



業務回顧

對本集團而言，二零零零／二零零一年度乃本集團的增長期及擴展期。本公司成功於聯交所之主版上市，以發行價每股0.80港元發行68,750,000股新股，集資淨額約41,500,000萬港元作為拓展業務資金。這不但對本集團的業務發展上定下一個重要的里程碑，更藉此提高U-RIGHT品牌的知名度。

於回顧年內，經營溢利達58,315,000港元，較去年同期增加31.64%。股東應佔溢利則上升至41,703,000港元，符合上市招股書時所預測。這理想的成績正與集團嚴謹的成本控制、專營店及零售門市之增加息息相關。自本年一月起一連串的銀行減息行動，減低了本集團的財務成本。由於中國的經濟保持強勁及香港的經濟保持穩定上升，兩地市場的邊際利潤亦得以保持。每股盈利由去年度的15.19港仙增至本年度的17.94港仙。

於本財政年度，本集團共推出約1,000款設計，以「休閒便服，輕鬆活潑」為主題。本集團更堅守一貫對品質控制嚴謹的要求。靈活處理外判生產仍是本集團生產政策，約有百分之九十的產品乃由超過三十個與本集團多年合作的獨立承包商生產。於回顧年內，本集團經中國政府有關當局審批，收購由順德市北滘鎮碧江經濟發展公司持有順德市佑威服裝有限公司的20%股權。此外，本集團亦與金威集團控股有限公司（「金威」）（股票編號：910）建立策略性關係。金威主要從事製衣業，為本集團其中一家獨立承包商。

BUSINESS REVIEW

2000/2001 was a year of growth and expansion for the Group. The Company was successfully listed on the Main Board of the Stock Exchange through the issue of 68,750,000 new shares at HK\$0.80 per share. Total net proceeds of HK\$41.5 million were raised for business expansion. This significant move not only marked a major milestone in the Group's business development, but also enhanced the profile of the U-RIGHT brand.

During the year under review, profit from operating activities stood at HK\$58,315,000, 31.64% higher compared with the corresponding period last year. Net profit attributable to shareholders increased to HK\$41,703,000, in line with the profit forecast as stated in the listing prospectus. This outstanding performance was directly associated with the Group's adoption of stringent cost control and expansion of franchise and retail shops. Finance cost has been generally reduced following the series of rate cuts beginning in January 2001. Due to vibrant growth of the PRC economy and the steady growth in the local market, profit margins in both markets were maintained. Earnings per share increased from HK15.19 cents last year to HK17.94 cents this year.

During the financial year, a total of 1,000 designs were launched with an emphasis on a relaxed and lively style. The Group continued to pursue a consistent and focused strategy with strict adherence to quality standards. Production outsourcing remained a prime policy to maintain flexibility. Approximately 90% of total turnover was manufactured by more than thirty subcontractors who have worked closely with the Group for many years. During the year, with the approval from relevant PRC government authorities, the Group acquired a 20% interest in Shunde U-RIGHT Garment Co., Ltd. from Bijiang Economic Development Company. The Group also formed a strategic alliance with one of its subcontractors Good Fellow Group Limited ("Good Fellow") (stock code : 910), Good Fellow is principally engaged in the clothing industry.



本集團目前集中資源於中國及香港業務，中國及香港兩個市場表現均令人滿意。於年內，中國及香港分別錄得總營業額百分之六十五及百分之三十五。

中國

於回顧年內，中國的經濟獲得理想的增長，這點正好從二零零零年中國百分之八的國民生產總值的增長中表現出來。於二零零零年，中國城市人均收入增加百分之六點四，而國內的消費亦錄得強勁的增長。

