



中国农业银行
AGRICULTURAL BANK OF CHINA

ANNUAL REPORT 1999

ABC

九 九 九 年 年 度 报 告

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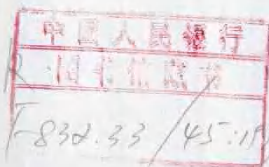
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一九九九年 年度报告



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财 务 概 要

1999
FINANCIAL
HIGHLIGHTS

单 位：亿元人民币

Unit: RMB 100 million

1999年12月31日

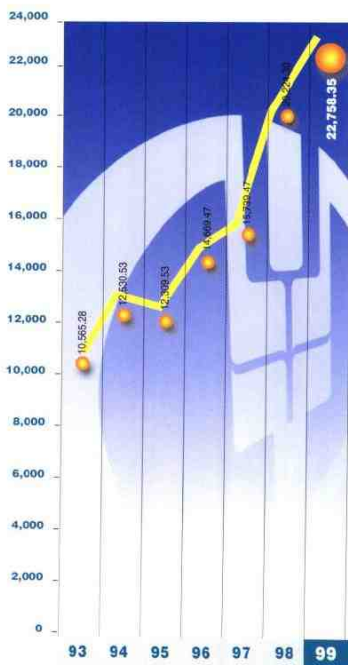
Dec.31, 1999

资产总额	Total Assets	22,758.35
负债总额	Total Liabilities	21,413.69
税前利润总额	Pre-tax Operating Profit	(3.55)
税后净利润	Net Profit	(3.55)

总资产增长图
GROWTH IN TOTAL ASSETS

单位：亿元人民币

Unit: RMB 100 million





行 长 致 辞

**MESSAGE FROM THE CHAIRMAN AND
PRESIDENT**



行长：尚福林

Shang Fulin, Chairman and President



行 长 致 辞

MESSAGE FROM THE
CHAIRMAN AND
PRESIDENT

在过去的一年里，我行围绕防范化解风险和转换经营机制两大主题，较好地完成了年初既定的任务和目标。各项业务迅速发展，改革稳步推进，内部管理得到加强，业务发展整体质量和经营效益不断提高。到年末，我行资产总额达22,758.35亿元，比上年增加2,534.05亿元；各项存款余额达15,925.15亿元，比上年增加2,262.52亿元，市场份额占比有所提高；各项贷款余额达15,896.66亿元，比上年增加1,841.31亿元；中间业务和新业务发展迅速。

我行认真贯彻执行国家货币信贷政策，充分发挥国有商业银行的职能作用，坚持审慎信贷原则，下大力调整优化信贷结构，新增贷款主要投向了高产优质高效农业、农村电网建设、基础设施、高新技术、居民住房消费等优势行业和优良客户，实现了支持经济增长与防范信贷风险的有机统一。

商业化改革取得新的进展。在劳动用工、干部人事以及收入分配改革方面大胆探索，实行全员劳动合同制，领导干部竞聘上岗，拉大行际间、员工间的收入差距，增强了内部经营活力。同时，借鉴国外银行的成功经验，按照国家的统一部署，于1999年10月组建了中国长城资产管理公司，以集中处置从我行剥离的部分不良资产。这一重大举措，将有利于我行化解经营风险、加快商业化改革进程。

在巩固和发展传统业务的同时，始终致力于金融创新和市场拓展。外币存款和国际结算稳定增长。积极开发新的业务品种，为客户提供信贷、结算、理财等“一揽子”服务，并定

做金融产品。代理证券交易清算，承办基金托管，发展个人投资理财等业务。电子商务综合应用系统的开发和推广工作取得明显进展。

加强内控管理，从严治行。抓好基础管理，继续整章建制，完成了基本制度修订，统一规范了全行的合同文本文书，进一步完善了法人授权和转授权管理，狠抓制度办法和操作规程的检查落实。加强对客户的授信管理，强化资产风险监管，业务经营风险得到有效控制。

全行十分注重经营手段现代化，加大投入力度，力求变网点优势为网络优势，为促进业务发展、提高市场竞争力提供了有力支持。在重点城市实现银行卡联网。建立了信贷管理咨询系统，把客户纳入统一管理，从操作手段上规避了贷款风险。新一代综合业务处理系统逐步推广。圆满解决了计算机2000年问题，全系统实现了平稳过渡，保证了业务顺利开展。

