



# CHAIRMAN'S STATEMENT\_

## 主席報告書

### FINANCIAL SUMMARY

### 財務摘要

- > Revenue of the Group increased to approximately HK\$709,970,000, which represented a rise of 3.6% over the previous financial year.
- > On a quarter-to-quarter comparison, revenue increased by 7.1% and loss from operations decreased by 29.3% for the three months ended 30 June 2003 compared with the previous quarter.
- > Operating costs for the year dropped to approximately HK\$803,303,000, representing a 5.5% decrease.
- > The moderate increase of revenue, together with the savings in operating costs, led to a 43.4% decrease in loss from operations. Loss attributable to shareholders decreased by 63.8% to approximately HK\$72,224,000.
- > Loss per share was recorded at HK1.46 cents compared with HK4.05 cents in the previous year.

- > 本集團收入增加至約709,970,000港元，較上一財政年度上升3.6%。
- > 按季度比較，截至二零零三年六月三十日止三個月的收入較上一季度增加7.1%，經營虧損則較上一季度減少29.3%。
- > 全年經營成本減少至約803,303,000港元，減幅為5.5%。
- > 收入輕微增加，加上節省經營成本，導致經營虧損減少43.4%。股東應佔虧損減少63.8%至約72,224,000港元。
- > 每股虧損為1.46港仙，上一財政年度每股虧損則為4.05港仙。

## RESULTS

## 業績

		Year ended June 30	
		截至六月三十日止年度	
		2003	2002
		二零零三年	二零零二年
		HK\$'000千港元	HK\$'000千港元
Phoenix Chinese Channel	鳳凰衛視中文台	616,449	618,464
Phoenix InfoNews Channel	鳳凰衛視資訊台	17,881	15,182
Phoenix Movies Channel,	鳳凰衛視電影台		
Phoenix North America Chinese Channel &	鳳凰衛視美洲台及		
Phoenix Chinese News and Entertainment Channel	鳳凰衛視歐洲台	53,408	33,520
Other businesses	其他業務	22,232	17,877
Group's total revenue	本集團之總收入	709,970	685,043
Operating costs	經營成本	(803,303)	(850,056)
Loss from operations	經營虧損	(93,333)	(165,013)
Loss attributable to shareholders	股東應佔虧損	(72,224)	(199,716)
Loss per share, Hong Kong cents	每股虧損，港仙	(1.46)	(4.05)







I am pleased to present to you the 2002/2003 annual results for Phoenix Satellite Television Holdings Limited (the “Company”) and its subsidiaries (collectively the “Group” or “Phoenix”).

## BUSINESS OVERVIEW

### Television Broadcasting

During the 2002/2003 financial year, Phoenix focused on three priorities: improving the quality of the programming delivered on all its channels, especially with a view to establishing InfoNews as a major channel in China; expanding awareness of the Phoenix brand name across the Greater China region and beyond; and taking measures to maximise the efficiency of operations and thereby reduce costs. This approach has already begun to produce positive results, with the financial results for the year maintaining the healthy trend of recent years.

The most important development for Phoenix during this year was the decision by the Chinese State Administration of Radio, Film and Television (“SARFT”) to grant landing rights to Phoenix InfoNews Channel. In the light of that decision, Phoenix has sought to maximise the appeal of InfoNews, both by introducing new programming and by ensuring that it was the premier Chinese-language news service reporting on major issues such as the Iraq war and the SARS outbreak.

Phoenix has also devoted considerable effort to expanding awareness of the Phoenix brand name. This has been done by Phoenix representatives addressing key media events such as the annual CASBAA and News World Asia conferences by ensuring that Phoenix played a prominent part in other key public events such as the World Conference of Accountants which was held in Hong Kong, and also by continuing to develop Phoenix website and Phoenix Weekly Magazine. The success of these efforts was reflected in the fact that Phoenix was the only media organisation to be featured in *Brand Warriors China*, a comprehensive study by British and French experts of the evolution of brand names in today's China.

These efforts to raise the quality of Phoenix's programming and popular awareness of Phoenix have been complemented by a consistent focus on cost reduction, which has led to the continued improvement of the Group's overall financial performance.