於二零零一年年度，本集團在中國之營業額為218,454,000港元，較二零零零年年度之156,099,000港元，大幅上升百分之四十，這全賴增加銷售網絡的成果。

為了突出競爭優勢，本集團於期內積極拓展其銷售及分銷網絡。於本年度年結日，本集團於中國設有146間專營店。

香港

於回顧年內，香港的經濟獲得理想的增長。於二零零零年，香港國民生產總值達到百分之十點五的實質增長。香港的經濟則隨著國內經濟保持強勁以及美國經濟放緩得到控制從而保持上升。與此同時，服裝行業的競爭亦持續激烈。

縱然香港的零售業表現疲弱，本集團於回顧期內香港的營業額達115,824,000港元，較去年上升百分之七。這理想成績主要由於U-RIGHT品牌的提升，以致消費者對本集團的休閒服的需求上升。本集團截至本財政年底時直接經營的門市數目增至二十一間。

The Group's focus is on the PRC and Hong Kong markets with both markets performing satisfactorily. For the year, the PRC and Hong Kong accounted for 65% and 35% of total turnover respectively.

The PRC Market

During the year under review, the PRC economy exhibited satisfactory growth, as reflected by real GDP growth of 8.0% in 2000. Consumer expenditure in the PRC registered robust growth on the back of rising per capita urban income which grew 6.4% in 2000.

The Group's turnover in the PRC amounted to HK\$218,454,000 for the year 2001, representing a sharp increase of 40% from HK\$156,099,000 for the year 2000 as a result of the enhanced distribution network.

To sharpen its competitive advantages, the Group's sales and distribution network underwent rapid expansion during the reporting year. As at the year end, the Group has established 146 franchise shops in the PRC.

Hong Kong Market

Benefiting from strong economic growth in the PRC and the "soft-landing" of US economy, Hong Kong economy showed pleasing growth during the reporting year with a real GDP rise of 10.5% recorded in 2000. At the same time, competition in the apparel industry remained keen.

Despite modest performance of the retail sector, the Group achieved a total turnover of HK\$115,824,000 for the year under review, representing an increase of 7% over the previous year. This pleasing growth was mainly attributable to higher recognition of the U-RIGHT brand, which caused an increased demand for the Group's casual wears. The total number of directly operated retail outlets increased to 21 as at the year end.



品牌推廣

除確保本集團產品擁有最佳的設計及品質保證外，本集團亦致力制定有效的品牌推廣策略。本集團現已在香港超過四十部巴士刊登一系列新廣告，並在雜誌賣廣告及贊助公開活動，在中國各大城市定期參加大型服裝展覽及時裝表演，以提高佑威服裝品牌的知名度。

控制成本

至於控制成本方面，本集團將透過承包生產制以降低生產成本。此外本集團於香港之二十一間門市的租約仍以合理的租金取得續期，期限由二年至三年不等。店員薪金相對營業額比例亦受到控制，本集團正研究以標準薪金產生更多營業額之方法。

僱傭、培訓及發展

於二零零一年三月三十一日，本集團聘有668名僱員，其中196名駐於香港，另472名駐於中國。

本集團薪酬制度維持於競爭力水平，並定期作出檢討。本集團乃按個人表現及行業慣例而向僱員授出獎金及購股權。

本集團亦經常為前線零售服務員舉辦訓練課程以提高員工對產品知識及銷售技巧。努力的成果已為集團帶來可觀的銷售額，平均每個員工的銷售額亦有所增長。

品質管理

申請ISO 9000證書正進行中。在現行品質管理方面，本集團正致力改善商舖環境、產品質素、銷售過程、員工服務及運作系統。

Branding

In addition to ensuring the best product design and quality, the Group is also committed to establishing effective branding strategies. Currently, the Group places a series of new advertisements on over 40 buses. Moreover, the Group has raised brand awareness through fashion shows and fairs in various cities in the PRC, appropriate media channels and event sponsorship.

Cost Control

The policy for production outsourcing significantly helps to lower production costs. In addition, the Group has been able to renew the lease agreements for its 21 shops at reasonable rentals for a term of 2 to 3 years. The ratio of salary to sales has also been effectively maintained, and the Group will further maximize sales based on existing basic salary schemes.

