

PARKSON 百盛
Retail Group Limited
商業集團有限公司

Stock Code 股份代號:3368



2021

ANNUAL REPORT

年報



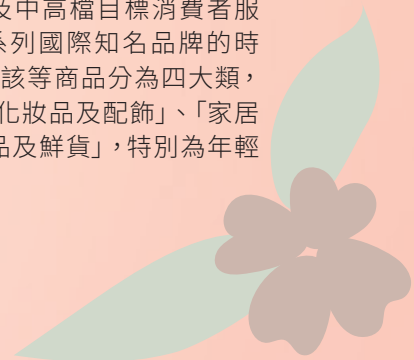
CORPORATE PROFILE 公司簡介

Parkson Retail Group Limited (the "Company") is a leading nationwide lifestyle retail operator in the People's Republic of China ("the PRC"). The Parkson brand was introduced to the Beijing market in the early 1990's and has now operated and managed a diversified collection of retail formats – including department stores, shopping malls, city outlets, supermarkets and food & beverage outlets. As of 31 December 2021, through the Company's subsidiaries, joint ventures and associates (hereinafter collectively referred to as the "Group"), the Group operated and managed 43 stores (including "Parkson Beauty" concept stores), 1 shopping mall, 2 Parkson Newcore City Malls, supermarkets, fashion and food & beverage in 30 cities across China.

Localisation and consistent market positioning are the key strategies for the continuous growth and success of Parkson. We are tailoring our merchandise assortments, brand mix and floor space allocation on a store-by-store basis to better serve our targeted middle to middle-upper end consumers in every city that we operate. The Group offers a wide range of internationally renowned brands of fashion and lifestyle related merchandises focusing on four main categories of merchandise namely, Fashion & Apparel, Cosmetics & Accessories, Household & Electrical, and Groceries & Perishables, targeting the young and contemporary market.

百盛商業集團有限公司（「本公司」）為中華人民共和國（「中國」）全國性時尚生活的領先零售營運商。百盛品牌於九十年代初進入北京市場，現已運營管理零售業態多元化的組合—包括百貨店、購物廣場、城市奧特萊斯、超市及餐飲門店。截至二零二一年十二月三十一日，透過本公司附屬公司、合營企業及聯營公司（下文統稱「本集團」），本集團於中國30個城市經營及管理43家百貨店（包括「Parkson Beauty」概念店）、一家購物廣場、兩家百盛優客城市廣場、超市、服飾及餐飲門店。

本地化及貫徹一致的市場定位是百盛錄得持續增長及取得成功的主要策略。本集團以每家百貨店為基準調整商品搭配、品牌組合及營業面積分配以更好地為本集團經營所在城市的中檔及中高檔目標消費者服務。本集團提供一系列國際知名品牌的時裝及生活時尚商品，該等商品分為四大類，即「時裝及服裝」、「化妝品及配飾」、「家居用品及電器」和「食品及鮮貨」，特別為年輕及時尚一族而設。



CONTENTS

目錄



- 2** Corporate Information
公司資料
- 4** Expansion in the Year 2021
二零二一年業務擴展
- 6** Chairman's Statement
主席報告
- 13** Financial Highlights
財務摘要
- 16** Management Discussion and Analysis
管理層討論及分析
- 22** Biographies of Directors and Senior Management
董事及高級管理層履歷
- 30** Corporate Governance Report
企業管治報告
- 49** Environment, Social and Governance Report
環境、社會及管治報告
- 75** Directors' Report
董事會報告書
- 98** Independent Auditor's Report
獨立核數師報告書



CORPORATE INFORMATION

公司資料

AS OF THE DATE OF THIS REPORT

BOARD OF DIRECTORS

EXECUTIVE DIRECTORS:

Tan Sri Cheng Heng Jem (*Chairman*)
Juliana Cheng San San

NON-EXECUTIVE DIRECTOR:

Dato' Sri Dr. Hou Kok Chung

INDEPENDENT NON-EXECUTIVE DIRECTORS:

Dato' Fu Ah Kiow
Yau Ming Kim, Robert
Koong Lin Loong

REGISTERED OFFICE

Second Floor, Century Yard,
Cricket Square, P.O. Box 902
Grand Cayman, KY1-1103
Cayman Islands

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS

5th Floor, Metro Plaza
No. 555 Loushanguan Road
Changning District
Shanghai 200051
China

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 1010, 10th Floor
Harcourt House
39 Gloucester Road
Wanchai, Hong Kong

COMPANY SECRETARY

Yuen Wing Yan, Winnie, FCG, HKFCG

AUTHORISED REPRESENTATIVES

Tan Sri Cheng Heng Jem
Yuen Wing Yan, Winnie

AUDIT COMMITTEE

Dato' Fu Ah Kiow (*Chairman*)
Yau Ming Kim, Robert
Dato' Sri Dr. Hou Kok Chung
Koong Lin Loong

截至本報告日期

董事會

執行董事：

丹斯里鍾廷森 (*主席*)
鍾珊珊

非執行董事：

拿督斯里何國忠博士

獨立非執行董事：

拿督胡亞橋
丘銘劍
孔令龍

註冊辦事處

Second Floor, Century Yard,
Cricket Square, P.O. Box 902
Grand Cayman, KY1-1103
Cayman Islands

總辦事處及主要營業地點

中國
上海市200051
長寧區
婁山關路555號
長房國際廣場5樓

香港主要營業地點

香港灣仔
告士打道39號
夏慤大廈
10樓1010室

公司秘書

袁穎欣FCG, HKFCG

法定代表

丹斯里鍾廷森
袁穎欣

審核委員會

拿督胡亞橋 (*主席*)
丘銘劍
拿督斯里何國忠博士
孔令龍



REMUNERATION COMMITTEE

Yau Ming Kim, Robert (*Chairman*)
Tan Sri Cheng Heng Jem
Koong Lin Loong

NOMINATION COMMITTEE

Tan Sri Cheng Heng Jem (*Chairman*)
Yau Ming Kim, Robert
Dato' Fu Ah Kiow

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Services (Cayman Islands) Limited
Second Floor, Century Yard,
Cricket Square, P.O. Box 902
Grand Cayman, KY1-1103
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
Level 54, Hopewell Centre
183 Queen's Road East
Hong Kong

PRINCIPAL BANKERS IN THE PRC

China Zheshang Bank
Bank of China
Agricultural Bank of China
Industrial and Commercial Bank of China
China Construction Bank
China Merchants Bank
Bank of Communications

PRINCIPAL BANKERS IN HONG KONG

BNP Paribas Hong Kong Branch
Standard Chartered Bank (Hong Kong) Limited
The Hong Kong and Shanghai Banking Corporation Limited
Bank of China (Hong Kong)

AUDITOR

Grant Thornton Hong Kong Limited
Certified Public Accountants

WEBSITE

www.parksongroup.com.cn

薪酬委員會

丘銘劍 (*主席*)
丹斯里鍾廷森
孔令龍

提名委員會

丹斯里鍾廷森 (*主席*)
丘銘劍
拿督胡亞橋

主要股份過戶登記處

Tricor Services (Cayman Islands) Limited
Second Floor, Century Yard,
Cricket Square, P.O. Box 902
Grand Cayman, KY1-1103
Cayman Islands

香港股份過戶登記分處

卓佳證券登記有限公司
香港
皇后大道東183號
合和中心54樓

中國主要往來銀行

浙商銀行
中國銀行
中國農業銀行
中國工商銀行
中國建設銀行
招商銀行
交通銀行

香港主要往來銀行

法國巴黎銀行香港分行
渣打銀行(香港)有限公司
香港上海滙豐銀行有限公司
中國銀行(香港)

核數師

致同(香港)會計師事務所有限公司
執業會計師

網址

www.parksongroup.com.cn



Sichuan ShiShang Parkson Outlets
opened in December 2021
於二零二一年十二月四川時尚百盛奧萊店開業



Datong YunZhong Store opened
in January 2021
於二零二一年一月開設大同雲中店

Parkson Changfa Hui
trial operation in
December 2021
於二零二一年十二月
百盛長發匯試營業



Wuzhou Sanqi Parkson opened in September 2021
於二零二一年九月開設梧州三祺百盛

EXPANSION IN THE YEAR 2021 二零二一年業務擴展

CHAIRMAN'S STATEMENT

主席報告



CHAIRMAN'S STATEMENT

主席報告

The Board is pleased to present the Group's annual results for the year ended 31 December 2021 (the "year under review").

2021 was a year of ups and downs. Along with the introduction of COVID-19 vaccines and the implementation of economic recovery measures, the global economy is showing signs of recovery. When the pandemic was expected to subside gradually, new variants of viruses such as Delta and Omicron swept the globe. Fortunately, people are beginning to adapt to the "New Normal" under the pandemic, especially in China. According to the latest data released by the National Bureau of Statistics of China, China's GDP reached RMB114.4 trillion in 2021, representing an increase of 8.1% from 2020. In addition, the total retail sales of consumer goods in China in 2021 increased by 12.5% year-on-year.

董事會欣然呈報本集團截至二零二一年十二月三十一日止年度（「回顧年度」）之全年業績。

二零二一年是跌宕起伏的一年。隨著 COVID-19 疫苗的引入及經濟復甦措施的實施，全球經濟呈現復甦的跡象。正當大家以為疫情已經逐漸減退之際，多個變種病毒如德爾塔及奧密克戎直搗全球。幸運的是，人們開始適應疫情下的「新常態」，特別是中國。根據中國國家統計局公佈的最新數據，二零二一年中國國內生產總值達到人民幣114.4萬億元，較二零二零年增長8.1%。此外，二零二一年度，中國消費品零售總額同比上升達12.5%。

Nevertheless, the pandemic is still unpredictable. Under this challenging and unstable business environment, the Group has adopted several cost control measures during the year under review, such as reducing rental and operating costs, and stimulating consumer spending through online platform promotion activities, in order to reduce the impact of the pandemic and other unfavourable factors. The market is expected to rebound as countries are rolling out economic recovery measures, coupled with people's versatility to adapt to the new environment. Under these circumstances, the Group is committed to strengthening its position as a leading fashion and lifestyle retailer in China through a diversified development strategy.

ECONOMIC REVIEW

Despite the tough challenges faced, China's economy had withstood the pressure, demonstrated strong recovery and taken the lead in containing the pandemic.

Although China's overall economic environment is gradually picking up, the domestic retail market is still under pressure. In the first half of the year, with the introduction of COVID-19 vaccines, China had achieved effective control over the pandemic. Local governments eased the restrictions on the flow of people in public areas, especially in restaurants and department stores. Consumption rebounded in China, and the retail market gradually stabilised. In the second half of the year, despite having achieved effective control over the virus outbreak, the occurrence of variant viruses had brought uncertainties to the economic environment, causing Chinese consumers to be more cautious in their consumption.

Although the Group is facing various challenges including the COVID-19 pandemic, we believe the retail market is an industry with stronger risk tolerance, as compared with other markets. As the living standards of people continue to improve, consumption will still be the primary driving force for China's economic growth in the future, and the Group remains positive about the prospects of the entire industry. To this end, the Group will continue to strive to improve customer experience, in order to fully capture potential opportunities provided by the Chinese retail market. Meanwhile, the Group will continue to diversify the income sources, establish online and offline sales channels, and promote long-term sustainable development of its businesses.

然而，疫情走向仍然難以預測。在這充滿挑戰和動蕩的營商環境中，本集團在回顧年度內採取了多項成本控制措施，例如減低租金及營運成本，以及利用網上平台推廣活動刺激消費者消費，以減低疫情及其他不明朗因素的影響。隨著各國推出經濟復甦措施，加上人們適應新環境的能力，市場有望反彈。在此情況下，本集團亦致力透過多元化發展的策略，鞏固其作為中國領先時尚生活概念零售商的地位。

經濟狀況回顧

儘管面對嚴峻挑戰，中國經濟依然經受住壓力，展現出強勁的復甦勢頭，率先抑制疫情。

儘管中國整體經濟環境逐漸回暖，但國內零售市場依然受壓。在上半年，隨著COVID-19疫苗的引入，中國有效地控制住疫情。各地政府對公共區域，尤其是餐飲、百貨店等營業場所實行限制人流量等措施逐漸放寬。中國消費回升，零售市場亦逐漸回穩。而下半年，儘管疫情得到有效控制，但多個變種病毒仍不斷出現，為經濟環境帶來不確定性，令中國消費者在消費時變得更審慎。

儘管本集團面臨COVID-19疫情等多方面的挑戰，我們相信，零售市場相對其他市場而言，是一個抗風險能力更強的行業。隨著人們生活水平不斷改善，未來，消費仍為推動中國經濟增長的第一動力，本集團對整個行業前景仍持積極態度。為此，本集團將繼續致力提升顧客體驗，以充分捕捉中國零售市場的潛在發展機遇。同時，本集團將繼續促進收入來源的多樣化，打通線上線下銷售渠道，推動本集團業務的長期、可持續發展。



CHAIRMAN'S STATEMENT

主席報告

BUSINESS REVIEW

During the year under review, the Group recorded gross sales proceeds of RMB11,916.8 million (including value-added tax); an increase of 6.2% over the previous year, mainly due to the increase in same-store sales. Same-store sales increased by 4.7% during the year under review as the impact of the COVID-19 pandemic was reducing. During the year under review, the overall gross profit margin of the Group's sales decreased to 14.2% compared to 15.3% in 2020, but total operating income increased by RMB310.2 million or 7.0% to RMB4,738.5 million, whilst operating profit was RMB323.6 million, a decrease of 7.3% over the same period last year.

Despite the repeated virus outbreaks, the Group still maintains a positive attitude towards the prospects of the industry, as the consumer market adapts to the new normal with stronger risk tolerance than other markets. The Group will continue to promote the development of diversified businesses, and diversification of income sources through the development of various operating models, so as to drive the sustainable development of the Group.

During the year under review, the Group's Datong Parkson store and Wuzhou Sanqi Parkson officially commenced operations in January and September 2021 respectively. In addition, "Parkson Changfa Hui" also started trial operations on 31 December 2021. As at 31 December 2021, the Group operated and managed 43 Parkson stores (including the concept store "Parkson Beauty"), 1 Lion Mall, and 2 Parkson Newcore City Malls, in 30 cities in China; along with its supermarkets, apparel and F&B outlets.

業務回顧

回顧年度內，本集團錄得銷售所得款項總額為人民幣11,916.8百萬元（含增值稅），較去年上升6.2%，主要由於同店銷售的上升。同店銷售於回顧年度內上升4.7%，乃由於COVID-19疫情的影響有所減少。回顧年度內，本集團整體毛利率下降至14.2%，而二零二零年則為15.3%，但經營收益總額上升人民幣310.2百萬元或7.0%至人民幣4,738.5百萬元，而經營利潤為人民幣323.6百萬元，較去年同期下降7.3%。

儘管面對反覆的疫情，本集團對整個行業前景仍持積極態度，因為消費市場相對其他市場而言，是一個抗風險能力更強的行業，更容易適應新常態。本集團將繼續推動多元化業務發展，透過開拓多種營運模式促進收入來源的多樣化，帶動本集團的可持續發展。

回顧年度內，本集團的大同百盛店及梧州三祺百盛分別已於二零二一年一月及九月正式開始經營。此外，「百盛長發匯」也於二零二一年十二月三十一日試營業。截至二零二一年十二月三十一日，本集團在中國30個城市運營管理43家百盛門店（包括概念店「Parkson Beauty」）、一家金獅廣場、兩家百盛優客城市廣場連同超市、服飾及餐飲門店。

STRONG ALLIANCE TO JOINTLY EXPAND THE PORTFOLIO OF PARKSON

Facing the continuous challenges of market changes and fierce competition, Parkson focused on expanding its retail portfolio with a flexible and diverse strategy. The Group believes that its strategy of "Multiple Stores in a City" and "Differentiate Market Positioning" can reach out to more customers at different consumption levels and with different consumption habits. This will enable the Group to gain more market share in the long run.

The Group's second department store in Datong City, Shanxi Province successfully opened in January 2021. The store operates as a "department store and shopping mall complex", in order to enhance the retail portfolio of the property.

In addition, the Group's fourth store in Guangxi Zhuang Autonomous Region, "Wuzhou Sanqi Parkson", also commenced service in September 2021. The store represents a new cultural landmark integrating office, residence, hotel, F&B, retail, and entertainment, which is in line with the Group's development strategy in this region.

Furthermore, "Parkson Changfa Hui" commenced trial operations on 31 December 2021. The upgrading and renovation project of Suzhou Changfa Commercial Building was officially unveiled with a new look of "Parkson Changfa Hui". The new landmark jointly created by Jinjin Changfa Group, a well-known commercial brand in Suzhou City, Jiangsu Province, marks the Group's official entry into the core market of Suzhou City.

On 11 July 2021, the Group's indirect wholly-owned subsidiary, Jiangxi Parkson Shopping Centre Management Co., Ltd. signed a Tenancy Agreement with Yichun Hong Lin Hotel Co., Ltd. with the intention of opening a new store in Yichun City, Jiangxi Province. The Group believes that this project will play an important role in the development of the Group's business in Jiangxi Province; and when it opens in 2022, it will be the Group's third store in Jiangxi Province.

強者聯盟，共同拓展百盛版圖

面對市場的不斷變化以及日益激烈的市場競爭，百盛以靈活、多元化的策略，拓展零售業務版圖。本集團相信，憑著「一市多店」以及「市場定位差異化」的策略，百盛各店能夠覆蓋到更多不同消費層次、不同消費習慣的顧客，長期以來有助本集團贏得更多市場份額。

本集團在山西省大同市的第二家百貨店已在二零二一年一月正式開業，該店以「百貨店暨商場綜合體」的方式營運，有效地使物業的零售組合更多元化。

此外，本集團在廣西壯族自治區的第四家門店「梧州三祺百盛」也已在二零二一年九月投入服務。該店成為集辦公、居住、酒店、餐飲、零售、娛樂於一體的新文化地標，符合本集團在該區域的發展戰略。

再者，「百盛長發匯」於二零二一年十二月三十一日試營業。蘇州長發商廈升級改造項目以「百盛長發匯」的全新面貌正式亮相。是次與江蘇省蘇州市知名商業品牌津津長發集團攜手合作打造的新地標，標誌著本集團正式進軍蘇州市核心市場。

於二零二一年七月十一日，本集團透過間接全資附屬公司江西百盛購物中心管理有限公司與宜春宏林酒店有限公司簽訂租賃協定，擬在江西省宜春市開設新店。本集團認為，該項目對本集團在江西省業務的發展起著重要作用，預計在二零二二年開業，將成為本集團在江西省的第三家門店。



CHAIRMAN'S STATEMENT 主席報告

BEING BOLD TO CHANGE AND DEVELOP DIVERSIFIED BUSINESS

As one of the leading advocates of fashion and lifestyle retail concepts in China, Parkson is dedicated to developing an excellent reputation, maintaining its customer base, and attracting new customers, by differentiating its products and enhancing consumer experience. During the year under review, the Group strategically expanded its product portfolio to meet the growing consumer needs.

The Group constantly monitors the development trend of the beauty market, and launches targeted development strategies for the beauty sector. For instance, the Group collaborates with several well-known beauty brands to introduce exclusive products in combination with customised service experiences to attract the younger generation consumers. Parkson's self-operated makeup brands – Parkson Beauty and Play Up have become enormously popular among young consumers after adopting these differentiated product strategies. The Group will continue to raise its brand image and reputation through different marketing promotions, in order to strengthen its image as a trendy retailer and open up more stores in the future.

On 28 June 2021, the Group signed an agreement with Wenzhou WanYin to open a new Parkson Beauty store in Wenzhou city, Zhejiang Province, which is targeted to open in 2022. It is expected that the opening of the store will help the Group to further grow its business in the sector.

The Group also evaluates and adjusts its resources in a timely manner in order to utilise resources more effectively and achieve diversified business development. In order to meet the needs of modern cities in China, the Group adjusted and transformed Sichuan Shishang Parkson into an outlet store. As the Group's first wholly-owned outlet store in China, Sichuan Shishang Parkson Outlet Store opened on 31 December 2021.

The Group signed a lease contract for the office building of the North Building of the Parkson Store in Fuxingmen, Beijing in October of 2021. During this period, the Group continued to keep up with the renovation of this office building and expects to hand over to the lessee in first quarter of 2022. Located in Beijing Financial Street, the Group is confident that the Fuxingmen North Building will contribute stable recurring rental income to the Group.

勇敢求變，發展多元化業務

作為中國領先的時尚生活零售概念倡導者之一，百盛一直致力透過多樣化的商品組合及不斷提升的消費體驗，打造良好的口碑，持續吸引新舊顧客。回顧年度內，本集團策略性地擴充商品組合，以滿足更多顧客的消費需求。

美妝業務方面，本集團持續關注市場的發展趨勢，以及對美妝版塊實施針對性的發展戰略，例如與多家知名美妝品牌合作推出獨家產品等，配合定制化的服務體驗，希望藉此吸引更多年輕消費者。百盛的自營化妝品牌Parkson Beauty與Play Up在採取差異化的產品策略後，成功吸引了眾多年輕人的關注和喜愛。本集團將繼續透過不同市場推廣活動提升其品牌形象及聲譽，以加強其作為時尚零售商的形象，並在未來開設更多門店。

於二零二一年六月二十八日，本集團與溫州萬印簽署協議，於浙江省溫州市開設百盛新美妝店，擬於二零二二年開業。預計該店的開業將有助於本集團進一步發展其在該板塊的業務。

本集團也適時對旗下資源進行評估及調整，以便更有效地利用資源，實現多元化業態發展。為了滿足中國現代城市的需求，本集團將四川時尚百盛調整並轉型為奧萊店。四川時尚百盛奧萊店作為百盛中國區的第一家全資奧萊店於二零二一年十二月三十一日開業。

本集團於二零二一年十月簽訂了北京復興門百盛店北樓的辦公樓的租賃合同。此期間，本集團繼續推進此辦公樓的改造，並預期在二零二二年第一季度交付給承租方。復興門北樓位於北京金融街，本集團相信，此辦公樓將為本集團帶來穩定的經常性租金收入。

KEEPING PACE WITH THE TIMES TO COMBINE ONLINE AND OFFLINE CONSUMPTION

As a leading fashion and lifestyle retailer in China, Parkson also keeps pace with the times and trends. In view of the advancement of internet technology and the impact of the COVID-19 pandemic, offline consumption model has been significantly affected. The retail industry has entered a business model that combines online and offline. In order to seize the growth opportunities of online retailing, the Group has promoted the "O2O New Retail Strategy" through online channels such as Parkson's official WeChat account and mobile shopping mini-programs, and launched a number of measures to stimulate consumption to promote the growth of its offline retail business. Meanwhile, the Group seized the opportunities to invite customers to visit Parkson stores to optimise their shopping experience.

OUTLOOK AND FUTURE PLANS

Although the pandemic has been gradually brought under control due to the increased COVID-19 vaccination rate, the new variants of viruses show that the pandemic is not completely over. As the requirements of quarantines, social distancing, and travel restrictions have not been relaxed, consumers are beginning to regain their inclination to spend in the domestic market. Therefore, the Group remains optimistic about the prospects of the overall retail market in China next year.

Looking ahead, the Group will actively review market trends and understand customer needs, expand product categories in Parkson retail stores, and provide customers with a more diversified range of high-quality products to fully seize the opportunities brought about by market recovery. The Group will also devote more efforts and resources to online advertising to attract offline retail sales. To this end, the Group will continue to implement the "O2O New Retail Strategy" vigorously, and integrate online and offline retail experiences through social media platforms such as Douyin, WeChat, Mini Programs, and customised clients, harness the changes in the retail industry and market demands, and expand market share through high-quality products and services.

與時並進，結合線上線下消費

作為中國領先的時尚生活概念零售商，百盛亦與時並進，緊跟潮流。鑒於互聯網技術的進步和COVID-19疫情的影響，線下消費模式受到顯著影響。零售業已進入線上線下結合的商業模式。為了把握網絡零售的增長機遇，本集團已通過百盛官方微信公眾號及手機購物小程序等線上渠道來推進「O2O新零售戰略」，並推出多項刺激消費措施，以促進線下零售業務的增長。同時，本集團把握機會邀請顧客光臨百盛門店，優化購物體驗。

前景及未來計劃

儘管COVID-19疫苗接種率不斷上升，疫情漸漸受控，但多個變異病毒的出現顯示疫情仍未能完全結束。由於檢疫隔離、社交距離和旅行限制的規定尚未放鬆，人們開始適應疫情下在國內消費。因此，本集團對明年中國整體零售市場前景保持樂觀。

展望未來，本集團將積極審視市場趨勢和了解客戶需求，拓展百盛零售店的產品種類，為客戶提供更加多元化的優質產品系列，充分把握市場復甦帶來的機遇。本集團亦將投入更多精力及資源於線上廣告，以提升線下零售額。為此，本集團將繼續大力實施「O2O新零售戰略」，通過抖音、微信、小程序、定制化客戶端等社交媒體平台，整合線上線下零售體驗，把握零售行業變化和市場需求，並通過優質的產品和服務擴大市場份額。



CHAIRMAN'S STATEMENT 主席報告

In the face of the macro economic instability, the Group is actively looking for business partners with strong reputation to diversify the Group's business portfolio and to be more resilient, so as to strengthen Parkson's position as a leading fashion and lifestyle retailer in China. Looking forward, we believe that with the Group's effective business strategies and extensive experience in the retail market over the past two decades, we can achieve stable performance in a challenging environment and create long term value for shareholders. I would like to take this opportunity to sincerely thank our employees, customers, shareholders, suppliers and business partners for their firm support to the Group over the years. We look forward to such continued cooperation in the years to come.

面對宏觀經濟波動不定，本集團正積極物色聲譽良好的業務夥伴，令本集團的業務組合更多元化、更具抗壓性，以鞏固百盛作為中國領先的時尚生活概念零售商的地位。展望未來，我們相信，憑藉本集團行之有效的業務策略以及在過去二十多年在零售市場的豐富經驗，我們能夠在具挑戰性的大環境當中取得穩定表現，為股東創造長遠價值。藉此良機，本人衷心感謝我們的員工、客戶、股東、供應商及業務夥伴多年來對本集團的堅定支持。我們期待在未來的日子繼續密切合作。

FINANCIAL HIGHLIGHTS

財務摘要



		2017	2018	2019	2020	2021	Change (%)
		二零一七年	二零一八年	二零一九年	二零二零年	二零二一年	變動(%)
Operating Results (RMB'000)	經營業績 (人民幣千元)						
Gross sales proceeds ¹	銷售所得款項總額	13,763,634	13,184,983	12,560,987	10,026,893	10,667,264	6.3%
Total operating revenues	經營收益總額	4,677,243	4,847,808	5,026,018	4,428,349	4,738,502	7.0%
Profit from operations	經營利潤	83,663	169,932	474,484	348,959	323,550	(7.3%)
Loss for the year	年內虧損	(133,753)	(54,612)	(203,680)	(236,920)	(170,630)	(28.0%)
Loss attributable to owners of the Company	本公司所有人應佔虧損	(135,952)	(79,283)	(222,751)	(250,114)	(175,979)	(29.6%)
Basic loss per share (RMB) ²	每股基本虧損 (人民幣) ²	(0.052)	(0.030)	(0.085)	(0.095)	(0.067)	(29.5%)
Interim dividends per share (RMB)	每股中期股息 (人民幣)	-	0.030	-	-	-	-
Final dividends per share (RMB)	每股末期股息 (人民幣)	-	-	-	-	-	-
Full year dividends per share (RMB)	每股全年股息 (人民幣)	-	0.030	-	-	-	-

		2017	2018	2019	2020	2021
		二零一七年	二零一八年	二零一九年	二零二零年	二零二一年
Summary of consolidated statement of financial position (RMB'000)	綜合財務狀況表概要 (人民幣千元)					
Non-current assets	非流動資產	6,467,608	8,024,164	10,769,810	11,112,119	9,436,636
Current assets	流動資產	6,507,764	4,568,318	4,776,190	3,317,112	2,881,452
Total assets	總資產	12,975,372	12,592,482	15,546,000	14,429,231	12,318,088
Current liabilities	流動負債	6,935,446	3,238,307	4,007,043	3,957,162	4,628,155
Non-current liabilities	非流動負債	1,120,821	4,729,325	7,192,624	6,271,059	3,633,259
Net assets	資產淨值	4,919,105	4,624,850	4,346,333	4,201,010	4,056,674
Represented by Equity attributable to owners of the parent	以下列各項表示： 母公司所有人應佔權益	4,873,963	4,509,939	4,230,661	4,122,700	3,983,874
Non-controlling interests	非控股權益	45,142	114,911	115,672	78,310	72,800
Total equity	總權益	4,919,105	4,624,850	4,346,333	4,201,010	4,056,674

NOTES:

- GSP (excluded value-added tax) represent the sum of sales proceeds from direct sales and concessionaire sales, income from providing consultancy and management services, rental income, credit service income and other operating revenues.
- The calculation of basic loss per share for the year ended 31 December 2021 is based on the net loss attributable to ordinary equity holders of the Company for the year of approximately RMB175,979,000 and the weighted average number of 2,634,532,000 shares in issue during the year.

The calculation of basic loss per share for the year ended 31 December 2020 is based on the net loss attributable to ordinary equity holders of the Company for the year of approximately RMB250,114,000 and the weighted average number of 2,634,532,000 shares in issue during the year

附註：

- 銷售所得款項總額 (不含增值稅) 指來自直接銷售及特許專櫃銷售的銷售所得款項、提供諮詢及管理服務收入、租金收入、信貸服務收入及其他經營收益的總和。
- 截至二零二一年十二月三十一日止年度的每股基本虧損乃根據年內本公司普通股權益持有人應佔虧損淨額約人民幣175,979,000元及年內已發行加權平均數目2,634,532,000股計算。

截至二零二零年十二月三十一日止年度的每股基本虧損乃根據年內本公司普通股權益持有人應佔虧損淨額約人民幣250,114,000元及年內已發行加權平均數目2,634,532,000股計算。



PARKSON SHOPPING EXPERIENCE 百盛購物體驗



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW

Total GSP and operating revenues

During 2021, total GSP (inclusive of value-added tax) increased by 6.2% to RMB11,916.8 million, mainly due to the increase in total merchandise sales resulting from the increase in SSS. SSS increased by 4.7% in 2021.

TOTAL MERCHANDISE SALES

		2021 二零二一年		2020 二零二零年		Year-on- year change (%)
		RMB'000	% of total	RMB'000	% of total	
		人民幣千元	佔總額的 百分比(%)	人民幣千元	佔總額的 百分比(%)	同比變動 (%)
Concessionaire sales	特許專櫃銷售	6,914,743	71.9%	6,612,704	71.7%	4.6%
Direct sales	直接銷售	2,697,209	28.1%	2,608,000	28.3%	3.4%
		9,611,952	100.0%	9,220,704	100.0%	4.2%

Total merchandise sales (net of value-added tax) increased by RMB391.2 million or 4.2% to RMB9,612.0 million in 2021. Concessionaire sales which constituted 71.9% of the Group's total merchandise sales in 2021 increased by 4.6% as compared to 2020 while direct sales increased by 3.4% as compared to 2020. The merchandise sales showed improvement in 2021 as compared to 2020 due to the reduced impact from COVID-19 disruptions. However, the business environment remains unstable due to COVID-19 pandemic.

Merchandise gross margin

The Group's merchandise gross margin (the combination of concessionaire commission rate and direct sales margin) decreased from 15.3% in 2020 to 14.2% in 2021, primarily due to increased promotional activities to stimulate sales during the year.

財務回顧

銷售所得款項總額及經營收益

二零二一年度，銷售所得款項總額上升6.2%至人民幣11,916.8百萬元（含增值稅），主要由於同店銷售上升，從而商品銷售總額上升。二零二一年度同店銷售上升4.7%。

商品銷售總額

二零二一年度，商品銷售總額（不含增值稅）上升人民幣391.2百萬元或4.2%至人民幣9,612.0百萬元。二零二一年度，佔本集團商品銷售總額71.9%的特許專櫃銷售較二零二零年度上升4.6%，而直接銷售較二零二零年度上升3.4%。由於COVID-19干擾的影響減少，二零二一年度商品銷售較二零二零年度相比有所改善。然而，由於COVID-19疫情，營商環境仍然動蕩。

商品銷售毛利率

二零二一年度，本集團的商品銷售毛利率（綜合特許專櫃銷售佣金及直接銷售利率）由二零二零年度的15.3%下降至14.2%，主要歸因於年內增加促銷活動以刺激銷售。



MANAGEMENT DISCUSSION AND ANALYSIS 管理層討論及分析

Total operating revenues

Total operating revenues of the Group increased by RMB310.2 million or 7.0% to RMB4,738.5 million in 2021, mainly due to the increase in the revenue from contracts with customers. Revenue from contracts with customers consists of sales of goods from direct sales, commissions from concessionaire sales and consultancy and management service fees and constituted 78.6% of the total operating revenues in 2021. Revenue from contracts with customers increased by RMB91.0 million or 2.5% compared to 2020.

Operating expenses

Purchase of goods and changes in inventories

Purchase of goods and changes in inventories represent the cost of sales for direct sales, which increased by RMB101.7 million or 4.6% from RMB2,214.5 million in 2020 to RMB2,316.2 million in 2021. The increase was primarily due to increase in procurement of goods from third party vendors, resulting from the increased direct sales.

Staff costs

Staff costs increased by RMB33.2 million or 6.1% to RMB580.4 million in 2021 from RMB547.2 million in 2020, mainly due to the increase in pension scheme contributions, unemployment insurance and work-related injury insurance as compared to 2020, for which exemption was given by government in 2020 to support enterprises in response to COVID-19 pandemic. On a same store basis, staff costs increased by 6.2%.

Staff costs as a percentage of GSP decrease from 5.5% in 2020 to 5.4% in 2021.

Depreciation and amortisation

Depreciation and amortisation decreased by 4.6% from RMB690.4 million in 2020 to RMB658.9 million in 2021. The decrease was primarily due to savings from fully depreciated or amortised assets in some stores. In 2021, depreciation expense on the right-of-use assets of RMB451.8 million was recognised as compared to RMB467.8 million in 2020. On a same store basis, depreciation charges decreased by 6.2%.

Depreciation and amortisation as a percentage of GSP decrease from 6.9% in 2020 to 6.2% in 2021.

經營收益總額

二零二一年度，本集團的經營收益總額上升人民幣310.2百萬元或7.0%至人民幣4,738.5百萬元，主要由於來自客戶合約的收益增加。來自客戶合約的收益包括自營銷售額、特許專櫃銷售佣金以及諮詢及管理服務費，並佔二零二一年度經營收益總額的78.6%。來自客戶合約的收益較二零二零年度上升人民幣91.0百萬元或2.5%。

經營開支

購買貨物及存貨變動

購買貨物及存貨變動指直接銷售的銷售成本，其由二零二零年度的人民幣2,214.5百萬元上升人民幣101.7百萬元或4.6%至二零二一年度的人民幣2,316.2百萬元。該上升主要由於直接銷售的上升使得向第三方供應商增加採購貨物所致。

員工成本

員工成本由二零二零年度的人民幣547.2百萬元上升人民幣33.2百萬元或6.1%至二零二一年度的人民幣580.4百萬元，主要由於退休金計劃供款、失業保險和工傷保險繳款較二零二零年度有所增加，二零二零年度政府給予豁免以支援企業應對COVID-19疫情。同店員工成本上升6.2%。

員工成本佔銷售所得款項總額的百分比由二零二零年度的5.5%下降至二零二一年度的5.4%。

折舊及攤銷

折舊及攤銷由二零二零年度的人民幣690.4百萬元減少4.6%至二零二一年度的人民幣658.9百萬元。此減少主要由於若干百貨店已計足折舊的資產所致。二零二一年度，確認使用權資產的折舊開支人民幣451.8百萬元，而二零二零年度則為人民幣467.8百萬元。同店折舊開支下降6.2%。

折舊及攤銷佔銷售所得款項總額的百分比由二零二零年度的6.9%下降至二零二一年度的6.2%。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Rental expenses

Rental expenses of the Group was RMB57.5 million in 2021 as compared to negative rental expenses of RMB13.9 million in 2020. In 2021, RMB20.7 million (2020: RMB88.4 million) was deducted in rental expenses to reflect changes in lease payments that arise from rent concessions to which the practical expedient under IFRS 16 is applied. On a same store basis, rental expenses increased by 512.9% in 2021.

Rental expenses as a percentage of GSP were 0.5% in 2021, as compared to (0.1%) in 2020.

Other operating expenses

Other operating expenses, which consist primarily of (a) utilities cost; (b) marketing, promotional and selling expenses; (c) property management expenses; (d) general administrative expenses; and (e) city development and educational surcharge, increased by 25.1% to RMB802.0 million in 2021 from RMB641.3 million in 2020 as a result in the increase in utilities cost and marketing, promotional and selling expenses. In addition, impairment of RMB140.4 million was provided in 2021 in light of the latest market environment, the impact caused by the pandemic of COVID-19 and the management's assessment on the business prospect. On a same store basis, other operating expenses increased by 32.4%.

Other operating expenses as a percentage of GSP were 7.5% in 2021, as compared to 6.4% in 2020.

Profit from operations

The Group generated a profit from operations of RMB323.6 million for 2021, a decrease of RMB25.4 million or 7.3% compared to RMB349.0 million recorded in 2020.

Profit from operations as a percentage of GSP decreased from 3.5% in 2020 to 3.0% in 2021.

租金開支

二零二一年度，本集團的租金開支為人民幣57.5百萬元，而二零二零年度的租金開支為負人民幣13.9百萬元。於二零二一年度，從租金開支中沖減了人民幣20.7百萬元（二零二零年：人民幣88.4百萬元），以反映使用國際財務報告準則第16號項下的實際可行的權宜方法處理因租金減免而產生的租賃支付的變化。於二零二一年度，同店租金開支上升512.9%。

二零二一年度，租金開支佔銷售所得款項總額的百分比為0.5%，而二零二零年度為(0.1%)。

其他經營開支

其他經營開支主要包括(a)水電費；(b)市場推廣、宣傳及銷售費用；(c)物業管理費用；(d)一般行政開支；及(e)城市建設及教育附加費，由二零二零年度的人民幣641.3百萬元增加25.1%至二零二一年度的人民幣802.0百萬元，乃由於水電費以及市場推廣、宣傳及銷售費用增加。此外，二零二一年度，鑒於最新市場環境、COVID-19疫情造成的影響及管理層對業務前景的分析，已計提減值人民幣140.4百萬元。同店其他經營開支上升32.4%。

二零二一年度，其他經營開支佔銷售所得款項總額的百分比為7.5%，而二零二零年度為6.4%。

經營利潤

本集團於二零二一年度錄得經營利潤人民幣323.6百萬元，與二零二零年度所錄得的人民幣349.0百萬元相比減少人民幣25.4百萬元或7.3%。

經營利潤佔銷售所得款項總額的百分比由二零二零年度的3.5%下降至二零二一年度的3.0%。

Finance income/costs

The Group incurred net finance costs of RMB422.2 million in 2021 which represented a decrease of RMB47.8 million or 10.2% compared to RMB470.0 million in 2020. In 2021, interest on lease liabilities of RMB402.8 million was recognised as compared to RMB430.0 million in 2020 and finance income on the net investments in sublease of RMB28.2 million was recognised as compared to RMB27.0 million in 2020.

Share of (losses)/profits of joint ventures

The share of (losses)/profits of joint ventures mainly consisted of the share of (loss)/profit of Xinjiang Youhao Parkson Development Co., Ltd.. The share of loss was RMB3.0 million in 2021 as compared to the share of profit of RMB2.0 million in 2020. These losses were primarily due to the expenses incurred for the closure of Xinjiang store.

Share of profits of associates

The share of profits from associates increase to RMB8.3 million in 2021 from RMB1.3 million in 2020. This increase was due to the reduce impact from COVID-19 disruptions.

Loss before tax

Loss before tax decreased by 20.7% from RMB117.7 million to RMB93.3 million in 2021. This decrease in loss before tax was primarily due to increase in total operating revenues.

Loss before tax as a percentage of GSP was 0.9% in 2021 as compared to 1.2% in 2020.

Income tax expense

The Group's income tax expense decreased by 35.1% to RMB77.3 million in 2021 from RMB119.2 million in 2020, primarily due to lesser withholding taxes incurred in 2021.

Loss for the year

The Group's loss for the year decreased by RMB66.3 million to RMB170.6 million in 2021 from RMB236.9 million in 2020.

Loss attributable to owners of the Company

Loss attributable to the owners of the Company decreased from RMB250.1 million in 2020 to RMB176.0 million in 2021.

融資收入／成本

本集團二零二一年度錄得淨融資成本人民幣422.2百萬元，較二零二零年度的人民幣470.0百萬元減少人民幣47.8百萬元或10.2%。於二零二一年度，確認租賃負債利息人民幣402.8百萬元，而二零二零年度則為人民幣430.0百萬元；確認的轉租賃投資淨額的融資收入為人民幣28.2百萬元，而二零二零年度則為人民幣27.0百萬元。

應佔合營企業的(虧損)／利潤

應佔合營企業的(虧損)／利潤主要為應佔新疆友好百盛商業發展有限公司的(虧損)／利潤。二零二一年度應佔虧損為人民幣3.0百萬元，而二零二零年度應佔利潤為人民幣2.0百萬元。此虧損主要是新疆門店因閉店產生的費用。

應佔聯營公司的利潤

二零二一年度應佔聯營公司的利潤由二零二零年度的人民幣1.3百萬元上升至人民幣8.3百萬元。該上升主要由於COVID-19干擾的影響減少。

稅前虧損

稅前虧損由人民幣117.7百萬元減少20.7%至二零二一年度的人民幣93.3百萬元。此減少主要歸因於經營收益總額的增加。

二零二一年度，稅前虧損佔銷售所得款項總額的百分比為0.9%，而二零二零年度為1.2%。

所得稅開支

本集團所得稅開支由二零二零年度的人民幣119.2百萬元下降35.1%至二零二一年度的人民幣77.3百萬元，主要歸因於二零二一年度產生的預扣稅減少。

年度虧損

本集團年度虧損由二零二零年度的人民幣236.9百萬元下降人民幣66.3百萬元至二零二一年度的人民幣170.6百萬元。

本公司所有人應佔虧損

本公司所有人應佔虧損由二零二零年度的人民幣250.1百萬元減少至二零二一年度的人民幣176.0百萬元。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Liquidity and financial resources

As at 31 December 2021, the Group had cash and cash equivalents of RMB925.2 million (2020: RMB1,499.3 million), time deposits of RMB735.6 million (2020: RMB834.7 million), financial assets at fair value through profit or loss of RMB90.6 million (2020: RMB242.5 million) and investments in principal guaranteed deposits of RMB0.5 million (2020: RMB15.6 million).

The Group's cash and cash equivalents are mainly denominated in Renminbi with the remaining denominated in United States dollars, Hong Kong dollars and others.

Total debt to total assets ratio of the Group was 15.6% (2020: 20.4%) as at 31 December 2021.

Current assets and net assets

The Group's current assets as at 31 December 2021 was RMB2,881.5 million. Net assets of the Group as at 31 December 2021 decreased by 3.4% to RMB4,056.7 million.

Information on the financial products

The Group's investments in principal guaranteed deposits consisted of principal-preservation type wealth management products managed by licensed financial institutions in the PRC. As at 31 December 2021, the balance of these products was RMB0.5 million.

The Group's financial assets at fair value through profit or loss consisted of non-principal-preservation type wealth management products managed by licensed financial institutions in the PRC. As at 31 December 2021, the fair value of these products was RMB90.6 million.

Pledge of Assets

As at 31 December 2021, the Group has pledged deposits of RMB704.3 million, pledge trade receivables of RMB217.1 million, pledged buildings, investment properties and leasehold land with a net carrying amount of approximately RMB2,358.5 million, RMB482.4 million and RMB344.2 million respectively to secure general bank loans. The Group has pledged unrealised receivables of RMB62.9 million which will be due within 48 months to secure the general interest-bearing bank loans. In addition, the Group has pledged deposits of RMB31.2 million held in designated bank accounts for performance guarantee.

Other than the aforesaid, no other assets are pledged to any bank or lender.

流動資金及財務資源

於二零二一年十二月三十一日，本集團擁有現金及現金等價物人民幣925.2百萬元（二零二零年：人民幣1,499.3百萬元）、定期存款人民幣735.6百萬元（二零二零年：人民幣834.7百萬元）、按公允價值計量且其變動計入損益之金融資產人民幣90.6百萬元（二零二零年：人民幣242.5百萬元）及保本存款投資人民幣0.5百萬元（二零二零年：人民幣15.6百萬元）。

本集團的現金及現金等價物主要以人民幣計值，其餘則以美元、港元及其他計值。

於二零二一年十二月三十一日，本集團的債務總額與總資產比率為15.6%（二零二零年：20.4%）。

流動資產及資產淨值

於二零二一年十二月三十一日，本集團的流動資產為人民幣2,881.5百萬元。本集團於二零二一年十二月三十一日的資產淨值減少3.4%至人民幣4,056.7百萬元。

金融產品信息

本集團的保本存款投資包括由中國持牌金融機構管理的保本型理財產品。於二零二一年十二月三十一日，該等產品結餘為人民幣0.5百萬元。

本集團按公允價值計量且其變動計入損益之金融資產包括由中國持牌金融機構管理的非保本型理財產品。於二零二一年十二月三十一日，該等產品的公允價值為人民幣90.6百萬元。

資產抵押

於二零二一年十二月三十一日，本集團為一般銀行貸款提供擔保的質押存款為人民幣704.3百萬元，質押的應收貿易款項為人民幣217.1百萬元，質押的物業、投資物業及租賃土地的賬面淨值分別約為人民幣2,358.5百萬元、人民幣482.4百萬元及人民幣344.2百萬元。本集團以48個月內到期的未實現應收款項人民幣62.9百萬元進行質押，以為一般計息銀行貸款提供擔保。此外，本集團以指定銀行賬戶中人民幣31.2百萬元的質押存款作為履約擔保。

除上文所述者外，概無其他資產質押予任何銀行或貸款人。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Segment information

For management purposes, the Group has one major operating segment, which is "Retail". The Group operates department stores mainly in the PRC. Revenues arising from this segment include sales of goods in direct sales, commissions from concessionaire sales, consultancy and management service fees and rental income from tenants. Besides, the Group provides consumer financing business which is carried out by Parkson Credit Sdn. Bhd. ("Parkson Credit") in Malaysia.

The revenue and results of retail and financing business are disclosed in Note 4 to the consolidated financial statements.

Revenue from external customers are mostly generated in the PRC and almost all significant operating assets of the Group are located in the PRC. Since revenue from external customers and non-current assets excluding financial instruments and deferred tax assets of overseas companies outside the PRC are not material to the Group's consolidated revenue and non-current assets excluding financial instruments and deferred tax assets, management believes there is no need to disclose geographical information.

Employees

As at 31 December 2021, total number of employees for the Group was 4,963. The Group ensures that all levels of employees are paid competitively within the standard in the market and employees are rewarded on performance related basis within the framework of the Group's salary, incentives and bonus scheme.

Treasury policies

The business transactions of the Group were mainly denominated in Renminbi. Therefore, except for the capital market transactions for funding needs, there is limited exposure in foreign exchange risk. Hedging instruments including swaps and forwards have been used in the past and would be used in the future, if necessary, to ensure that the Group's exposure to the foreign exchange rate fluctuation and the interest rate fluctuation is minimised.

分部資料

因管理需求，本集團僅擁有一個主要經營分部，即「零售」。本集團主要於中國經營百貨店。源自此分部的收益包括自營銷售額、特許專櫃銷售佣金、諮詢及管理服務費及租戶租金收入。此外，本集團提供由 Parkson Credit Sdn. Bhd. (「Parkson Credit」) 於馬來西亞開展的消費金融業務。

零售及金融業務之收益及業績於綜合財務報表附註4披露。

來自外部客戶的收益主要源自中國，而本集團絕大部分經營資產均位於中國。由於來自外部客戶的收益及非流動資產（不包括中國境外海外公司的金融工具及遞延稅項資產）對本集團綜合收益及非流動資產（不包括金融工具及遞延稅項資產）而言並不重大，管理層認為毋須披露地理資料。

僱員

於二零二一年十二月三十一日，本集團合共聘用4,963名僱員。本集團確保所有級別僱員的薪酬與市場標準相若，並在本集團的薪金、獎勵及花紅計劃框架下按僱員表現釐定薪酬。

財資政策

本集團的業務交易主要以人民幣結算。因此，除為籌備所需資金而在資金市場交易外，本集團承擔之匯兌風險有限。本集團過往一直採用掉期及遠期合約等對沖工具，日後必要時亦會繼續採用，以確保本集團所承擔之匯率及利率波動風險減至最低。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

EXECUTIVE DIRECTORS

Tan Sri Cheng Heng Jem, aged 79, is an Executive Director and Chairman of the Company. Tan Sri Cheng is also the Chairman of the Nomination Committee and a member of the Remuneration Committee of the Company. He has more than 45 years of experience in the business operations of the Lion Group of Companies ("Lion Group") encompassing retail, credit financing and money lending services, steel, mining, property development, tyre manufacturing, motor, agriculture and computer industries. He oversees the operations of Lion Group and is responsible for the formulation and monitoring of the overall corporate strategic plans and business development of the Group.

Tan Sri Cheng was the President of The Associated Chinese Chambers of Commerce and Industry of Malaysia ("ACCCIM") and The Chinese Chamber of Commerce and Industry of Kuala Lumpur and Selangor ("KLSCCCI") from 2003 to 2012 and is now a Life Honorary President of ACCCIM and KLSCCCI. He was also the President of Malaysia Retailers Association ("MRA") from August 2014 to May 2018 and was appointed an Honorary President of MRA from June 2018 to July 2020. In July 2020, he was again appointed the President of MRA. He was the Chairman of the Federation of Asia-Pacific Retailers Associations ("FAPRA") from October 2017 to September 2019, and in September 2019, he was appointed the Vice Chairman of the FAPRA. He is a Trustee of ACCCIM's Socio-Economic Research Trust and the President of Malaysia Steel Association.

執行董事

丹斯里鍾廷森，79歲，本公司執行董事兼主席。丹斯里鍾廷森亦為本公司提名委員會主席及薪酬委員會成員。彼在金獅集團公司（「金獅集團」）的業務營運方面累積逾四十五年經驗，其中涵蓋零售、信貸融資及放貸服務、鋼鐵、採礦、物業開發、輪胎製造、汽車、農業及計算機行業業務。彼掌管金獅集團的營運，並負責制定和監察本集團的整體企業策略規劃和業務發展。

丹斯里鍾廷森於二零零三年至二零一二年為馬來西亞中華總商會（「馬來西亞中華總商會」）及吉隆坡暨雪蘭莪中華總商會（「隆雪中華總商會」）的會長且目前為馬來西亞中華總商會及隆雪中華總商會永久名譽會長。彼於二零一四年八月至二零一八年五月亦為馬來西亞零售商協會（「馬來西亞零售商協會」）的主席，並於二零一八年六月至二零二零年七月獲委任為馬來西亞零售商協會的名譽主席。於二零二零年七月，彼再次獲委任為馬來西亞零售商協會的主席。彼於二零一七年十月至二零一九年九月擔任亞太零售商協會聯盟（「亞太零售商協會聯盟」）的主席，並於二零一九年九月獲委任為亞太零售商協會聯盟的副主席。彼為馬來西亞中華總商會社會經濟研究信託的信託人及馬來西亞鋼鐵協會的主席。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

Tan Sri Cheng's directorships in public companies are as follows:

- Chairman and Managing Director of Parkson Holdings Berhad
- Chairman of Lion Posim Berhad
- Director of Lion Asiapac Limited
- Executive Chairman of Parkson Retail Asia Limited
- A Founding Member and a Permanent Trustee of The Community Chest, a company limited by guarantee established by the private sector for charity purposes

Save for The Community Chest, all the above companies are public listed companies in Malaysia whilst Lion Asiapac Limited and Parkson Retail Asia Limited are public listed companies in Singapore.

Tan Sri Cheng is the father of Juliana Cheng San San, the Executive Director of the Company.

Juliana Cheng San San, aged 52, was appointed as an Executive Director of the Company on 28 August 2015 and was appointed the Acting Chief Financial Officer of the Company on 7 January 2020. In 2022, Ms. Cheng is entrusted with additional responsibilities for Audit, Legal and Public Relations of the Company.

Ms. Cheng started her career with the Lion Group in 1995 with stints in Singapore and Malaysia. During her tenure from 1995 to 2004, she held various positions in finance, human resource, administration and business development. In 2004, Ms. Cheng was seconded to Parkson China as Cosmetics Manager and thus, begin her career in the retail industry. She left Parkson China in May 2006 and joined Chanel (China) Co Ltd as the National Accounts Manager for business development in the PRC. In June 2010, she re-joined Parkson China as Regional Director overseeing retail operations in the PRC. She is also a director of various subsidiaries of the Company. During her more than 25 years with Lion Group, Parkson China and Chanel (China) Co Ltd, she has accumulated vast experience and knowledge of the retail and branding industry which enables her to contribute to the Group.

丹斯里鍾廷森於下列公眾公司擔任董事職務：

- 於Parkson Holdings Berhad擔任主席兼董事總經理
- 於Lion Posim Berhad擔任主席
- 於Lion Asiapac Limited擔任董事
- 於Parkson Retail Asia Limited擔任執行主席
- 於The Community Chest (由私營企業以慈善為目的而成立的獲擔保有限公司) 擔任創始成員和永久信託人

除The Community Chest外，上述公司均為在馬來西亞上市的公眾公司，而Lion Asiapac Limited及Parkson Retail Asia Limited均為在新加坡上市的公眾公司。

丹斯里鍾廷森為本公司執行董事鍾珊珊的父親。

鍾珊珊，52歲，於二零一五年八月二十八日獲委任為本公司執行董事，並於二零二零年一月七日獲委任為本公司代理財務總監。於二零二二年，鍾女士亦負責本公司審核，法律及公關工作。

鍾女士於一九九五年以金獅集團作為事業的起點，曾於新加坡及馬來西亞工作。於一九九五年至二零零四年在職期間，彼曾出任金融、人力資源、行政及業務發展領域的多個職位。於二零零四年，鍾女士借調至百盛中國出任化妝品經理，自此步入零售業。彼於二零零六年五月從百盛中國離職，加入香奈兒(中國)貿易有限公司擔任全國客戶經理，負責中國的業務開發。於二零一零年六月，鍾女士再次加入百盛中國出任區域營運官，負責監管中國的零售營運。彼亦為本公司多家附屬公司的董事。彼於金獅集團、百盛中國及香奈兒(中國)貿易有限公司任職的超過二十五年期間，在零售及品牌業累積了豐富的經驗及知識，可為本集團提供寶貴貢獻。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

Ms. Cheng graduated with a Bachelor's Degree in Commerce (Management) from University of Western Sydney, Australia in 1994 and completed a Program for Global Leadership from Harvard Business School in year 2000.

Ms. Cheng is the daughter of Tan Sri Cheng Heng Jem, the Executive Director and Chairman of the Company. From 24 May 2002 to 30 June 2014, Ms. Cheng was an alternate director to Tan Sri Cheng in LTC Corporation Limited (formerly known as "Lion Teck Chiang Limited"), a public listed company then listed in Singapore.

NON-EXECUTIVE DIRECTORS

Dato' Sri Dr. Hou Kok Chung, aged 59, was appointed as a Non-executive Director and a member of the Audit Committee of the Company on 13 November 2014. Dato' Sri Dr. Hou was a Member of Parliament and the Deputy Minister of Higher Education Malaysia from 2008 to 2013. He holds the Bachelor and Master of Arts from University of Malaya, while his Ph.D was received from the School of Oriental and African Studies, University of London.

Dato' Sri Dr. Hou served at University of Malaya from 1990 to 2008 as a lecturer and lastly as Associate Professor. During his tenure in the university, he had been appointed and held positions as Head of Department of East Asian Studies, and Director of Institute of China Studies. He was appointed as an independent non-executive director of Furniweb Holdings Limited, a public listed company on the main board of the Stock Exchange of Hong Kong Limited on 20 September 2017.

Dato' Sri Dr. Hou was a member of the Senate in the Parliament of Malaysia. He resigned as the Vice President of the Malaysian Chinese Association (MCA) and Chairman of the Institute of Strategic Analysis & Policy Research (INSAP) on 2 December 2018. Dato' Sri Dr. Hou is the Council Member of both University Tunku Abdul Rahman (UTAR) and Tunku Abdul Rahman University College (TAR UC) and a Guest Professor at Xiamen University China.

鍾女士於一九九四年畢業於澳洲西雪梨大學(University of Western Sydney)，取得商業(管理)學士學位，並於二零零零年完成哈佛商學院的全球領導項目(Program for Global Leadership)。

鍾女士為本公司執行董事兼主席丹斯里鍾廷森的女兒。於二零零二年五月二十四日至二零一四年六月三十日期間，鍾女士為丹斯里鍾廷森於LTC Corporation Limited (前稱「Lion Teck Chiang Limited」，一家隨後於新加坡公開上市的公司) 出任董事時的替任董事。

非執行董事

拿督斯里何國忠博士，59歲，於二零一四年十一月十三日獲委任為本公司非執行董事及審核委員會成員。拿督斯里何博士於二零零八年至二零一三年先後擔任馬來西亞國會議員和副高等教育部長。彼擁有馬來亞大學文學院學士碩士文憑及倫敦大學亞非學院博士學位。

拿督斯里何博士於一九九零年至二零零八年於馬來亞大學先後擔任講師及副教授。在大學任職期間，彼獲委任為東亞系主任及中國研究院院長。彼於二零一七年九月二十日獲委任為飛霓控股有限公司(一家在香港聯合交易所有限公司主板上市的公司)的獨立非執行董事。

拿督斯里何博士曾任馬來西亞國會上議院議員，彼於二零一八年十二月二日辭任馬華公會副總會長及策略分析與政策研究所主席。拿督斯里何博士為拉曼大學及拉曼大學學院理事會成員及中國廈門大學客座教授。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

INDEPENDENT NON-EXECUTIVE DIRECTORS

Dato' Fu Ah Kiow, aged 73, was appointed as an Independent Non-executive Director on 13 November 2014. Dato' Fu was appointed as Chairman of the Audit Committee on 29 February 2016 and is a member of the Nomination Committee of the Company. Dato' Fu holds a Master Degree in Industrial Engineering specialising in Management Science, Post Graduate Diploma in Education and a B.Sc. (Hons) degree in Physics. Dato' Fu has 13 years of distinguished services since 1995 in the Parliament and Malaysian Government as member of the Parliament, Parliamentary Secretary and Deputy Minister. Before joining the Government, Dato' Fu has worked in a few multinational companies. After retirement from politics in 2008, Dato' Fu was appointed as independent director cum chairman in several listed companies.

Dato' Fu is currently the non-independent and non-executive chairman of Tiong Nam Logistics Holding Berhad, public listed company in Bursa Malaysia Berhad.

Yau Ming Kim, Robert, aged 83, was appointed as an Independent Non-executive Director on 1 January 2007, and is the Chairman of the Remuneration Committee and a member of the Audit Committee and Nomination Committee of the Company. Mr. Yau was the Chief Executive or Managing Director of many major international and local apparel companies since 1971. From 1998 to 2004, he was appointed as the Vice Chairman of Hong Kong Exporters' Association, a member of the Executive Committee of The Hong Kong Shippers' Council and the Garment Advisory Committee of The Hong Kong Trade Development Council.

Mr. Yau is currently an independent non-executive director of Alltronics Holdings Limited and Tungtex (Holdings) Company Limited respectively, which shares are both listed on the Main Board of the Stock Exchange of Hong Kong Limited.

獨立非執行董事

拿督胡亞橋，73歲，於二零一四年十一月十三日獲委任為獨立非執行董事。拿督胡亞橋於二零一六年二月二十九日獲委任為審核委員會主席，亦為本公司提名委員會成員。拿督胡亞橋擁有工業工程碩士學位，專長管理學。彼擁有教育深造文憑及理科榮譽學位，主修物理。彼自一九九五年以來，在馬來西亞國會服務十三年，表現卓越，先後擔任國會議員、政務次長及副部長。拿督胡亞橋在加入政府服務之前，曾在眾多跨國公司工作。拿督胡亞橋於二零零八年離開政壇後，受委任為數家上市公司的獨立董事或主席。

拿督胡亞橋目前於Tiong Nam Logistics Holding Berhad擔任非獨立及非執行主席，其為於馬來西亞股票交易所公開上市的公司。

丘銘劍，83歲，於二零零七年一月一日獲委任為獨立非執行董事，並為本公司薪酬委員會主席，以及審核委員會及提名委員會成員。自一九七一年起，丘先生曾任多家主要國際及本地服裝公司之行政總裁或董事總經理。於一九九八年至二零零四年，彼獲委任為香港出口商會副主席、香港付貨人委員會執行委員會成員及香港貿易發展局成衣業顧問委員會成員。

丘先生現時亦分別出任華訊股份有限公司及同得仕(集團)有限公司之獨立非執行董事，該兩家公司股份均在香港聯合交易所有限公司主板上市。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

Koong Lin Loong, aged 57, was appointed as an Independent Non-executive Director on 22 February 2021 and is the member of Audit Committee and Remuneration Committee of the Company. Mr. Koong is qualified as member of ASEAN Chartered Professional Accountants (ASEAN CPA), the Malaysian Institute of Accountants (MIA), the Certified Practising Accountants Australia (CPA Australia), the Malaysian Institute of Certified Public Accountants (MICPA), the Institute of Internal Auditors Malaysia and Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA), and a fellow member of Chartered Tax Institute of Malaysia (CTIM). He is also an associate member of Chartered Institute of Management Accountants in the United Kingdom (CIMA) and Malaysian Association of Company Secretaries.

Mr. Koong is an independent non-executive director of Parkson Retail Asia Limited (stock code: SG2D81975377 – 09E), a company listed on the Mainboard of Singapore Exchange Securities Trading Limited, which is an associated corporation of the Company. He has been an independent non-executive director of Oversea Enterprise Berhad (stock code: 0153, a company listed on the ACE Market of Bursa Malaysia Securities Berhad) from 2010 to 2020. He also has been the audit committee chairman – SME Corporation Malaysia of Ministry of Entrepreneur Development and Cooperatives in Malaysia from 2016 to 2020. From 2013 to 2018, he was the member of the audit committee in Widad Group Bhd, formerly known as Ideal Jacobs (Malaysia) Corporation Berhad, (stock code: 0162, a company listed on the ACE Market of Bursa Malaysia Securities Berhad).

