

業績

集團錄得純利二億零六百萬元，較一九九九年上升百分之十六。從各項業務所獲之除稅前經營盈利已載於第五十七頁之帳項附註四內。

物業投資

自一九九七年最後一季亞洲金融風暴開始，一九九八年及一九九九年之物業出租率及租金隨即下降。雖然年內之租務市場似已喘定，惟過去兩年租金下跌之影響卻於續租時方會清晰反映，並需兩三年時間才可重訂租金。由始創中心舊戲院改建而成之商場用地，自二零零零年起已開始為集團帶來收益，使集團租金總收益下降之壓力亦可得以抵銷。集團投資物業組合在二零零零年取得租金收益總額為二億二千一百萬元，較一九九九年上升百分之五點一。



Entrance of the New Wing of Pioneer Centre
始創中心新翼入口

商業樓宇

集團之旗艦物業始創中心不單能留住大部份原有租客續租，並能陸續招徠新租客。二零零零年底，寫字樓之出租率為百分之九十六點七，而商場則為百分之九十四點七。始創中心之租金總收益為一億七千八百萬元，較一九九九年上升百分之五點五。

RESULTS

The Group recorded a net profit of \$206 million, an increase of 16% over 1999. A breakdown of the operating profits before taxation contributed by various business activities is shown in note 4 on the accounts on Page 57.

PROPERTY INVESTMENT

The Asian financial turmoil in the last quarter of 1997 marked the beginning of a downward adjustment in both the occupancy and rental rates of properties in 1998 and 1999. Though the leasing market seems to have stabilized during the year, the effect of the drop in rental rates in the previous two years will only appear upon tenancy renewal and it will take 2 to 3 years before it can be completely unfolded. Yet the retail space converted from the former cinema area of Pioneer Centre has started to contribute income to the Group from the beginning of 2000, thereby offsetting the downward pressure on the total rental income of the Group. The gross rental income generated by the Group's investment property portfolio in 2000 was \$221 million, an increase of 5.1% from 1999.

Commercial properties

The Group's flagship property, Pioneer Centre, had been able to retain most of the tenants upon tenancy renewal while attracting new comers. Occupancy rate for the office sector was 96.7% at the end of the year and that for the retail sector was 94.7%. Total rental income generated by Pioneer Centre was \$178 million, 5.5% more than that of 1999.

創建商業大廈及旺角中心二十樓於二零零零年分別錄得出租率百分之九十四點一及百分之八十七點八，較一九九九年之百分之八十六點七及百分之七十七點二，情況已見改善。在租金方面，創建商業大廈較一九九九年上升百分之三點六，惟旺角中心卻因續租租金下調導致下跌百分之五點五。

位於藍田匯景花園之商舖之租金收入如往年一樣，共一千四百萬元。

位於沙田娛樂城之新聲戲院已於二零零零年九月售出，集團錄得輕微虧損。

住宅物業

隨着經濟逐漸復甦，服務式住宅需求在過去全年均有穩定增長。於二零零零年底，伊利閣之出租率達百分之八十，所得租金收益為四百四十萬元，較一九九九年上升百分之三十點九。

車位

由於機場及其區內業務之遷移，停車場用地需求已見下降，而位於土瓜灣之美華工業中心停車場之收益亦告下降。於二零零零年，美華工業中心停車場之總收益為三百二十萬元，較一九九九年下跌百分之四點八。此外，根據經營協議，本年美居中心停車場之收益為四百一十萬元，較去年上升百分之四點六。

物業發展

位於觀塘功樂道四十至四十二號海天園之住宅單位銷售依然緩慢。經濟環境只屬表面好轉而實質仍帶疲弱，人們將傾向減少而非增加負債。於二零零零年底，售出單位僅佔其總數之百分之七十七點五。

Continued improvement was noted in the occupancy rates of Chong Kin Commercial Building and the 20th Floor of Argyle Centre in the year 2000, which recorded at 94.1% and 87.8% respectively as compared with 86.7% and 77.2% of 1999. While the rental income from Chong Kin Commercial Building recorded an increase of 3.6% from 1999, the rental income from Argyle Centre registered a decrease of 5.5% due to the drop in rental rate upon tenancy renewals.

The retail space at Sceneway Garden Arcade, Lam Tin received the same rental of \$14 million as last year.

The Sun Sing Theatre at Shatin Fun City was disposed of in September 2000, giving rise to a small loss to the Group.

Residential properties

With the gradual growth in economic performance, the demand for service apartments increased steadily throughout the year. Occupancy rate of The Elgin reached 80% at the end of the year and rental income generated from the property was \$4.4 million, representing a 30.9% increase from 1999.

