

出國報告（出國類別：開 會）

參加第 36 屆亞洲銀行協會年會暨研
討會（36th ABA General Meeting and
Conference）

服務機關：臺灣土地銀行

姓名職稱：王喜正 處長

派赴國家：菲 律 賓

出國期間：108 年 11 月 13 日~11 月 16 日

報告日期：108 年 12 月 26 日

摘 要

本國與東協國家長年貿易往來關係密切，依財團法人中華經濟研究院資料顯示，2019年9月我國與東協貿易總值約80.30億美元，相較去(2018)年同期(9月份)，本期貿易總額增加2.353%，尤其可見台灣與東協國家經貿關係已到了密不可分的地步。為進一步擴大我國與亞洲國家經貿關係，行政院於105年9月5日提出「新南向政策推動計畫」，以經貿合作、人才交流、資源共享、區域鏈結為4大主軸，期望與東協、南亞及紐澳等地區國家，創造互利雙贏的新合作模式，同時整備國家能量以參與區域經濟融合。

今(108)年11月14日至11月15日為期二天的第36屆亞洲銀行家協會年會及研討會在菲律賓舉行，會議依循往年慣例，由地主國的銀行主辦。本次會議主題為「重塑亞洲金融風貌：(Reshaping the Asian Financial Landscape)」，二天議程除了介紹日本及臺灣永續金融現況、中國大陸環境、社會與治理(Environmental, Social, and Governance, ESG)風險及泰國綠色債券市場現況外，亦多圍繞在目前最熱門的洗錢防制及金融科技、電子支付等議題。會議中來自各國的專家、學者及同業先進分別就各自的實務經驗，彙整成一張張精采的投影片，向與會人員介紹與分享見解。會議中場休息或午餐及晚宴時間，則提供了參與者意見分享及經驗交流的絕佳時機。

亞洲銀行家協會每年都會在不同會員銀行的國家舉辦年會暨研討會，區域內會員銀行可藉由會議的參與，聆聽主講者經驗分享，以洞悉區域銀行業面臨的最新議題及同業採取的解決之道。本行為增進與亞洲地區銀行同業交流與擴展本行在亞洲地區知名度，多年來積極派員參與。今年由職代表與會，在二天的研討會中，聆聽來自銀行同業、專家學者及監管機構分享議題及解決之道，不僅能結識同業人士，亦對於國際金融情勢更有了解，可謂收穫頗豐。

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1 第 36 屆 ABA 年會暨研討會議程 (Agenda of 36th ABA
General Meeting and Conference)

2 第 36 屆 ABA 年會暨研討會議會後新聞稿

壹、目的

亞洲銀行協會係亞洲地區 22 個工商總會於 1981 年 10 月 29 日在台北成立的組織，原先為亞太工商協進會(Confederation of Asia Pacific Chambers of Commerce and Industry; CACCI)的服務諮詢委員會之一，當時稱為亞洲銀行委員會(Asian Bankers Council)。

目前 ABA 共有來自包括不丹、香港、印度、伊朗、馬爾地夫、日本、南韓、馬來西亞、蒙古、阿曼、卡達、菲律賓、俄羅斯、新加坡、斯里蘭卡、台灣、泰國、土耳其、烏茲別克、越南等經濟體，計約有 70 個會員，現任會長為斯里蘭卡哈頓國家銀行(Hatton National Bank; HNB)總經理 Antonio Jonathan Alles 先生。亞洲銀行協會成立的宗旨如下：

1. 提供亞太地區銀行與金融業交流互動的機會。
2. 藉由面對面交流的機會，增進區域銀行間友誼。
3. 鼓勵促進會員所在區域發展方面的聯合活動。
4. 進行亞太地區貿易，工業和投資合作的計畫。

亞洲銀行家協會每年在不同會員銀行的國家舉行年會暨研討會，藉由各會員代表面對面的交流，增進區域內各銀行間的友誼，是一個能促進區域內金融同業相互了解與業務往來的平台。

東南亞國家經濟發展逐年增長，在國際金融市場上扮演的角色也益形重要。今年第 36 屆年會在菲律賓首都馬尼拉舉行，由菲律賓國家銀行當主辦行。有鑑於菲律賓國內島嶼眾多且幅員廣大，銀行深知過去傳統銀行業務很難深入提供人民真正需要的服務，使得該國已體認到唯有大力耕耘電子支付、金融科技等相關，進行數位轉型，才能讓人民獲得更多金融服務，不僅給金融業者帶來商機，亦能大幅改善人民生活的不便，該國如此大刀闊斧的態度，也讓與會者有一個很好的借鏡。

為增進與亞洲地區銀行同業交流與拓展本行在亞洲地區知名度，本行於亞洲銀行家協會舉行年會時，多有派員積極參與。本(2019)年 11 月在菲律賓(Philippines)所舉行的第 36 屆亞洲銀行家協會年會暨研討會(36th ABA General Meeting and Conference)由職出席。

依照行程規劃，11 月 13 日由台北啟程出發前往菲律賓，出席 11 月 14 至 15 日舉行的第 36 屆 ABA 年會暨研討會暨參訪活動，16 日搭機返國。

本次年會主題為「重塑亞洲金融風貌(Reshaping the Asian Financial

Landscape)」，主要分 4 場次研討會，各場次研討會議題分別為「全球經濟展望：亞洲銀行即將面臨什麼(Global Economic Outlook: What Lies Ahead for Asian Banks)」、「普惠金融：對微型及中小企業的銀行業務 (Financial Inclusion: Banking the MSMEs)」、「亞洲是否準備好走向無紙鈔化?(Is Asia Ready to Go Cashless?)」、「監管機構對促進良好數位生態圈發展之角色 (Role of the Regulator in Developing an Effective Digital Ecosystem)」，每場研討會邀請 5~6 位國際財經專家及學者，分別發表專題報告共同探討相關議題。

貳、過程

亞洲銀行家協會年會暨研討會由亞洲會員國家輪流主辦，第 36 屆 ABA 年會暨研討會由菲律賓國家銀行(Philippine National Bank)負責安排，主要會議及活動內容分述於下：

一、11 月 14 日主要會議及活動：3 場特別主題研討會以及晚宴。

(一)特別主題「Discover ABA」(9:00-12:00)：主要由亞洲信用評等協會(Association of Credit Rating Agencies in Asia; ACRAA)針對日本、泰國、中國大陸等之永續金融現況進行國家經濟及金融市場、金融產品及服務，並針對特殊專案提出報告及交流，各場次主題、主講人及摘要分述如下：

1. 主題：永續金融(Sustainable Financing)

主講人：Mr. Santiago F. Dumlao, Jr., Ms. Atsuko Kajiwara, Mr. Sakda Pongcharoenyong, Ms. Stella Chang, Ms. Grace Lee, Mr. Satoshi Nakagawa。

摘要：(1)日本永續金融的進展。(2)泰國綠色債券市場介紹。(3)關於中國的 ESG 風險及評價。(4)臺灣的永續金融及評價之概覽

2. 主題：馬爾地夫銀行的普惠金融之旅(BML's Journey Towards Financial Inclusion)

主講人：Mr. Mohamed Shareef, Deputy CEO

摘要：普惠金融的發展已經成為全球各國備受矚目的議題，其宗旨為實現以較低的成本提供社會各界，尤其是偏遠地區和弱勢族群更為便捷的金融服務、方案及保障措施等。馬爾地夫銀行目前戮力於該國內有人居住的島上，透過其分行、當地大賣場、ATM 或代理機構等，以實現其該項業務，另外透過網路交易的方式也日益提高，依該銀行 2018 年財報，顯示有超過 4000 萬美元的交易已透過網路管道進行。會中馬爾地夫銀行也分享該行透過儲值卡及較新的金融科技等數位優化的方式，進一步提升其普惠金融的廣度及深度，大幅度消除弱勢和低所得民眾及微中小企業等所面臨之障礙。

3. 主題：中華銀行的微型金融業務經驗(RCBC's Experience in

Microfinance)

主講人：Mr. Raymundo Roxas, President, Rizal Microbank

摘要：

- (1)東協國家近年來掀起金融革新風潮，積極推動微型金融相關業務，以達到普惠金融的目標。微型金融貸款的個別案件貸款金額雖小，但整體商機市場龐大，呆帳率亦較一般授信放款低。
- (2)中華銀行的 Cash Express 業務提供偏遠地區居民能以該行及 Bancnet 所發行的信用卡，即使在普遍能見的雜貨店 (Sari-sari store) 也能進行金融服務，免去得大老遠奔波到市區找尋銀行分行或 ATM，該業務使菲律賓人於日常與朋友或家人間的交易活動變得更簡單，而中華銀行亦是菲律賓國內第一個提供該類業務的銀行。
- (3)中華銀行針對微型金融所提供的服務，皆能讓需要的民眾從網路上進行申請及撥貸。

4. 主題：洗錢防制與打擊資助恐怖主義：監管機構對銀行的真正期望是什麼？(AML/CFT: What Do Regulators Really Expect from Banks?)