Mr. Koong is the practising Auditor of Ministry of Finance in Malaysia, Treasurer of Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM); Head of Taxation Taskforce cum Chairman of ACCCIM Small & Medium Enterprises (SMEs) Committee. He is also a Council Member of CTIM cum Chairman of its Membership Committee, member of Franchise Advisory Committee, Ministry of Domestic Trade and Consumer Affairs in Malaysia, Customs Oversight Committee and Sales & services Tax Technical Committee of Royal Malaysian Customs Department. Currently, Mr. Koong is the Managing Partner and director of Reanda LLKG International, Chartered Accountants. He is also the President of Southeast Asia & South Asia Region of Reanda International Network and the Chairman of its International Tax Panel. He is also a member of the Practice Review Committee of MIA.

孔令龍，57歲，於二零二一年二月二十二日獲委任為本公司獨立非執行董事以及審核委員會及薪酬委員會成員。孔先生為東盟特許專業會計師(ASEAN CPA)、馬來西亞會計師協會(MIA)、澳大利亞註冊會計師協會(CPA Australia)、馬來西亞註冊會計師協會(MICPA)、馬來西亞內部審計師協會和柬埔寨註冊會計師與審計師協會(KICPAA)的會員，及馬來西亞特許稅務協會(CTIM)的資深會員。彼為英國特許管理會計師公會(CIMA)、馬來西亞公司秘書協會的協會會員。

孔先生是百盛零售亞洲有限公司(股份代號:SG2D81975377—09E，一家在新加坡交易所主板上市的公司)的獨立非執行董事。百盛零售亞洲有限公司為本公司的相聯法團。彼自二零一零年至二零二零年擔任Oversea Enterprise Berhad(股份代號:0153，在大馬證券交易所股票交易所ACE市場上市的公司)的獨立非執行董事。彼亦自二零一六年至二零二零年擔任馬來西亞企業家發展與合作部中小企業機構的審核委員會主席。從二零一三年至二零一八年，彼為Widad Group Bhd(前稱為Ideal Jacobs (Malaysia) Corporation Berhad，股份代號:0162，於馬來西亞交易所ACE市場上市)擔任審核委員會成員。

孔先生是馬來西亞財政部的執業核數師；馬來西亞中華總商會(中總)的總財政；稅務工作組負責人兼中總中小企業委員會主任。彼亦為CTIM的理事會成員兼成員委員會主席、馬來西亞國內貿易和消費者事務部特許經營諮詢委員會成員、馬來西亞皇家海關署海關監督委員會以及銷售和服務稅技術委員會委員。目前，孔先生是利安達LLKG國際特許會計公司的執行合夥人兼董事。彼亦為利安達國際網絡東南亞和南亞地區總裁以及其國際稅務小組主席。彼亦為MIA執業審查委員會的成員。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

SENIOR MANAGEMENT

Juliana Cheng San San, aged 52, was appointed as the Executive Director of the Company on 28 August 2015 and was appointed the Acting Chief Financial Officer of the Company on 7 January 2020. Ms. Cheng oversees the Financial Division, Public Relationship Division, New Business Division and the Risk Control Center of the Group. Her other biographical details are set out under the paragraph headed "Executive Directors" above.

Zhou Jia, aged 50, has been appointed as the Acting Chief Executive Officer of the Group in January 2022. Mr. Zhou obtained his bachelor degree in Business Administration from Yuzhou University (Currently known as Chongqing Technology and Business University). In 1995, he joined the Merchandising Division of Chongqing Wanyou Parkson and was promoted to the Assistant General Manager of Kunming Parkson in 2002. Mr. Zhou was promoted as the head of Kunming Parkson in 2004, the Regional General Manager in 2010, the Group's Senior Operating Officer in 2014 and the Group's Chief Operation Officer in 2016.

Kevin Yu, aged 59, joined the Group as General Manager of Property/Mall Management Division in September 2018. He is in charge of mall construction, asset management, mall operation management and business development for the Group. Mr. Yu obtained the Master Degree of EMBA from Tsinghua University. Prior to joining in the Group, he had been working for multi-national property companies and financial institutions for over 34 years. His working experience includes property equity, Merger & Acquisition, investment and development, asset and property management, sales and marketing, real estate development, and construction and design, etc.

Li Bing, aged 65, has been appointed as the Acting Chief Operating Officer of the Group in January 2022. Mr. Li owned 15-year-working experience in large state-owned enterprises, graduated from Chongqing University with a bachelor's degree in mechanical engineering. Mr. Li joined Parkson in 1996. In 2005, he was promoted as the head of Nanning Parkson. Then he was promoted as the head of Parkson in both Guangxi and Guangdong provinces in 2011 and worked as the Chief Operating Officer of the two regions in 2014. After three years, he took charge of the regions of Guangdong, Guangxi, Hunan and Jiangxi provinces. In 2019, he was appointed the Deputy Chief Operating Officer of the Group as well as Senior Operating Officer of Southeast Region.

高級管理層

鍾珊珊，52歲，於二零一五年八月二十八日獲委任為本公司執行董事，並於二零二零年一月七日獲委任為本公司代理財務總監。鍾女士分管本集團財務部、公關部、新業務部及風控中心。鍾女士的其他履歷詳情載於上文「執行董事」一段。

周嘉，50歲，於二零二二年一月獲委任為本集團署理首席執行官。周先生於渝州大學（現稱重慶工商大學），取得工商企業管理學學士學位。彼於一九九五年加入重慶萬友百盛採購部，並於二零零二年調升為昆明百盛總經理助理，二零零四年調升為昆明百盛負責人，二零一零年調升為區域負責人，二零一四年調升為集團高級營運官，二零一六年調升為集團首席營運官。

俞開岩，59歲，自二零一八年九月加入本集團，任職集團置業事業部總經理。他負責購物中心建設、資產管理、購物中心營運管理及集團業務拓展等工作。俞先生擁有清華大學高級工商管理碩士學位。在加入集團之前，他有34年在國際性企業中房地產和金融行業的工作經驗，包括地產基金、收併購、投資開發、資產／物業管理、市場營銷、房地產開發、施工建設以及設計工作等。

李兵，65歲，於二零二二年一月獲委任為本集團代理首席營運官。李先生畢業於重慶大學機械工程專業，學士學位，曾有15年大型國企工作經驗。李先生於一九九六年加入百盛集團，於二零零五年調升為南寧百盛負責人、二零一一年調升為廣西和廣東區負責人、二零一四年調升為廣西和廣東區營運官、三年後調升為粵桂湘贛區區域負責人，於二零一九年調升為集團副營運官，同時為集團東南區高級營運官。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

Caleb Yang, aged 53, joined the Group in November 2020 as the Vice Chief Operating Officer of the Group. He is responsible for store sales improvement and adjustment, brand management and store operations of Northwest Region, etc. Mr. Yang holds a bachelor degree from Hanyang University, South Korea. Prior to joining the Group, he served as the managing director of the Korea Eland Group and was responsible for the omni-channel expansion and operation management of more than 30 Eland brands in China and Southeast Asia, and the operation and management of the city outlets projects. He served as the vice president of Zhongjun Business Management Co., Ltd. and the CEO of city outlets, the CEO of Goodbaby (China) Commerce Group and the executive director of Goodbaby International, a Hong Kong listed company, and was fully responsible for the listed and non-listed business in the Chinese market.

Zhang Ji Ning, aged 48, has been appointed as the General Manager of the Qingdao Lion Mall and the General Manager of Qingdao region since 2014. Mr. Zhang has more than 20 years of retail operation experience. He obtained his Master of Arts in International Relations from Nankai University. The program was a partnership between the Flinders University from South Australia and Nankai University.

Yoong Kang Chee, aged 41, has been appointed as Corporate Officer of the Group since October 2020, heading up the Corporate Finance department that oversees accounting, reporting, tax, investment, treasury, capital management and offshore compliance management functions, etc. Mr. Yoong holds a Bachelor Degree from Tsinghua University, School of Economics and Management, majoring in Management Information Systems. He is also a Chartered Financial Analyst (CFA) charterholder. Mr. Yoong has 15 years of wide-ranging experience spanning infrastructure, environmental, manufacturing and consumer industries, where he gained extensive exposure in financial and business management. He also served as Vice President and Treasurer at Shanghai Singapore Business Association for a term in 2017, the precursor to SingCham Shanghai.

梁逸喆，53歲，自二零二零年十一月加入本集團，任職集團副營運官，負責門店提升以及整改，品牌管理及西北區的門店運營等工作。梁先生擁有韓國漢陽大學學士學位。在加入集團之前，他曾擔任韓國衣戀集團董事總經理，負責衣戀旗下三十多個品牌在中國大陸和東南亞市場的全渠道拓展，經營管理及城市奧萊商業項目的經營管理，曾擔任中駿商業管理有限公司副總裁兼城市奧萊CEO，曾擔任好孩子（中國）商貿集團CEO兼好孩子國際（香港上市公司）執行董事，全面負責中國市場上市及非上市業務。

張繼寧，48歲，自二零一四年起獲委任為青島金獅廣場總經理並兼任青島地區總經理。張先生擁有逾二十年商業零售運營經驗，彼於南開大學取得南開大學與澳大利亞弗林德斯大學合辦的國際經貿關係碩士學位。

熊康祺，41歲，自二零二零年十月起獲委任為本集團財務規劃總經理，分管財務部各職能，包括會計、申報、稅務、投資、資金、資本管理及離岸合規管理等。彼畢業於清華大學經濟管理學院，主修信息管理與信息系統專業，獲學士學位。他也是特許金融分析師（CFA）的持證人。熊先生擁有十五年的財務管理以及業務管理經驗，所涉及的行業包括基礎設施、環境、製造和消費品行業。於二零一七年，他還曾擔任上海新加坡商會的副會長兼財政主管一職。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

Li Zhong Hui, aged 50, has been appointed as General Manager of Risk Control Center and auditing director of the Group since August 2018. He graduated from Shandong University with a bachelor degree in Economic Law in 1992. Prior to joining the Group, Mr. Li served as the chief risk officer, general manager of risk control division and auditing director in NVC Lighting, Tsinghua Unigroup Ltd. and Cedar Holdings.

Huang Lu, aged 46, has been appointed as the Director of Marketing Department since 2016. She obtained her bachelor's degree of International Business Management from Oxford Brookes University of the United Kingdom. Ms. Huang worked with Starbucks China and IKEA China as Marketing Director responsible for marketing and brand building before joining the Group

李仲輝，50歲，自二零一八年八月起獲委任為本集團風控中心總經理兼審計總監。彼於一九九二年畢業於山東大學並取得經濟法專業學士學位。加入本集團前，李先生曾任職於雷士照明、紫光集團、雪松控股等企業，擔任首席風險官、風控總經理、審計總監等職務。

黃路，46歲，自二零一六年起獲委任為本集團市場營銷部總監。彼畢業於英國牛津布魯克斯大學國際工商管理專業，獲本科學位。於加入本集團前，黃女士曾於星巴克中國、宜家中國市場部擔任市場部總監，負責市場推廣與品牌建立。



CORPORATE GOVERNANCE REPORT

企業管治報告

CORPORATE GOVERNANCE PRACTICES

The Company recognises the importance of good corporate governance to the Company's healthy growth and has devoted considerable efforts in identifying and formulating corporate governance practices appropriate to the Company's records. The Company's corporate governance practices are based on the principles and code provisions as set out in the Corporate Governance Code (the "CG Code") contained in Appendix 14 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules").

During the year ended 31 December 2021, the Company has fully complied with the CG Code (to the extent that such provisions are applicable) except for below deviation from the Code Provision A.2.1 of the CG Code which are explained in the paragraph headed "Chairman and Chief Executive Officer" of this report. The Company will continue to enhance its corporate governance practices appropriate to the conduct and growth of its businesses and to review such practices from time to time to ensure that they comply with the CG Code.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 of the Listing Rules (the "Model Code"). Specific enquiry has been made to all the Directors and all Directors have confirmed that they have complied with the standard as set out in the Model Code throughout the year ended 31 December 2021.

The Company has also established written guidelines no less exacting than the Model Code (the "Employees Written Guidelines") for securities transactions by employees who are likely to be in possession of unpublished price-sensitive information of the Company.

No incident of non-compliance of the Employees Written Guidelines by the employees was noted by the Company.

BOARD OF DIRECTORS

As of the date of this report, the Board comprised 6 Directors, including 2 executive Directors, 1 non-executive Director and 3 Independent non-executive Directors. Below is the list of all Directors.

企業管治常規

本公司深明良好企業管治乃穩健發展的關鍵，故本公司致力識別及制定適合本公司需要的企業管治常規。本公司的企業管治常規乃根據香港聯合交易所有限公司證券上市規則（「上市規則」）附錄十四所載企業管治守則（「企業管治守則」）之原則及守則條文制定。

截至二零二一年十二月三十一日止年度，本公司一直全面遵守企業管治守則（在有關係款適用的情況下），惟下文偏離企業管治守則的守則條文第A.2.1條的情況除外，有關情況於本報告「主席及首席執行官」段落中闡述。本公司將繼續提升對業務和增長適用的企業管治常規，並不時檢討有關常規，以確保符合企業管治守則。

進行證券交易的標準守則

本公司已採納上市規則附錄十所載上市發行人董事進行證券交易的標準守則（「標準守則」）。經向全體董事作出特定查詢後，全體董事均確認彼等於截至二零二一年十二月三十一日止年度內一直遵守標準守則所載的準則。

本公司亦已就可能擁有本公司未經公佈的股價敏感資料的僱員進行證券交易制定不遜於標準守則的明文指引（「僱員明文指引」）。

據本公司所知悉，概無僱員違反僱員明文指引。

董事會

於本報告日期，董事會由六名董事組成，包括兩名執行董事、一名非執行董事及三名獨立非執行董事。全體董事名單如下。

EXECUTIVE DIRECTORS

Tan Sri Cheng Heng Jem (*Chairman*)
Juliana Cheng San San

NON-EXECUTIVE DIRECTOR

Dato' Sri Dr. Hou Kok Chung

INDEPENDENT NON-EXECUTIVE DIRECTORS

Dato' Fu Ah Kiow
Yau Ming Kim, Robert
Koong Lin Loong

During the year ended 31 December 2021, Mr. Koong Lin Loong has been appointed as the independent non-executive Director of the Board after the board meeting on 22 February 2021.

The Directors' biographical information and the relationships between the members of the Board are set out in the "Biographies of Directors and senior management" section on pages 22 to 29 of this report.

Save as disclosed in this annual report, there is no financial, business, family or other material/relevant relationship among the Directors.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Under Code Provision A.2.1 of the CG code, the roles of chairman and chief executive officer should be separate and should not be performed by the same individual.

The Company had not appointed a Chief Executive Officer ("CEO"), certain functions of CEO have been undertaken by Tan Sri Cheng Heng Jem, the Executive Director and Chairman of the Company. The Company has deviated from Code Provision A.2.1 of the CG Code during the year ended 31 December 2021. The Board believes that vesting the roles of both Chairman and the CEO in the same person has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board further believes that the balance of power and authority for the present arrangement will not be impaired and is adequately ensured by the current Board which comprises experienced and high caliber individuals with sufficient number thereof being Independent Non-executive Directors.

執行董事

丹斯里鍾廷森 (*主席*)
鍾珊珊

非執行董事

拿督斯里何國忠博士

獨立非執行董事

拿督胡亞橋
丘銘劍
孔令龍

截至二零二一年十二月三十一日止年度，孔令龍先生已於二零二一年二月二十二日的董事會會議後獲委任為董事會獨立非執行董事。

董事履歷資料及董事會成員之間關係載於本報告第22頁至第29頁「董事及高級管理層履歷」一節。

除本年報所披露者外，董事之間概無財務、業務、家庭或其他重大／相關關係。

主席及首席執行官

根據企業管治守則的守則條文第A.2.1條之規定，主席及首席執行官的角色應當分開且不應由同一人擔任。

本公司並無委任首席執行官（「首席執行官」），首席執行官之若干職能由本公司執行董事兼主席丹斯里鍾廷森負責。截至二零二一年十二月三十一日止年度，本公司偏離了企業管治守則的守則條文第A.2.1條之規定。董事會相信，將主席及首席執行官之職務交託予同一人有助確保本集團之領導貫徹一致，且令本集團之整體策略規劃更具效益。董事會亦相信，目前安排將不會損害權力與授權之平衡，且目前的董事會有足夠人數的獨立非執行董事，彼等均為經驗豐富的人才，足以確保權力與授權之間的平衡。



CORPORATE GOVERNANCE REPORT

企業管治報告

On 1 January 2022, Mr. Zhou Jia was appointed as the Acting Chief Executive Officer of the Group. The Chairman provides leadership and is responsible for the effective functioning and leadership of the Board. Meanwhile, the Acting CEO is responsible for the formulation and monitoring of the overall strategic plans, business development and involved in the day-to-day management of the Group.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Rule 3.10(1) of the Listing Rules requires the Company to have at least three independent non-executive directors on the Board, Rule 3.10(2) requires that at least one of the independent non-executive directors shall have appropriate professional qualifications or accounting or related financial management expertise, and Rule 3.21 of the Listing Rules requires the Audit Committee to comprise a minimum of three members, at least one of whom is an independent non-executive director with appropriate professional qualifications or accounting or related financial management expertise as required under rule 3.10(2).

After the resignation of Mr. Ko Desmond on 30 November 2020, the Company's number of independent non-executive directors as well as the composition of the Company's Audit Committee failed to meet the requirements under Rules 3.10(1), 3.10(2) and 3.21 of the Listing Rules until the appointment of Mr. Koong Lin Loong as an independent non-executive director of the Company with effect from 22 February 2021. Subsequently, the Company has met the Listing Rules requirements regarding the sufficient number of Independent Non-executive Directors with one of whom possessing appropriate qualifications.

The Company has received an annual confirmation or confirmation of independence from each of the Independent Non-executive Directors as regards independence pursuant to Rule 3.13 of the Listing Rules. The Company considers all of the Independent Non-executive Directors are independent.

NON-EXECUTIVE DIRECTORS AND DIRECTORS' RE-ELECTION

Code Provision A.4.1 of the CG Code stipulates that Non-executive Directors shall be appointed for a specific term, subject to re-election, whereas Code Provision A.4.2 states that all Directors appointed to fill a casual vacancy shall be subject to election by shareholders at the first general meeting after appointment and that every Director, including those appointed for a specific term, shall be subject to retirement by rotation at least once every three years.

於二零二二年一月一日，周嘉先生獲委任為本集團署理首席執行官。主席發揮領導職能，負責董事會的有效運作及領導。同時，署理首席執行官負責制定及監督整體戰略規劃、業務發展，並參與本集團的日常管理。

獨立非執行董事

上市規則第3.10(1)條規定本公司董事會至少包括三名獨立非執行董事，上市規則第3.10(2)條規定至少一名獨立非執行董事須具備適當專業資格，或會計或相關的財務管理專長，上市規則第3.21條規定審核委員會須至少由三名成員組成，其中至少一名成員為獨立非執行董事，且其須具備上市規則第3.10(2)條規定的適當專業資格，或會計或相關的財務管理專長。

於二零二零年十一月三十日Ko Desmond先生辭任後，本公司的獨立非執行董事人數以及本公司審核委員會的組成均未能符合上市規則第3.10(1)、3.10(2)及3.21條的規定，直至二零二一年二月二十二日孔令龍先生獲委任為本公司獨立非執行董事，本公司已符合上市規則有關足夠人數的獨立非執行董事且其中一名具備適當資格的規定。

本公司已接獲各獨立非執行董事根據上市規則第3.13條發出的年度確認書或獨立性確認書。本公司認為，所有獨立非執行董事均有其獨立性。

非執行董事及董事重選

企業管治守則之守則條文第A.4.1條規定，非執行董事須有指定任期，並須接受重選，而守則條文第A.4.2條指出，所有獲委任填補臨時空缺的董事應在獲委任後首次股東大會上由股東選任，且每位董事（包括按指定任期委任的董事）須至少每三年輪值告退一次。

Each of the Non-executive Director and the Independent Non-executive Directors of the Company are appointed for a term of three years respectively. All the Directors are subject to renewal and retirement by rotation once every three years in accordance with the Articles of Association of the Company and the CG Code.

During the year ended 31 December 2021, (i) Yau Ming Kim, Robert has renewed the letter of appointment with the Company for a term of three years commencing on 1 January 2021 (based on the same terms and conditions); and (ii) Koong Lin Loong has signed the letter of appointment with the Company for a term of three years commencing on 22 February 2021.

RESPONSIBILITIES, ACCOUNTABILITIES AND CONTRIBUTIONS OF THE BOARD AND MANAGEMENT

The Board is responsible for leadership and control of the Company and oversees the Group's businesses, strategic decisions and performance and is collectively responsible for promoting the success of the Company by directing and supervising its affairs. The Board take decisions objectively in the interests of the Company.

The Board directly and indirectly through its committees, leads and provides direction to management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place.

All Directors, including Non-executive Directors and Independent Non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning.

All Directors have full and timely access to all the information of the Company as well as the services and advice from the company secretary and senior management. The Directors may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses for discharging their duties to the Company.

The Directors shall disclose to the Company details of other offices held by them and the Board regularly reviews the contribution required from each Director to perform his responsibilities to the Company.

本公司各位非執行董事及獨立非執行董事的指定任期分別為三年。全體董事均須按照本公司的公司章程細則及企業管治守則每三年可予以重續及輪值告退一次。

於截至二零二一年十二月三十一日止年度，(i)丘銘劍已與本公司重續委任書，自二零二一年一月一日起計為期三年（根據相同條款及條件）；及(ii)孔令龍先生已與本公司簽訂委任書，自二零二一年二月二十二日起計為期三年。

董事會及管理層職責、問責及貢獻

董事會負責領導及控制本公司並監管本集團的業務、策略決策及表現，以及共同負責透過指導及監管本公司事務推動其成功發展。董事會應以本公司利益作出客觀決定。

董事會直接及間接透過其委員會帶領並指導管理層，包括制定及監察管理層推行策略、監督本集團營運及財務表現，以確保設有良好內部監控及風險管理系統。

全體董事（包括非執行董事及獨立非執行董事）均為董事會帶來多種領域的寶貴業務經驗、知識及專長，使其高效及有效地運作。

全體董事均可全面並及時獲得本公司所有資料，以及要求公司秘書及高級管理層提供服務及意見。董事可於提出要求時在適當情況下尋求獨立專業意見，以向本公司履行其職責，費用由本公司承擔。

董事須向本公司披露彼等擔任的其他職務的詳情，而董事會定期審閱各董事向本公司履行其職責時所需作出的貢獻。



CORPORATE GOVERNANCE REPORT

企業管治報告

The Board reserves for its decision all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and coordinating the daily operation and management of the Company are delegated to the management.

The Board as a whole is also responsible for reviewing its composition, developing and formulating the relevant procedures for nomination and appointment of Directors, monitoring the appointment and succession planning of Directors and assessing the independence of Independent Non-executive Directors.

The Board reviewed its own structure, size and composition regularly to ensure that it has a balance of expertise, skills and experience relevant to the Company's business.

Where vacancies on the Board exist, the Board will carry out the selection process by making reference to the skills, experience, professional knowledge, personal integrity and time commitments of the proposed candidates, the Company's needs and other relevant statutory requirements and regulations. An external recruitment agency may be engaged to carry out the recruitment and selection process when necessary.

CONTINUOUS PROFESSIONAL DEVELOPMENT OF DIRECTORS

Directors keep abreast of responsibilities as a Director of the Company and of the conduct, business activities and development of the Company.

Every newly appointed Director will receive formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant. Internally-facilitated briefings for Directors will be arranged and reading material on relevant topics will be issued to Directors where appropriate. All Directors are encouraged to attend relevant training courses at the Company's expenses.

During the year ended 31 December 2021, the Directors have complied with Code Provision A.6.5 to participate in continuous professional development and receive trainings.

董事會負責決定所有重大事宜，當中涉及政策事宜、策略及預算、內部監控及風險管理、重大交易（尤其可能涉及利益衝突者）、財務資料、委任董事及本公司其他重大營運事宜。有關執行董事會決策、指導及協調本公司日常營運及管理的職責轉授予管理層。

董事會整體亦負責檢討董事會的組成、發展及制定提名及委任董事的相關程序、監察董事委任及繼承安排以及評估獨立非執行董事的獨立性。

董事會定期檢討其本身架構、規模及組成，確保董事會具備適合本公司業務所需的各項專業知識、技能及經驗。

當董事會出現空缺時，董事會將進行甄選程序，並參考候選人的技能、經驗、專業知識、個人誠信及工作時間、本公司的需要以及其他相關法定要求及規例。如有需要，董事會可能聘用外部招聘代理以進行招聘及甄選。

董事的持續專業發展

董事及時了解作為本公司董事的職責以及本公司的經營方式、業務活動及發展。

每名新任董事於履新時均獲提供正式、全面及針對性入職介紹，確保新董事可適當了解本公司業務及營運，並完全明白上市規則及相關法規下的董事職責及責任。

董事應參與適當的持續專業發展，以發展及更新彼等的知識及技能，從而確保彼等對董事會的貢獻仍屬知情及相關。在適當的情況下將為董事安排內部進行的簡介會，並將向董事發出相關議題的閱讀資料。本公司鼓勵全體董事出席相關培訓課程，有關費用由本公司承擔。

於截至二零二一年十二月三十一日止年度，董事已遵守守則條文第A.6.5條參與持續專業發展及接受培訓。

CORPORATE GOVERNANCE REPORT

企業管治報告

Record of training received by the Directors for the year ended 31 December 2021 are summarised as follows:

截至二零二一年十二月三十一日止年度，董事接受培訓的記錄概要如下：

Directors	Type of Training Note	董事	培訓類別附註
Executive Directors			
Tan Sri Cheng Heng Jem	A/B	丹斯里鍾廷森	A/B
Juliana Cheng San San	A/B	鍾珊珊	A/B
Non-executive Directors			
Dato' Sri Dr. Hou Kok Chung	A/B	拿督斯里何國忠博士	A/B
Independent Non-executive Directors			
Dato' Fu Ah Kiow	A/B	拿督胡亞橋	A/B
Yau Ming Kim, Robert	A/B	丘銘劍	A/B
Koong Lin Loong (appointed on 22 February 2021)	A/B	孔令龍 (於二零二一年二月二十二日獲委任)	A/B

Note:

附註：

Types of Training

培訓類別

- A. Attending training sessions, including but not limited to, briefings, seminars, conferences and workshops
- B. Reading relevant news alerts, newspapers, journals, magazines and relevant publications

- A. 出席培訓講座，包括但不限於簡報會、研討會、會議及工作坊
- B. 閱讀相關新聞報導、報章、期刊、雜誌及相關刊物

In addition, relevant reading materials including legal and regulatory update have been provided to the Directors for their reference and studying.

此外，董事已獲提供包括法律及法規最新資料在內的相關閱讀資料，以供參考及學習。

BOARD MEETINGS AND ATTENDANCE

Regular board meetings are held at least four (4) times a year with additional meetings to be convened as and when necessary to determine the overall strategic directions and objectives of the Group and approve quarterly, interim and annual results and other significant matters.

董事會會議及出席人數

董事會定期每年召開至少四(4)次會議，並於有需要時召開額外會議，以釐定本集團整體策略方針及目標，並通過季度業績、中期業績及年度業績及其他重大事宜。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the year ended 31 December 2021, seven (7) board meetings were held and the Directors' attendances are listed below:

於截至二零二一年十二月三十一日止年度，曾舉行七(7)次董事會會議，董事之出席情況如下：

Name of the Directors	董事姓名	Number of Board Meetings Held During the Director's Term of Office in 2021 於二零二一年之董事任期內舉行之董事會會議次數	Number of Meetings Attended 出席會議次數
Tan Sri Cheng Heng Jem (<i>Chairman</i>)	丹斯里鍾廷森 (<i>主席</i>)	7	7
Juliana Cheng San San	鍾珊珊	7	7
Dato' Sri Dr. Hou Kok Chung	拿督斯里何國忠博士	7	7
Dato' Fu Ah Kiow	拿督胡亞橋	7	7
Yau Ming Kim, Robert	丘銘劍	7	7
Koong Lin Loong (appointed on 22 February 2021)	孔令龍 (於二零二一年二月二十二日獲委任)	6	6

The Chairman had met with the Independent Non-executive Director without the presence of the other Directors during the year ended 31 December 2021.

截至二零二一年十二月三十一日止年度，主席已在並無其他董事出席之情況下與獨立非執行董事會晤。

Code Provision A.6.7 stipulates that Independent Non-executive Directors and other Non-executive Directors should attend the issuer's general meetings and develop a balanced understanding of the views of shareholders.

守則條文第A.6.7條規定，獨立非執行董事及其他非執行董事均須出席發行人股東大會，以對股東意見有公正的了解。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the year ended 31 December 2021, the Directors' attendances at the Company's general meeting are listed below:

於截至二零二一年十二月三十一日止年度，董事出席本公司股東大會之情況如下：

Name of the Directors	董事姓名	Annual General Meeting on 21 May 2021 於二零二一年五月二十一日舉行之股東週年大會	Number of Meeting Attended
Tan Sri Cheng Heng Jem (<i>Chairman</i>)	丹斯里鍾廷森 (<i>主席</i>)	1	1
Juliana Cheng San San	鍾珊珊	1	1
Dato' Sri Dr. Hou Kok Chung	拿督斯里何國忠博士	1	1
Dato' Fu Ah Kiow	拿督胡亞橋	1	1
Yau Ming Kim, Robert	丘銘劍	1	1
Koong Lin Loong (appointed on 22 February 2021)	孔令龍 (於二零二一年二月二十二日獲委任)	1	1

AUDIT COMMITTEE

The Company has established an Audit Committee. It currently comprises four (4) members, three (3) are Independent Non-executive Directors, namely Dato' Fu Ah Kiow (Chairman of the Audit Committee), Mr. Yau Ming Kim, Robert and Mr. Koong Lin Loong, and the other member is a Non-executive Director, namely, Dato' Sri Dr. Hou Kok Chung.

The Audit Committee is required: (i) to advise the Board on the appointment and retention of external auditor; (ii) to review the external auditor's independence and objectivity; (iii) to review quarterly, interim and annual accounts of the Group; (iv) to assess the adequacy and effectiveness of internal control; and (v) to review the internal audit function and internal control procedures.

The Audit Committee shall meet at least twice a year and the Chief Financial Officer, Chief Internal Auditor, In-House Counsel, the Compliance Officer and a representative of the external auditors of the Company shall normally be invited to attend the meetings. The Company Secretary or her nominee shall be the secretary of the Audit Committee.

審核委員會

本公司已成立審核委員會。現時包括四(4)名成員，其中三(3)名為獨立非執行董事，即拿督胡亞橋(審核委員會主席)、丘銘劍先生及孔令龍先生，而另外一名成員為非執行董事，即拿督斯里何國忠博士。

審核委員會須：(i)就委任及續聘外部核數師向董事會提供意見；(ii)審查外部核數師的獨立性及客觀性；(iii)審核本集團的季度、中期及年度賬目；(iv)評估內部監控是否充足及有效；及(v)檢討內部審計職能及內部監控程序。

審核委員會每年須至少召開兩次會議，首席財務官、首席內部審計師、內部律師、合規顧問及本公司外聘核數師的代表一般均會獲邀出席該等會議。公司秘書或其代表人將擔任審核委員會秘書。



CORPORATE GOVERNANCE REPORT

企業管治報告

During the year ended 31 December 2021, the Audit Committee held five (5) meetings and the attendances are listed below:

於截至二零二一年十二月三十一日止年度，審核委員會曾舉行五(5)次會議，出席情況如下：

Name of the Audit Committee Member	審核委員會成員姓名	Number of Meetings Held during the Member's Term of Office in 2021 於二零二一年之成員任期內舉行之會議次數	Number of Meetings Attended 出席會議次數
Dato' Fu Ah Kiow	拿督胡亞橋	5	5
Yau Ming Kim, Robert	丘銘劍	5	5
Dato' Sri Dr. Hou Kok Chung	拿督斯里何國忠博士	5	5
Koong Lin Loong (appointed on 22 February 2021)	孔令龍 (於二零二一年二月二十二日獲委任)	4	4

During the year ended 31 December 2021, the Audit Committee had met with the executive Directors and management of the Company to review the quarterly, interim and annual results, the interim report and annual report and other financial, internal control, corporate governance and risk management matters of the Group and made recommendations to the Board. The Audit Committee had met with the external auditor without the presence of management and discussed about the interim financial report, its annual audit of the consolidated financial statements and key audit issues.

於截至二零二一年十二月三十一日止年度，審核委員會與本公司執行董事及管理層會晤，審閱本集團的季度、中期及年度業績、中期報告及年度報告及其他財務、內部監控、企業管治及風險管理事宜，並向董事會提出推薦意見。審核委員會在管理層避席之情況下與外聘核數師會晤，並討論中期財務報告及其對綜合財務報表之年度審核以及關鍵審核事項。

The Group's results for the year 2021 was reviewed by the Audit Committee.

審核委員會已審閱本集團二零二一年的業績。

REMUNERATION COMMITTEE

Pursuant to the requirements of the CG Code, the Company's Remuneration Committee currently consists of three (3) members, two (2) of whom are Independent Non-executive Directors, namely Mr. Yau Ming Kim, Robert (Chairman of the Remuneration Committee) and Mr. Koong Lin Loong, and the other member is an Executive Director, namely Tan Sri Cheng Heng Jem.

The Remuneration Committee is responsible to review and make recommendations to the Board on the remuneration packages of individual Directors and senior management, the remuneration policy and structure for all Directors; and develop the Group's policy on remuneration for its Directors (including Executive Directors) so as to ensure that it attracts and retains the Directors needed to manage the Company and the Group effectively. Directors do not participate in decisions regarding their own remuneration.

The Remuneration Committee shall meet at least once a year and at such other times as its chairman shall require. During the year ended 31 December 2021, the Remuneration Committee held one (1) meeting and the attendances are listed below:

薪酬委員會

根據企業管治守則的規定，本公司薪酬委員會現時由三(3)名成員組成，其中兩(2)名成員為獨立非執行董事，即丘銘劍先生(薪酬委員會主席)及孔令龍先生，而另外一名成員為執行董事，即丹斯里鍾廷森。

薪酬委員會負責檢討個別董事及高級管理層的薪酬待遇、全體董事薪酬政策及架構及就此向董事會提出建議；及制定本集團董事(包括執行董事)的薪酬政策，藉此確保薪酬水平可吸引及挽留所需董事，以有效管理本公司及本集團。董事並無參與有關本身薪酬的決策過程。

薪酬委員會每年須至少召開一次會議，並於主席要求的其他時間召開會議。於截至二零二一年十二月三十一日止年度，薪酬委員會曾召開一(1)次會議，出席情況如下：

Name of the Remuneration Committee Member	薪酬委員會成員姓名	Number of Meetings Held during the Member's Term of Office in 2021 於二零二一年之成員任期內舉行之會議次數	Number of Meetings Attended 出席會議次數
Yau Ming Kim, Robert	丘銘劍	1	1
Tan Sri Cheng Heng Jem	丹斯里鍾廷森	1	1
Koong Lin Loong (appointed on 22 February 2021)	孔令龍(於二零二一年二月二十二日獲委任)	0	0

The Remuneration Committee has reviewed the remuneration policy and the remuneration packages of the Executive Directors during the year ended 31 December 2021.

於截至二零二一年十二月三十一日止年度，薪酬委員會已檢討薪酬政策及執行董事之薪酬待遇。



CORPORATE GOVERNANCE REPORT

企業管治報告

NOMINATION COMMITTEE

The Nomination Committee consists of three (3) members, one (1) of whom is an Executive Director, namely Tan Sri Cheng Heng Jem (Chairman of the Nomination Committee) and the other two (2) members are Independent Non-executive Directors, namely Mr. Yau Ming Kim, Robert and Dato' Fu Ah Kiow.

The Nomination Committee is responsible to review the structure, size, composition and diversity (including but not limited to gender, age, cultural and educational background, professional and industry experience, skills, knowledge and experience) of the Board and make recommendations to the Board on appointment of the directors, so as to ensure that all nominations are fair and transparent.

The Company has adopted an updated Board Diversity Policy on 20 November 2018 (first adopted on 16 August 2013) which sets out, among others, a number of aspects of board diversity in reviewing and accessing the board composition and nomination of directors, as applicable. The Company recognises and embraces the benefits of having a diverse board, and sees diversity at Board level as an essential element in maintaining a competitive advantage.

The Nomination Committee will discuss and where necessary, agree on the measurable objectives for achieving on the Board and make recommendation to the Board.

The Company has adopted a Director Nomination Policy on 20 November 2018 which sets out the criteria and process in the nomination and appointment of directors of the Company with a view to ensure that the Company's board of directors has a balance of skills, experience and diversity of perspectives appropriate to the Company and to ensure the Company's board of directors' continuity and appropriate leadership at the board level.

The Board and the Nomination Committee regularly examine the Board's size and, with a view to determine the impact of the number upon effectiveness, decide on an appropriate size of the Board, taking into account the scope and nature of the Group's operations.

The Board comprises a balanced and well diversified members of different age, cultural background and ethnicity. They provide the Board with the necessary experience and expertise to direct and lead the Group.

提名委員會

提名委員會包括三(3)名成員，其中一(1)名為執行董事，即丹斯里鍾廷森(提名委員會主席)，而另外兩(2)名為獨立非執行董事，即丘銘劍先生及拿督胡亞橋。

提名委員會負責檢討董事會的架構、規模、組成及多元化(包括但不限於性別、年齡、文化及教育背景、專業及行業經驗、技能、知識及經驗)及向董事會就董事委任提出建議，以確保所有提名均屬公平而透明。

本公司已於二零一八年十一月二十日採納經更新董事會多元化政策(於二零一三年八月十六日首次採納)，其載列(其中包括)董事會多元化在檢討及評估董事會組成及董事提名的若干方面(如適用)。本公司明白並深信建立多元化董事會裨益良多，並視董事會層面多元化為保持競爭優勢的關鍵因素。

提名委員會將會討論及協定(如有需要)為達致董事會成員多元化的可計量目標，並向董事會提出推薦意見。

本公司已於二零一八年十一月二十日採納董事提名政策，當中載列本公司董事提名及委任的標準及程序，藉此確保本公司董事會成員具備符合本公司的技能、經驗及多元觀點，確保本公司董事會在董事會層面的持續性及適當領導。

董事會及提名委員會定期審查董事會的規模，藉此確定人數對有效性的影響，並於經計及本集團營運範圍及性質後，決定董事會的合適規模。

董事會的成員均衡及多元化，包含不同年齡、文化背景及種族。彼等向董事會提供管理及領導本集團所需經驗及專業知識。

CORPORATE GOVERNANCE REPORT

企業管治報告

A truly diverse Board will include and make good use of differences in the skills, region and industry experience, background, race, gender and other qualities of Directors. These differences will be taken into account in determining the optimum composition of the Board. All Board appointments will be based on merit while taking into account diversity. The Nomination Committee will report annually (if it is necessary) in the corporate governance report, on the Board's composition under diversified perspectives, and monitor the implementation of this policy.

The Nomination Committee is satisfied that the Board has the appropriate mix of expertise to lead and govern the Group effectively and provide a balance of views.

The Nomination Committee shall meet at least once a year and at such other times as its chairman shall require. During the year ended 31 December 2021, the Nomination Committee held two (2) meetings and the attendances are listed below:

真正多元化的董事會將具備且能善用董事於技能、地區及行業經驗、背景、種族、性別及其他特質的差異。於釐定董事會最佳組成時將會考慮該等差異。全體董事會成員之委任均以用人唯才為原則，並經計及多元化。提名委員會將每年（如必要）於企業管治報告中匯報董事會在多元化層面的組成，並監察本政策的執行狀況。

提名委員會信納董事會具備適當的專業知識，可有效領導及規管本集團，亦提供均衡的見解。

提名委員會每年須至少召開一次會議，並於主席可能要求的其他時間召開會議。於截至二零二一年十二月三十一日止年度，提名委員會曾召開兩(2)次會議，出席情況如下：

Name of the Nomination Committee Member	提名委員會成員姓名	Number of Meetings Held during the Member's Term of Office in 2021 於二零二一年之成員任期內舉行之會議次數	Number of Meetings Attended 出席會議次數
Tan Sri Cheng Heng Jem	丹斯里鍾廷森	2	2
Yau Ming Kim, Robert	丘銘劍	2	2
Dato' Fu Ah Kiow	拿督胡亞橋	2	2

During the year ended 31 December 2021, the Nomination Committee had reviewed the structure, size and composition of the Board and the independence of the Independent Non-executive Directors, considered the qualifications of the retiring directors standing for election at the annual general meeting, and considered and recommended to the Board on the appointment of Independent Non-executive Director.

於截至二零二一年十二月三十一日止年度，提名委員會已檢討董事會的架構、規模及組成以及獨立非執行董事的獨立性，並審議在股東週年大會上參選退任董事的資格，審議並向董事會推薦聘任獨立非執行董事。



CORPORATE GOVERNANCE REPORT

企業管治報告

DIVIDEND POLICY

The Company has adopted a Dividend Policy on 20 November 2018 which aims to set out the principles and guidelines that the Company intends to apply in relation to the declaration, payment or distribution of its net profits as dividends to the shareholders of the Company.

The Board shall take into account the following factors: (a) the Articles of Association of the Company; (b) the applicable restrictions and requirements under the laws of the Cayman Islands; (c) any banking or other funding covenants by which the Company is bound from time to time; (d) the investment and operating requirements of the Company; and (e) any other factors that have material impact on the Company.

The declaration and payment of dividends by the Company shall be determined at the sole discretion of the Board and shall be subject to any restrictions under the Companies Act of the Cayman Islands and the Articles of Association of the Company. The Dividend Policy will continue to be reviewed from time to time and there can be no assurance that dividends will be proposed or declared in any particular amount for any given period.

CORPORATE GOVERNANCE FUNCTIONS

The Executive Committee was established by the Board for performing the functions set out in the Code Provision D.3.1 of the CG Code.

During the year ended 31 December 2021, the Board reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and Employees Written Guidelines, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

股息政策

本公司已於二零一八年十一月二十日採納股息政策，旨在載列本公司就向本公司股東宣派、派付或分派其純利作為股息時擬應用的原則及指引。

董事會應經計及以下因素：(a)本公司的公司章程細則；(b)開曼群島法律下的適用限制及規定；(c)本公司不時受其約束的任何銀行或其他融資契諾；(d)本公司的投資及經營需求；及(e)對本公司構成重大影響的任何其他因素。

本公司的股息宣派及派付須由董事會全權酌情決定，亦須遵守開曼群島公司法下的任何限制及本公司的公司章程細則。股息政策將繼續不時予以檢討，且概不保證將在任何特定期間建議或宣派任何特定金額的股息。

企業管治職能

董事會成立執行委員會，負責履行企業管治守則的守則條文第D.3.1條所載的職能。

於截至二零二一年十二月三十一日止年度，董事會已檢討本公司企業管治政策及常規，董事及高級管理層的培訓及持續專業發展，本公司遵守法律及監管規定的政策及常規，遵守標準守則及僱員明文指引的情況，以及本公司遵守企業管治守則及於本企業管治報告作出披露的情況。

CORPORATE GOVERNANCE REPORT

企業管治報告

AUDITOR'S REMUNERATION

The remuneration paid/payable to the Company's external auditor, Grant Thornton Hong Kong Limited, in respect of the year ended 31 December 2021 is set out below:

核數師酬金

本公司就截至二零二一年十二月三十一日止年度已付／應付外聘核數師致同(香港)會計師事務所有限公司的酬金載列如下：

Service Category	服務類型	Fees Paid/ Payable 已付／ 應付費用 RMB'000 人民幣千元
Audit services	核數服務	2,900
Non-audit services	非核數服務	287
Total	總計	3,187

DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the consolidated financial statements of the Group that gives a true and fair view on a going concern basis and the Board was not aware of any material uncertainties.

The statement of the auditor on their reporting responsibilities on the consolidated financial statements of the Group is set out in the Auditor's Report on pages 98 to 105 of this report.

董事有關綜合財務報表的責任

董事了解彼等以持續經營基準編製作出真實公平反映的本集團綜合財務報表的責任，及董事會未有發現任何重大不確定性。

核數師有關彼等對本集團綜合財務報表的申報責任的聲明載於本報告第98頁至第105頁核數師報告內。

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness at least annually. The system has been designed for: (i) safeguarding assets against unauthorised user or disposition; (ii) ensuring the maintenance of proper accounting records for the provision of reliable financial information for internal use or for publication; and (iii) ensuring compliance of applicable laws, rules and regulations. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

風險管理及內部監控

董事會了解其對風險管理及內部監控系統及至少每年評估該等系統的有效性之責任。該等系統旨在：(i)保障資產以防未經授權使用或處置；(ii)確保適當的會計記錄得以保存並提供可靠的財務資料供內部使用或刊發；及(iii)確保遵守適用法律及法規。該等系統旨在管理而非消除未能達成業務目標的風險，而且只能就不會有重大的錯誤陳述或損失作出合理而非絕對的保證。

The Company's risk management and internal control systems have been developed with the following principles, features and processes:

- Identify significant risks in the Group's operation environment;
- Assess and evaluate the impacts of those risks on the Group's business and the likelihood of their occurrence;
- Develop necessary measures to prevent, avoid or mitigate the risks;
- Monitor and review the effectiveness of such measures and report to the Audit Committee and the Board regularly.

The Board has the overall responsibility for evaluating and determining the nature and extent of the risk that it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems.

The Audit Committee assists the Board in leading the management and overseeing their design, implementing and monitoring of the risk management and internal control systems.

The management, in coordination with division/department heads, assesses the likelihood of risk occurrence, provides treatment plans to mitigate risks in day-to-day operations, monitors the risk management progress, and provides confirmation to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems.

In order to enhance the Group's system of handling inside information and to ensure the truthfulness, accuracy, completeness and timeliness of its public disclosures, the Group has adopted and implemented an inside information procedure. Certain reasonable measures have been taken from time to time to ensure that proper safeguards exist to prevent a breach of a disclosure requirement in relation to the Group, which include the maintaining of a good control environment with defined organisational structure, limit of authority, reporting lines and responsibilities in accordance with the Company's guidelines and the regulatory requirements.

The management has confirmed to the Board on the effectiveness of the risk management and internal control systems for the year ended 31 December 2021.

本公司的風險管理及內部監控系統乃按下列原則、特質及程序制定：

- 辨識本集團營運環境的重大風險；
- 審核並評估該等風險對本集團業務的影響及發生的可能性；
- 制定足以預防、避免或減緩該等風險的必要措施；
- 監察及檢討該等措施的有效性，並定期向審核委員會及董事會匯報。

董事會負責整體評估及釐定本公司達成策略目標時所願意接納的風險性質及程度，並設立及維持合適及有效的風險管理及內部監控系統。

審核委員會協助董事會引領管理層並監督管理層對風險管理及內部監控系統的設計、實施及監察。

管理層與分部／部門主管共同評估風險發生的可能性，提供減緩日常營運風險的處理計劃、監察風險管理的進展，並向董事會及審核委員會確認風險管理及內部監控系統的有效性。

為加強本集團處理內部消息的系統，並確保其公開披露的真實性、準確性、完整性以及及時性，本集團已採納及實施一套內部消息程序。本集團已不時採納若干合理措施以確保設有適當保障，防止違反有關本集團的披露要求，當中包括維持具備明確組織架構、權力規限以及根據本公司指引及監管規定之報告方式及責任之良好監控環境。

管理層已向董事會確認截至二零二一年十二月三十一日止年度之風險管理及內部監控系統的有效性。



CORPORATE GOVERNANCE REPORT 企業管治報告



The Internal Audit Department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems and provides its findings and recommendations for improvement to the management and the Audit Committee.

The Board, as supported by the Audit Committee as well as the management report and the internal audit findings, reviewed the risk management and internal control systems, including the financial, operational and compliance controls of the Group, for the year ended 31 December 2021, and considered that such systems are effective and adequate. The annual review also covered the financial reporting and internal audit function and staff qualifications, experiences and relevant resources.

Whistleblowing procedures are in place to facilitate employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

The Company has developed its disclosure policy which provides a general guide to the Company's Directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries.

Control procedures have been implemented to ensure that unauthorised access and use of inside information are strictly prohibited.

內部審核部門負責針對風險管理及內部監控系統是否足夠及是否有效進行獨立檢討，並將其發現結果及改善建議提供予管理層及審核委員會。

在審核委員會以及管理層報告及內部審核結果的支持下，董事會已就截至二零二一年十二月三十一日止年度的本集團風險管理及內部監控系統（包括財務、營運及合規性監控）進行審閱，並認為該等系統屬有效且充足。該年度審閱亦涵蓋財務匯報及內部審核功能，以及員工資歷、經驗及相關資源。

本公司設有舉報程序，以促進本公司員工私下就有關財務匯報、內部監控可能存在的不當情況或本公司其他事宜引起關注。

本公司已制定披露政策，以向本公司董事、高級人員、高級管理層及相關僱員提供有關處理保密性資料、監察資料披露及就查詢作出回應的一般指引。

本公司已執行監控程序，以確保嚴禁未經授權而取得及使用內部消息。



CORPORATE GOVERNANCE REPORT

企業管治報告

COMPANY SECRETARY

Ms. Yuen Wing Yan, Winnie ("Ms. Yuen") of Tricor Services Limited, external service provider, has been engaged by the Company as the company secretary. Its primary contact persons at the Company are Ms. Juliana Cheng San San and Yoong Kang Chee. Ms. Yuen has undertaken not less than 15 hours of relevant professional training during the year ended 31 December 2021 pursuant to Rule 3.29 of the Listing Rules.

SHAREHOLDERS' RIGHTS

To safeguard shareholders' interests and rights, a separate resolution is proposed for each substantially separate issue at shareholders' meetings, including the election of individual Directors. All resolutions put forward at shareholders' meetings will be voted by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

CONVENING AN EXTRAORDINARY GENERAL MEETING BY SHAREHOLDERS

Pursuant to Article 79 of the Company's Articles of Association, the Board may, whenever it thinks fit, convene an extraordinary general meeting. General meetings shall also be convened on the written requisition of any two or more members of the Company deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office specifying the objects of the meeting and signed by the requisitionists, provided that such requisitionists held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. General meetings may also be convened on the written requisition of any one member of the Company which is a recognised clearing house (or its nominee(s)) deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office specifying the objects of the meeting and signed by the requisitionist, provided that such requisitionist held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. If the Board does not within 21 days from the date of deposit of the requisition proceed duly to convene the meeting to be held within a further 21 days, the requisitionist(s) themselves or any of them representing more than one-half of the total voting rights of all of them, may convene the general meeting in the same manner, as nearly as possible, as that in which meetings may be convened by the Board provided that any meeting so convened shall not be held after the expiration of three months from the date of deposit of the requisition, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to them by the Company.

公司秘書

外聘服務供應商卓佳專業商務有限公司的袁穎欣女士（「袁女士」）已獲委任為本公司的公司秘書。其於本公司主要聯繫人士為鍾珊珊女士及熊康祺。於截至二零二一年十二月三十一日止年度，袁女士已根據上市規則第3.29條接受不少於15小時的相關專業培訓。

股東權利

為保障股東權益及權利，本公司將就各重大個別事宜（包括選舉個別董事）於股東大會提呈獨立決議案。股東大會上提呈的所有決議案將根據上市規則進行投票表決，且投票表決結果將於各股東大會結束後在本公司及聯交所網站上刊載。

股東召開股東特別大會

依據本公司的公司章程細則第79條，董事會可在其認為適當之任何時候召開股東特別大會。股東大會亦可應本公司任何兩名或以上股東的書面要求而召開，有關要求須送達本公司於香港的主要營業地點（或倘本公司不再設置上述主要營業地點，則為註冊辦事處），當中列明大會議題並經請求人簽署，惟該等請求人於送交要求之日須持有本公司附帶本公司股東大會投票權不少於十分之一的繳足股本。股東大會亦可應本公司任何一名股東（為一家認可結算所（或其代名人））的書面要求而召開，有關要求須送達本公司於香港的主要營業地點（或倘本公司不再設置上述主要營業地點，則為註冊辦事處），當中列明大會議題並經請求人簽署，惟該請求人於送交要求之日須持有本公司附帶本公司股東大會投票權不少於十分之一的繳足股本。倘董事會並未於送交要求之日起計二十一日內正式召開將予在其後的二十一日內舉行的大會，則請求人本人或擁所有請求人全部投票權二分之一以上的任何請求人可盡可能按接近董事會召開大會相同的方式召開股東大會，惟按上述方式召開的任何大會不得於送交要求當日起計三個月屆滿後召開，而所有因董事會未有召開大會致使請求人產生的合理開支，須由本公司向彼等償付。

PUTTING FORWARD ENQUIRIES TO THE BOARD

For putting forward any enquiries to the Board of the Company, shareholders may send written enquiries to the Company.

Under normal circumstances, the Company will not deal with verbal or anonymous enquiries.

CONTACT DETAILS

Shareholders may send their enquiries or requests as mentioned above to the following:

Address: 5th Floor, Metro Plaza
No. 555 Loushanguan Road
Changning District
Shanghai 200051
China
(For the attention of Chairman of the Board)

Telephone: (8621) 6229-8001
Fax: (8621) 3258-0520

For the avoidance of doubt, shareholders must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by the law.

PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING

A shareholder shall make a written requisition to the Board or the company secretary at the Company's head office and principal place of business, specifying the shareholding information of the shareholder, his/her contact details and the proposal he/she intends to put forward at general meeting regarding any specified transaction/business and its supporting documents.

向董事會作出查詢

如需向本公司董事會作出任何查詢，股東可將書面查詢發送至本公司。

於正常情況下，本公司不會處理口頭或匿名的查詢。

聯絡詳情

股東可透過以下方式發送上述查詢或要求：

地址：中國
上海市200051
長寧區
婁山關路555號
長房國際廣場5樓
(註明收件人為董事會主席)

電話：(8621) 6229-8001
傳真：(8621) 3258-0520

為免生疑問，股東必須向上述地址存放及發送經正式簽署的正本書面請求、通知或聲明，或查詢(視情況而定)，並提供彼等的全名、聯絡詳情及身份，以令其生效。股東資料可按法例作出披露。

於股東大會上提呈建議之程序

股東須向董事會或公司秘書提出書面要求，並將有關要求寄至本公司之總辦事處及主要營業地點，當中列明股東之持股資料、詳細聯絡方式、擬於股東大會上提呈之有關任何特定交易／業務之建議及其支持文件。



CORPORATE GOVERNANCE REPORT

企業管治報告

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with shareholders and in particular, through annual general meetings and other general meetings. The Chairman of the Board, all other members of the Board including Non-executive Directors, Independent Non-executive Directors, and the Chairmen of all Board committees (or their delegates) will make themselves available at the annual general meetings to meet shareholders and answer their enquiries.

During the year ended 31 December 2021, the Company has not made any changes to its Articles of Association. An up-to-date version of the Company's Articles of Association is also available on the Company's website and the Stock Exchange's website.

與股東及投資者的溝通

本公司認為與股東保持有效的溝通對增進投資者關係及讓投資者了解本集團的業務表現及策略甚為重要。本公司致力與股東持續對話，尤其透過股東週年大會及其他股東大會。董事會主席、董事會所有其他成員（包括非執行董事）、獨立非執行董事及所有董事委員會的主席（或彼等的代表）均將出席股東週年大會以會見股東及回答彼等的提問。

於截至二零二一年十二月三十一日止年度，本公司並無修改公司章程細則。本公司最新的公司章程細則可於本公司網站及聯交所網站瀏覽。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

The Group is pleased to issue the Environmental, Social and Governance ("ESG") (2021) Report, highlighting our progress in sustainable development from 1 January 2021 to 31 December 2021. In the past year, although the pandemic still affects the entire society, the Group has consistently adhered to its commitment to sustainable development, embedding ESG elements into our company strategy, management and daily operations. We believe an enterprise dedicated to the well-being of its customers, employees, communities and the environment will create longer-term value for all stakeholders, including its shareholders.

REPORTING STANDARDS

This report is prepared in accordance with the *ESG Reporting Guide* set out in Appendix 27 to the Listing Rules and covers the main businesses of the Parkson Group in China. The KPIs in environmental and social areas cover our department stores (including supermarkets), and F&B stores operated in China in 2021. Compared with 2020, the centralised kitchen is not disclosed in the report due to business adjustments.

This report has been prepared in accordance with the Reporting Principles of the *ESG Reporting Guide*, which include:

- **Materiality:** The Group identifies key ESG areas to be concerned through stakeholder engagement and materiality assessment and develops specific strategies and improvement plans;
- **Quantification:** This report presents the key environmental and social performance indicators in quantitative terms, attaches with quantitative data descriptions, explains its purpose and impact, and provides comparative data;
- **Balance:** This report provides an unbiased picture of the Group's current performance on ESG management following the principle of balance;
- **Consistency:** The data disclosure and statistics methods used for this report are consistent with those for the 2020 ESG report to ensure the comparability of information.

本集團欣然發佈《二零二一年環境、社會及管治（「ESG」）報告》，重點闡述我們於二零二一年一月一日至二零二一年十二月三十一日期間在可持續發展方面所取得的進展。在過去一年中，整個社會仍面臨新型冠狀病毒肺炎疫情的影響，但本集團一如既往信守可持續發展的承諾，將ESG理念深植於我們的企業戰略、管理和日常運營當中。我們相信，一個致力於為顧客、僱員、社會以及環境謀福祉的企業，會長期為包括其股東在內的各利益相關方創造更長遠的價值。

報告標準

本報告根據上市規則附錄27《ESG報告指引》要求編制，報告涵蓋百盛集團在中國的主要業務。環境及社會類關鍵績效指標涵蓋本集團二零二一年內在中國正常運營的百貨店（含超市）及餐飲門店。與二零二零年ESG報告相比，由於業務調整本報告的披露範圍不包含中央廚房。

本報告在編製過程中遵循《ESG報告指引》的彙報原則，包括：

- **重要性：**本集團通過利益相關方溝通及重要性評估，識別出本集團ESG的重點關注領域，並擬定對應策略及改善方案；
- **量化：**本報告採用量化數據的方式展現環境與社會層面的關鍵績效指標，附帶量化數據說明，闡述其目的及影響，並提供比較數據；
- **平衡：**本報告遵循平衡原則，客觀展現本集團的ESG管理現狀；
- **一致性：**本報告的數據披露及統計方法與二零二零年ESG報告保持一致，確保信息的可比性。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

ESG MANAGEMENT STRATEGY

Parkson believes that a sound governance framework for sustainable development is the foundation for stabilising and promoting the corporate sustainable development agenda. We have set up a three-tier ESG governance structure comprising the Board of Directors, senior management and ESG working group, and defined their ESG governance responsibilities, so as to achieve the top-down supervision of ESG matters and ensure the smooth implementation of the ESG work of the Group.

The Board of Directors takes full responsibility for the Group's ESG strategies and reporting, formulates ESG management policy, regularly reviews the ESG-related issues of the Group, identifies and assesses ESG risks, and ensures that the Group has in place appropriate and effective ESG risk management and internal control systems. Meanwhile, the Board of Directors regularly reviews the performance of the Group and the disclosures in the ESG report based on the relevant ESG targets. As the Group's authorised board representative, Ms. Juliana Cheng San San, an executive director of the Group, further implements the ESG management under the supervision and support of the Board of Directors. Her specific responsibilities include establishing relevant teams, promoting ESG management capacity building, implementing ESG work and improving ESG information disclosure to ensure scientific and efficient decision-making on all ESG matters.

The Group's senior management is responsible for executing ESG risk management and internal control systems, reporting ESG risks and opportunities to the Board, and ensuring the effective operation of relevant ESG systems.

The ESG working group of the Group engages the principal departments of Parkson, with the head of each department directly reporting ESG-related risks to the Group and implementing ESG management policies approved by senior management. Moreover, the ESG working group designates persons to take the responsibility for ESG management and reporting.

STAKEHOLDER COMMUNICATION

Parkson attaches great importance to communicating with stakeholders. We continue to improve the stakeholder management mechanism to better understand the demands and expectations of stakeholders including governments and regulators, shareholders and investors, employees, business tenants, consumers, suppliers and community, and make targeted responses to their concerns.

