



Wholesale Banking

批發銀行

Despite the increasingly difficult market situation, we continue to be the best partner of our corporate and SME customers, providing them with comprehensive financing solutions that best suit their needs.

儘管市場環境日益嚴峻，本行仍繼續擔當其企業及中小企客戶的最佳合作伙伴，提供切合他們需要的全面融資及貸款方案。

- The Corporate Banking Division continues to deliver organic growth by cautiously extending its customer base and developing the regional platform for the Group which will become a key business driver.

企業金融部謹慎地擴展客戶基礎，繼續推動現有業務的增長，並為集團建立區域平台，成為業務增長的主要來源。

- We have formed a closer collaboration, especially in the Taiwanese corporate segment, with Fubon Financial in 2008 to maximize the synergy in market intelligence and talent pool sharing.

2008年，本行與富邦金控建立了更緊密的合作關係，特別是在服務台灣企業方面。緊密的合作關係令我們在市場情報及人才交流方面獲得極大的協同效益。

CORPORATE BANKING

Despite overall dismal and competitive market conditions, 2008 was a challenging yet rewarding year for Corporate Banking.

In 2008, we endeavoured to grow a wide customer base that ranges from medium size to top tier public companies. The local Hong Kong business remained the key business driver. Assets and deposits reported 24% and 28% growth respectively, as compared to 2007. Fee income outperformed 2007 results by around 40%. These encouraging achievements were a tribute to the unflagging marketing efforts from the relationship managers, Syndication and Structured Finance team and Financial Markets Group specialists.

The Taiwan team continued their dedicated support of Taiwanese customers, particularly for those with structured finance needs. Notably, it was the most productive team throughout the Bank.

We also established our China team aiming to provide premium services with a comprehensive range of financial products for our China-based customers. The business momentum was more than satisfactory, demonstrating our high commitment to this huge market.

企業金融

面對2008年市道低迷及市場競爭激烈的情況，企業金融部經歷了既充滿重重挑戰，但亦得享豐碩成果的一年。

於2008年，企業金融部致力擴闊客戶基礎，包括中型以至大型的上市公司，而香港市場亦繼續成為業務增長的主要來源。與2007年比較，香港業務之資產及存款額分別增長24%及28%。費用收入亦較2007年增長約40%。這些令人鼓舞的業績實有賴客戶經理、聯貸及結構融資部團隊及金融市場部專才的努力不懈及積極推廣。

台灣團隊繼續專注支援台灣客戶，特別是需要結構融資的客戶，成為本行生產力最高的團隊。

我們亦建立了中國團隊，為以內地為基地的客戶提供優質服務及全面的金融產品。這方面的業務展現強大的增長動力，彰顯了本行對此龐大市場的堅定承諾。



Asset quality will be the first priority to grow our franchise at solid positions in 2009 by maintaining rigorous risk management and effective internal controls.

維持良好的資產品質是環球金融部2009年的首要目標，並會透過嚴格的風險管理及有效的內部監控來鞏固實力及拓展業務。

In early 2008, we formed a closer collaboration with Fubon Financial, especially in the Taiwanese corporate segment. We saw great synergy in market intelligence and talent pool sharing. Also we attained parental support in streamlining operational procedures and expanding our customer franchise.

Following the successful acquisition of Xiamen City Commercial Bank, our aim in 2009 is to exceed our corporate customers' expectations in the provision of top quality services in Greater China.

GLOBAL COMMERCIAL BANKING

The Global Commercial Banking Division was formally established on 1 January 2008 to serve Taiwanese enterprises through cross-selling opportunities under the platform of Fubon Financial. Our target customers are medium-sized companies and most of their holding companies are located offshore, with their finance offices in Hong Kong or Taiwan, and their factories in China, Vietnam and South East Asia.

The Global Commercial Banking Division seizes its market share by providing a series of trade finance services to tap customer deposits. We also collaborate on cross-selling opportunities with the Financial Markets teams of both the Bank and Taipei Fubon Commercial Bank Co., Ltd. to offer investment and structured products to customers.

2008年年初，本行與富邦金控建立更緊密的合作關係，特別是在服務台灣企業方面。緊密的合作關係令我們在市場情報及人才交流方面獲得極大的協同效益。此外，本行亦在母公司支持下，簡化了營運流程及強化服務客戶之優勢。

本行成功參股廈門市商業銀行後，於2009年將放眼大中華市場，為企業客戶提供更優質的服務。

環球金融

環球金融部於2008年1月1日正式成立，並透過富邦金控各地平台之合作拓展海外業務，為台商企業提供全面性的金融服務。目標客群主要為中型台商企業，控股公司大多位於海外，而客戶之財務管理設於香港或台灣，並於中國大陸、越南或東南亞等地設立生產基地。

環球金融部提供一系列貿易融資服務來吸納客戶存款協銷銀行相關產品，以擴大市場佔有率。該部門亦與金融市場部門合作，透過交叉銷售為客戶提供投資外匯避險及結構性產品等產品。



The SME Division has implemented new measures to improve the Bank's internal controls on developing the SME business. We will continue to support our SME customers with the Government's SME Loan Guarantee Scheme and Special Loan Guarantee Scheme.

本行就中小企業業務發展方面落實了多項改善內部監控的新措施，亦將透過特區政府的中小企業信貸保證計劃及特別信貸保證計劃，繼續支援本行的中小企客戶。

The performance of the Global Commercial Banking business in 2008 epitomizes the strength of the current business model reinforced by its cross platform in driving growth at a steady pace in a less favourable market environment. We registered satisfactory achievement in operating income with fee income growth fuelled by the very successful cross-selling during the year.

Looking forward, 2009 will be a challenging year. Asset quality will be the first priority to grow our franchise at solid positions by maintaining rigorous risk management and effective internal control. In addition, we will continue to pursue growth of our customer base and fee-based income as well as among our various cross platforms under Corporate and Investment Banking Group.

SME FINANCE

2008 was a very challenging year for the SME Division. We saw the global financial crisis spread to Hong Kong and China starting from the fourth quarter of the year. Small- and medium-sized enterprises ("SMEs") were one of the most impacted among all business sectors. Our non-performing loans from SME customers continued to rise and we have already adopted an aggressive approach of providing sufficient specific allowances for bad loans in 2008. In response to the current financial tsunami, we have implemented a number of new measures to improve our internal controls on developing the SME business, such as internal organizational restructuring, regular health checks on our loan portfolio, tightening of credit policies and procedures, and upgrading of the loan system.

該部門於2008年的表現展現了現有經營模式的優勢。雖然市況轉差，但在跨平台配合運作下，該部門仍能取得穩定的業務增長，年內的營運收入成績令人滿意，而手續費收入亦因成功的交叉銷售而大幅上升。

展望未來，2009年將是充滿挑戰的一年。維持良好的資產品質是該部門的首要目標，並會透過嚴格的風險管理及有效的內部監控來鞏固實力及拓展業務。此外，部門亦將以各海外平台協銷合作模式，持續致力擴展客戶數基盤及提升營業收入。

中小企融資

中小企業部於2008年經歷重重挑戰。自2008年第四季起，全球金融危機蔓延至香港及中國內地，中小型企業（「中小企」）成為首當其衝的商業界別之一。面對中小企客戶的不良貸款持續上升，本行已採取積極措施，為2008年的壞賬提供充足的特殊撥備。為應對當前的金融海嘯，本行就中小企業業務發展方面落實了多項改善內部監控的新措施，例如重組內部架構、定期檢查貸款組合的穩健性、收緊信貸政策及程序，以及提升貸款系統。



The Syndication and Structured Finance team remained an active player in the market by taking leading roles in a number of club-based loan transactions.

