

經營業績**營業額**

截至二零零一年十二月三十一日止財政年度之營業總額為3,479百萬港元，與二零零零年度所錄得3,431百萬港元，大致相同。本年度之營業額已計入約77百萬港元之不利外匯影響。

零售及分銷部門之銷售額為3,262百萬港元（二零零零年：3,225百萬港元），佔本集團營業總額93.8%。經扣除分部間銷售後，製衣部門之營業額為217百萬港元（二零零零年：206百萬港元），較上年度上升5.3%。在未扣除分部間銷售前，製衣部門之營業額則達727百萬港元，與二零零零年財政年度相同。

毛利

毛利總額達1,544百萬港元（二零零零年：1,516百萬港元），較上年度上升1.8%。毛利率為44.4%，較二零零零年度錄得之44.2% 輕微上升。

年內，面對消費者信心疲弱，管理層以產品創新方法來保障利潤率。本集團經營策略中包括提供與別不同之產品，着重於貨品之功能特性及布料使用。佐丹奴品牌已投向較高檔次的市場，而 *Bluestar Exchange* 品牌則以精打細算消費者為對象。

分銷、管理及其他經營費用

分銷費用為928百萬港元（二零零零年：838百萬港元），較上年度增加10.7%。管理費用達137百萬港元，較上年度之122百萬港元上升12.3%。新門市開業及新市場開拓費用引致上述升幅。年內，在中國大陸、台灣（*Bluestar Exchange*）、澳洲及印尼設立新的分銷門市之費用約為59百萬港元，而用於開拓德國及日本兩個新市場之費用達25百萬港元。

RESULTS OF OPERATIONS**Turnover**

Total turnover for the fiscal year ended December 31, 2001 was HK\$3,479 million, virtually unchanged from the HK\$3,431 million registered in 2000. This figure included an unfavorable foreign exchange impact of approximately HK\$77 million.

Representing 93.8 percent of the Group's total turnover, sales of the Retail and Distribution Division amounted to HK\$3,262 million (2000: HK\$3,225 million). The Manufacturing Division's turnover, after elimination of inter-segment sales, amounted to HK\$217 million (2000: HK\$206 million), a 5.3 percent increase over the prior year. Turnover of the Manufacturing Division, before elimination of inter-segment sales, was HK\$727 million, the same as fiscal year 2000.

Gross Profit

Gross profit totalled HK\$1,544 million (2000: HK\$1,516 million), an increase of 1.8 percent over the prior year. Gross margin was 44.4 percent, a slight increase from the 44.2 percent achieved in 2000.

Faced with weak consumer sentiment during the year, Management opted for product innovation as a means to protect profit margin. As part of the strategy, the Group offered differentiated products, with emphasis on functional features and usage of fabrics. The *Giordano* brand has embarked on a higher value-added direction while the *Bluestar Exchange* brand has been targeting the more budget-minded consumers.

Distribution, Administrative and Other Operating Expenses

Distribution expense was HK\$928 million (2000: HK\$838 million), an increase of 10.7 percent over the prior year. Administrative expense amounted to HK\$137 million, representing a 12.3 percent increase from the prior year's HK\$122 million. New outlet openings and new markets' start-up costs contributed to this increase. During the year, total expenses related to new distribution outlets in Mainland China, Taiwan (*Bluestar Exchange*), Australia and Indonesia were approximately HK\$59 million and development costs in the two new markets of Germany and Japan amounted to HK\$25 million.

其他經營費用為234百萬港元(二零零零年：272百萬港元)，較二零零零年財政年度下降14.0%，主要原因乃縮減廣告費用所致。管理層考慮二零零一年消費意欲不振，不宜進行大型地區性廣告活動。故此，管理層着重於本地推廣活動，以針對其市場之產品系列。

經營溢利及未計利息、稅項、折舊及攤銷費用之盈利(EBITDA)

經營溢利為372百萬港元，而去年則為425百萬港元。零售及分銷部門之經營溢利達297百萬港元(二零零零年：315百萬港元)，佔本集團經營溢利79.8%(二零零零年：74.1%)。

經營溢利下降主要由於台灣市場表現疲弱，以及發展德國及日本兩個新市場之拓展費用所致。然而，管理層深信二零零二年經營效率可望提高，理由如下：

- (1) 台灣市場之策略性轉變預計會有成效；
- (2) 德國及日本市場之效益將會上升；及
- (3) 租金及投入成本均會進一步下降。

年內之EBITDA為582百萬港元，微低於二零零零年之596百萬港元。因此，EBITDA之邊際利潤為16.7%，較上年度之17.4%下跌0.7個百分點。

Other operating expense was HK\$234 million (2000: HK\$272 million), a decrease of 14.0 percent over fiscal year 2000. This decrease was largely due to a reduction in advertising expense. Management considered the prevailing consumer mood in 2001 made it inappropriate for any large-scale regional advertising campaign. Instead, Management relied on local promotion to highlight market-specific product lines.

