



# Report of the Directors

The directors present herewith their report together with the audited accounts for the year ended 31st December, 2001 which were approved at the board meeting held on the date of this report.

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding and those of the subsidiaries are general trading, property investment and provision of real estate agency services.

An analysis of the Group's performance for the year by business and geographical segments is set out in note 2 to the accounts.

## MAJOR CUSTOMERS AND SUPPLIERS

The Group's five largest customers accounted for approximately 46% (2000: 24%) of the Group's turnover for the year. Approximately 16% (2000: 5%) of the Group's turnover were attributable to the largest customer.

Approximately 34% (2000: 48%) of the Group's purchases for its trading operation were attributable to the five largest trading operation suppliers with the largest supplier accounted for approximately 9% (2000: 17%) of the purchases. Due to the nature of the Group's other operations, information on the Group's customers and suppliers for the Group's other operations are not provided as it is considered to be of limited value. None of the directors, their associates or any shareholders (which to the knowledge of the directors owned more than 5% of the Company's share capital) had any beneficial interests in the Group's five largest customers and suppliers.

## RESULTS AND APPROPRIATIONS

The results of the Group for the year ended 31st December, 2001 are set out in the consolidated profit and loss account on page 19.

The Board of Directors does not recommend the payment of a dividend for the year ended 31st December, 2001 (2000: Nil).

## RESERVES

The movements in reserves of the Group and the Company during the year are set out in note 20 to the accounts.



## Report of the Directors *(Cont'd)*

### **DISTRIBUTABLE RESERVES**

At 31st December, 2001, the distributable reserves of the Company calculated under Section 79B of the Companies Ordinance, available for distribution as dividends amounted to approximately HK\$109 million (2000: HK\$125 million).

### **SUBSIDIARIES**

Details of the subsidiaries of the Company as at 31st December, 2001 are set out in note 10 to the accounts.

### **FIXED ASSETS AND INVESTMENT PROPERTIES**

The movements in fixed assets during the year are set out in note 9 to the accounts. Details of the investment properties are set out on pages 53 and 54.

### **BORROWINGS**

Details of the Group's and the Company's borrowings as at 31st December, 2001 are set out in note 22 to the accounts.

### **DIRECTORS**

The directors of the Company who held office during the year and up to the date of this report were set out below:

#### *Executive directors*

Rustom Ho Ming Yu  
John Ho Ming Tak  
Story Chan Che Sum

#### *Non-executive director*

Chiu Chui Yi

#### *Independent non-executive directors*

Lawrence Yu Kam Kee  
David Yu Hon To

In accordance with Article 104(A) of the Company's Articles of Association, Mr. David Yu Hon To retires by rotation at the forthcoming Annual General Meeting, being eligible, offers himself for re-election.



## Report of the Directors *(Cont'd)*

Brief biographical information of the directors are as follows:

Mr. Rustom Ho Ming Yu, aged 49, is the Chairman of the Group. Mr. Rustom Ho joined the Group in January 1992. He has held senior management positions in the textiles industry for over 21 years and is also the Chairman of Kwong Fong Industries Corporation.

Mr. John Ho Ming Tak, aged 47, is the managing director of the Group. Mr. John Ho joined the Group in November 1991. He has over 24 years' experience in commodities trading and dealing in securities and is also a director of Kwong Fong Industries Corporation. Mr. John Ho is the brother of Mr. Rustom Ho.

Mr. Chiu Chui Yi, aged 53, has been a director of the Company since March 1999. He has 32 years' experience in finance and accounting. He has been the director of Kwong Fong Holdings Limited since July 1992.

Mr. Chan Che Sum Story, aged 42, was appointed as a director of the Company on 27th June, 2000. Mr Chan is a fellow of the Hong Kong Society of Accountants and has over 20 years' experience in accounting and finance.

Mr. Lawrence Yu Kam Kee, MBE, JP, aged 56, has been an independent non-executive director of the Company since November 1994. Mr. Yu is the Vice Chairman of Softbank Investment International (Strategic) Limited, a company listed on The Stock Exchange of Hong Kong Limited. Mr. Yu has over 31 years of senior management experience. He is also the Chairman, Executive Committee of The Community Chest; Director of Hong Kong Football Association Limited; Governor of Hong Kong Automobile Association; the Chairman, Campaign Committee of The Road Safety Council.