Car parks

With the removal of the airport and related businesses from the area, demand for carparking spaces had dropped and the carpark at Merit Industrial Centre in To Kwa Wan also experienced a drop in income. Total income from the carpark at Merit Industrial Centre was \$3.2 million for the year, a drop of 4.8% when compared with 1999. In accordance with the licence agreement, income from the carpark at Manor Centre for the year was \$4.1 million, an increase of 4.6% from last year.

PROPERTY DEVELOPMENT

Sales of the residential units at The Verandah Garden at 40-42 Kung Lok Road, Kwun Tong remained slow. Given the seemingly improving but still somewhat fragile economic environment, people tend to reduce rather than increase debt. Only 77.5% of the total flats were sold by the end of the year.

位於香港羅便臣道三十一號之重建地盤之地基工程，已於二零零零年十一月經投標獲批授，預期於二零零一年六月可以竣工。建議發展之物業為總建築面積約十二萬六千平方呎之一幢豪華住宅大廈。整項物業發展計劃將於二零零二年底完成。

物業管理

九龍建業有限公司之全資附屬公司康居物業管理有限公司，於二零零零年期間分別接管位於山頂之一幢優雅之住宅大樓，以及集團名下位於中環之高級服務式住宅大廈－伊利閣。該公司之管理組合現已擴展至兩幢寫字樓大廈（始創中心及創建商業大廈）及四幢住宅大廈（種植道五十六號、恒安閣、海天園及伊利閣）。一間名為宜居物業管理有限公司之合營公司已於該年度成立，並經房屋委員會批准參與二零零零年十一月舉行之局限性投標計劃下之物業服務合約投標。經房屋委員會之獨立批准，宜居物業亦有資格參與未來房屋委員會公開招標之物業服務合約投標。由於具備上述資格，宜居物業將積極就公營房屋之物業管理合約進行投標。

上市證券投資

年內，集團繼續增持九龍巴士控股有限公司股份，以七千四百九十萬元購入四百四十一萬股股份，其持股量已增至百分之十三。於二零零零年之長期上市投資所得總收益為七千一百三十萬元，較一九九九年增長百分之二十八點六，主要原因是年內集團增購九龍巴士控股有限公司股份，故獲派發之股息亦隨之增加。

Tender for the foundation work of the redevelopment site at 31 Robinson Road, Hong Kong had been awarded in November 2000 and expected to be completed in June 2001. The proposed development is a luxurious residential building with total gross floor area of around 126,000 sq. ft. The entire development is scheduled to complete by the end of 2002.

PROPERTY MANAGEMENT

Country House Property Management Limited is a wholly-owned subsidiary of Kowloon Development Company Limited. During the year 2000, the company took up the management of an elegant residential complex on The Peak as well as the Group's high-class service apartment block in Central - The Elgin. The company's portfolio is now extended to two office buildings (Pioneer Centre and Chong Kin Commercial Building) and four residential complexes (56 Plantation Road, Henredon Court, Verandah Garden and The Elgin). A joint venture company, Easy Living Property Management Limited, was formed during the year and was approved by the Housing Authority to bid for its Property Services Contracts under the restricted tendering programme in November 2000. Under the Housing Authority's separate approval, Easy Living is also eligible to take part in future open tenders of the Housing Authority's Property Services Contracts. With the aforementioned qualifications, Easy Living will actively bid for the property management contracts of public housing estates.

INVESTMENTS IN LISTED SECURITIES

The Group continued to increase its shareholdings in The Kowloon Motor Bus Holdings Limited during the year and acquired an extra 4.41 million shares at a consideration of \$74.9 million, thereby increasing its percentage holding to 13%. Total income received from the long-term listed investments in 2000 was \$71.3 million, representing a growth of 28.6% over 1999 which was mainly due to the increase in dividend income received from The Kowloon Motor Bus Holdings Limited as a result of the Group's additional acquisition made during the year.

除九巴控股之股份外，自一九九七年底起集團購入股份以作長期投資之上市股份投資組合總達五千六百七十萬元。於二零零零年十二月三十一日，該投資組合之市值為七千零五十萬元。

影片發行

年內，金公主娛樂有限公司繼續出售其片庫之影片版權，獲純利五十六萬元。近期，該公司接獲無數查詢及建議購買其影片版權，管理層預料二零零一年之版權收益將有大幅增長。

金融服務

九龍建業有限公司之全資附屬公司九龍建業財務有限公司乃集團之財務營運公司，為個人及公司提供財務產品，由物業發展、住宅按揭、消費者融資，以至股份融資及公開全面收購一應俱全。

自一九九四年開業至今，該公司能締造良好盈利之資產組合已達一億五千八百萬元。於二零零零年為集團帶來三百萬元盈利。

造鞋機器貿易

九建雅琳達有限公司於一九九五年成為九龍建業有限公司之附屬公司，該公司乃數間著名意大利造鞋機器製造商之銷售代理。鑑於造鞋機器部之加速增長，現已於東莞及溫州設立銷售及服務中心，為中國客戶提供更佳服務。中國鞋業近幾年來有着大幅增長，現時已佔全球生產百分之五十五，預期中國加入世貿會進一步推動此行業之發展。由於管理層之有效改革，該公司之年內業績大幅改善，本年度虧損由一九九九年之一千萬元減至一百二十萬元。

Since the end of 1997, the Group acquired a portfolio of listed shares, apart from the KMB shares, for long-term investment at the cost of \$56.7 million. The market value of the said portfolio amounted to \$70.5 million at 31 December 2000.

