

# Corporate & Investment Banking

## 企業金融

Leveraging the support of our parent company, Fubon Financial, we offer a full range of financial solutions to our corporate customers to facilitate them in expanding their businesses and opportunities.

憑藉母公司富邦金控的支持，本行為企業客戶提供全面的融資及貸款方案，協助他們擴展業務及開拓商機。



- ◆ The Hong Kong team of Corporate Banking Division continued tapping into first tier customers in the local market by closing some key deals with the aim of charting steady growth for the future.  
企業金融部的香港業務團隊繼續拓展本地市場優質客戶基礎，並完成數項重大交易，實現穩中求進的策略。
- ◆ The China team of Corporate Banking Division established business relationships with key China corporations with the aim of delivering sustainable future growth.  
企業金融部的中國業務團隊與主要的中國企業建立業務關係，以達到持續增長的目標。
- ◆ Through collaboration among Fubon Financial's business platforms in different locations, Global Commercial Banking Division provides clients with the banking services needed for their overseas expansion.  
透過富邦金控各海外平台間之合作，環球金融部為客戶提供於拓展海外業務時所需之銀行服務。
- ◆ Global Commercial Banking Division's performance in 2010 reflects the strength of existing business model that has contributed to steady business growth. The Division also sought to further promote the RMB business.  
環球金融部於2010年不但展現了現有經營模式的優勢，獲得穩定的業務增長，並進一步推廣人民幣業務。

## CORPORATE BANKING

With the global economy continuing to revive and grow at a steady pace, 2010 was another rewarding year for the Corporate Banking Division. We continued to invest and build our local and China business franchises with the aim of achieving steady and sustainable future growth.

Thanks to the talent and tremendous efforts of the China and Hong Kong teams, the Corporate Banking Division delivered another strong set of business results in 2010. Despite intensified market competition for quality customers and pressure on lending margins, we consolidated our market foothold by reporting encouraging results with loan balance up 10.6% from HK\$11.3 billion at 31 December 2009 to HK\$12.5 billion at 31 December 2010. Deposits were also up by 5.6% from HK\$10.8 billion at 31 December 2009 to HK\$11.4 billion at 31 December 2010, which continued to support the Division's lending business in a sustainable manner.

The Hong Kong team continued tapping into first tier customers in the local market by closing some key deals with the aim of charting steady growth for the future. Customer relationships remained strong and intact, while the Division made satisfactory progress in various product fronts.

## 企業金融

隨著全球經濟繼續復甦和穩定增長，企業金融部於2010年繼續取得豐碩成果。我們在本港及中國業務的版圖上繼續作出投資，並且不斷擴展，以達到持續穩步增長的目標。

憑藉中國及香港業務團隊的重大努力，企業金融部於2010年再次錄得強健的業績。儘管市場對優質客戶的競爭加劇，加上貸款息差受壓，但我們仍能在市場上進一步擴大份額，取得令人鼓舞的績效，放款餘額由2009年12月31日的113億港元上升10.6%，至2010年12月31日的125億港元。存款由2009年12月31日的108億港元上升5.6%至2010年12月31日的114億港元。

香港業務團隊繼續拓展本地市場優質客戶基礎，並完成數項重大交易，實現穩中求進的策略，並在各項產品方面均取得滿意的進展。

## Corporate & Investment Banking 企業金融



The China team also established business relationships with key China corporations with the aim of delivering sustainable future growth. Business momentum was strong and closer collaborations were developed by providing premium services with first-rank financial products to our China based customers.

In 2011, the Corporate Banking Division will continue to widen its customer base and deepen its existing relationships through proactive cross-selling and a solution-and-service driven approach. This steady strategy will enable us as well as our customers to establish a solid foundation for the opportunities and challenges ahead. We will further develop close collaboration with the Group by leveraging on its ever-expanding regional franchise. Regular and frequent interactions with the Group's business affiliates including Xiamen Bank, Taipei Fubon Bank and other Group units, will further promote customer satisfaction while consolidating our strategic position as one of the key regional platforms for the Group.

### GLOBAL COMMERCIAL BANKING

The Global Commercial Banking Division has been committing its efforts towards building relationships with local mid-sized corporates for expanding its customer base and providing a full range of financial services for local business enterprises. The Division also provides its clients with the banking services needed for their overseas expansion through collaboration among Fubon Financial's business platforms in different locations.

中國業務團隊也跟主要的中國企業建立業務關係，以實現持續增長的目標。該部門維持強勁的增長動力，為內地的客戶提供一流的金融產品和優秀服務，以建立更緊密的合作關係。

2011年，企業金融部將繼續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，以擴大客戶基礎及深化客戶關係。這項穩中求進的策略，將有助我們與客戶建立良好的關係，迎接未來的機遇及挑戰。我們亦會進一步與金控緊密合作，利用其不斷擴展的金融版圖優勢，並與金控的聯屬機構，包括廈門銀行、台北富邦銀行及其他集團單位作出實質的交流，這將有助提升客戶的滿意程度，並鞏固本行作為集團內主要區域性平台的策略地位。

### 環球金融部

環球金融部一直致力於與本地中型企業客戶建立銀行往來關係，以持續擴展客戶數基盤並為港商企業提供全面性的金融服務。除此之外，環球金融部亦透過富邦金控各海外平台間之合作，提供客戶於拓展海外業務時所需之銀行服務。



With the Hong Kong economy steadily getting back on its feet, 2010 saw a strong rebound in the manufacturing sector and domestic exports, accompanied by a significant reduction in corporate loan defaults and loan impairment charges. The Division produced encouraging results, benefiting from the economic recovery and a strategy that places equal emphasis on business expansion and risk management.

During the year, we continued to implement a conservative strategy for our credit underwriting business, with regular financial health checks for clients and credit risk reviews to enhance the quality of risk management. In pursuit of its business goals, the Division focused its cross-selling efforts on fee-based foreign exchange transactions. We also continued to develop income streams from low-risk products and build up a quality local customer base in need of trade finance services.

The Division's performance in 2010 reflects the strength of our existing business model that has contributed to steady business growth while achieving satisfactory results. We also sought to further promote the RMB business by capitalizing on the opportunities resulting from the PRC Government's relaxation of cross-border RMB trade settlement services and the restrictions on trade finance services.

In 2011, with support from our parent company, the Division will continue to improve customer satisfaction, deepen client relationships and broaden its customer base. Moreover, we will aim to generate steady incomes and meet growth targets through more intensive cross-selling efforts among our overseas business platforms, and also through our Internet banking platform, trade finance and factoring services.

2010年香港整體經濟發展轉趨穩定，製造業及本地出口出現強勁反彈，企業貸款拖欠逾期及問題貸款減值成本亦大幅減少。環球金融業務亦因受惠於經濟復甦，以及採取業務發展與風險控管並重的策略下，錄得令人鼓舞的成績。

環球金融部的授信業務於2010年持續採取保守策略，並定期進行全面客戶體質及信用風險檢視以強化風險控管品質。為追求業務目標，除了協銷手續費之外匯交易，我們亦持續拓展低風險產品收益及開發本地優質之貿易融資型客戶。

本部門於2010年的表現，不但展現了現有經營模式的優勢，並獲得穩定的業務增長，年內的營運收入成績令人滿意。此外，我們亦持續把握中央政府放寬對跨境人民幣貿易結算和貿易融資服務規管所帶來的商機，進一步推廣人民幣業務。

在母公司的支持下，本部門於2011年將繼續致力提升客戶服務滿意度、深化客戶關係及擴展客戶數基盤。此外，我們亦將強化海外各平台協銷合作及透過網上銀行平台、貿易融資及應收賬融資等業務為本部門提供穩定之收益並達成業務增長目標。

# Financial Markets

## 金融市場

Financial Markets Group provides our clients with total investment solutions for risk hedging and yield enhancement, helping them to capture investment opportunities under the changing market conditions.

