

# ➤ 總裁報告 Chief Executive's Statement



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執行董事兼總裁 Executive Director and Chief Executive

2019年，環球經濟在緩慢減速中度過了不平凡的一年。在經營環境複雜多變的情況下，銀行業的業務競爭趨趨激烈、風險偏好則更為謹慎，戰略轉型和推動高質量發展是尋求業務突破的大方向。年內，我們按中國信達以及南商董事會的各項部署和要求，努力克服各種不利因素，全力促業務、穩客戶、控風險，保持全行業務平穩發展、資產規模適度增長、發展質量持續提升。

截至2019年12月底，本集團經營溢利為港幣44.60億元。淨利息收入和非利息收入分別為港幣66.50億元和23.52億元。稅後盈利為港幣39.51億元。平均總資本回報率和平均總資產回報率分別為7.30%和0.73%。

In 2019, the global economy experienced an eventful year at a slow decelerating pace. Under the complicated and changing operating environment, as the banking industry faced intensifying competition and became more cautious on risk appetite, strategic transformation and promotion of high-quality development were the main directions for business breakthrough. During the year, upon various deployments and requirements made by China Cinda and the Board of NCB, we strived to overcome all kinds of adverse factors, fully promoted our business, strengthened our customer base, controlled risks, as well as maintained steady business development throughout the Bank, moderate growth of asset scale and continuous improvement on development quality.

As of the end of December 2019, the Group recorded HK\$4,460 million of operating profit. Net interest income and non-interest income amounted to were HK\$6,650 million and HK\$2,352 million respectively. Profit after tax was HK\$3,951 million. Average return on capital and average return on assets stood at 7.30% and 0.73% respectively.

在內外部環境更趨嚴峻複雜下，我們積極發揮跨境金融優勢，為「一帶一路」提供服務，助力「粵港澳大灣區」建設，致力走高品質發展道路。截至2019年12月底，本集團總資產為港幣4,895.89億元，按年上升5.06%；客戶存款為港幣3,458.88億元，按年上升0.49%；客戶貸款為港幣2,631.03億元，按年上升3.18%。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2019年12月底，本集團特定分類或減值貸款比率為0.67%，資產質素維持良好水平。

南商自八十年代初期在內地開設全國第一家外資銀行分行後，一直堅持服務實體經濟，響應國家發展戰略。年內，我們率先成立粵港澳大灣區辦公室，積極把握中央「灣區惠及港澳居民十六項政策」的機遇，探索以客戶為中心、跨境一體化金融服務為新的戰略方向；特別在區域維度上，通過粵港澳大灣區業務一體化運作改革，探索跨業務平台、區域融合經營新模式等等，並制定了一系列新思路、新措施。同時，我們繼續完善協同模式，為集團客戶以及戰略客戶提供專業化的跨境銀行服務，積極構建差異化競爭優勢，促進南商的可持續發展。

Under the severe internal and external environment, we leveraged on our cross-border financial advantages to provide services for the “Belt and Road Initiative” and to help in the construction of the “Guangdong-Hong Kong-Macao Greater Bay Area”, and we devoted ourselves to high-quality development as well. As of the end of December 2019, the Group's saw its total assets rising by 5.06% year on year to HK\$489,589 million, deposits increased by 0.49% year on year to HK\$345,888 million, and loans rose by 3.18% year on year to HK\$263,103 million. Instead of expanding asset scale, we prioritized sound operation and value enhancement. As of the end of December 2019, the Group's classified or impaired loan ratio was 0.67%, and our asset quality remained good.

After setting up the country's first foreign-funded bank in Mainland China since early 1980s, NCB has persisted in serving the real economy and has responded to the national development strategies. During the year, we took the lead in setting up an office for the affairs of Guangdong-Hong Kong-Macao Greater Bay Area, actively seized the opportunity arising from the Central Government's “Sixteen policies of the Greater Bay Area that benefit Hong Kong and Macao residents (灣區惠及港澳居民十六項政策)”, explored new strategic direction which is customer-oriented with a focus on cross-border integrated financial services. Specifically, in terms of regional dimension, we explored cross-business platform, new regional integrated operating model and others through the reform of integrated business operation of the Guangdong-Hong Kong-Macao Greater Bay Area, and we also formulated a series of new guidelines and measures. Meanwhile, we continued to improve our collaboration model to provide our customers and strategic customers with professional cross-border banking services, as well as actively equip ourselves with differentiated competitive advantages, thereby promoting sustainable development of NCB.



南商70周年慶典酒會  
NCB 70th Anniversary Celebration Cocktail Party

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為提高盈利貢獻度，我們大力拓展中小企客戶以及向輕資本業務轉型，不斷形成和鞏固自身經營特色。因應香港政府宣佈推出「中小企融資擔保計劃(SFGS)」和「中小企業信貸保證計劃(SGS)」等特別優惠措施，我們積極回應支持普惠金融及扶助中小企業發展，緩和客戶在經濟環境不明朗下的資金週轉困難。面對市場環境持續波動，我們深入研究和分析本港金融機構市場，重點營銷金融機構行業龍頭目標客戶，充分整合利用資源，為客戶提供全方位服務，實現風險與業務平衡發展。另一方面，我們加大力度拓展無抵押私人貸款，開通並持續優化各種渠道供客戶申請私人貸款；同時，亦積極拓展大型客戶的銀團貸款籌組業務以及二手市場賣出業務，成功牽頭多筆具代表性的銀團項目，持續優化組合收益結構。2019年，我們更成功發行7億美元二級資本後償票據，市場反應熱烈。

