

## FINANCIAL REVIEW

### Financial Performance

2002 was a very challenging year, both for Hong Kong and for the BEA Group. Despite record low local interest rates, there was little improvement in the economic environment. The unemployment rate remained high, and ongoing deflation, further declines in the property market, and the growing incidence of personal bankruptcies, seriously affected the banking industry's asset quality, loan business and profit growth.

In the face of this difficult banking environment, BEA recorded a 3.8% growth in total operating income to HK\$5,408 million and 7.2% growth in operating profit before provisions to HK\$2,521 million for the year ended 31st December, 2002. However, an increase in the net charge for bad and doubtful debts resulted in a decline in profit attributable to shareholders of 19.5% to HK\$1,288 million.

Due to a narrowing of the net interest margin and the inactive loan market, net interest income decreased by HK\$151 million. Non-interest income increased by HK\$347 million, or 28.2%, when compared with 2001, due mainly to the contribution of acquisitions made in recent years and diversification of fee based income sources. As a result, total operating income increased by HK\$196 million, or 3.8%, from HK\$5,212 million in 2001 to HK\$5,408 million in 2002.

Total operating expenses increased slightly by 0.9% over the corresponding figure for 2001 to HK\$2,887 million. The increase was mainly due to the inclusion of the operating expenses of newly acquired subsidiaries in the consolidated accounts. If these were excluded, the operating expenses would show a decline of 3.0%. The cost to income ratio decreased from 54.9% in 2001 to 53.4% in 2002, reflecting BEA's keen determination to reduce costs.

Operating profit before provisions was HK\$2,521 million for the year ended 31st December, 2002, an increase of HK\$170 million or 7.2% over the HK\$2,351 million attained in 2001, demonstrating BEA's good performance in its core banking business.

The sharp rise in credit card and consumer loan defaults was a serious problem that affected the entire banking industry during 2002. The net charge for bad and doubtful debts increased by HK\$379 million, or 87.6%, compared to 2001, to HK\$811 million. This increase was mainly due to the deterioration in asset quality on credit card and consumer finance loans. Non-performing loans dropped to 2.9% from 3.1% at the end of the previous year.

## 財務回顧

### 財務表現

對香港和東亞銀行集團而言，2002年仍然是充滿挑戰的一年。雖然本地利率已處於歷史性低位，但亦無助改善本港的經濟環境。失業率持續高企，通縮情況仍然惡劣，地產市道復進一步下跌，加上個人破產數字屢屢上升，這種種因素均嚴重影響銀行業的資產素質、貸款業務以及盈利的增長。

面對如此困難的經營環境，東亞銀行於截至2002年12月31日止的年度內，經營收入總額達港幣5,408,000,000元，上升3.8%；未扣除準備的經營溢利則為港幣2,521,000,000元，增加了7.2%。然而，由於壞賬及呆賬支出增加，導致股東應佔溢利下跌19.5%，至港幣1,288,000,000元。

由於淨息差持續收窄，貸款市場需求疲弱，使淨利息收入下跌港幣151,000,000元。與2001年比較，非利息收入卻增加港幣347,000,000元，上升28.2%；這主要是由於本集團在最近數年作出各項收購，以及致力拓展費用收入來源帶來的盈利貢獻所致。因此，經營收入總額由2001年的港幣5,212,000,000元，上升至2002年度的港幣5,408,000,000元，共增加港幣196,000,000元，升幅為3.8%。

經營支出總額較2001年的數字稍微上升0.9%，至港幣2,887,000,000元。支出增加主要是由於本行將新收購的附屬公司之相關經營支出計入綜合賬項內。如撇除此等支出，本行的經營支出實際上減少了3.0%。至於成本相對收入之比率則由2001年的54.9%，下降至2002年的53.4%，再次反映本行致力控制成本的決心。

於截至2002年12月31日的年度內，未扣除準備之經營溢利達港幣2,521,000,000元，較2001年錄得的港幣2,351,000,000元增加了港幣170,000,000元，上升7.2%，顯示本行的核心銀行業務有良好的表現。

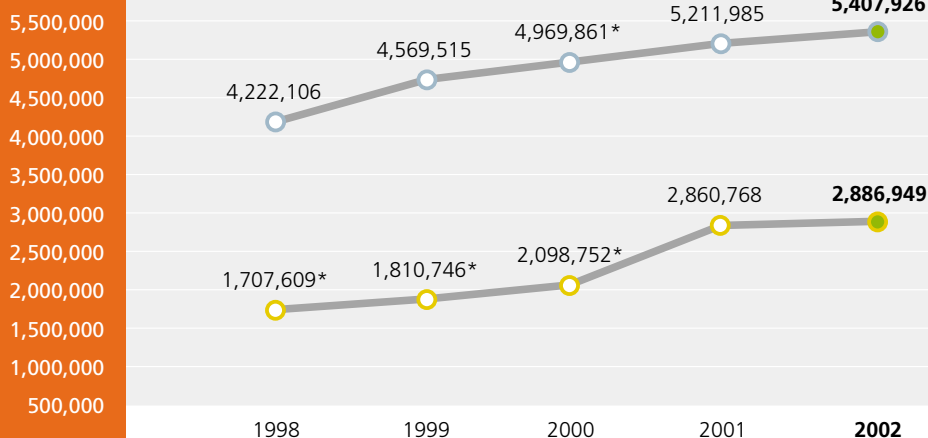
然而，年內信用卡和私人貸款壞賬激增的嚴重情況，對整個銀行業影響至深。東亞銀行的壞賬及呆賬支出相對2001年增加港幣379,000,000元，即87.6%，達港幣811,000,000元。呆壞賬增加主要是由於本行信用卡和私人貸款的資產素質轉壞所致。不履行貸款比率則由2001年度的3.1%，進一步跌至2.9%。

### OPERATING INCOME VS OPERATING EXPENSES

#### 經營收入及經營支出

● Operating Income 經營收入      ● Operating Expenses 經營支出  
\* Restated due to changes in accounting policies \* 因會計政策變更而重報

HKD'000  
港幣千元



Due to the higher bad and doubtful debt charges, operating profit after provisions recorded a drop of 10.9% to HK\$1,710 million.

BEA's branch rationalisation programme was pursued with vigour during 2002, in order to enhance the efficiency of the branch network. A number of branches were either closed or relocated to better locations. As a result, there was a loss on disposal of fixed assets of HK\$31 million for the year.

In 2002, BEA conducted an exercise to value all investment properties at open market value. As a result, there was a total revaluation loss on investment properties of HK\$92 million recorded in 2002.

Share of profits less losses from associates turned from a net loss of HK\$13 million in 2001 to a net profit of HK\$33 million in 2002, reflecting the improved performance of associates. After taking into account a decrease of 4.8% in taxation and an increase of 118.5% in minority interests, profit attributable to shareholders was HK\$1,288 million, a 19.5% decrease over the HK\$1,600 million of the previous year.

### Financial Position

Total assets of the BEA Group were HK\$185,243 million at the end of 2002, 1.9% up from HK\$181,765 million at the end of previous year. Advances to customers grew by 0.2% to HK\$108,409 million, where the growth was mainly from the Mainland and international markets. Other investments in securities also rose, with funds redeployed from lower yielding short-term loans.

