



2025 ANNUAL RESULTS ANNOUNCEMENT

March 2026



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Notes: 1. Unless otherwise specified, the data in this presentation is all in line with IFRSs and is presented in RMB.
2. Some of the data has been rounded based on the data in the periodic report.

01

PART ONE

Business Characteristics Performance Highlights



A solid business scale consolidated the foundation of development



Network advantages



Nearly **40,000** outlets



Extensive coverage, deep penetration,
and dense layout



Covering approximately 99% of
counties (cities) in China, with 70% of
outlets located in counties or areas
below county level



Customer base advantages



Over **680 million**
personal customers



Ranking **4th** in the industry by
number, covering both urban and
rural areas



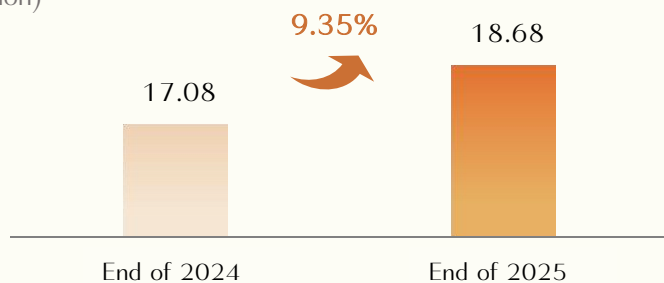
Covering **over 40%** of China's
population



A solid business scale consolidated the foundation of development

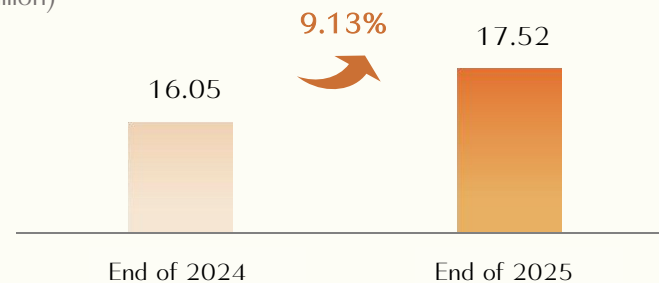
Total assets

(In RMB trillion)



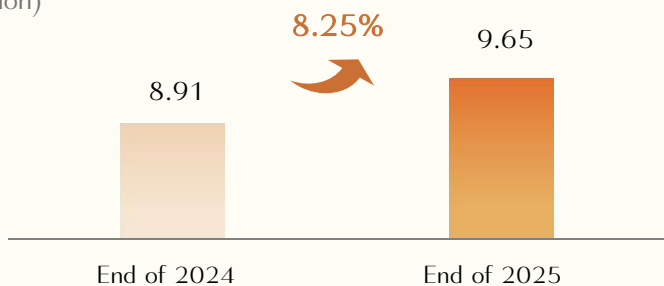
Total liabilities

(In RMB trillion)



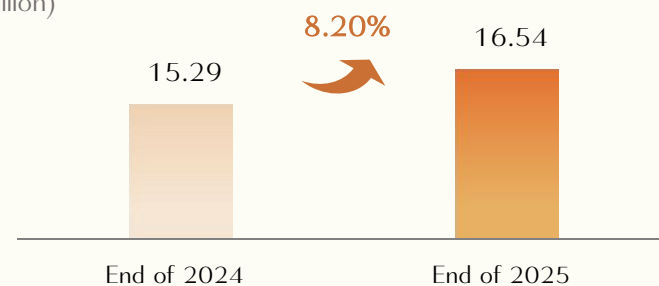
Total loans to customers

(In RMB trillion)



Customer deposits

(In RMB trillion)



