

集團財務撮要

Highlights of Group Financial Performance

以百萬港元列示 HK\$ Million		二零零一年 2001	二零零零年 2000	變動 Variance
扣除準備前之營運溢利	Operating profit before provisions	1,300.4	1,213.7	7.1%
扣除準備後之營運溢利	Operating profit after provisions	875.5	902.5	-3.0%
股東應佔溢利	Profit attributable to shareholders	868.2	810.3	7.1%
資產總值	Total assets	54,432	49,702	9.5%
負債合計	Total liabilities	47,961	44,796	7.1%
股東資金	Shareholders' funds	5,417	4,824	12.3%
淨利息收入對營運收入	Net interest income / operating income	75.4%	75.3%	
成本對收入比率	Cost to income ratio	41.6%	40.4%	
平均資產回報率	Return on average total assets	1.7%	1.7%	
平均股東資金回報率	Return on average shareholders' funds	17.0%	17.9%	

財務省覽

扣除準備前之營運溢利增長百分之七點一，主要源自銀行業務收益之增加。集團人壽保險業務之溢利亦較去年輕微上升。由於壞賬支出高企，扣除準備後之營運溢利則較去年略遜。

本年度淨利息收入上升百分之九點六。雖然大部份貸款之息差持續縮減，猶有賴回報較高之客戶貸款、較積極之財資業務與固定收益證券投資增長，集團淨利息收入於年內利率不斷下調情況下亦得以提高。淨息差由去年百分之三點七九輕微收窄至本年度百分之三點七六水平。

其他營運收入較去年上升百分之八點九，主要源自集團銀行業務收費與佣金收入之增長及長期人壽保險業務整體溢利之溫和升幅。銀行業務之其他營運收入大幅激增，信用卡收費與保險銷售佣金收入貢獻尤大。根據潛在價值會計法釐定之集團人壽保險業務淨收益增至九千萬港元，較二零零零年度八千六百五十萬港元，上升百分之四。

營運支出較去年上升百分之十二點七。增聘員工、加強廣告及市場推廣支出、持續的資訊系統投資，以及於二零零一年四月啟業的豐明銀行首年營運開支，令集團的經營成本增加。成本對收入比率由二零零零年百分之四十點四，微升至本年度百分之四十一點六。

Financial Review

Operating profit before provisions was 7.1% higher, mainly as a result of the increased revenue contribution from our banking business. Our life assurance business generated a small increase in profit relative to 2000. Due to higher bad debt charges, our operating profit after provisions was marginally down from the prior year.

Net interest income grew by 9.6% for the year. Despite the continued tightening in loan margins for most loan products, the growth in higher yielding consumer loans, a more proactive treasury and a higher level of investment in fixed income securities helped to increase our net interest income in a year of declining interest rates. Our net interest margin tightened slightly from 2000's 3.79% to 3.76% in 2001.

Other operating income was 8.9% higher than 2000. The growth was driven mainly by the increase in our banking business' fee and commission income, which also benefited from a modest improvement in the overall long-term life assurance profit. Our banking business recorded a strong increase in other operating income, with higher contributions generated by credit card fees and insurance sales commission income. Our life assurance business' net contribution, using the embedded value accounting treatment, rose to HK\$90.0 million, up 4.0% relative to HK\$86.5 million earned in 2000.

Operating expenses increased by 12.7% when compared with those in 2000. The higher cost base was caused mainly by a higher level of average staffing, higher spend on advertising and marketing promotion, and a continued increase in our IT investment and costs associated with the first year of operation of MEVAS Bank, which commenced business in April 2001. Our cost to income ratio rose slightly to 41.6% relative to 40.4% in 2000.

