



# 創新 Innovation

我們不囿於傳統思維，能夠從多角度出發，為客戶創造嶄新的方案，提供增值服務，以迎合瞬息萬變的市場需求。

Our ability to think laterally in finding creative, new solutions helps us deliver value-added customer solutions and ensure that our services can rise to the demands of a fast-changing marketplace.

# 業務回顧

## Review of Operations

### 中信嘉華銀行有限公司 零售銀行部

#### CITIC Ka Wah Bank Limited (the "Bank") Retail Banking Group

中信嘉華的零售銀行業務在二零零四年繼續錄得強勁增長。建基於為客戶提供非凡價值和實用財務方案以別於同儕的策略，零售銀行部年內繼續致力為中高端客戶開拓創新產品，同時並實行多項重要的業務計劃，以進一步推動業務表現，當中包括重投零售按揭貸款及私人貸款市場，首度推出多項中信嘉華獨家高息產品，以及推出為小型企業而設的商貿理財服務，作為新的業務發展重點。

二零零四年零售銀行部的業績有顯著增長，反映其業務策略和以客為尊的服務精神取得成效。非利息總收入為二億七千三百七十萬港元，較二零零三年上升28%；加上在積極管理零售貸款風險下，呆壞賬準備大幅下降，令稅前溢利錄得一億七千五百二十萬港元的增長，零售銀行部二零零四年稅前溢利較二零零三年增加170%。

The Bank's retail banking business registered another year of strong growth in 2004. Building on its strategy of competitive differentiation through the delivery of exceptional value and pragmatic solutions to customers, its Retail Banking Group ("RBG") continued its drive in product innovation for affluent customers during the year. Business momentum was further boosted by a number of important business initiatives, including the Bank's re-entry into the retail mortgage loan and personal loan markets, the introduction of its proprietary yield-enhancement programmes, and the launch of the small business customer segment as a new business development focus.

The success of RBG's business strategy and its customer-centric service orientation was evident in the significant progress made in the performance of the business unit. Total non-interest income was HK\$273.7 million, representing a 28% year-on-year increase. Active management of the risk profile of the Bank's retail loan book led to a hefty reduction in provisioning charges. As a result, RBG recorded a growth of HK\$175.2 million in profit before tax in 2004, a 170% improvement in its contribution compared to 2003.

中信嘉華銀行有限公司  
零售銀行部

CITIC Ka Wah Bank Limited  
Retail Banking Group

## 提升投資理財服務

零售銀行部繼續以「劃時理財戶口」的佳績為基礎，進一步發展業務，於二零零四年期間成功取得高企的客戶保留率，平均戶口結餘穩企在四十萬港元水平，當中很大部份客戶更經常透過中信資本買賣香港股票。管理層對有關成績感到滿意，並相信這會成為中信嘉華投資理財業務未來發展的穩健基礎。

年內，中信嘉華先後推出多項理財方案，為中高端客戶增添財富：

### • RMB+ 中港一線通服務

優質的內地相關服務組合，旨在為需要人民幣和CEPA相關銀行服務的個人客戶，提供增值的財務配套。

### • 高息產品

中信嘉華於二零零四年七月首度推出自行設計的港元可贖回利率遞增型存款證，其後在二零零四年九月再推出同類型的美元存款證。兩批存款證提供百份百本金保證和遞增年利率，讓客戶可享有較相同年期相同貨幣定期存款為高的回報（五年的投資回報率高達18.5%）。兩批存款證均取得非常理想的成績，認購總額高達十三億港元。

## Enhancement of Wealth Management Services

RBG continued to build on the success of the “NOW Account”, maintaining a high level of client retention during 2004, with average customer balance standing firmly in the region of HK\$400,000 each; a high proportion of this client base was also active in Hong Kong stock trading through CITIC Capital. Management is pleased with this performance and believes this will provide a healthy base for further developing the Bank's Wealth Management business going forward.

Meanwhile, in pursuit of enhancing wealth creation for the Bank's affluent customers, a number of financial planning solutions were introduced during the year:

### • RMB+ China Linked Services

A premium package of China-related services designed to provide value-added financial convenience for customers who demand relevant personal Renminbi banking services, as well as business-focused CEPA-related banking benefits.

### • Yield-Enhancement Programmes

The Bank launched its inaugural proprietary Hong Kong dollar callable step-up CDs programme in July 2004 and, subsequently, a similar US dollar programme in September 2004. Both programmes offered 100% principal protection and step-up interest rates which enabled customers to earn higher returns (up to 18.5% over five years) than time deposits with similar tenors in the respective currencies. The two programmes met with resounding successes, attracting total subscriptions of up to HK\$1.3 billion.

另一項高息方案是在二零零四年十月推出的遞增型利率定期存款。客戶可以港元或美元開立遞增型利率定期存款，於五個月的存款期內享有特殊高息回報。市場對該產品反應十分熱烈，在第四季吸納存款總額達二十億港元，合共開立了四千八百六十五個有關戶口。



Another yield enhancement solution was the step-up deposit launched in October 2004. Available in both Hong Kong and US dollars, it offered customers bonus interest rates for keeping their deposits with the Bank over a period of five months. The programme was greeted by an overwhelming response, drawing HK\$2 billion in deposits from 4,865 customer accounts in the last quarter of the year.

#### • 銀行保險業務

零售銀行部年內因應客戶在不同人生階段的需要推出三項人壽保險計劃，包括配合子女教育需要的「展望成才」壽險計劃，為中高端客戶爭取高回報保障的「明智萬用」壽險計劃，以及附加年金選項的「暖意」退休計劃。年內保險業務帶來的費用收入增加26%，足以反映出中信嘉華在這範疇取得的成果。

由於以上理財方案取得輝煌成績，零售銀行部投資理財服務錄得的收入比二零零三年增加26%，年內新吸納的核心客戶共四萬四千位。

#### • Bancassurance

Three life insurance plans were introduced during the year to meet the varying life cycle needs of customers: the "HOPE Educator" life insurance plan, designed to meet childrens' education needs; the "BRIGHT" life insurance plan, designed for affluent customers looking for a yield-enhancing protection plan; and the "WARMTH" retirement plan, with an annuity option. The Bank's success in this area was reflected in its 26% growth in insurance fee income during the year.

Backed by these successful initiatives, Wealth Management income recorded a 26% growth over 2003, and new core relationships acquired during the year totalled 44,000.

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## 重投零售貸款市場

香港經濟踏上復甦軌道，二零零四年初起失業率及個人破產情況均呈現明確的下跌趨勢，加上銀行業實行共享正面信貸資料，中信嘉華在去年第二季銳意重投零售貸款市場。

在零售按揭貸款方面，零售銀行部推出一系列極具市場競爭力的按揭貸款方案，讓客戶可因應個人財務狀況和利率前景，選擇定息按揭貸款計劃，或以最優惠利率或香港銀行同業拆息為基準的浮息按揭貸款計劃。無抵押私人貸款方面，零售銀行部以劃一低息推出結合信用咭優惠的Dollar\$mart私人貸款。年內推出的Dollar\$mart系列產品還包括提供市場首創「免息免還款」優惠及個人化利率的私人循環貸款，以及稅務貸款計劃。

這些嶄新產品為按揭和無抵押私人貸款業務分別帶來三十四億港元及一億二千二百萬港元的貸款。儘管價格競爭激烈，中信嘉華仍能透過嚴格的資產及負債管理來保持合理息差，力求在產品的資產素質和盈利能力兩方面取得平衡。

## Re-entry into Retail Lending Market

As Hong Kong's economy returned to a firm path of recovery, both unemployment and personal bankruptcies were showing a definitive downward trend in early 2004. Helped further by the implementation of positive data sharing in the banking sector, the Bank made its decisive re-entry into the retail lending market in the second quarter of the year.



In the area of retail mortgage lending, RBG rolled out a series of market-competitive solutions that allowed customers to select from a range of fixed-rate mortgage plans, or Prime- and HIBOR-based floating rate mortgage plans, depending on their individual financial circumstances and interest rate outlooks. On the unsecured personal lending side, RBG launched Dollar\$mart, a personal instalment loan product bundled with credit card benefits at a single competitive rate. Other

Dollar\$mart products introduced throughout the year included a revolving loan product with first-in-market “payment holidays” and personalised interest rates, as well as tax instalment loans.

The new initiatives successfully drew in HK\$3.4 billion and HK\$122 million in new bookings, respectively, for mortgages and unsecured personal lending. Moreover, despite fierce pricing competition, the Bank was able to uphold its margins through rigorous asset and liability management, which strives to balance the products' asset qualities and profitability.

## 信用咭業務強勁增長

零售銀行部的信用咭業務雖然在二零零四年面對競爭激烈的經營環境，但仍然能夠錄得穩健的增長，新簽賬總額及應收賬分別增加43%及26.2%，而根據香港VISA公佈的行內平均數分別僅為22%及3%。此外，以中小企為目標客戶的全新商務咭亦在第四季推出。零售銀行部未來將會繼續積極拓展信用咭業務，並重點提高信貸素質及盈利能力。

## 成立商務銀行部

為滿足不同客戶的需要，中信嘉華於二零零四年中把企業銀行部每年營業額少於五千萬港元或未償還貸款額少於二千萬港元的小型企業客戶，轉由零售銀行部的商務銀行部服務。此舉是為了令零售銀行部能更有效集中資源照顧小型企業客戶的業務發展需要。有關服務平台涵蓋產品管理、風險組合評估、分行銷售、以及有專責人員跟進的營運資金借貸服務。

## Robust Growth in Credit Card Business

A healthy growth in RBG's credit card business was recorded in 2004, despite the pressure of an intensively competitive environment. Total new sales and account receivables increased by 43% and 26.2%, respectively, compared to the industry averages of 22% and 3%, respectively, according to data released by VISA Hong Kong. A new product, the Business Credit Card, was launched in the fourth quarter with SMEs as the target segment. RBG will continue to grow its credit card business aggressively, with the focus on credit quality and profit potential.

## Launch of Business Banking Segment

In mid-2004, the Bank undertook a client segmentation initiative whereby small business customers with an annual sales turnover of HK\$50 million or under, or an outstanding loan value with the Bank of HK\$20 million or below, were segregated from the Wholesale Banking Group and placed into the Business Banking Segment within RBG. The objective was to allow RBG to embrace this clientele with dedicated resources that suit their business needs. The service platform was designed to encompass product management, risk portfolio assessment, branch distribution and dedicated working capital lending specialists.

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「BUSINESS NOW」商貿理財服務在二零零四年十月推出，為小型企業提供全面及靈活的銀行服務及信貸，以助他們在今日競爭激烈的營商環境中脫穎而出。商貿理財戶口乃提供利息的商業往來戶口，讓小型企業客戶更有效運用現金結餘，利用閒置資金取得最高的利息收入。

零售銀行部計劃於二零零五年推出更多升級服務，提供更多方便快捷的理財方案，以滿足小型企業客戶的財務需要。



The “BUSINESS NOW” programme, launched in October 2004, offers these small business customers comprehensive, flexible banking services and leverage that will help them stay ahead in today’s highly competitive business environment. It features an interest-bearing business checking account that enables these customers to more effectively utilise their available cash balances and maximise interest earnings when funds are idle.

RBG plans to introduce more upgraded services in 2005 to provide further hassle-free solutions to suit the business financial needs of this clientele.