Mr. David Yu Hon To, aged 53, was appointed as an independent non-executive director of the Company on 7th January, 1999. Mr. Yu is a fellow member of the Institute of Chartered Accountants in England and Wales and an associate member of the Hong Kong Society of Accountants. He was a partner of an international accounting firm with extensive experience in corporate finance. Mr. Yu is a founder and director of Management Capital Limited, which specialises in direct investment and financial advisory activities and also on the board of several listed and private companies in Hong Kong.

### **DIRECTORS' INTERESTS IN CONTRACTS**

No contracts of significance in relation to the Group's business to which the Company, its holding companies, its subsidiaries or its fellow subsidiaries was a party in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

### **DIRECTORS' SERVICE CONTRACTS**

None of the directors who are proposed for re-election at the forthcoming Annual General Meeting has a service contract with the Company which is not determinable within one year without payment of compensation, other than statutory compensation.



## Report of the Directors (Cont'd)

### SHARE OPTIONS

Pursuant to the Employees Share Option Scheme (the "Scheme") approved by the shareholders on 29th March, 1993, the directors may, at their discretion, grant options to certain employees of the Company or its subsidiaries, including directors of such companies, to subscribe for ordinary shares of HK\$0.20 each in the Company.

The purpose of the Scheme is to give the employees an opportunity to acquire an ownership interest in the Company as an additional incentive in order to attract and retain employees of the appropriate calibre and experience.

The basis of determining the exercise price is the higher of (a) the nominal amount of share to be subscribed and (b) an amount determined by the Directors in relation to each share option, being not less than 80 per cent of the arithmetical average, as determined by the Directors, of the closing price of the Company's share listed on The Stock Exchange of Hong Kong Limited on each of the five trading days immediately preceding the date of granting the share options.

Details of the share options outstanding as at 31st December, 2001 under the Scheme are as follows:

	<b>Options held at 1st January and 31st December 2001</b>
Director-Mr. Rustom Ho Ming Yu	<b>6,000,000</b>
Director-Mr. John Ho Ming Tak	<b>6,000,000</b>
Continuous contract employees	<b>180,000</b>
	<b><u>12,180,000</u></b>

The options were granted on 2nd September, 1993 at an exercisable price of HK\$0.94 per share with exercisable period from 2nd September 1993 to 1st September, 2003. No share option was granted, exercised or lapsed during the year.

The outstanding option represents 4.65% of the share capital as at the date of this report.



## Report of the Directors (Cont'd)

### DIRECTORS' INTERESTS IN SHARE CAPITAL

At 31st December, 2001, the interests of directors and chief executive in the securities of the Company and its associated corporations (within the meaning of the Securities (Disclosure of Interests) Ordinance (“SDI Ordinance”)) as recorded in the register maintained by the Company under Section 29 of the SDI Ordinance or as notified to the Company were as follows:

#### Ordinary Shares of the Company

Directors	Number of shares held				Total
	Personal interests	Family interests	Corporate interests	Other interests	
Mr. Rustom Ho Ming Yu	—	—	138,347,288*	—	138,347,288
Mr. John Ho Ming Tak	—	600,000	138,347,288*	—	138,947,288
Mr. Story Chan Che Sum	42,000	—	—	—	42,000

\* By virtue of the SDI Ordinance, both Mr. Rustom Ho Ming Yu and Mr. John Ho Ming Tak are deemed to have interest in the 138,347,288 shares held by Fulcrest Limited. Interests in the same share have been disclosed by Fulcrest Limited and others as substantial shareholders.

Share options were granted to certain directors under the Employees Share Option Scheme approved by the shareholders on 29th March, 1993, (refer details under Share Options above).

Apart from the share option scheme mentioned above, none of the director and chief executive (including their spouse and children under 18 years of age) had any interest in, or had been granted, or exercised, any rights to subscribe for shares of the Company and its associated corporations (within the meaning of the SDI Ordinance).

