

未經審核之補充財務資料

Unaudited Supplementary Financial Information

1. 按行業分類之客戶貸款總額

以下關於客戶貸款總額之行業分類分析，其行業分類乃參照有關貸款及墊款之金管局報表的填報指示而編製。

1. SECTORAL ANALYSIS OF GROSS ADVANCES TO CUSTOMERS

The following analysis of the gross advances to customers by industry sector is based on the categories with reference to the completion instructions for the HKMA return of loans and advances.

		2024					
		抵押品覆蓋之 百分比	特定分類或減值	逾期	第三階段之 減值準備	第一和第二階段 之減值準備	
		% Covered by collateral or other security	Classified or impaired	Overdue	Impairment allowances- Stage 3	Impairment allowances- Stage 1 and 2	
		客戶貸款總額 港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	
在香港使用之貸款	Loans for use in Hong Kong						
工商金融業	Industrial, commercial and financial						
— 物業發展	— Property development	13,794,779	37.07%	816,730	816,730	503,349	31,354
— 物業投資	— Property investment	14,151,054	93.29%	35,568	42,759	21,063	46,808
— 金融業	— Financial concerns	17,661,746	5.60%	—	—	—	34,530
— 股票經紀	— Stockbrokers	643,121	63.84%	—	—	—	52
— 批發及零售業	— Wholesale and retail trade	4,522,200	76.70%	74,400	77,195	8,782	17,442
— 製造業	— Manufacturing	1,919,005	39.09%	—	136	—	6,767
— 運輸及運輸設備	— Transport and transport equipment	3,312,061	26.81%	—	—	—	4,061
— 休閒活動	— Recreational activities	2,164,362	96.53%	—	—	—	390
— 資訊科技	— Information technology	749,283	0.54%	—	—	—	3,421
— 其他	— Others	19,627,328	43.36%	1,407,840	1,403,781	690,582	48,575
個人	Individuals						
— 購買居者有其屋計劃、私人機構參建 居屋計劃及租者置其屋計劃樓宇之 貸款	— Loans for the purchase of flats in Home Ownership Scheme, Private Sector Participation Scheme and Tenants Purchase Scheme	176,889	100.00%	—	1,713	—	49
— 購買其他住宅物業之貸款	— Loans for purchase of other residential properties	9,595,782	99.75%	19,189	82,153	—	4,684
— 信用卡貸款	— Credit card advances	341	0.00%	—	2	—	—
— 其他	— Others	17,351,169	94.28%	26,419	221,901	8,399	4,327
在香港使用之貸款總額	Total loans for use in Hong Kong	105,669,120	58.23%	2,380,146	2,646,370	1,232,175	202,460
貿易融資	Trade finance	8,463,355	17.36%	53,082	66,007	19,722	18,370
在香港以外使用之貸款	Loans for use outside Hong Kong	154,399,025	24.59%	5,130,366	4,167,611	1,804,448	913,530
客戶貸款總額	Gross advances to customers	268,531,500	37.60%	7,563,594	6,879,988	3,056,345	1,134,360

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1. 按行業分類之客戶貸款總額 (續)

1. SECTORAL ANALYSIS OF GROSS ADVANCES TO CUSTOMERS (Cont'd)

		2023				
		抵押品覆蓋之 百分比			第三階段之 減值準備	第一和第二階段 之減值準備
	客戶貸款總額	% Covered by collateral or other security	特定分類或減值 Classified or impaired	逾期 Overdue	Impairment allowances- Stage 3	Impairment allowances- Stage 1 and 2
	港幣千元 HK\$'000		港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000
在香港使用之貸款	Loans for use in Hong Kong					
工商金融業	Industrial, commercial and financial					
— 物業發展	— Property development	17,179,011	38.00%	1,109,704	1,109,704	623,558
— 物業投資	— Property investment	16,930,883	93.11%	972,502	974,549	54,646
— 金融業	— Financial concerns	23,217,587	7.13%	—	—	—
— 股票經紀	— Stockbrokers	170,507	11.51%	—	—	—
— 批發及零售業	— Wholesale and retail trade	5,770,986	81.69%	6,873	54,307	5,119
— 製造業	— Manufacturing	2,536,681	23.85%	—	23,587	—
— 運輸及運輸設備	— Transport and transport equipment	3,626,081	25.03%	—	781	—
— 休閒活動	— Recreational activities	2,236,035	94.60%	—	—	—
— 資訊科技	— Information technology	823,737	1.78%	—	25,887	—
— 其他	— Others	23,563,424	47.66%	32,903	805,399	14,768
個人	Individuals					
— 購買居者有其屋計劃、私人機構參建 居屋計劃及租者置其屋計劃樓宇之 貸款	— Loans for the purchase of flats in Home Ownership Scheme, Private Sector Participation Scheme and Tenants Purchase Scheme	196,591	99.83%	—	1,429	—
— 購買其他住宅物業之貸款	— Loans for purchase of other residential properties	10,049,099	99.81%	2,858	115,388	—
— 信用卡貸款	— Credit card advances	494	0.00%	—	—	—
— 其他	— Others	19,436,459	96.49%	13,977	295,202	2,719
在香港使用之貸款總額	Total loans for use in Hong Kong	125,737,575	57.69%	2,138,817	3,406,233	700,810
貿易融資	Trade finance	8,184,039	23.82%	50,302	82,756	33,645
在香港以外使用之貸款	Loans for use outside Hong Kong	164,384,704	23.04%	4,730,431	5,737,686	2,347,290
客戶貸款總額	Gross advances to customers	298,306,318	37.67%	6,919,550	9,226,675	3,081,745
						1,818,010

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1. 按行業分類之客戶貸款總額(續)

於收益表撥備之新提減值準備，及當年撇銷特定分類或減值貸款如下：

1. SECTORAL ANALYSIS OF GROSS ADVANCES TO CUSTOMERS (Cont'd)

The amounts of new impairment allowances charged to the income statement, and classified or impaired loans written off during the year are shown below:

		2024		2023	
		新提減值準備	撇銷特定分類或減值貸款	新提減值準備	撇銷特定分類或減值貸款
		New impairment allowances	Classified or impaired loans written off	New impairment allowances	Classified or impaired loans written off
		港幣千元	港幣千元	港幣千元	港幣千元
		HK\$'000	HK\$'000	HK\$'000	HK\$'000
在香港使用之貸款	Loans for use in Hong Kong				
工商金融業	Industrial, commercial and financial				
— 物業發展	— Property development	50,420	334,927	550,360	501,874
— 物業投資	— Property investment	46,929	407,843	90,914	—
— 金融業	— Financial concerns	5,678	—	34,371	—
— 股票經紀	— Stockbrokers	21	—	93	—
— 批發及零售業	— Wholesale and retail trade	22,430	—	15,189	6,442
— 製造業	— Manufacturing	3,214	10,285	7,892	18
— 運輸及運輸設備	— Transport and transport equipment	1,790	—	2,872	—
— 休閒活動	— Recreational activities	—	—	137	—
— 資訊科技	— Information technology	4	21,830	1,492	—
— 其他	— Others	587,477	21,085	166,693	—
個人	Individuals				
— 購買居者有其屋計劃、私人機構參建居屋計劃及租者置其屋計劃樓宇之貸款	— Loans for the purchase of flats in Home Ownership Scheme, Private Sector Participation Scheme and Tenants Purchase Scheme	41	—	9	—
— 購買其他住宅物業之貸款	— Loans for purchase of other residential properties	3,235	—	1,373	1,845
— 信用卡貸款	— Credit card advances	—	—	130	—
— 其他	— Others	10,102	7,164	3,471	603
在香港使用之貸款總額	Total loans for use in Hong Kong	731,341	803,134	874,996	510,782
貿易融資	Trade finance	16,620	41,234	46,095	65,050
在香港以外使用之貸款	Loans for use outside Hong Kong	844,342	2,847,343	2,342,558	1,881,742
客戶貸款總額	Gross advances to customers	1,592,303	3,691,711	3,263,649	2,457,574

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2. 流動性覆蓋比率及淨穩定資金比率

2. LIQUIDITY COVERAGE RATIO AND NET STABLE FUNDING RATIO

		2024年季度結算至 2024 quarter ended			
		12月31日 31 December	9月30日 30 September	6月30日 30 June	3月31日 31 March
流動性覆蓋比率的平均值	Average value of liquidity coverage ratio	212.98%	234.62%	214.18%	169.47%
		2023年季度結算至 2023 quarter ended			
		12月31日 31 December	9月30日 30 September	6月30日 30 June	3月31日 31 March
流動性覆蓋比率的平均值	Average value of liquidity coverage ratio	165.02%	152.70%	152.07%	155.64%

流動性覆蓋比率的平均值是基於該季度的每個工作日終結時的流動性覆蓋比率的算術平均數及有關流動性狀況之金管局報表列明的計算方法及指示計算。

The average value of liquidity coverage ratio is calculated based on the arithmetic mean of the liquidity coverage ratio as at the end of each working day in the quarter and the calculation methodology and instructions set out in the HKMA return of liquidity position.

		2024	2023
淨穩定資金比率	Net stable funding ratio		
季末淨穩定資金比率	Quarter end value of net stable funding ratio		
— 第一季度	— First quarter	128.83%	119.36%
— 第二季度	— Second quarter	135.64%	119.71%
— 第三季度	— Third quarter	139.64%	122.22%
— 第四季度	— Fourth quarter	143.66%	123.46%

每季末的淨穩定資金比率是基於有關穩定資金狀況之金管局報表列明的計算方法及指示計算。

Quarter end value of net stable funding ratio is calculated based on the calculation methodology and instructions set out in the HKMA return of stable funding position.

流動性覆蓋比率及淨穩定資金比率是以綜合基礎計算，並根據《銀行業（流動性）規則》由本銀行及金管局指定之附屬公司組成。

The liquidity coverage ratio and net stable funding ratio are computed on the consolidated basis which comprises the positions of the Bank and the subsidiaries specified by the HKMA in accordance with the Banking (Liquidity) Rules.

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3. 非銀行的內地風險承擔

對非銀行交易對手的內地相關風險承擔之分析乃參照有關內地業務之金管局報表的填報指示所列之機構類別及直接風險類別分類。此報表僅計及本銀行及其從事銀行業務之附屬公司之內地風險承擔。

3. NON-BANK MAINLAND EXPOSURES

The analysis of non-bank Mainland exposures is based on the categories of non-bank counterparties and the types of direct exposures with reference to the completion instructions for the HKMA return of Mainland activities, which includes the Mainland exposures extended by the Bank and its banking subsidiaries.

		2024			
		金管局 報表項目 Items in the HKMA return	資產負債表內的 風險承擔 On-balance sheet exposure 港幣千元 HK\$'000	資產負債表外的 風險承擔 Off-balance sheet exposure 港幣千元 HK\$'000	總風險承擔 Total exposure 港幣千元 HK\$'000
中央政府、中央政府持有的機構、其附屬公司及合資企業	Central government, central government-owned entities and their subsidiaries and joint ventures	1	60,812,469	3,362,135	64,174,604
地方政府、地方政府持有的機構、其附屬公司及合資企業	Local governments, local government-owned entities and their subsidiaries and joint ventures	2	43,574,173	11,091,172	54,665,345
中國籍境內居民或其他在境內註冊的機構、其附屬公司及合資企業	PRC nationals residing in Mainland or other entities incorporated in Mainland and their subsidiaries and joint ventures	3	87,926,102	36,942,284	124,868,386
不包括在上述第一項中央政府內的其他機構	Other entities of central government not reported in item 1 above	4	6,115,689	261,866	6,377,555
不包括在上述第二項地方政府內的其他機構	Other entities of local governments not reported in item 2 above	5	638,909	79,816	718,725
中國籍境外居民或在境外註冊的機構，其用於境內的信貸	PRC nationals residing outside Mainland or entities incorporated outside Mainland where the credit is granted for use in Mainland	6	15,815,374	2,334,035	18,149,409
其他交易對手而其風險承擔被視為非銀行的內地風險承擔	Other counterparties where the exposures are considered to be non-bank Mainland exposures	7	2,966,892	—	2,966,892
總計	Total	8	217,849,608	54,071,308	271,920,916
扣減準備金後的資產總額	Total assets after provision	9	554,464,424		
資產負債表內的風險承擔佔資產總額百分比	On-balance sheet exposures as percentage of total assets	10	39.29%		

