

Our ultimate objective is to create an unmatched customer experience, as well as to grow the wealth management business in the region.

本行的最終目標是讓客戶能夠體驗無與倫比的服務，並壯大區內的財富管理業務。



wealth management

財富管理

With the increasing demand for wealth management services in the region, the Bank restructured the Wealth Management Group in March 2007. The Division's mission is to establish a wealth management platform that can fulfill the increasingly sophisticated needs of its high net worth customers. The Bank's ultimate objective is to create an unmatched customer experience, as well as to grow the wealth management business in the region.

Innovative products, professional advice, and quality staff are the cornerstones of this new wealth management platform. In 2007, the Bank started to enhance its capabilities in these areas.

The Bank has expanded its Unit Trust range to cover over 700 funds. In addition to traditional long-only funds, the Bank has introduced alternative investment funds, including hedge funds, commodity funds, and REITs. The enhancement offers customers both defensive instruments to weather volatile market conditions, as well as offensive instruments to capture market opportunities from different sectors in different markets.

鑑於區內對財富管理服務的需求不斷增加，本行於二零零七年三月重組了財富管理部，以建立財富管理平台，滿足高資產客戶日趨複雜的需要。本行的最終目標是讓客戶能夠體驗無與倫比的服務，並壯大區內的財富管理業務。

創新產品、專業意見及優秀員工是這個新財富管理平台的基石。二零零七年，本行開始提升這些範疇的服務能力。

本行已將單位信託基金範圍擴大，覆蓋的基金數目超過 700 隻。除了傳統的長倉基金外，本行亦推出了另類投資基金，包括對沖基金、商品基金，以及房地產投資信託基金。多元化的基金選擇，既為客戶提供防守型的投資工具，以抵受市況波動的環境，亦有進取型的投資工具，讓客戶可把握不同市場和不同行業中的商機。

Our focus on the Wealth Management business led to a tremendous growth in customer base of

24%

and fee income of over

50%

本行全力發展財富管理業務，令客戶基礎大幅增長 24%，費用收入上升逾 50%。

The offshore business demonstrated very strong growth, with customer base doubled and assets under administration grew by

116%

本行的境外業務增長非常強勁，客戶基礎倍增，管理資產值增長 116%。

Our quality market outlook is published in major local newspapers and frequently quoted in electronic news media.

本行撰寫的優質市場展望獲本地主要報章刊登，並經常為電子傳媒所引述。



In addition to strengthening its third-party product distribution platform, the Bank is establishing its own asset management company, FB Investment Management Limited ("FBIM"). This arm will specialise in providing asset management services for the Bank's customers including investment funds, alternative investment solutions and private mandates. In October 2007, FBIM successfully obtained the approval of the first unit trust umbrella, "FB Investment Trust", from Hong Kong's Securities and Futures Commission. Like other functions within the Bank, FBIM aims at responding to its customers' needs better and faster than its competitors, and eventually becoming another important revenue contributor.

The Bank believes that an informed investor is a better investor. Thus, it has established an Investment Advisory function to provide customers with market outlook information, product advice and portfolio strategies through different channels. A new Wealth Management monthly newsletter was introduced to give customers specific and actionable investment advice, as well as useful wealth management principles. The Division's quality market outlook is published in major local newspapers and is frequently quoted in electronic news media.

To cope with the increasing demand for wealth management services, the Bank has refined its customer segmentation strategies. As it recognises the increasing sophistication of emerging affluent people and their demand for wealth management services, therefore, in addition to Ambassador Banking customers, i.e. those with HK\$1 million and above, the Bank has set up dedicated teams to provide wealth management services to customers with HK\$300,000 to HK\$1 million. As a result, more customers can enjoy better services, products and advice customised to their unique wealth management needs.

除加強第三方產品分銷平台外，本行亦正建立本身的資產管理公司，名為富銀投資管理有限公司（「富銀投資」）。該公司將專門為客戶提供資產管理服務，包括投資基金、另類投資方案及私人委託投資。二零零七年十月，富銀投資成功向香港證券及期貨事務監察委員會取得批准，成立首隻單位信託傘子基金「富銀投資信託基金」。像本行其他服務一樣，富銀投資務求比競爭對手更能妥善、迅速地回應客戶的需求，最終成為另一重要的收入來源。

本行相信掌握資訊的投資者能作出更佳的投資決定。因此，本行成立了投資顧問服務，透過不同渠道向客戶提供市場展望資訊、產品意見及投資組合策略。新推出的財富管理月刊為客戶提供具體及可行的投資意見，以及實用的財富管理方針。該部門所撰寫的優質市場展望獲本地的主要報章刊登，並經常為電子傳媒所引述。

為應付不斷增加的財富管理服務需求，本行已優化了客戶分層策略。本行深明新一代的富裕人士對財富管理服務的要求越來越高。因此，除了資產值達 100 萬港元或以上的 Ambassador Banking 客戶外，本行亦為資產值介乎 30 萬港元至 100 萬港元的客戶設立專責團隊，提供財富管理服務，令到更多客戶能享用更佳的服務、產品和意見，以滿足他們獨特的財富管理需要。



We aim to establish Fubon Bank (Hong Kong) as a well-recognised wealth management service provider to fulfill the growing demand from high net worth individuals in Greater China.

我們旨在建立富邦銀行(香港)為一家廣受認同的財富管理服務機構，以滿足大中華區高資產人士不斷增加的服務需求。

Equipping our sales people with updated market and product knowledge is essential to delivering the best-in-class professional advice to our customers. Consequently, the Division provides both regular and ad hoc market outlook and product briefings to its sales force.

The above initiatives have proven to be successful. The Division's customer base and assets under administration have grown by 24%. Fee income has surged by over 50%. The offshore business demonstrated very strong growth, with customer base doubled and assets under administration grew by 116%. A tremendous 456% growth in fee income was recorded from the offshore business.

Enhanced product range, fuelled by good market sentiment in 2007, has boosted revenue from unit trusts and insurance. Fee income from unit trusts has increased by 197%, and total assets under administration have increased by 206%. Fee income from insurance has grown by 101%.

Going forward, Wealth Management Group will continue to strengthen its platform and capabilities so as to establish the Bank as a well-recognised wealth management service provider for high net worth individuals in Greater China. Understanding our clients' unique wealth management needs, the Bank can help them grow, protect and transfer wealth through professional advice, powerful tools, and innovative product solutions.

要向客戶提供一流的專業意見，本行銷售人員必須掌握最新的市場及產品資訊，所以該部門向銷售團隊提供定期及特定的市場前瞻資訊及產品簡報。

上述措施已見成效。該部門的客戶基礎及管理資產值分別增長 24%，費用收入銳升逾 50%。本行的境外業務增長尤其強勁，客戶基礎倍增，管理資產值增加 116%，費用收入的升幅更達 456%。

擴大的產品範圍，加上二零零七年市場氣氛利好，帶動單位信託基金及保險業務的收入增長。來自單位信託基金的費用收入增加 197%，管理資產總值增加 206%。來自保險業務的費用收入則增長 101%。

展望未來，財富管理部將繼續加強本行的業務平台和服務能力，務求令本行成為大中華區一家廣受認同，為高資產人士提供財富管理服務的金融機構。本行瞭解客戶的獨特財富管理需要，故可透過專業意見、有效工具及創新產品方案，協助他們增加、保障及調動財富。

Our comprehensive financing solutions enable our corporate customers to capture every business opportunities in the region.

本行提供的全面融資及貸款方案，為企業客戶捉緊區內每個商機。



wholesale banking

批發銀行

CORPORATE BANKING

To serve the financing needs of a regional customer base under the ever-challenging market environment, Corporate Banking provides a comprehensive range of banking services to corporate customers through its strong Taiwan and Hong Kong teams.