### SUBSTANTIAL SHAREHOLDERS

At 31st December, 2001, the register of substantial shareholders maintained under Section 16(1) of the SDI Ordinance shows that the Company had been notified of the following substantial shareholders' interests, other than interests of directors disclosed above, amounting to 10% or more of the issued share capital of the Company:

#### Ordinary Shares of the Company

Substantial shareholders	Number of shares held	
	Direct interest	Deemed interest
Fulcrest Limited	138,347,288	—
Raynor Holdings Limited	—	138,347,288
Seward Holdings Corp.	—	138,347,288
Asian Pacific Investment Corporation	—	138,347,288
Kwong Fong Holdings Limited	710,000	138,347,288
Kwong Fong Industries Corporation	8,680,000	139,057,288
Top Glory Holding Company Limited	45,058,000	—



## Report of the Directors (Cont'd)

### PURCHASE, SALE OR REDEMPTION OF SHARES

The Company has not redeemed any of its shares during the year. Neither the Company nor any of its subsidiaries has purchased or sold any of the Company's shares during the year.

### MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year.

### STAFF RETIREMENT SCHEME

The Group established a defined contribution retirement scheme (the "Scheme") registered under the Mandatory Provident Fund Scheme Ordinance for all employees in December 2000.

The assets of the Scheme are held separately from the Group and are under the control of an independent trustee. Joining the Scheme is compulsory for all employees. Under the Scheme, both the employer and the employee are required to contribute a minimum contribution at 5% of the monthly relevant income of the employee, upon HK\$1,000 per month. Benefits of the Scheme are fully vested to the employees.

During the year, forfeited contribution of HK\$16,469 was available to offset the Group's contribution under the Scheme. Total contribution charged for the year amounted to HK\$271,687.

### FIVE YEAR/PERIOD FINANCIAL INFORMATION

The results, assets and liabilities of the Group for the last five periods as extracted from the audited accounts are as follows:

	<b>Year ended 31.12.2001 HK\$'000</b>	<b>Year ended 31.12.2000 HK\$'000</b>	<b>Year Fifteen months ended 31.12.1999 HK\$'000</b>	<b>Year ended 30.9.1998 HK\$'000</b>	<b>Year ended 30.9.1997 HK\$'000</b>
(Loss)/Profit after taxation and attributable to shareholders	<u>(35,946)</u>	<u>(100,147)</u>	<u>(51,150)</u>	<u>8,640</u>	<u>56,751</u>
Total assets	<b>790,554</b>	909,197	983,725	1,036,691	1,059,639
Total liabilities	<b>(295,754)</b>	(380,053)	(362,676)	(339,913)	(221,242)
Minority interests	<b>(1,981)</b>	(1,980)	(1,613)	(1,185)	(156)
Net assets	<b><u>492,819</u></b>	<u>527,164</u>	<u>619,436</u>	<u>695,593</u>	<u>838,241</u>

The total liabilities and net assets are adjusted for the adoption of Statements of Standard Accounting Practice 9 (revised) "Events after the balance sheet date", issued by the Hong Kong Society of Accountants which is effective for accounting periods commencing on or after 1st January, 2001.



## Report of the Directors *(Cont'd)*

### CODE OF BEST PRACTICE

The Company has complied with the Code of Best Practice as set out in Appendix 14 of the Listing Rules of The Stock Exchange of Hong Kong Limited throughout the accounting year covered by the annual report. Independent non-executive directors are subject to retirement and re-election at the Annual General Meeting of the Company in accordance with the provisions of the Company's Articles of Association. In the opinion of the directors, this meets the same objective as the Code of Best Practice.

### AUDIT COMMITTEE

The written terms of reference which describes the authority and duties of the Audit Committee were prepared and adopted with reference to "A Guide for The Formation of An Audit Committee" published by the Hong Kong Society of Accountants.

The Audit Committee provides an important link between the Board and the Company's auditors in matters coming within the scope of the Group's audit. It also reviews the effectiveness both of the external and internal audit and of internal controls and risk evaluation. The Committee comprises two independent non-executive directors, namely Mr. Yu Hon To, David and Mr. Yu Kam Kee, Lawrence. Two meetings were held during the current financial year.

### AUDITORS

The accounts have been audited by PricewaterhouseCoopers who retire and, being eligible, offer themselves for re-appointment and a resolution to this effect will be proposed at the Annual General Meeting.

On behalf of the Board

**John Ho Ming Tak**

*Managing Director*

Hong Kong, 27th March, 2002