ESG管理策略

百盛相信，完善的可持續發展管治框架是穩定及推動企業可持續發展議程的基礎。我們已建立由董事會、高級管理層和ESG工作小組構成的三級ESG管治架構，明確其對應的ESG管治職能，以實現自上而下的ESG事宜監管，保障本集團ESG工作的順利開展。

董事會對本集團的ESG策略及彙報承擔全部責任，負責制訂ESG管理方針、定期審閱本集團的ESG相關事宜，識別評估ESG相關的風險並確保本集團設立合適及有效的ESG風險管理及內部控制體系。同時，董事會就ESG相關目標定期檢討本集團的表現、審批ESG報告內的披露資料。本集團執行董事鐘珊珊女士作為本集團董事會授權代表，在董事會的監督和支持下進一步落實本集團的ESG管理工作。其具體職責包括組建相關團隊、推動ESG管理能力建設、開展ESG工作並完善ESG信息披露，確保本集團各項ESG事務科學高效決策。

本集團的高級管理層負責執行ESG風險管理及內部控制體系，向董事會彙報ESG相關的風險與機遇，保障有關ESG體系的有效運行。

本集團的ESG工作小組由百盛主要部門組成，各部門負責人直接參與，向本集團上報ESG相關風險、執行經高級管理層批准的ESG管理政策並指定專人負責開展ESG管理和報告的工作。

利益相關方溝通

百盛高度重視與利益相關方溝通。我們不斷健全利益相關方管理機制，以更好地了解政府及監管機構、股東及投資人、員工、租賃商戶、消費者、供應商、社會公眾等利益相關方的訴求及期望，並以實際行動對利益相關方關心的問題作出針對性響應。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Stakeholders 利益相關方	Expectations and concerns 期望及關注	Communication channels 溝通渠道	Communication frequency 溝通頻率
Governments and regulators 政府及監管機構	Compliance with laws and regulations 遵守法律及法規 Pay taxes 繳納稅款 Epidemic prevention and control 疫情防控	Compliance management 合規管理 Proactive in tax payment 主動納稅 Implementation of national policies 執行國家政策	Multiple times per year 每年多次
Shareholders and investors 股東及投資人	Return on investment 投資回報 Corporate governance 企業管治 Information disclosure 信息披露 Responding to epidemic 應對疫情衝擊	Announcements and circulars 公告及通函 Annual financial reports 年度財務報告 Shareholders' meeting 股東大會	Multiple times per year 每年多次
Employees 員工	Protect employee's rights and interests 維護員工權益 Career development channel 職業發展通道 Healthy and safe working environment 健康安全的工作環境 Epidemic prevention and control 疫情防控	Regular meetings and trainings 定期會議及培訓 Talent development programme 人才發展計劃 Employee care activities 員工關懷活動 Intranet websites 內部網站	Multiple times per month 每月多次
Business tenants 租賃商戶	Protect rights and interests of business tenants 保障租賃商戶權益 Win-win cooperation 雙贏合作 Epidemic prevention and control 疫情防控	Daily communication 日常溝通 Meeting and training 會議及培訓 Service hotline and emails 服務熱線及郵箱	Multiple times per month 每月多次



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Stakeholders 利益相關方	Expectations and concerns 期望及關注	Communication channels 溝通渠道	Communication frequency 溝通頻率
Consumers 消費者	Provide high quality products and services 提供優質產品及服務 Satisfy the diversified needs of consumers 滿足消費者多元需求	Media activities 媒體活動 Satisfaction survey 滿意度調查 Service hotline and emails 服務熱線及郵箱 Social media and corporate websites 社交媒體和企業網站	Multiple times per month 每月多次
Suppliers 供應商	Fair and impartial procurement 公平公開的採購 Win-win cooperation 雙贏合作	Business visit 業務訪廠 Daily meeting 日常會議 Review and performance evaluation 審核及表現評估	Multiple times per month 每月多次
Community 社會公眾	Community engagement 社區參與 Business compliance 業務合規 Environmental awareness 環保意識	Company's official website 公司官網 Public welfare activities 公益活動	Multiple times per year 每年多次

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

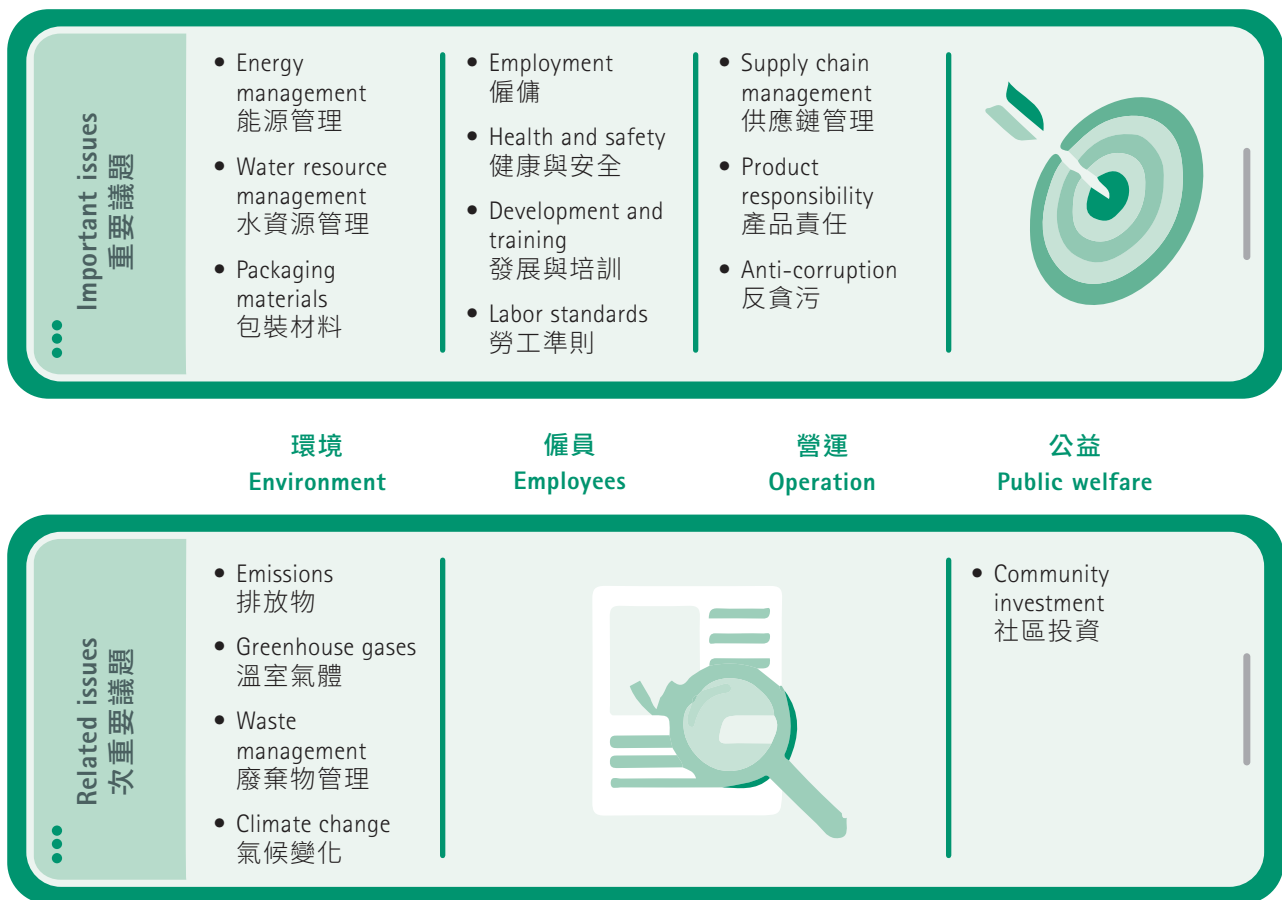
環境、社會及管治報告

MATERIALITY ASSESSMENT

We identified main ESG issues in accordance with the *ESG Reporting Guide*. According to the industry characteristics and demands, and expectations of stakeholders, ESG issues are arranged in their prioritisation through ESG materiality assessment matrix. All assessment results are reviewed and confirmed by the senior management and ESG working group of the Group.

重要性評估

我們依據《ESG報告指引》要求識別重要ESG議題，並結合行業特點及利益相關方的期望及要求對ESG議題進行重要性排序，構建ESG重要性評估矩陣圖。所有重要性評估結果均經過本集團高級管理層及ESG工作小組的審閱及確認。





ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

ENVIRONMENT

The Group is committed to becoming an environmental friendly enterprise with constant attentions and active responses to the national policies and guidelines on environmental protection. While establishing environmental protection targets as reducing emissions and improving resource efficiency, we endeavour to reduce environmental impacts with the aim to create a green and low-carbon shopping and dining experience.

Parkson complies with the following laws and regulations in the PRC to guarantee the protection of environment during operation:

- i) *Environmental Protection Law of the People's Republic of China*
- ii) *Law of the People's Republic of China on Energy Conservation*
- iii) *Law of the People's Republic of China on the Prevention and Control of Water Pollution*
- iv) *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*
- v) *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*

環境

本集團時刻關注並積極響應國家的環保政策和指引，致力成為環境友好的企業。我們已制定減少排放及提高資源使用效率的環境目標，竭盡所能降低對環境的影響，力求打造綠色低碳的購物和用餐環境。

百盛遵守以下中國法律法規，以確保在運營過程中對環境的保護：

- i) 《中華人民共和國環境保護法》
- ii) 《中華人民共和國節約能源法》
- iii) 《中華人民共和國水污染防治法》
- iv) 《中華人民共和國大氣污染防治法》
- v) 《中華人民共和國固體廢物污染環境防治法》

Responses to Climate Change

Due to the extreme climate caused by global warming, combating climate change has become an important issue with global concern. Moreover, energy conservation and reduction of greenhouse gas emissions have become the top priority of enterprises.

The Group has taken climate change risks into account in risk assessment and management, and identified potential impact of extreme weather (e.g. flood and typhoon) on the company's business activities. The Group's Engineering Department is responsible for issuing weather warning and prevention requirements. Each store has established relevant command group to deal with flood and typhoon matters and has prepared response and contingency plans in advance to prevent the damage caused by extreme weather on business operations and employees lives. The Group has established adequate emergency plans, for example, *Flood Prevention Plan* for each store formalises the rules of the pre-flood preparation, inspection during the flood season, cooperation among relevant departments, and post-flood recovery work. In addition, the Group formulates corresponding assessment standards to punish or hold those employees failing their duties accountable. Pursuant to the *Pre-arranged Planning for Typhoon and Flood Prevention*, Parkson's boutique supermarkets immediately have arranged specialists to check the operation of outdoor equipment in stores, prepared sandbags, pumps, other emergency rescue equipment, and organised customer evacuation.

In response to the 2021 extreme weather of rainstorm and typhoon in Zhengzhou, the Group's Engineering Department immediately sent alert emails to each store on flood and typhoon prevention, arranged inspection and reinforcement of temporary billboard, barrier, and other structures, as well as draining work. In addition, we arranged on-duty staff to step up inspections to ensure the smooth implementation of emergency rescue work in dealing with emergencies.

應對氣候變化

隨著氣候變暖導致的各類極端性氣候的發生，應對氣候變化已成為全球關注的重點議題，而節約能源及減少溫室氣體排放亦成為各個企業的首要任務。

本集團已在風險評估和管理中將氣候變化風險納入考慮範圍，並已識別洪水、颱風等極端天氣對公司經營活動可能產生的影響。本集團工程部負責發放天氣預警和防範工作要求，各門店設立相關的防洪防颱指揮小組，並提前做出響應和預備緊急方案，預防極端天氣對業務運營和員工生命造成的危害。本集團已制定完善的應急預案例如門店《防汛應急預案》對汛前準備、汛期檢查工作、相關部門配合、汛後恢復工作做出規定，並制定相應的考核標準，對未按要求完成任務的員工進行處罰或追究法律責任；百盛精品超市《防颱防汛預案流程》要求專員第一時間檢查門店涉外設備的運行情況，準備好沙包、抽水器等應急搶險設備，並進行顧客疏散工作。

針對二零二一年發生的鄭州暴雨、颱風等極端天氣，本集團工程部第一時間向各門店發送防颱防汛注意事項的提醒郵件，安排各門店對臨時廣告、圍擋等搭建物進行檢查及加固，並做好排水處理工作。除此之外，我們安排值班人員加強巡查，確保突發事件下應急救援工作的順利開展。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Resources Conservation

To support the national initiatives and policies on environmental protection, the Group have formulated the internal policies including the *Parkson Group Energy Conservation Policy* and *Stores Facilities Maintenance and Safe Operations Policy*. Meanwhile, we have implemented a series of green actions to achieve savings in energy, water resources and packaging materials in our daily operations:

- Energy conservation transformation: In response to the call for energy saving, environmental protection and low carbon, we renovated the old equipment timely, upgraded lighting system in shopping malls and supermarkets, and installed energy-saving lamps to improve energy efficiency;
- Daily management: We established a definite on and off schedule on equipment with high energy consumption such as air conditioner. Maintenance teams in our stores also regularly check and repair water valves, pipelines and various facilities to avoid leakage and other unnecessary waste of resources;
- Business optimisation: We introduced live shopping and simplified the delivery process to improve efficiency and reduce resource consumption in the circulation. We promoted eco-friendly shopping, reduced unnecessary packaging materials by optimising design, and replacing traditional non-degradable shopping bags with chargeable non-woven and degradable alternatives;
- Personnel management: We posted water conservation signs in office areas to raise our employees awareness on water conservation and to prevent waste behaviors. We also provided regular training to enhance employees awareness of resource saving and to cultivate a culture that values resources.

資源節約

為響應國家的環保倡議和政策，本集團已制定《百盛集團節能管理制度》和《商場設施設備維保及安全運行管理制度》等內部制度。同時，我們通過落實一系列綠色行動，在日常運營過程中實現能源、水資源以及包裝材料等資源的節約。

- 節能改造：積極響應「節能、環保、低碳」的號召，對老舊設備進行及時替換，並對商場、超市的照明系統進行升級，安裝節能燈具以提升能源效益；
- 日常管理：對於空調等高耗能設備，我們制定明確的啟閉時間表；門店的維修小組對水閥、管道及各類設備進行定期檢查及維修，杜絕跑、冒、滴、漏等資源浪費現象的發生；
- 業務優化：通過推廣直播購物，簡化發貨流程，提升效率的同時減少中間流通環節的資源消耗；提倡環保購物，通過優化設計減少不必要的包裝材料使用，同時在所有超市推廣無紡布及可降解購物袋的有償使用機制，替換傳統的不可降解購物袋；
- 人員管理：在辦公區域張貼節約用水標識，提高員工節水意識，嚴控浪費行為；定期開展環保培訓以提高員工節約資源意識和培養珍惜資源的氛圍。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

2021 KPIs on the Aspect: Use of Resources:

二零二一年資源使用層面關鍵績效指標：

Type of resources	資源類別	2021 二零二一年	2020 二零二零年	2019 二零一九年
Energy consumption in total (in MWh) ¹	能源消耗總量 (兆瓦時) ¹	295,146	259,559	316,378
Intensity of energy consumption (in MWh per square meter)	能源消耗密度 (兆瓦時/平方米)	0.177	0.166	0.187
Water consumption in total (in tonne) ²	總耗水量 (噸) ²	1,715,683	1,409,951	1,719,174
Intensity of water consumption in total (in tonne per square meter)	總耗水密度 (噸/平方米)	1.027	0.899	1.015
Packaging materials used for finished products in total (in tonne) ³	製成品所用包裝材料總用量 (噸) ³	32	38	65

Note:

- The energy sources consumed by the Group mainly include electricity, natural gas, and heating energy during winter. Total energy consumption is accounted according to electricity consumption, natural gas consumption, heating energy consumption, and the default value of parameters related to fossil fuel as listed in Annex 1 of the *Guidelines on Accounting Methods and Reporting of Greenhouse Gas Emissions of Public Building Operators* issued by the National Development and Reform Commission;
- The Group's water consumption is mainly for domestic use, the water is sourced from municipal water supply system, which can meet the water demand of daily operation;
- The Group's stores use paper and plastic packages. As the Group is not a production-oriented enterprise, the packaging material used for finished products per unit produced is not applicable to the Group.

註：

- 本集團使用的主要能源包括電、天然氣和冬季的供暖暖氣。能源消耗總量根據用電量、天然氣使用量、暖氣使用量及國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法與報告指南》附表1化石燃料相關參數缺省值計算；
- 本集團的主要水耗來自生活用水，水源為市政供水，可以滿足日常運營的用水需求；
- 本集團門店使用紙質和塑料包裝。由於本集團並非生產型企業，因此，製成品所用包裝材料的每生產單位佔量不適用本集團。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Pollution Prevention and Control

We have strictly implemented the *Parkson Group Environmental Protection Policy* to improve management of environmental waste such as greenhouse gas emissions, wastewater and wastes.

- Office and household wastewater of the Group is discharged into municipal sewer system for collective treatment in compliance with the *Wastewater Quality Standards for Discharge to Municipal Sewers*;
- Non-hazardous wastes produced by the Group in its daily operations are categorised and subjected to collection and integrated treatment by respective property management companies;
- In active response to the relevant requirements on the Household Waste Management, the Group has propagated the knowledge of garbage classification among employees and encouraged employees to use classified dustbin for garbage classification.

污染防治

為提高環境排放物管理水平，我們嚴格執行《百盛集團環境保護制度》，加強對溫室氣體、廢水和廢棄物等的管理：

- 本集團的辦公和生活廢水均已達到《污水排入城鎮下水道水質標準》，並最終排入市政污水管網進行統一處理；
- 本集團日常運營所產生的無害廢棄物均由各物業管理公司進行分類並統一回收和綜合處理；
- 本集團積極響應生活垃圾管理相關要求，對員工進行垃圾分類宣導，並鼓勵員工使用專用的垃圾分類桶進行垃圾分類。

2021 KPIs on the Aspect: Emissions:

二零二一年排放物層面關鍵績效指標：

Type of emissions ^{3, 4}	排放物種類 ^{3, 4}	2021 二零二一年	2020 二零二零年	2019 二零一九年
Waste water in total (in tonne)	廢水總量 (噸)	1,559,106	1,307,430	1,554,991
Non-hazardous waste emissions in total (in tonne) ¹	無害廢棄物排放總量 (噸) ¹	17,553	11,675	14,969
Intensity of non-hazardous waste (in tonne per square meter)	無害廢棄物密度 (噸/平方米)	0.011	0.007	0.009
Greenhouse gas emissions in total (in tCO ₂ e) ²	溫室氣體排放總量 (噸二氧化碳當量) ²	180,250	161,112	193,894
- Direct (Scope 1) greenhouse gas emissions (in tCO ₂ e)	—直接 (範圍1) 溫室氣體排放量 (噸二氧化碳當量)	6,939	4,691	7,926
- Energy indirect (Scope 2) greenhouse gas emissions (in tCO ₂ e)	—能源間接 (範圍2) 溫室氣體排放量 (噸二氧化碳當量)	173,311	156,421	185,968
Intensity of greenhouse gas emissions (in tCO ₂ e per square meter)	溫室氣體排放密度 (噸二氧化碳當量/平方米)	0.108	0.103	0.115

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Notes:

1. Non-hazardous wastes include engineering waste, domestic waste, grease in grease traps, food waste, and recyclable waste (wastepaper, scrap iron and plastic waste, etc.);
2. Based on the nature of the Group's business operation, the greenhouse gas emissions of the Group include direct emissions resulting from natural gas combustion and indirect emissions resulting from energy consumed through consumption of heating energy and purchased electricity, so greenhouse gases include only carbon dioxide (CO₂). Greenhouse gas emissions are presented as CO₂e (carbon dioxide equivalent). The greenhouse gas emissions of purchased electricity in Shanghai region were calculated based on the electricity emission factor adjusted by Shanghai Ecological Environment Bureau in 2022 while other greenhouse gas emissions were calculated according to the *Accounting Methods and Reporting Guide for Greenhouse Gas Emissions from Public Building Operators* issued by the National Development and Reform Commission;
3. According to the management's assessment results, the Group does not generate large amount of hazardous waste during its business operation, therefore KPI A1.3 hazardous waste does not apply;
4. Except for the content disclosed above, our business operation does not cause any other significant impact to the environment or consume other natural resources during our course of operation.

註：

1. 無害廢棄物包括工程垃圾、生活垃圾、隔油池廢油、餐廚垃圾和可回收垃圾（廢紙、廢鐵和廢塑料等）；
2. 基於業務運營特性，本集團的溫室氣體排放主要來自天然氣燃燒所造成的直接排放，以及供暖氣和外購電力所造成的能源間接排放，因此溫室氣體清單僅包括二氧化碳。溫室氣體核算按二氧化碳當量呈列，上海地區的外購電力所產生的溫室氣體按照上海市生態環境局於2022年調整的電力排放因子計算；其他溫室氣體排放依據國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法與報告指南》進行核算；
3. 經管理層評估，本集團在業務運營中不產生大量有害廢棄物，因此A1.3有害廢棄物的關鍵績效指標不適用；
4. 除上述披露事項外，我們在運營中不會造成其他重大環境影響或大量使用其他的天然資源。

EMPLOYEES

僱員

PARKSON'S
IDEA ON HUMAN
RESOURCE
百盛人力資源
理念

***Dedication, integrity & honesty, team spirit,
customer orientation, and mutual respect***
全心投入、正直誠實、團隊精神、顧客導向、相互尊重

Parkson's idea on human resources is an important factor in maintaining its efficiency. We adopt a "people oriented" philosophy and our corporate culture embraces team spirit, equality, continuous learning, innovation and commitment, and diversity, improving employees satisfaction and the sense of belonging.

百盛的人力資源理念是維繫百盛高效運轉的重要因素。我們堅持「以人為本」的理念，注重建設團隊協作、平等互惠、持續學習、激勵創新、多元化的企業文化，提高員工的幸福感及歸屬感。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Compliance Employment

The Group adheres to the following Chinese labor laws in its daily operations:

- i) *Labor Law of the People's Republic of China*
- ii) *Labor Contract Law of the People's Republic of China*
- iii) *Law of the People's Republic of China on Work Safety*
- iv) *Law of the People's Republic of China on the Protection of Minors*
- v) *Provisions on the Prohibition of Using Child Labor*

The *Staff Manual* clearly states relevant requirements of the orientation guidelines, code of conduct, compensation, benefits, travel and reimbursement, performance assessment, promotion and transfer, and employee training to ensure the employment compliance and reflect the performance, attitude, and behaviours expected as Parkson employees. We have formulated the *Administrative Measures for Onboarding and Dismissal*, the *Leave Management Measures*, the *Administrative Measures for Staff Attendance*, and the *Measures of Employee Discipline Violations*, in order to maintain the Group's normal operating order and sound corporate image, while safeguarding employees legal rights and interests.

We are committed to the principle of equal employment opportunity for all employees and to providing employees with a work environment free of discrimination and harassment. All employment decisions are based on business needs, job requirements, and individual qualifications. In accordance with the Group's recruitment policy, candidates under the age of 16 are forbidden to be hired, and the Human Resource Department will verify the authenticity of the information provided by the candidates as required. During the reporting period, the Group had no violations involving child labor or forced labor.

The Group ensures that all levels of employees are paid competitively within the standard in the market and employees are rewarded on performance related basis within the framework of the Group's salary, incentives, and bonus scheme. Meanwhile, we provide marriage and maternity grants, burial benefits, and birthday gifts or cash.

合規僱傭

本集團在日常運營中嚴格遵守以下中國相關的勞工法律：

- i) 《中華人民共和國勞動法》
- ii) 《中華人民共和國勞動合同法》
- iii) 《中華人民共和國安全生產法》
- iv) 《中華人民共和國未成年人保護法》
- v) 《禁止使用童工規定》

本集團通過《員工手冊》清楚展示入職指引、員工行為規範、薪酬、福利、出差及報銷、績效考核、晉升與調崗、員工培訓的相關要求，確保本集團僱傭行為合規，同時體現作為百盛員工應具有的工作表現、態度和言行舉止。我們制定《員工入離職管理辦法》《員工休假管理辦法》《員工考勤管理辦法》及《員工違紀處理辦法》等細則，以維護本集團正常的經營秩序和良好的公司形象，保障員工的合法權益。

我們為所有員工提供平等的就業機會以及無歧視無騷擾的工作環境。所有的僱傭決定都基於業務需求、崗位要求和個人能力。根據本集團的招聘政策，我們不允許錄用未滿16周歲的應聘者，人事部門會根據需要對應聘人員提供的資料真實性進行核查。報告期內，本集團無涉及童工或強制勞工的違規情況。

本集團為各個級別的員工支付具有市場競爭力的薪酬，並根據本集團的薪酬、激勵和獎金等制度，結合績效考核結果，對員工進行獎勵。同時，我們為員工提供結婚及生育禮金、喪葬慰問金、生日禮品／禮金等福利。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

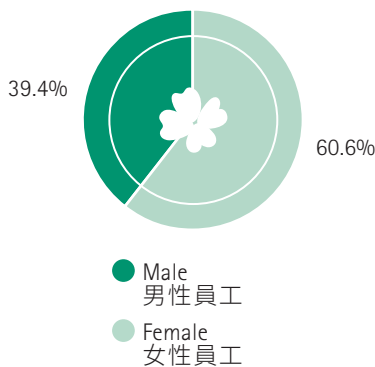
We advocate efficient work and healthy life. According to the different nature of various jobs, we implement standard working time system, uncertain time working system, and synthetically calculated working time system. All of our employees are entitled to statutory holidays, including national public holidays, compassionate leave, sick leave and annual leave. Overtime work of employees is subject to prior written approval from responsible persons, and work hours shall not exceed the statutory work hours limit.

我們提倡高效工作、健康生活。根據各類工作性質的不同，我們實施標準工時工作制、不定時工作制、綜合計算工時工作制。所有員工均享受法定假期，包括國家公共假期、事假、病假、年假等。員工加班需經相關審批責任人提前書面批准方予認可，其工作時間不得超過法定工作時間。

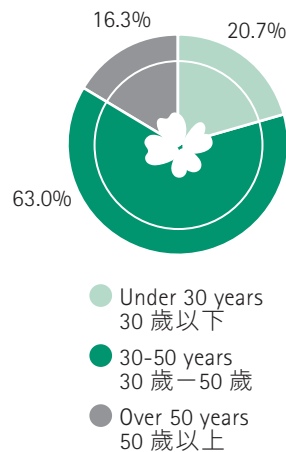
As at the end of 2021, the Group had 4,704 employees in China, of which 60.6% were female.

截至二零二一年年底，本集團在中國擁有員工4,704人，其中女性員工佔比60.6%。

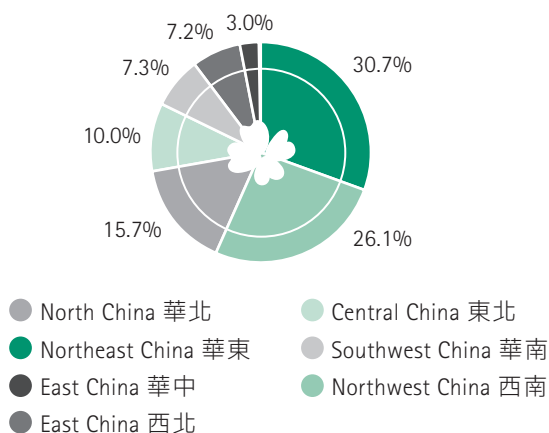
Total workforce by gender
按性別劃分的員工比例



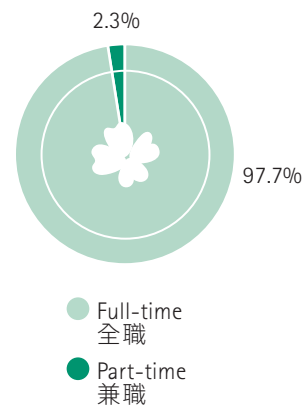
Total workforce by age
按年齡劃分的員工比例



Total workforce by region
按地域劃分的員工比例



Total workforce by employment type
按僱員類型劃分的員工比例





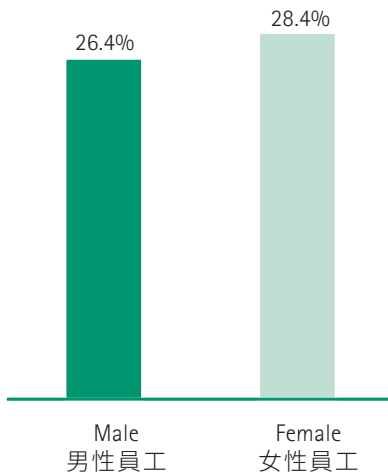
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

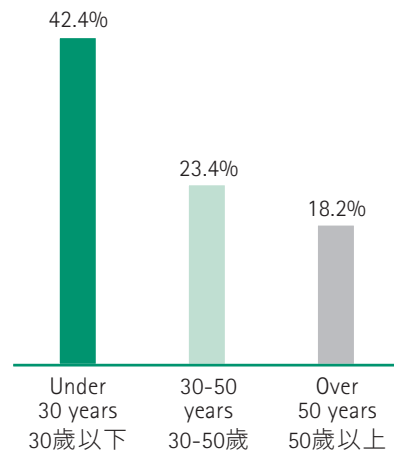
We implement the resignation process in strict accordance with the labor contract and laws and regulations. During 2021, the turnover rate of the Group's employees was 27.6%.

我們嚴格按照勞動合同和法律法規執行離職流程。二零二一年內，本集團的員工離職率為27.6%。

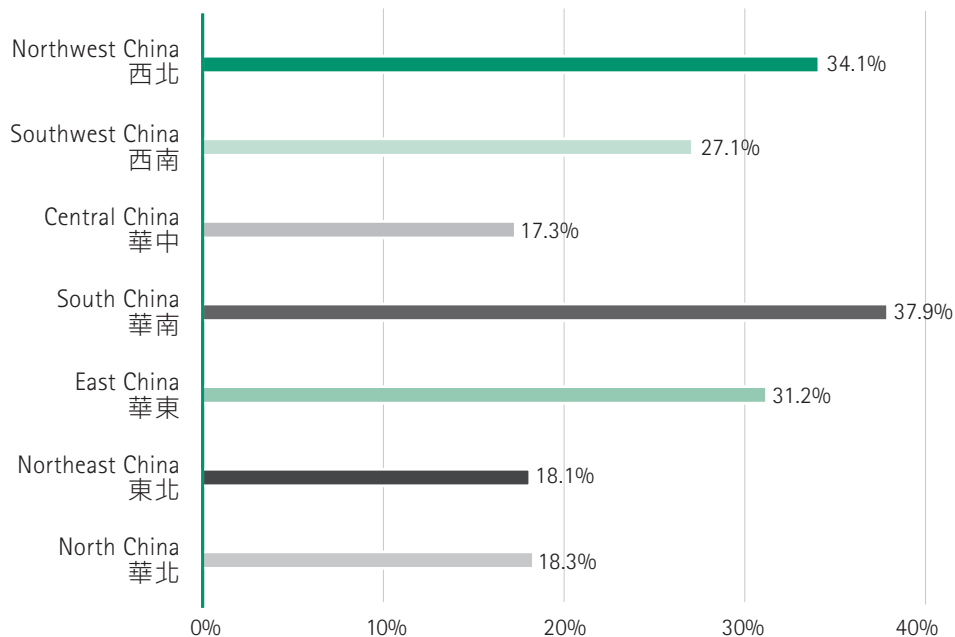
Turnover rate by gender
按性別劃分的離職率



Turnover rate by age group
按年齡組別劃分的離職率



Turnover rate by region
按地域劃分的離職率



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

The Group regularly organises various activities to enrich employees' spare time life and promote communication, and interaction among employees.

本集團定期組織各類活動以豐富員工的業餘生活，促進員工之間的交流與互動。



Employee League building activities 員工團建活動



Thanksgiving Event 感恩節活動



Team cohesion training camp 團隊凝聚訓練營



Employee internal purchase activity 員工內購會

Health Care

The health and safety of our employees is crucial to us. We have created an infrastructure, established mechanisms and procedures to prevent accidents, and help protect our employees and the assets they work with by following accepted standards and practices. We have in place the Work Safety Management System and Work Safety Management Policies, to provide clear guidelines on areas including roles & responsibilities, operational safety and preventive measures, employee rights and obligations, accident investigations and handling, etc. to our employees:

- i) *Work Safety Training Policy*
- ii) *Production Safety Inspection Policy*
- iii) *Safety Management Policy of Place of Business, Equipment and Facilities*
- iv) *Personal Protective Equipment Provision and Management Policy*
- v) *Accident Reporting and Handling Policy*

健康守護

員工的健康與安全對我們至關重要。我們創建基礎管理架構，遵循公認的標準和操作，建立預防事故、保護員工及資產安全的機制和程序。我們制定如下生產安全管理體系和生產安全管理制度，以在工作職責、操作安全、預防措施、員工權利與義務、事故調查及處理等方面為員工提供明確的指引：

- i) 《安全生產培訓制度》
- ii) 《產品安全檢查制度》
- iii) 《營業場所、設備和設施的安全管理制度》
- iv) 《勞動防護用品配備和管理制度》
- v) 《安全生產事故報告和處理制度》

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

The concept of safety is continuously reinforced amongst our employees through a number of channels such as periodic training, fire and emergency drills, safety campaigns, health knowledge lectures, field inspections together with landlords, periodic safety inspections, and displays on safety, in order to promote health and safety during work. We also encourage our employees to obtain fire management qualification certificates and reimburse for related examination fees.

In 2021, there was no working days lost due to work injury in the Group, and there was no employee died due to work from 2019 to 2021 in the Group.

我們通過定期培訓、消防及緊急事故演習、安全宣傳、健康知識講座、業主聯合巡場、定期安全檢查、安全警示牌等多種渠道，不斷提高員工的安全意識，促進工作健康和 safety。我們亦鼓勵員工考取消防管理相關資格證書，並統一報銷相關考試費用。

二零二一年內，本集團無因工損失工作日數。二零一九至二零二一年，本集團未發生任何因工亡故事件。



Fire safety training 消防安全培訓



Fire drills 消防演練



Security department safety training 保安部安全培訓



TCM diagnosis for employees' health
中醫問診關注員工健康

Capacity Development

Confronted by the changes in the retail industry, employee training and development has become more important than ever. As a learning-oriented enterprise, Parkson encourages employees professional and personal development to support the transformation strategies.

能力發展

零售行業不斷變化的特點使得員工培訓和發展顯得越發重要。作為一個學習型企業，百盛亦鼓勵自己的員工通過良好的職業發展規劃不斷提升個人技能，推動變革戰略。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Through a structured career development program, we assist our employees to find the intersection between their aspirations and Parkson's company goals. We offer a vast array of training programs to employees at different levels, covering orientation to new staff and leadership training to senior management. In addition, we cooperate with external training institutions to help our employees improve professional skills and develop leadership skills. We have also established the *Internal Lecturer Management System* to encourage our employees to act as part-time lecturers, so as to better motivate them to work actively, showing expertise and surpass themselves. In addition to on-the-job training, the Group also provides off-the-job training based on the specific training needs of employees and bears the corresponding training costs. We regularly conduct promotion appraisal on performance, core values, core job skills, and leadership skills, etc.

我們通過分層次的職業發展項目幫助員工找到個人抱負和百盛企業目標的契合點，為不同層次的僱員提供多樣的培訓計劃，包括針對新員工的入職培訓、高級管理層領導力培訓等。此外，我們還與外部培訓機構進行合作，幫助僱員提升職業技能，培養領導能力。我們亦建立《內部講師管理制度》鼓勵員工成為兼職講師，最大程度調動員工工作積極性、發揮特長突破自我。除了在崗培訓外，本集團還會根據員工具體培訓需求提供脫崗培訓並承擔相應培訓費用。我們定期對員工進行晉升考核，考核內容包括業績、核心價值觀、核心工作技能、領導技能等。



High-potential employee development training camp
高潛力員工發展訓練營



Major brand store owner sharing session
重點品牌店長分享會

In 2021, the proportion of the Group's employees trained was 78.6%, and the total training hours for the year were 45,185 hours.

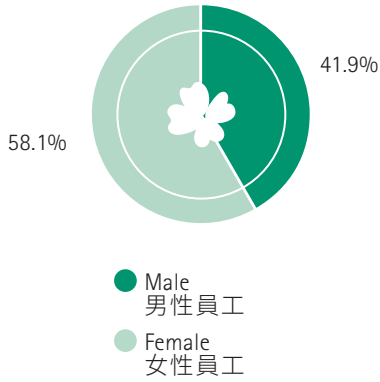
二零二一年，本集團員工的受訓比例為78.6%，全年總計培訓時數為45,185小時。



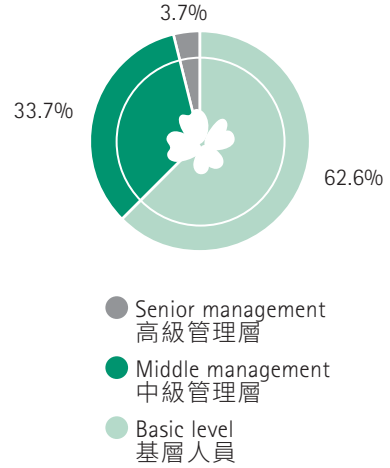
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Percentage of employees trained by gender
按性別劃分的受訓僱員百分比



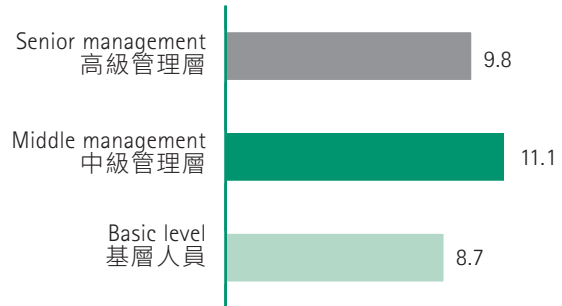
Percentage of employees trained by employee category
按僱員類型劃分的受訓僱員百分比



Average training hours completed per employee by gender (hours/person)
按性別劃分的每名僱員完成受訓的平均時數 (小時/人)



Average training hours completed per employee by employee category (hours/person)
按僱員類別劃分的每名僱員完成受訓的平均時數 (小時/人)



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

OPERATION

Parkson attaches great importance to customer satisfaction, and actively improves customer experience in all aspects from product procurement, mall safety, to customer service.

The Group strictly complies with the following Chinese product responsibility laws in its daily operation:

- i) *Law of the People's Republic of China on Product Quality*
- ii) *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*
- iii) *Advertisement Law of the People's Republic of China*
- iv) *Trademark Law of the People's Republic of China*

Supply Chain Management

We continue to pass on the concept of sustainable development to our suppliers and strictly manage them through the *Supplier Management Policy* and the *Purchaser and Supplier Management System*, as well as through a sound management process. We rigorously review the qualification of suppliers in selection process, including the business license, trademark registration certificate, etc., and sign contracts only with those who have met Parkson's requirements. In the process of cooperation, we adopt various management procedures to standardise the supply chain to ensure that suppliers and business tenants are in compliance with relevant national laws and regulations.

Meanwhile, we attach great importance to the sustainable development of the supply chain and convey the concept and requirements of sustainable development to suppliers through various channels such as the establishment of the *Environmental and Social Risk Management System for Suppliers and Business Tenants* and the supplier review to encourage their overall development in terms of sustainable development and social responsibilities. For example, Parkson's boutique supermarkets review food and non-food product suppliers waste disposal, site environmental management, sewage management, cleaning and disinfection, and other environmental and social risks. If a supplier fails the review, it needs to make rectification in time or will be judged as an unqualified supplier. Meanwhile, Parkson encourages suppliers to use environmental friendly products or services. In response to the national regulations on restricting the use of disposable non-degradable plastic bags, Parkson Boutique supermarkets actively communicate with suppliers of shopping bags to replace plastic shopping bags with non-woven or degradable alternatives, effectively reducing plastic pollution.

營運

百盛高度重視顧客滿意度，並積極從商品採購、商場安全、顧客服務等各個環節完善顧客體驗。

本集團在日常運營中嚴格遵守以下中國相關的產品責任法律：

- i) 《中華人民共和國產品質量法》
- ii) 《中華人民共和國消費者權益保護法》
- iii) 《中華人民共和國廣告法》
- iv) 《中華人民共和國商標法》

供應鏈管理

我們持續向供應商傳遞可持續發展理念，並通過《供貨商管理政策》及《採購及供應商管理制度》以及完善的管理流程，對供應商進行嚴格管理。在挑選合格供貨商時，我們嚴格審查其資質，包括營業執照、商標註冊證等，僅與符合百盛合作條件的供貨商簽約；在合作過程中，我們通過各類管理程序規範供應鏈，確保供應商和租賃商戶遵守國家相關法律法規。

同時，我們高度重視供應鏈的可持續發展。我們通過《供應商、租賃商戶環境和社會風險管理制度》及供應商審核等多種途徑向供貨商傳遞本集團的發展理念及要求，以鼓勵供貨商在可持續發展和社會責任方面的全面發展。例如，百盛精品超市對食品及非食品類產品供應商的廢棄物處理、場地環境管理、污水管理、清潔和消毒等環境社會風險進行審核，若供應商不符合相關標準，需及時改進或被判定為不合格供應商。同時，百盛鼓勵供應商使用環保的產品或服務。為響應國家有關限制使用一次性不可降解塑料袋的規定，百盛精品超市與提供購物袋的供應商積極溝通，將塑料購物袋替換為無紡布袋及可降解塑料袋，有效減少塑料污染。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Regarding to the business ethics management of suppliers, we require each supplier to sign the *Letter of Commitment of Integrity for Supplier* to jointly build a frank, honest and trustworthy cooperative relationship for safeguarding the interests of both parties.

In 2021, we communicated with a number of major suppliers on matters concerning future cooperation, actively maintained cooperative relations, and strived for high-quality resources.

As at 31 December 2021, we had 25,977 suppliers, all located in China.

Operational Management

We are committed to implementing high-standard evaluation procedures to ensure the quality and safety of the products sold.

The Group strictly implements the *Shopping Mall Facilities Maintenance and Safe Operation Policy* and continues to reinforce operation and maintenance management on shopping mall facilities including elevators, escalators, firefighting equipment, etc. in order to provide a healthy, safe and comfortable shopping environment to our customers. Meanwhile, we have formulated the *Standard Operation Instructions for Store Management Department*, which establishes measurement indicators for the quality of various products such as apparel, household appliances, cosmetics, and imported goods, to check and evaluate the products in all aspects, such as the results of national quality inspection reports, formaldehyde content, and the consistency between the testing reports and actual products.

For the goods in Parkson's boutique supermarkets, we have established a complete management system ranging from product quality acceptance to treatment of food safety accidents, including the *Product Quality Acceptance Standards, Instructions for the Treatment of Substandard Products, Complaint Management Process, Process for Handling Food Safety Accidents, and Store Package Recycling Procedures*, etc. In the quality acceptance process, especially for food products, we strictly carry out all-round acceptance inspections such as shelf-life inspection, temperature inspection, packaging and cleaning inspection, and label inspection.

A complete response mechanism is in place to handle product recalls timely and smoothly. Quality assurance personnel are responsible for the judgement, removal, and notification of substandard products; quality safety management personnel are responsible for the feedback and follow-up of substandard products. As at 31 December 2021, the Group had no products that needed to be recalled due to safety and health reasons.

在供應商的商業道德管理方面，我們要求每一家供應商簽署《供應商廉潔承諾書》，共同構築坦率、正直、信任的合作關係，保障維護雙方利益。

二零二一年，我們與多家主要供應商就未來合作事宜進行溝通交流，積極維護合作關係，爭取優質資源。

截至二零二一年十二月三十一日，我們有25,977家供應商，全部位於中國。

運營管理

我們致力於落實高標準的評估程序，保證所銷售產品的質量與安全。

本集團嚴格執行《商場設施設備維保及安全運行管理制度》，持續加強對垂直梯、扶梯、消防設備等商場設施設備的運行維護管理，為顧客提供健康安全舒適的購物環境。同時，我們制定《賣場管理部標準作業指導書》，對服飾、家電、化妝品、進口商品等各類產品的質量建立衡量指標，從國家質檢報告結果、甲醛含量、檢測報告與實物一致性等各個方面對產品進行檢查與評估。

針對百盛精品超市的商品，我們從商品質量驗收到食品安全事故處理建立完整的管理制度，包括《商品質量驗收標準》《不合格商品處理作業指導書》《投訴處理流程》《食品安全事故處理流程》及《店鋪包裹回收貨品的程序》等。在質量驗收過程中，尤其是針對食品類產品，我們嚴格進行保質期檢查、溫度檢查、包裝和清潔檢查及標籤檢查等全方位驗收。

我們為產品召回建立完整的響應機制，確保產品召回的高效與及時。質量保證人員負責不合格商品的判定、下架、通知發佈；質量安全管理專員負責不合格商品的反饋、後續跟蹤處理等。截至二零二一年十二月三十一日，本集團無因安全與健康理由需召回的產品。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Optimising the Consumption Experience

We maintain keen insight into market development trends and continue to provide new experience and services. In addition, we constantly improve our customer relationship and satisfaction through active communication and interaction with customers.

Product knowledge and service skill training are also part of our routine training programs to ensure that our employees can provide the best service to our customers. We provide consumers with a full range of online and offline customer complaint handling and membership services by setting up various customer service channels, such as customer service centers, customer service hotlines, and store membership groups and strive to transform customers complaints into our improvement.

In August 2021, Xi'an Lucky King Parkson organised customer complaint handling training for all departments, aiming to deliver more ideas and skills to staff in handling customer complaints, assisting them to solve on-site complaints and improving customer satisfaction.

優化消費體驗

我們保持對市場發展趨勢的敏銳洞察，持續推出全新體驗及服務。同時，我們不斷與顧客進行積極的交流和互動，完善客戶關係，提高顧客滿意度。

我們將產品知識及服務技能培訓納入員工的培訓計劃中，確保員工能夠為顧客提供最優質的服務。我們設置了客服中心、客服電話及門店會員群等各類客服通道，為消費者提供線上線下全方位的客訴處理及會員服務，努力將客戶的投訴轉化為我們提升的方向。

二零二一年八月，西安立豐百盛組織各部門進行客戶投訴處理培訓，旨在傳授員工更多的客訴處理思路與技巧，幫助員工解決現場投訴問題，提升顧客滿意度。



In 2021, we received a total of 3,714 customer complaints, 100% of which had been answered, and the resolution rate was over 99.7%.

二零二一年內，我們共收到3,714次客戶投訴，已100%回復，解決率超過99.7%。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Information Security and Privacy Protection

Parkson resolutely safeguards the rights and interests as well as the privacy of customers, and protects users privacy from infringement with every effort. The Group formulates the *Consumers Privacy Protection Policy*, which clarifies the ways, uses and purposes of collecting users information and measures for protecting users privacy. In 2021, we also updated our *User Privacy Policy* for the "Parkson Style Selection" applet to ensure that the collection, storage, and use of user information in our applet complies with the relevant requirements of the *Personal Information Protection Law of the People's Republic of China*, which was last issued in November 2021. The member information in the membership system of the Group has been desensitised and encrypted.

To further ensure the implementation of information security and privacy protection, each new joiner of the Group is required to sign the *Confidentiality Agreement*, pledging to keep the Group's business strategies, financial data, business secrets, and know-how confidential. Meanwhile, we have signed *confidentiality agreements* with suppliers to prevent the misuse and disclosure of customer information. Pursuant to the *Cybersecurity Law of the People's Republic of China*, in 2021, we investigated and reformed all stores that provided WIFI Internet access to customers and strengthened the protection of customers' personal information through the implementation of real-name authentication; stores without real-name authentication need to turn off the WIFI function and make rectifications.

Compliance Operation

Parkson has implemented relevant policies to safeguard and protect the intellectual property rights of the Group, and does not infringe intellectual property rights of others. The Group has established a complete management process to manage trademark registration, renewal, similar trademark monitoring, disputes, store trademark authorisation, and the legal and effective use of corresponding brand trademarks by suppliers.

Parkson has also formulated rules to regulate texts and pictures used in WeChat official account, so as to ensure that the network information published does not contain materials without purchasing copyrights. Meanwhile, Parkson conducts strict review over the contents of its advertisements, to ensure conformity with the *Advertisement Law of the People's Republic of China* and other applicable laws and regulations in China.

信息安全及隱私保護

百盛堅決維護顧客的權益和個人隱私，竭力保護用戶的隱私不受到侵害。本集團《消費者隱私保護制度》已明確用戶信息收集的途徑、用途和目的以及用戶個人隱私保護措施等。二零二一年，我們亦對「百盛風尚精選」小程序的《用戶隱私政策》進行更新，確保我們的小程序在收集、存儲、使用用戶信息時符合二零二一年十一月最新發佈的《中華人民共和國個人信息保護法》的相關要求。本集團會員系統中的會員信息已完成脫敏處理及加密。

為進一步確保信息安全及隱私保護工作的落實，我們要求員工入職時簽訂《保密協議》，承諾對本集團的經營戰略、財務數據、業務機密、專有技術等進行保密；同時，我們與合作供應商簽訂保密協議，防止客戶的信息被濫用以及洩漏的可能。二零二一年，我們根據《中華人民共和國網絡安全法》的相關要求，對所有為顧客提供WIFI上網服務的門店進行排查及整改，通過施行實名制認證加強顧客個人信息的保護；未實名認證的門店需關停WIFI功能並進行整改。

合規運營

百盛已推行相關政策維護和保障本集團的知識產權，亦不侵犯他人知識產權。我們已建立完善的管理制度，對商標的註冊、續展、近似商標監測、爭議事件、門店商標授權以及供應商對應品牌商標合法有效使用進行管理。

百盛建立微信公眾號圖文規範，確保百盛所發佈的網絡信息無違規使用未購買版權的素材。同時，我們對廣告內容進行嚴格審核，確保廣告符合《中華人民共和國廣告法》和其他適用的中國法律法規的要求。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Business Ethics Management

As a member of the Enterprise Anti-Fraud Autonomous Cooperation Organisation, Enterprise Anti-Fraud Alliance, and Trust and Integrity Enterprise Alliance, Parkson sticks to the principles of fairness, impartiality, honesty and integrity, and adopts a "zero tolerance" policy for corruption or bribery in any form. We have been actively establishing a high standard of business reputation and striving to create a transparent and clean cultural environment. Parkson strictly complies with the following anticorruption laws of China in its daily operation:

- i) *Criminal Law of the People's Republic of China*
- ii) *Law of the People's Republic of China against Unfair Competition*
- iii) *Interim Provisions on Banning Commercial Bribery*

According to the Prohibition of Employment of the Group, no employee shall receive or demand benefits from suppliers in any name or manner other than those specified in the contract and shall not take advantage of work to offer and accept bribes or accept gifts.

商業道德管理

作為企業反舞弊自治合作組織、企業反舞弊聯盟及陽光誠信聯盟的成員之一，百盛堅持公平、公正、廉潔、誠信的原則，並對任何形式的腐敗與賄賂零容忍。我們一直積極建立高標準的商業信譽，並努力創造透明廉潔的文化氛圍。百盛在日常運營過程中嚴格遵守以下中國相關的反貪污法律：

- i) 《中華人民共和國刑法》
- ii) 《中華人民共和國反不正當競爭法》
- iii) 《關於禁止商業賄賂行為的暫行規定》

根據本集團《任職禁律》，任何員工均不得以任何名義和方式向供應商收取、索要合同註明以外的利益，不得利用工作之便行賄受賄、接受饋贈。

EMPLOYEE ANTI-CORRUPTION MANAGEMENT 員工反貪污管理

- Sign the *Employee Confidentiality Undertaking* when onboarding 入職時簽署《員工保密承諾書》
- Sign the *Letter of Commitment of Integrity* by the manager level or above 經理及以上職級額外簽署《廉潔從業承諾書》

SUPPLIER ANTI-CORRUPTION MANAGEMENT 供應商 反貪污管理

- Sign the *Letter of Commitment of Integrity of Supplier* 簽署《供應商廉潔承諾書》
- The Group has effectively monitored procurement activities in the whole process. If a supplier violates the requirements of integrity and honesty, the Group has the right to record such supplier in the internal channel blacklist, as well as the shared inquiry system of China Corporate Anti-Fraud Alliance and Trust and Integrity Enterprise Alliance
本集團已形成對採購活動全過程的有效監督效能。若供應商違反有關誠信廉潔的規定，本集團有權將其錄入內部渠道黑名單以及中國企業反舞弊聯盟、陽光誠信聯盟共享查詢系統



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

We believe that effective whistle-blowing systems and procedures can prevent and correct improper or illegal acts in a timely manner. Therefore, we have formulated the *Whistle-blowing System and Procedures* to standardise the business management of the Group, striving to create a good corporate cultural environment. The Disciplinary Inspection Committee of Parkson Group is the main body designated by Parkson Group to report violations. It is composed of the Group's CEO, the Directors of Human Resources Department, Legal Affairs Department, and Audit Department. Its main responsibilities are to receive reports of improper or illegal acts, organise and guide the audit team, follow up on the progress of the audit, determine the corrective plan, and issue an audit report. The method of reporting improper and illegal acts, handling of the whistle-blowing, and the protection and reward of the whistleblower.

Diversified, smooth and convenient reporting channels of the Group:

- E-mail: Anti-Fraud@139.com;
- Personal email address of the Chairman of the Group Audit Committee: akfu28@gmail.com;
- Phone No.: +86 21-3258 0566;
- Mobile phone No.: +86 137 9535 5237 or +86 137 9520 2119
- Postal address: The Risk Control Centre of Parkson Retail Group Limited, 22nd Floor, Metro Plaza, No. 555 Loushanguan Road, Changning District, Shanghai, China, 200051

During 2021, there was no irregularities involving corruption, bribery, extortion, fraud, or money laundering.

Parkson continuously strengthens employees' ethics and anti-corruption awareness through daily communication, training, and case sharing. During the year, we have pushed the Group's anti-corruption policies and classic fraud cases through the WeChat official account Integrity Parkson, and recorded anti-fraud related course videos for the Group's Board of Directors and employees to watch and learn. At the same time, we carried out anti-fraud training in stores nationwide.

我們相信有效的舉報制度及程序可以及時制止及糾正不正當或違法違規行為。因此，我們制定《舉報制度及程序》，以規範本集團業務管理，力求營造一個良好的企業文化氛圍。百盛集團紀檢委員會是百盛集團指定的舉報事件主要負責機構，由本集團CEO、人力資源部、法務事務部及審計部三部門總監組成。其主要職責為接收不正當或違法違規行為的舉報、組織及指導稽查團隊、跟進稽查進度、裁定糾正方案並出具稽查報告。規定不正當及違法違規行為進行舉報的方式、舉報處理、舉報人的保護及獎勵。

本集團多元、暢通、便捷的舉報渠道：

- 舉報郵箱：Anti-Fraud@139.com；
- 集團審計委員會主席個人電子郵箱：akfu28@gmail.com；
- 固定電話：+86 21-3258 0566；
- 移動電話：+86 137 9535 5237或+86 137 9520 2119
- 郵遞地址：中國上海市長寧區婁山關路555號長房國際廣場22樓百盛商業集團有限公司風控中心郵編：200051

回顧二零二一年內，本集團未發生涉及貪污、賄賂、勒索、欺詐或洗錢的違規事件。

百盛通過日常溝通、培訓及案例分享來不斷強化員工的道德及反貪污意識。本年度內，我們通過「廉正百盛」公眾號推送本集團的反腐政策以及經典舞弊案例，並錄製反舞弊相關課程視頻以供本集團董事會及各員工觀看學習。同時，我們在全國門店範圍內開展反舞弊培訓。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

PUBLIC WELFARE

Based on *Parkson Group Charity and Public Welfare Activities Management Policy*, the Group carries out various public welfare activities to serve and benefit the community with a positive attitude. In 2021, some of the community activities carried out by our stores across the nation are as follows:



"Breathe with the Earth" Environmental Program

On 22 April 2021, on the occasion of the World Earth Day, Parkson Group and the beauty brand Clarins launched the "Breathe with the Earth" public welfare program, aiming to arouse consumers' awareness of environmental protection while persisting in fulfilling corporate social responsibilities and contributing to the protection of the Earth. The "Breathe with the Earth" public welfare program involves a number of Parkson stores nationwide and the Parkson online platform, as well as several well-known WeChat official accounts in Shanghai, to popularise knowledge about plants and plant diversity to the public. After purchasing a designated product, consumers can apply for a seed exclusively for themselves at the Yunnan base. Ms. Juliana Cheng San San, Executive Director of Parkson Group, also shared with the audience the original intention and environmental significance of the Beauty Seeds Project during the launching ceremony.

公益

本集團基於《百盛集團慈善與公益活動管理制度》開展各項公益活動，以積極的態度服務社會、造福社群。二零二一年，我們遍布全國的門店開展的部分社區活動如下：

「與地球共呼吸」環保計劃

二零二一年四月二十二日，在世界地球日到來之際，百盛集團攜手美妝品牌嬌韻詩展開「與地球共呼吸」公益計劃，旨在堅持履行企業社會責任的同時，喚起消費者環保意識，為保護地球盡一份自己的力量。本次「與地球共呼吸」的公益項目聯動全國多家百盛門店及百盛線上平台，亦聯合多個上海本地知名公眾號，向大眾普及植物及植物多樣性的相關知識。消費者在購買指定產品後可在雲南基地申請獲得一顆專屬於自己的種籽。百盛集團執行董事鍾珊珊小姐亦在活動點亮儀式中向大家講述美麗種籽項目的初衷和環保意義。



Juliana Cheng San San, Executive Director of Parkson Group, contributes to the promotion of environmental protection and sustainable development
百盛集團執行董事鍾珊珊為推動環保可持續發展助力

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

Refreshments for Front-line Medical Workers and Volunteers in the Fight against the Pandemic

On 20 May 2021, 30 employees from Harbin Taipingqiao Parkson brought more than 450 sets of refreshments to 14 community COVID-19 vaccination sites and sent caring breakfasts and condolences to the front-line pandemic prevention workers to thank them for their hard work. We also hope Parkson become a love station for the city, delivering more care and love.



愛心茶點——慰問抗疫一線醫護及志願者

二零二一年五月二十日，哈爾濱百盛太平橋店30名員工攜450餘套茶點，走訪14個社區新冠疫苗接種站點，為奮鬥在一線的防疫工作人員送來愛心早餐及慰問品，感謝防疫人員的辛勤付出，也希望百盛成為城市愛的驛站，傳遞更多關懷與愛心。

關懷進校園，愛心助成長

二零二一年四月二十三日是第26個世界讀書日，西安百盛積極參與陝西省西安市商務局舉辦的“關懷進校園，愛心助成長”的校園捐贈活動。我們為陝西省寶雞市眉縣青化育才學校的學生送來圖書、體育用品、書包、文具、清潔箱等用品，為鄉村振興與發展貢獻綿薄之力，以實際行動倡導和踐行助人為樂、捐資助學的良好風尚。



慰問道德模範家庭

二零二一年二月，為慶祝黨建一百週年，百盛青島金獅廣場開展「百年慶、學黨史、感黨恩、跟黨走」系列主題活動。我們加入青島市嶗山區愛心企業公益聯盟，並採購慰問品關愛慰問嶗山區的道德模範家庭。

Caring and Love into the Campus to Boost Growth

23 April 2021 is the 26th World Book and Copyright Day. Xi'an Parkson actively participated in the campus donation activity of Caring and Love into the Campus to Boost Growth organised by the Xi'an Municipal Commerce Bureau in Shaanxi Province. We sent books, sports articles, school bags, stationery, cleaning boxes, and other supplies to the students of Qinghua Yucai School in Mei County, Baoji City, Shaanxi Province, contributing to the rural revitalisation and development, and taking practical actions to advocate and practice the good ethos of helping others and donating for education.

Condolences to Moral Model Families

To celebrate the 100th Anniversary of the Founding of the Communist Party of China, in February 2021, the Parkson Qingdao Lion Mall launched a series of themed activities of Party History Learning and Education at the Centennial Celebration, Feel the Party's Kindness and Follow the Party. We joined the Caring Enterprise Charity Alliance of Laoshan District, Qingdao City, and purchased condolences to care for and comfort the moral model families in Laoshan District.



The Board (the "Board") of directors (the "Directors") of Parkson Retail Group Limited (the "Company" and together with its subsidiaries, the "Group") presents this report to the shareholders of the Company (the "Shareholders") together with the audited consolidated financial statements of the Group for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

The Company, incorporated with limited liability in the Cayman Islands on 3 August 2005, acts as an investment company. During the year ended 31 December 2021, the principal activities of the Group are the operation and management of a network of department stores mainly in the People's Republic of China (the "PRC"), and the provision of credit services in Malaysia. The activities of its principal subsidiaries are set out in note 1 to the consolidated financial statements.

BUSINESS REVIEW

A review of the business of the Group during the year ended 31 December 2021, which includes an analysis of the Group's performance using financial key performance indicators are set out in the section headed "Management Discussion and Analysis" on page 16 to 21 of this report. The financial risk management objectives and policies of the Group are set out in note 37 to the consolidated financial statements. The principal risks and uncertainties that the Group may face, particulars of important events affecting the Company that have occurred since the end of the financial year, and an indication of likely future development in the Company's business are set out in the section headed "Chairman's Statement" on page 6 to page 12 of this report. A discussion on the Group's environmental policies and relationships with its key stakeholders and investors are set out in the section headed "Environmental, Social and Governance Report" on page 49 to page 74 of this report. An analysis of the Group's performance indicators are set out in the section headed "Financial Highlights" on page 13 of this report. The compliance with relevant laws and regulations which have significant impact on the Group is set out in this Directors' report. The reviews form part of this statement.

RESULTS AND APPROPRIATIONS

The results of the Group for the year ended 31 December 2021 are set out in the consolidated statement of profit or loss on page 106 of this report.

FIXED ASSETS

Changes on the Group's fixed assets are disclosed on note 10 of the consolidated financial statements.

DIVIDEND

The Board does not recommend the payment of a final dividend for the year ended 31 December 2021 (2020: Nil).

百盛商業集團有限公司（「本公司」，連同其附屬公司統稱「本集團」）董事（「董事」）會（「董事會」）向本公司股東（「股東」）呈列本報告連同本集團截至二零二一年十二月三十一日止年度之經審核綜合財務報表。

主要業務

本公司於二零零五年八月三日在開曼群島註冊成立為投資控股有限公司。於截至二零二一年十二月三十一日止年度，本集團的主要業務為在中華人民共和國（「中國」）經營及管理百貨店網絡，以及於馬來西亞提供信貸服務。其主要附屬公司的業務載於綜合財務報表附註1。

業務回顧

本集團於截至二零二一年十二月三十一日止年度之業務回顧（包括使用財務關鍵績效指標對本集團表現進行之分析）載於本報告第16頁至21頁「管理層討論及分析」一節。本集團之財務風險管理目標及政策載於綜合財務報表附註37。本集團可能面對之主要風險及不明朗因素、自財政年度末起所發生影響本公司之重要事件詳情以及本公司業務之可能未來發展之揭示載列於本報告第6頁至12頁「主席報告」一節。有關本集團之環保政策以及與主要利益相關方及投資者之關係之討論載於本報告第49頁至74頁「環境、社會及管治報告」一節。有關本集團表現指標之分析載於本報告第13頁「財務摘要」一節。有關遵守對本集團有重大影響之相關法律及法規之情況載於本董事報告書。回顧構成本聲明一部分。

業績及分配

本集團截至二零二一年十二月三十一日止年度的業績載於本報告第106頁的綜合損益表。

固定資產

本集團固定資產的變動於綜合財務報表附註10內披露。

股息

董事會不建議就截至二零二一年十二月三十一日止年度派發末期股息（二零二零年：零）。



DIRECTORS' REPORT

董事會報告書

SHARE CAPITAL

Details of movements in the Company's share capital for the year ended 31 December 2021 are set out in note 28 to the consolidated financial statements.