While economic and market conditions were conducive to asset expansion, the Taiwan and Hong Kong teams reported satisfactory loan growth in 2007; total loans and advances rose by 45%. To mitigate lending risks, the Division continued to diversify its portfolio, both in terms of industries as well as loan types, and to take proactive action to monitor the existing loan portfolio. The Division reported top asset quality during the year.

The growth of deposits remained strong. The combined results of the Hong Kong and Taiwan teams reflected a remarkable year-on-year growth of 42% compared to 2006. This surge also helped to reduce the funding costs of loan expansion. Improvement in overall balance sheet quality was evidenced by a high rise in ROA.

It is worth noting that the Taiwan team continued to expand remarkably since its establishment in 2005, with 175% growth in loans and 50% growth in deposits respectively in 2007.

Net income before operating expenses grew by 63%. The fee income derived from cross-selling also rose sharply compared to 2006. These encouraging achievements were a result of competitive product offerings and the unflagging marketing efforts of the relationship managers and Financial Markets Group specialists.

企業金融

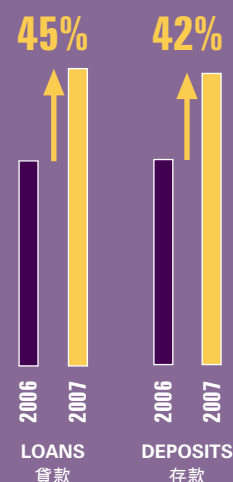
在充滿挑戰的市場環境下，企業金融部透過台灣和香港兩個小組，向地區企業客戶提供全面的銀行服務，以切合他們的融資需要。

由於經濟及市場環境有利於資產擴張，港、台兩個小組於二零零七年錄得令人滿意的貸款增長，合計貸款總額增長 45%。該部門持續分散貸款行業及種類，並採取積極行動監控現有貸款組合，以減低貸款風險。年內，該部門的資產質素達到最高水平。

存款增長維持強勁。香港及台灣小組的合併業績與二零零六年比較，按年增幅達 42%。存款顯著增長有助減輕擴張貸款組合的資金成本。資產回報率大幅上升，反映資產負債表整體質素有所改善。

值得一提的是，台灣小組自二零零五年成立以來，業務持續迅速擴展，二零零七年的貸款及存款額分別增長 175% 及 50%。

未計營運支出的淨收入增長 63%，來自交叉銷售的費用收入亦較二零零六年大幅上升。企業金融團隊能取得如此令人鼓舞的績效，除了因產品具競爭力外，亦有賴客戶經理和金融市場部專才努力不懈地推廣。



Total loans and advances of Corporate Banking posted a year-on-year strong growth of 45% while deposits rose by 42%.

企業金融部合計貸款總額增長強勁，按年增幅達 45%，而存款增幅則達 42%。



The overall SME financing business exhibited very strong growth in 2007. Its loan portfolio grew by 30%, while customer deposits increased by 131%.

中小企業部的整體融資業務於二零零七年強勁增長，其貸款組合規模增長 30%，客戶存款額躍增 131%。

Going forward, Corporate Banking will continue to capitalise on the Bank's commitment to Greater China and to expand its franchise through a wider product range, customer-centric services and seamless team efforts. The region's long-term prospects are robust and the Division is committed to capturing any appropriate business opportunities wherever they may arise.

SME FINANCE

The SME Division was formally set up in 2005 by consolidating the equipment finance and the commercial banking businesses to provide comprehensive financial services for small and medium enterprise ("SME") customers.

The overall SME financing business exhibited very strong growth in 2007. Its loan portfolio grew by 30%, while customer deposits increased by 131%. Despite intense competition, the Division was able to achieve a decent net interest margin, which was 14 basis points higher than that in 2006. The SME portfolio is highly diversified and alongside active business expansion, the Division continued to maintain sound asset quality by exercising stringent credit approval and reviewing processes. In addition, the amalgamation of the SME financing business with Financial Markets and Wealth Management Groups has proven to be very successful. The Bank's fee income from SME customers grew by 150%. As a result, the revenue and ROA of SME finance went up 44% and 29% respectively year-on-year.

Leveraging on the strong foothold in the SME market through equipment financing, the Commercial Banking department continued to expand very quickly. The team has more than doubled in size in three years, and its loan portfolio grew by 89%. Revenue growth was even more impressive, soaring by more than 2.5 times owing to the strong rise in fee income.

The Bank's equipment finance business continued to secure a

展望未來，企業金融部將繼續履行本行對大中華地區的服務承諾，透過更多元化的產品、以客為先的服務方針和合作無間的團隊精神，擴展其專長的業務。區內的長遠前景穩健，企業金融部將努力把各地出現的合適商機。

中小企融資

本行於二零零五年將設備融資與商業銀行業務結合，正式成立中小企業部，為中小型企業（「中小企」）客戶提供全面的融資服務。

中小企業部的整體融資業務於二零零七年強勁增長，其貸款組合規模增長 30%，客戶存款額躍增 131%。面對劇烈競爭，該部門仍能取得較二零零六年高出 14 個基點的淨息差。本行的中小企融資組合高度分散，在不斷擴展業務之餘，亦執行嚴格的信貸審批及監控程序，以繼續保持良好的資產質素。此外，中小企融資業務與金融市場部及財富管理部的團隊合作無間，成功地產生強大的協同效應，來自中小企客戶的費用收入增長 150%，使中小企融資的收益及資產回報率按年增長分別為 44% 及 29%。

憑藉本行透過設備融資在中小企市場奠定的穩固根基，商業銀行部得以繼續迅速擴展。該團隊的規模於三年內增長逾倍，其貸款組合增長 89%。由於費用收入強勁增長，收益增長更為可觀，幅度逾 2.5 倍。

本行設備融資業務在市場繼續穩佔領導地位。為



The Syndication and Structured Finance team demonstrated strong capabilities in delivering a record growth in 2007, with new assets booked exceeded HK\$2.5 billion.

聯貸及結構融資團隊於二零零七年刷新增長紀錄，新增資產值超過 25 億港元。

leading position in the market. The Taiwan specialised team dedicated to providing equipment financing services for Taiwanese SMEs continued to expand, and registered a strong growth in its loan portfolio of over 30% in 2007.

SYNDICATION AND STRUCTURED FINANCE

Despite overall roller coaster market conditions, 2007 turned out to be another exciting and fruitful year for the Syndication and Structured Finance team, as growth in new business accelerated with both revenues and profits setting new highs. The team provides corporate and institutional clients with custom designed debt financing solutions to best achieve their financing objectives. The Bank works closely with large and medium sized corporations, publicly listed or privately owned, on financings for corporate funding needs and acquisitions, as well as with international and regional financial sponsors on leveraged and management buy-out transactions.

The first half of 2007 continued the momentum from 2006 with healthy deal flows in an active market. The Bank provided its clients from industrial, real estate and infrastructure sectors with new debt financing through its leadership roles in syndication and club-based loans. During the second half of the year, the Bank achieved financial close for a highly complex management buy-out transaction. For this transaction, the Bank stepped up to provide its expertise and commitment to a management-led sponsor group supported by a major international private equity company in completing the leveraged buy-out of an Asia-based luxury jewellery brand and maker with a leading position in the U.S.

The team demonstrated its strong capabilities by delivering a record year of growth in 2007 with both high profitability and deal completion rate. Notably, its 2007 fee revenue jumped by over three times and net profit more than 10 times compared to 2006. Moreover, new assets booked exceeded HK\$2.5 billion.

