

總裁報告

Chief Executive's Statement



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2021年，面對百年未有之大變局，我國經濟轉向高質量發展階段，與此同時科技公司在金融領域帶來顛覆性改變，銀行業競爭加劇，市場份額進一步集中，給南商發展帶來了新的挑戰。面對壓力，南商迎難而上，積極根據市場變化和自身優劣勢，確立「以客戶為中心，依託金融科技，打造跨境和投商行聯動的專業銀行」戰略目標，推動戰略轉型，取得初步成效。2021年末，總資產為5,363億港元，按年上升6.1%；貸款餘額為2,956億港元，按年上升5.7%；客戶存款餘額為3,838億港元，按年上升9.1%；全年實現稅後淨利潤32.31億港元，整體經營呈現平穩發展的態勢，戰略轉型亦取得積極成果，多項戰略領域取得突破。

In 2021, in the face of greatest changes in a century, China's economy has been transitioning to a stage of high-quality development. At the same time, disruptive changes brought by technology companies in the financial sector has intensified the competition in the banking industry, and further concentrated market shares, which threw new challenges to the development of NCB. Under the pressure, NCB took on challenges unremittingly and actively responded to market changes and its own strengths and weaknesses. It set the strategic goal of "customer-oriented, financial technology-oriented and combined with cross-border and investment and commercial banks" to promote strategic transformation and has achieved initial success. As of the end of 2021, the Group's total assets increased by 6.1% year on year to HK\$536,300 million, loans rose by 5.7% year on year to HK\$295,600 million, deposits increased by 9.1% year on year to HK\$383,800 million, and net profit after tax for the year was HK\$3,231 million. The overall operation showed a trend of steady development, with positive results of strategic transformation and breakthroughs in various strategic areas.

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年內，優化跨境業務佈局，建立特色化競爭優勢。新建3家跨境服務中心，設立南商(中國)珠海支行，構建一站式跨境金融管家服務，以特色專業銀行品牌提升核心競爭力。聚焦個金目標客群，突破疫情封關和資本市場低迷困境，中收全年逆市增長。抓住公司客戶跨境需求痛點，著力打造內保外貸、跨境直貸、上市公司分紅貸等特色產品，與南商(中國)聯動，實現大灣區內公司業務快速發展。主打「人民幣第一」策略，全力打造離岸人民幣業務整體優勢，創新和優化人民幣期權掛鉤存款、人民幣掛鉤投資等產品，人民幣存款較2020年底增長逾九成。獲得香港主流媒體舉辦有關「傑出跨境金融服務大獎」、「卓越跨境企業及個人銀行服務品牌」等多個獎項。

集團聯動和「投行+商行生態圈」建設成效顯現，批量營銷優質客戶。抓住香港資本市場優勢，積極擴大投行朋友圈，建立投行多場景服務方案，共建投行+商行生態圈，為本港上市公司及其股東高管提供全面專業服務。建立目標客戶庫，優化客戶結構。聯動信達集團，完成多項並購等集團協同項目；與外部投行夥伴合作大型項目貸款，發展「上市公司管理層行權認股(ESOP)貸款」、「代客交叉貨幣掉期」等業務，全年公司客戶貸款按年上升4.71%。加強機構客戶營銷，資本市場業務(DCM)快速增長。

During the year, NBC optimized its cross-border business layout and established a distinctive competitive advantage.

The Group has set up three new cross-border service centers and NCB (China) Zhuhai Sub-branch to provide one-stop cross-border financial management service and enhance its core competitiveness as a professional bank brand with distinctive characteristics. With focus on the personal finance clients, it weathered through the predicament caused by closure during pandemic and the downturn of the capital market, and its intermediate business income increased against the market trend throughout the year. NCB seized the opportunities brought by the cross-border financial needs of corporate customers, and strived to develop featured products such as loan against outbound security, inbound direct lending, and dividend loans for listed companies, and worked with NCB (China) to achieve rapid business development in the Greater Bay Area. NCB took "Putting Renminbi First" as the main strategy and strived to enhance advantages of offshore RMB business comprehensively. We innovated and optimized products such as RMB option-linked deposits and RMB-linked investments products, and our RMB deposits increased by more than 90% compared with the end of 2020. The Group received awards such as "Excellence Award for Cross Border Financial Services" and "Excellent Brand of Cross Border Corporate and Personal Banking Service" at events organized by mainstream media in Hong Kong.

We have conducted inter-group collaboration and the construction of "investment bank + commercial bank ecosystem" with satisfying results and batch marketing for high-quality customers.

At the same time, the Group seized the advantages of Hong Kong capital market, actively expanded the collaboration of investment banks, established multi-scenario service solutions for investment banks, and jointly built an ecosystem of investment banks + business banks to provide comprehensive professional services for Hong Kong listed companies and their shareholders and senior management. NCB also expanded its target customer base and optimized customer structure. It collaborated with Cinda Group to complete a number of mergers and acquisitions and other collaboration projects, cooperated with external investment banking partners to provide loans for large-scale projects, and developed businesses such as "Loan from Employee Stock Ownership Plan (ESOP) for Listed Companies" and "Cross Currency Swap for Clients". Corporate loans to customers for the year increased by 4.71% year-on-year. During the year, debt capital markets (DCM) business increased rapidly as the Group strengthened institutional client marketing.

