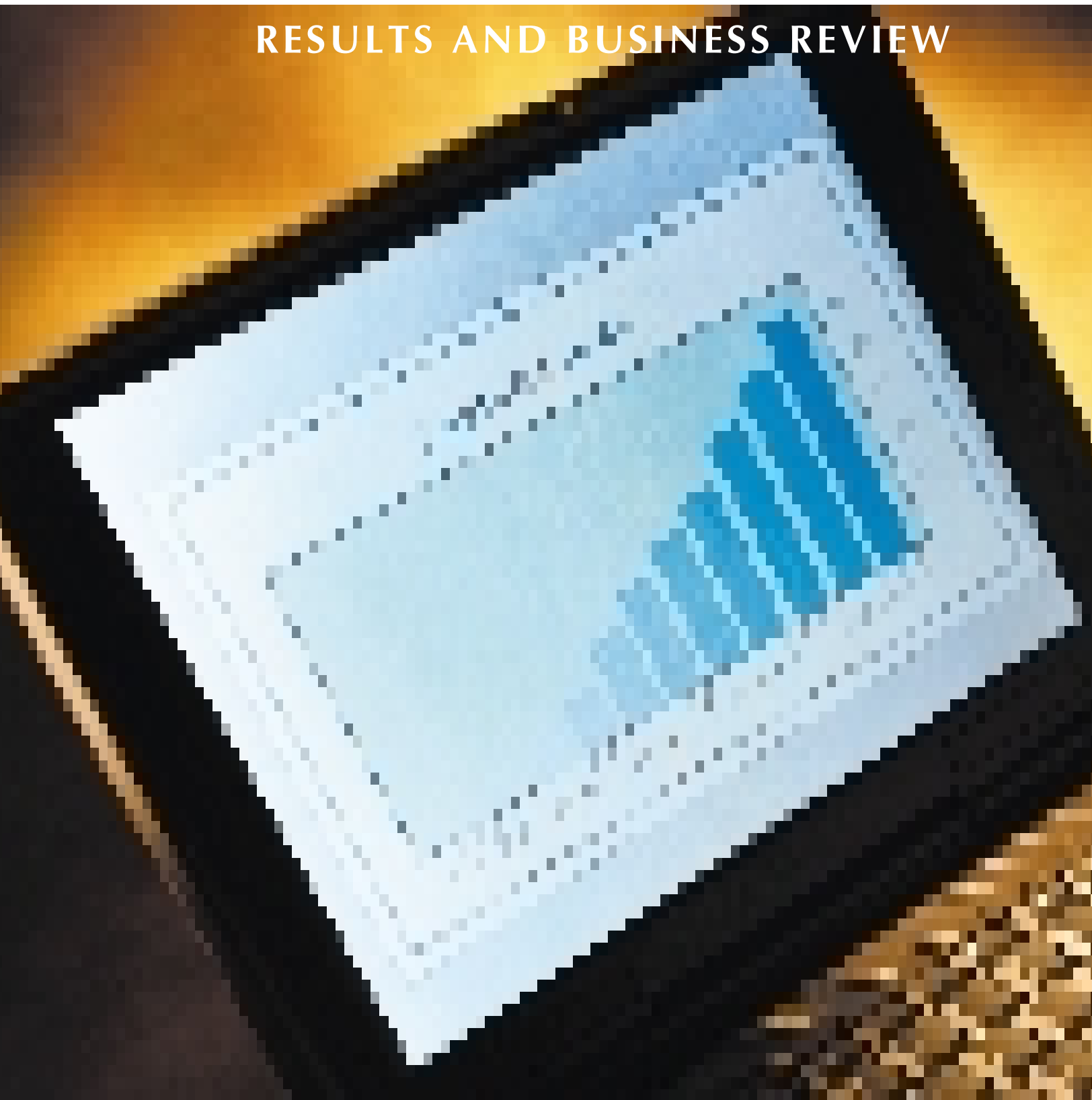


業績及業務回顧

RESULTS AND BUSINESS REVIEW



業績

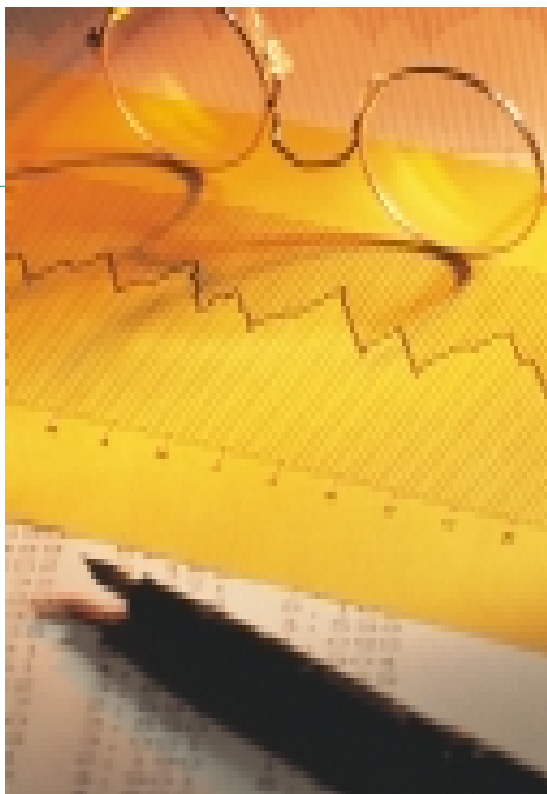
本集團截至二零零零年十二月三十一日止年度之營業額為四億七千一百萬港元，較上年度下降百分之五十八，但若扣除本集團去年出售之 Magnequench International Inc. 於一九九九年首八個月之營業額，本集團於年內之整體營業額較上年度實質只下降百分之二，而下降之主要原因為出售房地產收入減少。

業務回顧

1. 工業油脂產品生產與貿易

積架石油化工集團有限公司（「積架」）

積架二零零零年度業績已見改善，但仍未如理想，主要是由於國內市場需求未能達至預期增長。國內合資企業在經歷亞洲金融風暴後，普遍仍採取保守的採購政策，對價格要求極為嚴謹，令石油化工供應商紛紛削價，造成前所未有的激烈競爭。此外，原油價格不斷攀升，亦導致各項原料價格相應上升，影響產品毛利。面對這樣的市場環境，大部份國內合資企業已實行「採購本地化」策略。積架亦因應市場轉變而作出策略性調整，廣泛利用內地資源，包括於國內採購原料、人力資源本地化及將進口分裝之產品轉為自行製造，從而減低成本，成效令人滿意。



BUSINESS RESULTS

The Group's turnover for the year ended 31 December 2000 was HK\$471 million, a 58% decrease over last year. However, if the turnover of Magnequench International Inc. in the first eight months of 1999 is excluded, the fall in overall turnover for the Group's remaining operations during the year was only 2%. This reduction was mainly attributable to a decline in sale proceeds arising from disposal of real estate.

BUSINESS REVIEW

1. Manufacturing and Trading of Industrial Lubricant Products

Jaeger Oil & Chemical Holdings Limited (“Jaeger”)

Jaeger's business results improved in 2000 but were still not fully satisfactory, primarily because domestic demand in the PRC market failed to live up to expectations. Since most of the PRC joint ventures had been adversely effected by the Asian financial turmoil, they continually adopted a conservative approach to purchasing and placed overwhelming emphasis on price. Oil and chemical suppliers responded with a price-cutting strategy,



在開闢營銷渠道方面，積架在二零零零年將市場由香港及華南地區拓展至華東及華北各地，先後在上海設立華中及華東辦事處，又於五月份增設西安辦事處，統籌陝西及四川省業務，以響應中國政府開發大西北之策略。分銷網絡方面，積架分別於西南部重慶及成都、東北大連及青島建立新據點，進一步拓展中國市場。