### 擴大跨境收入基礎

年內另一重大發展是透過進軍內地按揭市場，擴大收入基礎。兩支按揭直銷隊伍已分別於深圳和上海成立，深圳隊伍藉著中信嘉華全資擁有的中國國際財務在珠江三角洲尋找商機；而上海隊伍則透過中信嘉華上海分行發展長江三角洲業務。兩支隊伍與企業銀行部、中國業務部及中信公司系內其他子公司合作無間，為內地著名發展商的高素質豪宅項目買家提供按揭產品及支援服務。

### Expansion of Cross-Border Revenue Base

Another significant development during the year was the expansion of the Bank’s revenue base into the China mortgage market. Two mortgage direct sales teams were established, one located in Shenzhen to cover business opportunities in the Pearl River Delta region through the Bank’s fully-owned subsidiary, CIFIC, and the other in Shanghai to cover the Yangtze River Delta region through the Bank’s Shanghai branch. Both teams work very closely with the Wholesale Banking and China Banking Groups, as well as with other CITIC companies, to provide end-user mortgage products and service support to leading property developers of high-quality luxury residential projects in China.

## 資產素質顯著提升

由於中信嘉華嚴格管理信貸風險，大幅提升追收欠款的效率，加上拖欠比率下降，零售銀行部於二零零四年錄得五十萬港元的準備撥回。中信嘉華的樓宇按揭拖欠比率為0.35%，比香港金融管理局公佈的行內平均數0.38%為低；而信用卡的淨撇賬年率為3.10%，亦比市場的平均數4.73%為低。

## 展望

零售銀行部在過去幾年建立了穩固的基礎，現已準備就緒，迎接香港和內地市場增長帶來的商機。在香港方面，今年將會重點開拓高端客戶的零售銀行服務，其他工作包括持續提升投資理財和i-banking網上銀行服務，以為中高端客戶提供更佳服務，同時並會加強商務銀行部的服務。至於中國內地業務，零售銀行部將會利用中信嘉華在珠江三角洲和長江三角洲日益擴展的網絡，推動業務發展。

## Significant Improvement in Asset Quality

As a result of rigorous credit risk management and significant improvement in effective collection management and delinquency rate reduction, RBG was able to write-back HK\$0.5 million in provisions in 2004. The Bank's residential mortgage delinquency ratio was 0.35%, better than Hong Kong Monetary Authority's published industry average 0.38%. The annualised net charge-off ratio of its credit card portfolio was 3.10%, which was also lower than the sector average of 4.73%.

## Outlook

With the firm foundation built over the past years, RBG is well-poised to capitalise on the growing market momentum both in Hong Kong and China. In particular, it will focus on launching a new upscale retail banking programme in Hong Kong in the coming year. Other areas will include the continuing enhancement of its wealth management services and i-banking platform for affluent customers, as well as the introduction of upgraded services for the Business Banking Segment. In China, efforts will be coordinated to leverage on the Bank's growing presence in the Pearl River and Yangtze River Delta regions.



# 以客為尊 Customer Focus

我們的各項服務都是以建立長久客戶關係為目標。以客為尊的精髓，就是能夠因應客戶需要提供最優質的服務，以協助他們拓展業務及增添個人財富。

Our every move is geared towards building long-term relationships. Focusing on the needs of our customers means we are able to provide the best resources to help them grow their business and personal wealth.

## 中信嘉華銀行有限公司 企業銀行部

### CITIC Ka Wah Bank Limited Wholesale Banking Group

#### 企業銀行部

二零零四年，中信嘉華企業銀行部三管齊下鞏固業務基礎，包括提升整體服務素質，加強營銷渠道的能力，以及透過積極管理客戶關係，為客戶締造更臻完美的綜合服務體驗。企業銀行部的工作重點，是要瞭解各類中型公司及大型企業客戶的需要，並提供度身訂造的財務方案。

為此，企業銀行部進行了詳細的檢討，以更有效分配資源，改進服務方式，擴闊產品系列，同時並將較小型客戶轉由零售銀行部新成立的商務銀行部服務，因為商務銀行部的服務模式更適合他們，而企業銀行部則可集中寶貴資源為中型公司及大型企業度身訂造財務方案。透過與財資部在結構性產品方面的進一步合作，企業銀行部有很大潛力為客戶提供更先進的產品及服務。

隨著銀團貸款、貿易融資和匯款業務不斷擴大，企業銀行部在二零零四年第三季將金融機構拓展部納入為成員之一，以進一步加強有關業務的承造能力。

#### Wholesale Banking Group

In 2004, the Bank's Wholesale Banking Group ("WBG") embarked on a three-pronged strategy to build on its business foundation: enhancing its overall service quality; strengthening its delivery capability; and perfecting its total customer experience through proactive relationship management. WBG places emphasis on identifying customer needs and offering tailor-made financial solutions to a wide spectrum of mid-cap companies and large corporations.

To this end, thorough reviews were conducted to align WBG's resources, refine its service methodology, and enrich its product range. Smaller customers were transferred to RBG where they will benefit from the portfolio business approach of the newly created Business Banking Unit. In doing so, valuable WBG resources can be applied to focus on customising financial solutions for the mid-cap companies and large corporations. The potential for enhanced service sophistication is great, with more room to partner with the Treasury and Markets Group for structuring support.

In the third quarter of 2004, WBG further strengthened its ability to take on the increasing volumes in syndicated loans as well as trade finance and remittance businesses by integrating the Financial Institutions Department into the WBG family.

中信嘉華銀行有限公司  
企業銀行部

CITIC Ka Wah Bank Limited  
Wholesale Banking Group

改善資產素質是企業銀行部一直以來的目標，所以它非常重視風險管理。過去兩年，企業銀行部不斷改進風險管理的工具和效率，以確保它們能有效地應用於業務上。這些措施已見良好成效，企業銀行部的貸款虧損準備在二零零四年創五年來歷史新低，管理層亦很高興看到其資產素質和業務承造基礎比以前更穩固。

### 企業及銀團貸款

企業及銀團貸款部以服務紮根香港的企業及跨國公司為主，同時並在銀團貸款市場中擔任發起籌組和分銷貸款的工作。為了配合不斷提升的客戶需求，企業及銀團貸款部在年內成立了專責的關係管理小組，小組成員均具備對個別行業的專門知識；此外更引入嶄新商業模式，以更有效地處理地產項目、酒店發展和投資，以及基建項目(例如發電廠和收費道路)的交易。

在集中發展重點業務和以客為尊的策略下，中信嘉華於二零零四年出任了多宗香港及中國大型銀團貸款的獨家安排行，成功為客戶籌組逾四十億港元貸款。

With asset quality improvement as an ongoing target, WBG has always placed a high priority on risk management. Over the past two years, it has paid close attention to refining its risk management tools and disciplines to ensure that they are appropriately implemented in its business. These measures have yielded good results, with its loan loss provision hitting a five-year historic low in 2004. Management is pleased that WBG's asset quality and business underwriting foundations are more solid than ever before.

### Corporate and Syndication

The Corporate and Syndication Department targets customers who are Hong Kong-based corporates and multinational corporations. It also handles origination and distribution work in the loan syndication market. To keep pace with the sophisticated needs of its customers, dedicated relationship management teams were formed during the year, and were equipped with specialised skills in a number of selected business segments. New business models were put in place to facilitate transaction processing in relation to real estate projects, hotel development and investment, as well as infrastructure projects, such as power plants and toll roads.

As a result of its sharpened business and customer focus, the Bank acted as sole arranger for a number of sizeable syndicated loans in Hong Kong and China, successfully concluding for our customers term finance in excess of HK\$4 billion in 2004.



## 中國企業貸款

中國企業貸款部的客戶包括主要的國營企業、在香港上市的紅籌公司、中國民營企業，以及主業在中國的外資公司。中國企業貸款部的資深銀行家親自為客戶提供服務，他們對中國市場有深厚認識，並得到中信公司旗下子公司（包括中信實業銀行及中信証券股份有限公司）的全力支持。二零零四年，中信嘉華透過在上海開設分行擴展服務網絡，並作為發展華東地區長江三角洲業務的立足點，而華南地區珠江三角洲的業務發展則由中信嘉華全資擁有的深圳財務公司中國國際財務所推動。透過這兩大業務發展支柱，加上母公司中信公司的網絡，中信嘉華很有信心能在中國大力拓展服務範疇及客戶基礎。

二零零四年，中國企業貸款部成功把握中國經濟顯著發展和香港經濟反彈之勢，持續錄得理想的業務增長。

## China Corporates

The China Corporates Department has customers that include major China state-owned enterprises, Hong Kong-listed red-chip companies, privately-owned corporations in China, and companies of other origins that do business predominantly in China. These customers are served by veteran bankers who have a deep knowledge of the Chinese market, and by the full support of the CITIC companies in China, including CIB and CITIC Securities Company Limited. In 2004, the Bank boosted its delivery network by opening a branch in Shanghai, giving it a foothold for developing our business in the Yangtze River Delta region in Eastern China. That will complement its business development drive in the Pearl River Delta region in Southern China through CIFC, the Bank's wholly-owned finance subsidiary in Shenzhen. With these two business development pillars in place, and leveraging on the network of our parent CITIC, the Bank is confident that it will be able to significantly broaden its service and capability offering, as well as its customer base, in China.

Riding on China's impressive economic performance and the rebound of Hong Kong's economy, the China Corporates Department reported continued satisfactory business growth in 2004.

中信嘉華銀行有限公司  
企業銀行部

CITIC Ka Wah Bank Limited  
Wholesale Banking Group

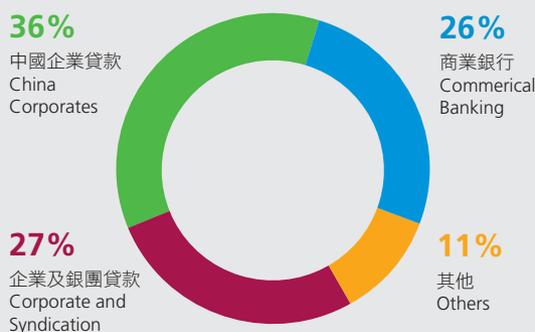
## 商業銀行

商業銀行部為上市和私營的中型企業提供銀行服務，客戶主要是從事製造業及貿易業務的香港公司。二零零四年，商業銀行部秉承中信嘉華提升服務素質的承諾，加強了處理押匯的電腦系統，並進一步擴闊貿易融資產品系列。年內，業務增長動力主要仍然來自向商業銀行部客戶進行多項產品銷售，並與零售銀行部、財資部及中信資本進一步合作，以作交叉銷售，亦有助取得費用收入。

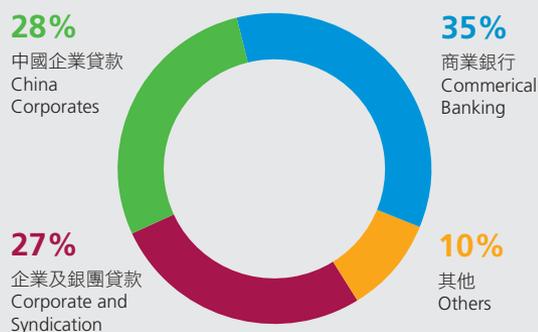
## Commercial Banking

The Commercial Banking Department offers banking services to public and privately-owned middle-market companies that are primarily of Hong Kong origin and are engaged in the manufacturing and trade businesses. In 2004, as part of the Bank's commitment to improving service quality, it upgraded its bills computer system and further expanded its range of trade finance products. Cross-selling of its customer base continued to be a main business driver, and increased collaboration with RBG, Treasury and Markets Group and CITIC Capital has helped to generate useful fee income during the year.