金融市場部為客戶提供全面的投資方案，助他們管理風險及提高投資回報，在瞬息萬變的市況中抓緊投資機會。



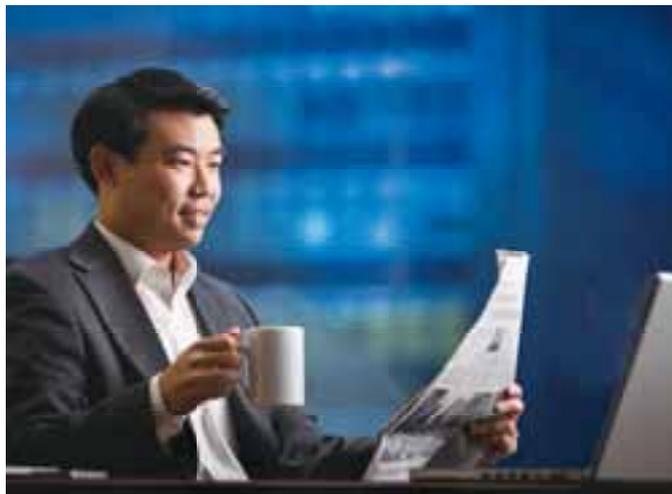
- ◆ The issuance of US\$200,000,000 10-year Tier 2 subordinated notes, which were well received by investors around the globe with five times over-subscription, demonstrated the financial strength of the Bank.  
年內發行的2億美元10年期次級後償票據深受全球投資者歡迎，並獲得五倍超額認購，反映了本行財務實力雄厚。
- ◆ Capital adequacy ratio reached 18.23% as of 31 December 2010, representing an increase over the 17.18% as of 31 December 2009.  
於2010年12月31日的資本充足比率為18.23%，較2009年12月31日的17.18%為高。
- ◆ RMB deposit base increased more than threefold in 2010 amid strong expansion of the market.  
人民幣存款基礎於2010年上升逾三倍，與市場同樣錄得強勁的增幅。

The financial markets continued to unfold in a diverse manner. A debt crisis broke out in peripheral European countries in mid year. Greece and Ireland accepted a bail out package from the International Monetary Fund and the European Union. Markets however almost immediately started to talk about which would be the next country to seek bail out package. Nevertheless, the European countries managed to respond to the crisis with several measures and contained the contagion effect for the time being. The U.S. continued to see improvement in economic performances, only failing to see these being translated into better unemployment rate, so much so that the Federal Reserve had to extend its financial stimulus package, known as QE2, to prevent a potential double-dip recession. Money in general was available and at historically low interest rates. In Asia, led by India and China, the risks were the other way round. Both monetary and fiscal policies aimed to contain possible overheating of economies by means of interest rate hikes and other administrative measures.

金融市場持續呈個別發展，表現參差。年中，多個歐元區國家爆發債務危機。在希臘及愛爾蘭接受國際貨幣基金會及歐盟的拯救方案後，市場立即揣測下一個尋求拯救方案的國家。儘管如此，歐洲國家採取了多項措施應付危機，暫時控制了債務危機擴散。美國的經濟表現持續改善，唯失業率仍無好轉跡象，令聯儲局不得不延續財政刺激方案，推出第二輪量化寬鬆措施(QE2)，以慎防經濟出現雙底衰退。資金供應普遍充裕，利率處於歷史低位。然而，在印度及中國的帶動下，亞洲的風險狀況卻剛好相反。兩國透過其貨幣及財政政策來調升利率及推出其他行政措施，以紓緩經濟過熱的情況。

## Financial Markets

### 金融市場



Since China's robust economic growth led to continuous tightening by the People's Bank of China by increasing the reserve requirements as well as mopped up liquidity in the market, banks in China had to channel deposits in Hong Kong into the Mainland. Competition for deposit was as the result keen, it was particularly severe in the second half of the year because of expiration of full guarantee on deposits at the end of 2010. Overall deposit costs were driven higher in Hong Kong. Net interest margin of the Bank in 2010 was thus decreased to 1.56%.

New opportunities were introduced to the financial sector in Hong Kong as Renminbi ("RMB") was in the process of liberalization. A series of policies and measures were introduced throughout 2010. For example, the scope of RMB trade settlement scheme was expanded and certain restrictions in RMB service provision were lifted. Fostered by policy changes, RMB deposit level in Hong Kong kept escalating, cross-border RMB trade settlement set off, and a wide spectrum of RMB bonds was issued locally. Hong Kong was to develop into an offshore RMB centre.

Financial Markets Group ("FMG") seized the chance to deliver RMB products and services to both retail customers and corporate clients, for example, last year we participated in six distributions of RMB bonds to the retail market, which contributed to our marketing fee income. Our RMB deposit base, amid strong growth of RMB deposits in Hong Kong, increased more than threefold in 2010. We see RMB as the next stage of development of the Hong Kong banking market, as more relaxation of rules comes into effect in Hong Kong, RMB will become the most important currency after the Hong Kong Dollar in Hong Kong, and it will proliferate in all banking products and services eventually.

由於中國經濟增長強勁，令中國人民銀行上調準備金率和吸納市場流動資金，以持續收緊銀根，導致內地銀行必須將香港的存款調回內地，令本港存款競爭激烈。由於百分百存款保障計劃於2010年年底屆滿，競爭情況在下半年加劇，香港的整體存款成本被推高，本行於2010年的淨息差亦因而降至1.56%。

人民幣相關業務進一步放寬，為香港的金融業帶來新機遇。當局於2010年推出了一系列政策及措施，例如擴闊人民幣貿易結算計劃的範圍，並取消對人民幣業務的若干限制。受政策轉變刺激，香港的人民幣存款金額持續攀升，銀行亦開辦跨境人民幣貿易結算服務，多款人民幣債券在本地發行，帶動香港發展成為人民幣離岸中心。

金融市場部抓緊市場契機，為零售及企業客戶提供人民幣產品和服務，例如我們於去年參與了六次人民幣債券在零售市場的分銷，增加了金融行銷收入。香港的人民幣存款錄得強勁的升幅，本行的人民幣存款基礎於2010年上升逾三倍。本行視人民幣為香港銀行業的下一個發展重心，人民幣將成為繼港元後香港最重要的貨幣，並最終會在所有銀行產品及服務方面迅速普及。

年內本行發行了次級後償票據，為2006年發行的未償付之後償票據進行再融資。該票據面值為200,000,000美元，並將於2020年11月30日到期。該票據的發行深受全球投資者



The Bank issued Tier 2 subordinated notes with a view to replacing current subordinated debt securities issued in 2006. The notes bear a face value of US\$200,000,000 and mature on 30 November 2020. The notes were well received by investors around the globe with five times over-subscription, which demonstrated the financial strength of the Bank. Our capital adequacy ratio reached 18.23% as of 31 December 2010, representing an increase over the 17.18% as of 31 December 2009. Our Tier 1 capital adequacy ratio also improved to 9.95% in 2010 from 9.47% in 2009, thereby providing the Bank the necessary capacity to expand coverage and explore future opportunities.

Our investment activities continued to be focused in the high credit quality and strong liquidity space, and invest mostly in governments and agencies. Such approach had helped the Bank to retain the stability in relationship to the value of our investment, even during the European Debt Crises.

Global financial markets embraced 2011 with positive sentiment as encouraging economic figures were continuously released. FMG will focus on deposit base strengthening and yield enhancement in a disciplined manner, with ongoing review of business process and risk management practices.

