

# 主席報告書

## Chairman's Statement

### 經營業績及財務狀況

截至二零零三年三月三十一日止，集團錄得營業額約427,338,000港元（二零零二年：367,842,000港元），較去年同期上升16.2%。至於該期間之股東應佔溢利則約為30,950,000港元（二零零二年：15,261,000港元），較去年同期大幅度上升102.8%。

### 業務回顧

於回顧期內，香港的營商環境仍然艱難，其間經濟通縮，零售市道依然疲弱，此業績表現實屬理想。集團的102.8%顯著盈利增長有賴於本年度內透過靈活的經營策略、嚴緊的成本控制、有效的存貨管理，以致大大提高了經濟效益。靈活的經營策略包括有：強化貨品本身的設計及採用高級布料，加強了品牌的潮流感，致力提供更物超所值的貨品以刺激顧客之購買慾；在零售業低潮下進行靈活的促銷活動，採取積極進取的市場銷售策略，成功提升生意額；誠邀了著名藝人分別為集團旗下品牌 **Wanko** 及 **Veeko** 作代言人，令 **Wanko** 及 **Veeko** 兩大品牌各自突出其不同之形象及在定位上更鮮明，此等策略深受顧客歡迎，除了固有的忠實顧客外，亦不斷獲得新顧客讚賞的口碑，致令營業額較去年同期上升16.2%。此外，集團亦致力於成本之控制，除了銷售及分銷成本因店舖數目之擴展而有所增加外，行政費用及融資

### Operating Results & Financial Overview

As at 31st March, 2003, the Group recorded a turnover of approximately HK\$427,338,000 (2002: HK\$367,842,000), representing an increase of 16.2% over the corresponding period of the previous year. Profit attributable to shareholders for the same period of this year was approximately HK\$30,950,000 (2002: HK\$15,261,000), representing a substantial increase of 102.8% over the corresponding period of the previous year.

### Business Overview

The above results were satisfactory considering that during the period under review, the business environment in Hong Kong remained difficult, and there were continuing deflation and a depressed retail market. The Group achieved a significant profit increase of 102.8% mainly through a substantial enhancement of economic benefit which was in turn attained through the Group's flexible operating strategies, stringent cost control and effective inventory management. The flexible economic strategies used by the Group include: improving product designs and using high-quality fabrics to match with more trendy design, while offering products of great value to stimulate the buying desire; flexible promotion activities in a sluggish retail market, proactive marketing strategy to increase turnover, and sincere invitations to celebrities to be the ambassadors for the Group's "**Wanko**" and "**Veeko**" brands, so as to add prominence to their distinct images and clear-cut positioning. Such strategies are well-received by the customers. In addition to our regular customers, we have



Veeko 代言人鄭秀文小姐於二零零二年秋冬展演會中演譯 Veeko 新形象。  
Celebrity Ms Sammi Cheng, the ambassador for Veeko, displayed various new design of Veeko in the fall-winter fashion show 2002.



# 主席報告書

## Chairman's Statement

成本分別比去年同期下降8.6%及76.6%。此外本集團積極改善存貨管理，透過一連串的推廣活動令存貨大幅減低，雖然此舉同時亦令毛利率由71.9%稍微下降至69.1%，惟成功降低存貨量對集團長遠發展有正面的影響。本集團截至二零零三年三月三十一日止的存貨量由去年同期的62,858,000港元下降至44,895,000港元，致令存貨可供銷售天數由去年的62天遞減至本年的38天。存貨的情況得到明顯改善。而本集團的現金狀況亦有所加強，對集團整體業務營運有顯著的裨益。

### 香港及澳門市場

本集團於年內雖然在零售業低潮下經營，香港及澳門之零售業務仍有不俗的表現，主要有賴於管理層採取了有效的策略性措施，以加強集團的競爭力，令業務有所增長。此外集團於本年度內關閉7間盈利薄弱的分店後，積極在地區優越且租金相宜的位置開設新店，致使整體店舖效率提高。香港及澳門市場的營業額較去年同期上升9.1%，達263,993,000港元。截至二零零三年三月三十一日止，集團在香港及澳門共設有62間店舖（二零零二年：62間）。