BEA continued to focus on controlling funding costs during the year. Total deposits increased by 1.5% to HK\$151,939 million, with customer deposits up 0.6% at 31st December, 2002. Demand deposits and current accounts grew by HK\$807 million, or 12.9%, to HK\$7,045 million at year-end 2002, as compared with HK\$6,238 million at the previous year-end. Savings deposits increased from HK\$23,728 million in 2001 to HK\$27,769 million, reflecting customers' preference for relatively more liquid investments in the current low interest rate environment. Time deposits at year-end 2002 stood at HK\$106,848 million, down by HK\$4,003 million or 3.6% when compared with the balance at the previous year-end.

During the year, BEA issued certificates of deposit totalling US\$560 million and HK\$3,235 million, respectively. The Bank redeemed certificates of deposit amounting to US\$953 million upon maturity, and repurchased its own certificates of deposit amounting to US\$8 million.

Also, BEA issued discounted certificates of deposit totalling HK\$519 million and US\$90 million, respectively, and made repurchases totalling HK\$3 million during the year.

In September 2002, BEA repurchased convertible bonds amounting to US\$25 million and rolled out its first series of retail callable certificates of deposit. BEA issued retail callable certificates of deposit with a total value of HK\$400 million during the year.

At the end of December 2002, the face value of the outstanding debt portfolio was HK\$10,439 million, with the carrying amount equal to HK\$10,277 million.

After taking into account all debt instruments issued, the loan-to-deposit ratio was 71.3%, being 1.0% lower than the 72.3% reported at the end of 2001.

As at 31st December, 2002, shareholders' fund stood at HK\$18,875 million, an increase of HK\$627 million or 3.4% when compared with HK\$18,248 million of 2001.

由於年內的壞賬及呆賬支出上升，本行已扣除準備之經營溢利減少10.9%至港幣1,710,000,000元。

東亞銀行在2002年全力推行分行優化計劃，該計劃旨在提升分行的營運效率。年內，本行已將若干分行關閉，或將之遷移至更有利的地點。因此，本行在出售部分固定資產錄得了港幣31,000,000元的虧損。

在2002年，本行就所有投資物業按公開市場值進行了全面的評估，結果為2002年內本行在投資物業錄得了總共港幣92,000,000元的重估虧損。

應佔聯營公司的溢利減除虧損，則由2001年的淨虧損額港幣13,000,000元，轉至2002年度錄得淨溢利港幣33,000,000元，顯示聯營公司的業績續有改善。在計入稅項減少4.8%，以及少數股東權益上升了118.5%的因素後，東亞銀行集團在2002年的股東應佔溢利為港幣1,288,000,000元，比較對上年度的港幣1,600,000,000元，共下跌19.5%。

### 財務狀況

東亞銀行集團於2002年年底的資產總額，由2001年的港幣181,765,000,000元，增加1.9%至港幣185,243,000,000元。本行於年底的客戶貸款增加了0.2%至港幣108,409,000,000元。貸款增長主要是源自中國內地及國際市場。此外，本行將資金由收益較低的短期貸款投放至回報較高的用途，故此其他證券投資亦告上升。

2002年內，本行繼續集中控制資金成本。在2002年12月31日，存款總額增加1.5%至港幣151,939,000,000元，而客戶存款則上升了0.6%。於年底，活期存款及往來賬戶存款增加了港幣807,000,000元，即上升12.9%至港幣7,045,000,000元，相較2001年年底則為港幣6,238,000,000元。儲蓄存款由2001年的港幣23,728,000,000元，增至港幣27,769,000,000元，反映客戶在目前的低息環境下，仍然喜歡選取資金流動性較高的投資方法。於2002年年底，存放於本行的定期存款為港幣106,848,000,000元，比較上年度的同日結存減少港幣4,003,000,000元，減幅為3.6%。

本行在2002年內分別發行總值560,000,000美元及港幣3,235,000,000元的存款證，並於年內贖回953,000,000美元已到期之存款證，及購回其8,000,000美元存款證。

此外，本行在2002年內分別發行總值港幣519,000,000元及90,000,000美元的貼現存款證，並於年內購回總值港幣3,000,000元的貼現存款證。

在2002年9月，本行購回其25,000,000美元可換股債券，及首次推出零售可贖回存款證。於年內，本行合共發行了港幣400,000,000元零售可贖回存款證。

於2002年年底，本行的債務組合總額面值為港幣10,439,000,000元，其賬面值則為港幣10,277,000,000元。

在計入所有已發行的債務工具後，本行的貸款對存款比率為71.3%，較2001年年底的72.3%下降1.0%。

於2002年12月31日，股東資本為港幣18,875,000,000元，比較2001年同日數字港幣18,248,000,000元增加了港幣627,000,000元，即上升3.4%。

## Maturity Profile of Debts Issued

(All expressed in millions of dollars)

	Currency	Total Face Value	Year of Maturity			
			2003	2004	2006	2007
<b>Floating Rate Certificates of Deposit</b>						
Issued in 2001	HKD	1,000	1,000			
Issued in 2002	HKD	3,235	2,135	1,100		
Issued in 2002	USD	560	560			
Total	HKD	4,235	3,135	1,100		
Total	USD	560	560			
<b>Fixed Rate Certificates of Deposit</b>						
Issued in 1999	HKD	100		100		
<b>Discounted Certificates of Deposit</b>						
Issued in 2002	HKD	516			516	
Issued in 2002	USD	90				90
<b>Convertible Bonds</b>						
Issued in 1996	USD	15	15			
<b>Retail Callable Certificates of Deposit</b>						
Issued in 2002	HKD	400				400
<b>Total Debts issued in HKD equivalent</b>		<b>10,439</b>	<b>7,622</b>	<b>1,200</b>	<b>516</b>	<b>1,101</b>

## Risk Management

BEA has established comprehensive risk management procedures that enable it to identify, measure, monitor and control the various types of risk it faces, and, where appropriate, to allocate capital against those risks. All risk management policies have been approved by the Board of Directors. Risk management mechanisms have been established at different levels throughout the Group. This is supplemented by active management involvement, effective internal controls and comprehensive audits in the best interests of BEA.

## OPERATIONS REVIEW

## IMPROVEMENT TO OPERATIONS

## Relocating Back Office Functions to the Mainland

BEA has set up an operations centre in Guangzhou to handle selected back office functions for the Group. This centre commenced operation in October 2002, and at present is handling data input and processing. BEA will relocate additional back office functions to the Guangzhou centre in the years ahead.

## Office Centralisation

In June 2002, BEA entered into an agreement for the purchase of 406,660 sq.ft. at "Millennium City 5", a proposed new building to be erected in Kwun Tong, with the aim of centralising most supporting operations of the Bank. The consideration was HK\$1,333,844,800 (subject to final adjustments and is inclusive of stamp duty). Office centralisation will help BEA reduce the cost of its operations in the medium term and will contribute to the growth of the Bank in the long term by facilitating the introduction of new technology and work methods.