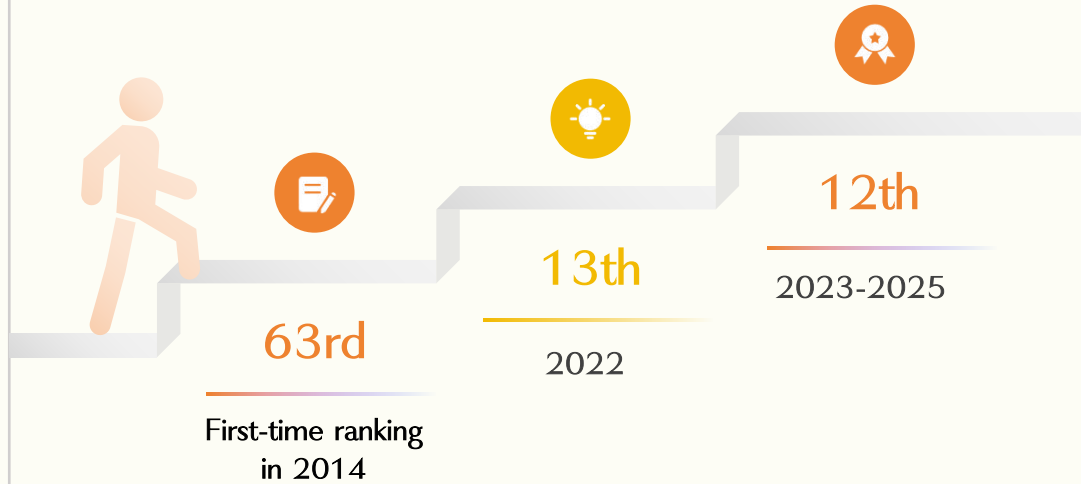


A solid business scale consolidated the foundation of development

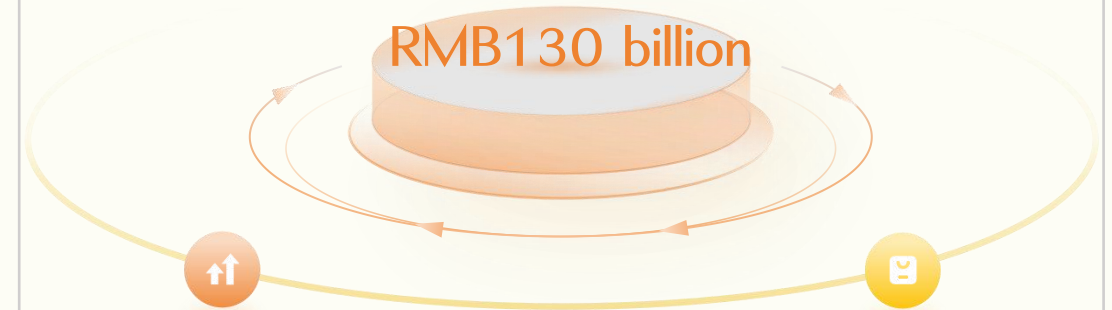


Ranked 12th in the list
of Top 1000 World Banks

The Banker
In terms of tier 1 capital
at the end of the prior year



Received large-scale capital
injection from the state in 2025



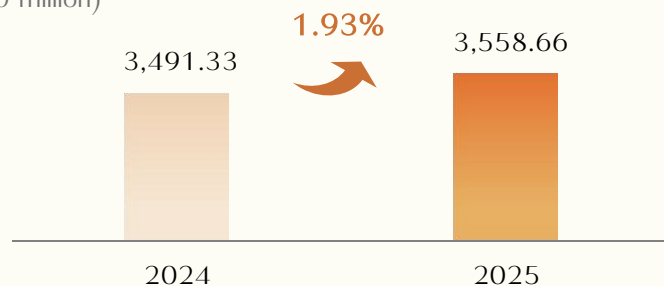
Further enhanced capital strength



Robust and prudent operations yielded steadily improving results

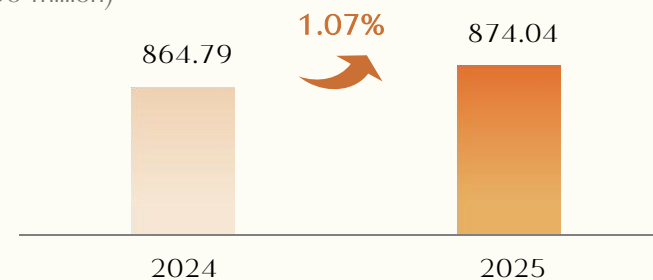
Operating income

(In RMB100 million)



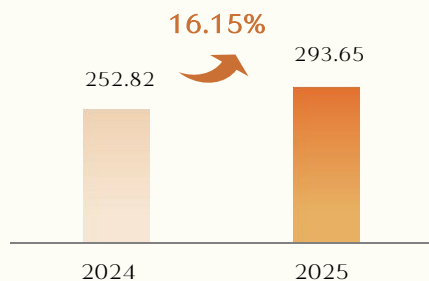
Net profit attributable to the parent company

(In RMB100 million)



