

# Dedicated to Our Customers

與時並進 以客為尊



We at BEA are in touch with the needs of our customers. We understand how important sound financial support is to a growing business, and pride ourselves in standing by our customers, assisting them to achieve success.

東亞銀行緊隨客戶步伐，對他們的需要瞭如指掌。我們明白到在客戶業務發展的過程中，確保財務上有強大後盾至為重要，因此我們一向積極支持客戶，協助他們達致理想和目標。



# EXECUTIVE DIRECTORS' REPORT

## Financial Review

### Financial Performance

**2003** was a challenging year for both Hong Kong and the BEA Group. The outbreak of Severe Acute Respiratory Syndrome ("SARS") in March 2003 in Hong Kong seriously affected the economy in the second quarter, especially retail sales, tourism and catering. However, the economy rebounded sharply in the second half, led by a surge in tourist arrivals from Mainland China and vibrant offshore trade. Local consumer spending increased, backed by better employment prospects and improving conditions in the local stock and property markets. The banking environment also improved slightly, although the loan market has not yet fully recovered.

Benefiting from these positive trends, BEA recorded a significant growth in income for the year ended 31st December, 2003, with profit attributable to shareholders rising 51.3% to HK\$1,922 million. Total operating income increased 6.7% to HK\$5,396 million, while operating profit before provisions grew to HK\$2,871 million. Net charge for bad and doubtful debts fell to HK\$499 million.

Net interest income decreased by HK\$56 million due to the continued narrowing of net interest margin and the inactive loan market. Non-interest income increased by HK\$396 million, or 28.2%, when compared with 2002, mainly due to the growth

of fee-based and trading income. As a result, total operating income increased by HK\$340 million, or 6.7%, from HK\$5,056 million in 2002 to HK\$5,396 million in 2003.

Total operating expenses decreased slightly by 0.7% over the corresponding figure in 2002 to HK\$2,525 million, despite the cost implications of a major acquisition in January 2003. This reflects BEA's keen determination to control costs. The cost to income ratio decreased from 50.3% in 2002 to 46.8% in 2003.

Operating profit before provisions was HK\$2,871 million for the year ended 31st December, 2003, an increase of HK\$357 million, or 14.2%, over the HK\$2,514 million attained in 2002, signifying the strong performance of BEA.

BEA's asset quality continued to improve, as a result of the precautionary measures undertaken by the Bank to minimise potential credit losses during the economic downturn. The net charge for bad and doubtful debts decreased significantly compared to 2002, by HK\$312 million, or 38.5%, to HK\$499 million. Non-performing loans ratio dropped to 2.5% from 2.9% at the end of the previous year.

The decrease in the net bad and doubtful debt charge combined with the improvement in operating income mentioned above, resulted in an increase in operating profit after provisions of HK\$669 million, or 39.3%, to HK\$2,372 million in 2003.

# 執行董事報告書

## 財務回顧

### 財務表現

**2003年**對於整個香港及東亞銀行集團是十分具挑戰性的一年。2003年3月爆發了非典型肺炎，嚴重打擊香港第2季經濟，尤以零售、旅遊及飲食業為甚。雖然如此，隨著來自內地的旅客迅速增加及蓬勃的對外貿易，令本港下半年經濟得以迅速反彈。就業情況續有改善，而股票和物業市場信心亦逐步回升，帶動本地消費上揚。雖然貸款市場未能完全復蘇，但銀行業的經營環境已輕微改善。

在這些正面的因素下，東亞銀行集團於截至2003年12月31日止年度的收入錄得強勁的增長，股東應佔溢利上升51.3%，至港幣1,922,000,000元；經營收入總額上升6.7%，達港幣5,396,000,000元。未扣除準備的經營溢利增加至港幣2,871,000,000元；壞賬及呆賬支出則下降至港幣499,000,000元。

由於淨息差持續收窄及貸款市場需求疲弱，使淨利息收入減少港幣56,000,000元。與2002年比較，非利息收入增加港幣396,000,000元，即28.2%；這主要是由於費用及交易收入的增加所帶來的盈利貢獻。因此，2003年的經營收入總額達

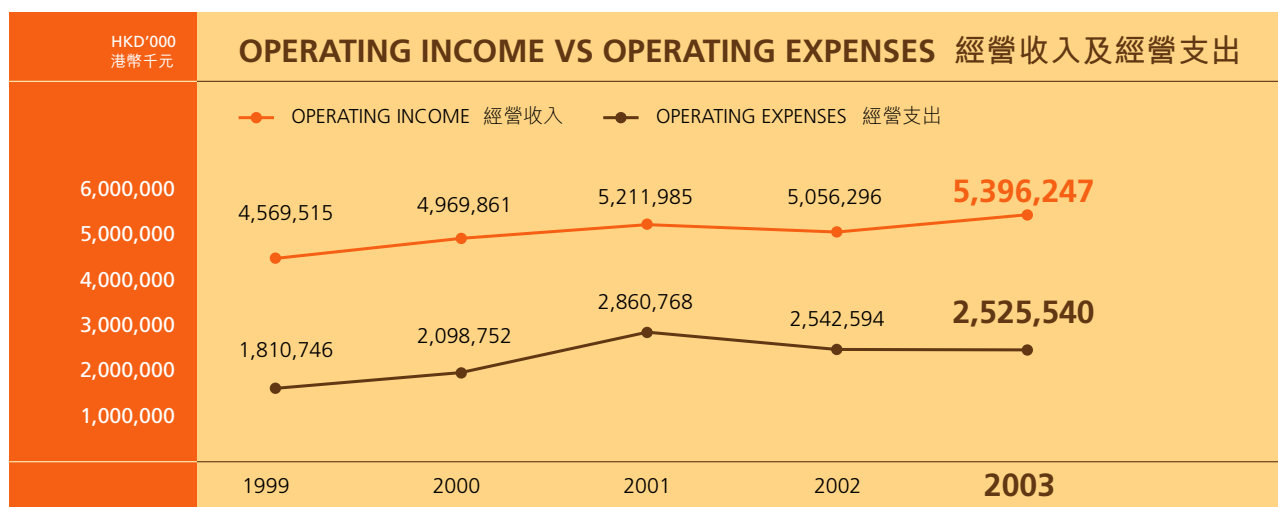
港幣5,396,000,000元，相比2002年錄得港幣5,056,000,000元，增加港幣340,000,000元，即6.7%。

雖然於2003年1月作出之收購行動令支出增加，經營支出總額為港幣2,525,000,000元，仍較2002年輕微下跌0.7%，反映本行致力控制營運成本的決心。成本相對收入比率由2002年之50.3%下跌至2003年的46.8%。

截至2003年12月31日止，未扣除準備的經營溢利達港幣2,871,000,000元，較2002年錄得的港幣2,514,000,000元增加港幣357,000,000元，即14.2%，顯示東亞銀行業務有強勁之表現。

在經濟疲弱的環境中，本行採取了各項預防措施以減低信貸損失的潛在風險，因而本行的資產素質得以持續改善。壞賬及呆賬支出相對2002年大幅下調港幣312,000,000元，即38.5%，至港幣499,000,000元。不履行貸款比率則由2002年度的2.9%，進一步下降至2.5%。

由於年內的壞賬及呆賬支出減少，以及上述未扣除準備的經營溢利增加，本行2003年的已扣除準備的經營溢利增加港幣669,000,000元，或39.3%，達港幣2,372,000,000元。



Remark: Comparative figures for 2002 are restated. Details are set out in Note 3 and Note 39 on the accounts. Comparative figures for 2001 and prior years have not been restated to reflect the change in accounting policies and the presentation as the benefits which would be derived from fully restating figures would not justify the cost of such restatement.