## 已發行債務證券之年期

(以百萬元位列示)

	貨幣	總面值	到期年份			
			2003	2004	2006	2007
<b>浮息存款證</b>						
於2001年發行	港幣	1,000	1,000			
於2002年發行	港幣	3,235	2,135	1,100		
於2002年發行	美元	560	560			
合共	港幣	4,235	3,135	1,100		
合共	美元	560	560			
<b>定息存款證</b>						
於1999年發行	港幣	100		100		
<b>貼現存款證</b>						
於2002年發行	港幣	516		516		
於2002年發行	美元	90				90
<b>可換股債券</b>						
於1996年發行	美元	15	15			
<b>零售可贖回存款證</b>						
於2002年發行	港幣	400				400
<b>所有已發行債務證券(相等於港幣)</b>		<b>10,439</b>	<b>7,622</b>	<b>1,200</b>	<b>516</b>	<b>1,101</b>

## 風險管理

東亞銀行已建立一套完善的風險管理程序，以識別、衡量、監察及控制本行所承受各類風險，並於適當的情況下分配資本以抵禦該等風險。所有風險管理政策均經過董事會審核。集團內各業務層面已建立風險管理機制，並配合管理層的適當參與、有效的內部控制及完善的稽核以確保本行最大的利益。

## 業務回顧

提升運作環境，配合業務發展

### 後勤工序北移

東亞銀行已在廣州設立一後勤中心，處理本集團部分後勤工序。該中心已於2002年10月開始運作，現階段以處理資料輸入及整理為主。本行將於未來數年繼續將更多的後勤工序移往該中心處理。

### 集中支援業務辦公室計劃

2002年6月，東亞銀行簽訂了一項協議，購入位於觀塘將建成的「創紀之城第5期」共406,660平方呎的物業，旨在配合集中大部分支援業務的計劃。有關交易的代價為港幣1,333,844,800元(有待最後調整作準，並已包括印花稅)。透過引入最新技術和工作流程，此辦公室集中計劃在中期而言有助本行減低運作成本，長遠來說更有助本行繼續增長。



The opening of the first SupremeGold Centre marked a major step in BEA's programme to develop premium banking services.  
首間顯卓理財中心開業，標誌著本行在發展尊貴理財服務上踏出重要一步。

## PERSONAL BANKING

### Branch Distribution

In June 2001, BEA launched the Branch Transformation Project with a view to exploiting the sales potential of its branch network. The Project was rolled out to all branches in phases, with the final phase completed by the end of 2002. The overarching aim of this exercise was to increase sales of Bank products through the branch network, and results to date have been encouraging.

- A new branch design concept has been developed to project a modern image for the Bank, and to enlarge the sales area in the banking hall so as to enable sales staff to serve customers more efficiently. This new design concept has been successfully implemented in selected branches. More branches will be renovated to the new standard in coming years.

- Elimination, centralisation, streamlining and automation of operating procedures are continuously implemented to save operating costs and free more staff to perform sales activities.
- A performance reward system has been introduced to encourage branch staff to take a pro-active role to solicit more banking business.

BEA continued to rationalise its branch network in the past year.

- A total of 23 branches (either with low business potential or over-represented in the same district) were closed and merged with nearby branches with better locations.
- A new Branch at Olympian City was opened in October, to serve this important new commercial complex and transport hub.
- The Bank will continue to relocate more branches from areas with less potential to sites with desirable strategic locations, bringing in more business and serving customers better.

To encourage long term rather than transactional banking relationships with customers, SupremeGold Service was launched in December targeting customers with deposits of not less than HK\$500,000 or equivalent.

- SupremeGold provides one-stop personalised banking services. A Relationship Manager is assigned to each SupremeGold Member to enhance the banking relationship.
- SupremeGold Centres offering an exclusive environment will be opened at selected branches. The first SupremeGold Centre at Tsim Sha Tsui Branch was opened in December 2002. A second one was opened at Mongkok Branch in January 2003. By the end of 2003, a total of 10 SupremeGold Centres will be rolled out at selected branches.

### Cyberbanking

During 2002, BEA further widened the service scope of Cyberbanking by offering Market Express, Scheduled Instruction of Funds Transfer and Bill Payment, and Online Insurance Services. In addition, Cyberbanking was made available to all BEA credit card holders. In October 2002, Cyberbanking was awarded the "Web Care Award" for providing a barrier-free web site to the Internet community. Also, Cyberbanking – MyCyberWorld was awarded "Asian Banker Retail Product Excellence Award" under "The Asian Banker Excellence in Retail Financial Services Awards 2002".



## 個人銀行業務

### 分行業務

自2001年6月起，本行開始推行「分行轉型計劃」，以開拓及發揮分行的潛在銷售能力。這計劃分階段在所有分行進行，最後階段已於2002年年底完成。「分行轉型計劃」的首要目標是要透過分行網絡增加銀行產品的銷售額，推行至今已取得理想的銷售成績。

- 本行改變了分行的設計，為分行注入現代化的鮮明形象，並且擴闊分行大堂內用於銷售服務的空間，加強分行銷售人員的服務及銷售效率。本行已於若干分行成功推行這全新的設計概念，未來數年會將這新的概念陸續推展至更多分行。
- 本行繼續透過推行減省日常工序、中央操作處理、簡化流程及自動化方式，從而讓更多前線員工可專注於銷售及推廣產品的工作，同時亦有助節省運作成本。
- 為配合推動銷售業務，本行已推行分行員工「銷售獎勵計劃」，鼓勵分行員工爭取更佳的销售成績。

上年度，本行繼續進行分行網絡優化計劃。

- 本行共有23間分行關閉，並與鄰近位置更佳的分行合併。該等被關閉的分行均為業務機會較遜，或在地區內與其他分行重疊。
- 於10月，本行在奧海城開設了一新分行，特別針對該區全新的商業中心和交通樞紐之特點，為客戶提供完善的銀行服務。
- 本行將會繼續檢討各分行的位置及分布，將業務機會較遜的分行遷至更具策略性的理想位置，令分行能夠拓展更多業務機會，及為客戶提供更佳服務。

另一方面，為超越與客戶一般的純銀行交易服務，強化與他們的長遠良好關係，本行已於2002年12月推出「顯卓理財」服務。此服務專為理財總值不少於港幣500,000元或等值之客戶而設，為他們提供優越的理財服務。

- 「顯卓理財」提供一站式的個人銀行及理財服務，每名顯卓理財客戶均會由指定的客戶經理提供貼身的個人銀行服務，全面照顧其理財需要。
- 首間顯卓理財中心已於2002年12月在尖沙咀分行開業，為顯卓理財客戶提供優雅及舒適的環境；於2003年1月亦已在旺角分行增設另一理財中心。本行將會陸續在其他選定的分行設立顯卓理財中心，並計劃在2003年年底前設立10間顯卓理財中心，為客戶提供優質的理財服務。

### 電子網絡銀行服務

於2002年，本行電子網絡銀行服務進一步拓展服務範圍，推出更多嶄新的功能，包括提供市場快訊、轉賬及



繳費預設指示，以及全面的網上保險服務。同時，電子網絡銀行服務已推廣至本行所有信用卡客戶。電子網絡銀行服務更因設有無障礙的特點，方便更多互聯網社羣使用，在2002年10月獲頒「無障礙優異網站獎」。此外，電子網絡銀行服務內的 MyCyberWorld，最近更榮獲「The Asian Banker 2002零售金融服務卓越大獎」(The Asian Banker Excellence in Retail Financial Services Awards 2002)中的「Asian Banker 2002零售產品卓越獎」(Asian Banker Retail Product Excellence Award)。



Branches have been renovated following BEA's new design concept, and sales areas in the banking hall enlarged to allow sales staff to serve customers more efficiently.

本行採用全新的分行設計，並逐步將分行大堂內用於銷售服務的空間擴闊，以加強分行銷售服務及效率。



### Customer Relationship Management System

BEA successfully implemented Stage 2 of the Customer Relationship Management System in 2002. The Bank is now in a better position to carry out segmentation studies and implement effective pricing strategies to boost profitability.

Sun Hung Kai Properties  
新鴻基地產



In addition to tailor-made mortgage products for the secondary market, BEA has actively participated in a number of major primary market projects, providing a comprehensive mortgage loan service. 除了推出切合二手市場的按揭產品外，本行亦有積極參與多個主要的一手樓盤項目，為客戶提供全面的按揭貸款服務。

### Property Loans

In the face of the stagnant property market and fierce market competition for mortgage loan business, BEA sought out niche markets with potential for higher returns.

