

業績

本集團於二零零二年錄得純利一億六千一百萬元。由不同業務帶來之股東應佔盈利明細表載於第59至第62頁帳項附註5。

物業投資

由於本地及國際經濟持續疲弱，租賃市場繼續淡靜。儘管租金普遍出現下調壓力，惟回顧年內本集團絕大部分投資物業之出租率仍然滿意。

本集團於二零零一年下半年出售兩項投資物業（旺角創建商業大廈及藍田滙景花園商場商舖，合併租金收入二千五百一十萬元）。於二零零二年上半年，本集團購入尖沙咀東部新文華中心商場之商舖，以及旺角信和中心商場之商舖，為本集團於二零零二年帶來租金收入一千三百萬元。於二零零二年，本集團之投資物業組合產生之租金總收入為一億八千三百六十萬元，較二零零一年下跌百分之十二點六。

商業樓宇

始創中心於租約期滿後仍能保留絕大部分租客及吸引新租客。於二零零二年十二月三十一日，辦公室出租率上升至百分之九十七點七四（二零零一年：百分之九十五點四三），而零售店舖為百分之九十六點零五（二零零一年：百分之九十五點四五）。然而，儘管出租率上升，始創中心於二零零二年之租金總收入為一億五千九百二十萬元，較二零零一年下跌百分之七點五，原因為於二零零一年下半年與若干主要辦公室及商舖之租客重續租約時調低租金。

於二零零二年十二月三十一日，位於旺角之旺角中心二十樓之出租率上升至百分之一百（二零零一年：百分之九十五點二六）。由於出租率上升，二零零二年之租金收入增加至二百六十萬元，較二零零一年增加百分之二點七。

RESULTS

The Group recorded a net profit of \$161 million for 2002. A breakdown of the profit attributable to shareholders contributed by various business activities is shown in note 5 of the accounts on pages 59 to 62.

PROPERTY INVESTMENT

The leasing market has remained soft as both the local and international economies remain sluggish. Despite a general downward pressure on rental, occupancy of most investment properties of the Group has remained satisfactory during the year under review.

The Group disposed of two investment properties (Chong Kin Commercial Building in Mongkok and retail space at Sceneway Garden Arcade, Lam Tin with a combined rental income of \$25.1 million) during the second half of 2001. In the first half of 2002 it acquired retail space in the Commercial Podium of New Mandarin Plaza in Tsimshatsui East, and retail shops in the shopping arcade of Sino Centre in Mongkok which contributed \$13 million rental income to the Group in 2002. The gross rental income generated by the Group's investment property portfolio in 2002 was \$183.6 million, a drop of 12.6% when compared with 2001.

Commercial properties

Pioneer Centre has been able to retain most of the tenants upon tenancy renewal and to attract new tenants. As at 31 December 2002, occupancy rate for office space moved up to 97.74% (2001: 95.43%), while that for retail shops was 96.05% (2001: 95.45%). However, despite improvement in occupancy, total rental income generated by Pioneer Centre was \$159.2 million in 2002, 7.5% less than that of 2001 due to a fall in rental rates upon renewal of some of the major tenancies in both the office and retail sectors in the second half of 2001.



Pioneer Centre, being a prime grade commercial building, is the landmark of Mongkok district. 始創中心乃旺角優質甲級地標商廈。

As at 31 December 2002, occupancy of the 20th Floor of Argyle Centre in Mongkok also moved up to 100% (2001: 95.26%). Due to the improvement in occupancy, rental income increased to \$2.6 million in 2002 representing an increase of 2.7% over that of 2001.