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3. 非銀行的內地風險承擔 (續)

3. NON-BANK MAINLAND EXPOSURES (Cont'd)

		2023			
金管局 報表項目 Items in the HKMA return	資產負債表內的 風險承擔 On-balance sheet exposure 港幣千元 HK\$'000	資產負債表外的 風險承擔 Off-balance sheet exposure 港幣千元 HK\$'000	總風險承擔 Total exposure 港幣千元 HK\$'000		
中央政府、中央政府持有的機構、其附屬公司及合資企業	Central government, central government-owned entities and their subsidiaries and joint ventures	1	74,456,082	3,278,877	77,734,959
地方政府、地方政府持有的機構、其附屬公司及合資企業	Local governments, local government-owned entities and their subsidiaries and joint ventures	2	49,671,433	12,888,347	62,559,780
中國籍境內居民或其他在境內註冊的機構、其附屬公司及合資企業	PRC nationals residing in Mainland or other entities incorporated in Mainland and their subsidiaries and joint ventures	3	85,158,131	36,394,686	121,552,817
不包括在上述第一項中央政府內的其他機構	Other entities of central government not reported in item 1 above	4	7,141,305	329,500	7,470,805
不包括在上述第二項地方政府內的其他機構	Other entities of local governments not reported in item 2 above	5	553,545	54,817	608,362
中國籍境外居民或在境外註冊的機構，其用於境內的信貸	PRC nationals residing outside Mainland or entities incorporated outside Mainland where the credit is granted for use in Mainland	6	21,863,315	2,276,761	24,140,076
其他交易對手而其風險承擔被視為非銀行的內地風險承擔	Other counterparties where the exposures are considered to be non-bank Mainland exposures	7	4,197,920	248,506	4,446,426
總計	Total	8	243,041,731	55,471,494	298,513,225
扣減準備金後的資產總額	Total assets after provision	9	567,570,212		
資產負債表內的風險承擔佔資產總額百分比	On-balance sheet exposures as percentage of total assets	10	42.82%		

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4. 風險管理

總覽

本集團業務的主要內在風險包括信貸風險、利率風險、市場風險、流動資金風險、操作風險、信譽風險、法律及合規風險、策略風險、科技風險、操守風險和氣候風險。本集團的風險管理目標是在提高股東價值的同時，確保風險控制在可接受的水平之內。

風險管理架構

本銀行董事會對本集團的整體風險管理負最終責任，並負責建立良好的風險管理文化、訂定風險管理的策略性目標及風險管理架構。

為達至本集團風險管理目標，董事會下設風險管理委員會，並有獨立非執行董事擔任成員，負責監察本集團的各類風險及審查、審批高層次風險管理政策。另外，風險管理委員會下設信貸審批委員會，負責審查、審批超總裁權限或指定權限之授信申請及信貸管理相關事項，並對信貸業務進行監控工作。

總裁下設的授信審批專責委員會負責在授權範圍內審批本管之信貸業務。另外，總裁轄下的多個管理委員會及有關部門，根據董事會訂立的風險管理策略，負責制訂及定期檢討風險管理政策及監控程序。

風險管理單位負責制訂識別、量度、評估、監察、匯報及控制信貸風險、市場風險、操作風險、信譽風險、法律及合規風險、利率風險、流動資金風險、策略風險、科技風險、操守風險和氣候風險的政策及程序，設定適當的風險限額，持續監察有關風險。

稽核部獨立查核風險管理政策和監控措施是否足夠及有效，以確保本集團依據該等既定政策、程序及限額營運。

4. RISK MANAGEMENT

The Overview

The principal types of risk inherent in the Group's businesses are credit risk, interest rate risk, market risk, liquidity risk, operational risk, reputation risk, legal and compliance risk, strategic risk, technology risk, conduct risk and climate risk. The Group's risk management objective is to enhance shareholder value by maintaining risk exposures within acceptable levels.

Risk Management Structure

The Bank's Board of Directors (the "Board") holds the ultimate responsibility for the Group's overall risk management. It establishes a sound risk culture and determines the risk management strategies and the risk management structure.

To achieve the Group's goals in risk management, the Board sets up the Risk Management Committee, which comprises of Independent Non-executive Directors, to oversee the Group's various types of risks, review and approve the high-level risk management policies. Also, Credit Approval Committee is set up under the Risk Management Committee to review or approve credit applications and credit management related matters exceeding the Chief Executive's authority or as required by the policy and monitor the credit activities of the Group.

Credit Approval Specialized Committee set up by the Chief Executive is responsible for approving credit business within the authorisation. Also, according to the risk management strategies established by the Board, risk management policies and controls are devised and reviewed regularly by relevant departments and respective management committees set up by the Chief Executive.

The risk management units develop policies and procedures for identifying, measuring, evaluating, monitoring, reporting and controlling credit risk, market risk, operational risk, reputation risk, legal and compliance risk, interest rate risk, liquidity risk, strategic risk, technology risk, conduct risk and climate risk; set appropriate risk limits; and continually monitor risks.

The Audit Department conducts independent reviews on the adequacy and effectiveness of risk management policies and controls to ensure that the Group is operating according to the established policies, procedures and limits.

