



總裁報告

Chief Executive's Statement



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Vice Chairman and Chief Executive
(resigned effective from 1 January 2019)

2018年，全球經濟復甦進程開始進入轉折點。受中美貿易磨擦爆發、企業債務問題上升、主要經濟體利率正常化等因素影響，各國經濟運行趨向穩中有變、變中有憂，銀行業經營壓力難以紓解，金融風險有所上升。面對複雜多變的經營環境，本集團深耕商業銀行核心主業，積極打造「專業南商」的跨境業務特色、樹立「效率南商」的市場先進標準、創造「價值南商」的最大股東回報。在增規模、增盈利、增客基、強風控、強管理、強建設的經營策略下，保持整體業績平穩增長、業務發展穩步向前。

In the year of 2018, the recovery process of the global economy arrived at a turning point. Under the effects of such factors as the China-US trade friction, the rise of corporate debt problems, and the normalisation of interest rates in the major economies, the economic operation of the countries gradually adapted to a trend of steady development with uncertainty and slight optimistic sentiments, while the pressure on the banking industry was yet to be mitigated, and financial risks were on the rise. Facing the complicated and changing operating environment, the Group deeply developed its core business, cultivated the "professional NCB" cross-border business, set the "efficient NCB" market-leading standard, created the "valuable NCB" to bring maximum returns to its shareholders. It managed to maintain a steady growth in overall performance and make steady progress in business development under the business strategies of scale expansion, profit growth, customer base expansion, enhanced risk control, reinforced management and strengthened construction.



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截至2018年12月底，本集團經營溢利為港幣46.45億元，按年上升21.46%。淨利息收入為港幣66.66億元，較2017年上升11.21%；非利息收入為港幣25.19億元，較2017年上升52.34%。稅後盈利較2017年上升22.15%至港幣39.78億元。經考慮已支付額外資本工具票息的稅務扣減後平均總資本回報率及平均總資產回報率分別為7.91%及0.78%，分別比去年底上升0.49個百分點及上升0.01個百分點；淨利息收益率為1.66%，較2017年上升0.09個百分點。

在外圍環境不確定性顯著增加的情況下，我們聚焦發展銀行主業，加強集團協同運營，致力推動高品質平穩發展，整體規模穩中有進。截至2018年12月底，本集團總資產為港幣4,660.22億元，按年上升7.12%；客戶存款為港幣3,442.05億元，較2017年上升5.77%；客戶貸款為港幣2,549.93億元，較2017年上升8.41%。相對資產規模的擴張，我們更加著重穩健經營、價值提升。截至2018年12月底，本集團特定分類或減值貸款比率為0.63%，反映資產質素維持良好水準。

年內，我們繼續積極發揮與母公司中國信達的協同效應。作為信達集團金融服務板塊的核心龍頭，我們不斷完善協同模式，為集團客戶提供專業服務。通過與信達集團分、子公司達成良好的協同文化；同時，透過中國信達轉介及分、子公司的聯動，共同走訪聯繫優質大企、國企、中國內地有潛力民企等新客戶，發掘跨境業務機會。另一方面，由信達集團組織、南商（中國）牽頭的「信達財富中心」於2018年6月份正式開業，成為集團整合零售資源、建設財富管理品牌、實現客戶共用的相關戰略基石。

As at the end of December 2018, the Group recorded HK\$4,645 million of operating profit, up by 21.46% year on year. Net interest income increased by 11.21% from prior year to HK\$6,666 million, and non-interest income amounted to HK\$2,519 million, up by 52.34% over prior year. Profit after tax increased by 22.15% year on year to HK\$3,978 million. After considering the tax deduction of distribution payment for additional equity instruments, average return on capital and return on assets stood at 7.91% and 0.78%, increasing by 0.49 percentage point and increasing by 0.01 percentage point year on year, respectively. Net interest margin increased by 0.09 percentage point over prior year to 1.66%.

Facing an external environment with greater uncertainties, we focused on developing the core business, strengthened intra-group synergetic operation and devoted ourselves to high-quality and steady development, resulting in our overall scale steadily expanding. As at the end of December 2018, the Group saw its total asset rising by 7.12% year on year to HK\$466,022 million, deposits up by 5.77% to HK\$344,205 million and loans up by 8.41% to HK\$254,993 million as compared with the levels as at the end of prior year. Instead of expanding asset scale, we prioritized sound operation and value enhancement. As at the end of December 2018, the classified or impaired loan ratio of the Group stood at 0.63%, indicating high quality of our assets.

During the year, we continued to exert synergy between NCB and our parent company, China Cinda. As the leader of Cinda Group's financial services segment, we constantly improved our collaboration model to provide our customers with professional services. Leveraging the agreeable collaborative relation with the subsidiaries of Cinda Group as well as the referral of China Cinda and the concerted actions with its subsidiaries, e.g. jointly developing new customers, such as the reputed companies, state-owned enterprises and emerging private enterprises in Mainland China, we actively explored cross-border business opportunities. On the other hand, the "Cinda Wealth Center" organized by Cinda Group and led by NBC (China) was officially launched in June 2018, and has become a strategic cornerstone for the Group to integrate retail resources, forge its wealth management brands and achieve customer sharing.



