

## Annual Report 2002

## Profile

Established in 1967, Pusan Bank has been instrumental in the development of the Korean Southeast. We are top leading regional bank headquartered in Busan, Korea's second largest city and one of Asia's busiest ports

As of December 31, 2002, Pusan Bank held the top share of deposits(29.4\%) and loans(20.4\%) in Busan. The branch network spanned 199 locations, serving 3.2million customers.

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## Financial Highlights

| For the years ended on December 31. |
| :--- |
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|  |
| For the Fiscal Year |
| Total Revenues |
| Total Expenses |
| Net Income |
|  |

1) FY2002: 4200.40, FY2001: \#1326.10 per US $\$ 1.00$
2) Total assets are the sum of bank and trust account, less intra-account and security investment trust.
3) Including bills sold and bills sold under repurchase agreement.
4) Prior to 2002, domestic import usance bills were disclosed as an off-balance sheet item, but according to new guidance of the FSS on Dec.2002,
these are recorded on balance sheet as loans. Domestic usance bills were 167.5billions of KRW on Dec. 2002 and 141.2billions of KRW on Dec. 2001.

In billions of KRW


Total Assets


Total Shareholders' Equity


Net Income

## Message from the President



Shim, Hoon
Chairman of the Board of Directors \& President

World economic activity remained sluggish during 2002, yet the Korean economy maintained solid growth. On the other hand, the banking business faced numerous difficulties. Tightened government controls on households loans caused a surge in the number of delinquencies. Moreover, additional bank mergers introduced new mega-banks into the market, intensifying competition in the retail finance sector.

Despite the hardship, all Pusan Bank employees worked as a close-knit team, focusing core competencies on strengthening profitability. As a result, we broke our net income record and are expected to receive a Grade 2 rating from the Financial Supervisory Service. In the process, we have laid the groundwork for sustained growth.
We have continued to pursue business tie-ups with leading banks in the US and Japan. Our marine product finance package, developed to support one of the ten most important industries in the Busan area, received the Maeil Business Newspaper Financial Product Award in the Banking category. We also won the prestigious Dasan Award, co-sponsored by the Ministry of Finance \& Economy and the Korea Economic Daily newspaper, for exceptional services and performance in the banking sector. At the same time, innovative new products and services such as the Buvix Card and mobile banking outlets have enhanced customer satisfaction.
These efforts helped us to realize a record $\# 148$ billion in net income during 2002. Our ROE of $20.09 \%$ and BIS capital adequacy ratio of $11.69 \%$ were the highest among all Korean banks during 2002. Indeed, we have been cited by one source as a "model case study for a regional bank."

We worked hard to expand our deposit base in 2002. New products included the Leisure Supporters Passbook account to accommodate a five-day workweek for an ever-greater number of Koreans and Revolving Plus time deposit account. We also installed additional safety deposit boxes and strengthened the VIP Club offerings to our preferred customers. Such measures enabled us to increase total deposits $8.5 \%$ ( $\$ 1.153$ trillion) year on year to reach $\# 13.237$ trillion, bolstering our position in the regional market.
As the sole regional bank exclusively serving Busan and the Korean Southeast, we offer financing at special rates to help cultivate ten industries designated to be of "strategic" importance to the regional economy. We are also participating in the consortium to build the Myeongji Grand Bridge and financing various other regional
infrastructure projects. We have uncovered and now support 128 promising small and medium-sized enterprises, provide capital needed for marine product distribution, and have offered preferential loans to celebrate our complete exercise of bonds with warrant, after the subscription period expired on July 1, 2002. We also increased our loans to households and self-employed professionals and exempted filing fees for collateral. Total loans at the end of 2002 stood at $\# 8.142$ trillion, up $23.4 \%$ (almost $\# 1.518$ trillion) from the year before.

In the area of foreign exchange, we are pursuing a strategic alliance with the Industrial \& Commercial Bank of China, the largest state-owned bank in that country. During 2002, we also visited Chinese and Vietnamese plants operated by enterprises from Southeastern Korea and strengthened sales activities targeting small and medium-sized import-export companies. As a result, we were involved in import and export transactions totaling US\$3.231 billion, up $7.9 \%$ (US\$237 million) year on year despite the sluggish global economy.

Meanwhile, we continued to restructure our network through mergers and closures to improve efficiency. At year's end, we were operating 199 locations, down slightly from the 205 locations the year before. On the other hand, sixteen sub-branches were upgraded to full branch status to bolster operational capabilities. We also began a new mobile branch service and installed an additional 150 cash dispensers and automated teller machines for the added convenience of our valued customers.

Internally, we have completed an integrated risk management system and individual employee performance management system. At the same time, we are now building a customer relationship management system to stream line marketing efforts and bolster sales activities.

We remain dedicated to our role as a regional bank with a tradition of working closely with the local community. We strengthened our "Love My Hometown 21 Program" and organized a regional volunteer service corps. When the government's new five-day workweek mandate goes into effect, Saturday will be designated "Regional Service Day," and volunteer service activities will be conducted in close coordination with local government units.

Our record-breaking profits in 2002 allowed us to pay our first cash dividend to you, the shareholders, since the Korean financial crisis of 1997-98. As CEO, I have stressed the need to offer a dividend to help repay you for your contribution to the increase in shareholders' equity through a capital increase and exercise of bonds with subscription warrant. Thus, we have decided to pay the highest dividend rate based on market price of any Korean bank. This policy is aimed at quickly bringing our share price back to it's proper level, as it is so clearly undervalued when compared with our intrinsic value.

We are committed to building a first-rate bank and to rewarding your support with the Korean banking industry's highest payout ratio. In return, I look forward to your continued support.

As I mentioned, we had a very productive year in 2002 and achieved exceptional profitability, providing the foundation for our emergence as a world-class premier regional bank. All Pusan Bank employees join me in thanking you for your cooperation and encouragement shown to us in the pursuit of our endeavors.

The business environment is now changing faster than ever. Our competition does not stop with the newlymerged mega-banks and financial groups built around holding companies. We also must contend with telecommunications operators, who are making inroads into traditional bank functions such as payment settlement.

Faced with these challenges, we will make the most of our strengths as a regional bank. In 2002, we drew up and began to implement a master plan for becoming a premier bank that is the model for other regional banks to emulate. Our goals in the coming year are to reinforce sales capabilities and maintain balance among our risk management competencies. We aim to achieve at least $\# 200$ billion in net income and to bring our substandard and below loans to under $1.9 \%$. All employees stand united in the determination to raise our intrinsic value further, maintain a high dividend payout ratio and obtain the appropriate share price in the marketplace, in the process repaying you for your generous support.

In closing, I extend my best wishes to you for a healthy and prosperous 2003.


Shim, Hoon
Chairman of the Board of Directors \& President

## Strategy for Leading Regional Bank



The Bank will concentrate on reinforcing core businesses and diversifying into new areas in 2003, while 2004 will be a time for securing dominance in the regional market.


## Performance Targets \& Strategic Tasks for 2003

## Performance Targets

The next two years mark a midway point in the process of achieving the Bank's ultimate goal: to be a "world-class premier regional bank." The focus was on increasing profitability and protecting core businesses in 2002. The Bank will concentrate on reinforcing core businesses and diversifying into new areas in 2003, while 2004 will be a time for securing dominance in the regional market. Entry into this growth stage will be accomplished through constant reinforcement of sales activities aimed at expanding core businesses such as corporate and retail finance.
Major changes are anticipated for the business environment in 2003. Risk factors are increasing at home and abroad, mega-banks continue to be formed through mergers and non-banking institutions are increasingly involved in traditional banking activities. Therefore, Pusan Bank will place strong emphasis on risk management in the coming year. The performance target will be "to maintain a balance between stronger sales and risk management competencies." A stable net interest margin is expected to boost revenues for all Korean banks in 2003, and Pusan Bank has set financial soundness goals of over $1 \%$ ROA and more than $20 \%$ ROE, which is equal to or better than rates found at major overseas banks. At the same time, the Bank will increase profitable loans, while utilizing a thorough screening process with risk management system to bring the SBL ratio below $2 \%$.

## 2003 Performance Plan

| Total assets | W 18.28 trillion |
| :--- | ---: |
| Net income | w 200 billion |
| ROA | $1.29 \%$ |
| ROE | $21.36 \%$ |
| BIS capital adequacy ratio | $11.01 \%$ |
| SBL ratio | $1.90 \%$ |

## Strategic Tasks

The bank has identified several tasks to be carried out in 2003: maximize sales effectiveness, establish business models to deal with a changing industry, implement cost-effective processes, and foster a dynamic work culture.

| Maximize sales <br> effectiveness | Establish new <br> business models | Implement cost- <br> effective processes | Foster a dynamic <br> work culture |
| :--- | :--- | :--- | :--- |
| Bolster region- <br> oriented management <br> Customize products, <br> services and channels <br> Strengthen project <br> financing | Reinforce risk <br> management <br> Expand strategic <br> alliances | Raise productivity by <br> improving work processes <br> Increase customer <br> use of low-cost channels <br> structure for <br> long-term stability | Install a performance- <br> based culture |
| Increase HRD investment |  |  |  |
|  <br> data warehouse | Bolster change management |  |  |

## Maximize Sales Effectiveness

The Bank has maintained a stable share of the regional deposit market since being selected to handle all the Busan metropolitan government's budgetary funds at the end of 2000. Bank policy stresses preventing household loan defaults and expanding market share by focusing on preferred customers from the middle and upper social classes. The corporate loan market in the Busan metropolitan area has reached saturation, but high growth potential remains in the Southeast Korean economy as a whole. Therefore, the Bank will dispatch Relationship Managers throughout the region.

Pusan Bank will strengthen customer loyalty by enhancing the reputation it enjoys from local citizens, corporations and government agencies. The Bank's extensive human and material networks will also be used as much as possible and the construction of a customer relationship management system will be accelerated to boost region-oriented sales activities.

## Establish New Business Models

The Bank has focused on improving risk management and making the most of human resources in the five years since the Korean financial crisis to improve responsiveness to the uncertain business environment. Meanwhile, strategic partnerships have been sought with non-bank financial institutions to create new business opportunities. Thorough preparations are being made for entry into bancassurance, and the Bank plans to extend the scope of partnership beyond the financial sector to include public institutions, retailers, telecommunications operators and other IT companies. In addition, the long-term revenue structure is being diversified in many directions.

## Implement Cost-effective Processes

Work processes at the branch level are being improved to take charge of value-added activities such as consulting and marketing. A preferred customer management program has been launched to ensure steady income and customers are being encouraged to make greater use of low-cost, high-efficiency channels such as online banking, automated teller machines and the Call Center.


The past five years have been a time of perseverance, as Pusan Bank works to emerge as an advanced institution. This coming year is recognized as an important time for making future preparations. To this end, investment in human resources development will be increased and a performance-oriented work culture will be promoted. Ethical management will be the cornerstone of Bank operations to enable Pusan Bank to maintain a trustworthy image in the eyes of customers, shareholders and the local community.

## Mid-/ Long-term Strategies

## Basic Direction

Ultimately, Pusan Bank is aiming for long-term growth and development as the leading bank in its region while maintaining the same independent management it now enjoys. Cost reduction to achieve an internal economy of scale is the basic approach being taken to this end. However, the Bank will not seek a differentiation strategy that simply aims for being the best, as such a goal would be difficult to achieve with the Bank's available resources even if huge expenditures are made. Rather, a specialization strategy will be rigorously pursued. The strength of being close to the local community will be leveraged to target a niche market, with the bank's competencies being focused in Busan and the surrounding region. The strong loyalty of local customers will be an asset in the competitive years ahead.

## Vision \& Strategic Positioning

## Management Vision

The Bank's vision has been described as being a "world-class premier regional bank," raising its level of visibility and achievement while remaining close to the local community.

## Strategic Positioning

Pusan Bank is positioning itself as a retail finance specialist centered on the Korean Southeast. A mid-/long-term plan has been established and is now being implemented to supplement the core competencies needed to achieve this goal. Professionalism is being enhanced in the target markets, products, services and channels where the Bank excels, and the necessary support systems are being built.

Pusan Bank is taking maximum advantage of SME financing expertise and information management capabilities to develop into the largest SME financing bank the Korea's Southeast. At the same time, the revenue model is being diversified to include focused development of the retail financing business. The goal is to achieve balanced development in both the retail and SME sectors.

Intra-regional channels that provide speed and convenience are being expanded to maintain a higher percentage of low-cost deposits than competing banks are able to, thereby reducing financing costs. The Bank is also focused on developing e-banking systems, where a competitive advantage is enjoyed. In addition, revenue models for the retail finance market will be implemented as quickly as possible.

The Bank's vision has been described as being a "worldclass premier regional bank," raising its level of visibility and achievement while remaining close to the local community.

The target market has been divided into four sub-regions, and a different sales strategy is being pursued for each one. The branch, e-banking and human networks in city of Busan, where the Main Branch is located, are being utilized fully to build a local-based operation that has proven to be a success factor for leading regional banks in the US and Japan. Gimhae, Yangsan and other outlying areas closely connected to Busan are being developed into strongholds for the Bank and forward bases for SME financing. Sales activities will then be expanded to the neighboring communities of Masan/Changwon and Ulsan.

Meanwhile, Relationship Managers and other professionals are being used to approach large corporate customers in the Seoul area. Unit productivity and financial soundness are being pursued simultaneously.

The conventional sales strategy directed at the mass market is being abandoned in favor of segmentation according to product, customer and channel. One-on-one meetings are being promoted with retail customers, who represent about $40 \%$ of the Bank's profitability, to increase the number of preferred customers. Greater investment is also being made in the Private Banking organization and wealth managers who serve the top $1 \%$ retail customers in terms of revenue generation. Moreover, the Bank is expanding and specializing the relationship management organization for SMEs with high growth potential. Other customers are being encouraged to use the convenient cash dispensers, automated teller machines and online banking network to raise the Bank's overall cost efficiency.

## Busan Economy, Now and Future



The city government is committed to a strategy of developing regional economy. It has increased expenditures to further develop the port logistics business with a focus on high technology and innovation.


## The Current and Busan Economy

Busan is the second largest city in Korea and a gateway to the Pacific rim. It has played a critical role in sea borne transportation for both South Korea and the Northeast Asia region generally.

In the 1970s, the prosperous regional economy was largely based on light industries such as footwear, textiles, etc. Busan exports accounted for approximately $30 \%$ of the nation's total.
However, in the early 1980s, the economic power of the city gradually began to shrink as light industry slackened.
It showed only $5.3 \%$ annual growth rate of GRDP(Gross Regional Domestic Product) during the 15 years from 1986 to 2001. This figure was lower than the national average. Therefore the area's share of production in the overall Korean economy dropped to $6.1 \%$ from earlier $8.1 \%$ during that period.
The economic slow down beginning in the mid1980s was a result of a number of factors.
Land prices soared and the profitability of flagship industries such as footwear, textiles, etc. worsened due to price competition from Less Developed Countries including China.

As a result, manufacturing facilities were forced to relocate to low wage, Southeast Asian countries or other peripheral regions. This weakened the foundational manufacturing sector of the region and further resulted in stagnation in construction investment.

High value added businesses such as information technology and communication services began to serve as the growth engine of the economy from 1990s.

However, those industries showed lackluster growth in the region. Consequently, the city failed to foster new business clusters that could lead the regional economy.

In 2001, however, the GRDP of the region rose sharply to $9.0 \%$ exceeding the average rate of $4.3 \%$ nationwide. This was largely attributable to the rise of the manufacturing sector. Heavy industries such as automobiles, steel manufacturing, and shipbuilding supported the improvement of sluggish manufacturing activities. Construction, transportation and warehousing businesses showed rapid growth and contributed to the growth of GRDP as well.

