

總裁報告

Chief Executive's Statement



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2023年，面對嚴峻的外部環境和業務轉型的重重挑戰，南商銀行管理層堅定不移地推進「三五」規劃和高質量發展，堅持做「難而正確的事」，在轉型發展、一體化經營、風險化解、金融科技建設等方面取得多項突破，經營工作質效受到董事會的充分肯定。

營收邁上新台階。年末南商銀行總資產、存款、貸款按年分別上升2.49%、7.92%、1.55%，優於市場整體表現。淨經營收入按年上升8.95%至105.14億港元，突破百億大關，再創歷史新高。經營效能進一步提升，在IT新系統、營運外包回收等基礎設施投資大幅增加情況下，成本收入比進一步下降，在香港同業中位居前列。

In 2023, facing a myriad of challenges caused by a severe external environment and business transformation, the management of NCB were undaunted, as they continued to promote the “Third Five-Year Plan” and high-quality development, persisted in doing “difficult but right things”, and made many breakthroughs in business transformation and development, integrated operation, risk resolution as well as the development of financial technology. The quality and efficiency of their operational efforts were fully acknowledged by the Board.

Our operational income hit a new high. As at the end of the year, NCB's total assets, deposits, and loans increased by 2.49%, 7.92%, and 1.55% respectively year-on-year, outperforming the overall market. Net operating income increased by 8.95% year-on-year to HK\$10.514 billion, crossing the 10 billion mark and setting a new record high. Operational efficiency was further improved. Despite a significant increase in infrastructure investments (including new IT systems and operational outsourcing services), our cost-to-income ratio further decreased, being one of the lowest among banks in Hong Kong.

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拓客成效更加顯著。深挖跨境銀行牌照優勢，融入大灣區、長三角等國家重大區域戰略，依託「線上+線下」全渠道、「投行+商行」生態圈，個人業務目標客群基礎不斷擴大，全年跨境客戶新增量同比增長160%；公司業務實施一體化拓客、名單制營銷，目標客群授信餘額保持較快增長，營收貢獻度持續提升；金融同業業務不斷擴大投行「朋友圈」，投行合作夥伴數量突破百家，合作場景涵蓋IPO全流程及股東、高管、持股員工等全對象，成為引流獲客的重要渠道。

產品特色更加鮮明。針對目標客群全週期、全流程跨境金融服務需求，不斷完善零售和公司業務跨境產品體系，形成內房通、發薪匯、跨境直貸、並購貸等特色產品組合；開發「購房直匯通」、「融匯寶」等創新產品，幫助客戶解決痛點、降低成本。將服務場景延展至醫、食、住、行、法律及稅務諮詢等非金融領域，建立NCB Life非金融服務平台，為客戶提供差異化服務，構建起「金融+非金融」綜合服務模式，加強客戶觸達、提升客戶粘性。

渠道建設更加豐富。優化線下網點佈局，香港西九龍高鐵站跨境服務中心、內地南京分行先後投入運營，兩地線下網點互聯互通，連「點」成「網」。借助南商e+ App實現遠程開戶、雙向見證開戶，全年開戶量破萬，與空中客服、微信公眾號、微信視頻號、新支付場景共同構建起線上渠道網，交叉銷售滲透率和成功率進一步提升。推進生態圈建設，「投行+商行」生態客群持續增長，成效顯著；「跨境理財通合作銀行」生態圈、「內地中小銀行跨境業務」生態圈建設取得積極進展。

Our customer base grew further. The target customer base of Personal Banking continued to grow, with the number of new cross-border customers increasing by 160% year-on-year. We achieved this by fully exploring the advantages of cross-border banking licenses, integrating into the Greater Bay Area and the Yangtze River Delta in accordance with China's major regional strategies, and leveraging our "online + offline" omni-channel and "investment bank + commercial bank" ecosystem. With integrated customer expansion and list-based marketing adopted for Corporate Banking, the credit balance of its target customer group maintained rapid growth and its contribution to our operating income continued to increase. Our financial interbank business saw more and more investment banks in its "friends' circle", as the number of our investment banking partners exceeded 100. Our collaboration with investment banks covers the entire IPO process and targets all relevant parties (including shareholders, executive officers and stock-holding employees), which has become an important channel for us to seize business opportunities and attract customers.

The distinctiveness of our products became more pronounced. In response to the full-cycle and full-process cross-border financial service needs of our target customer groups, we kept optimizing our cross-border products catering for retail and corporate customers. We offered a distinctive product mix that includes Mainland Property Refinancing Service and Cross Border Salary Remittance, as well as cross-border direct loans and M&A loans. We also developed innovative products including "Property Purchase Direct Remittance Service" and "Rong Hui Bao", which help customers solve pain points and reduce costs. We expanded our services into non-financial sectors including healthcare, food, housing, transportation, legal and tax consulting, and established the non-financial service platform NCB Life, which provides customers with differentiated services, with a view to building a "financial + non-financial" comprehensive service model, enhancing customer contact and improving customer stickiness.

Our channels became more diversified. The planning of our offline outlets was optimized after the opening of our cross-border service center at the Hong Kong West Kowloon High Speed Rail Station and our Nanjing branch in the mainland. Our offline outlets in the mainland and Hong Kong are now interconnected, with "dots" connected to form a "network". With the NCB e+ App, we were able to provide remote account-opening and two-way account-opening attestation services. The number of account openings during the year exceeded 10,000. These services combined with our air customer service, WeChat official account, WeChat video account and new payment scenarios to form an online network of channels to enhance our cross-selling penetration and success rates. We also forged ahead with the establishment of ecosystems. The customer group of our "investment bank + commercial bank" ecosystem continued to grow and achieved remarkable results, while the formation of our "Wealth Management Connect Partner Banks" ecosystem and "Cross-border Business of Small- and Medium-sized Banks in the Mainland" ecosystem made positive progress.