財務省覽(續)

本集團壞賬及呆賬準備調撥較去年激增百分之三十六點六。二零零一年度撥備大部分反映特別準備調撥需要，因年內貸款並無增長，毋須作一般準備調撥。特別準備支出上升主要由於失業率攀升與個人破產案例增加，令無抵押信用卡及私人貸款組合資產質素轉壞所致。集團已為凡涉及入稟申請迫令或自願個人破產借貸者之所有信用卡及私人貸款欠賬作全數特別撥備。拖欠情況與撇賬個案因經濟放緩而增加。雖然營商環境惡劣，商業銀行及租購貸款業務資產質素仍可保持，有助於降低不履約貸款比率至百分之二點零七。

集團於二零零一年底進行全面物業重估，反映物業市值較於一九九八年行產重估後進一步下調，淨減值為五千萬港元，已記入損益結算表內。

受惠於本年度利率大幅下滑，與及預先提防二零零二年息口可能回升，集團已於年內出售部份債券及證券投資，並於二零零一年下半年，將大部份持至到期債務證券重新以市值(非用作買賣用途)列賬，為本年度帶來一億七千九百六十萬港元淨收益。於二零零一年底，因預計來年息率會平穩上揚，債務證券組合已作重組而轉換為較短年期之投資。

銀行業務之客戶貸款及墊款總額較二零零零年底減少百分之零點七。零售及商業借貸之增長被租購貸款之收縮所抵銷。因應運輸融資項目之競爭劇烈及價格調整，集團更審慎制定其訂價策略，租購貸款於二零零一年遂大幅收縮百分之五十三。集團銳意發展零售借貸業務，有助信用卡及其他消費貸款迅速增長。

集團嚴加控制存款利率以有效減低債務成本。集團之總存款額(包括客戶存款與存款證)較二零零零年上升百分之三點二。若將二零零一年三月發行之「一億二千五百萬美元之後償債券」納入融資基礎計算，集團之貸存比率更進一步減低。此後償債券有助於改善集團之資本組合，更提高資本充足比率，以助業務增長發展。是次乃大新銀行首次於國際資本市場發行二級資本。

Financial Review (Continued)

The Group's charge for bad and doubtful debts rose 36.6% when compared with 2000. The charge in 2001 largely reflected specific provision cost, as a general provision charge in the year was not required due to the absence of loan growth. The increase in the specific provision charge arose mainly from the deterioration in asset quality of our unsecured credit card and consumer loan portfolio brought about by the rise in unemployment and personal bankruptcies. The Group has adopted the practice of making full specific provisioning for all credit card and consumer loans whenever personal bankruptcy petitions are filed against or by the borrowers. A higher level of delinquency and charge-off was experienced amidst a slowing economy. The asset quality of our commercial banking and hire purchase finance businesses, however, held up well despite the difficult market conditions. These assisted in lowering our non-performing loan ratio to 2.07%.

Reflecting a further fall in property values since the last revaluation of our premises in 1998, our Group wide property revaluation at the end of 2001 resulted in a net charge of HK\$50.0 million, which has been recognized in our P&L account.

Benefiting from the substantial reduction in interest rates during the year and to preempt a possible increase in interest rates in 2002, we took the decision to realize part of our investment in debt and equity securities during the year and reclassify a substantial amount of held-to-maturity debt securities to fair value (non-trading) during the course of the second half of 2001. These actions produced a total net gain of HK\$179.6 million for the year. At the end of 2001, the debt securities portfolio had been restructured and the duration shortened, in anticipation of a flat to rising interest rate environment in 2002.

For our banking business, total loans and advances to customers were 0.7% lower than those at the end of 2000. The growth in retail and commercial lending was offset by the contraction in hire purchase lending. We adopted a more conservative pricing policy in response to the keen competition and repricing in the transport financing sector and as a result our hire purchase loan book contracted by 53% in 2001. Our focus on growing the retail banking business helped sustain the strong pace of growth in credit card and other consumer loans.

We continued to exercise tight control over deposit pricing with the objective of effectively reducing the cost of our liabilities. Our total deposit base, comprising customer deposits and certificates of deposits, was up 3.2% relative to 2000. This brought about an easing in the loan to deposit ratio, particularly if our US\$125 million subordinated bond issued in March 2001 is included as part of the funding base. The subordinated bond enabled us to achieve a better capital mix and helped us to position the Group to pursue added business growth with a stronger capital adequacy ratio. This was the first time Dah Sing Bank issued Tier 2 capital in the international capital markets.