歡迎，獲得五倍超額認購，反映了本行財務實力雄厚。本行於2010年12月31日的資本充足比率為18.23%，較2009年12月31日的17.18%為高。一級資本充足比率亦由2009年的9.47%改善至2010年的9.95%，為本行提供了擴展業務及開拓未來發展機會所需的財務實力。

本行投資組合的分佈持續以高信貸質素及高流動性的債務證券為主，並主要投資於政府及政府機構發行的債券。此投資策略有助本行即使於歐洲債務危機期間仍能穩定投資資產的價值。

受利好的經濟數據刺激，全球金融市場氣氛好轉。金融市場部將以嚴謹的態度專注強化存款基礎和提高收益，並持續檢視業務流程及風險控管措施。

# Wealth Management

## 財富管理

Our experienced financial specialists provide customers with a wide range of wealth management services that best suit their specific investment needs and risk appetite.

本行經驗豐富的財務專才為客戶提供多種財富管理產品，以切合他們特定的投資需要和風險承受程度。



- ◆ Unit Trust fee income increased by 19% in 2010 compared to 2009.  
2010年銷售單位信託基金的費用收入較2009年增加19%。
- ◆ Overwhelming responses to insurance products boosted revenue by a record-breaking 45% year-on-year.  
市場對保險產品反應熱烈，使銷售保險產品的收入創下按年增長45%的破紀錄新高。
- ◆ Through our sub-brokerage channel, our Taiwan stock brokerage business developed a customer base of local and Mainland Chinese financial institutions and high net-worth customers.  
透過複委託，本行的台灣證券投資業務開拓了包涵本地和中國大陸金融機構及高資產值客戶的客戶基盤。

2010 was a year of recovery for the financial markets from the global economic crisis. Customers started picking up wealth management products that focused on yield enhancement and wealth protection. On the regulation side, we announced new policy and selling process guidelines learned from the Lehman incident. The Bank always puts customer satisfaction as its priority and no matter how the markets change, we will facilitate our customers' demands while being mindful of the regulator's criteria.

In April 2010, the Bank reviewed the Customer Investment Risk Questionnaire ("CIRQ") after one year of its launch. Frontline staff invited customers to perform an annual review using the new CIRQ in order to obtain their latest risk appetite. By understanding our customers' risk appetite and investment objectives, we can help them develop a financial planning strategy that suits their needs.

Coping with the latest investor protection scheme requirement by the Hong Kong Monetary Authority, the Bank facilitated the selling process, upgraded the control system, and provided training to frontline staff for the launch of the Pre-Investment Cooling-off Period ("PICOP"). This new arrangement allows customers to consider the appropriateness of any investment product with family members and friends. To ensure a seamless transition to the official launch of this new investment protection scheme in January 2011, we arranged numerous training sessions for the

金融市場於2010年逐漸走出全球經濟危機的陰霾，客戶開始購買高回報和保障財富的理財產品。在監管方面，本行從雷曼事件中吸取經驗，制訂了全新的政策及銷售程序指引。本行一向以客為尊，無論市場如何變化，我們始終致力滿足客戶的需要，並時刻恪守監管機構頒佈的規條。

2010年4月，本行對已推出一年的「客戶投資風險問卷」作出了檢討。前線員工邀請客戶使用全新的「客戶投資風險問卷」進行年度評估，以了解他們最新的風險承受程度。透過了解客戶的風險承受程度及投資目標，我們可協助客戶制訂切合他們需要的理財策略。

就香港金融管理局最近推出投資者保障計劃，本行於年內已改進銷售程序、提升監控系統，並為前線員工提供相關培訓，以配合「落單冷靜期」的推出。新的安排讓客戶可以跟親友一起考慮投資產品的合適性。為確保暢順過渡至該項新投資者保障計劃於2011年1月正式啟動，本行亦已為各有關單位安排多個培訓講座，讓他們了解本身的角色及運作程序。此外，本行亦採取了足夠的監控措施，以減低營運風險，及建立恰當的審計追蹤。

## Wealth Management 財富管理



respective parties to understand their roles and the procedures. Adequate control measurements have also been built in to minimize operational risks and establish a proper audit trail.

Our insurance products performed extremely well in 2010. Since October 2009, our strategic partnership with China Life Insurance (Overseas) Company Limited ("China Life") has received overwhelming favourable responses from our customers. The "Smart 5 Insurance Plan", with exclusive selling rights given to the Bank, contributed a large portion of our insurance premium income during the whole year. The Bank will continue to maintain the strategic partnership with China Life in 2011 and will introduce more insurance products tailored to our customers' needs.

For the market outlook for 2011, we expect the Quantitative Easing policies of mature countries will continue to provide plenty of liquidity to the global market. With robust economic growth in the emerging-market region, we have a relatively positive view of the asset classes in those countries. Depreciation pressure of the USD will support a continued surge in commodity prices. Rise in the prices of natural resources will intensify inflation pressure around the world, especially to those import-dependent countries. Rising inflation will be one of the key uncertainties throughout the year.

The Renminbi has attracted a lot of attention among Hong Kong depositors in the past year. With the increasing demand on holding Renminbi, a range of wealth management products denominated in Renminbi is currently under development and they will be rolled out to our customers in due course.

2010年，我們的保險產品取得優異表現。自2009年10月起，我們與中國人壽保險（海外）股份有限公司（「中國人壽」）的策略性夥伴關係獲得了客戶的廣泛好評。本行銷售獨家代理的「五年期俊才儲蓄保險計劃」所賺取的收入，佔本行全年保費收入的大部分。2011年，本行將繼續與中國人壽保持良好的策略性夥伴關係，並會合作推出更多切合客戶需要的保險產品。

展望2011年，我們預期成熟國家的量化寬鬆政策將繼續為全球市場帶來充裕的流動資金。由於新興市場的經濟增長強勁，我們對新興國家的資產類別持較樂觀的態度。美元貶值的壓力將支持商品價格持續上升。天然資源價格上漲，將加劇全球的通脹壓力，尤其是依賴進口的國家所受的影響較大。通脹上升將成為全年其中一個重要的不明朗因素。

去年，人民幣引起了許多香港存戶的注目。鑑於投資者對人民幣的需求增加，我們正在開展一系列以人民幣計價的財富管理產品，並將適時向客戶推出。

為確保我們的財富管理產品擁有足夠的市場競爭力，我們正嘗試向中國人壽尋求獨家代理其更多的保險產品。另一方面，我們亦積極地物色更多基金公司，以豐富我們的單位信託基金產品系列。除了為客戶提供不同種類的產品外，定期為前線員工提供足夠的培訓也是不可

To ensure our wealth management products are competitive enough in the market, we are exploring more exclusive insurance products from China Life and also sourcing more fund houses to enrich our list of unit trust funds. In addition to providing a wide range of products for our customers, adequate and constant training for our frontline staff is inevitable. With the support of our Investment Advisory team, customers are able to understand the latest market news and updates along with our financial planning tools, allowing us to produce tailor-made investment portfolios on an individual basis.

## SECURITIES SERVICES

Through the efforts of our staff and the gradual recovery of the global economy from the downturn in 2010, the Securities Services Division made some key achievements during the year.

Internally, we launched an attractive staff incentive programme, which raised the morale of our staff and motivated them to achieve higher goals. We provided training to staff to further enhance their financial markets knowledge. Information Technology & System Infrastructure enhancements were also implemented to speed up system efficiency. Moreover, operational guidelines were refined to further strengthen our internal controls to reduce possible operational risks.

Externally, we provided professional investment strategies to our valuable customers. Through our sub-brokerage channel, our Taiwan stock brokerage business developed a customer base of local and Mainland Chinese financial institutions and high net-worth customers.