The upward trend continued in 2002. It appeared that a corner had been turned and new growth seemed promising.
Looking forward, the incoming government has a blueprint for the development of South Korea into a logistics hub by promoting Busan, Kwangyang and Incheon cities as logistics centers of Northeast Asia. This policy makes the future prospects of Busan even more positive.

Busan's port is located at the crossroads of the main trunk routes and is a principal center for shipping activities in Northeast Asia. Last year, it handled 9.33 million TEUs (Twenty Foot Equivalent Units) of container cargo to rank third in the world behind only Hong Kong and Singapore.

The city government is committed to a strategy of developing regional economy. It has increased expenditures to further develop the port logistics business with a focus on high technology and innovation.

It is expected that, through such aggressive measures as a free trade zone program, the overall strategy of the city will be to replace its former perceived identity as the second largest city in Korea with its own distinct identity as an international center for shipping, trade, and logistics and an attractive investment opportunity for global funds in its own right.

## The Southeastern Economy \& Pending Tasks

## Physical Features of the Southeastern Economic Belt

The economic belt in the southeastern corner of the Korean Peninsula encompasses ten metropolitan areas, including Busan, Ulsan/Yangsan, Gimhae and Changwon. The Busan area serves as Korea's gateway to the North Pacific. Busan, the main city in the Southeast, is less than 50 kilometers from the island of Tsushima, making it the
closest Korean economic center to Japan. The Southeastern Economic Belt represents $12.4 \%$ of the total area of the Republic of Korea. Busan is $759.87 \mathrm{~km}^{2}$ wide ( $0.76 \%$ of the total area), Ulsan is $1,056.29 \mathrm{~km}^{\circ}$, and South Gyeongsang Province measures $10,515.49 \mathrm{~km}^{2}\left(10.57 \%\right.$ of Korea). The Southeastern Economic Belt is some $600 \mathrm{~km}^{2}$ larger than the Greater Seoul Area ( $11,705.24 \mathrm{~km}^{2}$, or $11.8 \%$ of Korea).

## Current Economic Status of the Southeast

The Southeastern Economic Belt comprises $12.4 \%$ of the national area but is home to $16.6 \%$ of the Korean population. Primary industries employ $11.8 \%$ of the population, while $20.2 \%$ work in secondary industries and $15.6 \%$ are engaged in tertiary industries. This belt produces $17.8 \%$ of Korea's total GDP, but the Southeast represents $22.9 \%$ of total production by secondary industries in Korea. Moreover, $24.9 \%$ of all Korean-made goods shipped are made in the Southeastern Economic Belt.

The population of the Southeastern Economic Belt is around 8 million, about the same as that of Belgium, Switzerland, Austria or Hong Kong. Total output from this region is about one-third the GDP of Belgium, Switzerland or Austria and around the same as the GDP for Malaysia or Singapore.


## Industries within the Southeast

Primary industries make up 3.8\% of the Southeastern Economic Belt GRDP, while secondary industries represent $55.0 \%$ and tertiary industries comprise $41.2 \%$. Primary and tertiary industries here are lower than the national average, while secondary industries are higher.

## The Changing East Asian Economy

## East Asia's Economic Emergence

East Asia is now one of the world's three largest economic regions. Competition has intensified within East Asia, but cooperation is also brisk. Cooperative systems between East Asian cities are being strengthened.

## China's Strengthened Economic Stature Continued High Growth in China

The Chinese GDP has reached US\$158.8 billion a year, which is sixth in the world. Annual growth here is forecast to remain $7-8 \%$ for the next decade or two. China's foreign trade volume is expected to surpass US $\$ 700$ billion a year in 2005, and China's purchasing power is predicted to be US $\$ 20$ trillion, the world's highest, by 2020.

## The Changing Korean Economy

The scope of regional economic activity is broadening in Korea, but the competitive advantage is concentrated in the vicinity of the capital. Increased economic cooperation between North and South Korea is also being studied.

## Pending Tasks for the Southeast

The Central Government's 4th Territorial Integration Plan calls for dividing the administrative zones into Busan, Ulsan and South Gyeongsang Province. The following development direction has been put forth:

- Cultivate the international logistics and trade functions.
- Strengthen the centralized function of the Southeast to promote balanced national development.
- Develop the southern coastal area as an international logistics center, tourist attraction and special industrial zone: Cultivate the Busan and Gwangyang Ports; establish a tourism belt on the South Coast, develop Masan, Changwon, Jinju, Sacheon, Suncheon and Mokpo into a special industrial zone.
- Build basic facilities for realigning the Seoul-Busan industrial structure: Redistribute the population and industries to raise regional competitiveness; restructure to focus on those industries that are the most competitive and have the highest added value.

Vision \& Development Direction of Each Local Government

|  | Busan Municipal Government | Ulsan Municipal Government | South Gyeongsang <br> Provincial Government |
| :--- | :--- | :--- | :--- |
| Vision | International maritime <br> and logistics hub <br> for the Pacific Rim | Center for automobiles <br> and new industries in the 21st <br> century | Leading region <br> for high-tech machinery, <br> culture and tourism |
| Goals | -Build the base for <br> international finance and <br> maritime/logistics hub. | -Build up the automotive <br> industry and attract new <br> industries for the 21st century | -Develop a center for <br> high-tech machinery by <br> building up technology, <br> knowledge and information <br> infrastructure. |
| -Restructure the urban space <br> and transportation systems <br> and ensure a pleasant living <br> environment. | -Establish multi-functional urban <br> structure and encourage <br> balanced development between <br> urban and rural areas. | -Build the foundation for <br> international exchanges. |  |
| -Upgrade the industrial structure <br> and role as leader <br> of the regional economy | -Establish a broad <br> and expand the base for <br> international trade. | -Use the historical, cultural <br> transportation system <br> and ecological resources <br> to establish an eco-tourism <br> industry. |  |

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## Review 2002


"...the Bank is committed to being one with and earning the trust of the local community and returning part of profits in that effort.,


Sinsundae Container Terminal

## 2002 Financial Highlights

## New Record for Net Income

Pusan Bank, which recorded $\# 52.3$ billion in net income in 2001, achieved $\# 148$ billion in net income in 2002 for an all-time record. Total deposits reached $\# 16.2$ trillion, while total deposits exceeded $\# 13$ trillion. ROA increased $0.67 \% \mathrm{P}$ year on year to $1.09 \%$, while ROE rose $8.09 \% \mathrm{P}$ to $20.09 \%$. Net interest margin also improved $0.52 \% \mathrm{P}$ to $3.39 \%$ and net interest spread rose $0.39 \% \mathrm{P}$ to $4.05 \%$. The vastly improved operational performance enabled the Bank to pay out a $6 \%$ cash dividend, amounting to $\# 300$ per share.


## Steadily Improving Profitability

Robust growth in both deposits and loans combined with an increase in operating income. Importantly, interest income increased more than the rate of asset growth, as net interest margin hit a domestic industry high 3.39\% (based on the FSS standard). In addition, higher fee \& commission revenue contributed significantly to the recordbreaking net income performance.

Pusan Bank is committed to remaining in touch with the local community and continues to increase its local market share. Meanwhile, the government's ongoing effort to stimulate regional economies has taken effect. Economic recovery in the Busan area, centered on the heavy industries, is alleviating economic dependency on the Seoul area.

## Excellent Capital Adequacy \& Asset Soundness

The subscription period for $\# 300$ billion in bonds with warrant expired at the end of June, increasing the Bank's shareholder equity by $\# 258.2$ billion ( $86 \%$ of the original BW issuance). As a result, capital stock increased $54 \%$ and net worth rose $64 \%$ over the end of 2001. In addition, BIS ratio reached $11.69 \%$, the highest level in Korean banking industry.

## Capital Injection

| 171.0 |  |  |  | (In billion of KRW) |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |

At the same time, the loan loss reserve coverage ratio reached $83.7 \%$ of the SBLs, which were lowered to $2.2 \%$ of total credit outstanding during 2002. The portion of household loans, which have become problematic in Korea recently, was also reduced in the overall portfolio, and the amount of credit card receivables was kept low to prevent a high delinquency ratio. Loans to households represented $29 \%$ of total outstanding credit at the end of 2002, which was higher than a year earlier but the lowest level among all listed Korean banks. Finally, $44 \%$ of the W540 billion in credit card receivables was for cash advances, far lower than the $60 \%$ or higher figure found at other banks in Korea.

| SBL Ratio |  | (In billions of Won) |  |
| :--- | ---: | ---: | ---: |
| SBLs | Dec. 2000 | Dec. 2001 | Dec. 2002 |
| A. Total amount | 412.8 |  |  |
| B. Loan loss reserve | 136.1 | 263 | 193 |
| Total Loans |  | 94.4 | 81.1 |
| C. Total amount | $6,204.4$ | $7,048.1$ | $8,685.4$ |
| D. Loan loss reserve | 166.4 | 142.6 | 161.6 |
| Net SBL ratio [(A-B)/(C-D)] | $4.58 \%$ | $2.44 \%$ | $1.31 \%$ |
| SBL ratio (A/C) | $6.65 \%$ | $3.73 \%$ | $2.22 \%$ |

## Awards Received in 2002

## Maeil Business Newspaper Financial Product Awards (March 21)

The annual Financial Product Awards, sponsored by the Maeil Business Newspaper, are presented on the basis of creativity, marketability, contribution to daily life, and effect on financial development. Pusan Bank's loans for funding marine product distribution won the Silver Award in 2002. The loan package was developed to support the fisheries industry, a major force in the Busan economy, and specifically targets individual member companies recommended by the Fishery Securities Dealers Automated Quotation (FISDAQ) stock market. The loan is managed like a stock transaction, and every step is automated, to include repayment of the principle. Borrowers also received FISDAQ trading data in real time.

## President Shim Named "Best CEO of the Year" (December 2)

The Korea Economic Daily and Towers Perrin examined the CEOs of more than 200 listed firms, rating them on three major performance indicators-total sales, net income and market capitalization-and recommending the top candidates to the selection committee. Finally, the selection of "Best CEO of the Year" was made based on Towers Perrin's leadership competitiveness assessment index.

Receiving that honor in 2002 was President Shim, Hoon, who was Deputy Governor at the Bank of Korea before coming to Pusan Bank in July 2000. He has been credited with making a new regional bank model by expanding ties to the local community and customers.

## Dasan Award in the Banking Category (December 23)

The Dasan Financial Awards, cosponsored by the Ministry of Finance \& Economy and the Korea Economic Daily newspaper, are handed out to the banks, life insurers, and property \& casualty insurers who have contributed the most to developing the Korean financial industry through operational performance and new product development. Pusan Bank won the prestigious award for achieving the highest net income growth in the Korean banking sector for the past two years and helping stimulate the regional economy of Korea's Southeast. Moody's Investors Service raised the Bank's credit rating three notches to an investment grade "Baa 3" in June 2002.

## Global Cooperation

Pusan Bank increased its overseas cooperations in 2002 to exchange information and know-how as well as promote personnel exchanges such as training programs.
A Bank delegation headed by President Shim, Hoon traveled to Japan for discuss business process reengineering with Shizuoka Bank President Matsura Yasuo on June 4. They toured the Japanese bank's operations center, an in-store-branch, phone center, and emergency auto service.

On October 31, the Pusan Bank delegation visited the back office and call center at Wachovia Bank in the US and met with Bank President Ken Thompson and CFO Bob Kelly. The topics of conversation included online banking, private banking, credit risk management, and community service activities.

President Shim also called on Bank of New York Vice Chairman Alan Griffith to discuss cooperation in the international banking sector. After that meeting, the Pusan Bank President talked with officials from the Federal Reserve Bank and State Banking Department as well as Wall Street investors.

Meanwhile, the volume of trade between Korea and China has increased sharply after China's entry into the WTO, prompting Pusan Bank to sign a joint service agreement with the Bank of China in November 2001. This was followed by the signing of a cooperative agreement between Pusan Bank and the Industrial \& Commercial Bank of China, the largest state-owned bank in that country, in Beijing on August 28, 2002. Pusan Bank continues to expand cooperation with Chinese financial institutions and strengthen services for companies in Korea's Southeast that invest in or trade with China.

The agreement with the Industrial \& Commercial Bank of China enables money transfers between Korea and China by students and companies to be received within 24 hours. In addition, the Industrial \& Commercial Bank of China will be designated the advising bank whenever Pusan Bank opens letters of credit involving business transactions with China, thereby accelerating the process. Moreover, the two banks will jointly carry out credit checks and inquiry services, and financial services will soon be offered to the plants in China operated by companies from Pusan and the Korean Southeast.

Pusan Bank is also reinforcing ties with other domestic banks, signing a forfeiting agreement with the ExportImport Bank of Korea to better support importers and exporters. In addition, a computer backup system jointly established with Daegu Bank went online on December 11, 2002.


## Tightened Risk Management

Pusan Bank and SunGuard, a US risk management solutions provider, began work on an integrated risk management system in September 2000. The market risk management part was completed in February 2001, followed by the credit risk management part in March 2002. Now, risk management activities can be approached from a bank-wide perspective, potential risk predicted and counter measures quickly established. Risk is also more closely monitored day to day, bolstering the Bank's operational soundness.

The process can measure and manage a unified system of indexes covering all financial risks generated in the course of Bank operations. At the same time, portfolio-specific risks and profitability can be analyzed. In the future, the system will be linked to the existing Asset \& Liability Management, Integrated Profit Management and Performance Management systems, allowing assets and capital to be most efficiently distributed to each operational unit and assess overall performance in consideration of various risk factors.

## New Disaster Backup System

Joint development of disaster backup system was begun by Pusan Bank and Daegu Bank in May 2002, in cooperation with Korea Telecom and IBM Korea, and the system went online on December 11, 2002. The main computer centers for each bank as well as the joint computer backup system are based in the city of Milyang, South Gyeongsang Province. The computer networks are linked by a fiber optic transmission network using Dense Wavelength Division Multiplexing (DWDM), and accounts are backed up in real time. Should the main computer system of either bank go down, the backup system can replace it within three hours, a task that previously took 24 hours. This, the first joint backup system of its kind in Korea, will save Pusan Bank at least $\$ 600$ million a year in administrative costs.

## Enhanced Customer Satisfaction

Pusan Bank is working to improve service quality and customer satisfaction through a variety of channels. A service monitoring index has been adopted and bimonthly checks are now made at each branch to ascertain how well customers are served at the branch and on the phone. The results are collected and corrective measures taken when needed.
In addition, National Information \& Credit Evaluation Inc. (NICE) Research \& Consulting surveys preferred bank customers twice a year to determine the degree of their satisfaction with the Bank. At the same time, the Bank has implemented a customer feedback program (Voice of the Customer) and an early warning system to predict recurring issues and major customer complaints.

This combined effort has brought tangible results, as the Bank's ranking on the Korean Customer Satisfaction Index compiled by Korea Management Association Consultants between June and September 2002 reached 4th out of the nation's 15 banks, up from 10th place in 2001.

## New Marketing Approaches Via CRM System

Pusan Bank started to build a Customer Relationship Management (CRM) system on August 5 2002. A sixmember consortium that includes LG Hitachi, Willbe Solution, SAS Korea, Sybase, Penta Systems and Amail is carrying out the project, which is scheduled for completion in August 2003. LG Hitachi is acting as the lead company of the consortium, while Willbe Solution is responsible for strategic consulting.