財務省覽(續)

集團於二零零一年年度之資產增長，主要源自增加高質素債務證券的投資。投資組合中發行機構類別大部份以本港與美國政府及公營機構為主。此分散投資及業務增長策略，乃透過集團之嚴厲監控與管理，為集團在平衡利率、市場與信貸各類風險之同時，達至最佳之回報。集團亦透過購買高評級債券以維持高水平之流動資金。

於二零零二年二月二十二日，集團以輕微虧損出售其於建新銀行剩餘的全數百分之三十權益予中國建設銀行。

集團人壽保險業務淨溢利較去年上升百分之四，主要由於保單銷售增加與潛在價值增長所致；惟因二零零一年環球股票市場表現不濟，債券投資之理想回報因股票投資回報倒退而被完全抵銷。

銀行業務

		二零零一年 2001	二零零零年 2000	變動 Variance
淨利息息差	Net interest margin	3.76%	3.79%	
(以百萬港元列示)	(HK\$ Million)			
各項客戶貸款減準備	Advances to customers less provisions	28,703	28,997	-1.0%
各項客戶存款	Customers' deposits	33,031	31,385	5.2%
已發行存款證	Certificates of deposit issued	5,652	6,095	-7.3%
存款合計	Total deposits	38,683	37,480	3.2%
貸款對存款(不包括借貸資本)比率	Loan to deposit ratio (excluding loan capital)	74.2%	77.4%	
平均流動資金比率	Average liquidity ratio	46.2%	44.4%	

二零零一年對本港銀行業乃艱辛之一年。全球經濟放緩、本港通縮持續，嚴重影響內部之經營環境。貸款需求微弱、失業情況惡化、資產質素下降(尤以私人借貸業務為甚)及價格競爭激烈，均削弱本港銀行業之業務表現與盈利能力。

Financial Review (Continued)

Our asset growth in 2001 was achieved mainly through the increase in our investment in high quality debt securities, with a portfolio consisting largely of Hong Kong and US government and public sector entity issues. This diversification and growth strategy is being pursued in a highly controlled and organized manner which seeks to balance and optimize returns against interest rate, market and credit risks, while at the same time maintaining high levels of liquidity through the purchase of highly rated papers for most of the debt securities held by the Group.

On 22nd February 2002, the Group disposed of all its remaining 30% interest in Jian Sing Bank to China Construction Bank at a small loss.

Our life assurance business generated a 4.0% increase in net profit than 2000. The higher contribution was mainly achieved by improved sales and higher embedded value increase, but a strong bond investment return was more than offset by the lower equity investment performance caused by the poor global equity market in 2001.

Banking Business

2001 was a difficult year for the Hong Kong banking industry. The global economic slowdown and a continuation of deflation in Hong Kong adversely affected the local operating environment. Weak loan demand, rising unemployment and deterioration in asset quality, particularly in the consumer finance sector, and keen pricing competition all worked to dampen business activities and profitability of local banks.

銀行業務(續)

在種種不利市場環境下，集團仍繼續擴大銀行業務範疇的策略，銳意：(一)增加如信用卡及私人貸款之高回報貸款，並相對減少低回報之借貸；(二)拓展個人銀行與理財管理業務；及(三)積極管理剩餘資金之運用。

二零零一年內的連串減息，有助舒緩各類傳統貸款產品因息差收窄所帶來之影響。定息借貸及固定收益證券享有較大息差，加上集團嚴控資金成本，使淨利息收入得以提升，淨息差徘徊平穩水平。年內，大新銀行淨息差維持在百分之三點七九。

其他營運收入較去年上升百分之九點八，信用卡業務收費與透過銀行分行網絡銷售人壽保險產品的佣金收入，帶動年內非利息收入之增加。

營運支出攀升乃由於員工支出、廣告與市場推廣成本、及資訊系統支銷增加所致。集團附屬銀行豐明銀行開業乃導致員工支出高企之主因。

由於個人銀行業務之信貸虧損略高，集團壞賬及呆賬準備調撥較去年大幅提升。經濟回落進一步令失業情況惡化，並加劇個人破產百分比。

雖然集團銀行系之盈利能力受到豐明銀行首年營運開支及其三千五百萬港元虧損影響，惟大新銀行之業績在艱巨的經營環境情況下，仍見理想。一般業務溢利錄得百分之十九點六增長，股東應佔溢利升幅百分之十六點四，資金回報率為百分之二十點八。