Looking ahead, we are optimistic about the prospects for the economy in 2011. We will definitely do our best to follow the Bank's theme of "Charting a steady course" by building our local business franchises and adopting a prudent strategy for achieving steady growth by proactively cooperating with various internal divisions, effectively communicating with customers, providing tailor-made solutions to meet the needs of customers, and increasing our services scope and distribution channels. We believe that 2011 will be a challenging yet fruitful year for the Securities Services Division.

或缺的。在本行投資策略及研究部的支援下，我們為客戶提供財務策劃工具的同時，亦讓客戶了解到最新的市場信息及資料，從而為每位客戶提供度身訂造的投資組合。

## 證券投資服務

透過員工的努力，再加上全球經濟逐漸脫離衰退的困境，證券投資部於2010年取得了多項重要成果。

對內方面，我們推出具吸引力的員工獎勵計劃，提高了員工士氣，並激勵他們實現更高的目標。我們提供培訓，進一步增加員工的金融市場知識。我們亦強化了資訊科技及系統基礎建設，以提高系統的運作效率。此外，我們改進營運指引以進一步加強內部監控，從而降低潛在的營運風險。

對外方面，我們向寶貴客戶提供專業的投資策略。透過複委託，本行的台灣證券投資業務開拓了包涵本地和中國大陸金融機構及高資產價值客戶的客戶基盤。

展望未來，我們對2011年的經濟前景充滿信心。我們將全力以赴，貫徹本行「穩中求進」的發展方針，致力拓展本地業務，並採取以穩定增長為目標的審慎策略，與內部部門通力合作、與客戶進行有效的溝通、為客戶提供量身訂造方案，以及擴大服務範圍和分銷渠道。我們相信，對證券投資部而言，2011年將是充滿挑戰且成果豐碩的一年。

# Consumer Finance

## 消費金融

In 2010, Consumer Finance continued to demonstrate growth momentum in customer base, loan receivables and fee income. We will also strive for customer growth through various business opportunities and initiatives.

2010年，消費金融部在客戶基礎、貸款應收賬額及費用收入方面均持續呈現增長。我們亦將繼續透過不同的商機及策略來廣拓客源。



- ◆ Continued to strengthen card usage value with a focus on the Platinum card by offering an attractive and practical bonus points scheme and spending stimulation programmes to grow overall sales volume by 21%.  
持續提升以白金卡為重點的信用卡簽賬計劃，包括推出具吸引力和實惠的積分計劃及消費推廣計劃，令整體銷售額增長21%。
- ◆ Achieved substantial growth in personal loan business with sales channel expansion and various products to suit different customer segments.  
拓展銷售渠道，並提供多類型的產品以迎合不同客戶群的需要，使私人貸款業務大幅增長。
- ◆ Strengthened the direct sales channel and new segmentation pricing model to grow quality mortgage business.  
加強直接銷售渠道及新的分層定價模式，以拓展優質的樓宇按揭業務。
- ◆ Successfully grew overall merchant business by 23% with an expanded merchant base capitalizing on the strong and rapidly growing spending power of Mainland tourists.  
在內地旅客強勁而迅速增長的消費力帶動下，成功擴展商戶基礎，整體信用卡商戶業務增長23%。

Consumer Finance continued to exhibit good business performance in 2010. Our focus included launching various credit card usage programmes, rolling out different personal loan programmes, strengthening the mortgage business channels, and growing the merchant acquiring business. All of these initiatives contributed significantly to our growth in customer base, loan receivables and fee income.

In our efforts to lead the business to outperform, Consumer Finance identified and seized real-time and potential business opportunities across different business areas by formulating efficient sales and marketing strategies, including product offers, pricing, promotions, loyalty platforms, channel management as well as forming co-operative arrangements and alliances with our key business partners.

To further build and stimulate customer usage habits, the Bank continued to strengthen its credit card product platform by communicating the “Yearly Real Benefit” platform with an attractive bonus points scheme, promoting a series of attractive utilization programmes and leveraging on YATA outlet expansion for new customer acquisition. In 2010, our total credit card base grew by 12%, with our affluent card base increasing by 16% compared to the previous year. Also, card spending grew by 21% and fee income from credit card services increased by 13%.

消費金融部於2010年繼續保持佳績。部門的重點工作包括推出多項信用卡簽賬計劃、推廣各類私人貸款計劃、增強按揭業務銷售渠道，以及擴大商戶收單業務。這些計劃對客戶基礎、貸款應收賬額及費用收入三方面的增長均貢獻良多。

為了令業務有更出色的表現，消費金融部制訂了有效的銷售及市場推廣策略，包括產品優惠、定價、推廣、忠誠客戶獎勵平台及銷售渠道管理，並與主要業務夥伴訂立合作安排及締結聯盟，以便在不同業務範疇內辨識及把握即時和潛在的業務機會。

為進一步建立及刺激客戶的簽賬意欲，本行不斷強化信用卡產品平台，包括透過年度「真優惠」計劃為客戶呈獻具吸引力的積分計劃，推出一系列精彩的簽賬優惠，以及藉一田百貨擴充營業的機會吸納新客戶。2010年，本行信用卡客戶總數增長12%，其中富裕客戶群較2009年增加16%。此外，簽賬額亦增長21%，信用卡費用收入總額增長13%。

## Consumer Finance

### 消費金融



The Bank also demonstrated positive growth in its merchant business. Our strategy of providing a one-stop solution for merchant support and banking services, together with focusing on capturing the rapid growth of spending power of Mainland tourists by expanding our China UnionPay ("CUP") merchant base, resulted in strong growth in merchant sales volume and fee income of 23% and 13% respectively. As a result, the merchant sales volume of CUP sharply grew by 111%.

In 2010, the Bank also placed great efforts 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 channels, the use of advertising helped create high exposure and awareness for these programmes in the market. This led to very positive business results with impressive growth of 111% in new business and 72% in outstanding balance.

To drive steady growth for our Unsecured Lending business, a dedicated telemarketing channel was set up to systematize and personalize customer interactions so as to deliver a consistent, high-quality customer experience. Customers have responded very positively to the sales and services contacts, which turned into an annual growth of 53% in new business.

To counteract the dynamic and challenging market, the Bank continued to place great emphasis on the mortgage business. Highlights included strengthening our professional and reliable one-stop direct sales channel, developing a new segmentation

本行的信用卡商戶業務亦錄得正面增長。透過我們一站式的商戶支援、優質的銀行服務，及擴展銀聯商戶基礎以捕捉內地旅客迅速增長的消費力所帶來的商機，令商戶銷售額及費用收入分別增長23%及13%。銀聯的商戶銷售額亦激增111%。

2010年，本行亦致力發展私人貸款業務。我們推出了多項計劃以迎合各客戶層的不同需求，其中包括「合您意私人貸款」、「卡數清私人貸款」及「稅務貸款」。除了擴展銷售渠道，我們亦透過廣告活動成功為這些貸款計劃帶來高度的市場曝光率及公眾的注意力，並令業務錄得可觀的增長，其中新造貸款額及未償還貸款結餘分別錄得111%及72%的驕人升幅。

為推動無抵押貸款業務穩步增長，我們設立了專門的電話銷售渠道，使本行與客戶之間的互動更系統化和個人化，從而提供一致及優質的客戶體驗。客戶對這個銷售及服務渠道反應良好，使新造貸款按年增長53%。

為應對市場的急速變化及挑戰，本行繼續專注於加強拓展樓宇按揭業務。重點包括增強我們專業、可靠的一站式直接銷售渠道、制訂新的分層定價模式、推出新的產品優惠，以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十分理想的成績，由直接銷售渠道而取得的新造貸款及貸款額分別上升74%及155%，貸款應

pricing model, rolling out new product offers, and providing customized and tailor-made services to meet the needs of different segments of customers. Through these focused strategies, the mortgage business had a very positive performance with overall new loans booked and amount under the direct sales channel increasing by 74% and 155% respectively, and total loan receivables increasing by 12%. During the year, the Bank also launched various marketing programmes to expand business networks, strengthen market positioning and induce new business opportunities.