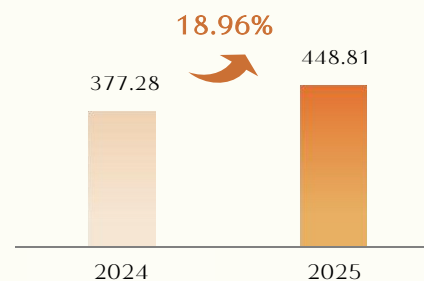
Intermediary business income

(In RMB100 million)



Other non-interest income

(In RMB100 million)



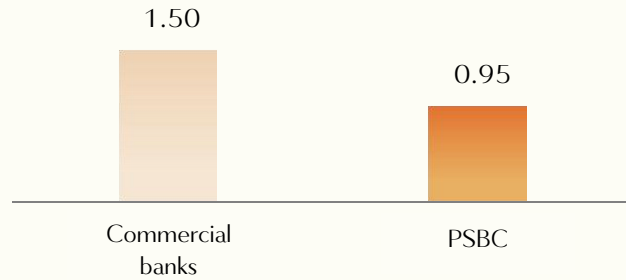
Cost-to-income ratio
decreased by **1.70**
percentage points



Robust and prudent operations yielded steadily improving results

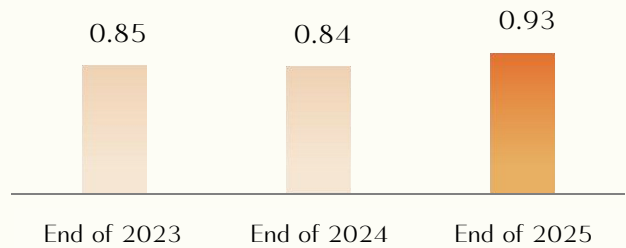
Non-performing loan ratio

(Unit: %)



NPL formation ratio

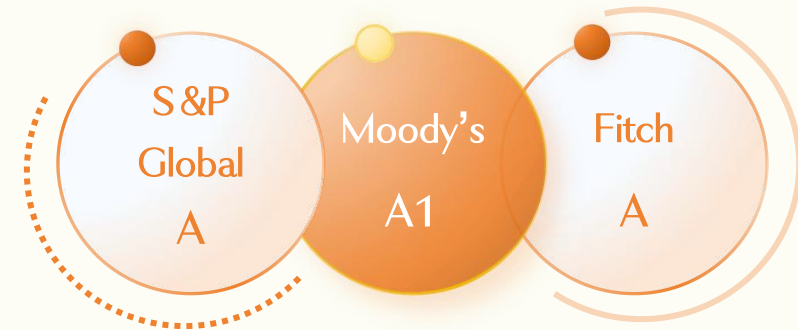
(Unit: %)



Allowance to NPLs ratio
227.94%



Maintained a leading position
among Chinese commercial banks
in three major international ratings





Robust and prudent operations yielded steadily improving results

Deposits



Stable source of deposits
Effective control of deposit costs

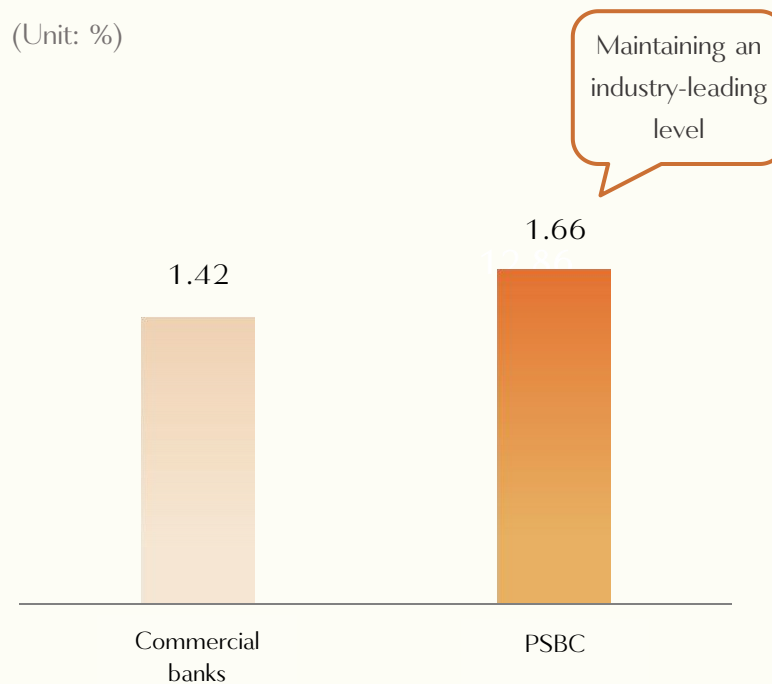
Loans



Enhanced proactive management
Ensuring volume-price equilibrium
Rational pricing to avoid rat-race competition

Net interest margin

(Unit: %)





Distinctive business with prominent differentiated strengths



Strong expertise in retail banking reinforces the foundation for development

AUM of personal customers
reached **RMB18.30** trillion,
representing an increase of **9.64%**
and showing a sound momentum of growth.