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4. 風險管理 (續)

風險管理架構 (續)

獨立性是施行有效風險管理的關鍵。為保證風險管理單位及稽核部的獨立性，風險管理單位及風險總監直接向風險管理委員會匯報，稽核部直接向稽核委員會匯報，該兩個委員會均為董事會下設的專責委員會，全部委員由本銀行董事擔任。

(i) 信貸風險管理

信貸風險管理詳情載於財務報表附註4內。

(ii) 流動資金風險管理

流動資金風險管理詳情載於財務報表附註4內。

(iii) 市場風險管理

市場風險管理詳情載於財務報表附註4內。

(iv) 利率風險管理

利率風險管理詳情載於財務報表附註4內。

(v) 操作風險管理

操作風險是指由不完善或有問題的內部程序、人員、系統，以及外部事件所造成損失的風險。操作風險隱藏於業務操作的各個環節，是集團在日常操作活動中面對的風險。

4. RISK MANAGEMENT (Cont'd)

Risk Management Structure (Cont'd)

Independence is crucial to effective risk management. To ensure the independence of risk management units and Audit Department, risk management units and Chief Risk Officer report directly to the Risk Management Committee and the Audit Department reports directly to the Audit Committee respectively. Both committees are specialised committees set up by the Board and all members are directors of the Bank.

(i) Credit risk management

Details of credit risk management are set out in Note 4 to the Financial Statements.

(ii) Liquidity risk management

Details of liquidity risk management are set out in Note 4 to the Financial Statements.

(iii) Market risk management

Details of market risk management are set out in Note 4 to the Financial Statements.

(iv) Interest rate risk management

Details of interest rate risk management are set out in Note 4 to the Financial Statements.

(v) Operational risk management

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and system, or from external events. The risk is inherent in every aspect of business operation and confronted by the Group in its day-to-day operational activities.

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4. 風險管理 (續)

風險管理架構 (續)

(v) 操作風險管理 (續)

集團實施操作風險管理「三道防線」體系：所有部門及單位為第一道防線，是操作風險管理的第一責任人，通過自我評估與自我提升來履行業務經營過程中自我風險控制職能。操作風險及氣候風險處連同一些與操作風險管理相關的專門職能單位包括人力資源部、資訊及科技風險管理處、法律及合規處、事務處、財務部（統稱為「專門職能單位」）為第二道防線，負責評估和監控第一道防線操作風險狀況，對其工作提供指導。專門職能單位對操作風險的一些特定的範疇或與其相關事項，履行第二道防線的牽頭管理責任，除負責本單位操作風險管理外，亦須就指定的操作風險管理範疇向其他單位提供專業意見／培訓並履行集團整體的操作風險牽頭管理。稽核部為第三道防線，對操作風險管理框架的有效性與充足性作獨立評估，需定期稽查集團各部門或專門職能單位操作風險管理工作的合規性和有效性，並提出整改意見。

設置適當的職責分工和授權乃集團緊守的基本原則。集團採用關鍵風險指標、自我評估、操作風險事件匯報及檢查等不同的操作風險管理工具或方法來識別、評估、監察及控制潛在於業務活動及產品內的風險，同時透過購買保險將未能預見的操作風險減低。

對支援緊急或災難事件時的業務運作備有持續業務運作計劃，並維持充足的後備設施及定期進行演練。

4. RISK MANAGEMENT (Cont'd)

Risk Management Structure (Cont'd)

(v) Operational risk management (Cont'd)

The Group has implemented the "Three Lines of Defence" for its operational risk management. All departments and units as the first line of defence are the first parties responsible for operational risk management, and carry out the duties and functions of self-risk control in the process of business operation through self-assessment and self-enhancement. The Operational Risk and Climate Risk Division together with certain specialist functional units in relation to operational risk management within the Group, including the Human Resources Department, Information and Technology Risk Management Division, Legal and Compliance Division, Administration Division, Finance Department (collectively known as "specialist functional units"), are the second line of defence. They are responsible for assessing and monitoring the operational risk conditions in the first line of defence, and providing them with guidance. Specialist functional units are required to carry out their managerial duties of the second line of defence with respect to some specific aspects of operational risk and its related issues. Besides taking charge of operational risk management in their own units, these units are also required to provide other units with professional advice/training in respect of certain operational risk categories and to lead the Group-wide operational risk management. Audit Department is the third line of defence which provides independent assessment to the effectiveness and adequacy of the operational risk management framework and is required to conduct periodic audit of the operational risk management activities of various departments or specialist functional units within the Group regarding their compliance and effectiveness and to put forward recommendations for remedial actions.

The Group adheres to the fundamental principle of proper segregation of duties and authorisation. The Group adopts various operational risk management tools or methodologies such as key risk indicators, self-assessment, operational risk events reporting and review to identify, assess, monitor and control the risks inherent in business activities and products, as well as purchase of insurance to mitigate unforeseeable operational risks.

Business continuity plans are established to support business operations in the event of an emergency or disaster. Adequate backup facilities are maintained and periodic drills are conducted.

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4. 風險管理 (續)

風險管理架構 (續)

(v) 操作風險管理 (續)

業務操作虧損是反映營運風險控制環境的效率及穩健與否的一項指標。截至2024年12月31日，本集團業務操作虧損淨損失金額約為港幣1,330,000元。其中，損失金額達至等值港幣200,000元或以上的業務操作虧損事件，屬於巴塞爾委員會業務操作虧損事件分類「客戶、產品及經營手法」。上述的業務操作虧損不會對本集團的財務狀況產生重大影響。

(vi) 信譽風險管理

信譽風險指因與本集團業務經營有關的負面報導（不論是否屬實），可能引致客戶基礎縮小、成本高昂的訴訟或收入減少等風險。信譽風險隱藏於其他風險及各業務運作環節，涉及層面廣泛。

為減低信譽風險，本集團制訂並遵循信譽風險管理政策。此政策的目的是當信譽風險事件發生時本集團能夠盡早識別和積極防範。鑒於信譽風險往往是由各種可能令公眾對本集團信任受損的操作及策略失誤所引發，各業務部門在日常工作中對信譽風險事件及可能導致信譽風險事件的風險因素進行收集、分析、記錄和報告。在進行重大決策、實施業務佈局、開展業務活動之初，各業務部門將信譽風險考慮在內，充分評估可能引發的市場影響，並採取相應的預防措施。