主講人：Mr. Shirish Pathak, Managing Director

摘要：為打擊犯罪與嚇阻恐怖主義，包含亞洲國家在內，各國的執法機關紛紛透過立法並強化金融檢查等方式，要求金融機構承擔防制洗錢與打擊資恐的責任，以杜絕恐怖主義的蔓延，違者祭予重罰。為維護金融機構聲譽及管理法遵風險，金融機構董事會與管理高層也尋求建立相應之洗錢防制制度。本場會中主講人拋出了監管機構可能要金融機構如何配合，來讓 AML/CFT 做得更符合實務議題，並試著站在監管的角度來說明與分享自己的看法。

5. 主題：中國信託銀行的數位策略：從數位轉型創造價值 (CTBC's Digital Strategy: Creating Value from Digital Transformation)

主講人：Mr. Titan Chia, Chief Technology Officer

摘要：數位轉型是現今銀行業的當務之急，而中國信託在數位轉型

的目標上是為針對全客群、全通路的數位化，全產品、全服務的智能化，並透過以下四大策略方向：服務數位化、流程自動化、產品智能化、金融場景化，實現這個目標。如透過客戶使用意見持續改善 app 使用體驗，作業流程自動化的應用擴及客戶端，產品及服務全面智能化，如透過 AI 完成智能文件徵審已大幅縮短徵審時程，最後則將金融服務自然地融入客戶生活場景中，謹記由客戶需求出發，達到滿足「全客群」、發展「全服務」及串聯「全通路」。

(二)主辦行特別主題 (Host Bank Special Session)(13:15~14:45)：該主辦行特別主題時間由主辦行-菲律賓國家銀行所舉行，並邀集一些演講者來對目前金融業有趣的主題進行演說、分享或發表看法等內容。

1. 主題：數位創新：從菲律賓銀行觀點之挑戰與機會(Digital Innovation: Challenges & Opportunities from the Perspective of a Philippine Bank)

主講人：Mr. Wick Veloso, President and CEO, PNB

摘要：根據統計，菲律賓有 7 成民眾沒有銀行帳戶，96%則沒有信用卡，顯示銀行的滲透率極低，但民眾擁有手機的比率卻很高，且擁有著強勁的基本面，包括年輕化的城市人口，快速增長的經濟、不斷擴大的中產階級及越來越普及的網際網路等優點，也讓數位創新(Digital Innovation)及金融科技(FinTech)有了高度發揮的舞台，帶給金融新創業者機會，然而，菲律賓民眾有限的金融常識以及低水平的傳統金融服務包容性，卻也讓該新興產業面臨巨大挑戰。

2. 主題：零售金融業務創新之全球趨勢(Global Trends in Retail Banking Innovations)

主講人：Mr. Michael Lor, Senior Advisor Asia Pacific, EFMA

摘要：主要由 European Financial Management Association (EFMA) 之高級顧問針對其機構之研究成果，為大家帶來開放性的意見分享及交流，涵蓋的主題包括以下部分：(a)開放銀行(Open Banking)

概念的誕生，促使銀行業重新思考其商業模式；(b)人工智慧技術將加速銀行的數位轉型(Digital Transformation)；(c)利用中小企業金融業務讓業者能有機會實現其數位化的理想；(d)時下智能客服如雨後春筍般冒出，銀行則應該更加重視顧客聯繫中心(Customer Contact Center)的擴展，才能有別於他人提供有溫度的服務；(e)發展成純數位化銀行之必要性。

3. 主題：數位配置(Digital Distribution)

主講人：Mr. John Berry, Special Adviser, EFMA

摘要：本場會議所提的數位配置問題，主要源自於隨著全球零售金融服務創新的快速發展，顧客能享受到更多來自銀行業與非銀行業的金融服務。科技發展所帶來的顧客消費行為改變則帶給傳統銀行模式很大的壓力，數位浪潮下傳統銀行能分的羹愈來愈少，當客戶能滿足其金融需求，但不需再走進銀行時，對傳統銀行又代表什麼意思？以上在本場演講中，主講人則利用其所屬 EFMA 機構之研究成果，帶來一個案例探討。

4. 主題：透過人工智慧來預測金融市場風險(Forecasting Risk in Financial Markets Through Artificial Intelligence)

主講人：Dr. Jeremy Sosabowski, CEO and Co-Founder, AlgoDynamix UK

摘要：AlgoDynamix 公司其成立宗旨即提供工具給投資銀行或資產管理公司對未來金融市場變動進行預測或提早預警，本次演講該公司 CEO 也介紹所開發的預測系統結合了人工智慧及機器學習在內，能較以往預測模型提供較佳的預測準確度，並可靈活地應用於各資產類型中，如權益類、固定資產、外匯及商品市場，會上主講人也提供了該預測系統之預測成果供與會人士參考。

(三)特別主題(Special Presentations)(15:00~17:00)：該特別主題演講主要由來自智庫及金融家協會之專家受邀前來為參加者進行主題性演說。

1. 主題：數位創新：防制洗錢法令遵循下降低制裁風險(Mitigating the Sanctions Risk in ALM Compliance)

主講人：Nicholas Turner, Registered Foreign Lawyer (New York, USA), Clifford Chance

摘要：近年來隨著防制洗錢(AML)議題逐漸受到各國監管機構重視後，相關因應法規也陸續頒布，主講人會上提到各金融機構要避險其受到裁罰或制裁等事件，建議可從銀行自身的內控機制著手，加強「了解你的客戶(KYC)」制度及監控工具，即可有效避免遭受監管機構制裁及符合監管機構之監管預期。

2. 主題：網路戰：模擬網路攻擊(Cyber War Game: Simulation of Cyber Attack)

主持人：Mr. Charles Bretz, Director of Payment Risk, Financial Services Information Sharing and Analysis Center (FS-ISAC)

摘要：在此模擬網路攻擊主題場次開始前，主辦單位將現場與會人分成數個小組，小組中會同時包括銀行人士與監管機構人士，並透過案例討論的方式，當主持人拋出一模擬情境時，分享自己將如何應對及解決該網路攻擊的方法或經驗。

二、11月15日主要會議及活動：以「重塑亞洲金融風貌：(Reshaping the Asian Financial Landscape)」主題進行4場主題研討會以及晚宴。

(一)全球經濟展望：亞洲銀行即將面臨什麼？「Global Economic Outlook: What Lies Ahead for Asian Banks」(10:15-11:30)，由Oxford Economics的經濟研究部門主管Priyanka Kishore及BBVA研究部門主管Dr. Le Xia主講，茲摘要如下：

(1)根據世界銀行(World Bank)最新的報告指出，2019年全球經濟成長率將落至2.9%，主要原因為國際貿易與投資持平，貿易衝突問題則持續擴大，跟隨而來的是不如預期的商品價格走勢，導致拖累新興國家及已開發國家的經濟成長。綜觀後市，金融市場仍可能面臨承壓，貿易緊張氣氛仍持續籠罩，使得2020年經濟環境仍處於谷底。

(2)另根據 Asian Development Bank (ADB)報告，預期發展中亞洲國家經濟成長率於 2019 年為 5.7%，2020 年則為 5.6%；扣除高所得之工業化經濟體，經濟成長率由 2018 年的 6.4%，降至 2019 年的 6.2% 及 2020 年的 6.1%。而基於平穩的商品價格，2019 年及 2020 年全球通膨水平將穩定於 2.5% 左右。美國與中國大陸之間的貿易衝突持續未息，將造成開發中亞洲國家的投資與經濟惡化，另一方面，美國財政政策及英國無協議脫歐的不確定性，則使已開發國家經濟成長降速，這也是來年全球需面對的市場動盪。