Incremental AUM from
directly-operated outlets
hit a historical high.

Number of wealth management
and private banking customers
grew by **15.79%**.

Balance of consumer loans
reached **RMB3.02** trillion.

Balance of micro loans
reached **RMB1.62** trillion,
with market shares rising steadily.

Number of e-CNY personal wallets
exceeded **35 million**,
maintaining the leadership.



Distinctive business with prominent differentiated strengths



Corporate banking achieved leapfrog development with improved quality and accelerated growth

During the 14th Five-Year Plan period,
the number of corporate clients,
the scale of corporate loans,
and FPA of corporate clients
all doubled.

As at the end of 2025,
FPA of corporate clients
reached **RMB6.79 trillion**,
with the annual increase topping
RMB1 trillion for the first time.

Over the last two years,
the growth rate of corporate banking
income and that of deposits and loans
both ranked among the highest
in major state-owned banks.



Distinctive business with prominent differentiated strengths



Continued leadership in interbank finance with growing advantages

Offshore RMB bond scale

ranked **first** in the industry.

The scale of pledged interbank deposits

ranked **first** in the industry.

The non-interest income from bills

ranked **first** in the industry.

Integrated business scenarios featuring “ten halls, three zones, and two channels” have been established on the interbank ecosystem platform.

Industry coverage of interbank partner institutions reached nearly **68%**.

The scale of custody business

exceeded **RMB6 trillion**.

Fee income growth was **8.95 percentage points** higher than the industry average.

The scale of wealth management business

exceeded **RMB1.3 trillion**,

representing an increase of **28.81%** from the prior year-end.



Diverse innovative initiatives unleash strong growth momentum

Business framework

- › Established a retail **wealth management framework**
- › Built the new **“1 plus N” operation and service framework** for corporate banking
- › Innovatively launched the **“Together We Thrive”** interbank ecosystem platform
- › Integrated agency resources to deepen the collaboration **with China Post Group along the upstream and downstream of the business chain**

Product model

- › The balance of personal loans via **proactive credit extension** exceeded **RMB350.0 billion**, with a compound annual growth rate of **138%** over the past three years and the NPL ratio kept below **1%**.
- › Total credit of **RMB6.31 trillion** was approved through the **“future-oriented” approach** for **21.6 thousand** customers, solving difficulties in traditional credit extension.
- › The cloud counter mode for self-service equipment recorded a remote review rate of **94%**.

Institutional systems and mechanisms

- › Established **PSBC Financial Asset Investment Co., Ltd. (AIC)**
- › Prudently absorbed and merged **YOU+ BANK**
- › Completed **the institutional reform of tier-2 branches**, and advanced **the reform of tier-1 branches and tier-1 sub-branches**
- › Realized **nationwide centralized operation** of multiple projects including **consumer credit and anti-telecom fraud** to improve operational efficiency

Talent cultivation

- › Average age of employees is **38**.
- › Employees with a bachelor's degree or above accounted for **89.57%** of the total workforce, and the percentage is still on the rise.
- › **Professional competence, conduct and morale** continue to improve.



Strong responsibility fulfillment and significant value contribution

Consolidated and expanded inclusive finance

- > The balance of inclusive loans to MSEs reached **RMB1.80 trillion**.
- > The balance of agriculture-related loans reached **RMB2.51 trillion**.
- > Both of their shares in total loans to customers **ranked in the forefront among major state-owned banks**.

Vigorously enhanced technology finance

- > Established dedicated technology institutions and teams
- > Served **over 100,000** technology enterprises
- > The balance of technology loans **surpassed RMB950 billion**.

Actively developed green finance

- > Established a total of **56** specialized green finance institutions
- > The balance of green loans exceeded **RMB1 trillion**.
- > The latest MSCI ESG rating was upgraded to the highest level, **AAA**, placing us among the top tier of global banks in terms of ESG performance.

Accelerated the improvement of pension finance

- > The number of financial social security cards in circulation **exceeded 132 million**.
- > The number of personal pension accounts exceeded **12 million**.
- > The number of featured sub-branches for pension finance **exceeded 500**.