Several new products were introduced to cater for customers with unique financial needs. In June, BEA launched the "URA Bridging Loan Scheme", to meet the requirements of homeowners affected by the Urban Renewal Authority's redevelopment projects. In July, BEA participated in the Home Owner Mortgage Enhancement Programme of Hong Kong Mortgage Corporation ("HKMC") and introduced the "140% Mortgage Plan for Homeowners in Negative Equity". At year-end, BEA pioneered the "Free of Premium Mortgage Plan" to provide to homeowners a one-stop loan service with a loan-to-value ratio as high as 90% for loans made under the Mortgage Insurance Programme of HKMC.

### Consumer Loans

In response to the challenges posed by the soaring bankruptcy rate and the problem of bad loans within the banking industry, BEA has striven to maintain good asset quality by strengthening its credit control policies and procedures. Weak consumer sentiment has depressed the demand for consumption-related loans. To capture loan business in this difficult environment, BEA has launched tailor-made loan programmes targeting good quality customers with specific loan objectives, as well as inviting re-borrowing from existing customers with sound repayment records.

### Credit Cards

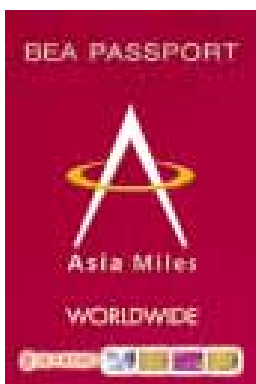
The sharp rise in credit card bad debt during 2002 has had a severe impact on the credit card business in Hong Kong. BEA has taken several actions to minimise its potential loss under these difficult conditions. The Bank's credit policy has been refined. Responsive credit underwriting measures were taken to maintain the quality of the credit portfolio. Although the overall economic situation is unlikely to improve significantly in the short-term, these precautionary measures will help in reducing the level of bad debt suffered by the Bank.

The Bank has explored appropriate strategies to further develop its card business in the current business environment. BEA has enhanced the range of benefits offered to cardholders; most significantly, BEA became a member of the Asia Miles programme at the beginning of the year. Two new co-branded card programmes were launched during the year, the Hong Kong Professional Teachers' Union VISA Card and the Hong Kong Racehorse Owners Association VISA PLATINUM Card. Through these customer-focus programmes, the Bank aims to create a positive image in the market so as to attract customers with a higher profit potential.

### Bancassurance

The Children Education Fund Sponsorship Programme was held for a second year in April 2002. Three families, all of whom won the Most Resembled Parent-Child Photo Competition in public voting by readership of the *Ming Pao*, were each awarded a Children Education Fund in the form of an Education Insurance Policy. This contest attracted a high number of applicants and has proven very effective in raising the profile of BEA's bancassurance offerings.

"EnsuroPro" - the range of bancassurance products available for individuals was expanded during the year with the launch of the "Dear Lady Insurance" Plan in October 2002. To meet the increasing insurance needs of small and medium-size enterprise (SME) clients, two bancassurance products designed specifically for this market segment were launched in 2002.



### 客戶關係管理系統

本行已於2002年成功實施了「客戶關係管理」系統的第二階段。本行現已更加準備就緒，進行深入的客戶分層研究和制定更有效的定價策略，從而進一步提升盈利效益。

### 樓宇按揭貸款

在物業市場淡靜及業內按揭業務競爭激烈的情況下，東亞銀行致力發展具潛力的專對性市場領域，以求取得更佳的回報。

為迎合客戶的特別財務需要，本行推出了數個全新的按揭產品。於2002年6月，配合市區重建局的重建計劃，東亞銀行特別為受影響的業主提供「市區重建過渡貸款」，以解決其財務需要。7月份，本行參與了由香港按揭證券公司推出的「負資產按揭保險計劃」，並提供「負資產140%按揭計劃」。於年底，東亞銀行率先推出了「零保費九成按揭計劃」，為香港按揭證券公司之按揭保險計劃的客戶，提供一站式及貸款額最高達樓宇估值90%的貸款服務。

### 私人貸款

破產個案及壞賬率持續上升，使整個銀行業的經營環境充滿挑戰，然而東亞銀行卻能透過加強其信貸監控政策和程序，致力維持良好的資產素質。與此同時，在市民消費意欲下降的影響下，對消費貸款的需求持續疲弱。面對如此困難的營商環境，本行亦成功地推出了一連串切合客戶所需的私人貸款計劃，進一步吸納有特定貸款用途的優質客戶，同時鼓勵還款紀錄良好的現有客戶循環再借。

### 信用卡業務

2002年，香港的信用卡市場一直受壞賬上升所影響。在此困難的經營境況下，東亞銀行已採取若干措施，盡量減低可能的虧損，例如本行已修訂有關的信貸政策，亦已採納相應的信貸審批措施，以維持信貸組合內良好的資產素質。雖然短期內整體的經濟情況未可能獲重大改善，但這些預防措施將有助本行減少壞賬。

業務拓展方面，本行仍能因應目前的經營環境，以適當的策略開拓信用卡業務的商機。本行致力為現有的信用卡客戶提供更多專享優惠，當中最重要，是本行已在2002年初成為「亞洲萬里通」計劃的會員機構，為信用卡客戶提供此特有優惠。年內，本行又推出了兩張新的聯營卡，分別是香港教育專業人員協會VISA卡及香港馬主協會VISA白金卡，以廣納優質的信用卡客戶。

本行藉著這些以客為尊的推廣活動，可建立正面的市場形象及吸引更多優質客戶。

### 銀行保險業務

本行在2002年4月第二度舉辦「寶寶安心保」教育基金資助計劃。這次計劃以「寶寶親子餅印大比拼」攝影比賽的形式進行，共送出三份「寶寶安心保」教育基金保單予三個在《明報》讀者公開投票下選出的家庭。這次比賽反應非常熱烈，大大提高了「安心保」產品在市場的名度。

2002年10月，本行推出「至愛女性安心保」計劃，至此「安心保」已建立了整系列的個人保險產品。而為滿足中小企客戶對保險服務的需求，年內，本行亦推出了兩項團體保險產品，廣受市場注意。



BEA joined hands with the Hong Kong Professional Teachers' Union to introduce the HKPTU VISA Card.

本行與香港教育專業人員協會攜手推出「香港教育專業人員協會VISA卡」。



BEA launched the Hong Kong Racehorse Owners Association VISA PLATINUM Card together with the Hong Kong Racehorse Owners Association.

與香港馬主協會合作推出「香港馬主協會VISA白金卡」。

### Blue Cross Insurance

In recognition of its service record, Blue Cross was re-appointed as one of the insurance carriers for the Voluntary Medical Insurance Scheme for Civil Servants in July 2002. In September 2002, Blue Cross secured a major new contract from the Hong Kong Professional Teachers' Union to be the exclusive medical insurer for the Union's voluntary medical insurance scheme.

Blue Cross continues to enhance its product delivery systems and customer support initiatives. In 2002 Blue Cross launched the SuperCare online service. This innovative online tool enables Blue Cross customers to access their personal claims information and the medical providers network online.

In early January 2003, Blue Cross launched an innovative insurance sales system to assist travellers to China. The Intelligent Insurance Machine, the first of its kind in Hong Kong, is a state-of-the-art electronic kiosk that allows travellers to purchase Blue Cross China Travel Accident Insurance instantly at most KCRC East Rail stations.

