

董事長報告 Chairman's Statement



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2024年，南商銀行迎來成立75周年華誕。75年來，南商銀行根植於斯、服務於斯，始終與香港經濟和社會發展同頻共振，為支持香港鞏固國際金融中心地位貢獻力量。面對日益複雜、極具挑戰性的經營環境，南商銀行認真貫徹落實中央金融工作會議精神，堅持做「難而正確的事」，堅持在特色化發展中做優做強，全行上下雙線作戰、攻堅克難，取得了來之不易的經營成果：年度溢利穩健增長，經營收入再創新高，榮膺《歐洲貨幣》「2024年大灣區最佳本地中小企服務銀行獎」，蟬聯大公文匯傳媒集團「粵港澳大灣區最佳銀行獎」。

In 2024, NCB celebrated its 75th anniversary. Over the past 75 years, NCB has remained firmly rooted in Hong Kong, serving the city while aligning closely with its economic and social development, contributing to the consolidation of Hong Kong's status as an international financial center. In response to an increasingly complex and challenging operating environment, NCB has diligently implemented the guiding principles of the Central Financial Work Conference, adhering to the philosophy of doing "difficult but right things", and striving for excellence through a distinctive development approach. With concerted efforts across the bank and unwavering determination, NCB has achieved hard-earned operational results: profit for the year has maintained steady growth, operating income has reached a record high, and the bank has been honored with the "Best Domestic Bank for SMEs in the Greater Bay Area" award by EuroMoney and has once again received the "Best Bank in the Greater Bay Area" Award from Ta Kung Wen Wei Media Group.

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我們積極融入國家戰略，「五篇大文章」篇篇有亮點。挖掘戰略新興產業客戶需求，優化綠色金融服務架構，信貸投放向「新」、向「綠」，戰略性新興產業貸款、綠色貸款餘額同比大幅增長，為支持實體經濟發展注入金融活水。拓展批量業務模式，南商中國普惠小微貸款餘額實現兩位數增長。結合自身資源稟賦，在香港和內地推出具有南商特色的養老金融產品，有序推進數字金融建設，提升營運效能。

我們深入推進一體化經營，堅持走專業化特色化發展道路。創新產品，聚焦跨境金融需求痛點，打造兩地跨境拳頭產品組合，為客戶提供具有南商特色的綜合金融服務方案。渠道協同，兩地網點互聯互通、相互引流，線上線下服務觸點交互融合、連點成網。聯合拓客，統一打法、統一行動，形成營銷合力；共建跨境合作場景，共拓內地中小同業跨境生態圈。依托一體化經營形成的特色化優勢，在目標客群拓展、業務結構優化、經營績效提升等方面加速顯現。

我們迎難而上、打贏硬仗，IT新系統成功投產運行。經過866個日夜的奮戰，2024年9月21日南港新系統順利上線。新系統項目建成了包含200多個物理子系統的新應用系統，實現了業務和技術領域全覆蓋，南商銀行金融科技戰略邁出關鍵且堅實的一步。新系統順利通過月末、季末、年末等重要時點的考驗，項目建設質量在香港銀行同業中樹立了標桿。在系統投產的同時，科技人才隊伍規模和IT專業能力實現躍升，構建起完整的IT能力體系。

We actively integrated into national strategies, with remarkable progress across the “five segments”. By identifying the needs of clients in strategic emerging industries and optimizing the framework for green finance services, our credit allocations have shifted towards “emerging” and “green”. As a result, the balance in strategic emerging industries and green loans has significantly increased year-on-year, injecting financial vitality into the development of the real economy. We have expanded the bulk business model, achieving double-digit growth in the balance of small and micro-sized enterprise loans at NCB China. Leveraging our inherent resources, we have introduced retirement financial products with distinctive NCB features in both Hong Kong and mainland China, steadily advancing the construction of digital finance to enhance operational efficiency.

We advanced integrated operations and adhered to a professional and specialized development approach. Through product innovation, we have focused on addressing cross-border financial needs, launching cross-border key product portfolios to provide customers with comprehensive financial service solutions with NCB characteristics. In terms of channel synergy, we have strengthened interconnectivity between branch networks in both regions, facilitating mutual customer referrals. Our online and offline service touchpoints have been increasingly integrated, forming an interconnected network. On the customer acquisition front, we have unified strategies and actions to create collective marketing momentum, while jointly establishing cross-border collaboration scenarios to expand the cross-border ecosystem for small and medium-sized financial institutions in the mainland. Leveraging the unique advantages brought by our integrated operations, we have accelerated progress in target customer expansion, business structure optimization, and operational performance enhancement.

We rose to the challenge and overcame significant hurdles, successfully launching the new IT system. After 866 days of dedicated effort, NCB Hong Kong's new system was officially put into operation on 21 September 2024. The new system project has established a new application system comprising over 200 physical subsystems, achieving full coverage across both business and technology domains and marking a critical and solid step forward in NCB's fintech strategy. The new system has successfully withstood tests of test of important moments such as month-end, quarter-end, and year-end, setting a benchmark for project quality among Hong Kong's banking industry. Alongside the system launch, the scale of the technology talent team and IT expertise has seen significant advancement, forming a comprehensive IT capability system.