(3)同時國際貨幣基金 (IMF) 近期公布之世界經濟展望秋季報告預估 2019 年經濟成長率為 3%，指出在 2018 年後 3 季經濟急劇放緩後，全球經濟活動步伐仍顯疲弱。尤其是製造業動力大幅減弱，是全球金融危機以來從未見過的水準；另提及不斷升高的貿易與地緣政治緊張局勢，加劇對全球貿易體系與國際合作未來的不確定性，損及商業信心、投資決策與全球貿易。報告估計，到 2020 年，美中貿易緊張局勢將使全球經濟成長累計減少 0.8%。至於 2020 年經濟成長率，預期為 3.4%，較春季報告之預期值下修 0.2%。

(二)普惠金融：對微型及中小企業的銀行業務「Financial Inclusion: Banking the MSMEs」(11:30~12:45)由世界銀行資深金融分析師 Mr. Isaku Endo 及英國 AlgoDynamix 執行長及共同創辦人 Dr. Jeremy Sosabowski 主講，茲摘要重點如下：

普惠金融 (Financial Inclusion) 是聯合國於 2005 年提出的金融服務概念，意指普羅大眾均有平等機會獲得負責任、可持續的金融服務。普惠金融旨在提供幫助低收入人群的金融服務和產品，將整個人口納入經濟體系，並重新組合各種金融服務以符合他們的需要。如今，此種概念亦逐漸被推廣至針對微型及中小企業的銀行業務。

在快速發展的亞洲經濟環境下，微型及中小企業 (MSMEs) 儼然已成為不可或缺的主要成長動能。在亞洲地區，每年有超過 2000 萬家員工人數不超過 5 人之微型及中小企業誕生，足見微型及中小企業在亞洲所扮演的角色

有鑒於微型及中小企業的蓬勃發展(小型店家亦包含在內)，提供適合的金融服務、產品，甚至是有關經營上的解決方案，對於亞洲地區金融業而言以成為一大利基來源，而為了滿足這些業者的需求，能夠快速提供相應的金融服務，對於金融業而言亦是一大挑戰。

在本場演講中，主講人利用所屬機構之研究成果，分享了金融業如何應用新興的金融科技來更深且擴大被稱為金融業新藍海的普惠金融業務。其中包括了來自馬來西亞的新創 MyCash，針對沒有信用卡及網路銀行的移工客群推出應用程式，將跨國轉帳、繳費、儲值電信預付卡、買車票或機票及線上購物等服務整合在一起，讓仍未能享受到銀行服務的海外地區移工，也能使用線上金融服務。又例如萬事達卡考量到許多沒辦法獲得金融服務的人，可能是缺少出生證明、駕照等，其利用生物辨識的技術提供了身分證明，進而能提供金融服務。

綜上，普惠金融目前已經不是口號，我國金融監督管理委員會亦於2016年祭出六大措施，包括協助產業取得融資、鼓勵金融機構於金融服務欠缺地區提供金融服務、推動金融友善服務、發展行動支付及電子支付、打造數位化金融環境及強化金融教育宣導，力推普惠金融，使我國金融服務更加普及。

(三)亞洲是否準備好走向無紙鈔化？「Is Asia Ready to Go Cashless？」(14:15~15:30)由 IDC Financial Insights 的高級分析師 Michael Yeo 及 Bitkub Capital Group 的 CEO Jirayut Srupsrisopa 主講，茲摘要重點如下：

在亞洲地區，隨著網路速度及智慧手機的不斷普及意謂著人們使用電子支付的經濟活動愈來愈常見，帶動了無紙鈔化的生活型態成為可能。依據世界銀行、野村集團與日本經濟產業省的數據指出，在亞洲地區使用信用卡消費的比重已落後於電子支付，東南亞主要國家如泰國、印尼和越南等，當地信用卡滲透率不超過 10%，但卻有高達 47%~67%的居民使用電子支付，其中一個原因也是因為要進入美國信用卡品牌構建的體系很昂貴，遂促成當地業者利用行動科技，開發更平價方便的無現金支付平台。另一個原因也來自東南亞國家地

域幅員廣大，或充斥著大大小小的島嶼等問題，傳統銀行滲透困難，居民要獲得金融服務也較困難，這也讓行動支付業者有了開花結果的機會，間接帶動亞洲地區邁向無紙鈔化。

本場演講主講人主要分享其對於亞洲地區無紙鈔化的看法，並分享無紙鈔化社會的趨勢，且透過相關業者如能帶來更佳的顧客體驗、更快的操作效率或提供更多的服務予無接觸銀行金融服務的顧客，皆是該產業未來的商機。主講人另外也提到亞洲各國政府為了全力推動數位經濟轉型，亦將電子支付列為發展重點，此舉雖帶動了周邊經濟的發展，無疑的是，也帶來了一些過去未見的犯罪手法，對於個人資訊及隱私洩漏的關注與防範亦為各國政府全力發展數位經濟下應當更加重視的課題之一。

(四) 監督機構對促進良好數位生態圈發展之角色 「Role of the Regulator in Developing an Effective Digital Ecosystem」 (15:45~17:00)由菲律賓中央銀行金融監督部門 Chuchi Fonacier 及新加坡世界自然基金會(WWF)財務部門經理 Ms. Anna Batenkova 及 FANAP Holding Company CEO Dr. Shahab Javanmardy 主講，茲摘要重點如下：

數位革命逐漸透過銀行業務與產品數位化，已將銀行間的競爭戰場轉向了；在亞洲，隨著網路與智能手機的普及，為數位生態圈奠定良好的基礎，使得銀行提供更多數位化服務，進而為客戶提供更多服務，並提高其競爭力。當然，鑒於銀行間的競爭，銀行紛紛在金融科技方面投入重金，大力導入大數據分析、深度學習等技術，對客戶行為進行分析以挖掘更多商業機會，目前是數位生態圈的發展模式下，無可避免地將產生額外的風險及對於銀行管理階層甚至監管機構都帶來新的挑戰。

本場演講主講人檢視了數位銀行發展所衍生的多項議題，並說明這些議題為何被銀行管理階層如此重視，尤其是對於監管機構而言。這些問題大多來自銀行大量導入金融科技方案而衍生的風險，例如目前數位轉型包括多項內容，如大數據分析、人工智慧、區塊鏈、智能合約及生物辨識，甚至還要導入開放銀行等項目，然而傳統銀

行對此金融科技並無實務經驗，在老舊的資訊系統難以順利導入，這也造成了銀行平日運作上的不穩定性，嚴重可能使客戶蒙受損失；另一方面監管機構亦相當重視資安問題，因為隨著數位化程度逐漸增加，各項業務都要仰賴網路通訊，使的未來銀行將成為駭客攻擊的目標，而且更令人憂心的是駭客網路攻擊的手法日益精進，因此，主講人特別強調銀行在發展數位轉型的同時，資安系統更要隨之轉型。

參、心得及建議

一、菲律賓是一個位於東南亞的群島國家，由 7000 多個島嶼組成，其地理位置處於西太平洋，北隔呂宋海峽與臺灣相望，有豐富的自然資源與生物多樣性。由於是多島國，各地有不同的語言，彼此充分交流受限，因此文化發展和特色僅限於局部性。

參加第 36 屆年會剛抵達菲律賓尼諾伊·艾奎諾國際機場時，在機場通關入境大廳現場就有一群不同膚色年輕人以歌聲和舞蹈，歡迎入境機場的旅客，讓人感受到溫馨和友善，也印證菲律賓是一個愛好群體和喜歡與人相處的國家。

本次的會議在馬尼拉都會區的馬卡提市舉行，由於主辦國是世界上主要的英語國家，當地居民皆以英語為主要溝通語言，他們說的英語帶點地區語言，其實就是融合多種不同種族所發展出來結果。

菲律賓在 1950-1970 年代之間，曾經是亞洲最富有的國家之一，是新興工業國家及世界的新興市場之一，首都馬尼拉曾是國際第 24 大購買力城市，由於具備熟稔英語的勞動力人口而受到美商青睞，隨著一些製造廠商設廠於該國，帶動供應鏈的形成，以及製造業的發展，提升該國製造業水準。雖然該國都會區的道路、機場、港口阻塞情況嚴重，及一些基礎設施計畫尚在實施中。惟該國和美國的歷史淵源，加上當地人通曉美語，使其長期以來被美國視為其亞洲據點，加上該國享有美國普遍化優惠關稅計畫以及歐洲的免稅待遇，出口美國 5000 多種產品及出口歐盟 6000 多種產品，全部免稅。亞洲開發銀行近日調降開發中國家今、明兩年經濟成長預測，台灣除外的亞洲四小龍也再度下修，惟菲國經濟成長率卻不被看壞，未被

