

主席報告書
Chairman's Statement





致各股東

本人謹代表大快活集團有限公司(「本公司」)董事會(「董事會」)提呈本公司及其附屬公司(統稱「本集團」)截至二零零四年三月三十一日止年度之全年業績報告。

財務回顧

本集團於年內錄得營業額港幣745,254,000元，較去年營業額港幣732,375,000元上升2%。儘管受到上半年非典型肺炎的影響，截至二零零四年三月三十一日止，本集團錄得股東應佔溢利為港幣3,704,000元，較二零零三年港幣3,158,000元(重報)上升17%。每股盈利則為港幣0.030元(二零零三年：港幣0.025元)。

股息

董事會建議不派發截至二零零四年三月三十一日止年度之末期股息(二零零三年：無)。

業務回顧

本地市場消費氣氛及零售市道於上半年表現持續疲弱。幸而，隨著非典型肺炎疫情受到控制，加上內地旅客可以個人名義來港旅遊，帶動本地零售業於下半年度迅速復甦。

TO OUR SHAREHOLDERS

On behalf of the Board of Directors (the "Board"), I am pleased to present the annual results of Fairwood Holdings Limited (the "Company") and its subsidiaries (together referred to as the "Group") for the year ended 31 March 2004.

FINANCIAL REVIEW

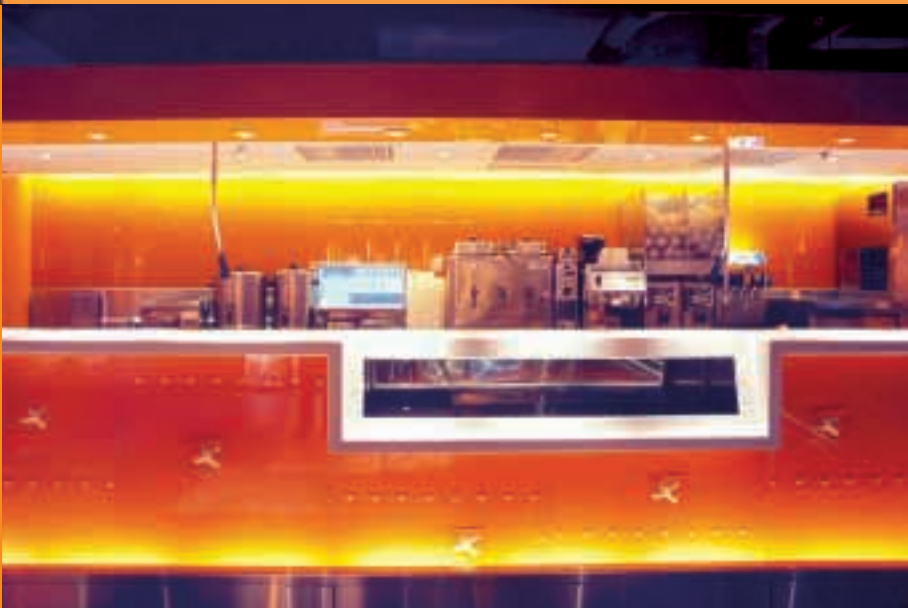
Turnover for the year ended 31 March 2004 was HK\$745,254,000, an increase of 2% from HK\$732,375,000 of the previous year. The Group recorded a net profit attributable to shareholders of HK\$3,704,000 for the year ended 31 March 2004, a 17% increase from HK\$3,158,000 (as restated) in 2003, despite a difficult operating environment in the first half of the year under the adverse impact of the Severe Acute Respiratory Syndrome ("SARS") outbreak. Earnings per share were HK\$0.030 (2003:HK\$0.025).

DIVIDEND

The Board of Directors do not recommend the payment of a final dividend for the year ended 31 March 2004 (2003: HK\$ Nil).

BUSINESS REVIEW

Sluggish economy suppressed market sentiment and drove the local retail market into a slump in the first half of the financial year. However, with the containment of SARS and the policy of allowing individual travelers from other parts of China to visit Hong Kong, the local retail industry picked up quickly in the second half of the year.



本集團為了解消費者眼中的大快活品牌形象，於去年進行了一項研究。參照研究結果，本集團於去年十一月推出全新品牌形象。新公司標誌以耀眼的橙色為主題，傳遞一個有衝勁、有活力、時尚及開心的生活模式，為本集團締造一個更具吸引力的品牌效應。新品牌形象於銅鑼灣全新旗艦店的開幕當日正式全線推出。此旗艦店的設計正好迎合現今顧客的時尚生活模式，因此自開業以來廣受市場歡迎。另外，本集團推出了一系列市場推廣及宣傳活動，此全新品牌形象亦備受廣泛注目。