## THE CHANNELS

### Phoenix Chinese Channel

Phoenix Chinese Channel continued to be the flagship of the Group, and generated 86.8% of the Group's revenue over this financial year. According to figures released in a survey conducted by the CCTV Central Viewer Survey and Consulting

本人欣然向 閣下呈報鳳凰衛視控股有限公司（「本公司」）及其附屬公司（合稱「本集團」或「鳳凰」）二零零二/二零零三年度的全年業績。

## 業務回顧

### 電視廣播

於二零零二/二零零三財政年度，鳳凰專注處理三項首要事務：提升旗下所有頻道所播放節目的質素，特別為確立鳳凰衛視資訊台成為中國的主要頻道；提高鳳凰品牌在大中華及以外地區的知名度；及採取措施以提升經營效益及藉此減低成本。該項策略已開始達到成效，而本年度的財務業績亦得以維持近年的理想趨勢。

鳳凰於本年度的最重要發展為獲得中國國家廣播電影電視總局（「廣電局」）發出落地權予鳳凰衛視資訊台。基於該項決定，鳳凰已盡量提升鳳凰衛視資訊台的吸引力，不但推出全新節目，更確保鳳凰衛視資訊台在報道如伊拉克戰事及非典型肺炎爆發的重要事件上，成為中國的頂尖華語新聞服務。

鳳凰亦已作出極大努力，提升鳳凰品牌的知名度，其中包括指派鳳凰的代表出席重要傳媒活動如亞洲有線與衛星電視廣播協會(CASBAA)年會及News World Asia年會，以確保鳳凰扮演重要角色，及出席其他主要公眾活動如在香港舉辦的世界會計師大會典禮，並在會上發表演講，以及持續發展鳳凰網及鳳凰周刊。由鳳凰成為《中國品牌大贏家》（一項由英國及法國專家對今日中國的品牌發展所進行的廣泛研究）專題探討的唯一一家傳媒機構，即可見鳳凰努力的成果。

就提升鳳凰的節目質素及大眾知名度而作出的有關努力亦與削減成本的一貫目標互相配合，帶動本集團的整體財務表現得以持續改善。

## 頻道

### 鳳凰衛視中文台

鳳凰衛視中文台繼續是本集團的旗艦頻道，本財政年度收入佔本集團總收入的86.8%。根據央視市場研究公司中央電視台總編室就二零零二年第一季及第二季所進行調查而發表的數字

Center for the first and second quarters of 2002, Phoenix Chinese Channel has the ninth largest audience out of the 53 nation-wide broadcasters and ranks second in terms of audience satisfaction. This makes Phoenix Chinese Channel the most popular foreign broadcaster in China. Phoenix Chinese Channel continued to work to maintain its audience appeal by generating original programming, including *A Passage To Africa*, which explored different aspects of African culture and society, *China Town*, a series that focused on the overseas Chinese communities found through the Asia Pacific and the West, and *Summary of Press*, a highly popular programme reporting on what daily newspapers from around the world say.

### Phoenix InfoNews Channel

The prospects for Phoenix InfoNews improved dramatically in January 2003 when SARFT granted InfoNews landing rights in China. This development provided the basis for InfoNews to become a major revenue-earner in the Phoenix Group, and during the six months following the SARFT decision it has already made significant progress towards attracting serious sponsors and advertisers.

InfoNews continues to provide a comprehensive menu of news and information on world events, current affairs and financial developments. InfoNews carried 25 days of reporting on the Iraq war. During the conflict in Iraq, InfoNews drew on a team of reporters in Washington, New York, Baghdad, Kuwait and at the Allied Central Command headquarters in Qatar, which provided the basis for the graphic and real-time coverage of the war. InfoNews also augmented its coverage of the war by drawing on a range of experts on international relations and military affairs to provide authoritative analysis of the course of the conflict.



InfoNews' first hand live coverage of other major international events, such as the hostage crisis in Moscow and the SARS outbreak in Hong Kong, mainland China and Taiwan, covering both the medical and political dimensions of the pandemic, received great acclaim from the audience.

In order to enhance its appeal, InfoNews has developed a series of new programmes, including *Current Affairs Debate*, which draws on a panel of Chinese and foreign commentators to discuss contemporary issues.

顯示，以最多觀眾人數計算，鳳凰衛視中文台在全國53個廣播機構中排名第九位，而就觀眾滿意程度而言更排名第二。有關數字顯示鳳凰衛視中文台已成為中國最受歡迎的外國廣播機構。鳳凰衛視中文台努力不懈，以製作原創節目來維持對其觀眾的吸引力，其中包括探討非洲文化及社會不同層面的《非洲之旅》、專門介紹聚居亞太地區及西方國家海外華人社群的節目系列《唐人街》，及摘錄世界各地報章報道且深受歡迎的節目《有報天天讀》。

### 鳳凰衛視資訊台

自廣電局於二零零三年一月發出中國落地權予鳳凰衛視資訊台後，鳳凰衛視資訊台的前景迅即獲得改善，更奠定鳳凰衛視資訊台成為鳳凰集團重要收入來源的基礎，而在廣電局作出該項決定後六個月內，鳳凰衛視資訊台在吸引重要的贊助商及廣告商方面已取得重大進展。