FILM DISTRIBUTION

During the year, Golden Princess Amusement Company Limited continued to sell the film rights of its film library and obtained a net profit of \$0.56 million. Recently, the company received numerous enquiries and offers to acquire its film rights. Management anticipated a substantial increase in royalty incomes in 2001.

FINANCIAL SERVICES

Established as a wholly owned subsidiary of Kowloon Development Company Limited, Kowloon Development Finance Limited is the finance arm of the parent group offering an array of financial products to individuals and companies ranging from property development, home mortgage, consumer finance to share financing and public general offer.

Since its inception in 1994, the company has built up an asset portfolio of \$158 million with a stream of good earning results. A profit of \$3 million was generated to the Group in 2000.

SHOE-MAKING MACHINERY TRADING

KDC Prologue Limited became a subsidiary of Kowloon Development Company Limited in 1995. The company acts as sales agent for various well known Italian shoe-making machinery manufacturers. In view of the exponential growth of the shoe manufacturing machinery division, sales and service centres were set up in Dongguan and Wenzhou to provide better services to the Chinese clients. The shoe industry in China experienced substantial growth in recent years and it is now accounting for 55% of the world's output. China's entrance to WTO is expected to further enhance the growth of this industry. Due to the effective reforms by Management, the Company's result improved significantly this year. Its loss for the year reduced from \$10 million in 1999 to \$1.2 million in 2000.

證券代理

羅建輝先生於一九二二年成立羅建輝證券公司，直至一九九四年，此公司之業務轉由另一間新成立之有限公司經營。於一九九六年，九龍建業有限公司收購該有限公司之百分之四十股權，該公司名稱更改為「九建羅建輝證券有限公司」。

該公司主要從事證券投資及股票經紀業務。此經紀部在維持其基本門市業務外，同時會加強資源以擴闊客戶基礎，以期招徠更多機構客戶。

鑑於網上交易活動持續增長，而使用互聯網之人士亦日趨增多，該公司正計劃此方面之發展。

於本年度，九建羅建輝證券有限公司為集團帶來五百一十萬元之盈利。

巴士營運

豐城有限公司乃一間集團佔百分之五十股權之聯營公司，該公司於一九九九年後期成立，自二零零零年開始負責管理集團在中國公共巴士營運之投資，其在吉林及瀋陽之合營公司經營十二條巴士路線，擁有四百四十五輛巴士，每日為逾四十萬乘客提供服務。此外，一間與九龍巴士控股有限公司合辦之新合

SECURITIES BROKING

Lo Kin Fai & Company was established in 1922 by Mr Lo Kin Fai. In 1994, the business of the company was transferred to a newly formed limited company. In 1996, Kowloon Development Company Limited acquired 40% shareholdings of the limited company and its name was changed to "Kowloon Development K F Lo Securities Limited".

The company is principally engaged in securities investment and stockbroking. The brokerage arm would maintain its primary focus in the retail segment while strengthening its resources to broaden the customer base to include more institutional clients.

In light of the continued growth of online trading activities and the growing population of internet users, the company is planning for this development.

During the year, Kowloon Development K F Lo Securities Limited contributed a profit of \$5.1 million to the Group.

BUS OPERATION

Harvest City Ltd., a 50% owned associated company was formed in late 1999 to undertake the Group's investment in public bus operation in Mainland China which commenced in the year 2000. Cooperative joint ventures in Jilin and Shenyang operate a total of 12 bus routes with a fleet of 445 buses, serving a daily patronage of over 400,000 passengers. A new cooperative joint venture was formed with The Kowloon Motor Bus Holdings Limited during the year with a fleet of 120 buses running 7



Bus fleet owned by HK Macau Investment (Tianjin) Limited
港濠(天津)有限公司於天津所擁有之車隊

營公司於二零零零年成立，該公司擁有一百二十輛巴士，於天津經營着七條巴士路線。此合營公司於二零零一年一月一日正式開始運作。

於二零零零年十二月三十一日，集團於豐城之現金投資額達一千七百八十萬元，該公司於回顧年度錄得一百萬元盈利。預料該項投資將為集團帶來穩定回報。管理層會繼續謀求進一步擴展之機會，並正走訪中國各省有潛質之城市進行考察。