Operating Profit and Earnings Before Interest, Taxation, Depreciation and Amortization Expense (EBITDA)

Operating profit was HK\$372 million, compared with HK\$425 million a year earlier. The Retail and Distribution Division's operating profit amounted to HK\$297 million (2000: HK\$315 million), representing 79.8 percent (2000: 74.1 percent) of the Group's operating profit.

The decline in operating profit was largely due to the weak performance of the Taiwan market and the development costs incurred in the new markets of Germany and Japan. However, Management is confident that operating efficiency will improve in 2002 due to the following reasons:

- (1) Strategic changes implemented in Taiwan should achieve higher projected results;
- (2) Germany and Japan will gain efficiency; and
- (3) Cost reduction in both rental and input costs will further materialize.

EBITDA for the year amounted to HK\$582 million, slightly lower than the HK\$596 million reported for 2000. Correspondingly, EBITDA margin was 16.7 percent, 0.7 percentage points lower than the 17.4 percent reported in the prior year.

股東應佔溢利

二零零一年財政年度之股東應佔溢利為377百萬港元(二零零零年：416百萬港元)，較上年度減少9.4%。上述減幅是由於本集團之經營溢利下降。本集團之主要合營公司持續表現理想。除稅後應佔聯營公司之溢利達69百萬港元(二零零零年：64百萬港元)，較去年上升7.8%。

本集團之實際稅率由二零零零年的14.1%增至二零零一年的16.9%，主要因為韓國合營公司須付較高稅率。

現金流量

經營業務之現金流量由二零零零年財政年度之377百萬港元增至二零零一年度之446百萬港元。是項升幅乃出於存貨減少20百萬港元；相反，二零零零年之存貨卻上升65百萬港元。

投資回報及融資償還之現金流出淨額較上年度下降至200百萬港元(二零零零年：205百萬港元)。派息額達222百萬港元(二零零零年：236百萬港元)，數額減少主要由於二零零一年度派息額微降。

二零零一年財政年度之投資業務現金流出淨額達274百萬港元(二零零零年：103百萬港元)。年內，本集團為取得香港一間旗艦店之37年期租賃權益支付207百萬港元，並就國內上海一項20年期租賃預付人民幣100萬元(約95百萬港元)。於此安排前，該兩店址已由本集團租用。基於營運利益角度去衡量，管理層在上述決策中，訂立有關安排，祇為確保可繼續使用上述策略性零售地點。同樣理由，本集團早年前亦曾在中國大陸及台灣購置其他主要零售地點。來自投資業務之現金包括長期存款到期所得之152百萬港元(二零零零年：25百萬港元)。

Profit Attributable to Shareholders

Profit attributable to shareholders was HK\$377 million for fiscal year 2001 (2000: HK\$416 million), represented a 9.4 percent decrease over the previous year. The decrease in Group operating profit accounted for this decline. The Group's major joint ventures continued to perform well during the year. Share of profits after taxation from associated companies increased 7.8 percent year-on-year to HK\$69 million (2000: HK\$64 million).

The Group's effective tax rate also increased from 14.1 percent in 2000 to 16.9 percent in 2001, primarily due to a higher tax bracket for the Korean joint venture.

Cash Flow

Cash flow from operation increased from HK\$377 million in fiscal year 2000 to HK\$446 million in 2001. The improvement resulted from a decrease in inventory of HK\$20 million, in contrast to a HK\$65 million increase in inventory in 2000.

Net cash outflow from return on investments and servicing of finance decreased to HK\$200 million from the prior year (2000: HK\$205 million). Dividend payout of HK\$222 million (2000: HK\$236 million) was lower, primarily due to a slight decrease in dividend payout in year 2001.

Net cash outflow from investing activities amounted to HK\$274 million in fiscal year 2001 (2000: HK\$103 million). During the year, the Group paid HK\$207 million to secure a 37-year leasehold interest in a flagship store in Hong Kong and prepaid RMB100 million (approximately HK\$95 million) for a 20-year lease in Shanghai. Both locations had already been tenanted by the Group prior to the arrangements. Management evaluated these decisions on operational merits and entered into the arrangements to ensure continuing occupation of these strategic retail locations. For similar reasons, the Group had purchased other prime retail locations in Mainland China and Taiwan in earlier years. Cash generated from investing activities included HK\$152 million (2000: HK\$25 million) from maturing of long-term deposits.

二零零一年，融資活動之現金流入淨額為50百萬港元，而二零零零年之現金流出淨額為46百萬港元。根據本公司僱員購股權計劃發行新股份所得現金達8百萬港元（二零零零年：87百萬港元）。本集團同時獲得相等於47百萬港元之本地貨幣短期定息銀行融資，以支付國內部分長期租賃。管理層計劃於二零零二年以內部現金悉數償還貸款。年內，本公司並無購回任何股份（二零零零年：138百萬港元）。

流動現金及資金來源

於二零零一年十二月三十一日，本集團現金及銀行存款達579百萬港元（二零零零年：749百萬港元）。本集團之現金及銀行存款之目標水平相當於一年之經營業務現金流量。

本集團營運資金降至798百萬港元（二零零零年：1,014百萬港元）。流動比率仍保持於2.3倍之穩健水平。二零零一年財政年度之營業額與營運資金比率為4.4倍，而二零零零年為3.4倍。