The new CRM system will strategically analyze customers and work processes to segment the customer base and provide customized services. As a result, the Bank will be able to nurture closer relationships with customers, improving both customer satisfaction and sales effectiveness.
The new system will consist of a data warehouse, online analytical processing, campaign management, sales force automation, email, and mining functions. Once in place, the CRM system will analyze customer-related data from all channels in real time and individualized marketing of customized products and services. The effect of marketing and sales activities will be measured immediately to focus on greater profitability. Use of the CRM, risk management, integrated profit management and other advanced systems will ultimately generate new kinds of customer value.

## Private-brand Buvix Card

Pusan Bank began issuing the Buvix Card on August 12 to offer services exclusive to the local region, and registration of the card name and online domain (www.buvix.co.kr) is complete. This, the first private brand credit card issued by a regional Korean bank, targets a wide range of age groups and can be used at all existing member service establishments. To differentiate Buvix from other cards, Pusan Bank sought out a wide range of partners in

Busan and Kyungnam provinces to offer special services, such as interest free installments, price discounts and free entrance to amusement parks. Buvix is tailored for customers in the Busan area, rather than the cards which focus their incentives on residents of Seoul.

## Stepped Up Project Financing Activities

Pusan Bank has contributed greatly to large-scale infrastructure and real estate development projects in Busan and South Gyeongsang Province since forming the Project Financing Team. In 2002, $W 160$ billion in new project financing contracts were concluded, including investments of \#90 billion in five projects.

## Customer-oriented Foreign Exchange Services

## Overseas Shipping Document Tracking

In April 2002 Pusan Bank tied up with DHL Korea to launch new services that track documents on foreign exchange transfers overseas. One service enables users to identity export bill or air shipment invoice numbers to confirm delivery data themselves on the Pusan Bank homepage. Another service informs users by email or mobile phone of a short message service the moment their shipping documents have reached the final destination. Thus exporters can confirm the status of export documents as well as documents delivered directly to their clients. Sellers no longer have to wonder how paperwork is proceeding, and they can use information to expedite payment from buyers.


## Electronic Foreign Exchange Transmittal

On August 14, a new service was launched that allows users to request foreign exchange transfers by email, telephone or facsimile, a great convenience for companies that are carrying out frequent international transactions or parents who remit money regularly to their children studying abroad. Customers only have to visit the bank once to fill out the necessary paperwork.
Service users tell the Bank by phone, fax or email the amount to be transferred, name of the overseas bank to receive payment, bank account number, and name of the payee. The Bank confirms the transaction request by phone and then transfers the funds. The transfer receipt is sent by email to the person requesting the overseas funds transfer and the payee.
Pusan Bank began offering online banking services in November 2000. This "e-telefax" foreign exchange transmittal service is the first of its kind in Korea, allowing funds to be transferred outside Korea without physical documents or a personal visit to the Bank.

## Improved China Services

Pusan Bank concluded a fund transfer service agreement with the Bank of China in November 2001 and a cooperative agreement with the Industrial \& Commercial Bank of China, the country's largest state-run bank, in Beijing on August 28, 2002. This latest agreement enables fund transfers by Korean companies to their China operations or by Chinese companies to their trainees in Korea to be completed within 24 hours.

Notification is rapid when letters of credit are opened between the two banks; credit checks on corporate customers and inquiry services are carried out jointly, and financial services are available to the Chinese operations of companies from Pusan and South Gyeongsang Province. Importantly, the Pusan Bank President and other highranking bank officers visited Korean-run plants in both China and Vietnam to get feedback on the services being offered and better reflect corporate customer needs in those services.

## Staying Close to the Local Community

In 1995, Pusan Bank began to issue the Green Citizens Passbook to create a fund used to protect the environment in the Korean Southeast. These activities were expanded three years later, when the Bank joined up with the Korea Federation for Environmental Movement.

The Bank also supports social welfare activities, culture \& the arts and other community service programs. In 1999, the Love Pusan Savings and Pusan International Film Festival Passbook Accounts were implemented to raise funds for worthy local causes. The Bank donates free books periodically to subway riders and sponsors a drawing contest for children.

In February 2001, Pusan Bank deposited a $W 200$ million donation in the Busan Chapter of the Community Chest of Korea to help the needy. Since then, various community service activities have been carried out, including regular donations to the Korea Welfare Foundation and support for the 2002 Busan Asian Games. On July 25, 2002, the Bank contributed funds to the Busan Chapter of the Korean Federation for Environmental Movement and jointly promoted local environmental preservation activities, including the effort to preserve the Nakdong River estuary. The Bank, a regular partner of the Pusan International Film Festival (PIFF), sold advance tickets and supported PIFF PR activities.

The Love My Hometown 21 Program was launched on the occasion of the Bank's 34th anniversary in 2001. This program includes establishing "big brother, big sister" relationships between Bank employees and local teenaged orphans with younger siblings to support and volunteering for community service. The Bank adopted a five-day workweek in the second half of 2002, and one Saturday each month is designated Community Service Day, and all employees are encouraged to get involved. The Pusan Bank Community Service Corps was formed in December 2002 as part of stepped up efforts to support social development in the region.

Pusan Bank aims to become a "world-class premier regional bank." To this end, the Bank is committed to being one with and earning the trust of the local community and returning part of profits in that effort.

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## Financial Statements

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## Management Discussion and Analysis

| Key Financial Data | (In billions of Won, \%) |  |  |
| :---: | :---: | :---: | :---: |
|  | 2000 | 2001 | 2002 |
| Operating Results |  |  |  |
| Operating revenue | 1,005.8 | 1,103.6 | 1,093.4 |
| Net interest income | 279.7 | 342.8 | 435.8 |
| Operating income | 16.6 | 77.2 | 200.6 |
| Net income | 10.2 | 52.3 | 148.0 |
| Per Share Data (Won) |  |  |  |
| Dividend per share | 0 | 0 | 300 |
| Earning per share | 107 | 550 | 1,187 |
| Profitability Ratios |  |  |  |
| ROA | 0.09 | 0.42 | 1.09 |
| ROE | 2.47 | 12.00 | 20.09 |
| Net interest margin | 2.79 | 2.87 | 3.39 |
| Net interest spread | 3.08 | 3.66 | 4.05 |
| Balance Sheet Data at Year's End |  |  |  |
| Total assets* | 12,910.5 | 14,564.3 | 16,225.9 |
| Total credit* | 5,790.5 | 6,496.3 | 8,014.2 |
| Total deposits* | 10,361.0 | 12,008.4 | 13,023.7 |
| Securities* | 5,034.0 | 5,831.2 | 5,888.3 |
| Shareholders' equity | 406.6 | 443.9 | 815.8 |
| Asset Quality Ratios |  |  |  |
| Loan Loss Provision to SBLs | 40.3 | 54.2 | 83.7 |
| SBLs to Total Credit | 6.65 | 3.73 | 2.22 |
| Capital Ratios at Year's End |  |  |  |
| Total capital ratio | 10.53 | 10.26 | 11.69 |
| Tier 1 capital | 6.82 | 6.58 | 9.21 |
| Tier 2 capital | 4.01 | 4.01 | 3.06 |

* Includes trust accounts.
* Prior 2002, domestic import usance bills were disclosed as an off-balance sheet item but according to new guidance of the FSS on Dec 2002, these are recorded on balance sheet as loans. Domestic usance bills on Dec2001 were 141.2billions of KRW.


## Overview

The Bank's total assets increased $11.4 \%$ (more than W1.66 trillion) in 2002 to surpass W16.22 trillion. Total credit at year's end exceeded $W 8.01$ trillion, up more than $\# 1.51$ trillion from the previous year, and total deposits were over $\# 13.02$ trillion, a year-onyear increase of more than $W 1.01$ trillion. The Bank completed conversion of $W 258.2$ billion worth of bonds with warrant at the end of June 2002, raising the BIS capital adequacy ratio $1.43 \%$ P to $11.69 \%$. The Tier 1 ratio, too, was $9.21 \%$, the highest among domestic banks.
Another important indicator of fiscal soundness is the percentage of the loans rated substandard and below (SBLs) in the loan portfolio. The Bank's SBL ratio fell $1.51 \%$ P to a very clean $2.22 \%$ in 2002.
As a result, the Bank's net income nearly doubled year on year to reach W148 billion. Likewise, ROA was up $0.67 \%$ P to $1.09 \%$ and ROE increased $8.09 \%$ P to $20.09 \%$. Net interest margin improved $0.52 \%$ P to $3.39 \%$, while net interest spread was $4.05 \%$, which was $0.39 \% \mathrm{P}$ higher than in 2001.

## Management Discussion and Analysis

## Net Income

Despite the significant growth in Bank assets, declining interest rates for loans caused operating revenue to decline $0.95 \%$ ( W10.2 billion) year on year to just over $\# 1.093$ trillion in 2002. Interest paid on deposits fell even further than interest received on loans, and operating expenses dropped $W 133.6$ billion to $W 892.8$ billion, boosting operating income to $W 200.6$ billion for the year, a W123.4 billion increase over in 2001.
One of the reasons for the growth in revenue was the higher net interest margin achieved from the increase in low-cost deposits. However, the basic cause was the greater portion of total revenue represented by fees \& commissions, and credit card commissions in particular. Cleaner assets also enabled the Bank to lower the provision for loan losses $7.6 \%$ from 2001, another important reason for the higher revenue performance.

## Profit and Loss Summary

|  |  | (in billions of Won) |  |
| :--- | ---: | ---: | ---: |
|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| Operating revenue | $1,103.6$ | $1,093.4$ | -10.2 |
| Operating expense | $1,026.4$ | 892.8 | -133.6 |
| Operating income | 77.2 | 200.6 | 123.4 |
| Non-operating income | -24.9 | -52.6 | -27.7 |
| Ordinary income | 52.3 | 148.0 | 95.7 |
| Extraordinary gain | 0.0 | 0.0 | 0.0 |
| Net income | 52.3 | 148.0 | 95.7 |

Net Income


## Net interest income

Overall market interest rates dropped 3.4\% during 2002, but the Bank's expanded operational scale buoyed up interest revenue, which dipped only $\# 31.5$ billion year on year to total $W 906.1$ billion. On the other hand, interest expenses fell $20.9 \%$ ( $W 124.5$ billion) to $\$ 470.3$ billion. As a result, net interest income rose $27.1 \%$ ( $W 93.0$ billion) year on year to reach $W 435.8$ billion.

## Net Interest Income

|  | (in billions of Won) |  |  |
| :---: | :---: | :---: | :---: |
|  | 2001 | 2002 | Change YoY |
| Interest Revenues | 937.6 | 906.1 | -31.5 |
| Interest on loans | 558.3 | 579.2 | 20.9 |
| Interest on securities | 325.7 | 296.9 | -28.8 |
| Interest on due from banks | 39.4 | 18.8 | -20.6 |
| Other | 14.2 | 11.2 | -3 |
| Interest Expenses | 594.8 | 470.3 | -124.5 |
| Interest on deposits | 464.6 | 375.8 | -88.8 |
| Interest on borrowings and debentures | 96.9 | 75.8 | -21.1 |
| Other | 33.3 | 18.7 | -14.6 |
| Net Interest Income | 342.8 | 435.8 | 93.0 |

Non-interest revenues


## Net Interest Spread and Net Interest Margin

The general drop in market interest rates during 2002 lowered the average loan interest received by the Bank $0.97 \% \mathrm{P}$ to $7.82 \%$. Meanwhile, the average deposit interest paid by the Bank fell even further, $1.36 \% \mathrm{P}$, to $3.77 \%$. As a result, the net interest spread rose $0.39 \%$ P to $4.05 \%$.

## Management Discussion and Analysis

The reason for the higher net interest spread and net interest margin can be found in the above-mentioned increase in low-cost deposits. The total deposits in bank accounts were up $9.4 \%$ ( $W 934.4$ billion) year on year to more than $W 10.907$ trillion, while the low-cost deposits were $20.3 \%$ ( $W 778.7$ billion) higher to surpass $W 4.622$ trillion. Thus, the portion of low-cost deposits in the portfolio rose $3.84 \%$ P year on year to $42.38 \%$ of the total.

## Interest Rate Spread

|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| :--- | :---: | :---: | :---: |
| Average interest on loans | 8.79 | 7.82 | -0.97 |
| Average interest on deposits | 5.13 | 3.77 | -1.36 |
| Net interest spread | 3.66 | 4.05 | 0.39 |

## Net Interest Margin

|  |  |  | (in billions of Won, \%, \%P) |
| :--- | ---: | ---: | ---: |
| Interest-earning assets (average balance) | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| Interest revenues* | $11,142.9$ | $11,969.2$ | 826.3 |
| Interest expenses* | 923.3 | 885.3 | -38.0 |
| (KAMCO repurchase expense) | 603.0 | 479.0 | -124.0 |
| Net interest revenue | 20.3 | 7.9 | -12.4 |
| NIM 1 | 320.3 | 406.3 | 86.0 |
| NIM 2** | 2.87 | 3.39 | 0.52 |

* Other categories have been added to or subtracted from the interest revenues and expenses shown in the Income Statement.
${ }^{* *}$ NIM 2 shows NIM 1 minus the interest expense related to the repurchase of loans from KAMCO.


## Low-cost Deposits

(in billions of Won)

|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ |
| :--- | ---: | ---: |
| Total deposits | $9,973.4$ | $10,907.8$ |
| Low-cost deposits* | $3,844.2$ | $4,622.9$ |
| Interest expense on low-cost deposits | 38.54 | 42.38 |

* Consisting of demand deposits, savings deposits (to include MMDA) and corporate free deposits (to include MMDA)


## Non-interest Income

Non-interest income represented $18.74 \%$ of the Bank's revenues in 2002, with fee \& commission revenue comprising $10.48 \%$ of the total.

## Management Discussion and Analysis

## Revenue Breakdown

|  | (in billions of Won) |  |  |
| :---: | :---: | :---: | :---: |
|  | 2001 | 2002 | Change YoY |
| Operating revenues | 1,103.6 | 1,093.4 | -10.2 |
| Non-operating revenues | 62.9 | 21.6 | -41.3 |
| Total revenues | 1,166.5 | 1,115.0 | -51.5 |
| Interest revenues | 937.6 | 906.1 | -31.5 |
| Non-interest revenues | 228.9 | 208.9 | -20.0 |
| Commission \& fee revenue | 90.2 | 116.8 | 26.6 |
| Trust revenue | 18.8 | 32.5 | 13.7 |
| Other operating revenue | 57.0 | 38.0 | -19.0 |
| Non-operating revenue | 62.9 | 21.6 | -41.3 |
| Portion of interest revenue | 80.38 | 81.26 | 0.88 |
| Portion of non-interest revenue | 19.62 | 18.74 | -0.88 |
| Commission \& fee revenue to total revenue | 7.71 | 10.48 | 2.77 |
| Commission \& fee revenue to operating revenue | 8.15 | 10.68 | 2.53 |

Non-interest revenues
(percent)


## Commission \& Fee Income

Commission \& fee income rose $24.7 \%$ ( $W 19.4$ billion) year on year to total W97.9 billion in 2002. Commissions received from credit cards rose $\$ 17.3$ billion during 2002 to $\# 63.6$ billion, and Won-currency commissions were also up $\# 8.9$ billion to total 40.4 billion.

Credit card-related revenue would total $W 107.2$ billion if the $\$ 43.6$ billion in cash advance commissions, which are categorized as interest revenue, is factored in. The rise in fee \& commission revenue, including credit cards, contributed significantly to the overall growth in the Bank's net income.

