



**康**師傅將繼續秉持勤奮務實、創新超越的拼搏精神，不斷提高競爭能力，成就康師傅為中國第一流的食物企業

*Master Kong will stick to the struggling spirit of diligence and practice, innovation and exceeding, making Master Kong Group become the first tier food conglomerate in the PRC.*

董事長 Chairman  
魏應州 Wei Ing-Chou

各位尊敬的股東：

## 十週年感言

「十年耕耘，十載情」，康師傅從一九九二年八月的第一碗方便麵登陸中國開始，到二零零二年為止，已經十年了。在這期間，「康師傅」一直以親和、專業、值得信賴的品牌形象擁抱群眾，深入人心；「康師傅」更以不斷精進的品質與產品，成為物超所值及永遠不變的質量承諾保證，這是我們十年來所建立的最珍貴無形資產。

十三億人口的中國市場，是國際食品巨擘不可缺席的市場，規模經濟與市場通路的掌握，是研究中國市場，一再強調成功的唯一保證。十年來，「康師傅」為了建構此一優勢，戰戰兢兢，如吊鋼索，如今，這已成為本集團最珍貴的有形資產。

十年拼搏，「康師傅」僥倖在部分食品市場成為領導品牌，然而，「康師傅」不以已然存在的有形與無形資產而自滿，因為，中國的市場競爭，只有更加劇烈；中國加入世貿組織以後，國際食品巨擘捲土重來，國內企業的快步跟上；「前有對手，後有追兵」的中國境局下，我們只有繼續快速的前進。

Dear Shareholders,

## Words for a Decade

“A decade of cultivation, a decade of passion.” By the year of 2002, it has been 10 years since the first bowl of Master Kong embarked the Mainland market in August 1992. Sticking to the brand image of friendly, professional and trustworthy, Master Kong has been widely recognized and accepted by the people. Thanks to the continuous research and development in products and improvements in quality, Master Kong brand has become a symbol of stable and value-for-money quality assurance, which was the most precious intangible asset for us in the past 10 years.

The market of 1.3 billion people in the PRC is so attractive that no international tycoon in food industry can resist it. The mastery of scale economy and sales network is the sole assurance for our research and success in the PRC market. To achieve this advantage, Master Kong has been very careful on each step for the past 10 years and currently this advantage is the most precious tangibles for the Group.

After 10 years' efforts, Master Kong is lucky to be a leading brand in the food industry. Considering the increasingly intense competition in the PRC market, however, Master Kong is never self-satisfied with its intangible and tangible assets it presently has. After the PRC's entry into WTO, the international leading food corporations will stage a comeback and the domestic enterprises will pick up their paces. Under this situation of “Competitors both in front and behind”, we can only continuously advance quickly.



今年是「康師傅」十周歲的生日，感謝中國給了「康師傅」十年成長的沃土，讓「康師傅」正逐步走向成熟與穩定，讓我們的企業和員工正逐漸精實與壯大，讓「康師傅」累積了足以迎接挑戰的實力與旺盛的鬥志。新的挑戰，新的機遇，十年對「康師傅」來說，只是剛剛起步，我們相信憑著「康師傅」專業精神，不僅能成為麵食、糕餅及飲品的專家，將來還會有更大的發展空間。「康師傅」將繼續秉持勤奮務實、創新超越的拼搏精神，繼續保有創業者般燃燒的熱情，不斷提高競爭能力，使本集團業績穩定成長，成就「康師傅」為中國第一流的食物企業。

## 業績

二零零二年中國政府繼續擴大內需的方針，以積極的財政政策和穩健的貨幣政策取得了明顯的效果，國內需求持續增長，國民經濟保持良好的發展勢頭。

This year it is the 10th birthday of Master Kong. Very much thanks to the PRC, for giving Master Kong the fertile soil to grow up, for enabling Master Kong to become mature and stable step by step, for strengthening and enlarging both the Group and the team of employees, for accumulating the strength and fighting spirit to embrace any challenge. We are facing new challenges and new opportunities. 10 years is only the beginning for Master Kong. We firmly believe, depending on the professional spirit, Master Kong will not only become an expert in noodles, bakery and beverage, but also has more space for future expansion. Master Kong will stick to the struggling spirit of "diligence and practice, innovation and exceeding", and continuously keep pioneering enthusiasm and enhance the competition capability, making the Group continue to grow up and become one of the first-class food enterprises in the PRC.

## Results

In 2002, the PRC government's continuous policy in encouraging domestic consumption, aggressive finance policy and stable monetary policy have gained a significant effect. Domestic consumption continued to grow and the PRC economy maintained a good development.



二零零二年對本集團而言更是值得鼓舞的一年，在外部有利的企業經營環境下，配合內部綿密的銷售網絡、專精的生產技術、有效的市場策略以及新產品的成功推出，本集團的營業額及扣除利息、稅項、折舊及攤銷前盈利 (EBITDA) 連續四年達雙位數字的增長，於二零零二年財政年度，本集團的營業額及 EBITDA 達 1,100,405 千美元及 190,151 千美元，與去年同期相比分別上升 16.50% 及 22.33%；加上在產品的組合上作出適度的調配及成本控制得宜，更使本集團的股東應佔溢利大幅增加至 90,928 千美元，每股盈利達 1.63 美仙，年內，本集團的淨資產值增加至 587,354 千美元，資本結構非常穩健，於二零零二年十二月三十一日，本集團持有之手頭現金及銀行存款高達 99,913 千美元，而市值更超逾十四億美元。

於二零零三年三月二十一日交易日結束起，本公司正式被納入英國富士環球指數中亞太區 (除日本外) 的成份股。

To the Group, 2002 was a specially encouraging year. Based on the advantage from external environment, through the Group's extensive sales network, professional production techniques, effective marketing strategies as well as the successful launch of the new products, the Group achieved double digits growth in both turnover and earnings before interest, taxes, depreciation and amortisation (EBITDA) in the past four consecutive years. During the fiscal year 2002, the Group's turnover and EBITDA were US\$1,100.405 million and US\$190.151 million, increased by 16.50% and 22.33% respectively from the previous year. Thanks for the modification of product mix and effective cost control, the profit attributable to shareholders was US\$90.928 million and the earnings per share amounted to US1.63 cents. As at 31 December 2002, the Group's net assets increased to US\$587.354 million and the Group had cash and bank deposits of US\$99.913 million, maintained a very healthy capital structure. The Group's market capitalization exceeded US\$1.4 billion at the end of 2002.