The Bank continued to enhance its new business model for customer segmentation in 2010. By employing various analytical tools to better understand our customers, the market arena and consumer dynamics, the Bank made dedicated efforts to develop effective strategies and marketing initiatives so as to offer customized financial solutions that would differentiate us in the marketplace for our privileged customers and lead to satisfactory business results. By developing effective communication strategies, the Bank also focused on building potential customers' top-of-mind awareness and brand preference.

Recognizing the potential of our current customers to provide new, increased business sources, the Bank encouraged customer referrals for new business, as well as focused on augmenting repeated purchases from current customers. To capitalize on the opportunities provided by our customer base, the Bank launched a range of special promotions to align customer needs with business results. Moreover, to address the evolving needs of our customers, the Bank continually monitored and refined the sales and fulfillment process to deliver a high-quality customer experience, particularly through our frontline staff.

Looking forward, Consumer Finance 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. In 2011, the Bank will enhance its customer development and segmentation strategies to foster individual engagement with the Bank's services, prolong customer life and value, and expand high engagement relationship coverage. Through our customer-oriented marketing and dedicated channel support, we pledge to turn consumer insights into business performance to improve profitability, customer experience and loyalty.

收賬額亦上升12%。年內，本行亦推出了多項推廣計劃，以擴展業務網絡、提升市場地位，及創造新的商機。

本行於2010年繼續強化新的客戶分層經營模式。除了透過採用多種分析工具加深對客戶、市場及消費者動態的瞭解外，本行還致力制訂有效的策略及市場推廣計劃，為我們的尊貴客戶提供度身訂造的財務方案，從而獲得了理想的業績。此外，本行亦透過有效的傳訊策略，在潛在客戶心目中建立知名度和品牌喜好。

本行深明現有客戶有助開拓及增加業務機會，故我們除了鼓勵客戶轉介新業務外，亦致力推動現有客戶重複惠顧。為把握客戶基礎所提供的商機，本行推出一系列的特別推廣活動，以滿足客戶的需要，達致提升業績的目標。此外，為配合客戶不斷變化的需求，本行不斷監察及調整銷售及配套流程，以提供優質的客戶體驗，特別是在前線服務方面。

展望未來，消費金融部將繼續透過不同的商機及策略來廣拓客源，並配合產品發展、客戶管理及擴大營銷渠道等方式，以擴展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。於2011年，本行將強化客戶開發及分層策略，以吸引個人客戶選用本行服務、與客戶建立更持久的合作關係及擴大他們跟本行的業務關係。透過本行以客為本的市場推廣及專門的銷售管道支援，我們定能將對客戶的透徹了解轉化為業務機會，令盈利表現、客戶體驗及忠誠度均獲得提升。

# Control & Risk Management

## 監控及風險管理

A robust risk management framework and reinforced internal control capabilities created a solid platform for the Bank to maintain its position in the ever-changing environment and achieve steady growth.

穩固的風險管理架構及經強化後的內部監控能力為本行打造堅實的平台，讓本行在不斷轉變的環境中保持優勢，穩步增長。



- ◆ Credit control was reinforced to support the Bank's steady loan growth and expansion into Mainland China.  
本行加強信貸風險監控，支持本行穩健的貸款增長，以及在中國大陸的業務擴展。
- ◆ Consumer Credit Risk Management successfully launched the credit card behavioural scorecard in 2010 and refined the existing credit extension strategy of credit card authorization.  
消費信貸風險管理部於2010年成功推行信用卡行為計分卡，並調整涉及信用卡批核的現有授信策略。
- ◆ The market risk management platform was strengthened to cope with the rapid growth of RMB business activities.  
本行持續強化市場風險管理平台，以配合人民幣業務活動的急速增長。
- ◆ Operational Risk Management enhanced the Bank's internal controls through persistent and continuous improvement.  
營運風險管理部持續及不斷地改進，以提升本行的內部監控水平。

## ENTERPRISE CREDIT RISK MANAGEMENT

As the Bank's primary unit for monitoring credit risk, Enterprise Credit Risk Management ("ECRM") made tremendous efforts in strengthening the Bank's credit control measures in 2010 to ensure that the Bank's loan quality continues to improve and remains sound in the face of the challenging business environment.

We made great strides in the Project One initiatives which aim to realign and rationalize our resources and to strengthen the overall credit risk management structure, logistics and control capabilities by capitalizing on the risk management expertise of our parent financial holding group. A majority of the work under Project One was completed in 2010. We have seen encouraging results from this exercise as the overall credit quality in the corporate and commercial loan portfolio has shown marked improvement. We shall continue to monitor the trend in this area to ensure that the loan portfolio is healthy. The strengthened credit control will form a strong base for the Bank's steady growth objective in the coming year.

The major challenge for 2011 is to maintain a high credit standard given the uncertain global economy, while also preparing for 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2010年致力加強本行的信貸風險監控措施，確保本行的貸款質素繼續得到提升，並在充滿挑戰的經營環境中仍然保持穩健。

我們在Project One組織重整方案取得了重大的進展。透過這個專案，我們得以藉著母公司風險控管的專業知識，重新整合和分配資源，進一步加強整體信貸風險管理架構、運作流程及監控能力。Project One的大部分工作已於2010年完成，本行的企業及商業貸款組合的整體信貸質素均得到顯著改善，成績令人滿意。我們將繼續監控這方面的趨勢，以確保貸款組合質素持續穩健。經強化後的信貸風險監控，將為本行實現來年穩步增長的目標奠下堅實的基礎。

2011年的主要挑戰，是在全球經濟不明朗的環境中維持高水平的信貸標準，並同時為本行在內地擴展業務所帶來的增長機會作好準備。

## Control & Risk Management 監控及風險管理



### CONSUMER CREDIT RISK MANAGEMENT

Consumer Credit Risk Management manages the overall credit risk and credit operations functions of all consumer finance products of the Bank, including credit cards, personal installment loans and mortgages. In 2010, we continued our role to managing the asset quality, specific provisions and credit charge-offs of the consumer finance business. All credit quality indicators exhibited satisfactory performance. In particular, the Bank's credit card 90 days+ delinquency performance was better than the market according to the latest release from the Hong Kong Monetary Authority.

To further enhance the Bank's internal cross-selling and risk management tools, we successfully launched the credit card behavioural scorecard in 2010 and refined the existing credit extension strategy of credit card authorization. Looking ahead, the key challenge is to preserve the sound asset quality of the consumer finance business and at the same time to maintain steady consumer loan growth.

Consumer Credit Risk Management will continue to fine-tune the credit acquisition and portfolio management policies by conducting regular stress tests and health checks. Another initiative in 2011 is to enhance our data mining techniques by collaborating with our parent company to devise a customer segmentation strategy directed at a smarter and more cost-effective targeting of customers and products.