網上原油貿易

於二零零零年三月，集團購入 Enbridge Petroleum Exchange Inc [The Exchange] 之新股，持有其百分之三十股本權益，代價為五百萬美元。The Exchange 乃由一間北美能源分銷及運輸旗艦公司之一 Enbridge Inc. 所創立。The Exchange 運用當時最先進之技術提供一個安全平台，以進行匿名之即時業務交易，並提供商品遞送及付款保證。自一九九九年成立以來，The Exchange 已成為加拿大以互聯網進行原油貿易之主要公司之一。

The Exchange 為原油貿易開發出一個易於流通及有效率之買賣場地。此乃由於用戶可即時登入，而該市場瀏覽者眾多、價格具透明度、管理及運作成本低廉。The Exchange 現正為大多數之加拿大主要石油貿易商提供支援，其中包括提煉商、生產商及銷售商。

該公司之控股公司 Enbridge Inc. 之普通股股份，乃按「ENB」之稱號於加拿大多倫多證券交易所及按「ENBR」之稱號於美國 Nasdaq National Market 進行交易。

bus routes in Tianjin. The joint venture officially commenced operation on 1 January 2001.

The Group's cash investment in Harvest City amounted to \$17.8 million as at 31 December 2000 and the company recorded a profit of \$1 million for the year under review. It is anticipated that this investment will bring in steady returns to the Group. Management will continue to explore opportunities for further expansion and has been making visits to various potential cities in different Provinces in Mainland China.

INTERNET-BASED CRUDE OIL TRADING

In March 2000, the Group acquired a 30% equity interest in Enbridge Petroleum Exchange Inc "The Exchange" by subscribing for its new shares at a consideration of US\$5 million. The Exchange was founded by Enbridge Inc., one of the leaders in energy distribution and transportation in North America. It employs state-of-the-art technology to provide a secure platform for transacting business anonymously in real-time, and with guaranteed commodity delivery and payment. Since its formation in 1999, The Exchange has become the leader in the internet-based crude oil trading market in Canada.

The Exchange fosters a liquid and efficient marketplace for trading crude oil. This is achieved through instant access to a wide market audience, price transparency and lower administration and processing costs. The Exchange is now supporting a large majority of Canada's leading oil traders, including refiners, producers and marketers.

The common shares of the parent company, Enbridge Inc. are traded on the Toronto Stock Exchange in Canada under the symbol "ENB" and on the Nasdaq National Market in the US under the symbol "ENBR".



Photo of the Management of the Group and NetThruPut Inc
集團與NetThruPut Inc之管理階層合照

於二零零零年九月，集團再投資五百萬美元認購The Exchange另百分之十八股權。該筆認購款項供The Exchange進行業務擴展之用，部份款項已用作購買OM2軟件。OM2乃管道客戶專用之電子資訊交換軟件。該交易對The Exchange之發展策略極其重要，當中涉及提升有關The Exchange網上貿易業務之進一步應用及服務。The Exchange之得益包括：OM2業務所帶來之連串強勁收益、藉擴大OM2系統應用以促進銷售額之機會，以及向全球推廣OM2軟件之潛力。

The Exchange於二零零一年二月改名為NetThruPut Inc，並計劃於加拿大多倫多證券交易所上市。

資訊科技投資

集團於二零零零年八月收購百分之二十六Asiasoft Hong Kong Limited (「Asiasoft」) 股本權益，代價為二千萬元，當中一千七百萬元用作認購該公司新發行之股份。該批認購股份佔Asiasoft全部已發行股本百分之二十

In September 2000, the Group further invested US\$5 million to subscribe for an additional 18% shareholdings in The Exchange. The proceeds were used for The Exchange's business expansion, part of which was to fund the purchase of OM2 software. OM2 is an electronic information exchange for pipeline customers. This transaction is key to the Exchange's growth strategy which includes the addition of applications and service related to the Exchange's online trading business. Benefits to the Exchange include the strong revenue stream generated by OM2 operations, the opportunity to grow sales through broader application of the OM2 system, and the potential to market the OM2 software globally.

The Exchange changed its name to NetThruPut Inc in February 2001 and is planning to be listed on the Toronto Stock Exchange in Canada.

IT INVESTMENT

The Group acquired a 26% equity interest in Asiasoft Hong Kong Limited (「Asiasoft」) in August 2000 at a cost of \$20 million, of which \$17 million was used to subscribe for the company's new shares. The subscribed shares represented 22% of Asiasoft's total issued share capital and the proceeds will be used to fund the company's future business expansion.

