

# Financial Management and Corporate Planning

財務管理及  
企業規劃







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## 財務管理及企業規劃

### Strategic Focuses

As a result of a comprehensive review of our strategic focuses for going forward, Members agreed that the Housing Society should focus our attention on improving quality living while continuing to provide quality housing and related services.

To achieve our various defined objectives, the Housing Society will continue to implement four key strategies. These include building management and maintenance for aged buildings; housing for the elderly; upgrading rental estates; and urban renewal and city revitalisation projects.

The pursuit of best practices is always a high priority across the spectrum of the Housing Society activities. To ensure the Housing Society accomplishes various defined aims, appropriate strategies and implementation plans were developed. To heighten the communication of strategies and ensure the alignment of the strategic focuses and operational objectives of the Housing Society, a Balanced Scorecard system has been set in place as a tool.

### 策略重點

在釐訂未來業務方向時，我們把目前的策略重點作了全面檢討。房協委員皆同意房協應繼續專注提供優質的房屋及相關服務，以改善香港市民的生活質素。

房協將繼續透過四項主要策略，包括樓宇管理和維修、長者房屋、改善出租屋邨，以及市區重建和舊區活化，以達致既定目標。

房協一直以來追求及實踐最佳的管理方式。為此，我們制訂了適當的策略及實施計劃，確保房協能達致訂立的目標。為加強房協整體業務策略的內部溝通，以及促進營運方式與房協策略重點的配合，我們採用了「平衡計分卡」制度。



As an NGO with a well-established social commitment, our Scorecard needs to focus on four key perspectives: the provision of services to our identified customer sectors; the financial strength required to deliver and sustain our services; the optimisation of the internal processes to create and deliver the products and services, and the capabilities and resources required by the organisation to achieve identified goals.

作為一個具社會承擔的非政府機構，我們的「計分卡」主要針對四個方面：為我們的顧客對象提供服務、為提供及維持服務所需的財力、適當的內部程序以發展及提交有關產品及服務，以及機構為達既定目標所需的能力和資源。

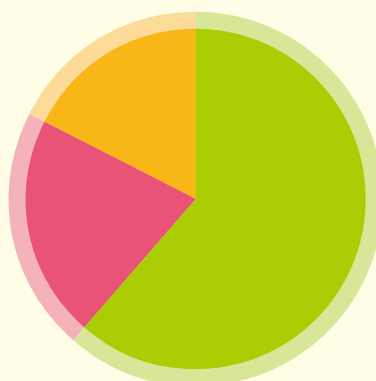
Furthermore, it is important the Housing Society achieves the defined strategic goals within an acceptable risk exposure. Recognising the importance of taking a more comprehensive enterprise-wide view of risks, we have focused closely on risk identification and management across the extensive activities of the Society.

此外，房協必需在合理風險的情況下完成既定的策略目標。為此，房協從一個全面的宏觀角度，去確定及管理在不同業務上可能遇到的各種風險。

### Net Assets 資產淨值

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK\$ Billion)  
(港幣十億元)



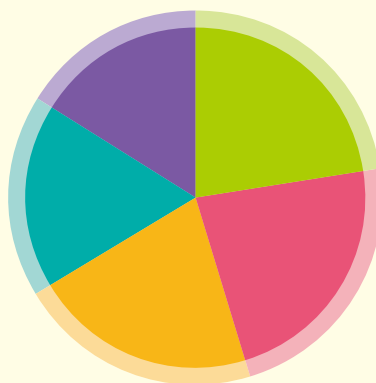
- 5.7 (21%)** Rental Properties & Other Fixed Assets  
出租物業及其他固定資產
- 4.7 (17%)** Housing Inventories / Properties under Development for Sale  
樓宇存貨／作出售用途的發展中物業
- 16.6 (62%)** Other Net Assets  
其他資產淨值

Total 總數：27

### Funds Allocated for Future Initiatives

未來計劃的預留資金分佈

(HK\$ Billion)  
(港幣十億元)