聯貸及結構融資部於多項聯貸項目中擔任牽頭角色，在市場上繼續保持活躍。

Looking ahead to 2009, the SME Division will continue to help our SME customers overcome the impact of the global financial crisis. We will support SMEs more with the Government's current SME Loan Guarantee Scheme and the newly launched Special Loan Guarantee Scheme. Also, we will conduct regular internal reviews of our SME business to improve our quality services for our SME customers. In addition, we plan to further expand our China presence by offering new RMB leasing services through our Mainland leasing company in 2009.

SYNDICATION AND STRUCTURED FINANCE

A brewing financial crisis triggered by sub-prime lending in the U.S. towards the end of 2007 finally exploded into several major financial tidal waves during 2008, bringing unprecedented destruction to financial markets all over the world. The Asia Pacific region was not immune to this severe domino effect, which exerted tremendous pressures on the debt and credit markets around Asia with shrinking liquidity, costly funding, and worsening credit quality. Despite increasingly difficult market conditions, the Syndication and Structured Finance team remained an active player in the Hong Kong syndicated loan market by continuing to work closely with our clients, providing them with timely market information and guidance to assist them in their fund raising during these challenging times.

展望2009年，中小企業部將繼續協助中小企客戶克服全球金融危機的衝擊。有了特區政府現行的中小企業信貸保證計劃及新推出的特別信貸保證計劃，我們將能加強支援中小企。本行亦會定期對中小企業業務進行內部檢討，以進一步加強對中小企客戶的優質服務。此外，本行計劃透過旗下的內地租賃公司，於2009年提供新的人民幣租賃服務，進一步加強在內地的業務發展。

聯貸及結構融資

美國次按問題於2007年年底觸發金融危機，最終於2008年爆發，掀起金融海嘯，對全球金融市場造成前所未見的巨大破壞。亞太區亦難獨善其身，骨牌效應為亞洲的債務及信貸市場帶來沉重壓力，導致流動資金緊縮、融資成本高企及信貸質素惡化。儘管市場環境日益嚴峻，但本行的聯貸及結構融資團隊仍於香港銀團貸款市場上保持活躍，繼續與客戶緊密合作，向他們提供適時的市場訊息及指引，助他們應對時艱，籌集資金。



We look forward to extending our range of products and services by joining efforts with Taipei Fubon Commercial Bank and Xiamen City Commercial Bank.

本行將與台北富邦商業銀行及廈門市商業銀行通力合作，以擴展產品及服務範疇。

During 2008, we continued our close cooperation with the Corporate Banking Division in Hong Kong to provide product knowledge and service to clients, while extending our working relationship with Taipei Fubon Commercial Bank Co., Ltd. in Taipei, all in a joint effort to work together as one team under the Fubon brand. In these tumultuous markets, most banks shied away from taking underwriting risks, resulting in few completed large syndications in 2008. Instead, the borrowers relied heavily on their relationship banks to organize club deals for raising debt funding. We provided full support to our key clients in various sectors by taking on leading roles in a number of club deals. Even during the most treacherous month of October 2008, we managed to be one of the most active players in the market by completing four transactions.

With the recent successful completion of the Bank's investment in Xiamen City Commercial Bank, we look forward to extending our range of products and services to our clients by working with our colleagues from Xiamen City Commercial Bank. We target to become one of the leading market players in loan syndications for Taiwanese clients in Greater China.

The Syndication and Structured Finance team provides our corporate and institutional clients with custom designed debt financing solutions to best achieve their financing objectives. We work closely with large- and medium-sized corporations, both publicly listed and privately owned, on financings for general corporate funding needs and special situations such as acquisitions, as well as with international and regional financial sponsors on leveraged and management buy-out transactions.

2008年，聯貸及結構融資部繼續與香港的企業金融部緊密合作，為客戶提供產品知識及服務，同時亦擴大與台北富邦商業銀行的合作關係，在富邦品牌下群策群力。在這動盪的市場上，大部分銀行均避免承受包銷風險，導致2008年內完成的大型聯貸項目寥寥可數。因此，貸款客戶非常依賴其往來銀行為他們安排聯貸，以籌措貸款融資。本行在多項聯貸中肩負牽頭角色，全力支持各行業的重要客戶。即使於2008年10月市況最凶險之時，本行仍然完成四宗交易，成為融資市場上最活躍的銀行之一。

本行已完成廈門市商業銀行的參股案，而聯貸及結構融資部將與該行合作，擴展產品及服務範疇，旨在成為為大中華區台灣客戶提供銀團貸款的其中一間領導銀行。

聯貸及結構融資團隊為企業及機構客戶提供度身設計的貸款融資方案，以助他們實現融資目標。本行與大中小型企業，包括上市及私人公司緊密合作，提供一般企業融資及特別情況下（如收購）所需的資金，以及就槓桿式收購及管理層收購與國際性及地區知名融資保薦人合作。

Financial Markets

金融市場

Our Financial Markets specialists help customers manage their risks and capture the greatest return on investment under volatile market conditions.

本行的金融市場部專才於波動的市況下，助客戶管理風險，並爭取更高的投資回報。



- ▶ Regular trading activities brought in an additional income of HK\$75 million in 2008.

於2008年，經常交易活動帶來7,500萬港元的額外收入。

- ▶ Net interest income increased to HK\$989 million in 2008.

於2008年，淨利息收入增至9.89億港元。

- ▶ Net interest margin improved from 1.65% to 1.76% when compared to 2007.

淨息差由2007年的1.65%擴闊至1.76%。

The year 2008 will probably be remembered as a pivotal turning point in the world's financial markets as unlikely events conspired to create a global recession.

Although banks in general are conservative in their risk approach and have taken many prudent and systematic steps to reduce unnecessary risks, the essence of the banking business is to earn the risk premiums of the financial markets. The unpleasant events of the last quarter of 2008 negatively impacted the overall performances of the world's banks. We, along with all the other financial market participants, suffered the same fate: a very good start to the first half of the year followed by marked downturns in performance in the second half.

What transpired after the collapse of Lehman Brothers Inc. was in fact a total collapse of market confidence and hence liquidity, which severely reduced the capabilities of investors to invest in any form of securities or other investments for that matter. This created a systemic credit crunch that led to an uncontrollable deleveraging of the entire marketplace, shredding tens of trillions of dollars within a matter of months.

The effect on us was the continuous worsening of mark-to-market values of our securities investment holdings. In spite of strong credit quality, this caused our trading income to drop from HK\$103 million to HK\$71 million.

2008年標誌着世界金融市場一個關鍵的轉捩點。年內，金融市場突變頻頻，令環球經濟陷入衰退。

儘管銀行的風險取態一般都很保守，並已採取審慎兼有系統的步驟來減少不必要的風險，但銀行業務的本質始終在於賺取金融市場中的風險溢價。2008年第四季發生的不愉快事件，對世界各地銀行的整體表現帶來了衝擊。一如其他金融市場參與者，本行亦難獨善其身，儘管業務於上半年表現良好，但於下半年卻顯著回落。

雷曼兄弟倒閉後，市場信心全面崩潰，流動資金緊縮，嚴重削弱投資者在證券及其他投資方面的投資能力，並出現系統性的信貸危機，使整個市場出現失控的去槓桿化局面，市值於短短數月內蒸發了數以十萬億美元。

按市值計算，本行的證券投資價值亦受到影響而繼續下跌。儘管所持證券的信貸質素強健，但仍令本行的證券投資收入由1.03億港元下跌至7,100萬港元。





Deposits grew favourably in 2008, particularly in the last quarter, to reach close to HK\$48 billion.