註：2002年之比較數字已予重報，詳情載於賬項附註3及賬項附註39內。至於2001年及更早期之比較數字，則並未予以重報以反映有關會計政策及呈報方式之變更，因全面重報該等數字涉及繁浩工序，故本行決定不會重報該等早期數字。

The Bank recorded a HK\$13 million rebound in the value of its investment properties, while an impairment loss of HK\$114 million was made on its bank premises.

Share of profits less losses from associates increased by HK\$80 million to HK\$113 million, reflecting the improving performance of associates.

With the increase in pre-tax profit and in the profits tax rate, and the adoption of the revised accounting standard relating to deferred taxation, taxation increased by 56.5% to HK\$433 million. Minority interests decreased by HK\$7 million to HK\$19 million. After taking into account taxation and minority interests, profit attributable to shareholders was HK\$1,922 million, a significant 51.3% increase over the HK\$1,270 million recorded in the previous year.

### Financial Position

Total consolidated assets of the BEA Group were HK\$198,476 million at the end of 2003, representing a rise of 7.0% from HK\$185,414 million at the end of the previous year. Advances to customers decreased by 5.1% to HK\$102,909 million, while held-to-maturity debt securities increased by 274.6% to HK\$11,709 million.

Total deposits increased by 5.9% to HK\$160,948 million, while customer deposits increased by HK\$13,759 million, or 9.7%, to HK\$155,421 million. Demand deposits and current accounts grew by a combined HK\$2,568 million, or 36.5%, to

HK\$9,613 million at year-end 2003, compared with HK\$7,045 million at the previous year-end. Savings accounts increased by HK\$9,784 million to HK\$37,553 million. Time deposits at year-end 2003 stood at HK\$108,254 million, an increase of HK\$1,406 million, or 1.3%, when compared with the balance at the previous year-end.

During the year, BEA issued certificates of deposit with a face value of HK\$2,000 million, step up certificates of deposit with a face value of US\$50 million, and discounted certificates of deposit totalling A\$68 million and NZ\$74 million. The Bank redeemed certificates of deposit amounting to US\$560 million and HK\$3,135 million upon maturity, and repurchased a quantity of its own certificates of deposit amounting to HK\$243 million equivalent.

In July 2003, the bank redeemed convertible bonds amounting to US\$15 million upon maturity.

At the end of December 2003, the face value of the outstanding debt portfolio was HK\$5,728 million, with the carrying amount equal to HK\$5,527 million.

After taking into account all debt instruments issued, the loan-to-deposit ratio was 63.9%, being 7.4 percentage points lower than the 71.3% reported at the end of 2002.

At 31st December, 2003, shareholders' funds stood at HK\$20,102 million, an increase of HK\$1,315 million or 7.0%, compared with HK\$18,787 million at the end of 2002.

本行投資物業價值錄得港幣13,000,000元之反彈，但需為本行行址提撥港幣114,000,000元的減值損失。

應佔聯營公司之溢利減除虧損，溢利增加了港幣80,000,000元，至港幣113,000,000元，反映聯營公司的業績有良好表現。

由於除稅前溢利增加、利得稅率上調及採納了經修訂的遞延稅項會計準則，故稅項支出增加56.5%，達港幣433,000,000元。少數股東權益減少港幣7,000,000元至港幣19,000,000元。經減除稅項支出及少數股東權益後，股東應佔溢利為港幣1,922,000,000元，較2002年的港幣1,270,000,000元，大幅增加51.3%。

### 財務狀況

東亞銀行集團於2003年年底的綜合資產總額，由2002年年底的港幣185,414,000,000元，增加7.0%至港幣198,476,000,000元。客戶貸款下跌5.1%，至港幣102,909,000,000元，而持至到期債務證券則上升274.6%，至港幣11,709,000,000元。

存款總額增加5.9%至港幣160,948,000,000元，而客戶存款上升港幣13,759,000,000元，即9.7%，至港幣155,421,000,000元。活期及往來賬戶存款為港幣9,613,000,000元，比較對上年

度年底港幣7,045,000,000元，上升36.5%，即港幣2,568,000,000元。儲蓄存款增加港幣9,784,000,000元，至港幣37,553,000,000元。於2003年年底，存放於本行的定期存款為港幣108,254,000,000元，比較上年度的同日結存上升港幣1,406,000,000元，增幅為1.3%。

本行在2003年內發行面值港幣2,000,000,000元的存款證、面值50,000,000美元的步陞存款證，以及68,000,000澳元及74,000,000紐元的貼現存款證；並於到期時贖回560,000,000美元及港幣3,135,000,000元存款證及購回其港幣243,000,000元之各類存款證。

2003年7月，本行於到期時贖回其15,000,000美元可換股債券。

截至2003年年底，本行的債務組合總額面值為港幣5,728,000,000元，其賬面值則為港幣5,527,000,000元。

在計入所有已發行的債務證券後，本行的貸款對存款比率為63.9%，較2002年年底的71.3%下降7.4個百分點。

於2003年12月31日，股東資金為港幣20,102,000,000元，增加港幣1,315,000,000元，即7.0%，2002年同日數字則為港幣18,787,000,000元。

EXECUTIVE DIRECTORS' REPORT (continued)

Maturity Profile of Debts Issued  
As at 31st December, 2003  
(All expressed in millions of dollars)

	Currency	Total Face Value	Year of Maturity			
			2004	2006	2007	2008
<b>Floating Rate Certificates of Deposit</b>						
Issued in 2002	HKD	1,061	1,061			
Issued in 2003	HKD	2,000	2,000			
<b>Total</b>	<b>HKD</b>	<b>3,061</b>	<b>3,061</b>			
<b>Fixed Rate Certificates of Deposit</b>						
Issued in 1999	HKD	100	100			
<b>Discounted Certificates of Deposit</b>						
Issued in 2002	HKD	447		447		
Issued in 2002	USD	89			89	
Issued in 2003	AUD	63		63		
Issued in 2003	NZD	56		56		
<b>Step Up Certificates of Deposit</b>						
Issued in 2003	USD	49				49
<b>Retail Callable Certificates of Deposit</b>						
Issued in 2002	HKD	395			395	
<b>Total Debts issued in HKD equivalent</b>		<b>5,728</b>	<b>3,161</b>	<b>1,097</b>	<b>1,088</b>	<b>382</b>

執行董事報告書（續）

已發行債務證券之年期  
2003年12月31日  
(以百萬元位列示)

	貨幣	總面值	到期年份			
			2004	2006	2007	2008
<b>浮息存款證</b>						
於2002年發行	港幣	1,061	1,061			
於2003年發行	港幣	2,000	2,000			
合共	港幣	3,061	3,061			
<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	447		447		
於2002年發行	美元	89			89	
於2003年發行	澳元	63		63		
於2003年發行	紐元	56		56		
<b>步陞存款證</b>						
於2003年發行	美元	49				49
<b>零售可贖回存款證</b>						
於2002年發行	港幣	395			395	
<b>所有已發行債務證券 (相等於港幣)</b>						
		5,728	3,161	1,097	1,088	382





Dr. David Li and Mr. Javier Valls Taberner, Chairman of Banco Popular Español, exchange the Business Cooperation Agreement at the signing ceremony.  
李國寶博士與西班牙寶培拉銀行主席 Mr. Javier Valls Taberner 於簽署儀式上交換業務合作協議書。

## 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

#### Strategic Alliances

In 2003, BEA established strategic alliances with five major international banks, entering into formal Cooperative Agreements with them. The five banks are: Resona Bank, Japan; Unicredito Italiano, Italy; Hsinchu International Bank, Taiwan; Shenzhen Commercial Bank, China; and Banco Popular Español, Spain. The agreements called for closer cooperation on all business fronts, with a particular focus on China where BEA's convenient branch network complements the growing activities of the clients of the Bank's strategic partners. Looking ahead, the Bank hopes to enter into similar cooperative arrangements with partners in the U.K., Germany, France and the U.S.