From the close of trading on 21 March 2003, the Company was added to the British's FTSE All-World Asia Pacific Ex-Japan Index.



## 股息

本集團業務持續表現出色，股東回報續年遞增，每股盈利增長50.93%，進一步鞏固股東們的長期投資回報。因此，董事會將於二零零三年六月二十日舉行之股東大會上，建議派付末期股息每股0.93美仙予二零零三年六月二十日名列股東名冊之股東，派息總額為51,975千美元；去年之末期股息為每股0.81美仙，派息總額為45,268千美元。

## 市場地位

本集團的各項產品透過綿密的銷售體系加上「康師傅」的品牌效應，進一步滲透至中國各大城小鎮及農村。據ACNielsen二零零二年十二月／二零零三年一月的報告指出，以銷售額為基準，本集團在方便麵、包裝茶飲品及夾心餅乾之市場佔有率分別為39.6%、53.7%及28.6%，同時處於領導地位。

## 優質保證認證

年內方便麵事業轄下的福州廠、青島廠，飲品事業轄下的天津廠、武漢廠、杭州廠、西安廠及青島廠陸續取得ISO9002認證。目前本集團共有二十六家工廠通過ISO認證，董事們為本集團營造高質量食品的管理系統感到光榮。

## 社會貢獻

二零零二年是「康師傅」品牌誕生十周年，為了回饋社會，本集團特別在天津舉辦了「康師傅十年愛心園遊會」，本集團在天津的2萬名員工及眷屬，以及來自政府機構及媒體的友好和200多位社會弱勢群體代表參加了此次盛會；並將園遊會籌得的款項全部捐贈予天津市慈善協會用於對特困家庭的救助。

## Dividend

With the consistent encouraging results, return to shareholders continued to increase, earnings per share for the year rose by 50.93% and shareholders' long term return was further strengthened. The Board will therefore recommend at the Annual General Meeting to be held on 20 June 2003 the payment of a final dividend of US0.93 cents per ordinary share, totalling US\$51.975 million to shareholders whose names appear on the register of members on 20 June 2003. Final dividend for the last year was US0.81 cents per ordinary share, totalling US\$45.268 million.

## Market Position

Through the extensive sales network and the high brand awareness for Master Kong, most of the Group's products can be distributed not only to the major metropolises but also small cities and rural areas. According to ACNielsen, for the period of December 2002/January 2003, based on sales value, market share for the Group's instant noodle, RTD teas and sandwich crackers were 39.6%, 53.7% and 28.6% respectively, showing the Group's leading position in the industry.

## Quality Control

During the year, instant noodle factories in Fuzhou and Qingdao, beverage factories in Tianjin, Wuhan, Hangzhou, Xian and Qingdao obtained ISO 9002 status. At present, 26 factories under the Group have been granted ISO certificates. The Directors are proud of the Group's tradition of producing high-quality food products.

## Social Contribution

Master Kong was ten years old in 2002. The Group organized the "Carnival for Master Kong's 10 years passion". The Group invited a number of 20,000 of the Group's staffs and their relatives in Tianjin, friends from the government department and media, and more than 200 representatives from weakness parties to join the event. All the contributed money made from the carnival have been donated to the poverty-stricken families through the Tianjin Charity Association.



同時為了促進兩岸三地的文化交流，本集團於年內贊助了「臺北市立民樂團來津演出」以及「康師傅－歌神鄉情－張學友超級演唱會」兩項文化活動。

## 管理團隊

本年度本集團的雲南昆明廠、新疆石河子廠的投產及飲品事業的擴展，令本集團的員工總人數增加至26,542人，在業務快速成長下，他們的努力及貢獻有助本集團創造最佳獲利，本人謹借此機會代表各股東向他們致以衷心謝意。

本人深知本集團要在已擴大的盈利基礎上維持增長，必然充滿挑戰，深信憑藉本集團於中國精耕十年所獲得的品牌與通路優勢，加上清晰的業務發展方向與專精的管理團隊，本集團必能實現繼續為消費者及股東資源增值。

董事長及行政總裁  
魏應州

中國 天津  
二零零三年四月二十八日

The Group has sponsored "The Chinese Orchestra Taipei" performed in Tianjin as a cultural exchange activity and the "Jacky Cheung Hometown Concert".

## Management Team

For the establishment of Kunming factory in Yunnan, Shiheji factory in Xinjiang and the expansion for beverage division, the Group increased its number of staff to 26,542. The staff's great effort and valuable contribution have help the Group's long term business in the PRC as well as a good return to shareholders. I would like to thank everyone for their devoted performance during the year.

I know that the task for continuous profit growth is particularly challenging on an expanded base. According to the operating experience in the PRC and advantages from the brand and sales network, the well-defined business strategies and the professional management team, the Group would be able to enhancing customers' and shareholders' value at home and abroad.

**Wei Ing-Chou**  
*Chairman and Chief Executive*

Tianjin, the PRC  
28 April 2003

