

# Corporate & Investment Banking

企業金融



Amid the severe financial conditions, we continued our dedicated support to corporate customers, providing them with comprehensive financing solutions that best suit their needs.

在險峻的金融環境下,本行仍繼續專注支援企業客戶,提供切合他們需要的全面融資及貸款方案。



Corporate Banking Division continued to deliver strong business results and successfully closed several major deals with top tier customers.

企業金融部繼續締造強健的業績,並成功與頂級目標客戶完成數項重大交易。



In addition to serving Taiwanese corporations, Global Commercial Banking Division will provide a full range of financing services for local SMEs, focusing on expanding our local customer base by building relationships with local corporate clients.

環球金融部除服務台資企業,亦將為本地中小企業提供全面融資服務,專注與本地企業客戶建立關係以擴展本地客戶基礎。

#### **CORPORATE BANKING**

Despite overall dismal market conditions and the challenges they presented, 2009 was a rewarding year for the Corporate Banking Division.

In 2009, the Corporate Banking Division delivered strong business results, thanks to its talents in the China, Hong Kong and Taiwan teams. The division also took the opportunity during the market downturn to upgrade its customer profile and successfully closed several major deals with top tier customers. The local Hong Kong business remained the key business driver. Despite loan related fees reported a record high result for Corporate Banking Division, these were offset by lower treasury fee income due to customers' limited risk appetite. The non-Taiwanese related loan balance was up 7% from HK\$9.87 billion at 31 December 2008 to HK\$10.52 billion at 31 December 2009. Cash business performed even stronger; deposits balance was up 24% from HK\$8.18 billion at 31 December 2008 to HK\$10.15 billion at 31 December 2009. These encouraging achievements are a tribute to the unflagging marketing efforts by the relationship managers and product teams, as well as the strong support from the Group.

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

#### 企業金融

儘管面對市道低迷的情況及嚴峻的挑戰,企業 金融部於2009年仍取得豐碩成果。

憑藉中國大陸,香港及台灣業務團隊的努力, 企業金融部於2009年締造強健的業績。部門 亦於市場衰退期間把握機會提升本行的客戶級 別,並成功與頂級目標客戶完成數項重大交 易,而香港市場亦繼續成為業務增長的主要來 源。儘管企業金融部於2009年的放款相關費 用收入創新高,但卻因客戶對外匯交易產品之 風險承受能力有限,導致相關交易費用收入減 少。非台商業務的放款餘額由2008年12月31 日的98.7億港元上升7%,至2009年12月31 日的105.2 億港元。此外,存款業務的表現更 佳, 存款餘額由2008年12月31日的81.8億 港元上升24%,至2009年12月31日的101.5 億港元。這些令人鼓舞的業績實有賴客戶經理 與產品團隊的努力不懈及積極推廣,以及集團 的大力支持。

台商業務團隊則繼續專注支援台灣客戶,特別 是需要結構性融資的客戶。值得稱許的是該業 務團隊亦為本行生產力最高的業務團隊。

#### Corporate & Investment Banking 企業金融

Our China team, firmly established in 2008, has started providing premium services with a comprehensive range of financial products to our China-based customers. The business momentum was strong, warranting immense market and business potential going forward.

In 2010, Corporate Banking Division will continue to widen its customer base and deepen the relationships through robust cross-selling, first-rank product expertise and a solution-and-service driven approach. The division will further develop closer collaboration with the Group by leveraging and sharing resources, market intelligence, and the ever-expanding regional franchise. Regular dialogue with the Group's business affiliates including Xiamen Bank, Taipei Fubon Commercial Bank Co., Ltd. ("Taipei Fubon Bank"), and other Group units will further promote customer satisfaction while enhancing our strategic position as the key regional platform for the Group.

**GLOBAL COMMERCIAL BANKING** 

The financial tsunami that began in 2008 has left Hong Kong and Taiwanese businesses in the Pearl River Delta Region badly battered, with the consequential problem loan issue taking its toll on banks in Hong Kong. In view of the challenging market situation, Global Commercial Banking has managed to keep its non-performing loans at market level by strengthening its warning mechanism for credit monitoring and control.

Amid the severe financial conditions, we have been carefully seeking to establish new relationships with quality corporations 我們於2008年成立的中國大陸團隊,已開始向 以內地為基地的客戶提供優質服務及多元化的 金融產品。這項業務增長動力強大,引證市場 及業務未來發展潛力優厚。

2010年,企業金融部將憑藉一流的產品及秉持為客戶提供解決方案和以服務為首的方針,積極進行交叉銷售,繼續擴闊客戶基礎及深化與客戶的關係。部門亦會透過分享資源及市場情報,以及利用金控於區內不斷擴展的金融版圖優勢,與集團建立更緊密的合作。企業金融部亦與集團各聯屬機構,包括廈門銀行、企業金融部亦與集團其他單位作定期溝通,以增加客戶的滿意程度,並提升我們作為集團的主要區域性平台的策略地位。

#### 環球金融

於2008年金融海嘯發生以來,珠江三角洲地區港台商受創嚴重,隨之伴生的授信戶貸款拖欠逾期問題,香港地區銀行皆受波及。在這種嚴峻的市場環境下,本行的環球金融業務,透過加強預警管理授信品質控管措施,我們亦得以將貸款違約控制於市場水平。

在險峻的金融環境下,本部門自2009年年初起 在業務發展與風險控管並重的基礎下,慎選優 質的本地、台灣及內地企業。期間,本部授信



We strive to widen our customer base and deepen the relationships through robust cross-selling, first-rank product expertise and a solution-and-service driven approach.

本行致力憑藉一流的產品及秉持為客戶提供解決方 案和以服務為首的方針,積極進行交叉銷售,繼續 擴闊客戶基礎及深化與客戶的關係。 in Hong Kong, Taiwan and Mainland China since early 2009, with emphasis on risk management whilst pursuing business growth. During the year, our credit underwriting has adopted a more conservative strategy in the face of higher risks of SME loans becoming non-performing loans. Adequate provisions for bad debts were also made, accompanied by intensive efforts to charge off impaired loans. In pursuit of our business goals, our cross-selling efforts were focused on fee-based foreign exchange transactions. We also continued to develop income streams from low-risk products and expanded quality clientele.