#### Integration and Merger Exercise

On 26th May, 2003, East Asia Finance Company, Limited ("EAF") and East Asia Credit Company Limited ("EAC") merged with The Bank of East Asia, Limited, following the passage of a private ordinance by the Legislative Council in early 2003.

The merger of the two companies will give the customers of EAF and EAC access to the wider range of banking and financial services offered by the BEA Group in Hong Kong and overseas. The merger also allows BEA to enjoy greater economies of scale and to operate more efficiently.

#### Office Centralisation

In 2003, the Bank acquired 15 floors, totalling 406,660 sq.ft., of the new intelligent office building Millennium City 5, which is located in Kwun Tong. The building is currently under construction and will be ready for occupation in the fourth quarter of 2004. Most BEA back offices in Hong Kong will be relocated to the new office tower before mid-2005.

The Bank has worked with the developer and appointed consultants to apply the latest technology in the construction and decoration of the new office tower, incorporating state-of-the-art facilities to provide a superior working environment. The advanced design has been recognised with the award of the Business Environment Council's "Certificate of Assessment in Excellence for New Office Design".

The project is expected to improve the Bank's overall operating efficiency and further facilitate its business development and growth in the long term.

#### Relocating Back-Office Operations to Mainland China

In 2003, the Operating Centre at Guangzhou (East Asia Electronic Data Processing (Guangzhou) Limited – "EAEDP") successfully took over four areas of back-office operations from Head Office, including data entry, call centre operation, computer programming and web-page design. In future, the Bank will relocate more of its operations to EAEDP. EAEDP currently has a workforce of around 160.



Millennium City 5 intelligent office tower at Kwun Tong – most BEA back office operations in Hong Kong will move in to the new tower by mid-2005.

本行大部分設於香港的後勤辦公室運作，將於2005年中前遷往位於觀塘的新辦公大樓 – 「創紀之城」第5期。

## 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批准。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

### 改善運作環境，配合業務發展

#### 策略聯盟

2003年，東亞銀行與5間主要國際銀行建立策略聯盟，訂立正式合作協議。該5間銀行為：日本Resona Bank、意大利聯合信貸銀行、台灣新竹國際商業銀行、中國深圳市商業銀行及西班牙寶培拉銀行。該等協議促進雙方在各業務範疇的緊密合作，尤其專注於透過東亞銀行在內地強大而方便的分行網絡，為策略夥伴之客戶在內地日益頻繁的商業活動提供金融及銀行服務。展望將來，本行希望與英國、德國、法國和美國的夥伴訂立類似的合作安排。

#### 合併計劃

立法會於2003年年初通過一條私人條例後，東亞財務有限公司（「東亞財務」）及東亞授信有限公司（「東亞授信」）於同年5月26日正式與東亞銀行有限公司合併。

是次合併讓東亞財務及東亞授信的客戶可以享用東亞銀行集團在香港和海外提供的全面性銀行及金融服務。同時，該合併亦使東亞銀行達致更佳經濟效益，提升營運效率。

#### 集中支援運作辦公室計劃

2003年，本行收購了位於觀塘之「創紀之城」第5期15層，合共406,660平方呎的全新智能辦公室。該物業目前正在興建中，將於2004年第4季可供佔用。東亞銀行在香港的後勤辦公室將於2005年年中前遷往該新辦公室大樓。

本行已與發展商合作，並委任顧問在興建及裝修新辦公室大樓上應用最新科技，引入最新設施以提供最佳的工作環境。有關設計最近更獲商界環保協會頒授「新辦公大樓設計優秀評估證書」。

本行預期在完成這項把支援運作集中於同一辦公室大樓之計劃後，將可提升本行的整體營運效率，並進一步促進長期業務發展和增長。

#### 後勤支援工序北移

2003年，本行總部成功將4個後勤工序轉移至廣州後勤中心（東亞電子資料處理（廣州）有限公司 — 「電子資料處理中心」），此4個後勤工序範疇包括數據輸入、電話諮詢服務、電腦程式設計及網頁設計。在未來，本行將把更多工序轉移至電子資料處理中心處理。電子資料處理中心目前聘用約160名員工。



In the area of data entry, EAEDP now handles credit card applications, account opening, customer information documentation, and Mandatory Provident Fund (“MPF”) document indexing and data maintenance.

EAEDP handles over 2,500 calls daily for the hotlines of Card Services Department, China branches (general enquiry and China Phonebanking hotlines) and eDistribution Department (customer service hotline, ATM enquiry and Cyberbanking/Corporate Cyberbanking hotlines).

The computer programming teams at EAEDP are handling nine main programming development projects relating to Trade Services, Central Liability, Securities Clearing, and Cyberbanking Systems.

Meanwhile, the web page design team at EAEDP had completed 34 assignments by the end 2003.

### **Computer System Enhancements**

#### *Customer Relationship Management*

BEA implemented Stage 3 of the Customer Relationship Management System in 2003. The system enables the Bank to analyse customer behaviour more effectively and better manage the range of products offered. The system also assists the Bank in retaining customers, acquiring new prospects, and bringing innovative and customised products to market.

#### *Core Banking System*

In August 2003, BEA selected Alnova as the Bank's future core banking system and entered into a contract with Accenture covering implementation of the system. The Project Definition and Planning (“PDP”) phase, which aimed at defining the core banking application capabilities from both a business and a technical perspective, began in September 2003. Development work will commence in the first quarter of 2004.

Apart from the replacement of the Core Banking System, the Bank will also continue to enhance the computer systems for banking operations, to improve operational efficiency and customer service. In 2004, the Bank will introduce the new Treasury and Trade Services systems.

### **Personal Banking**

#### **Branch Distribution**

BEA continues to refine the Bank's image and to enhance the overall ambience of branches through the branch renewal programme. The modern design standard is built around a spacious and pleasant banking hall, providing a comfortable environment for sales staff to serve customers more effectively. This new image has been well received by the public and more branches will be renovated in accordance with the new standard in the years to come.

Meanwhile, the Branch Rationalisation Programme is ongoing. A total of three branches were relocated during the year, while six others were closed and merged with nearby branches in more suitable locations.

Following the successful launch of the first SupremeGold Centre at Tsim Sha Tsui in December 2002, BEA opened an additional 12 SupremeGold Centres in 2003, bringing the total to 13 by the end of the year. The Bank plans to open four additional SupremeGold Centres in the first half of 2004.