## Commission \& Fee Income

|  | (In billions of Won, \%) |  |  |
| :--- | ---: | ---: | ---: |
| Commission revenues | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| Won-currency commissions received | 90.2 | 116.8 | 26.6 |
| Foreign-currency commissions received | 31.5 | 40.4 | 8.9 |
| Commissions on credit cards | 8.3 | 9.6 | 1.3 |
| Guarantee fees and other | 46.3 | 63.6 | 17.3 |
| Commission expenses | 4.1 | 3.2 | -0.9 |
| Commissions paid (Won \& foreign currency) | 11.7 | 18.9 | 7.2 |
| Commission on credit cards | 4.4 | 7.8 | 3.4 |
| Net commission \& fee Income | 7.3 | 11.1 | 3.8 |

Commission Revenues


## Income before Provisions

Income before provisions surged $41.7 \%$ ( $W 84.5$ billion) year on year to total $W 287.0$ billion for 2002. Total provisions were W138.9 billion, a decrease of W11.3 billion from 2001. Of this total, the provision for loan losses was W117.8 billion, down W8.4 billion from the previous year.

## Management Discussion and Analysis

## Income before Provisions

|  |  |  | (in billions of Won) |
| :--- | ---: | ---: | ---: |
|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| Income before Provisions | 202.5 | 287.0 | 84.5 |
| Total Provisions | 150.2 | 138.9 | -11.3 |
| $\quad$ Provisions for loan losses | 126.2 | 117.8 | -8.4 |
| Income Tax | 0.0 | 0.0 | 0.0 |
| Net Income | 52.3 | 148.0 | 95.7 |

## Assets and Liabilities

## 1. Asset Portfolio

Total assets at the end of 2002 were in excess of $W 14.536$ trillion, up $10.1 \%$ ( $W 1.334$ trillion) from the previous year. Loans increased $18.8 \%$ (W1.337 trillion) to $W 8.438$ trillion and represented $58.1 \%$ of the asset portfolio, a rise of $4.3 \%$ P year on year. Cash \& due from banks also grew W200.3 billion to more than nearly $\mathbf{W} 1.04$ trillion, making up $7.2 \%$ of total assets, $0.8 \%$ P more than in 2001. On the other hand, securities dipped $W 142.3$ billion to $W 4.279$ trillion, which was $29.4 \%$ of the portfolio, $4.1 \% \mathrm{P}$ lower than a year earlier.

Asset Portfolio (Bank Account)

|  |  |  | (In billions of Won, \%) |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $\mathbf{2 0 0 1}$ |  | $\mathbf{2 0 0 2}$ |  | Change YoY |  |
|  | Amt. |  | Pct. | Amt. | Pct. | Amt. |
| Cash \& due from banks | 839.5 | 6.4 | $1,039.8$ | 7.2 | 200.3 | 23.9 |
| Securities | $4,421.3$ | 33.5 | $4,279.0$ | 29.4 | -142.3 | -3.2 |
| Loans | $7,101.0$ | 53.8 | $8,438.0$ | 58.1 | $1,337.0$ | 18.8 |
| Other Assets | 840.4 | 6.4 | 779.8 | 5.4 | -60.5 | -7.2 |
| Total | $\mathbf{1 3 , 2 0 2 . 2}$ | $\mathbf{1 0 0 . 0}$ | $\mathbf{1 4 , 5 3 6 . 6}$ | $\mathbf{1 0 0 . 0}$ | $\mathbf{1 , 3 3 4 . 4}$ | $\mathbf{1 0 . 1}$ |

Commission Revenues (Bank Account)


## Securities

Trading securities totaled W53.1 billion in 2002, up a modest W24.4 billion from the previous year. Among the trading securities, stocks, finance debentures, and corporate bonds all showed positive growth year on year, while government \& public bonds declined W4.9 billion to W10.1 billion.
Investment securities, meanwhile, dropped $3.8 \%$ (W166.7 billion) during 2002 to just under W4.226 trillion. Stocks and government \& public bonds edged up year on year to $W 100.2$ billion and $\$ 869.4$ billion, respectively. Beneficiary certificates showed the greatest positive growth among the Bank's investment securities, rising $169.3 \%$ ( $W 165.9$ billion) to W263.9 billion. On the other hand, finance debentures fell $W 258.1$ billion to under $W 1.157$ trillion and corporate bonds dropped $W 153.2$ billion to less than W1.797 trillion.

The securities portfolio as a whole did not show much change year on year, dipping $3.2 \%$ ( $W 142.3$ billion) to $W 4.279$ trillion.

## Management Discussion and Analysis

## Securities Portfolio

|  |  |  | (in billions of Won) |
| :--- | ---: | ---: | ---: |
| Trading Securities | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |
| Stocks | 28.7 | 53.1 | 24.4 |
| Government \& public bonds | 0.0 | 11.1 | 11.1 |
| Finance debentures | 15.0 | 10.1 | -4.9 |
| Corporate bonds | 10.3 | 19.4 | 9.1 |
| Beneficiary certificates | 3.4 | 10.0 | 6.6 |
| Investment Securities | 0.0 | 2.5 | 2.5 |
| Stocks | $4,392.6$ | $4,225.9$ | -166.7 |
| Government \& public bonds | 72.9 | 100.2 | 27.3 |
| Finance debentures | 817.6 | 869.4 | 51.8 |
| Corporate bonds | $1,414.7$ | $1,156.6$ | -258.1 |
| Beneficiary certificates | $1,950.0$ | $1,796.8$ | $\mathbf{- 1 5 3 . 2}$ |
| Other, excluding foreign-currency securities. | 98.0 | 263.9 | 165.9 |
| Total | 39.4 | 39.0 | -0.4 |

## Loans

Won-currency loans increased $W 25.3 \%$ (over W1.477 trillion) during 2002 to surpass $W 7.32$ trillion by year's end. The loan portfolio breaks down as $29.0 \%$ to households, $61.4 \%$ to small \& medium enterprises (SMEs), $4.8 \%$ to large corporations and $4.8 \%$ to other borrowers. Household loans surged $51.5 \%$ (W722 billion) year on year to over W2.123 trillion, and loans to SMEs rose $21.0 \%$ ( $W 779.8$ billion) to more than W4.491. trillion.

## Won-currency Loans

|  |  |  |  | (In billions of Won, \%) |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | $\mathbf{2 0 0 1}$ |  |  | $\mathbf{2 0 0 2}$ |  |  | Change YoY |  |
|  | Amt. | Pct. | Amt. | Pct | Amt. | Pct. |  |  |
| To households | $1,401.2$ | 24.0 | $2,123.2$ | 29.0 | 722.0 | 51.5 |  |  |
| To SMEs | $3,711.9$ | 63.5 | $4,491.7$ | 61.4 | 779.8 | 21.0 |  |  |
| To large corporations | 337.9 | 5.8 | 350.9 | 4.8 | 13.0 | 3.8 |  |  |
| Other | 392.0 | 6.7 | 354.8 | 4.8 | -37.2 | -9.5 |  |  |
| Total | $\mathbf{5 , 8 4 3 . 0}$ | $\mathbf{1 0 0 . 0}$ | $\mathbf{7 , 3 2 0 . 7}$ | $\mathbf{1 0 0 . 0}$ | $\mathbf{1 , 4 7 7 . 7}$ | $\mathbf{2 5 . 3}$ |  |  |

Won-denominated Loans


## 2. Liabilities

Total liabilities surpassed $W 13.72$ trillion at the end of 2002, up $7.5 \%$ ( $W 962.5$ billion) from the year before. Deposits represent $80.9 \%$ of all liabilities, which is $9.8 \% \mathrm{P}$ higher than at the end of 2001. On the other hand, borrowings declined $W 40.3$ billion to under W1.52 trillion or $11.1 \%$ of total liabilities, down $2.6 \%$ from the previous year.

## Management Discussion and Analysis

Liabilities

|  |  |  |  |  | of W |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 200 |  | 20 |  | Chan |  |
|  | Amt. | Pct. | Amt. | Pct | Amt. | Pct. |
| Deposits | 10,108.8 | 79.2 | 11,102.6 | 80.9 | 993.8 | 9.8 |
| Borrowings | 1,559.8 | 12.2 | 1,519.5 | 11.1 | -40.3 | -2.6 |
| Debentures issued | 314.8 | 2.5 | 200.0 | 1.5 | -114.8 | -36.5 |
| Other liabilities | 774.9 | 6.1 | 898.7 | 6.5 | 123.8 | 16.0 |
| Total | 12,758.3 | 100.0 | 13,720.8 | 100.0 | 962.5 | 7.5 |

## Asset Soundness \& Provision for Loan Losses

Total loans outstanding increased $23.2 \%$ (over $W 1.637$ trillion) during 2002 to surpass $W 8.685$ trillion by the end of the year. Despite the rise in total loans, the loans rated substandard or below (SBLs) fell $W 70.1$ billion to $W 193$ billion, lowering the SBL ratio $1.51 \% \mathrm{P}$ year on year to $2.22 \%$. The balance of the provision for loan losses was increased $W 19.0$ billion to \#161.6 billion, which is W39.4 billion more than the requirement by Financial Supervisory Service. At the same time, the loan loss reserve coverage ratio has reached $83.7 \%$ of the SBLs in the credit outstanding, up 29.5\%P from 2001.

## Substandard or Below Credit \& Provisions

|  |  | (In billions of Won, \%, \%P) |  |  |
| :--- | ---: | ---: | ---: | :---: |
|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |  |
| Total Loans | $\mathbf{7 , 0 4 8 . 1}$ | $8,685.4$ | $1,637.3$ |  |
| SBLs | 263.1 | 193.0 | -70.1 |  |
| Substandard | 159.6 | 140.0 | -19.6 |  |
| Doubtful | 83.1 | 35.2 | -47.9 |  |
| Estimated loss | 20.4 | 17.8 | -2.6 |  |
| SBL Ratio | 3.73 | 2.22 | $-1.51 \% \mathrm{P}$ |  |
| Provisions | 142.6 | 161.6 | 19.0 |  |
| Provisions to SBLs | 54.2 | 83.7 | $29.5 \% \mathrm{P}$ |  |

SBL Ratio


## Capital Adequacy

The Bank completed conversion of 258.2 billion in bonds with warrant at the end of June 2002, boosting the BIS capital adequacy ratio to $11.69 \%$ and the Tier 1 ratio to $9.21 \%$, the highest figure among all Korean banks.
Meanwhile, improved profitability during 2002 enabled the Bank to complete early repayment of W301 billion in high-cost subordinated bonds and borrowings.

## BIS Capital Ratio

|  |  | (In billions of Won, \%, \%P) |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 2}$ | Change YoY |  |  |
| Core capital | Amt. | Amt. | Amt. | Pct. |  |
| Supplementary capital | 442.9 | 792.9 | 350.0 | 79.0 |  |
| Contributions to unconsolidated subsidiaries | 269.8 | 263.7 | -6.1 | -2.3 |  |
| Total equity capital | 21.9 | 50.2 | 129.2 |  |  |
| Risk-weighted assets | 690.8 | $1,006.4$ | 28.3 | 315.6 | 45.7 |
| Tier 1 capital | $6,733.0$ | $8,609.7$ | $1,876.7$ | 27.9 |  |
| Tier 2 capital | 6.58 | 9.21 | 2.63 | 40.0 |  |
| BIS capital ratio | 4.01 | 3.06 | -23.6 |  |  |

## INDEPENDENT AUDITORS' REPORT

## 三\# Young What ERNST \& YOUNG INTERNATIONAL

## Young Wha Corporation

7-14th Floors Regent Securities Bldg.
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## The Board of Directors and Stockholders Pusan Bank

We have audited the accompanying balance sheets of Pusan Bank ("the Bank") at December 31, 2002 and 2001, and the related statements of income, appropriations of unappropriated retained earnings (disposition of undisposed accumulated deficit) and cash flows for the years then ended, all expressed in Korean won. These financial statements are the responsibility of the Bank's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the Republic of Korea. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above, expressed in Korean won, present fairly, in all material respects, the financial position of Pusan Bank as of December 31, 2002 and 2001, and the results of its operations, appropriations of unappropriated retained earnings (disposition of undisposed accumulated deficit) and cash flows for the years then ended in conformity with accounting principles generally accepted in the Republic of Korea.

The amounts expressed in United States dollars, provided solely for the convenience of the reader, have been translated on the basis described in Note 2 to the accompanying financial statements.

Accounting principles and auditing standards and their application in practice vary among countries. The accompanying financial statements are not intended to present the financial position, results of operations and cash flows in accordance with accounting principles and practices generally accepted in countries other than the Republic of Korea. In addition, the procedures and practices utilized in the Republic of Korea to audit such financial statements may differ from those generally accepted and applied in other countries. Accordingly, this report and the accompanying financial statements are for use by those who are knowledgeable about Korean accounting principles and auditing standards and their application in practice.


January 24, 2003

## BALANCE SHEETS DEcember 31, 2002 ano 2001



STATEMENTS OF INCOME years endee December 31, 2002 and 2001

|  |  |  |  |
| :--- | ---: | ---: | ---: |
|  |  |  |  |
|  |  | Translation into |  |
| U. S. dollars |  |  |  |
|  |  |  |  |




## NOTES TO FINANCIAL STATEMENTS december 31, 2002 ano 2001

## 1. Organization and business

Pusan Bank ("the Bank") was incorporated on October 10, 1967 as a regional bank, under the laws of the Republic of Korea, to engage in the commercial banking and trust business. The Bank became a publicly traded financial institution upon listing its common shares on the Korean Stock Exchange in June 1972. The Bank's issued and outstanding common stock as of December 31, 2002 amounted to W733,418 million (US\$610,978 thousand).

The Bank's head office is located in Pusan and the Bank has 199 branches in Korea.
The Bank is appointed as a manager of Pusan City Government's Budgetary Funds (General Account and several Special Accounts) starting from January 1, 2001 for 3 years.

## 2. Summary of significant accounting policies and basis of financial statements

## Basis of financial statements

The Company maintains its official accounting records in Korean won and prepares statutory financial statements in the Korean language in conformity with accounting principles generally accepted in the Republic of Korea ("Korean GAAP") and Accounting Standards applicable to the Korean Banking Industry. Certain accounting principles applied by the Bank that conform with financial accounting standards and accounting principles in the Republic of Korea may not conform with generally accepted accounting principles in other countries. Accordingly, these financial statements are intended for use by those who are informed about Korean accounting principles and practices.

For the convenience of the reader, in preparing the accompanying financial statements, certain reclassifications, and changes in statement format and extent of disclosures have been made to the financial statements issued in the Korean language for domestic statutory purposes.

Certain supplementary information attached to the statutory Korean language financial statements, but not required for a fair presentation, of the Bank's financial position, results of operations and cash flows, is not presented in the accompanying financial statements. Certain reclassifications, and changes in statement format and extent of disclosures have also been made to the prior year financial statements and footnotes to conform to the current year's presentation.
The preparation of financial statements in conformity with applicable regulations and financial accounting standards requires management to make estimates and assumption that affect the amounts reported therein. Due to the inherent uncertainty involved in making estimates, actual results could differ from those estimates.

## Basis of translating the financial statements

For the convenience of the reader, the financial statements expressed in Korean won have been translated into United States dollars at $\# 1,200.4$ : US $\$ 1$, the prevailing exchange rate at December 31, 2002. This translation should not be construed as a representation that any or all of the amounts stated in Korean won could have been converted to United States dollars at this or any other rate.

## Translation of foreign currencies

Assets and liabilities denominated in foreign currencies are translated into Korean won using the exchange rate of $\$ 1,200.4$ : US\$1, the exchange rate in effect as of December 31, 2002 ( $W 1,326.1$ : US\$1 as of December 31, 2001). Foreign currency transactions are accounted for at the exchange rates prevailing on the dates of the transactions. Resulting foreign currency translation gains (losses) are credited (charged) to current operations.