存款額於2008年獲得良好增長，尤其在最後一季最為顯著，存款總額增至接近480億港元。

In addition, the lack of liquidity and the subsequent wave of redemptions of funds basically caused the equity market to take a beating, particularly in the last quarter of 2008. Our equity investment consequently suffered an unusual amount of impairment losses of approximately HK\$100 million, although we believe that the investment will continue to achieve its objective in providing dividend income as well as eventually recouping the impaired losses.

Moreover, the lower stock prices as well as the negative sentiments that permeated the equity market affected our brokerage income, causing our commissions to drop by 48% to HK\$56 million in 2008.

2008 was also one of the truly exceptional years in that even in a developed financial marketplace such as Hong Kong, where the Hong Kong Monetary Authority ("HKMA") and other regulatory bodies have installed well tested and effective control and monitoring processes to oversee the local banks' activities and performance, a bank run nevertheless occurred. Unfortunately, the unreasonable reaction of the market forced the HKMA to step in and basically guarantee all local bank depositors in order that Hong Kong could continue to operate on par with other countries offering similar deposit guarantee schemes.

Nevertheless, our deposits grew favourably last year, in particular in the last quarter, to reach close to HK\$48 billion. We are especially grateful in this regard to our customers for their vote of confidence.

With such enhanced funding capabilities, the Bank was able to grow the balance sheet and continue to support our customers' lending, which grew from HK\$31.5 billion to HK\$33.0 billion.

此外，流動資金短缺及隨之而來的基金贖回潮，令股市備受打擊，尤以2008年第四季為甚。儘管本行相信其股票投資將繼續達致提供股息收入的目標，並最終能收復失地，但按市價計算仍錄得約1億港元的減值虧損。

股價下挫及市場氣氛低迷，亦影響本行的股票經紀佣金收入，令2008年的相關佣金收入下跌48%至5,600萬港元。

2008年亦是非比尋常的一年。在香港這個發展成熟的金融市場，即使香港金融管理局（「金管局」）及其他監管機構均已對本地銀行的業務及表現採取了經過反覆考驗及有效的監控程序，但於2008年仍發生了一宗銀行擠提事件。市場的非理性反應迫使金管局介入，為所有本地銀行存戶提供存款保障，與其他多個已設有存款保障計劃的國家看齊。

雖然如此，本行去年的存款額仍然獲得良好增長，尤其在最後一季最為顯著，存款總額增至接近480億港元，而本行亦十分感謝客戶對我們投下信心一票。

提升了資金能力後，本行便得以擴大資產負債表，繼續為客戶的借貸需求提供支持，而貸款額亦由315億港元增至330億港元。

本行的淨利息收入於2008年進一步增至9.89億港元，而淨息差亦由2007年的1.65%擴闊至1.76%。



Corporate Sales income increased significantly by 80% in 2008.

企業銷售收入在2008年大幅上升80%。

Our net interest income again increased further to HK\$989 million in 2008, and our net interest margin improved as a result to 1.76% compared to 1.65% in 2007.

Our regular trading activities brought in additional income of HK\$75 million in 2008. They had actually been improving due to the expansion of our customers' activities and to more active involvement in the interbank market resulting from the strengthening of our balance sheet.

In view of the depressed overall market sentiments and the high volatility in all major markets, our Corporate Sales Team proactively provided information of the latest market developments to our customers and in the process also devised many products and services to help them manage their risks effectively. Our efforts were rewarded with another increase in Corporate Sales income by 80% to reach HK\$118 million in 2008.

In addition, we further strengthened our supplementary capital in 2008 by issuing approximately US\$120 million preference shares carrying a coupon of 9%. Our CAR ratio maintained at similar level to the previous years. This is important as the additional capital will provide the Bank with the resources and capacity to pursue business expansion when market conditions return to normal, allowing us to continue to build our franchise and achieve the appropriate level of profitability.

While we need to continue to be vigilant about the evolution of the credit conditions in the coming months, we can take comfort and confidence in the Bank's enhanced balance sheet, our strong capital structure, our larger and more diversified deposit base, plus the support of our customers. Consequently, we are well poised to achieve stronger profitability in 2009.

於2008年，本行的經常交易活動帶來7,500萬港元的額外收入。由於客戶擴展了投資活動，加上本行因強化了資產負債表而更積極地參與銀行同業市場，令交易活動增加。

鑑於整體市場氣氛低迷及所有主要市場均大幅波動，本行的企業銷售團隊積極為客戶提供最新的市場動態，同時亦為他們策劃多種產品及服務，以助他們有效地管理風險。而我們的努力亦獲得回報，企業銷售收入在2008年增加80%至1.18億港元。

此外，我們亦於2008年發行總值約1.2億美元，票面息率9%的優先股，進一步強化附加資本，使本行的資本充足比率維持在與往年相若的水平。額外的資本為本行提供更充裕的資源及能力，讓本行能在市況回復正常時把握擴展機會，得以繼續鞏固根基，並達致合適的盈利水平。

本行對未來數月信貸情況的發展將保持警惕，但本行對其經優化後的資產負債狀況、穩健的資本結構、已擴大及多元化的存款基礎，以及客戶的大力支持，均充滿信心，並已作好準備，於2009年締造更豐厚的盈利。

Wealth Management 財富管理

Our strategic wealth management services satisfy the needs of our sophisticated customers and help them to build and grow their wealth.

本行的策略性財富管理服務迎合客戶的不同需要，助他們建立和增值財富。



- Our new Kwun Tong Branch was opened in October 2008 to provide customers with better services, products and advice customized for their unique wealth management needs.

全新的觀塘分行已於2008年10月開幕，為客戶提供更佳的服務、產品及切合他們獨特財富管理需要的意見。

- The Wealth Management Group posted a growth of 9% in customer deposits in 2008.

財富管理部於2008年的客戶存款額上升了9%。

It has been a rollercoaster year for the Wealth Management Group. The prosperity of the wealth management business that carried over from 2007 only prevailed in the first half of the year. The situation subsequently and swiftly developed into what can best be described as a global financial crash. The Lehman Brothers incident evolved into a global financial crisis, spreading to many financial and economic areas, including Hong Kong.

Given the mounting pressures on banks caused by the economic downturn and related disruptive events, we have taken tremendous efforts to strengthen our compliance and control platform for investment activities. Our major initiative is to refine the whole selling process, from product development, sales training, documentation and risk disclosure to customer suitability. Our aim is to ensure that the product and sales platforms fully comply with the regulatory regime and investor protection framework. We will continuously keep pace with the regulators' recommendations to perfect our platform in the years ahead.

財富管理部經歷了跌宕起伏的一年。財富管理業務於2007年的暢旺表現僅持續至上半年，其後形勢急轉直下，環球金融市場大幅下挫。由雷曼兄弟事件演變成的全球金融危機，已蔓延至包括香港在內的多個金融及經濟體系。

為應付經濟不景及市場動盪對銀行構成的壓力，本行已致力增強投資活動的合規及監控平台，主要策略是改進整個銷售程序，由產品開展、銷售培訓、文件處理及風險披露，以至確定合適的客戶。我們的目標是確保產品及銷售平台完全符合監管機制及為投資者提供保障的要求。本行將不斷跟進監管機構的建議，力求完善這個服務平台。



We aim to ensure that our product and sales platforms fully comply with the regulatory regime and investor protection framework, and we will keep pace with the regulators' recommendations to perfect our platform in the years ahead.