商業銀行業務

在各項業務中，商業銀行業務(包括貿易融資、商業借貸、租購貸款及設備融資)，雖受到經濟放緩及出口貿易下降令借貸組合普遍萎縮，仍錄得盈利增長。

Banking Business (Continued)

Against this unfavourable market environment, we continued our strategy of developing our banking business with an emphasis on (1) growing the higher yielding assets such as credit card and personal loans and correspondingly scaling down the lower yielding lending, (2) expanding personal banking and wealth management businesses and (3) managing our surplus fund more actively.

The series of interest rate reductions in 2001 assisted in containing the impact of spread contraction for traditional loan products. The wider spread earned on fixed-rate lending and fixed-income securities, together with our tight control on the cost of funds, contributed to boost our net interest income and the maintenance of a stable net interest margin, which at the Dah Sing Bank level remained unchanged at 3.79% for the year.

Other operating income grew at 9.8% relative to 2000. Strong fees from our credit card business and insurance sales through our branch network were key drivers in delivering higher non-interest income for the year.

The rise in operating expenses was caused by higher staff expenses, advertising and promotion costs, and IT spend. The launch of MEVAS, our new subsidiary bank, was a major contributing factor to the higher rate of increase in staff costs.

The charge for bad and doubtful debts rose significantly as a result of higher credit losses recorded in our personal banking business. The downturn in the local economy triggered a steady rise in unemployment and much higher rates of personal bankruptcies.

Although our Banking Group's profitability was affected to some extent by MEVAS' first year of operation and its loss of HK\$35 million in 2001, Dah Sing Bank's performance, reflected by its 19.6% growth in profit on ordinary activities, 16.4% increase in profit attributable to shareholders and its 20.8% return on equity, was strong given the difficult operating environment.

Commercial Banking

Within the various lines of business, Commercial Banking, which includes trade finance, commercial lending, hire purchase and equipment finance, reported an improved profit contribution despite the general contraction in its loan portfolio due to the economic slowdown and a reduction in exports and trade.

商業銀行業務(續)

租購貸款業務面對白熱化的價格競爭及利潤大幅收窄，集團已縮減運輸車輛融資業務，尤其計程車及輕型巴士融資。設備融資業務以本港及華南地區製造商為主，業績表現、客戶基礎及貸款結餘持續增長。

年內，商業銀行業務之資產質素仍可保持，不履行貸款亦見改善。

個人銀行業務

集團之個人銀行業務包括零售銀行、私人銀行及理財管理業務。去年，雖然個人銀行業務表現受制於惡劣之營商環境及激增之信貸虧損，惟零售銀行業務貸款增長仍然可觀，更成功吸納新客戶。發展創新產品及推出新類服務，有助新業務發展與交叉銷售。集團銳意提高消費借貸組合，並加強保險產品的銷售與推廣至集團現有零售客戶網；於此同時，亦盡量吸納低成本之零售存款。

由於按揭息差繼續縮減，集團致力爭取政府作擔保之居者有其屋計劃按揭貸款，並維持穩定之住宅按揭貸款組合。年內，私人貸款增長大幅攀升。

集團透過不斷創新產品與擴大客戶基礎，實踐其提高個人理財服務市場佔有率之策略。去年，集團將美國運通信用卡納入其信用卡業務內，且成為香港首家發行該卡之本地銀行。集團希望藉此吸納另類新客戶，兼擴大其信用卡產品之覆蓋面。集團尤感欣喜市場對大新信用卡業務發展及表現之認受性。於二零零一年，大新銀行以發卡銀行之身份，榮獲萬事達國際頒發「2001年全港商戶最高營業額增長率大獎—銀獎」及「2001年全港發行最多聯營卡項目最多大獎」。亦榮獲威士國際頒發「2000/2001年全港商戶收單傑出業績大獎」及「2000/2001年全港VISA扣賬卡最高卡量增長大獎」。

Commercial Banking (Continued)

Faced with the severe pricing competition in the hire purchase sector and a significant squeeze in spread, we took the decision to down-size our vehicle financing business particularly for the taxi and light bus finance. Our equipment finance business, targeted at manufacturing companies operating in both Hong Kong and in the southern part of Mainland China, continued to perform well in growing customer base and loan balance.