Blue Cross was invited by the China Insurance Regulatory Commission in December 2002 to make a formal application to establish a representative office in Shanghai. It is anticipated that the Blue Cross Shanghai Representative Office will be opened in 2003.

Blue Cross recorded a growth of 28% in premium income to HK\$604 million in 2002. Life insurance business grew at a rate of 181% and non-life insurance at 12%.

### CORPORATE BANKING

#### Corporate Lending and Syndication

As one of the key lenders in the local syndicated and corporate lending market, the Bank has had an active year in 2002 arranging and underwriting syndicated deals for large corporate customers. In addition, a more pro-active role has been taken in soliciting business from high quality medium-sized companies by providing structured facilities on a bilateral basis.

Encouragingly, the asset size of corporate and syndicated loans grew by 13%, compared with the level as of 31st December, 2001. In particular, the Bank assumed the role of Co-ordinating Arranger or Lead Manager for several significant deals, including two HK\$5,000 million syndicated loan facilities to PCCW-HKT Telephone Limited, a HK\$3,500 million syndicated loan facility to Western Harbour Tunnel Company Limited and a HK\$1,320 million syndicated facility to HKR International Limited.

The Bank will continue to maintain its active role in the lending market by engaging in high quality and return-justified deals.

#### Commercial Lending

In view of the gloomy economic conditions throughout 2002, the Commercial Lending Department stepped up programmes aimed at promoting its business:

- Mail Drop Programme – To promote trade finance service to corporate customers by mail drop.
- Bonus System Programme – Launched in April 2002 for selected customers for a trial period of six months. The programme aimed at increasing the utilisation of the granted credit facility by means of concession on commission subject to the fulfilment of certain conditions. As the result was satisfactory, the programme was expanded in November 2002.
- Programme for Tradelink – By offering exclusive banking privileges to Tradelink customers on trade finance and SME loans, BEA has successfully promoted its recently launched Corporate Cyberbanking platform.
- A new product, the Export Loan Programme, was launched in December 2002 to provide working capital finance to customers.

### 藍十字保險

藍十字保險在2002年7月再次獲政府委託承辦「公務員自願參與醫療保險計劃」；在9月更成功接辦了香港教育專業人員協會為其會員而設的自願參與醫療保險計劃。

藍十字保險不斷引入先進方法，以加強產品的銷售渠道和改善客戶支援服務，在保險市場佔有領導地位。2002年內，成功推出 "SuperCare" 服務，透過這項嶄新的網上資訊工具，讓客戶在任何時間及地點，均可以查詢個人的索償紀錄及藍十字醫護網絡的資料。

2003年1月上旬，藍十字保險繼續積極引進創新科技，革新保險服務，成功引入全港第一部的「保險機」。設在九鐵東鐵大部分沿線車站的「保險機」，以全自動化方式，售賣藍十字的「中國旅遊"啲"意外保險」，為往返中國內地的旅客，提供方便、快捷、經濟的保險服務。

中國保險監督管理委員會在2002年12月向藍十字保險發出正式申請文件，藍十字在上海設立代表處的工作邁進一大步，預計該代表處可於2003年內正式成立。

藍十字保險於2002年錄得總保費收入共港幣604,000,000元，增長達28%。在發展人壽保險業務上繼續取得驕人的成績，以保費收入計算，增幅高達181%；非人壽保險的保費收入則上升12%。

### 企業銀行業務

#### 企業及銀團貸款

作為其中一間主要貸款銀行，東亞銀行在2002年為大型企業客戶安排及包銷銀團貸款採取了積極進取的態度。年內，本行又致力爭取更多優質的中型客戶，為他們提供切合其特別需要的雙邊貸款。

在過去一年間，本行的企業及銀團貸款資產較2001年度錄得13%的增長，成績令人鼓舞。在此等貸款項目當中，本行更分別擔任香港電話有限公司兩項港幣5,000,000,000元銀團貸款、香港西區隧道有限公司港幣3,500,000,000元銀團貸款，以及香港興業國際集團港幣1,320,000,000元銀團貸款的安排行或牽頭銀行。

今後本行將繼續積極參與高素質及具理想回報的融資項目，並不斷提升我們的產品及服務水平，以滿足眾多企業客戶的不同需要。

#### 工商業貸款

在經濟不景的情況下，工商業貸款部在2002年推出或參與了以下計劃，提供完善及高效率的貿易融資服務：



Collaboration with Tradelink – BEA Corporate Cyberbanking customers can use Tradelink's Digi-Sign ID Cert to authenticate banking transactions online.

透過與貿易通合作，讓本行企業電子網絡銀行服務的客戶可使用 Digi-Sign 的身份數碼證書核實身份，在網上處理銀行財務。

- 郵寄宣傳冊予工商客戶，以宣傳及推廣本行的貿易融資服務。
- 於4月份，向特選客戶推出「獎賞計劃」，為期6個月。該計劃目的在提高信貸額度的使用率，若客戶能符合若干條件，即可就其已獲批核的信貸額度獲得特別佣金扣減。由於在是次推廣計劃中，成績令人滿意，本行於11月份再度推出獎賞計劃。
- 與貿易通攜手推動電子商貿。東亞銀行為貿易通的客戶提供貿易融資、中小型企業貸款的特別優惠，並成功向該等客戶推介本行新推出的企業電子網絡銀行服務。
- 於12月份推出新產品「出口貸款」計劃，為客戶提供營運資金的融資服務。



Blue Cross tapped technology to introduce the innovative Intelligent Insurance Machine.

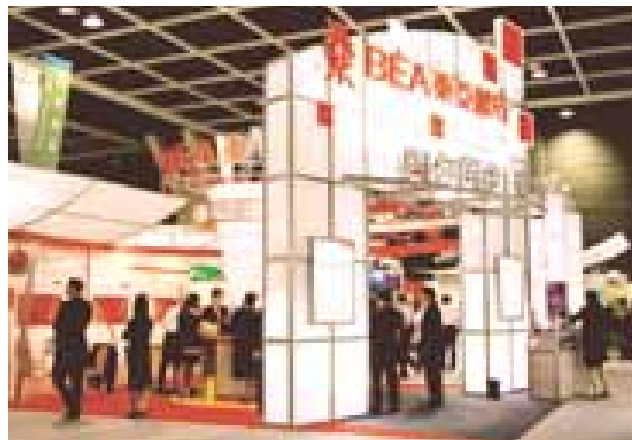
藍十字引進創新科技，引入全港首部「保險機」。



### Community Lending

BEA launched the Corporate Tax Loan Programme during 2002, specifically to address the financial needs of SMEs. Results were in line with expectations, with a proactive marketing effort directed to specific industries, including I.T., logistics and electronics, to capture new business opportunities for the Bank.

In addition, the Bank's reputation as a lender to the SME sector was enhanced through its active participation in the formulation and drafting of the guide "Information Checklist for Unsecured Loan Application", initiated and released by the Trade and Industry Department.



BEA actively participates in the government-run SME business development programmes to promote sound financial management to SMEs.

本行積極參與政府為推動中小企業務發展的各項活動，向中小企客戶推廣全面的融資服務。



### Securities Lending

The local stock market suffered from low trading volume in 2002. BEA has taken advantage of the market fall-out to successfully re-position itself to play a more active role in supporting local stock trading. During the year, BEA successfully served as Receiving Bank for a number of major IPO projects, including BOC Hong Kong (Holdings) Limited and China Telecom Corporation Limited. The Bank will continue to play an important role as a lending bank as well as a service provider within the local securities market.