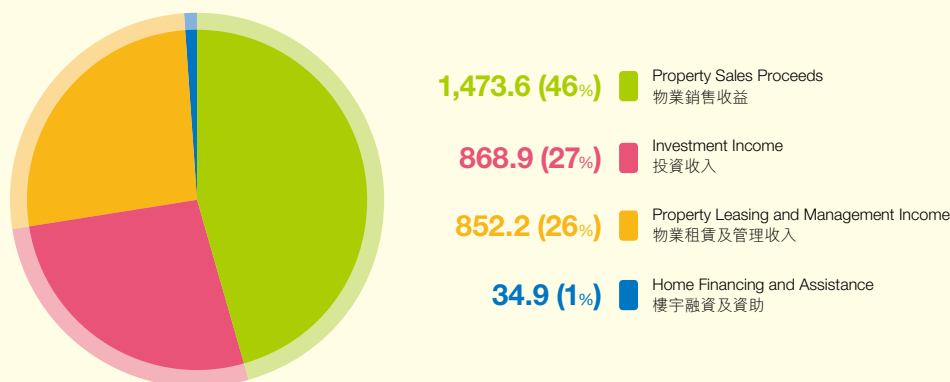
- 4.0 (23%)** BMMS & MBIS  
「樓宇管理維修綜合計劃」和「強制驗樓計劃」
- 4.0 (23%)** Redevelopment of Rental Estates  
出租屋邨重建項目
- 3.7 (21%)** Elderly Housing  
長者房屋
- 3.1 (17%)** Urban Renewal & City Revitalisation Projects  
市區重建和市區活化項目
- 2.8 (16%)** Major Works / Rehabilitation for Rental Estates  
出租屋邨大型改善／復修工程

Total 總數：17.6

### Income Distribution for 2007/08 二零零七／零八年度收入分佈

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK\$ Million)  
(港幣百萬元)



In keeping with global best practices, over the years, on an increasing level, the Housing Society has invested significantly in implementing effective corporate governance initiatives, internal controls and other tailor-made risk management-related tools. In addition, and in line with leading internationally-recognised business practices, a comprehensive enterprise risk management framework has been formulated. This comprises five key perspectives: risk governance; risk assessment; risk quantification and aggregation; risk monitoring and reporting; and the balance of risk and control.

Under the framework, key strategic management risks and operational risks are identified, evaluated, prioritised and monitored. Using a systematic approach, the management is fully committed to continuing to proactively monitor and manage the ever-changing risks faced by the Housing Society.

### Financial Results

For the year ending 31 March 2008, the Housing Society achieved a total net surplus of HK\$822.2 million. However, due to the commitment of the Housing Society to social projects and activities to improve the quality of living for our tenants, the Housing Society operations incurred a deficit of HK\$15.5 million. In addition, the Housing Society incurred a loss on asset valuation of HK\$42.2 million before investment income of HK\$879.9 million.

多年來，為緊隨國際性最佳管理方式，房協不斷投放資源去實施有效的企業管治模式、內部審計措施及其他適合房協的風險管理工具。房協更以國際最佳規範為基礎，制訂了一個全面的企業風險管理架構，由五個重要部分組成，包括風險管治、風險評估、風險量化和結合、風險監控和報告，以及風險和監控之間的平衡。