DIRECTORS

The Directors of the Company during the year ended 31 December 2021 and as at the date of this report are as follows:

Executive Directors

Tan Sri Cheng Heng Jem (*Chairman*)
Juliana Cheng San San

Non-executive Director

Dato' Sri Dr. Hou Kok Chung

Independent Non-executive Directors

Dato' Fu Ah Kiow
Yau Ming Kim, Robert
Koong Lin Loong
(appointed on 22 February 2021)

Details of the profile of each member of the Board are set out in the "Biographies of Directors and senior management" section on pages 22 to 29 of this report.

In accordance with Article 130 of the Articles of Association of the Company ("AoA"), Tan Sri Cheng Heng Jem and Yau Ming Kim, Robert shall retire and being eligible, offer themselves for re-election at the forthcoming annual general meeting of the Company.

DIRECTORS' SERVICE CONTRACTS

None of the Directors proposed for re-election at the forthcoming annual general meeting has an unexpired service contract with the Company or any of its subsidiary corporations, which is not determinable by the Group within one year without payment of compensation, other than normal statutory obligations.

股本

本公司截至二零二一年十二月三十一日止年度的股本變動詳情載於綜合財務報表附註28。

董事

於截至二零二一年十二月三十一日止年度及本報告日期，本公司董事如下：

執行董事

丹斯里鍾廷森 (*主席*)
鍾珊珊

非執行董事

拿督斯里何國忠博士

獨立非執行董事

拿督胡亞橋
丘銘劍
孔令龍
(於二零二一年二月二十二日獲委任)

董事會各成員的簡介資料詳情載於本報告第22頁至29頁「董事及高級管理層履歷」一節。

依據本公司的公司章程細則（「公司章程細則」）第130條，丹斯里鍾廷森及丘銘劍將於本公司即將召開的股東週年大會上輪值退任，並符合資格及願意膺選連任。

董事服務合約

擬於即將召開的股東週年大會上重選的董事概無與本公司或其任何附屬公司訂立本集團於一年內未經支付賠償（一般法定責任除外）而不可終止的尚未屆滿服務合約。

MANAGEMENT CONTRACT

During the year ended 31 December 2021, no contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed.

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS THAT HAVE A SIGNIFICANT IMPACT ON THE COMPANY

Throughout the year ended 31 December 2021, to the best of their knowledge, information and belief, the Directors were not aware of any non-compliance by the Company with any relevant laws and regulations that had a significant impact on the Company.

COMPETING BUSINESS INTERESTS OF DIRECTORS

During the year ended 31 December 2021 and up to the date of this report, none of the Directors were interested in any business apart from the Company's business, which competed or was likely to compete, either directly or indirectly, with the businesses of the Company and its subsidiaries pursuant to Rule 8.10 of the Listing Rules.

PERMITTED INDEMNITY PROVISION

During the year ended 31 December 2021 and as at the date of this report, a permitted indemnity provision as defined in the Companies Ordinance was in force for the benefit of the Directors. The Company has taken out and maintained appropriate insurance cover in respect of potential losses or liabilities which the Directors or officers may sustain or incur in or about the execution of their duties of their office during the year ended 31 December 2021.

EQUITY LINK AGREEMENT

The Company has not entered into any equity-linked agreement for the year ended 31 December 2021.

管理合約

於截至二零二一年十二月三十一日止年度，概無就本公司整體業務或任何重要業務之管理或行政工作簽訂或存有任何合約。

遵守對本公司有重大影響之相關法律及法規

於截至二零二一年十二月三十一日止整個年度內，據其所深知、盡悉及確信，董事概不知悉本公司有任何違反對本公司有重大影響的相關法律及法規。

董事於競爭業務的權益

於截至二零二一年十二月三十一日止年度及直至本報告日期，根據上市規則第8.10條，除本公司業務外，概無董事於與本公司及其附屬公司業務直接或間接構成競爭或可能構成競爭之任何業務中擁有利益。

獲准許的彌償條文

惠及董事的獲准許的彌償條文（定義見公司條例）於截至二零二一年十二月三十一日止年度及於本報告日期生效。於截至二零二一年十二月三十一日止年度，本公司已選取及投購合適保險，保障董事或高級人員免於在或因彼等任職期間執行職務時可能承受或產生的潛在損失或責任。

股權掛鈎協議

於截至二零二一年十二月三十一日止年度，本公司並無訂立任何股權掛鈎協議。

DIRECTORS' REPORT

董事會報告書

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2021, the interests and short positions of the Directors and Chief Executive of the Company in the shares, underlying shares and/or debentures (as the case may be) of the Company or any of its associated corporations (within the meaning of the Securities and Futures Ordinance (the "SFO")) which will be required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which any such Director or Chief Executive is taken or deemed to have under such provisions of the SFO) or which were required to be entered in the register required to be kept by the Company under Section 352 of the SFO or which were otherwise required to be notified to the Company and the Stock Exchange pursuant to the Model Code, were set out below:

- (a) Long positions of Tan Sri Cheng Heng Jem in the share capital of the Company:

Nature of Interest	Name of Registered Owner	Name of Beneficial Owner	Number and Class of Securities (Note 1) 證券數目及類別 (附註1)	Approximate Percentage of Shareholding (Note 2) 股權概約百分比 (附註2)
權益性質	登記持有人名稱	實益擁有人名稱		
Corporate interest 公司權益	PRG Corporation Limited ("PRG Corporation")	PRG Corporation	1,438,300,000 ordinary shares 1,438,300,000 股普通股	54.59%
Corporate interest 公司權益	East Crest International Limited ("East Crest")	East Crest	9,970,000 ordinary shares 9,970,000 股普通股	0.38%

NOTES:

- Tan Sri Cheng Heng Jem, together with his wife, Puan Sri Chan Chau Ha alias Chan Chow Har, through their interests and a series of companies in which they have a substantial interest, are entitled to exercise or control the exercise of more than one-third of the voting power at general meetings of Parkson Holdings Berhad ("PHB"). Since PHB is entitled to exercise or control the exercise of 100% of the voting power at general meeting of PRG Corporation through East Crest, pursuant to the SFO, he is deemed to be interested in both the 1,438,300,000 Shares held by PRG Corporation and the 9,970,000 Shares held by East Crest in the Company.
- Based on the issued and paid-up capital of the Company as at 31 December 2021.

董事及最高行政人員於股份及相關股份的權益及淡倉

於二零二一年十二月三十一日，本公司董事及最高行政人員於本公司或其任何相聯法團（定義見證券及期貨條例（「證券及期貨條例」））的股份、相關股份及／或債權證（視情況而定）中，擁有根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所的權益及淡倉（包括根據證券及期貨條例的有關條文任何有關董事或最高行政人員被當作或被視作擁有的權益及淡倉）；或須記入本公司根據證券及期貨條例第352條而須存置的登記冊的權益及淡倉；或根據標準守則須另行通知本公司及聯交所的權益及淡倉如下：

- (a) 丹斯里鍾廷森於本公司股本中的好倉：

附註：

- 丹斯里鍾廷森連同其妻子潘斯里陳秋霞憑藉彼等的權益及彼等擁有重大權益的一系列公司，有權於Parkson Holdings Berhad（「PHB」）股東大會上行使三分之一以上投票權或控制上述投票權的行使。由於PHB有權透過East Crest於PRG Corporation股東大會上行使100%投票權或控制上述投票權的行使，因此，根據證券及期貨條例，彼被視為於PRG Corporation所持本公司1,438,300,000股股份及East Crest所持本公司9,970,000股股份中擁有權益。
- 以本公司於二零二一年十二月三十一日的已發行及繳足股本為基準。

(b) Long positions of Tan Sri Cheng Heng Jem in the share capital of the Company's associated corporations (as defined in the SFO):

(b) 丹斯里鍾廷森於本公司相聯法團(定義見證券及期貨條例)股本中的好倉：

Name of Associated Corporation	Nature of Interest	Name of Registered Owner	Name of Beneficial Owner	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
相聯法團名稱	權益性質	登記擁有人名稱	實益擁有人名稱		
PHB	Beneficial interest and corporate interest 實益權益及公司權益	Tan Sri Cheng Heng Jem together with his spouse Chan Chau Ha alias Chan Chow Har directly, and through a series of controlled corporations 丹斯里鍾廷森連同其配偶潘斯里陳秋霞直接，及透過一系列受控法團	Tan Sri Cheng Heng Jem together with his spouse Chan Chau Ha alias Chan Chow Har directly, and through a series of controlled corporations 丹斯里鍾廷森連同其配偶潘斯里陳秋霞直接，及透過一系列受控法團	626,917,128 ordinary shares 626,917,128 股普通股	56.02%
East Crest	Corporate interest 公司權益	PHB	PHB	1 ordinary share 1股普通股	100%
Puncak Pelita Sdn. Bhd.	Corporate interest 公司權益	PHB	PHB	2 ordinary shares 2股普通股	100%
Parkson Properties Holdings Co., Ltd.	Corporate interest 公司權益	PHB	PHB	2 ordinary shares 2股普通股	100%
Parkson Vietnam Investment Holdings Co., Ltd.	Corporate interest 公司權益	PHB	PHB	2 ordinary shares 2股普通股	100%
Prime Yield Holdings Limited	Corporate interest 公司權益	PHB	PHB	1 ordinary share 1股普通股	100%
Corporate Code Sdn. Bhd.	Corporate interest 公司權益	PHB	PHB	2 ordinary shares 2股普通股	100%
PRG Corporation	Corporate interest 公司權益	East Crest	East Crest	1 ordinary share 1股普通股	100%
Smart Spectrum Limited	Corporate interest 公司權益	East Crest	East Crest	1 ordinary share 1股普通股	100%

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation 相聯法團名稱	Nature of Interest 權益性質	Name of Registered Owner 登記擁有人名稱	Name of Beneficial Owner 實益擁有人名稱	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
Serbadagang Holdings Sdn. Bhd.	Corporate interest 公司權益	East Crest	East Crest	2 ordinary shares 2股普通股	100%
Parkson Services Pte. Ltd.	Corporate interest 公司權益	East Crest	East Crest	100 ordinary shares 100股普通股	100%
Parkson Retail Asia Limited	Beneficial interest and corporate interest 實益權益及公司權益	Tan Sri Cheng Heng Jem and through East Crest 丹斯里鍾廷森及透過East Crest	Tan Sri Cheng Heng Jem and through East Crest 丹斯里鍾廷森及透過East Crest	458,433,300 ordinary shares 458,433,300股普通股	68.03%
Parkson Properties NDT (Emperor) Co., Ltd.	Corporate interest 公司權益	Parkson Properties Holdings Co., Ltd.	Parkson Properties Holdings Co., Ltd.	2 ordinary shares 2股普通股	100%
Parkson Properties Hanoi Co., Ltd.	Corporate interest 公司權益	Parkson Properties Holdings Co., Ltd.	Parkson Properties Holdings Co., Ltd.	1 ordinary share 1股普通股	100%
Parkson TSN Holdings Co., Ltd.	Corporate interest 公司權益	Parkson Vietnam Investment Holdings Co., Ltd.	Parkson Vietnam Investment Holdings Co., Ltd.	2 ordinary shares 2股普通股	100%
Dyna Puncak Sdn. Bhd.	Corporate interest 公司權益	Prime Yield Holdings Limited	Prime Yield Holdings Limited	2 ordinary shares 2股普通股	100%
Gema Binari Sdn. Bhd.	Corporate interest 公司權益	Prime Yield Holdings Limited	Prime Yield Holdings Limited	2 ordinary shares 2股普通股	100%
Prestasi Serimas Sdn. Bhd.	Corporate interest 公司權益	Prime Yield Holdings Limited	Prime Yield Holdings Limited	2,000,000 ordinary shares 2,000,000股普通股	100%
Parkson Credit Holdings Sdn. Bhd.	Corporate interest 公司權益	Prime Yield Holdings Limited	Prime Yield Holdings Limited	2 ordinary shares 2股普通股	100%

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation	Nature of Interest	Name of Registered Owner	Name of Beneficial Owner	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
相聯法團名稱	權益性質	登記擁有人名稱	實益擁有人名稱		
Centro Retail Pte. Ltd.	Corporate interest 公司權益	Parkson Retail Asia Limited	Parkson Retail Asia Limited	2 ordinary shares (SGD) 2股普通股(新元)	100%
				1 ordinary share (MYR) 1股普通股(林吉特)	
PT. Tozy Sentosa (Put into bankruptcy on 17 May 2021)	Corporate interest 公司權益	Parkson Retail Asia Limited	Parkson Retail Asia Limited	45,000 series A common shares 45,000 股A系列普通股	100% (in aggregate)
PT. Tozy Sentosa (於二零二一年五月十七日宣告破產)		Centro Retail Pte. Ltd.	Centro Retail Pte. Ltd.	5,000 series A common shares 5,000 股A系列普通股	100% (合計)
		Parkson Retail Asia Limited	Parkson Retail Asia Limited	30,355,850 series B preference shares 30,355,850 股B系列優先股	100%
Parkson Corporation Sdn. Bhd.	Corporate interest 公司權益	Parkson Retail Asia Limited	Parkson Retail Asia Limited	82,000,002 ordinary shares 82,000,002 股普通股	100%
Parkson Myanmar Co., Pte. Ltd.	Corporate interest 公司權益	Parkson Retail Asia Limited	Parkson Retail Asia Limited	1 ordinary share (SGD) 1股普通股(新元)	100%
				1 ordinary share (MYR) 1股普通股(林吉特)	

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation 相聯法團名稱	Nature of Interest 權益性質	Name of Registered Owner 登記擁有人名稱	Name of Beneficial Owner 實益擁有人名稱	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
Parkson Yangon Company Limited	Corporate interest 公司權益	Parkson Retail Asia Limited	Parkson Retail Asia Limited	1,900,000 ordinary shares 1,900,000 股普通股	100% (in aggregate) 100% (合計)
		Parkson Myanmar Co., Pte. Ltd.	Parkson Myanmar Co., Pte. Ltd.	100,000 ordinary shares 100,000 股普通股	
Parkson HBT Properties Co., Ltd.	Corporate interest 公司權益	Parkson TSN Holdings Co., Ltd.	Parkson TSN Holdings Co., Ltd.	2,100,000 capital (USD) 股本2,100,000 (美元)	100%
Idaman Erajuta Sdn. Bhd.	Corporate interest 公司權益	Dyna Puncak Sdn. Bhd.	Dyna Puncak Sdn. Bhd.	2 ordinary shares 2股普通股	100%
Magna Rimibun Sdn. Bhd.	Corporate interest 公司權益	Dyna Puncak Sdn. Bhd.	Dyna Puncak Sdn. Bhd.	2 ordinary shares 2股普通股	100%
True Excel Investments Limited	Corporate interest 公司權益	Dyna Puncak Sdn. Bhd.	Dyna Puncak Sdn. Bhd.	1 ordinary share 1股普通股	100%
Parkson Branding Sdn. Bhd.	Corporate interest 公司權益	Gema Binari Sdn. Bhd.	Gema Binari Sdn. Bhd.	7,000,000 ordinary shares 7,000,000 股普通股	100%
Ombrello Resources Sdn. Bhd.	Corporate interest 公司權益	Prestasi Serimas Sdn. Bhd.	Prestasi Serimas Sdn. Bhd.	457,000 ordinary shares 457,000 股普通股	100%
Parkson SGN Co., Ltd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	4,500,000 capital (USD) 股本4,500,000 (美元)	100%
Parkson Cambodia Holdings Co., Ltd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	1 ordinary share 1股普通股	100%

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation 相聯法團名稱	Nature of Interest 權益性質	Name of Registered Owner 登記擁有人名稱	Name of Beneficial Owner 實益擁有人名稱	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
Parkson Edutainment World Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	1,000,000 ordinary shares 1,000,000 股普通股	100%
Parkson Lifestyle Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	35,000,000 ordinary shares 35,000,000 股普通股	100%
Parkson Haiphong Co., Ltd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	30,000,920 capital (USD) 股本30,000,920 (美元)	100%
Parkson Unlimited Beauty Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	3,000,000 ordinary shares 3,000,000 股普通股	100%
Parkson Trends Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	3,000,000 ordinary shares 3,000,000 股普通股	100%
Parkson Private Label Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	5,000,000 ordinary shares 5,000,000 股普通股	100%
Parkson Trading (Vietnam) Company Limited	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	300,000 capital (USD) 股本300,000 (美元)	100%
Solid Gatelink Sdn. Bhd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	3,000,000 ordinary shares 3,000,000 股普通股	100%
Parkson Vietnam Co., Ltd.	Corporate interest 公司權益	Parkson Corporation Sdn. Bhd.	Parkson Corporation Sdn. Bhd.	10,340,000 capital (USD) 股本10,340,000 (美元)	100%

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation 相聯法團名稱	Nature of Interest 權益性質	Name of Registered Owner 登記擁有人名稱	Name of Beneficial Owner 實益擁有人名稱	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
Parkson Myanmar Investment Company Pte. Ltd.	Corporate interest 公司權益	Parkson Myanmar Co., Pte. Ltd.	Parkson Myanmar Co., Pte. Ltd.	2,100,000 ordinary shares 2,100,000 股普通股	70%
Festival City Sdn. Bhd.	Corporate interest 公司權益	Idaman Erajuta Sdn. Bhd.	Idaman Erajuta Sdn. Bhd.	500,000 ordinary shares 500,000 股普通股	100%
Megan Mastika Sdn. Bhd.	Corporate interest 公司權益	Magna Rimbun Sdn. Bhd.	Magna Rimbun Sdn. Bhd.	300,000 ordinary shares 300,000 股普通股	100%
True Excel Investments (Cambodia) Co., Ltd.	Corporate interest 公司權益	True Excel Investments Limited	True Excel Investments Limited	1,000 ordinary shares 1,000 股普通股	100%
Parkson Fashion Sdn. Bhd.	Corporate interest 公司權益	Parkson Branding Sdn. Bhd.	Parkson Branding Sdn. Bhd.	5,000,000 ordinary shares 5,000,000 股普通股	100%
Parkson Branding (L) Limited (Note 1) (Struck off on 6 July 2019) Parkson Branding (L) Limited (附註1) (於二零一九年七月六日註銷)	Corporate interest 公司權益	Parkson Branding Sdn. Bhd.	Parkson Branding Sdn. Bhd.	300,000 ordinary shares 300,000 股普通股	100%
Parkson (Cambodia) Co., Ltd.	Corporate interest 公司權益	Parkson Cambodia Holdings Co., Ltd.	Parkson Cambodia Holdings Co., Ltd.	1,000 ordinary shares 1,000 股普通股	100%

DIRECTORS' REPORT

董事會報告書

Name of Associated Corporation	Nature of Interest	Name of Registered Owner	Name of Beneficial Owner	Number and Class of Securities 證券數目及類別	Approximate Percentage of Shareholding 股權概約百分比
相聯法團名稱	權益性質	登記擁有人名稱	實益擁有人名稱		
Parkson Vietnam Management Services Co., Ltd.	Corporate interest 公司權益	Parkson Vietnam Co., Ltd.	Parkson Vietnam Co., Ltd.	100,000 capital (USD) 股本100,000 (美元)	100%
Parkson Myanmar Asia Pte. Ltd.	Corporate interest 公司權益	Parkson Myanmar Investment Company Pte. Ltd.	Parkson Myanmar Investment Company Pte. Ltd.	30,000 ordinary shares (USD) 30,000股普通股 (美元)	100%
				1 ordinary share (SGD) 1股普通股 (新元)	
Myanmar Parkson Company Limited	Corporate interest 公司權益	Parkson Myanmar Investment Company Pte. Ltd.	Parkson Myanmar Investment Company Pte. Ltd.	270,000 ordinary shares 270,000 股普通股	100% (in aggregate) 100% (合計)
		Parkson Myanmar Asia Pte. Ltd.	Parkson Myanmar Asia Pte. Ltd.	30,000 ordinary shares 30,000 股普通股	
Dimensi Andaman Sdn. Bhd.	Corporate interest 公司權益	Megan Mastika Sdn. Bhd.	Megan Mastika Sdn. Bhd.	300,000 ordinary shares 300,000 股普通股	100% (in aggregate) 100% (合計)
				53,719,999 redeemable convertible cumulative preference shares 53,719,999 股可贖回可換股累積優先股	

DIRECTORS' REPORT

董事會報告書

NOTES:

1. Parkson Branding (L) Limited will be deemed dissolved if its name remains struck off continuously for 3 years from 6 July 2019 but Labuan Financial Services Authority may apply to the Court on or before the expiration of 3 years to have Parkson Branding (L) Limited put into liquidation.
2. Based on the relevant information of the respective companies as at 31 December 2021.

(c) Short positions of Tan Sri Cheng Heng Jem in the share capital of the Company's associated corporations (as defined in the SFO):

附註：

1. 倘Parkson Branding (L) Limited的名稱自二零一九年七月六日起連續三年保持註銷，則其將被視為解散，但拉布安金融服務管理局可於三年屆滿或之前向法院申請將Parkson Branding (L) Limited清盤。
2. 以於二零二一年十二月三十一日的各公司相關資料為基準。

(c) 丹斯里鍾廷森於本公司相聯法團(定義見證券及期貨條例)股本中的淡倉：

Name of Associated Corporation	Nature of Interest	Name of Registered Owner	Name of Beneficial Owner	Number and Class of Securities	Approximate Percentage of Shareholding (Note) 股權概約百分比(附註)
相聯法團名稱	權益性質	登記擁有人名稱	實益擁有人名稱	證券數目及類別	
PHB	Corporate interest	Tan Sri Cheng Heng Jem together with his spouse Chan Chau Ha alias Chan Chow Har directly, and through a series of controlled corporations	Tan Sri Cheng Heng Jem together with his spouse Chan Chau Ha alias Chan Chow Har directly, and through a series of controlled corporations	40,000,142 ordinary shares	3.57%
	公司權益	丹斯里鍾廷森連同其配偶潘斯里陳秋霞直接，及透過一系列受控法團	丹斯里鍾廷森連同其配偶潘斯里陳秋霞直接，及透過一系列受控法團	40,000,142 股普通股	

Note:

Based on the total number of issued shares of PHB as at 31 December 2021.

附註：

以PHB於二零二一年十二月三十一日的已發行股份總數為基準。

Save as disclosed above, as at 31 December 2021, none of the Directors or Chief Executive of the Company had any interests or short positions in the shares, underlying shares and/or debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) which are required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO), or are required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Save from the above disclosure, at no time during the year ended 31 December 2021 were rights to acquire benefits by means of the acquisition of shares in or debentures of the Company granted to any of the Directors or their respective spouses or minor children, or were any such rights exercised by them; nor was the Company, its holding company, or any of its subsidiary corporations or fellow subsidiary corporations a party to any arrangement to enable the Directors or their respective spouses or minor children to acquire such rights in any other body corporate.

除上文所披露者外，於二零二一年十二月三十一日，本公司董事或最高行政人員概無於本公司及其相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份及／或債權證中，擁有任何根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所的權益或淡倉（包括根據證券及期貨條例的有關條文彼等被當作或被視作擁有的權益及淡倉），或根據證券及期貨條例第352條須記入該條所指的登記冊內的權益或淡倉，或根據標準守則須另行知會本公司及聯交所的權益或淡倉。

允許董事收購股份及債權證之安排

除上文所披露者外，於截至二零二一年十二月三十一日止年度，本公司概無於任何時間向任何董事或其各自之配偶或未成年子女授出透過購買本公司股份或債權證而獲得利益之權利，彼等亦概無行使任何有關權利；本公司、其控股公司或其任何附屬公司或同系附屬公司亦概無訂立致使董事或其各自之配偶或未成年子女於任何其他公司法團獲得有關權利之任何安排。

DIRECTORS' REPORT

董事會報告書

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2021, so far as the Directors are aware, each of the following persons, not being a Director or Chief Executive of the Company, had interests and short positions in the Company's shares which falls to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO:

主要股東於股份及相關股份的權益及淡倉

於二零二一年十二月三十一日，據董事所知，以下各人士（並非本公司董事或最高行政人員）於本公司股份中擁有權益及淡倉並須根據證券及期貨條例第XV部第2及第3分部向本公司及聯交所披露：

Name of Shareholder 股東名稱／姓名	Long/Short Positions 好倉／淡倉	Nature of Interest 權益性質	Number of Shares 股份數目	Percentage of Shareholding (direct or indirect) 持股百分比 (直接或間接)
PHB	Long 好倉	Corporate interest 公司權益	1,448,270,000 (Note 1) (附註1)	54.97%
Puan Sri Chan Chau Ha alias Chan Chow Har 潘斯里陳秋霞	Long 好倉	Interest of spouse 配偶權益	1,448,270,000 (Note 2) (附註2)	54.97%
PRG Corporation	Long 好倉	Beneficial interest 實益權益	1,438,300,000 (Note 1) (附註1)	54.59%
Chan Kin 陳健	Long 好倉	Corporate interest 公司權益	955,975,517 (Note 3) (附註3)	36.28%
Argyle Street Management Holdings Limited	Long 好倉	Corporate interest 公司權益	955,975,517 (Note 3) (附註3)	36.28%
Argyle Street Management Limited	Long 好倉	Investment manager 投資經理	955,975,517 (Note 3) (附註3)	36.28%
ASM Connaught House General Partner II Limited	Long 好倉	Corporate interest 公司權益	940,584,517 (Note 3) (附註3)	35.70%
ASM Connaught House Fund II LP	Long 好倉	Corporate interest 公司權益	940,584,517 (Note 3) (附註3)	35.70%



DIRECTORS' REPORT

董事會報告書

Name of Shareholder 股東名稱／姓名	Long/Short Positions 好倉／淡倉	Nature of Interest 權益性質	Number of Shares 股份數目	Percentage of Shareholding (direct or indirect) 持股份百分比 (直接或間接)
Bishan Street Limited ("Bishan")	Long 好倉	Beneficial interest and security interest 實益權益及抵押權益	933,845,517 (Note 3) (附註3)	35.44%
Wang Hung Roger 王恒	Long 好倉	Beneficial interest and trustee 實益權益及受託人	429,935,500 (Note 4) (附註4)	16.32%
Wang Hsu Vivine H 王徐貞賢	Long 好倉	Interest of spouse and beneficiary of a trust 配偶權益及信託受益人	429,935,500 (Note 5) (附註5)	16.32%
GEICO Holdings Limited	Long 好倉	Corporate interest 公司權益	421,646,346 (Note 6) (附註6)	16.00%
Golden Eagle International Retail Group Limited	Long 好倉	Beneficial interest 實益權益	421,646,346 (Note 6) (附註6)	16.00%
Wang Dorothy S L	Long 好倉	Beneficiary of a trust 信託受益人	421,646,346	16.00%
Wang Janice S Y	Long 好倉	Beneficiary of a trust 信託受益人	421,646,346	16.00%



DIRECTORS' REPORT

董事會報告書

NOTES:

1. PRG Corporation is a wholly-owned subsidiary of East Crest which is in turn wholly-owned by PHB. By virtue of the SFO, PHB is deemed to be interested in the Shares held by PRG Corporation in the Company.
2. Puan Sri Chan Chau Ha alias Chan Chow Har is the wife of Tan Sri Cheng Heng Jem and is deemed to be interested in 1,448,270,000 Shares which Tan Sri Cheng Heng Jem is deemed to be interested in for the purposes of the SFO.
3. According to disclosure of interest filings available on the Stock Exchange's website, Mr. Chan Kin is deemed to be interested in the Shares held by several corporations which he directly or indirectly controls. Out of these 955,975,517 Shares, 9,645,517 Shares are interests in cash-settled unlisted derivatives.

Bishan and ASM Connaught House Fund LP beneficially owned 9,645,517 and 11,565,500 Shares respectively. Bishan also held 924,200,000 securities interest on the Shares among the 933,845,517 Shares it is interested in.

Bishan was held indirectly by Argyle Street Management Limited as the Investment Manager through ASM Connaught House Fund II LP, ASM Connaught House Fund LP and several other controlled corporations. ASM Connaught House General Partner II Limited and ASM Connaught House General Partner Limited were two wholly controlled corporations of Argyle Street Management Holding Limited. Mr. Chan Kin has 100% control over Argyle Street Management Limited through his 50.43% control over Argyle Street Management Holding Limited. Accordingly, Mr. Chan Kin, Argyle Street Management Holding Limited and Argyle Street Management Limited were deemed to be interested in an aggregate holding of 955,975,517 Shares by virtue of the SFO.

4. The capacities of Wang Hung Roger in holding the 429,935,500 Shares (Long position) were as to 8,289,154 Shares (Long position) as beneficial owner and 421,646,346 Shares (Long position) as trustee.
5. Wang Hsu Vivine H is the wife of Wang Hung Roger and is deemed to be interested in 429,935,500 Shares held by Wang Hung Roger.
6. Golden Eagle International Retail Group Limited is wholly-owned by GEICO Holdings Limited. By virtue of the SFO, GEICO Holdings Limited is deemed to be interested in the Shares held by Golden Eagle International Retail Group Limited in the Company.

附註：

1. PRG Corporation是East Crest的全資附屬公司，而East Crest又由PHB全資擁有。基於證券及期貨條例，PHB被視作於PRG Corporation在本公司持有的股份中擁有權益。
2. 潘斯里陳秋霞為丹斯里鍾廷森的妻子，基於證券及期貨條例，彼被視作擁有丹斯里鍾廷森被視為擁有權益的1,448,270,000股股份的權益。
3. 根據聯交所網站可得的權益披露資料，陳健先生被視為於數家其直接或間接控制的公司所持有的股份中擁有權益。在該等955,975,517股股份中，9,645,517股股份為於非上市現金結算衍生工具中的權益。

Bishan及ASM Connaught House Fund LP分別實益擁有9,645,517股及11,565,500股股份。在其擁有權益的933,845,517股股份中，Bishan亦於924,200,000股股份中擁有抵押權益。

Bishan由Argyle Street Management Limited（作為投資經理）透過ASM Connaught House Fund II LP、ASM Connaught House Fund LP及數家其他受控法團間接持有。ASM Connaught House General Partner II Limited及ASM Connaught House General Partner Limited為Argyle Street Management Holding Limited的兩家完全受控法團。陳健先生透過其擁有50.43%控制權的Argyle Street Management Holding Limited擁有Argyle Street Management Limited 100%的控制權。因此，根據證券及期貨條例，陳健先生、Argyle Street Management Holding Limited及Argyle Street Management Limited被視為於合計955,975,517股股份的持股中擁有權益。

4. 王恒所持有的429,935,500股股份（好倉）中，8,289,154股股份（好倉）以實益擁有人身份持有，而421,646,346股股份（好倉）以受託人身份持有。
5. 王徐貞賢為王恒的妻子，被視作於王恒持有的429,935,500股股份中擁有權益。
6. Golden Eagle International Retail Group Limited由GEICO Holdings Limited全資擁有。基於證券及期貨條例，GEICO Holdings Limited被視作於Golden Eagle International Retail Group Limited所持有的本公司股份中擁有權益。



As at 31 December 2021, as far as the Directors are aware, each of the following persons, not being a Director or Chief Executive of the Company, was directly or indirectly interested in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meeting of a member of the Group other than the Company:

於二零二一年十二月三十一日，據董事所知，以下各位人士（並非本公司董事或最高行政人員）直接或間接持有本集團成員公司（本公司除外）任何類別股本（隨附權利可在任何情況下於股東大會上投票）面值10%或以上權益：

Substantial Shareholder 主要股東	Member of the Group 本集團成員公司	Percentage of Equity Interest Held 持有股權百分比
Xinjiang Friendship (Group) Co., Ltd. ("Xinjiang Youhao") ¹ 新疆友好(集團)股份有限公司(「新疆友好」) ¹	Xinjiang Youhao Parkson Development Co., Ltd. ("Xinjiang Parkson") 新疆友好百盛商業發展有限公司(「新疆百盛」)	49%
Wuxi Supply and Marketing Group Co., Ltd. ("Wuxi Supply and Marketing") ² 無錫供銷集團有限公司(「無錫供銷」) ²	Wuxi Sanyang Parkson Plaza Co., Ltd. ("Wuxi Parkson") 無錫三陽百盛廣場有限公司(「無錫百盛」)	40%
Guizhou Shenqi Enterprise Co., Ltd. ("Guizhou Shenqi Enterprise") ³ 貴州神奇實業有限公司(「貴州神奇實業」) ³	Guizhou Shenqi Parkson Retail Development Co., Ltd. ("Guizhou Parkson") 貴州神奇百盛商業發展有限公司(「貴州百盛」)	40%
Shanghai Nine Sea Industry Co., Ltd. ("Shanghai Nine Sea Industry") 上海九海實業有限公司(「上海九海實業」)	Shanghai Nine Sea Lion Properties Management Co., Ltd. ("Shanghai Lion Property") ⁴ 上海九海金獅物業管理有限公司(「上海金獅物業」) ⁴	71%
Shanghai Nine Sea Industry 上海九海實業	Shanghai Nine Sea Parkson Plaza Co., Ltd. ("Shanghai Nine Sea Parkson") ⁵ 上海九海百盛廣場有限公司(「上海九海百盛」) ⁵	29%
E-Land Fashion Hong Kong Limited ("E-Land Hong Kong") ⁶ 衣念時裝香港有限公司(「衣念時裝香港」) ⁶	Parkson Newcore Retail Shanghai Ltd. ("Parkson Newcore") 百盛紐可爾瑞特商貿(上海)有限公司(「百盛紐可爾」)	51%
E-Land Hong Kong ⁷ 衣念時裝香港 ⁷	Nanchang Parkson Newcore Retail Ltd. ("Nanchang Newcore") ⁷ 南昌百盛紐客商貿有限公司(「南昌紐客」) ⁷	51%
Koh Wee Lit	Habitat Blue Sdn. Bhd.	40.55%
Bernice Cheong Nyuk Siew	Habitat Blue Sdn. Bhd.	16.67%



DIRECTORS' REPORT

董事會報告書

NOTES:

1. Xinjiang Youhao owns 49% of the equity interest of Xinjiang Parkson.
2. Wuxi Supply and Marketing owns 40% of the equity interest of Wuxi Parkson.
3. (i) Guizhou Shenqi Enterprise, owns 40% of the equity interest of Guizhou Parkson.
(ii) Zhang Pei, Zhang Zhi Jun and Zhang Ya, own 30%, 40% and 30% of the equity interest in Guizhou Shenqi Enterprise, respectively, representing a 12%, 16% and 12% indirect equity interest in Guizhou Parkson.
4. Shanghai Lion Property is a cooperative joint venture enterprise established under the laws of the PRC between Shanghai Nine Sea Industry and Exonbury Limited ("Exonbury"), a wholly-owned subsidiary of the Company. According to public record, Shanghai Nine Sea Industry and Exonbury owns 54.79% and 45.21% equity interest in Shanghai Lion Property respectively. Shanghai Nine Sea Industry and the Group are entitled to 71% and 29% of the voting rights in the board of Shanghai Lion Property respectively under a mutual agreement between both parties. Shanghai Nine Sea Industry and the Group are entitled to 65% and 35% of the distributable profits of Shanghai Lion Property respectively.
5. Shanghai Nine Sea Parkson is a cooperative joint venture enterprise established under the laws of the PRC between Shanghai Nine Sea Industry and Exonbury. According to public record, Exonbury owns 100% equity interest in Shanghai Nine Sea Parkson. Shanghai Nine Sea Industry and the Group are entitled to 29% and 71% of the voting rights in the board of Shanghai Nine Sea Parkson respectively under a mutual agreement between both parties. Shanghai Nine Sea Industry is entitled to a pre-determined distribution of income from Shanghai Nine Sea Parkson while the Group is entitled to 100% of its distributed profit after deducting the aforesaid pre-determined distribution of income attributable to Shanghai Nine Sea Industry.
6. According to public records, Newcore Retail Hong Kong Limited ("Newcore Hong Kong") has transferred its 51% equity interest in Parkson Newcore to E-Land Hong Kong on or around 21 July 2021. Upon the completion of the aforesaid transfer, Newcore Hong Kong has ceased to be a shareholder of Parkson Newcore and E-Land Hong Kong has become a shareholder of Parkson Newcore who owns 51% of the equity interest in Parkson Newcore.

附註：

1. 新疆友好擁有新疆百盛49%權益。
2. 無錫供銷擁有無錫百盛40%權益。
3. (i) 貴州神奇實業擁有貴州百盛40%權益。
(ii) 張沛、張之君及張姪分別擁有貴州神奇實業的30%、40%及30%股權，佔貴州百盛的12%、16%及12%間接權益。
4. 上海金獅物業為由上海九海實業及香港益盛普利有限公司（「益盛普利」，本公司全資附屬公司）根據中國法律成立的合作經營企業。根據公開記錄，上海九海實業及益盛普利分別擁有上海金獅物業的54.79%及45.21%權益。根據雙方協議，上海九海實業及本集團分別擁有上海金獅物業董事會71%及29%投票權。上海九海實業及本集團分別擁有上海金獅物業65%及35%可供分派利潤。
5. 上海九海百盛為由上海九海實業及益盛普利根據中國法律成立的合作經營企業。根據公開記錄，益盛普利擁有上海九海百盛100%股權。根據雙方協議，上海九海實業及本集團分別擁有上海九海百盛董事會29%及71%投票權。上海九海實業有權收取上海九海百盛預定分派的收入，而本集團有權收取上海九海百盛於扣除上述應屬於上海九海實業的預定分派收入後的100%已分派利潤。
6. 根據公開記錄，Newcore Retail Hong Kong Limited（「Newcore Hong Kong」）已於二零二一年七月二十一日或前後向衣念時裝香港轉讓其於百盛紐可爾51%股權。於上述轉讓完成後，Newcore Hong Kong不再為百盛紐可爾的股東，而衣念時裝香港成為百盛紐可爾的股東，其擁有百盛紐可爾51%股權。

7. Parkson Newcore owns 100% of the equity interest in Nanchang Newcore. E-Land Hong Kong owns 51% of the equity interest in Parkson Newcore, and thus E-Land Hong Kong is indirectly interested in 51% of the equity interest in Nanchang Newcore.

7. 百盛紐可爾擁有南昌紐客100%股權。衣念時裝香港擁有百盛紐可爾51%股權，故衣念時裝香港間接擁有南昌紐客51%股權。

Save as disclosed above and so far as the Directors are aware, as at 31 December 2021, no other person had an interest or short position in the Company's shares or underlying shares (as the case may be), which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or was otherwise directly or indirectly interested in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of any member of the Group.

除上文所披露者外，據董事所知，於二零二一年十二月三十一日，概無其他人士於本公司股份或相關股份（視情況而定）中，擁有任何根據證券及期貨條例第XV部第2及第3分部的條文須知會本公司及聯交所的權益或淡倉，或直接或間接持有本集團任何成員公司任何類別股本（隨附權利可在任何情況下於股東大會上投票）面值10%或以上的權益。

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

No transactions, arrangements or contracts of significance in relation to the Group's business to which the Company or any its subsidiaries was a party and in which a director of the Company or his/her connected entity had a material interest, whether directly or indirectly, subsisted at the end of the financial year 2021 or at any time during the year ended 31 December 2021.

董事於重大交易、安排及合約之權益

於二零二一財政年度末或於截至二零二一年十二月三十一日止年度之任何時間，概無存續由本公司或其任何附屬公司訂立，而本公司董事或其關聯方於當中直接或間接擁有重大權益之有關本集團業務之任何重大交易、安排或合約。

No contract of significance was entered into between any member of the Group and a controlling shareholder of the Company or any of its subsidiaries corporations or contract of significance for the provision of services to any member of the Group by a controlling shareholder or any of its subsidiaries subsisted as at the end of the financial year 2021 or during the year ended 31 December 2021.

於二零二一財政年度末或截至二零二一年十二月三十一日止年度，概無存續由本集團任何成員公司與本公司或其任何附屬公司控股股東訂立之重大合約或由控股股東或其任何附屬公司向本集團任何成員公司提供服務之重大合約。

CONNECTED TRANSACTIONS OR CONTINUING CONNECTED TRANSACTIONS

During the year ended 31 December 2021 and up to the date of this report, there was no discloseable non-exempted connected transaction under the Listing Rules.

關連交易或持續關連交易

截至二零二一年十二月三十一日止年度及直至本報告日期，概無根據上市規則須予披露的非豁免關連交易。

None of the "Related Party Transactions" as disclosed in Note 33 to the consolidated financial statements for the year ended 31 December 2021 constituted discloseable non-exempted connected transaction or non-exempted continuing connected transaction under the Listing Rules. To the extent of the above "Related Party Transactions" constituted connected transactions or continuing connected transactions as defined in the Listing Rules, the Company had complied with the relevant requirements under Chapter 14A of the Listing Rules during the year ended 31 December 2021.

於截至二零二一年十二月三十一日止年度的綜合財務報表附註33所披露的「關聯方交易」概無構成根據上市規則須予披露的非豁免關連交易或非豁免持續關連交易。倘上述「關聯方交易」構成上市規則定義的關連交易或持續關連交易，本公司於截至二零二一年十二月三十一日止年度已遵守上市規則第十四A章的相關要求。



DIRECTORS' REPORT 董事會報告書

DEED OF NON-COMPETITION

A deed of non-competition was entered into between Lion Diversified Holdings Berhad ("LDHB") and the Company on 10 November 2005 (supplemented and amended on 18 September 2007), under which LDHB has undertaken not to engage, other than through the existing managed stores, in any business of the retail trade in merchandise in department stores, supermarkets, hypermarkets, convenience stores, specialty merchandise stores, supercentres and category killers in the PRC, Hong Kong, Macau and Taiwan. Pursuant to a reorganisation scheme undertaken by LDHB, LDHB had agreed to consolidate most of its retail business (including most of its existing managed stores in the PRC) into PHB. In light thereof, PHB has entered into an identical deed of non-competition with the Company on 18 September 2007 with respect to those managed stores acquired from LDHB. In conjunction therewith, LDHB has granted an indemnity in favour of the Company which will be invoked if PHB fails to fulfill its obligation under the aforesaid deed of non-competition dated 18 September 2007.

The principal businesses of LDHB are manufacturing and selling computer and related products, developing property, investment holding and others. The principal business of PHB is operation of department stores and PHB is a substantial shareholder of the Company and therefore a connected person of the Company. Both PHB and LDHB are members of The Lion Group which is ultimately controlled by Tan Sri Cheng Heng Jem and hence, LDHB is a connected person of the Company. Save for Tan Sri Cheng Heng Jem who has material interest in the aforesaid transaction, none of the directors have a material interest in the aforesaid transaction and need to be abstained from voting in respect thereof. Tan Sri Cheng Heng Jem is deemed interested in the aforesaid transaction and has been abstained from voting in any of the resolutions in relation to the aforesaid transaction.

不競爭契據

Lion Diversified Holdings Berhad (「金獅」) 與本公司於二零零五年十一月十日訂立不競爭契據 (於二零零七年九月十八日經補充及修訂)，據此，金獅已承諾不會 (透過現有管理店除外) 於中國、香港、澳門及台灣從事百貨店、超市、大型綜合超市、便利店、專賣店、超級購物中心及品類殺手的任何零售貿易業務。根據金獅的重組計劃，金獅同意將其零售業務 (包括位於中國的大部分現有管理店) 併入PHB。因此，PHB與本公司於二零零七年九月十八日就向金獅收購該等管理店訂立相同的不競爭契據。據此，金獅已向本公司作出彌償保證，倘PHB未能履行其於上述日期為二零零七年九月十八日的不競爭契據項下的責任，該項彌償保證將獲兌現。

金獅的主要業務為生產及銷售電腦及相關產品、開發物業、投資控股及其他。PHB的主要業務為經營百貨店。PHB為本公司主要股東，因此為本公司的關連人士。PHB及金獅均為丹斯里鍾廷森最終控制的金獅集團成員公司，因此金獅為本公司的關連人士。除丹斯里鍾廷森 (於上述交易中擁有重大利益) 外，概無董事於上述交易中擁有重大利益，並須就此放棄投票。丹斯里鍾廷森被視為於上述交易中擁有利益，並在有關上述交易的任何決議案中放棄投票。

TRADEMARK LICENCE AGREEMENT

A trademark licence agreement (the "Licence Agreement") was entered into between Shanghai Lion Investment (an indirect wholly-owned subsidiary of the Company) and Parkson Services Pte. Ltd. on 1 June 2020, pursuant to which Parkson Services Pte. Ltd. granted to Shanghai Lion Investment an exclusive licence to use certain trademarks, including the "Parkson" and "Xtra" trademarks for a term of 30 years at the licence fee of RMB30,000 per store per annum.

Parkson Services Pte. Ltd. is a wholly-owned subsidiary of East Crest which in turn is wholly-owned by PHB (and hence an associate of PHB) and its principal activity is intellectual property holding. None of the directors has a material interest in the Licence Agreement and needs to be abstained from voting in respect thereof.

The independent non-executive Directors have reviewed the above continuing connected transactions and confirmed that the transactions had been entered into:

- (i) in the ordinary and usual course of the business of the Group;
- (ii) on normal commercial terms or better; and
- (iii) in accordance with the relevant agreements governing them and on terms that are fair and reasonable and in the interests of the Company and the shareholders of the Company as a whole.

商標特許協議

上海獅貿投資（為本公司的間接全資附屬公司）於二零二零年六月一日與Parkson Services Pte. Ltd.訂立商標特許協議（「特許協議」），據此，Parkson Services Pte. Ltd.授予上海獅貿投資一項獨家特許權許可其使用若干商標，包括「百盛」及「愛客家」商標，為期三十年，特許費為每家百貨店每年人民幣30,000元。

Parkson Services Pte. Ltd.為East Crest的全資附屬公司，而East Crest又由PHB全資擁有（因此為PHB的聯繫人），其主要業務為持有知識產權。概無董事於特許協議中擁有重大利益，並須就此放棄投票。

獨立非執行董事已審閱上述持續關連交易並確認該等交易乃：

- (i) 於本集團的一般及日常業務過程中訂立；
- (ii) 按正常或更佳商業條款訂立；及
- (iii) 根據監管交易的相關協議，按公平合理及符合本公司及本公司股東的整體利益的條款訂立。



DIRECTORS' REPORT 董事會報告書

DISCLOSURE PURSUANT TO RULE 13.21 OF THE LISTING RULES

On 6 December 2021, the Company as borrower, entered into a facility agreement (the "Facility Agreement") in respect of a syndication term loan facility with an aggregate amount of up to HK\$2,700,000,000 (the "Loan Facility") with a syndicate of banks, as lenders (the "Lenders") with the term of 36 months commencing from the first drawdown date. Pursuant to the Facility Agreement, Tan Sri Cheng Heng Jem (together with his wife, Puan Sri Chan Chau Ha alias Chan Chow Har, who is deemed to be interested in Tan Sri Cheng Heng Jem's interests in the Company) shall remain to be the largest ultimate beneficial owner of the Company. In the event that Tan Sri Cheng Heng Jem (together with his wife, Puan Sri Chan Chau Ha alias Chan Chow Har) ceases to be the largest ultimate beneficial owner of the Company, the facility available will be cancelled and the Company shall be obliged to pay all outstanding amounts immediately.

DISTRIBUTABLE RESERVES

As at 31 December 2021, the aggregate amount of reserve available for distribution to equity shareholders of the Company was approximately RMB559.9 million (2020: approximately RMB77.7 million).

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the year ended 31 December 2021, neither the Company nor any of its subsidiaries purchased, sold or redeemed interest in any of the Company's listed securities.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's Articles of Association or the laws of the Cayman Islands although there are no restrictions against such rights under the laws of the Cayman Islands.

根據上市規則第13.21條的披露

於二零二一年十二月六日，本公司（作為借款人）與一銀團（作為貸款人（「貸款人」））就合共2,700,000,000港元的定期貸款融資（「貸款融資」）訂立融資協議（「融資協議」）。貸款融資期限為首個提款日起計的36個月。根據融資協議，丹斯里鍾廷森（連同其妻子潘斯里陳秋霞（被視為於丹斯里鍾廷森於本公司的權益中擁有權益））應維持為本公司的最大最終實益擁有人。倘丹斯里鍾廷森（連同其妻子潘斯里陳秋霞）不再為本公司的最大最終實益擁有人，可獲得的融資將被取消，而本公司有責任於變更後立即支付所有未償還金額。

可供分派儲備

於二零二一年十二月三十一日，本公司權益股東的可供分派儲備總額約為人民幣559.9百萬元（二零二零年：約人民幣77.7百萬元）。

購買、銷售或贖回本公司的上市證券

截至二零二一年十二月三十一日止年度，本公司或其任何附屬公司並無購買、出售或贖回本公司任何上市證券的權益。

優先購買權

儘管開曼群島法律並無對優先購買權施加任何限制，本公司的公司章程細則或開曼群島法律概無載入有關該等權利的條文。

EMOLUMENT POLICY AND PENSION SCHEMES

The Group recognises the importance of good relationships with employees. The remuneration payable to employees includes salaries and allowance/bonuses.

The Group has also made contributions to staff-related plans or funds in accordance with the local regulations of the PRC: pension plans, medical insurance, unemployment insurance, work-related injury insurance and maternity insurance.

The Group has been advised by its legal advisers on PRC law that the above arrangements are in compliance with all relevant laws and regulations.

MAJOR CUSTOMERS AND SUPPLIERS

As the Group is principally engaged in retail sales, none of its customers and suppliers accounted for more than 5% of its turnover for the year ended 31 December 2021. None of the directors or shareholders who owned 5% or more of the issued capital of the Company for the year ended 31 December 2021 or any of their respective associates held any interest in any of the five largest customers and suppliers of the Company for the year ended 31 December 2021.

SUFFICIENCY OF PUBLIC FLOAT

The Company has maintained a sufficient public float as at the latest practicable date prior to the issue of this annual report.

CORPORATE GOVERNANCE REPORT

Details of the Company's corporate governance practices are set out in the "Corporate Governance Report" under this annual report.

AUDITOR

The consolidated financial statements of the Group have been audited by Grant Thornton Hong Kong Limited, Certified Public Accountants.

酬金政策及退休金計劃

本集團了解與僱員保持良好關係的重要性。應付僱員酬金包括薪金及津貼／花紅。

本集團亦按照中國地方法規，為員工相關計劃或基金供款，包括：退休金計劃、醫療保險、失業保險、工傷保險及生育保險。

本集團已獲其中國法律顧問告知，上述安排乃符合所有相關法例及法規。

主要客戶及供應商

由於本集團主要從事零售業務，截至二零二一年十二月三十一日止年度，概無客戶及供應商佔其營業額5%以上。截至二零二一年十二月三十一日止年度，持有本公司已發行股本5%或以上的董事或股東或其各自聯繫人概無於截至二零二一年十二月三十一日止年度持有本公司五大客戶及供應商任何權益。

足夠公眾持股量

於本年報刊發前的最後實際可行日期，本公司已維持足夠的公眾持股量。

企業管治報告

有關本公司的企業管治常規的詳情載於本年度報告「企業管治報告」一節內。

核數師

本集團的綜合財務報表已由執業會計師致同(香港)會計師事務所有限公司審核。

On behalf of the Board
Parkson Retail Group Limited
Tan Sri Cheng Heng Jem
Executive Director & Chairman
21 February 2022

代表董事會
百盛商業集團有限公司
丹斯里鍾廷森
執行董事兼主席
二零二二年二月二十一日



INDEPENDENT AUDITOR'S REPORT

獨立核數師報告書



Grant Thornton
致同

To the shareholders of Parkson Retail Group Limited
(incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Parkson Retail Group Limited (the "Company") and its subsidiaries (the "Group") set out on pages 106 to 252, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs") issued by the International Accounting Standards Board ("IASB") and have been properly prepared in compliance with the disclosure requirements of the Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKASs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

致百盛商業集團有限公司全體股東
(於開曼群島註冊成立的有限公司)

意見

吾等已審核載於第106頁至第252頁的百盛商業集團有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表,該等綜合財務報表包括於二零二一年十二月三十一日的綜合財務狀況表,及截至該日止年度的綜合損益表、綜合全面收益表、綜合權益變動表及綜合現金流量表,以及綜合財務報表附註,其中包括主要會計政策概要。

依照本核數師的意見,該等綜合財務報表根據國際會計準則理事會(「國際會計準則理事會」)所頒佈之國際財務報告準則(「國際財務報告準則」)真實而公允地反映了 貴集團於二零二一年十二月三十一日的綜合財務狀況,以及其截至該日止年度的綜合財務表現及綜合現金流量,並已按照公司條例的披露規定妥為編製。

意見的基礎

吾等已根據香港會計師公會(「香港會計師公會」)頒佈的香港審核準則(「香港審核準則」)進行審核。吾等就該等準則承擔的責任在本報告書核數師就審核綜合財務報表承擔的責任一節中進一步詳述。根據香港會計師公會的職業會計師道德守則(「守則」),吾等獨立於 貴集團,並已按照守則履行其他道德責任。吾等相信,吾等所獲得的審核憑證能充足及適當地為吾等的意見提供基礎。

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告書 (續)

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

關鍵審核事項

關鍵審核事項是根據吾等的專業判斷，認為對本期綜合財務報表的審核最為重要的事項。該等事項是在吾等整體審核綜合財務報表及達成吾等對其的意見的背景下進行處理，吾等不會對該等事項提供單獨的意見。

Key Audit Matter 關鍵審核事項	How the matter was addressed in our audit 吾等的審核如何處理該事項
<p><i>Impairment of property, plant and equipment and right-of-use assets</i> 物業、廠房及設備以及使用權資產減值</p> <p>The Group operates department stores mainly in the People's Republic of China (the "PRC"). Having considered the loss-making performance of certain stores, management performed impairment testing with respect to the assets of those loss-making department stores with a net carrying amount of RMB629,813,000 as at 31 December 2021 and impairment amounting to RMB51,618,000 was provided in the current year. The impairment testing requires management to make assumptions to be used in the underlying cash flow forecasts. The assumptions include expectations for gross margin, growth rates and discount rates, as well as the overall market and economic conditions in the PRC. In view of the significance of the amount and the level of judgement exercised by management, we consider this as a key audit matter.</p> <p>貴集團主要於中華人民共和國（「中國」）經營百貨店。考量到若干門店的虧損表現，管理層就該等虧損百貨店的資產進行減值測試。於二零二一年十二月三十一日，該等百貨店的賬面淨值為人民幣629,813,000元，且本年度計提減值撥備人民幣51,618,000元。減值測試需要管理層就預測相關現金流量作出假設，該等假設包括對毛利率、增長率及折現率，以及中國整體市場與經濟狀況的預測。鑒於有關金額及管理層所作判斷的程度相當重大，吾等將此視為一項關鍵審核事項。</p> <p>The Company's disclosure for impairment of property, plant and equipment are included in notes 3, 10 and 12 to the consolidated financial statements.</p> <p>有關 貴公司物業、廠房及設備減值的披露載於綜合財務報表附註3、10和12。</p>	<p>Our audit procedures included, amongst others, evaluating the Group's policies and procedures to identify triggering events for potential impairment of assets related to the underperforming stores and management's assessment on impairment indicators. We have also assessed the reasonableness of assumptions made by management, evaluated the reasonableness of methodologies, growth rates and discount rates used by the Group, and compared the key assumptions used in the impairment assessment to the historical data of the Group and the external data in the similar industry. We have also tested management sensitivity analysis of the key assumptions to ascertain that selected adverse changes to key assumptions would not cause the carrying amount of cash-generating units to materially exceed the recoverable amount. We also evaluated the disclosures in the consolidated financial statements about the key assumptions used in the determination of the recoverable amount of the related cash-generating units.</p> <p>吾等的審核程序包括但不限於 貴集團用以辨識引發有關業績欠佳門店的潛在資產減值事件之政策與程序，及管理層就減值跡象所作的評估。吾等亦評估管理層所作假設的合理性，並評估 貴集團所用的方法、增長率及折現率的合理性，並將在減值評估中所使用的關鍵假設與 貴集團歷史數據和相似行業的外部數據進行比較。吾等亦測試管理層就關鍵假設作出的敏感性分析，以確定關鍵假設的部分不利變化不會導致現金產生單位之賬面值大幅超過可回收金額。此外，吾等評估綜合財務報表內有關釐定相關現金產生單位可收回金額時所用關鍵假設的披露。</p>

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告書 (續)

KEY AUDIT MATTERS (continued)

關鍵審核事項 (續)

Key Audit Matter 關鍵審核事項	How the matter was addressed in our audit 吾等的審核如何處理該事項
<p data-bbox="162 533 405 595"><i>Impairment of goodwill</i> 商譽減值</p> <p data-bbox="162 609 845 1016">The Group is required to perform an impairment assessment of goodwill at least annually. Management performed annual impairment testing with respect to the goodwill with a total carrying amount of RMB1,691,564,000 as at 31 December 2021 and impairment amounting to RMB78,974,000 was provided in the current year. Management's assessment process is complex and highly judgemental and is based on assumptions, in particular those relating to gross margin, growth rates and discount rates, as well as the overall market and economic conditions. Given the significance of the amount, the sensitivity of the assumptions and the level of judgement involved, we consider this as a key audit matter.</p> <p data-bbox="162 1021 845 1294">貴集團每年至少需進行一次商譽減值評估。管理層就於二零二一年十二月三十一日賬面總值為人民幣1,691,564,000元的商譽進行年度減值測試，且本年度計提減值撥備人民幣78,974,000元。管理層的評估過程相當複雜、需作出大量判斷且為基於假設作出，尤其是有關毛利率、增長率及折現率的假設以及整體市場及經濟狀況。鑒於金額的重大性、假設的敏感度及其涉及的判斷程度，吾等將此視為一項關鍵審核事項。</p> <p data-bbox="162 1335 845 1469">The Company's disclosures for impairment of goodwill are included in notes 3 and 13(a) to the consolidated financial statements. 有關 貴公司商譽減值的披露載於綜合財務報表附註3和13(a)。</p>	<p data-bbox="874 609 1433 1191">Our audit procedures included, amongst others, assessing the reasonableness of assumptions made by management, evaluating the appropriateness of valuation methodologies, growth rates and discount rate used by the Group, and comparing the key assumptions used in the impairment assessment to the historical data of the Group and the external data in the similar industry. We have also tested management sensitivity analysis of the key assumptions to ascertain that selected adverse changes to key assumptions would not cause the carrying amount of cash-generating units to materially exceed the recoverable amount. We also evaluated the disclosures in the consolidated financial statements about the key assumptions used in the determination of the recoverable amount of the related cash-generating units.</p> <p data-bbox="874 1196 1433 1538">吾等的審核程序包括但不限於吾等評估管理層所作假設的合理性、 貴集團所用的估值方法、增長率及折現率，並將在減值評估中所使用的關鍵假設與 貴集團歷史數據和相似行業的外部數據進行比較。吾等亦測試管理層就關鍵假設作出的敏感性分析，以確定關鍵假設的部分不利變化不會導致現金產生單位之賬面值大幅超過可回收金額。此外，吾等評估綜合財務報表內有關釐定相關現金產生單位可收回金額時所用關鍵假設的披露。</p>

INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告書 (續)

KEY AUDIT MATTERS (continued)

關鍵審核事項 (續)

Key Audit Matter 關鍵審核事項	How the matter was addressed in our audit 吾等的審核如何處理該事項
<p><i>Valuation of deferred tax assets</i> 遞延稅項資產估值</p> <p>The Group recognised deferred tax assets amounting to RMB61,913,000 as at 31 December 2021 for the unused tax losses carried forward to the extent that it is probable that future taxable profits will be available against which unused tax losses can be utilised. The forecasts of future taxable profits are complex and require significant management estimates and judgements, in particular on the assumptions about the expected future market and economic conditions in the PRC which impact the future operating performance of those entities that have carried forward unused tax losses. In view of the significance of the amount and the level of judgement exercised by management, we consider this as a key audit matter.</p> <p>於二零二一年十二月三十一日，貴集團在很有可能未來應課稅利潤來抵扣未利用稅項虧損的範圍內，確認結轉未利用稅項虧損的遞延稅項資產人民幣61,913,000元。未來應課稅利潤的預測相當複雜，需要管理層作出重大估計及判斷，尤其有關中國的預期未來市場及經濟狀況的假設，其將影響該等已結轉未利用稅項虧損實體的未來營運表現。鑒於有關金額及管理層所作判斷的程度相當重大，吾等將此視為一項關鍵審核事項。</p> <p>The Company's disclosures for deferred tax assets in respect of tax losses are included in notes 3 and 17 to the consolidated financial statements.</p> <p>有關貴公司稅項虧損的遞延稅項資產的披露載於綜合財務報表附註3和17。</p>	<p>Our audit procedures included, amongst others, evaluating management's assumptions and estimates adopted in their forecast of future taxable profits. We examined the correspondences between the Group and the relevant taxation authorities. We assessed the historical accuracy of management's assumptions and the sensitivity analysis prepared by the Group. We also evaluated the disclosures in the consolidated financial statements.</p> <p>吾等的審核程序包括但不限於評估管理層於預測未來應課稅利潤時所採納的假設與估計。吾等查閱貴集團與相關稅務機關的往來函件。吾等評估管理層過往所作假設的準確性及貴集團所編製的敏感度分析。吾等亦評估載於綜合財務報表的披露。</p>



INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告書 (續)

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the 2021 annual report of the Company, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRSs issued by the IASB and the disclosure requirements of the Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors assisted by the Audit Committee are responsible for overseeing the Group's financial reporting process.