In July 2003, BEA launched the Branch Service Quality Programme, with a view to raising the service level at all branches. Customer surveys indicate good progress is being made.



BEA launched the Branch Service Quality Programme in mid-2003, with a view to enhancing the service standard at all branches.  
東亞銀行於2003年中推出「分行服務素質計劃」，以提升全線分行的服務水平。

在數據輸入方面，電子資料處理中心現正集中處理信用卡申請、開戶、客戶資料處理及強制性公積金文件檢索及資料維護。

電話諮詢服務方面，電子資料處理中心每日為卡業務部、內地分行及電子銀行業務部處理超過2,500個電話查詢；有關內地分行的電話服務主要涉及一般查詢及內地電話理財熱線，而關於電子銀行業務部則集中處理客戶服務熱線、自動櫃員機查詢，以及電子網絡銀行服務和企業電子網絡銀行服務的熱線查詢。

電子資料處理中心的電腦程式設計隊伍，現時負責處理9項程式開發工作，包括押匯服務、中央債務、證券結算及電子網絡銀行服務系統的程式工作。

於2003年年底，電子資料處理中心的網頁設計隊伍已完成共34項工作。

#### 提升電腦系統

##### 客戶關係管理系統

本行已於2003年實施了「客戶關係管理系統」第3階段工作。該系統使本行更有效地就客戶行為進行分析，以及更妥善地管理所提供的產品類別。該系統亦有助本行挽留客戶、開拓新前景，並為市場和客戶帶來創新和度身訂造的產品。

##### 核心銀行系統

2003年8月，東亞銀行選取Alnova為本行未來的核心銀行系統，並與埃森哲公司(Accenture)就實行該系統簽訂合約。2003年9月，本行開始了「項目界定及籌劃」(Project Definition and Planning)之階段，該階段目標旨在從商業及技術角度界定核心銀行系統的應用功能。開發工作將於2004年首季展開。

除更換核心銀行系統外，本行亦將會繼續提升用於銀行運作之電腦系統，以改善營運效率及客戶服務。此外，本行將於2004年內引入全新的庫務及押匯服務系統。

#### 個人銀行業務

##### 分行業務

東亞銀行繼續透過分行更新計劃以提升本行形象，並改善分行的整體環境。分行網絡採用全新設計概念，帶出現代化的鮮明形象，並擴闊分行大堂空間，務求透過舒適的環境提高職員的銷售服務效率，為客戶提供更佳服務。此全新形象廣受公眾歡迎，在未來數年，本行將會重新裝修更多分行，展現分行的現代化新面貌。

同時，本行持續推行「分行優化計劃」。2003年內，本行遷移了3間分行至更理想位置，而另外6間分行則已關閉並與鄰近位置更佳的分行合併。

隨著首間顯卓理財中心於2002年12月在尖沙咀分行成功開業，東亞銀行於2003年內增設了12間顯卓理財中心，至年底總數達13間。本行計劃在2004年上半年增設4間顯卓理財中心。

2003年7月，東亞銀行推出「分行服務素質計劃」，以提升全線分行的服務水平。客戶調查顯示有關計劃在提升服務素質的進展良好。



The Cyberbanking Card is also accepted at all ATMs.  
可同時使用於自動櫃員機的「電子網絡銀行服務卡」。



### Cyberbanking

The popularity of Internet banking services increased during 2003. More than 250,000 users had registered for Cyberbanking by the end of the year, and the average daily transaction volume exceeded 100,000.

A number of new services were launched in 2003, including CyberShopping for e-commerce, Cyberbanking Card with ATM functions, retail bonds and IPO online subscription services, and Cybertrading for SupremeGold customers. BEA also pioneered the provision of real-time fund transfers to BEA accounts in China, and offered online subscription to currency and equity linked deposits.

### Property Loans

The property loan market suffered a severe slump in the first half of 2003, as the outbreak of SARS in March further depressed the already sluggish property market. Responding to the deteriorating business environment and intensified competition, BEA employed a segmented marketing strategy.

The SupremeGold Mortgage Plan, tailored for affluent customers, was launched in April. Essentially a home mortgage facility bundled with a deposit account, customers can deposit surplus cash and earn interest at a rate equal to the mortgage rate.

In the third quarter, the property market showed signs of recovery, with a rise in property transactions. Capitalising on this upswing, BEA cooperated with land developers to offer mortgage plans for purchasers of various new property developments.

The high level of new bankruptcy petitions and the number of mortgages in negative equity both remained a concern. Collection efforts were strengthened and debt restructuring was arranged with customers with financial difficulties wherever

possible. These efforts, coupled with the rebound in the economy in the last quarter of 2003, contributed to a decline in the number of new cases of bankruptcy and negative equity since September. With respect to the management of loan quality, BEA monitored the delinquency ratio at a better-than-market level.

### Consumer Loans

Following the introduction of a formal mechanism to share consumer credit data in mid-2003, BEA launched a new Personal Loan Programme targeting customers with specific loan objectives and offering personalised interest rates based on a client's credit standing.

### Credit Cards

BEA took several risk management initiatives during the year to monitor the credit card charge off ratio effectively. The launch of the consumer credit agency, coupled with the recent rebound in the economy, should assist in further reducing the bad debt situation.

To further develop its credit card business, BEA has enhanced the range of benefits offered to cardholders. In 2003, one new co-branded card programme, the Hong Kong Management Association MasterCard, was launched.

### Bancassurance

The Children Education Fund Sponsorship Programme was held for a third year in May 2003. The contest received a great deal of publicity and has been very effective in raising the profile of BEA's bancassurance offerings.

In line with the Bank's strategy of increasing fee-based income and developing its life insurance business, rebranding of life insurance products will be carried out in the first quarter of 2004. The BEA Life Insurance Series, with an enriched product range, provides more options to meet customer needs.



### 電子網絡銀行服務

2003年，網上銀行服務的使用量持續增加，至年底已有超過250,000名用戶登記使用本行的電子網絡銀行服務，平均每天交易宗數超過100,000宗。

多項嶄新服務已於2003年推出，包括電子商貿的CyberShopping、具備自動櫃員機功能的「電子網絡銀行服務卡」、零售債券及新股網上認購服務，以及專為顯卓理財客戶而設的電子網絡股票買賣服務。東亞銀行再創先河，率先提供可將資金即時轉賬至東亞銀行內地分行賬戶的服務，並提供外幣及股票掛鈎存款的網上認購服務。

### 樓宇按揭貸款

2003年3月爆發非典型肺炎，使本已疲弱的樓市在上半年內進一步下挫，物業按揭貸款市場因此受到嚴重打擊。面對日益惡化的經營環境及愈趨激烈的競爭，東亞銀行採取了分層推廣的策略。

2003年4月，本行推出了專為富裕客戶而設的「顯卓理財按揭計劃」。這是一項糅合存款賬戶的樓宇按揭信貸計劃，客戶可存入額外現金，按相等於按揭息率的利率賺取利息。

樓市於第3季出現復蘇跡象，物業成交上升。東亞銀行把握了是次回升，與土地發展商合作為多個全新物業發展項目的買家提供按揭計劃。

新增破產申請個案及負資產按揭數目高企仍然值得關注。本行已加強了追討欠款的工作，並盡可能與面對財政困難的客戶安排債務重組。該等工作取得了成效，加上2003年第4季經濟反彈，使自