In line with the organizational restructuring, the commercial banking and hire purchase operations of the SME Division were incorporated into the Global Commercial Banking Division in September 2009. In addition to serving Taiwanese corporations, the Division will now provide a full range of financing services for local SMEs. Our business strategy will focus on expanding our local customer base by building relationships with local corporate clients. With support from our parent company, we will also expand our overseas operations through Fubon Financial's various business platforms to provide comprehensive financial services to Hong Kong and Taiwanese companies.

In 2010, we will continue to broaden our client base and increase revenues by devoting more efforts to cross-selling activities through our overseas business platforms. We also aim to generate steady non-interest income and higher interest income by strengthening the Bank's internet banking platform, trade finance and factoring services.

業務改採保守策略,以面對風險較高的中小企 不良貸款,並提供充足的壞帳準備,積極打消 呆帳。在業務目標追求下,除協銷手續費之外 匯交易,並持續開發低風險產品收益及增加優 質之新客戶往來。

配合組織調整,中小企業部的商業銀行及設備融資業務於2009年9月併入環球金融部,未來本部除台資企業,亦將為本地中小企業提供全面融資服務。透過業務方向專注,我們經營策略以專注與本地企業客戶建立關係以擴展本地客戶基礎。同時透過母公司的支持,繼續透過富邦金控各地平台之合作拓展海外業務,為港台商企業提供全面性的金融服務。

2010年本部門亦將繼續以各海外平台協銷合作模式,持續致力擴展客戶基礎及提升營業收入。透過加強本行的網上銀行平台、貿易融資及應收賬融資等業務,可為本部門提供穩定非利息收入及提升利息收入的業務。

With support from our parent company, we will expand our overseas operations through Fubon Financial's various business platforms to provide comprehensive financial services to our corporate clients.

透過母公司的支持,本行繼續透過富邦金控各地 平台之合作拓展海外業務,為企業客戶提供全面 性的金融服務。





# Financial Markets

## 金融市場



Financial Markets Group proactively responded to the needs of our clients under the volatile market conditions, while taking prudent measures to reduce risk concurrently.

金融市場部在波動的市況下,積極回應客戶需要,同時採取審慎措施以減低風險。

Capital adequacy ratio reached 17.18% as of 31 December 2009, representing an increase over the 14.04% as of 31 December 2008.

於2009年12月31日的資本充足比率達17.18%, 高於2008年12月 31日的14.04%。

Net interest income increased by HK\$154 million or 16% to HK\$1,143 million in 2009.

於2009年,淨利息收入增加1.54億港元或16%至11.43億港元。

Net interest margin improved 18 bps to 1.94% in 2009 as compared to 1.76% in 2008.

淨息差較2008年的1.76%改善18個基點,至2009年的1.94%。

The year 2009 was another challenging year for the global financial services sector. Slowing economic growth and ongoing volatility in global credit markets combined to place significant pressure on the financial performance of a large number of financial institutions.

It was also a testing year for the Bank in its ability to respond to the needs of our clients and the volatile market conditions. The financial turmoil fundamentally changed the landscape of the 本改變,系 financial markets. Systemic risks became the central theme of markets and liquidity remained extremely tight in the beginning of the year and only gradually improved in the second half. As a

result, price volatility was exceptionally high throughout the first half for the Bank. On the other hand, interest rates in all markets in response to such market conditions dropped to near zero percent in all major currencies, including Hong Kong dollars.

Notwithstanding the market turbulence and the challenges of the global economic conditions, the Bank's balance sheet improved significantly during this period, with the capital adequacy ratio reaching 17.18% as of 31 December 2009, representing an increase over the 14.04% as of 31 December 2008. Our Tier I capital adequacy ratio also improved from 7.61% in 2008 to 9.47% in 2009.

對全球金融業來說,2009年仍是充滿挑戰的一年。全球經濟增長放緩,加上全球信貸市場持續波動,使大部分金融機構的財務表現受到沉重的壓力。

本行回應客戶需要及市況波動的能力在2009年亦備受考驗。金融風暴為金融市場形勢帶來根本改變,系統性風險備受市場關注,而流動資金於年初依然極為緊絀,情況到下半年才稍為改善。因此,本行於上半年面對異常急劇的價格波動。另一方面,因應市場狀況,各地利率全面下調,所有主要貨幣跌至近零息水平,港元亦不例外。

儘管市況波動及面對全球經濟狀況帶來的挑戰,本行的資產負債狀況於期內仍顯著改善,於2009年12月31日的資本充足比率達17.18%,遠較2008年12月31日的14.04%為高。一級資本充足比率亦由2008年的7.61%改善至2009年的9.47%。

#### Financial Markets 金融市場

In addition, thanks to the continuous support of our customers, our deposits balance maintained at HK\$46.6 billion, with a slight drop in customer loans reflecting a more conservative approach in our lending practices.

The improved capital base allowed the Financial Markets Group ("FMG") to take advantage of the market conditions and increase its investment by acquiring high grade government papers that has proved to be very beneficial to the performance of the overall results of our investment activities, and improved the overall credit quality of our books.

As such, the Bank was able to increase its net interest income by HK\$154 million or 16% to HK\$1,143 million in 2009, and our net interest margin improved 18 bps as a result to 1.94% in 2009 as compared to 1.76% in 2008.

With the improvement of the credit spread in the second half of 2009, the mark-to-market values of our investment holdings increased, which in turn caused our trading income to increase from HK\$71 million to HK\$80 million.

此外,在客戶不斷支持下,本行的存款額維持 於466億港元,客戶貸款額則輕微下跌,反映 本行的放貸取態趨於保守。

隨著資本基礎的改善,金融市場部因而把握市場機會,增加投資,購入高質素政府票據,此舉證明對本行整體的投資表現十分有利,並改善者了本行投資組合的整體信貸質素。

因此,本行得以於2009年將淨利息收入增加1.54億港元或16%至11.43億港元,而淨息差亦較2008年的1.76%改善18個基點,至2009年的1.94%。

隨著信用價差於2009年下半年有所改善,本 行按市值計算的投資價值上升,令交易收入由 7,100萬港元增至8,000萬港元。



With the continuous support of our customers, our deposits balance maintained at HK\$46.6 billion in 2009.