此外，本集團建立完善機制持續監測金融界所發生的信譽風險事件，以有效管理、控制及減低信譽風險事件的潛在負面影響。集團亦借助健全有效機制及時向利益相關者披露訊息，由此建立公眾信心及樹立本集團良好公眾形象。

4. RISK MANAGEMENT (Cont'd)

Risk Management Structure (Cont'd)

(v) Operational risk management (Cont'd)

Operational losses are one indicator of the effectiveness and robustness of the non-financial risk control environment. As of 31 December 2024, the net operational loss of the Group is approximately HK\$1,330,000. The operational risk loss event whose net loss equal to or more than HK\$200,000 falls within Basel Committee's event-type category "Clients, products and business practices". The net operational loss that disclosed above does not cause a material impact on the Group's financial status.

(vi) Reputation risk management

Reputation risk is the risk that negative publicity about the Group's business practices, whether genuine or not, will cause a potential decline in the customer base, or lead to costly litigation or revenue decrease. Reputation risk is inherent in other types of risk and every aspect of business operation and covers a wide spectrum of issues.

In order to mitigate reputation risk, the Group has formulated and duly followed its Reputation Risk Management Policy. The policy aims to identify and prevent reputation risk proactively at an early stage when an incident occurs. Since reputation risk is often caused by various types of operational and strategic issues that negatively impact the trust and perception of the Group, all departments or functional units are required to collect, analyse, record and report on reputation risk events and associated risk factors as part of their daily work. When making significant decisions, implementing business strategies and conducting business activities, all departments or functional units are required to factor in reputation risk, evaluate the potential market impact comprehensively, and take appropriate preventive measures.

In addition, the Group has put in place a comprehensive framework to continuously monitor reputation risk incidents in the financial industry. This continuous monitoring enables the Group to effectively manage, control and mitigate any potential adverse impact from an incident. The Group also adopts robust disclosure practices to keep our stakeholders informed at all times, which helps build confidence in the Group and establish a strong public image.

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4. 風險管理 (續)

風險管理架構 (續)

(vii) 法律及合規風險管理

法律風險指因任何不可執行合約、訴訟或不利判決而可能使本集團運作或財務狀況出現混亂或負面影響的風險。合規風險指因未有遵守任何適用法例及規則，而可能導致本集團須承受遭法律或監管機構制裁、引致財務損失或信譽損失的風險。法律及合規風險由法律及合規處管理。所有法律及合規事務均由法律及合規處處理。法律及合規風險管理政策是集團公司治理架構的組成部分，由董事會屬下的風險管理委員會審批。

(viii) 策略風險管理

策略風險指本集團在實施各項策略，包括宏觀戰略與政策，以及為執行戰略與政策而制訂各項具體的計劃、方案和制度時，由於在策略制訂、實施及調整過程中失當，從而使本集團的盈利、資本、信譽和市場地位受到影響的風險。董事會檢討和審批策略風險管理政策。重點戰略事項均得到高級管理人員與董事會的充分評估與適當的審批。

(ix) 科技風險管理

科技風險指由於「資訊科技」管控措施不當或不足而給本集團造成直接或間接損失的風險。「資訊科技」指自動化發出、處理、儲存及傳輸資訊的方法，包括記錄裝置、通訊網絡、電腦系統（包括硬件與軟件組件及數據）及其他電子裝置。科技風險由資訊及科技風險管理處負責處理。科技風險管理政策是集團公司治理架構的組成部分，由董事會屬下的風險管理委員會審批。

4. RISK MANAGEMENT (Cont'd)

Risk Management Structure (Cont'd)

(vii) Legal and compliance risk management

Legal risk refers to the risk that if any unenforceable contracts, lawsuits or adverse judgments occur then it may disrupt or otherwise negatively affect the operations or financial conditions of the Group. Compliance risk refers to the risk of legal or regulatory sanctions, financial losses or losses in reputation the Group may suffer as a result of its failure to comply with any applicable laws and regulations. Legal and compliance risks are managed by the Legal and Compliance Division. All legal and compliance matters are handled by the Legal and Compliance Division. As part of the Group's corporate governance framework, the policy for the management of legal and compliance risk is approved by the Risk Management Committee as delegated by the Board.

(viii) Strategic risk management

Strategic risk refers to the risk that may cause negative impacts on the Group's profitability, capital, reputation and market position due to the mishandling in the formulation, implementation, and adjustment of strategies, policies, including macro strategies and policies, and related plans, schemes, and systems. The Board reviews and approves the strategic risk management policy. Key strategic issues have to be fully evaluated and properly endorsed by Senior Management and the Board.

(ix) Technology risk management

Technology risk refers to the risk of direct or indirect losses to the Group caused by improper or inaccurate controls over Information Technology (IT), which encompasses automated means of originating, processing, storing and transferring information, and covers recording devices, communication networks, computer systems (including hardware and software components and data) and other electronic devices. Information technology risks are managed by the Information and Technology Risk Management Division. As part of the Group's corporate governance framework, the policy of technology risk management is approved by the Risk Management Committee as delegated by the Board.