其他資料

貴公司董事須對其他資料負責。其他資料包括載於 貴公司二零二一年度報告中的資料，但不包括綜合財務報表及吾等的核數師報告書。

吾等對於綜合財務報表的意見不包括其他資料，亦不對此發表任何形式的鑒證結論。

就吾等對綜合財務報表的審核而言，吾等的責任乃閱讀其他資料，並由此考慮其他資料是否與綜合財務報表或吾等在審核過程中所知悉的情況存在重大不一致或看似存在重大錯誤陳述。基於吾等已執行的工作，倘吾等認為其他資料存在重大錯誤陳述，吾等須報告該事實。吾等就此並無任何事項須報告。

董事就綜合財務報表須承擔的責任

董事須負責根據國際會計準則理事會頒佈的國際財務報告準則及公司條例的披露規定，編製真實而公平的綜合財務報表，以及落實其認為必要的內部監控，以確保所編製的綜合財務報表不會存在由於欺詐或錯誤而導致的重大錯誤陳述。

在編製綜合財務報表時， 貴公司董事須負責評估 貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及以持續經營為會計基礎，除非 貴公司董事有意將 貴集團清盤或停止經營，或別無其他實際的替代方案。

董事由審核委員會協助，負責監督 貴集團財務報告過程的責任。



INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告書 (續)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

核數師就審核綜合財務報表承擔的責任

吾等的目標乃就綜合財務報表整體是否存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括吾等意見的核數師報告書。吾等僅向作為法人團體的股東報告意見，除此以外，不可用作其他用途。吾等概不會就本報告書的內容對任何其他人士負責或承擔法律責任。

合理保證為高水平的保證，但不能保證按照香港審核準則進行的審核總能發現重大錯誤陳述。錯誤陳述可能由欺詐或錯誤引起，如果合理預期其單獨或匯總起來可能影響綜合財務報表使用者基於該等綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

作為根據香港審核準則進行審核其中一環，吾等運用專業判斷，保持專業懷疑態度。吾等亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審核程序以應對該等風險，以及獲取充足及適當的審核憑證，作為吾等意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致出現重大錯誤陳述的風險高於未能發現因錯誤而導致出現重大錯誤陳述的風險。
- 了解與審核相關的內部控制，以設計在有關情況下屬適當的審核程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評估董事所採用會計政策的適當性以及作出會計估計及相關披露的合理性。



INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告書 (續)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

核數師就審核綜合財務報表承擔的責任 (續)

- 對董事採用持續經營會計基準的適當性作出結論，並根據所獲取的審核憑證，確定是否存在與事件或情況有關的重大不確定性，從而可能導致對 貴集團的持續經營能力產生重大疑慮。倘吾等認為存在重大不確定性，則有必要在核數師報告書中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則須修訂吾等的意見。吾等的結論乃基於直至核數師報告書日止所取得的審核憑證。然而，未來事件或情況可能導致 貴集團不能持續經營業務。
- 評估綜合財務報表的整體列報、結構及內容 (包括披露) 以及綜合財務報表是否公平反映相關交易及事件。
- 就 貴集團內實體或業務活動的財務資料獲取充足適當的審核憑證，以便對綜合財務報表發表意見。吾等負責集團審核的方向、監督及執行。吾等為吾等的審核意見承擔全部責任。

吾等與審核委員會溝通包括但不限於審核的計劃範圍及時間以及重大審核發現等，其中包括吾等在審核中識別出內部監控的任何重大缺陷。

吾等亦向審核委員會提交聲明，表明吾等已符合有關獨立性的相關道德要求，並與彼等溝通可能合理被認為會影響吾等獨立性的所有關係及其他事項以及在適用的情況下為消除威脅而採取的行動或防範措施。



INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告書 (續)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Grant Thornton Hong Kong Limited

Certified Public Accountants

11th Floor,
Lee Garden Two
28 Yun Ping Road
Causeway Bay
Hong Kong

21 February 2022

Ng Ka Kong

Practising Certificate No.: P06919

核數師就審核綜合財務報表承擔的 責任 (續)

從與審核委員會溝通的事項中，吾等確定該等對本期綜合財務報表的審核最為重要的事項，因而構成關鍵審核事項。吾等在核數師報告書中闡釋該等事項，除非法律或規例不允許公開披露該等事項，或在極端罕見的情況下，合理預期倘於吾等之報告書中註明某事項造成的負面後果超過產生的公眾利益，則吾等決定不應在報告書中註明該事項。

致同(香港)會計師事務所有限公司

執業會計師

香港
銅鑼灣
恩平道28號
利園二期11樓

二零二二年二月二十一日

吳嘉江

執業證書號碼：P06919

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

綜合損益表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		Notes 附註	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
REVENUES	收益	4	4,187,737	4,009,881
Other operating revenues	其他經營收益	4	550,765	418,468
Total operating revenues	經營收益總額		4,738,502	4,428,349
OPERATING EXPENSES	經營開支			
Purchases of goods and changes in inventories	採購貨物及存貨變動		(2,316,169)	(2,214,507)
Staff costs	員工成本		(580,409)	(547,168)
Depreciation and amortisation	折舊及攤銷		(658,908)	(690,353)
Rental expenses	租金開支		(57,458)	13,917
Other operating expenses	其他經營開支		(802,008)	(641,279)
Total operating expenses	經營開支總額		(4,414,952)	(4,079,390)
PROFIT FROM OPERATIONS	經營利潤		323,550	348,959
Finance income	融資收入	6	73,496	99,922
Finance costs	融資成本	6	(495,718)	(569,909)
Share of (losses)/profits of:	應佔(虧損)/利潤:			
- Joint ventures	- 合營企業	14	(2,971)	2,027
- Associates	- 聯營公司	15	8,345	1,299
LOSS BEFORE TAX	稅前虧損	5	(93,298)	(117,702)
Income tax expense	所得稅開支	8	(77,332)	(119,218)
LOSS FOR THE YEAR	年度虧損		(170,630)	(236,920)
Attributable to:	以下項目應佔:			
- Owners of the Company	- 本公司所有人		(175,979)	(250,114)
- Non-controlling interests	- 非控股權益		5,349	13,194
			(170,630)	(236,920)
LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE COMPANY	本公司普通股權益持有人應佔每股虧損	9		
Basic and diluted	基本及攤薄		(RMB0.067) (人民幣0.067元)	(RMB0.095) (人民幣0.095元)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

綜合全面收益表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
LOSS FOR THE YEAR	年度虧損	(170,630)	(236,920)
OTHER COMPREHENSIVE INCOME	其他全面收入		
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:	在以後期間可能重分類至損益的其他全面收入：		
- Exchange differences on translation of foreign operations	- 換算海外業務時產生之匯兌差異	23,424	86,489
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods:	在以後期間將不會重分類至損益的其他全面收入：		
- Exchange differences on translation of the Company	- 換算本公司時產生之匯兌差異	13,729	64,602
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX	年度稅後其他全面收入	37,153	151,091
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	年度全面收入總額	(133,477)	(85,829)
Attributable to:	以下項目應佔：		
- Owners of the Company	- 本公司所有人	(138,826)	(99,023)
- Non-controlling interests	- 非控股權益	5,349	13,194
		(133,477)	(85,829)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

As at 31 December 2021 於二零二一年十二月三十一日

			2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
		Notes 附註		
NON-CURRENT ASSETS				
非流動資產				
Property, plant and equipment	物業、廠房及設備	10	3,233,959	3,287,490
Investment properties	投資物業	11	538,582	420,428
Right-of-use assets	使用權資產	12(a)	3,018,455	3,815,672
Goodwill	商譽	13(a)	1,691,564	1,770,538
Other intangible assets	其他無形資產	13(b)	9,067	14,450
Investments in joint ventures	於合營企業的投資	14	14,689	19,748
Investments in associates	於聯營公司的投資	15	51,079	42,938
Trade receivables	應收貿易款項	19	163,733	97,184
Time deposits	定期存款	23	31,166	729,880
Other assets	其他資產	16	393,384	648,027
Deferred tax assets	遞延稅項資產	17	290,958	265,764
			9,436,636	11,112,119
CURRENT ASSETS				
流動資產				
Inventories	存貨	18	489,619	425,055
Trade receivables	應收貿易款項	19	210,910	263,475
Prepayments and other receivables	預付款項及其他 應收款項	20	460,150	766,340
Financial assets at fair value through profit or loss	按公允價值計量 且其變動計入損益之 金融資產	21	90,644	242,472
Investments in principal guaranteed deposits	保本存款投資	22	500	15,600
Time deposits	定期存款	23	704,467	104,846
Cash and cash equivalents	現金及現金等價物	23	925,162	1,499,324
			2,881,452	3,317,112
CURRENT LIABILITIES				
流動負債				
Trade payables	應付貿易款項	24	854,660	979,721
Other payables and accruals	其他應付款項及 應計項目	25	658,376	598,919
Contract liabilities	合約負債	26	608,666	629,237
Interest-bearing bank loans	計息銀行貸款	27	1,895,301	1,134,253
Lease liabilities	租賃負債	12(b)	569,571	556,092
Tax payable	應繳稅項		41,581	58,940
			4,628,155	3,957,162
Net current liabilities	流動負債淨額		(1,746,703)	(640,050)
TOTAL ASSETS LESS CURRENT LIABILITIES	總資產減流動負債		7,689,933	10,472,069

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

綜合財務狀況表 (續)

As at 31 December 2021 於二零二一年十二月三十一日

			2021 二零二一年	2020 二零二零年
		Notes 附註	RMB'000 人民幣千元	RMB'000 人民幣千元
NON-CURRENT LIABILITIES	非流動負債			
Interest-bearing bank loans	計息銀行貸款	27	25,948	1,816,306
Lease liabilities	租賃負債	12(b)	3,361,801	4,151,702
Deferred tax liabilities	遞延稅項負債	17	245,510	303,051
			3,633,259	6,271,059
Net assets	資產淨值		4,056,674	4,201,010
EQUITY	權益			
Issued capital	已發行股本	28	55,477	55,477
Reserves	儲備	29	3,928,397	4,067,223
			3,983,874	4,122,700
Non-controlling interests	非控股權益		72,800	78,310
Total equity	總權益		4,056,674	4,201,010

Tan Sri Cheng Heng Jem
Director
丹斯里鍾廷森
董事

Juliana Cheng San San
Director
鍾珊珊
董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		Attributable to owners of the Company 本公司所有人應佔							
		Issued capital	PRC reserve funds*	Exchange reserve*	Asset revaluation reserve* 資產重估儲備*	Retained earnings*	Total	Non-controlling interests	Total equity
		已發行股本 RMB'000 人民幣千元 (note 28) (附註28)	中國公積金* RMB'000 人民幣千元 (note 29 (a)) (附註29 (a))	匯兌儲備* RMB'000 人民幣千元	資產重估儲備* RMB'000 人民幣千元 (note 29 (b)) (附註29 (b))	保留盈利* RMB'000 人民幣千元	總計 RMB'000 人民幣千元	非控股權益 RMB'000 人民幣千元	總權益 RMB'000 人民幣千元
As at 1 January 2021	於二零二一年一月一日	55,477	291,619	(354,878)	251,412	3,879,070	4,122,700	78,310	4,201,010
(Loss)/Profit for the year	年度(虧損)/利潤	-	-	-	-	(175,979)	(175,979)	5,349	(170,630)
Other comprehensive income for the year:	年度其他全面收入:								
- Exchange differences related to foreign operations	- 換算海外業務時產生之匯兌差異	-	-	37,153	-	-	37,153	-	37,153
Total comprehensive income for the year	年度全面收入總額	-	-	37,153	-	(175,979)	(138,826)	5,349	(133,477)
Transfer to the PRC reserve funds	轉撥至中國公積金	-	5,498	-	-	(5,498)	-	-	-
Dividends paid to non-controlling shareholders	已付非控股股東股息	-	-	-	-	-	-	(10,859)	(10,859)
As at 31 December 2021	於二零二一年十二月三十一日	55,477	297,117	(317,725)	251,412	3,697,593	3,983,874	72,800	4,056,674

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONTINUED)

綜合權益變動表 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		Attributable to owners of the Company 本公司所有人應佔							
		Issued capital	PRC reserve funds	Exchange reserve	Asset revaluation reserve	Retained earnings	Total	Non-controlling interests	Total equity
		已發行股本	中國公積金	匯兌儲備	資產重估儲備	保留盈利	總計	非控股權益	總權益
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		(note 28)	(note 29 (a))		(note 29 (b))				
		(附註28)	(附註29 (a))		(附註29 (b))				
As at 1 January 2020	於二零二零年一月一日	55,477	288,685	(505,969)	251,412	4,141,056	4,230,661	115,672	4,346,333
(Loss)/Profit for the year	年度(虧損)/利潤	-	-	-	-	(250,114)	(250,114)	13,194	(236,920)
Other comprehensive income for the year:	年度其他全面收入:								
- Exchange differences related to foreign operations	- 換算海外業務時產生之匯兌差異	-	-	151,091	-	-	151,091	-	151,091
Total comprehensive income for the year	年度全面收入總額	-	-	151,091	-	(250,114)	(99,023)	13,194	(85,829)
Acquisition of non-controlling interests (note 33(a)(iii))	收購非控股權益(附註33(a)(iii))	-	-	-	-	(8,938)	(8,938)	(33,345)	(42,283)
Transfer to the PRC reserve funds	轉撥至中國公積金	-	2,934	-	-	(2,934)	-	-	-
Dividends paid to non-controlling shareholders	已付非控股股東股息	-	-	-	-	-	-	(17,211)	(17,211)
As at 31 December 2020	於二零二零年十二月三十一日	55,477	291,619	(354,878)	251,412	3,879,070	4,122,700	78,310	4,201,010

* As at 31 December 2021, these reserve accounts comprise the consolidated reserves of RMB3,928,397,000 (2020: RMB4,067,223,000) in the consolidated statement of financial position.

* 於二零二一年十二月三十一日，該等儲備賬目組成綜合財務狀況表內的綜合儲備人民幣3,928,397,000元(二零二零年：人民幣4,067,223,000元)。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

	Notes 附註	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
CASH FLOWS FROM OPERATING ACTIVITIES			
經營活動產生的現金流量			
Loss before tax		(93,298)	(117,702)
Adjustments for:			
Share of profits of joint ventures and associates, net		(5,374)	(3,326)
Finance income		(73,496)	(99,922)
Finance costs		495,718	569,909
Depreciation and amortisation		658,908	690,353
Losses on disposal of items of property, plant and equipment, net		3,457	5,341
Gain on disposal of a subsidiary		(300)	-
(Reversal of impairment)/Impairment of inventories	30	(3,407)	2,846
Impairment of trade receivables		7,624	9,299
Impairment of prepayments and other receivables		2,169	20,816
Impairment of property, plant and equipment		13,957	31,184
Impairment of right-of-use assets		37,661	-
Impairment of goodwill		78,974	-
Impairment of intangible assets		-	1,652
COVID-19-related rent concessions from lessors		(20,683)	(88,429)
Sublease gains recognised in other income		(3,517)	(25,144)
Loss on subleases modification		9,233	-
Gains on lease modification and termination		(91,774)	-
Foreign exchange gain		(1,641)	(1,956)
		1,014,211	994,921
Increase in other assets		-	(87,044)
Increase in inventories		(61,157)	(43,860)
Increase in trade receivables		(38,662)	(52,418)
Decrease/(Increase) in prepayments and other receivables		41,509	(36,153)
Decrease in trade payables		(125,061)	(156,842)
Increase/(Decrease) in other payables and accruals		98,357	(72,197)
Decrease in contract liabilities		(20,571)	(56,555)
Cash generated from operations		908,626	489,852
Income tax paid		(124,902)	(125,031)
Net cash flows from operating activities		783,724	364,821

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

綜合現金流量表 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		2021 二零二一年	2020 二零二零年
	Notes 附註	RMB'000 人民幣千元	RMB'000 人民幣千元
CASH FLOWS FROM INVESTING ACTIVITIES 投資活動產生的現金流量			
Proceeds from disposal of items of property, plant and equipment	出售物業、廠房及設備項目所得款項	-	557
Proceeds from disposal of a subsidiary	出售一間附屬公司所得款項	59	-
	30		
Purchases of items of property, plant and equipment and investment property	購買物業、廠房及設備項目及投資物業	(288,539)	(160,765)
Dividends received	已收股息	2,292	9,343
Interest received	已收利息	48,594	76,941
Decrease in financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益之金融資產減少	151,828	8,289
Decrease in investments in principal guaranteed deposits	保本存款投資減少	15,100	234,450
Decrease in time deposits with original maturity of more than three months when acquired	購入時原有到期日超過三個月的定期存款減少	99,093	892,655
Income tax paid on investing activities	就投資活動已付之所得稅	(52,524)	(44,215)
Proceeds from subleases	轉租賃所得款項	71,425	62,212
Loan repayment from/(Loan to) a joint venture	一家合營企業償還/(向一家合營企業提供)的貸款	450,000	(450,000)
Net cash flows from investing activities	投資活動產生的現金流量淨額	497,328	629,467
CASH FLOWS FROM FINANCING ACTIVITIES 融資活動產生的現金流量			
Decrease in an amount due to the ultimate holding company	應付最終控股公司款項減少	(5,159)	-
Proceeds from bank loans	銀行貸款所得款項	52,437	248,279
Repayment of bank loans	償還銀行貸款	(1,009,789)	(1,153,842)
Interest paid	已付利息	(86,705)	(142,324)
Payment of lease liabilities	租賃負債付款	(775,791)	(651,759)
Acquisition of non-controlling interests	收購非控股權益	-	(42,283)
Distribution to non-controlling shareholders	分派予非控股股東	(10,859)	(17,211)
Net cash flows used in financing activities	融資活動所用的現金流量淨額	(1,835,866)	(1,759,140)

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

綜合現金流量表 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

			2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
		Notes 附註		
NET DECREASE IN CASH AND CASH EQUIVALENTS	現金及現金等價物 減少淨額		(554,814)	(764,852)
Cash and cash equivalents at beginning of year	年初的現金及 現金等價物		1,499,324	2,265,508
Effect of foreign exchange rate changes, net	匯率變動之影響，淨額		(19,348)	(1,332)
CASH AND CASH EQUIVALENTS AT END OF YEAR	年末的現金及 現金等價物		925,162	1,499,324
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS	現金及現金等價物 結餘分析			
Cash and bank balances	現金及銀行結餘	23	810,026	1,222,247
Non-pledged time deposits with original maturity of less than three months when acquired	購入時原有到期日 不足三個月的 無抵押定期存款	23	115,136	277,077
Cash and cash equivalents	現金及現金等價物		925,162	1,499,324

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION

Parkson Retail Group Limited (the "Company") is a limited liability company incorporated in the Cayman Islands on 3 August 2005. The Company has established a principal place of business in Hong Kong in Room 1010, 10th floor, Harcourt House, 39 Gloucester Road, Wanchai, Hong Kong.

The Company acts as an investment holding company. The principal activities of the Company and its subsidiaries (the "Group") are the operation and management of a network of department stores mainly in the People's Republic of China (the "PRC"), and the provision of credit services in Malaysia.

In the opinion of the directors, the holding company and the ultimate holding company of the Company is Parkson Holdings Berhad ("PHB"), which is incorporated in Malaysia and listed on Bursa Malaysia Securities Berhad.

Information about principal subsidiaries

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows:

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Changzhou Lion Food and Beverage Co., Ltd. **** 常州獅騰餐飲有限公司	The PRC 中國	RMB25,000,000 人民幣25,000,000元	-	100	Food and beverage management services 餐飲管理服務
Guizhou Tongren Parkson Retail Co., Ltd.* 貴州銅仁百盛商業有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Jiangxi Parkson Shopping Centre Management Co., Ltd.* 江西百盛購物中心管理有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Property management 物業管理
Suzhou Parkson Changfa Commercial Management Co., Ltd. **** 蘇州百盛長發商業管理有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	-	100	Operation of department stores 經營百貨店
Wuzhou Fashion Parkson Business Management Co., Ltd. **** 梧州時尚百盛商業管理有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店

1. 公司及集團資料

百盛商業集團有限公司(「本公司」)於二零零五年八月三日在開曼群島註冊成立為有限公司。本公司於香港的主要營業地點為香港灣仔告士打道39號夏慤大廈10樓1010室。

本公司為投資控股公司。本公司及其附屬公司(「本集團」)的主要業務為在中華人民共和國(「中國」)經營及管理百貨店網絡,以及於馬來西亞提供信貸服務。

董事認為,本公司的控股公司及最終控股公司為Parkson Holdings Berhad(「PHB」),一家於馬來西亞註冊成立的公司,並於馬來西亞證券交易所上市。

有關主要附屬公司的資料

於二零二一年及二零二零年十二月三十一日,本公司主要附屬公司的詳情如下:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Jiaxing Lion Retail Management Co., Ltd. **** 嘉興金獅商業管理有限公司	The PRC 中國	USD51,500,000 51,500,000美元	-	100	Provision of consultancy and management services 提供諮詢及管理服務
Shanghai Jingshi Retail Management Co., Ltd. **** 上海旌澗商業管理有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Property management 物業管理
Qingdao Parkson Retail Development Co., Ltd. **** 青島百盛商業有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	-	100	Operation of department stores 經營百貨店
Shanghai Lion Food & Beverage Management Co., Ltd. **** 上海獅騰餐飲管理有限公司	The PRC 中國	RMB4,000,000 人民幣4,000,000元	-	91	Food and beverage management services 餐飲管理服務
Shanghai Lion Parkson Management Consultant Co., Ltd. **** 上海盛廉管理諮詢有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Provision of consultancy and management services 提供諮詢及管理服務
Shanghai Shihong Supermarket Co., Ltd. **** 上海獅鴻超市有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of gourmet supermarkets 經營精選超市
Shanghai Delight Food & Beverage Management Co., Ltd. **** 上海暢悅餐飲管理有限公司	The PRC 中國	RMB1,000,000 人民幣1,000,000元	-	100	Food and beverage operation 經營餐飲業
Hunan Changsha Shishang Parkson Retail Development Co., Ltd. **** 湖南長沙時尚百盛商業發展有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Shanghai Delight Food Co., Ltd. **** 上海暢悅食品有限公司	The PRC 中國	RMB5,000,000 人民幣5,000,000元	-	100	Food operation 經營食品
Shanghai Lion Cosmetics Co., Ltd.* 上海獅麗化妝品有限責任公司	The PRC 中國	RMB1,000,000 人民幣1,000,000元	-	100	Wholesale and retail of cosmetics and related products 化妝品及相關產品批發 及零售

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Shanghai Parkson Food & Beverage Management Co., Ltd.* 上海偉盛餐飲管理有限公司	The PRC 中國	RMB1,000,000 人民幣1,000,000元	-	100	Food and beverage management services 餐飲管理服務
Kunming Hogan Food & Beverage Management Co., Ltd. **** 昆明哈肯鋪餐飲管理有限公司	The PRC 中國	RMB1,000,000 人民幣1,000,000元	-	100	Food and beverage operation 經營餐飲業
Qingdao Parkson Beer City Property Management Co., Ltd.**** 青島百盛啤酒城物業管理有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Property management 物業管理
Liupanshui Parkson Retail Co., Ltd. **** 貴州六盤水百盛商業發展有限公司	The PRC 中國	RMB15,000,000 人民幣15,000,000元	-	100	Operation of department Stores 經營百貨店
Jinan Lion Consultant Management Co., Ltd. **** 濟南獅貿諮詢管理有限公司	The PRC 中國	US\$5,000,000 5,000,000美元	-	100	Provision of consultancy and management services 提供諮詢及管理服務
Tianjin Parkson Shopping Mall Co., Ltd. **** 天津百盛商業廣場有限公司	The PRC 中國	RMB500,000,000 人民幣500,000,000元	-	100	Operation of department stores and property management 經營百貨店及物業管理
Shanxi Parkson Retail Development Co., Ltd. * 山西百盛商業發展有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	-	100	Operation of department stores 經營百貨店
Qingdao No.1 Parkson Co., Ltd. *** 青島第一百盛有限公司	The PRC 中國	RMB233,340,000 人民幣233,340,000元	-	95.91	Operation of department stores 經營百貨店
Shenyang Parkson Shopping Plaza Co., Ltd. **** 瀋陽百盛購物廣場有限公司	The PRC 中國	RMB40,000,000 人民幣40,000,000元	-	100	Operation of department stores 經營百貨店
Dalian Parkson Retail Development Co., Ltd. **** 大連時尚百盛商業發展有限公司	The PRC 中國	RMB40,000,000 人民幣40,000,000元	-	100	Operation of department stores 經營百貨店

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Panzhuhua Parkson Retail Development Co., Ltd. **** 攀枝花百盛商業有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	-	100	Operation of department stores 經營百貨店
Qingdao Lion Plaza Retail Management Co., Ltd. **** 青島金獅廣場商業管理有限公司	The PRC 中國	RMB500,000,000 人民幣500,000,000元	-	100	Property management 物業管理
Qingdao Parkson Shopping Plaza Co., Ltd. **** 青島百盛購物廣場有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店
Shanghai Shijie Fashions Co., Ltd. **** 上海獅傑服裝有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Sale of apparel 銷售服裝
Nanning Brilliant Parkson Commercial Co., Ltd. * 南寧柏聯百盛商業有限公司	The PRC 中國	RMB28,000,000 人民幣28,000,000元	-	100	Operation of department stores 經營百貨店
Shaoxing Shishang Parkson Retail Development Co., Ltd. **** 紹興時尚百盛商業發展有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	-	100	Operation of department stores 經營百貨店
Shantou Parkson Commercial Co., Ltd. * 汕頭市百盛商業有限公司	The PRC 中國	RMB8,000,000 人民幣8,000,000元	-	100	Operation of department stores 經營百貨店
Zigong Parkson Retail Co., Ltd. **** 自貢百盛商業有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Changzhou Shifeng Retail Development Co., Ltd. **** 常州獅豐商業發展有限公司	The PRC 中國	RMB25,000,000 人民幣25,000,000元	-	100	Sale of apparel 銷售服裝
Changshu Parkson Retail Development Co., Ltd. **** 常熟百盛商業發展有限公司	The PRC 中國	RMB15,000,000 人民幣15,000,000元	-	100	Operation of department stores 經營百貨店

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Guizhou Zunyi Parkson Retail Development Co., Ltd. **** 貴州遵義百盛商業發展有限公司	The PRC 中國	RMB12,500,000 人民幣12,500,000元	-	100	Operation of department stores 經營百貨店
Lanzhou Parkson Retail Co., Ltd. * 蘭州時尚百盛商業有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	-	100	Operation of department stores 經營百貨店
Anshan Parkson Retail Development Co., Ltd. 鞍山百盛商業發展有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Zhangjiakou Parkson Shopping Mall Co., Ltd. **** 張家口百盛購物廣場有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店
Sichuan Shishang Parkson Retail Development Co., Ltd. * 四川時尚百盛商業發展有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店
Hefei Parkson Xiaoyao Plaza Co., Ltd. * 合肥百盛逍遙廣場有限公司	The PRC 中國	RMB8,000,000 人民幣8,000,000元	-	100	Operation of department stores 經營百貨店
Anshan Tianxing Parkson Shopping Centre Co., Ltd. *** 鞍山天興百盛購物中心有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Guizhou Shenqi Parkson Retail Development Co., Ltd. *** 貴州神奇百盛商業發展有限公司	The PRC 中國	RMB17,000,000 人民幣17,000,000元	-	60	Operation of department stores 經營百貨店
Parkson Investment Holdings Co., Ltd. * 金獅百盛投資有限公司	The PRC 中國	US\$30,000,000 30,000,000美元	-	100	Investment holding 投資控股
Parkson Retail Development Co., Ltd. ("Beijing Parkson")* 百盛商業發展有限公司 (「北京百盛」)	The PRC 中國	US\$16,680,000 16,680,000美元	-	100	Operation of department stores 經營百貨店

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Kunming Yun Shun He Retail Development Co., Ltd.* 昆明雲順和商業發展有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店
Jiangxi Parkson Retail Co., Ltd.* 江西百盛中山城百貨有限公司	The PRC 中國	RMB8,500,000 人民幣8,500,000元	-	100	Operation of department stores 經營百貨店
Anshan Lung Shing Property Services Co., Ltd.* 鞍山隆盛物業服務有限公司	The PRC 中國	US\$1,050,000 1,050,000美元	-	100	Property management 物業管理
Xi'an Chang'an Parkson Store Co., Ltd.**** 西安長安百盛百貨有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	-	100	Operation of department stores 經營百貨店
Xi'an Shidai Parkson Store Co., Ltd.**** 西安時代百盛百貨有限公司	The PRC 中國	RMB15,000,000 人民幣15,000,000元	-	100	Operation of department stores 經營百貨店
Shanghai Xinzhuang Parkson Retail Development Co., Ltd.* 上海莘莊百盛商業發展有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	-	100	Operation of department stores 經營百貨店
Shanghai Lion Parkson Investment Consultant Co., Ltd.* 上海獅獅投資諮詢有限公司	The PRC 中國	US\$500,000 500,000美元	-	100	Provision of consultancy and management services 提供諮詢及管理服務
Shanghai Nine Sea Parkson Plaza Co., Ltd.** 上海九海百盛廣場有限公司	The PRC 中國	US\$12,000,000 12,000,000美元	-	100	Operation of department stores 經營百貨店
Shanghai Hongqiao Parkson Development Co., Ltd.* 上海虹橋百盛商貿有限公司	The PRC 中國	RMB16,800,000 人民幣16,800,000元	-	100	Operation of department stores 經營百貨店
Wuxi Sanyang Parkson Plaza Co., Ltd.*** 無錫三陽百盛廣場有限公司	The PRC 中國	RMB80,000,000 人民幣80,000,000元	-	60	Operation of department stores 經營百貨店

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Xi'an Lucky King Parkson Plaza Co., Ltd. * 西安立豐百盛廣場有限公司	The PRC 中國	RMB32,500,000 人民幣32,500,000元	-	100	Operation of department stores 經營百貨店
Chongqing Wanyou Parkson Plaza Co., Ltd. * 重慶萬友百盛廣場有限公司	The PRC 中國	RMB35,000,000 人民幣35,000,000元	-	100	Operation of department stores 經營百貨店
Mianyang Fulin Parkson Plaza Co., Ltd. *** 綿陽富臨百盛廣場有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	-	100	Operation of department stores 經營百貨店
Hanmen Holdings Limited 興達集團有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Victory Hope Limited 好勝有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Great Dignity Development Limited 大德發展有限公司	Hong Kong 香港	HK\$2 2港元	-	100	Investment holding 投資控股
Sea Coral Limited 海珊有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Wide Field International Limited 澤浩國際有限公司	Hong Kong 香港	HK\$2 2港元	-	100	Investment holding 投資控股
Parkson Food & Beverage Ventures Limited	Hong Kong 香港	HK\$1 1港元	-	91	Investment holding 投資控股
Exonbury Limited 益盛普利有限公司	Hong Kong 香港	HK\$2 2港元	-	100	Investment holding 投資控股
Step Summit Limited 達嶺有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Hong Kong Fen Chai Investment Limited 香港豐采投資有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Provision of consultancy services 提供諮詢服務

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Shunhe International Investment Limited 順和國際投資有限公司	Hong Kong 香港	HK\$10,000 10,000港元	-	100	Provision of consultancy services 提供諮詢服務
Creation (Hong Kong) Investment & Development Limited 創意(香港)投資發展有限公司	Hong Kong 香港	HK\$10,000 10,000港元	-	100	Provision of consultancy services 提供諮詢服務
Capital Park (HK) Investment & Development Limited 凱邦(香港)投資發展有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Malverest (Hong Kong) Limited 先峰(香港)有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Oroleon (Hong Kong) Limited	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Releomont (Hong Kong) Limited 利奧萬(香港)有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Leonemas (Hong Kong) Limited 利內滿(香港)有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Huge Return Investment Limited 利必多投資有限公司	Hong Kong 香港	HK\$1 1港元	-	100	Investment holding 投資控股
Parkson Lao Sole Co., Ltd.	Laos 老撾	LAK20,000,000,000 基普20,000,000,000元	-	100	Wholesale and retail trade 批發和零售
Parkson Business Commerce Sole Co., Ltd.	Laos 老撾	LAK20,000,000,000 基普20,000,000,000元	-	100	Operation of department stores 經營百貨店
Parkson Credit Sdn. Bhd. ("Parkson Credit")	Malaysia 馬來西亞	RM30,000,000 林吉特30,000,000元	-	100	Provision of money lending and credit services 提供放貸及信貸服務

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Yeehaw Best Practices Sdn. Bhd.	Malaysia 馬來西亞	RM100 林吉特100元	-	100	Operating as a licensor for the brand of "Franco" 作為「Franco」品牌的授權商經營
Parkson Retail Laos Holdings Sdn. Bhd.	Malaysia 馬來西亞	RM1 林吉特1元	-	100	Investment holding 投資控股
Parkson Investment Pte Ltd.	Singapore 新加坡	S\$10,000,000 10,000,000新加坡元	-	100	Investment holding 投資控股
Rosenblum Investments Pte Ltd.	Singapore 新加坡	S\$2 2新加坡元	-	100	Investment holding 投資控股
Parkson Supplies Pte Ltd.	Singapore 新加坡	S\$100 100新加坡元	-	100	Investment holding 投資控股
Parkson Venture Pte Ltd.	Singapore 新加坡	S\$14,800,000 14,800,000新加坡元	-	100	Investment holding 投資控股
Leonemas International Limited	British Virgin Islands 英屬處女群島	US\$2 2美元	-	100	Investment holding 投資控股
Bond Glory Limited 榮聯有限公司	British Virgin Islands 英屬處女群島	US\$1 1美元	-	100	Investment holding 投資控股
Wide Crest Limited 廣峰有限公司	British Virgin Islands 英屬處女群島	US\$1 1美元	-	100	Investment holding 投資控股
Victor Crest Limited 捷峰有限公司	British Virgin Islands 英屬處女群島	US\$1 1美元	-	100	Investment holding 投資控股
Lion Food & Beverage Ventures Limited	British Virgin Islands 英屬處女群島	RMB4,000,000 人民幣4,000,000元	-	91	Investment holding 投資控股
Grand Parkson Retail Group Limited 百盛商業有限公司	British Virgin Islands 英屬處女群島	HK\$0.5 0.5港元	100	-	Investment holding 投資控股
Global Heights Investment Limited 宇盛投資有限公司	British Virgin Islands 英屬處女群島	US\$1 1美元	-	100	Investment holding 投資控股

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

Information about principal subsidiaries (continued)

Particulars of the Company's principal subsidiaries as at 31 December 2021 and 2020 are as follows: (continued)

Name 公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及經營地點	Paid-up capital 繳足股本	Percentage of equity attributable to the Company 本公司應佔 股權百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Asia Advancement International Limited 勝信國際有限公司	British Virgin Islands 英屬處女群島	US\$50,000 50,000美元	-	100	Domestic and cross-border trading 本土及跨境交易
Creation International Investment & Development Limited 創意國際投資發展有限公司	British Virgin Islands 英屬處女群島	US\$50,000 50,000美元	-	100	Investment holding 投資控股
Golden Village Group Limited 金成集團有限公司	British Virgin Islands 英屬處女群島	US\$50,000 50,000美元	-	100	Investment holding 投資控股
Lung Shing International Investments & Development Limited 隆盛國際投資發展有限公司	British Virgin Islands 英屬處女群島	US\$50,000 50,000美元	-	100	Investment holding 投資控股
Capital Park Development Limited	British Virgin Islands 英屬處女群島	US\$2 2美元	-	100	Investment holding 投資控股
Malverest Trading International Limited	British Virgin Islands 英屬處女群島	US\$2 2美元	-	100	Investment holding 投資控股
Oroleon International Limited	British Virgin Islands 英屬處女群島	US\$2 2美元	-	100	Investment holding 投資控股
Duo Success Investments Limited	British Virgin Islands 英屬處女群島	US\$1 1美元	-	100	Investment holding 投資控股

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

* registered as a wholly-foreign-owned enterprise under PRC law

** registered as a Sino-foreign cooperative joint venture enterprise under PRC law

*** registered as a Sino-foreign equity joint venture enterprise under PRC law

**** registered as a limited liability company under PRC law

1. 公司及集團資料 (續)

有關主要附屬公司的資料 (續)

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司的詳情如下：(續)

上表陳列董事認為對本年度業績造成主要影響或構成本集團資產淨值主要部分的本公司附屬公司。董事認為，提供其他附屬公司的詳情將會導致資料過於冗長。

* 已根據中國法律登記為外商獨資企業

** 已根據中國法律登記為中外合作經營企業

*** 已根據中國法律登記為中外合資經營企業

**** 已根據中國法律登記為有限責任公司

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.1 BASIS OF PREPARATION

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRSs") issued by the International Accounting Standards Board (the "IASB") and the disclosure requirements of the Companies Ordinance and the applicable disclosure requirements of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). They have been prepared under the historical cost convention, except for financial instruments which have been measured at fair value. These financial statements are presented in Renminbi ("RMB") and all values are rounded to the nearest thousand except when otherwise indicated.

Going concern basis

The Group reported net current liabilities of RMB1,746,703,000 as at 31 December 2021. The unrestricted cash and cash equivalents amounting to RMB925,162,000 as at 31 December 2021. The Group incurred a net loss of RMB170,630,000 during the year ended 31 December 2021. These circumstances may cast significant doubt on the Group's ability to continue as a going concern.

2.1 編製基準

該等綜合財務報表乃根據國際會計準則理事會（「國際會計準則理事會」）所頒佈之國際財務報告準則（「國際財務報告準則」）及公司條例之披露規定以及香港聯合交易所有限公司證券上市規則（「上市規則」）的適用披露規定而編製。該等財務報表乃按歷史成本基準編製，惟金融工具按公允價值計量。該等財務報表以人民幣（「人民幣」）呈報，除非另外指明，否則所有價值均四捨五入至最接近的千元。

持續經營基準

於二零二一年十二月三十一日，本集團錄得流動負債淨額人民幣1,746,703,000元。於二零二一年十二月三十一日，非受限制的現金及現金等價物為人民幣925,162,000元。本集團於截至二零二一年十二月三十一日止年度產生虧損淨額人民幣170,630,000元。該等情況可能令本集團的持續經營能力遭受重大疑慮。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.1 BASIS OF PREPARATION (continued)

Going concern basis (continued)

Management has prepared a cash flow forecast of the Group for the next twelve months from reporting date based on the existing situation, the future events and commitments of the Group. Management considered that the Group will have adequate working capital to meet its obligations, and therefore the consolidated financial statements of the Group have been prepared on a going concern basis. Measures and estimations have been taken into consideration by management, including and not limited to:

- (a) On 6 December 2021, the Group, as borrower, entered into a facility agreement in relation to a syndicated term loan facility in an aggregate amount of up to HK\$2,700,000,000 (equivalent to RMB2,207,520,000) with a syndicate of banks, as lenders. The loan facility has a term of 36 months commencing from the first drawdown date. The Group has drawn down HK\$2,667,600,000 (equivalent to RMB2,182,630,000) in January 2022 to repay the existing syndicated loans of HK\$2,112,000,000 (equivalent to RMB1,726,771,000) and to supplement the Group's operating cash flows.
- (b) The Group has entered into a lease contract for one of its investment properties located in Beijing Financial Street with a term of 12 years with annual rental of approximately RMB250,068,000 (inclusive of value-added tax). The property is under assets enhancement and is expected to complete in the first quarter of 2022 to hand over to the tenant. In the opinion of management, the rental income would contribute to the Group's operating cash flows in the coming twelve months.
- (c) The Group continues to focus on the improvement of its retail business operation, including opening new department stores with competitive advantages, closing those non-performing department stores, placing more focus on the fashion and beauty division and improving its "online + offline" sales model. In addition, considering the expected recovery of economy of the PRC from the normalisation of COVID-19 pandemic, the business operation of the Group is expected to be recovered.

2.1 編製基準 (續)

持續經營基準 (續)

管理層根據本集團的現有狀況、未來事件及承諾編製本集團自報告日期起計未來十二個月的現金流量預測。管理層認為本集團將擁有充足的營運資金履行其責任，故本集團的綜合財務報表已根據持續經營基準編製。管理層已考慮以下計量及估計，包括且不限於：

- (a) 於二零二一年十二月六日，本集團（作為借款人）與一銀團（作為貸款人）就銀團定期貸款融資訂立總金額最高為2,700,000,000港元（相當於人民幣2,207,520,000元）的融資協議。貸款融資自首個提款日起計為期三十六個月。本集團於二零二二年一月已提取2,667,600,000港元（相當於人民幣2,182,630,000元）以償還現有銀團貸款2,112,000,000港元（相當於人民幣1,726,771,000元）及補充本集團的經營現金流量。
- (b) 本集團已就其位於北京金融街的其中一項投資物業訂立租賃合約，租期為12年，年租金約人民幣250,068,000元（含增值稅）。該物業正在進行資產改造，並預期於二零二二年第一季度完成並移交租戶。管理層認為，租金收入將對本集團未來十二個月的經營現金流量作出貢獻。
- (c) 本集團繼續專注於加強其零售業務營運，包括開設具有競爭優勢的新百貨店，關閉該等業績表現欠佳的百貨店，並更加專注於快時尚與美妝板塊及提升「線上+線下」的銷售模式。此外，考慮到中國經濟預期將從COVID-19疫情常態化中復甦，本集團的業務營運預期將會復甦。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.1 BASIS OF PREPARATION (continued)

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries for the year ended 31 December 2021. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

When the Company has, directly or indirectly, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting year as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

2.1 編製基準 (續)

綜合基準

綜合財務報表包括本公司及其附屬公司截至二零二一年十二月三十一日止年度的財務報表。附屬公司為一家由本公司直接或間接控制的實體(包括一家結構性實體)。當本集團有權參與投資對象的營運而獲得或有權取得各樣回報以及具有對投資對象行使其權力以影響回報金額之能力,則達致控制權(即現有權利賦予本集團指導投資對象相關活動的現有能能力)。

當本公司直接或間接於投資對象擁有不足大多數的投票權或相似權利時,本集團考慮所有相關事實及情況以評估其是否於投資對象擁有權利,包括:

- (a) 與投資對象其他投票權持有人的合約安排;
- (b) 其他合約安排賦予的權利;及
- (c) 本集團的投票權及潛在投票權。

附屬公司的財務報表與本公司的財務報表呈報年度相同,並使用一致的會計政策編製。附屬公司的業績由本集團取得控制權當日起納入合併範圍,直至失去有關控制權當日為止。

損益及其他全面收入的各組成部分歸屬於本公司所有人及非控股權益,即使此舉引致非控股權益結餘為負。所有集團內公司間資產及負債、股權、收入、開支及與本集團成員公司間交易有關的現金流量均於綜合賬目時悉數抵銷。

倘事實及情況顯示上述的三項控制因素之一項或多項出現變動,本集團會重新評估其是否控制投資對象。附屬公司的所有權權益變動(沒有失去控制權)按權益交易入賬。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.1 BASIS OF PREPARATION (continued)

Basis of consolidation (continued)

Non-controlling interests represent the equity on a subsidiary not attributable directly or indirectly to the Company, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at their proportionate share of the subsidiary's net identifiable assets.

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from the equity attributable to the owners of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the owners of the Company.

If the Group loses control over a subsidiary, it derecognises (i) the assets (including goodwill) and liabilities of the subsidiary, (ii) the carrying amount of any non-controlling interest and (iii) the cumulative translation differences recorded in equity; and recognises (i) the fair value of the consideration received, (ii) the fair value of any investment retained and (iii) any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained earnings, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

In the Company's statement of financial position, subsidiaries are carried at cost less any impairment loss. Cost also includes direct attributable costs of investment.

2.1 編製基準 (續)

綜合基準 (續)

非控股權益指並非本公司直接或間接所佔附屬公司之權益，而本集團並無就此與該等權益持有人協定任何額外條款，而可能導致本集團整體須就符合金融負債定義之該等權益承擔合約責任。就每項業務合併而言，本集團可選擇按附屬公司的可辨別資產淨值的公允價值或彼等所佔附屬公司可辨別資產淨值的比例計量任何非控股權益。

非控股權益呈列於綜合財務狀況表中之權益內，與本公司所有人應佔權益分開呈列。本集團業績中之非控股權益乃呈列於綜合損益表以及綜合損益及其他全面收入表，作為年度利潤或虧損總額及全面收入總額在本公司非控股權益及所有人之間之分配。

倘本集團失去對一家附屬公司的控制權，則其撤銷確認(i)該附屬公司的資產(包括商譽)和負債；(ii)任何非控股權益的賬面值，以及(iii)在權益內記錄的累計換算差額；並確認(i)所收代價的公允價值；(ii)任何保留的投資的公允價值，以及(iii)損益中任何因此產生的盈餘或虧損。先前於其他全面收入內確認的本集團應佔部分按倘本集團直接出售相關資產或負債時要求的相同基準適當地重新分類至損益或保留盈利。

於本公司財務狀況表內，附屬公司乃按成本減任何減值虧損列賬。成本亦包括投資直接應佔成本。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

In the current year, the Group has applied for the first time the following new and amended IFRSs issued by the IASB, which are relevant to the Group's operations and effective for the Group's consolidated financial statements for the annual period beginning on 1 January 2021:

Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 *Interest Rate Benchmark Reform – Phase 2*

Amendment to IFRS 16 *COVID-19-Related Rent Concessions beyond 30 June 2021 (early adopted)*

Except for those mentioned below, the application of the amendments to IFRSs in the current period had no material impact on the Group's performance and financial positions for the current and prior periods and/or on the disclosures set out in these consolidated financial statements.

Amendment to IFRS 16 "COVID-19-Related Rent Concessions beyond 30 June 2021"

The amendment extends the availability of the practical expedient in paragraph 46A of IFRS 16 so that it applies to rent concessions for which any reduction in lease payments affects only payments originally due on or before 30 June 2022, provided the other conditions as stated in paragraph 46B of IFRS 16 for applying the practical expedient are met.

A lessee that chooses to apply this practical expedient would be required to apply it consistently to all lease contracts with similar characteristics and in similar circumstances, irrespective of whether the contract became eligible for the practical expedient as a result of the lessee applying this amendment or Amendment to IFRS 16 "COVID-19-Related Rent Concessions". Additional disclosures are required if this practical expedient is used.

The Group has elected to early adopt the amendment. Consequently, rent concessions received have been recognised in the consolidated statement of profit or loss in the period in which the event or condition that triggers those payments occurred. There is no impact on the opening balance of equity at 1 January 2021.

2.2 會計政策及披露之變更

於本年度，本集團首次應用國際會計準則理事會頒佈的以下新訂及經修訂國際財務報告準則，該等準則與本集團的營運有關，並對本集團於二零二一年一月一日開始的年度期間的綜合財務報表生效：

國際財務報告準則第9號、
國際會計準則第39號、
國際財務報告準則第7號、
國際財務報告準則第4號
及國際財務報告準則
第16號之修訂

利率基準改革 – 第2階段
國際財務報告準則第16號之修訂
於二零二一年六月三十日後之COVID-19相關租金減免(提早採納)

除下文所述者外，於本期間應用國際財務報告準則之修訂不會對本集團當前及過往期間的表現及財務狀況及／或對該等綜合財務報表所載之披露產生任何重大影響。

國際財務報告準則第16號之修訂「於二零二一年六月三十日後之COVID-19相關租金減免」

該修訂將國際財務報告準則第16號第46A段的可行權宜方法的可用性延長，以致其適用於租賃付款的任何減幅僅影響原到期日為二零二二年六月三十日或之前的付款的租金減免，惟須符合國際財務報告準則第16號第46B段所述應用可行權宜方法的其他條件。

選擇應用此可行權宜方法的承租人將須一致應用其於所有具有類似特徵及在類似情況下的租賃合約，不論該合約是否因承租人應用此修訂或國際財務報告準則第16號之修訂「COVID-19相關租金減免」而符合資格應用可行權宜方法。倘使用此可行權宜方法，則須作出額外披露。

本集團已選擇提早採納該修訂。因此，已獲得的租金減免已於觸發上述付款的事件或條件發生之期間於綜合損益表確認。此舉對於二零二一年一月一日之權益期初結餘並無影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs

The Group has not early adopted the following new and revised IFRSs, which are applicable to the Group's operation and that have been issued but are not yet effective, in these financial statements.

IFRS 17	<i>Insurance contracts and related amendments²</i>
Amendments to IFRS 3	<i>Reference to the Conceptual Framework⁴</i>
Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i>
Amendments to IAS 1	<i>Classification of Liabilities as Current or Non-current²</i>
Amendments to IAS 1 and IFRS Practice Statement 2	<i>Disclosure of Accounting Policies²</i>
Amendments to IAS 8	<i>Definition of Accounting Estimates²</i>
Amendments to IAS 12	<i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction²</i>
Amendments to IAS 16	<i>Property, Plant and Equipment: Proceeds before Intended Use¹</i>
Amendments to IAS 37	<i>Onerous Contracts – Cost of Fulfilling a Contract¹</i>
Annual Improvements to IFRSs 2018-2020	<i>Amendments to IFRS 1, IFRS 9, Illustrative Examples accompanying IFRS 16, and IAS 41¹</i>

¹ Effective for annual periods beginning on or after 1 January 2022

² Effective for annual periods beginning on or after 1 January 2023

³ No mandatory effective date yet determined but available for adoption

⁴ Effective for business combination for which the acquisition date is on or after the beginning of the first annual period beginning on or after 1 January 2022

Further information about those IFRSs that are expected to be applicable to the Group is described below.

2.3 已頒佈但尚未生效的國際財務報告準則

本集團並未於該等財務報表中提早應用以下已頒佈但尚未生效而適用於本集團業務的新訂及經修訂國際財務報告準則。

國際財務報告準則第17號之修訂	保險合約及相關修訂 ²
國際財務報告準則第3號之修訂	概念框架之提述 ⁴
國際財務報告準則第10號及國際會計準則第28號之修訂	投資者與其聯營公司或合營企業之間的資產出售或注資 ³
國際會計準則第1號之修訂	流動或非流動負債分類 ²
國際會計準則第1號及國際財務報告準則實務報告第2號之修訂	會計政策披露 ²
國際會計準則第8號之修訂	會計估計的定義 ²
國際會計準則第12號之修訂	產生自單一交易的資產及負債相關的遞延稅項 ²
國際會計準則第16號之修訂	物業、廠房及設備：擬定用途前的所得款項 ¹
國際會計準則第37號之修訂	虧損合約—履行合約的成本 ¹
國際財務報告準則二零一八年至二零二零年之年度改進	國際財務報告準則第1號、國際財務報告準則第9號、國際財務報告準則第16號所附範例及國際會計準則第41號之修訂 ¹

¹ 於二零二二年一月一日或以後開始之年度期間生效

² 於二零二三年一月一日或以後開始之年度期間生效

³ 尚未釐定強制生效日期惟可供採納

⁴ 於二零二二年一月一日或之後開始之首個年度期間或之後開始之業務合併的收購日期生效

有關預期適用於本集團的該等國際財務報告準則的進一步資料如下。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs (continued)

Amendments to IFRS 3

Amendments to IFRS 3 are intended to replace a reference to the previous Framework for the Preparation and Presentation of Financial Statements with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments also add to IFRS 3 an exception to its recognition principle for an entity to refer to the Conceptual Framework to determine what constitutes an asset or a liability. The exception specifies that, for liabilities and contingent liabilities that would be within the scope of IAS 37 or IFRIC-Int 21 if they were incurred separately rather than assumed in a business combination, an entity applying IFRS 3 should refer to IAS 37 or IFRIC-Int 21 respectively instead of the Conceptual Framework. Furthermore, the amendments clarify that contingent assets do not qualify for recognition at the acquisition date. The Group expects to adopt the amendments prospectively from 1 January 2022. Since the amendments apply prospectively to business combinations for which the acquisition date is on or after the date of first application, the Group will not be affected by these amendments on the date of transition.

Amendments to IFRS 10 and IAS 28

Amendments to IFRS 10 and IAS 28 address an inconsistency between the requirements in IFRS 10 and in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss when the sale or contribution of assets between an investor and its associate or joint venture constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor's profit or loss only to the extent of the unrelated investor's interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to IFRS 10 and IAS 28 was removed by the IASB in December 2015 and a new mandatory effective date will be determined after the completion of a broader review of accounting for associates and joint ventures. The amendments are available for adoption now.

2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際財務報告準則第3號之修訂

國際財務報告準則第3號之修訂旨在以二零一八年三月發佈的財務報告之概念框架之提述取代先前編製及呈列財務報表的框架提述，而並無重大改變其規定。該等修訂亦為國際財務報告準則第3號增加確認原則的例外，實體可參考概念框架釐定構成資產或負債的要素。該例外情況規定，對單獨而非於業務合併中產生且屬於國際會計準則第37號或國際財務報告詮釋委員會一詮釋第21號的負債及或然負債而言，應用國際財務報告準則第3號的實體應分別提述國際會計準則第37號或國際財務報告詮釋委員會一詮釋第21號，而非概念框架。此外，該等修訂澄清或然資產於收購日期不符合確認資格。本集團預期自二零二二年一月一日起前瞻採用有關修訂。由於該等修訂可前瞻應用於收購日期為首次應用日期或之後的業務合併，故本集團於過渡日期將不受該等修訂影響。

國際財務報告準則第10號及國際會計準則第28號之修訂

國際財務報告準則第10號及國際會計準則第28號之修訂針對國際財務報告準則第10號及國際會計準則第28號有關投資者與其聯營公司或合營企業之間的資產出售或注資兩者規定的不一致性。該等修訂規定，當投資者與其聯營公司或合營企業之間的資產出售或注資構成一項業務時，須悉數確認收益或虧損。當交易涉及不構成一項業務的資產時，由該交易產生的收益或虧損於該投資者的損益內確認，惟僅以不相關投資者於該聯營公司或合營企業的權益為限。該等修訂將預先應用。國際會計準則理事會已於二零一五年十二月剔除以往對國際財務報告準則第10號及國際會計準則第28號的修訂的強制生效日期，新的強制生效日期將於聯營公司及合營企業會計審閱完成後釐定。該等修訂目前可供採納。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs (continued)

Amendments to IAS 1

Amendments to IAS 1 clarify the requirements for classifying liabilities as current or non-current. The amendments specify that if an entity's right to defer settlement of a liability is subject to the entity complying with specified conditions, the entity has a right to defer settlement of the liability at the end of the reporting period if it complies with those conditions at that date. Classification of a liability is unaffected by the likelihood that the entity will exercise its right to defer settlement of the liability. The amendments also clarify the situations that are considered a settlement of a liability. The amendments are effective for annual periods beginning on or after 1 January 2023 and shall be applied retrospectively. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 1 and IFRS Practice Statement 2

The amendments to IAS 1 require entities to disclose material accounting policy information instead of significant accounting policies in its financial statements. The amendments also provide some guidance on how material policy information are being identified and provide some examples of when accounting policy information is likely to be material.

In February 2021, IASB issued IFRS Practice Statement 2 "Making Materiality Judgements" to provide entities with non-mandatory guidance on how to make materiality judgements when preparing their general purpose financial statements in accordance with IFRS. IFRS Practice Statement 2 was subsequently revised to provide guidance and examples on how to apply the concept of materiality to accounting policy disclosures.

The amendments to IAS 1 are effective for annual reporting period beginning on or after 1 January 2023 and are applied prospectively. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際會計準則第1號之修訂

國際會計準則第1號之修訂澄清流動或非流動負債分類的規定。該等修訂列明，倘實體推遲清償負債的權利受限於該實體須符合特定條件，則倘該實體符合報告期末之條件，其有權於當日推遲清償負債。負債的分類不受實體行使其權利延遲清償負債的可能性的影響。該等修訂亦澄清被認為清償負債的情況。該等修訂自二零二三年一月一日或之後開始之年度期間生效，並將追溯應用及允許提早應用。預期該等修訂對本集團的財務報表概無任何重大影響。

國際會計準則第1號及國際財務報告準則實務報告第2號之修訂

國際會計準則第1號之修訂修訂要求實體於財務報表中披露其重大會計政策資料而非其重要的會計政策。該等修訂亦就如何識別重大政策資料提供指引，並舉例說明會計政策資料何時可能為重大。

於二零二一年二月，國際會計準則理事會頒佈國際財務報告準則實務報告第2號「作出重大性判斷」，為實體在根據國際財務報告準則編製通用財務報表時如何作出重大性判斷提供非強制性指引。國際財務報告準則實務報告第2號其後進行修訂，以提供有關如何將重大性的概念應用於會計政策披露的指引及示例。

國際會計準則第1號之修訂於二零二三年一月一日或之後開始的年度報告期間生效，並將追溯應用及允許提早應用。預期該等修訂對本集團的財務報表概無任何重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs (continued)

Amendments to IAS 8

The amendments clarify how entities should distinguish changes in accounting policies from changes in accounting estimates by introducing a definition for accounting estimates, which is now defined as "monetary amounts in the financial statements that are subject to measurement uncertainty".

Besides, the amendments also clarify the relationship between accounting policies and accounting estimates by specifying that an entity develops an accounting estimate to achieve the objective set out by an accounting policy. Accounting estimates typically involve the use of judgements or assumptions based on latest available reliable information. A change in accounting estimate that results from new information or new development is not correction of an error. Therefore, the effects of a change in an input or a measurement technique used to develop an accounting estimate are changes in accounting estimates if they do not result from the correction of prior period errors. In addition, two illustrative examples are added to illustrate how to apply the new definition of accounting estimates.

The amendments are effective for annual reporting period beginning on or after 1 January 2023 and are applied prospectively. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 12

The amendments clarify that the initial recognition exemption of deferred tax in IAS 12 "Income Taxes" does not apply to transactions that give rise to equal taxable and deductible temporary differences, such as lease contracts that give rise to the recognition of a lease liability and the corresponding right-of-use assets and contracts that give rise to the recognition of decommissioning obligations and corresponding amounts recognised as assets. Instead, entities are required to recognise the related deferred tax asset and liability on initial recognition, with the recognition of any deferred tax asset being subject to the recoverability criteria in IAS 12 "Income Taxes".

The amendments are effective for annual reporting period beginning on or after 1 January 2023. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際會計準則第8號之修訂

該等修訂藉引入會計估計之新定義，即「財務報表中受計量不確定性影響之貨幣金額」，以釐清實體應如何區分會計政策之變動與會計估計之變動。

此外，該等修訂亦透過指明實體制定會計估計以達致會計政策所載目標，釐清會計政策與會計估計之間之關係。會計估計通常涉及按最新可得之可靠資料採用判斷或假設。新資料或新發展而導致會計估計出現之變動，並非錯誤之糾正。因此，如非出於前期錯誤之糾正，用於制定會計估計之輸入數據或計量技術之變動影響為會計估計之變動。此外，加入兩個說明性示例以闡明如何應用會計估計之新定義。

該等修訂於二零二三年一月一日或之後開始的年度報告期間生效，並將追溯應用及允許提早應用。預期該等修訂對本集團的財務報表概無任何重大影響。

國際會計準則第12號之修訂

該等修訂澄清國際會計準則第12號「所得稅」之遞延稅項初步確認豁免規定不適用於會產生等額應課稅及可扣稅暫時差額的交易，例如會導致確認租賃負債及相應使用權資產的租賃合約。相反，實體須在初步確認時確認相關遞延稅項資產及負債，且確認任何遞延稅項資產須受國際會計準則第12號「所得稅」之可收回性標準規限。

該等修訂於二零二三年一月一日或之後開始的年度報告期間生效，允許提早應用。預期該等修訂對本集團的財務報表概無任何重大影響。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs (continued)

Amendments to IAS 16

Amendments to IAS 16 prohibit an entity from deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling any such items, and the cost of those items, in profit or loss. The amendments are effective for annual periods beginning on or after 1 January 2022 and shall be applied retrospectively only to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 37

Amendments to IAS 37 clarify that for the purpose of assessing whether a contract is onerous under IAS 37, the cost of fulfilling the contract comprises the costs that relate directly to the contract. Costs that relate directly to a contract include both the incremental costs of fulfilling that contract (e.g., direct labour and materials) and an allocation of other costs that relate directly to fulfilling that contract (e.g., an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract as well as contract management and supervision costs). General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract. The amendments are effective for annual periods beginning on or after 1 January 2022 and shall be applied to contracts for which an entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments. Earlier application is permitted. Any cumulative effect of initially applying the amendments shall be recognised as an adjustment to the opening equity at the date of initial application without restating the comparative information. The amendments are not expected to have any significant impact on the Group's financial statements.

2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際會計準則第16號之修訂

國際會計準則第16號之修訂禁止實體從物業、廠房及設備成本中扣除資產達到管理層預定的可使用狀態(包括位置及條件)過程中產生的全部出售所得。相反,實體須將出售任何有關項目的所得款項及成本計入損益。該等修訂自二零二二年一月一日或之後開始之年度期間生效,並僅對實體首次應用有關修訂的財務資料呈列的最早期間開始時或之後可供使用的物業、廠房及設備追溯應用及允許提早應用。預期該等修訂對本集團的財務報表概無任何重大影響。

國際會計準則第37號之修訂

國際會計準則第37號之修訂澄清就根據國際會計準則第37號評估合約是否屬虧損而言,履行合約的成本包括與合約直接相關的成本。與合約直接相關的成本包括履行該合約的增量成本(例如直接勞工及材料)及與履行該合約直接相關的其他成本分配(例如分配履行合約所用物業、廠房及設備的折舊費用以及合約管理與監督成本)。一般及行政成本與合約並無直接關係,除非合約明確向交易對手方收費,否則將其排除在外。該等修訂自二零二二年一月一日或之後開始之年度期間生效,並適用於實體首次應用有關修訂的年度報告期間開始時實體尚未履行其全部責任的合約及允許提早應用。初步應用該等修訂的任何累計影響須於初始應用日期確認為期初權益的調整,且毋須重列比較資料。預期該等修訂對本集團的財務報表概無任何重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.3 ISSUED BUT NOT YET EFFECTIVE IFRSs (continued)

Annual Improvements to IFRSs 2018-2020

Annual Improvements to IFRSs 2018-2020 sets out amendments to IFRS 1, IFRS 9, Illustrative Examples accompanying IFRS 16, and IAS 41. Details of the amendments that are expected to be applicable to the Group are as follows:

- IFRS 9 Financial Instruments: clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment. The amendment is effective for annual periods beginning on or after 1 January 2022. Earlier application is permitted. The amendment is not expected to have a significant impact on the Group's financial statements.
- IFRS 16 Leases: removes the illustration of payments from the lessor relating to leasehold improvements in Illustrative Example 13 accompanying IFRS 16. This removes potential confusion regarding the treatment of lease incentives when applying IFRS 16.

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Investments in associates and joint ventures

An associate is an entity, in which the Group has a long-term interest of generally not less than 20% of the equity voting rights and over which it is in a position to exercise significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際財務報告準則二零一八年至二零二零年年度改進

國際財務報告準則二零一八年至二零二零年年度改進載列國際財務報告準則第1號、國際財務報告準則第9號、國際財務報告準則第16號所附範例及國際會計準則第41號之修訂。預期適用於本集團的該等修訂詳情如下：

- 國際財務報告準則第9號金融工具：澄清於實體評估是否新訂或經修改金融負債的條款與原金融負債的條款存在實質差異時所包含的費用。該等費用僅包括借款人與貸款人之間已支付或收取的費用，包括借款人或貸款人代表其他方支付或收取的費用。實體將該修訂應用於實體首次應用該修訂的年度報告期間開始或之後修改或交換的金融負債。該修訂自二零二二年一月一日或之後開始之年度期間生效及允許提早應用。預期該修訂對本集團的財務報表概無重大影響。
- 國際財務報告準則第16號租賃：刪除國際財務報告準則第16號所附範例13中有關租賃物業裝修的出租人付款說明。此舉消除於應用國際財務報告準則第16號有關租賃優惠措施處理方面的潛在困惑。

2.4 主要會計政策概要

於聯營公司及合營企業的投資

聯營公司指本集團長期擁有一般不少於20%投票股權權益，且本集團可對其發揮重大影響力的實體。重大影響指參與投資對象財務及營運政策決策的權力，但不控制或共同控制該等政策。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments in associates and joint ventures (continued)

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investments in associates and joint ventures are stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist.

