

董事長報告書 Chairman's Statement



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2015年，全球經濟增長持續弱化，金融市場波動性增大，分化勢頭更趨明顯。中國經濟運行保持在合理區間，但下行壓力仍存在；香港失業率雖維持相對較低水平，但經濟增速有所放緩，銀行業經營環境仍具挑戰。與此同時，伴隨著「一帶一路」、人民幣國際化以及自貿區建設等國家戰略的實施，也為銀行實現新的業務突破提供更大的發展空間。本集團積極落實可持續發展策略，擴規模，調結構，控風險，增效益，著力提升發展動力，保證發展品質，提升競爭實力。

期內，面對複雜多變的經營環境，本集團審慎管理各類風險，主要財務指標保持穩健。總資產健康增長，客戶存貸款穩步上升。提取減值準備前之淨經營收入達港幣65.04億元，按年下降2.04%；提取減值準備前之經營溢利為港幣38.72億元，按年下降6.52%。在市場環境波動的情況下，我們加強風險意識，強化監控措施，資產質量保持穩健，特定分類或減值貸款比率為0.44%，比上年底下降0.40%。

The year 2015 saw a weakening global economic growth, alongside with increasing volatility in financial markets and a more evident momentum for differentiation. The Chinese economy continued to operate within a reasonable range but downside pressure remained. In Hong Kong, unemployment rate was maintained at a relatively low level in spite of a slowdown in economic growth and a continuously challenging banking business environment. At the same time, the implementation of national strategies, including the "One Belt, One Road" initiative, the internationalization of Renminbi and the establishment of free-trade zones, provided greater room for the development of banks to achieve new business breakthroughs. The Group proactively practiced the sustainable development strategy of expanding scale, adjusting structure, managing risk and increasing efficiency, striving to increase development force and ensuring the quality of development to enhance competitive strength.

During the period, faced with the complex and changing business environment, the Group was prudent in managing all kinds of risks and key financial indicators stayed firm. Total assets grew healthily and customer deposits and loans increased steadily. Net operating income before impairment allowances reached HK\$6,504 million, representing a year-on-year decrease of 2.04%. Operating profit before impairment allowances was HK\$3,872 million, down by 6.52% year-on-year. On the back of a volatile market environment, we strengthened risk awareness and reinforced control measures and therefore asset quality remained sound. Classified or impaired loan ratio was 0.44%, down by 0.40% over the end of last year.

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縱觀本集團在2015年的表現，我們密切注視市場變化，抓緊機遇，積極推動「南商理財」、跨境業務以及人民幣業務等重點業務領域的發展，通過形式豐富、渠道多樣的宣傳和營銷，滿足不同客戶層需要，協助客戶抓緊投資機遇。我們在鞏固客戶基礎的同時，也注意推出創新產品，加大對年輕客戶群體的營銷和吸納，以保持集團可持續發展動力。

為配合互聯網金融的發展，努力提升客戶體驗，我們上半年成功推出微信官號，並與南商（中國）攜手通過社交網路媒體拓展兩地客戶，增加兩地銀行品牌知名度，官號推出後關注人數不斷增加，增長情況優於預期。此外，我們還推出包括「南商按揭專家」等主要流動應用程式，為客戶帶來更佳的服務體驗。截至12月底，我行在2015年全年現樓樓按筆數市佔率排名保持在第10位，成績令人鼓舞。

Taking an overview of the Group's performance in 2015, we stayed alert to the market changes to seize opportunities in actively promoting the development of "NCB Wealth Management", cross-border operations, renminbi operations and other major operations, meeting the needs of customers at different levels and helping customers to seize investment opportunities through publicity and marketing featuring abundant styles and diverse channels. While consolidating customer base, we paid attention to launching innovative products and intensified efforts on marketing and attracting young clientele to maintain the sustainable development momentum of the Group.

To cope with the development of Internet finance and to enhance customer experience, we successfully launched a WeChat ID in the first half of the year and joined hands with NCB (China) for developing customers in Hong Kong and China through social network and media to increase awareness for our brands in the two places. After the WeChat ID was launched, the number of followers has increased continuously and its growth was better than expected. In addition, we introduced "NCB Mortgage Expert" and other major mobile apps, which have brought about better service experience for customers. As at the end of December, the Bank maintained the 10th ranking in terms of the number of flat mortgages through 2015 which is an encouraging result.

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根據市場需要，我們還不斷創新跨境專屬服務，豐富跨境服務的內涵。期內，我們通過拜訪中國銀行及南商（中國）聯動轉介的客戶、走訪合作中介等方式，重點拓展香港居民以內地物業作押的授信方案，在為客戶提供融資的同時也增加了交叉銷售的機會。繼2013年成為前海跨境人民幣貸款首批參與銀行後，2015年初我們藉深港澳三地緊密合作，成功牽頭辦理用於前海建設的大額跨境人民幣貸款，有效將境外融資渠道引進到內地企業，開拓跨境融資新模式，發揮本港作為國際金融中心的優勢，進一步鞏固了本集團在跨境業務的領先銀行地位。年初，在新城財經台及新城數碼財經台主辦的「香港企業領袖品牌選舉2015」和「人民幣業務傑出大獎2015」中，南商分別獲得「卓越跨境銀行服務品牌」獎和傑出零售銀行－傳統業務大獎。