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4. 風險管理 (續)

風險管理架構 (續)

(x) 操守風險管理

操守風險指因員工違規、不當銷售金融產品、違背誠信原則、未符守則等操守問題而引發客戶投訴或損失、監管機構對本集團所發出的警告或罰款的風險。操守風險由人力資源部負責監控，並按季度報備予董事會屬下的提名及薪酬委員會。

本集團會因應最新市場情況及發展，定期檢討業務策略。

(xi) 氣候風險

氣候風險是指氣候變化帶來的風險，大致分為實體風險和轉型風險。實體風險是指氣候和天氣相關事件的影響和氣候的長期漸進變化，而轉型風險是指與低碳經濟調整過程相關的金融風險，例如氣候政策的改變、技術的改變或市場情緒的改變。

氣候風險可能會影響多種潛在風險的敞口，例如可能導致業務中斷，影響借款人的還款能力，從而增加認可機構的信貸風險、市場和消費者對氣候友善或環保產品、服務和商業行為的情緒變化，而面臨更高的聲譽風險。

氣候風險由操作風險及氣候風險處管理。本集團亦根據不同層面的風險承擔者進行劃分，包括董事會及其屬下委員會、管理層和各單位。

本集團會因應最新監管要求及市場情況及發展，適時檢討氣候風險管理策略。

4. RISK MANAGEMENT (Cont'd)

Risk Management Structure (Cont'd)

(x) Conduct risk management

Conduct risk refers to the risk of customer complaints or losses, warnings or penalty issued by regulatory bodies to the Group caused by staff non-compliance, improper selling of financial products, violation of integrity principles, violation of code and other conduct issues. Conduct risk is managed by Human Resources Department and quarterly reported to the Nomination and Remuneration Committee as delegated by the Board.

The Group regularly reviews its business strategies to cope with the latest market situation and developments.

(xi) Climate risk

Climate risk refers to the risk posed by climate change and is broadly classified into physical risk and transition risk. Physical risk refers to the impacts of climate and weather-related events and long-term progressive shifts of climate, while transition risk refers to the financial risk related to the process of adjustment towards a lower-carbon economy which can be prompted by, for example, changes in climate policy, technological changes or a change in market sentiment.

Climate risk may affect the exposures to multiple inherent risks. For instance, climate risk drivers may lead to business disruption affecting the repayment ability of borrowers, thereby increasing the exposure to credit risk; a heightened reputation risk with changing market and consumer sentiment towards more climate or environmentally-friendly products, services and business practices.

Climate risks are managed by the Operational Risk and Climate Risk Division. Various groups of risk takers also assume their respective responsibilities for risk management, including The Board and its committees, management and all related units.

The Group reviews its climate risk management strategies to cope with the latest regulatory requirement and markets situation as well as developments in a timely manner.

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5. 業務回顧

2024年，全球抗通脹接近尾聲，但地緣政治衝突升級，貿易保護主義加劇，經濟復甦乏力，行業競爭日趨激烈。儘管歐美等主要經濟體先後進入降息週期，但步伐有所差異，融資成本仍然高企，抑制信貸規模增長，銀行業資產質素承壓。中國內地經濟溫和復甦，在下半年一系列增量政策出台後，經濟增速有所回升。但房地產市場仍處於深度調整之中，內需表現依然偏弱，通脹水平相對低迷。香港地區出口增速受外圍環境影響自2024年8月開始放緩，儘管2024年9月起香港銀行跟隨美國減息有助房地產市場氛圍改善，但利率仍然高企令樓市復甦需時，市民消費模式的改變為本地消費帶來挑戰。

本集團克服經營環境帶來的諸多挑戰，堅定不移推進高質量發展和戰略落地，取得來之不易的經營成果：經營收入穩健增長並再創歷史新高，業務結構持續優化，運營效能持續提升，細分領域經營特色進一步鞏固，IT新系統成功投產並平穩運行，榮獲《歐洲貨幣》頒發「2024年大灣區最佳本地中小企服務銀行」獎項。

財務摘要

截至2024年12月底，本集團總資產為港幣5,410.84億元，客戶存款為港幣3,944.16億元，客戶貸款為港幣2,685.32億元；提取減值準備前之淨經營收入為港幣107.21億元，經營溢利為港幣40.45億元，稅後溢利為港幣34.77億元；平均總資本回報率為4.81%，平均總資產回報率為0.63%，淨利息收益率(NIM)為1.55%，特定分類或減值貸款比率為2.82%。

5. BUSINESS REVIEW

In 2024, global efforts to combat inflation were nearing an end. However, the escalation of geopolitical conflicts, the intensification of trade protectionism, sluggish economic recovery and increasingly fierce industry competition have become evident. Although major economies such as Europe and the United States have entered interest rate cutting cycle, the pace of their actions varied. Financing costs remained high, restricting credit growth, which pressured on the quality of the banking sector's assets. The Mainland economy has experienced a moderate recovery. In the second half of the year, following the introduction of a series of stimulus policies, the economic growth rebounded. However, the real estate market has not bottomed out, domestic demand continued to be weak, and inflation were relatively subdued. The growth rate of exports in Hong Kong has slowed since August 2024 due to external factors. Although local banks followed the United States' rate cuts starting in September 2024, helping to improve the real estate market sentiment, high interest rates continued to delay full recovery. Changes in consumer behaviour also posed challenges to local consumption.

Despite a challenging operating environment, the Group unswervingly promoted high-quality development and strategic implementation, achieving hard-earned operating results: operating income grew steadily and hit a new historical high, the business structure continued to be optimised, operational efficiency continued to improve, the unique characteristics of specialised market operations have been strengthened, the new IT system was successfully put into operation and operated smoothly, and the Bank was awarded the "Best Domestic Bank for SMEs in the Greater Bay Area" from *EuroMoney*.

Financial Review

As of the end of December 2024, the Group reported total assets of HK\$541,084 million; deposits from customers achieved HK\$394,416 million; gross advances to customers recorded HK\$268,532 million; the net operating income before impairment allowances amounted to HK\$10,721 million; the operating profit amounted to HK\$4,045 million; the profit after tax amounted to HK\$3,477 million; the return on average total equity was 4.81%; the return on average total assets was 0.63%; the net interest margin (NIM) was 1.55%; and the classified or impaired loan ratio of the Group was 2.82%.