The Group's share of the post-acquisition results and other comprehensive income of associates and joint ventures is included in the consolidated statement of profit or loss and consolidated statement of comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its associates or joint ventures are eliminated to the extent of the Group's investments in the associates or joint ventures, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of associates or joint ventures is included as part of the Group's investments in associates or joint ventures.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method. In all other cases, upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in the consolidated statement of profit or loss.

2.4 主要會計政策概要 (續)

於聯營公司及合營企業的投資 (續)

合營企業為一類共同安排，據此對安排共同控制的各方有權獲得合營企業資產淨值。共同控制為經合約約定分佔一項安排的控制權，且其僅於相關業務決策須分佔控制權各方一致同意時方存在。

本集團於聯營公司及合營企業的投資計入綜合財務狀況表，根據權益會計法列作本集團分佔資產淨值減任何減值虧損。可能存在的不同的會計政策已經調整一致。

本集團分佔聯營公司及合營企業收購後業績及其他全面收入分別計入綜合損益表及綜合全面收入表。此外，當有變動直接於聯營公司或合營企業權益中予以確認，本集團於綜合權益變動表(如適用)確認分佔的任何變動。因本集團與其聯營公司或合營企業間交易產生的未變現損益，以本集團於聯營公司或合營企業之投資為限予以撇銷，除非未變現虧損提供所轉讓資產出現減值之證據。收購聯營公司或合營企業產生的商譽計作本集團於聯營公司或合營企業投資的一部分。

倘於一家聯營公司的投資變為於一家合營企業的投資，反之亦然，則保留利益不予重新計量。相反，投資繼續按照權益法入賬。於任何情況下，一旦失去對聯營公司的重大影響力或對合營企業的共同控制，本集團按保留投資的公允價值對其進行計量及確認。失去對聯營公司或合營企業的重大影響或共同控制時，其賬面值與保留投資公允價值及出售所得款項的差額於綜合損益表確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments in associates and joint ventures (continued)

The Group discontinues the use of equity method from the date when it ceases to have significant influence over an associate or joint control over a joint venture. If the retained interest in that former associate or joint venture is a financial asset, the retained interest is measured at fair value, which is regarded as its fair value on initial recognition as a financial asset in accordance with IFRS 9. The difference between (i) the fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture; and (ii) the carrying amount of the investment at the date the equity method was discontinued, is recognised in the profit or loss.

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

2.4 主要會計政策概要 (續)

於聯營公司及合營企業的投資 (續)

自不再對聯營公司產生重大影響或不再對合營企業共同控制之日起，本集團終止使用權益法。如果該前聯營公司或合營企業的保留利益為一項金融資產，保留利益則按公允價值計量，該公允價值被視為根據國際財務報告準則第9號初步確認為金融資產的公允價值。(i)任何保留利益的公允價值及出售聯營公司或合營企業的部分權益所得款項；與(ii)終止使用權益法當日的投資賬面值之間的差額，於損益中確認。

業務合併及商譽

業務合併乃以購買法入賬。轉讓之代價乃以收購日期的公允價值計量，該公允價值為本集團轉讓的資產、本集團自被收購方之前擁有人承擔的負債，及本集團發行以換取被收購方控制權的股本權益的總和於收購日期的公允價值。於各業務合併中，本集團選擇是否以公允價值或被收購方可識別資產淨值的應佔比例，計量於被收購方屬現時擁有人權益的非控股權益，並賦予擁有人權利，於清盤時按比例分佔其淨資產。非控股權益之一切其他成分乃按公允價值計量。收購相關成本於產生時列為開支。

倘所收購的一系列活動及資產包括一項投入及一項實質性進程，而兩者對創造產出能力有重大貢獻，本集團確定其已收購一項業務。

當本集團收購一項業務時，會根據合約條款、於收購日期的經濟環境及相關條件，評估將承接的金融資產及負債，以作出適合的分類及標示。此包括將被收購方主合約中的嵌入式衍生工具進行分離。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Business combinations and goodwill (continued)

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in the consolidated statement of profit or loss.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in the consolidated statement of profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in the consolidated statement of profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or group of units.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

2.4 主要會計政策概要 (續)

業務合併及商譽 (續)

倘業務合併分階段進行，先前持有的股權乃於其收購日期重新計量公允價值，及所得損益乃於綜合損益表中確認。

由收購方將予轉讓的任何或然代價將於收購日期按公允價值確認。或然代價(分類為一項資產或負債)乃按公允價值計量且其公允價值變動於綜合損益表確認。分類為權益的或然代價則毋須重新計量，其後結算於權益中入賬。

商譽起初按成本計量，即已轉讓代價、已就非控股權益確認的金額及本集團先前持有的被收購方股權的任何公允價值總額，超逾所收購可識別資產淨值及所承擔負債的差額。如該代價及其他項目總額低於所收購資產淨值的公允價值，於重新評估後其差額將於綜合損益表內確認為議價收購收益。

於初步確認後，商譽按成本減任何累計減值虧損計量。商譽每年進行減值測試，若有事件或情況變化顯示賬面值可能出現減值，則會進行更頻密減值測試。本集團於每年的十二月三十一日對商譽進行減值測試。就減值測試的目的而言，於業務合併時收購的商譽自收購日期起分配至本集團預期可得益於合併協同效益的各現金產生單位或各組現金產生單位內，無論本集團其他資產或負債是否分配至該等單位或一組單位內。

減值乃通過評估有關商譽的現金產生單位(一組現金產生單位)的可收回金額釐定。倘若現金產生單位(一組現金產生單位)的可收回金額低於賬面值，則確認減值虧損。商譽的已確認減值虧損不會在往後期間撥回。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Business combinations and goodwill (continued)

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

Fair value measurement

The Group measures its wealth management products at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2.4 主要會計政策概要 (續)

業務合併及商譽 (續)

倘若商譽分配至現金產生單位 (或一組現金產生單位)，而單位內的部分業務已經出售，則在釐定出售的收益或虧損時，與已出售業務相關的商譽乃計入該業務的賬面值。在此等情況下出售的商譽乃根據已出售業務部分的相關價值及所保留現金產生單位部分計量。

公允價值計量

本集團於各報告期末按公允價值計量其理財產品。公允價值指於計量日期市場參與者之間之有序交易中，就出售資產所收取之價格或轉讓負債所支付之價格。公允價值計量乃基於假設出售資產或轉讓負債之交易於資產或負債之主要市場進行，或在未有主要市場之情況下，則於資產或負債之最有利市場進行。主要或最有利市場須位於本集團能到達之地方。資產或負債之公允價值乃使用市場參與者為資產或負債定價所用之假設計量 (假設市場參與者依照彼等之最佳經濟利益行事)。

非金融資產之公允價值計量乃經計及一名市場參與者透過使用其資產之最高及最佳用途或透過將資產出售予將使用其最高及最佳用途之另一名市場參與者而能夠產生經濟利益之能力。

本集團使用適用於不同情況之估值技術，而其有足夠數據計量公允價值，以盡量利用相關可觀察輸入數據及盡量減少使用不可觀察輸入數據。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fair value measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement (other than quoted prices included within Level 1) is observable, either directly or indirectly, and not using significant unobservable inputs

Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, deferred tax assets, financial assets and goodwill) and the Company's interests in subsidiaries, the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

2.4 主要會計政策概要 (續)

公允價值計量 (續)

於綜合財務報表計量或披露公允價值之所有資產及負債，均根據對公允價值計量整體而言屬重要之最低層輸入數據在下列公允價值等級架構內進行分類：

第一層 – 按同等資產或負債於活躍市場之報價（未經調整）計算

第二層 – 按估值技術計算（藉此直接或間接可觀察對公允價值計量而言屬重要之最低層輸入數據（除第一層報價外）），且並無使用重大不可觀察輸入數據

第三層 – 按估值技術計算（藉此不能觀察對公允價值計量而言屬重要之最低層輸入數據）

就按經常性基準於綜合財務報表確認之資產及負債而言，本集團於各報告期末通過重新評估分類（基於對公允價值計量整體而言屬重大之最低層輸入數據）以決定等級架構內各層之間是否有轉移。

非金融資產減值

倘存在減值跡象，或須對資產（存貨、遞延稅項資產、金融資產及商譽以及本公司於附屬公司的權益除外）進行年度減值測試時，則估計資產的可收回金額。資產的可收回金額按資產或現金產生單位的使用價值及其公允價值減出售成本（以較高者為準）計算，並就個別資產釐定，除非有關資產並無產生現金流入，且在頗大程度上獨立於其他資產或資產類別（在此情況下，則會就該資產所屬的現金產生單位釐定可收回金額）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Impairment of non-financial assets (continued)

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to the consolidated statement of profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

Related parties

For the purposes of these consolidated financial statements, a party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and that person
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group;

2.4 主要會計政策概要 (續)

公允價值計量 (續)

減值虧損僅於資產賬面值超過其可收回金額時予以確認。在評估使用價值時，是將估計日後現金流量折算至現值，所用的稅前折現率可反映當前市場評估的貨幣時值及有關資產特定風險。減值虧損乃於產生期間在與該減值資產功能一致的該等開支類別於綜合損益表中扣除。

於各報告期末將評估有否跡象顯示以往確認的減值虧損可能不再存在或已減少。如存在該跡象，則估計可收回金額。以往確認的資產（不包括商譽）的減值虧損僅於用作釐定該資產可收回金額估計出現變動時撥回，惟撥回數額不得高於假設過往年度並無確認該資產減值虧損情況下而釐定的賬面值（扣除任何折舊／攤銷）。所撥回的該減值虧損，乃於產生期間計入損益。

關聯方

就該等綜合財務報表而言，在下列情況下，一方被視為與本集團有關連：

- (a) 該方為該名人士家族的人士或直系親屬，而該名人士
 - (i) 控制或共同控制本集團；
 - (ii) 對本集團施加重大影響；或
 - (iii) 為本集團或本集團母公司的主要管理層成員；



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Related parties (continued)

- (b) the party is an entity where any of the following conditions applies:
- (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) the entity and the Group are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

2.4 主要會計政策概要 (續)

關聯方 (續)

- (b) 倘符合下列任何條件，該方即屬實體：
- (i) 該實體與本集團屬同一集團之成員公司；
 - (ii) 一家實體為另一實體的聯營公司或合營企業（或若另一實體為同一集團成員，則為集團成員的關聯公司或合營企業）；
 - (iii) 該實體及本集團均為同一第三方的合營企業；
 - (iv) 一家實體為第三方實體的合營企業，而另一實體為該第三方實體的聯營公司；
 - (v) 該實體為離職後福利計劃，該計劃的受益人為本集團或與本集團有關的實體的僱員；
 - (vi) 該實體由(a)項所述人士控制或共同控制；
 - (vii) (a)(i)項所述人士對該實體有重大影響或屬該實體（或該實體的母公司）主要管理層成員；及
 - (viii) 該實體或其任何集團成員公司提供主要管理人員服務予本集團或本集團之母公司。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the consolidated statement of profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal estimated useful lives for this purpose are as follows:

Land and buildings	35 – 45 years
Leasehold improvements	5 years
Motor vehicles	5 years
Equipment and fixtures	5 – 10 years

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

2.4 主要會計政策概要 (續)

物業、廠房及設備以及折舊

除在建工程外，物業、廠房及設備按成本減累計折舊及任何減值虧損入賬。物業、廠房及設備的成本包括其購買價及將資產達致可使用狀態及運抵使用地點作擬定用途的任何直接應計成本。

物業、廠房及設備投入運作後產生的開支，例如維修及保養費用，一般於產生期間自綜合損益表扣除。倘符合確認標準，相關主要檢測費用可按撥充資本計入作為重置的資產賬面值。倘大部分物業、廠房及設備須不時重置，本集團則將該部分確認為個別具有特定使用年期的資產，並相應折舊。

折舊乃按直線法計算，以於其估計可使用年期內將各物業、廠房及設備的成本撇銷至其剩餘價值，就此所採用的主要估計使用年期如下：

土地及樓宇	35至45年
租賃物業裝修	5年
汽車	5年
設備及裝置	5至10年

當一項物業、廠房及設備的各部分可使用年期各有不同，此項目各部分的成本將按合理基礎分配，而每部分將作個別折舊。剩餘價值、可使用年期和折舊方法至少於各財政年度末進行檢討及調整(如適用)。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property, plant and equipment and depreciation (continued)

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected to arise from its use or disposal. Any gain or loss on disposal or retirement recognised in the consolidated statement of profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress represents leasehold improvements, buildings and storage facilities under construction or renovation works in progress which are stated at cost less any impairment losses, and are not depreciated. Cost comprises the direct costs of construction and capitalised borrowing costs on related borrowed funds during the period of construction. Construction in progress is reclassified to the appropriate category of property, plant and equipment or investment properties when completed and ready for use.

Investment properties

Investment properties are interests in land and buildings (including the leasehold property held as a right-of-use asset which would otherwise meet the definition of an investment property) held to earn rental income and/or for capital appreciation, rather than for use in the production or supply of goods or services or for administrative purposes; or for sale in the ordinary course of business.

Investment properties are measured at cost less accumulated depreciation and provision for any impairment in value. Depreciation is calculated on the straight-line basis over the expected useful life. The principal estimated useful lives for this purpose are 32 to 42 years.

Any gains or losses on the retirement or disposal of an investment property are recognised in the consolidated statement of profit or loss in the year of the retirement or disposal.

2.4 主要會計政策概要 (續)

物業、廠房及設備以及折舊 (續)

物業、廠房及設備的項目包括初步確認的任何重大部分，如已處置或倘預期不會因使用或出售而產生任何未來經濟利益，則會終止確認。年內終止確認的資產因其出售或報廢並在本年綜合損益表中被確認的任何損益，乃有關資產的銷售所得款項淨額與賬面值的差額。

在建工程指租賃物業裝修、正在興建的樓宇及倉儲設施，或正在進行的翻新工程。在建工程按成本減任何減值虧損入賬，且不會折舊。成本由與建的直接成本及與建期間就相關借款費用發生的應予資本化的借款成本組成。在建工程在完成並可使用時會被重新分類至物業、廠房及設備或投資物業的合適類別。

投資物業

投資物業指土地及樓宇（包括符合投資物業定義的持作使用權資產的租賃物業）權益，持有作賺取租金收入及／或資本增值用途，而非用作生產或提供貨品或服務或作行政用途，或於日常業務過程中作銷售用途。

投資物業按成本減累計折舊及任何減值撥備計量。折舊按預計可使用年限以直線法計算。就此而言的主要估計可使用年限為32至42年。

任何報廢或出售投資物業的盈虧於報廢或出售年度的綜合損益表中確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for intangible assets with a finite useful life are reviewed at least at each financial year end. The principal estimated useful lives for this purpose are as follows:

Computer software	5 years
Licence	10 – 14 years
Franchise agreement	10 years
Trademark	10 years
Customer relationship	5 years

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To apply this definition, the Group assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group;
- the Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Group has the right to direct the use of the identified asset throughout the period of use. The Group assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

2.4 主要會計政策概要 (續)

無形資產 (商譽除外)

另行收購的無形資產於初步確認時按成本計量。於業務合併時所收購無形資產的成本為該資產於收購日期的公允價值。無形資產的可使用年期評估為有限或無限。年期有限的無形資產隨後於可使用經濟年期內攤銷，並於有跡象顯示該無形資產可能出現減值時進行減值評估。可使用年期有限的無形資產的攤銷年期及攤銷方法至少於各財政年度末覆核一次。就此而言，主要估計使用年期如下：

電腦軟件	5年
特許權	10至14年
特許經營協議	10年
商標	10年
客戶關係	5年

租賃

本集團在合約開始時評估合約是否為租賃或包含租賃。倘合約為換取對價而授予在一段期間內可識別資產的使用控制權，則該合約為租賃或包含租賃。為應用該定義，本集團評估有關合約是否符合三個關鍵評估項，即：

- 合約包含一項已識別資產，該資產在合約中明確識別，或在資產提供予本集團時透過識別而明確指明；
- 經考慮其於合約界定範圍內的權利後，本集團是否有權於整個使用期間因使用已識別資產而獲得絕大部分經濟利益；及
- 本集團於整個使用期間是否有權指示已識別資產的使用。本集團會評估其於整個使用期間是否有權指示資產的「使用方式及用途」。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases (continued)

For contracts that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, the Group elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land	42 – 45 years
Property	2 – 20 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

2.4 主要會計政策概要 (續)

租賃 (續)

就含有租賃部分以及一項或多項額外租賃或非租賃部分的合約而言，本集團按相對單獨價格基準將合約代價分配至各租賃部分及非租賃部分。然而，就本集團作為承租人的物業租賃而言，本集團選擇不單獨呈列非租賃部分，而將租賃及非租賃部分列為單一租賃部分。

本集團作為承租人

本集團就所有租賃應用單一確認及計量方法，惟短期租賃及低價值資產租賃除外。本集團確認租賃負債以作出租賃付款，而使用權資產指使用相關資產的權利。

(a) 使用權資產

使用權資產於租賃開始日期（即相關資產可供使用之日期）確認。使用權資產按成本減任何累計折舊及任何減值虧損計量，並就重新計量租賃負債作出調整。使用權資產的成本包括已確認的租賃負債金額，已發生的初始直接成本，以及於開始日期或之前作出的租賃付款減已收取的任何租賃優惠。使用權資產按直線法於租期及資產估計可使用年期（以較短者為準）內折舊如下：

租賃土地	42至45年
物業	2至20年

倘租賃資產的擁有權於租期完結前轉讓予本集團，或成本反映購買權獲行使，則使用資產的估計可使用年期計算折舊。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases (continued)

Group as a lessee (continued)

(a) Right-of-use assets (continued)

Leasehold land

Leasehold land represents land use rights paid to the PRC government authorities. Land use rights are carried at cost and are charged to profit or loss on the straight-line basis over the respective periods of the rights ranging from 42 to 45 years. When the leasehold land cannot be allocated reliably between the land and buildings elements, the entire leasehold land are included in the cost of the land and buildings as a finance lease in property, plant and equipment.

Refundable rental deposits

Refundable rental deposits paid are accounted for under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

(b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

2.4 主要會計政策概要 (續)

租賃 (續)

本集團作為承租人 (續)

(a) 使用權資產 (續)

租賃土地

租賃土地指向中國政府機關支付的土地使用權。土地使用權按成本入賬，並於有關權利介乎42至45年的期間內按直線法於損益內扣除。於租賃土地未能在土地及樓宇項目之間可靠分配時，則全部租賃土地款會作為物業、廠房及設備的融資租賃列於土地及樓宇成本項下。

可退還租賃按金

已付可退回租賃按金根據國際財務報告準則第9號入賬，並初步按公允價值計量。首次確認時之公允價值的調整被視為額外租賃付款，並計入使用權資產之成本內。

(b) 租賃負債

於租賃開始日期，租賃負債按租期內作出的租賃付款之現值予以確認。租賃付款包括固定付款（包括實質固定付款）減去任何應收租賃優惠、取決於某一指數或比率的可變租賃付款，以及預期在剩餘價值擔保下支付的金額。租賃付款亦包括本集團合理地肯定行使的購買選擇權之行使價，及如果租期反映了本集團行使租賃終止選擇權，則終止租賃而需支付的罰款。不取決於某一指數或比率的可變租賃付款於觸發付款的事件或條件發生的期間確認為開支。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases (continued)

Group as a lessee (continued)

(b) Lease liabilities (continued)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

For lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of modification. The only exception is any rent concessions which arose as a direct consequence of the COVID-19 pandemic and which satisfied the conditions set out in paragraph 46B of IFRS 16 "Leases". In such cases, the Group took advantage of the practical expedient set out in paragraph 46A of IFRS 16 and recognised the change in consideration as if it were not a lease modification.

(c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

2.4 主要會計政策概要 (續)

租賃 (續)

本集團作為承租人 (續)

(b) 租賃負債 (續)

於計算租賃付款的現值時，因租賃中所隱含的利率不易確定，則本集團在租賃開始日期使用其增量借款利率（「增量借款利率」）。於開始日期之後，租賃負債的金額將會增加以反映利息的增加及就已作出的租賃付款作出扣減。此外，如有修改、租期發生變化、租賃付款變化（例如指數或比率變動導致未來租賃付款發生變化）或購買相關資產的選擇權評估的變更，租賃負債的賬面值將重新計量。

對於未作為單獨租賃入賬的租賃變更，本集團根據已修改租賃的租期，在修改生效日期使用經修訂的折現率對經修訂後的租賃付款進行折現，從而重新計量租賃負債。唯一例外情況是因COVID-19疫情的直接後果而產生且符合國際財務報告準則第16號「租賃」第46B段所載條件的任何租金減免。在該等情況下，本集團利用國際財務報告準則第16號第46A段所載的實際權宜方法，並確認代價的變動（猶如其並非租賃變更）。

(c) 短期租賃及低價值資產租賃

本集團對短期租賃（即自開始日期起計之租期不超過12個月且不包括購買選擇權的租賃）應用短期租賃確認豁免。短期租賃及低價值資產租賃的租賃付款於租期內以直線法確認為開支。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases (continued)

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease terms and is included in revenue in the consolidated statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying assets to the lessee are accounted for as finance leases. At the commencement date, the cost of the leased asset is capitalised at the present value of the lease payments and related payments (including the initial direct costs), and presented as a receivable at an amount equal to the net investment in the lease. The finance income on the net investment in the lease is recognised in the consolidated statement of profit or loss so as to provide a constant periodic rate of return over the lease terms.

When the Group is an intermediate lessor, a sublease is classified as a finance lease or operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the on-balance sheet recognition exemption, the Group classifies the sublease as an operating lease.

2.4 主要會計政策概要 (續)

租賃 (續)

本集團作為出租人

當本集團作為出租人，將租賃於租賃開始時 (或發生租賃變更時) 分為經營租賃或融資租賃。

本集團並無轉讓相關資產擁有權絕大部分風險及回報的租賃，均分類為經營租賃。當合約包含租賃及非租賃部分，本集團按相對單獨價格基準將合約的代價分配至各租賃部分。租金收入於租期內按直線法列賬，並因其經營性質於綜合損益表內列為收益。於協商及安排經營租賃時產生的初始直接成本乃加至租賃資產的賬面值，並於租期內按與租金收入相同之基準確認。或然租金於賺取期間確認為收入。

將相關資產擁有權附帶的絕大部分風險及回報轉讓予承租人的租賃，入賬列作融資租賃。於開始日期，租賃資產的成本按租賃付款及相關付款 (包括初始直接成本) 的現值進行資本化，並按相當於租賃投資淨額的金額呈列為應收款項。租賃投資淨額的融資收入於綜合損益表內確認，以產生租期內的固定週期回報率。

本集團作為中介出租人時，本集團參照主租賃所產生的使用權資產將轉租賃分類為融資租賃或經營租賃。倘本集團對屬於短期租賃的主租賃應用資產負債表外確認豁免，則本集團將轉租賃分類為經營租賃。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

2.4 主要會計政策概要 (續)

投資及其他金融資產

初步確認及計量

於初步確認時，金融資產獲分類為其後按攤銷成本計量、按公允價值計量且其變動計入其他全面收入及按公允價值計量且其變動計入損益。

於初步確認時，金融資產的分類取決於金融資產的合約現金流動特性及本集團管理資產的業務模式。除並不包含重大融資組成部分或本集團已就此應用不調整重大融資組成部分的影響的可行權宜方式中的簡易處理方法之應收貿易款項外，本集團初始按公允價值加上(倘金融資產並非經損益按公允價值入賬)交易成本計量金融資產。並不包含重大融資組成部分或本集團已就此應用可行權宜方式中的簡易處理方法之應收貿易款項，乃根據載於下文「收益確認」的政策按國際財務報告準則第15號釐定之交易價格計量。

為使金融資產按攤銷成本或按公允價值計量且其變動計入其他全面收入進行分類及計量，需產生就未償還本金款項僅支付本金及利息(「僅付本息」)的現金流量。金融資產如具備非僅屬本金及利息付款的現金流量，不論業務模式，均獲分類並按公允價值計入損益計量。

本集團管理金融資產的業務模式指其如何管理其金融資產以產生現金流量。業務模式決定現金流量是否將來自收集合約現金流量、出售金融資產，或兩者皆有。按攤銷成本分類及計量的金融資產在旨在持有金融資產以收取合約現金流量的業務模式內持有，而按公允價值計入其他全面收益分類及計量的金融資產則在旨在持有以收集合約現金流量及出售的業務模式內持有。並非在上述業務模式內持有的金融資產則以按公允價值計入損益分類及計量。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments and other financial assets (continued)

Initial recognition and measurement (continued)

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in the consolidated statement of profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the consolidated statement of financial position at fair value with net changes in fair value recognised in the consolidated statement of profit or loss.

This category includes wealth management products which the Group had not irrevocably elected to classify at fair value through other comprehensive income. Dividends on equity investments classified as financial assets at fair value through profit or loss are also recognised as other income in the consolidated statement of profit or loss when the right of payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

2.4 主要會計政策概要 (續)

投資及其他金融資產 (續)

初步確認及計量 (續)

所有以正常方式購買及出售金融資產均在交易日(即本集團承諾購買或出售資產的日期)確認。以正常方式購買或出售金融資產是指須按照市場規定或慣例通常訂立的期限內交付資產。

隨後計量

金融資產的隨後計量取決於其分類，詳情如下：

按攤銷成本計量的金融資產(債務工具)

按攤銷成本計量的金融資產隨後使用實際利率法計量，並須進行減值。當資產被終止確認、修改或減值，收益及虧損於綜合損益表中確認。

按公允價值計量且其變動計入損益的金融資產

按公允價值計量且其變動計入損益的金融資產按公允價值列入綜合財務狀況表，公允價值變動淨額於綜合損益表中確認。

該類別包括本集團已不可撤銷地選擇按公允價值計量且其變動計入其他全面收入分類的理財產品。當確立支付權時，按公允價值計量且其變動計入損益分類為金融資產的有關股權投資的股息亦於綜合損益表中確認為其他收入，與股息相關的經濟利益可能將流入本集團且股息金額可藉此計量。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments and other financial assets (continued)

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2.4 主要會計政策概要 (續)

投資及其他金融資產 (續)

終止確認金融資產

在下列情況下，本集團將終止確認金融資產(或(如適用)一項或一組同類金融資產的部分)(即從本集團綜合財務狀況表中去除)：

- 收取該項資產所得現金流量的權利經已屆滿；或
- 本集團已轉讓自資產收取現金流量的權利，或已根據一項「轉付」安排承擔責任，在無重大延誤情況下，將所得現金流量全數付予第三方；及本集團(a)已轉讓資產的絕大部分風險及回報；或(b)本集團並無轉讓或保留資產的絕大部分風險及回報，但已轉讓資產的控制權。

倘本集團已轉讓其收取資產所得現金流量的權利或已訂立一項轉付安排，本集團評估是否以及在何種程度上保留該資產所有權的風險及回報。倘本集團並無轉讓或保留該資產的絕大部分風險及回報，或並無轉讓該資產的控制權，該資產在本集團持續參與該資產的前提下予以確認入賬。在該情況下，本集團亦確認相關負債。已轉讓資產及相關負債按反映本集團已保留權利及責任的基準計量。

倘以本集團就已轉讓資產作出保證的形式繼續參與，則已轉讓資產乃以該項資產的原賬面值及本集團或須償還的代價數額上限(以較低者為準)計量。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Simplified approach

For trade receivables (other than loans receivables), the Group applies a simplified approach in calculating ECL and recognises a loss allowance based on lifetime ECL at the end of each reporting period. At the end of each reporting period, the historical default rates are updated and changes in the forward-looking estimates are analysed.

General approach

For loans receivables and other financial assets measured at amortised cost, ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

2.4 主要會計政策概要 (續)

金融資產減值

本集團確認對並非按公允價值計量且其變動計入損益的所有債務工具預期信貸虧損（「預期信貸虧損」）的撥備。預期信貸虧損乃基於根據合約到期的合約現金流量與本集團預期收取的所有現金流量之間的差額而釐定，並以原實際利率的近似值折現。預期現金流量將包括出售所持抵押的現金流量或組成合約條款的其他信貸提升措施。

簡化方法

就應收貿易款項（應收貸款除外）而言，本集團採用簡化方法計算預期信貸虧損，並基於在各報告期末的年限內預期信貸虧損確認虧損撥備。於各報告期末，將更新歷史違約率並分析前瞻性估計的變動。

一般方式

就按攤銷成本計量的應收貸款及其他金融資產而言，預期信貸虧損分兩個階段進行確認。就自初步確認起未有顯著增加的信貸風險而言，就由未來12個月內可能發生違約事件而導致的信貸虧損（12個月預期信貸虧損）計提預期信貸虧損。就自初步確認起經已顯著增加的信貸風險而言，不論何時發生違約，於剩餘風險年期內的預期信貸虧損均須計提虧損撥備（年限內預期信貸虧損）。

於各報告日期，本集團評估相關金融工具的信貸風險自初步確認後是否已顯著增加。於作出評估時，本集團比較就金融工具於報告日期發生違約的風險與金融工具於首次確認當日發生違約的風險進行比較，並考慮合理可靠且毋須付出不必要的成本或努力即可獲得的資料（包括歷史及前瞻性資料）。無論上述評估結果如何，當合約付款已逾期逾30天，本集團假設信貸風險自初步確認起已大幅增加，惟本集團有合理及支持性之資料證實其他情況，則另作別論。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Impairment of financial assets (continued)

General approach (continued)

The Group considers a financial asset in default when contractual payments are 90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs as detailed below.

Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

2.4 主要會計政策概要 (續)

金融資產減值 (續)

一般方式 (續)

倘合約付款逾期90天，本集團認為金融資產違約，惟本集團有合理及支持性之資料證實其他情況，則另作別論。然而，於若干情況下，倘內部或外部資料顯示，在計及本集團持有的任何信貸提升措施前，本集團不大可能悉數收回未償還合約款項，則本集團亦可認為金融資產已違約。倘無法合理預期收回合約現金流量，則撇銷金融資產。

按攤銷成本計量的金融資產於一般方法下須減值，且如下文詳述該等金融資產被分類為以下預期信貸虧損計量階段。

第一階段— 信貸風險自初步確認起並無顯著增加及虧損撥備乃按與12個月預期信貸虧損相等金額計量的金融工具

第二階段— 信貸風險自初步確認起顯著增加，但並非信貸減值金融資產且其虧損撥備按與年限內預期信貸虧損相等金額計量的金融工具

第三階段— 於報告日期信貸減值（但非購回或初始信貸減值）及虧損撥備乃按與年限內預期信貸虧損相等金額計量的金融資產

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial liabilities

Initial recognition and measurement

Financial liabilities (other than lease liabilities) are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities (other than lease liabilities) are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade payables, other payables and accruals, interest-bearing bank loans and lease liabilities.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (loans and borrowings)

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the consolidated statement of profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in the consolidated statement of profit or loss.

2.4 主要會計政策概要 (續)

金融負債

初步確認及計量

金融負債(租賃負債除外)於初步確認時分類為按公允價值計量且其變動計入損益的金融負債、貸款及借貸以及應付款項,或指定為有效對沖的對沖工具的衍生工具(如適用)。

所有金融負債(租賃負債除外)於初步確認時按公允價值確認,及倘為貸款及借貸以及應付款項,則扣除直接應佔交易成本確認。

本集團的金融負債包括應付貿易款項、其他應付款項及應計項目、計息銀行貸款及租賃負債。

隨後計量

金融負債的隨後計量取決於其分類,詳情如下:

按攤銷成本列賬的金融負債(貸款及借貸)

於初步確認後,計息貸款及借貸隨後以攤銷成本使用實際利率法計量,除非折現影響並不重大(在此情況下按成本呈列)。盈虧乃於負債終止確認時按實際利率攤銷過程在綜合損益表中確認。

攤銷成本乃經計及收購所產生的任何折讓或溢價以及作為實際利率部分的費用或成本而計算。實際利率攤銷計入綜合損益表中融資成本項下。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial liabilities (continued)

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in the consolidated statement of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Inventories

Inventories comprise merchandise purchased for resale and consumables and are stated at the lower of cost and net realisable value. The cost of merchandise is determined on the weighted average basis. Net realisable value is determined based on estimated selling prices less any estimated costs to be incurred to disposal.

Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and demand deposits, and short-term highly liquid investments that are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at banks, including term deposits, and assets similar in nature to cash, which are not restricted as to use.

2.4 主要會計政策概要 (續)

金融負債 (續)

終止確認金融負債

當負債項下的責任獲解除或取消或屆滿時，終止確認金融負債。

倘現有金融負債被來自同一借款人但條款有重大差別的另一項負債所取代，或對現有負債的條款進行大幅修改，上述更替或修訂將被視作終止確認原有負債及確認新負債，而有關賬面值的差額於綜合損益表內確認。

金融工具的抵銷

當目前有可執行法定權利抵銷已確認金額並擬按淨額基準結算，或同時變賣資產及償還負債，則金融資產及金融負債會互相抵銷，並在綜合財務狀況表內以淨額列示。

存貨

存貨包括購入作轉售用途的貨品及消耗品，並按成本與可變現淨值的較低者入賬。貨品成本按加權平均基準釐定。可變現淨值以估計售價減任何因出售而將產生的估計成本為基準釐定。

現金及現金等價物

就綜合現金流量表而言，現金及現金等價物包括手頭現金及活期存款，以及短期高流動投資（可隨時兌換為已知現金數額且價值變動風險不大，期限短，一般於收購後三個月內到期）減須按要求償還且為本集團現金管理的一部分的銀行透支。

就綜合財務狀況表而言，現金及現金等價物由手頭現金及銀行現金組成，包括定期存款及與現金性質類似的資產，該等資產的使用並不受限制。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in the consolidated statement of profit or loss.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future uncertain events not wholly within the control of the Group, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

All provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate.

Share capital

Ordinary shares are classified as equity. Share capital is recognised at the amount of consideration of shares issued, after deducting any transaction costs associated with the issuing of shares (net of any related income tax benefit) to the extent they are incremental costs directly attributable to the equity transaction.

2.4 主要會計政策概要 (續)

撥備

當因過往事件而產生即期承擔(法定或推定)並可能導致日後資源流出以結付債務時,倘能可靠估計有關承擔的數額,則須就此確認撥備。

倘折現影響重大,則按預期須於日後就結付該債務所作的開支於報告期末的現值而確認撥備。折現現值數額值隨時間而增加的有關增幅於綜合損益表內列為融資成本。

倘若導致經濟效益流失之可能性不大,或未能可靠地估計有關數值,則將該責任披露為或然負債,除非經濟效益流失之可能性極低。潛在責任(須視乎日後是否發生一宗或多宗非完全由本集團控制的事件而確定其是否存在)亦會披露為或然負債,除非經濟效益流失之可能性極低。

所有撥備於各報告期末作出檢討並作出調整以反映當時之最佳估計。

股本

普通股分類為權益。股本乃按已發行股份之代價金額確認,且與發行股份有關之任何交易成本須自權益中扣除,並減去任何有關所得稅優惠,惟交易成本須為該項股本交易直接應佔之增量成本。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

2.4 主要會計政策概要 (續)

所得稅

所得稅包括即期及遞延稅項。與在損益賬以外確認的項目有關的所得稅，乃於損益賬以外確認，即於其他全面收入或直接於權益確認。

即期稅項資產及負債乃根據於報告期末已頒佈或實質頒佈的稅率(及稅法)，經計及本集團經營所在國家的現行詮釋及慣例，按預期可自稅務機關收回或支付予稅務機關的金額計算。

遞延稅項乃根據資產及負債的稅基及其就財務呈報目的賬面值之間於報告期末的所有暫時差額以負債法撥備。

已就所有應課稅暫時差額確認遞延稅項負債，惟以下各項除外：

- 在交易時不影響會計利潤及應課稅利潤或虧損的非業務合併交易中，初步確認商譽或資產或負債時產生的遞延稅項負債；及
- 就有關投資於附屬公司、聯營公司及合營企業的應課稅暫時差額而言，倘若撥回暫時差額的時間可以控制，並且暫時差額於可預見將來可能不會被撥回者。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Income tax (continued)

Deferred tax assets are recognised for all deductible temporary differences, and the carry-forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry-forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and joint ventures, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liability relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

2.4 主要會計政策概要 (續)

所得稅 (續)

遞延稅項資產根據所有可扣除的暫時差額、結轉未動用稅項抵免及任何未動用稅項虧損確認。應課稅利潤將可供用作抵銷可扣除暫時差額，並可利用結轉的未動用稅項抵免及未動用稅項虧損，方會確認遞延稅項資產，惟以下各項除外：

- 在交易時不影響會計利潤或應課稅利潤或虧損的非業務合併交易中，因初步確認資產或負債而產生的可扣除暫時差額有關的遞延稅項資產；及
- 就有關投資於附屬公司、聯營公司及合營企業的可扣除暫時差額而言，遞延稅項資產僅可在暫時差額將於可見將來撥回，並且應課稅利潤將可用以抵銷暫時差額的情況下確認。

遞延稅項資產的賬面值於各報告期末審閱及減少至不再有足夠的應課稅利潤可供所有或部分遞延稅項資產動用為止。未確認的遞延稅項資產於各報告期末重新評估，並以有足夠應課稅利潤可使全部或部分遞延稅項資產將被收回為限予以確認。

遞延稅項資產及負債按預期適用於變現資產或清償負債期間的稅率計量，並按報告期末已制定或實質上已制定的稅率（及稅法）為基準。

僅當本集團有可合法執行權利可將即期稅項資產與即期稅項負債抵銷，且遞延稅項資產與遞延稅項負債與同一稅務機關對同一應稅實體或於各未來期間預期有大額遞延稅項負債或資產需要結算或清償時，擬按淨額基準結算即期稅務負債及資產或同時變現資產及結算負債之不同稅務實體徵收之所得稅相關，則遞延稅項資產與遞延稅項負債可予抵銷。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Government grants

Government grants are recognised at their fair values where there is reasonable assurance that the grants will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Government grants relating to income is presented in gross under "other operating revenues" in the consolidated statement of profit or loss.

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.

2.4 主要會計政策概要 (續)

政府補助

倘若合理保證可能收到補助並且符合所有附帶條件，則政府補助按其公允價值確認入賬。倘補助與某一開支項目有關，則於補助擬補償成本支銷期間內按系統基準確認為收入。

與收入相關的政府補助於綜合損益表的「其他經營收益」項下呈列為總額。

收益確認

來自客戶的合約收益

來自客戶的合約收益乃按反映本集團預期有權就交換該等貨品或服務收取的代價金額於將貨品或服務的控制權轉讓予客戶時確認。

當合約中的代價包括可變金額時，代價的金額估計為本集團將有權就將貨品或服務轉讓予客戶而換取的金額。可變代價乃於合約開始時估計且受約束，直至當可變代價的相關不確定性於其後解除，很可能不會發生已確認的累計收益金額的重大收益撥回為止。

當合約包括向客戶轉讓貨品或服務為客戶帶來超過一年重大融資利益的融資組成部分時，收益乃按應收款項金額的現時價值計量，並採用將於自合約開始起本集團與客戶間的個別融資交易中反映的折現率折現。當合約包括為本集團帶來超過一年重大融資利益的融資組成部分時，根據合約確認的收益包括合約負債根據實際利息法計算的利息開支。就客戶付款至轉讓所承諾的貨品或服務的期限為一年或以下的合約而言，交易價格並無根據重大融資組成部分的影響採用國際財務報告準則第15號中的可行權宜方式進行調整。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

Revenue from contracts with customers (continued)

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent).

The Group is a principal if it controls the specified good or service before that good or service is transferred to a customer. The Group is an agent if its performance obligation is to arrange for the provision of the specified good or service by another party. In this case, the Group does not control the specified good or service provided by another party before that good or service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party.

(a) Sale of goods

Revenue from the sale of goods is recognised at the point in time when control of the asset is transferred to the customer.

Some contracts for the sale of goods provide customers with rights of return. The rights of return give rise to variable consideration.

(b) Provision of concessionaire sale services

Revenue from the provision of concessionaire sale services is recognised upon the commission rate of the gross concessionaire sales which was recognised upon the delivery of goods.

(c) Provision of consultancy and management services

Revenue from the provision of consultancy and management services is recognised over the scheduled period on a straight-line basis because the customer simultaneously receives and consumes the benefits provided by the Group.

(d) Revenue from loyalty point programme

Revenue from loyalty point programme is recognised when the obligation in respect of the award is fulfilled.

2.4 主要會計政策概要 (續)

收益確認 (續)

來自客戶的合約收益 (續)

當另一方參與向客戶提供商品或服務時，本集團確定其承諾的性質是以自身提供特定商品或服務(即本集團為委託人)或安排另一方向客戶提供商品或服務(即本集團為代理人)的履約義務。

如果本集團在將特定商品或服務轉移給客戶之前控制該商品或服務，則本集團為委託人。如果履約義務是安排另一方提供特定商品或服務，則本集團為代理人。這種情況下，本集團在特定商品或服務轉移給客戶前不擁有由另一方提供的商品或服務的控制權。當本集團為代理人時，其應當將因安排另一方向客戶提供特定商品或服務而預期有權獲得的手續費和佣金確認為收入。

(a) 銷售貨品

銷售貨品的收益於資產控制權轉讓至客戶時確認。

銷售貨品的若干合約為客戶提供退貨權。退貨權產生可變代價。

(b) 提供特許專櫃銷售服務

提供特許專櫃銷售服務的收益經考慮交付貨物時確認的特許專櫃銷售總額佣金率後確認。

(c) 提供諮詢及管理服務

提供諮詢及管理服務的收益於預期期間以直線法確認，因客戶同時收取及消耗本集團所提供的利益。

(d) 忠誠點數計劃收益

忠誠點數計劃收益於有關獎勵義務達成時確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Dividend income is recognised when the shareholders' right to receive payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

Promotion income and minimum guaranteed sales commissions are recognised according to the underlying contract terms with concessionaires and as these services have been provided in accordance therewith.

Credit card handling fees, administration fees and service fees are recognised when the relevant services are rendered.

Display space leasing fees and equipment leasing income are recognised on a time proportion basis over the lease terms.

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Provision for loyalty point programme are recognised as a reduction in revenues upon granting of bonus points to customers in accordance with the announced bonus points scheme. The Group estimates future redemption of bonus points based on its historical experiences.

2.4 主要會計政策概要 (續)

收益確認 (續)

其他來源收益

租金收入於租期以時間比例基準確認。並非取決於某一指數或比率的可變租賃付款於產生的會計期間確認為收入。

其他收入

利息收入按應計基準使用實際利息法採用能將金融工具預計使用年期或較短時期(如適用)內所產生的估計未來現金收入準確折現至該金融資產賬面淨值的折現率確認。

股息收入於股東收取款項的權利被確立，與股息相關的經濟利益可能將流入本集團且股息金額可藉此計量時確認。

促銷收入及最低銷售保證佣金乃根據與特許專櫃商訂立的相關合約條款，於按有關條款提供該等服務時確認。

信用卡手續費、行政費用及服務費用於提供有關服務時確認。

展銷場地租金及設備租賃收入以時間比例基準於各租賃的期限內確認。

合約負債

合約負債於本集團轉讓相關貨品或服務前收到客戶付款或付款到期(以較早者為準)時確認。倘本集團根據合約履約(即向客戶轉讓相關產品或服務的控制權)，則合約負債確認為收益。

忠誠點數計劃撥備乃根據已公佈的積分計劃於授予客戶積分後確認為收益減少。本集團根據其過往經驗估計積分未來兌換數額。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Employee benefits

Pension scheme

The Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance for all of its employees. Contributions are made based on a percentage of the employees' basic salaries and are charged to the consolidated statement of profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

Pursuant to the relevant PRC laws and regulations, each of the PRC subsidiaries of the Group is required to participate in a retirement benefit scheme organised by the local municipal government whereby the Group is required to contribute a certain percentage of the salaries of its employees to the retirement benefit scheme. The only obligation of the Group with respect to the retirement benefit scheme is to pay the ongoing required contributions. Contributions made to the defined contribution retirement benefit scheme are charged to the consolidated statement of profit or loss as incurred.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs capitalised. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.4 主要會計政策概要 (續)

僱員福利

退休金計劃

本集團根據強制性公積金計劃條例，為其所有僱員實施定額供款強制性公積金退休福利計劃（「強積金計劃」）。供款按僱員基本薪金之某一個百分比作出，並按照強積金計劃於應付時自綜合損益表扣除。強積金計劃之資產與本集團之資產分開持有，並由獨立基金管理。本集團所作的僱主供款於向強積金計劃作出供款時全數歸僱員所有。

根據相關中國法律及法規，本集團各中國附屬公司均須參與當地市政府設立的退休福利計劃，據此本集團須按其僱員薪酬的若干百分比向退休福利計劃供款。本集團就退休福利計劃須承擔的唯一責任為持續支付所需的供款。向界定供款退休福利計劃作出的供款乃於產生時在綜合損益表中扣除。

借貸成本

收購、建造或生產合資格資產（即需頗長時間方可作擬定用途或銷售的資產）直接應佔的借貸成本作為該等資產的成本部分撥充資本。有關借貸成本在資產大致可作擬定用途或銷售時不再撥充資本。在特定借貸撥作合資格資產的支出前暫時用作投資所賺取的投資收入須自撥充資本的借貸成本中扣除。所有其他借貸成本於產生期間支銷。借貸成本包括實體借用資金產生的利息及其他成本。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the note 34 to the consolidated financial statements.

Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Foreign currencies

These financial statements are presented in RMB, which is different from the functional currency of the Company – the United States dollar ("US\$"). The Group's consolidated financial statements are presented in RMB because management considers that a substantial majority of the group companies are in the PRC and the Group primarily generates and expends cash in RMB. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the consolidated statement of profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

2.4 主要會計政策概要 (續)

股息

末期股息將於股東大會上獲股東批准後確認為負債。建議末期股息披露於綜合財務報表附註34。

由於本公司組織章程大綱及細則授權董事宣派中期股息，故中期股息乃同步建議及宣派。因此，中期股息乃於建議及宣派時即時確認為負債。

外幣

該等財務報表以人民幣呈列，與本公司的功能貨幣美元（「美元」）不同。本集團綜合財務報表以人民幣呈列的原因為管理層認為大多數集團公司乃位於中國，且本集團賺取及動用的現金亦主要為人民幣。本集團各實體的財務報表所列項目，乃按該實體自行決定的功能貨幣計量。本集團實體所錄得的外幣交易最初均按交易當日的匯率換算為功能貨幣。外幣計值的貨幣資產及負債以報告期末的匯率換算為功能貨幣。因結算或換算貨幣項目產生的差額於綜合損益表中確認。

按外幣歷史成本計量的非貨幣項目，以初始交易日匯率換算。按公允價值計量的外幣非貨幣項目以計量公允價值日期的匯率換算。換算按公允價值計量的非貨幣項目所產生的收益或虧損與確認該項目公允價值變動的盈虧的處理方法一致（即於其他全面收入或損益中確認公允價值盈虧的項目的匯兌差額，亦分別於其他全面收入或損益中確認）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Foreign currencies (continued)

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain overseas subsidiaries, joint ventures and associates are currencies other than RMB. As at the end of the reporting period, the assets and liabilities of the entities in the Group are translated into the presentation currency of the Company at the exchange rates prevailing at the end of the reporting period and their profit or loss is translated into RMB at the weighted average exchange rates for the year.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in the consolidated statement of profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

For the purpose of the consolidated statement of cash flows, the cash flows of overseas subsidiaries are translated into RMB at the exchange rates prevailing at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into RMB at the weighted average exchange rates for the year.

Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-makers (the "CODM"). The CODM, who are responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive directors that make strategic decisions.

2.4 主要會計政策概要 (續)

外幣 (續)

於釐定就終止確認有關預付代價的非貨幣性資產或非貨幣性負債而初步確認相關資產、開支或收入的匯率時，初步交易日期為本集團初步確認預付代價所產生的非貨幣性資產或非貨幣性負債的日期。倘存在多項預先付款或收款，本集團釐定有關各預先付款或收款的交易日期。

若干海外附屬公司、合營企業及聯營公司以人民幣之外的貨幣作為功能貨幣。於報告期末，本集團實體的資產及負債按報告期末之現行匯率換算為本公司的呈列貨幣，而該等實體之損益按年內之加權平均匯率換算為人民幣。

因此產生的匯兌差額將於其他全面收入確認及累計於匯兌儲備。當出售海外業務時，與該海外業務有關的其他全面收入部分將於綜合損益表中確認入賬。

任何因收購海外業務而產生的商譽以及任何因收購而產生的資產與負債賬面值的公允價值調整，均被視作海外業務的資產與負債，並按收市匯率換算。

就綜合現金流量表而言，海外附屬公司產生的現金流量以現金流動當日的匯率換算為人民幣。海外附屬公司於整個年度內頻繁且經常產生的現金流量，以年內的加權平均匯率換算為人民幣。

分部呈報

經營分部的呈報方式與向主要經營決策者（「主要經營決策者」）提供的內部報告一致。主要經營決策者被確認為作出策略性決策的執行董事，負責經營分部的資源分配及表現評估。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Going concern consideration

In the process of applying the Group's accounting policies, apart from those involving estimations, management has prepared the consolidated financial statements on the assumption that the Group will be able to operate as a going concern in the coming year, which is a critical judgement that has the most significant effect on the amounts recognised in the consolidated financial statements. The assessment of the going concern assumption involves making a judgement by the directors, at a particular point of time, about the future outcome of events or conditions which are inherently uncertain. The directors consider that the Group has the capability to continue as a going concern and the major events or conditions, which may give rise to business risks, that may individually or collectively cast a significant doubt upon the going concern assumption are set out in note 2.1 to the consolidated financial statements.

3. 主要會計判斷及估計

編製本集團財務報表要求管理層作出判斷、估計及假設，而該等判斷、估計及假設會影響所呈報的收益、開支、資產及負債金額、及其相關披露，以及或然負債的披露。該等假設及估計之不確定性或會導致日後受影響的資產或負債賬面值須作重大調整。

判斷

於應用本集團會計政策的過程中，除涉及估計的該等判斷外，管理層已作出以下對綜合財務報表內已確認金額構成最重大影響的判斷：

持續經營考慮因素

於應用本集團會計政策的過程中，除涉及估計的該等判斷外，管理層編製綜合財務報表時乃假設本集團於未來年度將可按持續經營基準營運，此乃對綜合財務報表內已確認金額構成最重大影響的重要判斷。評估持續經營假設時，董事需於特定時間點就本質不確定的事件或情況的未來結果作出判斷。董事認為，本集團有能力持續經營，而可能個別或共同對持續經營假設構成重大疑慮且或會引致業務風險的重大事件或情況載於綜合財務報表附註 2.1。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Judgements (continued)

Identifying performance obligations in sale of goods and commissions from concessionaire sales

The Group recognises revenue when a performance obligation is satisfied when control of goods or services is transferred to the customer on sale of goods and commissions from concessionaire sales. For contracts with customers, the Group determined that the performance obligations for loyalty point programme are capable of being distinct. The Group allocates the transaction price to each performance obligation on a relative stand-alone selling price basis. The stand-alone selling price of the distinct goods or services underlying each performance obligation is determined at contract inception. It represents the price at which the Group would sell a promised good or service to a customer.

Property lease classification – Group as lessor

The Group has entered into sublease contracts for its department store business and lease contracts to earn rentals. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the investment properties and right-of-use assets and the present value of the minimum lease payments not amounting to substantially all the fair value of the investment properties and right-of-use assets, that it retains substantially all the significant risks and rewards incidental to ownership of these properties which are leased out and accounts for the contracts as operating leases or finance leases.

3. 主要會計判斷及估計 (續)

判斷 (續)

確定特許權銷售中的銷售貨品及佣金的履約義務

本集團於特許權銷售的銷售貨品及佣金的控制權轉讓至客戶之履約義務獲履行時確認收益。就與客戶的合約而言，本集團確定忠誠點數計劃的履約義務具有明顯區別。本集團按照相對獨立售價基準將交易價格分配至各履約責任。有關各履約責任的可區分貨物或服務的獨立售價於合約開始時釐定。該價格指本集團將單獨向客戶出售承諾貨物或服務的價格。

物業租賃分類—本集團作為出租人

本集團就其百貨店業務訂立轉租賃合約及租賃合約以賺取租金。根據對有關安排條款及條件之評估，如租期是否構成投資物業及使用權資產之經濟壽命的主要部分且最低租賃款項現值是否等於投資物業及使用權資產之絕大部分公允價值，本集團是否已釐定其保留該等出租物業所有權附帶的絕大部分重大風險及回報，並將有關合約以經營租賃或融資租賃入賬。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Judgements (continued)

Significant judgement in determining the lease term of contracts with renewal and/or termination options

The Group has several lease contracts that include renewal and/or termination options. The Group applies judgement in evaluating whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate the lease (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

The Group includes the renewal period as part of the lease term for the lease of a property which has a short non-cancellable period of three years.

Tax provisions

Determining tax provisions involves judgement on the future tax treatment of certain transactions. The Group carefully evaluates tax implications of transactions and tax provisions are set up accordingly. The tax treatment of such transactions is assessed periodically to take into account all the changes in tax legislation and practices.

3. 主要會計判斷及估計 (續)

判斷 (續)

釐定有重續及／或終止選擇權合約的租期時所用重大判斷

本集團擁有若干包含重續權及／或終止權的租賃合約。本集團在評估是否行使續租權或終止權時作出判斷。換言之，本集團會考慮對其行使續租權或終止權構成經濟激勵的所有相關因素。於開始日期後，倘發生重大事件或情況出現重大變動，而該等事件或變動處於本集團的可控範圍內並影響其行使（或不行使）租賃續租權或終止權的能力，例如對租賃物業進行重大改善或對租賃資產進行重大定制，則本集團將會重新評估租期。

就擁有短期不可撤銷期間（即三年）的物業租賃而言，本集團將續期作為租期的一部分。

稅項撥備

釐定稅項撥備涉及判斷若干交易的未來稅務處理。本集團仔細評估該等交易的稅務影響，並據此釐定稅項撥備。本集團將定期評估該等交易的稅務處理，藉此計入稅務條例及常規的所有變動。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Judgements (continued)

Classification between investment properties and owner-occupied properties

The Group determines whether a property qualifies as an investment property, and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independently of the other assets held by the Group. Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately or leased out separately under a finance lease, the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Deferred tax assets

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with the expected future market and economic conditions in the PRC and tax planning strategies. The carrying value of deferred tax assets relating to recognised tax losses as at 31 December 2021 was RMB61,913,000 (2020: RMB43,660,000). The amount of unrecognised tax losses as at 31 December 2021 was RMB1,279,325,000 (2020: RMB1,405,311,000). Further details are given in note 17 to the consolidated financial statements.

3. 主要會計判斷及估計 (續)

判斷 (續)

投資物業與自用物業的分類

本集團釐定一項物業是否符合一項投資物業的資格，並已制定作出該判斷的標準。投資物業乃為賺取租金或資本增值或同時為兩者目的而持有的物業。因此，本集團考慮一項物業是否產生現金流量很大程度上獨立於本集團所持有的其他資產。部分物業包括為賺取租金或資本增值而持有的部分及另外為用於生產或供應貨物或服務或用作行政用途而持有的部分。倘該等部分能根據融資租賃被獨立出售或出租，本集團將個別對該等部分進行會計處理。倘該等部分不能被獨立出售，則該物業為投資物業，惟用於生產或供應貨物或服務或用作行政用途而持有的部分並不重大。判斷乃按個別物業基準作出，以釐定輔助服務是否重要至使該物業不能符合投資物業的資格。

估計之不確定性

有關未來的主要假設及於報告期末帶來估計不確定因素的其他主要因素 (該等因素涉及重大風險，可導致未來財政年度內的資產及負債賬面值須作重大調整) 如下文所述。

遞延稅項資產

在很有可能未來應課稅利潤來抵扣稅項虧損的範圍內，就所有未利用的稅項虧損確認遞延稅項資產。這需要管理層作出重大判斷來根據未來應課稅利潤發生的時間和金額，結合預期未來中國市場及經濟狀況和稅務規劃策略，以釐定應確認的遞延稅項資產的金額。於二零二一年十二月三十一日，與已確認稅項虧損相關的遞延稅項資產的賬面值為人民幣61,913,000元 (二零二零年：人民幣43,660,000元)。於二零二一年十二月三十一日的未確認稅項虧損為人民幣1,279,325,000元 (二零二零年：人民幣1,405,311,000元)。進一步詳情載於綜合財務報表附註17。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Estimation uncertainty (continued)

Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. Intangible assets with indefinite lives are tested for impairment annually and at other times when such indicators exist. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit based on assumptions, in particular those relating to gross margin and growth rates, as well as the overall market and economic conditions in the PRC and choose a suitable discount rate in order to calculate the present value of those cash flows. Further details, including a sensitivity analysis of key assumptions, are given in notes 10 and 12(a) to the consolidated financial statements.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating units based on assumptions, in particular those relating to gross margin and growth rates, as well as the overall market and economic conditions in the PRC and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at 31 December 2021 was RMB1,691,564,000 (2020: RMB1,770,538,000). Further details of the impairment testing of goodwill are given in note 13(a) to the consolidated financial statements.

3. 主要會計判斷及估計 (續)

估計之不確定性 (續)

非金融資產減值 (商譽除外)

本集團於各報告期末評估所有非金融資產 (包括使用權資產) 是否出現減值跡象。本集團會每年 (及於有減值跡象出現時) 對無限期無形資產進行減值測試。倘有跡象顯示其他非金融資產的賬面值不可收回時, 則對該等非金融資產進行減值測試。當資產或現金產生單位的賬面值超過其可收回金額 (其公允價值減出售成本與其使用價值中的較高者) 時, 即出現減值。公允價值減出售成本乃按類似資產以公平交易方式從具法律約束力的出售交易中可獲得的數據, 或可觀察市價減出售資產的增量成本計算。當計算使用價值時, 管理層必須基於與毛利率、增長率及中國整體市場與經濟狀況相關的假設估計來自資產或現金產生單位的預期未來現金流量, 並選擇合適的折現率, 以計算該等現金流量的現值。進一步詳情 (包括主要假設的敏感度分析) 載於綜合財務報表附註 10 及附註 12(a)。

商譽減值

本集團至少每年釐定一次商譽是否出現減值。這需要估計商譽所獲分配之現金產生單位的使用價值。估計使用價值要求本集團基於與毛利率、增長率及中國整體市場與經濟狀況相關的假設估計來自現金產生單位的預期未來現金流量, 並須選擇合適的折現率, 以計算該等現金流量的現值。於二零二一年十二月三十一日, 商譽的賬面值為人民幣 1,691,564,000 元 (二零二零年: 人民幣 1,770,538,000 元)。有關商譽減值測試的進一步詳情載於綜合財務報表附註 13(a)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Estimation uncertainty (continued)

Provision for ECL on trade receivables and other receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by service type).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the retail sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future.

For other receivables, the Group assesses at each reporting date whether there is any objective evidence that a financial asset is impaired. To determine whether there is an objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

The information about the ECLs on the Group's trade receivables and other receivables is disclosed in notes 19 and 20 to the consolidated financial statements, respectively.

3. 主要會計判斷及估計 (續)

估計之不確定性 (續)

有關應收貿易款項及其他應收款項的預期信貸虧損撥備

本集團採用撥備矩陣以計算應收貿易款項的預期信貸虧損。撥備率乃基於因就擁有類似虧損模式的多個客戶分部進行分組 (如服務類別)。

撥備矩陣最初乃基於本集團的歷史觀察違約率。本集團將通過調整矩陣以調整過往信貸損失經驗及前瞻性資料。例如，倘預測經濟狀況 (如國內生產總值) 預期將於未來一年發生變化，其可能導致零售業務的違約數量增加，歷史違約率將獲調整。於各報告日期，將更新歷史觀察違約率並分析前瞻性估計的變動。

有關歷史觀察違約率、預測經濟狀況及預期信貸虧損間的關聯性評估為重大估計。預期信貸虧損金額對環境及經濟狀況預期的變動較為敏感。本集團的過往信貸損失經驗及經濟狀況預測亦無法代表客戶未來的實際違約。

就其他應收款項，本集團於各報告日期評估是否存在任何客觀證據表明金融資產出現減值。為了釐定是否存在減值的客觀證據，本集團考慮的因素包括債務人無力清償債務的可能性或重大財務困難及拖欠賬款或支付的重大延遲。

有關本集團應收貿易款項及其他應收款項的預期信貸虧損的資料分別於綜合財務報表附註19及20披露。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Estimation uncertainty (continued)

Leases – Estimating the IBR

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an IBR to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group "would have to pay", which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

Provision against obsolete and slow-moving inventories

Management reviews the condition of inventories of the Group and makes a provision against obsolete and slow-moving inventory items which are identified as no longer suitable for sale or use. Management estimates the net realisable value for such inventories based primarily on the latest invoice prices and current market conditions. The Group carries out an inventory review at the end of each reporting period and makes a provision against obsolete and slow-moving items. Management reassesses the estimation by the end of each reporting period. The carrying amount of inventories as at 31 December 2021 was RMB489,619,000 (2020: RMB425,055,000), net of provision of RMB5,301,000 (2020: RMB8,708,000). Further details are given in note 18 to the consolidated financial statements.