台資中小企提供設備融資服務的台灣專責小組繼續擴展，其貸款組合於二零零七年強勁增長逾 30%。

聯貸及結構融資

雖然整體市況大幅波動，但對聯貸及結構融資部來說，二零零七年仍然是令人振奮、成果豐碩的一年，其新業務加速增長，收入及溢利均創新高。該部門為企業及機構客戶提供度身設計的債務融資方案，以助實現融資目標。本行與大中型企業，包括上市及私人公司緊密合作，提供企業融資及收購所需的資金，以及就槓桿式收購及管理層收購與國際及地區知名融資保薦人合作。

承接二零零六年的走勢，融資市場於二零零七年上半年保持活躍，交易量穩定。本行為工業類、房地產及基建行業的客戶提供新的債務融資，並在多項銀團貸款中擔任安排角色。於下半年，本行為一項高度複雜的管理層收購專案完成融資安排。在該交易中，一個由管理層領導的保薦人小組在一間大型的國際私募股權公司的支持下，收購一家以亞洲為基地並於美國佔有領導地位的高級珠寶品牌及製造商，本行向該保薦人小組提供專業知識及支援，成功完成這項槓桿式收購。

聯貸及結構融資團隊於二零零七年展現雄厚實力，刷新多項增長紀錄，其中盈利和交易完成率均表現驕人，費用收入及淨溢利較二零零六年分別急升逾三倍及逾十倍，新增資產值超過 25 億港元。

Our Financial Markets Group was able to meet the challenges and produced strong results under the hectic market conditions.

在熾熱的市況下，本行的金融市場部迎接了各項挑戰，並錄得強勁的業績。



financial markets

金融市場

2007 was a year of tremendous growth for the Financial Markets Group ("FMG"). Spurred by the booming stock market, our businesses took on new dimensions both in terms of products and services, as well as client coverage.

FURTHER IMPROVEMENT IN BALANCE SHEET STRENGTH

The size of the Bank has increased by almost 14% in 2007, thanks to both the significant increase in the number of customers and the resultant increase in the amounts of loans and deposits, which grew 22% and 22.7% respectively.

The increase in the size of the balance sheet has allowed Treasury to reallocate resources to increase its investment activities. Hence our various returns and ratios such as Net Interest Margin, ROA and ROE have all improved significantly.

Unfortunately, due to the credit dislocations in the global marketplace late in the year, the availability of liquidity in the credit markets was significantly impaired, which in turn forced the widening of credit spreads for all types of debt instruments. We were thus advised by our auditors to prudently write down the value of our investments in our relatively small CDO and SIV investments. This somewhat marred the overall result of Treasury, although the overall credit quality of our investments has been stable and even improved at the end of 2007.

金融市場部於二零零七年錄得強勁增長。在股市熱潮帶動下，我們的業務無論在產品、服務，以至客戶層面，均踏上了一個新方向。

資產負債表現進一步改善

隨著客戶數目顯著增加，貸款及存款額分別上升 22% 及 22.7%，使本行的規模於二零零七年增大接近 14%。

資產負債規模的擴大，讓財資部能夠重新分配資源來增加投資活動。因此，本行各項回報及比率，例如淨息差、資產回報率及股本回報率均大幅改善。

然而，由於年底時全球市場爆發信貸危機，信貸市場的流動資金大幅減少，以致各種債務工具的信貸息差擴大，故此本行核數師建議本行審慎地就抵押債務債券及結構性投資工具較少規模的投資作出減值撥備。儘管本行投資組合的整體信貸質素保持穩定，甚至於二零零七年底有所提高，但有關撥備在某程度上拖累了財資部的整體業績。

FMG has located, packaged and launched a much wider selection of financial products that covered not just the local market, but also that of the U.S. and other Asian countries.

金融市場部已選定、包裝及推出種類更為廣泛的金融產品，不僅覆蓋本地市場，同時亦包括美國及亞洲其他國家的市場。

FMG is delighted to see its hard work has resulted in a more than

44%

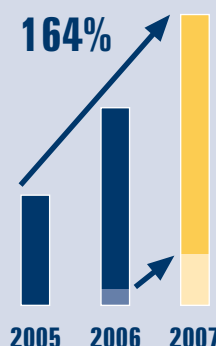
improvement in the profitability of the entire marketing department.

憑藉金融市場部的努力，整個市場推廣部的盈利能力增長逾 44%。



Total marketing revenue grew 164% in 2 years.
兩年內總營銷收入增加 164%。

Corporate derived revenue tripled in 2007.
二零零七年來自企業客戶的收入增加兩倍。



The larger balance sheet size also allowed the FMG to become more active in all areas of the financial markets. For example, in 2007 we were able to take advantage of the rise in the stock market to sell some investments to generate almost HK\$100 million in realised profits.

We continued to operate actively in the local government bills / bonds markets, and maintained our status as one of the 12 eligible market-makers of both the Hong Kong Exchange Fund Bills and the Exchange Fund Notes and thus were also designated by the Hong Kong Monetary Authority as one of the primary dealers that can bid for any new Exchange Fund Bills / Notes issues.

CONTINUED GROWTH IN FEE INCOME

The marketing area of FMG was also extremely active in 2007. The demand for our products by the ever-growing Wealth Management Group continued unabated.

In response, we have located, packaged and launched a much wider selection of financial products that covered not just the local market, but also that of the U.S. and other Asian countries. The underlying instruments were upgraded to include commodities; base metals; foreign currencies; interest rates-based investment opportunities, in addition to equity-based products. This helped fuel a rise in turnover of 150%, with the number of transactions also increasing by 132%.

Our Corporate Banking and SME Divisions were also vigilant in taking advantage of improved financial market conditions in Hong Kong. As a consequence, our corporate client base increased by 55%. In order to serve this growing client pool, FMG also expanded the team that covered this group by more than double.

憑著較大的資產負債規模，金融市場部在金融市場的每個範疇更為活躍，例如能於二零零七年把握股市升勢出售部分投資，套現接近 1 億港元的利潤。

本行繼續活躍於本地政府票據 / 債券市場，並仍然是香港外匯基金票據及外匯基金債券 12 個合資格市場莊家之一。本行亦為香港金融管理局指定的一級市場交易商之一，可標投任何新發行的外匯基金票據 / 債券。

費用收入持續增長

二零零七年，金融市場部亦積極進行市場推廣。財富管理部不斷增長，對金融市場部產品的需求絲毫不減。

因此，該部門已選定、包裝及推出種類更為廣泛的金融產品，不僅覆蓋本地市場，同時亦包括美國及亞洲其他國家的市場。除了以股票為基礎的產品外，本行亦將基本投資工具的範圍提升至包括商品、基本金屬、外匯，和以利率為基礎的投資工具。此舉令營業額提高 150%，交易宗數亦增加 132%。

本行的企業金融部及中小企業部亦密切留意市場發展，以把握因香港金融市場改善而帶來的機會。本行的企業客戶數目因此增加 55%。為服務這個正在增長的客戶群，金融市場部已將有關服務團隊的人手增加逾倍。



Wider selection of financial products fuelled a rise in turnover of 150%, with the number of transactions increasing by 132%.

更廣泛的金融產品令營業額提高 150%，交易宗數亦增加 132%。

Consequently, our business volume also increased significantly. For example, in 2007 we tripled the amount of Non-Deliverable currencies contracts (including currencies other than Renminbi) compared to that of the previous couple of years combined. We even had to expand our services to become 24 x 7 in order to ensure our clients always have the most up-to-date market information.

Our goal is to expand our corporate coverage to become a significant portion of revenue, so that it will ensure that our overall growth strategy will be more balanced and sustainable. In 2007 our strategy paid off, with corporate-based revenue increasing to more than 23% of the total marketing revenue, with the trend expected to increase to even 50% in the coming year.

We are delighted to see our hard work has resulted in a more than 44% improvement in the profitability of the entire marketing department.