二、而認購所得款項將撥作該公司未來業務擴展之用。Asiasoft Hong Kong Limited為香港眾多國際級資訊科技產品之主要分銷商及解決方案供應商。自一九九六年成立以來，Asiasoft所提供勝人一籌之產品、獨有之解決方案及優質專業服務，均於資訊科技界贏得良好聲譽。

Asiasoft現時分銷之資訊科技產品有四大類：1) 以伺服器為基礎之計算技術；2) XML技術；3) 網絡保安技術及4) 網絡及互聯網技術。數年以來，Asiasoft已建立起一個強而有力之分銷網絡，因此可有效率及有效地推廣其產品及服務予不同之市場界別。為配合其強勁網絡，Asiasoft亦就各類工作推行，為其聯營伙伴及分銷商提供專業訓練及顧問諮詢服務。

Asiasoft亦為一間綜合文件管理系統、工作流程系統及綜合訊息／電話通訊系統之解決方案供應商。由於具豐富之資訊科技知識及於業內累積多年經驗，該公司成功為各類公營及私人組織提供滿意服務。Asiasoft能為客戶提供全面之端對端解決方案；此外，Asiasoft於專業文件掃描、格式處理、核實簽名、貸款及信用卡處理、入門及商業對商業平台發展、項目及業務外判、COLD及EBPP等業務環節上，尚有若干更為卓越之發展項目。Asiasoft之策劃隊伍及顧問就項目推行、度身訂製、培訓及維修保養所提供之優質專業服務，在業內享負盛名。

皮鞋分銷及銷售

於二零零零年後期，集團收購一間經營時尚女裝皮鞋及配件之主要零售商 Southern Success Corporation 百分之二十股份，代價為四千五百萬元。其

Asiasoft Hong Kong Limited is a leading value-added distributor and solution provider of many world-class IT products in Hong Kong. Since its establishment in 1996, Asiasoft has gained sound reputation in the IT field for its niche products, unique solutions and high quality professional services.

Asiasoft is currently the distributor of a number of leading IT products covering four major areas: 1) Server based Computing Technologies, 2) XML Technologies, 3) Security Technologies and 4) Networking and Internet Technologies. Through the years, Asiasoft has established a strong distribution network, hence enabling them to promote their products and services to different market segments efficiently and effectively. To complement the strong network, Asiasoft also provide professional training and consulting services to their alliance partners and distribution channels on various implementation issues.

Asiasoft is also a solution provider of integrated document management systems, workflow systems and integrated messaging/telephony systems. With the sound knowledge and years of experience in IT technologies, they have successfully served various establishments in both the public and private sectors. Asiasoft is capable of providing complete end-to-end solutions to its clients; some of the more prominent projects were in the area of professional document scanning and form processing, signature verification, loan and credit card processing, portal and B2B platform development, project and operation outsourcing, COLD and EBPP. The engineering team and consultants at Asiasoft are known for providing high quality professional services in implementation, customization, training and maintenance support.

DISTRIBUTION AND SALE OF FOOTWEAR

In late 2000, the Group acquired a 20% interest in Southern Success Corporation, a leading retailer of fashionable ladies' footwear and accessories, at a consideration of \$45 million. Its subsidiary, GRI Asia Ltd., holds exclusive wholesale and

附屬公司GRI Asia Ltd.擁有亞洲多國著名皮鞋品牌之獨家批發及零售分銷權，其中包括Nine West、Enzo Angiolini及NW Nine West。GRI Asia現時所經營之Nine West店舖逾一百五十間，分佈於日本、台灣、香港、新加坡、馬來西亞及泰國等國家。該公司亦於中國、印尼、菲律賓、澳門及韓國經營批發業務。在亞洲各國市場當中，該公司認為日本、台灣及中國將為未來數年主要業務增長之市場。

財務資料

資金管理

於二零零零年內，集團透過中期銀行貸款為部份短期銀行貸款再融資重組其銀行貸款。

於二零零零年十二月三十一日，集團共有四億二千七百萬元備用銀行信貸額尚未動用，該筆信貸額將足以應付預期來年所需用度。

貨幣風險

集團大部份資產及銀行貸款均以港元為單位。

目前之海外投資，如中國大陸巴士營運、加拿大網上石油交易、亞洲皮鞋業務等，只佔集團總資產一小部份。該等投資乃持作長期投資用途以獲取穩定回報或資本增值，當中大部份均由內部資金支付，而預期匯率變動將不會對集團構成重大影響。

利率風險

集團之負債與股本比率為百分之二十，相對而言乃屬偏低，所有銀行融資

retail distribution rights for well-known footwear brands in a number of countries in Asia, including Nine West, Enzo Angiolini and NW Nine West. GRI Asia currently operates over 150 Nine West stores in Japan, Taiwan, Hong Kong, Singapore, Malaysia and Thailand. The company also operates wholesale business in China, Indonesia, Philippines, Macau and Korea. Amongst all of its operation in Asia, the company recognizes Japan, Taiwan and China as the major growth markets in the coming years.