## Allowance for loan losses

The Bank provides an allowance for loan losses based on overall consideration of the factors affecting a borrower's ability to repay loans such as the period since default had occurred, the borrower's business, insolvency status, financial status and future cash flows.
Prior to 2002, The Bank provides an allowance for loan losses of $0.5 \%$ or above for loans classified as "normal", $2 \%$ or above for "precautionary", $20 \%$ or above for "substandard," $50 \%$ or above for "doubfful" and $100 \%$ for "estimated loss". In 2002, the Financial Supervisory Service ("FSS") increased, on several occasions, minimum loan loss reserve percentages for household and credit card loans. The Bank applied increased loan loss reserve percentages for corporate loans, also.

## NOTES TO FINANCIAL STATEMENTS December 31, 2002 ano 2001

The provision is determined by applying the following minimum percentages to the loan classifications:

| Loan classifications | Corporate loans | Household loans | Credit card accounts |
| :--- | :---: | :---: | :---: |
| Normal | $0.75 \%$ or above | $0.75 \%$ or above | $1.0 \%$ or above |
| Precautionary | $5 \%$ or above | $8 \%$ or above | $12 \%$ or above |
| Substandard | $20 \%$ or above | $20 \%$ or above | $20 \%$ or above |
| Doubtful | $75 \%$ or above | $55 \%$ or above | $60 \%$ or above |
| Estimated loss | $100 \%$ | $100 \%$ | $100 \%$ |

Due to changes in loan loss reserve percentages, the Bank provided an additional loan loss provision of 31.1 billion in 2002.

Allowance for acceptances and guarantees - If the Bank has credit exposures in connection with payment guarantees it issued on behalf of its customers, for which a beneficiary of the payment guarantee has not yet claimed payment against the Bank, the Bank provides a minimum allowance percentage on confirmed guarantees of $20 \%$ for "substandard", $50 \%$ for "doubfful" and $100 \%$ for "estimated loss" and records the estimated losses as a provision for credit losses on payment guarantees in the statement of income and allowance for credit losses on payment guarantees (a liability account) in the balance sheet.

## Reserve for unused cash advance commitments on credit cards

Pursuant to a new regulation issued by the FSS, from the third quarter of 2002, the Bank records reserves for a certain portion of unused cash advance commitments on credit cards as a liability on the balance sheet. The Bank provides a minimum allowance percentage of $1.0 \%$ on a portion of unused cash advance commitments which have been used at least once in the last twelve months. The allowance for unused cash advance commitments on credit cards as of December 31, 2002 amounted to $\$ 1,894$ million (US\$1,578 thousand).

## Securities

Securities held for trading purposes are stated at market value and the unrealized gains (losses) are credited (charged) to current operations. Debt securities held to maturity or securities (both equity and debt) other than trading securities are classified as investment securities and are stated at acquisition cost.

Marketable investment securities, excluding debt securities held to maturity, are marked to market and the unrealized gains (losses) are recorded in the capital adjustment account. If the fair market value or the Bank's share in the underlying net worth of investment securities has declined significantly below the Bank's acquisition cost, and there is no possibility of recovery in the future, the valuation loss is charged to current operations.

Equity investment securities in which the Bank has significant influence on the investee company are stated using the equity method.

## Interest income

Interest on loans and securities are recognized on the accrual basis, while interest income on overdue and dishonored loans or securities, except for those secured and guaranteed by other financial institutions, is recognized on a cash basis. Interest income on overdue and dishonored loans or securities, which is not recognized, amounted to w28,446 million (US\$23,697 thousand) as of December 31, 2002 ( $\# 36,152$ million as of December 31, 2001).

## Restructuring of loans

The difference between the face value and the present value of loans which have been restricted through court receivership, court mediation, workout program, etc. is accounted for as a present value discount, which is amortized using the effective interest method and recognized as interest income over the revised terms of the loans. The face value of these loans and net present value after 2002 amortization as of December 31, 2002 amounted to $\$ 88,682$ million (US $\$ 73,877$ thousand) and W78,556 million (US\$65,442 thousand) ( $\# 150,195$ million and $\# 133,138$ million as of December 31, 2001), respectively. Out of the present value discount amounting to $\# 12,888$ million (US\$10,736 thousand) incurred until 2002, W2,762 million (US\$2,301 thousand) was amortized and the outstanding balance as of December 31, 2002 amounted to $\$ 10,126$ million (US\$8,435 thousand).

## NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001

## Fixed assets used in operations

Fixed assets used in operations are stated at cost or revalued amounts as per the Korean Asset Revaluation Law. Expenditures for normal repairs and maintenance are charged to current operations as incurred. Expenditures which extend the life of assets are capitalized.

Depreciation is provided using the straight-line method for buildings and the declining-balance method for furniture and equipment, over the following estimated useful lives of assets:

|  | Years |
| :--- | :---: |
| Buildings | 50 |
| Furniture and equipment | 5 |

Leasehold improvements are recorded at cost and are depreciated using the straight-line method over five years.

## Foreclosed property

Property foreclosed as a result of loan defaults is classified as fixed assets held for non-operating purpose and recorded at cost. The Bank does not depreciate those assets. When the market value of the foreclosed property declines below the book value, a reserve for foreclosed property is provided on an individual basis.

## Sales of foreclosed property on a long-term installment basis

When properties are sold on a long-term installment basis, the difference between the present value of the long-term receivable and the selling price is recorded as a discount on the long-term installment receivable and recognized as interest income.

## Severance and retirement benefits

In accordance with the Korean Labor Standards Law, employees terminating their employment with more than one year of service are entitled to severance and retirement benefits upon termination of their employment based on the rates of pay in effect at the time of termination, years of service and certain other factors. The annual provision is sufficient to state the liability at the estimated obligation arising from services performed to and at rates of pay in effect at year end. Funding of this liability is not required by Korean law.
In accordance with the Korean National Pension Law, the Company had prepaid a portion of its severance and retirement benefits obligation to the Korean National Pension Corporation at the rate of three percent (two percent through December 31, 1997) of payroll expense. Such prepayments amounting to $W 5,229$ million (US $\$ 4,356$ thousand) as of December 31, 2002 ( $\# 5,475$ million as of December 31, 2001) have been offset against the Company's liability for severance and retirement benefits. In accordance with a revision in the Korean National Pension Law, these prepayments are no longer required effective April 1, 1999.
In order to obtain tax benefits, the Bank has deposited a portion of its severance and retirement benefits obligation with insurance companies as deposits for severance and retirement benefits. Such deposits amounted to $W 127,821$ million (US\$ 106,482 thousand) at December 31, 2002 ( $\% 20,000$ millon at December 31, 2001). Since the Bank's employees are individually nominated as the vested beneficiaries of the deposits in respect of what is due to them as of December 31, 2002, those amounts have been offset against the Bank's liability for severance and retirement benefits as of such date.

## Cash equivalents

Cash and cash equivalents used for preparation of the statement of cash flows are as follows:

|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Cash and due from banks | W | 1,039,837 | W | 839,510 | \$ | 866,242 |
| Bonds purchased unde resale agreements |  | 95,000 |  | 485,000 |  | 79,141 |
| Call loans |  | 35,831 |  | 6,233 |  | 29,849 |
|  | W | 1,170,668 | W | 1,330,743 | \$ | 975,232 |

## NOTES TO FINANCIAL STATEMENTS December 31, 2002 ano 2001

## Due to Trust Account

Certain idle trust funds entrusted to the Bank have been transferred to the Bank Account. The Bank accounts for these as due to Trust Account. The Bank pays interest to the Trust Account (approximately 4.3\% in 2002 and 5\% in 2001 per annum) based on predetermined interest rates.

## Trust management fees

The Bank receives trust commissions for managing the trusts, based on the net profit remaining after charging all expenses and provisions and after paying dividends to trust beneficiaries. For certain money trusts which incur losses, the Bank is obligated to reimburse such losses.

## Income taxes

The Bank provides for taxes using the liability method, which reflects the tax effect of tax loss carryforwards and temporary differences between the tax basis of assets and liabilities and their reported amounts in the accompanying financial statements.

Even though the Bank has accumulated tax loss carryforwards of $\$ 157,973$ million (US\$ 131,600 thousand), including accumulated taxable temporary differences as of December 31, 2002 ( $W 312,001$ million as of December 31, 2001), the Bank did not recognize a deferred income tax asset due to the uncertainty of realizing tax benefits in the future.

## Derivative financial instruments

Derivative financial instruments include futures, forwards and swap contracts, and are principally linked to interest rates and foreign exchange rates.

Derivative financial instruments, regardless of whether they are entered for trading or hedging purposes, are valued at fair value. Derivative contracts not meeting the requirements for hedge accounting treatment are classified as trading contracts with gains and losses included in current operations. Derivative contracts qualifying for hedge accounting treatment have unrealized valuation gains and losses recorded as capital adjustments (cash-flow-hedge derivatives) or as other revenues and expenses in current operations in conjunction with recording unrealized gains and losses for underlying assets or liabilities (fair-value-hedge derivatives).

## Per share amounts

Earnings per share of common stock is computed by dividing net income by the weighted average number of shares of common stock outstanding during the year. Ordinary earnings per share is computed by reversing the effect of extraordinary items (net of effect of income taxes), if any.

## Domestic Import Usance Bills

The Bank has certain confirmed and outstanding domestic import usance bills originated from import $\mathrm{L} / \mathrm{Cs}$ issued by the Bank. Prior to 2002, these domestic import usance bills were disclosed as an off-balance sheet item (confirmed acceptances and guarantees). According to new guidance of the FSS effective from December 2002, these are recorded on balance sheet as loans (debit) and borrowings (credit) in foreign currencies, respectively, in the amount of W167,054 million (US\$ 139,165 thousand) as of December 31, 2002.

To conform to the current year's presentation, this reclassification in the amount of $W 140,674$ million was also made to the prior year financial statements.

## Korean GAAP Revisions from 2003

In 2002, the Korean Accounting Standards Board issued certain new accounting statements with the intention to revise Korean GAAP and disclosure rules to meet international practices. The revised accounting standards will apply to Korean companies for the first fiscal year starting after December 31, 2002. Early adoption of the revised accounting standards is allowed. The cumulative effect on prior years of the changes in accounting policies will be charged or credited to either opening retained earnings or the capital adjustment account, as required, with disclosures made on the effect of the changes. The revisions include changes in the areas of revenue recognition, intangibles, property, plant and equipment, interest capitalization, marketable and investment securities, events and transactions occurring after the balance sheet date and convertible securities.

The Bank plans to adopt the revised accounting standards from January 1, 2003. The Bank is currently evaluating the impact that adoption of the revised accounting standards will have on its financial position and results of operations.

## NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001

## 3. Due from banks

Deposits with the Bank of Korea for payment reserves amounting to $W 397,515$ million (US $\$ 331,152$ thousand) as of December 31, 2002 ( $W 223,534$ million as of December 31, 2001), included in due from banks, are restricted as to usage in accordance with the Korean banking law. The Korean banking law requires the Bank to maintain the deposits, based on a certain percentage of total deposits received by the Bank, to meet deposit withdrawals by customers. Due from banks amounting to W84,800 million as of December 31, 2001 was restricted to payments of employees' severance and retirement benefits. In addition, due from banks amounting to $W 540$ million (US $\$ 450$ thousand) as of December 31, 2002 ( $W 7,854$ million as of December 31,2001) is restricted in use in connection with related regulations and contracts.

The term structure of amounts due from banks is as follows:

| Maturity | Korean won in millions |  |  |  | $\begin{aligned} & \text { Translation into } \\ & \text { U. S. dollars } \\ & \text { in thousands (Note 2) } \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Within 1 year | W | 345,062 | W | 243,214 | \$ | 287,456 |
| Over 1 year within 3 years |  |  |  | 6,250 |  |  |
| Over 3 years |  | 408,813 |  | 333,051 |  | 340,564 |
|  | W | 753,875 | W | 582,515 | \$ | 628,020 |

## 4. Securities

Securities held by the Bank as of December 31, 2002 and 2001 are as follows:

|  | 2002 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Interest rate (\%) | Korean won in millions |  | Translation into U. S. dollars in thousands (Note 2) |  |
| TRADING SECURITIES |  |  |  |  |  |
| Equity securities |  | W | 11,061 | \$ | 9,214 |
| Government and public bonds | 5.62 |  | 10,119 |  | 8,430 |
| Finance bonds | 5.42~7.77 |  | 19,452 |  | 16,205 |
| Corporate bonds | 4.71 |  | 9,966 |  | 8,302 |
| Beneficiary certificates | 1.87 |  | 2,483 |  | 2,068 |
|  |  | W | 53,081 | \$ | 44,291 |
| INVESTMENT SECURITIES |  |  |  |  |  |
| Equity securities |  | W | 100,201 | \$ | 83,473 |
| Government and public bonds | 3.0~11.26 |  | 869,362 |  | 724,227 |
| Finance bonds | 4.37~10.57 |  | 1,156,644 |  | 963,549 |
| Corporate bonds | 2.0~15.0 |  | 1,796,753 |  | 1,496,795 |
| Beneficiary certificates | 3.9 |  | 263,922 |  | 219,862 |
| Foreign currency denominated securities | 3.2~3.58 |  | 38,975 |  | 32,468 |
|  |  | W | 4,225,857 | \$ | 3,520,374 |


| NOTES TO FINANCIAL STATEMENTS December 31, 2002 and 2001 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | 2001 |  |
|  |  |  | Interest rate (\%) | Korean won in millions |
| TRADING SECURITIES |  |  |  |  |
| Government and public bonds |  |  | 5.86 | * 14,986 |
| Finance bonds |  |  | 7.77 | 10,304 |
| Beneficiary certificates |  |  | 1.40~2.09 | 3,434 |
|  |  |  |  | W 28,724 |
| INVESTMENT SECURITIES |  |  |  |  |
| Equity securities |  |  |  | \# 72,930 |
| Government and public bonds |  |  | 3.00~11.95 | 817,545 |
| Finance bonds |  |  | $4.32 \sim 10.57$ | 1,414,671 |
| Corporate bonds |  |  | 2.00~15.00 | 1,950,015 |
| Beneficiary certificates |  |  | 0.00~8.94 | 97,961 |
| Foreign currency denominated securities |  |  | $3.67 \sim 7.25$ | 37,305 |
| Other |  |  | 4.98 | 2,138 |
|  |  |  |  | \# 4,392,565 |
| The maturity of securities as of December 2002 and 2001, other than equity securities, are as follows: |  |  |  |  |
|  | Within 1 year | Over 1 year ~ 3 years | $\begin{gathered} \text { Over } \\ 3 \text { years } \end{gathered}$ | Total |
| Trading securities: |  |  |  |  |
| Won currency securities | \# 10,194 | \# 9,258 | W 22,568 | W 42,020 |
| Investment securities: |  |  |  |  |
| Won currency securities | \# 1,968,166 | * 1,715,596 | * 402,919 | \# 4,086,681 |
| Foreign currency denominated securities | 3,602 | 35,373 | - | 38,975 |
|  | 2001 |  |  |  |
| Trading securities: |  |  |  |  |
| Won currency securities | \# 3,434 | \# 25,290 | \# | \# 28,724 |
| Investment securities: |  |  |  |  |
| Won currency securities | 1,678,833 | 1,989,696 | 613,802 | 4,282,331 |
| Foreign currency denominated securities | 13,197 | 23,932 | 176 | 37,305 |




| NOTES TO FINANCIAL STATEMENTS December 31, 2002 and 2001 |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| TRANSLATION INTO U. S. DOLLARS IN THOUSANDS (NOTE 2) | 2002 |  |  |  |  |  |
|  | Within 1 year | Over 1 year $\sim 3$ years |  | Over 3 years |  | Total |
| Won currency loans | \$ 3,751,326 | \$ 1,578,300 | \$ | 768,890 | \$ | 6,098,516 |
| Foreign currency loans | 74,350 | 51,929 |  | 65,546 |  | 191,825 |
| Bills bought in won | 6,300 |  |  |  |  | 6,300 |
| Bills bought in foreign currencies | 112,165 |  |  |  |  | 112,165 |
| Advances for customers | 7 |  |  | 8,974 |  | 8,981 |

Loans to foreign companies as of December 31, 2001, except subsidiaries of Korean companies, amounting to W2,652 million, are all to Indonesian companies. The collectibility of these loans may be affected by the unstable economy in Indonesia and international financial markets.