### MARKET RISK MANAGEMENT

The development of the RMB business in Hong Kong was encouraging in 2010. We saw significant growth and progress

### 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金融產品，包括信用卡、私人分期貸款及按揭的整體信貸風險及信貸營運功能。2010年，我們繼續管理消費信貸業務的資產質素、個別減值撥備及貸款撇賬。本行的所有信貸質素指標均展現滿意表現，特別是根據香港金融管理局最新發表的數據，本行逾期90日未償還信用卡賬款的表現較市場為佳。

為進一步加強本行的內部交叉銷售及風險管理工具，我們於2010年成功推行信用卡行為計分卡，並調整涉及信用卡批核的現有授信策略。展望未來，我們的主要挑戰將為保持消費信貸業務的良好資產質素，並同時維持消費貸款的穩定增長。

消費信貸風險管理部將透過定期的壓力測試及財務健康檢查，不斷調整吸納客戶及貸款組合的管理政策。我們將於2011年採取的另一項措施，是與母公司合作提升數據開採技術，以制訂客戶分層策略，從而以更精明及更具成本效益的方法識別目標客戶群及推出合適的產品專案。

### 市場風險管理

在2010年，香港的人民幣業務取得令人鼓舞的發展，在多個範疇均取得顯著的增長和進展，

in various areas, including deposits, lending, cross-border trade settlement, bond issuance, remittance services and the introduction of RMB-denominated investment products. Our market risk management framework was strengthened to identify and manage relevant market risks to cope with the rapid growth of RMB business activities.

To accommodate customers' needs and maintain our Bank's competitiveness, we launched RMB Exchange for corporate clients, Deliverable RMB Forward Contracts and RMB Principal Protected Structured Deposits in 2010. All new products went through a new product review process to evaluate whether proper control mechanisms and system enhancements had been implemented to ensure our business growth is under the current risk management framework and within our risk tolerance level in major risk areas including market risk.

Looking forward, 2011 will be a crucial year for the development of the offshore RMB business in Hong Kong, both in terms of the depth and breadth of the market and product development. Market Risk Management aims to provide a risk management platform that supports continuous business growth for the Bank.

## OPERATIONAL RISK AND QUALITY 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 2010, the Bank strengthened its internal controls through the completion of a Control Self Assessment Programme, enhancement of its fraud management control framework, review of the business continuity management practices, as well as the provision of operational risk training to all staff. The Operational Risk Management function also collaborated closely with other departments in the creation and enhancement of voluminous guidelines and operating procedures.

Different analytical tools have been implemented in the past few years. For 2011, the department will fine-tune these tools to cope with evolving needs, and provide more useful analyses to different levels of management. To ensure operational processes are effective and efficient, risk monitoring will also be strengthened through expanded scope of the Mystery Shopper Assessment and Surprise Check Programmes.

其中包括存款、放款、跨境貿易結算、債券發行、匯款服務以及推出以人民幣為貨幣單位的投資產品。為配合人民幣業務活動的急速增長，我們亦增強了市場風險管理架構，以辨識及管理相關的市場風險。

為滿足客戶的需要及維持本行的競爭力，我們於2010年推出了企業客戶人民幣兌換服務、可交收人民幣遠期合約和人民幣保本結構存款服務。所有新產品均已通過新產品審核程序，評估是否已執行妥善的監控機制及系統功能提升，從而確保業務增長受到現行風險管理架構的規限，並符合本行在主要風險範疇，包括市場風險的風險承受能力。

展望未來，就市場及產品發展的深度和廣度而言，2011年將是香港發展離岸人民幣業務的關鍵一年。因此，市場風險管理部將致力提供一個風險管理平台，以支持本行的業務持續增長。

## 營運風險及服務品質管理

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而導致損失的風險。本行已設立適當及健全的營運風險管理架構，以辨識、評估、監察及減低營運風險。

2010年，本行採取多項強化內部監控的措施，包括完成自我評估監控計劃、強化詐騙管理監控架構、檢討持續業務運作規劃，以及為本行所有員工提供營運風險培訓。營運風險管理部亦與其他部門緊密合作，制訂及優化大量的營運指引及程序。

過去數年，我們引入了不同的分析工具。2011年，本部門將微調這些工具以應付不斷轉變的需求，並為不同階層的管理人員提供更有用的分析。為確保營運程序的效益和效率，我們將擴大神秘顧客評估及突擊檢查計劃的範疇，以加強風險監察。

# IT & Operations

## 資訊科技及營運

The Bank continued to invest heavily on its Information Technology to strengthen the Bank's technology capability to improve its customer service and product innovation. Reorganization and streamlining of existing operations also enhanced its operations capabilities and achieved greater synergy, a leaner organization, reduced operating costs and fewer hand-overs.

本行持續在資訊科技領域進行重大投資，以強化技術自主能力，增強本行客戶服務的水準及產品創新的能力。藉由進行組織重整減少後勤單位數目，本行的營運效率亦得以提升，並減少不必要的交接浪費，成功達致更精實的組織架構、更低的營運成本及更高的綜合效能。



- ◆ Transformation of the Bank's IT service model, migrating from a pure outsourcing model to an in-house support model, strengthened its in-house technology and service delivery capabilities.

改變現有資訊科技的服務模式，由原來的純外判模式轉型為全面自主模式，以強化本行技術自主及服務交付的能力。

- ◆ Leveraging the expertise and resources of Fubon Financial, a brand new Operational Data Store was implemented to identify business opportunities and improve operating efficiency.

經由富邦金控引進專業技術知識及外派駐港資訊科技人員，本行迅速建置完成嶄新的營運分析資料庫，藉此設計推廣新產品服務及改善營運效率。

- ◆ The launch of new AutoFax service dramatically cut down the acknowledgement turnaround time from five days to one day.

我們推出了嶄新的自動傳真回覆服務，令回覆確認通知書的流程由五天大幅縮短至一天內完成。

- ◆ Implementation of Deming's Plan-Do-Check-Act continual improvement cycles within all back offices ensures consistent operation quality and enhances operational efficiency and effectiveness.

於所有後勤部門推行品質管理大師戴明的「規劃 — 執行 — 查核 — 行動」品質管理循環，以持續改善目標及提升營運效率和效能。

## INFORMATION TECHNOLOGY

In 2010, the Bank continued to invest heavily on its Information Technology, with particular focus on the transformation of technology capability and continued enhancement of its business application systems. These investments furthered the Bank's capability to improve its customer service and product innovation while enhancing its operational efficiency and complying with the new regulatory mandate.

One of the most important strategic initiatives of the Bank for 2010 and 2011 is the transformation of its service model in Information Technology, migrating from a pure outsourcing model to an in-house support model. The objective of this change is to strengthen in-house technology maintenance and service delivery capabilities. The Bank will be moving to a new Tier-3 production data center in mid-2011 with a complete technology refresh of its infrastructure to allow for more uptime and better customer accessibility. The Bank also will revamp its disaster recovery arrangement for its core application systems aimed at minimizing customer impact should there be a disaster situation.

Other initiatives include a brand new corporate Internet banking platform for our corporate customers, the Fubon Business Online, which provides a more advanced cash management tool while allowing for highly customizable workflow and authorization levels to meet the needs of medium and large corporations.

## 資訊科技

2010年，本行持續在資訊科技領域進行重大投資，以求加強技術自主能力及提升業務應用系統；這些投資同步加強了本行客戶服務的水準及產品創新的能力，提升之效率使本行能更快符合新法令遵循之要求。

本行於2010及2011年最重要的資訊科技策略計劃之一，就是改變現有資訊科技的服務模式，由原來的純外判模式轉型為全面自主模式，目的是強化資訊系統維護能力及所有服務交付之及時性。本行預計將於2011年第二季遷進具有更高不間斷性基礎設施的全新Tier-3數據中心，使本行能提供較長的系統連線作業時間，從而提升客戶使用本行服務的便利性；同時本行亦將同步提升緊急災難備援數據中心的基礎設施完備性，務求一旦在緊急災難發生時，能更有效減少對主要應用系統客戶之潛在影響。

其他重要策略計劃尚有為企業客戶推出嶄新的企業網路銀行平台「富邦商務網」，提供更先進的現金管理工具，及容許高度客製化和多重授權層次的工作流程，以迎合中大型企業的業務需要。

## IT & Operations 資訊科技及營運



In 2010, the Bank leveraged the expertise of its holding company, sharing best practices and resources, to implement a brand new data warehouse and management information platform – the Operational Data Store. This provides a single customer view on products, services and key performance management to identify business opportunities and improve operating efficiency.

