

## Financial Review

### 財務回顧

#### 管理層討論及分析

##### 營業額

本集團截至二零零四年三月三十一日止年度的總營業額為港幣十三億九千五百萬元，與二零零三年比較下跌百分之二十。

二零零三年「沙士」疫症（嚴重急性呼吸道綜合症）在香港的爆發嚴重影響本集團。最顯著的影響是引致消費者需求突然急劇下降，導致存貨過剩及割喉式減價戰的出現。由於集團需要為客戶提供補貼撥備及處理滯銷存貨，故其收入及盈利均受到嚴重影響。

相機及沖印服務直接受到水貨進口及不同品牌割價戰所帶來的激烈競爭影響，於「沙士」肆虐期間的影響尤為顯著。於第三季出現的平穩銷售增長仍未足以平衡「沙士」期間所導致的損失。

##### 批發業務

###### 影像系統

影像系統業務類別包括攝影菲林、電影菲林、數碼相機、電子影像器材及磁性影音媒體產品相關業務，佔回顧期間本集團總營業額百分之三十八。主要由於「沙士」疫情嚴重影響消費者需求，該類業務的總營業額下降百分之三十二。攝影菲林銷售量受到數碼相機熱潮影響而下跌。同時，數碼相機的銷售又因為日本富士延遲推出嶄新數碼相機型號，以及在「沙士」爆發後，受到不同品牌間的割喉式減價戰影響而導致銷量大跌。

###### 沖印系統

此分類包括相紙、沖印藥液及沖印器材產品等，佔本集團總營業額百分之二十二。此類別業務的總銷售額較去年同期下跌百分之二十五。

「沙士」疫症的爆發打擊香港及中國大陸的旅遊業，同時導致兩地整體零售活動在「沙士」肆虐期間大幅下跌，嚴重影響此類別之銷售額。

#### MANAGEMENT DISCUSSION AND ANALYSIS

##### Turnover

The Group's consolidated turnover for the year ended 31 March 2004 was HK\$1,395 million, down 20% compared with 2003.

The outbreak of SARS (Severe Acute Respiratory Syndrome) in Hong Kong in 2003 affected the Group badly. Most notably, the sudden and dramatic drop in consumer demand led to excess stock and cut-throat price competition. The Group's revenue and profitability were seriously impacted as it dealt with subsidies to customers and obsolete inventories.

The camera and D&P services businesses were directly affected by fierce competition resulting from price cuts by parallel imports and other brands, particularly during the SARS period. Steady sales growth in the third quarter was not enough to recover the loss that resulted from the impact of SARS.

##### Wholesale Business

###### Imaging Systems

The imaging systems segment includes businesses related to photographic films, motion picture films, digital cameras, electronic imaging equipment and magnetic audiovisual media products. It accounted for 38% of the Group's total turnover during the year under review. Total segment turnover decreased by 32%, largely as a result of the impact of SARS on consumer demand. Sales of photographic films decreased due to the growing popularity of digital imaging, although digital camera sales were also down due to the delayed launch of new digital camera models by Fujifilm Japan and severe price competition subsequent to the outbreak of SARS.

###### Photofinishing Systems

This segment includes products such as photographic paper, chemicals and photo-finishing equipment and accounted for 22% of the Group's total turnover. Total sales of this segment decreased by 25%.

The sales from this segment were adversely affected by the outbreak of SARS and its impact on tourism and the overall drop in retail activity in Hong Kong and China during the SARS period.

長遠而言，數碼影像的發展對相紙及沖印藥液銷售的影響較預期中輕微。由於數碼相片輸出服務較以往便宜、方便及快捷，故對此服務的需求正平穩上升。

#### 資訊系統

此類別業務包括醫療影像系統、印刷器材及數據儲存媒體。此類別佔本集團總營業額之二十六。資訊系統類別營業額較去年同期上升百分之十九。此增長乃主要因為「沙士」疫症於香港及中國大陸爆發，導致對醫療影像產品需求大增所致，其中尤以X光菲林需求劇增帶動銷售額強勁增長。此外，醫療系統設備的數碼化也令銷售額較去年增長逾百分之五十六。

富士印刷器材產品於年內錄得百分之十七的銷售增長。鑑於優質印刷器材的需求持續增加，本集團將進一步拓展中國市場。

#### 零售業務

零售業務包括本集團全資擁有的沖印連鎖店快圖美，共佔本財政年度集團總營業額百分之十四。在「沙士」疫症的影響下，快圖美仍錄得較去年上升百分之十六之銷售額。由於香港經濟漸復甦，具體增長在財政年度的第二及第三季尤為明顯。

回顧期內，快圖美策略性地將香港的店鋪數目由六十三間擴充至八十間，並推出全新「快圖美數碼站」服務，此服務站容許顧客於店內自行操作及決定沖晒的數碼影像，又能處理由流動電話及數碼相機輸出的數碼影像。此外，快圖美於二零零三年七月更全面推出網上數碼沖晒服務以方便顧客享用數碼相片輸出服務。

In the longer term, however, sales of photographic paper and chemicals have been less affected by the growth of digital imaging than expected. Demand for digital output services has grown steadily as they become cheaper, more convenient and more efficient.