The amount of loans written off for which the Bank still has legal claims is $W 395,666$ million (US\$ 329,612 thousand) and W333,898 million as of December 31, 2002 and 2001, respectively.

## 6. Fixed assets

Fixed assets as of December 31, 2002 and 2001 consisted of the following:
$\left.\begin{array}{l|r|r|r|r|}\hline & & & \begin{array}{c}\text { Translation into } \\ \text { U. S. dollars }\end{array} \\ \text { in thousands (Note 2) }\end{array}\right)$

At December 31, 2002 and 2001, the value of land, including land held for non-operating purposes, as published by the government for tax administration purposes amounted to $W 132,981$ million (US $\$ 110,781$ thousand) and $W 141,369$ million, respectively.
As of December 31, 2002 and 2001, fixed assets used in operations were insured against losses up to approximately \#127,494 million (US\$106,210 thousand ) and \#140,374 million, respectively.


## NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001

The maturity of deposits from customers as of December 31, 2002 and 2001 are as follows:

| KOREAN WON IN MILLIONS | 2002 |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Within 1 year |  | Over 1 year $\sim 3$ years |  | Over 3 years |  | Total |  |
| Won currency deposits | W | 7,227,887 | W | 492,239 | W | 3,238,182 | W | 10,958,308 |
| Foreign currency deposits |  | 29,722 |  | 2,751 |  | 76,469 |  | 108,942 |
| Negotiable certificates of deposit |  | 35,388 |  | - |  | - |  | 35,388 |
|  | 2001 |  |  |  |  |  |  |  |
| Won currency deposits | \# | 6,857,445 | * | 424,475 | W | 2,704,407 | * | 9,986,327 |
| Foreign currency deposits |  | 30,221 |  |  |  | 59,566 |  | 89,787 |
| Negotiable certificates of deposit |  | 32,643 |  | - |  | - |  | 32,643 |
|  | 2002 |  |  |  |  |  |  |  |
| TRANSLATION INTO U. S. DOLLARS IN THOUSANDS (NOTE 2) |  | Within <br> 1 year |  | $\begin{aligned} & \text { er } 1 \text { year } \\ & 3 \text { years } \end{aligned}$ |  | Over 3 years |  | Total |
| Won currency deposits | \$ | 6,021,232 | \$ | 410,062 | \$ | 2,697,586 | \$ | 9,128,880 |
| Foreign currency deposits |  | 24,760 |  | 2,292 |  | 63,703 |  | 90,755 |
| Negotiable certificates of deposits |  | 29,480 |  | - |  | - |  | 29,480 |

## 9. Borrowings

Borrowings of the Bank as of December 31, 2002 and 2001 are as follows:

|  | Interest rate (\%) | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2002 |  | 2001 |  | 2002 |  |
| Won currency borrowings: |  |  |  |  |  |  |  |
| Borrowings from the Bank of Korea | 2.5 | W | 389,242 | W | 339,118 | \$ | 324,260 |
| Borrowings from local governments | 1.0~8.0 |  | 228,928 |  | 283,303 |  | 190,710 |
| Small and medium industry development finance funds | 4.90~5.68 |  | 210,585 |  | 195,338 |  | 175,429 |
| Borrowing from other banks | 4.20~8.55 |  | 65,243 |  | 95,098 |  | 54,351 |
| Subordinated borrowings | 5.0~6.0 |  | - |  | 85,000 |  | - |
| Other | 2.00~6.25 |  | 70,396 |  | 53,622 |  | 58,644 |
|  |  |  | 964,394 |  | 1,051,479 |  | 803,394 |
| Borrowings in foreign currencies: |  |  |  |  |  |  |  |
| Borrowings from the Bank of Korea |  |  | - |  | - |  | - |
| Borrowings from other banks Libor+(0.22~0.47) |  |  | 491,768 |  | 377,065 |  | 409,670 |
|  |  |  | 491,768 |  | 377,065 |  | 409,670 |
| Drafts and bills sold |  |  | 9,487 |  | 12,750 |  | 7,903 |
| Call money |  |  | 286 |  | 21,466 |  | 238 |
| Bonds sold under repurchase agreements |  |  | 53,566 |  | 97,032 |  | 44,624 |
|  |  | W | 1,519,501 | W | 1,559,792 | \$ | 1,265,829 |



## NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001

The subordinated debentures totaling $W 216,000$ million above, bear interest based on a monthly floating rate $(7.34 \%$ per annum as of December 31, 2001) as determined by the Committee of Public Funds, and interest was payable quarterly in arrears. The above subordinated debentures were redeemed early in 2002.
The Bank issued bonds with warrants amounting to $\# 300,000$ million with a present value discount of W299,678 million on June 29, 1999. The face value of each bond is denominated into $\# 10,000$ (US\$8.33) and the issuance value is $\# 10$ (US $\$ 0.83$ cents) per bond. Bonds with warrants are scheduled to be repaid on June 29, 2049 at face value. Face value includes interest calculated at a compound rate of $15 \%$ per annum on the issuance value ( $\$ 10$ per bond). On July 2, 2002, the Bank redeemed all the bonds with warrants by exercising a call option that the Bank can redeem early at W15 (US $\$ 1.25$ cents) per bond on June 30, 2002.
The bond holders had the right to require the Bank to issue two shares of common stock at par value for each bond from September 30, 1999 through June 29, 2002. After issuance of the bonds, the bond holders exercised warrants resulting in the issuance of $51,643,650$ common shares.

## 11. Other liabilities

Other liabilities at December 31, 2002 and 2001 consisted of the following:

|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Accrued interest payable | W | 189,098 | W | 203,217 | \$ | 157,529 |
| Unremitted agency collections |  | 17,155 |  | 23,180 |  | 14,291 |
| Accounts payable-other | W | 94,223 | W | 35,887 | \$ | 78,493 |
| Domestic exchange settlement credits |  | 87,145 |  | 50,432 |  | 72,597 |
| Unearned income |  | 19,244 |  | 18,441 |  | 16,032 |
| Allowance for acceptances and guarantees |  | 72 |  | 7,228 |  | 60 |
| Others |  | 66,486 |  | 77,137 |  | 55,387 |
|  | W | 473,423 | W | 415,522 | \$ | 394,389 |

## 12. Stockholders' equity

## Common stock

The Bank has 400 million shares of authorized common stock of which $146,683,650$ shares are issued and outstanding as of December 31, 2002. The par value of common stock is $W 5,000$ (US $\$ 4.17$ ) and paid-in capital is $W 733,418$ million (US\$610,978 thousand) as of December 31, 2002.
In 2002, the Bank issued 51,638,486 shares of common stock at par value to bondholders in connection with exercising stock warrants ( 5,164 shares up to 2001).

## NOTES TO FINANCIAL STATEMENTS December 31, 2002 ano 2001

## Capital adjustment account

At December 31, 2002 and 2001, the capital adjustment account consisted of the following:

|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Discount on stock issuance | W | - | W | $(1,603)$ | \$ | - |
| Gain on valuation of investment securities |  | 14,564 |  | 3,768 |  | 12,133 |
| Stock options |  | 380 |  | 172 |  | 316 |
|  | W | 14,944 | W | 2,337 | \$ | 12,449 |

The Bank has granted stock options which may be settled by the issuance of additional shares or by cash payments equal to the difference between market values and exercise prices. Details of outstanding stock options granted by the Bank as of December 31, 2002 are as follows.

| Options granted <br> and outstanding | Grant date | Exercise price | Exercise period |
| :---: | :---: | :---: | :---: |
| 152,281 shares | March 25,2000 | $W 5,000$ per share | March $25,2003 \sim$ March 24,2006 |
| 100,000 shares | July 14,2000 | March 10,2001 | Maly $14,2003 \sim$ July 13,2006 |
| 93,369 shares | March 15,2002 | $W 5,000$ per share | March $10,2004 \sim$ March 9,2007 |
| 60,000 shares | $W 5,020$ per share | March $15,2004 \sim$ March 14,2007 |  |

For the representative director, the number of shares granted will be adjusted according to management performance. The options are exercisable after 3 years from the grant date and expire 6 years from the grant date.

## 13. Disposal of loans

For past several years, the Bank sold its loans primarily to Korean Asset Management Corporation ("KAMCO"). In accordance with the KAMCO contract, the sales price set when the contract is done is preliminary and subject to final settlement. Accordingly, the gain (loss) on sale of loans will be adjusted based on the final sales value to be determined upon final settlement.

The long-term loans restructured through court receivership, court mediation, workout plans, etc. were sold under repurchase agreements under which the Bank should repurchase the loans sold even after the sales price is finally settled, if the debtor fails to meet the adjusted repayment schedules. The outstanding balance of loans sold under such repurchase agreements as of December 31, 2002 and 2001 amounted to $\# 44,974$ million (US $\$ 37,466$ thousand) and $\# 92,664$ million, respectively. The Bank may incur losses from the repurchase of these loans in the future.

The Bank provided a provision amounting to $\# 13,716$ million (US $\$ 11,426$ thousand) for these losses as of December 31, 2002. In connection with the above agreement, securities amounting to $W 43,606$ million (US $\$ 36,326$ thousand) have been placed with KAMCO as security.

## 14. Income taxes

Up to December 31, 2001, the Bank had been subject to corporate income taxes, including resident surtax, at aggregate rates of $17.6 \%$ on taxable income up to $\# 100$ million and $30.8 \%$ on taxable income in excess of 100 million. Starting on January 1 , 2002 , such tax rates are reduced resulting in revised aggregate rates of $16.5 \%$ and $29.7 \%$, respectively

A reconciliation of income before income taxes for financial reporting purposes and taxable income for corporate income tax reporting purposes is summarized as follows (2002 amounts are preliminary and 2001 amounts are final based on the Bank's corporate income tax return filed in March 2002):

## NOTES TO FINANCIAL STATEMENTS December 31, 2002 and 2001

| NOTES TO FINANCIAL STATEMENTS December 31, 2002 and 2001 |  |  |  |
| :---: | :---: | :---: | :---: |
|  | Korean won in millions |  | Translation into U.S. dollars in thousands (Note 2) |
|  | 2002 | 2001 | 2002 |
| Income before income taxes per the accompanying income statements | \# 148,024 | \# 52,301 | \$ 123,312 |
| Permanent differences: |  |  |  |
| Entertainment | 2,724 | 1,113 | 2,269 |
| Other, net | 3,265 | $(7,523)$ | 2,720 |
|  | 5,989 | $(6,410)$ | 4,989 |
| Temporary differences (net): |  |  |  |
| Accrued interest income on securities | $(16,712)$ | 16,079 | $(13,922)$ |
| Valuation gain on securities, net | 46,711 | $(18,042)$ | 38,913 |
| Severance and retirement benefit | 744 | $(8,011)$ | 620 |
| Loan restructuring | $(6,200)$ | $(23,472)$ | $(5,165)$ |
| Other, net | 8,115 | 17,686 | 6,760 |
|  | 32,658 | $(15,760)$ | 27,206 |
| Taxable income before utilization of tax loss carryforward | 186,671 | 30,131 | 155,507 |
| Utilization of tax loss carryforward | $(186,671)$ | $(30,131)$ | $(155,507)$ |
| Taxable income after utilization of tax loss carryforward | W | W | \$ |
| Deferred income taxes reflect the net tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax reporting purposes. Significant changes in cumulative (taxable) temporary differences for the year ended December 31, 2002 are as follows (Korean won in millions): |  |  |  |
| Temporary differences | Beginning balances (*) | Net increase (decrease) | Ending balances |
| Valuation loss on securities, net | \# 9,590 | * 46,711 | * 56,301 |
| Accrued interest on securities | $(88,257)$ | $(16,712)$ | $(104,969)$ |
| Loan restructuring | 32,295 | $(6,200)$ | 26,095 |
| Allowance for loan losses | 17,867 | 21,543 | 39,410 |
| Other, net | 41,341 | $(12,699)$ | 28,642 |
|  | \# 12,836 | W 32,643 | \# 45,479 |

${ }^{(*)}$ The amounts are different from those in the prior year's audit report to reflect the 2001final tax return filed in March 2002.
The Bank has accumulated tax losses of $W 112,494$ million (US $\$ 93,714$ thousand) at December 31, 2002 which may be carried forward and offset against future taxable income, if any, through the year 2003.
The Bank did not recognize a deferred income tax asset arising from accumulated tax losses, net of taxable temporary differences as of December 31, 2002 and 2001 due to the uncertainty in realizing such accumulated tax losses in the future.

## NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001

## 15. Per share amounts

The Bank's primary and diluted earnings per share ("EPS") for the years ended December 31, 2002 and 2001 were calculated as follows (Korean won in units):

|  | 2002 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Ordinary income |  | Net income |  |
| Income after deducting related income tax expense | \# | 148,024,494,916 | W | 148,024,494,916 |
| Weighted average number of shares of common stock outstanding |  | 124,691,871shares |  | 124,691,871shares |
| Primary EPS | W | 1,187 | W | 1,187 |
| Effect of dilutive securities: |  |  |  |  |
| Bonds with warrants |  | (15) |  | (15) |
| Diluted EPS | W | 1,172 | W | 1,172 |
|  | 2001 |  |  |  |
|  | Ordinary income |  | Net income |  |
| Income after deducting related income tax expense | W | 52,301,128,417 | W | 52,301,128,417 |
| Weighted average number of shares of common stock outstanding |  | 95,045,163 shares |  | 95,045,163 shares |
| Primary EPS | W | 550 | W | 550 |
| Effect of dilutive securities: |  |  |  |  |
| Bonds with warrants |  | - |  | - |
| Diluted EPS | W | 550 | W | 550 |

In 2001, because the average market price of common stock of the Bank since the issuance of bonds with warrants has been lower than the exercise price of the attached warrants, bonds with warrants were not considered as dilutive shares.