MEETING THE CHALLENGE OF THE HONG KONG STOCK MARKET

The performance of the local stock market in 2007 was unprecedented. The exceptional price movements of H-shares, as well as some of the large local stocks offered a rare window of opportunity, where investors felt confident to take on larger positions. The Securities Services Division consequently was at the forefront of the strong performance of the FMG in 2007. The unit took up the challenge to meet the sudden and large increase in customers' needs.

We were well-prepared because we had begun the process of overhauling the operations of the Division in 2006, and therefore in 2007, we managed to scale up our business and significantly

該部門的業務量亦因而大幅增加。例如，該部門於二零零七年的不交收貨幣合約（包括人民幣以外的貨幣）金額，較過往數年的總和增加兩倍。本行甚至需要延長服務時間至每周 7 天每天 24 小時，以確保客戶隨時取得最新的市場資訊。

該部門的目標是擴大企業客戶層面，使其成為重要的收入來源，以平衡及維持本行的整體增長策略。二零零七年，該部門的策略取得成果，來自企業客戶的收入佔總營銷收入的比例增至逾 23%，預計這個趨勢將會持續，來年的比例可望升至 50%。

憑藉該部門的努力，整個市場推廣部的盈利能力增長逾 44%。

面對香港股市的挑戰

本港股市於二零零七年的表現是前所未見的。H 股及若干大型本地股的價格急劇波動，帶來難得的投資機遇，而投資者對規模較大的持倉亦感信心。證券投資服務部克服各種挑戰，滿足了驟然大增的客戶需求，成為二零零七年金融市場部強勁表現的表表者。

本行準備充足，早於二零零六年便已開始整頓證券投資服務部的業務運作，因此能於二零零七年擴大業務規模及大幅提升服務能力。舉例說，本行跟香港交易所的聯繫能力已提高近 10 倍；電話



Our corporate-based revenue increased to more than 23% of the total marketing revenue.

來自企業客戶的收入佔
總營銷收入的比例
增至逾 23%。

boosted our capacity. We have, for example, increased the connectivity capacity with the Stock Exchange by almost 10 times; our telephone system was also upgraded by more than double to improve the capacity of handling incoming calls. In addition, the trading systems were enhanced to achieve continuous operations in volatile market conditions by means of creating hot standbys, and reconfiguration of the inherent system architecture to reach better scalability and improve response time. We also introduced Interactive Voice Trading Systems later in the year to ensure our customers could access the market in the most active trading hours, as well as being kept informed of the market's movements. However, these various system enhancements also needed to be augmented by people, and, as a result, the number of staff in the Division increased by almost double in 2007. To accommodate all of these expansions, the Division moved to a renovated dealing room which is much better equipped to provide the enhanced products and services to our clients.

The unprecedented stock market movements also attracted many overseas investors, and as a Taiwanese-owned financial institution, we had an advantage in this particular area. In 2007 our Taiwanese-based customers more than doubled and our overseas customers' contribution to commission-earned grew from 7% to 15%. More importantly we have seen this trend continue as the Hong Kong and Chinese markets continue to gain global prominence.

OVERALL PERFORMANCE

2007 was an important year for the FMG. The often hectic market conditions and increased activities have been exceptional. FMG successfully achieved a higher service level and scalability, and was able to meet a range of challenges and produced strong results.

系統的運作水平亦已提升逾倍來改善處理來電的能力。此外，交易系統得到提升，以熱備份方式於市況波動時保持持續營運，以及重新配置固有系統架構，達致較佳的擴容能力及加快反應時間。該部門亦於年內推出互動話音交易系統，確保客戶能於最活躍的交易時段接觸市場，以及掌握市場動態。然而，多個系統的提升亦需人手配合；因此，該部門的人手於二零零七年增加近倍。為配合擴展需要，部門已遷至新裝修的交易室，以更好的設備為客戶提供更佳的產品及服務。

本港股市空前的異動亦吸引很多海外投資者。作為一家台資金融機構，本行於這方面擁有優勢。二零零七年，本行的台灣客戶增加逾倍，而該部門的海外客戶對佣金收入的貢獻亦由 7% 增至 15%。最重要的是，由於香港及中國市場將仍為全球所注目，本行預期這個升勢將會持續。

整體表現

二零零七年為金融市場部重要的一年。熾熱的市況及活躍的交投亦屬罕見。金融市場部成功達致更高的服務水平及擴容能力，並能面對各項挑戰，締造佳績。

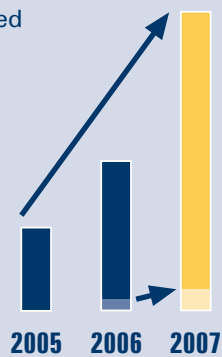
金融市場部經常檢討業務流程、提升營運水平，並強化風險管理及監控能力。此外，該部門亦將

Brokerage commission earned nearly doubled in 2007.

二零零七年經紀佣金收入增加近一倍。

Overseas commission earned grew from 7% to 15%.

海外佣金收入由 7% 增加至 15%。



We are constantly reviewing our business processes, enhancing our operations and risk management capabilities and controls, providing more training to our staff to further improve our professionalism, as well as widening our engagement in the financial markets, so that we can remain competitive and deliver the best products and services to our clients. We will continue to do so in the future.

加強培訓以進一步提升員工的專業水平，並同時加大參與金融市場，以維持競爭力，為客戶提供最佳的產品及服務。展望未來，該部門將繼續朝著這個方向努力不懈。

Our Consumer Banking team demonstrated growth momentum in terms of overall fee income and loan receivables.

個人銀行的整體費用收入及貸款應收賬額之增長動力強勁。



consumer banking

個人銀行

Consumer Banking continued to deliver a good performance in 2007. Highlights included outstanding mortgage business, the successful personal loans programmes, an increase in the Platinum card customer portfolio, and upgrading programmes from the mass market segment to the affluent group. All drove positive growth momentum in terms of overall fee income and loan receivables.

Facing the challenging and dynamic market of the mortgage business, the Bank maintained its competitive position and sustained strong growth by expanding sales channels to capture new business and retaining its existing portfolio. By adopting a focused strategy, two important initiatives were accomplished. First, the Bank further expanded the size of its mortgage direct sales team and a mortgage sales office was established in mid-2007. Comparing to 2006, the amount of new mortgages booked under the direct sales team increased by 320%. Second, the Bank also made vigorous efforts to improve the run-off ratio by setting up a dedicated team in the Call Centre specifically for customer retention. The Bank successfully retained 80% of customers who had the intention of withdrawing loans during the year. The mortgage business had great momentum with the new loan booked amount and loan receivables increasing by 107% and 9%, respectively.

個人銀行業務於二零零七年續創佳績。重點發展包括樓宇按揭業務表現出色、個人貸款計劃推廣成功、白金卡客戶迅速擴展，以及策略性地透過交叉銷售活動，有效提升低資產值客戶晉身為財富管理客戶。這些發展為整體費用收入及貸款應收賬額帶來增長動力。

面對充滿挑戰、急速變化的按揭市場，本行一方面加速拓展銷售渠道以增強競爭力，另一方面積極減低客戶流失率以鞏固業務組合。於二零零七年，本行完成兩個重要項目。第一，進一步擴展按揭直銷隊伍，招攬優質員工加入之餘，更於年中設立直銷隊伍辦事處，有效提升工作效率，其新造按揭貸款額較二零零六年增長320%。第二，首創於電話中心成立專責挽留客戶小組，竭力改善客戶流失情況。年內，本行成功挽留80%有意取消貸款的客戶，成效顯著。經過這兩方面的努力，本行成功保持競爭優勢及發展動力，新造按揭貸款額及貸款應收賬額分別增長107%及9%。

2007

2006

117% ↗

The Bank successfully acquired high quality customers and established an affluent platform as the Platinum card base showed a 117% growth rate.