積架在產品開發方面成績亦十分理想，包括已成功取得英國科威特石油集團旗下之「Germ-Allcard」一系列銅線及鋁線拉伸油之中國獨家代理權。而在香港，由於大部

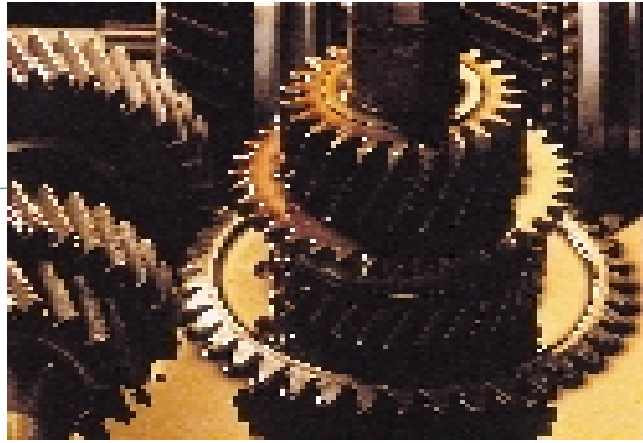
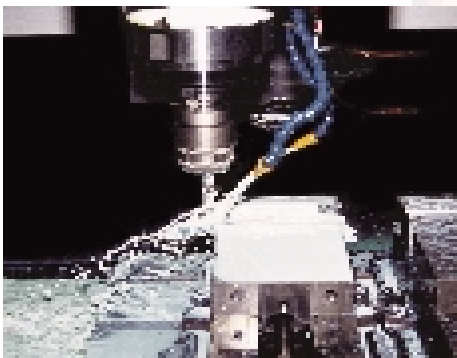
resulting in severe market competition. In addition, increasing crude oil prices triggered price increases on other raw materials, affecting the gross profits of many products. In this environment, most of the joint ventures in the PRC adopted a strategy of “purchasing localisation”. Jaeger also took strategic measures to make comprehensive use of local resources, such as purchasing local raw materials, employing local manpower and performing more processing itself to minimise the import of processed materials. Costs were thereby reduced with satisfactory consequences.

In the aspect of developing sales channels, Jaeger extended its market from Hong Kong and Southeastern China to the Eastern and Northern regions of the PRC in 2000. To facilitate this, Jaeger established its Central and Eastern China office in Shanghai. It

份工廠已北移內地，積架之業務遂轉移至零售及消費市場。目前，積架正積極物色合適的供應商，計劃開發其他消費產品，務求提高此系列產品在香港之市場佔有率。

位於廣州番禺之全新積架廠房已於本年度全部落成，其年產量達九千噸，較原有產量增加三倍，大大提昇積架之競爭能力。此外，積架於東莞設立全新物流中心，致力加強運送服務，亦廣泛利用當地資源，充分使用國內的生產線。

二零零零年六月，積架將香港總部遷往沙田，以求更接近國內目標市場，加強營運效率。積架現時以市場為出發點之策略成效顯著，深信於二零零一年之業績將有更令人滿意的表現。



also set up its Xian office in May to take care of its business in Shaanxi and Sichuan, in support of the PRC Government's policy of developing Northwestern China. To further tap the China market, Jaeger also extended its distribution network in China by adding new dealers in Chongqing and Chengdu in the Southwestern region, as well as Dalian and Qingdao in the Northeastern region.

Jaeger also recorded encouraging progress in product development, including the acquisition of the PRC sole distributorship of "Germ-Allcard" from Kuwait Petroleum (GB) Ltd, covering a range of products such as lubricants for copper and aluminium wire drawing. In Hong Kong, since most of the factories had already moved to the mainland, Jaeger shifted its business focus to the retail and consumer markets. Currently, Jaeger is searching for potential suppliers to develop other consumer products to increase the market share of its products in Hong Kong.

The new Jaeger plant in Panyu was completed during the year, increasing Jaeger's annual production capacity by three times to 9,000 tons and greatly strengthening the competitiveness of Jaeger. In addition, Jaeger set up a logistics centre in Dongguan to facilitate a more efficient distribution service for the whole region. The centre also allows Jaeger to better use local resources to fully utilise its production lines in China.

In June 2000, Jaeger moved its Hong Kong headquarter to Shatin to be closer to its target markets in China and to increase operating efficiency. Jaeger's market-focus strategy has proved to be a success, and is expected to achieve even more satisfactory results in 2001.



2. 專業建築

瑞和集團工程有限公司（「瑞和」）

香港經濟自二零零零年初起逐漸復甦，不少大型基建項目如數碼港及西鐵工程陸續展開；加上中國入世在即，種種外在因素均對瑞和的業務發展帶來正面影響。

瑞和現正積極籌備在中國華南地區開設鋁材加工廠，並以此為原材料基地，供香港及華南地區工廠使用。加工廠預計可在二零零一年年底投產，相信可令工程毛利增加百分之五至八。

2. Specialised Construction Contracting

Condo Group Limited (“Condo”)

With the gradual recovery of the Hong Kong economy since early 2000, many large scale infrastructure projects such as the Cyberport and the West Rail have commenced construction. Together with China’s expected entry into the WTO soon, this created a favourable external environment for Condo’s development.

