

董事長報告 Chairman's Statement



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2025年，全球政經格局深刻調整，逆全球化與地緣衝突交織，這既是對商業銀行資產負債表的壓力測試，也是對業務模式與經營韌性的嚴峻考驗。面對變局和挑戰，南商銀行在集團和董事會的領導下，緊密圍繞高質量發展主線，統籌規模與質量、發展與安全，持續推進業務轉型，全年經營工作穩中有進、質效雙升，再次榮膺《歐洲貨幣》「大灣區最佳本地中小企服務銀行」獎和大公文匯傳媒集團「粵港澳大灣區最佳銀行獎」。

In 2025, the global political and economic landscape underwent profound adjustments, with anti-globalization trends intertwining with geopolitical conflicts. This served as both a stress test for the balance sheets of commercial banks and a rigorous trial of business models and operational resilience. In the face of shifting dynamics and challenges, Nanyang Commercial Bank, under the leadership of the Group and the Board of Directors, closely adhered to the primary objective of high-quality development. By coordinating scale with quality and balancing development with security, the Bank continuously advanced its business transformation. Our overall operations throughout the year remained stable with steady progress, achieving simultaneous enhancements in quality and efficiency. Furthermore, the Bank was once again honored with the "Best Local Bank for SMEs in the Greater Bay Area" award by Euromoney and the "Best Bank in the Guangdong-Hong Kong-Macao Greater Bay Area" award by the Da Kung Wen Wei Media Group.

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完善新發展模式，驅動業務有效增長。立足自身資源稟賦和業務專長，按照「實現質的有效提升和量的合理增長」的發展要求，持續完善新發展模式，以結構優化激發內生動力，取得一批豐碩成果。2025年，資產規模穩健增長，業務結構進一步改善，經營效能保持同業較優水平，經營收入再創新高，站上百億人民幣新臺階。南商銀行穩步向上的發展態勢更加清晰，不斷增強的發展動能加速匯聚。

胸懷使命擔當，在服務國家戰略中展現更大作為。南商銀行根植香港七十餘載，與國家戰略同頻共振，與香港社會共生共榮。我們堅持以服務實體經濟作為經營工作的出發點和落腳點，深耕金融「五篇大文章」，加大授信支持力度，以專業服務賦能產業轉型和新質生產力發展。發揮跨境業務優勢，服務「一帶一路」建設，為客戶提供多元化金融服務方案，落地多個標誌性項目。協助央國企境外機構在港設立財資中心，提供豐富的跨境人民幣融資、兌換、風險管理工具，助力香港鞏固全球離岸人民幣業務中心和國際金融中心地位。

Improving the new development model to drive effective business growth. Leveraging our intrinsic strengths and business expertise, the Bank adhered to the developmental requirements of “achieving effective qualitative improvement and reasonable quantitative growth.” The Bank continuously refined its new development model, stimulating internal momentum through structural optimization and achieving a series of significant results. In 2025, our asset size experienced steady growth, while the business structure had further improvement. Our operational efficiency remained at a superior level among industry peers, and operating income reached a record high, surpassing the landmark threshold of RMB10 billion. NCB's steady upward development momentum has become increasingly clear, and its continuously strengthening development momentum is accelerating.

Embracing our mission and responsibility to demonstrate greater contributions in serving national strategies. Rooted in Hong Kong for over seven decades, NCB has aligned with national strategies and thrives in harmony with Hong Kong society. We remain committed to serving the real economy as the starting point and ultimate goal of our operations. By deeply engaging with the “Five Major Tasks”, we have intensified our credit support to empower industrial transformation and the development of new quality productive forces through professional services. Leveraging our advantages in cross-border business, we actively serve the “Belt and Road” Initiative, providing our customers with diversified financial solutions and implementing various landmark projects. Furthermore, we assist offshore entities of central and state-owned enterprises in establishing treasury centers in Hong Kong, providing a comprehensive range of cross-border RMB financing, exchange, and risk management tools to consolidate Hong Kong's position as the global hub for offshore RMB business and an international financial center.



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堅持穩健經營，加強全面風險管理。百年未有之大變局加速演進，風險挑戰嚴峻複雜，我們將化解不良、防控風險作為核心任務之一，全力夯實高質量發展基礎。探索不良資產處置新思路，「一戶一策」制定處置化解方案，存量風險化解工作成效顯著，年末特定分類貸款比率同比大幅降低。充分發揮「三道防線」作用，形成多層次、系統化、全覆蓋的風險管理框架，各項風險偏好指標基本保持平穩。

協同集團主業，拓展業務邊界。積極參與信達集團特色營銷活動，扮演好集團賬戶管理平台、交叉銷售平台和綜合金融平台角色，在為客戶提供一站式綜合金融服務過程中，發揮專業能力、貢獻南商方案、收穫業務機會。作為中投公司旗下機構，主動融入中投生態圈，與中投公司各直管機構共同挖掘合作空間，推動客群突破、場景延伸、產品創新。

建設高素質員工隊伍，為轉型發展提供人才支撐。將深厚的歷史底蘊與長期發展願景相融合，營造奮鬥為本、幹事創業的良好氛圍。堅持「有為有位」的選人用人導向，對於「事不避難、勇挑重擔」的員工，敢於大膽使用，激勵更多員工成為擔當者、實幹者、奮鬥者。持續開展人才盤點，引進戰略業務領域專業人才，充實關鍵崗位後備人才庫，開展系統性人才培養工作。