## 16. Cash dividends

Cash dividends for 2002 are as follows:

|  | Dividends |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Number of shares outstanding | Dividends <br> per share <br> $(6 \%$ of par value) | Korean won in <br> millions | Translation into <br> U. S. dollars <br> in thousands (Note 2) |  |  |  |
| $146,683,850$ | $W$ | 300 | W | 44,005 | $\$$ | 36,659 |

## 17. Related party transactions

Transactions in 2002 and 2001 and resulting outstanding balances as of December 31, 2002 and 2001 with Lotte Capital Ltd. ("Lotte") , Pueun Futures Co., Ltd.("Pueun") and Mybi Co.,Ltd.("Mybi"), which are subsidiaries of the Bank, are as follows:



| NOTES TO FINANCIAL STATEMENTS december 31, 2002 and 2001 |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
|  | 2002 |  | 2001 |  | 2002 |  |
| Acceptances and guarantees | W | 249,283 | W | 231,943 | \$ | 207,667 |
| Contingent acceptances and guarantees |  | 211,781 |  | 206,382 |  | 176,425 |
| Bills endorsed |  | 265 |  | 169 |  | 221 |
| Interest rate futures contracts - sold |  | 19,063 |  | - |  | 15,881 |
| Interest rate swap contracts - sold |  | - |  | 13,261 |  | - |
| Interest rate swap contracts - purchased |  | - |  | 12,654 |  | - |
| Currency swap contracts - sold |  | 28,183 |  | 23,194 |  | 23,478 |
| Currency swap contracts - purchased |  | 27,909 |  | 23,320 |  | 23,250 |
| Currency forward contracts - sold |  | 4,611 |  | 133 |  | 3,841 |
| Currency forward contracts - purchased |  | 3,001 |  | - |  | 2,500 |
| Currency futures contracts - purchased |  | 1,801 |  | - |  | 1,500 |
| Disposal of loans under repurchase agreement |  | 44,974 |  | 92,664 |  | 37,466 |

The Bank is a defendant or plaintiff to various lawsuits arising out of normal bank activities. In the opinion of the Bank's management, the final resolution of these matters will not have a material effect on the Bank's financial statements.

## Guaranteed trusts

Certain money trust agreements require the Bank (as trust manager) to guarantee a minimum trust profit or to reimburse trusts for the loss from impairment of principal balances of guaranteed trusts. Money trusts under such agreements amounted to W238,557 million (US\$ 198,731 thousand) and W208,730 million as of December 31, 2002 and 2001, respectively, and the Bank has received trust management fees amounting to $W 8,540$ million (US\$ 7,114 thousand) and $W 2,245$ million from such money trusts for the years ending December 31, 2002 and 2001, respectively.
In connection with guaranteed trusts, the Bank compensated W22,009 million to trusts in 2001.

## Contract with Busan Metropolitan City

The Bank entered into an agreement with Busan City under which the Bank will manage the City Government's Budgetary Funds for 3 years starting from January 1, 2001.

## 20. The Korean economy

In response to general unstable economic conditions, the Korean government and the private sector have been implementing structural reforms to historical business practices. Implementation of these reforms is continuing. The Korean government continues to apply pressure to Korean companies to restructure into more efficient and profitable firms. The Bank may be either directly or indirectly affected by these general unstable economic conditions and the reform program described above.

The accompanying financial statements reflect management's current assessment of the impact to date of the economic situation on the financial position of the Bank. Actual results may differ materially from management's current assessment.

## INDEPENDENT AUDITORS' REPORT (rus taccounts)

## <compat>ᄏ<compat>ᅵ Young What

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## Chief Executive Officer and Trust Beneficiaries of Pusan Bank

We have audited the accompanying balance sheets of Pusan Bank's trust accounts ("the Trust") at December 31, 2002 and 2001, and the related statements of operations and cash flows for the years then ended. These financial statements are the responsibility of Pusan Bank's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the Republic of Korea. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above, expressed in Korean won, present fairly, in all material respects, the financial position of the Trust at December 31, 2002 and 2001 and the results of its operations and cash flows for the years then ended in conformity with the Korean Trust Business Act, related regulations and accounting principles generally accepted in the Republic of Korea.

The amounts expressed in United States dollars, provided solely for the convenience of the reader, have been translated on the basis described in Note 1 to the accompanying financial statements.

Accounting principles and auditing standards and their application in practice vary among countries. The accompanying financial statements are not intended to present the financial position, results of operations and cash flows in accordance with accounting principles and practices generally accepted in countries other than the Republic of Korea. In addition, the procedures and practices utilized in the Republic of Korea to audit such financial statements may differ from those generally accepted and applied in other countries. Accordingly, this report and the accompanying financial statements are for use by those who are knowledgeable about Korean accounting principles and auditing standards and their application in practice.


January 24, 2003


See accompanying notes.

| STATEMENTS OF OPERATIONS (trustaccounts) <br> Years ended December 31, 2002 and 2001 |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
|  | 2002 |  | 2001 |  | 2002 |  |
| Operating income: |  |  |  |  |  |  |
| Interest on deposits | W | 2 | * | 3,407 | \$ | 2 |
| Interest on marketable securities |  | 114,348 |  | 90,659 |  | 95,258 |
| Interest on loans and bills discounted |  | 5,694 |  | 13,740 |  | 4,743 |
| Interest on call loans |  | 1,076 |  | 1,532 |  | 896 |
| Interest on bonds purchased under resale agreements |  | 237 |  | 812 |  | 197 |
| Gain on disposal of marketable securities |  | 16,048 |  | 12,548 |  | 13,369 |
| Gain on disposal of loans |  | 611 |  | 4,255 |  | 509 |
| Interest on due from Bank Account (Pusan Bank) |  | 3,942 |  | 3,012 |  | 3,284 |
| Reversal of allowance for loan losses |  | 2,067 |  | 333 |  | 1,722 |
| Subsidies from Pusan Bank |  | - |  | 22,009 |  | 0 |
| Other |  | 22,046 |  | 2,305 |  | 18,366 |
|  |  | 166,071 |  | 154,612 |  | 138,346 |
| Operating expenses: |  |  |  |  |  |  |
| Trust management fees to Pusan Bank |  | 29,392 |  | 15,961 |  | 24,485 |
| Write-off of loan |  | - |  | 13,789 |  | - |
| Loss on disposal of marketable securities |  | 8,743 |  | 1,565 |  | 7,283 |
| Loss on disposal of loans |  | - |  | 10,120 |  | - |
| Provision for loan losses |  | 215 |  | 6,928 |  | 179 |
| Other |  | 23,548 |  | 8,641 |  | 19,617 |
|  |  | 61,898 |  | 57,004 |  | 51,564 |
| Distribution to money trust certificate holders | W | 104,173 | * | 97,608 | \$ | 86,782 |
| See accompanying notes. |  |  |  |  |  |  |

## STATEMENTS OF CASH FLOWS (trustaccounts)

Years ended December 31, 2002 and 2001

|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Cash flows from operating activities: |  |  |  |  |  |  |
| Items not affecting cash and cash equivalents: |  |  |  |  |  |  |
| Loss (gain) on disposal of loans, net | \# | (611) | W | 5,865 | \$ | (509) |
| Gain on disposal of marketable securities, net |  | $(7,305)$ |  | $(10,983)$ |  | $(6,085)$ |
| Provision for loan losses, net of reversal |  | $(1,852)$ |  | 6,595 |  | $(1,543)$ |
| Valuation loss (gain) on marketable securities, net |  | (519) |  | 1,395 |  | (432) |
| Other, net |  | $(2,028)$ |  | $(1,845)$ |  | $(1,690)$ |
| Changes in operating assets and liabilities: |  |  |  |  |  |  |
| Decrease (increase) in accrued interest receivable |  | 11,961 |  | $(12,199)$ |  | 9,964 |
| Increase in undistributed trust income |  | 21,768 |  | 20,953 |  | 18,134 |
| Other, net |  | 6,399 |  | 1,403 |  | 5,331 |
| Total adjustments |  | 27,813 |  | 11,184 |  | 23,170 |
| Net cash provided by operating activities |  | 27,813 |  | 11,184 |  | 23,170 |
| Cash flows from investing activities: |  |  |  |  |  |  |
| Decrease in loans |  | 43,037 |  | 94,285 |  | 35,852 |
| Increase in marketable securities |  | $(191,725)$ |  | $(632,322)$ |  | $(159,717)$ |
| Net cash used in investing activities |  | $(148,688)$ |  | $(538,037)$ |  | $(123,865)$ |
| Cash flows from financing activities: |  |  |  |  |  |  |
| Decrease in borrowings |  | $(36,894)$ |  | $(11,770)$ |  | $(30,735)$ |
| Increase in Money Trust Certificates |  | 202,032 |  | 492,808 |  | 168,304 |
| Net cash provided by financing activities |  | 165,138 |  | 481,038 |  | 137,569 |
| Net Increase (decrease) in cash and cash equivalents |  | 44,263 |  | $(45,815)$ |  | 36,874 |
| Cash and cash equivalents at the beginning of year (Note 1) |  | 113,802 |  | 159,617 |  | 94,803 |
| Cash and cash equivalents at the end of year (Note 1) | W | 158,065 | W | 113,802 | \$ | 131,677 |

[^1]
## NOTES TO FINANCIAL STATEMENTS (TRUstaccounts)

December 31, 2002 and 2001

## 1. Summary of significant accounting policies and basis of financial statements

The books of accounts and financial statements in connection with trust operations are maintained separately from those of the Bank Account according to the Korean Trust Business Act.

## Basis of financial statements

The Trust maintains its official accounting records in Korean won and prepares its statutory financial statements in the Korean language in conformity with the Korean Trust Business Act, related regulations and accounting principles generally accepted in the Republic of Korea ("Korean GAAP"). Certain accounting principles applied by the Trust that conform with financial accounting standards and accounting principles in the Republic of Korea may not conform with generally accepted accounting principles in other countries. Accordingly, these financial statements are intended for use by those who are informed about Korean accounting principles and practices.

For the convenience of the reader, in preparing the accompanying financial statements, certain reclassifications and changes in statement format and extent of disclosures have been made to the financial statements issued in the Korean language for domestic statutory purposes.

The preparation of financial statements in conformity with applicable regulations and financial accounting standards requires management to make estimates and assumptions that affect the amounts reported therein. Due to the inherent uncertainty involved in making estimates, actual results could differ from those estimates.

## Basis of translating the financial statements

For the convenience of the reader, the financial statements expressed in Korean won have been translated into United States dollars at $\# 1,200.4$ : US $\$ 1$, the prevailing exchange rate at December 31, 2002. This translation should not be construed as a representation that any or all of the amounts stated in Korean won could have been converted to United States dollars at this or any other rate.

## Allowance for loan losses

The Trust provides an allowance for loan losses based on overall consideration of the factors affecting a borrower's ability to repay loans such as the period since default had occurred, the borrower's business, insolvency status, financial status and future cash flows. The Trust applies different credit loss reserve ratios corresponding to the collectibility of loans outstanding at December 31, 2002 and 2001. The reserve percentages range from $0.5 \%$ to $100 \%$ based on collectibility.

## Recognition of interest income

Interest income on loans and securities is recognized on an accrual basis, while interest income on overdue and dishonored loans or securities, except for those secured and guaranteed by other financial institutions, is recognized on a cash basis. Interest income on overdue and dishonored loans or securities, which is not recognized, amounted to $\# 1,877$ million (US\$1,564 thousand) and $\# 6,695$ million as of December 31, 2002 and 2001, respectively.

## Securities valuation

Securities included in the Specified Investment Objective Trust are stated at cost; all other securities are stated at market value. However, bonds included in trusts other than the Specified Investment Objective Trust acquired prior to November 15, 1998 are stated at cost in accordance with the interim measures of the revised trust regulations.

## Due from Bank Account

Certain trust funds which are not invested in loans and securities have been transferred to the Bank. These deposits are accounted for as amounts due from Bank Account and the Trust receives interest (approximately 4.3\% in 2002 and 5\% in 2001 per annum) based on predetermined interest rates from the Bank.

## Subsidies from the Bank

Certain money trust agreements provide that the Bank guarantees a principal amount of trust deposits or a minimum rate of return.

In relation to such guarantees, the Trust is required to set up a special reserve equal to $25 \%$ of trust fees until the total reserve equals $5 \%$ of the related money trust balance. If income from trust operations is insufficient to generate the guaranteed rate of return, the deficiency will be recovered from previously established special reserves and then compensated by the Bank if special reserves are insufficient. During the year ended December 31, 2001, W22,009 of such deficiencies were compensated by the Bank.

## NOTES TO FINANCIAL STATEMENTS (trustaccounts) <br> December 31, 2002 and 2001

## Calculation of Trust Profits

Trust profits are calculated under one of the two following methods depending on the trust agreement: yield calculation method and standard price method.

Under the yield calculation method, the trust profits are calculated using the following formulas:
Trust profits $=$ Trust deposit balance $\times$ Average yield rate

* Average yield rate $=\frac{\text { Accumulated daily yield rate }}{\text { Number of days }}$ for a calculation period
* Daily yield rate $=\frac{\text { Daily profit calculated }}{\text { Outstanding interest bearing assets balance }}-$ Predetermined trust management fee rate
* Daily profit calculated $=$ Interest revenue $\pm$ Realized gain (loss) from securities transactions
- Provision for loan and securities losses - Other expenses

Trust profits, net of withholding taxes, are periodically (every six months or one year, or at termination) distributed to depositors by adding to the depositors' principal balance.

Under the standard price method, depositors are entitled to the standard price per share which is calculated daily as follows:
Standard price $=$ Net assets $\div$ Total number of shares of each trust

## Trust management fees (net operating income)

The Trust Account pays trust management fees for managing the trusts. The amount is determined in accordance with relevant laws and regulations applicable to trust operations.

## Securities Investment Trusts

The Bank acts as a custodian of assets and liabilities of securities investment trusts which are managed by securities investment trust companies. The Bank receives predetermined fees from the securities investment trust companies and does not bear any risk from results of operations of those securities investment trusts. According to the Korean Trust Business Supervisory Regulations, the securities investment trusts are excluded from the 2002 and 2001 financial statements of the Trust Account.
The amounts of the securities investment trusts are $\$ 6,314,812$ million (US $\$ 5,260,590$ thousand) and $\$ 6,628,632$ million as of December 31, 2002 and 2001, respectively.

## Cash and cash equivalents

Cash and cash equivalents used for preparation of the statement of cash flows are as follows:

|  | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2002 |  | 2001 |  | 2002 |  |
| Cash and deposits | * | - | W | 90 | \$ | - |
| Due from Bank Account | 158,065 |  | 113,712 |  | 131,677 |  |
|  | W | 158,065 | W | 113,802 | \$ | 131,677 |

## NOTES TO FINANCIAL STATEMENTS (TRUstaccounts)

December 31, 2002 and 2001

## 2. Marketable securities

Securities held by the Trust Account as of December 31, 2002 and 2001 are as follows:

|  | Interest rate (\%) | Korean won in millions |  |  |  | Translation into U. S. dollars in thousands (Note 2) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | 2002 |  | 2001 |  | 2002 |
| Equity securities |  | W | 33,619 | W | 15,044 | \$ | 28,006 |
| Government and public bonds | 4.00~6.00 |  | 159,233 |  | 220,290 |  | 132,650 |
| Finance bonds | 5.00~9.58 |  | 160,285 |  | 82,786 |  | 133,526 |
| Corporate bonds | 4.50~15.00 |  | 1,133,522 |  | 919,989 |  | 944,287 |
| Other | 4.93~18.00 |  | 122,757 |  | 171,758 |  | 102,264 |
|  |  | W | 1,609,416 | W | 1,409,867 | \$ | 1,340,733 |

## 3. Derivative financial instruments

As of December 31, 2002, the Trust has derivative financial instruments comprised of forward contracts amounting to \#86,160 million (US\$71,776 thousand) to sell government bonds for hedging purposes.