二零零四年企業銀行部貸款資產分佈  
WBG 2004 Loan Asset Breakdown



二零零四年企業銀行部經營收入分佈  
WBG 2004 Operating Income Breakdown



## 金融機構

金融機構拓展部是企業銀行部的新成員。憑藉金融機構拓展部與往來銀行和出口保險代理的緊密關係，企業銀行部得以加強銀團貸款的分銷渠道和商業轉介網絡，並提升貿易融資業務的實力。在未來的日子，除了繼續支援企業銀行部及財資部外，金融機構拓展部將透過為

## Financial Institutions

The Financial Institutions Department is a new member of the WBG family. Leveraging on its close relationships with correspondent banks and export insurance agencies, WBG was able to strengthen its loan syndication distribution channels and business referral networks, as well as its trade finance capability. Going forward, in addition to continuing its support of both WBG and the Treasury and Markets Group, the Financial Institutions Department will be

本地非銀行的金融機構提供優越的產品，開拓新收入來源。

## 美國分行

中信嘉華現時在美國洛杉磯和紐約設有兩間分行，當地龐大的亞裔社群長久以來成為了固定的客源。隨著中信嘉華中國業務擴展策略的落實，這兩間分行將擔當更重要的策略性互補角色，協助配合中信嘉華中國客戶在開發美國投資機會時的需求。美國分行亦將積極拓展客源，加強對美國本土公司的服務，為他們在中美貿易或中國業務上提供所需的銀行及融資服務。美國分行在日後將為中信嘉華創造新收入來源，並作出有意義的貢獻。

## 展望

企業銀行部首要目標是擴展中信嘉華客戶基礎和收入來源。企業銀行部的策略是確保對客戶有深入認識，包括其服務、產品系列以及業務發展目標，從而瞭解他們的財務需要。二零零五年，企業銀行部將會繼續增聘專業人才，鞏固已成功建立優勢的業務範疇，並繼續增加市場佔有率。企業銀行部已成立特別跨部門工作小組，致力精簡營運程序，藉以縮短為客戶提供產品和服務的時間。企業銀行部亦已成立策略發展部，專注設計及推廣貿易融資、投資理財、保險和財資產品，務求能為客戶增值。

exploring new revenue opportunities by serving local non-bank financial institutions on niche products.

## US Branches

The Bank currently operates two branches in the US, in Los Angeles and New York, where their sizeable Asian communities had traditionally formed the bedrock of its customer base. With the realisation of the Bank's expansion strategy in China, these branches will play an important and strategic complementary role to help meet the needs of the Bank's Chinese customers who are looking for investment opportunities in the US. The US branches will also be actively expanding their customer bases to include US-based corporations that are engaged in Sino-US trade, or have banking and financing needs for their activities in China. The US branches will create meaningful new revenue streams for the Bank in due course.

## Outlook

Growing the Bank's customer base and revenue streams are the primary goals of WBG. Its strategy is to ensure that it has an intimate knowledge of its customers: their services and product ranges, their business goals and, hence, their financing needs. In 2005, WBG will continue to expand its skilled talent pool to enable the Bank to increase its market share, particularly in the business sectors where it has successfully developed a niche position. Project teams, drawing on cross-departmental resources, will help to streamline operational procedures, and shorten the delivery time of products and services to customers. A Strategic Development Unit has been formed to design and promote trade finance, wealth management, insurance, and treasury products that will benefit its customers.



# 專業 Professionalism

我們所堅持的專業精神，就是任何時候都全力以赴，務求為客戶提供最適時及最高素質的服務。

Being professional means delivering the highest possible service at all times while combining the right timing with all-out effort.

## 中信嘉華銀行有限公司 財資部

### CITIC Ka Wah Bank Limited Treasury & Markets Group

二零零四年市場充斥著好壞參半甚至有時是分歧的訊號，當中主要包括美息趨升及美元持續偏軟，美元銀行同業拆息和港元銀行同業拆息的息差擴闊，以及市場投機人民幣升值令大量游資湧入本地資本市場。面對這些不明朗的市場因素，中信嘉華財資部不但在流動資金及風險管理方面擔任重要角色，同時並為零售及企業客戶提供明智的增加回報及對沖方案。敏銳的市場觸覺及創新的產品發展技術，是財資部別於同儕的關鍵。

#### 流動資產管理

保持高度的資金流動性是中信嘉華一貫的優先目標。除了每日維持充足流動資金外，中信嘉華亦持有高素質的短期債券投資組合，倘若市場流動資金突然緊絀，這個投資組合可以迅速套現。同時，財資部亦定期聯同多個部門進行壓力測試，以確保即使市場環境出現改變，中信嘉華的流動資金仍處於充足的水平。

The year 2004 was awash with mixed and sometimes diverging market signals; key among them included rising US interest rates and continuing weakness in the US dollar, the widening gap between the LIBOR and HIBOR, and the flood of excess liquidity into the local capital market amid speculation about a revaluation of the Renminbi. Faced with such market uncertainties, the Bank's Treasury and Markets Group ("TMG") played a critical role not only in its liquidity and risk management, but also in coming up with smart yield-enhancement and hedging solutions for retail and corporate customers alike. TMG's sharp market sense and innovative product development skills became its key market differentiators.

#### Liquidity Management

Maintaining a high liquidity position has always been among the Bank's top priorities. Apart from keeping daily long positions in cash, it also holds a portfolio of high-grade marketable securities with short maturities. This portfolio can be converted quickly into cash in case of a sudden drain of liquidity in the market. Periodic stress tests are performed in conjunction with various departments so as to ensure that the Bank's liquidity position is adequate, even with changes in the market environment.

中信嘉華銀行有限公司  
財資部

CITIC Ka Wah Bank Limited  
Treasury & Markets Group

在中信嘉華審慎管理流動資金的原則下，財資部透過分散資金來源，延長了債務組合的年期。年內，財資部在本地資本市場發行多宗存款證，年期為一至五年，共吸納六十九億六千萬港元資金。至於附帶衍生工具成份的存款證，財資部會把附帶部份售予其他銀行以抵銷風險，因此，除了擴大存款基礎外，財資部亦為中信嘉華帶來可觀的費用收入。

另外，中信嘉華發行了總值三億美元的五年期高級定息債券，成功進軍國際歐元債券市場，連同另外兩宗已發行的債券——即二零一一年到期的三億美元下層二級資本後償票據及二億五千萬美元上層二級資本永久後償票據，顯著加強中信嘉華資產負債表債務方面的資本結構。為配合中信嘉華資產的利率年期分佈，財資部將存款證和債券的定息票息掉期為浮息，令中信嘉華在二零零四年興旺的資本市場下，以較低的信貸息差鎖定資金。



Guided by the Bank's prudent liquidity management philosophy, TMG has been extending the tenor of the Bank's liability structure by diversifying its funding sources. During the year, it launched a number of CDs issues in the local capital market with maturities ranging from one to five years, drawing a total funding of HK\$6.96 billion. For those CDs with embedded derivative structures, TMG neutralised the Bank's risk by selling these structures to other banks. As a result, in addition to increasing the deposit base, TMG was able to generate an attractive fee income for the Bank.

Separately, the Bank's successfully tapped the international Eurobond market with a US\$300-million five-year fixed-rate senior debt issue, which, together with the two other outstanding issues - a US\$300-million Lower Tier II issue maturing in 2011 and a US\$250-million Upper Tier II perpetual issue - helped to significantly strengthen its capital structure on the liability side of the balance sheet. In order to match the interest rate tenor of the Bank's assets, TMG swapped the fixed-rate coupons of the CDs and the Eurobond into floating rate. This enabled the Bank to lock in funding at an attractive credit spread despite last year's bullish capital market environment.

## 投資管理

財資部亦積極管理中信嘉華的多元化投資組合，當中包括不同類別的資產，最首要目標是在風險與回報之間取得平衡，有關風險因素包括利率風險、再投資風險、外匯風險、信貸風險和國家風險等。

在預期息口趨升下，財資部在二零零三年起已開始以短期債券取代到期債券，以及透過對沖將定息的票息掉期為浮息收入，有系統地減低持有定息資產的年期。於二零零四年底，持有至到期定息投資組合平均年期為兩年以下，換言之，未來兩年中信嘉華可以把握機會以較高回報的定息債券取代到期證券。由於息口上升趨勢預期可能持續至二零零五年底，故現時的策略是利用此機會逐漸延長投資組合的年期，將回籠資金再投資於年期較長及回報較高的債券。

## 加強對風險管理的警覺性

二零零四年，外匯和利率市場皆極為波動。美元兌其他主要貨幣未有止跌跡象，美國聯邦儲備局在二零零四年六月起展開加息周期，美國聯邦基金利率由1%上升至同年十二月的2.25%，而美國債券市場早已在二零零四年上半年出現拋售。然而，本地市場由於流動資金充裕導致港元息口持續偏低，三個月銀行同業拆息利率處於極低的水平，全年息率介乎1.2%至接近0%的水平。

## Investment Management

TMG is also active in managing the Bank's diversified investment portfolio of different asset classes. The highest priority is placed on balancing risk and return, where risk factors include interest rate risk, re-investment risk, foreign exchange risk, credit risk and country risk.

In anticipation of rising interest rates, it started to systematically reduce the duration of its fixed-income holdings in 2003 by replacing maturing securities with short maturities, and by putting on hedges to swap fixed-rate coupons for floating-rate income streams. As at the end of 2004, the average duration of the held-to-maturity fixed-income portfolio was less than two years. The Bank is now well-poised to seize opportunities to replace maturing securities over the next two years with higher yielding fixed-income bonds. Against a backdrop of continuing interest rate increases in the foreseeable future until probably the end of 2005, its strategy is to extend the duration of the portfolio by reinvesting in securities with longer duration at higher yields.

## Enhanced Vigilance in Risk Management

The foreign exchange and interest rate markets were both highly volatile in 2004. The US dollar showed no signs of arresting its downward trend against other major currencies. The US Federal Reserve embarked on a series of interest rate hikes beginning in June 2004 to bring the US Fed Funds rate from 1% to 2.25% by December 2004. The US bond market responded with a big sell-off in the first half of 2004. Yet, Hong Kong dollar interest rates remained stubbornly low, suppressed by the ample liquidity in the local market; three-month inter-bank deposit rates stood at an unprecedented low range of between 1.2% and close to 0% throughout the year.