在客戶不斷支持下,本行2009年的存款額維持於 466億港元。 Moreover, the significant market volatility associated with the global financial crisis that permeated the financial markets lowered our customers' confidence and demands for investment products. Together with the Hong Kong Monetary Authority's implementation of new selling processes for investments products, investors preferred to invest in plain vanilla products with relatively lower risk and less leverage in 2009. This caused the marketing fee income for FMG to drop by 72% or HK\$166 million in 2009.

Looking forward, we are now seeing positive economic signs emerging but there remains a high degree of uncertainty around the globe. We will continue to focus on balance sheet strength, target sustainable growth in deposits, and continue to manage our efficiency and cost agenda in a disciplined way. With the continuous integration with our parent company, Fubon Financial, plus the support of our customers and shareholders, we have great confidence to achieve stronger profitability in 2010.

此外,全球金融危機導致市況大幅波動,衝擊金融市場,削弱了客戶的信心及對投資產品的需求。另一方面,香港金融管理局要求實施新的投資產品銷售程序,使投資者於2009年傾向投資風險及槓桿比率均相對較低的普通產品,令金融市場部於2009年的營銷費用收入下跌72%或1.66億港元。

展望將來,雖然全球經濟正出現好轉跡象,但不明朗因素仍然甚多。本行將繼續專注強化資產負債表、爭取存款的持續增長,並繼續透過嚴格管理提升效益和降低成本。隨著本行與母公司富邦金控繼續整合,加上客戶及股東的支持,我們深信定可於2010年締造更強的盈利表現。

Our trading income increased from HK\$71 million in 2008 to HK\$80 million in 2009.

於2009年,本行交易收入由2008年的7,100萬港元增至8,000萬港元。





## Wealth Management

## 財富管理



Our financial expert teams pledge to offer unmatched wealth management services to customers, with customer satisfaction and confidence as our priority.

本行的財務專才團隊致力為客戶提供專業財富管理服務,務求達致維繫 客戶滿意度及信心的一貫目標。 Insurance fee income increased by 19% in 2009 compared to 2008.

2009年的保險費用收入較2008年增加19%。

Securities orders made through automated channels grew tremendously in 2009, surging by 36 times when compared to 2008.

2009年透過自動化渠道進行的證券買賣較2008年大幅增加 36倍。

For the Wealth Management Group, 2009 was a year of self-evaluation after the lessons learned from the previous year's financial tsunami. From due diligence checking of business partners, products selection to the selling process of investment products by front line staff, we carefully reviewed and amended all of our processes to minimize risks and to cope with new regulatory requirements. Across the Group, a series of internal control measures were strengthened from the front line to the back office. Customer satisfaction and confidence have always been our priority.

The Hong Kong Monetary Authority ("HKMA") and the Securities and Futures Commission ("SFC") imposed a range of recommendations to retails banks following the study of the Lehman incident. The Bank fully adhered to these guidelines by physically segregating all of our 22 branches into two zones, starting in September 2009; "Investment Corners" served by our relevant individual sales staff and ordinary banking services are handled in the "General Banking" area. To further protect our customers' interests, tape recording of all investment transactions has been implemented in all channels since April 2009.

財富管理部汲取了一年前金融海嘯的教訓,在 2009年進行一系列嚴謹的自我評估。為降低風 險及符合新的規管要求,本行對從業務夥伴的 盡職檢查、產品篩選,以至前線員工銷售投資 產品的所有程序上,進行了審慎的檢討以及修 訂措施。部門亦加強了由前線至後勤部門的一 系列內部監控措施,務求達致維繫客戶滿意度 及信心的一貫目標。

香港金融管理局(「金管局」)及證券及期貨事務監察委員會(「證監會」)在研究雷曼事件後,實施對全港零售銀行提出的一系列建議。本行全面遵守這些指引,自2009年9月起將全部22間分行實體分隔為兩個區域,包括設立由相關銷售員工提供服務的「投資專櫃」,以及提供一般銀行服務的「一般銀行服務」區域。為進一步保障客戶的權益,我們自2009年4月起對所有渠道的投資交易進行錄音。

#### Wealth Management 財富管理

In November 2009, the Bank entered into a strategic partnership with China Life Insurance (Overseas) Company Limited ("China Life"). The Bank is the first Taiwanese-invested bank to collaborate with China Life in Hong Kong and Macau. We believe this partnership will offer more quality and diversified life insurance product choices and services to our customers. The "Smart 5 Insurance Plan" is the first product of China Life to be exclusively distributed by the Bank. So far, the overwhelming number of subscriptions has proven that this collaboration is well received by our customers.

In general we hold a positive market view of the economic environment for 2010. Financial market turbulence and deteriorating growth prospects prompted aggressive G7 monetary loosening during 2009, leaving interest rates at exceptionally low levels. This has helped both the economy recover from its trough and global equities indices rebound from their lows since the first quarter of 2009. We hold a positive long term view for 2010, assuming that robust recovery will be led by China and other Asian countries. A backdrop of improving corporate earnings and contained inflation should be conducive to further gains in the equity market.

2009年11月,本行與中國人壽保險(海外)股份有限公司(「中人壽」)建立策略夥伴關係,成為首間在香港及澳門與中人壽合作的台資銀行。本行相信透過此夥伴關係,將可為客戶提供更多優質及多元化的人壽產品及服務。本行獨家經銷的首項中人壽產品「五年期俊才儲蓄保險計劃」,至今錄得極高的投保數字,反映這項產品深受客戶歡迎。

本行對2010年經濟環境的看法大致正面。面對金融市場波動及增長前景轉差,七國集團於2009年積極放寬貨幣政策,使利率維持於極低水平,刺激經濟從谷底回升,全球股市指數亦從2009年首季的低位反彈。我們相信中國及其他亞洲國家將帶動全球經濟穩健復甦,故長線看好2010年的前景。在企業盈利持續改善及通脹受控的情況下,股市應會進一步上升。



We entered into a strategic partnership with China Life and received overwhelming subscriptions for the "Smart 5 Insurance Plan", the first product of China Life exclusively distributed by the Bank.