發展業務的同時，我們堅持做好各項風險管控工作。年內，按照中國信達以及香港金管局的要求，我們持續優化風險治理架構，強化資產質素監察機制；並通過完善及優化各類審批及監控系統流程，進一步提高風險評估能力以及提升風險管理技術。為進一步提升銀行的競爭能力，我們一直積極探索提升資訊科技力量，做好對業務支援的工作。年內，依循「南中先行」的IT建設戰略，在全體同事的努力下，成功實現南中新線系統於2019年8月如期投產，為提升南商自身科技力量邁出一大步。防洗錢方面，我們持續優化各項制度及資源配置，嚴格執行持續監控及調查工作。年內，南商銀行各項風險指標繼續維持正常水平，沒有發生重大風險事件。

In order to enhance profit contribution, we put much effort in expanding our SME client base and transforming to capital-light business, and we continued to establish and enhance our own operating characteristics. In response to Hong Kong government's announcement of the launch of its special preferential measures, such as "SME Financing Guarantee Scheme (SFGS)" and "SME Loan Guarantee Scheme (SGS)", we actively supported inclusive financing and assisted SME development, with the aim to ease customers' financial difficulties under such uncertain economic conditions. Facing continuous fluctuation in the market, we conducted in-depth research and analysis on Hong Kong's financial institutions, focused on the marketing of target customers of financial institution industry leaders, and fully integrated and utilized our resources, thus providing customers with comprehensive services and achieving a balanced development of risks and businesses. In addition, we vigorously expanded our unsecured personal loan business, created and continued optimizing various channels for customers to apply for personal loans. Meanwhile, we also expanded the syndicated loan financing business for large customers and second-hand market sales business, successfully led several representative syndicated projects, and continued improving the gain structure of portfolios. In 2019, we successfully issued US\$700,000,000 tier 2 subordinated notes and received enthusiastic response from the market.

While engaging in business development, we continued to perfect our risk monitoring and control. During the year, according to the requirements made by China Cinda and the Hong Kong Monetary Authority, we kept optimizing the structure of our risk management and strengthening our asset quality monitoring mechanism, while further enhancing our risk assessment capability and risk management know-how through optimizing and improving various loan approval and monitoring processes. In order to further increase the competitiveness of the bank, we have been actively exploring ways to better support our business with enhanced information technology. During the year, in accordance with the IT construction strategy of "NCB (China) comes first", the effort of all our staff came to fruition, as NCB (China)'s new on-line system was put into operation on time in August 2019. This was a huge step towards enhancing NCB's own technological capability. For anti-money laundering, we continued to optimize various systems and the allocation of resources, while carrying out our monitoring and investigation work meticulously. During the year, NCB's risk indices remained normal and no significant risk events occurred.

此外，南商始終牢記社會責任使命，積極履行並承擔各類社會公益責任和義務工作，充份體現南商的企業價值。年內，南商在堅持原有公益事業和教育活動的同時，積極參與集團精準扶貧點——青海省海東區樂都縣的扶貧工作，通過當地學校平台開立獎學金、助學金項目，資助貧困家庭兒童順利完成學業。目前，南商已形成覆蓋教育、扶貧、賑災、環保等多角度的社會責任網絡，以豐富多樣的形式踐行著企業社會責任。

對南商而言，2019年是我們成立七十週年的華誕之年，是別具意義的一年，各界對南商七十年來為國家改革和香港經濟所做出的貢獻均賦予高度評價；在為之感到自豪的同時，我們也肩負著承前啟後、續寫輝煌的責任。受新冠疫情影響，2020年經濟下行壓力漸趨加大，銀行業的規模增速將顯著放緩。為此，我們將積極研究一切潛在可行的方案，在危機中尋找商機；並繼續按照「穩中求進、防範風險、精細管理、植根灣區」的經營策略，開拓更多創新渠道以滿足廣大客戶的需求，進一步以高質量發展回饋社會，致力實現南商的戰略目標。

Moreover, NCB has always kept its social responsibilities in mind, actively fulfilling and taking up various social responsibilities and duties. Such social engagement clearly indicates NCB's company values. During the year, NCB continued to participate in those charity and education activities it had been supporting for years. Meanwhile, it also took part in the targeted poverty alleviation program in Ledu District, Haidong, Qinghai Province, where NCB has set up scholarships and bursaries through local schools to help children from poor families to finish their education. NCB has now built up a wide-ranging network of social responsibilities covering education, poverty alleviation and environmental protection, with which it fulfils its corporate social responsibilities in a myriad of ways.

The year 2019 was a memorable year for NCB, as it celebrated its 70th anniversary. Plaudits and praise came from all quarters for NCB's contribution to the reform of China and the economy of Hong Kong in the last 70 years. We are proud of what we did, but we have to continue to add new chapters to our success story. Due to COVID-19, the downward pressure on the economy in 2020 has been gradually building up, and the growth in size of the banking industry will slow down significantly. As a result, we will consider all feasible plans in order to seek opportunities amid the crisis. Adhering to our operational strategy of "steady growth, risk prevention, refined management and flourishing in the Greater Bay Area", we will open up more innovative channels to meet the needs of our customers, thus giving back to society with top-quality services and achieving NCB's strategic goals.