中信嘉華銀行有限公司  
財資部

CITIC Ka Wah Bank Limited  
Treasury & Markets Group

面對異常的市場環境，中信嘉華加強警覺性，嚴格控制外匯和利率方面所承擔的風險。資產及負債管理委員會及財資部定期開會，設定交易及投資管理的額度及檢討有關策略；獨立的市場風險管理部更會每日查核交易運作中應用風險額度的情況並作出匯報；而自二零零四年第三季起引進的估計虧損風險值方法，亦大幅提升監察和管理整體市場風險的能力。

## 基礎建設

年內中信嘉華繼續在必需的基礎建設上作出投資，以支持長遠業務發展。具體工作包括提升前台財資系統，設置先進的定價模式；定期檢討及更新內部程序，以便納入最新資料；同時並引入先進的風險管理系統，確保有足夠的監控，以及即使在財資業務強勁增長下，這些措施仍能全面執行。

In response to this unusual scenario, the Bank has stepped up its vigilance in rigorously controlling its risk exposure to both foreign exchange and interest rates. The Asset and Liability Management Committee (“ALCO”) and TMG meet regularly to set limits and review our trading and investment management strategy. An independent Market Risk Management Unit checks and reports on the risk limit utilisation of its trading operation on a daily basis. The implementation of the Value-at-Risk methodology since the third quarter of 2004 has also greatly enhanced its ability to monitor and manage overall market risks.

## Infrastructure

The Bank continued to invest in the necessary infrastructure to support its long-term business development during the year. The front office treasury system was upgraded and advanced pricing models were installed. Internal procedures were reviewed and updated periodically to incorporate the most up-to-date information. Sophisticated risk management systems were put in place to ensure that adequate controls were implemented and that full compliance with such controls would not be compromised by the robust growth of its treasury business.

## 以客為本的業務焦點

年內另一重點工作是把財資部轉型為市場導向及以客為本的交易及分銷部門，以服務企業和零售銀行部客戶。財資部在調配資源上作了重大努力，務求能夠創造適時和實用的財資方案，以迎合中信嘉華企業和零售客戶的不同需要。過去透過零售分行網絡推出及銷售的多宗中信嘉華獨家高息結構性產品，都獲得熱烈的市場反應，充份展現這方面的成果。

與此同時，財資部在中信嘉華的業務發展上亦擔當重要的角色。財資部已率先在中國建立財資方案平台，目的是支援上海分行、北京代表處、深圳的中國國際財務以及中信公司其他子公司的內地業務。

展望未來，預期二零零五年結構性增值產品的市場潛力仍然相當龐大，所以財資部會加強有關方面的實力，為中信嘉華客戶提供增值方案。財資部亦正致力與企業銀行部合作，向香港和中國的企業客戶推廣財資顧問服務和為他們度身訂造創新的對沖方案。在市況和營商環境波動時，這些服務將會為客戶增添價值。

## Customer-Driven Business Focus

Another key focus during the year was to transform TMG into a market-oriented, customer-driven trading and distribution arm for WBG and RBG. Significant efforts were made to align its resources to create timely and relevant treasury solutions to meet the varying needs of the Bank's corporate and retail customers. Its success was most evident in the overwhelming response to the Bank's various proprietary yield-enhancement structured products, launched and distributed through the retail branch network.

Meanwhile, TMG also plays a critical role in the Bank's business development task force, where it is spearheading efforts to establish a treasury solutions platform in China, with the goal of supporting onshore business acquisition by the Shanghai branch and Beijing representative office, as well as through CIFC in Shenzhen and other CITIC companies on the Mainland.

Looking ahead, TMG continues to see tremendous potential for value enhancement structured products in 2005 and will strive to strengthen its structuring capabilities to deliver value-added solutions for the Bank's customers. Efforts are also underway for joint marketing by WBG and TMG to offer corporate customers in Hong Kong and China treasury advisory services and customised innovative hedging solutions that will create value for this clientele in times of volatile market and business environments.

## 中信嘉華銀行有限公司 企業公民

### CITIC Ka Wah Bank Limited Corporate Citizenship

中信嘉華是一間在本地成長的銀行，紮根香港超過八十年，對回饋社會充滿承擔。二零零四年，中信嘉華繼續支持多項有意義的慈善活動，旨在培育華裔青年成為明日領袖，以及幫助香港、中國及其他地區的有需要人士。

#### 贊助

秉承培育青年的使命，中信嘉華年內獨家贊助多項極具意義和多姿多采的青年活動，包括連續第二年贊助由香港青年協會主辦的「青年義工領袖會議」，目的是讓參加者掌握作為青年義工領袖所需的領導技能。活動有超過八百名積極參與本地義工服務的傑出青年參加。



As a home-grown bank with its roots firmly planted in Hong Kong for over 80 years, the Bank has always been conscientious in its responsibility to give back to the community it serves. During the course of 2004, the Bank continued its pursuits to benefit various worthy and charitable causes targeted at nurturing the Chinese youth to become tomorrow's leaders, and providing for the needy in Hong Kong, China and beyond.

#### Sponsorship

Along the lines of its stated mission to foster youth development, the Bank participated as sole sponsor of a number of meaningful and exciting youth programmes during the year. These included the Youth Volunteer Leaders' Conference, which the Bank sponsored for the second year. Organised by the Hong Kong Federation of Youth Groups for 800 outstanding youngsters who actively participate in voluntary services in Hong Kong, the aim of this event was to equip these young people with the leadership skills required to become youth volunteer leaders.



另外，中信嘉華亦贊助香港大學及香港經濟日報合辦的「港大經濟年宵兵團」。該項計劃鼓勵大學和中學學生組隊在二零零五年年宵市場經營攤位，讓他們在真實的營商環境下發揮創業才華。

其他贊助活動包括亞洲華爾街日報的 Hong Kong Education Students Programme，透過於每個上課日向本港七間大學學生免費派發一千六百份校園版亞洲華爾街日報，有關計劃旨在培養學生對商業資訊的興趣，幫助他們掌握這方面的最新知識。此外，中信嘉華亦贊助由劍橋大學香港及中國事務會主辦的上海學術文化交流團，參與的學生人數達四十位。

Separately, it also sponsored the Business Entrepreneur Enhancement Programme. Coordinated jointly by The University of Hong Kong and the Hong Kong Economic Times, the programme targeted and encouraged university and secondary school students to experiment with their entrepreneurial flair in the real business world by giving them a chance to jointly operate stalls at the 2005 Lunar New Year Fair.

Other sponsorships included the Asian Wall Street Journal's Hong Kong Education Students Programme, which involved the distribution of 1,600 complimentary student copies of the newspaper in seven local universities on each school day, aiming to cultivate their interest in and knowledge about the latest business news, and the Shanghai Study Exchange Programme, a cultural and intellectual exchange programme organised by the Cambridge University's Hong Kong and China Affairs Society for up to 40 students.



中信嘉華銀行有限公司  
企業公民

CITIC Ka Wah Bank Limited  
Corporate Citizenship

## 捐贈

中信嘉華亦持續透過向多間慈善機構作出捐贈，體現服務社會的承諾。鑑於南亞地區發生地震及海嘯災難，中信嘉華捐出五十萬港元善款予「香港紅十字會南亞賑災基金」，並透過員工募捐計劃，再籌得三十二萬六千一百八十六港元善款，協助受影響地區進行救援工作。

此外，中信嘉華捐出面值共六萬八千八百九十五港元的舊版鈔票，作為仁濟醫院週年慈善餐舞會的慈善拍賣用途，成功為仁濟醫院的青年服務籌得二十七萬八千港元善款。在另一項籌款活動中，中信嘉華為中信綠色工程基金籌得二十萬港元，為內地黃羊灘第二期治沙綠化工程提供資金。

與此同時，中信嘉華繼續支持由香港公益金舉辦的「公益金便服日」及「商業及僱員募捐計劃」，並參與多項物資捐贈活動，如捐贈太陽能計算尺予內地貧困地區的學生，以及由員工捐贈月餅盒，支持鄰舍輔導會主辦、中信嘉華贊助的「月餅盒創作大賽」。

## Donations

The Bank's strong commitment to serving the community was also reflected in its continuous support of a number of charitable organisations through donations. In response to the South Asian earthquake and tsunami tragedy, the Bank donated HK\$500,000 to the Hong Kong Red Cross South Asia Relief Fund and raised another HK\$326,186 through a staff fund-raising appeal for its relief operations in affected areas.

It also donated a batch of old-edition bank notes with a total face value of HK\$68,895 to a charity auction held at Yan Chai Hospital's Annual Charity Ball. The auction successfully raised a total of HK\$278,000 for Yan Chai Hospital's youth services. In another fund-raising activity, the Bank raised HK\$200,000 for the CITIC Lü Se Gong Cheng Ji Jin to finance the second phase of the Huangyangtan Afforestation Project in the Mainland.

Meanwhile, the Bank continued to support Dress Casual Day and the Corporate and Employee Contribution Programme organised by the Community Chest. It also participated in a number of donation-in-kind projects, such as the donation of solar-powered ruler-calculators to students in the poorest regions of the Mainland, and the donation of moon-cake boxes by its staff in support of the Neighbourhood Advice-Action Council's moon-cake box decoration contest, also sponsored by the Bank.

## 社會服務

中信嘉華於二零零四年一月成立企業義工隊，致力服務社會。為推動青年義工服務，企業義工隊在年內先後與不同青年機構合作，組隊探訪慈善團體的社會服務單位，包括智障人仕中心、幼兒院及長者中心。中信嘉華也為大學學生安排就業工作坊，讓他們對香港銀行業的就業前景有更深入的瞭解。



## Community Services

The establishment of the Bank's Corporate Volunteer Team in January 2004 underlined its strong enthusiasm for serving the community. To promote youth volunteering, its Corporate Volunteer Team partnered with different youth organisations during the year to visit various institutions operated by charitable organisations, including a centre for the mentally disabled, a nursery home and a centre for the elderly. It also arranged career workshops for university students with a view to giving them better insights into career prospects in the banking industry.

## 獎項

中信嘉華於二零零五年一月連續第二年獲香港社會服務聯會頒發「商界展關懷」標誌，表揚其對社會的關懷和承擔，以及履行企業公民責任的不懈努力。



## Award

In recognition of its strong commitment to caring for the community and its unflinching endeavours to promote corporate citizenship, the Bank was awarded the "Caring Company Logo" for the second consecutive year by the Hong Kong Council of Social Service in January 2005.



# 誠信 Integrity

拼搏爭勝之餘，我們不忘嚴守最高道德標準，保持高透明度運作，不負客戶所託。

We observe the strictest ethical standards even as we play to win. Our operations are transparent and we hold sacred the trust and confidence that our customers place in us.

## 中信國際資產管理有限公司

### CITIC International Assets Management Limited

自從二零零二年底本集團重組，將不良貸款及資產注入中信國際資產管理後，中信國際資產管理一直以加強不良貸款及資產的管理，以及分配資源作直接投資為主要業務策略；力求減輕不良資產對集團盈利構成壓力的同時，亦為集團開拓嶄新的金融業務範疇而努力，藉以配合集團矢志成為金融服務超市的目標。

一如既往，中信國際資產管理深信「和諧、創新、專業」的核心價值將有助公司團隊在經營上爭取達致上述兩項目標；而憑藉中信公司旗下機構互相合作，更有利於發揮良好的協同效應。

CIAM took on the mission of strengthening the management of the Group's non-performing assets at the end of 2002 when, with the re-organisation of the Group, CIAM was injected with its portfolio of distressed loans and assets. Since then, CIAM has been working diligently to deliver on this mission; it has also allocated resources to earmark direct investments as a key business focus. With its ultimate objective being to support the Group's goal of becoming a financial supermarket, it has been pursuing a two-pronged business strategy: to reduce the pressures of non-performing assets on the Group's earnings, and to explore and pioneer the Group's efforts in new business arena within the financial services sector.