Condo is actively preparing to set up an aluminium processing factory in Southeastern China, which will supply raw materials to manufacturing plants in Hong Kong and Southern China. The factory is expected to be in operation by the end of 2001, and should increase the gross profits of Condo’s business by five to eight percent.



除繼續鞏固在本港、北京及華東等地區的業務外，瑞和將發展業務範圍擴大至中國其它地區，藉以提高瑞和於國內之整體市場佔有率。

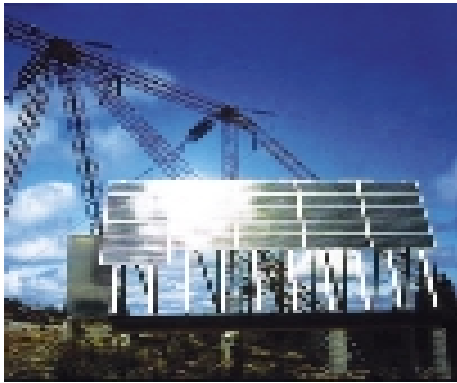
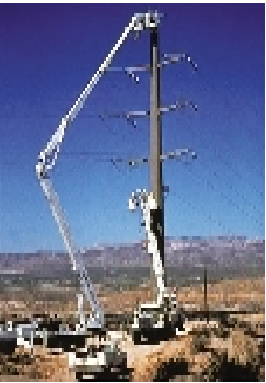
在內部營運方面，瑞和已採取一系列措施以減低營運成本及加強營運效益，其中包括減省人手及開支，以及制定更有系統的內部管理守則，成績亦十分理想。

瑞和於二零零零年承接之工程總額接近一億六千萬港元，而現已完成的上海科技城屋頂項目，乃國內第一個採用鋁板屋面的工程項目，更是上海市政府二十一世紀的重點建設項目；工程總額超過一億元人民幣。此項目獲得國內工程指揮部頒發「優質工程」證書，對瑞和的知名度起了積極作用，有助瑞和期後承接不少國內外類似的大型工程，例如廣州國際機場、國內大城市之會展館及現正進行的香港沙田政府大樓玻璃幕牆工程等。

In addition to consolidating its business in Hong Kong, Beijing and Eastern China, Condo will expand its presence in other parts of China to increase its overall market share in the country.

In the aspect of internal operation, Condo adopted a series of measures to cut costs and strengthen operational efficiency, such as reducing manpower and other expenses, and formulating more systematic internal management guidelines. These measures have yielded satisfactory results.

Condo succeeded in securing over HK\$160 million worth of contracts in 2000. Of these, the construction of the aluminium roof for Shanghai Science Land is not only the pioneer among the projects of similar nature in China, but also one of the showcase projects of the Shanghai City Government in the 21st century. This project, was worth over RMB\$100 million, and had been awarded the Certificate of Quality Project (優質工程證書) by the Ministry of Project Supervision (工程指揮部) of the PRC. It has made a significant contribution to the increase of Condo's popularity in China. Condo's enhanced profile enabled it to secure several other large scale projects including Guangzhou International Airport, exhibition halls in major Chinese cities, and the current glass curtain wall project for the Shatin Government Building in Hong Kong.



多利加工程集團有限公司 (「多利加」)

二零零零年，本港物業市道回穩、中港兩地多項大型基建工程陸續施工，為多利加營造了不少商機。年內，多利加先後承接了韓國現代建築集團在香港九號集裝箱碼頭的電機分包工程，及長江集團在北京東方廣場西公寓的電機分包工程，進一步提昇了多利加在業內的地位。相信今後多利加將有更多機會承接各大集團在香港及國內的電機工程項目。

由於中國入世在即，估計不少基建工程將陸續展開；多利加憑藉持有國內電機安裝一級施工資格及豐富國內工程經驗，相信會在承接電機項目方面盡佔優勢。目前多利加之手頭合約總額已達一億四千萬港元。

環保業務方面，經過一年多的努力，多利加經過在香港及國內地區開拓市場，已得到一定的客源。其專責銷售環保產品的部門亦陸續獲有關方面的專業人仕加盟，人才更見鼎盛。多利加對發展是項業務充滿信心。