#### Information Systems

Activities in this segment include medical imaging systems, graphic art products and data storage media. This segment accounted for 26% of the Group's total turnover. Turnover for the information systems segment increased by 19% compared to the previous year. This was driven largely by demand for medical imaging products as a result of the SARS outbreak in Hong Kong and China, as surging demand for X-ray films generated stronger sales. In addition, the digitization of medical systems saw sales increase by more than 56% compared to the previous year.

Fuji graphic art products recorded a 17% growth in sales during the year. Given the continued demand for quality graphic art products, the Group has plans to expand further in the China market.

#### Retail Business

The retail business includes the Group's wholly owned D&P chain, Fotomax and accounted for 14% of the Group's total turnover. Fotomax recorded 16% sales growth compared to the first half of the year reflecting a quick recovery from the impact of SARS. Substantial growth was achieved in the second and third quarters as the Hong Kong economy gradually recovered.

During the year under review, Fotomax expanded strategically from 63 shops to 80 in Hong Kong. It launched a new digital photo kiosk service which allows customers to process their digital images in store and can handle digital imaging input from mobile phones as well as digital cameras. Meanwhile, online digital printing services were also introduced in July 2003 to enhance the convenience of digital output service for customer.

### 市場推廣

本集團於回顧年內繼續投資於建立品牌工作，以配合業務發展。為保持品牌的知名度，集團繼續贊助及參與不同種類的公開活動，包括攝影比賽、球賽、展覽會、貿易展、電視節目及聯合推廣，藉以向中港澳三地的目標客戶作品牌宣傳。

### 股東應佔虧損

期內，本集團之股東應佔虧損淨額為港幣六千二百萬元，綜合營業額為港幣十三億九千五百萬元。

### 財務資源

本集團於二零零四年三月三十一日之現金及銀行結餘約為港幣五億三千一百萬元（二零零三年：港幣三億五千九百萬元），資產負債比率為零。主要由於本財政年度內之高效成本控制，銷售及分銷支出得以下降百分之十至港幣七千萬元，廣告及市場推廣開支亦下降百分之七十至港幣三千五百萬元。由於集團之業務發展及架構重整，行政開支得以下降百分之二十一至港幣八千八百萬元，總員工成本亦下降百分之二十三至港幣七千八百萬元。集團員工數目為六百五十四名（二零零三年：九百七十一名），員工之酬金則多數按照行業運作（包括公積金、保險及醫療福利）而定。集團亦有採納一個每年按照集團及僱員表現而釐訂之非強制性花紅制度。

年內錄得之貿易應收賬為港幣二億五千四百萬元，存貨則為港幣一億七千六百萬元。

### 股息

每股港幣一仙之中期特別股息（二零零三年中期股息：港幣二仙）已於二零零四年二月二十四日派發。

董事會不建議派發末期股息，惟建議向於二零零四年八月二十六日名列股東名冊之股東派發截至二零零四年三月三十一日年度之末期特別股息每普通股港幣一角（二零零三年：港幣一仙）。

### Marketing

The Group has continued to invest in brand building to support its business development during the year under review. To sustain brand awareness, it has continued to sponsor and participate in different kinds of public activities, including photo contests, tournaments, exhibitions, trade shows, TV programs and joint promotions to reach target customers in China, Hong Kong and Macau.

### Loss attributable to Shareholders

During the period, the Group's net loss attributable to shareholders was HK\$62 million with a consolidated turnover of HK\$1,395 million.

### Financial Resources

The Group's cash and bank balances as at 31 March 2004 were approximately HK\$531 million (2003: HK\$359 million) with a zero gearing ratio. Selling and distribution expenses decreased by 10% to HK\$70 million and the advertising and marketing expenses were reduced by 70% to HK\$35 million due largely to the effective cost-control measures during the financial year. Administrative expenses decreased by 21% to HK\$88 million and the total staff costs decreased by 23% to HK\$78 million due to the Group's business development and the structure adjustment. The Group had 654 employees (2003: 971), remunerated largely based on industry practice, including provident funds, insurance and medical benefits. The Group also adopted a discretionary bonus programme determined annually based upon the performance of the Group and the employee.

Trade receivables of HK\$254 million were recorded for the year, while inventory was HK\$176 million.

### DIVIDENDS

An interim special dividend of HK1 cent per share (2003 interim dividend: HK2 cents) was paid on 24 February 2004.

The directors do not recommend the payment of a final dividend but recommend the payment of a final special dividend of HK10 cents per ordinary share (2003: HK1 cent) in respect of the year ended 31 March 2004 to shareholders on the register of members on 26 August 2004.