9月以來的新增破產和負資產個案數目下降。至於貸款素質管理方面，東亞銀行錄得的拖欠比率較市場為優，本行日後會繼續審慎控制有關拖欠比率。

### 私人貸款

隨著2003年年中正式引入客戶信貸資料庫的機制後，東亞銀行為有特別貸款目的之客戶推出全新的「個人貸款計劃」，並根據客戶的實際信貸狀況為其提供個人化的利率，以切合其財務需要。

### 信用卡業務

年內，東亞銀行採取了若干風險管理措施，有效地控制信用卡撇賬率。由於消費者信貸資料庫的推出，加上近期經濟反彈，信用卡壞賬情況可望進一步改善。

此外，為進一步發展信用卡業務，東亞銀行為信用卡客戶提供更多專享優惠。2003年，本行推出了全新的「香港管理專業協會萬事達卡」的聯營卡計劃。

### 銀行保險業務

本行在2003年5月舉行了第3屆的「寶寶安心保」教育基金資助計劃，這次比賽反應非常熱烈，大大提高了「安心保」產品在市場的名聲。

為配合本行增加費用收入及發展人壽保險業務的策略，本行將於2004年第1季度將人壽保險產品重新包裝命名，令東亞銀行人壽保險系列的產品種類更豐富，提供更多選擇以滿足客戶的需要。



Introduced in January 2003, Blue Cross' Intelligent Insurance Machine won the "2003 Hong Kong Award for Services – Innovation Award" from the Hong Kong General Chamber of Commerce.

藍十字於2003年1月引入的全港首部「保險機」，榮獲香港總商會選為「2003年度香港服務業獎 – 創意獎」。

### Blue Cross Insurance

As a leader in travel insurance, Blue Cross was the first insurer in Hong Kong to provide extra SARS coverage to travellers.

In January 2003, BEA introduced an Intelligent Insurance Machine that allows travellers to purchase Blue Cross China Travel Accident Insurance as they are waiting to board transport to China. The Intelligent Insurance Machine won two major awards for innovation: "Innovative Technology of Year 2002" from the Asia Pacific Customer Service Consortium and "2003 Hong Kong Award for Services: Innovation Award" from the Hong Kong General Chamber of Commerce.

Blue Cross deployed a new managed healthcare system for enrolment and claim processing. One of the features of the new system is an advanced medical directory that provides easy and convenient access to a wide range of useful information for insured members.

In March 2003, Blue Cross established a representative office in Shanghai. The office is currently exploring business opportunities in anticipation of the liberalisation of the mainland insurance market under CEPA.

Blue Cross recorded a growth of 18% in premium income to HK\$713 million in 2003. Life insurance business grew at a rate of 66%, and non-life insurance at 5%.

## Corporate Banking

### Corporate Lending

Amid the prevailing low interest rate environment, the Bank has taken a pro-active approach to expand its exposure to high quality medium-sized companies by arranging club deals or providing structured facilities on a bilateral basis. This has allowed the Bank to maintain growth in clientele and income base.

Despite weak loan demand, the Bank upheld its strong market presence during the year. In particular, the Bank was awarded the mandate to co-arrange a number of syndicated facilities, including a US\$75 million facility for Asia Aluminum Holdings Limited and a HK\$300 million facility for Leo Paper Bags Manufacturing Limited. In addition, to mitigate narrowing interest margins, BEA has placed new emphasis on non-interest income by taking up the roles of arranger, facility agent and security agent for several syndicated deals.

Looking ahead, BEA will continue to broaden its client base and increase regional exposure.

The gloomy economic conditions and the outbreak of SARS during the first half of 2003 had a severe negative impact on trade finance business in Hong Kong. In response, BEA adopted more flexible credit policies for affected corporate customers. Since July, the economy has gradually recovered. To meet customers' changing financing needs, an Export Loan Financing scheme was launched to provide working capital finance. Market response was encouraging, and the product has made a significant contribution to the growth of the Bank's export loan business. The Bank also actively participated in the Accounts Receivable Financing programme under the SME Loan Guarantee Scheme. Another new product, Matching Facilities, will be launched at the beginning of 2004 to assist customers with their business expansion plans. The Bank will continue to explore and promote new products to corporate customers, and seek niche markets with potential for better returns.

The Bank continued to participate actively in promoting and underwriting loans under the revised government SME Loan Guarantee Scheme. The result was encouraging, with an expanding number of SMEs adopting the scheme to improve their financial resources and enhance their productivity and competitiveness. The Bank was also the first to launch a Corporate Tax Loan directed at SME customers.



BEA joins hands with Tricor to help customers take full advantage of business opportunities under CEPA. 本行與集團成員卓佳合作，攜手協助客戶拓展業務，全面把握CEPA帶來的商機。

### 藍十字保險

藍十字在旅遊保險業一直具有領導地位，是香港首間就非典型肺炎為旅客提供額外保障的保險公司。

2003年1月，藍十字引進「保險機」，以便前往內地的旅客在等待登車時可即時購買「中國旅遊」嘍「意外保險」。「保險機」榮獲兩項主要創意獎項，包括獲亞太顧客服務協會選為「2002年度最佳創意科技」，以及獲香港總商會選為「2003年度香港服務業獎—創意獎」。

藍十字就投保及索償程序採用嶄新的保健管理系統。新系統的特色之一為先進的醫療指南，讓投保客戶可輕易簡便地取得多種有用資料。

2003年3月，藍十字在上海設立了代表處。該代表處現正就根據CEPA放寬保險市場開拓商機。

藍十字於2003年錄得總保費收入共港幣713,000,000元，增長達18%。人壽保險業務錄得66%的大幅增長，非人壽業務方面的增幅則為5%。

### 企業銀行業務

#### 企業貸款

在目前利率低企的環境下，本行積極爭取更多優質的中型客戶，為其安排小型銀團貸款或提供雙邊貸款，使本行的客戶及收入基礎均維持增長。

儘管貸款需求疲弱，本行仍能於年內穩佔其市場份額，尤其是本行獲授權聯合安排多項銀團貸款，包括為亞洲鋁業控股有限公司安排涉資75,000,000美元的貸款，以及為利奧紙袋有限公司安排涉資港幣300,000,000元的貸款。此外，為減低息差不斷收窄的影響，東亞銀行亦致力加強拓展非利息收入，在多項銀團貸款中擔任安排行、代理行及抵押品信託人等角色。

展望未來，東亞銀行將會繼續擴大客戶基礎及增加地區佔有率。

2003年上半年，在經濟不景和非典型肺炎爆發的嚴重影響下，香港的貿易融資活動大受打擊。有鑒於此，東亞銀行採取了富彈性的信貸政策，以照顧個別受影響企業客戶的需要。自去年7月份起，經濟已逐漸復蘇。為配合客戶在資金需要方面的轉變，本行推出了「出口貸款融資」服務，為客戶提供營運資金。服務計劃推出後市場反應熱烈，而該產品對本行的出口貸款業務的增長作出了重大貢獻。此外，本行亦積極參與「中小企業信貸保證計劃」下的「應收賬融資計劃」。另一項新產品「配對貸款」會於2004年年初推出，協助客戶制定其業務拓展計劃。本行將會不斷研究及推出更多新產品，為企業客戶提供更佳服務，並持續開拓一些回報條件更佳的市場領域。

本行繼續根據經修訂的「中小企業信貸保證計劃」，積極參與推廣及包銷貸款；同時，採納該計劃以改善財務資源及提高生產力和競爭力之中小企業亦不斷增加，成績令人鼓舞。此外，本行亦是年內首家直接向中小企客戶推出「企業稅務貸款」的銀行。





The Bank remains a key player in the local taxi loan market.