FINANCIAL INFORMATION

Fund Management

The Group had restructured its bank borrowings during year 2000 by partially refinancing its short-term borrowings with medium-term bank loans.

As at 31 December 2000, the Group had a total of \$427 million undrawn banking facilities that would be sufficient for the anticipated funding needs in the coming year.

Currency Exposure

Majority of the Group's assets and bank borrowings are denominated in Hong Kong dollars.

Overseas investments, namely, bus operation in Mainland China, internet petroleum exchange in Canada, footwear business in Asia constitute a small proportion of the Group's total assets. These investments are held for long term purposes, aiming for steady return or capital gain. Most of these investments are financed with internal funds. The Group's exposure to exchange rate movement is expected to be insignificant.

Interest Rate Exposure

The Group has a relatively low debt to equity ratio of 20%. All bank financing are arranged on a floating interest rate basis.

乃按浮動利率基礎進行。於二零零零年十二月三十一日，集團並未就利率風險作出任何衍生工具對沖。

管理層一向密切注視利率變動，一旦發覺有需要時，將立即採取適當措施使集團之利率風險減至最低。

僱員福利

員工薪酬及培訓

於二零零零年十二月三十一日，集團僱用約一百六十名員工。員工薪酬由管理階層每年按員工表現及市場情況釐定。集團透過各類型培訓促進員工不斷改進及發展。

購股權計劃

為使集團僱員能分享本公司之經營成果，並激勵彼等加倍努力推動本公司邁向成功，一項購股權計劃已於二零零零年六月十九日獲股東審批；據此，包括執行董事在內之各集團僱員，均可獲授購股權以認購本公司股份。認購價將由該計劃之主理人員釐定，惟不會少於緊接授出購股權日期前五個交易日股份於香港聯合交易所有限公司之平均收市價之百分之八十或股份面值，兩者以較高者為準。根據該計劃可授出之購股權所涉及之最高股份數目限定在本公司已發行股本百分之十以內。於二零零零年十二月十八日，有為數三十九份共可認購一千五百一十五萬股股份之購股權授予集團高層僱員或服務逾十年之僱員，彼等亦已確認接受。該等購股權之行使期為二零零零年一月一日至二零零八年十二月三十一日，認購價則為每股港幣三元。

As at 31 December 2000, the Group had not engaged in any derivative for hedging against interest rate risk.

Management oversees the movement of interest rates very closely and will take appropriate measures to minimize the Group's interest rate risks when considers necessary.

STAFF BENEFITS

Staff Remuneration and Training

As at 31 December 2000, the Group employed around 160 staff. Staff remuneration is reviewed annually by the Management based on the staff's performance and prevailing market conditions. The Group facilitates continual staff improvement and development by providing various forms of training.

Share Option Scheme

In order to enable the employees of the Group to participate in the prosperity of the Company and to provide them with incentives to contribute further to the success of the Company, a share option scheme was approved by the shareholders on 19 June 2000 under which options may be granted to employees of the Group, including the executive directors, to subscribe for shares of the Company. The subscription price will be determined by the Administrators of the scheme and will not be less than 80% of the average of the closing prices of the shares on The Stock Exchange of Hong Kong Limited for the five trading days immediately preceding the date of offer of the options or the nominal value of the shares, whichever is the higher. The maximum number of shares in respect of which options may be granted under the scheme may not exceed 10% of the issued share capital of the Company. On 18 December 2000, 39 options for a total of 15,150,000 shares, which will be exercisable during the period from 1 January 2004 to 31 December 2008 at a subscription price of HK\$3.00 per share, were granted to and subsequently accepted by the employees of the Group at senior levels or with length of service for over 10 years.

Employee Activities

員工活動



Company picnic on a sunny day
公司於一個晴天的旅行活動



A show of team spirit during rock climbing activities
攀石活動所顯示之團體精神



Long-service recognition at
2000 Annual Dinner
二零零零年春茗聯歡晚宴上
頒發長期服務獎



Bowling activities organized by the
Company's Recreation Club
公司康樂會籌辦之保齡球活動



Photo of the Group's Chairman with the
winners of the Mahjong Competition
集團主席與麻雀王大賽之得獎者合照



A guess game at the staff lunch
gathering
員工午餐聚會中之一個竞猜遊戲

公積金計劃

集團自一九九四年十月一日起已設有固定供款之僱員退休計劃（退休計劃），僱主及僱員均須就退休計劃供款，其中僱員供款為彼等每月底薪之百分之五，而僱主則會分別就僱員之服務年期長短，而按彼等每月底薪之百分之五、百分之七點五或百分之十供款。現時之退休計劃已因應根據新訂之強積金計劃條例規定作出修改，而強積金計劃管理局亦已於二零零零年六月批准豁免參與。