中国农业银行取得的每一点进步，都离不开海内外各界朋友的大力支持与良好合作。藉此，我谨代表全行员工表示诚挚的谢意！并衷心希望各界朋友一如既往地予以大力支持，精诚合作，共创美好未来。同时，我也对前任行长何林祥先生所做的工作表示感谢，并祝愿他在新的岗位取得新的更大的业绩。

我坚信，有全体农行人的不懈拼搏与追求，有社会各界的厚爱，农业银行必将以崭新的姿态屹立于新世纪。

中国农业银行行长

尚福林

Over the past year, Agricultural Bank of China (ABC) has successfully fulfilled its mission and objective centered on risk minimization and institutional transformation set at the beginning of year. All businesses underwent a fast growth with the banking reform well under way, internal management has been strengthened. As a result, the overall quality of business development and banking efficiency have been steadily enhanced. As of the end of 1999, ABC's total asset amounted to RMB 2,275.835 billion, an increase of RMB 253.405 billion against 1998; the balance of various deposits was RMB 1,592.515 billion, an increase of RMB 226.252 billion over the previous year, indicating an increased market share; the balance of various loans stood at RMB 1,589.666 billion, an increase of RMB 184.131 billion over the previous year; intermediary business and innovative products developed at a fast pace.

By strictly carrying out the state monetary and credit policy, bringing its functions as a state owned commercial bank into full play, upholding the principle of prudent banking as well as putting in effort to adjust and optimize credit structure, ABC has mainly channeled new loans into those well-performing industries and quality customers, represented by: high-yield and efficiency-based agricultural sector, construction of power network in rural areas, infrastructure, hi-tech industry and residential housing consumensm, by this practice, the dual functions aimed at financing economic growth as well as minimizing credit risk have been perfectly matched.

Progress was made in terms of commercially orientated reform. Bold initiatives have been piloted in the areas of staff recruitment, personnel management as well as salary distribution, alongside introduction of a contract mechanism intended for full employment, vacancies of managerial positions are filled in view of candidate's quality and performance, income gap between branches and staff has been further enlarged to enhance the dynamism of internal management. Meanwhile, drawing on successful experience of international counterparts, China Great Wall Asset Management Corporation focused on treatment of non-performing assets separated from ABC was created in October, 1999 in response to the state uniform direction. This important step would help ABC to minimize its business-related risk and accelerate its process in transformation into a commercially orientated bank.

As always, ABC would remain committed to financial innovation and market expansion alongside solidifying and developing its conventional business base. Stable increase was recorded in the volume of both foreign currency deposits and international settlement. New products and variety of businesses have been actively developed with a view to providing our clients with "packaged services" in credit provision, clearing as well as individual portfolio management together with

products tailored to specific needs. In addition, ABC also acts on an agency basis to operate clearing on securities trading, fund custodian service as well as individual portfolio management. Significant progress was made in the areas of E-commerce development and application as well.

Internal control has been intensified to strengthen financial discipline. Priority has been given to strict adherence to banking fundamentals, as reflected by continued establishment of the regulatory framework, completion of basic banking rules and the standardization of contract text binding on entire ABC entity. Management of legal representative authorization and transferred authorization has been further improved and adherence to regulations and operation procedures has been closely examined. Business-related risks have been brought under effective control through strengthened management on customers' credit line and intensified monitor of asset risks.


ABC has attached great importance to modernize its business capabilities, with increased input into this area in an effort to turn individual offices into a network advantage, which has offered strong backup to enhance its market competitiveness and business expansion. The application of credit card has been on-lined in key cities. With a view to guarding against credit risk in course of operation, customer's creditworthiness has been evaluated in a comprehensive way by setting up a credit registration system. A new version of a multipurpose business processing system has gradually entered into operation. The successful solution of the Y2K problem and smooth transition of entire system into Millennium ensured sound business development.

We understand that any progress would not have been made possible without unreserved support and cooperation from our friends at home and abroad. With this in mind, I would like to express my sincere thanks on behalf of ABC staff. Hopefully, ABC would still expect such support and cooperation as before so as to create a better future through common effort.

At the same time, I would like to thank my predecessor-Mr. He Linxiang-for his devotion to ABC and wish him every success in his new position.

Thanks to the unremitting effort by ABC staff as well as the precious support from our friends, I am confident that ABC would stand in prosperity in the new Millennium.