東亞銀行是本地的士貸款市場的主要銀行之一。

### Asset Based Finance

BEA remained a key player in the taxi lending market, and achieved significant business growth in the second half of 2003 as the value of taxi licences saw a quick rebound after the SARS crisis. Performance in the private car and commercial vehicle loan business was encouraging, with a year-on-year 34% jump in new business.

The equipment finance portfolio recorded double-digit growth in the year. In addition to an ongoing effort to build business partnerships with machine dealers and participation in the government's SME Loan Guarantee Scheme, the Asset Based Finance Department has extended its reach to the retail segment by offering loan services to members of the Hong Kong Article Numbering Association.

### Securities Lending

With the recovery of the local securities market in the fourth quarter, BEA has actively participated in staggling loan business for subscription of new shares under initial public offerings. An improvement in loans outstanding has been achieved. BEA also successfully completed four receiving bank projects.

### 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 recorded a growth of 18% in its MPF membership in 2003, despite the sluggish economy and high unemployment rate. With the rebound of the global economy, all constituent funds of BEA MPF schemes

recorded positive investment returns in 2003. In order to further lower costs and increase the efficiency of MPF operations, BEA relocated some MPF administration functions to China during 2003.

#### *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 2003, the Company was appointed as trustee to BEA Capital Growth Fund, an Approved Pooled Investment Fund launched by the Bank. A sub-fund, BEA Asia Strategic Growth Fund, was successfully launched for public subscription in September 2003. During the year, the Company provided custodian services for the maintenance funds of various estates under the Tenants Purchase Scheme of the Hong Kong Housing Authority.

### Corporate Cyberbanking

The use of electronic banking services by corporate users exhibited a rising trend in 2003, both in terms of number of customers and number of transactions. At the end of 2003, over 9,300 corporate customers had registered with the Bank's Corporate Cyberbanking service, representing a net increase of 5,700 customers, or 156%, compared to the end of 2002. In addition, the number of transactions conducted through Corporate Cyberbanking has grown significantly.

An innovative real-time Funds Transfer to China service was introduced in May 2003. This new service enables customers to conduct real-time funds transfer from local BEA accounts to BEA accounts in China through the Corporate Cyberbanking platform.



BEA continues to expand its IPO receiving bank service, and actively participates in staggings loan business. 本行大力拓展新股上市之收票行服務，並積極參與新股認購貸款業務。

### 資產融資

東亞銀行仍是土貸款市場的主要銀行，由於在非典型肺炎疫症過後的士牌照價值迅速回升，本行於2003年下半年在此方面的業務錄得大幅增長。私家車及商用汽車貸款業務的表現亦非常理想，有關的新增業務按年增長率達34%。

年內，機器融資貸款共錄得雙位數字的理想升幅。除繼續與機器供應商建立業務夥伴關係，及參與政府的「中小企業信貸保證計劃」外，資產融資部進一步拓展業務至零售業，透過香港貨品編碼協會向其會員提供貸款服務。

### 證券貸款

隨著第4季本地證券市場回升，東亞銀行積極參與新股認購貸款服務。尚未償還的貸款已有所改善。年內，本行亦成功就4個新上市項目完成收票銀行計劃。

### 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《強制性公積金計劃條例》，在香港同時營運集成信託計劃及行業計劃的兩個核准受託人之一。儘管經濟呆滯且失業率高企，東亞銀行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，仍於2003年內在強積金計劃成員人數方面錄得了18%的增長。由於全球經濟反彈，東亞銀行強積金計劃所有成分基金均於2003年錄得正面的投資回報。為進一步減低成本和提高強積金業務的效率，東亞銀行於2003年內將部分強積金管理程序遷移往內地處理。

### 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，亦為客戶提供廣泛的信託服務，包括遺囑執行人或信託人、家庭信託基金信託人、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2003年，東亞銀行（信託）有限公司獲委任為本行所推出核准匯集投資基金「東亞資本增長基金」的信託人。成份基金「東亞亞洲策略增長基金」已於2003年9月成功推出供公開認購。年內，本公司為香港房屋委員會之「租者置其屋」計劃轄下多個屋邨提供託管維修基金的服務。

### 企業電子網絡銀行服務

2003年，使用電子銀行服務的企業客戶及交易宗數均不斷上升。至2003年年底，已有超過9,300名企業客戶登記使用本行的企業電子網絡銀行服務，較2002年年底淨增加5,700名企業客戶，或156%。此外，透過企業電子網絡銀行服務進行的交易宗數亦大幅上升。

在2003年5月，本行推出嶄新的中港轉賬服務，該項全新的服務讓客戶透過企業電子網絡銀行的服務平台，把資金即時從東亞銀行本地賬戶轉賬至任何東亞銀行內地分行賬戶。



Renowned business leaders at BEA Forum – sharing their successful experiences in China with BEA's corporate customers.

本行舉辦「東亞論壇」，邀請商界專才作嘉賓，與企業客戶分享其在內地營商的成功之道。

### Business Development

BEA has deepened its strategic alliances with The Chinese Manufacturers' Association of Hong Kong and Hong Kong Trade Development Council, assisting local enterprises to expand their business in Hong Kong and the Mainland. In December, the Bank formed a collaborative relationship with The Hong Kong Article Numbering Association to offer a host of privileged corporate banking services to the Association's members.

BEA organised a forum – “Sharing of Success in China” – in June 2003 to enhance its relationships with corporate customers. Three renowned business leaders were invited to share their success stories in China at the forum.

To help both existing and prospective customers to take full advantage of business opportunities under CEPA, the Bank, together with its subsidiary, Tricor Services Limited, is promoting a one-stop financial and corporate service package.

The Bank also participated in various seminars and exhibitions, such as the SME Market Day and the CEPA Expo, organised by the Trade Development Council.

In September 2003, BEA partnered with E-Business Technology Institute, a joint effort between the University of Hong Kong and IBM China/Hong Kong Limited to facilitate local e-commerce, to launch the e-Donation Box campaign. The e-Donation Box is an Internet payment solution that facilitates making donations to local charities on line. To date, BEA has secured the participation of over 10 local charities in the e-Donation Box programme.

### Investment Banking and Services

#### East Asia Securities Company Limited – Securities Cybertrading

The number of Cybertrading accounts grew by 33% during the year. As of 31st December, 2003, more than 37% of securities clients had subscribed to the Internet Trading Service.

Following the abolition of the minimum brokerage commission rate effective April 2003, East Asia Securities has accordingly lowered its standard brokerage commission rate for telephone call-in orders and orders placed over the counter.

East Asia Securities has instituted various incentive schemes to encourage clients to execute trades via its user-friendly electronic trading platform. The schemes have generated strong positive response from clients. Currently, the volume of transactions executed via the Cybertrading System, expressed as a percentage of total turnover, accounts for some 62% of number of trades and 39% of transaction value.

With a view to further enhancing the Cybertrading Service, in March 2004, East Asia Securities will introduce the “Snapshot” real-time stock price quote service over the Internet. The snapshot price quote system offers a similar level of service to the existing “streaming” real-time stock price quotes service, but at a much lower cost. East Asia Securities will also further enhance its IVRS Trading System in the first half of 2004.