於二零零二年三月，本集團以代價七千七百萬元購入尖沙咀東部新文華中心商場1樓之大部份商舖，因而帶來每月穩定租金收入約七十萬元。於二零零二年底，是項新投資之出租率為百分之七十九點二五。於二零零二年六月以一億四千七百萬元購入之旺角信和中心商舖，自購入以來每月產生收入約一百一十萬元，該等商舖於二零零二年底之出租率令人滿意，為九十四點三。

Shops of Sino Centre located in the hottest spot in Mongkok are most suitable for trendy and groovy items. 信和中心之商舖位處旺角潮流熱點，特別適合潮流服飾、時尚精品。



In March 2002 the Group purchased a majority portion of the retail space on the 1st Floor of the Commercial Podium of New Mandarin Plaza in Tsimshatsui East for \$77 million thereby creating a steady income stream of around \$0.7 million per month. Occupancy of this new investment was 79.25% as at the end of 2002. The other new investment of retail shops in Sino Centre, Mongkok has been generating an income of about \$1.1 million per month since its acquisition in June 2002 for \$147 million. Its occupancy remained at a satisfactory 94.3% at the end of 2002.

住宅物業

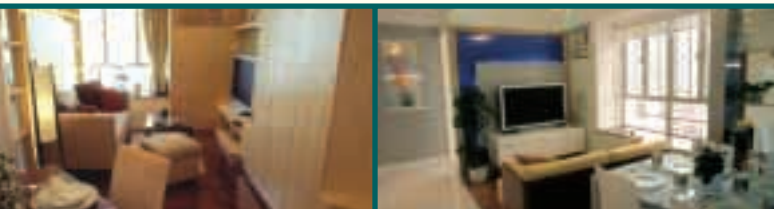
本集團於二零零三年初以總代價一億五千七百五十萬元購入位於香港般咸道63號一幢二十七層高大廈全部一百零四個住宅單位，現名為采文軒。住宅單位之總樓面面積為六萬二千七百一十二平方呎，單位面積介乎五百六十七平方呎至六百三十九平方呎，現正進行翻新，預期可於二零零三年四月完成後出售。

於二零零二年十二月底，由於市場策略成功，本集團位於中環之服務式公寓伊利閣之出租率上升至百分之八十五（二零零一年：百分之五十五）。然而，二零零二年產生之收入下跌百分之三十三點三至二百四十萬元，因為市場普遍疲弱導致租金下調及企業客戶需求減少所致。公寓某些單位於二零零二年翻新，藉以提高租金價值。

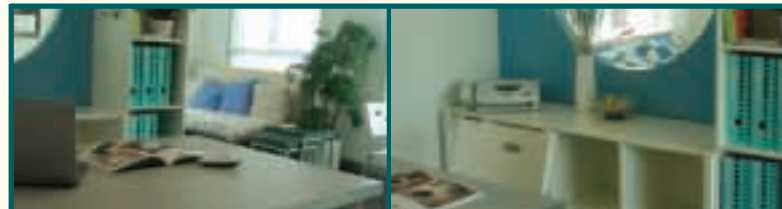
Residential properties

The Group acquired all 104 residential units of a 27-storey building, now known as The Bonham Mansion, situate at 63 Bonham Road, Hong Kong at the beginning of 2003 for a total consideration of \$157.5 million. The residential units have a total gross floor area of 62,712 sq.ft. and comprise mainly units ranging from 567 sq.ft. to 639 sq.ft. which are being renovated with completion scheduled for April 2003 following which they will be sold.

Occupancy of the Group's block of serviced apartments, The Elgin, in Central rose to 85% (2001: 55%) at the end of December 2002 due to successful marketing strategy. However, income generated in 2002 fell by 33.3% to \$2.4 million by reason of lower rental rates and a fall in demand from corporate clients pertinent to the generally weaker market condition. Some apartments were renovated in 2002 in order to enhance rental value.



The Bonham Mansion at 63 Bonham Road, Mid-levels.
位於半山般咸道 63 號之采文軒。



Luxurious serviced apartments of The Elgin at 51 Elgin Street, Central.
位於中環伊利近街 51 號之伊利閣之豪華服務式公寓。

停車場

深水埗美居中心地庫停車場之收益表現符合於二零零一年初以固定租金兼營業額分帳形式重新續期兩年之租約。美居中心停車場之總收益於二零零二年上升百分之四點六至四百一十萬元。

鄰近土瓜灣美華工業中心停車場之空地有大量停車位供應，持續導致二零零二年之收益下跌百分之二十一點二至二百二十萬元。

Car parks



Car park at Manor Centre, Shum Shui Po.