鳳凰衛視資訊台繼續提供有關世界大事、時事概況及金融狀況發展的不同種類新聞及訊息。鳳凰衛視資訊台的伊拉克戰事報道長達二十五天。在伊拉克發生軍事衝突期間，鳳凰衛視資訊台派遣多名記者前赴華盛頓、紐約、巴格達、科威特及卡塔爾的聯軍中央指揮部，為戰事提供影像及即時報道。鳳凰衛視資訊台亦透過邀請多位國際關係及軍事專家，在軍事衝突的過程中提供權威分析，令戰況報道更為詳盡。



鳳凰衛視資訊台對其他主要國際事件的第一手報道，例如莫斯科的人質危機，及非典型肺炎在香港、中國內地及台灣的爆發，包括對該種傳染病在醫療及政治層面的報道，均獲得觀眾的極大讚賞。

為提升其吸引力，鳳凰衛視資訊台已製作一系列的全新節目，其中包括邀請中外評論員就時事進行討論的「時事辯論會」。



### Phoenix Movies Channel

Phoenix Movies Channel is in its fifth year of operation as an encrypted pay-television service and continues to provide mainstream entertainment to Chinese audiences.

### 鳳凰衛視電影台

鳳凰衛視電影台作為加密收費電視服務供應商，現已踏入第五年營運，並繼續向華語觀眾提供主流娛樂。

### Phoenix North America Chinese Channel

Phoenix North America Chinese Channel, which now broadcasts on both DirecTV and EchoStar, continues to improve both its subscription figures and its advertising income. It now shares the same programming with Phoenix Chinese News and Entertainment Channel that is specifically designed to appeal to overseas Chinese audience.

### 鳳凰衛視美洲台

現時在DirecTV與EchoStar播放的鳳凰衛視美洲台，其訂戶數目及其廣告收入均不斷上升。鳳凰衛視美洲台目前與鳳凰衛視歐洲台播放同一批專為吸引海外華語觀眾而設的節目。

### Phoenix Chinese News and Entertainment Channel

Phoenix Chinese News and Entertainment Channel, which is based in London and broadcasts across Europe, began twenty-four hour broadcasting from the beginning of the 2002/2003 financial year.

### 鳳凰衛視歐洲台

以倫敦為總部及於整個歐洲廣播的鳳凰衛視歐洲台，已於二零零二/二零零三財政年度開始二十四小時廣播。



### Shenzhen Production Centre

Phoenix has identified a partner with property developing experience who could undertake the development of this project jointly with the Group and is in the process of finalizing the terms of the agreement with such partner.

### 深圳製作中心

鳳凰已認定一名具備物業發展經驗的夥伴與本集團共同發展此項目，且現正與該夥伴擬定協議條款。

### Internet Development

Phoenix website, [www.phoenixtv.com](http://www.phoenixtv.com), remained popular with Chinese internet users, who access it both for the news service and the opportunity to provide feedback on Phoenix programming and personalities.

### 互聯網發展

鳳凰旗下網站鳳凰網([www.phoenixtv.com](http://www.phoenixtv.com))仍然深受華語互聯網用戶歡迎。用戶可透過鳳凰網使用該網站的新聞服務，並就鳳凰的節目及特點作出回應。



### Phoenix Weekly Magazine

Like Phoenix website, Phoenix Weekly Magazine has played an important role in building up brand awareness of Phoenix across China. Phoenix Weekly Magazine has carried some unique accounts of current affairs in China, including background information about some of the financial scandals that occurred over the last year. It has also published some important material on twentieth century Chinese history, making it a valuable resource for anyone interested in contemporary Chinese developments. Advertising revenue provides the main source of revenue for Phoenix Weekly Magazine.

### 鳳凰周刊

一如鳳凰網，鳳凰周刊在鳳凰於中國各地建立品牌知名度的工作上亦扮演舉足輕重的角色。鳳凰周刊曾就中國時事作出若干獨家報道，包括披露在過去一年發生的若干金融醜聞的背景資料。鳳凰周刊亦曾就二十世紀中國歷史刊登若干重要資料，令鳳凰周刊成為任何對當代中國發展感興趣的人士的寶貴資源。廣告收入為鳳凰周刊提供主要收入來源。

### PROSPECTS

Phoenix's financial prospects have improved considerably over the past year, partly due to the various cost-saving measures implemented during this financial year, the details of which have been set out in the third paragraph of the Financial Review section, and partly due to a range of other factors. But three factors in particular stand out. Firstly, Phoenix Chinese Channel, which has been the source of revenue for the Group, has continued to perform at a consistent level despite a difficult economic environment complicated by the war in Iraq and the outbreak of SARS in the Greater China region. The Chinese Channel's performance underscores that it is a highly marketable product and Phoenix will continue to allocate substantial resources in maintaining its competitiveness.