Drove leapfrog development in digital finance

- > **3%** of operating income is invested in technology each year.
- > **Put into operation** the independently controllable next-generation core systems for personal banking, corporate banking, and treasury business
- > Won the **first prize** of the FinTech Development Award of the PBOC for three consecutive years
- > Its mobile banking **ranked first for three consecutive years** in user experience by China Financial Certification Authority.

Striving to advance the “five priorities” of the financial sector



Strong responsibility fulfillment and significant value contribution

Committed to investor returns



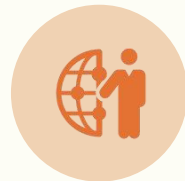
The dividend payout ratio has been kept stable at **30%** since 2018.



Distributed nearly **RMB186.2 billion** of dividends since its listing



Actively fulfilled policy requirements and distributed interim dividends



Offered H shareholders a currency option

Expanded and optimized state-owned capital



Created profits of **RMB422.7 billion** during the 14th Five-Year Plan period



02 PART TWO

Objectives and Outlook Development Strategy



We have confidence, determination and capabilities

Under the strong leadership of the CPC Central Committee and with the support and trust of all sectors of society as well as our broad customer base, PSBC has developed a solid foundation, distinctive strengths and enormous potential. We have the confidence, determination and capabilities to build PSBC into a first-tier large retail bank that is more inclusive, balanced, stable, intelligent and dynamic during the 15th Five-Year Plan period.



Our confidence stems from the close alignment of the Bank's endowment with national strategies

The **outline of the 15th Five-Year Plan** has charted the course ahead. Building a modern industrial system and fostering new quality productive forces require the development of technology finance and industrial finance systems that are commensurate with sci-tech innovation; expanding domestic demand and strengthening domestic circulation require increased financial supply to support business operations and consumption; and advancing the modernization of agriculture and rural areas requires the improvement of financial services for agriculture, rural areas, and farmers.

We will **give full play to our strengths, increase resource input**, and actively meet the financial needs of major national strategies and key sectors. We will build **a more balanced and resilient business framework that better aligns with our endowment**, and identify our positioning and accelerate growth in the overall context of serving economic and social development.





Our confidence stems from great development potential

Tap the potential of retail banking

- Set customer acquisition targets, focus on accelerating the growth of **wealth management and private banking customers and young customers**, and improve the quality of retail customers
- Seize market opportunities to achieve **substantial growth in non-deposit AUM**
- Reshape the **retail credit operation system and risk control system** to stimulate growth potential

Bring into play the value of subsidiaries

- Strive to build AIC into **an innovation platform for investment-loan linkage, a long-term capital platform for sci-tech innovation, a debt-to-equity swap platform for structural reform, and an equity investment management platform**
- Develop a comprehensive financial service ecosystem integrating **equity, loans, bonds, and investments**



Shore up the weak links in corporate banking

- Accelerate the acquisition of various **licenses and qualifications** to open up new space for development
- Give play to the role of free trade zone branches and leverage interbank channels to vigorously expand **cross-border business**
- Set the target of **increasing corporate clients by 300 thousand**, and focus on growing clients in areas of new growth drivers, clients who choose PSBC as their primary bank and strategic clients

Continuously unlock network advantages

- Integrate outlet resources, build **comprehensive flagship outlets** in urban areas and leverage their radiation effect
- Enrich modern banking functions for **2,200 tier-1 sub-branches** to let them play a leading role
- Build a **"1 bank outlet + N agency outlets"** model to improve service quality and efficiency



Our confidence stems from differentiated advantages



Compared with major banks

- We have a low loan-to-deposit ratio and stable funding sources, which provides us with greater room for maneuver and a better starting point to tap into new growth drivers.
- Our network extends into markets of lower-tier areas with extensive coverage of counties and areas below county level, which gives us advantages in institutional and retail banking businesses that require deeper market penetration.



Compared with small and medium-sized banks

- We possess strengths in brand reputation, scale, technology professionals, and the ability to mobilize resources nationwide.
- We possess stronger capabilities in serving the development of major national projects and cross-provincial and cross-border initiatives.



Collaboration with China Post Group

- Supported by China Post Group, we enjoy inherent advantages in such fields as logistics finance, e-commerce finance, banking-securities-insurance collaboration, and “financial + non-financial services”.
- We vigorously explore new businesses such as “delivery + settlement + loans” and “consumption + payment + loans”.