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我們多措並舉、創新思路，存量風險化解取得顯著成效。面對前所未有的化解難度，成立專項小組，建立協同機制，充分調動各方資源；拓展化解思路，創新化解方式，積極探索風險資產處置的破局路徑。先後完成一批重大風險項目的化解，高風險資產規模顯著下降。持續優化信貸風險管理模式，推動信貸結構優化遷移，目標客群貸款餘額及佔比穩步提升，多項前瞻性資產質量指標大幅度改善，信貸資產抗風險能力明顯增強。

我們固本強基、聚力攻堅，戰略支撐能力不斷增強。把握市場機會，成功發行7億美元二級資本債工具，國際投資者認購踴躍，鞏固南商資本基礎。基本完成營運外包業務的回收並實現平穩運行，營運能力建設邁上新台階。圍繞業務集中化和科技賦能推進集約化經營，人均營收、成本收入比進一步優化。繼續加強戰略人才隊伍建設，補齊人才短板，培養深度掌握新系統的業務骨幹隊伍。

我們心懷使命、向善而行，著力建設綠色及可持續銀行。堅持可持續發展理念，將氣候風險逐步納入戰略規劃和公司治理。支持推廣母乳餵哺，榮獲聯合國兒童基金香港委員會頒發的友善先驅獎及推廣「母乳餵哺友善工作間」感謝狀。推動綠色辦公，實施多項提高能效、減少污染的措施，榮獲「香港綠色機構認證」、「減廢證書」、「節能證書」，以及環保署「工商業廢物源頭分類獎勵計劃」最高獎「鑽石獎」，成為2024年獲得該級別獎項的唯一銀行。

We adopted a multifaceted approach and innovative strategies, achieving significant progress in resolving existing risks. Given the unprecedented complexity of risk resolution, we established a dedicated task force, developed a coordinated mechanism, and effectively mobilized various resources. By expanding resolution strategies and introducing innovative methods, we actively explored breakthrough approaches for handling risk assets. Several major risk projects have been successfully resolved, resulting in a substantial reduction in the size of high-risk assets. We continued to refine our credit risk management model and promoted structural optimization and migration in credit structure. The loan balance and proportion of our target customer group have steadily increased, while multiple forward-looking asset quality indicators have improved drastically, significantly enhancing the risk resistance of credit assets.

We strengthened our foundation, focused on overcoming challenges, and continuously enhanced our strategic support capabilities. Seizing market opportunities, we successfully issued a USD700 million Tier 2 capital debt instrument, which was met with strong subscription interest from international investors, further solidifying NCB's capital base. We have largely completed the recovery of outsourced operations and achieved smooth operation, marking a new milestone in operational capacity building. Through business centralization and technological empowerment, we continued to advance intensive management, further optimize per capita revenue and cost-to-income ratio. We will continue to strengthen the construction of the strategic talent team, make up for the talent gap, and cultivate a team of business backbones who have a deep understanding of the new system.

We remained committed to our mission and acted with integrity and purpose to build a green and sustainable bank. Upholding the principles of sustainable development, we have gradually incorporated climate risk into our strategic planning and corporate governance. We support and promote breastfeeding and have been honored with the Friendly Pioneer Award and the Certificate of Appreciation for promoting the "Breastfeeding Friendly Workplace" from the Hong Kong Committee for UNICEF. In our efforts to drive green office initiatives, we have implemented various energy-efficiency and pollution-reduction measures, earning certifications such as the "Hong Kong Green Organization Certification", the "Waste Reduction Certificate", the "Energy Saving Certificate", and the highest honor, the "Diamond Award" in the "Scheme on Source Separation of Commercial and Industrial Waste" by the Hong Kong Environmental Protection Department, making us the only bank to receive this level of recognition in 2024.

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2025年是南商銀行「三五」規劃的收官之年，也是「四五」規劃的謀篇佈局之年。面對國際局勢風雲變幻、金融市場跌宕起伏，南商銀行將緊緊把握高質量發展這根主線，全力以赴築牢風險防控底線，提升工作前瞻性，增強核心競爭力，努力為客戶、股東、員工創造更大價值，在服務中國式現代化、助力金融強國建設、鞏固提升香港國際金融中心地位的偉大實踐中，開創高質量發展新局面。

2025 marks the conclusion of NCB's "Third Five-Year Plan" and the beginning of the planning phase for the "Fourth Five-Year Plan". Amidst evolving global dynamics and fluctuations in financial markets, NCB will remain firmly committed to high-quality development as its core guiding principle and make every effort to strengthen risk prevention and control, enhance strategic foresight, and boost its core competitiveness. By striving to create greater value for customers, shareholders, and employees, NCB aims to contribute to China's modernization, support the development of a strong financial nation, and reinforce Hong Kong's position as an international financial center, opening a new chapter in high-quality growth.