於二零零一年年底，本集團存貨為283百萬港元（二零零零年：303百萬港元）。存貨改善主要由於製衣部門減少原料及在製貨品。由於農曆新年在二零零二年是於二月份（二零零零年：二零零一年是於一月份），該部門毋需於二零零一年年底增產以應付旺季銷售高峯期。銷售方面之存貨可供銷售日數由上年度32天降至二零零一年財政年度之30天。本集團之存貨可供銷售日數目標介乎28天至32天。

In 2001, net cash inflow from financing activities amounted to HK\$50 million, against a net cash outflow of HK\$46 million in 2000. Issuance of new shares under the Company's Employee Share Option Scheme provided cash of HK\$8 million (2000: HK\$87 million). The Group also obtained short-term local currency bank financing equivalent to HK\$47 million at fixed interest rate, to fund part of the payment for the long-term lease in Mainland China. Management intends to pay-off the loan in full from internal cash flow in 2002. During the year, the Company did not repurchase any shares (2000: HK\$138 million).

Liquidity and Capital Resources

As at December 31, 2001, the Group had cash and bank deposit of HK\$579 million (2000: HK\$749 million). The Group's target level of cash and bank deposit is the equivalent of one year's cash flow from operation.

The Group's working capital declined to HK\$798 million (2000: HK\$1,014 million). Current ratio was maintained at a healthy level of 2.3 times. Turnover to working capital was 4.4 times in fiscal year 2001, compared with 3.4 times in 2000.

At year-end 2001, the Group's inventory was HK\$283 million (2000: HK\$303 million). This improvement was mainly due to the reduction of raw materials and work in progress at the Manufacturing Division. As Chinese New Year fell in February 2002 (2000: January 2001), the Division did not need to boost up production at the end of 2001 to prepare for the peak seasonal sales. Inventory turnover on sales was reduced from 32 days in the prior year to 30 days in fiscal year 2001. The Group's target inventory turnover range is between 28 to 32 days.

Management's Discussion and Analysis of Results of Operations and Financial Condition

於二零零一年十二月三十一日，本集團長期融資租賃債務達10百萬港元（二零零零年：14百萬港元）。該項未償還之人民幣負債為年息12.0厘，直至二零零五年為止。本集團總負債額為625百萬港元（二零零零年：511百萬港元），若按股東權益1,695百萬港元（二零零零年：1,558百萬港元）計算，資本負債比率為0.4（二零零零年：0.3）。

作為本集團風險管理政策之一部分，本集團已訂立若干外匯期貨合約，以減低海外市場在採購貨品時所面對之外匯風險。此外，本集團在適當時會提高在當地採購之比重，以更有效減低其貨幣風險。

二零零一年財政年度購買固定資產開支總額為332百萬港元。除用於上述長期租賃之207百萬港元外，其餘125百萬港元為定期資本性開支，佔二零零一年經營業務現金流入淨額28.0%（二零零零年：36.1%）。

本集團於二零零一年年底融資信貸額合共748百萬港元，其中85百萬港元之循環信貸已提用但尚未償還。本集團亦有或然負債達60百萬港元（二零零零年：58百萬港元），全部皆在正常業務運作中而產生。

人力資源

於二零零一年十二月三十一日，本集團僱員人數約為8,300名。高級管理人員達17名，其中過半數已在本集團服務逾八年。在過去兩年，本集團招募多名高級管理人員，他們擁有不同方面的專長及來自不同的國家。本集團仍繼續在海內外招攬精英，加強本身管理層實力。

As at December 31, 2001, the Group's long-term finance lease amounted to HK\$10 million (2000: HK\$14 million). This outstanding liability is denominated in Reminbi at an interest rate of 12.0 percent per annum until 2005. Total liabilities amounted to HK\$625 million (2000: HK\$511 million), representing a gearing ratio of 0.4 (2000: 0.3) based on shareholders' equity of HK\$1,695 million (2000: HK\$1,558 million).

As part of the Group's risk management policy, it has entered into limited foreign currency contracts to minimize exchange risks arising from overseas markets' inventory procurement. In addition, the Group pursued a higher proportion of local sourcing, where appropriate, to effectively mitigate local currency risks.

Purchase of fixed assets totalled HK\$332 million in fiscal year 2001. Apart from the HK\$207 million spent on securing the long-term leases discussed above, regular capital expenditure accounted for the remaining HK\$125 million, which represented 28.0 percent (2000: 36.1 percent) of net cash inflow from operating activities in 2001.

The Group had financing facilities totalling HK\$748 million at year-end 2001, of which HK\$85 million under revolving loan facility had been drawn and was outstanding. The Group also had contingent liabilities of HK\$60 million (2000: HK\$58 million), which had all been incurred in the normal course of business.

HUMAN RESOURCES

On December 31, 2001, the Group had approximately 8,300 employees. The Senior Management team consisted of 17 people and over half of them had been with the Group for over eight years. In the past two years, the Group had recruited a number of senior managers who are experts in various fields and of various nationalities. The Group is continuing its quest for multi-racial talents to enhance the breadth and depth of Management.