### Bank of East Asia (Trustees) Limited

#### Mandatory Provident Fund

Bank of East Asia (Trustees) Limited is one of two approved trustees under the Mandatory Provident Fund ("MPF") Schemes Ordinance to offer both the Master Trust Scheme and Industry Scheme in Hong Kong. By providing professional one-stop MPF services, covering trustee, scheme administration, custody and investment management services, BEA has achieved significant growth in its MPF membership in 2002. In compliance with the statutory requirements of the MPF Schemes (Amendment) (No. 2) Ordinance 2002, BEA has also enhanced its MPF administration system, Cyberbanking services and software systems.

#### Trust Service

In addition to the provision of MPF services, Bank of East Asia (Trustees) Limited also offers a wide range of trustee services, including acting as executor or trustee of wills, trustee of family trusts, investment funds, unit trusts, charities and public funds. In 2002, the Company was appointed as trustee to BEA Investment Series Unit Trust and the sub-fund of the Series, BEA 104% Capital Guaranteed Hong Kong-China Bonus Return Fund, was successfully launched in January 2002.

### Corporate Cyberbanking

Since the launch of the Corporate Cyberbanking service in July 2001, over 3,800 corporate customers have joined the scheme.

The level and scope of services has grown since launch, and now includes T/T and CHATS transfers; open and amend Letters of Credit; submit MPF remittance statements and arrange payment of employees' salary, in addition to a range of account management functions. BEA now accepts digital certificates issued by three recognised Certificate Authorities, including Hongkong Post Bank Cert (Bank of East Asia – Corporate), Digi-Sign ID Cert and JETCO JetCert, to authorise transactions through the Corporate Cyberbanking platform.

### 中小型企业貸款

秉承對中小企業的服務承諾，東亞銀行於2002年成功推出「企業稅務貸款」，以配合中小企在財務上的安排。本行專業的客戶專員，積極將本行的服務推介至各行各業，特別是電訊科技、物流及電子行業等，務求能為本行取得新的商機；結果亦如本行所期，取得了不俗的業務機會。

此外，中小型企業貸款部更積極參與及協助有關「無抵押貸款申請資料清單」的草擬和製訂事宜。該資料清單由工業貿易署提出及發布，旨在協助中小企業在提交申請融資時作出更好的準備。

### 證券貸款業務

受本地經濟因素及投資氣氛薄弱的影響，香港股市在2002年的總成交額繼續萎縮；惟在此低迷的市況下，本行反而成功求得突破，在本港股市中扮演更重要角色。

年內，本行致力爭取為更多新上市公司的公開招股活動提供收票行服務，特別是參與了及協助完成中銀香港(控股)有限公司及中國電信股份有限公司的龐大上市集資計劃。來年，本行將會繼續努力，於本港證券市場上提供貸款及更多元化的服務。

### 東亞銀行(信託)有限公司

#### 強制性公積金

東亞銀行(信託)有限公司乃根據《強積金條例》，在本港同時營運集成信託計劃和行業計劃的兩個核准受託人之一。透過提供一站式而專業的強積金服務，包括受託人、計劃行政管理、資產保管及投資管理等服務；而本行於2002年內，在計劃成員人數方面錄得了重大的增長。同時，我們不斷提升強積金行政系統、電子網絡銀行服務和供款軟件的功能，以配合《2002年強積金(修訂)(第2號)條例》中的各項新規定，讓客戶可以更有效率地處理其有關強積金賬戶的事宜。

#### 信託管理服務

東亞銀行(信託)有限公司在提供強積金服務之外，也為客戶提供廣泛的信託服務：包括遺囑執行人或信託人、家庭事務信託人、投資基金信託人、單位信託基金信託人、慈善基金信託人及公用基金信託人等。於2002年，東亞銀行(信託)有限公司獲委任為東亞銀行投資系列中單位信託基金及成份基金的信託人。該系列的成份基金為「東亞銀行104%保證回報中國—香港紅利基金」，已於2002年1月成功推出。

### 企業電子網絡銀行服務

本行自2001年7月推出企業電子網絡銀行服務以來，現已有超過3,800名企業客戶享用此方便快捷的服務。此服務讓他們隨時隨地透過互聯網進行銀行交易。

為提高服務素質，本行不斷加強其功能及推出嶄新服務。東亞銀行企業客戶不但可於網上進行管理賬戶，現更可以於網上進行電匯及透過銀行電子過賬系統即時轉賬、開立及更改信用證，以及遞交強積金付款結算書及安排僱員支薪。為確保任何於企業電子網絡銀行服務的交易可更安全和保密地執行，此服務已接受客戶使用3家認可的核證機構所發之電子證書，包括香港郵政銀行證書(東亞銀行-機構)、Digi-Sign的身份數碼證書及銀通JetCert證書，以準確地核實網上交易。



The Bank gives its full support to the government-guaranteed SME Business Installations and Equipment Loan Guarantee Scheme.

東亞銀行全力支持政府提供擔保之「中小企業營運設備及器材信貸保證計劃」。



BEA teamed up with Hong Kong Productivity Council to provide a one-stop e-Commerce solution for Hong Kong's SMEs.  
與生產力促進局合作，為香港中小企業提供一站式的電子商貿方案。

## Business Development

To enhance the awareness of the business community regarding BEA's comprehensive corporate banking services, various marketing activities and collaborations were arranged during the year.

BEA formed strategic alliances with The Chinese Manufacturers' Association of Hong Kong and the Hong Kong General Chamber of Commerce, to assist local enterprises to expand their business in Hong Kong and the Mainland. BEA also actively participated in seminars and exhibitions organised by various Government bodies, trade associations and unions, such as the SME Market Day organised by the Trade Development Council.

BEA entered into an innovative collaboration scheme with Hong Kong Productivity Council to provide a one-stop e-Commerce solution for Hong Kong's SMEs, ranging from website design,

to hosting, to credit card payment gateway service. This programme has allowed the Bank to build the customer base for its payment gateway services.

## INVESTMENT SERVICES

### East Asia Securities Company Limited - Cybertrading Service

The number of Cybertrading accounts grew in 2002, recording an increase of 22% from the same period last year. Currently, more than 30% of securities clients have subscribed for the Internet Trading Service.

In February 2002, East Asia Securities Company Limited successfully launched the Internet Margin Trading Service, which greatly enriched the Bank's Cybertrading Service by allowing margin clients to perform online stock trading through the Internet or IVRS Trading System. In the second half of 2002, the Real-time Stock Price Quotes Service has been upgraded to include more professional functions and three new order types, namely At-auction Limit Order, Enhanced Limit Order and Special Limit Order.

East Asia Securities Company Limited has implemented various incentive schemes, including a lower total commission rate and minimum commission rate per trade, to encourage clients to execute trades via the electronic trading platform. The schemes have generated strong response from clients. Currently, the volume of transactions executed via the Cybertrading System, expressed as a percentage of total turnover, accounts for some 57% and 37%, in terms of number of trades and transaction volume respectively.

As part of continuing efforts to upgrade its Cybertrading Service, East Asia Securities Company Limited plans to bring online trading to wireless Personal Digital Assistant (PDA) devices and to further enhance its IVRS Trading System in 2003.