本行致力確保產品及銷售平台完全符合監管機制及為投資者提供保障的要求，並將不斷跟進監管機構的建議，以完善這個服務平台。

In order to provide comprehensive wealth management services to more customers, we successfully reached out to new segments of clients including corporate clients and SME customers. With this expansion of our customer range, we worked closely with our Corporate Banking Division and SME Division to provide a one-stop wealth management service which could be tailored to both corporate and individual needs. We will continue to promote our wealth management business to these non-retail clients in the coming year.

To solidify future business growth, we continue to improve our delivery channels. Our new Kwun Tong Branch was opened in October 2008. With much more space (around 3,100 sq. ft.), the support of a professional team and advanced equipment, this mega branch allows customers to enjoy better services, products and advice customized for their unique wealth management needs.

Our asset management company, FB Investment Management Limited ("FBIM"), has fully functioned and contributed to the Bank's revenue in 2008 by distributing two investment funds to our customers. FBIM will continue to deliver appropriate investment funds to meet our customers' needs.

為向更多客戶提供全面的財富管理服務，本行成功將業務範疇擴展至新的客戶層，包括企業客戶及中小企客戶。在擴大客戶層後，財富管理部與企業金融部及中小企業部緊密合作，提供一站式的財富管理服務，以配合企業及個人客戶的需要。財富管理部於來年將繼續向非零售客戶推廣財富管理服務。

為穩固未來的業務增長，我們將繼續改善服務渠道。全新的觀塘分行已於2008年10月開幕，在寬敞的環境（約3,100平方呎）、專業的團隊及先進設備的配合下，新的分行將可向客戶提供更佳的服務、產品和切合他們獨特財富管理需要的意見。

本行的資產管理公司富銀投資管理有限公司（「富銀投資」）已全面投入服務，並向客戶分銷了兩項投資基金，對本行2008年的收入作出貢獻。富銀投資將繼續因應客戶需要而提供合適的基金投資產品。



The Wealth Management Group worked closely with the Corporate Banking Division and SME Division to provide one-stop wealth management services for both corporate and SME customers of the Bank.

財富管理部與企業金融部及中小企業部緊密合作，提供一站式的財富管理服務予本行的企業及中小企客戶。

Knowing that our future growth stems from increasing both our customer base and deposits, we launched continuous marketing programmes for customer acquisition, retention, and deposit promotion throughout the year. With the high awareness generated by TV and other media, as well as the hard work of our colleagues, our deposit promotion campaign launched in October 2008 received an overwhelming response from existing and new customers. This promotion brought in HK\$2.8 billion of new deposits and 1,300 new customers. Over the year, the Wealth Management Group, including our offshore business, achieved a growth of 9% in customer deposits, from HK\$25.8 billion in 2007 to HK\$28.2 billion in 2008. We will continue to build our customer franchise in 2009 with the main focus on acquiring new customers and increasing deposits.

In the coming year, we aim to enhance our financial tools to a more professional and user-friendly format to cope with the latest Hong Kong banking regulatory requirements. These financial tools will help customers to manage their wealth, while our in-house financial experts will continue to offer up-to-date market outlook information and portfolio strategies.

本行深知未來的業務增長將有賴於擴大客戶基礎及存款。因此，我們於去年推出連串市場推廣計劃，以吸納新客戶、挽留現有客戶及推廣存款產品。透過電視及其他媒體的宣傳，再加上同事們的努力，本行於2008年10月推出的存款推廣活動，引起了新舊客戶的熱烈回響。是次推廣活動帶來了28億港元的新存款及1,300名新客戶。過去一年，財富管理部（包括境外理財業務）的客戶存款額錄得9%的增長，由2007年的258億港元增加至2008年的282億港元。2009年，我們將繼續強化客戶服務，尤其在吸納新客戶及增加存款方面。

展望來年，本行將致力提升我們的財務策劃工具，採取更專業、更簡便的設計，以符合香港銀行業的監管規定。這些財務策劃工具將有助客戶管理本身的財富，而本行的內部財務專才亦將繼續為客戶提供最新的市場前景分析資料及投資組合策略。



Consumer Finance and Mass Market 消費金融及零售市場

Consumer Finance and Mass Market continued to show growth momentum in its customer base, loans receivables and fee income. We will continue to strive for customer growth through various business programmes and initiatives.

消費金融及零售市場在客戶基礎、應收貸款及費用收入方面繼續呈現增長，本行將透過各項業務計劃及策略，繼續開拓客源。

- ▶ Successfully revamped the Platinum card and enhanced the usage platform; as a result the Platinum card base increased by 32%.

成功改進白金卡及擴大其使用平台，使白金卡客戶數目增加32%。



- ▶ Strengthened the acquisition channel for the Personal Installment Loan; the new loan booked amount grew by 80%.

增強私人分期貸款業務的銷售渠道，令新造貸款額上升80%。



- ▶ Strengthened the mortgage direct sales channel by focusing on different market segments; the new loan booked amount increased by 39%.

專注不同的市場層面，加強樓宇按揭業務的直銷渠道；新造樓宇按揭貸款額上升39%。



Consumer Finance and Mass Market performed well in 2008. Our focus included revamping our Platinum card programme, strengthening both unsecured lending and the mortgage business channel, and cross-selling to the mass market segment. These initiatives contributed largely to our growth in customer base, loans receivables and fee income.

In line with market dynamics and customer needs, the Bank took the initiative to reinforce credit card product features by introducing the “Real Benefit” platform with the best-in-town bonus point scheme and launching a series of attractive utilization programmes. In 2008, the Bank issued over 59,000 new cards, spending grew by 6% and total credit card fee income increased by 17%. Our Platinum card base grew by 32% compared to the previous year.

In 2008, our outstanding performance in the credit card product was recognized by the industry. The Bank was awarded “Silver Prize - Outstanding Retail Sales Volume” by VISA International, “Winner - The Highest Growth Rate in 2008 Number of Open Cards in Hong Kong” and “1st Runner Up - The Highest Growth Rate in 2008 Cardholder Spending in Hong Kong” by MasterCard Worldwide. In 2009, the Bank will continue to strive for better results in the credit card business.

消費金融及零售市場部於2008年締造佳績。年內部門的重點工作包括更新本行的白金卡計劃、加強無抵押貸款及按揭業務的銷售渠道，以及在大眾市場進行交叉銷售。這些措施對客戶基礎、應收貸款及費用收入三方面的增長貢獻良多。

為配合市場發展及客戶需要，本行加強了信用卡產品的特色，透過「真優惠」計劃為客戶獻上全城最佳的積分計劃及一系列精彩的簽賬優惠。2008年，本行共發行超過59,000張新卡，簽賬額增加了6%，信用卡費用收入總額增長更達17%，而白金卡客戶亦較去年增加32%。

2008年，本行信用卡業務的卓越表現繼續獲得業界讚賞及認同。除奪得由VISA International頒發的「傑出零售簽賬獎」銀獎外；亦奪得由萬事達卡國際組織頒發的獎項，包括「香港發卡量最高市場增長獎」冠軍及「香港信用卡消費額最高增長獎」亞軍。展望2009年，本行將繼續努力，爭取更佳成績。



Successfully rolled out new customer acquisition programmes with positive growth of the retail deposit balance.

成功推出新的客戶推廣計劃，使零售存款額錄得可觀的增長。

The personal loan business showed strong momentum in 2008, especially in the personal installment loan area. The Bank strengthened the acquisition channel, achieving 80% and 95% growth in the personal installment loan's new loan booked amount and loan receivables respectively. In March 2008, the Bank launched a new personal loan programme through a communications platform "Selecting the right personal loan is so simple!" in order to upfront our product positioning with no hidden agenda. This platform created high exposure and awareness in the market.