As in past years, CIAM firmly believes that its core values of "Harmony, Creativity and Professionalism" will be important drivers to help it execute its business strategy effectively, and it remains committed to working closely with other CITIC companies to fully leverage synergies within the Group.

## 問題貸款及資產

在二零零四年，中信國際資產管理繼續追收不良貸款及資產，並成功回收二千二百八十六萬港元之問題貸款，令二零零四年十二月底時賬上不良貸款總額下降至五億零三百多萬港元；期內由於回撥二千六百多萬港元，新增貸款撥備僅為三百多萬港元，以致全年錄得淨回撥達二千二百多萬港元，比對去年同期有很大的改善。此外，透過不良資產管理隊伍的努力，中信國際資產管理成功出售部份債權置換而來的資產，創利二千五百多萬港元。

展望來年，憑藉公司團隊在追收貸款及管理不良資產的經驗，配合香港內部經濟持續復甦的有利環境，中信國際資產管理在不良貸款追收和置換資產管理兩方面，料將能持續取得一定的進展。



## Non-Performing Loans and Assets

CIAM made steady progress in its efforts to recover non-performing loans and assets in 2004. Total non-performing loans stood at HK\$503 million at the end of December 2004, representing a reduction of HK\$22.86 million for the year. Helped by HK\$26 million in write-backs and a modest new loan provisioning of HK\$3 million, it was able to achieve a net write-back of HK\$22 million for the full year, which was a significant improvement over the same period last year. Moreover, it was also able to record a profit of HK\$25 million from the successful disposal of a portion of its swapped assets.

Against the backdrop of a steady economic rebound in Hong Kong and coupled with its successful track record in recoveries and management of distressed assets, CIAM expects to deliver sustained performance going forward.

## 直接投資及結構性貸款

除追收不良貸款及管理置換資產以外，中信國際資產管理亦有參與少量短期財資活動，藉以更有效運用剩餘資金。

自二零零三年起，中信國際資產管理更不斷加強發掘內地具潛質的項目，發展直接投資業務。

同時為滿足客戶不同的財務需要，中信國際資產管理亦提供綜合結構性融資及顧問服務。

中信國際資產管理透過合組聯營公司或投資基金，旨在預期未來五年具迅速發展潛力的內地行業或區域中，參與提供相對穩定及長遠股東回報的投資機會。於二零零四年期間，中信國際資產管理大體上按照此投資策略，參與多個投資額共約一億港元的直接投資項目，其中包括原定拓展的天津地區項目。



## Direct Investments and Structured Loans

In order to more effectively deploy its free funds to optimise potential returns, CIAM seeks to selectively participate in short-term treasury activities.

It has also been actively developing its direct investment business since 2003, and has been stepping up its efforts to identify

projects in China which offer attractive prospective returns. In addition, to meet the varying needs of its customers, it also offers integrated financial services, ranging from advisory to structured finance support.

In pursuing direct investment opportunities, CIAM's objective has been to attain a relatively long-term and sustainable return for our shareholders by forming joint venture companies, or invest in funds, with a focus on specific industries or regions in Mainland China where it sees significant growth prospects over a five-year horizon. In 2004, it built its direct investments portfolio largely pursuant to this strategy. Aggregate direct investments made during the year amounted to approximately HK\$100 million, including a project in Tianjin, an area which it has earlier identified as offering potential for economic growth.

此外，中信國際資產管理共同參股經營的深圳國成世紀創業投資有限公司及深圳火炬創業投資管理有限公司，已開始積極運作，期間審慎地挑選了三間與電訊及網絡業務相關之成長型中小企業進行投資；另外，尚有多個項目具備不俗潛質，正準備進行積極探討及審查工作，預期於二零零五年底該等共同參股經營的公司的投資規模將達四千萬至五千萬人民幣。

為提高直接投資的流通性及回報，挑選合適之融資渠道、合作伙伴及退出機制乃中信國際資產管理工作的重要環節。因此，中信國際資產管理正與多家海外投資機構探討合作可能，同時亦積極地運用各種上市渠道，為日後發展鋪路。

中信國際資產管理致力在不同的投資領域上，發掘新的機會，不單為未來發展奠下更鞏固的基礎，亦為日後晉身為一家獲國際認可、主攻中國市場之直接投資公司的目標作好準備。



Meanwhile, its co-invested companies, Shenzhen Guocheng Century Venture Capital Company Limited and Shenzhen Torch Venture Capital Management Company Limited, became operational during the period, and have prudently invested in three growing small-to medium-size enterprises that are engaged in telecommunications and network-related businesses. A number of other projects believed to have promising prospects are currently being scrutinised for

due diligence work. It is expected that aggregate investments by these co-invested companies will be in the region of RMB40 million to RMB50 million by the end of 2005.

Choosing the appropriate funding, partnership and exit strategies to enhance liquidity and returns for its direct investment portfolio is an important element of CIAM's work.

It is in active discussions with various overseas investment institutions and will selectively seek different listing channels for these purposes.

CIAM is committed to continuously look for new investment opportunities through a broad range of investment channels, not only to strengthen its foundation for future growth, but also to work towards its goal of transforming itself into an internationally recognised, China-focused direct investment house.

## 提高專業水平

為配合上述投資及顧問業務的發展，中信國際資產管理於去年至今不斷加強團隊專業化的建設，增添了多名不同投資及財務會計界別的專才，以促進業務發展、提升服務水平，並加強內部風險管理。

## 展望

展望未來，在中國經濟持續蓬勃發展、香港經濟復甦勢頭不改的大環境下，中信國際資產管理相信，可供其參與的優質投資機會依然眾多。在不斷發掘潛質優厚商業機會的同時，中信國際資產管理亦將繼續發揮專業精神，為客戶提供優質服務，締造與業務合作伙伴的共贏關係，冀為本集團發展一站式多元化金融服務的目標，作出貢獻。

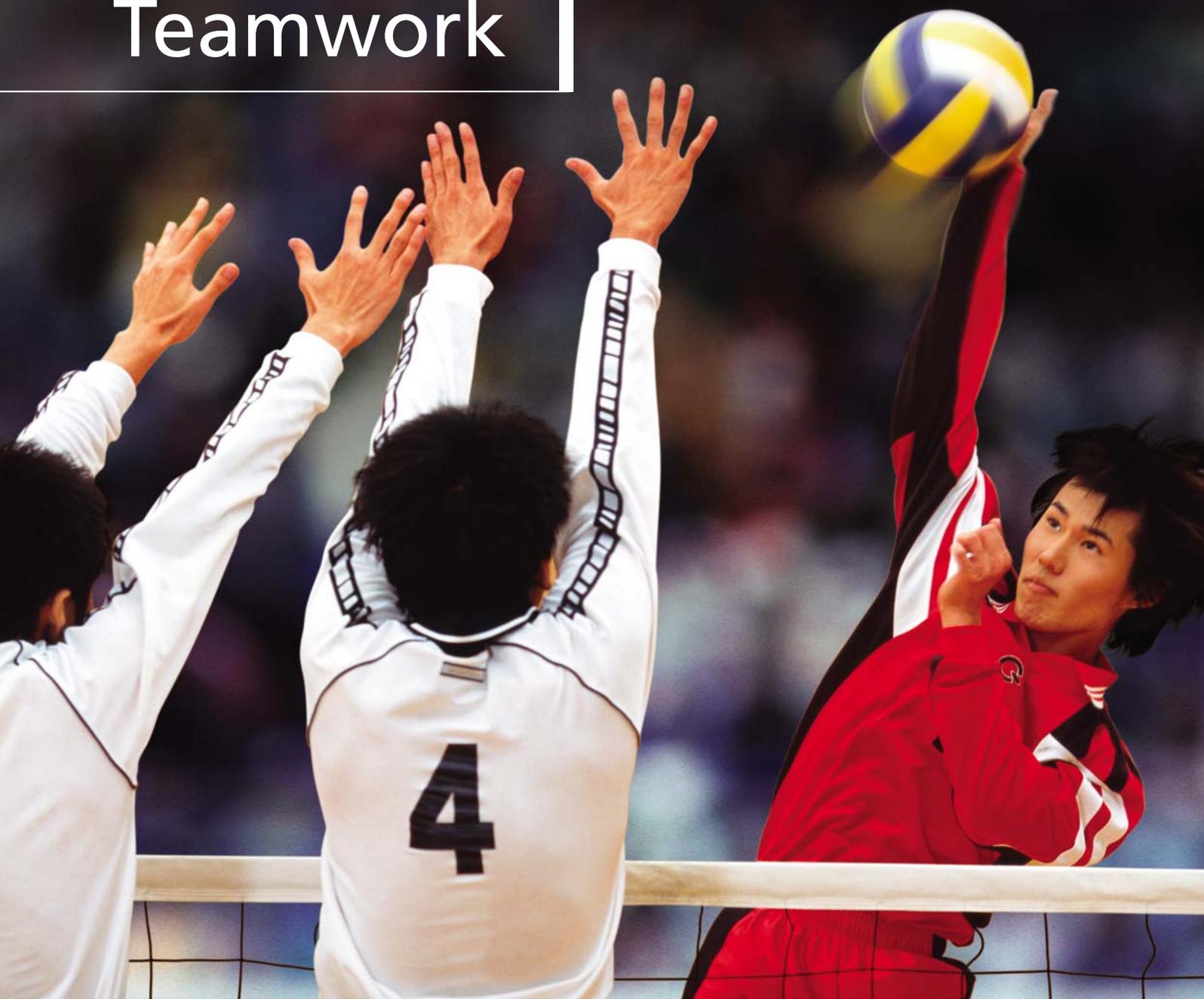
## Raising Professional Standards

To support its growing investment and advisory business, CIAM is mindful of the need to continuously strengthen its professional standards and talent infrastructure. It was pleased to welcome a number of high calibre investment and accounting specialists to its team during the year to enhance its business development efforts, raise its service quality, and assure proper and rigorous risk management controls.

## Outlook

Looking ahead, with China's continuous robust economic development and the strength of Hong Kong's economic recovery, we believe that high quality investment opportunities for CIAM remain plentiful. As CIAM works towards contributing to the Group's goal of providing comprehensive one-stop financial services, it will strive to identify opportunities to create value for its business and our shareholders, and in doing so, it will always maintain its professionalism and high customer service standards, as well as seek win-win solutions with its business partners.

# 團隊合作 Teamwork



鬥志昂揚的團隊精神是我們創造佳績的關鍵。我們融合了每一位成員的力量，讓彼此各展所長，同心協力迎接未來的挑戰。

A strong team spirit is the key to our performance as we harness the power and synergies of each player to meet tomorrow's challenges.

## 中信資本市場控股有限公司

### CITIC Capital Markets Holdings Limited

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二零零四年中信資本控股完成了第二年的整年運作，期間繼續取得令人鼓舞的業績。業務能夠持續增長，全賴中信資本控股致力與客戶建立良好合作關係，以及為雙方爭取長遠利益。中信資本控股專注於中國市場的務實發展路向，配合豐富的國際業務專長及中信公司強大的資源支持下，形成中信資本控股的競爭優勢。

年內中信資本控股完成一系列重組，以增強其企業架構。四月本集團向中信公司進一步增持中信資本控股25%股權，令所持中信資本控股的股權上升至50%。繼而在六月份，本集團及中信泰富各同以均等金額向中信資本控股共注資五億港元。同月中信資本控股為增強實力，收購中信投資研究，使該公司成為全資附屬公司；又提高在私募基金投資公司中信鵬基管理有限公司(「中信鵬基」)的持股量至51%，使中信鵬基成為附屬公司。以上各項發展使中信資本控股處於更強位置，能以積極進取的策略拓展未來。

CCMH celebrated its second full year of operation in 2004 with a sustained encouraging performance. Pivotal to this continued growth impetus is its commitment to building strong relationships with its clients and to sharing mutual long-term success with them. CCMH's pragmatic China-focused approach, supported by the unique combination of its international expertise and the tremendous resources of CITIC, underscores its edge over the competition.