亞銀評估調降。

菲國金融業概況，包括 108 年 1 月 31 日開業的台灣銀行馬尼拉代表人辦事處共有 9 家台資銀行在該國營運，本行菲律賓代表人辦事處業已獲菲國央行核准申請。根據菲律賓央行統計，整個銀行體系之總資產以放款居首位，占比重約 53%，其次分別為金融資產、現金及存放同業等。

菲律賓前三大銀行放款和存款市占率合計分別為 46%及 40%，銀行體系存有高度集中現象。

惟菲國銀行業獲利能力及資金來源穩定、資產品質逐年改善，核心資本充足、流動性良好、金融經營環境大致平穩，國際信評機構 Fitch 及 Moody's 對其銀行體系未來展望評估均維持為穩定(Stable)。

二、普惠金融(Financial Inclusion)的擴展與落實是本次會議的一大重點，該理念本著銀行業者透過多項措施，能實現以較低的成本提供社會各界，尤其是偏遠地區和弱勢族群更為便捷的金融服務，也貼近今年來公司治理的熱門議題企業社會責任(Corporate Social Responsibility, CSR)。

而銀行業者要能發展普惠金融，所需之金融基礎設施要求不斷提升，諸如利用金融科技相關技術的導入、銀行內部資訊系統的升級、顧客資料的利用分析等，皆對銀行業者是一大挑戰。我國金融監督管理委員會近期亦提出，研議建置「普惠金融指標」，例如銀行對中小企業放款、辦理新創服務等，主要針對「可及性、應用及品質」三面向要求證期局、銀行局及保險局分別設置具體的 KPI 指標，最快擬於明年(109 年)確立，此舉可協助銀行建立數位評鑑方式，讓銀行採用的信用評分方式更加多元化，藉以解決我國經濟成長生力軍-中小企業能得到更多銀行的資金來源。

本行身為國營事業機構，對於善盡企業社會責任，一向不遺餘力，因此面對政府如此大力推動普惠金融政策，更應秉持服務人民的精神，延伸更多金融服務予需要的人，嘉惠弱勢族群。另參考金管會提出六大推動普惠金融的措施：(一)協助產業取得融資、(二)鼓勵金融機構於金融服務欠缺地區提供金融服務、(三)推動金融友善服

務、(四)發展行動支付及電子支付、(五)打造數位化金融環境及(六)強化金融教育宣導，顯示了本行為了有效推動以上業務，仍須於金融資訊系統向下扎根，深耕於數位轉型，以求未來可以擴展、延伸更多服務於人民，及承擔更多的社會責任。



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Message from the Asian Bankers Association

JONATHAN ALLES

Chairman, Asian Bankers Association



I am pleased to extend my sincerest invitation to all ABA member banks, associates and friends to join me and other members of the ABA Board of Directors for the 36th ABA General Meeting and Conference scheduled to take place on 14-15 November 2019 in Makati City, Philippines.

It is with great anticipation that I look forward to this year's gathering since it will be the first Conference I will be attending in my capacity as ABA Chairman. I am also excited that our annual Conference this year will be held in the Philippines, not only because it will be hosted once again by the Philippine National Bank – 24 years after the Bank organized it for the first time – but also because of the business opportunities offered by strong economic performance shown by the country over the past years.

As you may know, the Philippines is currently one of Asia's fastest growing economies. Today, it ranks as the world's 34th largest economy. According to the 2017 estimate of the IMF statistics, it is the 13th largest economy in Asia, the 3rd largest economy in the ASEAN after Indonesia and Thailand, and is the sixth richest in Southeast Asia by GDP per capita value. The country has been named as one of the Tiger Cub Economies and is projected to be the 5th largest in Asia and 16th biggest in the world by 2050. PricewaterhouseCoopers estimates that it will be the 12th to 14th richest economy in the world by 2060.

We are therefore pleased that the Philippine National Bank has offered to host this year's annual gathering of the ABA. It will provide us the opportunity not only to gain first-hand information on the current economic situation in the country and the prospects for continued growth of its banking and financial sector, but also to learn from the various presentations to be made during the Conference. Focusing on the theme "Reshaping the Asian Financial Landscape", the two-day event is designed to provide another valuable platform for ABA members to exchange views with invited experts on: (a) current trends and developments in the regional and global markets that are expected to have a significant impact on the banking and financial sector of the region, and (b) how industry players can address the challenges - and take full advantage of the opportunities - presented by these developments.

It is, therefore, my ardent hope that you will come to Makati City, Philippines and participate in this year's Conference. With your support of the upcoming event - as well as future ones - I am confident the ABA will play an even more dominant role in the region's banking community and continue to serve as the ideal forum for advancing the interest of our members.

I hope to see you all in Makati!





Message from Philippine National Bank

Wick A. Veloso

President and CEO, Philippine National Bank

Philippine National Bank is proud to host the 36th ABA General Meeting and Conference in Manila, our second time since 1995. It is our honor to accept the opportunity to bring this conference to the Philippines on November 14 to 15, as we hope that this upcoming meeting will promote the exchange of ideas among bankers from various parts of the Asia-Pacific region.

This year's theme is "Reshaping the Asian Financial Landscape." For PNB, the upcoming discussions will be a good source of input as the Bank continues to build its businesses and pursue safe and aggressive growth.

It is remarkable how the banking and financial industry has undergone significant changes – a result of geopolitical issues, the rise and fall of economic performances, and the existence of new business models such as financial technology companies and start-up businesses. It is worth noting how the ABA has remained resilient through the years, as shown by the initiatives the alliance has created to strengthen regional economic cooperation.

The ABA annual conferences have been an effective platform for exchange of information and ideas as the meetings bring together top Asian bankers and our key shareholders from around the region. PNB fully supports ABA as it encourages trade, industrial, and investment cooperation in the region.

As we move forward to respond to the evolving needs of our stakeholders, our aim is to equip the Association with a strong foundation of understanding and collaboration to foster regional development.

We hope you'll find the time to enjoy your brief stay in the Philippines.

Maraming salamat!





36th ABA General Meeting and Conference
14-15 November 2019
Makati Shangri-la Hotel, Makati City, Philippines

TENTATIVE PROGRAM

(As of October 24, 2019)

14 NOVEMBER 2019

08:00-18:00

Registration

09:00-12:00

“Discover ABA” Session (Venue: Isabela Ballroom)

This session will feature special presentations by the host bank and selected member banks and Knowledge Partners of the ABA on current economic and banking and financial sector conditions in their respective countries and opportunities for business and investments, or on special programs, projects, products or services that have benefited their members or the community they serve and may be adapted by member banks from other countries.

Invited Presenters:

09:00-10:05 **Association of Credit Rating Agencies in Asia (ACRAA)**

Topic: ***Sustainable Financing***

Speakers:

9:00-9:05

A Brief on ACRAA.

Introduction of ACRAA Speakers

By: Mr. Santiago F. Dumlao, Jr., Secretary General, ACRAA

9:05-9:25

Lead Presentation: “Update on the Japan Sustainable Finance Market”

By: Ms. Atsuko Kajiwara, Head of Sustainable Finance Evaluation, Japan Credit Rating Agency

9:25-9:35

“The Green Bond Market in Thailand”

By: Mr. Sakda Pongcharoenyong, President, TRIS Rating Co., Ltd.

9:35-9:45

“The ESG Risk and Evaluation in China”

By: Chairman Luo Guang and Ms. Stella Chang, Head of International Business, Golden Credit Rating International

9:45-9:55

“Overview of Sustainable Finance and Evaluation in Taiwan”

By: Ms. Grace Lee, President and CEO, Taiwan Ratings Corporation

9:55-10:05

Open Forum

Moderator: Mr. Satoshi Nakagawa, Chairman, ACRAA



10:05-10:30 **Bank of Maldives (BML)**
Speaker: **Mr. Mohamed Shareef**, Deputy CEO
Topic: ***BML's Journey Towards Financial Inclusion***
The presentation by Bank of Maldives will focus on the Bank's journey towards financial inclusion through cards and digital optimization. It will also touch at a high level on the progress the Bank has made so far.

10:30 – 10:45 *Coffee Break*

10:45 -11:10 **Rizal Commercial Banking Corporation (RCBC)**
Speaker: **Mr. Raymundo Roxas**, President, Rizal Microbank
Topic: ***RCBC's Experience in Microfinance***
Rizal Microbank will make a presentation on its experience, best practices, and expertise in the area of microfinance. The presentation will provide the presenter and the delegates the opportunity to exchange views and share knowledge on microfinance as one business activity that ABA members can undertake in order to sustain and grow their banking operations.