Employment, Training and Development

At 31 March 2001, the Group had a total 668 employees of which 196 are based in Hong Kong and 472 based in the PRC.

Remuneration packages are maintained at a competitive level and reviewed on a periodical basis. Bonus and share options are awarded to certain employees according to the assessment of individual performance and industry practice.

Frequent training sessions were also conducted to enhance product knowledge and selling techniques of all front line sales staff. Efforts in this respect were rewarded by a subsequent increase in average sales per employee and higher overall sales.

Quality Management

Application for ISO 9000 certification progressed satisfactorily. The Group is also constantly improving the overall shopping environment, product quality, sales procedures, service standards and operation systems.



展望

建基於本集團超卓的表現，本集團管理層將進行一連串的擴展計劃，以把握中國及香港兩地對休閒服熱切的需求。預期中國的經濟將保持急速發展，這正好為零售業打下一枝強心針。由於品牌效應於國內漸趨普及，對品牌服裝的需求將會激增。至於香港方面，銀行減息及企業加薪等因素將有助刺激消費，零售業因此而受惠。

由於中國快將加入世貿，而加入世貿更為國內營商的外資剔除一些營運上的阻限。這等有利因素將對本集團的未來發展締造一個理想的營商環境。中國加入世貿後，對中國之企業將帶來非常之多之商業機會，中國企業營業額上升將會帶來更多之就業機會，工人薪金因此而上升，相信對消費品保持強勁之需求。

於二零零一年四月，本集團以9,000,000港元向一個獨立第三者收購Atlantis Investment International Holdings Limited (「Atlantis Investment」) 全數股權。Atlantis Investment於中國擁有商標品牌Atlantis及設有二十間專營店。此項收購將有助集團吸納一群新的客戶群，進一步增加集團在中國之市場佔有率。

管理層將繼續致力尋求商機，藉以提高業務價值。有見及此，本集團將以利潤為大前題，進一步拓展銷售及分銷網絡。本集團計劃於未來一年，分別計劃於中國開設多約一百間專營店及香港多開約七間零售門市。

OUTLOOK

In view of the Group's outstanding performance, the management is set to embark on a series of expansion plans to capitalize on the surging demand for casual wear in both the PRC and Hong Kong. The PRC economy is expected to advance further, establishing positive ground for the rally in retail industry. In particular, demand for branded fashion is expected to be highly promising as brand awareness becomes more prevalent. In Hong Kong, reduced interest rates and corporate pay rises will help stimulate consumer spending, thus reviving the retail sector.

Foreign enterprises with business operations in the PRC are set to benefit from China's entry into WTO as restrictions are expected to be gradually abolished. This will create a more favorable background for the Group's expansion. The general increase in corporate turnover will introduce further employment opportunities, thereby raising workers' income and ensuring strong demand for consumer goods.

In April 2001, the Group acquired the entire share capital in Atlantis Investment International Holdings Limited ("Atlantis Investment") from an independent third party at a price of HK\$9,000,000. Atlantis Investment owned the Atlantis trademark and brandname and operated 20 franchise stores in the PRC. This acquisition can help the Group capture a new group of customers and thus increasing the market share of the Group in the PRC.

The management will remain its focus on opportunities and seek to maximize the value of the business. To this end, the Group will be further expanding the sales and distribution network in both markets with a primary focus on profitability. The Group plans to open another 100 franchise shops in the PRC and 7 more retail shops in Hong Kong in the coming year.



