

# 展望

## Prospects

2014年面對整體經營環境的困難與挑戰，集團業績未如預期；惟各項產品於市場均維持領導地位。面對經濟大環境的持續低迷，消費市場結構的快速洗牌，及營運成本不斷的推升等經營環境的變化，為提升集團整體的績效，同時佈建集團未來可持續的發展，及令集團業績穩健的成長，本集團已於2014年11月1日將原食品事業及飲品事業的總部幕僚功能職位予以合併管理；並於第四季起續步進行組織架構的精簡，以因應快速的環境變遷，達成節流、增效、及創新的三大階段性目標。2015年1月上海運籌中心開始運作，配合培訓與養成多年的高階管理層陸續就位，再加上現代化辦公設備系統效能的提高，將令集團資源的善用與運作更有效率。

展望2015年之經營環境仍將會帶來巨大挑戰，面對景氣趨緩及消費市場的迅速轉變，本集團的整體經營是維持穩健的經營，善控營運成本及資本開支，創新品類 產品，同時加強應變能力，藉此提升團隊的技能，創造綜效，令集團業績可持續成長。我們持續善用堅碩的基建，既有的通路及市場優勢，提升品牌價值，以豐富產品品項；深化銷售渠道及提升滲透力，保持與消費者溝通，刺激人均消耗量，藉以推動銷售成長，從而提升本集團於各產品類別市場的領導地位；同時精進生產效能，嚴控品質，強化組織架構及人才培育，以提升整體營運效益；維持穩健的財務狀況，為日後業務擴張的機遇作好準備。

In 2014, facing difficulties and challenges in the operating environment in general, despite the Group's results were below expectation, all products were able to maintain a leadership position in the market. Amid changing business environments such as continuous decrease in growth rate of the economy, rapid structural change of consumer markets and rising operating costs, in order to enhance the Group's overall performance and achieve future sustainable development to enable steady growth of results, the Group consolidated the management of positions with headquarters staff functions for its previous food business and beverage business on 1 November 2014 and progressively streamlined its organizational structure in the fourth quarter to cope with the rapidly changing environmental and achieve the three major milestones of cost cutting, efficiency enhancement and innovation. In January 2015, the Shanghai operational centre has commenced operation and the top management with training and development for years are successively in place, coupled with enhanced performance of modern office equipment and system, the Group will be able to realize efficient use of resources and more effective operation.

It is expected the operating environment in 2015 will still bring enormous challenges. Facing the sluggish economy and the rapid change in the consumer market, the overall operation of the Group will sustain a steady operation, exercise sound control over costs and capital expenditures, and innovate new segments/products. At the same time we have to strengthen our adaptability so as to improve team skills, tackle enormous challenges and create synergies, which will bring sustainable growth in the results of the Group. We will leverage on the solid and rich infrastructure, well-established sales network and favourable market advantages to enhance brand value continuously, invest in product innovation capabilities to enrich product items and categories, further develop sales channels to increase penetration ability, maintain communication with consumers to strengthen the system on rapid response to market to stimulate per capita consumption in order to increase growth of sales, and in turn enhance the market leading position of the Group in all product categories. Meanwhile, production efficiency will be refined, quality management will be strictly controlled, food safety will be ensured, organization structure and training for talents will be strengthened in order to enhance the overall operation efficiency. Strong and sound financial conditions will be maintained to be well-prepared for capturing future business expansion opportunities.

於食品事業，聚焦加速方便麵品類創新及推出高端產品，同時強化現代型通路及電商通路的經營；方便食品事業側重經營核心產品，並積極研發新產品，藉由產品與品牌的創新，為消費者提供更豐富、安全、美味的產品。於飲品事業將持續鞏固主力產品的市場地位，同時加快創新品類及產品發展，優化終端服務並提升新型通路的操作技巧；百事飲品著重提升供應鏈的綜效，優化通路結構及完善管理系統。

在集團優秀經營團隊和全體員工的共同努力下，在消費者和通路夥伴的支持下，不斷強化「康師傅」品牌的認知度和美譽度，擴大品牌影響力，進一步強化各項產品在中國市場的領導地位，推動未來持續而穩固的增長，以更好的業績回饋社會、回報股東。

With respect to the food business, we will focus on the innovation in the type of instant noodles and launch high-end products. At the same time we will consolidate the operation with modern channels and electricity appliance vendors' channels. With respect to the instant food business, we will focus on the operation of core products and will proactively research and develop new products. Through the innovation of products and brands, we will provide more exuberant, safe and delicious food to the consumers. As to the beverage business, we will continue to consolidate the market share of leading products, whilst the innovation of new segments and products will speed up. Services with terminals will be optimized and the operation skills with the new channels will enhance. Emphasis will be placed on enhancing the synergies, optimizing the channel structure and perfecting the management system of supply chain for Pepsi beverages.

Under the joint efforts of its excellent operation teams and all employees, and the support from consumers and network partners, the Group will constantly strengthen the recognition and reputation of the "Master Kong" brand, and expand the influence of the brand to further strengthen its leadership in the China market in terms of each products and to drive sustainable and solid growth in the future so as to bring returns to the society and its shareholders with better performance.