#### Currency/Indices/Equity Linked Deposit Services

With a view to further extending its wealth management services, the Bank launched a Currency and Equity Linked Deposit service through its Cyberbanking platform in September 2003.

## 執行董事報告書（續）



Cybertrading allows securities customers to trade stocks efficiently and securely over the Internet. 透過電子網絡股票買賣服務，客戶可更安全快捷地在網上進行股票買賣。



In response to the current low interest rate environment, BEA has developed a range of sophisticated investment products tailored to customers' investment needs. 東亞銀行不斷發展多元化的投資產品，致力滿足客戶在低息環境下的特別投資需要。

### 業務拓展

東亞銀行持續與香港中華廠商聯合會及香港貿易發展局緊密合作，攜手扶助本地企業拓展中港兩地業務。於12月，本行與香港貨品編碼協會建立合作關係，為該協會會員提供多項超卓的企業銀行服務。

為鞏固與企業客戶的關係，東亞銀行於2003年6月舉辦了以「進軍中國市場、掌握成功之道」為題的論壇，邀請了3位在內地從事不同行業的商界專才作講者，在論壇上分享他們在內地營商的成功之道。

為協助現有及潛在客戶全面把握CEPA所帶來的商機，本行連同東亞銀行集團成員卓佳專業商務有限公司，為企業客戶推廣一站式的金融及企業服務計劃。

年內，本行亦參與了香港貿易發展局舉辦的多個研討會及博覽，其中包括「中小企市場推廣日」及「CEPA商機博覽」。

2003年9月，東亞銀行與電子商業科技研究所合作，推出「電子慈善捐款箱」計劃；電子商業科技研究所乃由香港大學，以及國際商業機器（IBM）中國／香港有限公司聯合為促進本地電子商貿而設立。「電子慈善捐款箱」計劃為促進向本地慈善團體於網上作出捐款的互聯網付款解決方案。至今，東亞銀行已獲超過10個本地慈善團體參與「電子慈善捐款箱」計劃。

### 投資銀行服務

#### 東亞證券有限公司 — 電子網絡股票買賣服務

年內，本行的電子網絡股票買賣賬戶數目上升33%。於2003年12月31日，本行已有超過37%的證券客戶選用網上股票買賣服務。

隨著最低佣金收費於2003年4月正式撤消，東亞證券有限公司因而調低有關透過電話或於櫃面落盤買賣交易的標準佣金收費。

為鼓勵客戶使用本行簡易操作的電子買賣平台進行股票買賣，東亞證券有限公司已提供各項優惠安排，並得到客戶的廣泛支持。現時，透過電子網絡股票買賣系統完成的交易，分別佔本行錄得總成交宗數及總成交金額的62%及39%。

為進一步提升電子網絡股票買賣服務，於2004年3月，東亞證券有限公司將引入互聯網「定點」即時股票報價服務，此項定點股票報價服務類似現時的「串流」即時股票報價服務，但收費將會更低。此外，東亞證券有限公司亦將於2004年上半年進一步提升「語音識別」電話買賣系統服務。

#### 外幣／指數／股票掛鈎存款服務

為進一步拓展財富管理服務，東亞銀行於2003年9月透過其電子網絡銀行服務平台，推出外幣及股票掛鈎存款服務。



Tricor's head office 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。



The Bank is at the forefront of foreign banks providing RMB services on the Mainland.

東亞銀行於內地提供人民幣服務方面，在外資銀行中穩佔領先市場的優勢。

To cater to the increasing demand for sophisticated investment products under the current low interest rate environment, in the fourth quarter of 2003 the Bank began offering tailor-made linked deposits, such as the principal protected Target Redemption Index Linked Deposit and Stock Basket Equity Linked Deposit.

In 2003, the portfolio of linked deposits has grown nearly three-fold, and the related income nearly six-fold, compared with last year.

### Business, Corporate and Investor Services

The BEA Group, through Group member Tricor Holdings Limited ("Tricor"), is the largest provider of business, corporate and investor services in Hong Kong. These services include share registration, corporate secretarial, trust and outsourced administration services. Tricor, which is 75% owned by the Bank, has built its business through the acquisition of leading service providers from major international accounting firms.

During the first half of the year, Tricor experienced a decline in servicing inward investment into Hong Kong/Greater China due to the challenges arising from the war in Iraq, the SARS outbreak and the unfavourable economic climate. In addition, some clients postponed initial public offerings in Hong Kong, and there was general pressure on fees from clients. With these incidents now in the past, Tricor's service lines started to pick up in the fourth quarter of the year.

To rationalise its operating structure, the BEA Group sold its offshore corporate services entity located in the British Virgin Islands ("BVI"), East Asia Corporate Services (BVI) Limited ("EACS"), to Tricor in late 2003. Thus, Tricor now offers a full range of offshore corporate services to complement its domestic practice. EACS employs legally qualified and experienced staff in the BVI, who are assisted by Tricor staff in Hong Kong.

In addition, Tricor established an executive recruitment business in late 2003 by hiring practice leaders of the former PricewaterhouseCoopers Executive Search and Selection division in Hong Kong. The new business has good growth prospects as the economy recovers.

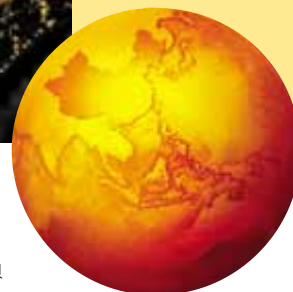
Tricor has successfully maintained its market leading position. Of all companies newly listed in Hong Kong in 2003, 55% chose Tricor to provide public share registration services. The recent signing of CEPA further enhances Tricor's prospects.

### China Division

During 2003, BEA emerged as the foreign bank with the largest branch network in China, with the opening of Beijing Branch, Guangzhou Huanshilu Sub-branch and Shanghai Gubei Sub-branch. Further expansion is planned for 2004, with the opening of Chengdu Branch and Shenzhen Luohu Sub-branch.

BEA Guangzhou and Zhuhai branches were granted Renminbi business licenses during 2003, joining BEA Shanghai, Shenzhen and Dalian branches to provide Renminbi banking services to foreigners and foreign-owned companies in China. With the further liberalisation of China's banking sector, all five branches have lodged applications to conduct RMB business with wholly locally-owned companies. In February 2004, Shanghai Branch was among the first batch of foreign banks in China accredited to provide RMB service to locally-owned companies.

As all BEA branches in China have been granted the authority to provide foreign currency services to all clients from 2003, a series of new personal banking products have been launched, including SupremeGold and Kid Master. BEA will strive to remain at the forefront of the market, and introduce innovative banking products to maintain its leading role in China.