### 業務拓展

為了讓企業客戶更瞭解本行多元化的企業銀行服務，在2002年本行推出了多項推廣活動，並與不同的機構建立合作夥伴關係。

本行與多個商會合作，如香港中華廠商聯合會及香港總商會，協助本地企業拓展其在香港與中國的業務。本行亦積極參與各政府部門或工商團體主辦的研討會及展覽會。例如，本行參與了由貿易發展局在6月舉辦的「中小企市場推廣日」。

此外，為配合企業開拓電子商貿，本行與生產力促進局合作，攜手為本港中小企業提供一站式的電子商貿方案，服務範疇涵蓋網頁設計、網頁寄存以至信用卡網上付款閘門服務。此項服務令東亞銀行就拓展付款閘門服務方面建立了穩定的客戶基礎。

### 投資業務

#### 東亞證券有限公司 — 電子網絡股票買賣服務

2002年，本行的電子網絡股票買賣戶口穩步增長，較上年度同期錄得22%的增長。目前，在本行所有的證券客戶中，已有超過三成是選用網上股票買賣服務。

於2002年2月，東亞證券有限公司成功推出互聯網保證金(孖展)買賣服務，令本行的電子網絡股票買賣服務更多元化。保證金客戶可利用此服務，透過互聯網或本行的「話音識別」電話買賣系統進行股票買賣。在2002年下半年，本行的互聯網買賣系統已提升即時股票報價服務，以加入更多專業功能及加設3種買賣盤類別，分別為競價限價盤、增強限價盤及特別限價盤。

為鼓勵客戶使用本行操作簡易的電子買賣平台進行股票交易，東亞證券有限公司提供有各項優惠安排，包括較低的經紀佣金及每宗交易最低佣金收費。此等優惠安排得到客戶的廣泛支持，成績令人滿意。現時，透過電子網絡股票買賣系統所完成的交易，分別佔本行總成交宗數及總成交金額57%及37%。

本行將繼續努力為客戶提供更完善的電子網絡股票買賣服務，包括計劃於2003年加入個人數碼助理(PDA)為另一種電子交易渠道，以及進一步提升「話音識別」電話買賣系統的服務。



*Cybertrading – a fast and efficient channel to trade stocks over the Internet.*

本行客戶可透過電子網絡股票買賣服務，更快捷安全地在網上進行股票買賣。



*BEA Securities has established 12 service centres within the BEA branch network, enabling customers to easily access stock information and trade securities.*

東亞證券在位置便利的分行網絡中設有12間服務中心，方便客戶查詢股市資訊和進行買賣。



The share registration public office at Tricor's head office, located at BEA Harbour View Centre in Wanchai.

位於灣仔東亞銀行港灣中心的卓佳總辦事處，設有證券登記服務處，為投資者提供先進的服務設施。

## CORPORATE SERVICES

### Business, Corporate and Investor Services

The BEA Group, through Group member, Tricor Holdings Limited ("Tricor"), has built the largest provider of business, corporate and investor services, including share registration, corporate secretarial, trust and outsourced administration services, in Hong Kong. Tricor has expanded its business through the acquisition of leading service providers from major international accounting firms. Operations of the Tricor companies, including Abacus Share Registrars Limited, Friendly Registrars Limited, Progressive Registration Limited, Secretaries Limited, Standard Registrars Limited and Tengis Limited, have recently been relocated and consolidated at the new Tricor Head Office, located at BEA Harbour View Centre. The share registration public office, situated on the ground floor of the building, is a state-of-the-art customer service facility for investors

in companies listed on the Stock Exchange of Hong Kong.

A joint venture company, more than 70% of the shares in Tricor are owned by the BEA Group, with the New World Group holding of over 20% of the company.

On 10th January, 2003, Tricor further expanded its business by acquiring the company secretarial and client accounting businesses of PricewaterhouseCoopers in Hong Kong. The addition of the newly acquired business enlarges Tricor's team to close to 500 employees, making Tricor the market leader in terms of both scale and scope of services.

### Offshore Corporate and Trust Services

BEA offers a full range of offshore corporate and trust services through its wholly-owned subsidiary, East Asia Corporate Services (BVI) Limited and its associate, East Asia International Trustees Limited, both of which are located in the British Virgin Islands. These companies have engaged legally qualified and experienced staff in the BVI, who are assisted by Group staff in Hong Kong.

## CHINA DIVISION

BEA's China operations delivered very encouraging results in 2002. With China gradually opening its banking sector to foreign participation following its accession to the World Trade Organization ("WTO"), in 2002 all BEA branches in China received approval to offer full foreign currency services to all customers (including local residents and enterprises). As such, BEA's target customers in China are no longer restricted to foreigners and foreign-invested enterprises, and the Bank has been actively promoting foreign currency deposit services as well as SupremeGold for local residents. Personalised Banking Centres have been established at all BEA branches in China, with designated Relationship Managers serving top-tier customers. Meeting the needs of such customers will be one of the major objectives of the Bank in coming years.

## 企業服務

### 商務、企業、投資者服務

Tricor Holdings Limited (卓佳集團) 為東亞銀行集團的成員，為客戶提供商務、企業及投資者服務包括證券登記、公司秘書、信託及行政外判服務，為香港同類型公司中規模最大的一家。卓佳集團擴展其業務乃透過收購多家主要國際會計師事務所旗下著名的服務公司。卓佳集團的成員公司包括雅柏勤證券登記有限公司、準誠證券登記有限公司、廣進證券登記有限公司、秘書商業服務有限公司、標準證券登記有限公司以及登捷時有限公司。目前，卓佳集團已將業務營運遷往並集中於集團設於灣仔東亞銀行港灣中心的總辦事處。證券登記服務處設於總辦事處地下，該服務處為香港聯合交易所上市公司的投資者提供先進的客戶服務設施。

卓佳集團為一合資公司，東亞銀行集團及新世界集團分別佔超逾70%及20%的股權。

2003年1月10日，卓佳集團進一步拓展業務，收購羅兵咸永道會計師事務所於香港的公司秘書及客戶賬務業務。連同是次新購入的業務，卓佳集團的員工數目已增至近500名，成為業內最具規模及服務範疇最廣的一家服務供應商。

### 離岸企業及信託服務

本集團透過其全資附屬公司East Asia Corporate Services (BVI) Limited，及其聯營公司East Asia International Trustees Limited，提供全面的離岸企業及信託服務。兩家公司均位於英屬處女羣島，在當地擁有具專業資格和經驗豐富的職員，加上本集團香港職員的協助，為個人及企業客戶提供方便、快捷和高效率的服務。

## 中國業務總部

過去一年，本行中國業務的發展非常令人鼓舞。隨著中國加入世界貿易組織，國內銀行業正逐步開放。本行全線國內分行於2002年先後獲准開辦對各類客戶(包括國內居民和企業)的全面外幣業務。至此，本行客戶對象不再局限於外國人和外商投資企業。獲取有關牌照後，本行國內分行正積極推廣國內居民外幣存款業務及國內「顯卓理財」服務；各內地分行現已設立個人理財中心，由特派的客戶經理為資產值較高的客戶提供專業、貼身的個人銀行服務，而這也會是本行未來數年其中一項主力發展的業務。



SupremeGold Centres are located at all BEA branches in China to provide personalised service to local residents.  
東亞銀行在內地的全線分行已設立了顯卓理財中心，為國內居民提供貼身的個人銀行服務。



BEA's new sub-branch in Guangzhou at Huanshilu.  
本行於廣州環市路設立的新支行。

Apart from foreign currency business, BEA also made new inroads in Renminbi ("RMB") business. The Dalian Branch obtained a licence to offer RMB services in June 2002. This is the third branch of BEA to earn an RMB licence, following approval given earlier to Shanghai and Shenzhen branches. In December 2002, China announced that permission for foreign banks to conduct RMB business would be extended to five new cities. BEA subsequently applied for licences for its Guangzhou and Zhuhai branches. According to the timeline set out in China's WTO accord, BEA will be able to expand its RMB business to local enterprises and residents in China by the end of 2003 and 2006, respectively.