3. 主要會計判斷及估計 (續)

估計之不確定性 (續)

租賃－估算增量借款利率

本集團無法輕易釐定租賃內所隱含的利率，因此，使用增量借款利率計量租賃負債。增量借款利率為本集團於類似經濟環境中為取得與使用權資產價值相近之資產，而以類似抵押品與類似期間借入所需資金應支付之利率。因此，增量借款利率反映了本集團「應支付」的利率，當無可觀察的利率時（如就並無訂立融資交易之附屬公司而言）或當須對利率進行調整以反映租賃之條款及條件時（如當租賃並非以附屬公司之功能貨幣訂立時），則須作出利率估計。當可觀察輸入數據可用時，本集團使用可觀察輸入數據（如市場利率）估算增量借款利率並須作出若干實體特定的估計（如附屬公司的個別的信貸評級）。

陳舊及呆滯存貨撥備

管理層審查本集團存貨的狀況，並對確定為不再適合銷售或使用的陳舊及呆滯存貨作出撥備。管理層主要根據最新發票價格及當前市況估計該等存貨的變現淨值。本集團於各報告期末審查存貨，並對陳舊及呆滯項目作出撥備。管理層於各報告期末重新評估估計。於二零二一年十二月三十一日，存貨的賬面值為人民幣489,619,000元（二零二零年：人民幣425,055,000元），扣除撥備人民幣5,301,000元（二零二零年：人民幣8,708,000元）。進一步詳情載於綜合財務報表附註18。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

Estimation uncertainty (continued)

Fair value of financial instruments

Where the fair value of financial assets recorded in the consolidated statement of financial position cannot be derived from active markets, they are determined using valuation techniques including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. The judgements include considerations of inputs such as the expected yield rate which is subject to liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments. The carrying amount of financial assets at fair value through profit or loss as at 31 December 2021 was RMB90,644,000 (2020: RMB242,472,000). Further details are given in notes 21 and 36 to the consolidated financial statements.

Depreciation and amortisation

The Group has estimated the useful lives of the property, plant and equipment, investment properties, right-of-use assets and intangible assets (other than goodwill) to be 2 to 45 years, after taking into account their estimated residual values, as set out in the principal accounting policies above. Depreciation and amortisation of items of property, plant and equipment, investment properties, right-of-use assets and intangible assets (other than goodwill) are calculated on the straight-line basis over their expected useful lives. The net carrying amounts of items of property, plant and equipment, investment properties, right-of-use assets and intangible assets (other than goodwill) as at 31 December 2021 were RMB3,233,959,000 (2020: RMB3,287,490,000), RMB538,582,000 (2020: RMB420,428,000), RMB3,018,455,000 (2020: RMB3,815,672,000), and RMB9,067,000 (2020: RMB14,450,000) respectively. Further details are given in notes 10, 11, 12 and 13(b) to the consolidated financial statements, respectively.

3. 主要會計判斷及估計 (續)

估計之不確定性 (續)

金融工具的公允價值

若於綜合財務狀況表入賬的金融資產的公允價值未能於活躍市場取得報價，則其公允價值將採用估值技術（包括折現現金流量模式）釐定。倘可能，該等模式的輸入數據乃取自可觀察市場；倘不可行，於確定公允價值時則需作出某種程度的判斷。判斷包括考慮受流動資金風險影響的預期收益率、信貸風險及波動性等輸入數據。有關該等因素假設的變動會影響金融工具的呈報公允價值。於二零二一年十二月三十一日，按公允價值計量且其變動計入損益的金融資產的賬面值為人民幣90,644,000元（二零二零年：人民幣242,472,000元）。進一步詳情載於綜合財務報表附註21及36。

折舊及攤銷

本集團經考慮上文主要會計政策所載有關物業、廠房及設備、投資物業、使用權資產及無形資產（商譽除外）的估計剩餘價值後，估計物業、廠房及設備、投資物業、使用權資產及無形資產（商譽除外）的可使用年期為2至45年。物業、廠房及設備、投資物業、使用權資產以及無形資產（商譽除外）以直線法於其預計可使用年期內計算折舊及攤銷。於二零二一年十二月三十一日，物業、廠房及設備、投資物業、使用權資產以及無形資產（商譽除外）的賬面淨值分別為人民幣3,233,959,000元（二零二零年：人民幣3,287,490,000元）、人民幣538,582,000元（二零二零年：人民幣420,428,000元）、人民幣3,018,455,000元（二零二零年：人民幣3,815,672,000元）及人民幣9,067,000元（二零二零年：人民幣14,450,000元）。進一步詳情分別載於綜合財務報表附註10、11、12及13(b)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. REVENUES, OTHER OPERATING REVENUES AND SEGMENT INFORMATION

Revenues

An analysis of revenues is as follows:

4. 收益、其他經營收益及分部資料

收益

收益的分析列示如下：

			2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<i>Revenue from contracts with customers</i>	來自客戶合約的收益	(a)		
Sale of goods from direct sales	自營銷售額		2,697,209	2,608,000
Commissions from concessionaire sales	特許專櫃銷售佣金	(b)	985,981	1,014,160
Consultancy and management service fees	諮詢及管理服務費		40,729	10,763
			3,723,919	3,632,923
<i>Revenue from other sources</i>	其他來源收益			
Gross rental income	租金總收入		398,357	317,618
Credit services	信貸服務		65,461	59,340
			463,818	376,958
			4,187,737	4,009,881

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. REVENUES, OTHER OPERATING REVENUES AND SEGMENT INFORMATION (continued)

Revenues (continued)

Notes:

- (a) Revenue from contracts with customers – disaggregated revenue information

4. 收益、其他經營收益及分部資料 (續)

收益 (續)

附註：

- (a) 來自客戶合約的收益—細分收益資料

Region		Sales of goods from direct sales	Commissions from concessionaire sales	Consultancy and management services	Total
地區		自營銷售額	特許專櫃銷售佣金	諮詢及管理服務費	總計
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
2021	二零二一年				
China South region	中國南部	1,330,119	457,468	660	1,788,247
China North region	中國北部	601,789	344,718	1,553	948,060
China East region	中國東部	732,980	183,152	38,516	954,648
Overseas	海外	32,321	643	-	32,964
Revenue from contracts with customers	來自客戶合約的收益	2,697,209	985,981	40,729	3,723,919
2020	二零二零年				
China South region	中國南部	1,337,994	479,176	1,053	1,818,223
China North region	中國北部	584,777	348,474	-	933,251
China East region	中國東部	658,493	186,253	9,710	854,456
Overseas	海外	26,736	257	-	26,993
Revenue from contracts with customers	來自客戶合約的收益	2,608,000	1,014,160	10,763	3,632,923

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. REVENUES, OTHER OPERATING REVENUES AND SEGMENT INFORMATION (continued)

Revenues (continued)

Notes: (continued)

- (b) Commissions from concessionaire sales are analysed as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Gross revenue from concessionaire sales	特許專櫃銷售總收益	6,914,743	6,612,704
Commissions from concessionaire sales	特許專櫃銷售佣金	985,981	1,014,160

- (c) Performance obligations

Sale of goods and commissions from concessionaire sales

The performance obligation is satisfied at a point in time when control of the asset is transferred to the customers.

The amounts of transaction prices allocated to the remaining performance obligations were RMB608,666,000 (2020: RMB629,237,000) as at 31 December 2021, which are all expected to be recognised as revenue within one year. The amounts disclosed above do not include variable consideration subject to constraint.

Revenue recognised during the year ended 31 December 2021 with an amount of RMB629,237,000 (2020: RMB685,792,000) were included in contract liabilities as at 1 January 2021.

4. 收益、其他經營收益及分部資料 (續)

收益 (續)

附註：(續)

- (b) 特許專櫃銷售佣金分析如下：

- (c) 履約責任

銷售貨品及特許專櫃銷售佣金

履約義務於資產之控制權轉移至客戶時達成。

於二零二一年十二月三十一日，分配予剩餘履約責任的交易價格為人民幣608,666,000元（二零二零年：人民幣629,237,000元），預計將於一年內確認為收益。上文所披露金額並不包括受限制的可變代價。

於截至二零二一年十二月三十一日止年度內所確認的收益為人民幣629,237,000元（二零二零年：人民幣685,792,000元），於二零二一年一月一日計入合約負債。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. REVENUES, OTHER OPERATING REVENUES AND SEGMENT INFORMATION (continued)

Other operating revenues

4. 收益、其他經營收益及分部資料 (續)

其他經營收益

		2021	2020
		二零二一年	二零二零年
		RMB'000	RMB'000
		人民幣千元	人民幣千元
Credit card handling fees	信用卡手續費	31,050	28,456
Promotion income	促銷收入	58,838	56,736
Electricity and water fees	電費及水費	109,361	86,054
Administration fees	行政費用	128,006	96,031
Display space and equipment leasing income	展銷場地及設備租賃收入	59,222	52,826
Service fees	服務費用	30,105	19,492
Government grants (note)	政府補助 (附註)	7,940	14,027
Other income arising from the recognition of net investments in subleases	確認轉租賃投資淨額產生的其他收入	3,517	25,144
Other income arising from lease modification and termination	租賃修改及終止產生的其他收入	91,774	-
Proceeds from settlement of COVID-19 related insurance claims	清算COVID-19相關保險賠款所得款項	-	8,000
Other income	其他收入	30,952	31,702
		550,765	418,468

Note:

Various local government grants have been granted to reward the Group for its contributions to the local economy and relieve the Group's burdens of its operational challenges related to COVID-19. There were no unfulfilled conditions or contingencies attaching to these government grants.

附註：

本集團獲地方政府授予多項補助，以獎勵其對當地經濟的貢獻並減輕本集團與COVID-19相關的營運挑戰的負擔。該等政府補助並無附帶未實現條件或或然事項。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. REVENUES, OTHER OPERATING REVENUES AND SEGMENT INFORMATION (continued)

Segment information

For management purposes, the Group has one major operating segment, which is "Retail". The Group operates department stores mainly in the PRC. Revenues arising from this segment include sales of goods in direct sales, commissions from concessionaire sales, consultancy and management service fees and rental income from tenants.

Besides, the Group provides consumer financing business which is carried out by Parkson Credit in Malaysia, and its revenue and results are disclosed under "Others" in the table below:

4. 收益、其他經營收益及分部資料 (續)

分部資料

因管理需求，本集團僅擁有一個主要經營分部，即「零售」。本集團主要於中國經營百貨店。源自此分部的收益包括自營銷售額、特許專櫃銷售佣金、諮詢及管理服務費及租戶租金收入。

此外，本集團提供由Parkson Credit於馬來西亞開展的消費金融業務，其收益及業績於下表「其他」項下披露：

		Retail 零售 RMB'000 人民幣千元	Others 其他 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
2021	二零二一年			
Segment revenue	分部收益			
Operating revenues	經營收益	4,673,041	65,461	4,738,502
Segment results	分部業績			
Reconciliation:	對賬：			
Corporate expenses	企業開支	(101,515)	19,380	(82,135)
				(11,163)
Loss before tax	稅前虧損			(93,298)
2020	二零二零年			
Segment revenue	分部收益			
Operating revenues	經營收益	4,369,009	59,340	4,428,349
Segment results	分部業績			
Reconciliation:	對賬：			
Corporate expenses	企業開支	(120,694)	15,450	(105,244)
				(12,458)
Loss before tax	稅前虧損			(117,702)

Revenue from external customers are mostly generated in the PRC and almost all significant operating assets of the Group are located in the PRC. Since revenue from external customers and non-current assets excluding financial instruments and deferred tax assets of overseas companies outside the PRC are not material to the Group's consolidated revenue and non-current assets excluding financial instruments and deferred tax assets, management believes there is no need to disclose geographical information.

來自外部客戶的收益主要源自中國，而本集團絕大部分經營資產均位於中國。由於來自外部客戶的收益及非流動資產(不包括中國境外海外公司的金融工具及遞延稅項資產)對本集團綜合收益及非流動資產(不包括金融工具及遞延稅項資產)而言並不重大，管理層認為毋須披露地理資料。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

5. LOSS BEFORE TAX

The Group's loss before tax is arrived at after charging/(crediting):

5. 稅前虧損

本集團的稅前虧損乃經扣除／(計入) 下列項目後達致：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Staff costs excluding directors' and chief executive's remuneration:	員工成本 (不包括董事及首席執行官酬金)：		
- Wages, salaries and bonuses	— 工資、薪金及花紅	441,642	449,757
- Pension scheme contributions *	— 退休金計劃供款*	51,910	12,212
- Social welfare and other costs	— 社會福利及其他成本	80,042	78,372
		573,594	540,341
Directors' and chief executive's remuneration	董事及首席執行官酬金	6,815	6,827
Total staff costs	合計員工成本	580,409	547,168
Rental expenses in respect of leased properties:	租賃物業的租金開支：		
- Lease payments not included in the measurement of lease liabilities	— 未計入租賃負債計量的租賃付款	78,141	74,512
- COVID-19 related rent concessions from lessors **	— 來自出租人的COVID-19 相關租金減免**	(20,683)	(88,429)
Total rental expenses	合計租金開支	57,458	(13,917)
Gross rental income in respect of investment properties	投資物業的租金總收入	(1,149)	(786)
Lease income in respect of sublease of properties under operating leases:	經營租賃項下物業轉租賃的租金收入：		
- Minimum lease payments ***	— 最低租金***	(296,479)	(217,439)
- Contingent lease payments ****	— 或然租金****	(100,729)	(99,393)
Total gross rental income	合計租金總收入	(398,357)	(317,618)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

5. LOSS BEFORE TAX (continued)

The Group's loss before tax is arrived at after charging/(crediting):
(continued)

5. 稅前虧損 (續)

本集團的稅前虧損乃經扣除／(計入) 下列項目後達致：(續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cost of inventories recognised as expenses, including:	確認為開支的存貨成本，包含：	2,316,169	2,214,507
– (Reversal of impairment)/Impairment of inventories, net	– 存貨(減值撥回)／減值淨額	(3,407)	2,846
Depreciation and amortisation	折舊及攤銷	658,908	690,353
Impairment of trade receivables	應收貿易款項減值	7,624	9,299
Impairment of prepayments and other receivables	預付款項及其他應收款項減值	2,169	20,816
Impairment of property, plant and equipment	物業、廠房及設備減值	13,957	31,184
Impairment of right-of-use assets	使用權資產減值	37,661	–
Impairment of goodwill	商譽減值	78,974	–
Impairment of intangible assets	無形資產減值	–	1,652
Foreign exchange differences, net	匯兌差額淨值	(1,641)	(1,956)
Losses on disposal of items of property, plant and equipment, net	出售物業、廠房及設備的虧損淨額	3,457	5,341
Gain on disposal a subsidiary	出售附屬公司收益	(300)	–
Auditor's remuneration	核數師酬金	3,187	4,273
Direct operating expenses arising from rental-earning investment properties	賺取投資物業租金產生的直接經營開支	2,094	1,335

* As at 31 December 2021 and 2020, the Group had no forfeited contributions available to reduce its existing level of contributions to the retirement benefit schemes in future years.

* 於二零二一年及二零二零年十二月三十一日，本集團並無可用的已沒收供款以供於未來年度降低其現時的退休福利計劃供款水平。

** The Group has early adopted the amendment to IFRS 16 and applied the practical expedient to all eligible rent concessions granted by the lessors for leases of certain properties during the year.

** 本集團已提早採納國際財務報告準則第16號之修訂，並對出租人於年內就若干物業租賃而授出之所有合資格租金減免應用實際權宜方法。

*** Minimum lease payments of the Group include pre-determined rental payments and minimum guaranteed rental payments for lease agreements with contingent rental payments.

*** 本集團最低租金包括固定租金及根據租賃協議與或然租金掛鈎的保底租金。

**** Contingent lease payments are calculated based on a percentage of the relevant financial performance of the tenants pursuant to the rental agreements.

**** 或然租金乃根據相關租賃協議的約定按照租戶財務業績計算提成租金。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

6. FINANCE INCOME/(COSTS)

6. 融資收入／(成本)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Finance income	融資收入		
Bank interest income	銀行利息收入	40,417	65,412
Gain on redemption of financial assets at fair value through profit or loss	贖回按公允價值計量 且其變動計入損益之 金融資產收益	4,315	5,713
Change of fair value of financial assets at fair value through profit or loss (note 21)	按公允價值計量 且其變動計入損益之 金融資產之公允價值 變動(附註21)	524	1,789
Finance income on the net investments in subleases (note 12(g))	轉租賃投資淨額的 融資收入(附註12(g))	28,240	27,008
		73,496	99,922
Finance costs	融資成本		
Interest on lease liabilities (note 12(b))	租賃負債之利息(附註12(b))	(402,777)	(429,898)
Interest on interest-bearing bank loans and other borrowings	計息銀行貸款及 其他借款之利息	(92,941)	(140,011)
		(495,718)	(569,909)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

7. DIRECTORS', CHIEF EXECUTIVE'S AND SENIOR EXECUTIVES' EMOLUMENTS

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1) of the Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Fees	袍金	1,189	1,219
Other emoluments	其他酬金	5,626	5,608
		6,815	6,827

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Dato' Fu Ah Kiow	拿督胡亞橋	207	210
Yau Ming Kim, Robert	丘銘劍	207	210
Koong Lin Loong (appointed on 22 February 2021)	孔令龍 (於二零二一年二月二十二日獲委任)	178	-
Ko Desmond (resigned on 30 November 2020)	Ko Desmond (於二零二零年十一月三十日辭任)	-	193
		592	613

There were no other emoluments payable to the independent non-executive directors for the year ended 31 December 2021 (2020: nil).

7. 董事、首席執行官及高級行政人員酬金

根據上市規則、公司條例第383(1)條及公司(披露董事利益資料)規例第2部披露的董事及首席執行官年度酬金如下：

(a) 獨立非執行董事

年內向獨立非執行董事支付的袍金如下：

截至二零二一年十二月三十一日止年度並無其他應付予獨立非執行董事的酬金(二零二零年：零)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

7. DIRECTORS', CHIEF EXECUTIVE'S AND SENIOR EXECUTIVES' EMOLUMENTS (continued)

(b) Executive directors, non-executive directors and the chief executive

7. 董事、首席執行官及高級行政人員酬金 (續)

(b) 執行董事、非執行董事及首席執行官

		Fees	Salaries, allowances, bonuses and other benefits 薪金、津貼、花紅及其他福利	Pension scheme contributions 退休金計劃供款	Total 合計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
2021	二零二一年				
Executive directors:	執行董事：				
Tan Sri Cheng Heng Jem	丹斯里鍾廷森	199	3,008	-	3,207
Juliana Cheng San San	鍾珊珊	199	2,610	-	2,809
		398	5,618	-	6,016
Non-executive director:	非執行董事：				
Dato' Sri Dr. Hou Kok Chung	拿督斯里何國忠 博士	199	8	-	207
		597	5,626	-	6,223

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

7. DIRECTORS', CHIEF EXECUTIVE'S AND SENIOR EXECUTIVES' EMOLUMENTS (continued)

(b) Executive directors, non-executive directors and the chief executive (continued)

7. 董事、首席執行官及高級行政人員酬金 (續)

(b) 執行董事、非執行董事及首席執行官 (續)

	Fees	Salaries, allowances, bonuses and other benefits 薪金、津貼、花紅及其他福利	Pension scheme contributions 退休金計劃供款	Total 合計
	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
2020				
Executive directors:				
Tan Sri Cheng Heng Jem	202	3,008	-	3,210
Juliana Cheng San San	202	2,592	-	2,794
	404	5,600	-	6,004
Non-executive director:				
Dato' Sri Dr. Hou Kok Chung	202	8	-	210
	606	5,608	-	6,214

No emoluments were paid by the Group to any directors as an inducement to join or upon joining the Group or as compensation for loss of office during the year ended 31 December 2021 (2020: nil).

截至二零二一年十二月三十一日止年度，本集團並無向任何董事支付酬金作為吸引其加入本集團或加入本集團後的獎勵或作為離職補酬（二零二零年：無）。

There was no arrangement under which any directors or the chief executive waived or agreed to waive any remuneration during the year ended 31 December 2021 (2020: nil).

截至二零二一年十二月三十一日止年度概無就任何董事或首席執行官放棄或同意放棄任何酬金而作出任何安排（二零二零年：無）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

7. DIRECTORS', CHIEF EXECUTIVE'S AND SENIOR EXECUTIVES' EMOLUMENTS (continued)

(c) Five highest paid employees

The five highest paid employees during the year included two (2020: two) executive directors, details of whose remuneration are set out above. Details of the remuneration for the year of the remaining three (2020: three) highest paid employees who are neither a director nor chief executive of the Company are as follows:

7. 董事、首席執行官及高級行政人員酬金 (續)

(c) 五名最高薪酬僱員

年內五名最高薪酬僱員包括兩名(二零二零年：兩名)執行董事，其酬金詳情載於上文。年內其餘三名(二零二零年：三名)最高薪酬僱員(彼等既非本公司董事，亦非首席執行官)的酬金詳情如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Salaries, allowances, bonuses and other benefits	薪金、津貼、花紅及其他福利	8,174	8,273

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

7. DIRECTORS', CHIEF EXECUTIVE'S AND SENIOR EXECUTIVES' EMOLUMENTS (continued)

(c) Five highest paid employees (continued)

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

		Number of employees 僱員人數	
		2021 二零二一年	2020 二零二零年
HK\$2,000,000 to HK\$2,500,000 (equivalent to RMB1,635,000 to RMB2,044,000 (2020: RMB1,683,000 to RMB2,104,000))	2,000,000港元至2,500,000港元 (相等於人民幣1,635,000元至人民幣2,044,000元 (二零二零年： 人民幣1,683,000元至 人民幣2,104,000元))	1	1
HK\$2,500,001 to HK\$3,000,000 (equivalent to RMB2,044,000 to RMB2,453,000 (2020: RMB2,104,000 to RMB2,525,000))	2,500,001港元至3,000,000港元 (相等於人民幣2,044,000元至人民幣2,453,000元 (二零二零年： 人民幣2,104,000元至 人民幣2,525,000元))	-	-
HK\$3,000,001 to HK\$3,500,000 (equivalent to RMB2,453,000 to RMB2,861,000 (2020: RMB2,525,000 to RMB2,945,000))	3,000,001港元至3,500,000港元 (相等於人民幣2,453,000元至人民幣2,861,000元 (二零二零年： 人民幣2,525,000元至 人民幣2,945,000元))	1	1
HK\$3,500,001 to HK\$4,000,000 (equivalent to RMB2,861,000 to RMB3,270,000 (2020: RMB2,945,000 to RMB3,366,000))	3,500,001港元至4,000,000港元 (相等於人民幣2,861,000元至人民幣3,270,000元 (二零二零年： 人民幣2,945,000元至 人民幣3,366,000元))	-	-
HK\$4,000,001 to HK\$4,500,000 (equivalent to RMB3,270,000 to RMB3,679,000 (2020: RMB3,366,000 to RMB3,786,000))	4,000,001港元至4,500,000港元 (相等於人民幣3,270,000元至人民幣3,679,000元 (二零二零年： 人民幣3,366,000元至 人民幣3,786,000元))	1	1
		3	3

In the opinion of the directors, the Group has no key management personnel (as defined in IAS 24 Related Party Disclosures) other than the directors and the five highest paid employees as disclosed above.

7. 董事、首席執行官及高級行政人員酬金 (續)

(c) 五名最高薪酬僱員 (續)

酬金介乎以下範圍的最高薪酬僱員 (並非董事，亦非首席執行官) 的人數如下：

董事認為，除上文所披露的董事及五名最高薪酬僱員外，本集團並無任何其他主要管理人員 (定義見國際會計準則第24號關聯方披露)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

8. INCOME TAX EXPENSE

The Group is subject to income tax on an entity basis on the assessable profits arising in or derived from the tax jurisdictions in which members of the Group are domiciled and operate.

Pursuant to the rules and regulations of the Cayman Islands and the British Virgin Islands, the Group is not subject to any income tax in the Cayman Islands and the British Virgin Islands.

Under the relevant PRC income tax regulations, except for a certain preferential treatment available to certain PRC subsidiaries and the joint venture of the Group, the PRC companies of the Group are subject to corporate income tax at a rate of 25% (2020: 25%) on their respective taxable income. During the year, four (2020: four) PRC entities of the Group obtained approval from the relevant PRC tax authorities and were entitled to a preferential corporate income tax rate of 15%.

Malaysia profits tax has been provided at the rate of 24% (2020: 24%) on its taxable income.

No provision for Hong Kong, Singapore and Laos profits has been made for the years ended 31 December 2021 and 2020, as the Group had no assessable profits arising in Hong Kong, Singapore and Laos for the years.

An analysis of the provision for tax in the consolidated statement of profit or loss is as follows:

8. 所得稅開支

本集團須按就其成員公司在其各所在及經營的稅務司法權區所產生或獲得的利潤，按實體基準繳納所得稅。

根據開曼群島及英屬處女群島的規則及法規，本集團毋須在開曼群島及英屬處女群島繳納任何所得稅。

根據相關中國所得稅法規，除本集團若干中國附屬公司及合營企業可享有若干優惠待遇外，本集團的中國公司均須就彼等各自的應課稅收入按25%（二零二零年：25%）稅率繳納企業所得稅。年內，本集團四家（二零二零年：四家）中國實體已獲有關中國稅務機關批准按優惠企業所得稅率15%繳稅。

馬來西亞利得稅乃按其應課稅收入的24%（二零二零年：24%）稅率計提。

由於本集團於截至二零二一年及二零二零年十二月三十一日止年度並無來自香港、新加坡及老撾的應課稅利潤，故並無就各年度的香港、新加坡及老撾利潤計提撥備。

於綜合損益表的稅項撥備的分析如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current income tax	本期所得稅	160,067	167,532
Deferred income tax (note 17)	遞延所得稅 (附註17)	(82,735)	(48,314)
		77,332	119,218

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

8. INCOME TAX EXPENSE (continued)

A reconciliation of the tax expense applicable to (loss)/profit before tax at the statutory rates for the countries (or jurisdictions) in which the Company and the majority of its subsidiaries are domiciled to the tax expense at the effective tax rates, and a reconciliation of the applicable rates (i.e., the statutory tax rates) to the effective tax rates, are as follows:

8. 所得稅開支 (續)

使用本公司及其大部分附屬公司經營所在國家(或司法權區)的法定稅率計算的稅前(虧損)/利潤之適用稅項開支與按實際稅率計算的稅項開支的對賬,以及適用稅率(即法定稅率)與實際稅率的對賬如下:

		Hong Kong	Singapore	Cayman Islands	British Virgin Islands	Malaysia	Laos	PRC	Total								
		香港	新加坡	開曼群島	處女群島	馬來西亞	老撾	中國	合計								
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000								
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元								
2021	二零二一年																
(Loss)/profit before tax	稅前(虧損)/利潤	(5,847)	(807)	(70,311)	(1,453)	18,525	(1,274)	(32,131)	(93,298)								
Tax at the statutory tax rate	按法定稅率計算的稅項	(965)	16.5	(137)	17.0	-	-	-	4,446	24.0	(255)	20.0	(8,033)	25.0	(4,944)	5.3	
Tax effect of preferential tax rates	優惠稅率的稅務影響	-	-	-	-	-	-	-	-	-	-	-	(17,377)	54.1	(17,377)	18.6	
Profits and losses attributable to joint ventures and associates	合營企業及聯營公司應佔利潤及虧損	(25)	0.4	-	-	-	-	-	-	-	-	-	(2,125)	6.6	(2,150)	2.3	
Tax losses not recognised	尚未確認的稅項虧損	-	-	137	(17.0)	-	-	-	-	210	1.1	255	(20.0)	81,592	(253.9)	82,194	(88.1)
Tax losses previously recognised, now reversed	先前確認而現已撥回的稅項虧損	-	-	-	-	-	-	-	-	-	-	-	5,952	(18.5)	5,952	(6.3)	
Tax losses previously not recognised, now recognised	先前尚未確認而現已確認的稅項虧損	-	-	-	-	-	-	-	-	-	-	-	(2,370)	7.3	(2,370)	2.5	
Expenses not deductible for tax	不可用作抵稅項的開支	990	(16.9)	-	-	-	-	-	-	-	-	-	10,890	(33.9)	11,880	(12.7)	
Effect of withholding tax on the distributable profits of the Group's PRC subsidiaries	本集團中國附屬公司可分配利潤的預扣稅影響	-	-	-	-	-	-	-	-	-	-	-	2,578	(8.0)	2,578	(2.8)	
Adjustments in respect of current tax of previous periods	就過往期間即期稅項作出的調整	-	-	-	-	-	-	-	(39)	(0.2)	-	-	1,608	(5.0)	1,569	(1.7)	
Tax charge for the year	本年度稅項支出	-	-	-	-	-	-	-	4,617	24.9	-	-	72,715	(226.3)	77,332	(82.9)	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

8. INCOME TAX EXPENSE (continued)

8. 所得稅開支 (續)

	Hong Kong		Singapore		Cayman Islands		British Virgin Islands		Malaysia		Laos		PRC		Total		
	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	
2020 (Loss)/profit before tax																	
	二零二零年																
	稅前(虧損)/利潤																
			(13,905)		(792)		(115,464)		(1,264)		16,081		(3,740)		1,382		
																(117,702)	
Tax at the statutory tax rate	按法定稅率計算的稅項		(2,294)	16.5	(135)	17.0	-	-	-	3,859	24.0	(748)	20.0	346	25.0	1,028	(0.9)
Tax effect of preferential tax rates	優惠稅率的稅務影響		-	-	-	-	-	-	-	-	-	-	-	(22,088)	(1,598.3)	(22,088)	18.8
Profits and losses attributable to joint ventures and associates	合營企業及聯營公司應佔利潤及虧損		(42)	0.3	-	-	-	-	-	-	-	-	(768)	(55.6)	(810)	0.7	
Tax losses not recognised	尚未確認的稅項虧損		-	-	135	(17.0)	-	-	-	61	0.4	748	(20.0)	77,438	5,603.3	78,382	(66.6)
Tax losses previously recognised, now reversed	先前確認而現已撥回的稅項虧損		-	-	-	-	-	-	-	-	-	-	11,602	839.5	11,602	(9.9)	
Tax losses previously not recognised, now recognised	先前尚未確認而現已確認的稅項虧損		-	-	-	-	-	-	-	-	-	-	(4,650)	(336.5)	(4,650)	4.0	
Expenses not deductible for tax	不可用作抵扣稅項的開支		2,336	(16.8)	-	-	-	-	-	946	5.9	-	-	9,551	691.1	12,833	(10.9)
Effect of withholding tax on the distributable profits of the Group's PRC subsidiaries	本集團中國附屬公司可分配利潤的預扣稅影響		-	-	-	-	-	-	-	-	-	-	42,236	3,056.2	42,236	(35.9)	
Adjustments in respect of current tax of previous periods	就過往期間即期稅項作出的調整		-	-	-	-	-	-	-	(1,931)	(12.0)	-	-	2,616	189.3	685	(0.6)
Tax charge for the year	本年度稅項支出		-	-	-	-	-	-	-	2,935	18.3	-	-	116,283	8,414.0	119,218	(101.3)

The share of tax attributable to the joint ventures and associates amounting to RMB(418,000) (2020: RMB375,000) and RMB3,053,000 (2020: RMB(266,000)), respectively, is included in "Share of profits and losses of joint ventures and associates" in the consolidated statement of profit or loss.

合營企業及聯營公司應佔稅項分別為人民幣(418,000)元(二零二零年：人民幣375,000元)及人民幣3,053,000元(二零二零年：人民幣(266,000)元)已於綜合損益表內「應佔合營企業及聯營公司利潤及虧損」入賬。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

9. LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE COMPANY

The calculation of the basic loss per share amount is based on the loss for the year attributable to ordinary equity holders of the Company, and the weighted average number of ordinary shares in issue during the year.

The Group had no potentially dilutive ordinary shares in issue during the years ended 31 December 2021 and 2020.

The calculations of basic and diluted loss per share are based on:

9. 本公司普通股權益持有人應佔每股虧損

每股基本虧損乃根據年內本公司普通股權益持有人應佔虧損以及年內已發行普通股加權平均數計算。

於截至二零二一年及二零二零年十二月三十一日止年度，本集團並無已發行潛在攤薄普通股。

每股基本及攤薄虧損的計算乃根據下列項目：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Loss	虧損		
Loss attributable to ordinary equity holders of the Company, used in the basic and diluted loss per share calculations	用於計算每股基本及攤薄虧損的本公司普通股權益持有人應佔虧損	(175,979)	(250,114)
		2021 二零二一年 '000 千股	2020 二零二零年 '000 千股
Shares	股份		
Weighted average number of ordinary shares in issue during the year used in the basic and diluted loss per share calculation	用於計算每股基本及攤薄虧損的年內已發行普通股加權平均數	2,634,532	2,634,532

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

10. PROPERTY, PLANT AND EQUIPMENT

10. 物業、廠房及設備

		Land and buildings 土地及樓宇 RMB'000 人民幣千元	Leasehold improvements 租賃物業裝修 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Equipment and fixtures 設備及裝置 RMB'000 人民幣千元	Construction in progress 在建工程 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
As at 1 January 2020, net of accumulated depreciation and impairment	於二零二零年一月一日，經扣除累計折舊及減值	2,345,242	229,396	2,513	110,911	761,028	3,449,090
Additions	添置	-	60,396	520	28,657	24,196	113,769
Transfer to investment properties (note 11)	撥入投資物業 (附註11)	(43,144)	-	-	-	-	(43,144)
Transfers from construction in progress	由在建工程撥入	-	28,682	-	12,576	(41,258)	-
Disposals	出售	-	(1,669)	(77)	(4,152)	-	(5,898)
Depreciation charged during the year	年內折舊支出	(71,853)	(98,947)	(770)	(23,573)	-	(195,143)
Impairment provided for the year	年內減值撥備	-	(26,986)	-	(4,198)	-	(31,184)
As at 31 December 2020 and 1 January 2021, net of accumulated depreciation and impairment	於二零二零年十二月三十一日及二零二一年一月一日，經扣除累計折舊及減值	2,230,245	190,872	2,186	120,221	743,966	3,287,490
Additions	添置	-	85,390	1,279	8,961	50,803	146,433
Transfers from construction in progress	由在建工程撥入	537	27,522	-	803	(28,862)	-
Disposals	出售	(3,563)	(286)	(133)	(3,038)	-	(7,020)
Depreciation charged during the year	年內折舊支出	(70,903)	(86,929)	(563)	(20,592)	-	(178,987)
Impairment provided for the year	年內減值撥備	-	(11,199)	(49)	(2,709)	-	(13,957)
As at 31 December 2021, net of accumulated depreciation and impairment	於二零二一年十二月三十一日，經扣除累計折舊及減值	2,156,316	205,370	2,720	103,646	765,907	3,233,959

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

10. PROPERTY, PLANT AND EQUIPMENT (continued)

		Land and buildings 土地及樓宇 RMB'000 人民幣千元	Leasehold improvements 租賃物業裝修 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Equipment and fixtures 設備及裝置 RMB'000 人民幣千元	Construction in progress 在建工程 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
As at 31 December 2020:	於二零二零年十二月三十一日:						
Cost	成本	2,716,356	1,615,243	19,256	411,835	744,342	5,507,032
Accumulated depreciation and impairment	累計折舊及減值	(486,111)	(1,424,371)	(17,070)	(291,614)	(376)	(2,219,542)
Net carrying amount	賬面淨值	2,230,245	190,872	2,186	120,221	743,966	3,287,490
As at 31 December 2021:	於二零二一年十二月三十一日:						
Cost	成本	2,713,122	1,635,246	18,847	391,926	766,283	5,525,424
Accumulated depreciation and impairment	累計折舊及減值	(556,806)	(1,429,876)	(16,127)	(288,280)	(376)	(2,291,465)
Net carrying amount	賬面淨值	2,156,316	205,370	2,720	103,646	765,907	3,233,959

10. 物業、廠房及設備 (續)

All of the Group's land and buildings are located in the PRC.

本集團所有土地及樓宇均位於中國。

In consideration that the business of three (2020: five) subsidiaries of the Group had been loss making in recent years and it was not considered probable that profits would be available in the foreseeable future, an impairment loss of RMB13,957,000 (2020: RMB31,184,000) was recognised for property, plant and equipment of these three (2020: five) subsidiaries in 2021. As at 31 December 2021, the recoverable amounts of the related cash-generating units were nil (2020: RMB9,156,000).

考慮到近年來本集團三家(二零二零年: 五家)附屬公司業務虧損,且於可見將來不大可能獲利,故已就於二零二一年該等三家(二零二零年: 五家)附屬公司之物業、廠房及設備確認減值虧損人民幣13,957,000元(二零二零年: 人民幣31,184,000元)。於二零二一年十二月三十一日,相關現金產生單位之可收回金額為零(二零二零年: 人民幣9,156,000元)。

As at 31 December 2021, the buildings with a net carrying amount of approximately RMB2,358,500,000 (2020: RMB2,411,730,000) were pledged to secure the Group's bank loans (note 27).

於二零二一年十二月三十一日,賬面淨值約為人民幣2,358,500,000元(二零二零年: 人民幣2,411,730,000元)的樓宇已質押,為本集團銀行貸款提供擔保(附註27)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

10. PROPERTY, PLANT AND EQUIPMENT (continued)

Impairment testing of property, plant and equipment

The recoverable amount of each cash-generating unit has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by the executive directors. The pre-tax discount rate applied to the cash flow projections is 14.0%. Cash flows beyond the five-year period are extrapolated using a growth rate of 2.0%, which was the same as the long-term average growth rate of the industry.

Key assumptions used in the value in use calculation

The following describes the key assumptions of the cash flow projections:

Revenue:	The bases used to determine the future earnings are historical sales and average expected growth rates of the retail market in the PRC.
Gross margin:	Gross margins are based on the average gross margins achieved in the past few years immediately before the budget year, increased for expected efficiency improvements, and expected market development.
Operating expenses:	The bases used to determine the values assigned are the cost of inventories purchased for resale, staff costs, depreciation and amortisation, rental expenses and other operating expenses. The value assigned to the key assumption reflects past experience and management's commitment to maintain the operating expenses to an acceptable level.
Discount rates:	Discount rates reflect management's estimate of specific risks relating to the relevant units.

10. 物業、廠房及設備 (續)

物業、廠房及設備的減值測試

各現金產生單位的可收回金額乃根據使用價值按現金流量預測釐定，現金流量預測乃根據執行董事已批准涵蓋五年期間的財政預算作出。現金流量預測的適用稅前折現率為14.0%。超出五年期間的現金流量則按增長率2.0%推算，這與業內長期平均增長率相同。

用於計算使用價值的主要假設

以下陳述現金流量預測的主要假設：

收益：	用於釐定未來盈利的基準為過往銷售記錄以及於中國零售市場的平均預期增長率。
毛利率：	毛利率乃根據緊接預算年度前數年所達到的平均毛利率計算，按預期效率改進及預期市場發展而增長。
經營開支：	用於釐定指定價值的基準為供轉售而購入的存貨成本、員工成本、折舊及攤銷、租金開支及其他經營開支。該等指定價值的主要假設反映過往經驗及管理層將經營開支維持於可接受水平的承諾。
折現率：	折現率反映管理層就與相關單位有關的特定風險的估計。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

10. PROPERTY, PLANT AND EQUIPMENT (continued)

Sensitivity to changes in assumptions

With regard to the assessment of values in use of property, plant and equipment of the respective cash-generating units, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying amounts of property, plant and equipment of the relevant units to materially exceed their recoverable amounts.

11. INVESTMENT PROPERTIES

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 31 December:	於十二月三十一日：		
Cost	成本	657,476	529,900
Accumulated depreciation	累計折舊	(118,894)	(109,472)
Net carrying amount	賬面淨值	538,582	420,428

A reconciliation of the net carrying amount of investment properties during the year is as follows:

年內投資物業的賬面淨值對賬如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 1 January	於一月一日	420,428	303,292
Depreciation	折舊	(9,422)	(8,664)
Addition	添置	127,576	82,656
Transfer from owner-occupied property (note 10)	由自用物業撥入 (附註10)	-	43,144
As at 31 December	於十二月三十一日	538,582	420,428

10. 物業、廠房及設備 (續)

假設變動的敏感度

就評估各現金產生單位之物業、廠房及設備的使用價值方面，管理層相信上述任何主要假設並無合理可能出現變動，致使有關單位之物業、廠房及設備之賬面值遠超於其可收回金額。

11. 投資物業

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

11. INVESTMENT PROPERTIES (continued)

The Group's investment properties were revalued at approximately RMB3,200,000,000 (2020: RMB3,000,000,000) on an open market, existing use basis on 31 December 2021 by the Group. The investment properties are all situated in the PRC, and either under renovation or leased to third parties under operating leases, further summary details of which are included in note 12 to the consolidated financial statements.

As at 31 December 2021, the building with a net carrying amount of approximately RMB482,391,000 (2020: RMB362,142,000) was pledged to secure the Company's bank loans (note 27).

12. LEASES

The Group as a lessee

The Group has lease contracts for various items of property and other equipment used in its operations. Leases of property generally have lease terms between 2 and 20 years. Other equipment generally has lease terms of 12 months or less and/or is individually of low value. There are several lease contracts that include variable lease payments, which are further disclosed below.

11. 投資物業 (續)

本集團的投資物業由本集團按於二零二一年十二月三十一日的公開市場、現有用途基準重估約為人民幣3,200,000,000元(二零二零年：人民幣3,000,000,000元)。投資物業均位於中國，該等物業正進行裝修或根據經營租約出租予第三方，其進一步詳情摘要載於綜合財務報表附註12。

於二零二一年十二月三十一日，賬面淨值約為人民幣482,391,000元(二零二零年：人民幣362,142,000元)的樓宇已質押，為本公司銀行貸款提供擔保(附註27)。

12. 租賃

本集團作為承租人

本集團就其業務營運中所用的各物業及其他設備擁有租賃合約。物業租賃的租期通常為2至20年。其他設備的租期通常為12個月或以內及／或個別價值較低。數份租賃合約包括可變租賃付款，詳情於下文進一步披露。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(a) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

		Leasehold land 租賃土地 RMB'000 人民幣千元	Property 物業 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	381,185	3,248,189	3,629,374
Additions arising from new leases	新租賃產生的添置	-	578,660	578,660
Depreciation charged during the year	本年度折舊費用	(13,310)	(467,823)	(481,133)
Increase arising from lease term modification	租賃條款修改產生的增加	-	112,617	112,617
Decrease arising from lease term termination	租賃條款終止產生的減少	-	(919)	(919)
Decrease arising from subleases	轉租賃產生的減少	-	(22,927)	(22,927)
As at 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日及二零二一年一月一日	367,875	3,447,797	3,815,672
Additions arising from new leases	新租賃產生的添置	-	129,203	129,203
Depreciation charged during the year	本年度折舊費用	(13,312)	(451,804)	(465,116)
Decrease arising from lease term modification	租賃條款修改產生的減少	-	(390,876)	(390,876)
Decrease arising from lease term termination	租賃條款終止產生的減少	-	(2,822)	(2,822)
Decrease arising from subleases	轉租賃產生的減少	-	(29,945)	(29,945)
Impairment provided for the year	年內減值撥備	-	(37,661)	(37,661)
As at 31 December 2021	於二零二一年十二月三十一日	354,563	2,663,892	3,018,455

Lump sum payments were made upfront to acquire the leased land from owners with lease periods of 42 to 45 years, and no ongoing payments will be made under the terms of these land leases.

As at 31 December 2021, the leasehold land of Beijing Parkson with a net carrying amount of approximately RMB344,191,000 (2020: RMB357,037,000) was pledged to secure the Company's bank loans (note 27).

自擁有人獲得租期為42至45年的租賃土地時已預先支付一次性付款，且不會根據此等土地租賃的條款作出任何持續性付款。

於二零二一年十二月三十一日，北京百盛賬面淨值約為人民幣344,191,000元（二零二零年：人民幣357,037,000元）的租賃土地已質押，為本公司銀行貸款提供擔保（附註27）。

12. 租賃 (續)

本集團作為承租人 (續)

(a) 使用權資產

本集團使用權資產的賬面值以及本年度變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(a) Right-of-use assets (continued)

In consideration that the business of two (2020: nil) subsidiaries of the Group had been loss making in recent years and it was not considered probable that profits would be available in the foreseeable future, an impairment loss of RMB37,661,000 was recognised for right-of-use assets of these two subsidiaries in 2021. As at 31 December 2021, the recoverable amounts of the related cash-generating units were RMB18,545,000.

Impairment testing of right-of-use assets

The recoverable amount of each cash-generating unit has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by the executive directors. The pre-tax discount rate applied to the cash flow projections is 14.0%. Cash flows beyond the five-year period are extrapolated using a growth rate of 2.0%, which was the same as the long-term average growth rate of the industry.

Key assumptions used in the value in use calculation

The following describes the key assumptions of the cash flow projections:

Revenue: The bases used to determine the future earnings are historical sales and average expected growth rates of the retail market in the PRC.

Gross margin: Gross margins are based on the average gross margins achieved in the past few years immediately before the budget year, increased for expected efficiency improvements, and expected market development.

12. 租賃 (續)

本集團作為承租人 (續)

(a) 使用權資產 (續)

考慮到近年來本集團兩家(二零二零年：無)附屬公司業務虧損，且於可見將來不大可能獲利，故已就於二零二一年該等兩家附屬公司之使用權資產確認減值虧損人民幣37,661,000元。於二零二一年十二月三十一日，相關現金產生單位之可收回金額為人民幣18,545,000元。

使用權資產的減值測試

各現金產生單位的可收回金額乃根據使用價值按現金流量預測釐定，現金流量預測乃根據執行董事已批准涵蓋五年期間的財政預算作出。現金流量預測的適用稅前折現率為14.0%。超出五年期間的現金流量則按增長率2.0%推算，這與業內長期平均增長率相同。

用於計算使用價值的主要假設

以下陳述現金流量預測的主要假設：

收益： 用於釐定未來盈利的基準為過往銷售記錄以及於中國零售市場的平均預期增長率。

毛利率： 毛利率乃根據緊接預算年度前數年所達致的平均毛利率計算，按預期效率改進及預期市場發展而增長。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(a) Right-of-use assets (continued)

Key assumptions used in the value in use calculation (continued)

Operating expenses: The bases used to determine the values assigned are the cost of inventories purchased for resale, staff costs, depreciation and amortisation, rental expenses and other operating expenses. The value assigned to the key assumption reflects past experience and management's commitment to maintain the operating expenses to an acceptable level.

Discount rates: Discount rates reflect management's estimate of specific risks relating to the relevant units.

Sensitivity to changes in assumptions

With regard to the assessment of values in use of right-of-use assets of the respective cash-generating units, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying amounts of right-of-use assets of the relevant units to materially exceed their recoverable amounts.

12. 租賃 (續)

本集團作為承租人 (續)

(a) 使用權資產 (續)

用於計算使用價值的主要假設 (續)

經營開支：用於釐定指定價值的基準為供轉售而購入的存貨成本、員工成本、折舊及攤銷、租金開支及其他經營開支。該等指定價值的主要假設反映過往經驗及管理層將經營開支維持於可接受水平的承諾。

折現率：折現率反映管理層就與相關單位有關的特定風險的估計。

假設變動的敏感度

就評估各現金產生單位之使用權資產的使用價值方面，管理層相信上述任何主要假設並無合理可能出現變動，致使有關單位之使用權資產之賬面值遠超於其可收回金額。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(b) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 1 January	於一月一日	4,707,794	4,340,231
Additions arising from new leases	新租賃產生的添置	105,618	568,614
Accretion of interest recognised during the year	年內確認的利息增加	402,777	429,898
COVID-19 related rent concessions from lessors	來自出租人的COVID-19 相關租金減免	(20,683)	(88,429)
Payments	付款	(775,791)	(651,759)
(Decrease)/Increase arising from lease term modification	租賃條款修改產生的 (減少) / 增加	(481,398)	121,737
Decrease arising from lease term termination	租賃條款終止產生的減少	(3,707)	(990)
Exchange realignment	匯兌調整	(3,238)	(11,508)
As at 31 December	於十二月三十一日	3,931,372	4,707,794
Analysed into:	分析如下：		
- Current portion	- 即期部分	569,571	556,092
- Non-current portion	- 非即期部分	3,361,801	4,151,702
		3,931,372	4,707,794

The maturity of analysis of lease liabilities is disclosed in note 37.5 to the consolidated financial statements.

租賃負債分析的到期日情況於綜合財務報表附註37.5披露。

12. 租賃 (續)

本集團作為承租人 (續)

(b) 租賃負債

租賃負債的賬面值及年內變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(c) Amounts recognised in profit or loss

The amounts recognised in profit or loss in relation to leases are as follows:

12. 租賃 (續)

本集團作為承租人 (續)

(c) 於損益確認的金額

於損益中就租賃確認的金額如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest on lease liabilities	租賃負債的利息	402,777	429,898
Depreciation charge of right-of-use assets	使用權資產的折舊費用	465,116	481,133
Expense relating to short-term leases	有關短期租賃的開支	10,140	8,518
Variable lease payments not included in the measurement of lease liabilities	並無計入租賃負債計量的可變租賃付款	68,001	65,994
COVID-19-related rent concessions from lessors	來自出租人的COVID-19相關租金減免	(20,683)	(88,429)
Impairment of right-of-use assets	使用權資產減值	(37,661)	-
		887,690	897,114

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessee (continued)

(d) Variable lease payments

The Group leased a number of the retail stores which contain variable lease payment terms that are based on the Group's turnover or profit before tax generated from the retail stores. There are also minimum annual base rental arrangements for these leases. The following provides information on the Group's variable lease payments, including the magnitude in relation to fixed payments:

		Fixed payments 固定付款 RMB'000 人民幣千元	Variable payments 可變付款 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
2021	二零二一年			
Fixed rent	固定租金	294,395	-	294,395
Variable rent with minimum payment	含有最低付款的可變租金	496,441	18,453	514,894
Variable rent only	僅可變租金	-	49,548	49,548
		790,836	68,001	858,837
2020	二零二零年			
Fixed rent	固定租金	252,706	-	252,706
Variable rent with minimum payment	含有最低付款的可變租金	423,511	14,831	438,342
Variable rent only	僅可變租金	-	51,163	51,163
		676,217	65,994	742,211

(e) Total cash outflow and future cash outflows

The total cash outflow for leases and future cash outflows relating to leases that have not yet commenced are disclosed in notes 31(c) and 32(b), respectively, to the consolidated financial statements.

12. 租賃 (續)

本集團作為承租人 (續)

(d) 可變租賃付款

本集團租賃許多零售店，其中包含基於本集團零售店的營業額或所產生除稅前利潤的可變租賃付款條款。該等租賃亦有最低年度基本租金安排。下文提供有關本集團可變租賃付款的資料，包括與固定付款有關的數額：

(e) 現金流出總額及未來現金流出

租賃的現金流出總額及與尚未開始的租賃有關的未來現金流出分別於綜合財務報表附註31(c)及32(b)披露。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessor

The Group leases its investment properties (note 11) and right-of-use assets in the PRC under operating lease or finance lease arrangements, with leases negotiated for terms ranging from 1 to 15 years. The terms of the leases generally require the tenants to pay security deposits and provide for periodic rent adjustments according to the then prevailing market conditions.

(f) Operating leases

Rental income recognised by the Group during the year was RMB398,357,000 (2020: RMB317,618,000), details of which are included in note 5 to the consolidated financial statements.

As at 31 December 2021, the undiscounted fixed lease payments receivable by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within one year	一年內	315,329	238,154
After one year but within two years	一年後但於兩年內	214,994	138,636
After two years but within three years	兩年後但於三年內	140,075	66,742
After three years but within four years	三年後但於四年內	82,334	46,196
After four years but within five years	四年後但於五年內	38,975	20,570
After five years	五年後	70,354	39,057
		862,061	549,355

In addition to the above, contingent lease payments are calculated based on a percentage of the relevant financial performance of the tenants pursuant to the relevant rental agreements.

12. 租賃 (續)

本集團作為出租人

本集團根據經營租賃或融資租賃安排在中國租賃其投資物業(附註11)及使用權資產，而磋商的租期介乎1至15年。租賃條款通常要求租戶支付保證金，並根據當時的現行市況進行定期租金調整。

(f) 經營租賃

本集團於年內確認的租金收入為人民幣398,357,000元(二零二零年：人民幣317,618,000元)，詳情載於綜合財務報表附註5。

於二零二一年十二月三十一日，本集團於未來期間根據與其租戶的不可撤銷經營租賃應收的未折現固定租賃付款如下：

除上文所述外，或然租金乃根據租賃協議的約定按照財務業績計算提成租金。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessor (continued)

(g) Finance leases

The carrying amount of net investments in the subleases and the movements during the year are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 1 January	於一月一日	311,553	298,787
Additions arising from new leases	新租賃產生的添置	33,462	49,639
Accretion of interest recognised during the year	年內確認的利息增加	28,240	27,008
Decrease arising from lease term modification	租賃條款修改產生的減少	(9,233)	(1,669)
Proceeds from subleases	轉租賃所得款項	(71,425)	(62,212)
As at 31 December	於十二月三十一日	292,597	311,553
Analysed into:	分析如下：		
- Current portion (note 20)	— 即期部分 (附註20)	56,809	54,755
- Non-current portion (note 16)	— 非即期部分 (附註16)	235,788	256,798
		292,597	311,553

Net investments in the subleases represent net investments in the leases by the Group as an intermediate lessor, among which a long-term portion of RMB235,788,000 (2020: RMB256,798,000) was included in other assets and a short-term portion of RMB56,809,000 (2020: RMB54,755,000) was included in prepayments and other receivables.

轉租賃投資淨額指本集團作為中介出租人的租賃投資淨額，包括計入其他資產的長期部分人民幣235,788,000元（二零二零年：人民幣256,798,000元）及計入預付款項及其他應收款項的短期部分人民幣56,809,000元（二零二零年：人民幣54,755,000元）。

12. 租賃 (續)

本集團作為出租人 (續)

(g) 融資租賃

轉租賃投資淨額的賬面值及年內變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

12. LEASES (continued)

The Group as a lessor (continued)

(g) Finance leases (continued)

As at 31 December 2021 and 2020, the undiscounted fixed lease payments receivable by the Group in future periods under non-cancellable finance leases with its tenants are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within one year	一年內	81,350	80,918
After one year but within two years	一年後但於兩年內	83,838	73,575
After two years but within three years	兩年後但於三年內	80,704	76,680
After three years but within four years	三年後但於四年內	69,626	72,676
After four years but within five years	四年後但於五年內	33,333	63,996
After five years	五年後	9,840	23,548
		358,691	391,393

In addition to the above, contingent lease payments are calculated based on a percentage of the relevant financial performance of the tenants pursuant to the relevant rental agreements.

除上文所述外，或然租賃付款根據相關租賃協議，按租戶的相關財務業績的某一百分比計算。

13. GOODWILL AND OTHER INTANGIBLE ASSETS

(a) Goodwill

The movements of goodwill are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cost	成本	2,254,533	2,254,533
Accumulated amortisation and impairment	累計攤銷及減值	(562,969)	(483,995)
Net carrying amount	賬面淨值	1,691,564	1,770,538

12. 租賃 (續)

本集團作為出租人 (續)

(g) 融資租賃 (續)

於二零二一年及二零二零年十二月三十一日，本集團於未來期間根據與其租戶的不可撤銷融資租賃應收的未折現固定租賃付款如下：

13. 商譽及其他無形資產

(a) 商譽

商譽的變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

13. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

(a) Goodwill (continued)

Impairment testing of goodwill

The carrying amount of goodwill has been allocated to the following cash-generating units:

13. 商譽及其他無形資產 (續)

(a) 商譽 (續)

商譽的減值測試

商譽的賬面值已分配至下列現金產生單位：

	Notes 附註	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Jiangxi Parkson Retail Co., Ltd.	江西百盛中山城百貨有限公司 (i)	381,682	381,682
Asia Advancement International Limited	勝信國際有限公司 (ii)	315,225	315,225
Parkson Retail Development Co., Ltd.	百盛商業發展有限公司 (iii)	297,097	297,097
Anshan Tianxing Parkson Shopping Centre Co., Ltd.	鞍山天興百盛購物中心有限公司 (iv)	272,743	272,743
Nanning Brilliant Parkson Commercial Co., Ltd.	南寧柏聯百盛商業有限公司 (v)	155,066	155,066
Xi'an Lucky King Parkson Plaza Co., Ltd.	西安立豐百盛廣場有限公司 (vi)	104,621	111,104
Mianyang Fulin Parkson Plaza Co., Ltd.	綿陽富臨百盛廣場有限公司 (vii)	91,478	91,478
Shenyang Parkson Shopping Plaza Co., Ltd.	瀋陽百盛購物廣場有限公司 (viii)	-	72,491
Lung Shing International Investment & Development Company Limited	隆盛國際投資發展有限公司 (ix)	59,003	59,003
Parkson Credit	Parkson Credit (x)	14,649	14,649
		1,691,564	1,770,538

Notes:

- (i) Jiangxi Parkson Retail Co., Ltd. principally engages in the operation of one department store in Nanchang, the PRC.
- (ii) Asia Advancement International Limited and its subsidiaries principally engage in the operation of one department store in Kunming, the PRC.
- (iii) Parkson Retail Development Co., Ltd. principally engages in the operation of three department stores in Beijing and Harbin, the PRC.
- (iv) Anshan Tianxing Parkson Shopping Centre Co., Ltd. principally engages in the operation of one department store in Anshan, the PRC.

附註：

- (i) 江西百盛中山城百貨有限公司主要於中國南昌經營一家百貨店。
- (ii) 勝信國際有限公司及其附屬公司主要於中國昆明經營一家百貨店。
- (iii) 百盛商業發展有限公司主要於中國北京及哈爾濱經營三家百貨店。
- (iv) 鞍山天興百盛購物中心有限公司主要於中國鞍山經營一家百貨店。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

13. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

(a) Goodwill (continued)

Impairment testing of goodwill (continued)

Notes: (continued)

- (v) Nanning Brilliant Parkson Commercial Co., Ltd. principally engages in the operation of three department stores in Nanning, the PRC.
- (vi) Xi'an Lucky King Parkson Plaza Co., Ltd. principally engages in the operation of one department store in Xi'an, the PRC.
- (vii) Mianyang Fulin Parkson Plaza Co., Ltd. principally engages in the operation of two department stores and one supermarket in Mianyang, the PRC.
- (viii) Shenyang Parkson Shopping Plaza Co., Ltd. principally engages in the operation of one department store in Shenyang, the PRC.
- (ix) Lung Shing International Investment & Development Company Limited and its subsidiary principally engage in property investment and holding in Anshan, the PRC.
- (x) Parkson Credit principally engages in the provision of money lending and credit services in Malaysia.

As the carrying value of the underperforming cash generating units of Xi'an Lucky King Parkson Plaza Co., Ltd. and Shenyang Parkson Shopping Plaza Co., Ltd. have been reduced to their recoverable amounts of RMB215,378,000 and RMB65,842,000 as at 31 December 2021, respectively, the related goodwill impairment loss of RMB78,974,000 was recognised in the consolidated statement of profit or loss.

The recoverable amount of each cash-generating unit has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by the executive directors. Apart from Parkson Credit, for which the pre-tax discount rate applied to the cash flow projections is 24.5% (2020: 24.5%), the pre-tax discount rate applied to the cash flow projections is 14.0% (2020: 14%). Cash flows beyond the five-year period are extrapolated using a growth rate of 2% (2020: 2%), which was the same as the long-term average growth rate of the industry.

13. 商譽及其他無形資產 (續)

(a) 商譽 (續)

商譽的減值測試 (續)

附註：(續)

- (v) 南寧柏聯百盛商業有限公司主要於中國南寧經營三家百貨店。
- (vi) 西安立豐百盛廣場有限公司主要於中國西安經營一家百貨店。
- (vii) 綿陽富臨百盛廣場有限公司主要於中國綿陽經營兩家百貨店及一家超市。
- (viii) 瀋陽百盛購物廣場有限公司主要於中國瀋陽經營一家百貨店。
- (ix) 隆盛國際投資發展有限公司及其附屬公司主要於中國鞍山從事物業投資控股。
- (x) Parkson Credit主要於馬來西亞從事提供放貸及信貸服務。

由於於二零二一年十二月三十一日，西安立豐百盛廣場有限公司及瀋陽百盛購物廣場有限公司表現欠佳的現金產生單位的賬面值已分別減少至其可收回金額人民幣215,378,000元及人民幣65,842,000元，故有關商譽減值虧損的人民幣78,974,000元已於綜合損益表中確認。

各現金產生單位的可收回金額乃根據使用價值按現金流量預測釐定，現金流量預測乃根據執行董事已批准涵蓋五年期間的財政預算作出。除Parkson Credit外，其現金流量預測的適用稅前折現率為24.5%（二零二零年：24.5%）、現金流量預測的適用稅前折現率為14.0%（二零二零年：14%）。超出五年期間的現金流量則按增長率2%（二零二零年：2%）推算，這與業內長期平均增長率相同。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

13. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

(a) Goodwill (continued)

Key assumptions used in the value in use calculation

The following describes the key assumptions of the cash flow projections:

Revenue: The bases used to determine the future earnings are historical sales and average expected growth rates of the retail market and credit services in the PRC and Malaysia, respectively.

Gross margin: Gross margins are based on the average gross margins achieved in the past few years immediately before the budget year, increased for expected efficiency improvements, and expected market development.

Operating expenses: The bases used to determine the values assigned are the cost of inventories purchased for resale, staff costs, depreciation and amortisation, rental expenses and other operating expenses. The value assigned to the key assumption reflects past experience and management's commitment to maintain the operating expenses to an acceptable level.

Discount rates: Discount rates reflect management's estimate of specific risks relating to the relevant units.