本行與中人壽建立了策略夥伴關係,而由本行獨 家經銷的首項中人壽產品「五年期俊才儲蓄保險 計劃」,至今錄得極高的投保數字。 In 2010, we will further capitalize on the affiliation with our parent company, Fubon Financial, in the areas of people, systems and procedures within the Wealth Management Group. Fubon Financial is one of the experts in wealth management services in Taiwan and the range of platforms used in managing the wealth of valuable customers will be adapted with slight modification for local needs in Hong Kong. Hence, the e-banking service platform will be further enhanced to provide more wealth management services through online channels.

Riding on our in-house financial experts from Hong Kong and Taiwan, a new advisory service focusing on investment products will be offered to our customers by the second quarter of 2010. This service aims to build an optimal investment portfolio for long-term investment goals that will be closely monitored and rebalanced by our expert teams on a regular basis. An investment products risk assessment monitoring system is packaged together with this advisory service to monitor the volatile financial markets and make suitable adjustments of the investment combination within the portfolio.

The regular savings plan for mutual funds will be available to our customers in the first half of 2010. We will offer a special feature that provides more flexibility for customers to increase or decrease their investment amount according to market conditions.

富邦金控為台灣領先的財富管理品牌。在2010年,本行將繼續運用與母公司富邦金控的協作關係,進一步整合財富管理部的人才、系統及程序,並將其一系列的財富管理平台按本地市場需要作稍微改動後引進香港。因此,我們將進一步提升網上理財服務平台,並透過網上渠道提供更多的財富管理服務。

憑藉在香港及台灣的內部財務專才,我們將於2010年第二季開始向客戶提供投資產品顧問服務。這項新服務的目的是建立配合長線投資目標的最佳投資組合,並由我們的專才團隊定期進行密切監察及調整。在提供顧問服務時,我們連帶執行投資產品風險評估的監察系統,以監察金融市場的波動性,並對投資組合內的資產配置作出適當調整。

本行將於2010年上半年推出互惠基金定期儲蓄計劃,其獨特設計讓客戶可根據市場狀況靈活增減投資額。

We will offer a new advisory service focusing on investment products to our customers to help them build an optimal investment portfolio for long-term investment goals.

本行將會向客戶提供新的投資產品顧問服務, 助他們建立配合長線投資目標的最佳投資 組合。





## Consumer Finance & Mass Market

消費金融及零售市場



Consumer Finance & Mass Market continued to demonstrate growth momentum in terms of customer base, loans receivables and fee income.

消費金融及零售市場部在客戶基礎、貸款應收賬額及費用收入方面均繼續 呈現增長。

- Continued to strengthen the Platinum card base and promote our usage programmes, as a result, sales and account receivables grew by 21% and 12% respectively. 繼續開拓白金卡客源及推廣簽賬計劃,使銷售額及應收賬額分別增加21%及12%。
- → Successfully launched various personal loan programmes to suit the different needs of our customer segments.

  成功推出多項私人貸款計劃,以滿足客戶群的不同需求。
- Strengthened the mortgage direct sales channel by focusing on different market segments.

專注不同的市場層面,加強樓宇按揭業務的直銷渠道。

Successfully rolled out cross-selling programmes across the mass market segment, with positive growth exceeding the 2009 budget.

在大眾客戶市場中成功推出不同的交叉銷售計劃,錄得超過 2009年目標的可觀增長。

Consumer Finance & Mass Market continued to deliver a good performance in 2009. Our focus included launching various Platinum card usage programmes, rolling out different personal loan programmes, strengthening the mortgage business channel, and cross-selling to the mass market segment. All of these initiatives contributed significantly to our growth in customer base, loans receivables and fee income.

In line with the prevailing market and to further stimulate customer usage habits, the Bank continued to strengthen its credit card product platform, through communicating the "Yearly Real Benefit" platform with an attractive bonus point scheme, launching the "Asia Miles" programme and promoting a series of attractive utilization programmes. In 2009, total credit card base grew by 4%, with our Platinum card base increasing by 18% compared to the previous year. Also, card spending grew by 21% and total credit card fee income increased by 14%.

消費金融及零售市場部於2009年保持佳績。部門的重點工作包括推出多項白金卡簽賬計劃、開展各類私人貸款計劃、加強按揭業務銷售渠道,以及在大眾客戶市場進行交叉銷售計劃。這些措施對客戶基礎、貸款應收賬額及費用收入三方面的增長貢獻良多。

為配合當前市場發展及進一步刺激客戶的簽賬意欲,本行繼續加強信用卡產品平台,包括透過年度「真優惠」計劃為客戶獻上吸引的積分計劃,以及推出「亞洲萬里通」及一系列精彩的簽賬優惠。2009年,信用卡客戶總數增長4%,其中白金卡客戶較2008年增加18%。同時,簽賬額亦增長21%,信用卡費用收入總額增長14%。

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

The Bank also demonstrated a positive growth in its merchant business. Our strategy of providing a one stop solution on merchant support and banking services, together with our strong merchant business team maintaining long term business relationships with our merchant partners, resulted in strong growth in merchant sales volume and fee income of 13% and 14% respectively. The number of new merchants signup also increased by 18% compared to target.

In 2009, the Bank also placed a great effort on its personal loan business. We launched various programmes to suit different needs of our customer segments, including "Perfect Fit Personal Loan", "Credit Go Personal Loan" and "Tax Loan". In addition to expanding the acquisition channel, all of the programmes created high exposure and awareness in the market which resulted in very positive business results. The tax loan receivables increased by 15%.

To counteract the dynamic and challenging market, the Bank continued to place great emphasis on the mortgage business. Highlights included strengthening the direct sales channel, rolling out new product offers, and providing customised and tailor-made 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 36% and total loan receivables increasing by 5%.

本行的信用卡商戶業務亦錄得可觀增長。透過提供一站式商戶支援及優質的銀行服務,配合強大的商戶服務團隊,致力與商戶保持長遠的合作關係,使商戶銷售額及費用收入分別增長13%及14%。新增商戶的數目亦較目標高出18%。

2009年,本行亦大力發展私人貸款業務。我們推出多項計劃以迎合各客戶層面的不同需求,其中包括「合您意私人貸款」、「卡數清私人貸款」及「稅務貸款」。這些推廣活動除了有助本行擴展銷售渠道外,更為本行帶來高度的曝光率及市場注意力,令業務錄得可觀增長。稅務貸款的應收賬額上升15%。

為應對市場的急速變化及挑戰,本行繼續高度 專注拓展按揭業務。重點包括加強直接銷售渠 道、推出新的產品優惠,及為不同層面的客戶 提供度身訂造的服務。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36%,貸 款應收賬額亦上升5%。





Our mortgage business demonstrated positive performance with the new loan booked amount under the direct sales channel increasing by 36% and total loan receivables increasing by 5%.