為吸引及保留優秀幹練人才，本公司提供購股權予大多數高級管理人員，以優厚薪酬予各級員工，更向本集團所有營運員工發放按目標為本計算之花紅。

零售及分銷部門概況

經計入77百萬港元之不利外匯影響後，零售及分銷部門仍錄得營業額3,262百萬港元，上升1.1%。基於經濟狀況欠佳，再加上秋冬兩季和暖，致使本集團多個市場在下半年表現令人失望。憑著新產品推出之成功，本集團在十一月至十二月間開始收復部分失地。二零零一年整個財政年度內，可比較店舖銷售總額下降4.3%，而可比較店舖毛利則較去年下降2.8%。

受到台灣銷售額下降之影響，*Giordano Unisex*於二零零一年之零售營業額下降2.3%。毛利率則較去年微升0.6個百分點。

*Giordano Ladies*於台灣及香港方面之業績理想，加上國內多間新店開業，致使零售營業額上升22.1%，但毛利率則較上年度下降1.3個百分點。

年內，*Giordano Junior*之零售營業額減少1.5%。毛利率則上升0.7個百分點。

於二零零一年財政年度，*Bluestar Exchange*之零售營業額上升31.2%，而毛利率上升6.4個百分點。從上述升幅可見，該新品牌已為香港及台灣消費者所接受。然而，德國之合營公司在未來兩年內，仍未能期望會提供任何重大盈利貢獻。

In order to attract and retain a high caliber of capable and motivated workforce, the Company offers share options to most senior managers, competitive remuneration package for all levels of staff and goal-oriented bonuses for all operation staff of the Group.

HIGHLIGHTS OF THE RETAIL AND DISTRIBUTION DIVISION

The Retail and Distribution Division registered a turnover growth of 1.1 percent, to HK\$3,262 million, after accounting for an unfavorable foreign exchange impact of HK\$77 million. Worsening economic conditions coupled with an unseasonably warm fall/winter had contributed to the disappointing performance in many of the Group's markets in the second half. The Group began to recover some of the lost grounds in November and December, largely due to successful product launches. For the full year 2001, total comparable store sales declined 4.3 percent, while comparable store gross profit fell 2.8 percent over last year.

In 2001, retail turnover from *Giordano Unisex* decreased 2.3 percent, mainly owing to a decline in sales in Taiwan. Gross margin increased slightly by 0.6 percentage point over last year.

Retail turnover from *Giordano Ladies* improved 22.1 percent, due to better performance in Taiwan and Hong Kong and new store openings in Mainland China. Gross margin was 1.3 percentage points lower than the prior year.

During the year, retail turnover from *Giordano Junior* decreased 1.5 percent. Gross margin improved 0.7 percentage points.

Retail turnover from *Bluestar Exchange* increased 31.2 percent and gross margin rose 6.4 percentage points in fiscal year 2001. These improvements reflected consumer acceptance of this new brand in both Hong Kong and Taiwan. However, the joint venture in Germany is not expected to make any material contribution in the next two years.

Management's Discussion and Analysis
of Results of Operations and Financial Condition

各類品牌透過不同分銷渠道到最終消費者之零售銷售總額較二零零零年度上升8.5%，列表如下：

As highlighted in the table below, aggregate retail sales of all brands through all our different distribution channels to end consumers increased 8.5 percent over year 2000:

(以百萬港元為單位) (in HK\$ millions)	Giordano Unisex	Giordano Ladies	Giordano Junior	Bluestar Exchange	總計 Total
二零零一年 Year 2001	4,376	129	252	196	4,953
二零零零年 Year 2000	4,113	102	201	149	4,565
比對去年之增幅 Year-on-year increase	6.4%	26.5%	25.4%	31.5%	8.5%

主要市場(即佔本集團零售營業總額10%或以上之任何市場)之論述載列於下頁。

A discussion on key markets (namely any market accounting for 10 percent or more of the Group's total retail turnover) is set out on next page.

中國大陸

MAINLAND CHINA

		2001	2000	1999	1998	1997
銷售額 (百萬港元) *	Sales (HK\$ millions) *	808	712	544	513	565
每平方呎銷售額 (港元) **	Sales per sq. ft. (HK\$) **	4,700	5,500	5,500	4,800	5,500
可比店舖之銷售額 增加/(減少) ***	Comparable store sales increase/(decrease) ***	-	6%	8%	(21%)	(28%)
零售樓面面積 (平方呎) ****	Retail floor area (sq. ft.) ****	382,600	298,300	222,600	198,500	180,800
門市數目 *****	Number of outlets *****	461	357	253	211	170
售貨員數目 *****	Number of sales associates *****	540	480	350	346	344

* 包括售予特許專賣商之淨銷售額

** 按加權平均基準計算之直接管理門市

*** 指於兩個作比較之財政年度內均開業
十二個月之直接管理門市

**** 於十二月三十一日之直接管理及特許
專賣商門市總數

***** 於十二月三十一日之直接管理門市

* Including net sales to authorized dealers

** On weighted average basis for directly managed retail outlets

*** For directly managed outlets which were open for the full 12
months in each of the two fiscal years under comparison

**** Total directly managed and authorized dealer outlets as at
December 31

***** For directly managed outlets as at December 31

營業額增加13.5%至808百萬港元
(二零零零年：712百萬港元)。增長放
緩乃部分由於有較多下雨天及若干主要
城市進行修路工程。

Turnover rose 13.5 percent to HK\$808 million (2000: HK\$712
million). Slower growth was partly attributed to the rainy weather
and ongoing construction work in some major cities.