Polycrown Engineering (Holdings) Limited (“Polycrown”)

In year 2000, the more stable local property market and the commencement of construction work on several major infrastructure projects in Hong Kong and China generated numerous business opportunities for Polycrown. During the year under review, Polycrown undertook key projects such as the subcontracting E&M engineering works for Korean Hyundai Group at Kwai Chung Container Port - Terminal No. 9 in Hong Kong and subcontracting E&M engineering works for Cheung Kong Group in Beijing Oriental Plaza. These projects further strengthen the position of Polycrown in the industry, opening up opportunities for it to secure E & M engineering projects of corporations established in Hong Kong and China.

China's imminent entry into the WTO is expected to stimulate many infrastructure projects in the country. Polycrown's abundant experience in the China engineering sector, where it has a National Grade A Licence for E&M Engineering Installation Works, will be advantageous in capturing its share of these projects. Polycrown's current contracts on hand amount to HK\$140 million.

Polycrown's efforts over the last year have established its market share and client base in the environmental protection business. Having recruited specialists into the sales department for its environmental protection products, Polycrown now has a strong team of professionals in place and has full confidence in its future performance in this field.

銀豐集團有限公司 (「銀豐」)

為適應市場環境的轉變，銀豐在二零零零年進行多項調整改革，目前在財政及營運上，均已漸上軌道，同時又能在業務開拓方面取得較理想的成績。去年，銀豐已成功將其業務多元化，減低對防火工程的依賴。由木質防火門廠轉型為木器加工廠開始，到目前積極開展的木材經營、隔音工程等項目，都是有計劃地圍繞核心業務而部署的。相信各項業務日後可發揮相輔相成之作用。

業務的成功轉型，令銀豐在二零零零年第四季取得的手頭合約總額高達三千四百萬港元，是三年以來之冠，全面增強了銀豐對供應商及分判商之價格談判能力，使經營成本大幅下降，大大提高市場競爭能力。

此外，中國即將加入世貿以及國家政策的積極推動，都對木材業務產生正面作用。銀豐亦會在內部資源上作相應調配，相信未來整體營業額仍有很大的上調空間，盈利前景亦非常樂觀。

環保工業乃未來最受關注和重視的行業之一，因此從二零零零年下半年開始，銀豐在隔音工程的市場和產品發展上均採取多元化路線，即在同時拓展香港及中國市場之餘，亦會推廣不同的產品。至今，銀豐在中、港兩地的隔音板及隔音噴塗市場均取得滿意成績，不但獲上海市浦西和香港



Enful Holdings Limited (「Enful」)

In order to adapt to market changes, Enful carried out various programmes of business adjustment in 2000. With both its finance and operations on the right track, Enful recorded more satisfactory performance in business development. Last year, Enful successfully diversified its businesses and reduced its reliance on fireproofing projects. Recent moves include the conversion of its fire door production plant into a wood-processing factory, and the development of wooden products and acoustic products. Enful's various businesses are expected to complement each other to achieve synergy.

This successful transformation enabled Enful to win a record HK\$34 million worth of contracts on hand in the fourth quarter of 2000, being the contract of the highest value in the last three years. This greatly enhanced Enful's bargaining power with suppliers and sub-contractors, resulting in a significant reduction in operating costs and a sharp increase in competitiveness.

Furthermore, both China's forthcoming entry into the WTO and the Chinese government's support have a positive impact on Enful's wooden products business. Enful will flexibly adjust its internal resources to tap the market, and is optimistic that there is ample room for further increases in overall turnover and profitability.

Since environmental protection will be one of the key businesses in the future, Enful has started to diversify its markets in this field, both geographically - exploring the Hong Kong and China markets - and in terms of developing a wider product range since the second half of 2000. Up to now, Enful has secured satisfactory progress in the acoustic panel and acoustic plaster markets in China and Hong Kong, winning initial recognition from Shanghai Puxi and Hong Kong West Rail, as well as gaining the sole distributorships of related products from many manufacturers.