鑑於法例規定各僱主均須設有強積金計劃，故集團已設立一項強積金計劃，其遵守該法例所述一切基本計劃規條，惟對僱員每月入息提供較佳之額外供款。所有現有僱員均有權選擇採用舊有退休計劃或新強積金計劃。於二零零零年十二月一日起，所有新僱員則須參與新強積金計劃。

集團附屬公司及聯營公司之主要行政人員簡介

羅鎮明，五十二歲，康居物業管理有限公司總經理，一九九八年加盟本公司。羅先生擁有逾三十年公共及私人物業管理經驗。在加入康居物業前，羅先生曾於房屋署工作二十八年及於第一太平戴維斯物業管理有限公司工作兩年。彼分別為英國特許屋宇經理學會、Institute of Administrative Management及香港地產行政學會之會員，並為特許物業代理。

林崇禧，五十七歲，九龍建業財務有限公司總經理，一九九四年加盟本公司。林先生擁有逾二十八年商業及投資銀行工作經驗，在加入公司前曾於國際

Provident Fund Scheme

The Group operates a defined contribution staff retirement scheme (ORSO scheme) since 1 October 1994. The ORSO scheme requires contributions to be made by both the employer and its employees. Employees contribute 5% of their basic monthly salary and the employer contributes 5%, 7.5% or 10% of their basic monthly salary based on the length of service of the employees. Pursuant to the new requirements of the Mandatory Provident Fund Schemes Ordinance, the ORSO scheme was modified and exemption was granted by the Mandatory Provident Fund Schemes Authority in June 2000.

In view of the statutory requirement for every employer to effect a mandatory provident fund scheme (MPF scheme), the Group has set up a MPF scheme which adopted all the basic scheme rules as prescribed by the Ordinance, except with better top-up cover on the employee's monthly earnings. All the existing employees were offered an option to choose between the old ORSO scheme or the new MPF scheme. Effective from 1 December 2000, all new employees are required to join the MPF scheme.

BIOGRAPHICAL DETAILS OF THE CHIEF EXECUTIVES OF THE GROUP'S SUBSIDIARIES AND ASSOCIATED COMPANIES

LO Chun Ming, Albert, aged 52, is the General Manager of Country House Property Management Limited and joined the company in 1998. Mr Lo has over 30 years of experience in the property management field, including both public and private sectors. Prior to joining Country House, Mr Lo worked with the Housing Department for 28 years and FPD Saville Property Management Limited for 2 years. Mr Lo is a member of the Chartered Institute of Housing, a member of the Institute of Administrative Management, a member of the Institute of Real Estate Administration and a licensed estate agent.

SAE NIM Songhee, aged 57, is the General Manager of Kowloon Development Finance Limited and joined the company in 1994. Mr Nim has over 28 years of experience in commercial and investment banks. Prior to joining the company, he held

銀行身居要職。林先生於七十年代在美國加利福尼亞獲授工商管理碩士學位，而在美國則曾分別於Singer Co.及US Leasing International Inc.擔當運輸專家及銷售經理（合法避稅計劃）工作。彼亦為九龍建業有限公司投資經理及九建雅琳達有限公司董事。

雷羅慧洪，乃九建羅建輝證券有限公司交易董事及主席，擁有逾三十五年證券業務工作經驗。彼於一九八六年於香港聯交所註冊為會員。彼亦為九龍建業有限公司董事。

郭棟舉，乃豐城有限公司之董事及總經理，擁有逾二十年公共運輸業務工作經驗。彼在加入豐城有限公司前分別於澳門主要巴士營運商Transmac S.A.R.L.及中國巴士經營先驅其新機械工程有限公司兩間公司工作。於其新工作時，彼專責發展中國巴士業務，曾開發大連、吉林及煙台各區巴士業務。郭先生對公共運輸業務經驗豐富及知識廣博，足為推動本公司未來中國巴士業務發展之強大動力。郭先生亦為瀋陽市政協委員及榮譽市民。

MACLEOD John A，乃Enbridge Petroleum Exchange Inc（現改名為NetThruPut Inc）之主席及行政總裁。於一九九七年加入該公司前，彼曾於Sceptre Resources Limited之Crude Oil and Natural Gas Marketing出任副主席一職。彼並透過於一間位於加拿大之全面經營原油之公司Husky Oil出任要職，而在原油及天然氣市場推廣上累積豐富經驗。Macleod為該等業內旗艦工作時，曾廣泛參與引入及提高策略性業務開發工作。彼之出任，令公司之能源貿易、市場推廣及儲運知識大增。憑藉彼對原油業及電子商貿之了解，The Exchange在創業、發展及高速增長等方面均已獲益不少。

key positions at international banks. Mr Nim obtained his MBA degree in California in the 70s, while in the U.S. he worked for Singer Co. and US Leasing International Inc. as transportation specialist and Sales Manager (Tax-shelter program) respectively. He is also the Investment Manager of Kowloon Development Company Limited and Director of KDC Prologue Ltd.