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 36%,貸款應收賬額亦上升5%。 In 2009, customer acquisition was also another business focus. The Bank launched a series of programmes to acquire more potential customers for client growth. One of the most successful programmes that centred around our fixed deposit product was launched in February 2009 and supported by an integrated advertising campaign. The results were encouraging and the number of new customers acquired increased by 23% and the deposit amount placed exceeded the original target by 50%. The campaign also aroused a high level of market awareness and recall.

The Bank continued to enhance its new business model for customer segmentation in 2009. By employing various analytical tools to better understand our customers, the Bank launched a series of initiatives and made dedicated efforts to upgrade mass market customers to emerging affluent and high net worth customers with satisfactory business results.

Looking forward, Consumer Finance & Mass Market will strive for customer growth through various business opportunities and initiatives. Together with product development, customer management and channel expansion, we aim to increase the customer base and provide more tailor-made products and services to our customers.

吸納新客戶亦是本行2009年的另一項業務重點。為致力開拓客源,本行推出一系列推廣計劃,其中最成功的例子是於2009年2月推出的定期存款推廣計劃,透過全方位的廣告宣傳,該推廣計劃取得令人鼓舞的成績,使新客戶數目上升23%、存款額較原定目標增加50%,而本行的市場知名度亦獲得提升。

本行於2009年繼續加強新的客戶分層經營模式。除了透過各種分析工具加深對客戶的瞭解外,本行還推行了一系列計劃,致力令大眾客戶晉升為新晉富裕及高資產值客戶,成績令人滿意。

展望未來,消費金融及零售市場部將繼續透過 不同的商機及策略以廣拓客源,並配合產品發 展、客戶管理及擴大營銷網絡等,以擴大客戶 基礎及向客戶提供更多度身訂造的產品及服務 為目標。

Consumer Finance & Mass Market will strive to increase the customer base and provide more tailor-made products and services to customers of the Bank.

消費金融及零售市場部將致力擴大客戶基礎及提供更多度身訂造的產品及服務予本行的客戶。





## Control & Risk Management

監控及風險管理



We enhanced our risk management capabilities and strengthened internal controls to maintain the Bank's position in the challenging environment.

本行加強了風險管理能力,並採取多項強化內部監控的措施,讓本行在 充滿挑戰的環境下保持優勢。



 We will strive to further enhance our credit monitoring and control capabilities under the Project One initiative, and to position ourselves to capture any opportunities made possible by the Bank's growing presence in Mainland China.

我們將按照Project One組織重整案,致力進一步加強信貸監控 能力,並作好準備,把握本行隨著擴展大陸據點所帶來的發展 機會。



Consumer Finance Risk Management strengthened its internal credit policies for both acquisition and portfolio management, and succeeded in bettering the Bank's 2009 projections for overall asset quality, specific provisions and credit charge-offs.

消費信貸風險管理部強化了本行對吸納客戶及貸款組合管理的 內部信貸政策,並成功地在整體資產質素、個別減值撥備及貸款 撇賬方面,取得較2009年預期更佳的表現。



The Operational Risk Management function partnered with the Risk Management Division of Fubon Financial to gain synergy on the implementation of risk tools and practices.

營運風險管理部與富邦金控風險控管處合作,在風險管理工具及 實務之執行上,取得協同效益。

#### **ENTERPRISE CREDIT RISK MANAGMENT**

As the Bank's primary unit in monitoring credit risk, Enterprise Credit Risk Management ("ECRM") made tremendous efforts in strengthening the Bank's credit monitoring and control measures in 2009, with the aim of ensuring that the Bank's loan quality continues to improve and remain sound in the face of the challenging business environment.

Against the worsening credit conditions following the 2008 financial tsunami, the credit underwriting standard of the Bank was tightened in 2009. Under the Project One initiative of the Bank, ECRM realigned and rationalized its resources. The overall credit risk management infrastructure, logistics and control capabilities were critically reviewed and strengthened, capitalizing on the overall risk management capabilities of the parent financial holding group. This exercise will extend beyond 2009 into 2010. The results so far have been encouraging, as we have seen a steadily improving loan portfolio since the second half of 2009.

The major challenge for 2010 is to maintain a high credit standard given the uncertain global economy, while also preparing for the strong growth opportunities made possible by the Bank's growing presence in Mainland China.

#### 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2009年致力加強本行的信貸監控 措施,以確保本行的貸款質素繼續提升,並在 充滿挑戰的經營環境中保持穩健。

鑑於2008年金融海嘯令信貸環境轉差,本行 於2009年收緊核貸要求。按照本行的Project One組織重整案,企業信貸風險管理部已整 合和有效地分配資源。憑藉母公司的整體風險 控管能力,本行嚴格檢討及加強整體信貸風險 管理架構、運作流程及監控能力。這項目將 由2009年延續至2010年,至今的成效令人滿 意,自2009年下半年起已令貸款組合穩定地獲 得改善。

2010年的主要挑戰,是在不明朗的全球經濟 環境中保持嚴格的信貸標準,同時作好準備, 把握本行隨著擴展在大陸據點所帶來的發展 良機。

#### Control & Risk Management 監控及風險管理

#### CONSUMER FINANCE RISK MANAGEMENT

Consumer Finance Risk Management succeeded in bettering our 2009 projections for overall asset quality, specific provisions and credit charge-offs. As a way to closely managing the asset quality of our portfolios subsequent to the financial tsunami in late 2008, we strengthened our internal credit policies for both acquisition and portfolio management. At the same time, we implemented a transaction risk monitoring mechanism to better manage the merchant acquiring risk, developed a credit card behavioral scorecard for customer cross-selling activities, and revamped our internal fraud prevention control platform.