## 4. Money Trusts <br> Money Trusts outstanding at December 31, 2002 and 2001 are as follows:

|  | 2002 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Korean won in millions |  | Distribution rates per annum (\%) | Translation into U. S. dollars in thousands (Note 2) |  |
| Non-specified Money Trust | * | 191 | 1.96~12.02 ${ }^{*} 1$ ) | \$ | 159 |
| Development Money Trust |  | 10 | 1.00~2.26(*1) |  | 8 |
| Elderly Living Pension Trust |  | 8,828 | (*2) |  | 7,354 |
| Personal Pension Trust |  | 141,923 | (*2) |  | 118,230 |
| Installment Trust |  | 20,372 (*3) | (*4) |  | 16,971 |
| Household Trust |  | 24,192 (*3) | (*4) |  | 20,153 |
| Corporate Trust |  | 2,117 (*3) | (*4) |  | 1,764 |
| National Stock Trust |  | 860 | (*4) |  | 716 |
| Household Long-term Trust |  | 118,428 | (*4) |  | 98,657 |
| Employee Premium Trust |  | 15,716 | (*4) |  | 13,093 |
| New Installment Trust |  | 100,760 | (*4) |  | 83,939 |
| Unit Money Trust |  | 39,681 | (*4) |  | 33,057 |
| Specified Investment Objective Trust |  | 450,310 | (*4) |  | 375,133 |
| Open type Money Trust |  | 767,291 | (*4) |  | 639,196 |
| Retirement Trust |  | 72,557 | (*2) |  | 60,444 |
| New Personal Pension Trust |  | 795 | (*2) |  | 662 |
| Pension Trust |  | 2,845 | (*2) |  | 2,370 |
|  |  | * 1,766,876 |  | \$ | 1,471,906 |

[^2]| NOTES TO FINANCIAL STATEMENTS (Trust accounts) December 31, 2002 and 2001 |  |  |  |
| :---: | :---: | :---: | :---: |
|  |  | 2001 |  |
|  |  | Korean won in millions | Distribution rates per annum (\%) |
| Non-specified Money Trust | W | 189 | 4.74~15.37(*1) |
| Development Money Trust |  | 249 | 3.91~12.71 (*1) |
| Elderly Living Pension Trust |  | 10,575 | (*2) |
| Personal Pension Trust |  | 130,756 | (*2) |
| Installment Trust |  | 34,252 (*3) | (*4) |
| Household Trust |  | 30,565 (*3) | (*4) |
| Corporate Trust |  | 2,778 (*3) | (*4) |
| National Stock Trust |  | 922 | (*4) |
| Household Long-term Trust |  | 162,879 | (*4) |
| Employee Premium Trust |  | 25,600 | (*4) |
| New Installment Trust |  | 162,071 | (*4) |
| Unit Money Trust |  | 16,671 | (*4) |
| Specified Investment Objective Trust |  | 439,850 | (*4) |
| Open type Money Trust |  | 494,651 | (*4) |
| Retirement Trust |  | 51,210 | (*2) |
| New Personal Pension Trust |  | 572 | (*2) |
| Pension Trust |  | 1,054 | (*2) |
| \# 1,564,844 |  |  |  |
| (*1) For these trusts, the Bank has guaranteed a minimum trust profit and to reimburse principal balance impairments. <br> (*2) The Bank has guaranteed to reimburse principal balance impairments. <br> (*3) W5,135 million of Installment Trust, W8,232 million of Household Trust and W757 million of Corporate Trust are guaranteed against principal balance impairments. <br> (*4) Based on actual operating results. |  |  |  |

## 5. Disposal of loans

For the past several years, the Trust Account sold its loans to Korea Asset Management Corporation ("KAMCO"). In accordance with the KAMCO contract, the sales price set when the contract was done is preliminary and subject to final settlement. Accordingly, the gain (loss) on sale of loans will be adjusted based on the final sales value to be determined at settlement.

The long-term loans restructured by court receivership, court mediation and workout plans, etc. were sold under repurchase agreements under which the Trust Account should repurchase the sold loans even after the sales price is finally settled if the debtor fails to meet the adjusted repayment schedules. The outstanding balance of loans sold under such repurchase agreement as of December 31, 2002 and 2001 amounted to $W 22,200$ million (US $\$ 18,494$ thousand) and $W 28,982$ million, respectively. The Trust Account may suffer losses from the repurchase of these loans in the future.

The amount of loans written off for which the Trust Account still has legal claims is W73,083 million (US\$60,882 thousand) and $W 9,565$ million as of December 31, 2002 and 2001, respectively.

## 6. The Korean economy

In response to general unstable economic conditions, the Korean government and the private sector have been implementing structural reforms to historical business practices. Implementation of these reforms is continuing. The Korean government continues to apply pressure to Korean companies to restructure into more efficient and profitable firms. The Trust may be either directly or indirectly affected by these general unstable economic conditions and the reform program described above.
The accompanying financial statements reflect management's current assessment of the impact to date of the economic situation on the financial position of the Trust. Actual results may differ materially from management's current assessment.

## Organization Chart

| Retail Banking Division | Retail Banking Planning Team Retail Banking Business Team Electronic Banking Team Credit Card Banking Team Call Center Team | Retail Banking Br./SubBr. |
| :---: | :---: | :---: |
| Corporate Banking Division | Corporate Banking Planning Team Corporate Banking Business Team International Business Operation Team | Corporate Banking Br./Sub-Br. |
| Capital Market Division | Treasury Team Securities Management Team International Banking Team |  |
| Information Technology Division | Information Technology Planning Team <br> Information Technology Operation Team1 Information Technology Operation Team2 <br> I.T. Quality Management Team |  |

[^3]
## Board of Directors



## Executive Directors and Auditor

1_ Shim, Hoon
Chairman of the Board of Directors \& President
2. Park, Kie-tae

Director \& Deputy President
3_ Lee, Jang-ho Director \& Deputy President

4_ Kim, Jong-soo Standing Auditor
5_ Cho, Bong-jae
Senior Executive Vice President
6_ Kim, Chang-go
Senior Executive Vice President
7_ Lim, Chai-hyun
Senior Executive Vice President
8_ Jung, Sung-tae
Senior Executive Vice President
9_ Bae, Tae-kyun
Executive Vice President


## Non-standing Directors

Ha, Young-chul
General Director / Lotte Confectionery Co.,Ltd.

## Park, Sung-dong

President / Parkland Co., Ltd.

Kim, Si-seung
Lawyer / Kim Si-seung Law-office

## Shin, Pan-kug

President / Korea Steel Shapes Co., Ltd.

## Shin, Jung-taek

President / Saewoon Steel Co., Ltd.
Eun, Soong-pyo
Professor / Shila University

## International Banking Directory

International Banking Team

Address : Kumseki Bldg., 4th FL., 16, 1-ga, Ulchi-ro, Chung-gu, Seoul 100-191, Korea P.O. Box 3899 Seoul
Tel : (82) (2) -758-6322 / 6300
Fax : (82) (2) -758-6399 / 6399
Telex : K27605 PUSANBANK
BIC : PUSBKR2PINT
e-mail : nextdoor@pusanbank.co.kr


Jung, Yon-joo
General Team Manager


Senior Deputy General Manager
Park, Suk-moon
Deputy General Manager
Joo, Young-uk
Sung, Dong-hwa
Jung, Dong-eui
Senior Assistant General Manager
Choi, Keun-hwan
Lee, Hyung-jin
Song, Tae-hoon
Jung, Hee-jung

International Business Operation Team

Address : 25-2, 4-ga, Chungangdong, Chung-gu, Busan 600-014,
Korea P. O. Box 131 Busan
Tel : (82) (51)-469-0181 / 8
Fax : (82) (51)-464-2739
Telex : K53392 PUSANBK
BIC : PUSBKR2P
e-mail : pusbkr@pusanbank.co.kr


Lee, Soon-hee
General Team Manager


Senior Deputy General Manager

## Kim, Won-tae

Deputy General Manager
Youn, Jong-hwan
Senior Assistant General Manager
Song, Chul-ho
Kim, Cheong-ho
Youn, Ga-bum
Chang, Sung-ho
Shin, Gi-hwa
Moon, Young-sin

Standard Settlement Instructions (BANK NAME A/C NO. SWIFT PLACE)

## USD

Bank of America 655-00-94495 BOFAUS3N New York HSBC Bank USA 000-03030-9 MRMDUS33 New York Wachovia Bank 2000191022429 PNBPUS3NNYC New York Standard Chartered Bank 3582-040960-001 SCBLUS33 New York
Union Bank of California 96-107771-1121 BOFCUS33SFO San Francisco
Bank of New York 890-0067-683 IRVTUS3N New York JP Morgan Chase Bank 001-1-542636 CHASUS33 New York
American Express Bank 120-246 AEIBUS33 New York UFJ Bank 1026-1030/1-01 SANWJPJT Tokyo

JPY
American Express Bank 313000409 AEIBJPJT Tokyo Standard Chartered Bank 2110371110 SCBLJPJT Tokyo Union Bank of California 16-107771-1121 BOFCJPJT Tokyo UFJ Bank 1026-1030/1-5 SANWJPJT Tokyo
Sumitomo Mitsui Banking Corp. 3157 SMBCJPJT Tokyo Bank of Tokyo-Mitsubishi 653-0409766 BOTKJPJT Tokyo

## GBP

Korea Exchange Bank 206078-GBP KOEXGB2L London HSBC Bank PLC 35435935 MIDLGB22 London

## EUR

American Express Bank 18005506 AEIBDEFX Frankfurt
Banca Nazionale del Lavoro 253227 BNLIITRR Rome
Standard Chartered Bank 01708607596 SCBLGB2L London
CHF
UBS AG 0230-87106.05P UBSWCHZH80A Zurich

## DKK

Danske Bank 3007536712 DABADKKK Copenhagen
SEK
Nordea Bank, SWD 3952907721 NDEASESS Stockholm

## HKD

Standard Chartered Bank 411-094-0105-9 SCBLHKHH Hong Kong

## SGD

Korea Exchange Bank 1-01778 KOEXSGSG Singapore
IDR
Standard Chartered Bank 0100055486 SCBLIDJX Jakarta

## CAD

The Bank of Nova Scotia 0282111 NOSCCATT Toronto

## NZD

ANZ Bank 835504.00001 ANZBNZ22 Wellington

## AUD

National Australia Bank SKOR-14 NATAAU33033
Melbourne
NOK
Korea Exchange Bank 963-THR-108-14-1 K0EXKRSE Seoul

## Domestic Subsidiaries

## Pueun Futures Co., Ltd.

| Address | : 10th FL., Pusan Chamber of Commerce \& Industry Bldg., Bumcheon 1-dong, Busanjin-gu, Busan 614-721, Korea |
| :---: | :---: |
| Tel | : (82)-(51)-643-4900 |
| Fax | : (82)-(51)-643-4939 |
| Paid-in capital | : W15,000 million |
| Holding share | : 100\% |
| Lotte Capital Co., Ltd. |  |
| Address | : 14th FL., Sungdam Bldg., 142-35, Samsung-dong, Kangnam-gu, Seoul 135-090 Korea |
| Tel | : (82)-(2)-566-7600 |
| Fax | : (82)-(2)-566-8433 |
| Paid-in capital | : W40, 000 million |
| Holding share | : 38.50\% |

Mybi Co., Ltd.
Address : 12th FL., Woosin Bldg., 830-266 Beomil 2-dong, Dong-gu, Busan
Tel : (82)-(51)-635-1010
Fax : (82)-(51)-637-2727
Paid-in capital : $W 7,260$ million
Holding share : 28.93\%

Korea Lease Financing Co., Ltd.
Address : 15th FL., Seorin Bldg., 88 Seorin-dong, Jongno-gu, Seoul
Tel : (82)-(2)-398-4114
Fax : (82)-(2)-398-4119
Paid-in capital : $W 20,000$ million
Holding share : 17.38\%

## Chronology

Oct. 10, 1967
Oct. 25, 1967
Feb. 1, 1968
Jun.15, 1972
May 2, 1983
Jun. 1, 1985
Apr. 13, 1987
Jan. 3, 1990
Nov. 1, 1992
Dec. 1, 1993
Dec. 5, 1994
May 2, 1995
Jan. 15, 1996
Sep. 18, 1997
Dec. 9, 1998
Dec. 22, 1998
Mar. 31, 1999
Jun. 30, 1999
Jul. 28, 1999
Feb. 9, 2000

Mar. 6, 2000
Mar. 24, 2000
Nov. 5, 2000
Feb. 21, 2001
Mar. 20, 2001
May. 29, 2001
Aug. 1, 2001
Nov. 21, 2001
Mar. 3, 2002
Apr. 11, 2002
May. 17, 2002
May. 27, 2002
Jun. 29, 2002
Aug. 12, 2002
Aug. 21, 2002
Aug. 28, 2002
Dec. 11, 2002
Dec. 13, 2002
Dec.17, 2002
Dec. 31, 2002
Jan. 6, 2003

## Founded with a paid-capital of W300 million

Commenced business
Commenced foreign exchange business
Listed on Korea Stock Exchange
Began trust business
Began credit card business
Switched to IBM main frame system
New corporate identity program (CIP) launched
Home-banking service began
EDI service began
DDS-styled dealing system adopted
Tele-banking service began
Debit card business began
Integrated on-line system opened
Established strategic business tie with Microsoft of the U.S.
Equity capital reaches W325.2 billion.
Selected as a funds settlement bank by Korea Futures Exchange
Equity capital reaches W475.2 billion.
Concluded a comprehensive consulting service pact with Pricewaterhouse Coopers
Formed strategic alliances with Microsoft, Korean Telecom Freetel, and KEBT for e-banking business

Cyber banking services began
Selected to manage Digital Pusan Card
Selected to manage budgetary funds for Pusan
Pusan Bank Digital Busan Card wins Advanced Card Award 2001 in the UK.
New business division system implemented bank-wide.
Consultancy contract signed with Nemo Partners to build a performance management system. Integrated profit management system launched.
Total deposits break W12 trillion mark. Loans for funding marine product distribution won Maeil Business Newspaper's Silver Award. World-class integrated risk management system completed.
Center for Exchange Students \& Emigrants opened.
Call Center system launched.
Exercise terminated on W258.2 billion in bonds with warrant.
Buvix Card introduced.
Total deposits break W13 trillion mark.
Comprehensive cooperation agreement concluded with Industry \& Commerce Bank of China.
Computer backup system established online in joint project with Daegu Bank.
Pusan Bank Community Service Corps inaugurated.
President Shim, Hoon named "Best CEO of the Year" by the Korea Economic Daily and Towers Perrin.
Official commendation received for exemplary support given to SMEs.
Gold Prize won at the 12th annual Dasan Awards.

## Corporate Data

## Established

Oct. 25, 1967
Total shareholders' equity
*815.8 billion KRW
Paid-in capital

* 733.4 billion KRW

Common stock issued and outstanding
146,683,650
Domestic network
199
Employees
1,908
Major shareholders

1. Lotte Group 14.11\%
2. Small Capital World Fund Inc $3.20 \%$
3. Parkland Co.,Ltd. 2.98\%
4. Korea Iron \& Steel Co.,Ltd. 2.14\%
5. Y.K. Park 1.64\%


[^0]:    -Stimulate advanced IT and
    movie industries
    for the new millennium

[^1]:    See accompanying notes.

[^2]:    ${ }^{*} 1$ ) For these trusts, the Bank has guaranteed a minimum trust profit and to reimburse principal balance impairments.
    (*2) The Bank has guaranteed to reimburse principal balance impairments.
    (*3) 4,527 million (US $\$ 3,771$ thousand) of Installment Trust, $W 6,345$ million (US $\$ 5,286$ thousand) of Household Trust and $\mathbf{W} 536$ million
    (US\$447 thousand) of Corporate Trust are guaranteed against principal balance impairments.
    $(* 4)$ Based on actual operating results.

[^3]:    Risk Management
    Team
    Trust Business Team
    Secretariat Team
    Seoul Representative Office