LOUEY Wai Hung, Kathryn, is the Dealing Director and Chairperson of Kowloon Development K F Lo Securities Limited. She has over 35 years of experience in the securities business, she was registered as a member of the Hong Kong Stock Exchange in 1986. She is also a Director of Kowloon Development Company Limited.

KWOK Tong Koi, is the Director and General Manager of Harvest City Ltd. He has over 20 years of experience in public transportation business, prior to setting up Harvest City, he worked with Transmac S.A.R.L., the major bus operator in Macau and Kei Sun Engineering Limited, the pioneer in China bus operation. At Kei Sun he was specifically responsible for the development of China business and set up the bus operation at Dalian, Jilin and Yantai. Mr Kwok's sound experience and in-depth knowledge of the public transportation business will be a valuable source for the company's future growth in the China bus operation. Mr Kwok is also a member of CPPCC and an Honorary Citizen of Shenyang.

MACLEOD John A, is the President and Chief Executive Officer of Enbridge Petroleum Exchange Inc (now renamed as NetThruPut Inc). He joined the company in 1997. Prior to this he was the Vice President of Crude Oil and Natural Gas Marketing with Sceptre Resources Limited. He also gained sound knowledge and experience in crude oil and natural gas marketing through the key positions he held with Husky Oil, a fully integrated petroleum company in Canada. Mr Macleod was very much involved in the introduction and advancement of strategic business initiatives while working for these industry leaders. He brings to the company extensive knowledge of energy trading, marketing and logistic. His understanding of the petroleum industry and e-commerce has been instrumental in the creation, development and rapid growth of The Exchange.

歐陽大衛，乃Asiasoft Hong Kong Limited之董事總經理及創辦人，於彼之領導下，Asiasoft Hong Kong現已發展成為香港國際級主要資訊科技之分銷商及解決方案供應商。歐陽先生擁有十三年資訊科技業之工作經驗。成立Asiasoft之前，他曾於數間大機構出任技術經理，並經常參與文件管理、工作流程、格式處理及綜合訊息技術等方面之大型項目。於Asiasoft，彼主要負責一般管理、新產品及技術招納、發展新解決方案及業務發展計劃。憑藉彼從事資訊科技業多年並與各類客戶有密切聯繫，公司在具潛力之新市場拓展產品及服務上已從而獲得助力，而相信未來亦將有所得益。

方方，乃Southern Success Corporation之行政總裁。彼在服裝業內享負盛名，對於服裝產品之製造及零售均有廣泛經驗。彼在創立Topy International Ltd前曾任Fang Brothers Knitting Ltd行政總裁。Topy乃Episode、Excursion、Episode Studio、Jessica、Colour 18及Nine West(自一九九四年至一九九七年)等著名服裝零售概念之經營商。於彼領導下，Topy之業務已擴展至逾四百個營業點，分別遍佈亞洲二十五個國家、美國及歐洲等地。

於一九九七年，彼將Episode Europe及Nine West Asia自Topy分拆出來，並組織該兩項業務於新成立之Global Retail Inc旗下。Episode Europe會專注於歐洲市場之服裝業務，而Global會透過零售店及批發客戶於亞洲分銷Nine West皮鞋及配件。

AU YEUNG David, is the Managing Director and founder of Asiasoft Hong Kong Limited. Under his stewardship, Asiasoft Hong Kong has developed into a well-known value added distributor of a number of world-class IT products and solution provider. Mr. Au Yeung has 13 years of experience in the IT industry. Prior to setting up Asiasoft he worked with several large organizations as Technical Manager and was actively involved in sizable projects concerning document management, workflow, form processing and integrated messaging technologies. At Asiasoft, he mainly deals with general management, new product and technology recruitment, developing new solution and business growth planning. His years of experience in the IT industry and strong connection with different clientele has been and will continue to be instrumental in bringing the company's products and services to new potential markets.

FANG Fang, Jeffrey, is the Chief Executive Officer of Southern Success Corporation. He is highly recognized in the fashion industry. Mr Fang possesses extensive experience in both manufacturing and retailing of fashion products. He was the CEO of Fang Brothers Knitting Ltd. before founding Topy International Ltd., operator of the well known fashion retail concepts of Episode, Excursion, Episode Studio, Jessica, Colour 18 and, from 1994 to 1997, Nine West. Under his leadership, Topy has extended its operation to 25 countries in Asia, America and Europe with over 400 store locations.

In 1997, he detached the Episode Europe and Nine West Asia operation from Topy and grouped the two operations under the newly founded Global Retail Inc. Episode Europe would concentrate in apparel business in the European markets and Global would focus on distributing Nine West shoes and accessories in Asia through retail stores and wholesale customer accounts.