With heavy investment and expansion of resources in Information Technology, the Bank fully demonstrated its commitment to continue to expand its business franchise in Hong Kong. Looking forward, we will continue to focus on IT governance, operating efficiency, product innovation, risk management and regulatory compliance. This will help the Bank to achieve its objectives of steady growth.

### OPERATIONS

In 2010, we continued to transform the back office into a more efficient and effective operation to better serve business growth. By reorganizing and streamlining existing operations into fewer but more cohesive departments managed by skillful mid-level management, we achieved greater synergy, a leaner organization, reduced operating costs and fewer hand-overs. This resulted in successfully providing all business units with better service indicators.

Aside from becoming a leaner organization, we have leverage resources from Fubon Financial in benchmarking existing Operations for best practices. A joint task force reviewed existing operation processes. Through this repeated and intensive benchmarking exercise within all back office units, we implemented new services and revitalized existing operations. For

在2010年經由富邦金控引進專業技術知識及外派駐港資訊科技人員，本行迅速的建置完成符合業界最佳實務的嶄新資料倉儲資訊系統 — 營運分析資料庫 (Operational Data Store)，藉此全面整合客戶所有相關往來產品和服務資訊，並供內部單位推行服務績效管理、設計推廣新產品服務及改善營運效率。

展望未來，本行將繼續進行投資和完備資訊科技，以期持續擴增本行營運範疇，其中尤以資訊治理、操作效率、產品創新、風險控管及法令遵循為重心，務求達成本行穩中求進的營運目標。

### 營運管理

2010年，我們持續將後勤單位轉型為更高效率及效能的團隊，以更能支援業務擴展的需要。藉由進行組織重整減少後勤單位數目，並委由富經驗的中階管理者領導新整合單位以強化凝聚力，從而對現有作業流程進行合理化審視以減少不必要的交接浪費；我們成功達成以更精實的組織架構，更低的營運成本及更高的綜合效能，來為業務單位提供最佳的服務指標。

除了精實組織架構外，我們還藉由富邦金控的資源挹注組成聯合專責小組，對所有後勤單位之各項作業進行持續的基準比較。透過不斷的審視港台作業與服務間異同，我們不但推出了新服務，同時也改善了現有的作業。例如：我們推出了嶄新的自動傳真回覆 (AutoFax) 服

example, we launched a new AutoFax service that dramatically cut down the acknowledgement turnaround time from five days to one day. We also revitalized our branch-support process through motion-study techniques and consolidation of daily reports which enabled our branches to cope with increased activities such as the Hong Kong Monetary Authority's ("HKMA") new regulation of Customer Investment Risk Questionnaire ("CIRQ") on investment activities with fewer stationed operation staff.

In addition, to further ensure enhanced internal controls with operational risk management on all business activities, we revamped our previous workplace document by completing process-mapping, drafting, and reviewing of brand-new Standard Operation Procedures ("SOPs") for all bank-wide units. New SOPs are now illustrated with flow-charts and interconnection diagrams, which help to shorten the learning curve of trainees. The back office has used these SOPs as the de facto on-the-job training material to enhance the skill level of all staff.

To ensure consistent operation quality, we vigorously implemented Deming's Plan-Do-Check-Act continual improvement cycles within all back offices. Current processes have been examined and probed for re-engineering opportunities for better efficiency and effectiveness. For example, the Mortgage Loan process was re-engineered to cut down on hand-overs and dramatically shorten the turnaround time from application to drawdown.

Remarkably in 2010 we ranked once again as one of the top performing banks out of 500 banks in the Asian region and earned the Straight Through Processing Award for the fourth time in the past five 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.

With the lifting of the ban by the HKMA on new administrative rules on the settlement of cross-border trades in Renminbi for both corporations and individuals, our back office participated in this new arena by putting in place relevant operating systems, effective policies and procedures, and proper internal control measures to ensure that our service delivery and quality meet our customers' needs.

Looking forward, all back office management will endeavour to strike a perfect balance among Service, Productivity, Control, Quality and Morale. In addition, we will also keep benchmarking with Fubon Financial to pursue the best practices in Operations.

務，令回覆確認通知書的流程由五天大幅縮短至一天內完成；而藉由動作分析來減少浪費及整併日常營運管理報表，也改善各分行的作業支援能力，讓各分行可在較少駐點人力的情況下，仍能應付增多的作業負荷如香港金融管理局新規定在客戶進行投資時需完成填寫的「客戶投資風險問卷」。

此外，為更確保本行各項營運活動之潛在作業風險均已妥善控管，本行所有單位均依先進行詳細流程比對後再輔以交叉審核妥適性的方法，進行撰寫全新的標準作業程序(SOPs)文件。由於新的標準作業程序文件提供詳細流程圖及不同單位間的互相連結關係，經證明可以有效縮短新進員工的學習時間；故所有後勤單位也已採納這些標準作業程序文件作為在職培訓的教材，對全體員工的技能水平進行再提升。

為確保作業品質一致，我們全力推行品質管理大師戴明的「規劃 — 執行 — 查核 — 行動」(Plan-Do-Check-Act) 品質管理循環以達到持續改善的目標；藉由審視現有流程，並探討是否有任何流程改造的契機，來達成較佳的效率與效能。例如：我們改造樓宇按揭貸款流程，減少無謂的交接次數，大幅縮短了由申請至貸款批出的時間。

2010年本行在亞洲地區500間銀行中脫穎而出，再次榮獲美元結算銀行 — 紐約梅隆銀行所頒發「直通式聯繫結算處理獎」；這已是本行於過去五年內第四度獲頒發該獎項，也是對本行傑出的資金轉賬服務的肯定與表揚。

隨著香港金融管理局放寬對企業及個人跨境貿易人民幣結算服務的限制，所有的後勤單位也配合業務單位積極建置相關作業系統、規劃有效的政策和作業程序及完備內部控管措施，以確保未來該項服務的交付及質素能滿足客戶的需求。

展望未來，所有後勤單位的管理階層將竭力謀求該單位能在傑出服務、高生產力、穩健內部控管、持續品質保證及良好員工士氣間達成最佳平衡。此外，我們與富邦金控間作業基準比較亦將持續進行，以期持續改善達到業界最佳實務的目標。

# People Development

## 人才管理及發展

To achieve a competitive advantage, the Bank has developed a strategic approach to human resources management which provides a focus on human capital investment and a host of tangible benefits across various functions covering compensation and benefits, employee relations, recruitment and training and development.

為建立競爭優勢，本行制訂了一套人力資源管理的策略方針，除著重於人力資本投資外，更就薪酬及福利、僱員關係、招聘，以及培訓和發展方面提供實質效益。



- ◆ A new performance appraisal system was implemented starting from January 2010 to reinforce an even stronger performance-driven culture for the Bank and motivate staff for improvement.  
自2010年1月起，本行推出了新的工作表現評估計劃，進一步強化本行重視績效的文化，並激勵員工精益求精。
- ◆ The introduction of eAnnual Tax Returns achieves a more time-saving and eco-friendly handling approach.  
採用電子年度報稅表，不但節省時間，更有利環保。
- ◆ In 2010, a total of 468 in-house training classes and product briefings were organized with a total of 13,140 participants.  
本行於2010年共舉辦了468項內部培訓課程和產品簡介會，出席人次達13,140。

## COMPENSATION AND BENEFITS

One of our work focuses in 2010 was to devise and sustain a well designed compensation management. On Compensation and Benefits (“C&B”), the Bank formulated the Remuneration Policy which provides a framework and guiding principles on the Bank’s remuneration system and procedures for effective risk management. We also put a great deal of effort into streamlining our workflow and automated procedures in payroll and other processing in order to achieve operational efficiency and a better control mechanism. For example, eAnnual Tax Returns instead of hard copies were issued to staff in April 2010 to achieve a more time-saving and eco-friendly handling approach. Riding on the Group’s infrastructure and the Internet technology, more intranet applications will be implemented to enhance communication with staff and increase efficiency. In 2010, Human Resources (“HR”) provided easy access to HR policies, forms and up-to-date announcements through eChannel (i.e. intranet) and the new eLeave system will be launched by phases in Q2 2011. In 2011, C&B will continue to review and benchmark with the market to ensure the Bank’s Remuneration Policy is able to recruit and retain talents to keep pace with the continuous growth and success of the Bank. It will also continue to provide quality services to staff and seek improvement and streamlining opportunities in related operations to ensure service excellence and operation optimization for the Bank.