During the year, a number of corporate exercises were completed that were aimed at strengthening CCMH's corporate structure. In April, the Group acquired from CITIC an additional 25% interest in CCMH, which effectively increased our shareholding in CCMH to 50%. Subsequently in June, the Group and CITIC Pacific Limited made equal contributions to a total capital injection of HK\$500 million in CCMH. CCMH's capabilities were also substantiated through its acquisition of CFCR, also in June, to become its fully-owned subsidiary, and through the increase of its stake to a 51% shareholding in the private equity fund vehicle, CITIC Provident Management Limited ("CPML"). These initiatives placed CCMH in a strong position to pursue an aggressive growth strategy going forward.

## 投資銀行

在企業融資及股票融資方面，中信資本控股於二零零四年的發展持續強勁。

中信資本於去年三月擔任濰柴動力股份有限公司十三億港元招股上市之保薦人兼建檔人。市場對該股反應相當熱烈，招股獲得大幅超額認購，上市後的股價表現同樣強勁。十二月中信資本為北青傳媒股份有限公司在香港上市擔任聯席保薦人兼聯席牽頭經辦人，為該公司集資十億港元。年內亦擔任超大現代農業(控股)有限公司七億港元配售之包銷經紀。這些成功例子為中信資本在香港資本市場發展上奠下穩固的基礎，並有利於與其他本地業務如融資、收購及兼併等顧問服務的發展相互配合。

二零零四年也是中信資本控股債務融資業務豐收的一年。在內地實施經濟緊縮政策、市場環境極具挑戰下，該部門收入仍創出新高。憑藉多種創新及富彈性的融資方式，該部門為中信資本控股帶來了一連串如銀團貸款、結構性債務融資、項目融資以及財務顧問的業務機會。

## Investment Banking

On the corporate finance and equity capital markets fronts, CCMH continued to make robust progress in 2004.

CITIC Capital made their mark by acting as the sole sponsor and lead manager for the HK\$1.3 billion listing of Weichai Power Company Limited in March. The issue was well-received by the market, with an overwhelming over-subscription and a strong post-listing share price performance. In December, it acted as the joint sponsor and joint lead manager for the HK\$1 billion



listing of Beijing Media Corporation Limited. It was also the sole placing agent for the HK\$700 million top-up placement for Chaoda Modern Agriculture (Holdings) Limited. These successful deals helped to lay a solid foundation for CITIC Capital in the Hong Kong

equity capital market which is critical to complement other services that it offers locally, such as financial and merger and acquisition advisory services.

The year 2004 was also a fruitful one for CCMH's debt capital market business, which generated record revenues against a challenging environment posed by China's austerity measures. The creativity in the deployment of various innovative and flexible structures brought a steady stream of business activity in syndicated loans, structured finance, project finance and financial advisory work.

## 資產管理

二零零四年中信資本控股資產管理部在管理資產總值及產品種類上均見長足發展。在公開市場基金方面，資產管理總值由二零零三年的七千七百萬美元躍升至二零零四年底的一億九千七百萬美元，大幅增長156%，而私募基金的資產管理總額則增至二億四千二百萬美元，高於去年同期。

年內推出了多支新基金，包括一支一籃子主要投資於拉丁美洲、東歐及亞洲等新興市場的基金、一支針對南韓投資者的大中華市場股票基金，和一支專門投資於有意把生產基地遷移至中國較低成本地區以期增加收益的日資公司之私募基金。

中信資本旗下中信資本中國增值基金及中信資本全球宏觀基金自成立以來，分別錄得46%及22%的回報，於二零零四年分別獲提名為AsiaHedge「最佳國家基金」及日本地區以外之「最佳新晉基金」。

## Asset Management

CCMH's Asset Management business progressed by leaps and bounds in 2004, both in terms of assets under management ("AUM") and product range. The AUM of its Public Market Funds Division grew by a significant 156% from US\$77 million at the end of 2003 to US\$197 million at the end of 2004, while the AUM of its Private Equity Funds Division also increased to US\$242 million over the same period.



A number of new funds were launched during 2004, including a fund of funds focusing on global emerging markets in Latin America, Eastern Europe and Asia; an equity fund focusing on Greater China stock markets and targeting Korean investors; and a private equity fund aimed at extracting values from investing in Japanese manufacturing companies with prospective benefits from the relocation of their manufacturing bases to lower cost sites in China.

The CITIC Capital China Plus Fund and the CITIC Capital Global Macro Fund achieved returns since inception of 46% and 22% respectively, and were nominated "Best Single Country Fund" and "Best New Fund (excluding Japan)" respectively in the 2004 AsiaHedge Awards.

二零零四年十二月中信資本聯同美國華平投資集團及一家內地機構宣佈收購內地領先藥業企業哈藥集團分別22.5%、22.5%及10%之股權。在中信資本及華平的支持下，哈藥集團提出了內地有史以來最大宗之全面收購，向在上海交易所上市、哈藥集團持股34.76%之哈藥集團股份有限公司提出全面收購。中信資本有意將其於哈藥集團的投資作為日後一支全新中國私募基金之基礎投資。

中信資本於年內的另一新猷乃成立一支專門管理開拓不良資產業務的新基金，藉此抓緊中國開放金融市場下所冒起的新機遇。

## 證券業務和市場研究

在證券業務方面，中信資本控股繼續致力於擴闊客源。憑藉中信投資研究精闢獨到的證券研究報告，成功在二零零四年為中信資本控股羅致了多家知名機構投資者成為客戶。中信資本在香港交易所按成交量計算之市場佔有率亦因而持續攀升。未來亦將繼續以高資產人士和機構投資者作為拓展客源的重點。

In December 2004, CITIC Capital partnered with Warburg Pincus and a domestic Chinese institution to acquire stakes of 22.5%, 22.5% and 10% respectively in Harbin Pharmaceutical Group Holding Company Limited (“Hayao Group”), a leading pharmaceutical group in China. The Hayao Group, supported by CITIC Capital and Warburg Pincus, then launched one of the biggest general offers in the history of China to acquire the entire public float of the Shanghai-listed Harbin Pharmaceutical Group Company Limited, a company in which the Hayao Group already had a 34.76% stake in the form of unlisted state shares. It is CITIC Capital’s intention to use its investment in the Hayao Group as the foundation of a planned new China private equity fund.

Separately, in order to capitalise on opportunities arising from the opening of China’s financial markets, another new initiative that CITIC Capital embarked on during the year was the development of a fund for managing non-performing loan assets.

## Brokerage and Research

Significant inroads were made in the further expansion of CCMH’s brokerage clientele. CFRC’s insightful stock market research products helped secure a number of reputable institutional clients during 2004. As a result, CITIC Capital’s market share of the turnover of the Stock Exchange of Hong Kong continued to grow. High net worth individuals and institutional investors will continue to be the client acquisition focus going forward.

中信投資研究對市場準確透徹的掌握，令其很快獲得市場認同。此外，憑藉其國際視野及嚴謹的研究手法，在市場策略、行業分析及股票投資建議上均能提供高素質的研究報告，使該公司在劇烈的競爭下，仍能突顯其優勢。

為客戶度身訂造專題研究以及向機構投資者提供顧問服務仍會是中信投資研究未來數年的主要發展方針。中信資本控股最終的目標是在發展全面的投資銀行業務上，能輔以優越的機構證券經紀服務和超卓的銷售能力。

## 展望

展望未來，中信資本控股將致力把不同業務互相配合，達致優勢互補，藉此提升投資收益及費用收入。

有見中國市場發展潛力龐大，廣受全球注視，我們深信中信資本控股作為一家快速冒起、專注於中國市場的投資銀行業務，將可藉推動中國與國際間資金加快雙向流動而獲益。

CFCR was quickly able to establish solid market recognition based on its accurate and sound market calls. It was also able to distinguish itself from the competition through the international perspective and rigorous research pertinent to its quality reports on market strategy, sector analysis and stock investment ideas.

Custom research and advisory services for institutional investors will continue to be a major development direction in the years to come. Ultimately, it is CCMH's goal that its investment banking activities will be well-supported by its own enhanced, world-class institutional brokerage and sell-side distribution capabilities.

## Outlook

Looking into the future, CCMH will seek to continuously cross-leverage the strength of its different business segments in order to enhance both its investment gains and fee-based income.

As China continues to capture the world's interest as a market with colossal development potential, we are confident that CCMH, in its role as a rising China-focused investment bank, will stand to benefit from the acceleration of two-way capital flows between China and the rest of the world.

# 企業精神 Entrepreneurship



我們支持以企業精神發展業務及提升股東價值；與此同時，我們以問責的精神，堅守誠信原則，致力創造成果。

We champion entrepreneurship in our endeavours to grow the business and to enhance shareholder value, while at the same time ensure accountability and integrity in our efforts and successes.

## 風險管理

### Risk Management

本集團十分重視提升風險管理的基礎建設及程序，並投放大量內部資源，以及在專業顧問的協助下推展工作。以中信嘉華而言，目前的進度符合巴塞爾新資本協定的原則，相信可於二零零六年底前達至巴塞爾標準計量方式的要求，而且在某些範疇引進的工具及方法，更會較該方式所定要求為高。

二零零四年期間，中信嘉華把各部門的風險管理職能及專責風險管理的部門納入風險管理部的管轄範圍，並由中信嘉華信貸及風險管理總監領導，原本由國際信貸委員會擔當的銀行同業及債務國風險政策及限額批核的職能，則交由中信嘉華的信貸委員會負責。

中信嘉華在風險管理部門和業務部門緊密合作的基礎上，進行了多項工作，當中包括：

- 檢討及綜合所有主要的信貸和風險政策；
- 設置高度系統化的分析架構和財務模型，用作對企業交易對手的風險評估；
- 建立「預警」系統，以便向有潛在信貸問題的交易對手作出適時識別及管理；及
- 採用估計虧損風險值方法管理市場風險。

The Group has placed a great deal of focus, both internally and with the help of professional consultants, on progressing its risk management infrastructure and processes. Progress made at the Bank in particular is in line with Basel II principles and we are fully confident that it will meet the requirements of the Basel II Standardised Approach by the end of 2006, and that it will have embedded in certain areas tools and methodology that go beyond those requirements.

During 2004, the Bank realigned functional and specialised risk management units into the Risk Management Group, headed by the Bank's Chief Credit and Risk Officer, as well as integrated the functions of inter-bank and country policy and limit approval, formerly under the International Credit Committee, into the Bank's Credit Committee.

The Bank has also instituted a number of programmes that are built on close partnerships between its risk and business units, including:

- Review and consolidation of all major credit and risk policies;
- Installment of a highly systematic analytical framework and financial model for corporate counter-party risk assessment;
- Establishment of an "Early Alert" system for timely identification and management of counter-parties exhibiting potential credit issues; and
- Adoption of a Value-at-Risk system for managing market risks.