In August 2002, BEA obtained preliminary approval from the People's Bank of China to upgrade its Beijing Representative Office to a full branch. The preparatory works for the Beijing Branch have been completed, and it is expected that the Branch will officially commence business in the first quarter of 2003. In addition, in order to further enhance its branch network in China, BEA will open more sub-

branches in cities in which it is already licensed to operate.

BEA obtained official approval in August 2002 to offer Internet banking services in China, becoming the first foreign bank to receive official sanction for such services. BEA Cyberbanking was officially launched in China on 30th December, 2002, offering an advanced, efficient and convenient channel for customers to access their accounts.

BEA opened a branch in Kaohsiung in August 2002. This is BEA's second branch in Taiwan, following the opening of the Taipei Branch in 1997, and the first established by a Hong Kong-based bank in Kaohsiung.

Looking ahead, BEA will continue to expand its branch network in China, to develop products and services based on customer demand, and to explore opportunities for forging strategic alliances with local banks in China.



BEA officially launched Cyberbanking in China in late 2002.

本行於 2002 年年底在中國正式推出電子網絡銀行服務。

## OVERSEAS OPERATIONS

BEA serves its customers through a global network. The Bank has established branches and subsidiaries in major international cities, in particular those with a high concentration of businesses and individuals with ties to Hong Kong and China. In addition, the Bank has a comprehensive correspondent banking network, catering for the international banking needs of its customers.

As of 31st December, 2002, BEA operated 19 overseas outlets in the United States, Canada, the United Kingdom, the British Virgin Islands and Southeast Asia. These offices leverage the strength of the BEA brand, combining local know-how with a deep knowledge of East Asia to serve the special needs of the Overseas Chinese business community.

With a strict focus on BEA's unique strengths in the international marketplace, the overseas business units achieved robust growth during 2002, recording a 32% increase in loan business and 13% rise in after tax profits. The overseas portfolio is evenly balanced among the countries in which the Bank has a presence, and performance is not greatly affected by changes in any single economy. The asset quality of the overseas business units is good, and prospects for the future remain strong.

除了外幣業務外，人民幣業務也有長足的進展。大連分行於2002年6月獲取人民幣經營牌照，是繼上海分行及深圳分行後，本行第3間獲取有關牌照的分行；而本行也是迄今國內擁有最多人民幣經營牌照的境外銀行之一。於2002年12月，中國進一步開放5個城市予境外銀行經營人民幣業務；而本行廣州分行及珠海分行正申請開辦有關業務。根據中國入世承諾，本行將可於2003年年底及2006年年底分別開辦國內企業及國內居民的人民幣業務。

2002年8月，中國人民銀行正式受理本行北京代表處升格為分行的申請。北京分行的籌建工作經已完成，預期可在2003年第1季度正式開業。此外，本行亦會陸續在已獲發牌經營的國內城市開設支行，進一步拓闊本行在國內的網點。

本行於2002年8月獲中國人民銀行批准在國內經營電子網絡銀行服務，為國內首家獲准經營有關業務的境外銀行。電子網絡銀行服務於2002年12月30日正式在國內推出，為客戶提供更先進、快捷、方便的理財方式。

此外，高雄分行於2002年8月底正式開業。這是繼1997年在台北設立分行後，本行在台灣設立的第二間分行，亦為首家於台灣高雄市設立分行之香港本地銀行。

展望未來，本行仍會積極拓展國內分行網絡，推出迎合市場需要的產品和服務，及尋求與國內銀行建立策略性夥伴關係的機會。

### 海外分行業務

東亞銀行致力為全球客戶服務。本行在全球主要城市均設有分行和附屬機構，尤其是與香港及中國有密切關係的商業和人士而又高度集中的城市和地區。同時，我們亦與世界各地的金融機構緊密聯繫和配合，為客戶提供全面而優質的國際性銀行服務。

於2002年12月31日，東亞銀行於海外設有19個營業據點，遍布美國、加拿大、英國、英屬處女羣島及東南亞國家等。本行在此等國家中均能發揮東亞銀行品牌的一貫優勢，且對當地市場情況瞭如指掌，加上本行對東亞區的深厚認識，定可為海外華人商業社羣提供專業的銀行服務。

東亞銀行經過了慎密的部署，在國際市場上盡量發揮本行獨有的優勢，各海外分行的業務於2002年內錄得可觀的增長，貸款業務升幅達32%，稅後溢利則上升13%。在所有東亞銀行設有業務據點的國家中，其貸款組合皆有良好而均衡的發展，業務表現並不會因單一國家經濟情況而受到重大影響。整體而言，海外分行業務的資產素質良好，而未來前景仍會非常穩健。



The Bank of East Asia (U.S.A.) N.A. – the banking subsidiary in California, U.S.A.  
位於美國加州的附屬銀行 – 美國東亞銀行。



Overseas lending now comprises 12% of the BEA Group business. In the coming years the Bank will continue to invest more resources in the overseas business units, so as to further enlarge the Bank's client base and enhance the scope of services.

In 2003, the Bank's US subsidiary, The Bank of East Asia (U.S.A.) N.A. ("BEA USA") will expand its branch network in Southern California. Moreover, an application will be made to the US authorities to seek approval for a reorganisation enabling BEA USA to establish new branches in New York state. This expansion aims to provide better services to the growing Chinese communities in the two states.

#### HUMAN RESOURCES

BEA Group employees at the end of December 2002:

Hong Kong	3,849
Other Greater China	783
Overseas	374
<b>Total</b>	<b>5,006</b>

With the completion of the process of merging First Pacific Bank with BEA, a series of human resource programmes were implemented to standardise personnel policies throughout the organisation. Measures included salary alignment, new grading structure, enhancement of the performance appraisal system, alignment of staff benefits with the market and last, but not least, new employee care and support programmes. In addition, customised training courses were provided to enable staff to perform effectively in their new roles under a dynamic organisation structure. Continuing professional training was also provided for licensed intermediaries of related financial businesses to upgrade and enhance their professional competency and integrity.

目前，海外分行的貸款業務佔東亞銀行集團貸款組合總額的12%。在未來數年，本行將會繼續投放更多資源於拓展海外業務，以進一步擴大客戶基礎和拓展服務範疇。

在2003年，本行於美國的附屬銀行機構 - 美國東亞銀行會擴展其在南加州的分行網絡。同時，美國東亞銀行亦將會向美國有關當局申請架構重組計劃，讓其可在紐約州設立新分行。上述拓展計劃旨在因應華人客戶社羣在該兩個州份不斷增加的趨勢，可使本行能為客戶提供更佳的服务。

### 人力資源

在2002年12月底，東亞銀行集團的僱員數目如下：

香港	3,849 人
大中華其他地區	783 人
海外	374 人
<b>合共</b>	<b>5,006 人</b>

隨著第一太平銀行與東亞銀行完成合併，人力資源處在過去一年推動了一系列的新編制，以使員工盡快適應合併後的變化，其中包括調節薪酬機制、重整職級架構，改善工作表現評估的體系，整合各項福利與市場看齊，以及加強員工的關懷活動等。同時，本行特別為有關員工提供合適的培訓計劃，務使各職員在新的組織架構下各盡其職，一展所長。此外，本行亦為其相關金融業務的持牌中介人提供持續專業培訓，以維持並提升有關員工和專業能力和誠信。