The asset quality of our Commercial Banking business held up well during the year and non-performing loans for this business segment improved.

Personal Banking

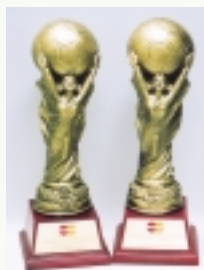
Our Personal Banking business comprises retail banking, private banking and wealth management activities. Our retail banking business continued to post strong loan growth and we were successful in acquiring new customers, although the division's performance was adversely affected by the difficult business environment and higher credit losses. Innovative product development and the launch of new services helped to promote new business and cross selling. We focused on growing our consumer lending portfolio and on insurance sales and distribution to expand and penetrate into our retail customer base, and at the same time growing lower-cost retail deposits.

With a further tightening in the spread earned on mortgage lending, we decided to concentrate our effort on growing the government guaranteed Home Ownership Scheme mortgages and maintained a stable residential mortgage pool. A strong growth in personal loans was achieved in the year.



Dah Sing received awards from both MasterCard and Visa for its credit card business for 2001.

大新信用卡業務於二零零一年榮獲萬事達及威士國際頒發獎項。



Reflecting our strategy to expand our market share in the personal financial services sector through product innovation and to increase our customer base, we added American Express credit card to our card business in 2001 and became the first local bank to issue such a credit card in Hong Kong. This we hope will enable us to target a new customer segment whilst strengthening the range of our card products. We are particularly pleased with the market recognition of our credit card development and performance. In 2001, Dah Sing Bank was recognised as the issuing bank achieving "The Highest Growth Rate in 2001 Merchant Purchase Volume in Hong Kong - 1st Runner Up" and "The Top Co-Branded Program Issuer in Year 2001 in Hong Kong" from MasterCard International; and the "Outstanding Acquiring Performance 2000/2001" and "The Largest Card Number Growth Debit Card 2000/2001" from VISA International.

個人銀行業務(續)

經過多個部門(包括營運處及資訊科技處)之共同努力，零售銀行業務之創新產品被受應許。於年內奪得《Best Practice Management》頒發之「最佳業務實踐獎—創新意念」大獎。《Best Practice Management》乃亞洲區內專注與企業、政府及非牟利機構間分享最佳業務實踐及知識之一所標準釐定及出版組織。

Personal Banking (Continued)

Our retail banking product innovation, an accomplishment of the joint effort of many divisions including Operations and IT, was also recognised in the year through our receiving the Best Practice Award for Innovation given by Best Practice Management, a best practice benchmarking and publication organization focusing on sharing best practice knowledge to businesses, government and non-profit organizations in Asia.



Dah Sing won the "Best Practice Award 2001 - Innovation".
大新奪得二零零一年度「最佳業務實踐獎 - 創新意念」。

私人銀行業務去年致力建立其客戶基礎、交叉銷售及拓展投資相關業務。

Private banking focused on building up its customer base, cross selling and expanding its investment related business in the year.

大新仍致力提升及重組分行與銷售網絡，以配合市場變化、人口轉移及科技更新。二零零一年底，集團在本港共經營四十三家分行、六所銷售服務中心、海峽群島格恩西島一家附屬公司與中國深圳一代表處。

We continued our effort to upgrade and reorganise our branch and sales network in response to market, population and technology changes. At the end of 2001, we operated 43 branches and another 6 sales and services centres in Hong Kong, 1 subsidiary in Guernsey, Channel Islands and 1 representative office in Shenzhen, China.

財資業務

年內，主要國家屢次減息，集團財資處承減息之利，在利息收入和買賣收益方面均錄得良好之溢利增長。固定收入債券投資享有更大息差。在貸款並無增長下，存款及中期資金之增加引致更多剩餘資金投資於債券上，令去年獲利可觀。債券投資增加顯示集團繼續透過分散投資，以提昇資產、平衡各類風險及賺取最佳回報。

Treasury

Our Treasury Division recorded a strong profit increase, with both interest income and trading gains achieved as Treasury took advantage of the repeated cuts in interest rates in the major economies. A wider spread was earned on the fixed-income debt investment. With a flat loan book and our effort to grow deposits and medium term funding, the increase in surplus funds invested in debt securities yielded us a good return in 2001. The increase in investment in securities reflected our continued diversification to grow assets, balance risk exposures and optimize revenue generation.