In Year 2009, we collaborated with the Risk Management Division of Fubon Financial to carry out a credit risk management workshop on aligning and sharing our credit risk management standards and practices. Looking ahead, Consumer Finance Risk Management will implement the new behavioral scorecard before April 2010 and continue to monitor and manage our overall asset quality by regularly reviewing our acquisition and portfolio management strategies.

#### TREASURY RISK MANAGEMENT

The stressful environment in 2008 brought about new insights for financial institutions. It reiterated fundamental risk management principles, and affirmed the importance of exercising risk management for financial institutions. For the Bank, it provided a good opportunity to further strengthen our risk management processes.

#### 消費信貸風險管理

消費信貸風險管理部在整體資產質素、個別減值撥備及貸款撇賬方面,均取得較2009年預期更佳的表現。2008年年底爆發金融海嘯後,部門強化了對吸納客戶及貸款組合管理的內部信貸政策,以密切管理貸款組合的資產質素。同時,部門設立了一個交易風險監控機制以加強管理商戶收單風險、為客戶交叉銷售活動制訂信用卡簽賬行為計分卡,並且革新了內部防詐監控平台。

2009年,我們與富邦金控風險控管處合作,合辦信貸風險管理研習坊,以統一及交流雙方的信貸風險管理準則及實踐。展望未來,消費信貸風險管理部將於2010年4月之前推行新的行為計分卡,並繼續定期檢討吸納客戶及貸款組合的管理策略,以繼續監察和管理本行整體消費信貸的資產質素。

#### 財資風險管理

2008年的環境縱使充滿壓力,卻為金融機構帶來了新視野。根本的風險管理原則再度被正視,亦肯定了風險管理對金融機構的重要性。對本行而言,確實提供了進一步加強風險管理流程的好機會。



The Bank integrated its Treasury Risk Management processes with Fubon Financial which included pricing capacity enhancement, establishment of model validation channel, and building up an in-house market risk system.

本行將財資風險管理流程與富邦金控之相關流程 進行整合,包括提升定價能力、建立模式驗證渠 道及設立內部市場風險系統。 In 2009, the Bank carried out a revamp of the market risk management process focusing on risk identification, measurement, reporting and control. This involved revising our data integrity, strengthening reporting, and enhancing internal control.

During the past year, the Bank, in collaboration with Fubon Financial, made substantial efforts to integrate the risk management processes.

Looking forward, the Bank will continue to strive for exercising the best practices for market risk management. In collaboration with Fubon Financial, the Bank targets to build a regional risk management platform aimed at supporting continuous business growth.

#### **OPERATIONAL RISK AND PROCESS MANAGEMENT**

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. The Bank established an appropriate and robust operational risk management framework to identify, assess, monitor and mitigate operational risk.

In 2009, the Bank strengthened its internal controls through the roll-out of a Control Self Assessment Programme, identification of Internal Control Support Officers ("ICSOs") to assist the Division Heads in control matters, as well as providing training to the new ICSOs. The Operational Risk Management function also collaborated with the Risk Management Division of Fubon Financial and implemented best practices recommended by the Group. For 2010, Operational Risk Management will continue to work closely with the Risk Management Division of Fubon Financial to gain synergy on the implementation of tools and procedures to enhance its oversight.

The Bank strengthened its internal controls through the roll-out of a Control Self Assessment Programme to help identify, assess, monitor and mitigate operational risk.

本行為強化內部監控的措施,推出了自我評估 監控計劃,務求辨識、評估、監察及減低營運 風險。 2009年,本行革新了市場風險管理流程,以 辨認、量度、匯報及控制風險為重點,包括修 正數據完整性、加強匯報,以及提升內部監控 水平。

去年,本行與富邦金控攜手,大幅度整合風險 管理流程。

展望未來,本行將繼續努力執行最佳的市場風 險管理實務。本行透過與富邦金控合作,著眼 建立一個支持業務持續增長的區域性風險管理 平台。

#### 營運風險及流程管理

營運風險是指因不足或失效之內部程序、人為 錯誤、系統故障或外在事故,導致損失的風 險。本行已設立適當及健全的營運風險管理框 架,以辨識、評估、監察及減低營運風險。

在2009年,本行採取多項強化內部監控的措施,包括推出自我評估監控計劃,以及物色及培訓內部監控支援主任來協助部門主管處理監控事宜。營運風險管理部亦與富邦金控風險控管處的同事合作,執行集團建議之最佳實務。2010年,營運風險管理部將繼續與富邦金控風險控管處在風險管理工具及實務之執行上緊密合作,以加強監控力度,取得協同效益。





# IT & Operations 資訊科技及營運



The Bank continued to invest on information technology, particularly on infrastructure and enhancements on risk and business application systems with a view to improving customer service and keeping up with the continuously evolving financial landscape. By reorganizing our operations, technology and other functions, we will become a more effective organization with greater efficiency, enhanced cost effectiveness and better accountability for building a strong infrastructure for future growth.

本行繼續投資於資訊科技上,尤其是在基礎設施及提升風險監控及業務應用 系統方面,以持續改善客戶服務,並緊貼金融環境的變化趨勢。透過將作 業,技術和其他功能之重組,本行將成為一個更具成效、有更高效率、更大 成本效益及具備更完善問責制的組織,為未來的發展奠下強大的基礎架構。 The completion of another round of upgrades to our Personal Internet Banking platform and the integration of our Internet Stock Trading service with our Personal Internet Banking marked a great leap forward in the area of electronic banking services for our customers in 2009.

本行完成了個人網上銀行平台另一輪的升級工程,並全面結合網上證券交易服務與個人網上銀行服務,令我們在2009年為客戶提供的電子銀行服務方面取得極大的進展。

Through process improvement and cost rationalization exercise on a bank-wide basis, we successfully focused on the importance of cutting down costs.

透過行內推行流程改善及成本合理化措施,本行成功地專注於降低營運成本。

We successfully launched Express China Remittance Services in 2009 to further enhance our remittance services to trade and retail customers.

本行於2009年成功推出中國快匯服務,以進一步增強對貿易及零售客戶的匯款服務。

#### **BUSINESS TECHNOLOGY MANAGEMENT**

Despite the challenges of 2009, the Bank continued to invest on information technology, particularly on infrastructure and enhancements on risk and business application systems. These investments allowed the Bank to continue to improve customer service and keep up with the continuously evolving financial landscape.