在這架構下，房協就長遠策略和營運管理風險方面作出辨識、評估、序列及監控。管理層會以有系統的措施，繼續積極監控和管理房協所面對不斷在轉變的風險。

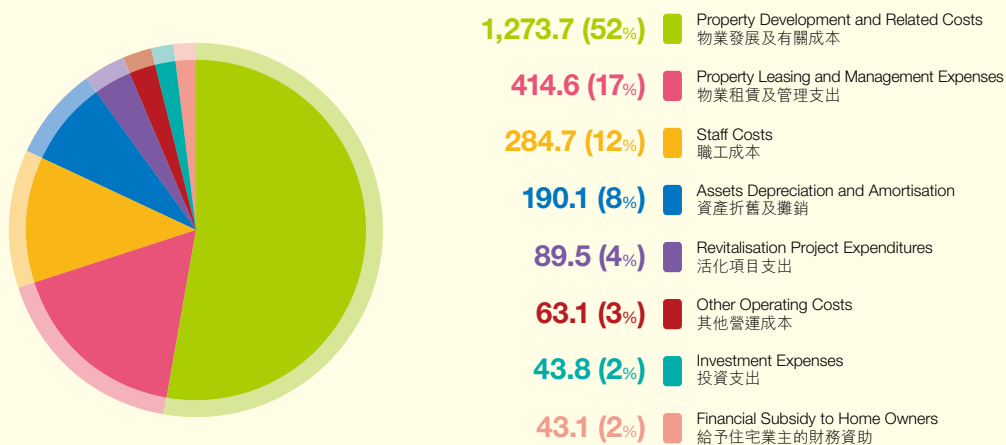
### 財政表現

截至二零零八年三月三十一日止的財政年度內，房協取得淨盈餘八億二千二百二十萬元，但房協因致力發展社會項目及推行改善居民生活質素的措施，錄得一千五百五十萬元的營運虧損。此外，在未計八億七千九百九十萬元的投資收入前，房協的資產估值錄得四千二百二十萬元的虧損。

## Expenditure Distribution for 2007/08 二零零七／零八年度支出分佈

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK\$ Million)  
(港幣百萬元)



The operation deficit occurred as a result of our waiving one month's rent for domestic tenants, expenditure to improve the living environment in our estates, and expansion of our social commitments including our Building Management and Maintenance Scheme, revitalisation activities and other projects.

In spite of an unpredictable and volatile market during the year, the Housing Society earned a total of HK\$879.9 million from our investment portfolio of which HK\$75.4 million was unrealised gains.

The result of a valuation on property for sale was carried out on 31 March 2008 and due to the improved property market, a write-back of HK\$39.8 million was made. As a result of rehabilitation works embarked upon during the year involving two rental estates, an impairment loss of HK\$82 million was required. The net loss after being compensated by the write-back stood at HK\$42.2 million.

### Financial Management

As at March 2008, the Housing Society managed HK\$17.4 billion in investment assets. Notwithstanding volatile global financial markets, the Housing Society recorded an overall return of 5.54% on our investments. On an asset class basis, the Housing Society recorded a cash return of 4.30%, fixed income at 8.16%, equity at 4.16% and hedge fund at 6.04% compared with the overall return of 9.50% on our investments for 2006/2007.

營運虧損的原因來自豁免屋邨住戶一個月租金、改善屋邨生活環境的開支及擴大其他社會計劃的承諾，包括「樓宇管理維修綜合計劃」、市區活化及其他項目。

儘管年內金融市場表現反覆波動及難以預測，房協的投資組合取得八億七千九百九十萬的盈餘，其中未實現的投資回報為七千五百四十萬元。

因物業市場改善，我們在二零零八年三月三十一日進行的物業估值中，回撥三千九百八十萬元；年內因兩個出租屋邨進行翻新工程，引致八千二百萬元的減值損失。因此，在計算回撥後，淨虧損為四千二百二十萬元。

### 財務管理

房協於二零零八年三月管理的投資資產總值為一百七十四億元。雖然國際金融市場出現反覆波動，但房協仍錄得百分之五點五四的整體投資回報。按資產類別計算，現金投資回報為百分之四點三、固定收入投資方面的回報為百分之八點一六、股票回報為百分之四點一六、對沖基金回報為百分之六點零四，相對於房協二零零六至零七年度的整體投資回報為百分之九點五。

The sub-prime crises that began in the US and later spread to other major economies created turmoil in the financial markets unseen for decades. Both the fixed income and equities markets suffered from significant negative impact. Although the fixed income investments of the Housing Society only had a minimum exposure to sub-prime investment instruments, the significant correction in the financial markets did affect the performance of our long-term portfolio. This was particularly noticeable in respect of our global equity investments.

The long-term portfolio of the Housing Society comprising of global equities, global fixed income, Hong Kong equities and a small allocation to hedge funds achieved a return of 5.15%, which underperformed the benchmark by 1.19%. Both the Hong Kong equities manager and global fixed income manager did well to outperform their respective benchmarks. However, their success was partly offset by the under-performance of the global equities managers.

The return on the medium-term portfolio, which was invested in global fixed income, was 7.73%, which under-performed the benchmark by 1.45%.