財資業務(續)

二零零一年下半年，債券組合大幅升值，集團承此良機，出售大部份債券投資，所賺取之盈利再投資短期債券，為二零零二年息口可能保持平穩、或再度上升之市場環境作好準備。

提升集團之風險管理能力以監控市場風險乃集團財資策略之重要一環。此乃一連續發展的過程，集團期望二零零二年及往後能進一步加強其風險管理能力。

豐明銀行

豐明銀行自四月開業始，已專注中產零售客戶市場，積極拓展新業務及建立其品牌。透過網上頻道、小型分行網絡與流動銷售隊伍多途分銷策略，推廣其產品、吸納新客戶與提供服務。於二零零一年錄得虧損三千五百萬港元，並已在預期之內。

保險業務

在競爭激烈、保險代理流失率高企、市況疲弱及全球股票市場表現低沉種種不利環境下，集團人壽保險公司業績仍然可觀，新銷售業務上升百分之三十四，當中分行銷售貢獻尤大。整體投資表現平平，股票投資成績倒退，抵銷債券投資之獲利。長期人壽保險業務淨溢利增長百分之四，由二零零零年之八千六百五十萬港元增至本年度九千萬港元。

根據獨立顧問精算師評估，於二零零一年底有效人壽保單總值五億二千零五十萬港元，較二零零零年底四億五千一百七十萬港元，上升六千八百八十萬港元。

集團與CGNU合資而持有百分之五十一股權之大新保險有限公司，由於經濟回落兼投資表現不濟，經歷困難的一年。年內錄得輕微虧損。

總結長期人壽保險業務之表現、人壽保險附屬公司剩餘資金投資回報與綜合保險附屬公司之虧損，保險業務營運淨溢利共七千八百萬港元，約佔集團股東應佔溢利百分之九。

Treasury (Continued)

Taking advantage of the significant appreciation in the bond portfolio in the second half of 2001, the Group took the decision to realize a substantial portion of the gains in that portfolio and reinvest in shorter dated debt securities to position the Group to face a flat or rising interest rate environment in 2002.

A key part of our treasury strategy is to upgrade our risk management capabilities in managing market risk. This is a continuing process and we expect to further strengthen such capabilities in 2002 and beyond.

MEVAS Bank

In April, we launched MEVAS Bank, which has been actively promoting its new businesses and brand by targeting the retail and middle-income sectors. MEVAS utilizes a multi-channel distribution strategy with an Internet channel, a small branch network and a mobile sales force to distribute its products, acquire and serve customers. A loss of HK\$35 million was recorded in 2001, which was well within earlier expectations.

Insurance Business

Against a backdrop of intense competition, high agency turnover, market slowdown and depressed global equity markets, our life assurance company achieved a good set of results as reflected in new business growth of 34%. Branch sales contributed a large part of this growth. Investment performance was flat overall, with declining equity investment performance offsetting gains in bond investment. Net profit generated from the long-term life business grew by 4%, from HK\$86.5 million in 2000 to HK\$90.0 million in the year.

As at the end of 2001, the total value of policies in force as calculated by our independent consulting actuary was HK\$520.5 million, up HK\$68.8 million from HK\$451.7 million as of end of 2000.

Our 51% owned general insurance subsidiary, Dah Sing General Insurance Company, a joint venture with CGNU, had a difficult year due to the economic downturn and poor investment performance. A small loss was incurred for the year.

Aggregating the results of the long-term life business, the investment result of surplus capital of our life subsidiary and the losses booked by the general insurance subsidiary, our insurance business contributed a total of HK\$78 million net profit to the Group, or approximately 9% of the Group's attributable profit.