Facing a dynamic and challenging market, the Bank placed great focus on the mortgage business. Highlights included strengthening the direct sales channel, and providing customized and tailor-made products and services to meet the needs of different segments of customers. Through these focused strategies, the mortgage business had a positive performance with the new loan booked amount under the direct sales channel increasing by 39%. Meanwhile, total loan receivables increased by 16%.

Customer acquisition was also another main business focus in 2008. The Bank aimed to acquire more potential customers for client growth. In October 2008, the Bank launched a customer acquisition programme by employing various offers like a fixed deposit product, supported by through-the-line advertising. The results were encouraging, as the number of new customers acquired increased by 160% and the deposit amount placed achieved a 180% growth when compared to the original target. The campaign also created a high level of awareness and market recall.

年內個人貸款業務展現強勁的增長，在私人分期貸款方面尤為顯著。本行增強了銷售渠道，私人分期貸款之新造貸款額及貸款應收賬額分別增長80%及95%。2008年3月，本行透過「貸款方案，一眼看透更簡單」宣傳活動推出全新的私人貸款計劃，突顯該產品定位清晰的特點，而該宣傳活動亦為本行帶來高度的曝光率及市場注意力。

在急速變化、充滿挑戰的市場上，本行高度專注拓展按揭業務，重點包括加強直接銷售渠道，及為不同層面的客戶提供度身訂造的產品及服務。透過這些目標明確的策略，本行的樓宇按揭業務獲得優良的成績，由直接銷售渠道取得的新造貸款額上升39%，貸款應收賬額亦上升16%。

2008年的另一個業務重點是吸納新客戶。為致力開拓客源，本行於2008年10月推出推廣計劃，以多種優惠，包括定期存款產品優惠來吸納全新客戶，並以全方位的廣告宣傳來加強聲勢。是次推廣計劃取得令人鼓舞的成果，與原先的目標比較，客戶數目及存款額分別上升160%及180%，而本行在市場上的知名度亦獲得提升。



The Bank continued to reinforce the corporate image and Value Banking platform by launching a new TV campaign targeting both personal and corporate customers.

本行推出以個人及企業客戶為目標的全新電視宣傳計劃，繼續提升企業形象及「所享 超出所想」的服務理念。

The Bank also successfully adopted a new business model for customer segmentation. We employed new analytical tools to better understand our customers. We also launched a series of initiatives and made dedicated efforts to upgrade mass market customers to emerging affluent and high net worth customers with encouraging results.

The Bank also continued to enhance the corporate image of Value Banking. A new corporate image campaign was developed in 2008 which continued to promote the “Why Not” spirit as the communications platform. By using both personal and corporate business as a daily example, the campaign created a closer and more tangible bond to the audience. Supported by TV commercials, print advertisements and branch billboard signage and posters, the campaign achieved high recognition and visibility.

Looking forward, Consumer Finance and Mass Market will strive for customer growth through various business programmes and initiatives. Together with product development, customer management and channel expansion, we aim to increase the customer base and provide products and services that fit the needs of our customers.

此外，本行成功採用新的客戶分層經營模式。除了以新的分析工具加深對客戶的了解外，本行還推行了一系列計劃，致力提升大眾客戶成為新晉富裕及高資產值客戶，成績令人鼓舞。

本行亦繼續提升「所享 超出所想」的企業形象。新一輪的企業形象宣傳計劃於2008年推出，繼續以「Why Not」精神作為宣傳平台。該宣傳活動採用個人及企業業務作為日常例子，與觀眾建立更密切、更深厚的聯繫。宣傳活動範圍涵蓋電視廣告、平面廣告、分行的戶外廣告及海報等，令本行的形象更深入民心，市場能見度亦得以提升。

展望未來，消費金融及零售市場部將致力透過各項業務計劃及策略，廣開客路，並配合產品發展、客戶管理及擴大營銷網絡等，擴展客戶基礎及提供客戶所需的產品及服務。

Channel & Risk Management

營銷網絡及風險管理

Enhancement of our channel services and improvement of our systems and risk control framework foster the Bank's business acquisitions and enhance its risk management capability.

提升營銷網絡服務、改進系統及風險監控架構，有助促進本行吸納業務及強化風險管理能力。



Fubon Bank
富邦銀行

- Our Call Centre is being transformed into an integrated customer service platform for various divisions of the Bank. In 2008, a brand new team was set up to support customer enquiries and telemarketing for Global Commercial Banking.

本行的電話中心正逐漸轉型成為各部門的綜合客戶服務平台。於2008年，電話中心成立了一支全新的隊伍，支援環球金融部的客戶查詢及電話市場推廣工作。

CHANNEL MANAGEMENT

In 2008, Channel Management enhanced the effectiveness of generating leads for customer acquisition and sales through branch / ATM relocation, Call Centre transformation and eBanking service enhancements.

To maximize the strategic value of the branch network, our Kwun Tong Branch was relocated to a more strategic location with better facilities and a more eye-catching storefront to serve our target customers and to enhance the Bank's presence in the community. Also, a Fubon ATM was put into service in September 2008 at YATA Department Store, one of the biggest Japanese department stores in the territory. Together with the co-branded YATA VISA Card, the Bank can now reach the customers of YATA and surrounding communities and promote our banking services at the newly installed ATM.

營銷網絡管理

2008年，營銷網絡管理部透過重整分行及自動櫃員機的服務據點、改革電話中心及提升電子銀行服務，以達致更有效地吸納客戶及增加銷售的目標。

為了提升分行網絡的策略價值，觀塘分行已遷往更優越的地點，並提供更佳的設施和更矚目的鋪面設計，務求在服務目標客戶之餘，亦能加強本行的品牌價值。此外，本行在全港最大型日式百貨公司之一「一田百貨」所設立的自動櫃員機已於2008年9月投入服務。與一田百貨聯營的一田VISA卡的配合下，本行的客戶層面進一步擴展至一田百貨的顧客及區內市民，本行的銀行服務亦可憑藉新設的自動櫃員機而得以推廣。



We endeavoured to enhance our internet banking service with more interactive functions to provide customers with greater flexibility and convenience.

本行致力提升網上銀行服務，提供更多互動功能，以給予客戶更大的彈性和方便。

Our Call Centre continued to perform proactively as a major sales contributor through telemarketing. Infrastructure reengineering is in progress to upgrade the phone banking facilities including the telephone system, Interactive Voice Response System and recording equipment. A brand new support team was established to support customer enquiries and telemarketing for Global Commercial Banking. This symbolizes the transformation of this channel into an integrated customer service platform for various divisions.

We developed internet banking enhancements with more interactive functions to cater to the ever-changing banking needs of customers in the digital age. Online registration and product applications are planned to be available in 2009 to widen the Bank's e-channels to acquire new customers.

本行電話中心所提供的電話市場推廣服務繼續積極進取地為本行的營銷活動作出重大貢獻。本行正在進行基建重組以提升電話銀行設施，包括電話系統、互動話音系統及錄音設備。此外，電話中心亦成立了全新的支援隊伍，以支援環球金融部的客戶查詢及電話市場推廣工作。以上各種改革措施均反映電話中心正逐漸轉型成為各部門的綜合客戶服務平台。

為加強網上銀行服務，本行致力提供更多互動功能，以迎合客戶於數碼化年代對銀行服務瞬息萬變的需求。本行計劃於2009年推出網上登記及產品申請服務，以擴闊電子服務渠道來吸納新客戶。



We will strive to maintain a sound loan portfolio amidst the difficult business environment through the constant critical review of existing policies and procedures, the enhancement of credit risk management capabilities and controls, and the effective realignment and deployment of available resources.