年中，本集團於上海及北京兩地推出
*Giordano Ladies*品牌。於二零零一年
十二月三十一日，國內設有八間
*Giordano Ladies*店舖。與本集團目標相
乎，本集團銷售網絡淨增加104間店
舖。就以年底逾400間經營中店舖計，
本集團具備充分條件落實重大策略，
以提高這個市場之經營邊際利潤。為
保持及提升本身在國內之市場地位，
本集團從下半年起一直與特許專賣
商緊密合作，提高店舖生產力。

In the middle of the year, the Group launched *Giordano Ladies* in
Shanghai and Beijing. As at December 31, 2001, there were eight
Giordano Ladies stores in Mainland China. In line with the Group's
target, there was a net addition of 104 stores to the network. With over 400
stores operating at the end of the year, there is sufficient critical mass to
implement strategies to improve operating margin in this market. To sustain
and enhance its market position in Mainland China, the Group has been
working more actively with its authorized dealers to improve store
productivity since the latter part of the year.

中國在加入世界貿易組織後，國內市場
競爭將更加劇烈，本集團為面對這激
烈之競爭會加強其零售網絡，鞏固
國內市場。同時，管理層亦會針對
特定市場，將繼續發展*Giordano Ladies*
及*Giordano Junior*兩個系列。短期而
言，中國大陸市場仍會是本集團業
務增長之主要推動力，而*Giordano Unisex*
系列亦將提供主力增長。

In preparation for a more competitive market after Mainland China's
accession to the World Trade Organization, the Group will galvanize its
retail network to serve the market better. Management will also continue to
develop the *Giordano Ladies* and *Giordano Junior* lines to serve the niche
markets. In the near term, Mainland China will remain one of the Group's
key growth drivers, with the *Giordano Unisex* line providing the majority of
the growth.

香港

HONG KONG

		2001	2000	1999	1998	1997
銷售額 (百萬港元)	Sales (HK\$ millions)	760	788	682	588	762
每平方呎銷售額 (港元) *	Sales per sq. ft. (HK\$) *	6,400	7,000	9,400	11,100	16,300
可比較店舖之銷售額 (減少)/增加 **	Comparable store sales (decrease)/increase **	(8%)	(5%)	8%	(22%)	(18%)
零售樓面面積 (平方呎) ***	Retail floor area (sq. ft.) ***	114,200	127,300	100,000	58,300	51,400
門市數目 ***	Number of outlets ***	72	74	61	49	53
售貨員數目 ***	Number of sales associates ***	462	514	441	326	427

* 按加權平均基準計算

** 指於兩個作比較之財政年度內均開業十二個月之門市

*** 於十二月三十一日

* On weighted average basis

** For outlets which were open for the full 12 months in each of the two fiscal years under comparison

*** As at December 31

營業額為760百萬港元(二零零零年：788百萬港元)，較去年下跌3.6%，但毛利率則上升3.5個百分點。

Turnover was HK\$760 million (2000: HK\$788 million), down 3.6 percent over the previous year, but gross margin improved 3.5 percentage points.

*Giordano Unisex*之營業額下降7.7%，而 *Giordano Ladies* 方面則較上年度上升11.3%。*Giordano Ladies* 以其服務及優質手工的產品見稱，因此享譽為優質女裝品牌。*Bluestar Exchange*之營業額上升4.5%，而毛利率則上升7.7個百分點。改善產品組合及降低投入成本，為超乎預期效果之主要背後原因。

Turnover from *Giordano Unisex* contracted 7.7 percent, while *Giordano Ladies* rose 11.3 percent from the prior year. *Giordano Ladies* has gained the reputation as a quality women's wear name, for its service and workmanship. Turnover from *Bluestar Exchange* grew 4.5 percent while gross margin increased 7.7 percentage points. Improved product mix and lower input costs were behind the better-than-expected results.

佐丹奴品牌經提升產品價值後，成功攀上更高檔次。管理層將繼續透過更佳之產品陳列及店舖組合，強化本身之品牌定位。

Through enhanced product value, the *Giordano* brand has successfully moved up to a higher market segment. Management will continue to strengthen its brand positioning through better visual merchandising and shop portfolio.