深水埗美居中心停車場。

Income generated from the car park at Manor Centre, Shum Shui Po performed in accordance with the licence agreement which was renewed at the beginning of 2001 for a term of two years at fixed rentals with sharing of turnover. Total income from the car park at Manor Centre rose by 4.6% to \$4.1 million in 2002.

The ample supply of parking spaces created in empty sites near the car park at Merit Centre in To Kwa Wan has continued to affect income which dropped by 21.2% to \$2.2 million in 2002.

物業發展

二零零二年四月，本集團以八億五千七百一十萬元之總代價向Polytec收購一物業權益組合。是項收購透過四個位於香港堅尼地城北街十二號；新界元朗唐人新村第一期及第二期及九龍九龍城太子道377號之地盤以及位於九龍彩虹牛池灣之物業獨家發展權，為本集團之物業組合增加約二百萬平方呎之可建樓面面積。該等收購詳載於下文。

PROPERTY DEVELOPMENT

The Group acquired from Polytec a portfolio of property interests at an aggregate cost of \$857.1 million in April 2002. The acquisition added approximately 2 million sq.ft. of developable floor area to the Group's property portfolio by way of four sites at 12 North Street, Kennedy Town, Hong Kong; in Tong Yan San Tsuen (Phases I and II), Yuen Long, New Territories and at 377 Prince Edward Road, Kowloon City, Kowloon together with the exclusive rights to develop a real estate project at Ngau Chi Wan, Choi Hung, Kowloon. These acquisitions are discussed further below.

物業出售

本集團於二零零二年出售之物業收入合共二億九千四百一十萬元，其中包括售出於二零零二年五月落成之元朗采茵軒第一期之一百零四個住宅單位及九十一個停車位，以及觀塘海天園餘下之九個住宅單位及十五個停車位之所得款項。二零零一年並無售出發展物業。

Property Sales

Property sales by the Group in 2002 totalled \$294.1 million which included proceeds from the sale of 104 residential units and 91 car parks of Phase I Recours La Serre at Yuen Long completed in May 2002 and the remaining 9 residential units and 15 car parks of The Verandah Garden at Kwun Tong. No development properties were sold in 2001.

發展項目之進度

堅尼地城北街12號

興建於該地盤上之一幢二十五層高住宅大廈(樓面面積約三萬四千三百六十五平方呎)將於二零零三年中前頂，並按計劃進度將於二零零三年年底完成。



Progress of Development Projects

12 North Street, Kennedy Town

The 25-storey residential tower (gross floor area: about 34,365 sq.ft.) being developed on this site should be topped-out before the middle of 2003 with completion being scheduled for the latter half of 2003.

Development site at 12 North Street, Kennedy Town. 位於堅尼地城北街12號之發展地盤。

九龍城太子道377號

興建十七層高住宅大廈(樓面面積約五萬四千八百七十六平方呎)連會所及四層高停車場之上蓋建築工程已於政府同意補地價後在二零零二年六月動工。按計劃進度將於二零零三年年底完成。



377 Prince Edward Road, Kowloon City

Construction of the superstructure of the 17-storey residential tower (gross floor area: about 54,876 sq.ft.) with clubhouse and a 4-storey car park commenced in June 2002 after land premium had been agreed with Government. Completion is scheduled for late 2003.

Development site at 377 Prince Edward Road, Kowloon City.
位於九龍城太子道 377 號之發展地盤。

半山羅便臣道31號

該地盤將發展為一幢三十層高豪華住宅大廈(樓面面積約十二萬八千零八十四平方呎)連停車場及會所設施。該住宅大廈正在興建中,計劃於二零零四年下半年落成。

31 Robinson Road, Mid-Levels

This site is being developed into a 30-storey deluxe residential tower (gross floor area: about 128,084 sq.ft.) with car park and clubhouse facilities. Construction of the residential tower is now underway, set for completion in the second half of 2004.