一直以來，本集團以營造舒適的飲食環境及提供多元化的食品為首要重點。年內，本集團成為首間推行全線禁煙的中式連鎖快餐店，務求讓顧客可在一個無煙的環境下用膳，亦為本地中式快餐業創造健康的用膳潮流。另外，本集團亦是首間引入優質即磨咖啡的中式連鎖快餐店。這些革命性轉變都為大快活品牌注入新動力。

The Group conducted a research last year to gauge consumers' perception of the Fairwood brand. Based on the findings of the research, the Group launched a re-branding campaign in November 2003. A new bright orange logo, which projects an energetic, vibrant, stylish and happy lifestyle, has created a strong brand identity for the Group. The re-branding initiative was embarked on at the same time the Group's new flagship store in Causeway Bay was opened. Matched with the trendy lifestyle of today's customers, the flagship store has been well-received by customers since its opening. Supported by a series of marketing and promotional activities, the re-branding campaign had attracted enormous attention.

To create a pleasant environment for dining and to provide diverse menus have always been the primary focuses of the Group. During the year, the Group implemented a non-smoking policy at all its fast food outlets, making it among the first of all local Chinese fast food operators to provide a smoke-free dining environment to its customers and create a healthy dining trend in the Chinese fast food business in Hong Kong. The Group was also the first Chinese fast food chain in Hong Kong to introduce freshly brewed premium coffee at its stores. These are revolutionary changes and had revitalized and energized the Fairwood brand.



Besides improving customers' perception of the Fairwood brand, the Group continued to fine-tune on its internal fundamentals, including a corporate-wide campaign that encourages focus on quality, service and cleanliness. In June 2004, the Group became the first Chinese fast food chain to receive the Hong Kong Q-Mark Service Certificate, in recognition of its outstanding performance on service standard. Furthermore, 7 of the Group's fast food outlets in the public housing estates received the "Cleanest Restaurant Award" from the Hong Kong Housing Authority. These awards reflected the success of the Group's persistent efforts in raising its food and service standard.

除了致力提升大快活的形象，本集團亦同時繼續強化其業務根基，包括推出提升整個企業的品质、服務及清潔的活動。於二零零四年六月，本集團成為首間獲頒香港Q嘜服務證書的中式連鎖快餐店，肯定了本集團卓越的服務水平。此外，本集團7間位於屋苑的快餐分店亦獲得香港房屋協會頒發「最衛生食肆獎」。這些獎項印證了本集團不斷提升食品及服務質素的成就。

產品方面，本集團於年內集中包裝及提高其「阿活」皇牌產品系列的食品質素，包括焗豬扒飯及咖喱牛腩飯。

至於學校飲食業務方面，本集團已夥拍米施洛營養食品有限公司（「米施洛」）於新學年為學校提供午膳飯盒。憑藉大快活於學校飲食業務的經驗，再加上米施洛的專業營養知識，此合作計劃將可確保學生所享用的飯盒符合新鮮及均衡營養的要求。隨著現今家長及學校越來越重視學生有均衡及健康的飲食習慣，學校飲食業將繼續受惠，並預期於可見將來持續增長。

On the product front, the Group focused on revamping and upgrading the quality of its "Ah Wood" signature products like rice with baked pork chop and rice with curry beef brisket.

With respect to school catering service, the Group started a partnership project with MSL Nutrition Diet Centre Co. Ltd. ("MSL") to provide school lunch boxes in the coming school year. With Fairwood's experience in school catering service and the professional knowledge of MSL in nutrition, the partnership guarantees the delivery of fresh and nutritious meal for students in the new school year. The school catering service industry has been expanding and is expected to grow continuously in the foreseeable future now that parents and schools strive to ensure a balanced and healthy diet for students.



於中國業務方面，儘管本集團的快餐店於非典型肺炎爆發期間人流大幅減少，然而，本集團的內地業務於年內整體表現理想，營業額上升13%。

年內，本集團於秀茂坪村、灣仔及銅鑼灣分別開設3間大快活快餐店，同時亦翻新了16間現有店鋪。截至二零零四年三月三十一日止，本集團共有93間店鋪，其中香港共有67間快餐店、2間Café Oasis、3間機構性食堂、6間老友記茶餐廳及5間特色餐廳；中國則有4間快餐店及6間機構性食堂。

於二零零四年三月，本集團與一獨立人士簽訂一項物業出售協議，以代價港幣56,000,000元出售位於旺角花園街現經營快餐店的物業。截至年結日，本集團已收到買方支付港幣5,600,000元之訂金。此交易已於二零零四年五月二十八日完成，而出售所得之溢利約港幣9,000,000元將於下個財政年度業績反映。此收益將主要用於開設新快餐店、翻新現有店鋪，以及提升中央廚房及管理資訊系統方面的投資。