台灣

TAIWAN

		2001	2000	1999	1998	1997
銷售額 (百萬港元)	Sales (HK\$ millions)	746	871	953	710	753
每平方呎銷售額 (港元) *	Sales per sq. ft. (HK\$) *	3,600	5,500	6,000	4,300	4,500
可比較店舖之銷售額 (減少)/增加 **	Comparable store sales (decrease)/increase **	(14%)	(4%)	31%	(8%)	(9%)
零售樓面面積 (平方呎) ***	Retail floor area (sq. ft.) ***	232,400	184,500	165,700	156,400	168,500
門市數目 ***	Number of outlets ***	181	159	178	184	191
售貨員數目 ***	Number of sales associates ***	763	826	827	680	787

* 按加權平均基準計算

** 指於兩個作比較之財政年度內均開業十二個月之門市

*** 於十二月三十一日

* On weighted average basis

** For outlets which were open for the full 12 months in each of the two fiscal years under comparison

*** As at December 31

台灣之營業額下降14.4%至746百萬港元(二零零零年: 871百萬港元), 其中部分原因是由於二零零一年新台幣兌港元之匯率貶值5.7%。

Turnover in Taiwan contracted 14.4 percent to HK\$746 million (2000: HK\$871 million), partly attributable to the fact that the New Taiwan Dollar devalued 5.7 percent against the Hong Kong Dollar in 2001.

於第二季, 隨著管理層着手削減以往季節尚餘之過多存貨, 毛利率亦告下跌。管理層開始在第三季對佐丹奴品牌重新定位, 當中包括採用市場區分策略。於今年下半年, 台灣南北部地區整體銷售已見改善。然而, 因受到兩個具破壞力之颱風吹襲, 結果將九月份之升勢扭轉。最新數字顯示銷售額跌勢漸定。

In the second quarter, gross margin fell as Management undertook measures to reduce excess inventory from previous seasons. Management began to reposition the *Giordano* brand in the third quarter, partly through market segmentation strategy. Overall sales in the northern and southern districts began to improve in the latter part of the year. Two destructive typhoons, however, reversed the improvement trend in September. Latest figures indicate that sales decline is stabilizing.

年內, 所有品牌(*Giordano Ladies*除外)之可比較店舖銷售額較上年度倒退。其中部分原因是有待時間作出調整產品組合, 以迎合不同地區消費者不時改變的需要。

During the year, comparable store sales of all brands, except *Giordano Ladies*, deteriorated over the prior year. This was partly attributable to the time required in adjusting the product mix to suit the changing needs of customers in different districts.

管理層預計台灣在二零零二年之宏觀經營環境仍然困難。本集團將會在產品多元化、銷售產品成本效益及微觀市場推廣方面精益求精。以更佳之採購及存貨管理, 二零零一年出現之清貨傾銷情況將不會於二零零二年重演。

Management anticipated Taiwan's macro environment to remain tough in 2002. The Group will strive to excel on product differentiation, cost-effective merchandising and micro marketing. With better procurement and inventory management, clearance sales that took place in 2001 will not have to be repeated in 2002.

新加坡

SINGAPORE

		2001	2000	1999	1998	1997
銷售額 (百萬港元)	Sales (HK\$ millions)	330	349	349	234	284
每平方呎銷售額 (港元) *	Sales per sq. ft. (HK\$) *	9,700	13,300	13,800	8,500	10,300
可比較店舖之銷售額 (減少)/增加 **	Comparable store sales (decrease)/increase **	(13%)	(5%)	48%	(16%)	(15%)
零售樓面面積 (平方呎) ***	Retail floor area (sq. ft.) ***	37,800	32,400	24,400	28,000	28,700
門市數目 ***	Number of outlets ***	44	35	27	31	33
售貨員數目 ***	Number of sales associates ***	278	254	228	202	235

* 按加權平均基準計算

** 指於兩個作比較之財政年度內均開業十二個月之門市

*** 於十二月三十一日

* On weighted average basis

** For outlets which were open for the full 12 months in each of the two fiscal years under comparison

*** As at December 31

營業額較去年下跌5.4%至330百萬港元(二零零零年: 349百萬港元)。新加坡元貶值6.2%，正是銷售額下跌的主因。

Turnover slipped 5.4 percent year-on-year to HK\$330 million (2000: HK\$349 million). The Singapore dollar devalued 6.2 percent, which largely explained the decline in sales.

新加坡經濟於今年下半年急速惡化，加上激烈的競爭，很多零售商選用大幅折扣促銷。相反，管理層採取產品增值策略以提供獨特產品，成功地抵禦競爭。從上年度毛利率提升1.1個百分點足以證明上述策略已見成效。管理層將於二零零二年繼續採用是項策略。

The Singapore economy deteriorated rapidly in the second half of the year. Coupled with intensified competition, many retailers opted for heavy discounting. Management pursued a value-added product strategy instead and successfully fended off competition with differentiated products. The strategy has paid off, as demonstrated by the 1.1 percentage points improvement in gross margin from the prior year. Management will continue to pursue this strategy for 2002.