In 2009, the Bank implemented various system enhancements to conform with both the new selling process of investment products and regulatory requirements. These included supporting the physical segregation of our branches, customer suitability and a risk assessment mechanism as well as a new anti-money laundering system. In addition to fulfilling the regulatory requirements, the enhancements allowed the Bank to move forward with its business strategy while providing our customers with a better understanding of their investment purchases and risk appetite.

In line with the Bank's channel management strategy, we completed another round of upgrades to our personal Internet Banking platform, taking into consideration the recent recommendations on security enhancements by the HKMA. We also fully integrated our Internet Stock Trading service with our personal Internet Banking. All in all, 2009 represented a great leap forward in the area of electronic banking services for our customers.

#### 商業科技管理

儘管2009年充滿挑戰,本行仍於資訊科技上作出投資,尤其是在基礎設施及提升風險監控及業務應用系統方面。透過這些投資,令本行可持續改善客戶服務,並緊貼金融環境的變化趨勢。

為符合新的投資產品銷售程序及規管要求,本 行於2009年推行多項系統升級工程,包括支援 分行的實體分隔措施、客戶合適性和風險評估 機制,以及全新的反清洗黑錢系統。除了符合 規管要求外,本行亦透過系統改進來緊密配合 業務策略,並讓客戶加深了解他們作出的投資 及風險承受能力。

為配合本行的營銷網絡管理策略,我們根據金管局最近就加強網上銀行服務的保安措施所作出的建議,完成個人網上銀行平台另一輪的升級工程。另外,我們還全面結合網上證券交易服務與個人網上銀行服務。總括而言,我們在2009年為客戶提供的電子銀行服務方面取得極大的進展。

#### IT & Operations 資訊科技及營運

To attain greater regional brand integration with Fubon Financial, development works are in progress to roll out a new corporate Internet Banking platform, the Fubon Business Online, during the third quarter of 2010. The new platform will better suit the Group's regional vision while enhancing our customer service and the time-to-market of our new products.

為加強在區內與富邦金控品牌的整合,我們正在進行開發工作,著眼於2010年第三季推出嶄新的企業網上銀行平台「富邦商務網」。新平台將更切合富邦集團的區域願景,並能提升客戶服務水平及加快新產品推出市場的時間。

#### **OPERATIONS**

In 2009, we took the lead in reorganizing operations, technology and other functions to create a more effective organization with greater efficiency, enhanced cost effectiveness and better accountability for building a strong infrastructure for future growth. In particular, we followed the Bank's overall strategies in cost rationalization, strengthening control and enhancing operating efficiency through automating and streamlining service delivery and work processes.

Through this process improvement and cost rationalization exercise on a bank-wide basis, we successfully focused on the importance of cutting down costs without compromising service quality to external and internal customers. One good example was the upgrade of the Trade Service System, which enabled significant enhancement in operational efficiency, reduced costs and improved the robustness of the system.

Our commitment to continuous improvement in service and quality has been recognized in the market. With our ongoing service improvement in the Remittance Services, Treasury Settlement and Trade Services departments in 2009, we ranked

#### 營運支援

2009年,我們率先將作業,技術和其他功能重組,以建立一個更具成效、有更高效率、更大成本效益及具備更完善問責制的組織,為未來的發展奠下強大的基礎架構。特別是,我們秉持本行的整體策略,通過自動化和簡化的服務及工作程序,達致成本合理化、加強監控和提高營運效率。

透過行內推行流程改善及成本合理化措施,我們在無損內外客戶的服務質素下,成功地專注於降低營運成本,其中一個很好的例子是押匯服務系統提升後,營運效率顯著地提高、並降低成本及增強系統穩定性。

我們對不斷改善服務及質素的堅持一直備受市場讚揚。隨着匯款部、財資市場結算部及押匯部的服務於2009年持續改善,本行再次榮獲我們的美元結算銀行 — 紐約梅隆銀行評選為亞



The Bank implemented various system enhancements to conform with both the new selling process of investment products and regulatory requirements.

本行於2009年推行多項系統升級工程,以為符合新的投資產品銷售程序及規管要求。

once again as one of the top performance banks out of 500 banks in the Asian region and earned the Continuous Linked Settlement ("CLS") Straight Through Processing Award for the third time in four years. This award was presented by our USD clearing bank, the Bank of New York Mellon, in recognition of our excellent quality fund transfer operations.

After the HKMA announced new administrative rules on settlement of cross-border trades in Renminbi and the expanded Renminbi business in Hong Kong, our operations team participated in this business by putting in place relevant operating systems, effective policies and procedures, and proper internal control measures to ensure that service delivery and quality meet with our customers' needs.

Thanks to the close cooperation among staff of the Bank, Taipei Fubon Bank and Xiamen Bank, we successfully launched our Express China Remittance Services in 2009 to further enhance our remittance services to trade and retail customers.

Looking forward, our continued improvement in business processes, cost structure and internal controls should maintain the good momentum we generated in 2009 and we expect to create meaningful operating synergy with the IT and Operations team of Fubon Financial as we continue our efforts of further integration in the coming year. This will certainly help to cut down costs more, enhance operating efficiency and control, and improve service delivery and quality further, resulting in strengthening our competitiveness in delivering quality services to our customers.

洲區500間銀行之表現最佳的銀行之一,並已 是四年內第三度獲頒發直通式聯繫結算處理 獎,表揚本行優質的資金轉賬服務。

金管局頒布香港跨境貿易人民幣結算服務及擴展人民幣業務的新管理規則後,我們的營運團隊已參與這項業務,並建立相關的營運系統和有效的政策及程序,同時採取適當的內部監控措施,確保服務交付及質素能滿足客戶的需要。

年內,本行、台北富邦銀行及廈門銀行的員工 緊密合作,令我們得以成功推出中國快匯服 務,以進一步增強對貿易及零售客戶的匯款 服務。

展望未來,我們會持續改善業務流程、成本結構及內部監控,以保持2009年的良好勢頭。我們來年亦會繼續與富邦金控的資訊科技及營運部門進行整合,實現營運上的重大協同效應。這將有助進一步減低成本、提升營運效率及監控,同時進一步改善服務交付及質素,加強對客戶的優質服務,提高本行的競爭力。

We ranked once again as one of the top performance banks out of 500 banks in the Asian region and earned the Continuous Linked Settlement ("CLS") Straight Through Processing Award for the third time in four years. The award was presented by the Bank of New York Mellon in recognition of our excellent quality fund transfer operations.