The search for yield enhancements to our in-house short-term fund continued during the year. However, in anticipation of a more volatile environment, we were not willing to relax our risk tolerance in search of incremental yields. We were not able to source a product whose yields justified the additional risk involved. We therefore continued our strategy of using the interest differential between HK\$ and US\$ to capture additional yields. For the year ended 31 March 2008, this strategy accounted for an additional return of 0.32%. The return of the short-term fund was 4.30% which out-performed the benchmark by 0.38%.

由於美國的次按危機蔓延至其他主要經濟體系，引發了全球金融市場數十年來罕見的風暴，固定收入投資及股票的市場均大受打擊。雖然房協的固定收入投資工具受次按的影響非常輕微，但金融市場的大幅調整仍影響了長線投資組合的表現，對環球股票投資尤為顯著。

房協的長期投資組合包含了環球股票、環球固定收入投資、香港股票及小部分對沖基金，回報達百分之五點一五，較指標低百分之一點一九。房協的香港股票經理及環球固定收入投資經理均取得超指標的回報；環球股票經理的表現則稍遜，拖低整體成績。

房協的中期投資組合為環球固定收入投資，回報為百分之七點七三，表現比指標低百分之一點四五。

年內，房協繼續尋求方法為內部管理的短期現金投資增值。但由於預期金融市場將更為波動，房協不欲為增加些微回報而承受更大風險，故在衡量回報與風險後，未能覓得值得投資的產品，因此投資繼續採取利用港元與美元息差的策略。截至二零零八年三月三十一日止的財政年度內，此策略取得百分之零點三二的額外回報，短期現金投資的總回報是百分之四點三，較指標高出百分之零點三八。

## Loan Administration

As at 31 March 2008, the Housing Society was managing 21,050 loans granted under various loan schemes. During recent years, the Housing Society has granted loans with a repayment holiday and in 2007/2008, the repayment holiday provided to 602 borrowers expired, requiring them to begin making monthly repayments.

During the year, 173 loans were granted to borrowers under the Home Renovation Loan Scheme (HRLS). To date, 4,770 borrowers have fully redeemed or partially repaid their loans. Meanwhile, legal proceedings were instituted against 1,294 default borrowers and 209 bankruptcy proceedings against those borrowers whose repayment abilities were exhausted.

## 貸款管理

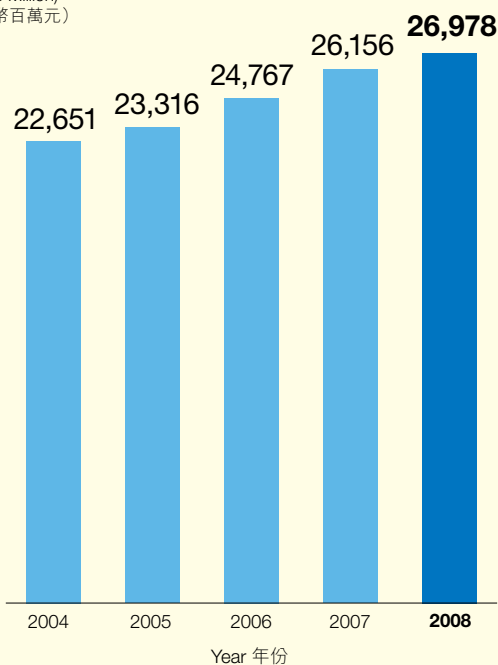
綜合不同的貸款計劃，房協於二零零八年三月三十一日管理的貸款個案為二萬一千零五十宗。近年來，房協批出免供款期的貸款，有六百零二名借貸人的貸款於二零零七至零八年度到期，須開始每月還款。

年內，「家居維修貸款計劃」批出一百七十三宗貸款。到目前為止，四千七百七十名借貸人已償還全數或部分貸款。同時，房協向一千二百九十四名未償還貸款人士提出法律訴訟，並向無力償還貸款的二百零九名人士啟動破產程序。

### Net Assets Value 資產淨值

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK\$ Million)  
(港幣百萬元)



### Investment Portfolio for 2007/08 二零零七／零八年度的投資組合

(as at 31 March 2008)  
(截至二零零八年三月三十一日止)

(HK\$ Million)  
(港幣百萬元)