風險管理

經二零零零年全面檢討與精進改良後，集團於二零零一年將繼續加強整體風險管理架構與監控流程。繼二零零零年中委任專責風險管理董事，翌年集團更落實措施加深其風險管理文化、認知與監控。預期此等投資能提升整體風險管理成效，有助集團於拓展金融服務業務與面對新機遇的同時，清晰掌握所涉及之種種風險事宜。

國際銀行業倡議於數年內採納新修訂之巴塞爾資本協議，集團已就預期可能普遍影響本地銀行業界的新挑戰與轉變，相繼作出適當部署。

資產質素

以百萬港元列示
HK\$ Million

		二零零一年 2001	二零零零年 2000	變動 Variance
壞賬及呆賬準備調撥	Charge for bad and doubtful debts			
• 特別準備支出	• Specific provision charge	431.4	289.1	49.2%
• 一般準備(撥回) / 支出	• General provision (write-back) / charge	(6.4)	22.1	
本年度準備總支出	Total charge for the year	425.0	311.2	36.6%
年內平均貸款結餘	Average loan balance in the year	29,380	28,365	
特別準備百分比	Specific provision rate	1.47%	1.02%	
十二月三十一日：	As at 31st December:			
不履行貸款：	Non-performing loans	605.9	666.5	-9.1%
減：	Less:			
已撥出特別準備	Specific provisions made	267.0	164.2	
持有抵押品市值	Market value of security held	328.4	442.7	
未提撥準備之風險淨額約數	Estimated net exposures not yet provided	10.5	59.6	
不履行貸款比率	Non-performing loan ratio	2.07%	2.26%	
逾期及經重組貸款比率	Overdue and reschedule loan ratio	2.57%	3.60%	

在經濟疲弱及失業率高企的年頭，集團零售借貸組合信貸質素轉壞。個人破產個案湧現，貸款虧損激增，不利活躍於私人借貸業務的銀行。集團已收緊信用卡及個人借貸的授信條件及批核準則，惟有關準備支出仍大幅上升。針對個人破產個案不斷增加(大部份屬於自願入稟性質)，集團採取更審慎之撥備政策，為凡涉及入稟申請迫令或自願個人破產之私人借貸風險作全數特別撥備。集團將繼續檢討及改良其信貸批核準則，以減輕二零零二年因私人信貸質素惡化的影響。

Risk Management

In 2001, we continued to strengthen our overall risk management framework and control processes, which went through a full review and upgrade in 2000. Following the appointment of a group risk Director in mid 2000, efforts to strengthen risk management culture, understanding and control were stepped up in 2001. Such investment is expected to enhance the overall risk management effectiveness and help position the Group to address a wide variety of risk issues as we grow our financial services and undertake new exposures.

With the international banking industry moving towards the adoption of the new Basel Capital Accord over the next few years, the Group has also been developing its plans to prepare for the new challenges and changes that are expected to affect the local banking industry in general.

Asset Quality

In a year of weak economic conditions and rising unemployment, the credit quality of our retail lending portfolio deteriorated. The cyclical surge in personal bankruptcies exacerbated loan losses and adversely affected banks active in consumer finance. Although we implemented measures to tighten our underwriting and approval criteria for our credit card and personal lending, the provision charge for the segment rose significantly. Responding to the rising level of personal bankruptcies, many of which are voluntary petitions, the Group took the decision to adopt a more prudent provisioning practice by making full specific provisioning against all consumer finance exposures once personal bankruptcy is petitioned against or by the borrowers. We will continue to review and implement enhancements in our credit approval standards to contain the deterioration in the quality of consumer credits in 2002.

資產質素(續)

於二零零一年，商業銀行及租購貸款業務資產質素均有改善，壞賬支出較去年為低。信貸表現漸見平穩，不履行貸款比率與逾期及經重組貸款比率遂得以降低。

Asset Quality (Continued)

The asset quality of our commercial banking and hire purchase businesses improved in 2001. A lower amount of bad debt charge in these businesses was achieved in the year relative to 2000. The more stable credit performance in these businesses contributed to a lowering in our non-performing loan ratio and overdue & rescheduled loan ratio.