11:10-11:35 **Fintelekt Advisory Services**
Speaker: **Mr. Shirish Pathak**, Managing Director
Topic: ***AML/CFT: What Do Regulators Really Expect from Banks?***
It is no secret that banking regulators and financial intelligence units wield a strong influence on the future well-being and even survival of a bank or financial institution. While some regulatory directions may, at times, not be prescriptive to the proverbial last mile and could practically be subject to multiple interpretations, what is it really that regulators expect from reporting entities, especially when unsavoury incidents take place?

11:35-12:00 **CTBC Financial Holding Group**
Speaker: **Mr. Titan Chia**, Chief Technology Officer
Topic: ***CTBC's Digital Strategy: Creating Value from Digital Transformation***
The speaker will make a presentation on his organization's digital transformation experience and outcomes, providing the delegates the opportunity to exchange views and share knowledge on best practices and learnings on how to achieve digital transformation in their respective organizations.

Invited Session Chairman:

- **Mr. Oliver Hoffmann**, Managing Director, Head of Asia, Erste Group Bank

12:00-13:15 *Lunch (Venue: Isabela Dining)*

13:15-14:45 **Host Bank Special Session (Venue: Isabela Ballroom)**

This special session will be organized by the Philippine National Bank as host organization and will feature invited speakers who will share their views on issue/s of current interest to the banking industry

Invited speakers:

- **Mr. Wick Veloso**, President and CEO, PNB
Topic: Digital Innovation: Challenges & Opportunities from the Perspective of a Philippine Bank
The President and CEO of the Philippine National bank will share an overview of the key trends in digital banking in the Philippines: the inroads made by the Philippine banking industry; top challenges that banks are facing; areas of opportunities for digital banking in the country; and some of the lessons learned in the digital journey.

- **Mr. Michael Lor**, Senior Advisor Asia Pacific, EFMA
Topic: Global Trends in Retail Banking Innovations
The presentation is a compilation of the latest trends in retail banking innovations and digitalization drawn from the half yearly best of EFMA collection of research reports and case studies. Among the topics to be covered would be: (a) Open Banking: an opportunity for banks to re-think their business model; (b) Artificial Intelligence: a key enabler to accelerating Digital Transformation; (c) SME Banking: building ecosystems for SME customers' digital aspirations; (d) Customer Contact Center: the necessary extension to building a great omni-channel customer experience; and (e) Digital-only Banks: "to be or not to be"?

- **Mr. John Berry**, Special Adviser, EFMA
Topic: Digital Distribution
The world of retail financial services is changing rapidly – new competition from both banks and non-banks is creating a new world of opportunities for customers. Technology is enabling the pace of change leaving banks with huge pressures from changing customer behaviour. How should banks respond especially in the distribution space – digitisation means customers don't need to visit branches for many of the services they require – what does that mean for the branch? Can it be re-invented or is not required in the future? Across the world there are interesting and innovative examples of how this challenge is being addressed successfully – this session will share such case studies"

- **Dr. Jeremy Sosabowski**, CEO and Co-Founder, AlgoDynamix UK
- **Topic: Forecasting Risk in Financial Markets Through Artificial Intelligence**
Dr. Sosabowski will make a presentation on Artificial Intelligence (AI) and machine learning as it is being applied to major parts of bank's operations for automation and/or other needs and in particular to capital markets/financial markets business (e.g., equities, fixed income, foreign exchange and commodities) that his organization apply its AI technology and data analytics to.

Invited Session Chairman: To be advised

14:45-15:00

Coffee Break

15:00-17:00

Special Presentations (Venue: Isabela Ballroom)

Experts from Knowledge Partners and associates of the Asian Bankers Association will be invited to make presentations on topics of special interest to members.

Invited Speakers:

- 15:00-15:20 **Nicholas Turner**, Registered Foreign Lawyer (New York, USA), Clifford Chance
Topic: *Mitigating the Sanctions Risk in AML Compliance* –
This session will explore recent regulatory trends and enforcement cases that highlight the intersection of sanctions and compliance, and suggested how banks can use their existing KYC and monitoring tools to effectively identify sanctions risks and meet regulatory expectations
- 15:20-15:40 **Alon Cliff Tavor**, Principal, Oliver Wyman
Topic: Cybercrime and Cybersecurity
- 15:40-16:00 **Raymond W. Baker**, Founder and President, Global Financial Integrity
Topic: To be advised
- 16:00-17:00 **Cyber War Game (Simulation of Cyber Attack)**
The session will feature a simulated, table-top cyber “war game” that will enable the participants – segregated into various various sub-groups composed of commercial banks each and sub-groups of composed of regulators each – to discuss among themselves the appropriate steps to take in the event of a cyber attack.

Facilitator: **Mr. Charles Bretz**, Director of Payment Risk, Financial Services Information Sharing and Analysis Center (FS-ISAC)

Invited Session Chairman:

- **Mr. Mostafa Beheshti Rouy**, Member of the Board of Directors, Bank Pasargad; Member of the ABA Board of Directors

- 17:00-18:15 **Meeting of the ABA Policy Advocacy Committee (Venue: Manila A)**
- 17:15-18:15 **Advisory Council Meeting (Venue: Mandaluyong)**
(Open only to Members of the Advisory Council)
- 18:15-19:15 **57th ABA Board of Directors’ Meeting (Venue: Manila B)**
(Open only to Members of the ABA Board of Directors)
- 19:30-21:30 **Welcome Cocktails/Dinner (Venue: Isabela Ballroom)**
- Morning/Afternoon Spouses Program (To be advised)

15 NOVEMBER 2019

36th ABA GENERAL MEETING AND CONFERENCE
THEME: RESHAPING THE ASIAN FINANCIAL LANDSCAPE

Recent economic and geopolitical developments in the regional and international arena and the continued proliferation of new financial technologies and start-ups are expected to cause financial systems across Asia to undergo significant transformation in the year ahead. This year's Conference will examine how the current developments in the global and regional markets will impact on the outlook of the Asian economies and the region's

banking and financial sector; the economic consequences of the Brexit and the ongoing trade war between major economies on the Asian region and its financial landscape; the implications for Asian banks of the rapid adoption of new financial technologies; and the impact of the so-called FinTech revolution on the customer experience, on other stockholders, and on the regulatory environment.

- 08:00 **Registration**
- 08:30-10:00 **Opening Ceremony (Venue: Isabela Ballroom)**
- Welcome Remarks by **Mr. Jose Arnulfo A. Veloso**, President and CEO, Philippine National Bank
 - Welcome Statement by **Mr. Jonathan Alles**, Chairman, Asian Bankers Association and Managing Director and CEO, Hatton National Bank
 - Special Address by a High-Ranking Government Official from the Philippines
- 10:00-10:15 *Coffee Break*
- 10:00-10:30 *Press Conference (Venue: Manila B)*
- 10:15-11:30 **Plenary Session One: Global Economic Outlook: What Lies Ahead for Asian Banks (Venue: Isabela Ballroom)**

According to the latest report of the World Bank Group, global growth is expected to slow to 2.9% in 2019. International trade and investment are moderating, trade tensions remain elevated, and financing conditions are tightening. Amid recent episodes of financial stress, growth in emerging market and developing economies has lost momentum and is projected to stall at 4.2% this year, with a weaker-than-expected rebound in commodity exporters accompanied by deceleration in commodity importers. Downside risks have become more acute. Financial market pressures and trade tensions could escalate, denting global activity

Meanwhile, the latest ADB Report projects growth in developing Asia to soften to 5.7% in 2019 and 5.6% in 2020. Excluding Asia's high-income newly industrialized economies, growth is expected to slip from 6.4% in 2018 to 6.2% in 2019 and 6.1% in 2020. In light of stable commodity prices, inflation is anticipated to remain subdued at 2.5% in both 2019 and 2020. The ADB sees risks to remain tilted to the downside. A drawn-out or deteriorating trade conflict between China and the United States could undermine investment and growth in developing Asia. With various uncertainties stemming from US fiscal policy and a possible disorderly Brexit, growth in the advanced economies could turn out slower than expected, undermining the outlook for China and other economies in the region.

This session will examine key factors shaping the global economy in the year ahead, the risks and opportunities offered by these factors, and what their implications are for banks and their business strategies.