面對困難的經營環境，本行將持續檢討現有的政策及程序、加強信貸風險管理能力及監控，並有效地重組及調配資源，以確保貸款組合質素穩健。

ENTERPRISE CREDIT RISK MANAGEMENT

As the primary unit of the Bank monitoring credit risk, Enterprise Credit Risk Management ("ECRM") put substantial efforts and resources into tightening the Bank's credit monitoring and control measures in 2008 to ensure that our loan portfolio quality remains sound in the face of difficult business conditions.

In the latter part of the year, ECRM's responsibility expanded significantly with the realignment of the SME equipment financing business under ECRM. This strengthened the overall credit risk management and control capability of the business.

Building on the successful completion of Basel II (Pillar 1), ECRM formally established the blueprint, guidelines, and criteria for the Capital Adequacy Assessment Process under Pillar 2 of the Basel II Programme. This addresses the Bank's capital adequacy with respect to the other specific risks such as Credit Concentration Risk, Residual Operational and Legal Risk, Interest Rate Risk on the Banking Book, Liquidity Risk, Strategic Risk, and Reputation Risk. The project is expected to be completed in 2009.

ECRM will continue to sharpen its risk management capabilities through persistent development of its pool of professionals in line with the Bank's ongoing value banking drive and growth delivery principles.

企業信貸風險管理

作為本行監控信貸風險的主要單位，企業信貸風險管理部於2008年投入了大量的資源，加強本行的信貸監控措施，確保本行的貸款組合質素在經營環境困難的時候依然保持穩健。

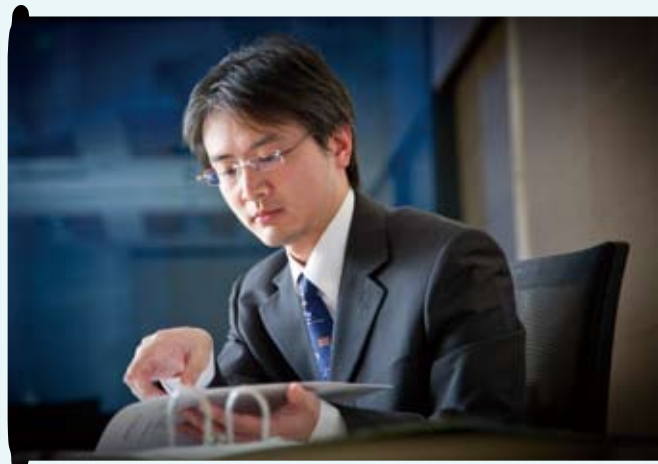
於2008年下半年，中小企業部的租購業務經重組後被納入企業信貸風險管理部，令部門的職責範圍擴大，亦增強了租購業務的信貸風險管理及監控能力。

企業信貸風險管理部成功落實《新巴塞爾資本協定II》（第一支柱），並再為《新巴塞爾資本協定II》第二支柱下的資本充足評估程序訂立藍圖、指引及準則，令本行的資本充足比率得以應付其他特定風險，如信用集中風險、剩餘業務操作風險、銀行賬的利率風險、流動資金風險、策略風險及信譽風險，預期此項目將於2009年完成。

企業信貸風險管理部將繼續秉承本行「所享超出所想」的理念及業務增長原則，不斷培育專業人員，從而加強該部門的風險管理能力。

Consumer Finance Risk Management will revamp and analyze the credit policy and underwriting strategy benchmarks to maintain the Bank's position in the increasingly competitive market.

消費信貸風險管理部將修訂及分析本行的信貸政策及貸款策略的參考指標，令本行於競爭劇烈的市場中保持優勢。



CONSUMER FINANCE RISK MANAGEMENT

Consumer Finance Risk Management manages the overall credit risk and credit operation functions of all consumer finance products of the Bank, including credit cards, personal installment loans and residential mortgages. Despite the onset of the global financial crisis in 2008, the asset quality of our mortgage and unsecured loan portfolio remained robust, with all credit quality indicators showing satisfactory performances.

Both local and worldwide economies are now expected to shrink considerably in 2009. The major challenge is to preserve the Bank's asset quality from deterioration. The credit policy and underwriting strategy benchmarks will be revamped and analyzed to include the downside risks by incorporating different risk mitigation tools. The customer segmentation strategy will be enhanced by fine-tuning our data mining techniques to devise a customer segmentation and behavioral scorecard. Additionally, portfolio health check reviews will be conducted more frequently to monitor customers' profitability and risk. Apart from the portfolio management side, our acquisition strategy will also benefit from our enhanced data mining techniques for better and smarter targeting.

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，包括信用卡、私人分期貸款及樓宇按揭貸款。雖然2008年爆發了環球金融危機，但樓宇按揭及無抵押貸款組合的資產質素仍維持穩健，各項信貸質素指標的表現令人滿意。

預期本地及環球經濟於2009年會顯著萎縮，而本行面對的主要挑戰是力保資產質素不致惡化。因此，消費信貸風險管理部將修訂及分析本行的信貸政策及貸款策略的參考指標，並採用不同的風險紓緩工具來控制風險。該部門亦會調整數據開採技術來強化客戶分層策略，並制訂客戶分層及行為計分卡。另外，該部門將更頻密地檢討資產組合的健全性，以監察客戶的盈利能力及風險。憑着更佳的數據開採技術，本行可更精明及清晰地識別目標客戶，有利於管理資產組合及制訂吸納客戶的策略。



The Treasury Risk Management Unit will continue to exercise its professionalism to accommodate the new challenges.

財資風險管理部將繼續發揮專業精神，迎接新挑戰。

TREASURY RISK MANAGEMENT

Faced with the business and financial challenges arising from the credit crunch of late 2007, the Treasury Risk Management Unit has continually exercised its professionalism and expertise in monitoring the market risks for the Bank's trading and investment activities. During 2008, the financial market was characterized by high volatility across a wide range of financial areas. The Treasury Risk Management Unit upgraded its pricing capacity for investment debt securities. This facilitated the Bank's Management to make, under unfavourable market conditions, timely decisions on investment positioning, and enhanced the market risk monitoring capability for these investments.

Going forward, the Treasury Risk Management Unit will continue to watch closely the changing economic and financial environment, and signal how these changes will affect the values of the Bank's trading and investment positions. Certain integration with Fubon Financial on market risk monitoring, including provision of periodic risk reports and ad hoc exposure reports, has been carried out. It is expected that more related integration will take place.

Realizing that 2009 will be a challenging year, the Treasury Risk Management Unit is prepared to meet these challenges. Working as a team, our highly qualified personnel strongly believe that we can turn challenges into advantageous contributions for the Bank and overcome the harsh investment environment.

財資風險管理

為應付2007年年底的信貸緊縮在業務及財務上所帶來的挑戰，財資風險管理部繼續發揮其專業精神及專長，監察本行在各項交易及投資活動所產生的市場風險。2008年，金融市場各範疇均出現大幅波動，有見及此，財資風險管理部提升了債務證券的定價能力，以助本行管理層於不利的市況下適時作出投資決定，並增強對此等投資的市場風險監察能力。

展望未來，財資風險管理部將繼續密切關注經濟及金融環境的轉變，並對這些轉變將如何影響本行的交易及投資賬項的價值作出預示。在監察市場風險方面，本行已與富邦金控在監察市場風險方面開始整合，其中包括提供定期及專題的風險報告，預期雙方在未來會加強整合。

鑑於2009年將是充滿挑戰的一年，財資風險管理部已做好準備，本行的優秀員工亦將群策群力，並有信心能化挑戰為機遇，克服投資環境的嚴峻考驗，為本行作出貢獻。

IT & Operations

資訊科技及營運

Improvement in infrastructure and integration with Fubon Financial enable us to provide better service to our customers and support future business growth.