西鐵的初步認同，亦成功向不少廠家爭取到相關產品的獨家代理權。

上述新增的經營項目，可說跟銀豐本身的核心業務互為效益。雖然隔音工程的發展仍屬萌芽階段，但由於中港兩地政府政策的鼓勵和投入資源支持，銀豐將可繼續發揮其優勢，物色更多相關環保材料及設備，在木器加工以外，發展另一核心業務。

3. 地產發展及物業管理

中環雲咸街29號東方有色大廈

東方有色大廈的估值較去年同期上升逾一成。截至二零零零年十二月底止，東方有色大廈的出租率約百分之九十一，租客包括多間國際性及跨國企業的駐港辦事處，收租情況及租客質素均屬理想。年內，為集團帶來了約一千二百萬港元之租金收入。

澳洲悉尼住宅發展項目—雅景軒

截至二零零零年底止，雅景軒已售出逾九成單位。去年，由於澳洲政府全面開徵銷售稅，對新落成樓宇之銷售帶來壓力；但隨著澳元匯率下滑，相信會有助雅景軒二零零一年之銷售。



The new businesses mentioned above can complement the core business of Enful. Although the development of acoustic engineering is still at a preliminary stage of growth, with encouragement and investment support from the Chinese and Hong Kong governments, Enful can continue to build on its competitive advantages to explore more projects related to environmental protection materials and facilities. This will enable it to develop another core business apart from wooden products processing.

3. Property Development and Management

ONFEM Tower, 29 Wyndham Street, Central

The property value of ONFEM Tower rebounded by over 10% compared with last year. At the end of December 2000 it enjoyed an occupancy rate of approximately 91%, with occupants including the Hong Kong offices of a number of multinational corporations. Both rental income and the quality of occupants were satisfactory, and the property brought the Company an income during the year of approximately HK\$12 million.

The Garret, a residential project in Sydney, Australia

As of the end of 2000, over 90% of residential units in The Garret were sold. Last year, the Australian government's introduction of a Goods and Services Tax (GST) resulted in pressure on sales of new properties. However, the declining exchange rate of the Australian dollar will be positive for sales of The Garret in 2001.



中國珠海海天花園

隨著中國加快其對外開放步伐，外資企業投資日增，珠海作為中國的窗口之一，其地產業務必大有可為，有利珠海海天花園之銷售。珠海海天花園施工質量優良，於二零零一年初再度被珠海市建設委員會評為「二零零一年文明施工優良工地」，並獲珠海傳媒廣泛報導。該項目地面以下的工程可望於短期內完成，並預計二零零一年年底可完成海天花園A段主體工程第十三層。

4. 基建項目投資

京域高速公路有限公司（「京域」）

京域的全資附屬公司京冠高速公路有限公司於去年六月十二日被香港高等法院勒令清盤。自上述清盤令頒佈後，所有財務資料由清盤官接管。本集團會密切留意清盤的進度，以維護本集團的最終利益。

財務狀況

本集團財政基礎穩固，現金充裕，截至二零零零年十二月三十一日止，有現金及銀行結餘約四億八千三百萬港元（一九九九年：約五億九千七百萬）。

承董事會命

王幸東

董事總經理

香港，二零零一年五月十八日

Hai Tian Garden, Zhuhai, the PRC

The acceleration of China's open door policy encouraged more investment by foreign enterprises. As a window in China, Zhuhai enjoys a promising property market, which is beneficial to the sale of Hai Tian Garden in the city. The high quality of Hai Tian Garden once again earned it the 「二零零一年文明施工優良工地」 by 珠海市建設委員會 in early 2001, and this news was extensively covered by mass media in Zhuhai. Construction work for the basement is targeted for completion in the near future and the main building of Hai Tian Garden Section A is expected to be completed up to the thirteenth floor by the end of 2001.

4. Infrastructure Investment

Greater Beijing Region Expressways Limited ("GBRE")

A winding up order was issued by the High Court of Hong Kong against Greater Beijing First Expressways Limited, a wholly-owned subsidiary of GBRE, on 12 June 2000. Since the issue of the above-mentioned winding up order, all the financial information are withheld by the liquidator. The Group will pay close attention to the progress of the liquidation so as to protect the interests of the Group.

FINANCIAL POSITION

The Group's financial condition remains healthy with abundant cash flow. As of 31 December 2000, its cash on hand and bank balances amounted to approximately HK\$483 million (1999: approximately HK\$597 million).

By Order of the Board

Wang Xingdong

Managing Director

Hong Kong, 18 May 2001