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5. 業務回顧 (續)

業務回顧

個人銀行業務

截至2024年12月底，個人銀行業務提取減值準備前之淨經營收入為港幣25.18億元，按年上升2.56%，對全行經營收入增長構成有力支撐。本集團堅持圍繞客戶、產品、渠道打造特色化、差異化競爭優勢，加快由產品銷售向財富顧問轉型，收入結構更加優化。年內，依托一體化經營優勢，整合客群策略，深挖跨境金融服務需求，推動跨境客戶收益貢獻增長；持續完善財富客群矩陣，中高端服務品牌「南商理財」的客群數量邁上新台阶，私人銀行正式推出市場；進一步豐富投資產品貨架，投資及壽險業務均實現增長；持續豐富非金融服務內涵，致力成為客戶灣區生活管家；進一步完善一體化客戶服務模式，深化內地、香港和線上、線下渠道融合，南商手機銀行、e+App、網上銀行等電子渠道功能持續迭代升級，電子渠道核心客戶已平滑切換至新系統，透過數字化賦能業務發展。

5. BUSINESS REVIEW (Cont'd)

Business Review

Personal banking

As of the end of December 2024, net operating income before impairment allowances in Personal Banking amounted to HK\$2,518 million, increased by 2.56% year-on-year, providing strong support for the growth of the Bank's operating income. The Group adhered to forge its distinctive and differentiated competitive advantages on customers, products and channels, with accelerated transition from a product sales-oriented business to a wealth advisory services-oriented business, which has optimised its revenue structure. During the year, leveraging an integrated business model, the Group consolidated its customer segmentation strategies, and deeply explored the demand for cross-border financial services to increase revenue contributions from cross-border customers. The Group has continued to improve its wealth customer base. The customer base of NCB Wealth Management, the Group's mid-to-high-end personal banking brand, has reached a new level. Private Banking has officially launched on the market. The Group further developed its investment products, resulting in increased commission income from investment products and life insurance. It continued to enrich the content of non-financial services and was committed to becoming the life stewardship of customers in the Greater Bay Area. The Group further improved its integrated customer service model and deepened the integration of the Mainland, Hong Kong, online and offline channels. The functions of digital channels such as NCB Mobile Banking, e+App and Internet Banking continued to be upgraded. The core customers of digital channels have been smoothly migrated to the new system, empowering business development through digitalisation.

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5. 業務回顧(續)

業務回顧(續)

企業銀行業務

受有效需求不足等因素影響，企業銀行業務提取減值準備前之淨經營收入按年有所下降。面對嚴峻的經營環境，本集團聚焦業務結構優化，增強金融管家服務能力，年內企業銀行業務目標客群貸款規模佔比進一步提升。牽頭的本港銀團貸款金額實現雙位數增長，離岸對公人民幣貸款餘額以及綠色貸款、戰略新興產業貸款年末餘額均同比大幅度增長。推動跨境業務合作生態圈擴容升級，發揮香港國際資本市場優勢，落地多個具有南商特色的創新業務模式，其中「一帶一路」及跨境業務創新項目獲得香港中國金融協會頒發的「卓越跨境金融服務大獎」獎項。

5. BUSINESS REVIEW (Cont'd)

Business Review (Cont'd)

Corporate banking

Affected by factors such as insufficient effective demand, net operating income before impairment allowances in Corporate Banking decreased year-on-year. Faced with a challenging operating environment, the Group focused on optimising its business structure and enhancing its capabilities as a customers' financial stewardship. During the year, the proportion of the loans to target corporate customers further increased. The amount of the syndicated loans arranged in Hong Kong with the Group participating as a lead manager, experienced double-digit growth, and the year-end balance of offshore RMB loans to corporate customers, green loans and loans to strategic emerging industries all significantly increased year-on-year. The Group continuously expanded and upgraded its various cross-border business corporation ecosystems, and leveraged the advantages of Hong Kong's international capital market, which facilitated the launch of several innovative business models with NCB characteristics. Among which, innovation project supporting "Belt and Road" corporation and innovation project involving cross-border business both were awarded the "Excellence in Cross Border Financial Services Award" organised by the Chinese Financial Association of Hong Kong.

未經審核之補充財務資料 Unaudited Supplementary Financial Information

5. 業務回顧(續)

業務回顧(續)

財資業務

截至2024年12月底，財資業務提取減值準備前之淨經營收入為港幣39.42億元，按年上升14.72%。年內，主動應對市場變化，聚焦產品和業務創新，為客戶提供一站式跨境投融资、匯率及利率管理等差異化綜合服務，以無本金貨幣互換交易等創新業務，助力客戶降低融資成本和捕捉市場機遇。持續發揮集團協同效應，連同信達集團分、子機構和南商中國，落地多筆債券發行、存款證發行、跨境QDII美元理財等業務。深入踐行綠色金融理念，綠色債券持有規模同比實現大幅增長。債務資本市場業務發力利基市場，實現逆市而上，成交筆數和發債規模均較上年增長。參與多筆市場標桿項目，其中，作為聯席全球協調人參與發行的南洋商業銀行美元二級資本後償票據項目創下同期可比銀行同業境外二級資本工具發行的多個紀錄，業務能力備受市場認可，榮獲國際知名財經雜誌《亞洲銀行及財金》頒發「香港年度債券交易」和「香港年度綠色交易」兩項大獎。

5. BUSINESS REVIEW (Cont'd)

Business Review (Cont'd)

Treasury

As of the end of December 2024, net operating income before impairment allowances by Treasury amounted to HK\$3,942 million, increased by 14.72% year-on-year. During the year, the Group proactively responded to market changes, focusing on product and business innovations, providing customers with differentiated integrated services such as one-stop solutions for cross-border investment and financing, exchange rate and interest rate management, and helping customers reduce financing costs and capture market opportunities through innovative businesses such as cross currency swap without principal exchange. The Group continued to leverage group synergy effect and, together with Cinda Group's branches and subsidiaries and NCB China, launched several bond issuances, certificate of deposit issuances, cross-border QDII US dollar wealth management and other businesses. It actively promoted the concept of green finance, and the scale of green bond holdings has achieved significant year-on-year growth. In the debt capital markets, the Group strengthened its presence in niche segments, achieving growth in both transaction volume and bonds issuance scale compared to the prior year. The Group participated in many market benchmark projects. Among which, the NCB USD Tier 2 Subordinated Notes project, in which it participated as a joint global coordinator, set several records for the issuance of overseas Tier 2 capital instruments among comparable banks during the same period. The Group's business capabilities were highly recognised by the market and were awarded the "Debt Deal of the Year — Hong Kong" and "Green Deal of the Year — Hong Kong" organised by the internationally renowned financial magazine *Asian Banking & Finance*.