Invited Speakers:

- **Priyanka Kishore**, Head India and South East Asia Economics, Oxford Economics
- **Dr. Le Xia**, Chief Economist for Asia, BBVA Research Department

Invited Panelists:

- **Paul Tang**, Chief Economist, Economic Research Dept., Strategic Planning & Control Division, The Bank of East Asia, Ltd.
- **Michael McGauran**, Financial Services Strategy Consulting Partner, PricewaterhouseCoopers Singapore

Invited Session Chairman

- **Wolfram Hedrich**, Partner at Oliver Wyman and Executive Director at Marsh & McLennan Companies Asia Pacific Risk Center

11:30-12:45

Plenary Session Two: *Financial Inclusion: Banking the MSMEs*
(Venue: Isabela Ballroom)

In the rapidly changing Asian economic environment, micro and small and medium enterprises (MSMEs) are acknowledged to be crucial for the growth and development of every country in Asia, both developing and developed. Every year in Asia, over 20 million micro and small businesses are emerging, with each one having fewer than five employees.

Providing financial services, solutions and products to the MSME sector offers a big business opportunity to banks and financial institutions in Asia. Achieving business sustainability of the next generation of banking depends on how fast the banking industry assess the financial needs of this sector and how rapidly they can evolve the appropriate products and solutions. The next generation of young entrepreneurs – including women – would emerge from the MSME sector. The technology-savvy young entrepreneurs would enrich the banks in the future, if the banking and finance solutions are made available, accessible and affordable at micro, small and medium levels.

This session will examine how banks can harness technology for deeper and wider financial inclusion, how the banking industry can capture the opportunity offered by blossoming needs of young technology savvy entrepreneurs in the MSME sector with their innovative ideas and business solutions, how governments in the region can put in place much-needed legal framework and regulatory mechanisms to facilitate the empowerment of MSMEs, and how, in light of the huge potential offered by the MSME sector to the future of the banking industry in Asia, banks need to initiate more holistic and inclusive institutional linkages and partnerships to make MSMEs commercially sustainable and bank ready for long journey with the banks.

Invited Speakers:

- **Isaku Endo**, Senior Financial Sector Specialist, Finance, Competitiveness and Innovation The World Bank
(Topic: To be advised)
- **Dr. Jeremy Sosabowski**, CEO and Co-Founder, AlgoDynamix UK
Topic: *Experience of London as World's Leading Fintech Centre in Delivering Innovation to the MSME Sector*

Invited Panelists

- **Eugene S Acevedo**, President and Chief Executive Officer, Rizal Commercial Bank Corporation
- **Pia Roman-Tayag**, Managing Director, Center for Learning and Inclusion Advocacy, *Bangko Sentral ng Pilipinas*
- **Corazon Conde**, Head, Consulting Group, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)

Invited Session Chairman

- **John Berry**, Special Adviser, EFMA

12:45-14:15

Lunch (Venue: Isabela Dining)

14:15-15:30

Plenary Session Three: *Is Asia Ready to Go Cashless? (Venue: Isabela Ballroom)*

Asia's rapidly rising Internet and smartphone penetration means that cashless solutions will make a significant impact on the region's financial ecosystem. With the proliferation of mobile options, Asia with its digitally savvy population and high proportion of millennials is increasingly replacing wallets with smartphones. This has allowed countries in the region to leapfrog from cash to digital payments, bypassing traditional banking and helping many to gain access to financial services for the first time.

This session will feature speakers who will share their views on the benefits of this trend and their implications for society and investment opportunities (in terms, for instance, of better customer experiences, higher operational efficiency for businesses, and financial inclusion of previous un- and underbanked people) on one hand, and the costs which should not be overlooked such as the loss of privacy and the risk of fraud of cybercrime, on the other; what governments in the region are currently doing to enable them to rapidly advance towards the use of electronic cash as part of their pursuit of a digital economy; and whether Asia is ready to become a truly cashless society in the foreseeable future.

Invited Speakers:

- **Michael Yeo**, Senior Analyst, IDC Financial Insights
- **Jirayut Srupsrisopa**, Co-Founder and Group CEO, Bitkub Capital Group Holdings Co. Lt

Invited Panelists

- **Anthony Thomas**, President and CEO, Globe Fintech, Innovations, Inc., Mynt
- **Shee Tse Koon**, Managing Director – Singapore Country Head, DBS Bank
- **Rajan S. Narayan**, CEO, Cyberbeat Pte. Ltd.

Invited Session Chairman

- **Marcus H. Langston**, Regional Head – Asia, Euromoney and Asiamoney

15:30-15:45

Coffee Break

15:45-17:00

Plenary Session Four: *Role of the Regulator in Developing an Effective Digital Ecosystem (Venue: Isabela Ballroom)*

The digital revolution is transforming the competitive landscape in financial services, with both processes and products undergoing digitalization. In Asia, the rise of digital banking has been attributed to the presence of a much stronger ecosystem to enable

digital banking, which includes the rapid increases in Internet and smartphone adoption and growth in e-commerce, resulting in the demand for digital banking moving from early adopters to a broad range of customers. Digital banking has provided multiple delivery channels for the service industry, improving the efficiency of operations and reducing the cost of doing business.

While digital banking can yield a number of benefits from big data analysis for customers and new business opportunities for banks, the dependence on technology for providing the services with the necessary security and the cross-border nature of transactions, involve additional risks for banks and new challenges for banking regulators and supervisors.

This session will examine various issues resulting from the development of digital banking and how they are currently being addressed by the banking sector and, more importantly, by regulatory and supervisory authorities. Discussions will, among others, focus on the issue of how financial regulators can encourage financial innovation while containing the risks associated with these new technologies, ensuring to continually set in place regulations that strike a balance between rapid change, consumer protection, and financial stability; as well as on the need to expand the current set of reforms and increase regional and international collaboration as risks become more cross-border in nature.

Invited Speakers:

- **Chuchi Fonacier**, Deputy Governor, Financial Supervision Sector, *Bangko Sentral ng Pilipinas*
- **Dr. Shahab Javanmardy**, CEO, FANAP Holding Company
(Topic: How RegTech could shape and accelerate digital ecosystem establishment)

Invited Panelists:

- **Darmashri Kumaratunge**, Director of Payments and Settlements, Central Bank of Sri Lanka
- **Subas Roy**, Partner, Digital Technology and Operations, and Finance and Risk Practice, Oliver Wyman, and Chair of the International RegTech Association
- **Kah Kit Yip**, Deputy Director, Financial Development and Innovation Department, Bank Negara Malaysia (To be confirmed)

Invited Session Chairman

- **Jonathan Alles**, Chairman, ABA and Managing Director/CEO Hatton National Bank

17:00-17:45

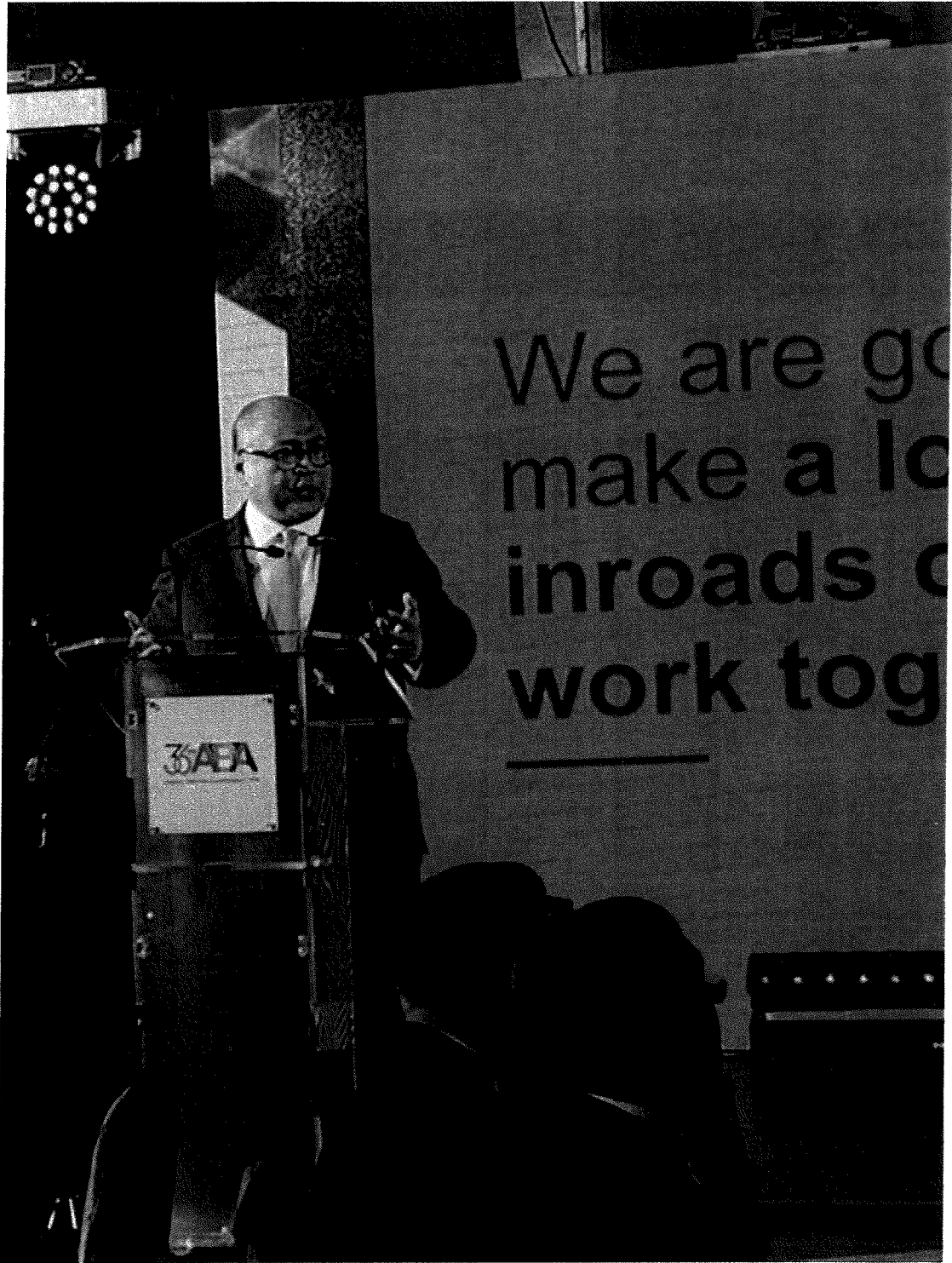
36th ABA General Meeting Proper (Venue: Isabela Ballroom)
- ABA Chairman's Report