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為個人客戶提供優質的財務管理服務是我們使命，在年內我們全力做好客戶關係維護工作。透過行銷活動包括《南商理財客戶演唱會》和《大型客戶專題講座》等增加客戶的歸屬感。同時，配合特色產品，為客戶提供更好的回報及令本行客戶基礎持續擴大。截至2018年12月底，品牌層級的理財戶比去年底增長25%，客戶質素得到提升。本著「南商統一品牌，兩地服務一脈相承」的經營理念，全力為客戶提供更完善的跨境業務，年內，透過「百人行銷計劃」兩地互薦跨境需求客戶，為客戶提供跨境貸款及投資理財業務機會，同時穩定中港兩地機構存款，共同提升本集團業務水平。值得一提的是，年內，本集團加大力度投放資源，通過福建省在港商會、同鄉會、聯會活動等組織，與信達集團福建省分公司協同開拓南商在市場上獨有的中國內地物業融資產品——「內房通」，並對接粵港澳大灣區發展機遇，令跨境業務越做越強。在香港晴報舉辦的《Banking & Finance Awards 2018》評選中，南商再次獲得「傑出跨境金融服務大獎」，深受社會和金融業界的肯定及認同。本行積極推動金融科技，緊貼新時代銀行服務，透過「轉數快」服務，為客戶提供全天候免費即時到賬的電子轉帳服務，讓客戶理財及資金調撥更方便快捷。

We are committed to providing quality financial management services to our retail customers, during the year, we made great efforts to maintain good relationship with them. Through a series of promotion activities such as “NCB Wealth Management Member Concert” (《南商理財客戶演唱會》) and “Large-scale Seminars for NCB customers”, we aimed to enhance the sense of belonging of our customers. At the same time, with the featured products, we strive to provide better returns to our customers and continue to expand our customer base. As at the end of December 2018, wealth management members of our brand hierarchies increased by 25% over the end of prior year, which also witnessed a quality improvement. Under the operation guideline of “Unique Services for Mainland China and Hong Kong”, we strove to provide better cross-border business to our customers. During the year, through the “100 Salesman Scheme” aiming at Mainland-Hong Kong mutual referral of cross-border customers, we created loans and wealth management business opportunities for our customers while maintaining stable deposits in our outlets in both the Mainland and Hong Kong, which contributed to business improvement across the Group. In particular, during the year, the Group allocated more resources to develop its “Mainland Property Refinancing Services”, a cross-border financing product which was unique to the market, in cooperation with Cinda Fujian Branch and with the support of such organisations as Fujian Chamber of Commerce, Fujianese Association and Hong Kong Federation of Fujian Associations, aiming to take advantage of the opportunities arising from the development of Guangdong-Hong Kong-Macao Greater Bay Area and facilitate the development of NCB's cross-border business. At the Banking & Finance Awards 2018 organized by Sky Post, NCB won another “Excellence Award for Cross-border Financial Services” and was highly recognized by the society and the financial industry. NCB actively promoted the Fintech development to offer new-era banking services, aiming to provide its customers with round-the-clock instant e-transfer services with the introduction of its “Faster Payment System”, which increased the speed and convenience in wealth management and fund transfer.



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此外，面對監管環境日趨嚴格，本集團持續優化各類風險政策和制度，審慎做好授信風險分析及評估，強化資產質素監察機制。截至2018年12月底，本集團特定分類貸款比率0.63%，資產質素維持穩健。

防洗錢管控方面，本集團遵照兩地法例和監管機構指引，不斷優化及更新防洗錢、反恐籌資及騙案調查的制度，持續進行合規檢查，利用防洗錢舉報系統以識別及偵測可疑或異常交易，有效執行防洗錢及反恐籌資的風險管控工作。

展望2019年，全球經濟增長同步放緩，地緣政治事件的不確定性仍然存在。銀行業的金融監管要求持續趨嚴，預期各大銀行規模將保持平穩增長，利潤增速穩中有升，繼續以平穩發展為基調。本集團將會進一步提高專業能力、鞏固專業品牌；轉變經營思路、發揮競爭優勢；推進「客戶中心」戰略，開拓市場資源，真抓實幹，實現本集團專業經營、效率至上的最大價值。

In addition, facing the increasingly tightening regulation, the Group continued to optimize its risk management policies and systems while conducting credit risk analysis and assessment with due prudence and reinforcing its asset quality monitoring mechanism. As at the end of December 2018, classified loan ratio of the Group stood at 0.63%, indicating a sound and stable asset quality.

With respect to anti-money laundering, the Group kept improving and updating the systems related to anti-money laundering, counter-terrorism financing and deception-investigations while complying with regulations and guidelines of regulatory authorities in both the Mainland and Hong Kong, conducted compliance examinations, and identified and detected doubtful and abnormal transactions by capitalizing on anti-money laundering whistleblowing mechanism, effectively implementing risk control on anti-money laundering and counter-terrorism financing.

Heading into 2019, the global economy is expected to slow down its paces and uncertainty in geopolitical events will remain in existence. The financial regulation over the banking industry will continue to tighten up, and the business scale of major banks will maintain a steady growth, with a steady increase in their profits, adhering to the basic tone of steady development. The Group will further enhance its professional capabilities, consolidate its professional brands, upgrade its business guidelines and give full play to its competitive advantages while promoting its "customer-oriented" strategy, exploiting market resources, and working hard to achieve the maximum value of professional operation with efficiency.