在推進業務發展的同時，我們亦積極承擔企業社會責任。期內，我們成為首批提供電子支票服務收付平台的銀行之一，不但令客戶資金調動更靈活，亦符合環保理念。鑑於偽冒銀行來電騙案日益增加，我們積極配合香港金融管理局和香港銀行公會要求，攜手合作，共同加強防範偽冒銀行來電的風險提示，提高市民對偽冒銀行來電的防範意識，有效保護銀行及客戶利益。我們積極參與香港按揭證券公司牽頭的「補價易貸款保險計劃」、「安老按揭計劃」及「小型貸款計劃」，

We also make constant efforts in innovating exclusive cross-border services as according to market needs to enrich the content of our cross-border services. During the period, through calling upon customers referred by Bank of China and NCB (China), paying visits to cooperation agencies and other methods, we focused on developing credit schemes targeting Hong Kong residents using Mainland property as collateral, increasing cross-selling opportunities while financing customers. After becoming one of the first banks participating in cross-border Renminbi loans in Qianhai in 2013, in early 2015, capitalizing on the close cooperation among Shenzhen, Hong Kong and Macau, we successfully led the processing of large-sum cross-border Renminbi loans to be used in the establishment of Qianhai, effectively introducing foreign financing channels to Mainland enterprises and developing a new cross-border financing model giving play to the advantages of Hong Kong as an international financial centre, hence further consolidating the Group's leading position in the cross-border business. At the "Hong Kong Leaders Choice 2015" and the "RMB Business Outstanding Awards" organized by Metro Finance Radio and Metro Finance Digital Radio in the beginning of the year, NCB won the "Excellent Cross-border Banking Service Brand" Award and the "Award for Outstanding Retail Bank – Traditional Business", respectively.

In the course of pushing ahead business developments, we play an active role in fulfilling corporate social responsibilities. During the period, we were among the first banks to provide an e-cheque service payment platform which has not only allowed customers to transfer funds in a more flexible way but is also more environmentally friendly. Considering the increasing number of fraudulent bank phone scams, we actively complied with the requirements of the Hong Kong Monetary Authority and the Hong Kong Association of Banks, working together to jointly strengthen risk alert for the prevention of fraudulent bank calls to increase public awareness toward the issue, hence effectively protecting the interests of the bank and customers. We actively participated in the "Premium Loan Insurance Scheme", "Reverse



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推動各項有利於香港發展的服務。同時，我們熱心慈善公益，贊助香港弱智人士家長聯會舉辦的共融活動、捐助保良局「關懷長者心」地區安老服務計劃2015等。此外，我們還積極推廣妥善理財財劃，並繼續應邀參與由香港銀行公會和香港社會服務聯會攜手為本港低收入家庭舉辦的「智有『財』能教育坊」活動，獲得香港財務策劃師學會授予的「優質財策企業2016」標誌使用權。我們亦為保良局代售慈善獎券，並為敘利亞難民救援、尼泊爾地震救援、二零一五年公益金便服日以及「明愛暖萬心」慈善晚會等代收善款。2015年，我們已連續第十一年榮獲由香港社會服務聯會頒發的「商界展關懷」計劃標誌。



展望2016年，全球經濟將維持低增長態勢，中國經濟企穩向好的積極因素正在積累。本港利率環境從低位開始回升，銀行業的經營環境具有一定挑戰。不過，隨著人民幣國際化進程推進以及加入SDR貨幣籃子，也為銀行人民幣業務帶來新機遇。本集團將在嚴格管控各類風險的前提下，通過加快推動自身的轉型創新，發揮協同效應，培育新的業務增長點和盈利增長帶，繼續擔當社會責任，立足香港，為本港、內地及海外客戶提供更優質的服務。

Mortgage Programme” and “Microfinance Scheme” led by The Hong Kong Mortgage Corporation Limited to promote services conducive to the development of Hong Kong. At the same time, we have great enthusiasm for charity, sponsoring activities organized by The Hong Kong Joint Council of Parents of the Mentally Handicapped as well as subsidizing the 2015 elderly campaigns of Po Leung Kuk. In addition, we are vigorous in promoting good financial planning. We were continuously invited to take part in the event co-organized by the Hong Kong Association of Banks and The Hong Kong Council of Social Service for low-income households in Hong Kong and was granted the right to use the logo “2016 Accredited Professional Financial Planning Firm” by the Institute of Financial Planners of Hong Kong. We also sold raffle tickets on behalf of Po Leung Kuk and collected donations for the Syrian Refugees Rescue, Nepal Earthquake Relief, 2015 Community Chest Dress Casual Day and Caritas Charity Show. In 2015, we were awarded with the “Caring Company” logo by The Hong Kong Council of Social Service for the 11th consecutive year.

Looking ahead into 2016, it is expected that the global economy will maintain a state of low growth and positive factors for a stabilizing and bettering Chinese economy will be accumulating. In Hong Kong, interest rates will begin to rebound from the lows and the business environment will pose certain challenges to the banking industry. However, the advancing Renminbi internationalization process and the inclusion of Renminbi into the SDR currency basket will open new opportunities for the Renminbi business among banks. On the premise of keeping all risks in strict control, the Group will accelerate and promote our own transformation and innovation to create a synergy effect for cultivating new sources of business and earnings growth and will continue to assume social responsibility with a foothold in Hong Kong, thereby providing services of better quality to customers in Hong Kong, Mainland China and overseas.