透過白金信用卡成功建立高資產值客戶服務平台，吸納優質客戶，白金信用卡數量較去年增長達117%。

The new mortgage loan booked amount

doubled.

Sales generated by the direct sales team quadrupled.

新造按揭貸款額

增長一倍，

其中來自直銷隊伍的銷售額更為二零零六年四倍。



The Bank continued to reinforce the corporate image and “Value Banking” platform by launching a new TV commercial that communicated our message of “Why Not” spirit.

繼續強化富邦銀行「所享 超出所想」的企業形象，創作全新一輯以「Why Not」精神為主題的電視廣告。

Credit Cards also had positive growth in the number of credit card customers with the increase of our customer base and our continuous card utilisation programmes. Credit card spending grew 9% compared to the previous year and the total fee income related to credit card sales increased by 13%. The Bank issued over 46,000 new cards in 2007 and successfully established an affluent platform and acquired high quality customers in which the Platinum card base increased by 117%. The launch of the Elite Platinum card successfully acquired a group of high net worth customers in which over 35% are cross-selling other investment products.

The personal loans business also demonstrated good momentum with 27% growth in the new loan booked amount. Regarding personal installment loans, the Bank rolled out a personal loan campaign by incorporating a fixed term loan and revolving credit, which generated great noise and market awareness. In October, the Bank launched another tax loan programme by employing a flat pricing strategy to customers and the new communications platform “Why can’t we celebrate this tax season?” This initiative created high media exposure and positive results.

The Bank continued to reinforce the corporate image of “Value Banking” in 2007, while employing a new communication platform, “Why Not”, to further substantiate the message. A new corporate image campaign was rolled out in May 2007 explaining the Bank’s rationale and belief on providing “Value Banking” services, and we communicated our “Why Not” spirit which always pushes us to think out-of-the-box, be innovative and go one step further. The new corporate image campaign included a TV commercial, print ad, branch billboard signage and posters. A town hall session was also held to target all staff, encouraging them to share this value. This was followed by a series of workshops and training in 2007.

信用卡業務方面，本行致力擴張客戶基礎，於二零零七年發行逾 46,000 張新卡，其中白金信用卡數量增長 117%。在推廣業務方面，信用卡銷售額增長 9%，而銷售費用收入增幅更達 13%。此外本行所推出的 Elite Platinum 白金信用卡，成功建立高資產值客戶服務平台以吸納優質客戶，透過交叉銷售，當中超過 35% 的 Elite Platinum 白金信用卡客戶於本行擁有其他投資產品。

個人貸款業務的發展動力同樣強勁，新造貸款額增長 27%。個人分期貸款業務方面，本行推出一項結合分期定額貸款及循環貸款的個人貸款產品，市場反應熱烈。繼往開來，本行於十月中旬再度推出劃一息率的稅務貸款，並以「慶賀新稅！點解唔可以？」為題推出新一輪的廣告攻勢，成功取得傳媒廣泛報導，成績理想。

二零零七年，本行繼續強化企業形象，並創新以「Why Not」精神作為宣傳平台，全新角度去演繹「所享 超出所想」的服務理念，就是憑著「Why Not」精神，推動每一位富邦員工打破框框、勇於創新及多走一步去為客戶服務。新一輯的企業形象推廣於二零零七年五月推出，活動範圍涵蓋電視廣告、平面廣告、分行廣告板及海報。為隆重其事及徹底推行「Why Not」精神，本行於內部更為全體員工舉辦連串推廣活動及工作坊，鼓勵他們一同分享這個服務理念，上下一心貫徹執行。



We focused on the personal installment loan business by launching a series of product campaigns, resulting in the new loan booked amount increasing by 27%.

推出連串產品推廣活動，致力發展個人分期付款業務，令新造貸款額增長 27%。



Going forward, Consumer Banking will drive customer growth by taking advantage of the Bank's new business model on customer segmentation, namely mass market, emerging affluent and high net worth customers. New initiatives and dedicated efforts have been put on upgrading potential mass market customers to other customer segments by means of cross-selling and referral programmes.

展望未來，個人銀行業務將採用新的客戶分層（即將客戶分為大眾、新晉富裕及高資產值三個層面）經營模式，進一步強化業務平台。本行將加強推行多項新計劃，致力擴張客戶基礎，透過交叉銷售及業務推介，發掘並提升潛質優厚的大眾客戶成為財富管理客戶。

Enhancement of our infrastructure, systems and risk control framework will further strengthen our capability in providing the best support to implement our business initiatives.

基建、系統及風險控制架構的提升有助強化本行各支援部門的能力，令多個業務發展項目得以落實。



support & risk management

營運支援及風險管理

BUSINESS TECHNOLOGY MANAGEMENT

The Bank continues to invest significantly in Information Technology ("IT") systems, in particular on new hardware and infrastructure upgrades, and revamping functionalities of applications systems in order to cope with the long-term business strategy of the Bank. In addition, the Bank has developed a three-year IT Roadmap to ensure that IT continues to support and enable the achievement of the Bank's business strategies and objectives. The IT Roadmap will move the Bank's IT to the Service Oriented Architecture ("SOA") and progressively retire the legacy solutions. The SOA will enhance the Bank with faster delivery time frames for new products and services, and to seize new market opportunities.

CRM System and Data Warehouse Replacement

Included in the IT Roadmap is the implementation of a technology platform with an industry standard data model to support the delivery of enterprise-wide single 360° view of customer, enterprise reporting and corporate data warehousing. This demand is primarily driven by a need for enterprise-wide single 360° view of customer to support more comprehensive solutions for customers, drive targeting activities for acquisition, retention and cross-selling / up-selling, and for delivery of differentiated customer services. This capability will allow the Bank to move towards a customer-centric culture and organisation which offers differentiating services to its customers. The Bank has partnered with IBM to implement the Customer Relationship Management ("CRM") / data warehouse replacement project with target completion in end of 2008.

Electronic Channel Enhancements

The Bank believes that electronic channels are a fundamental customer service channel and are vital to the growth of the

營運技術管理

本行繼續對資訊科技系統作出重大投資，尤其在配置新硬件和提升基礎設施，及改進應用系統功能方面，以配合本行長期業務策略的需要。此外，本行已訂立為期三年的資訊科技藍圖，確保資訊科技繼續支援本行實現業務策略和目標。資訊科技藍圖將引領本行邁向服務為本的資訊科技架構，並逐步取代傳統方案。這將有助本行加快推出新產品及服務的時間表，以爭取新的市場商機。

更換客戶關係管理系統及數據庫

資訊科技藍圖包括落實一個科技平台，當中採用業內標準的數據模式，支援整個企業的客戶全面資料總覽、企業報告及企業數據儲存。建立該平台的主要目的，是希望利用客戶全面資料總覽功能，支援更全面的客戶服務方案；針對性地吸納客戶、保留客戶及交叉銷售／順勢推銷，以及提供與眾不同的客戶服務。上述功能可使本行發展成為一家具備以客為尊文化的機構，向客戶提供卓爾不凡的服務。本行已與 IBM 合作，進行客戶關係管理／數據庫的更換項目，預期於二零零八年底完成。

提升電子服務功能

本行相信電子渠道是服務客戶的基本渠道，對本行擴展策略性的計劃非常重要。

The Bank's three-year IT Roadmap will move the Bank's IT to the Service Oriented Architecture ("SOA") which will enhance the Bank with faster delivery time frames for new products and services, and to seize new market opportunities.

本行的三年資訊科技藍圖，將引領本行邁向服務為本的資訊科技架構，藉此加快本行新產品及服務的推出，以爭取新的市場商機。

The Bank has invested substantially to replace the existing unsecured loan underwriting system with a new one that has a more sophisticated and flexible engine capable of a multi-dimensional credit decision matrix.