### 台灣市場

本年度台灣零售錄得營業額108,611,000港元，較去年上升20.1%。於二零零三年三月三十一日，集團在台灣店舖數目已由去年同期的41間增加至50間。台灣於本年度佔集團總營業額25.4%，在營業額提升及嚴緊控制成本後，台灣的業務比去年大有改善。以現時台灣之業務走勢，集團評估仍有發展之空間，未來集團會繼續穩步拓展台灣之業務。

also received high recognition from new customers, and we recorded an increase of 16.2% in turnover as compared with the previous corresponding period. Besides, the Group also put effort on cost control, although our selling and distribution costs increased with the number of outlets, administrative expenses and finance cost decreased by 8.6% and 76.6% respectively when compared with the previous corresponding period. Furthermore, the Group also improved its inventory control proactively. Through a series of campaigns, the Group achieved a substantial reduction of its inventory. Although the Group's gross profit margin decreased slightly from 71.9% to 69.1% as a result, the inventory reduction is beneficial to the long-term development of the Group. As at 31st March, 2003, the inventory of the Group fell from HK\$62,858,000 of the corresponding period of the previous year to HK\$44,895,000, and the inventory turnover on sales fell from 62 days last year to 38 days for this year, representing an obvious inventory improvement and a strengthened cash position of the Group, both of which are significantly advantageous to the Group's overall business operation.

### Hong Kong and Macau Market

During the year, mainly thanks to the effective strategic measures adopted by the management to sharpen the Group's competitiveness, the Group made satisfactory performance in its retail business in Hong Kong and Macau, achieving business growth in the sluggish retail market. Besides, as part of an effort to increase the overall efficiency of the Group's outlets, the Group closed 7 outlets of tiny profitability during the year, while looking for shop premises located at premium locations and available at low rentals for opening new outlets. The total turnover of the Group in the Hong Kong and Macau markets increased by 9.1% over the corresponding period of the previous year to reach HK\$263,993,000. As at 31st March, 2003, the Group was running a total of 62 outlets in Hong Kong and Macau (2002: 62 outlets).

### Taiwan Market

During the year, the Group recorded a turnover of HK\$108,611,000 in Taiwan, representing an increase of 20.1%. As at 31st March, 2003, the Group's outlets in Taiwan increased from 41 of the same period last year to 50. During the year, sales in Taiwan accounted for 25.4% of the Group's total turnover. With an increased turnover and a stringent cost control approach, there was a significant improvement in the Group's business in Taiwan over last year. According to the Group's assessment of its current trend of business development in Taiwan, there is room for the Group to develop its business there. The Group will continue to make steady progress in developing its business in Taiwan.

# 主席報告書

## Chairman's Statement

### 新加坡市場

本年度新加坡零售錄得營業額30,935,000港元，較去年同期上升了41.1%。於二零零三年三月三十一日，集團在新加坡店舖數目已由去年同期的8間逐步增加至13間。現時店舖數目之規模能較為有效地分攤固定之後勤行政費用，以令新加坡之分類業績由去年虧損2,849,000港元收窄至截至二零零三年三月三十一日止虧損1,736,000港元。現時新加坡經濟仍處於低迷，本集團未來會維持新加坡市場的店舖數目至現在的水平，並以審慎的態度繼續發展當地之業務。

### 其他市場

除了香港、澳門、台灣、新加坡市場外，本集團亦致力拓展其他充滿商機之市場。中國市場會是集團未來網絡擴展之重點。截至二零零三年三月三十一日止，本集團旗下之品牌在中國已設有30間特許經營專門店，遍及深圳、廣州、上海、北京、武漢、成都、重慶等大城市。

### Singapore Market

During the year, the Group recorded a turnover of HK\$30,935,000 in Singapore, representing a 41.1% increase over the corresponding period of the previous year. As at 31st March, 2003, the Group had gradually increased the number of outlets in Singapore to 13, compared with 8 outlets in last year. The existing number of outlets can be more effectively spread the fixed cost in terms of administrative expenses, so as to achieve better economies of scale, and the segment result shows the loss incurred by the Singapore operation as at 31st March, 2003 fell from HK\$2,849,000 of the previous year to HK\$1,736,000. Considering the lingering depression of the Singaporean economy, the Group will maintain its existing number of outlets in Singapore and adopt a prudent approach in future business development in the country.

### Other Markets

Besides the markets in Hong Kong, Macau, Taiwan, Singapore, the Group also endeavours to expand its business into markets with good potential, in particular the China market. As at 31st March, 2003, there were 30 franchise outlets in China offering brand products of the Group. These outlets are well located in major cities such as Shenzhen, Guangzhou, Shanghai, Beijing, Wuhan, Chengdu and Chongqing.