## 風險管理

### Risk Management

#### 信貸風險管理

信貸風險乃客戶或交易對手不能履行其財務責任對我們造成損失的風險，主要來自本集團的附屬銀行。評估及管理信貸風險以便有效地回應客戶的需要、確保合理的經風險調整的回報率，以及保障資本，均是部份中信嘉華視為必須嚴格遵行的守則。

中信嘉華信貸及風險管理委員會釐定及授審批權予兩個功能委員會，分別為信貸委員會及不良貸款委員會。兩個委員會均由中信嘉華行政總裁、信貸及風險管理總監和其他高級管理層成員組成，專注中信嘉華不同範疇的信貸風險管理功能。在授權範圍下，信貸委員會審批信貸政策、信貸申請、貸款分類及特殊個案。不良貸款委員會監控及管理所有特定分類貸款及關注貸款，及批核各項特殊準備。

#### 流動資金風險管理

不論在正常或緊急的情況下，中信嘉華在流動資金管理方面必須能滿足所有客戶的要求，同時必須符合所有監管要求和遵行法定的流動資金比率。中信嘉華長期保持充足的流動資產，流動資金比率一直維持在遠高於監管條例所設定的25%最低水平。二零零四年中信嘉華的平均流動資金比率為47.91% (於二零零三年為49.18%)。

中信嘉華積極管理流動資金，定期發行長年期的存款證，於二零零四年十二月三十一日，

#### Credit Risk Management

Credit risk is the risk of loss arising from a customer's or counterparty's inability to meet its financial obligations, and stems primarily from the Group's banking entity. Assessing and managing credit risk to effectively address customer needs, ensure reasonable risk-adjusted returns and secure capital protection are some of the most crucial disciplines of the Bank.

The Bank's Credit and Risk Management Committee defines and delegates the approval authority to two of its functional committees, namely the Credit Committee and the NPL Committee, which focus on different aspects of the Bank's credit risk management function. These two committees comprise the Bank's Chief Executive Officer, its Chief Credit and Risk Officer and other members of its senior management. Within its delegated authority, the Credit Committee approves, inter alia, credit policies, credit applications, loan classifications and policy exceptions. The NPL Committee controls and manages all criticised credits and approves specific provisions.

#### Liquidity Risk Management

Under both normal and emergency circumstances, the Bank must be able to meet all customer claims with regard to liquidity management. In addition, it must also meet all regulatory requirements and comply with statutory liquidity ratios. The Bank has consistently maintained a liquidity ratio well above the regulatory minimum of 25% by sustaining an adequate level of liquid assets. The Bank's average liquidity ratio in 2004 was 47.91% (2003: 49.18%).

The Bank has adopted proactive liquidity management. It issues long-dated CDs regularly. The total amount of CDs issued was

已發行存款證總額六十九億六千萬港元，佔總存款額 11.1%；同時亦作出回購協議安排以增加流動資金。中信嘉華的資產及負債管理委員會負責檢討及監控流動資金的管理過程。

HK\$6.96 billion, constituting 11.1% of total deposits as of 31 December 2004. The Bank has also arranged re-purchase agreement facilities to enhance liquidity. The liquidity management process is reviewed and monitored by the Bank's Asset & Liability Management Committee ("ALCO").



## 市場風險管理

本集團的市場風險主要來自客戶買賣和自營交易所產生的利率和匯率風險，其他附屬公司也會進行具風險的股票及商品交易，但這些交易並不頻密。

本集團的市場風險主要來自附屬銀行。董事會參照中信嘉華的風險取向及專業經驗，批核有關政策及限額，並授權中信嘉華資產及負債管理委員會為各業務部門設定限額，然後按不同產品和風險種類，為各類交易設定持倉、敏感度和虧損的限額。

## Market Risk Management

Market risk for the Group stems mainly from exposure to interest rates and foreign exchange rates through customer transactions and proprietary trading. Other subsidiaries of the Group have also engaged in transactions with exposure to equities and commodities, but these are not significant.

The Group's major market risk exposure rests with its banking entity. With reference to the Bank's risk appetite and expertise, the Board has approved policies and limits, which it then delegates to the Bank's ALCO for it to establish limits for different business units. These are then applied to setting up respective transaction limits by product type and risk type in the form of position, sensitivity and stop-loss limits.

## 風險管理

### Risk Management

中信嘉華風險管理部屬下的市場風險管理部監察及管理其市場風險和限額。中信嘉華的財資部是承擔市場風險的中心點，這些風險來自顧客買賣，及本身因應對市場的短線看法及較長線的策略考慮所定的持倉，市場風險管理部會確保有關市場風險符合既定的持倉及敏感度限額。二零零四年下半年，市場風險管理部在買賣盤賬項中採用估計虧損風險值方法，向資產及負債管理委員會匯報所需的市場風險資料和分析。

本集團的外匯風險來自中信嘉華的外匯持倉、商業交易、外幣證券投資以及海外分行運作，所有外匯持倉限額均由資產及負債管理委員會批准。截至二零零四年十二月底止年度，外匯買賣盤每日平均獲利三千港元。

值得注意的是年內資產及負債管理委員會和市場風險管理部投放了大量資源，建立更完善的風險評估數據庫，及利用長期的市場資料進行全面「假設情景」分析，讓我們深入瞭解中信嘉華資產及負債的結構，及在各種市場因素(特別是在目前環境下的息率走勢)影響下的敏感度。此舉更有助我們在發展產品及訂價時，充份掌握到其對資產負債表及盈利能力的影響。

The Bank's Market Risk Management Unit, under its Risk Management Group, monitors and manages its market risk exposure and limits. The Bank's Treasury is the centre point to take on market risk exposure related to customer transaction flows, and positions based on short-term market views and longer-term strategic views. The Market Risk Management Unit ensures that the exposures are within established positions and sensitivity limits. In the second half of 2004, the Market Risk Management Unit implemented a Value-at-Risk system for the trading book, which provides information and analysis for reporting to ALCO.

The Group's foreign exchange risk stems from its banking entity's foreign exchange positions as well as its commercial dealing, investment in foreign currency securities and operations of overseas branches. All foreign exchange positions are subject to exposure limits approved by ALCO. The average daily foreign exchange trading profit and loss in the Bank's trading book for the year ended December 2004 was a gain of HK\$3,000.

It is worth noting that the extensive efforts invested by ALCO and the Market Risk Management Unit in perfecting data-mining for risk assessments and in performing comprehensive "what-if" analyses based on long-dated historical information, have significantly deepened our understanding of the Bank's asset and liability structure, hence giving us a high degree of insight into the sensitivity of our balance sheet to the multitude of market influences - key among these being the likely movement of interest rates in the current environment. This has been particularly critical in aligning product and pricing decisions with their likely impact on the Bank's balance sheet and profitability.

## 中信嘉華銀行整體外匯盤

### CITIC Ka Wah Bank's Overall Foreign Exchange Position

截至二零零四年十二月三十一日 (百萬港元)

As of 31 December 2004 (HK\$ million)

		美元 US Dollars	人民幣 Renminbi	其他貨幣 Other Currencies	總計 Grand Total
現貨資產	Spot assets	28,183	351	4,975	<b>33,509</b>
現貨負債	Spot liabilities	(29,469)	(119)	(4,652)	<b>(34,240)</b>
遠期買入	Forward purchases	7,309	-	2,630	<b>9,939</b>
遠期賣出	Forward sales	(5,848)	-	(2,944)	<b>(8,792)</b>
期貨盤淨額*	Net option position*	0.7	-	(0.7)	-
長盤淨額	Net long position	176	232	8	<b>416</b>

\* 二零零四年度的期貨盤淨額是按照模式使用者方法計算。

\* The net option position for 2004 is calculated using the Model User Approach.

本集團的其他附屬公司也有參與投資活動，儘管程度相對較少。截至二零零四年十二月底止年度，本集團經中信嘉華進行的黃金買賣，每日平均虧損九千港元。中信國際資產管理參與的股票買賣及石油期貨的商品交易，每日平均交易溢利分別為四千港元及五千港元。

衍生工具持倉來自與客戶的交易，以及中信嘉華本身的持倉及對沖活動。中信嘉華參與的衍生工具交易，包括利率掉期、外幣交叉盤掉期以及外匯、利率、股票及商品的期貨、遠期及期權。大部份衍生工具持倉在買賣盤賬項中入賬，並每日按市價計值及監控風險，但亦有部份衍生工具會在應計賬項中入賬，主要為用作對沖在投資賬項中或中信嘉華本身負債中特定利率風險的利率掉期。

Other subsidiaries of the Group have also engaged in investments, albeit with relatively smaller magnitudes. For the year ended 31 December 2004, the Group conducted gold trading via the Bank with an average daily loss of HK\$9,000. CIAM conducted equity trading and commodity trading in oil futures with an average daily trading profit of HK\$4,000 and HK\$5,000 respectively.

Derivative positions stem from transactions with customers, as well as the Bank's own position taking and hedging. The Bank transacts in derivatives that include interest rate swaps, cross-currency swaps, futures, forwards and options in foreign exchange, interest rates, equities and commodities. Most derivative positions are booked under the trading book, from which daily mark-to-market and risk monitoring are performed. However, certain derivatives, mainly interest rate swaps, are booked in the accrual books when they are used to hedge specific interest rate exposure in the investment book or the Bank's own liabilities.

## 風險管理

### Risk Management

中信嘉華涉及的期權交易，主要是為滿足客戶對結構性產品的需求。請參考截至二零零四年十二月底止年度財務報表附註中資產負債表外風險部份。

自二零零四年五月起，集團本身以及透過中信嘉華把部份剩餘流動資金投資於委外基金，藉以提高收益。截至二零零四年十二月底止年度，按市價計值每日平均獲利四十八萬三千港元。

### 利率風險管理

本集團透過附屬銀行承受利率買賣所產生的利率風險，利率買賣持倉每日皆按市價計值，其風險受到積極監控。截至二零零四年十二月底止年度，來自中信嘉華具利率風險的交易活動每日平均虧損四萬四千港元。

本集團的利率風險來自附屬銀行的銀行賬項，中信嘉華的資產及負債管理委員會監控銀行賬項中因資產及負債利率差距而出現的利率風險，包括不同息率基準造成的基點風險、利率曲線風險和重訂息率風險。委員會通過差距報告，息率敏感度分析和各種盈利上之假設分析，覆核中信嘉華的利率風險。中信嘉華主要會使用利率掉期的利率衍生工具為其資產及負債作對沖，以減輕利率風險。

於二零零四年十二月三十一日，中信嘉華按港元及美元計算的銀行賬項具有顯著的利率風險。

The Bank's involvement in option derivatives is mainly to cater to structured products to meet customer demand; please refer to the section on Off-Balance Sheet Exposures of the Notes on the Financial Statements for the year ended 31 December 2004.

The Group, by itself and via the Bank, has invested part of its excess liquidity in external funds to enhance returns, starting in May 2004. The average daily mark-to-market profit and loss for the year ended December 2004 was a gain of HK\$483,000.

### Interest Rate Risk Management

The Group, through its banking entity, also has exposure to interest rate risk through interest rate trading. Interest rate trading positions are marked-to-market daily and risk is monitored actively. For the year ended December 2004, the average daily profit and loss from the Bank's trading activities in interest rate risk was a loss of HK\$44,000.