其他已發展市場

其他已發展市場之營業額概列如下：

(以百萬港元為單位)
(in HK\$ millions)

	馬來西亞 Malaysia	澳洲 Australia	泰國 Thailand	印尼 Indonesia	總計 Total
二零零一年 Year 2001	100	64	29	29	222
二零零零年 Year 2000	93	29	23	16	161
比對去年之增幅 Year-on-year increase	7.5%	120.7%	26.1%	81.3%	37.9%

OTHER ESTABLISHED MARKETS

The turnover of our other established markets in 2001 is summarized in the following table:

新市場

日本

本集團於二零零一年三月在日本大阪環球片場開設首間店舖。於年底已分別在大阪及東京各開設兩間店舖，面積介乎2,000至6,000平方呎。儘管營業額低於預期，管理層對於品牌漸有知名度及客人對產品質素的肯定，亦感到欣慰。迄今產生之開辦虧損是於預算內。在未來幾季內，管理層將在產品分類方面精益求精，以及提高物流效益。本集團已整裝待發，一旦充分了解顧客之品味，即會迅速擴展當地之業務。

德國

本集團於二零零一年三月透過合營公司首次進軍德國市場。於本財政年度底，共有23間Bluestar Exchange門市，以店中店形式，在大型超市連鎖店內經營，平均零售面積介乎600至1,600平方呎。首個經營年份錄得之虧損是於預算內。本集團計劃到二零零二年年末前擴展上述銷售網絡，使門市數目增加至約50間。德國乃本集團進軍歐盟消費市場之重要大門。本集團亦希望透過上述合營公司，打入地位日益重要之東歐成衣生產基地。

NEW MARKETS

JAPAN

The Group opened its first shop in Japan at the Universal Studio Japan (Osaka) in March 2001. At the end of the year, there were two shops operating in Osaka and two in Tokyo. Shop sizes range from 2,000 to 6,000 square feet. Despite slower-than-expected turnover, Management is pleased with the level of brand awareness gained, as well as customer's affirmation of the product's quality. Start-up losses incurred to date are within budget. Management will spend the next few seasons to refine the product assortment and improve logistics efficiencies. The Group is ready for a rapid rollout, as soon as sufficient insight of customer preference is gained.

GERMANY

The Group made its debut in Germany through a joint venture in March 2001. By the end of the fiscal year, there were 23 Bluestar Exchange outlets operating within a hypermarket chain in a shop-in-shop format. Average retail footage ranges from 600 to 1,600 square feet. Losses for the first year of operation were contained within budget. The Group is planning to expand the network to approximately 50 outlets by the end of year 2002. Germany is an important gateway for the Group to enter into the European Union consumer market. Through this venture, the Group also wishes to tap into the increasingly important East European apparel-manufacturing base.

合營公司

韓國

營業額較上年度上升24.3%。年內，市場競爭加劇，導致價格下調。正如在大多數市場所作策略一樣，本集團以高增值策略向韓國消費者提供獨特及優質產品。為提高品牌形象，現存店舖將在適當時機轉為大型店舖模式經營。

二零零二年，本集團計劃增設約20間 *Giordano Unisex* 及10間 *Giordano Junior* 門市。

中東

年終，中東方面營業額上升23.3%。經過在區內約七年經營後，本集團已成功打入主流消費群，目前銷售額主要來自當地居民。本集團之長遠策略，將以阿聯酋作為地區總部，並進一步拓展其他鄰近市場。本集團對此策略成效日益感到樂觀。

製衣部門概況

製衣部門在未扣除分部間銷售，其營業額為727百萬港元，與二零零零年財政年度相同。經營溢利達57百萬港元（二零零零年：95百萬港元）。製衣部門貢獻減少出於下列原因：

- (1) 競爭加劇導致毛利率下降。
- (2) 撤銷中介角色導致佣金收入下降。

從正面來看，製衣部門透過直接與日本當地零售商合作，進一步拓展日本市場。年內，對日本之銷售額增加50.5%，有助提高該部門之銷售額。

JOINT VENTURES

KOREA

Turnover improved 24.3 percent over the year before. Competition fiercely intensified during the year, causing downward pressure on prices. Similar to most of our markets, the Group resorted to a higher value-added strategy by offering the Korean consumers with differentiated and quality products. In order to enhance the brand image, existing shops will shift to bigger shop formats wherever appropriate.

In 2002, the Group plans to add about 20 *Giordano Unisex* and 10 *Giordano Junior* outlets.

MIDDLE EAST

Middle East ended the year with a 23.3 percent turnover growth. After about seven years of operation in the region, the Group has successfully penetrated into the mainstream consumer group, with the majority of the sales now derived from local residents. The Group is increasingly optimistic in its longer term strategy of using the UAE as regional headquarters to expand further into other neighboring markets.

HIGHLIGHTS OF THE MANUFACTURING DIVISION

The Manufacturing Division's turnover before elimination of inter-segment sales was HK\$727 million, same as fiscal year 2000. Operating profit amounted to HK\$57 million (2000: HK\$95 million). The drop in the contribution of the manufacturing operations was attributable to the following factors:

- (1) contracted gross margin due to intensified competition.
- (2) decrease in commission income due to elimination of intermediary role.

On the positive side, the Manufacturing Division has made further inroads into the Japanese market by working directly with the local retailer. Sales to Japan increased 50.5 percent during the year, which helped to lift volume sales for the Division.