資本及流動資金**Capital and Liquidity**

		二零零一年 2001	二零零零年 2000
集團銀行系	Banking Group		
資本基礎(以百萬港元列示)	Capital base (HK\$ million)		
— 核心資本	— Core capital	4,365	3,900
— 附加資本與扣減項目	— Supplementary capital and deductions	1,349	361
扣減後的資本基礎總額	Total capital base after deductions	5,714	4,261
資本充足比率(年結日)	Capital adequacy ratio (as at year end)		
— 一級	— Tier 1	14.2%	13.1%
— 一級及二級(扣減後)	— Tier 1 and Tier 2 (after deductions)	18.7%	14.3%
流動資金比率(全年平均值)	Liquidity ratio (average for the year)	46.2%	44.4%

大新銀行於二零零一年三月發行其首批後償債券，總額為一億二千五百萬美元。此債券乃十年期債券，至二零一一年三月屆滿，可於發行後第五週歲即二零零六年三月以發行人認購期權全數贖回。因符合二級資本資格，此債券有助提高集團銀行系之資本充足比率。

Dah Sing Bank issued its first subordinated bond for US\$125 million in March 2001. The bond is a 10-year issue due in March 2011 with an issuer call option to fully redeem the whole bond on its 5th anniversary in March 2006. This qualifies as Tier 2 capital and helped to boost the Banking Group's capital adequacy ratio during the year.

發行二級資本有助大新銀行達至更佳資本組合，並提高其資本基礎，有助擴展業務發展。

Issuing Tier 2 capital helps Dah Sing Bank to optimize its capital mix and the higher capital base enables the Bank to pursue additional business expansion.

集團增加債務證券組合總值，流動投資數額遂被推高。增加高質素的流動資產，令二零零一年平均流動資金比率得以進一步提高。

With an increasing pool of liquid investments as we grow our debt securities portfolios, a high quality of liquidity was attained and our average liquidity ratio was further lifted in 2001.

人力資源

集團於年內繼續改善工作流程及重新分配資源以配合市場變化、業務組合及新業務發展。新增業務與客戶數目升幅雖然理想，員工人數的嚴緊控制仍未鬆懈。

二零零一年內，集團悉力提昇培訓內容，重點包括「領袖培訓」和「風險管理」等範疇。

二零零一年底，集團聘用人數共一千四百七十七名，較二零零零年底之一千五百五十一名，減少七十四名。

資訊科技與電子商務

投資於資訊系統之資源承諾為達至創新產品、提升效率、改善客戶服務及最終貢獻未來盈利之一項主要要素。

用於資訊科技的資源與投資，最終為建立一座靈活的資訊系統平台，能配合市場之瞬息萬變、支援新增產品服務、以及透過多渠道分銷網提供客戶服務。為支援業務運作與分散風險，集團更積極發揮有效資訊科技資源分配，並藉提昇資訊科技基礎系統，改善操作表現。

過往數年，大新銀行投資不少資訊科技資源，通過集團網頁 www.dahsing.com，提供廣泛的電子網上銀行應用及服務，配合分行網絡、銷售及服務中心、電子理財中心與自動櫃員機等既有分銷渠道，發揮相輔相承之效。

Human Resources

We continued our process streamlining and resource reallocation over the year to align with changes in markets, business mix and new business initiatives. A tight control on staffing was maintained in spite of the encouraging increase in new business and customers.

In 2001, we made a strong effort to upgrade training with new emphasis on areas such as leadership development and risk management.

At the end of 2001, the total number of employees of the Group was 1,477, down 74 from 1,551 at the end of 2000.

Information Technology and e-Business

Investing in IT is a key resource commitment and a fundamental prerequisite for achieving product innovation, efficiency enhancement, improved customer service and ultimately contributing to future profitability.

Our IT resources and investment are primarily geared toward developing a dynamic IT platform that is capable of responding to rapid market changes and supporting new products and services, and to delivering our services through multi-channel distribution. To support our continued business and risk diversification, we are actively exploring ways to optimise our IT resource allocation and to achieve a higher level of performance by upgrading our IT infrastructure systems.

Over the past few years, Dah Sing Bank invested a significant amount of IT resources to accomplish a comprehensive range of e-banking applications and services which are distributed over the Internet via our website www.dahsing.com, complementing the traditional channels of branches, sales and services centres, call centres and ATMs.