前景

隨著經濟前景漸趨明朗，消費者信心回升，加上就業率不斷改善，本地消費市場需求亦甚殷切。根據政府「2004年首季經濟報告」顯示，個人消費支出於二零零四年首季相較去年同期錄得5%之理想增幅，成為過去三年半內最高之季度增長。此外，內地個人遊數目日益增加亦有助刺激市場消費氣氛，令本地快餐業受惠。

展望將來，本集團對本地快餐業的發展前景感到十分樂觀。為了延續全新品牌形象的效應，本集團將集中擴展本地的快餐業務。本集團有計劃於繁盛地區開設7間新店，並將翻新18間現有店鋪以吸引新顧客。本集團亦將繼續貫徹其於品質、服務及清潔三方面的承諾，務求達到最佳成績。

Despite the plunge of customer flow at the Group's fast food outlets in the Mainland during the SARS epidemic, the Group performed satisfactorily in the Mainland during the year under review, with sales increasing by 13%.

During the year, the Group opened 3 new fast food outlets in Sau Mau Ping Estate, Wanchai Road and Causeway Bay respectively and renovated 16 existing stores. As at 31 March 2004, the Group was running a total of 93 outlets, including 67 fast food outlets, 2 Café Oasis, 3 institutional catering outlets, 6 Buddies Cafés and 5 specialty restaurants in Hong Kong as well as 4 fast food outlets and 6 institutional catering outlets in the Mainland.

In March 2004, the Group has entered into an agreement with an independent party for the sale of a property, located on Fa Yuen Street in Mongkok, currently occupied as a fast food restaurant, at a consideration of HK\$56,000,000. As at year end, a deposit of HK\$5,600,000 was received from the purchaser. The disposal was completed on 28 May 2004 and the profit on disposal of approximately HK\$9,000,000 will be reflected in the results of the next financial year. The sales proceeds of the property will be used mainly for investment in new fast food stores, renovation of existing outlets and upgrading the central kitchen and management information systems.

PROSPECTS

Consumer confidence has revived with promising economic outlook and improving employment rate which has lifted local consumer demand. According to the Government's "First Quarter Economic Report 2004", private consumption expenditure grew 5% in the first quarter of 2004 as compared with that of the same period last year. It is the highest quarterly growth recorded in the past three and a half years. In addition, the escalating level of number of individual travelers from the Mainland also boosted market sentiment and consumer spending, thus benefiting the local fast food industry.

Looking ahead, the Group is optimistic towards the development of the fast food industry in Hong Kong. To capitalize on the momentum of the re-branding campaign, the Group will focus on the expansion of its fast food business in Hong Kong. The Group plans to open 7 new stores at prime locations and renovate 18 existing stores to attract new customers. The Group will continue its commitment to achieving excellence in quality, service and cleanliness.



近期內地政府為防止經濟過熱而實施宏觀調控措施，有見及此，本集團將以審慎態度擴充中國的快餐業務。至於機構性食堂業務方面，本集團於年內已與德昌電機集團簽署協議，為其於中國的生產設施提供大型食堂服務。本集團將憑藉此經驗，進一步開拓中國機構食堂方面的業務商機。

管理層深信改善本集團的業務根基，可進一步強化大快活的品牌，促進本集團未來的業務發展，為顧客及股東於未來創造更理想的回報及價值。

致謝

非典型肺炎的陰霾過後，二零零三年下半年之經濟已逐漸復甦。本人謹此感謝所有員工於非典型肺炎期間所付出的努力，致使本集團的業務能成功在下半年轉虧為盈。此外，本人亦在此感謝董事會於年內給予指導及建議。最後，本人亦十分感謝各股東、顧客及業務夥伴對本集團一直以來的支持及信心。



Following the imposition of fiscal policies by the Mainland Government to regulate the over-heated economy, the Group will be cautious in expanding its fast food outlets in the Mainland. In the institutional catering area, the Group has signed a contract to operate a large-scale canteen for Johnson Electric's manufacturing facilities in the Mainland. The Group will further leverage this experience to explore potential opportunities in this market.

Management believes that improving the Group's fundamentals will further enhance the Fairwood brand and enable the Group to expand, thereby generating more satisfactory returns and value for both its customers and shareholders in the years ahead.

APPRECIATION

The economy has revived after the SARS impact in the second quarter of 2003. I would like to express my sincere appreciation to all our staff for their extra efforts during the outbreak of SARS to minimize its adverse impact on the Group and for their hard work to help the business turnaround in the second half of the year. I would also like to thank our Board of Directors for their guidance and advice during the year and our shareholders, customers and business partners for their support and continuous confidence.

承董事會命

On behalf of the Board

羅開揚

Dennis Lo Hoi Yeung

主席兼行政總裁

Chairman and Chief Executive

香港，二零零四年七月十五日

Hong Kong, 15 July 2004