改進基礎設施及與富邦金控的整合，不但讓本行能為客戶提供更優質的服務，亦令未來的業務增長得到支持。



- The Bank has completed another round of upgrades to the Personal Internet Banking platform and has collaborated with Fubon Financial to develop a new Corporate Internet Banking platform, Fubon Business Online. The enhanced Personal Internet Banking platform, together with Fubon Business Online and the existing trading platform “trade.fubon.hk”, will enable the Bank to offer full Internet Banking services.

本行已完成個人網上銀行平台的另一輪升級工程，亦與富邦金控合作發展一個名為「富邦商務網」的嶄新企業網上銀行平台。憑藉功能更強的個人網上銀行平台，再加上「富邦商務網」以及股票交易平台「trade.fubon.hk」，本行將可向客戶提供全面的網上銀行服務。

- Remittance and payment services transactions increased over 15% and the centralized Support Services Department transaction volume increased by more than 70% compared to 2007.

匯款及付款服務的交易量上升超過 15%，支援服務部的交易量亦較 2007 年上升超過 70%。

BUSINESS TECHNOLOGY MANAGEMENT

For Information Technology (“IT”) development 2008 was a challenging year, but the Bank has stayed its course on the three-year IT Roadmap set out in late 2007 and invested significantly to improve its infrastructure and replace legacy systems. The Bank implemented two new lending modules, one for retail and corporate lending and the other designed specifically for our hire purchase and lending business. The Bank will continue to enhance the two lending modules in 2009, creating more innovative lending products with a shorter time-to-market.

In 2008, the Bank implemented a new Order Placing System (“OPS”), which has greatly enhanced the efficiency of order placements through our branch outlets. In December 2008, the Bank also initiated a new Anti-Money Laundering (“AML”) project and upon its completion in the third quarter of 2009, the AML system will further improve the compliance and control for new account openings and monitor all critical transactions on a daily basis.

商業科技管理

儘管資訊科技發展於 2008 年經歷重重挑戰，但本行仍能貫徹執行於 2007 年年底訂立的三年資訊科技發展藍圖，亦為改善基礎設施及更換系統作出了龐大的投資。本行已啟用兩個新的貸款模組，其中一組用於零售及企業貸款業務，另一組則專為租購及貸款業務而設計。本行於 2009 年將繼續提升這兩個模組，以利用更短時間把具創意的貸款產品推出市場。

於 2008 年，本行啟用了一個全新的交易下單系統，大大提升客戶在分行下單的效率。2008 年 12 月，本行亦展開全新的反洗黑錢項目，當該反洗黑錢系統於 2009 年第 3 季完成時，本行將能進一步加強對開戶的合規和監控能力，並能每日監察所有重大交易。



The new Order Placing System implemented in 2008 has greatly enhanced the efficiency of order placements through our branch outlets.

本行於2008年啟用的全新交易下單系統大大提升了客戶在分行下單的效率。

In line with the Bank's channel management strategy, we completed another round of upgrades to our Personal Internet Banking platform, with higher security measures to the access control while improving usability. These enhancements will be released to the public in the first half of 2009.

To serve our corporate customers with regional banking coverage, the Bank has collaborated with our holding company in Taipei to develop a new Corporate Internet Banking platform, Fubon Business Online. This new Corporate Internet Banking service will be ready in 2009. So with an enhanced Personal Internet Banking platform and a new Corporate Internet Banking platform, coupled with the trading platform of "trade.fubon.hk", the Bank will offer full Internet Banking services to our customers.

The Bank is now working closely with Fubon Financial in Taipei for a study on implementing a new Core Banking System ("CBS") for both Hong Kong and Taipei. The new CBS project is a long-term commitment from the Group and will take three to five years to complete.

OPERATIONS

The Bank's business and customer transaction volume stabilized in 2008 after rapid growth the last two years. Business momentum related to the investment and wealth management areas were steady, while remittance and payment services transactions increased over 15% and the centralized Support Services Department transaction volume increased by more than 70% compared to 2007. All operational units successfully maintained flexibility in response to dynamic market changes and business growth.

為配合本行的營銷網絡管理策略，我們已完成個人網上銀行平台另一輪的升級工程，加強了登入系統的保安措施，並為用戶提供更大的方便，而這些經改進的系統預計於2009年上半年推出。

本行與台北的母公司合作發展一個名為「富邦商務網」的嶄新企業網上銀行平台，透過區內的銀行網絡為企業客戶提供服務。這項嶄新的企業網上銀行服務將於2009年推出。憑藉功能更強的個人網上銀行平台、嶄新的企業網上銀行平台，以及股票交易平台「trade.fubon.hk」，本行將可向客戶提供全面的網上銀行服務。

本行現正與台北的富邦金控緊密合作，研究在香港及台北推出全新的核心銀行系統。這個新項目約需時三至五年完成，標誌著富邦集團的一項長遠承諾。

營運支援

經過連續兩年的急速增長，本行的業務及客戶交易量於2008年趨於穩定。投資及財富管理相關業務的增長動力維持平穩，匯款及付款服務的交易量上升超過15%，支援服務部的交易量亦較2007年增長超過70%。面對迅速的市場轉變及業務增長，所有營運單位均保持靈活的應變能力。



The processing and operations error rate within the 15 operations departments of the Operations Division has remained low for the last three years, demonstrating our commitment to service and quality.

營運部轄下的15個營運部門的處理及營運失誤率在過去三年均維持在低水平，可見本行對服務及質素的堅持。

Our commitment to service and quality has been acclaimed by the market. With the continued operational improvement within our Treasury Settlement, Trade Services and Remittances Services departments, we ranked as one of the top performance banks out of 500 banks in the Asian region and obtained the Continuous Linked Settlement (“CLS”) Straight Through Processing Award for the second time in three years. It was awarded by our USD clearing bank, the Bank of New York Mellon, in recognition of our high quality fund transfer operations.

Although customer transaction volume and the demand for complex products have increased, incidents such as the dissolution of Lehman Brothers and compliance-related non-business projects have also increased since the fourth quarter. Nevertheless, the staffing level within the Division was maintained well below the original budget. To support long term business growth and enhance risk management while leveraging internal expertise, the hire purchase loans operations of the Bank’s subsidiary, Fubon Credit, were successfully migrated to the bank-side Loans Administration Department in January 2009. The processing and operations error rate within the 15 operations departments of the Operations Division remained low for the last three years. The emphasis on cost control and risk management that prevailed in 2008 will continue throughout 2009.

Finally, we have been working with Fubon Financial on group-wide systems and operations projects, including outsourcing of trade and factoring operations, enhancing corporate internet banking and replacing the core banking system with a view to support business growth and build a strong regional platform to provide better services to our valuable customers in Greater China.