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Unaudited Supplementary Financial Information

5. 業務回顧(續)

業務回顧(續)

內地業務

面對內需不足、息差收窄、大行業務下沉等諸多挑戰，南商中國保持了業務規模的相對穩定，淨利潤實現大幅增長。南商中國以服務社會民生、服務實體經濟、服務國家戰略為著力點，做好「五篇大文章」，年末綠色貸款、戰略性新興產業貸款規模同比大幅提升，普惠小微貸款餘額保持增長，養老金融產品不斷豐富，科技金融榮獲中國人民銀行頒發的「2023年度金融科技發展獎」專項獎。同時，南商中國持續推進業務轉型，打造跨境及協同差異化競爭優勢，全力推進重點風險項目化解處置，推進集約化運營和科技賦能，不斷提升經營效率。

風險管理

本集團秉持審慎經營的風險理念，持續完善風險管理架構，全面落實監管要求，發揮「三道防線」在風險管理和防範方面的作用。動態評估內外部環境變化和影響，及時調整優化風險管理政策、制度和流程。本集團優化授信審批，嚴格落實客戶及項目准入要求。加強貸後監管，完成多項風險項目排查工作，不斷夯實資產質量。加大金融科技在風險管理中的運用，強化風險早期識別、糾正機制，提升風險管理能力和效率。強化全體員工風險意識，嚴守合規底線，培育良好企業文化。

2024年內，本集團加大存量歷史風險化解力度，積極探索不同化解渠道和途徑，大幅壓降高風險資產，處置一批不良資產，進一步築牢高質量發展基礎。

5. BUSINESS REVIEW (Cont'd)

Business Review (Cont'd)

Mainland Business

Faced with numerous challenges such as insufficient domestic demand, narrowing interest rate spreads, and more intensive competition from major banks, NCB China has maintained a relatively stable business scale and achieved substantial growth in net profit. NCB China focused on serving social livelihood, the real economy, and national strategies to fulfil the tasks regarding the development of technology finance, green finance, inclusive finance, pension finance, and digital finance. By year end, the scale of green loans and strategic emerging industry loans significantly increased year-on-year, the balance of inclusive loans continued to grow, and pension financial products continued to be enriched. NCB's technology finance won the special award of the "2023 Finance Technology Development Award" organised by the People's Bank of China. At the same time, NCB China is continuously advancing its business transformation by building cross-border and collaborative differentiated competitive advantages, while fully resolving and disposing of key risk projects. Additionally, the bank is constantly improving operational efficiency through intensive operations and technology empowerment to enhance its overall performance in a dynamic market environment.

Risk management

The Group adheres to a prudent risk management philosophy, continuously improving its risk management framework, fully implementing regulatory requirements and utilising the "three lines of defence" in risk management and prevention mechanism. The Group dynamically assessed internal and external environmental changes, promptly adjusting risk management policies, systems and procedures. The Group has optimised its credit approval processes, with strict client and project entry requirements enforced. The Group has also enhanced its post-loan monitoring and practiced a series of risky projects screening exercises to continuously strengthen the quality of its assets. The Group has increased the application of fintech in risk management, improving early risk identification, correction mechanisms, and over risk management efficiency. Employees were well trained to maintain compliance awareness, uphold corporate integrity and align with the corporate culture.

Throughout the year, the Group stepped up efforts to resolve historical high-risk exposures, actively explored diverse risk mitigation channels and solutions, and significantly reduced the percentage of high-risk assets, laying a solid foundation for high-quality development.

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Unaudited Supplementary Financial Information

5. 業務回顧(續)

業務回顧(續)

前景展望

展望2025年，外部環境更趨複雜嚴峻，地緣政治局勢仍然緊張，多國經歷重大選舉或政壇震盪後的影響將逐漸顯現，美國潛在關稅措施將加劇全球貿易保護主義，提高通脹回升風險，影響減息進程，給全球經濟增長帶來挑戰。中國內地在更加積極的財政政策和適度寬鬆的貨幣政策作用下，經濟有望保持一定增速，但復甦基礎仍待進一步穩固。

2025年是本集團「三五」戰略收官之年，更是「四五」藍圖築基之年。面對更具挑戰性的市場環境和更加激烈的行業競爭，本集團將堅定信心，以改革的勇氣、創新的思維著力補足短板、解決突出問題，努力完成全年經營目標；本集團將保持定力，堅持長期主義、久久為功，在差異化競爭中做強做優，推動高質量發展再上新台階。

5. BUSINESS REVIEW (Cont'd)

Business Review (Cont'd)

Outlook

Looking ahead to 2025, the external environment is expected to become more complex and challenging, the geopolitical tensions will remain high, and the impact of major elections and political turbulence worldwide will gradually unfold. Potential tariff measures from the United States may exacerbate global trade protectionism, increasing inflation risks and affecting the pace of interest rate cuts, posing challenges to global economic growth. With the help of a more proactive fiscal policy and an appropriately accommodative monetary policy, the Mainland economy is expected to maintain a certain level of growth, but the foundation for recovery will still need to be further consolidated.

2025 marks the final year of the Group's "Third Five-Year" strategy, and serves as the foundation year of its "Fourth Five-Year" blueprint. Facing a more challenging market environment and intensifying industry competition, the Group will remain confident, tackle weaknesses with the courage to reform and innovative thinking, and address key challenges to achieve its annual operational goals. The Group will maintain its strategic focus, adhere to long-termism, strengthen its differentiated competitive advantages, and elevate high-quality development to new heights.