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區域市場持續深化。深耕本港市場，樹立健康理財品牌，為客戶提供綜合金融服務。聚焦大灣區和長三角兩大重點區域市場，打造供應鏈融資等特色化產品體系，積極服務內地港人，提升對中小企的支持水平，服務國家戰略。

金融科技全面推進。南商(香港)IT新線項目全面啟動，建設了獨立的數據服務平臺，與金融科技龍頭合作落地線上供應鏈融資等項目，科技賦能業務發展。

不斷提升專業風險管理能力，主動退出高風險授信業務。圍繞新的戰略目標，積極提升合規管理水平，全面梳理全行各項合規制度，不斷完善全面風險管理體系，落實包括公司治理、關聯交易常態化管控等要求，完善反洗錢機制，「三道防線」各司其職確保合規經營，進一步夯實了穩健發展的根基。前瞻性化解風險，提前清收處置潛在高風險資產。

Continue to deepen regional market. The Group further explored Hong Kong market, established a healthy wealth management brand, and provided customers with comprehensive financial services. With focus on the two major regional markets, the Greater Bay Area and the Yangtze River Delta, it developed a system of featured products such as supply chain financing, actively served Hong Kong people on the mainland and enhanced the level of support for small and mid-size enterprises in response to national strategies.

Comprehensively promote financial technology. The new IT project of NCB (Hong Kong) was launched, where we built an independent data service platform. Projects such as online supply chain financing in cooperation with fintech leading companies were also launched, which demonstrated our strategy of using technology to empower business development.

Constantly enhancing professional risk management capabilities and taking the initiative to withdraw from high-risk credit business. The Group employed new strategic goals by actively improving the level of compliance management level, comprehensively adjusting the compliance systems throughout the bank, continuously strengthening the overall risk management system, implementing requirements such as corporate governance as well as regular management and control of connected transactions, and improving anti-money laundering mechanism. The "Three Lines of Defence" each performed its respective duties to ensure compliant operations, which further established a strong foundation for steady development. The Group prevented risks at its foresight and collected and disposed potential high-risk assets in advance.

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本行積極踐行企業社會責任，服務香港社會發展。在抗疫情、穩發展的同時，積極履行社會責任，充分發揮自身的影響力向社會傳遞正能量。除繼續推進原有的慈善工作及扶貧項目之外，年內配合香港特區政府各項防疫措施，推出多項個人貸款、企業還息不還本等計劃，並繼續參與政府推出的各項支援中小企的貸款計劃，積極支持實體經濟。捐款並支持成立「莊世平愛國教育基金」，開展愛國教育活動。延續增加針對香港低收入家庭人士和殘障人士的公益活動。此外，積極推動香港社會綠色可持續發展理念，通過開展綠色債券、增加綠色環保營運設施等措施，努力打造「綠色銀行」。

2022年，內外部形勢依舊具有較高不確定性，各主要經濟體復蘇步伐不一，挑戰與機遇並存。繼往開來，我們將繼續秉承初心，牢牢把握以客戶為中心的服務理念，更加緊握「穩」的要求、加大「改」的力度、提升「優」的成效，全面深化改革，打好攻堅戰，深入打造投行+商行生態圈，全面建設綜合管家模式，培育更多新的業務增長點，持續推動戰略轉型，提升銀行核心競爭力。

The Bank actively fulfilled corporate social responsibility and served the social development in Hong Kong. While fighting against the pandemic and maintaining stable development, the Group actively performed social responsibilities, which fully exerted its influence by sending positive energy to society. Besides continuing to push ahead its existing charity work and poverty alleviation projects, in response to various anti-pandemic measures of the HKSAR government, the Group launched several programs such as personal loans and principal payment holidays targeting on enterprises during the year, as well as continued to participate in various SME loan schemes launched by the government, with an aim to actively support the real economy. The Group donated to support the establishment of the “Zhuang Shiping Patriotic Education Fund”, organizing patriotic education activities. The Group continued to increase its charitable activities targeting on low-income families and the disabled in Hong Kong. In addition, the Group actively promoted green sustainable development concept in Hong Kong society and strived to create a “green bank” by launching measures such as issuance of green bonds and the increase of environmental-friendly operating facilities.

In 2022, both the internal and external situations will still be full of high uncertainties, and the recovery paces vary among major economies, therefore challenges and opportunities will exist simultaneously. Carrying forward, we will continue to be faithful to our original aspiration, adhere to the “customer-oriented” service philosophy, grasp more firmly on the requirement of “being stable”, expand the efforts on “change”, increase the effects of “optimization”, deepen reform at full-scale, be well-prepared to tackle challenges, establish an “investment banks + commercial banks” ecosystem, construct a comprehensive butler mode, create more new business growth points, continue to promote strategic transformation, whereby increase the Bank's core competitiveness.