本行投放大量資源，更換現有的無抵押貸款處理系統。新系統的機制更加精密靈活，能作出多維信貸決策矩陣。

In 2007, the number of Internet banking customers increased by 71%, while transaction volume increased by 84%.

二零零七年，網上銀行客戶數目增加 71%，交易量則增加 84%。



Bank's strategic initiatives. In 2007, the Bank continued to invest in the various electronic channels and upgraded the overall infrastructure of the Internet banking platform. The upgrade, including both the hardware and software, will further strengthen system security, capacity and resilience to cater for our rapid growth in Internet banking customers and transaction volume. In 2007, the number of Internet banking customers increased by 71%, while transaction volume increased by 84%.

The Bank has also completed various functional enhancements including alphanumeric username and password and online Internet banking account opening. In 2008, the Bank will continue to revamp its Corporate and Personal Internet banking platform, enhancing both the functionalities and user experience. In 2007, the Internet Stock Trading ("IST") system of the Bank also underwent substantial enhancements to improve its capacity and stability. In 2008, Internet banking will also provide single sign-on convenience with our IST system.

Business Systems and Infrastructure Upgrade

The Bank continued to revamp the functionalities of the stock trading system in 2007, including replacement of the old hardware with more powerful computers with a resilience mechanism, as well as upgrades of the network speed and throttle rate to ensure all our customers' instructions via phone or Internet are handled and processed promptly.

The Bank also started the replacement of the old lending systems from Corporate, Hire Purchase and Personal Loan applications, to approval, processing and repayment to cope with the Bank's business and customers' needs. Upon completion of the lending system revamp project, the overall processing time of loan applications will be greatly improved, with greater flexibility for customers for lending and repayment while enhancing the Bank's speed to launch new lending products to the market. The project is designed for implementation in different stages with completion dates during 2008.

二零零七年，本行繼續投資於多項電子渠道，並提升網上銀行平台的整體基礎設施。軟硬件的提升將進一步加強系統保安、容量及彈性，以應付網上銀行客戶及交易量的急速增長。二零零七年，網上銀行客戶數目增加 71%，交易量則增加 84%。

本行亦完成多方面的功能提升，包括字母與數字並用的用戶名稱及密碼，以及網上銀行開戶服務。二零零八年，本行將繼續改進企業及個人網上銀行平台，以提升功能，讓用戶體驗更佳的服務。二零零七年，本行網上股票交易系統進行的重大升級提高了該系統的容量及穩定性。二零零八年，本行的網上銀行亦將為網上股票交易系統提供便利的單一登入功能。

業務系統及基建升級

二零零七年，本行繼續改進股票交易系統的功能，包括以兼具彈性、效能更強的電腦取代舊有硬件，以及提升網絡速度及節流率，確保能及時處理本行客戶透過電話或互聯網發出的指示。

本行亦開始更換舊有的貸款系統，由企業、租購及個人貸款的申請以至審批、處理及還款程序均作出改良，以配合本行的業務運作及客戶需要。在完成貸款系統改進項目後，貸款申請的整體處理時間將大大得到改善，客戶的貸款及還款將更具彈性，並有助本行於市場加快推出新的貸款產品。該項目將分階段實行，並於二零零八年內完成。

The implementation of the new Customer Relationship Management system will allow the Bank to move towards a customer-centric culture and organisation which offers differentiating services to its customers.

透過新的客戶關係管理系統，本行能發展成為一家以客為尊的機構，向客戶提供卓爾不凡的服務。



As part of the business strategy, the Bank has decided to revamp the existing trade finance application by replacing it with a new one that will meet the requirements of customers who have a presence in Hong Kong, Taiwan and Mainland China. The installation of the new system is scheduled to be completed in Q4 2008.

In addition, the Bank will continue to invest in the IT system for office automation and further enhance its business application systems to cope with the fast changing market and improve services to customers. Upon completion of these planned activities, the Bank will significantly enhance the functionalities of its existing systems, automate back office operations and provide greater flexibility to launch new products and ease access of customer relationship information by management, and the front and back office staff.

OPERATIONS

The Bank's business and customer transaction volume grew substantially in 2007. Business momentum related to investment and wealth management was particularly strong, with unit trust transactions soaring by 400% compared to 2006. Also, transactions relating to new and structured financial markets products increased over 200%, and over 77 IPO services were launched in 2007. Various key centralised processing departments' transactions increased over 300%, and the flexibility of our operations model successfully responded to dynamic market changes and business growth.

In 2007, the Bank initiated over 30 service quality management programmes and training for our front and back office staff, coupled with regular benchmarking on branch services, to further improve our services. Although customer transaction volume and complexity of our products increased, the operations risk and error rate remained well under control, thanks to the Bank's traditionally prudent risk management practices.

作為業務策略的一部分，本行決定更換新的貿易融資應用系統，以改進現有的系統及滿足在香港、台灣及中國內地經營業務的客戶需求。新系統的安裝工程預計將於二零零八年第四季完成。

此外，本行將繼續在資訊科技系統上作出投資，以推行辦公室自動化，並進一步加強業務應用系統，應付市場的急速轉變及改善客戶服務。完成這些計劃後，本行將大幅提升現有系統的功能，令後勤運作自動化，並為新產品的推出提供更大的靈活性，以及讓管理層、前線及後勤員工更容易取得客戶關係資料。

營運支援

於二零零七年，本行的業務及客戶交易量大幅增長。投資及財富管理相關業務的增長動力尤其強勁，單位信託基金交易量較二零零六年增加400%，而與新增及結構性金融市場產品相關的交易量增長亦逾200%。本行亦於二零零七年內為逾77項首次上市招股提供服務。多個主要的中央處理部門的交易量增長逾300%，而憑著靈活的營運模式，本行能成功回應市場的急速變化及業務增長的需要。

二零零七年，本行為前線及後勤員工開辦超過30項服務質素管理計劃並提供培訓，同時定期對分行服務進行基準比較，以進一步提升服務水平。儘管客戶交易量持續增長、產品日益複雜，本行仍堅守一貫審慎的風險管理作風，確保妥善控制營運風險及誤差率。



In 2007, the Bank initiated over 30 service quality management programmes and training for our front and back office staff, coupled with regular benchmarking on branch services, to further improve our services.

二零零七年，本行為前線及後勤員工開辦超過 30 項服務質素管理計劃並提供培訓，同時定期對分行服務進行基準比較，以進一步提升服務水平。

At the same time, the Bank continued to expand and improve its products and services while enhancing its operations efficiency. The Bank worked with a leading document management vendor to implement multi-functional devices in all branches and offices in Q4 2007. This laid the foundation for implementing a Document Management System in 2008 to enhance operations efficiency and provide cost-effective document management and imaging solutions within the Bank. The Bank also enhanced its investment product back office system in early 2008, resulting in greater capacity, improved customer service, and lower long term running costs.

The Division not only provides timely services and products, but also ensures that internal departments work together effectively. In 2007, it successfully relocated the Bank's business units to a new office in Central Tower in Central. Also, in Q4 2007, several other departments such as Securities Services, Human Resources, SME Commercial Banking and Channel Management were relocated to the Bank's self-owned premises Fubon Bank Building in Central to maximise operations efficiency.

Finally, successful cost control and greater use of technology solutions combined with prudent risk management will continue to be the Division's key focus throughout 2008.

CHANNEL MANAGEMENT

In order to focus on building up the Bank's customer franchise, enhancing channel operational effectiveness and efficiency, and making a difference in the customer experience, Channel Management was restructured in 2007 to achieve these goals. Under the new structure, Branch Services and Support, Call Centre, Customer Experience & Process Re-engineering, and E-Banking work together as an integrated platform to foster effective channel services and facilitate business acquisition strategy by customer segmentation.