彩虹牛池灣

該地盤位於九龍半島東部(總地盤面積約為二十萬零八千一百二十五平方呎),將會發展為大型商住綜合大樓,設有多層住宅大廈連花園及會所設施。該項目仍在規劃及設計階段。建築工程按計劃進度將於二零零三年年底展開。

Ngau Chi Wan, Choi Hung

Situated at the eastern part of the Kowloon peninsula, the site with a total site area of approximately 208,125 sq.ft. will be developed into a large scale integrated commercial and residential complex, comprising multi-storey residential towers with garden and clubhouse facilities. The project is still at the planning and design stage. Commencement of site works is scheduled for the end of 2003.

堅尼地城加惠民道33號

二零零二年八月,市區重建局向本集團授出該項住宅共同發展項目,佔地約七千八百五十平方呎,將發展為住宅大廈連停車場、會所及空中花園。目前正在商議補地價事項。建築工程按計劃進度暫定於二零零三年年底動工。



Development site at 33 Ka Wai Man Road, Kennedy Town.
位於堅尼地城加惠民道 33 號之發展地盤。

33 Ka Wai Man Road, Kennedy Town

This joint venture residential development project awarded to the Group by the Urban Renewal Authority in August 2002 has a site of around 7,850 sq.ft. which will be developed into a residential tower with car parks, a clubhouse and a sky garden. Land premium is currently under negotiation. Commencement of site works is tentatively scheduled before the end of 2003.

物業管理

本集團之全資附屬公司康居物業管理有限公司管理一項超過七十四萬七千平方呎之物業組合。康居物業管理有限公司擁有百分之四十九權益之聯營公司宜居物業管理有限公司繼續為青衣長青邨及長亨邨之九千七百零四個單位提供管理服務。於二零零二年十一月，宜居物業管理有限公司就長青邨之管理獲香港房屋委員會頒授最佳物業服務公司獎 (PSC/MBO)。另一家聯營公司雅居物業管理有限公司於二零零二年十二月開始為新界大埔廣福邨六千一百九十二個單位提供管理服務。

Property management staff of Country House monitoring through a CCTV control system.

康居物業管理之員工正透過閉路電視系統進行監控。

PROPERTY MANAGEMENT

Country House Property Management Limited, the Group's wholly-owned subsidiary company, manages a property portfolio of more than 747,000 sq.ft. Country House Property Management Limited's 49% owned associate, Easy Living Property Management Limited, has continued to provide management services for 9,704 units in Cheung Ching Estate and Cheung Hang Estate in Tsing Yi Island. In November 2002, Easy Living Property Management Limited was presented with The Best Property Service Company (PSC/MBO) Award by the Hong Kong Housing Authority for its management of the Cheung Ching Estate. Another associated company, Modern Living Property Management Limited, commenced in December 2002 to provide management services to Kwong Fuk Estate with 6,192 units in Tai Po, New Territories.



證券投資

本集團之長期投資回報由二零零一年之六千八百三十萬元大幅下跌至二零零二年之二百二十萬元。下跌主要由於在二零零一年六月向股東分派九巴股份作為特別中期股息後股息收益下跌六千五百四十萬元所致。

於回顧年度，本集團重組其整體投資組合，累積藍籌股以穩定未來回報。若干長期投資已變現及錄得虧損四百八十萬元 (二零零一年：三百二十萬元)，而短期投資則錄得盈利三百四十萬元 (二零零一年：二百一十萬元)。

恒生指數於二零零二年十二月三十一日收市報9,321.29點，較去年下跌2,075.92點。鑒於目前市場氣氛淡靜，本集團擬以極保守政策繼續經營該業務。

SECURITIES INVESTMENT

Returns from the Group's long term investments dropped substantially from \$68.3 million in year 2001 to \$2.2 million in year 2002. This was almost entirely due to the decrease in dividend income of \$65.4 million from KMB shares which were distributed to shareholders as a special interim dividend in June 2001.