### 展望

鳳凰在過去一年的財務展望得到顯著改善，部份原因為於本財政年度內實行的多項節省成本措施已見成效，詳情載於「財務回顧」第三段，部份原因則歸功於一系列其他因素。然而，其中三項因素尤其重要。首先，儘管因伊拉克戰事及非典型肺炎在大中華地區爆發而導致經濟困境更形複雜，但一直為本集團主要收入來源的鳳凰衛視中文台的表現仍然維持一貫水平。鳳凰衛視中文台的表現顯示該台為一種極具市場價值的產品，而鳳凰將撥出大量資源以維持其競爭力。



Secondly, Phoenix InfoNews has received landing rights on the Mainland, which greatly improves the prospect of advertising on InfoNews which could become a major source of income. Since it began broadcasting in 2001, InfoNews has been a considerable part of Phoenix's operating expenses, and once InfoNews has an established and documented place in the Chinese market, it will be able to generate considerable advertising revenue. This should lead to a fundamental strengthening in Phoenix's financial position. We also plan to focus extensive resources on raising the quality of InfoNews reporting and coverage of international events during the coming year, ensuring that it has maximum appeal to the Chinese-speaking audience.

Thirdly, the global economy is showing signs of undergoing a cyclical improvement while the Chinese economy, which is the source of a large proportion of Phoenix revenue, continues to perform well.

In the light of these factors, we are confident that Phoenix will perform increasingly well in the coming financial year, with a very good chance of breaking even and beginning to generate a profit. We are keenly aware that the mainland television market is becoming more competitive, with many broadcasters adopting the modern approach to programming and reporting that Phoenix has introduced to the Chinese audience, and Phoenix is continuing to explore ways to improve the quality of our programming and the speed, accuracy and comprehensiveness of our news reporting. Phoenix is thus confident that it will be able to improve its position within the Chinese media market.

#### ACKNOWLEDGEMENT

On behalf of the Board, I would like to thank the staff of Phoenix for the dedication and professionalism they have displayed during the past year, which has been marked by serious challenges. In particular I would like to commend those members of the Phoenix team who overcame serious difficulties and at times confronted physical danger in the course of reporting on the Iraq war and the SARS epidemic. Their contribution ensured that Phoenix could lay claim to being a comprehensive and globally-oriented Chinese-language news service, providing its audience with timely and accurate reporting on major developments. I am confident that the commitment of the staff to Phoenix will remain strong and will continue to make a major contribution to Phoenix's success in the coming years.

Liu Changle  
Chairman

Hong Kong, 10 September 2003

第二，在鳳凰衛視資訊台獲得國內的落地權後，已大大提升鳳凰衛視資訊台廣告業務成為重要收入來源的前景。自從於二零零一年啟播以來，鳳凰衛視資訊台的經營開支一直佔據鳳凰經營開支的顯著部份，倘鳳凰衛視資訊台能夠在中國市場建立明確的業務據點後，將有助帶來龐大的廣告收入，如此則可對鳳凰的財務狀況帶來穩固的上升動力。本公司亦計劃在未來一年投入大量資源以提升鳳凰衛視資訊台在國際事件上的報道質素及覆蓋層面，以確保鳳凰衛視資訊台對華語觀眾的吸引力能提升至最高水平。

第三，全球經濟現正顯示經歷周期改善的復甦跡象，而中國經濟作為鳳凰大部份收入的來源的表現則仍然理想。

鑒於存在此等因素，本公司深信鳳凰在未來一個財政年度的表現將更為理想，有極大機會達到收支平衡及開始錄得盈利。本公司深切了解國內電視市場的競爭漸趨劇烈，有更多廣播機構採用由鳳凰帶給華語觀眾的新形式節目及報道，而鳳凰亦正不斷研究提升本公司的節目質素，及令本公司的新聞報道更快、更準及更全面的方法。因此，鳳凰深信其將可提升在中國傳媒市場的地位。

#### 致謝

本人謹代表董事會，感謝鳳凰員工在過去面對重大挑戰的一年內的竭誠盡責表現及專業精神。本人更藉此機會，高度讚揚在報道伊拉克戰事及非典型肺炎爆發過程中，致力克服嚴峻局面及面對生命備受威脅時刻的鳳凰隊伍有關成員。全賴彼等所作貢獻，鳳凰方能確保實現其作為內容包羅萬有及作為全球性華語新聞服務的承諾，為其觀眾提供重大事態發展的即時及準確報道。本人深信，鳳凰員工將繼續盡力為鳳凰承擔義務，並繼續為鳳凰在未來數年的業務成就作出重大貢獻。

主席  
劉長樂

香港，二零零三年九月十日