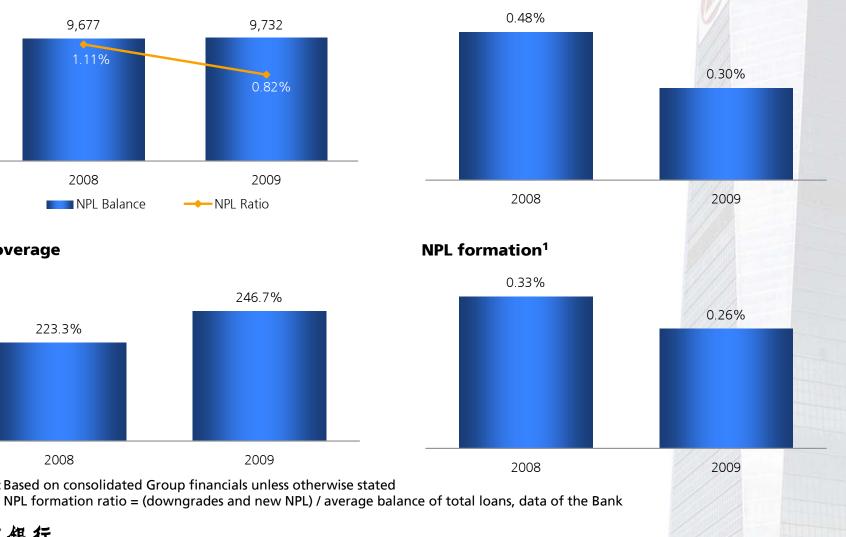
#### 9,677 9,732 1.11% (RMB mn) 0.82% 2008 2009 NPL Balance

NPL coverage

NPL balance and ratio



**Credit cost** 



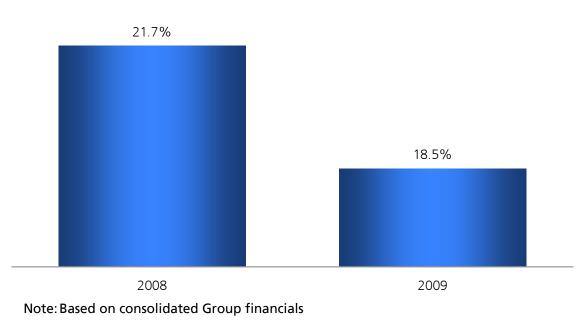


### Effective tax rate

### Took tax planning initiative to achieve lower effective tax rate

- Benefited from the changes in the "PRC Settlement and Payment of Enterprise Income Tax"
- Increase the proportion of tax-free income such as interest from investment in treasury bonds

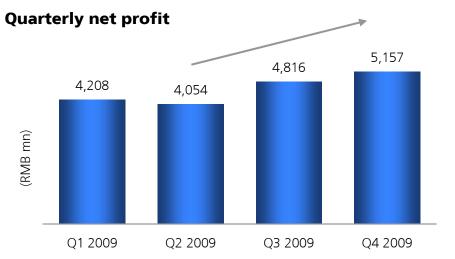
#### **Effective Tax Rate**





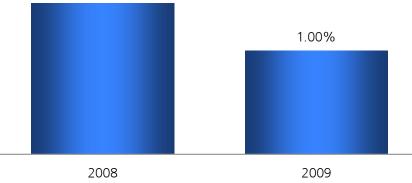
## Profitability

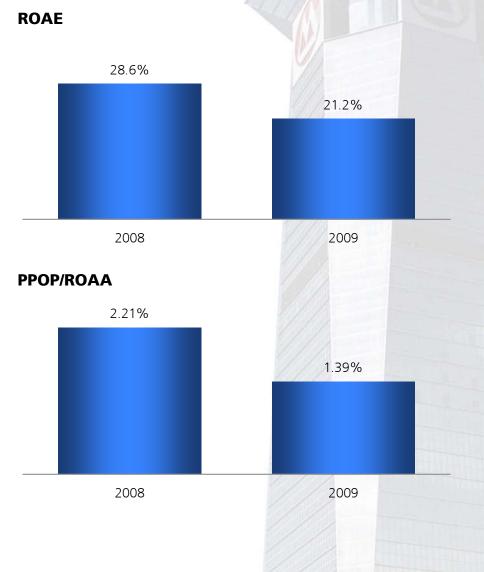
Despite decline in earnings, improvement realized on a quarter by quarter basis in 2H, and full year performance better than expected for the full year



ROAA

1.46%





Note: Based on consolidated Group financials

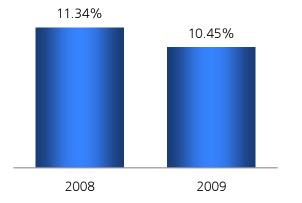


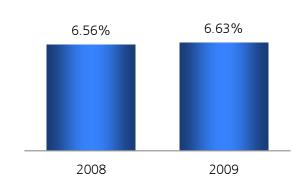
### Capital adequacy ratios

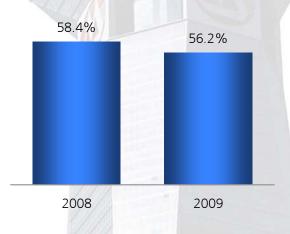
#### Group capital adequacy ratio



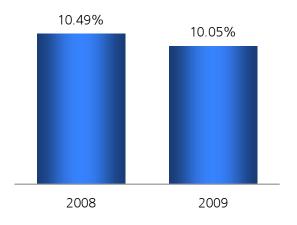
Group RWA as % of total assets



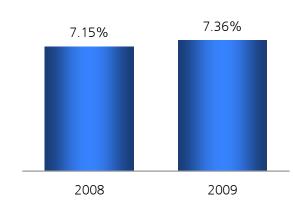




Bank capital adequacy ratio



#### Bank core capital adequacy ratio



#### Bank RWA as % of total assets







## Agenda

### Highlights

Major developments

**Financial performance** 

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### Outlook



### 2010 Outlook

# Continue the adjustment of business model, improve capital efficiency, improve input-output ratio of various businesses, maximize operational efficiency, and create more value and returns for shareholders

| Reduce capital consumption            | <ul> <li>Strengthen economic capital management, improve risk measurement, rationalize allocation of capital and strengthen capital assessment</li> <li>Maintain slower growth in risk weighted assets compared to total assets</li> </ul>                                      |
|---------------------------------------|---|
| Uplift loan pricing                   | <ul> <li>Improve loan pricing policy, and improve special loan pricing assessment system</li> <li>Improve technical tools for risk pricing</li> <li>Strengthen product innovation</li> <li>Strive to improve pricing powers for corporate lending and retail lending</li> </ul> |
| Control financial<br>costs            | <ul> <li>Reduce costs &amp; expenses, and carry out resource integration, process improvement and staff performance improvement</li> <li>While controling financial cost, ensure the necessary strategic inputs</li> </ul>  |
| Increase high net-<br>worth customers | <ul> <li>Promote strategic planning, resource integration, rational resource allocation and organization coordination for the business</li> <li>Increase the proportion of retail and business customers with high comprehensive contribution</li> </ul>                        |
| Strength risk<br>control              | Maintain excellent asset quality and reasonable provisioning levels   |

### Q & A