同時，本行繼續拓展及改善產品和服務，以及提高營運效率。本行與一家具領導地位的文件處理公司合作，於二零零七年第四季在全線分行及辦公室設置多功能的系統設備，為二零零八年推出的文件處理系統奠定基礎。該系統將提高銀行內部的營運效率，以及提供節省成本的文件處理及圖像解決方案。本行亦於二零零八年初提升投資產品的後勤系統，以加強處理能力、改善客戶服務，以及減低長期運作成本。

營運部不僅提供及時的服務及產品，亦確保內部部門通力合作。二零零七年，本行成功將其業務部門遷往中環中環大廈的新辦公室。此外，於二零零七年第四季，若干其他部門，如證券服務、人力資源、中小企商業銀行及營銷網絡管理部亦已遷往本行於中環的自置物業富邦銀行大廈，以達致最高的營運效率。

展望二零零八年，營運部仍將繼續著重嚴格控制成本、加強運用先進科技，以及貫徹執行審慎的風險管理。

營銷網絡管理

營銷網絡管理部於二零零七年進行重組，以專注強化客戶服務、提升銷售渠道的營運效益及效率，以及提供與別不同的客戶體驗。在新架構下的分行營運部、電話中心、客戶體驗及業務流程改進部，以及電子銀行綜合運作如同一個平台，並按客戶分層提供有效的渠道服務和促進業務的吸納。

A new outbound telemarketing team was established to provide dedicated support to the mass market segment in terms of servicing, cross-selling and upgrading customers.

電話中心成立了對外電話市場推廣團隊，為大眾市場提供服務、交叉銷售及客戶升級方面的支援。



Aligning with the Bank's growth strategy, Call Centre has reinforced its role as a revenue contributor instead of only a supporting function. A new outbound telemarketing team was established to provide dedicated support to the mass market segment in terms of servicing, cross-selling and upgrading customers. For E-banking, in close collaboration with the Bank's product teams, online marketing programmes were scheduled to be launched in 2008 to generate revenue through online channels.

Creating synergy and consistency across channels is the Department's another goal. Selected ATMs are being replaced by the latest multi-functional models, while market leading 2-in-1 ATMs, facilitating instant cash deposits and other advanced ATM functions, were introduced at major branches as an alternative banking channel for customers. The E-banking system enhancement was implemented to provide hassle-free online banking functions with heightened security measures. The Interactive Voice Response System was enhanced to give our customers greater convenience and satisfaction at their fingertips.

Channel Management will continue to deliver growth in the long run by maximising customer value with consistent quality services through various channels (ATMs, branches, E-banking and phone banking) and optimise channel usage and productivity to meet the ever-growing demand of one-stop banking services anytime, anywhere and anyhow.

RISK MANAGEMENT

Enterprise Credit Risk Management

The Enterprise Credit Risk Management Department continues to provide credit function support for the corporate, commercial and retail banking business units of the Bank. Credit officers team up with marketing officers to visit and evaluate credit customers, with the view of enhancing the effectiveness and efficiency of business acquisition and financing undertaking.

為配合本行的發展策略，電話中心已加強其作為收入貢獻者的角色，不再是單單提供支援的功能。該中心成立了對外電話市場推廣團隊，為大眾市場提供服務、交叉銷售及客戶升級方面的支援。電子銀行方面，為緊密配合本行產品銷售隊伍的運作，本行計劃於二零零八年推出網上銀行推廣計劃，透過網上渠道為本行帶來收益。

營銷網絡管理部的另一目標為發揮不同渠道的協同效應，使運作協調一致。為提供另一銀行服務渠道，部分自動櫃員機正換上最新的多功能型號，而主要分行已安裝先進的二合一自動櫃員機，提供即時現金存款及其他先進的自動櫃員機功能。此外，本行已提升電子銀行系統的水平，提供簡易網上銀行功能及強化保安措施。本行亦同時提升互動話音回答系統，為客戶提供更方便、更稱心的服務。

營銷網絡管理部將透過多個渠道，包括自動櫃員機、分行、電子銀行及電話銀行提供一貫的優質服務，為客戶帶來最大的價值，從而保持長期的業務增長。該部門亦將優化渠道的使用率及生產力，隨時隨地滿足市場對一站式銀行服務與日俱增的需求。

風險管理

企業風險管理

企業風險管理部繼續為本行的企業金融、商業及零售銀行業務部提供信貸功能方面的支援。該部門的信貸人員與業務推廣人員一起探訪及評估主要客戶，務求以更具效益和效率的方式吸納業務或提供融資。

Enterprise Credit Risk Management will continue to sharpen its risk management capability through continued staff development and recruitment of professionals.

企業風險管理部將繼續不斷培訓人才及增聘專業人員，以強化風險管理的能力。



After taking the lead role in implementing Basel II in 2006, the Department continued to strengthen its credit risk management capability in 2007. The Department again took an active role in the preparation of various stress tests on the loan assets of the Bank to ensure the Bank's resilience to adverse situations. The Department also continued to conduct on a regular bank-wide basis in-house credit seminars and training in order to share its professional experience in credit evaluation and problem account handling. The Department will continue to sharpen its risk management capability through continued staff development and recruitment of professionals in line with the Bank's "Why Not" concept and growth objective.

In 2008, the Department will undertake an active role together with other support and risk management departments in the establishment of the Bank's framework for the "Capital Adequacy Assessment Process" (CAAP).

Consumer Finance Risk Management

Consumer Finance Risk Management manages the overall credit risk and credit operations functions of all consumer finance products in the Bank. It operates on an automated platform following a framework of pre-determined criteria and rules. This has been put to good use as the Bank utilises its internal risk scoring models for new unsecured loans and credit card acquisitions, as well as in portfolio management. During the year, the asset quality of the Bank's unsecured loan portfolio remained sound. All credit quality indicators exhibited satisfactory performances, and the Bank's credit card write-off performance was in line with the market.

To further improve the Bank's effectiveness and operating efficiencies, and to maintain its position in an increasingly competitive market, the Bank has invested substantially to replace the existing unsecured loan underwriting system with a new one that has a more sophisticated and flexible engine capable of a multi-dimensional

繼本行率先於二零零六年引進《新巴塞爾資本充足標準》（《資本協定二》）後，該部門於二零零七年繼續加強其信貸風險管理能力。該部門並積極準備對貸款資產質素進行各項壓力測試，確保本行能抵禦惡劣的環境。同時，該部門繼續定期舉辦銀行內部信貸講座及培訓，與本行各部門分享信貸評估及處理問題賬戶的專業經驗。為配合本行「敢想、敢問，凡事皆可能」的理念及貫徹促進業務增長的原則，該部門將繼續不斷培訓人才及增聘專業人員，以強化風險管理的能力。

二零零八年，企業風險管理部將積極與其他風險管理部門合作，為本行建立「資本充足評估程序」的基礎及架構。

消費信貸風險管理

消費信貸風險管理部管理本行所有消費信貸產品的整體信貸風險及信貸營運功能。該部門的自動化營運平台，按預設的標準及規則所訂立的架構操作。本行善用該平台的內部風險評分模式，處理新造無抵押貸款及信用卡申請，以及管理貸款組合。年內，本行無抵押貸款組合的資產質素維持良好，所有信貸質素指標均錄得滿意的表現，其中信用卡撇賬率與市場水平相若。

為進一步提高本行的效益及營運效率，並於競爭劇烈的市場中保持優勢，本行投放大量資源，更換現有的無抵押貸款處理系統。新系統的機制更加精密靈活，能作出多維信貸決策矩陣。除此之外，信貸政策的制訂及更新亦較前顯得更加靈活及有效率。轉換新系統的工作預期於二零零八年完成。

Through adequate human resources and technical advancements, Treasury Risk Management contributed to the success of Financial Markets Group by facilitating the product development process and analysing a wide spectrum of bank investments.