## 薪酬及福利

制訂和維持一套完善的薪酬管理計劃是我們2010年的工作重點之一。在薪酬和福利方面，本行制訂了薪酬政策，為薪酬制度和程序提供一套框架和指引，以達致有效的風險管理。我們亦致力簡化支薪和其他方面的工作流程及設置自動化程序，以達致運作效率及加強監控機制。例如在2010年4月，我們採用電子年度報稅表 (eAnnual Tax Returns) 代替印刷本，既節省時間，亦有利環保。藉著集團的基礎設施和互聯網科技，我們將採用更多內聯網的應用程式，以改善與員工的溝通及提高運作效率。2010年，人力資源部透過電子通路（即內聯網），使員工能更方便地獲得人力資源政策資料、表格及最新公布，而全新的電子假期系統 (eLeave System) 亦將於2011年第二季分階段啟用。2011年，薪酬福利部將繼續進行薪酬檢討和與市場基準作出比較，以確保本行的薪酬政策能吸納和挽留出色的人才，以配合本行不斷擴展的業務需要。薪酬福利部亦將繼續為員工提供高質素的服務，並在有關作業範疇上作出改善及尋求精簡機會，以確保能為本行提供卓越的服務質素和優化的運作。

## People Development 人才管理及發展



### EMPLOYEE RELATIONS

The Bank recognizes that the provision of employee services and lifestyle benefits has a significant impact on enhancing employee morale and can go a long way to increasing overall workforce productivity. Promoting our staff's work-life balance therefore constitutes one of the Bank's main values. In 2010, we carried out a wide variety of staff programmes with an overwhelming staff response. These included cookery classes, Ocean Park family day trip, bowling competition, karaoke competition, etc. Also a series of staff discount programmes were introduced. The staff recreation activities and benefit programmes helped to increase employee interest and involvement, and more importantly, promoted a workforce with strong ties and bonding.

### RECRUITMENT

The total number of staff as at 31 December 2010 was 898. In keeping with our long-standing tradition, the Bank places a high priority on maintaining leadership continuity and recruiting staff with high calibre from the human capital market. To further strengthen our corporate standing in the local market, we continue to grow by effectively recruiting and training staff with high potential to be future leaders of the Bank on various fronts. One of our focal development programmes is the Management Associates Programme, which has already entered its sixth year. We recruited six Management Associates who were posted to operation and business units supported by an extensive dynamic learning programme structure. HR also partnered with the business units to devise strategic planning in order to attract, recruit and motivate top talents to meet corporate objectives effectively.

### 僱員關係

本行明白，為員工提供僱員服務和生活福利，能大大提升員工士氣，亦有助促進整體員工的生產力。因此，鼓勵員工達致工作與生活平衡為本行的主要價值觀之一。2010年，我們舉辦的各類員工活動均獲得員工的熱烈響應，其中包括烹飪課程、海洋公園家庭日、保齡球比賽、卡拉OK大賽等，另外還推出一系列的員工折扣優惠。員工的康樂活動和優惠計劃不但有助提高員工對本行的關注和投入感，更重要的是能夠促進員工之間的和睦關係和增強凝聚力。

### 招聘

截至2010年12月31日，本行的員工總數為898。秉持一直以來的傳統，本行十分著重維持領導層的延續性，並會從人力市場中招聘高質素的員工。為進一步提升在本地市場的實力，本行積極招聘和培訓高潛質的員工，培養他們成為不同業務範疇的未來領導，以繼續擴展本行的業務。本行重點發展之一的「見習管理人員計劃」，至今已踏入第六個年頭。我們聘請了六位見習管理人員，並把他們派往營運和業務部門，參加一個內容廣泛的活動性學習計劃。此外，人力資源部和業務部門亦合作制訂策略計劃，以吸引、招聘和激勵高質素的人才，有效地達致本行的企業目標。



## TRAINING AND DEVELOPMENT

With the ever-changing business environment, there has been intense pressure on staying ahead of the competition through innovation and reinvention. To meet current and future business demands, training and development encompasses a wide range of learning activities, from training for tasks and knowledge sharing to improved customer service and career development. This will help to expand individual, group and organizational effectiveness.

In 2010, the Bank organized a total of 468 in-house training classes and product briefings with a total of 13,140 participants. To safeguard our customers' interests, the Bank put a high priority on training frontline sales staff to equip them with the know-how to conduct relevant sales activities. Sales staff went through detailed product training and had to pass a quiz before they were eligible to sell investment products. To implement the Bank's prudent strategy, training related to compliance, risk and control was performed on a bank-wide basis. With the aim of capturing business opportunities in the improving economy, we sharpened our staff's sales techniques through a high impact telesales workshop for unsecured lending businesses. Training in service excellence and effective handling of customers' complaints was held in line with the branches' mystery shopper programme to continue building the Bank's service culture. An IT-related project management methodology from Taipei Fubon Bank was also implemented for the Bank in order to promote a common language within the Bank for effective project management. A new performance appraisal system was implemented starting from January 2010 to reinforce an even stronger performance-driven culture for the Bank and motivate staff for improvement. Such measures brought the Bank a step closer to Taipei Fubon Bank in terms of HR practices. A series of briefing sessions were also organized for staff familiarization and facilitating implementation.

## 培訓及發展

面對不斷變化的經營環境，我們必須不斷創新求變，以保持競爭優勢。為滿足現在和未來的業務需求，本行的培訓及發展計劃內容廣泛，從工作培訓、知識分享，以至客戶服務的改進和事業發展等，都一應俱全，這將有助提升個人、團隊以及機構的效益。

2010年，本行共舉辦了468次內部培訓課程和產品簡介會，出席人次達13,140。為保障客戶利益，本行高度重視前線銷售員工的培訓，讓他們具備從事銷售活動所需的專業知識。銷售員工除了接受詳細的產品培訓外，還必須通過測試，才合資格銷售投資產品。為實踐本行的審慎策略，我們還為全體員工提供合規、風險和監控方面的培訓。為把握經濟好轉而帶來的商機，我們特別為無抵押貸款業務的電話銷售團隊舉辦了一個工作坊，以增強員工的銷售技巧。除了在分行開展神秘顧客計劃外，我們還透過培訓教導員工如何提供卓越服務及妥善處理客戶投訴，以進一步強化本行的服務文化。本行還引入了台北富邦銀行的IT相關項目管理方法，提倡共同的溝通平台，以便有效地管理各類項目。自2010年1月起，我們推出了新的工作表現評估計劃，進一步強化本行重視績效的文化，並激勵員工精益求精。這些措施令本行的人力資源管理實務跟台北富邦銀行的更加接近。此外，我們還舉辦了一系列的簡報會，讓員工熟悉有關計劃，以便能貫徹執行。