Advancing regional synergies and strengthening the foundation of risk management. As unprecedented changes in a century continue to evolve at an accelerated pace, risk challenges have become increasingly severe and complex. We have identified the resolution of non-performing assets and the prevention and control of risks as one of our core priorities, striving to solidify the foundation for high-quality development. By exploring innovative approaches to non-performing asset disposal and formulating “tailored disposal plans for individual accounts,” we have achieved significant results in resolving existing risk exposures. The classified loan ratio experienced a substantial year-on-year decrease at the end of the year. We have fully leveraged the “Three Lines of Defense,” establishing a multi-layered, systematic, and comprehensive risk management framework, with key risk appetite indicators remaining generally stable.

Aligning with the Group's core businesses and expanding business scope. Bank actively participated in the specialized marketing initiatives of Cinda Group, effectively serving as the Group's account management platform, cross-selling platform, and integrated financial service platform. In the process of providing one-stop comprehensive financial services to our clients, we leveraged our professional capabilities to contribute NCB solutions and capture emerging business opportunities. As an institution under China Investment Corporation, we proactively integrated into the China Investment Corporation ecosystem, exploring collaborative potential with various direct-managed entities under China Investment Corporation to drive breakthroughs in customer segments, scenario expansion, and product innovation.

Building a high-caliber workforce to provide talent support for transformational development. By integrating our profound historical heritage with long-term developmental visions, the Bank has fostered a positive atmosphere centered on striving as the foundation and entrepreneurship in action. We adhere to the principle of “merit-based promotion” in talent selection and appointment. We boldly promote employees who “do not shy away from challenges and courageously shoulder heavy responsibilities,” inspiring more employees to become accountable leaders, pragmatic doers, and dedicated strivers. We have continuously conducted talent reviews, recruited professionals in strategic business areas, replenished our talent pool for key positions, and carried out systematic talent cultivation initiatives.

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履行社會責任，彰顯企業擔當。面對香港大埔宏福苑重大火災，開闢特別金融服務安排，並捐款518萬港元用於災後救助和恢復。連續第6年向青海樂都區投放幫扶資金，通過產業和教育幫扶，幫助實現造血式扶貧。南商中國兩名員工主動報名，紮根貧困村莊新疆喀什地區佈倫口村，助力佈倫口村從深度貧困到全面脫貧的轉變。南商中國「竹蜻蜓計劃」完成擴容，建立起員工與受助學生「一對一」成長陪伴機制。

以上成績是在多重壓力和超預期因素迭加情況下取得的，殊為不易。在此，向關心和支持南商銀行發展的社會各界，向南商銀行全體員工表示衷心感謝！

征程萬里，奮楫新篇。2026年是國家「十五五」規劃開局之年，也是南商銀行「四五」規劃起步之年。在快速變化、充滿不確定性的經營環境中，我們堅持走「質量第一、效率優先、創新引領、安全穩健」的內涵式發展道路，努力構建特色化、差異化競爭優勢，進一步築牢複雜環境下的經營韌性，推動高質量發展再上新臺階。

宏圖啓序，雲程始發。站在新的起點上，我們將始終堅守金融使命初心，以戰略定力把握航向，以專業實力破浪前行，做「難而正確的事」，鍛造穿越經濟週期的核心能力，為股東創造更大價值，為建設金融強國做出更大貢獻！

Fulfilling social responsibilities and demonstrating corporate commitment. In response to the major fire at Wang Fu Court in Tai Po, Hong Kong, the Bank initiated special financial service arrangements and donated HKD5.18 million toward disaster relief and recovery efforts. For the sixth consecutive year, we extended financial aid to Ledu District in Qinghai, helping to achieve self-sustaining poverty alleviation through industrial and educational support. Two employees from NCB (China) volunteered to work in Bulunkou Village, Kashgar, Xinjiang, assisting the village in its transition from deep poverty to comprehensive revitalization. Additionally, the NCB (China) "Bamboo Dragonfly Project" completed its expansion, establishing a one-on-one mentorship mechanism between employees and supported students.

The aforementioned achievements were attained amidst multiple pressures and overlapping unexpected factors, and were by no means easily won. On behalf of the Bank, I would like to express my heartfelt gratitude to all sectors of society for their care and support of NCB's development, as well as to all employees of NCB!

Embarking on a new journey to write a new chapter of excellence. The year 2026 marks the commencement of the National "15th Five-Year Plan" and the inaugural year of NCB's "4th Five-Year Plan." In an operating environment characterized by rapid changes and profound uncertainties, we remain committed to an intensive developmental path of "Quality First, Efficiency Priority, Innovation-Led, and Security and Stability." We strive to build distinctive and differentiated competitive advantages, further fortify our operational resilience amidst complex environments, and drive our high-quality development to reach new heights.

A new chapter has begun, and our journey has set sail. Standing at this new starting point, we will stay true to our original mission in finance. With strategic resolve and professional strength, we will forge ahead to perform "tasks that are difficult yet right," cultivating core capabilities that span economic cycles, creating greater value for shareholders, and making significant contributions to the construction of a strong financial nation!