財資風險管理部透過投入充足的人力資源及提升技術水平，加快產品開發流程和分析多樣的銀行投資途徑，為金融市場部的成功作出貢獻。



credit decision matrix. Apart from the revamp of the processing engine, the credit policy strategy setting and revision are more flexible and efficient than the previous platform. The migration to the new system is expected to be completed in 2008.

Treasury Risk Management

The Bank's Treasury Risk Management enhanced its risk management capabilities by streamlining the market risk management process and strengthening the risk control framework, which paved the way for significant growth in the treasury business during 2007. Through adequate human resources and technical advancements, the Department contributed to the success of Financial Markets Group by facilitating the product development process and analysing a wide spectrum of bank investments.

During 2007, the Department grew both in numbers and talent. Now the team is composed of Financial Risk Managers, Chartered Financial Analysts, Certified Public Accountants, Quantitative Mathematicians, as well as Information Technologists, who help to secure the risk management framework of the Bank.

Technologically, the Department is empowered to build a strong and standardised risk management structure through the acquisition of state-of-the-art financial systems and the use of renowned IT technologies. Not only is the pricing capacity noticeably improved in terms of productivity and efficiency, but also the routine risk management processes such as portfolio assessment and limit reporting are enhanced through automation. The Bank's exposure to risk is being monitored and measured in a timely fashion.

Going forward, the Department will strive to support the Bank in outperforming its competitors through the best risk management practices. The Department will also make the necessary contributions to the Bank's business expansion plans by complementing them with new market risk exposures.

財資風險管理

本行的財資風險管理部透過簡化市場風險管理程序及強化風險控制架構，提升風險管理的能力，為二零零七年的財資業務大幅增長作好準備。該部門透過投入充足的人力資源及提升技術水平，加快產品開發流程和分析多樣的銀行投資途徑，為金融市場部的成功作出貢獻。

二零零七年，該部門增聘人手，令人才實力更強。部門的成員包括財務風險經理、特許財務分析師、執業會計師、定量數學家，以及資訊科技人員，以確保本行的風險管理架構穩健。

技術層面上，該部門購入先進的財務系統及採用著名的資訊科技技術，成功建立強大及標準化的風險管理架構。這不單提高了生產力和效率，大大改進定價能力，並以自動化運作，加強日常風險管理程序，例如組合評估及限額報告。因此，本行所承受的風險獲得適時的監控及評估。

展望未來，該部門將以最佳的風險管理運作，致力使本行的表現更勝同業。該部門亦會因應新的市場風險予以配合，為本行的業務拓展計劃作出所需的貢獻。

people development 人才管理及發展



The Bank's headcount rose 20.86% during the year in line with the growth and expansion of its business. The recruitment net has also been extended to encompass candidates from Taiwan and the PRC.

為配合業務增長及擴張，員工人數於年內升了 20.86%，招聘網絡亦擴展至台灣與中國內地。

Fubon Bank has long recognised that employees are its most valuable asset, and the best way to provide high-quality professional service is to recruit a high-calibre workforce. Consequently, the Bank's recruitment policies are focused on achieving this goal. In 2007, the Bank started to identify and recruit high-calibre people not just within Hong Kong, but also in Taiwan and PRC. This underlies the Management's strong belief in overcoming all obstacles, and its readiness to venture into uncharted areas to take on new challenges. Recruitment efforts were stepped up in 2007 to cope with the Bank's business needs and future development. At the end of the year, staff strength stood at 1,101, representing a 20.86% increase over the previous year.

To develop talent and cultivate a customer-driven culture, the Bank implemented and followed up on numerous programmes and initiatives in 2007. Since the introduction of the Management Associate Program in 2005, two batches of graduates have now become an integral part of the organisation. With a view to building a more customer and business-driven culture, the Bank launched a bank-wide initiative called "Why Not Campaign" in line with its public marketing campaign in 2007. All staff with or without a leadership role had to attend a one-day training programme specifically tailored to their job situations.

富邦銀行一向深明員工是我們最寶貴的資產，而羅致優秀人才，正是提供優質專業服務的不二法門。因此，本行的招聘方針以達致此目標為重心。二零零七年，本行除了在香港物色和招攬優秀人才外，亦把招攬地域擴展至台灣及中國內地。這凸顯了管理層克服障礙的堅定信心，並準備開拓新領域，接受新挑戰。為配合業務需要和未來發展，本行於二零零七年年底，員工人數達至 1,101 人，較二零零六年同期增加 20.86%。

為培育人才及建立以客為尊的文化，本行於二零零七年實行及跟進多項計劃與活動。自二零零五年推出「見習管理人員計劃」以來，目前已有兩批畢業生成為本行的核心分子。為建立更鮮明的以客為尊及業務主導文化，本行於二零零七年在全行上下推出「Why Not Campaign」，與市場推廣活動作出配合。不論是否擔任領導角色，所有員工必須參加一個與他們工作環境相關的培訓課程。



The Bank implemented and followed up on numerous programmes and initiatives in 2007 to develop talent, cultivate a customer-driven culture and formulate strategies to face the fast-growing competitive environment.

本行於二零零七年實行及跟進多項計劃與活動，以培育人才、建立以客為尊的文化和制訂策略，以面對競爭日趨激烈的經營環境。

Fubon Bank has played the role of a caring employer by providing a balanced work-life to its employees. The Bank was a forerunner in the banking industry to provide paternity leave for the male employees.

富邦銀行為員工提供平衡的工作與生活環境，展現關顧員工的精神。本行亦開創銀行業先河，讓男性員工享有陪產假期。

For talent strategy, the “War of Talent” and “Making Fubon a Caring Organisation” campaigns were launched and major planning and commitments were formulated for the Bank. All supervisors were required to conduct a casual one-on-one pre-appraisal meeting with their respective subordinates to address their personal and career development needs. A bank-wide staff survey was also conducted to gauge staff satisfaction levels in their jobs. Parameters were then set for divisions and departments to follow up.

Over the past years, the Bank has never relaxed its efforts to make its staff compensation and benefits package competitive. The Bank was a forerunner in the banking industry to provide paternity leave for its male employees. In 2007, the annual leave policy was enhanced so that the Bank’s employees could sustain higher productivity after holiday breaks. The physical and emotional well-being of the staff are also extremely important. To ensure that staff have a balanced work-life, a five-day work week was implemented in 2006. To enhance staff morale and the cohesiveness of the organisation as a whole, the popular “Staff Recreation Committee” has continued to develop, organise and implement a host of leisure and recreational activities for staff at all levels.

為訂立重要策略與承諾，本行推出了「War of Talent」及「Making Fubon a Caring Organisation」活動。所有主管人員均需在進行年度工作表現評估前，與下屬進行一對一的「輕談會議」，透過輕鬆的氣氛了解他們個人及事業發展需要。本行亦對全體員工進行了一項意見調查，了解他們對工作的滿意程度，調查所得資料經匯總後交由各部門跟進。

過去數年，本行不遺餘力地務使員工的薪酬與福利緊貼市場。我們亦開創銀行業先河，為男性員工提供陪產假期。在二零零七年，本行提升了年假福利，希望員工在充分的休息後能提高生產力。員工的身心健康亦一直受本行高度重視。本行自二零零六年起實施五天工作週，以確保員工在工作與生活中獲得平衡。為提高員工的士氣和凝聚力，廣受歡迎的「員工福利委員會」將繼續為各級員工籌劃、舉辦和推行一連串的清閒康樂活動。