於二零零一年財政年度，製衣部門供應本集團零售及分銷部門之採購要求約佔24%（二零零零年：25%）。

管理層預計中國加入世界貿易組織後，製衣業競爭將更激烈。國內製衣商數目龐大，將構成價格下調壓力。因此，有需要降低經營費用和保持靈活多變架構。管理層不會向生產量方面作出競爭，而是專注下列各點：(1)向客戶提供廣泛服務，(2)藉監督東部省份之其他低成本生產基地，發揮在生產效益及品質保證方面之專長；及(3)擴展在國內布料採購能力。基於上述各項努力，管理層深信本集團已作好定位，以應付未來之挑戰。

下表顯示製衣部門營業額分項數字：

In fiscal year 2001, the Manufacturing Division supplied approximately 24 percent (2000: 25 percent) of the Retail and Distribution Division's sourcing requirement.

Management expects competition in the manufacturing industry will be fierce after Mainland China's accession to the World Trade Organization. The availability of unlimited number of manufacturers in Mainland China will exert downward price pressure. It is therefore essential to keep overhead low and maintain a versatile structure. Rather than competing on manufacturing capacity, Management's focus is on (1) offering a comprehensive range of services to customers; (2) leveraging our expertise in production run and quality assurance by supervising other low cost manufacturing bases in the eastern provinces; and (3) extending our fabric sourcing capability in Mainland China. With the above efforts, Management is confident that the Group is well positioned to meet the challenge ahead.

The following table shows a breakdown of our manufacturing turnover:

		2001	2000	1999	1998	1997
營業額 (百萬港元)	Turnover (HK\$ millions)	727	727	565	613	777
佔營業額之百分率：	Percentage of turnover to:					
本集團	The Group	70	72	65	58	65
第三者	Third Parties					
日本	Japan	25	17	15	20	18
香港	Hong Kong	3	5	18	10	7
韓國	Korea	1	2	—	1	2
中國大陸	Mainland China	—	4	—	1	1
其他	Others	1	—	2	10	7

展望

面臨全球經濟前景不明朗、失業率上升以及激烈的競爭，管理層預計二零零二年零售業務經營環境將會面臨重大挑戰。本集團定會悉力以赴，提供獨特且更具增值功能之產品，務求保持市場優勢。此外，管理層仍會堅守優質產品及優質服務承諾，以保障本集團之盈利。今年，本集團仍會繼續雙管齊下採取多品牌及跨地區之發展策略，審慎管理每個品牌，以針對個別市場需要及抓緊下列湧現之商機：

(1) 現有市場重現活力

中期而言，中國大陸、香港及台灣仍屬本集團主要營業額及盈利來源。在上述已發展市場，佐丹奴品牌將繼續注入新動力，並在多品牌策略方面精益求精。在中國大陸方面，管理層將改變自行管理店舖之組合，即轉移為大型店舖之模式，及訂立年期更長之租約。至於香港方面，業務焦點在於主要透過增值產品爭取市場領先地位。在台灣，本集團將主力進行市場區分及拓展 *Bluestar Exchange* 業務。

(2) 提高邊際利潤

在通縮環境下，加上中國大陸東部地區生產基地發展成熟，管理層預計投入成本將會下降。租金及員工成本下降均有助提高營運邊際利潤。而且，網上科技應用日趨普遍，可望提高效率，特別是存貨管理方面。同時，管理層亦期望各地區業務之經理能透過更迅速地運用其他市場資訊，以加強本身產品表現。

OUTLOOK

Amid an uncertain global economic outlook, rising unemployment and intensifying competition, Management anticipates the retail business environment to be very challenging in 2002. The Group will strive to sustain its dominant market position by offering differentiated and functionally value-added products. In addition, Management will reiterate its commitment to product and service quality, as a means to protect the Group's gross margin. A two-pronged approach employing a multi-brand and multi-region development strategy will continue into the year. In particular, the Group will carefully manage its brands for distinct market segmentation and is excited about the following opportunities:

(1) Existing market revitalization

In the medium term, Mainland China, Hong Kong and Taiwan will continue to be the Group's major turnover and profit contributors. In these relatively established markets, we will continue to revitalize the *Giordano* brand and refine our multi-branding strategy. In Mainland China, Management will modify the shop portfolio of the self-managed stores, by transforming some into larger store formats and committing to longer term leases. In Hong Kong, the focus will be on securing leading market position, mainly through value-added products. In Taiwan, the emphasis will be on market segmentation and the expansion of *Bluestar Exchange*.

(2) Margin enhancement

In a deflationary environment and with the maturing of manufacturing bases in eastern Mainland China, Management expects input cost will fall. Lower rental and staff expenses will help to enhance the operating margin. In addition, the increased usage of web-based technology will bring about efficiency gains, especially in the area of inventory management. Country managers are expected to utilize the other markets' information more readily to improve their respective product performance.

(3) 拓展新市場

於本年內，本集團已開拓至兩個重要新市場，即日本及德國。在未來數年內，本集團將繼續在上述兩個市場推行建立品牌及產品測試活動。同時，管理層亦會發掘機會，拓展歐洲之批發業務。

(3) New market penetration

During the year, the Group expanded into two important new markets, namely Japan and Germany. In the next few years, the Group will continue its brand building and product testing in these two markets. Management is also looking into the development of wholesale business opportunities in Europe.