The interest rate risk for the Group stems from the banking book of its banking entity. The Bank's ALCO oversees and monitors the Interest Rate Risk for the banking book that arises from the mismatched interest rate profile of the Bank's assets and liabilities. This interest rate risk comprises basis risk among different interest rate benchmarks, yield curve movements and interest rate repricing risk. The Bank's ALCO reviews the interest rate risk of the banking book through gap mismatch reports, sensitivity analysis and various earnings scenario analyses. To mitigate interest rate risk, the Bank has used interest rate derivatives, mainly interest rate swaps, to hedge interest rate exposure.

The Bank had major interest rate risk exposure in the banking book denominated in Hong Kong and US dollars as of 31 December 2004.

## 中信嘉華銀行賬項之利率風險

### Interest Rate Risk Exposure for Banking Book

於二零零四年十二月三十一日(百萬港元)

As of 31 December 2004 (HK\$ million)

		一個月 以上至 一個月 之內 Up to 1 month	三個月 以上至 三個月 Over 1 and up to 3 months	六個月 以上至 六個月 Over 3 and up to 6 months	六個月 以上至 十二個月 Over 6 and up to 12 months	十二個月 以上 Beyond 12 months	總計 Total
<b>計息資產</b>	<b>Interest-bearing assets</b>						
現金及短期資金	Cash and short term fund	6,412	-	200	199	-	<b>6,811</b>
一個月後到期的銀行 及其他金融機構存款	Placement with banks and other financial institutions ("Fls") maturing after one month	-	304	59	-	-	<b>363</b>
存款證	CDs	100	115	40	666	355	<b>1,276</b>
持有至到期證券	Held-to-maturity securities	1,360	281	2,978	1,390	15,337	<b>21,346</b>
客戶墊款	Advances to customers	31,075	6,501	2,679	227	712	<b>41,194</b>
總計息資產	Total interest-bearing assets	38,947	7,201	5,956	2,482	16,404	<b>70,990</b>
<b>計息負債</b>	<b>Interest-bearing liabilities</b>						
已發行存款證	CDs issued	2,274	3,029	128	-	150	<b>5,581</b>
已發行債務證券	Debt securities issued	-	-	-	-	2,323	<b>2,323</b>
銀行及其他金融機構 存款及結存	Deposits and balances of banks and other Fls	3,484	-	-	-	-	<b>3,484</b>
客戶存款	Deposits from customers	49,203	3,961	661	464	62	<b>54,351</b>
債務資本	Loan capital	-	-	-	-	4,276	<b>4,276</b>
總計息負債	Total interest-bearing liabilities	54,961	6,990	789	464	6,811	<b>70,015</b>
<b>資產負債表外項目</b>	<b>Off-balance sheet items</b>						
長倉	Long	2,469	2,795	4,264	-	6,758	<b>16,286</b>
短倉	Short	4,404	1,227	4,813	800	5,071	<b>16,315</b>
<b>持倉淨額</b>	<b>Net Position</b>	(17,949)	1,779	4,618	1,218	11,280	<b>946</b>

上表列出銀行賬項組合內之計息資產及負債，以及有關之資產負債表外項目。它並列出每項工具之利率合約重定日或最後到期日(以較先者為準)，以顯示應計項目賬項之利率風險。

The above table lists the interest-bearing assets and liabilities and relevant off-balance sheet items of the Bank in its banking book portfolio. It depicts the interest rate exposures of the accrual book by listing the contractual interest rate reset dates or the final maturity dates, whichever is earlier, for each instrument held.

風險管理

Risk Management

### 營運風險管理

集團的營運風險是因內部程序、科技、基建或人員不足或失效，又或因外在因素導致本集團損失的風險。對金融機構而言，營運風險並不陌生。近年受廣泛報導的重大營運風險事件均突顯了採取更廣闊及更全球化的視野以有效處理營運風險的需要。科技與營運問題固然非常重要，但其他可導致營運損失的地方也需要管理得宜。

中信嘉華透過業務操作監控委員會管理其營運風險，委員會主席由業務操作總監出任，其他成員包括各業務部門和支援部門的高級職員。委員會主要職責之一是定期檢討中信嘉華的營運政策、程序和應變計劃，並在有需要時進行更新和測試。

二零零四年，業務操作監控委員會就多項影響其他香港及海外銀行營運的事件進行檢討，旨在評估該等事件與中信嘉華的相關性，以及確保有適當的內部監控以防同類事件在中信嘉華發生。舉例說，因應虛假互聯網站數目日益增加，中信嘉華在年內成立了一個事件通報組，專責處理該類型事件。

### Operational Risk Management

Operational risk is the risk of losses that the Group may incur as a result of inadequate or failed processes, technology, infrastructure or personnel, or from external events. Operational risk is not new to financial institutions. Significant operational risk events widely reported in recent years have highlighted the need to manage operational risks more effectively by taking a broader, more global view. Technology and operational issues remain critically important, but other areas that could lead to operational losses must be managed as well.

The Bank manages its operational risk through the Operations and Control Committee (“OCC”) that comprises the Chief Operating Officer as chairman and other senior staff from various business lines and support functions. One of the committee’s key responsibilities is to periodically review, update and test, as necessary, the Bank’s operational policies, procedures and contingency plans.

In 2004, the OCC reviewed several operational events affecting other banks in Hong Kong and overseas. These reviews were intended to assess the relevancy of these events to the Bank and ensure that proper internal controls were in place to prevent their occurrence in the Bank. For instance, in light of increased occurrences of fake web sites, an Incident Report Team was formed during the year to deal specifically with this issue.

其他持續進行的營運風險管理工作包括每年檢討和更新營運、科技及人力資源政策和程序手冊，確保各程序經周詳考慮和清楚說明，以及每年測試中信嘉華在重大事件發生時的災難復原能力和業務持續運作計劃。年內並設立電子圖書館，以便保存及更新與這些政策和措施相關的全部資料。

此外，業務操作監控委員會正編撰營運風險手冊，以更有組織地列載各營運程序及政策。手冊覆蓋範圍力求廣泛及全面，內容將包括產品及服務推出、保險及外判，以至巴塞爾新資本協定相關的營運風險等。

中信國際資產管理的營運風險管理，主要由一個受高級管理層督導的獨立監控小組負責，並須接受本集團的內部審核。中信國際資產管理主要政策、程序及限額均列載在多份手冊中，以確保業務的延續性，以及為各種突發事件作準備。該小組亦致力確保有關投資及資產管理的決定獲正確執行，並就此作定期匯報；同時小組亦持續檢討及監控所投資資產的發展情況及表現，並將資料存放在資料庫中及複製備份。中信國際資產管理亦逐步增聘人手及提升其技能，藉以強化其業務操作。

Other ongoing operational risk management tasks included annual reviews and updates of operations, technology, and human resources policies and manuals to ensure that processes are adequately considered and defined, as well as annual testing of the Bank's disaster recovery and business continuity plans for major events. An electronic library was established during the year to maintain and update all information related to such policies and practices.

To further enhance its efforts, the OCC is developing an Operational Risk Handbook that will contain and better organise references to operational procedures and policies. The scope of the handbook is intended to be broad and all-encompassing, ranging from such areas as product and services launches, insurance and outsourcing, to Basel II-related operational risks.

CIAM's operational risk management is overseen by an independent control team under the supervision of senior management and subject to internal audit of the Group. Major policies, procedures and limits have been laid down in its manuals and handbooks to ensure business continuity and to provide for various contingencies. Regular reports and efforts are made for the proper execution of investment and asset management decisions. Continual review and monitoring on the progress and performance of invested assets are in place and maintained in its database. Back up of such information is vigorous. Skill sets and human talents are also being steadily expanded to strengthen the running of the operation.

## 風險管理

### Risk Management

中信資本控股亦增撥大量資源，建立頂級的運作平台，藉以支持業務的快速發展。其中一個減低風險的根本原則，就是將前線、中線及後勤部門的權責恰當地分開。在工作的層面上，成員包括營運總監及各支援部門主管的業務操作委員會，管理及控制各業務支援過程中涉及的營運風險。該委員會亦致力在中信資本控股內部灌輸要在風險控制及營運效率之間爭取最佳平衡的文化。

### 法律風險管理

本集團緊貼所有適用於其管治及營運的最新法律和監管規條，不斷致力培育員工，以及提升系統和程序，以建立警覺意識和推行必要的變動。我們並經常就政策和程序進行檢討。一如以往，於二零零四年本集團法律風險管理的其中一個重點，是為員工就集團政策、程序及適用的相關法例及規則方面進行持續的培訓，這亦會是二零零五年的工作重點。

二零零四年見證了中信嘉華多項重要轉變，當中包括在第四季委任新的首席法律總監及合規部主管，引進監控及防止洗黑錢活動的全新升級系統，以及在內地(包括上海和深圳)委任合規部人員。於二零零四年，中信嘉華內地業務的範疇及複雜程度增長步伐加快，在預期

CCMH also has substantially increased resources as it builds a best-in-class operations platform to support and sustain the rapid growth of its business. A fundamental risk-mitigating principle of the platform is the proper segregation of duties amongst the front, middle and back offices. At the working level, its Operations Committee, comprising its Chief Operating Officer and the heads of the various business support units, manages and controls the operational risks associated with the business support processes. Its Operations Committee also works to inculcate within CCMH a culture that fosters an optimal balance of risk control and operational efficiency.

### Legal Risk Management

The Group remains abreast of all legal and regulatory requirements applicable to its governance and operations, and continuously seeks to develop its people and enhance its systems and processes to create awareness and implement necessary change. Policies and procedures remain under constant review. Continuous training of our people in the areas of the Group's policies and procedures, and applicable laws, rules and regulations remained key to the management of the Group's legal risks in 2004, as in previous years, and will continue to be vital in 2005.

The year 2004 saw important changes at the Bank, including the appointment of a new general counsel and head of compliance in the fourth quarter, new and enhanced systems for the monitoring and prevention of money laundering and the appointment of compliance personnel on the Mainland, including in Shanghai and

此增長速度仍將持續下，我們將更注重對有關業務的合規及法律監控，並以此作為二零零五年的重要目標之一。

### 策略及聲譽風險管理

為求與不斷變化的營運及監管環境同步並進，本集團董事會認為當前要務是確保我們能妥善制定及執行業務和營運策略，並以專業手法及按合適時機進行。我們致力保護集團的聲譽和充份善用品牌資產，管理委員會定期開會，監察和管理集團的策略及聲譽風險，並負責執行董事會通過的政策，以識別及評估上述風險，以及改善監控。

Shenzhen. The scope and complexity of the Bank's operations on the Mainland grew at an increasing pace throughout 2004 and, with this growth expected to continue, monitoring compliance and legal oversight of those operations will receive increased attention in 2005 as a major priority.

### Strategic and Reputational Risks Management

In order to keep pace with the ever-evolving operating and regulatory environment of the Group, the Board places a high priority on ensuring that our business and operational strategies are appropriately defined and executed in a professional and time-relevant manner. Great care is taken to protect our reputation and maximise our brand equity. The Management Committee of the Group meets regularly to monitor and manage the Group's strategic and reputational risks, and is responsible for enforcing high-level policies approved by the Board to identify and assess such risks, as well as to improve controls.