18:30

Farewell Dinner (Venue: Isabela Ballroom)

16 NOVEMBER 2019

Full-day Optional Tour
Departure of delegates



主辦銀行菲律賓國家銀行總裁兼執行長 Wick A.Veloso 在會議
開場中說明本次會議主題『重塑亞洲金融風貌』情形



第 36 屆亞洲銀行家協會年會暨研討會邀請與會學者專家面對面
以座談方式研討會議議題



ASIAN BANKERS ASSOCIATION
36th ABA General Meeting and Conference
14-15 NOVEMBER 2019, SHANGRI-LA HOTEL, MAKATI, PHILIPPINES

SUMMARY OF PROCEEDINGS

1. Some 180 bankers from Asia-Pacific, the Middle East and other regions - composed mainly of members of the Asian Bankers Association (ABA) led by ABA Chairman **Mr. Jonathan Alles**, Managing Director and CEO of Hatton National Bank from Sri Lanka - gathered in Makati, Philippines on November 14-15, 2019 for the 36th ABA General Meeting and Conference. Hosted and organized by Philippine National Bank (PNB) under the leadership of its President and CEO **Mr. Wick Veloso**, the 2019 ABA gathering was held at Makati Shangri-la Hotel . It was the second time that PNB hosted an annual gathering of ABA members, 24 years after the Bank organized one in 1995.
2. This year's Conference carried the theme "**Reshaping the Asian Financial Landscape**". The two-day event provided another valuable platform for ABA members to meet and network with each other and to exchange views with invited speakers on: (a) current trends and developments in the regional and global markets that are expected to have a significant impact on the banking and financial sector of the region, and (b) how industry players can address the challenges - and take full advantage of the opportunities - presented by these developments.
3. The Keynote Speech was delivered by Mr. Peter B. Favila, Monetary Board Member, *Bangko Sentral ng Pilipinas (BSP)*, who spoke on the topic "Paradigm Shifts and Economic Gains." Mr. Favila explained that the topic basically encapsulates the state of the Philippine economy in recent years, noting that from being a consumption-led and agriculture-centered economy, the Philippines has progressively transitioned into an investment-led and an increasingly service-driven and digitalized nation. "Change is good as long as we make good of that change. And we have been gradually reaping and at the same time nurturing the fruits of our endeavours," he added. He especially cited the country's high GDP growth in recent years, the stable inflation environment, liquidity and credit conditions that have remained supportive of the country's growth requirements, sustained soundness of the country's financial sector, and an external sector that has remained a pillar of strength for the economy. He also pointed to an increasing recognition of the potential leverage on technology to enhance the conduct of central banking operations, with the BSP continuing to adhere to a regulatory framework which strives to strike the right balance between financial technology and regulation, while leveraging on safe, innovative and affordable financial instruments and channels that

serve as the gateway to greater financial inclusion. In conclusion, Mr. Favila said that the Philippines holds a lot of promising investment opportunities, stressing that “The structural transformation that we are seeing now supports our view that the Philippines provides a value proposition that is not short-lived, but is actually anchored on a dynamic track record of a durable, resilient, and sustainable growth.”

4. PNB President and CEO Mr. Wick Veloso in his Welcome Statement said that the Conference has given delegates the opportunity to listen to and exchange views with their peers from various financial organizations on various topics of current concern to the banking industry, including: how digitalization and sustainability trends are changing the banking financial landscapes worldwide, global economic outlook, financial inclusion, and the digital financial ecosystem. He called on the delegates to take full advantage of this opportunity to think how they can move forward to promote a more inclusive banking by using digital technology. However, Mr. Veloso pointed out that there are still so much more questions to tackle. “For example, in the Philippines, we found out that a sizeable percentage still prefer passbooks because it helps them save. How do we convert these individuals into making their mobiles their preferred banking device? Better yet, how do we integrate new-age technology, and sustainable financing down to the personal level so even the ordinary citizen can feel its benefits?” He further noted that “the rise of financial technology has threatened the very fabric of our industry. Should we see them as rivals aiming to cannibalize the banks, or do we see them as potential partners who can reach a far greater audience?” Mr. Veloso encouraged everyone to actively participate and collaborate in order to learn from each other and design substantial solutions. “I trust that this conference will help us strengthen our relationships, increase our knowledge, stimulate ideas, and reinforce our commitment to create a brighter tomorrow for the Asia and the Pacific banking industry” he concluded.

5. ABA Chairman Mr. Jonathan Alles in his Opening Statement said that the ABA Conference in Manila was being held at a time of profound and complex changes in the economic and financial landscape. World economic growth has remained in the positive territory, yet it has been weighed down by factors such as sluggish international trade and investment, rising protectionism, and the continuing trade war between major economies such as the US and China. However, on the other hand, these tensions are prompting Asia-Pacific economies to become closer. Opportunities are also arising from the redirection of trade and production in the global value chain. In addition, the global economy is becoming increasingly digitalised, and some of the emerging technologies have the potential to be truly transformative, even as they pose new challenges. Amidst these developments, Mr. Alles stressed the importance of business networking to encourage greater interaction among individual bankers and banking sectors in the Asian region will play a very significant role as we go forward. Mr. Alles pointed out that “We all have a shared future just like passengers sitting on the same boat. We therefore need to help each other to address challenges on the basis of consultation and coordination and pursue common development. We need to share our insights, build consensus and contribute to promoting development and prosperity in Asia and the world.” Chairman

Alles stressed the need to jointly break new grounds in innovation-driven development, pointing out that, after years of fairly fast growth, Asian countries now face the challenge of shifting from old drivers of growth to new ones, and must rely on innovation to foster the latter.

6. The Conference consisted of four Plenary Sessions that featured eminent speakers from both government and the private sector shared their views and insights on the following timely and relevant topics:

- **Plenary Session One** focused on the topic “**Global Economic Outlook: What Lies Ahead for Asian Banks.**” Invited experts and panelists shared their valuable perspectives and insights on key factors shaping the global economy in the year ahead, the risks and opportunities offered by these factors, and what their implications are for banks and their business strategies.

The speakers included Ms. Priyanka Kishore, Head India and South East Asia Economics, Oxford Economics; and Dr. Le Xia, Chief Economist for Asia, BBVA Research Department. The panelists were Mr. Paul Tang, Chief Economist, Economic Research Department, Strategic Planning and Control Division, The Bank of East Asia Ltd., and Mr. Michael McGauran, Financial Services Strategy Consulting Partner, PricewaterhouseCoopers, Singapore. The session was moderated by Wolfram Hedrich, Partner at Oliver Wyman and Executive Director at Marsh & McLennan Companies Asia Pacific Risk Center

- **Plenary Session Two** addressed the topic “**Financial Inclusion: Banking the MSMEs.**” Invited speakers and panelists examined how banks can harness technology for deeper and wider financial inclusion, how governments in the region can put in place legal framework and regulatory mechanisms to facilitate the empowerment of MSMEs, and how banks can initiate more inclusive institutional partnerships to make MSMEs commercially sustainable.