During the year under review, the Group reconstructed its overall investment portfolio, accumulating blue chip equities for steady future return. Certain long term investments were realized and a loss of \$4.8 million (2001: \$3.2 million) was recorded while short term investments reported a profit of \$3.4 million (2001: \$2.1 million).

The Hang Seng Index closed at 9,321.29 on 31 December 2002, 2,075.92 points lower than the year before. Owing to the current adverse market sentiment, the Group intends to continue this operation with an extremely conservative approach.

金融服務

於回顧年度，九龍建業財務有限公司之借款業務錄得營業額一千零一十萬元。除繼續經營其按揭業務亦以二按方式向本集團物業發展項目之買家提供財務協助。該等業務錄得盈利一百九十萬元，而去年同期則錄得虧損五十萬元，證明該等業務策略成功。

影片發行

於二零零二年，金公主娛樂有限公司繼續為本集團貢獻純利八百七十萬元(二零零一年：九百萬元)。除將若干受歡迎影片之發行權授予英國、法國及北美外，金公主娛樂有限公司於二零零二年重返荷蘭、希臘及塞浦路斯等地，成功訂立發行合約。該公司將繼續在其他地區尤其斯堪的納維亞及東歐國家拓展發行其電影片庫之商機。

皮鞋分銷及銷售

皮鞋批發及分銷商以及本公司擁有百分之二十權益之聯營公司 Southern Success Corporation 為本集團帶來七十萬元盈利(去年為八十萬元)。

員工薪酬及培訓

於年結日，本集團(不包括聯營公司)共僱用員工一百三十名。本集團為所有按表現基制釐定薪金之員工提供醫療福利及退休計劃。除參加內部培訓課程外，員工報讀與工作有關或專業訓練課程時亦可申請資助，以提高彼等之競爭力。本公司並設有一項由股東於二零零零年六月十九日通過之購股權計劃，詳情載於第26至第28頁董事會報告書「購股權計劃」一節。然而，鑒於上市規則第17章作出修訂，本公司將於二零零三年五月二十一日舉行之股東特別大會上尋求股東批准，以終止現有購股權計劃及採納全面符合上市規則之新購股權計劃。

FINANCIAL SERVICES

Kowloon Development Finance Limited's money lending business recorded \$10.1 million in turnover during the year under review. It has continued its mortgage business and to provide financial support to purchasers of the Group's property developments in the form of second mortgages. These business strategies have proved to be successful as a profit of \$1.9 million was recorded compared to a loss of \$0.5 million for the corresponding period last year.

FILM DISTRIBUTION

During 2002, Golden Princess Amusement Company Limited contributed a net profit of \$8.7 million to the Group (2001: \$9 million). Apart from the granting of distribution rights of certain popular films for traditional territories like United Kingdom, France and North America, Golden Princess Amusement Company Limited has revisited areas such as the Netherlands, Greece and Cyprus in 2002 and been successful in concluding distribution licences. The company will continue to explore distribution opportunities in other territories for its film library, in particular Scandinavia and the Eastern European countries.

DISTRIBUTION AND SALE OF FOOTWEAR

Southern Success Corporation, a wholesaler and retailer of footwear, and a 20% owned associate of the Company, has contributed \$0.7 million to the Group's profit, compared to \$0.8 million last year.

STAFF REMUNERATION AND TRAINING

The Group (excluding associated companies) employed around 130 employees at the year end date. The Group provides medical benefits and retirement schemes to all employees who are rewarded on a performance related basis. Apart from joining in-house training courses, employees can also apply for sponsorship when they enroll in job-related or professional training courses to enhance their competence. The Company has a share option scheme which was approved by shareholders on 19 June 2000 and details of which are shown in the section "Share Option Scheme" of the Report of Directors on pages 26 to 28. However, in light of changes made to Chapter 17 of the Listing Rules, the Company will seek shareholders' approval at an extraordinary general meeting to be held on 21 May 2003 to terminate the existing share option scheme and to adopt a new share option scheme that fully complies with the Listing Rules.