在目前利率低企的環境下，客戶對多元化的投資產品需求日益殷切。為切合客戶需要，本行於2003年第4季開始提供度身訂造的掛鈎產品，如屬保本性質的「目標回報指數掛鈎存款」及「股票籃子掛鈎存款」。

於2003年，掛鈎存款的投資組合總額較對上年度增長接近3倍，而相關收入更增長接近6倍，成績令人非常鼓舞。

### 商務、企業及投資者服務

透過集團成員Tricor Holdings Limited（「卓佳」），東亞銀行集團成為香港商務、企業及投資者服務行業的最大供應商。該等服務包括股份登記、公司秘書、信託及外判管理服務。本行佔有卓佳75%的權益，而卓佳乃透過自主要國際會計師行收購領導服務供應商而建立其強大業務。

2003年上半年內，由於美伊戰爭和非典型肺炎爆發，加上經濟環境不利，因此卓佳在為外商於香港及大中華區投資所提供的支援服務上，業務收入有所減少。此外，部分客戶亦暫延在香港的上市計劃，且一般而言卓佳在來自客戶的收費亦面對一定的壓力。隨著上述事件現已結束，卓佳的業務在2003年第4季已開始逐步回升。

為精簡營運架構，東亞銀行集團於2003年年底，向卓佳出售其位於英屬處女群島的離岸企業服務公司East Asia Corporate Services (BVI) Limited（「EACS」）。因此，卓佳現時可以提供全面的離岸企業服務，以配合其於本地這方面的業務。EACS聘有具專業資格和經驗豐富的職員，加上卓佳在香港職員的協助，為個人及企業客戶提供方便、快捷和高效率的服務。

此外，卓佳透過聘請羅兵咸永道會計師事務所於香港的行政人員徵聘部門前負責人，於2003年年底成立了高級行政人員招聘業務。隨著經濟復蘇，預計該項新業務的前景將會有理想的增長。

卓佳成功保持其市場領導地位。所有於2003年在香港新上市的公司中，55%選擇卓佳提供之公開股份登記服務；而近期簽訂CEPA亦進一步使卓佳的業務前景更為樂觀。

### 中國業務總部

東亞銀行於2003年開設了北京分行、廣州環市路支行及上海古北支行後，成為內地分行網絡最龐大的外資銀行。本行計劃於2004年開設成都分行及深圳羅湖支行，進一步拓展內地業務。

2003年內，東亞銀行廣州及珠海分行先後獲取人民幣經營牌照，連同於上海、深圳及大連的分行，為外國人和外商投資企業提供人民幣銀行服務。隨著內地銀行業進一步開放，上述5間分行已提出申請將人民幣服務擴展至內地企業。其中上海分行已於2004年2月獲准成為國內首批可以向內地企業提供人民幣服務的外資銀行之一。

由於所有東亞銀行之內地分行自2003年起已獲准向所有客戶提供外幣服務，故本行積極推出一系列全新的個人銀行服務產品，包括「顯卓理財」和「聰明小當家」賬戶服務。東亞銀行將會致力穩站市場前線，並引入更多具創意的銀行產品，以維持於內地外資銀行中的領導地位。



The new headquarters of The Bank of East Asia (U.S.A.) N.A. at Canal Street, New York City.  
美國東亞銀行設於紐約市堅尼路的總部。

### Overseas Operations

In 2003, the BEA Group achieved several major milestones in expanding its operations in the United States. The Group's wholly owned subsidiary, The Bank of East Asia (U.S.A.) N.A. took the first steps toward multi-state operations by relocating its headquarters from Alhambra, California to New York City, and opening its first branch in New York on 5th December. Earlier in the year, it opened a branch in Temple City, its third in the greater Los Angeles area. Plans are under way to open additional branches in New York and California in 2004. To manage the expanding U.S. operations more effectively, the BEA Group also established a U.S. Regional Headquarters in New York City.

The overseas business units recorded a growth of 9% in the loan portfolio in 2003. Despite the low interest rate environment and narrowed interest margins, overseas business units achieved growth of 15% in net operating profit before provisions for the year ended 31st December, 2003. The risk distribution of the overseas loan portfolio on a geographical basis remains fairly balanced.

BEA's overseas business units will continue to work to improve profitability and provide high quality niche banking services to its target customers.

### Dealings in Listed Securities of the Bank

During the year, the Bank fully redeemed the Convertible Bonds due 2003 (the "Bonds") in the amount of HK\$119,621,000 (US\$15,340,000) upon maturity pursuant to the terms and conditions of the Bonds. Save for the redemption of the Convertible Bonds, there was no purchase, sale or redemption by the Bank, or any of its subsidiaries, of listed securities of the Bank during the year ended 31st December, 2003.

**CHAN Kay-cheung**

*Executive Director*

**Joseph PANG Yuk-wing**

*Executive Director*

**David LI Kwok-po**

*Chairman & Chief Executive*

Hong Kong, 10th February, 2004

### Human Resources

BEA Group staff at 31st December, 2003:

Hong Kong	4,139
Other Greater China	943
Overseas	386
Total	5,468

Throughout 2003, efforts were focussed on monitoring and improving the standardised personnel policies that had been implemented the previous year. To further enhance organisational effectiveness, a new Management Performance System, integrating individual and corporate objectives, was introduced.

A series of new training courses covering enhanced financial products, regulatory compliance and risk management were held during the year. Furthermore, the training records system was upgraded to form a more solid basis for tracking staff competencies and to facilitate staff development planning.

The outbreak of SARS in late March severely tested the Bank's employee care and support policy, and the system proved to be highly robust.



Training programmes enhance frontline staff service quality.  
為提升分行服務素質，本行不時為前線職員舉辦相關的課程。

### 海外分行業務

2003年，東亞銀行集團在拓展美國境內的業務上奠下數個重要里程碑，本集團的全資附屬公司美國東亞銀行向跨洲經營邁出重要的第一步，將總部由加州亞罕布拉市 (Alhambra) 遷往紐約市，並於12月5日在紐約開設其首間分行。而較早前，該行已於天普市開設分行，是其位於洛杉磯地區的第3間分行。美國東亞銀行擬於2004年在紐約及加州增設分行，有關計劃現正在進行。此外，東亞銀行集團已於紐約市設立美國地區總部，以便更有效管理在美國不斷擴展的業務。

海外分行的業務於2003年在貸款組合錄得9%的增長。儘管利率低企且息差收窄，截至2003年12月31日止年度，海外分行業務之未扣除準備之淨經營溢利仍錄得15%的增幅。就地區而言，海外分行貸款組合的風險分布仍然相當平均。

東亞銀行各海外分行將會繼續致力改善盈利能力，為其目標客戶提供優質的銀行服務。

### 買賣本行上市證券

年內，本行根據可換股債券（「債券」）的條款及條件，於到期時全數贖回港幣119,621,000元（15,340,000美元）於2003年到期的債券。除贖回可換股債券外，在截至2003年12月31日止年度內，本行或其任何附屬公司並無購入、出售或贖回本行的上市證券。

執行董事  
陳棋昌

執行董事  
彭玉榮

主席兼行政總裁  
李國寶

香港，2004年2月10日

### 人力資源

於2003年12月31日，東亞銀行集團的員工數目如下：

香港	4,139人
大中華其他地區	943人
海外	386人
合共	5,468人

在2003年年內，本行專注監察及改善對上年度實施的統一人事政策。為進一步提高組織效率，本行引入全新合併個人及企業目標的「工作表現管理制度」。

年內，本行為員工舉辦了一系列全新的培訓課程，內容包括有關進階金融產品、法規監管及風險管理等。同時，本行已提升培訓紀錄制度，為監察員工能力提供更穩健的基礎，促進員工在工作上的發展計劃。

此外，於3月下旬爆發的非典型肺炎，對本行的「員工關懷及支援政策」是一項重大考驗，結果證明有關政策安排極為恰當。