著名的品牌及銷售管理一直為本集團的主要優勢。全新的市場定位策略充份反映管理層對領導市場的冀盼及承諾。為了拓闊現有的客戶群，本集團管理層已決定重新標誌U-RIGHT品牌。新形象為佑威塑造為一個開朗、有活力及有品味的標記，並會以年輕人為主要對象。首家採用這個新形象的門市已於香港九龍城廣場及中國上海淮海路開幕，獲得顧客一致好評。這個新品牌形象將在產品設計、店舖櫥窗陳列及銷售服務等各方面彰顯出來，管理層有信心這次重新標誌U-RIGHT品牌將可進一步改善銷售額及利潤。

除中港市場外，過去數年本集團亦有部份產品銷往海外市場。由於海外市場對本集團之休閒服的需求亦十分殷切，故此未來本集團將會致力開拓海外市場，尋求海外合作夥伴，爭取海外休閒服之商機。

創新技術

本集團正研究將最新的「納米技術」應用於製衣方面。經納米技術處理過的衣料可防水、防霉、防塵、耐高溫、永不變色、纖維服裝更舒適耐用及經受得起反覆洗滌以及更環保。

Effective branding and sales management have always been the Group's major strengths. The management's aspirations and commitment to lead the market are demonstrated by its renewed strategy in market positioning. To broaden the existing pool of customers, the management has decided to re-brand U-RIGHT. The new image is designed to portray U-RIGHT as a label of emphasizing cheerfulness, energy and style, an image which appeals particularly to teenagers. The first two shops bearing this new brand image have just been opened in Kowloon City Plaza, Hong Kong and in Huaikailu, Shanghai and have received an overwhelming response from customers. The launch of new corporate identity will be carried out by way of improving the product design, shop displays, and sales services in order to maximize potential sales. The management is confident that this re-branding will further improve sales and profitability.

Apart from the PRC and Hong Kong markets, the Group has sold some products to overseas markets during the past few years. Owing to high demand of casual wear of the Group from overseas markets, the Group will seek for business opportunities to exploit overseas markets by forming joint venture with overseas partners.

Innovative Technology

The Group is studying to apply the latest "nano technology" to the garment manufacturing process. Processed clothing under this technology is water-resistant, mold free, dust free, has a high tolerance for temperature and displays no color fading. Clothing will be more comfortable, longer lasting and can be washed repeatedly, therefore becoming more environmentally friendly.

**財務**

集團之股東權益總額於本年度結算時為126,076,000港元，較上年度結算時之37,480,000港元上升236%，該等主要來自上市時發售新股所得款項淨額及來自本集團本年度保留溢利。

於二零零一年三月三十一日之流動資產淨值約為31,118,000港元，及流動比率維持於穩健水平，即約1.2倍。

於二零零一年三月三十一日，本集團之借貸淨額（即借貸總額減去現金及銀行存款）為4,874,000港元（二零零零年：46,088,000港元），較二零零零年三月底減少41,214,000港元。淨資產負債比率（即本集團借貸淨額對股本總值與儲備金之比率）亦由二零零零年三月三十一日之123%下降至二零零一年之4%。於二零零一年三月三十一日，本集團共有140,000,000港元之備用信貸額（二零零零年：66,000,000港元）。於年結日已動用的中港主要往來銀行所提供之銀行貸款及透支為76,338,000港元（二零零零年：53,369,000港元），並主要由本集團擁有之若干固定資產之法定押記及定期存款作抵押。

FINANCE

The Group's total shareholders' funds as at year end stood at HK\$126,076,000, compared to HK\$37,480,000 last year, an increase of 236%. This mainly resulted from the net proceeds raised from the new issue upon public listing and retained profits from the current financial year.

Net current assets at 31 March 2001 were approximately HK\$31,118,000 and current ratio was maintained at a healthy level of approximately 1.2x.

As at 31 March 2001, the Group's net borrowings (total borrowings minus cash and bank deposits) was HK\$4,874,000, HK\$41,214,000 lower than last year (2000 : HK\$46,088,000). Net gearing ratio (net borrowings to share capital plus reserves) dropped from 123% last year to 4% this year and the Group's banking facilities amounted to HK\$140 million (2000 : HK\$66 million). As at year end, bank borrowings and overdraft which were provided by the principal bankers in Hong Kong and in the PRC stood at HK\$76,338,000 (2000 : HK\$53,369,000) which were secured mainly by the legal charges on certain fixed assets and fixed deposits owned by the Group.