本集團於二零零三年三月參與於北京舉行之「香港時尚匯展」展銷會暨時裝發佈會。

*The Group participated in a trade fair and fashion show, "Style Hong Kong", which was held in Beijing, in March 2003.*



# 主席報告書

## Chairman's Statement

### 展望

回顧二零零二／二零零三年度，零售市道依然疲弱，唯本集團透過種種策略性的措施，業績較去年有明顯的增長，正好反映出此等市場策略帶來之效益。展望來年，本集團將會繼續為主要市場進行策略性的業務計劃，其中包括會不斷檢討及採取謹慎的成本控制措施，以確保成本維持於理想的水平。在員工培訓及發展方面，本集團會繼續致力於員工之培訓以提升員工整體的服務質素，務求以一支訓練有素的專業銷售隊伍為顧客提供優質的服務，為品牌提供有力的支持。

在業務發展方面，本集團在香港及澳門區會維持與現時相若之店舖數目，除了會繼續與業主爭取減低租金外，亦會策略性地關閉一些租約期滿而效益不大的店舖，並繼續在地區優越且租金相宜的位置開設新店，有助提高集團之營業額及盈利能力。台灣之整體表現保持良好，集團會繼續穩步拓展台灣之業務，計劃至二零零四年三月底台灣之店舖數目將會增加10間左右。至於新加坡之表現仍有待改善，未來本集團會致力減低成本，其中包括努力與若干業主爭取減低租金，並會對該區之業務不時作出檢討，採取適當之調整行動。

### Prospects

In retrospective, the retail market remained sluggish in the year 2002/2003. Nevertheless, by adopting various strategic measures, the Group's result shows a drastic improvement over the previous year, demonstrating the benefit brought forth by those market strategies adopted. Looking ahead to the coming year, the Group will continue to carry out its strategic business plans in its major markets, including the adoption and constant reviews of prudent measures in cost control so as to ensure that costs will be maintained at a reasonable level. Regarding training and development of staff, in order to enhance the overall quality of services rendered by them, the Group will continue its emphasis on staff training. The Group aims to make sure that it has a well-trained team to provide excellent services to its customers and sustained support to its brands.

Regarding business development, the Group will maintain the number of outlets in Hong Kong and Macau markets at the prevailing level. The Group will continue to negotiate with the relevant landlords for lower rentals. For strategic reasons, the Group will close some outlets with expiring lease and with low profitability, and will continue opening new outlets at premium locations available at low rentals. This strategy will help increase the Group's turnover and profitability. The Group's business in Taiwan has shown good performance, and the Group will continue to develop its Taiwan business steadily. The Group also plans to increase the number of outlets in Taiwan by about 10 up to late March 2004. Meanwhile, the Group's business in Singapore was still below our expectations. In future, the Group will focus on cost reduction which includes negotiation with certain landlords for rental reduction. The Group will also review its business in Singapore from time to time with a view to making adjustment as appropriate.

# 主席報告書

## Chairman's Statement

展望二零零三／二零零四年度，首季由於受到非典型肺炎事件的打擊，各區之營業額無可避免受到影響，隨著疫情減退，營業額與去年同期對比之跌幅亦逐漸收窄。反觀中國內地市場經濟持續增長，來年管理層會以較為進取的策略擴展中國內地市場，並將投入更多的資源加速拓展中國內地業務，以更清晰的市場定位及掌握不同地區顧客的要求，為客戶提供更優質之服務，透過鞏固現有之基礎，進而建立全國的分銷網絡。

本集團有賴一班經驗豐富之管理階層緊守自己業務崗位，以審慎的策略經營業務。未來，面對持續的經濟逆轉，管理層將會繼續全情投入，務求在逆境中創出佳績，回饋股東。

### 流動資金及借款

本年度，集團之營運資金由截至二零零二年三月三十一日止83,952,000港元上升至114,852,000港元，而其流動比率及速動比率則維持於穩健水平，分別為5.33倍及3.64倍。

存貨可供銷售天數由截至二零零二年三月三十一日止年度的62天改善至回顧年度的38天，存貨周轉期加快了24天，主要由於本集團之存貨由截至二零零二年三月三十一日止62,858,000港元大幅下降至二零零三年三月三十一日止的44,895,000港元。存貨明顯下降主要由於本集團的策略性清貨措施奏效。

Looking into the year 2003/2004, business in the first quarter has suffered an inevitable blow inflicted by the Serious Acute Respiratory Syndrome. The gap between the turnovers of the current year with that of the previous year will narrow with an improving epidemic situation. Meanwhile, considering the economic growth of the mainland China market, the management will adopt a more positive approach and inject more resources for penetrating into the China market in the coming year. The Group will accelerate its mainland China business development by positioning itself prominently, meeting the demands of customers of different localities and providing quality services to them effectively, so as to achieve the establishment of a nationwide sales network through a strengthening of the existing foundation.

The Group relies on an experienced and dedicated management team who adopt a prudent approach in business operation. In the face of a continuing economic downturn, the management will continue to put in persistent efforts to achieve good results in an adverse environment and to create greater return for shareholders.