Our confidence stems from a clear strategy

Vigorously advance the “Six Upgrades”

Build differentiated advantages
through distinctive development

Break capital constraints
through light development

Upgrade the business model
through integrated operations



Deepen connections with customers
through ecosystem-based development

Improve management efficiency
through refined management

Stimulate growth momentum through
digital and intelligent transformation



Our confidence stems from a clear strategy

Unswervingly advance the “dual growth curves” strategy



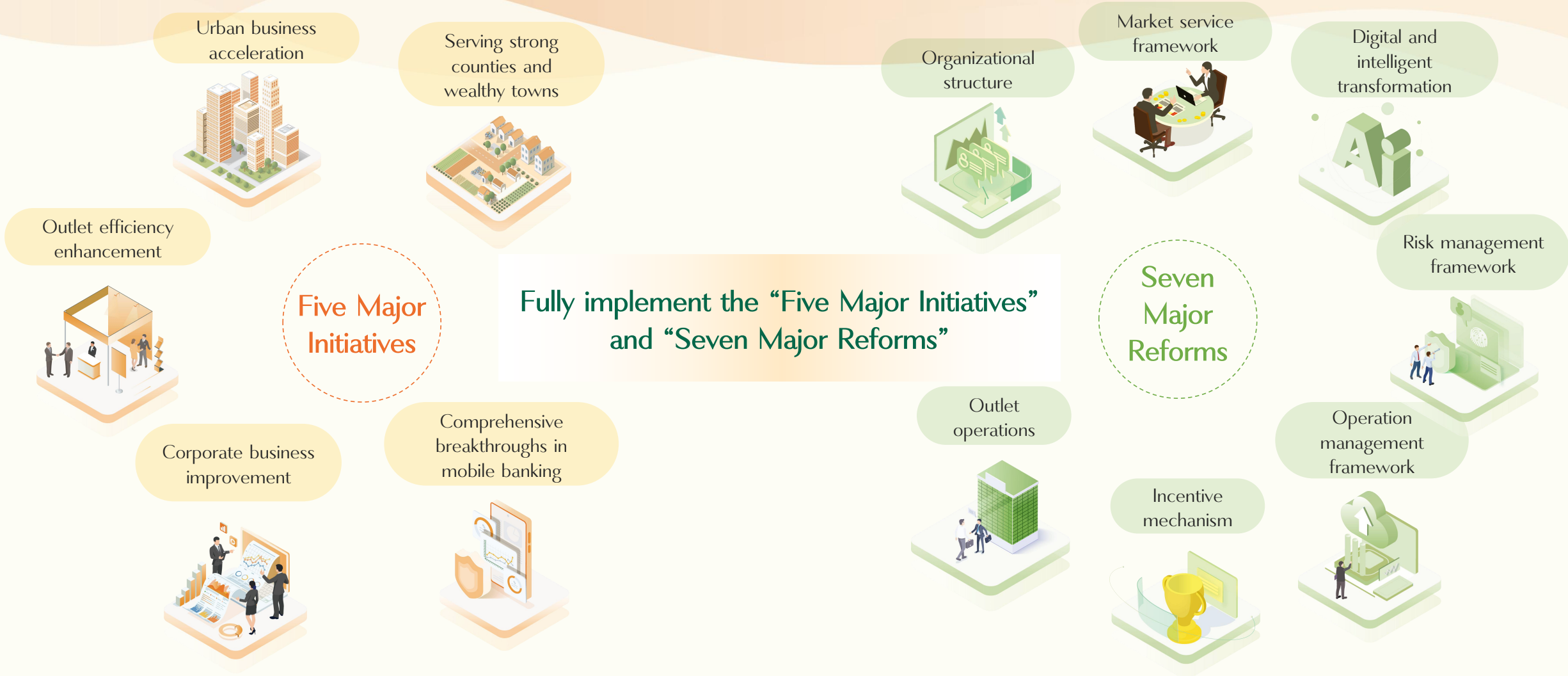
We will consolidate the interest spread as the “**first growth curve**”, maintain the appropriate growth of credit and bond investments, refine the pricing management of deposits and loans, and sustain the comparative advantages of interest spread to ensure the steady improvement of major income sources.



Meanwhile, we will also develop non-interest income as the “**second growth curve**” and vigorously foster the “**five growth drivers**” including wealth management, payment and settlement, investment banking, transaction banking and financial market businesses to ensure the sustained growth of new income sources.



Our confidence stems from resolute reform





Our confidence stems from resolute reform

Make resolute efforts to win the “Six Critical Battles”





Thanks!