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一體化經營質效明顯提升。圍繞跨境特色化優勢的打造，南商香港與南商中國不斷優化一體化營銷聯動機制，明確目標客群、主打產品，統一策略和行動，形成更大合力，在跨境客群拓展、公司業務共同戶貸款投放等方面成效顯著；金融同業條綫打通全新人民幣跨境融資渠道，進一步優化資金成本。中後臺健全一體化運營機制，統一兩地風險偏好，提升授信審批效率；共建兩地專家團隊，實現合肥基地一體化運維；推動兩地人員雙向交流，加快認知趨同、文化融合。

存量風險化解取得階段性成果。按照「一司一策」推動涉房風險化解，完成涉房貸款年度壓降目標。加快存量風險化解，主動壓降高風險資產，處置一批不良資產。強化全面風險管理，調整信貸策略，嚴格落實客戶及項目准入要求，做好項目審查、貸前風險審查審核，確保新授信項目風險可控。

數字金融建設賦能業務發展。南商香港有序推進IT新系統建設，達成階段性目標；南商e+ App功能迭代升級，註冊用戶數快速增長；落地多個場景下的RPA（機器人流程自動化）應用，在幫助業務部門提升效率、釋放人力方面取得良好效果。南商中國全年實施近百個數字化項目，科技賦能效率及質量大幅提升，企業數字化開戶流程覆蓋率達95%，近百張監管報表實現100%直達，CIPS直連、外幣小額匯款等實現突破，跨境結售匯、外匯買賣基本實現全流程線上化、自動化；數據管理能力不斷提升，獲中國信息通信研究院「穩健」評級，成為首家獲此評級的外資銀行。

The quality and efficiency of our integrated operation greatly improved. With a view to achieving competitive cross-border differentiation, NCB Hong Kong and NCB China continued to optimize their integrated marketing linkage system. By clearly defining their target customer groups and main products and executing joint strategies and actions, they formed greater synergy, thus achieving remarkable results in expanding their cross-border customer groups and increasing their supply of loans to joint accounts in Corporate Banking. For our financial interbank line of business, new RMB cross-border financing channels were opened up to further optimize capital costs. The integrated operation system of our middle and back offices was improved, with the risk preferences of the two regions unified to improve the efficiency of credit approval. Teams comprising experts from the two regions were jointly built to achieve the integrated operation and maintenance of our Hefei base. Two-way exchanges between personnel from the two regions were encouraged to accelerate cognitive convergence and cultural integration.

We achieved phased results in resolving existing risks. We promoted the resolution of property-related risks in accordance with the principle of “a specific policy for a specific company”, and met our annual reduction target for property-related loans. We expedited the resolution of existing risks, proactively reduced high-risk assets, and disposed of a batch of non-performing assets. We enhanced our comprehensive risk management, adjusted our credit strategies, strictly implemented our customer and project access requirements, conducted project reviews and pre-loan risk reviews to ensure that the risks of new credit projects were controllable.

Our business development was empowered by the development of digital finance. NCB Hong Kong promoted the development of new IT systems in an orderly manner and achieved phased goals. The functions of the NCB e+ App were iteratively upgraded, with the number of its registered users growing rapidly. RPA (robotic process automation) was put to practical use in multiple scenarios, with satisfactory results achieved in improving the efficiency of business departments and releasing manpower. During the year, NCB China carried out nearly a hundred digital projects, greatly improving its efficiency and quality through technology empowerment. 95% of corporate account openings were done digitally, and nearly a hundred regulatory statements recorded a 100% rate of direct filing. Direct access to the CIPS and small-amount remittances made breakthroughs, with the cross-border settlement and sale of foreign exchange and foreign exchange trading almost completely conducted online and automated during the entire process. Our data management capabilities kept improving, and were rated “stable” by the China Academy of Information and Communications Technology, which marked the first time a foreign capital bank received this rating.

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2024年，面對更為複雜的市場環境和更加激烈的行業競爭，南商銀行將堅定信心，以改革的勇氣、創新的思維破解前進道路上的難題，努力完成全年經營目標。緊緊圍繞「高質量發展」這條主線，以高質量發展應對複雜嚴峻的外部環境，以高質量發展防範化解金融風險，以高質量發展把握戰略主動。將「專業經營、效率至上、創造價值」的理念貫穿發展全過程和各領域，紮實做好「科技金融、綠色金融、普惠金融、養老金融、數字金融」五篇大文章，推動南商銀行高質量發展不斷書寫新篇章、邁上新台階。

In 2024, facing a more complex market environment and more intense industry competition, NCB will remain confident. With the courage required by reformers and the creativity required by innovators, we will overcome obstacles ahead of us and strive to achieve our annual operating goals. Focusing closely on the main theme of “high-quality development”, we will respond to the complex and severe external environment with high-quality development, prevent and resolve financial risks with high-quality development, and seize the strategic initiative with high-quality development. We will plant the ideas of “professional operation”, “efficiency above all” and “creating value” throughout the entire development process and in all areas, and put solid efforts in the five segments of “technology finance, green finance, inclusive finance, aging finance and digital finance” to promote the continuous progress of NCB's high-quality development.