Shang Fulin
Chairman and President




前任行长致辞

MESSAGE FROM THE FORMER CHAIRMAN
AND PRESIDENT



前任行长：何林祥

He Linxiang, Former Chairman and President



前任行长致辞

MESSAGE FROM THE
FORMER CHAIRMAN AND
PRESIDENT

我从1979年国务院决定恢复中国农业银行至今年初，一直在农业银行工作。1991年7月任中国农业银行副行长，1997年9月至2000年2月任中国农业银行行长。20余年的切身经历，我对农业银行自然有很深的感情。这些年来，农业银行始终注重为客户提供高效优质的金融服务，在支持城乡经济尤其是农业和农村经济发展中发挥了重要作用，同时，逐步推进商业化改革，强化经营管理，积极开拓创新，自身不断发展壮大，在城乡金融市场中形成了自己的经营特色。到1999年末，各项存款余额达15,925.15亿元，比1979年增长56倍；各项贷款余额15,896.66亿元，增长近38倍。特别是通过近几年的不懈努力，服务领域全方位拓展，业务功能日趋完善，营业机构和电子化网络遍布城乡；内部管理逐年加强，员工综合素质明显提高，大专以上学历员工由1979年的不到1%上升到30%以上；国内办理外汇业务的机构达931家，与世界49个国家和地区的328家银行总行建立了代理行关系，并在新加坡、香港设立了分行，在伦敦、东京、纽约等地设立了代表处。今天的农业银行，已经成为我国服务网络覆盖最广、实力雄厚、很有影响的国有大银行。

农业银行能够取得这样的成绩，是历任行长及其领导班子带领全行广大员工努力奋斗的结果，凝聚着大家的智慧和心血，也离不开社会各界的大力支持。在此，我谨向辛勤工作在各自岗位的全行员工表示深深的敬意，并向我在任期间所有支持和关心农业银行及我个人的社会各界表示衷

心的感谢。作为有幸在农业银行工作的一员，不论走到哪里，我都为此而感到亲切和骄傲。

受国家的委派，我离开农业银行到中国农业发展银行任行长，尚福林先生接任我在农业银行的职务。我相信，在尚福林行长的领导下，农业银行会更加兴旺，必将以崭新的姿态屹立于 21 世纪。

我衷心祝福农业银行明天更好。

中国农业银行前任行长



I have been serving at ABC since the State Council approved its restoration in 1979. In 1991, I was appointed the Executive Vice President of ABC and then appointed to take the office of Executive President from September, 1997 till February, 2000. Having served at ABC for over 20 years, I have naturally developed a deep-rooted affection for it. Over those years, ABC has always given priority to providing its customers with efficient and quality financial services, and played an important role in promoting economic development in the rural and urban areas, especially in the agricultural sector and rural economy. At the same time, ABC has continuously grown in strength to form its own franchise character at urban and rural financial markets by promoting carrying forward the reform of commercialization, intensifying business and management caliber, together with active engagement in expansion and innovations. By the end of 1999, the balance of various deposits was RMB 1,592.515 billion, an increase of 56 times over 1979, the balance of various loans was 1,589.666 billion, nearly 38 times more than that of 1979. As a result of consistent effort gathering momentum over recent years, its scope of services has been fully diversified into every line of businesses, banking capability has been improved from day to day, with the coverage of banking offices and electronic network widely distributed across the country; internal control has been strengthened from year to year, and the overall quality of its staff has been significantly enhanced, reflected in the percentage of staff with higher academic background from under 1 percent in 1979 up to over 30 by now; the branches licensed to handle foreign exchange deposit-taking amounted to 931, correspondent relationship has been established with the head offices of 328 financial institutions in 49 countries and regions throughout the world, its international presence can be seen by the establishment of branches respectively in Hong Kong and Singapore as well as representative offices in New York, London and Tokyo. Today, ABC has grown into one of the most influential state-owned major banks characterized by the widest domestic network and well capitalized position.

Such a success owes much to the collective dedication contributed by ABC staff under the leadership of every ABC president as well as the senior management under him, justifying the focus of expertise and devotion put in by everyone concerned, furthermore, it would not have been possible without the support offered by friends of all circles in society. At this point, I would like to convey my deepest respect to every ABC staff working diligently at his own post, my heart-felt thanks also goes to those who have offered support and care to ABC during my office. The honor of the service at ABC would always bring up a sense of pride and nostalgia in my heart wherever I go.

As I am instructed by the government to leave and take up the office of Presidency at Agricultural Development Bank of China, Mr. Shang Fulin will take over my office as ABC President. I am confident that ABC will achieve an even better result under his leadership and definitely stand out in the twenty first century.

I sincerely wish ABC a brighter future.

He Linxiang

Former Chairman and President



总 行 领 导
EXECUTIVE OFFICERS