我們對服務及質素的堅持一直備受市場讚揚。隨着財資結算、貿易服務及匯款服務部的營運能力持續改善，本行榮獲我們的美元結算銀行——紐約梅隆銀行——評選為亞洲區500間銀行之表現最佳的銀行之一，並已是三年內第二度獲頒發直通式聯繫結算處理獎，表揚本行高質素的資金轉賬服務。

雖然客戶交易量上升，而市場對複雜產品的需求亦提高，但自第四季起，雷曼兄弟倒閉等事件以及與合規相關的非業務項目亦同樣增加。然而，營運部的員工數目仍能維持在遠低於預算的水平。為支援長期的業務增長及加強風險管理，並同時善用內部員工的專長，本行附屬公司富邦財務的租購貸款營運部已於2009年1月被納入本行的貸款管理部。過去三年，營運部轄下的15個營運部門的處理及營運失誤率均維持在低水平。一如2008年，我們將於2009年繼續專注於成本控制及風險管理。

我們一直在集團的系統及營運項目方面與富邦金控緊密合作，包括將貿易及賬務代理的營運服務外判、加強企業網上銀行服務，及更換核心銀行系統，以支援業務增長及建立一個強大的區域平台，為本行在大中華地區的尊貴客戶提供優質的服務。

People Development

人才管理及發展

The Bank has been a caring employer who adopts a total talent management solution and puts much emphasis on staff development. Our recruitment network has been extended to Taiwan and the PRC. The cross-region platform has opened business opportunities for the Bank and widened the regional exposure for our employees.

本行一向對員工十分關顧，並採取全方位的人才管理方案及重視人才的培訓，而本行的招聘網絡亦已擴展至台灣及中國內地。這個跨域平台有助本行拓展商機，擴闊本行僱員在地區市場的視野。



- ▶ A total of 133 in-house training programmes, courses and product briefings were conducted in 2008.

本行於2008年共舉辦了133項內部培訓計劃、課程及產品簡介會。

- ▶ Staff strength of the Bank stood at 1,066 at the end of 2008.

截至2008年年底，本行員工人數為1,066人。

Fubon Bank has always been a caring employer, placing a high priority on the development of talents. To enhance the Bank's capabilities and sustainable advantage in facing future critical needs, the Bank has adopted a total talent management solution by reinforcing the areas of recruitment, compensation, healthy work life and learning. At the end of 2008, staff strength stood at 1,066.

To further expand the Greater China Region platform, the Bank's efforts have not just been limited to growing talents locally but also to widening our recruitment networks in both the Taiwan and PRC markets. Cross-region platform helped to map out strategic positions effectively, especially following the acquisition of Xiamen City Commercial Bank. It has not only opened business opportunities for the Bank, but also widened the regional exposure and perspectives for employees.

富邦銀行一向關懷員工，並十分重視人才的培訓。為強化本行的營運能力及維持一貫的優勢以應付未來嚴峻的業務需求，本行採取全方位的人才管理方案，加強招聘、薪酬、健康工作生活及學習方面的工作。於2008年年底，員工人數為1,066人。

本行亦進一步擴展大中華地區的服務平台，除了培育本地人才外，更擴展在台灣及中國內地的招聘網絡。這個跨域平台能助本行有效地規劃策略據點，特別是在參股廈門市商業銀行之後。這項參股不僅有利拓展商機，亦能擴闊本行僱員在地區市場的接觸面及視野。



The integration plan of the Corporate Investment Banking Group in 2008 upgraded our service quality and capitalized on our human resources across regions.

企業金融事業群於2008年實行的整合計劃提升了本行的服務質素及善用了區內的人力資源。

To further capitalize on our parent company's spirit of "One Goal, One Firm, One Team", the Corporate Investment Banking Group carried out an integration plan in 2008. It helped to upgrade our service quality and make better use of our human capital across regions.

To reinforce long-term effective human development, the Management Associate ("MA") Program is now training its fifth batch of young executives. For the 2008 exchange programme, it provided an effective interactive foundation for MAs in different regions to exchange their learning experience with broad and cross-functional expertise. It also helped to deepen and widen their talent and leadership in today's competitive market.

To engage and retain a high calibre workforce, a favourable working environment and healthy work life are also important. The Bank keeps abreast of the up-to-date market trends, and reviews and updates our internal policies and practices periodically in order to maintain our competitiveness in the market. In 2008, one of the key HR initiatives involved upgrading the medical benefits package for managerial-grade staff. To further enhance staff morale and enrich a healthy work life, the Bank also organized an extensive range of social and recreational activities including health seminars, stress management workshops, cooking classes, practices and competitions for the Bank's soccer team, skin care programme, outings, etc. Diversified social programmes helped employees establish broader networking, achieve a balanced life and nurture closer staff bonding.

為進一步發揮母公司「One Goal, One Firm, One Team」的精神，企業金融事業群於2008年實行了一項整合計劃，有助提升本行的服務質素及善用區內的人力資源。

為了增強長遠的人才發展，本行繼續推行「見習管理人員計劃」，並現正為第五批年青行政人員提供培訓。透過2008年的交流計劃，來自不同地區的見習管理人員分享學習經驗及多元的跨職能專業知識，從而提升個人的才華及鍛鍊領導能力，以應付今天市場的激烈競爭。

良好的工作環境及健康的工作生活對招聘及維繫優秀人才同樣重要。本行緊扣市場脈搏，並定期檢討及更新內部政策和守則，以保持市場競爭力。2008年，本行其中一項重要的人力資源措施包括提升經理級員工的醫療福利。本行亦舉辦各種社交及康樂活動，包括健康講座、壓力管理工作坊、烹飪班、本行足球隊操練及比賽、護膚班、遠足等，以進一步提升員工士氣，促進健康的工作生活。這些繽紛多采的社交活動亦有助員工擴闊人際網絡、平衡工作與生活的壓力，並加強同事間的凝聚力。



The 2008 Management Associate (“MA”) Exchange Program provided a platform for MAs in different regions to exchange their learning experiences and helped to broaden their talent and leadership.

2008年的「見習管理人員交流計劃」為來自不同地區的見習管理人員提供了一個分享學習經驗的平台，從而提升個人的才華及領導能力。

On the learning and development front, extensive training programmes such as Policy & Regulations, Product & Service, Sales & Service and Supervisory & Management were conducted in 2008. A total of 133 in-house training programmes, courses and product briefings with 9,628 participants and 190 training classes were delivered last year.

Among the many training initiatives, compliance was deemed to be the most essential programme to prudent business practices. A company-wide Compliance-Updates training, with particular emphasis on due diligence issues on investment selling processes to all licensed individuals was provided to all concerned staff. In addition, seminars on the ICAC, Anti-Discrimination Ordinance, and Occupational Health and Safety were carried out. Special efforts were also made to strengthen the competence level of all new sales staff through a structured and comprehensive training package together with post-programme assessment measures. To further sharpen employees’ service excellence, all branch staff attended a “Winning Customers’ Heart” programme. Facing the ever-changing business environment, regular supervisory and management training were conducted to better equip staff for the challenges ahead arising from the economic downturn.

在學習及發展方面，本行於2008年推出廣泛的培訓計劃，範圍包括政策及條例、產品及服務、銷售與服務、督導及管理培訓課程。本行去年共舉辦了133項內部培訓計劃、課程及產品簡介會，參與人數達9,628人，共190次課堂。

在眾多的培訓活動中，合規對審慎的業務經營尤其重要。本行透過內部培訓，向全行的有關員工提供這方面的最新資料，特別是向持牌的銷售員工闡釋銷售投資產品時有關盡職審查的事宜。此外，本行亦舉辦有關廉政公署、反歧視條例、職業安全及健康的講座。本行亦特別透過有系統兼全面的培訓課程以及課程後的評估活動，加強所有新入職銷售員工的能力。為提供更卓越的服務，所有分行員工均參加了名為「贏盡顧客心」的活動。面對不斷轉變的營商環境，本行亦定期舉辦督導及管理培訓課程，讓員工更能面對經濟不景時帶來的挑戰。