### Liquidity and Borrowings

The Group's working capital increased from HK\$83,952,000 as at 31st March, 2002 to HK\$114,852,000 for the year while its current ratio and quick ratio were maintained at a healthy level of 5.33 and 3.64 times respectively.

The Group's inventory turnover on sales improved from 62 days for the year ended 31st March, 2002, to 38 days in the year under review. The adjustment of 24 days in inventory turnover period were mainly due to substantial decline in inventories from HK\$62,858,000 as of 31st March, 2002, to HK\$44,895,000 as of 31st March, 2003. The sharp reduction in inventories was largely attributed to the Group's strategic clearing inventories measures.

# 主席報告書

## Chairman's Statement

於年結日，本集團之現金及銀行結存為43,210,000港元(二零零二年：33,409,000港元)，並無任何未償還銀行借貸及透支(二零零二年：41,538,000港元)，而借款總額為684,000港元(二零零二年：42,568,000港元)。

於年結日，本集團之負債比率為0.0037(二零零二年：0.26)乃以本集團總借款額684,000港元(二零零二年：42,568,000港元)以及股東資金184,282,000港元(二零零二年：162,818,000港元)計算。

於二零零三年三月三十一日，本集團之銀行融資設施為60,549,000港元(二零零二年：69,845,000港元)，當中本集團已動用之融資金額(即銀行擔保)為3,460,000港元(二零零二年：34,870,000港元(即銀行借款及擔保))。管理層相信現有之財政資源足以應付日後之擴展計劃。如有需要時，本集團亦可以優惠條款取得額外融資。

### 或然負債

於二零零三年三月三十一日，本公司就本公司若干附屬公司獲授銀行融資設施而向若干銀行提供擔保約84,390,000港元(二零零二年：89,849,000港元)。於二零零三年三月三十一日，附屬公司已動用之款額(即銀行擔保)約為922,000港元(二零零二年：34,870,000港元(即銀行借款及擔保))。

### 員工及薪酬政策

於年結日，本集團僱有約2,900名員工。本集團主要根據業內慣例釐定員工薪酬，包括保險及醫療福利。本集團亦已根據每年業績表現採納一套獎勵計劃予員工。

As at the balance sheet date, the Group's cash and bank balances amounted to HK\$43,210,000 (2002: HK\$33,409,000) and there was no outstanding bank borrowings and overdraft (2002: HK\$41,538,000) whereas the total borrowings was HK\$684,000 (2002: HK\$42,568,000).

As at the balance sheet date, the gearing ratio of the Group is 0.0037 (2002: 0.26) which is calculated based on the Group's total borrowings of HK\$684,000 (2002: HK\$42,568,000) and the shareholders' fund of HK\$184,282,000 (2002: HK\$162,818,000).

As at 31st March, 2003, the Group had banking facilities amounting to HK\$60,549,000 (2002: HK\$69,845,000), of which approximately HK\$3,460,000 representing bank guarantees (2002: HK\$34,870,000 representing bank borrowings and guarantees) was utilised by the Group. The management believes that existing financial resources will be sufficient to meet future expansion plans and, if necessary, the Group will be able to obtain additional financing on favorable terms.

### Contingent Liabilities

At 31st March, 2003, the Company had guarantees of approximately HK\$84,390,000 (2002: HK\$89,849,000) to certain banks in respect of banking facilities granted to certain subsidiaries of the Company. The amount utilised by the subsidiaries was approximately HK\$922,000 representing bank guarantees (2002: HK\$34,870,000 representing bank borrowings and guarantees) as at 31st March, 2003.

### Staff and Remuneration Policies

As at the balance sheet, the Group had approximately 2,900 employees. The Group mainly determines staff remuneration (including insurance and medical benefits) in accordance with the industry's practices. Subject to the performance of the annual results, the Group has also adopted a set of incentive plans for its employees.

# 主席報告書

## Chairman's Statement

### 致謝

本人謹代表董事會同仁，衷心感謝全體員工之忠誠服務、貢獻及努力，對一直支持本集團之各位股東、客戶、供應商及業務夥伴亦深表感謝，並希望各位繼續為本集團的成功作出貢獻。

承董事會命  
主席兼董事總經理  
**鄭鐘文**

香港，二零零三年七月二十一日

### Appreciation

On behalf of the Board, I would like to extend my heartfelt thanks to all the employees for their devotion, contribution and diligence and my deepest gratitude to all the shareholders, customers, suppliers and business partners for their continuous support. I sincerely hope that all of you will continue to contribute to the success of the Group.

By Order of the Board  
**Cheng Chung Man, Johnny**  
*Chairman and Managing Director*

Hong Kong, 21st July, 2003