The featured speakers were Mr. Isaku Endo, Senior Financial Sector Specialist, Finance, Competitiveness and Innovation, The World Bank; and Dr. Jeremy Sosabowski, CEO and Co-Founder, AlgoDynamix UK. The panelists included: Mr. Eugene S Acevedo, President and CEO, Rizal Commercial Banking Corporation; Ms .Pia Roman-Tayag, Managing Director, Center for Learning and Inclusion Advocacy, *Bangko Sentral ng Pilipinas*; and Ms. Corazon Conde, Head, Consulting Group, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP). Serving as moderator was John Berry, Special Adviser, EFMA

- **Plenary Session Three** focused on “**Is Asia Ready to Go Cashless?**”. Experts elaborated on their views on the benefits of the rapidly rising Internet and smartphone penetration and their implications for society on one hand, and the costs in terms of the loss of privacy and the risk of fraud of cybercrime, on the other;

what governments in the region are doing to enable them to rapidly advance towards the use of electronic cash; and whether Asia is ready to become a truly cashless society in the foreseeable future.

The session featured as speakers Mr. Jirayut Srupsrisopa, Co-Founder and Group CEO, Bitkub Capital Group Holdings Co. Ltd; and Mr. James Stickland, President and CEO, Veridium; The panelists included Mr. Shee Tse Koon, Managing Director – Singapore Country Head, DBS Bank; Mr. Rajan S. Narayan, CEO, Cyberbeat Pte. Ltd.; Mr. Paolo Azzola, Chief Operating Officer and Managing Director, PayMaya; and Mr. Frederic Levy, Chief Commercial Officer, GCash. The session was chaired by Mr. Marcus Langston, Regional Head Asia, Euromoney and Asiamoney,

- **Plenary Session Four** addressed the issue on **“The Role of Regulator in Developing an Effective Digital Ecosystem”**. Representatives from government and the private sector examined various issues resulting from the development of digital banking and how they are currently being addressed by the banking sector and, more importantly, by regulatory and supervisory authorities.

The session speakers included Ms. Chuchi Fonacier, Deputy Governor, Financial Supervision Sector, *Bangko Sentral ng Pilipinas*; Dr. Shahab Javanmardy, CEO, FANAP Holding Company; Mr. Darmashri Kumaratunge, Director of Payments and Settlements, Central Bank of Sri Lanka; and Mr. Subas Roy, Partner, Digital Technology and Operations, and Finance and Risk Practice, Oliver Wyman, and Chair of the International RegTech Association. The session was moderated by Mr. Jonathan Alles, ABA Chairman and Managing Director/CEO of Hatton National Bank.

7. As in previous years, the two-day event also featured the following sessions:
 - a. **“Discover ABA” session** – This session featured presentations by ABA member banks and Knowledge Partners aimed at providing delegates the opportunity to obtain more information on the economy and the financial markets in the countries of the presenting organizations, or on special programs, projects, products or services of the presenting organizations that have benefited their customer base or the community they serve and may be adapted by member banks from other countries. Among the topics covered by the various presenters included: (i) Sustainable Financing (Association of Credit Rating Agencies in Asia); (ii) Financial Inclusion (Bank of Maldives); (iii) Microfinance (Rizal Commercial Banking Corp.); (iv) AML/CFT Compliance (Fintelekt Advisory Services); and (v) Digital Transformation Strategy (CTBC Financial Holding Group)
 - b. **Host Bank Session** – This session was organized by the host organization Philippine National Bank and featured experts who shared their perspectives on timely and relevant topics including : (i) Digital Innovation:

Challenges and Opportunities from the Perspective of a Philippine Bank (Mr. Wick Veloso, President and CEO, Philippine National Bank); (ii) Global Trends in Retail Banking Innovations (Mr. Michael Lor, Senior Advisor, Asia Pacific EFMA); (iii) Digital Distribution (Mr. John Berry, Special Adviser, EFMA); and (iv) Forecasting Risk in Financial Markets Through Artificial Intelligence (Dr. Jeremy Sosabowski, CEO & Co-Founder, AlgoDynamix UK).

- c. **Special Presentations Session** – This session invited experts who made presentations on: (i) Office of Foreign Assets Control: Essentials for Non-US Financial Institutions (Mr. Nicholas Turner, Registered Foreign Lawyer (New York, USA), Clifford Chance); (ii) Cybercrime and Cybersecurity (Mr. Wolfram Hedrich, Partner at Oliver Wyman and Executive Director at Marsh & McLennan Companies Asia Pacific Risk Center); and (iii) Trade Misinvoicing: Detection and Solutions (Mr. Daniel Neale, GFTrade Specialist). The session also featured a simulated, table-top cyber “war game” that enabled the delegates to discuss among themselves the appropriate steps to take in the event of a cyber attack. The tabletop game was facilitated by Mr. Charles Bretz, Director of Payment Risk, Financial Services Information Sharing and Analysis Center). The whole session was chaired by Ms. Daniela Laurel, Anchor, One News & Bloomberg TV Ph and Finance Professor, PhD., MBS.

8. The ABA also convened a meeting of the ABA Policy Advocacy Committee during which a number of ABA member banks and ABA Knowledge Partners presented papers on various policy issues of current concern to ABA members, including the following:

- a. A paper that considered alternative benchmarks following the non-availability of LIBOR in 2021 and how banks can prepare for it.
- b. A paper recommending measures that banks and governments in the region can undertake, individually and collectively, to promote blended financing.
- c. A paper on the experiences of financial institutions in South Asia and Southeast Asia in facing the cross-border challenges of AML/CFT compliance requirements
- d. A paper sharing Hatton National Bank’s experience in achieving digital transformation, and summarizing the results of a survey on the level of preparedness of banks in achieving digital transformation.
- e. A paper sharing the initiatives of the Japanese Bankers Association for sophistication of payment system

9. During its Makati gathering, the ABA also convened the 57th ABA Board of Directors' Meeting during which they discussed internal policy issues and took action on a number of important matters, including the following:

- a. The Board approved the proposed Budget for 2020

- b. The Board endorsed the various recommendations from the ABA Advisory Council with regard to: (i) membership recruitment programs and policies; (ii) ABA support to be given to member banks that offer to host the annual Conferences; (iii) member banks that are behind in their membership fee payments; and (iv) participation fee for non-member banks attending training programs conducted by the ABA with member banks and knowledge partners.
 - c. The Board endorsed the policy papers presented during the meeting of the ABA Policy Advocacy Committee
 - d. The Board formally approved the admission of two new members, namely, Sanima Bank from Nepal as Regular Member and Mitra Innovations from Sri Lanka as Associate Member.
 - e. The Board formally approved the holding of the 37th ABA General Meeting and Conference in Sri Lanka in November 2020, with Hatton National Bank as the host organization.
 - f. The Board endorsed the preparations being made by Hatton National Bank for the 37th ABA General Meeting and Conference to be held in Negombo, Sri Lanka, and approved the creation of a Planning Committee with the mandate to finalize preparations for the Conference
 - g. The Board approved the Resolution to present a Plaque of Appreciation to the Philippine National Bank for hosting the 36th ABA General Meeting and Conference, for the excellent arrangements for the event, and for its warm and gracious hospitality extended to the ABA members, speakers and panelists, and other delegates and guests.
10. During the Gala Dinner, the ABA presented an Award to the best presentation made during the "Discover ABA " session. The Award was won by Mr. Raymundo Roxas, president of Rizal Microbank, who made a presentation on "RCBC's Experience in Microfinance. The other presenters included six representatives from the Association of Credit Rating Agencies in Asia who spoke on their respective experiences in Sustainable Financing", Mr. Mohamed Shareef, Deputy CEO of Bank of Maldives (BML) who spoke on BML's Journey Towards Financial Inclusion; Mr. Shirish Pathak, Managing Director of Fintelekt Financial Services, who spoke on "AML/CFT: What Do Regulators Really Expect from Banks/"; and Mr. Titan Chia, Chief Technology Officer, CTBC Financial Holding Group who made a presentation on "CTBC's Digital Strategy: Creating Value from Digital Transformation."

15 November 2019
 36th ABA General Meeting and Conference
 Shangri-la Hotel, Makati City, Philippines