本行再度獲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,並已是四年內第三度獲頒發直通式聯繫結算處理獎,表揚本行優質的資金轉賬服務。





## People Development

### 人才管理及發展



As a caring employer, the Bank places a very high value on its people and regards them as the foundation of its future success. In light of the expansion of business engagements in the Greater China Region, a comprehensive and agile talent management model has been adopted. To maintain the workforce momentum, the Bank also keeps cultivating a worklife balance culture.

本行視人才為本行未來成功的基石,為配合大中華區的業務擴展,本行已採用一套全面而靈活的人才管理模式。為鼓勵員工士氣,本行亦致力建立提倡工作生活平衡的企業文化。

Enhancement of Human Resources Management System on ePayslip and to-be-launched eLeave system.

推出電子糧單 (ePayslip),並即將推出電子假期系統 (eLeave system) 以提升人力資源管理系統。

A total of 213 in-house training programmes and product briefings were conducted in 2009, covering 495 training classes and 13,622 participants.

本年度本行推出了213項內部培訓課程及產品簡介會,共舉辦495節培訓,出席人次達13,622。

As a caring employer, the Bank places a very high value on its people and regards them as the foundation of its future success. This is demonstrated by the emphasis and efforts it places on its various HR daily functions including recruitment, reward and compensation, training and development, and employee relations. At the end of 2009, staff workforce stood at 918.

The enhancement of the Human Resources Management System is one of the many investment initiatives that has been accomplished in stages to optimize the competitive capabilities of HR. The ePayslip system launched in June 2009 and the eLeave system that is targeted to roll out in late 2010 help to shape a highly efficient and environmental friendly workplace.

本行一向關懷員工,並十分重視人才。我們視人才為本行未來成功的基石,因此高度重視及致力改進各項人力資源日常職能,包括招聘、獎勵和薪酬、培訓和發展,以及僱員關係等。截至2009年年底,員工人數為918人。

為優化人力資源的競爭力,本行作出了多項投資計劃,包括分階段完成提升人力資源管理系統。為創造高效和環保的工作環境,我們已於2009年6月推出電子糧單系統,並將於2010年年底推出電子假期系統。

#### People Development 人才管理及發展

In light of the expansion of business engagements in the Greater China Region, a comprehensive and agile talent management model has been adopted. The Bank analyses the workforce competencies and benchmark market intelligence periodically to ensure the right people obtain the right skills in the right job at the right cost. The opening of the Dongguan Representative Office is another platform to widen our business opportunities as well as enriching staff exposure. To align employees' work objectives with the Bank's strategic goal and our parent company's policies, the Reward and Disciplinary Guideline has been refined. In addition, a series of training programmes have been organized to address overall business needs.

In 2009, the Bank continued to provide timely and results-oriented solutions in the areas of Compliance and Regulations, Product Knowledge, Sales and Service, and Supervision and Management. A total of 213 in-house training programmes and product briefings were conducted, covering 495 training classes and 13,622 participants.

為配合大中華區的業務擴展,本行已採用一套 全面而靈活的人才管理模式。我們定期分析員 工的工作能力及基準市場情報,確保以合理的 薪酬僱用具備適當能力的合適員工,擔任適當 的職位。本行在東莞開設的代表處亦可作為廣 拓商機及擴闊員工視野的另一平台。另外,本 行改進獎懲指引,使僱員的工作目標與本行的 策略目標及母公司的政策保持一致。此外,我 們還制訂了一系列培訓計劃,以配合整體業務 需要。

2009年,本行繼續在合規及條例、產品知識、銷售和服務,以及監督管理方面,提供適時及重視實效的解決方案。本年度我們推出了213項內部培訓課程及產品簡介會,共舉辦495節培訓,出席人次達13.622。



The Bank analyses the workforce competencies and benchmark market intelligence periodically to ensure the right people obtain the right skills in the right job at the right cost. A series of training programmes have also been organized to address overall business needs.

本行定期分析員工的工作能力及基準市場情報,確保以合理的薪酬僱用具備適當能力的合適員工,擔任適當的職位。本行亦制訂了一系列培訓計劃,以配合整體業務需要。

Faced with a highly volatile business environment, the Bank placed more of its focus on compliance enforcement covering anti-money laundering, business ethics and anti-corruption. To strengthen our professionalism, a Product Training Policy and Procedure was specially designed to revamp the investment product selling process. On the service side, a "Winning Customer Heart" and "Management 101" were launched for branch staff and supervisory and middle managerial level of staff. All programmes were accomplished successfully. Furthermore, as an HKICPA's Authorized Employer, the Bank will continuously adopt a proactive and leading role in developing accounting professionals within the Bank.

To maintain the workforce momentum, the Bank keeps cultivating a worklife balance culture. During the year, the Bank organized a variety of staff social programmes like a bowling competition, bakery class, family barbecue and staff annual gathering. A staff newsletter featuring the main theme of a healthy balanced life was newly published at the end of 2009. All these programmes have helped to foster the esprit de corps of our staff.

面對急劇波動的經營環境,本行加強了反洗 黑錢、商業道德及反貪污等法規的合規執行 力度。為提升員工的專業水平,本行特別制 訂一套產品培訓政策及程序,以革新投資產 品銷售過程。服務方面,我們為分行員工以 督導級和中層管理人員舉辦「贏盡顧客心」及 「管理101」活動。各項計劃均取得圓滿成功。 此外,作為香港會計師公會認可的僱主,本行 將繼續以積極主動的態度,培養本身的會計 專才。

為鼓勵員工士氣,本行一直致力建立提倡工作生活平衡的企業文化。過去一年,我們舉辦各類員工社交活動,包括保齡球比賽、麵包烘焙班、家庭燒烤、員工年度聚會等。本行又於2009年年底,以推廣健康的均衡生活為主題,出版了一份新的員工通訊,這些活動均有助加強員工的團結精神。

The Bank organized a variety of staff social programmes and an annual gathering to help foster the esprit de corps of our staff.

本行舉辦了各類員工社交活動及員工年度聚會, 以加強員工的團結精神。