Sensitivity to changes in assumptions

With regard to the assessment of values in use of the respective cash-generating units, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying amounts, including goodwill, of the relevant units to materially exceed their recoverable amounts

13. 商譽及其他無形資產 (續)

(a) 商譽 (續)

用於計算使用價值的主要假設

以下陳述現金流量預測的主要假設：

收益： 用於釐定未來盈利的基準為過往銷售記錄以及分別於中國及馬來西亞零售市場及信貸服務的平均預期增長率。

毛利率： 毛利率乃根據緊接預算年度前數年所達致的平均毛利率計算，按預期效率改進及預期市場發展而增長。

經營開支：用於釐定指定價值的基準為供轉售而購入的存貨成本、員工成本、折舊及攤銷、租金開支及其他經營開支。該等指定價值的主要假設反映過往經驗及管理層將經營開支維持於可接受水平的承諾。

折現率： 折現率反映管理層就與相關單位有關的特定風險的估計。

假設變動的敏感度

就評估各現金產生單位的使用價值方面，管理層相信上述任何主要假設並無合理可能出現變動，致使有關單位賬面值（包括商譽）遠超於其可收回金額。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

13. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

(b) Other intangible assets

The movements of other intangible assets are as follows:

	Computer software	Licence *	Franchise agreement** 特許經營協議**	Trademark ** 商標**	Customer relationship *** 客戶關係***	Total 合計
	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
As at 1 January 2020, net of accumulated amortisation and impairment	70	2,517	-	-	18,928	21,515
Amortisation provided during the year	(61)	(414)	-	-	(4,938)	(5,413)
Impairment provided during the year	-	(1,652)	-	-	-	(1,652)
As at 31 December 2020 and 1 January 2021, net of accumulated amortisation and impairment	9	451	-	-	13,990	14,450
Amortisation provided during the year	-	(451)	-	-	(4,932)	(5,383)
As at 31 December 2021, net of accumulated amortisation and impairment	9	-	-	-	9,058	9,067
As at 31 December 2020:						
Cost	19,420	28,678	6,177	36,009	24,689	114,973
Accumulated amortisation and impairment	(19,411)	(28,227)	(6,177)	(36,009)	(10,699)	(100,523)
Net carrying amount	9	451	-	-	13,990	14,450
As at 31 December 2021:						
Cost	19,420	28,678	6,177	36,009	24,689	114,973
Accumulated amortisation and impairment	(19,411)	(28,678)	(6,177)	(36,009)	(15,631)	(105,906)
Net carrying amount	9	-	-	-	9,058	9,067

13. 商譽及其他無形資產 (續)

(b) 其他無形資產

其他無形資產的變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

13. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

(b) Other intangible assets (continued)

- * "The Library Coffee Bar", "Quiznos" and "Johnny Rockets" have been fully impaired in prior years. In view of the underperformance of the business of "Hogan", an impairment loss of RMB1,652,000 was recognised in 2020.
- ** Franchise agreement and trademark were fully impaired in prior years.
- *** A subsidiary acquired by the Group in 2018 had established relationships with its customers through contracts, for a period of 5 years commencing from 2018. The amount represents the fair value of the customer relationship acquired by the Group.

14. INVESTMENTS IN JOINT VENTURES

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Share of net assets	應佔資產淨值	14,689	19,748
Loan to a joint venture	向一家合營企業提供的貸款	-	450,000
Analysed into:	分析如下：		
- Current	— 即期部分	-	250,000
- Non-current	— 非即期部分	-	200,000
		-	450,000

As at 31 December 2020, the loan to a joint venture, Jiaying Gold Lion Real Estate Co., Ltd., was unsecured, interest-free and have no fixed term of repayment. The current and non-current portions of this loan were disclosed in notes 20 and 16 to the consolidated financial statements, respectively. The loan has been fully repaid during the year ended 31 December 2021.

於二零二零年十二月三十一日，向一家合營企業(嘉興金獅房地產開發有限公司)提供的貸款為無抵押、免息及無固定還款期限。該貸款的即期及非即期部分分別於綜合財務報表附註20及16披露。截至二零二一年十二月三十一日止年度，該貸款已悉數償還。

13. 商譽及其他無形資產 (續)

(b) 其他無形資產 (續)

- * 「The Library Coffee Bar」、 「Quiznos」及「Johnny Rockets」已於過往年度悉數減值。鑒於「Hogan」業務表現欠佳，於二零二零年已確認減值虧損人民幣1,652,000元。
- ** 特許經營協議及商標已於過往年度悉數減值。
- *** 本集團於二零一八年收購的一家附屬公司透過合約與其客戶建立關係，自二零一八年起為期五年。該金額指本集團所獲得客戶關係的公允價值。

14. 於合營企業的投資

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

14. INVESTMENTS IN JOINT VENTURES (continued)

Particulars of the Group's material joint ventures, which are accounted for using the equity method, are as follows:

Names 公司名稱	Registered capitals 註冊資本	Place of registration and business 註冊及經營地點	Percentage of interest attributable to the Group 本集團應佔權益百分比	Principal activities 主要業務
Xinjiang Youhao Parkson Development Co., Ltd. ("Xinjiang Parkson") 新疆友好百盛商業發展有限公司 ("新疆百盛")	RMB20,000,000 人民幣 20,000,000元	The PRC 中國	51 (2020: 51) (二零二零年: 51)	Operation of department stores 經營百貨店
Jiaxing Gold Lion Real Estate Co., Ltd ("Jiaxing Gold Lion") 嘉興金獅房地產開發有限公司 ("嘉興金獅")	RMB100,000,000 人民幣 100,000,000元	The PRC 中國	N/A (2020: 22.5) 不適用 (二零二零年: 22.5)	Real estate development 房地產開發

Although the Group has ownership of more than half of the voting power of Xinjiang Parkson, the joint venture agreement establishes joint control over the subject entity. The joint venture agreement ensures that no single venture is in a position to control the activities of the entity unilaterally.

Although the Group had ownership of less than half of the voting power of Jiaxing Gold Lion, the joint venture agreement established joint control over the subject entity. The joint venture agreement ensures that no single venture was in a position to control the activities of the entity unilaterally.

On 6 September 2021, the Group entered into a withdrawal framework agreement with Shanghai Yuehuanshu Enterprise Management Co., Ltd. ("Shanghai Yuehuanshu") and Hongxiang Real Estate Co., Ltd. for the withdrawal from the Group's investment in Jiaxing Gold Lion. The Group transferred its entire equity interest in Shanghai Shengrui Commercial Management Co., Ltd. ("Shanghai Shengrui"), an indirect wholly-owned subsidiary of the Company, to Shanghai Yuehuanshu. Gain on disposal of a subsidiary of RMB300,000 was recognised in profit or loss during the year ended 31 December 2021. Refer to the announcements of the Company dated 16 October 2020, 19 October 2020 and 6 September 2021, the circulars of the Company dated 25 November 2020 and 24 September 2021 and note 30 to the consolidated financial statements for details.

14. 於合營企業的投資 (續)

本集團以權益法進行會計處理的重要合營企業詳情如下：

儘管本集團擁有新疆百盛的過半數投票權，合營協議規定須共同控制目標實體。合營協議確保並無單一合營夥伴可單方面控制實體業務活動。

儘管本集團擁有嘉興金獅的不超過半數投票權，合營協議規定須共同控制目標實體。合營協議確保並無單一合營夥伴可單方面控制實體業務活動。

於二零二一年九月六日，本集團與上海樾寰曙企業管理有限公司（「上海樾寰曙」）及鴻翔房地產有限公司就自本集團於嘉興金獅的投資撤資訂立撤資框架協議。本集團向上海樾寰曙轉讓其於上海盛蕤商業管理有限公司（「上海盛蕤」）的全部股權（一家本公司的間接全資附屬公司）。於截至二零二一年十二月三十一日止年度出售一間附屬公司的收益人民幣300,000元已於損益中確認。詳情請參閱本公司日期為二零二零年十月十六日、二零二零年十月十九日及二零二一年九月六日的公告，本公司日期為二零二零年十一月二十五日及二零二一年九月二十四日的通函以及綜合財務報表附註30。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

14. INVESTMENTS IN JOINT VENTURES (continued)

The following table illustrates the summarised financial information in respect of Xinjiang Parkson adjusted for any differences in accounting policies and reconciled to the carrying amount in the consolidated financial statements:

14. 於合營企業的投資 (續)

下表概述有關新疆百盛的財務資料，已就會計政策的任何差異作出調整以及對賬至綜合財務報表內的賬面值：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and cash equivalents	現金及現金等價物	126,903	118,942
Other current assets	其他流動資產	2,175	25,389
Current assets	流動資產	129,078	144,331
Non-current assets	非流動資產	8,608	53,744
Financial liabilities, including trade and other payables and provisions	金融負債，包括貿易及其他應付款項及撥備	(59,378)	(90,777)
Other current liabilities	其他流動負債	(47,886)	(41,680)
Current liabilities	流動負債	(107,264)	(132,457)
Non-current liabilities	非流動負債	(1,620)	(26,897)
Net assets	資產淨值	28,802	38,721
Reconciliation to the Group's interest in the joint venture:	本集團於合營企業的權益對賬：		
Proportion of the Group's ownership	本集團所有權比例	51%	51%
Group's share of net assets of the joint venture	本集團應佔合營企業資產淨值	14,689	19,748
Total operating revenues	經營收益總額	143,365	131,997
Purchases of goods and changes in inventories	採購貨物及存貨變動	(50,984)	(59,769)
Depreciation and amortisation	折舊及攤銷	(24,829)	(26,473)
Operating expenses	經營開支	(73,595)	(39,618)
Finance income	融資收入	2,672	3,660
Finance costs	融資成本	(3,273)	(5,087)
Tax	稅項	819	(735)
(Loss)/Profit and total comprehensive income for the year	年度(虧損)/利潤及全面收入總額	(5,825)	3,975
Share of (loss)/profit of the joint venture	應佔合營企業(虧損)/利潤	(2,971)	2,027
Dividends received	已收股息	2,088	9,213
Share of tax attributable to the joint venture	應佔合營企業稅項	418	(375)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

14. INVESTMENTS IN JOINT VENTURES (continued)

The following table illustrates the summarised financial information in respect of Jiaxing Gold Lion adjusted for any differences in accounting policies and reconciled to the carrying amount in the consolidated financial statements:

14. 於合營企業的投資 (續)

下表概述有關嘉興金獅的財務資料，已就會計政策的任何差異作出調整以及對賬至綜合財務報表內的賬面值：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	N/A不適用	2,358,582
Current liabilities	流動負債	N/A不適用	(250,000)
Non-current liabilities	非流動負債	N/A不適用	(2,108,582)
Net assets	資產淨值	N/A不適用	-
Reconciliation to the Group's interest in the joint venture:	本集團於合營企業的權益對賬：		
Proportion of the Group's ownership	本集團所有權比例	N/A不適用	22.5%
Group's share of net assets of the joint venture	本集團應佔合營企業資產淨值	N/A不適用	-
Operating expenses	經營開支	-	-
Profit and total comprehensive income for the year	年度利潤及全面收入總額	-	-
Share of profit of the joint venture	應佔合營企業利潤	-	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

15. INVESTMENTS IN ASSOCIATES

15. 於聯營公司的投資

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Share of net assets before impairment	應佔減值前資產淨值	68,661	60,520
Impairment of investments in associates	於聯營公司投資減值	(17,582)	(17,582)
Share of net assets	應佔資產淨值	51,079	42,938

Particulars of the material associate, which is accounted for using the equity method, are as follows:

以權益法進行會計處理的重要聯營公司的詳情如下：

Name	Registered capital	Place of incorporation/ registration and business	Percentage of interest attributable to the Group	Principal activities
公司名稱	註冊資本	註冊成立/ 註冊及經營 地點	本集團應佔 權益百分比	主要業務
Parkson Newcore Retail Shanghai Ltd. ("Parkson Newcore") 百盛紐可爾瑞特商貿(上海)有限公司 (「百盛紐可爾」)	RMB80,000,000 人民幣80,000,000元	The PRC 中國	49 (2020: 49) (二零二零年： 49)	Operation of department stores 經營百貨店

Parkson Newcore, which is considered a material associate of the Group, is engaged in operating and managing outlet stores, and is accounted for using the equity method.

百盛紐可爾(從事經營及管理奧特萊斯)被認為是本集團重要的聯營公司，以權益法進行會計處理。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

15. INVESTMENTS IN ASSOCIATES (continued)

The following table illustrates the summarised financial information in respect of Parkson Newcore adjusted for any differences in accounting policies and reconciled to the carrying amount in the consolidated financial statements:

15. 於聯營公司的投資 (續)

下表概述有關百盛紐可爾的財務資料，已就會計政策的任何差異作出調整以及對賬至綜合財務報表內的賬面值：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	245,795	221,455
Non-current assets	非流動資產	324,619	393,323
Current liabilities	流動負債	(185,190)	(205,365)
Non-current liabilities	非流動負債	(285,953)	(326,860)
Net assets	資產淨值	99,271	82,553
Reconciliation to the Group's interest in the associate:	本集團於聯營公司的權益對賬：		
Proportion of the Group's ownership	本集團所有權比例	49%	49%
Group's share of net assets of the associate	本集團應佔聯營公司資產淨值	48,643	40,451
Carrying amount of the investments	投資的賬面值	48,643	40,451
Gross revenues	總收益	859,856	740,889
Profit and total comprehensive income for the year	年度利潤及全面收入總額	16,718	2,133
Share of profits of the associate	應佔聯營公司利潤	8,192	1,045
Share of tax attributable to the associate	應佔聯營公司稅項	(3,049)	(157)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

15. INVESTMENTS IN ASSOCIATES (continued)

The following table illustrates the aggregate financial information of the Group's associates that are not individually material:

15. 於聯營公司的投資 (續)

下表說明本集團個別而言並不重要的聯營公司的合計財務資料：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Share of the associates' profit for the year	應佔聯營公司年度利潤	153	254
Share of the associates' total comprehensive income	應佔聯營公司全面收入總額	153	254
Dividends received	已收股息	204	130
Aggregate carrying amount of the Group's investments in the associates	本集團於聯營公司投資的賬面總值	2,436	2,487

16. OTHER ASSETS

16. 其他資產

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Long-term rental deposits	長期租金按金	86,558	80,158
Loan to a joint venture (note 14)	向一家合營企業提供的貸款 (附註14)	-	200,000
Lease prepayments related to variable leases	有關可變租賃的租賃預付款	71,038	111,071
Net investments in the subleases (note 12(g))	轉租賃投資淨額 (附註12(g))	235,788	256,798
		393,384	648,027

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

17. DEFERRED TAX ASSETS AND LIABILITIES

The movements in deferred tax liabilities and assets during the year are as follows:

17. 遞延稅項資產及負債

本年度遞延稅項負債及資產的變動如下：

		Notes 附註	As at 1 January 於一月一日 RMB'000 人民幣千元	Recognised in the consolidated statement of profit or loss 於綜合 損益表確認 RMB'000 人民幣千元	As at 31 December 於十二月 三十一日 RMB'000 人民幣千元
2021	二零二一年				
Deferred tax assets:	遞延稅項資產：				
Depreciation	折舊		2,094	(1,628)	466
Accrued other expenses	應計其他開支		883	912	1,795
Right-of-use assets and lease liabilities	使用權資產及 租賃負債		213,115	9,624	222,739
Accrued coupon provision	應計優惠券撥備		6,012	(1,967)	4,045
Tax losses	稅項虧損	(a)	43,660	18,253	61,913
			265,764	25,194	290,958
Deferred tax liabilities:	遞延稅項負債：				
Depreciation	折舊		(6,046)	1,529	(4,517)
Fair value adjustments arising from acquisition of subsidiaries	收購附屬公司 所產生的 公允價值調整		(234,984)	6,066	(228,918)
Withholding taxes	預扣稅	(b)	(62,021)	49,946	(12,075)
			(303,051)	57,541	(245,510)
			(37,287)	82,735	45,448

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

17. DEFERRED TAX ASSETS AND LIABILITIES (continued)

17. 遞延稅項資產及負債 (續)

		Notes	As at 1 January 於一月一日 RMB'000 人民幣千元	Recognised in the consolidated statement of profit or loss 於綜合 損益表確認 RMB'000 人民幣千元	As at 31 December 於十二月 三十一日 RMB'000 人民幣千元
2020	二零二零年				
Deferred tax assets:	遞延稅項資產：				
Depreciation	折舊		1,903	191	2,094
Accrued other expenses	應計其他開支		6,416	(5,533)	883
Right-of-use assets and lease liabilities	使用權資產及 租賃負債		177,580	35,535	213,115
Accrued coupon provision	應計優惠券撥備		6,782	(770)	6,012
Tax losses	稅項虧損	(a)	34,905	8,755	43,660
			227,586	38,178	265,764
Deferred tax liabilities:	遞延稅項負債：				
Depreciation	折舊		(8,137)	2,091	(6,046)
Fair value adjustments arising from acquisition of subsidiaries	收購附屬公司 所產生的 公允價值調整		(241,050)	6,066	(234,984)
Withholding taxes	預扣稅	(b)	(64,000)	1,979	(62,021)
			(313,187)	10,136	(303,051)
			(85,601)	48,314	(37,287)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

17. DEFERRED TAX ASSETS AND LIABILITIES (continued)

Notes:

(a) The Group has not recognised deferred tax assets in respect of tax losses arising from overseas subsidiaries of RMB20,931,000 (2020: RMB20,086,000), including amounts of RMB12,129,000 (2020: RMB12,970,000) that will expire within three years, RMB2,195,000 (2020: RMB1,317,000) that will expire within seven years and RMB6,607,000 (2020: RMB5,799,000) that are available indefinitely for offsetting against future taxable profits, respectively, or tax losses arising from the PRC subsidiaries of RMB1,352,945,000 (2020: RMB1,385,225,000) that will expire within the next five years, as it was not considered probable as at 31 December 2021 that taxable profits would be available against which such tax losses can be utilised.

(b) Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in the PRC. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate of 5% may be applied if there is a tax treaty between the PRC and the jurisdiction of the foreign investors. For the Group, the applicable rate is 5% or 10%. The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in the PRC in respect of earnings generated from 1 January 2008.

As at 31 December 2021, deferred tax liability of RMB12,075,000 (2020: RMB62,021,000) has been recognised for withholding taxes. Other than that, no deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries and joint ventures established in the PRC. In the opinion of the directors, it is not probable that these subsidiaries and joint ventures will distribute such earnings in the foreseeable future. The aggregate amount of temporary differences associated with investments in subsidiaries and joint ventures in the PRC for which deferred tax liabilities have not been recognised totalled approximately RMB5,171,838,000 as at 31 December 2021 (2020: RMB5,328,241,000).

17. 遞延稅項資產及負債 (續)

附註：

(a) 由於本集團於二零二一年十二月三十一日認為不大可能獲得可用於抵銷稅項虧損的應課稅利潤，故並未分別就海外附屬公司產生抵銷未來應課稅利潤的稅項虧損人民幣20,931,000元（二零二零年：人民幣20,086,000元）（包括將於三年內到期的人民幣12,129,000元（二零二零年：人民幣12,970,000元）、將於七年內到期的人民幣2,195,000元（二零二零年：人民幣1,317,000元）及無限期可用的人民幣6,607,000元（二零二零年：人民幣5,799,000元）或在中國的附屬公司產生將於未來五年內到期的稅項虧損人民幣1,352,945,000元（二零二零年：人民幣1,385,225,000元）確認遞延稅項資產。

(b) 根據中國企業所得稅法，於中國內地成立的外商投資企業向外國投資者宣派股息將繳納10%的預扣稅。該規定自二零零八年一月一日起生效，適用於二零零七年十二月三十一日之後產生的盈利。如中國與外國投資者所在司法管轄區訂有稅收協定，則可適用5%的較低預扣稅率。就本集團而言，適用利率為5%或10%。因此，本集團有責任就中國內地成立的該等附屬公司於二零零八年一月一日起產生的盈利所分派的股息繳付預扣稅。

於二零二一年十二月三十一日，遞延稅項負債人民幣12,075,000元（二零二零年：人民幣62,021,000元）已就預扣稅獲確認。除此之外，並無就因本集團於中國成立的附屬公司及合營企業須繳納預扣稅的未匯出盈利而應付的預扣稅確認遞延稅項。董事認為，該等附屬公司及合營企業不大可能於可見未來分派有關盈利。於二零二一年十二月三十一日，與尚未確認遞延稅項負債的中國的附屬公司及合營企業投資有關的暫時差額總額約為人民幣5,171,838,000元（二零二零年：人民幣5,328,241,000元）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

18. INVENTORIES

18. 存貨

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Merchandise	商品	490,640	411,829
Consumables	消耗品	4,280	21,934
Less: Impairment	減：減值	(5,301)	(8,708)
		489,619	425,055

The movements in provision for impairment of inventories during the year are as follows:

年內存貨減值撥備的變動如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 1 January	於一月一日	8,708	5,862
(Reversal of impairment)/Impairment losses recognised	已確認(減值撥回) / 減值虧損	(3,407)	2,846
As at 31 December	於十二月三十一日	5,301	8,708

Included in the above provision for impairment of inventories is the provision for individually impaired inventories of RMB5,301,000 (2020: RMB8,708,000) with a carrying amount before provision of RMB8,466,000 (2020: RMB21,687,000).

計入上述存貨減值撥備為個別減值存貨撥備人民幣5,301,000元(二零二零年：人民幣8,708,000元)，其撥備前賬面值為人民幣8,466,000元(二零二零年：人民幣21,687,000元)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

19. TRADE RECEIVABLES

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current	即期		
Third party	第三方	215,663	267,790
Joint venture	合營企業	130	328
Less: Impairment allowance	減：減值撥備	(4,883)	(4,643)
		210,910	263,475
Non-current	非即期		
Third party	第三方	168,011	99,627
Less: Impairment allowance	減：減值撥備	(4,278)	(2,443)
		163,733	97,184
		374,643	360,659

Trade receivables mainly arise from purchase by customers with credit cards and credit services arise from loan receivables. The credit period of trade receivables is generally one month. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivable balances, except for loan receivables which are secured over the motor vehicles of customers. Among the balance, RMB287,426,000 (2020: RMB281,900,000) are with an interest rate ranging from 9% to 19% (2020: 9% to 19%), depending on the payment term of loan receivables, while others are interest-free.

Included in the Group's trade receivables as at 31 December 2021 were amounts due from the Group's joint venture of approximately RMB130,000 (2020: RMB328,000), which are attributable to the consultancy fee income of the Group. These balances are unsecured and interest-free.

19. 應收貿易款項

應收貿易款項主要來自客戶以信用卡支付的購買額以及來自應收貸款的信貸服務。應收貿易款項的信用期一般為一個月。本集團對其尚未償還應收款項維持嚴格控制，並設有信貸監控部門以盡量減低信貸風險。逾期結餘由高級管理層定期審閱。考慮到上述各項及本集團之應收貿易款項來自大量多元化客戶，故並無高度集中的信貸風險。本集團並無就其應收貿易款項結餘持有任何抵押品或其他信貸保證，惟以客戶的汽車作抵押的應收貸款除外。結餘中，人民幣287,426,000元（二零二零年：人民幣281,900,000元）的利率介乎9%至19%（二零二零年：9%至19%），該利率取決於應收貸款的還款期限，而其餘為免息。

於二零二一年十二月三十一日，本集團應收貿易款項包括本集團諮詢費收入應佔應收本集團合營企業款項約人民幣130,000元（二零二零年：人民幣328,000元）。該等結餘為無抵押及免息。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

19. TRADE RECEIVABLES (continued)

As at 31 December 2021, Parkson Credit's trade receivables of RMB217,148,000 (2020: RMB211,673,000) and unrealised receivables of RMB62,882,000 (2020: RMB44,279,000) which will be due within 48 months, were pledged to secure Parkson Credit's bank loans in Ringgit Malaysia ("RM") (note 27).

An ageing analysis of the trade receivables as at 31 December 2021 and 2020, based on the invoice date and net of loss allowance, is as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within 1 year	一年以內	210,910	263,475
1 to 2 years	一至兩年	98,638	66,224
Over 2 years	兩年以上	65,095	30,960
		374,643	360,659

The Group applies the simplified approach for impairment of trade receivables (other than loans receivables). The Group uses a provision matrix to calculate ECLs for trade receivables (other than loans receivables). The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by service type).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the retail sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

19. 應收貿易款項 (續)

於二零二一年十二月三十一日，Parkson Credit應收貿易款項人民幣217,148,000元（二零二零年：人民幣211,673,000元）及未變現應收款項人民幣62,882,000元（二零二零年：人民幣44,279,000元）將於48個月內到期，該等款項已抵押，為Parkson Credit的銀行貸款作擔保，並以林吉特（「林吉特」）計值（附註27）。

於二零二一年及二零二零年十二月三十一日，按發票日期及扣除虧損撥備之應收貿易款項的賬齡分析如下：

本集團應用簡化法進行應收貿易款項（除應收貸款外）的減值。本集團採用撥備矩陣以計算應收貿易款項（除應收貸款外）的預期信貸虧損。撥備率乃基於因就擁有類似虧損模式的多個客戶分部進行分組（如服務類別）。

撥備矩陣最初乃基於本集團的歷史觀察違約率。本集團將通過調整矩陣以調整過往信貸損失經驗及前瞻性資料。例如，倘預測經濟狀況（如國內生產總值）預期將於未來一年發生變化，其可能導致零售業務的違約數量增加，歷史違約率將獲調整。於各報告日期，將更新歷史觀察違約率並分析前瞻性估計的變動。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

19. TRADE RECEIVABLES (continued)

The Group applies the general approach for the impairment of loan receivables. Under the general approach, an impairment analysis is performed at each reporting date based on three stages to measure expected credit losses. The Group determines whether there has been a significant increase in credit risk since initial recognition of loan receivables or whether an asset is considered to be credit-impaired and, hence, whether it needs to provide for 12-month ECLs or lifetime ECLs. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, loan receivables are written off if past due for more than one year and are not subject to enforcement activity.

In the situation where no comparable companies with credit ratings can be identified, expected credit losses are estimated by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. Set out below is the loss rate applied on the Group's trade receivables where there were no comparable companies:

19. 應收貿易款項 (續)

本集團就應收貸款減值應用一般方法。根據一般方法，於各報告日期根據三個階段進行減值分析，以計量預期信貸虧損。本集團釐定自首次確認應收貸款以來信貸風險是否已顯著增加，或資產是否被視為信貸減值，因此釐定是否需要就12個月預期信貸虧損或年限內預期信貸虧損計提撥備。該計算反映出概率加權結果、金錢的時間價值以及於報告日期可獲得有關過往事件、當前狀況及對未來經濟狀況的預測的合理及可支持的資料。通常而言，倘應收貸款逾期超過一年且不可進行強制執行活動則予以撇銷。

在無法識別具有信貸級別的可資比較公司的情況下，則應參考本集團的歷史虧損記錄，採用虧損率方法估計預期信貸虧損。虧損率乃經調整以反映當前狀況及未來經濟狀況的預測(如適用)。在無可資比較公司的情況下，本集團應收貿易款項所適用之虧損率載列如下：

		Simplified approach 簡化方式		General approach 一般方式		Total 總計
		Lifetime ECLs 年限內預期 信貸虧損	12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs – not credit impaired financial assets 年限內預期 信貸虧損 –非信貸減值 金融資產	Lifetime ECLs – credit impaired financial assets 年限內預期 信貸虧損 –信貸減值 金融資產	
2021	二零二一年					
Expected credit loss rate	預期信貸虧損率	0.00%	0.21%	16.41%	73.26%	2.39%
Gross carrying amount (RMB'000)	賬面總值(人民幣千元)	87,217	275,371	12,251	8,965	383,804
Expected credit losses (RMB'000)	預期信貸虧損(人民幣千元)	-	583	2,010	6,568	9,161
2020	二零二零年					
Expected credit loss rate	預期信貸虧損率	0.00%	1.55%	2.13%	8.54%	1.93%
Gross carrying amount (RMB'000)	賬面總值(人民幣千元)	78,759	189,359	67,888	31,739	367,745
Expected credit losses (RMB'000)	預期信貸虧損(人民幣千元)	-	2,931	1,446	2,709	7,086

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

19. TRADE RECEIVABLES (continued)

Set out below is the movements in the loss allowance for the impairment of the Group's trade receivables:

19. 應收貿易款項 (續)

本集團應收貿易款項減值之虧損撥備變動載列如下：

		Simplified approach 簡化方式		General approach 一般方式		Total 總計
		Lifetime ECLs 年限內預期 信貸虧損	12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs – not credit impaired financial assets 年限內預期 信貸虧損 – 非信貸減值 金融資產	Lifetime ECLs – credit impaired financial assets 年限內預期 信貸虧損 – 信貸減值 金融資產	
2021	二零二一年					
As at 1 January	於一月一日	-	2,931	1,446	2,709	7,086
Impairment losses	減值虧損	-	(2,348)	564	9,408	7,624
Write-off	撇銷	-	-	-	(5,549)	(5,549)
As at 31 December	於十二月三十一日	-	583	2,010	6,568	9,161
2020	二零二零年					
As at 1 January	於一月一日	-	2,678	1,679	4,506	8,863
Impairment losses	減值虧損	-	253	(233)	9,279	9,299
Write-off	撇銷	-	-	-	(11,076)	(11,076)
As at 31 December	於十二月三十一日	-	2,931	1,446	2,709	7,086

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

20. PREPAYMENTS AND OTHER RECEIVABLES

20. 預付款項及其他應收款項

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Lease prepayments related to variable lease payment	有關可變租賃付款的預付租金	65,905	76,430
Rental deposits	租金按金	92,075	94,898
Advances to suppliers	向供應商預付款	52,240	101,820
Operating lease receivables	經營租賃應收款項	60,827	52,428
Prepaid tax	預付稅項	28,321	23,479
Interest receivables	應收利息	10,863	20,601
Other prepayments	其他預付款項	27,178	35,991
Net investments in the subleases (note 12(g))	轉租賃投資淨額 (附註12(g))	56,809	54,755
Loan to a joint venture (note 14)	向一家合營企業提供的貸款 (附註14)	-	250,000
Other receivables	其他應收款項	96,813	84,650
		491,031	795,052
Impairment allowance (note)	減值撥備 (附註)	(30,881)	(28,712)
		460,150	766,340
Less: Lease prepayments	減：預付租金	(65,905)	(76,430)
Less: Advances to suppliers	減：向供應商預付款	(52,240)	(101,820)
Less: Prepaid tax	減：預付稅項	(28,321)	(23,479)
Less: Other prepayments	減：其他預付款項	(27,178)	(35,991)
Financial assets included in other receivables	計入其他應收款項內的金融資產	286,506	528,620

Note:

The movements in the provision for impairment of prepayments and other receivables during the year are as follows:

附註：

年內預付款項及其他應收款項減值撥備的變動如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

20. PREPAYMENTS AND OTHER RECEIVABLES (continued)

20. 預付款項及其他應收款項 (續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
As at 1 January	於一月一日	28,712	7,896
Impairment for the year	年度減值	2,169	20,816
As at 31 December	於十二月三十一日	30,881	28,712

For financial assets included in other receivables that are credit-impaired at the reporting date, the loss allowance is measured at an amount equal to lifetime ECLs. The loss rate are estimated by applying a loss rate approach with reference to the historical loss record of the Group or adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. The loss rate as at 31 December 2021 was 10.8% (2020: 5.4%).

就於報告日期出現信貸減值的計入其他應收款項的金融資產而言，虧損撥備按等於年限內預期信貸虧損的金額計量。虧損率乃參考本集團的歷史虧損記錄，採用虧損率方法估計或經調整以反映當前狀況及未來經濟狀況的預測（如適用）。於二零二一年十二月三十一日的虧損率為10.8%（二零二零年：5.4%）。

21. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

21. 按公允價值計量且其變動計入損益之金融資產

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Wealth management products	理財產品		
As at 1 January	於一月一日	242,472	250,761
Addition during the year	年內添置	477,050	201,150
Redemption during the year	年內贖回	(629,402)	(211,228)
Change in fair value of financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益之金融資產之公允價值變動	524	1,789
As at 31 December	於十二月三十一日	90,644	242,472

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

21. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (continued)

The wealth management products are managed by licensed financial institutions in the PRC to invest principally in certain financial assets, including bonds, trusts, cash funds, bond funds or unlisted equity investment issued and circulated in the PRC in accordance with the related entrusted agreements.

The investments are measured at fair value at the end of the reporting period. The gain on the change in fair value of RMB524,000 (2020: RMB1,789,000) is credited to "Finance income" in the consolidated statement of profit or loss (note 6).

22. INVESTMENTS IN PRINCIPAL GUARANTEED DEPOSITS

Investments in principal guaranteed deposits in licensed banks in the PRC

These investments in principal guaranteed deposits have terms of less than one year and have an expected average annual rate of return of 2.4% (2020: 2.3%). Pursuant to the underlying contracts or notices, the investments in principal guaranteed deposits are capital guaranteed upon the maturity date.

21. 按公允價值計量且其變動計入損益之金融資產 (續)

該等理財產品由中國持牌金融機構根據有關信託協議管理，主要投資於若干金融資產，包括於中國發行及流通之債券、信託、現金基金、債券基金或非上市股本投資。

於報告期末，該等投資按公允價值計量。公允價值之變動收益人民幣524,000元(二零二零年：人民幣1,789,000元)已計入綜合損益表內的「融資收入」(附註6)。

22. 保本存款投資

	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Investments in principal guaranteed deposits in licensed banks in the PRC	500	15,600

該等保本存款投資的期限少於一年，預期全年回報率平均為2.4%(二零二零年：2.3%)。根據相關合約或通知，保本存款投資的本金於到期日已獲保證。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

23. CASH AND CASH EQUIVALENTS AND TIME DEPOSITS

23. 現金及現金等價物及定期存款

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and bank balances	現金及銀行結餘	810,026	1,222,247
Short-term deposits with original maturity of less than three months when acquired	購入時原有到期日不足三個月的短期存款	115,136	277,077
Short-term deposits more than three months and less than one year	超過三個月且不足一年的短期存款	704,467	104,846
Long-term deposits	長期存款	31,166	729,880
		1,660,795	2,334,050
Less:	減：		
- Pledged short-term time deposits for performance guarantees	- 為業績作擔保的抵押短期定期存款	-	(1,850)
- Pledged short-term time deposits for interest-bearing bank loans	- 為計息銀行貸款作擔保的抵押短期定期存款	(704,258)	-
- Pledged long-term time deposits for interest-bearing bank loans	- 為計息銀行貸款作擔保的抵押長期定期存款	-	(700,314)
- Pledged long-term time deposits for performance guarantees	- 為業績作擔保的抵押長期定期存款	(31,166)	(29,566)
- Non-pledged short-term time deposits with original maturity of more than three months when acquired	- 購入時原有到期日超過三個月的無抵押短期定期存款	(209)	(102,996)
Cash and cash equivalents	現金及現金等價物	925,162	1,499,324

The cash and bank balances and time deposits of the Group denominated in RMB amounting to RMB1,611,087,000 as at 31 December 2021 (2020: RMB2,309,646,000). The RMB is not freely convertible into other currencies, however, under the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

As at 31 December 2021, the Group's time deposits with a carrying amount of RMB704,258,000 (2020: RMB700,314,000) were pledged to secure the interest-bearing bank loans as detailed in note 27 to the consolidated financial statements. In addition, the Group has pledged deposits of RMB31,166,000 (2020: RMB31,416,000) held in designated bank accounts for performance guarantees.

於二零二一年十二月三十一日，本集團以人民幣計值的現金及銀行結餘以及定期存款為人民幣1,611,087,000元（二零二零年：人民幣2,309,646,000元）。人民幣不可自由兌換為其他貨幣，然而，根據中國的外匯管制條例及結匯、售匯及付匯管理規定，本集團獲准透過獲授權進行外匯業務的銀行將人民幣兌換為其他貨幣。

於二零二一年十二月三十一日，本集團賬面值為人民幣704,258,000元（二零二零年：人民幣700,314,000元）的定期存款已抵押，為計息銀行貸款作擔保（如綜合財務報表附註27詳述）。此外，本集團擁有抵押存款人民幣31,166,000元（二零二零年：人民幣31,416,000元），於指定銀行賬戶持有，作業績擔保。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

24. TRADE PAYABLES

An ageing analysis of the trade payables, based on the recognition date, is as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within 3 months	三個月內	814,602	934,718
4 to 12 months	四至十二個月	15,765	28,140
Over 1 year	一年以上	24,293	16,863
		854,660	979,721

25. OTHER PAYABLES AND ACCRUALS

		Notes 附註	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Rental payables	應付租金		6,235	13,259
Other tax payables	其他應付稅項		34,137	48,951
Deposits from suppliers	供應商按金		171,339	143,864
Construction fee payables	應付建築費		56,504	90,987
Accrued salaries and bonuses	應計薪金及花紅		58,379	29,469
Accrued interest	應計利息	(a)	15,142	8,906
Other payables and accruals	其他應付款項及 應計項目	(a)	316,640	263,483
			658,376	598,919

Note:

- (a) As at 31 December 2020, other payables and accruals included a one-year loan to Parkson Credit granted by PHB with an aggregate amount of RM3,000,000, equivalent to RMB4,852,000, for which the accrued interest of RMB307,000 charged at a fixed interest rate of 6.2% per annum is included in accrued interest. The loan was repaid in January 2021.

24. 應付貿易款項

按確認日期之應付貿易款項的賬齡分析如下：

25. 其他應付款項及應計項目

附註：

- (a) 於二零二零年十二月三十一日，其他應付款項及應計項目包括PHB授予Parkson Credit的一年期貸款總金額為林吉特3,000,000元（相當於人民幣4,852,000元），其固定年利率為6.2%的應計利息人民幣307,000元已計入應計利息。該貸款已於二零二一年一月償還。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

26. CONTRACT LIABILITIES

26. 合約負債

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Advances received from customers	已收客戶預付款	590,308	611,161
Provision for loyalty point programme	忠誠點數計劃撥備	18,358	18,076
		608,666	629,237

27. INTEREST-BEARING BANK LOANS

27. 計息銀行貸款

	2021 二零二一年		2020 二零二零年	
	Maturity 到期日	RMB'000 人民幣千元	Maturity 到期日	RMB'000 人民幣千元
Current 即期				
Secured bank loans denominated in RM 以林吉特計值的有抵押銀行貸款	2022 二零二二年	159,530	2021 二零二一年	161,731
Secured bank loans denominated in Hong Kong dollars ("HK\$") 以港元(「港元」)計值的有抵押銀行貸款	2022 二零二二年	1,726,771	2021 二零二一年	969,522
Secured bank loans denominated in RMB 以人民幣計值的有抵押銀行貸款	2022 二零二二年	9,000	2021 二零二一年	3,000
		1,895,301		1,134,253
Non-current 非即期				
Secured bank loans denominated in HK\$ 以港元計值的有抵押銀行貸款	N/A 不適用	-	2022 二零二二年	1,777,459
Secured bank loans denominated in RMB 以人民幣計值的有抵押銀行貸款	2023-2025 二零二三年至 二零二五年	25,948	2022-2025 二零二二年至 二零二五年	38,847
		25,948		1,816,306
		1,921,249		2,950,559

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

27. INTEREST-BEARING BANK LOANS (continued)

27. 計息銀行貸款 (續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Analysed into:	分析如下：		
- Within one year or on demand	— 一年內或按要求	1,895,301	1,134,253
- In the second year	— 第二年	10,000	1,785,459
- In the third to fifth years, inclusive	— 第三至第五年 (包括首尾兩年)	15,948	30,847
		1,921,249	2,950,559

Notes:

附註：

(a) Banks' credit facilities amounting to RMB2,276,980,000 (2020: RMB64,600,000) had not been utilised as at 31 December 2021.

(a) 銀行信貸融資人民幣2,276,980,000元(二零二零年：人民幣64,600,000元)於二零二一年十二月三十一日尚未動用。

(b) As at 31 December 2021, the Group's bank loans are secured by:

(b) 於二零二一年十二月三十一日，本集團的銀行貸款由以下項目作抵押：

(i) mortgages over the Group's investment property situated in Beijing, which had an aggregate carrying value of RMB482,391,000 (2020: RMB362,142,000)(note 11);

(i) 本集團位於北京的投資物業的抵押，其賬面總值為人民幣482,391,000元(二零二零年：人民幣362,142,000元)(附註11)；

(ii) mortgages over the Group's buildings, which had a net carrying value of approximately RMB2,358,500,000 (2020: RMB2,411,730,000)(note 10);

(ii) 本集團樓宇的抵押，其賬面淨值為約人民幣2,358,500,000元(二零二零年：人民幣2,411,730,000元)(附註10)；

(iii) mortgages over the Group's leasehold land, which had an aggregate carrying value of approximately RMB344,191,000 (2020: RMB357,037,000)(note 12(a));

(iii) 本集團租賃土地的抵押，其賬面總值為約人民幣344,191,000元(二零二零年：人民幣357,037,000元)(附註12(a))；

(iv) the pledge of certain of the Group's time deposits amounting to RMB704,258,000 (2020: RMB700,314,000) (note 23); and

(iv) 本集團若干定期存款的質押，其金額為人民幣704,258,000元(二零二零年：人民幣700,314,000元)(附註23)；及

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

27. INTEREST-BEARING BANK LOANS (continued)

Notes: (continued)

(b) (continued)

- (v) the pledge of trade receivables of RMB217,148,000 (2020: RMB211,673,000) and unrealised receivables of RMB62,882,000 (2020: RMB44,279,000) which will be due within 48 months (note 19).

As at 31 December 2021 and 2020, items (i), (ii), (iii) and (iv) are provided to secure the Group's bank loans denominated in HK\$ and RMB, and item (v) is provided to secure the Group's bank loans denominated in RM.

27. 計息銀行貸款 (續)

附註：(續)

(b) (續)

- (v) 人民幣217,148,000元 (二零二零年：人民幣211,673,000元) 的應收貿易款項及人民幣62,882,000元 (二零二零年：人民幣44,279,000元) 的未變現應收款項 (將於48個月內到期) 的質押 (附註19)。

於二零二一年及二零二零年十二月三十一日，項目(i)、(ii)、(iii)及(iv)獲提供作為本集團以港元及人民幣計值的銀行貸款的擔保；及項目(v)獲提供作為本集團以林吉特計值的銀行貸款的擔保。

28. SHARE CAPITAL

28. 股本

		Number of ordinary shares		Nominal value	
		普通股數目	面值	HK\$'000	RMB'000
		'000	千港元	人民幣千元	
Authorised:	法定：				
Ordinary shares of HK\$0.02 each	每股面值0.02港元的普通股	7,500,000	150,000		156,000
Issued and fully paid:	已發行及繳足：				
As at 1 January 2020,	於二零二零年一月一日、				
31 December 2020, 1 January 2021	二零二零年				
and 31 December 2021	十二月三十一日、				
	二零二一年一月一日及				
	二零二一年				
	十二月三十一日	2,634,532	52,691		55,477

No transactions occurred in the Company's issued share capital during the years ended 31 December 2021 and 2020.

截至二零二一年及二零二零年十二月三十一日止年度，本公司已發行股本概無發生交易。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

29. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on page 110 of the consolidated financial statements.

(a) PRC reserve funds

Pursuant to the relevant laws and regulations for Sino-foreign joint venture enterprises, a portion of the profits of the Group's joint ventures which are established in the PRC has been transferred to reserve funds which are restricted as to use.

Pursuant to the relevant PRC laws and regulations, Sino-foreign joint venture companies registered in the PRC are required to transfer a certain percentage, as approved by the board of directors, of their profit after income tax, as determined in accordance with PRC accounting rules and regulations, to the reserve fund, the enterprise expansion fund and the employee bonus and welfare fund. These funds are restricted as to use.

Pursuant to the relevant PRC laws and regulations, each of the wholly-owned foreign enterprises ("WOFEs") registered in the PRC is required to transfer not less than 10% of its profit after tax, as determined in accordance with generally accepted accounting principles in the PRC (the "PRC GAAP"), to the reserve funds, until the balance of the funds reaches 50% of the registered capital of that company. WOFEs registered in the PRC are required to transfer a certain percentage, as approved by the board of directors, of their profit after income tax to the employee bonus and welfare fund. These funds are restricted as to use.

In accordance with the relevant PRC laws and regulations, PRC domestic companies are required to transfer 10% of their profit after income tax, as determined in accordance with the PRC GAAP, to the statutory common reserve, until the balance of the fund reaches 50% of their registered capital. Subject to certain restrictions as set out in the relevant PRC regulations, the statutory common reserve may be used to offset against the accumulated losses, if any.

29. 儲備

本集團本年度及過往年度的儲備金額及有關變動載於綜合財務報表第110頁的綜合權益變動表。

(a) 中國公積金

根據中外合資企業的相關法律及法規，在中國成立的本集團合營企業已將部分利潤轉至限制用途的儲備基金。

根據相關中國法律及法規，於中國註冊的中外合資公司均須在董事會批准的情況下，根據中國會計規則及規例，將除所得稅後利潤按一定百分比轉撥至公積金、企業發展基金以及僱員花紅及福利基金。該等基金的用途均有限制。

根據相關中國法律及法規，於中國註冊的各外商獨資企業（「外商獨資企業」）須將根據中國公認會計準則（「中國公認會計準則」）釐定的不少於其除稅後利潤10%轉撥至公積金，直至基金結餘達到該公司註冊資本50%為止。於中國註冊的外商獨資企業須在董事會批准的情況下，將除所得稅後利潤按一定百分比撥入僱員花紅及福利基金。該等基金的用途均有限制。

根據相關中國法律及法規，中國內資公司須將根據中國公認會計準則釐定的除所得稅後利潤10%轉撥至法定公積金，直至基金結餘達到該公司註冊資本50%為止。受限於相關中國法規所載的若干限制，法定公積金可用作抵銷累計虧損（如有）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

29. RESERVES (continued)

(b) Asset revaluation reserve

The asset revaluation reserve represented the fair value adjustments to the property, plant and equipment, investment properties and lease prepayments which were already owned by the Group before the acquisition of the remaining 44% equity interest in Parkson Retail Development Co., Ltd. in 2006.

30. DISPOSAL OF A SUBSIDIARY

During the year ended 31 December 2021, the Group disposed of its entire equity interest in Shanghai Shengrui in relation to the withdrawal from the Group's investment in Jiaying Gold Lion (note 14).

29. 儲備 (續)

(b) 資產重估儲備

資產重估儲備指於二零零六年收購百盛商業發展有限公司餘下44%權益前，對本集團已擁有的物業、廠房及設備、投資物業及預付租金的公允價值的調整。

30. 出售一間附屬公司

截至二零二一年十二月三十一日止年度，本集團出售其於上海盛蕤的全部股權(有關撤回本集團於嘉興金獅的投資)(附註14)。

		RMB'000 人民幣千元
Net liabilities disposed of:	出售下列項目之負債淨額：	1,222,247
- Cash and bank balances	- 現金及銀行結餘	200
- Prepayments and other receivables	- 預付款項及其他應收款項	330,750
- Accruals and other payables	- 應計項目及其他應付款項	(330,991)
		(41)
Gain on disposal of a subsidiary (note 5)	出售一間附屬公司的收益(附註5)	300
		259
Satisfied by:	按以下方式償付：	
- Cash consideration received	- 已收取現金代價	259

An analysis of the net inflow of cash and cash equivalents in respect of the disposal of a subsidiary is as follows:

有關出售一間附屬公司之現金及現金等價物之流入淨值分析如下：

		RMB'000 人民幣千元
Cash consideration	現金代價	259
Cash and bank balances disposed of	已售現金及銀行結餘	(200)
Net inflow of cash and cash equivalents in respect of the disposal of a subsidiary	就出售一間附屬公司之現金及現金等價物流入淨值	59

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

31. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year, the Group had non-cash (decrease)/ increase of right-of-use assets and lease liabilities of RMB(294,440,000) (2020: RMB667,431,000) and RMB(382,725,000) (2020: RMB677,853,000), respectively, in respect of lease arrangements for buildings for department stores.

(b) Changes in liabilities arising from financing activities

31. 綜合現金流量表附註

(a) 主要非現金交易

年內，本集團有關百貨店樓宇租賃安排的使用權資產及租賃負債的非現金（減少）／增加分別為人民幣（294,440,000）元（二零二零年：人民幣667,431,000元）及人民幣（382,725,000）元（二零二零年：人民幣677,853,000元）。

(b) 產生自融資活動的負債變動

		Interest-bearing bank loans	Lease liabilities	Accrued interest included in other payables and accruals	Amount due to the ultimate holding company in other payables and accruals
		計息銀行貸款 RMB'000 人民幣千元	租賃負債 RMB'000 人民幣千元	計入其他應付款項及應計項目的應計利息 RMB'000 人民幣千元	其他應付款項及應計項目中應付最終控股公司款項 RMB'000 人民幣千元
2021	二零二一年				
As at 1 January	於一月一日	2,950,559	4,707,794	8,906	5,159
Changes from financing cash flows	融資現金流變動	(957,352)	(775,791)	(86,705)	(5,159)
Non-cash changes:	非現金變動：				
- New leases	- 新租賃	-	105,618	-	-
- Foreign exchange movements	- 外匯變動	(71,958)	(3,238)	-	-
- Decrease from lease modification and termination	- 租賃修改及終止產生的減少	-	(485,105)	-	-
- COVID-19-related rent concessions from lessors	- 來自出租人的COVID-19相關租金減免	-	(20,683)	-	-
Interest expense	利息開支	-	402,777	92,941	-
As at 31 December	於十二月三十一日	1,921,249	3,931,372	15,142	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

31. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

(b) Changes in liabilities arising from financing activities (continued)

31. 綜合現金流量表附註 (續)

(b) 產生自融資活動的負債變動 (續)

		Interest-bearing bank loans	Lease liabilities	Accrued interest included in other payables and accruals	Amount due to the ultimate holding company in other payables and accruals
		計息銀行貸款 RMB'000 人民幣千元	租賃負債 RMB'000 人民幣千元	計入其他應付款項及應計項目的應計利息 RMB'000 人民幣千元	其他應付款項及應計項目中應付最終控股公司款項 RMB'000 人民幣千元
2020	二零二零年				
As at 1 January	於一月一日	4,025,471	4,340,231	11,219	5,096
Changes from financing cash flows	融資現金流變動	(905,563)	(651,759)	(142,324)	-
Non-cash changes:	非現金變動：				
- New leases	- 新租賃	-	568,614	-	-
- Foreign exchange movements	- 外匯變動	(169,349)	(11,508)	-	(34)
- Decrease from lease modification and termination	- 租賃修改及終止產生的減少	-	120,747	-	-
- COVID-19-related rent concessions from lessors	- 來自出租人的COVID-19相關租金減免	-	(88,429)	-	-
- Interest expense	- 利息開支	-	429,898	140,011	97
As at 31 December	於十二月三十一日	2,950,559	4,707,794	8,906	5,159

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

31. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

(c) Total cash outflow for leases

The total cash outflow for leases included in the consolidated statement of cash flows is as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within operating activities	經營活動內	74,640	167,890
Within financing activities	融資活動內	775,791	651,759
		850,431	819,649

(d) Total taxes paid

The total taxes paid during the year are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
PRC tax paid	已付中國稅項		
Within operating activities	經營活動內	124,902	125,031
Within investing activities	投資活動內	52,524	44,215
		177,426	169,246

32. COMMITMENTS

- (a) The Group had the following capital commitments as at 31 December 2021 and 2020:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Contracted, but not provided for: Construction in progress	已訂約，但未撥備： 在建工程	61,221	143,642

31. 綜合現金流量表附註 (續)

(c) 租賃現金流出總額

計入綜合現金流量表中的租賃現金流出總額如下：

(d) 已付稅項總額

年內已付稅項總額如下：

32. 承擔

- (a) 本集團於二零二一年及二零二零年十二月三十一日有以下資本承擔：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

32. COMMITMENTS (continued)

- (b) The Group has one (2020: one) lease contract that has not yet commenced as at 31 December 2021. The future lease payments for this non-cancellable lease contract are RMB6,661,000 (2020: RMB154,000) due within one year, RMB23,789,000 (2020: RMB1,697,000) due in the second to fifth years, inclusive, and RMB208,072,000 (2020: RMB289,259,000) due after five years.

32. 承擔 (續)

- (b) 於二零二一年十二月三十一日，本集團擁有尚未開始的一份(二零二零年：一份)租賃合約。該不可撤銷租約於一年內、第二至第五年(包括首尾兩年)及五年後到期的未來租賃付款分別為人民幣6,661,000元(二零二零年：人民幣154,000元)、人民幣23,789,000元(二零二零年：人民幣1,697,000元)及人民幣208,072,000元(二零二零年：人民幣289,259,000元)。

33. RELATED PARTY TRANSACTIONS

- (a) The Group had the following significant transactions with related parties during the year:

33. 關聯方交易

- (a) 年內，本集團與關聯方進行的重大交易如下：

			2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
	Notes 附註			
Loan repayment from/(Loan to) a joint venture	一家合營企業償還的貸款/(授予)一家合營企業的貸款	(i)	450,000	(450,000)
Acquisition of non-controlling interests	收購非控股權益	(ii)	-	42,283
Interest income	利息收入	(iii)	20,297	23,181
Property management expenses	物業管理開支	(iv)	9,576	9,576
(Loan repayment to)/Loan from PHB	(向PHB償還)貸款/來自PHB的貸款	(v)	(4,891)	4,852
Interest expense	利息開支	(v)	-	307
Consultancy income	諮詢收入	(vi)	33,773	3,167
Royalty expenses	特許權開支	(vii)	1,320	1,426

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS (continued)

- (a) The Group had the following significant transactions with related parties during the year: (continued)

Notes:

- (i) During the year ended 31 December 2020, the Group made a loan of RMB450,000,000 to a joint venture, Jiaxing Gold Lion, which is unsecured, interest-free and have no fixed term of repayment. The loan has been fully repaid during the year ended 31 December 2021.
- (ii) On 29 July 2020, the Company entered into a sale and purchase agreement through its wholly-owned subsidiary, Oroleon (Hong Kong) Limited with Parkson Credit Holdings Sdn. Bhd., a fellow subsidiary of the Group, to acquire the remaining 30% of non-controlling interest in Parkson Credit with a total consideration of RM26,000,000 (equivalent to approximately RMB42,283,000).
- (iii) The interest income is received or receivable from Parkson Newcore, an associate of the Group. The interest income is resulted from the finance lease which is leased out from Shanghai Hongqiao Parkson Development Co., Ltd., a subsidiary of the Group.
- (iv) The property management expenses are paid or payable to Shanghai Nine Sea Lion Properties Management Co., Ltd., an associate of the Group. The property management fee was charged according to the underlying contract.
- (v) PHB granted a one-year loan to Parkson Credit with an aggregate amount of RM3,000,000, equivalent to RMB4,886,000, in April 2019, and charged interest at a fixed interest rate of 6.2% per annum. According to the underlying loan agreement, the loan was rolled over, and was repaid in January 2021.

33. 關聯方交易 (續)

- (a) 年內，本集團與關聯方進行的重大交易如下：(續)

附註：

- (i) 於截至二零二零年十二月三十一日止年度，本集團向一家合營企業(嘉興金獅)提供的人民幣450,000,000元的貸款為無抵押、免息及無固定還款期限。該貸款於截至二零二一年十二月三十一日止年度已悉數償還。
- (ii) 於二零二零年七月二十九日，本公司透過其全資附屬公司Oroleon (Hong Kong) Limited與本集團同系附屬公司Parkson Credit Holdings Sdn. Bhd.訂立買賣協議，以收購Parkson Credit的剩餘30%非控股權益，總代價為林吉特26,000,000元(相當於約人民幣42,283,000元)。
- (iii) 利息收入為向本集團一家聯營公司百盛紐可爾收取或應收的款項。該利息收入乃因本集團一家附屬公司上海虹橋百盛商貿有限公司出租的融資租賃而產生。
- (iv) 物業管理開支為已付或應付予本公司一家聯營公司上海九海金獅物業管理有限公司的款項。物業管理費乃根據相關合約收取。
- (v) PHB於二零一九年四月向Parkson Credit授出總金額為林吉特3,000,000元(相等於人民幣4,886,000元)的一年期貸款，並按每年6.2%的固定利率收取利息。根據相關貸款協議，該貸款已獲展期並已於二零二一年一月付訖。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS (continued)

- (a) The Group had the following significant transactions with related parties during the year: (continued)

Notes: (continued)

- (vi) The consultancy income received or receivable from Jiaxing Gold Lion and Xinjiang Parkson, joint ventures of the Group, amounting to RMB30,897,000 and RMB1,555,000 (2020: nil and RMB1,302,000), respectively, from Parkson Newcore and Nanchang Parkson Newcore Retail Limited, associates of the Group, amounting to RMB1,321,000 and nil (2020: RMB1,321,000 and RMB544,000), respectively. The consultancy income is determined according to the underlying contracts.
- (vii) The royalty expenses are paid or payable to Smart Spectrum Limited before June 2020 and to Parkson Services Pte. Ltd. after June 2020, fellow subsidiaries of the Group, for the Group's entitlement to use the "Parkson" trademark in the PRC.

The royalty expenses paid or payable to two fellow subsidiaries of the Group and the loan from and related interest expense paid or payable to the ultimate holding company of the Group constitute connected transactions and continuing connection transactions as defined in Chapter 14A of the Listing Rules. However, as these continuing connected transactions represent less than 0.1% of the relevant percentage ratios, pursuant to paragraph 14A.76(1)(a) of the Listing Rules, these continuing connected transactions are exempted from the reporting, annual review, announcement and independent shareholders' approval requirements.

The consultancy income received or receivable from the joint ventures and an associate of the Group, the property management expenses payable to an associate of the Group, and the interest income generated from an associate of the Group do not constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules.

33. 關聯方交易 (續)

- (a) 年內，本集團與關聯方進行的重大交易如下：(續)
附註：(續)

- (vi) 向本集團的合營企業嘉興金獅及新疆百盛收取或應收的諮詢收入分別為人民幣30,897,000元及人民幣1,555,000元(二零二零年：無及人民幣1,302,000元)及向本集團的聯營公司百盛紐可爾及南昌百盛紐客商貿有限公司收取或應收的諮詢收入分別為人民幣1,321,000元及零(二零二零年：人民幣1,321,000元及人民幣544,000元)。諮詢收入乃根據相關合約釐定。
- (vii) 特許權開支為本集團於中國使用「百盛」商標而已付或應付本集團同系附屬公司Smart Spectrum Limited(於二零二零年六月前)及Parkson Services Pte. Ltd.(於二零二零年六月後)的款項。

已付或應付予本集團兩家同系附屬公司特許權開支及已付或應付予本集團最終控股公司的貸款及有關利息開支構成關連交易及持續關連交易(定義見上市規則第十四A章)。然而，由於該等持續關連交易的相關百分比率低於0.1%，根據上市規則第14A.76(1)(a)段，該等持續關連交易獲豁免遵守申報、年度審閱、公告及獨立股東批准規定。

本集團合營企業及一家聯營公司已付或應付的諮詢收入、應付本集團一家聯營公司的物業管理開支及本集團一家聯營公司所產生的利息收入並不構成關連交易或持續關連交易(定義見上市規則第十四A章)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS (continued)

- (b) Compensation of key management personnel of the Company:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Fees	袍金	1,189	1,219
Other emoluments:	其他酬金：		
Salaries, allowances, bonuses and other benefits	薪金、津貼、花紅及其他福利	5,626	5,608
		6,815	6,827

Further details of directors' and the chief executive's emoluments are included in note 7 to the consolidated financial statements.

董事及最高行政人員酬金之進一步詳情載於綜合財務報表附註7。

34. DIVIDENDS

No interim or final dividends have been proposed for 2021 and 2020.

34. 股息

概無就二零二一年及二零二零年擬派中期或末期股息。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

35. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at 31 December 2021 and 2020 are as follows:

35. 金融工具分類

各類金融工具於二零二一年及二零二零年十二月三十一日的賬面值如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Financial assets	金融資產		
Financial assets at amortised cost:	按攤銷成本計量的金融資產：		
Trade receivables	應收貿易款項	374,643	360,659
Financial assets included in prepayments and other receivables	計入預付款項及其他應收款項的金融資產	286,506	528,620
Financial assets included in other assets	計入其他資產的金融資產	322,346	536,956
Investments in principal guaranteed deposits	保本存款投資	500	15,600
Time deposits	定期存款	735,633	834,726
Cash and cash equivalents	現金及現金等價物	925,162	1,499,324
		2,644,790	3,775,885
Financial assets at fair value:	按公允價值計量的金融資產：		
Financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益之金融資產	90,644	242,472
		2,735,434	4,018,357
Financial liabilities	金融負債		
Financial liabilities at amortised cost:	按攤銷成本列賬的金融負債：		
Trade payables	應付貿易款項	854,660	979,721
Financial liabilities included in other payables and accruals	計入其他應付款項及應計項目的金融負債	77,881	118,004
Interest-bearing bank loans	計息銀行貸款	1,921,249	2,950,559
Lease liabilities	租賃負債	3,931,372	4,707,794
		6,785,162	8,756,078



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

36. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

Management has assessed that the fair values of trade receivables, financial assets included in prepayments and other receivables, investments in principal guaranteed deposits, time deposits, cash and cash equivalents, trade payables and financial liabilities included in other payables and accruals approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The Group's finance department headed by a director is responsible for determining the policies and procedures for the fair value measurement of financial instruments. The director reports directly to the audit committee. At each reporting date, the finance manager analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The valuation is reviewed and approved by the director. The valuation process and results are discussed with the audit committee twice a year for interim and annual financial reporting.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair values of the non-current portion of time deposits and interest-bearing bank loans have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The changes in fair value as a result of the Group's own non-performance risk for interest-bearing bank loans as at 31 December 2021 and 2020 was assessed to be insignificant.

The Group invests in unlisted investments, which represent wealth management products issued by banks in the PRC. The Group has estimated the fair value of these unlisted investments by using a discounted cash flow valuation model based on the market interest rates of instruments with similar terms and risks.

36. 金融工具公允價值及公允價值層級

管理層評定應收貿易款項、計入預付款項及其他應收款項內的金融資產、保本存款投資、定期存款、現金及現金等價物、應付貿易款項及計入其他應付款項及應計項目內的金融負債的公允價值大致相當於其賬面值，很大程度上由於該等金融工具短期內到期所致。

由董事牽頭的本集團財務部負責確定金融工具公允價值計量的政策及程序。董事直接向審核委員會報告。於各報告日期，財務經理分析金融工具的價值變動及釐定估值採用的主要輸入數據。估值由董事審閱及批准。審核委員會每年兩次討論估值程序及結果，以便作出中期及年度財務報告。

金融資產及負債的公允價值按自願雙方可於當前交易（脅迫或清盤銷售除外）中交換該工具所需之金額入賬。估計公允價值使用以下方法及假設：

定期存款及計息銀行貸款非即期部分的公允價值乃透過利用具備類似條款、信貸風險及剩餘期限的工具的當前適用利率折現預期未來現金流量計算得出。於二零二一年及二零二零年十二月三十一日，因本集團本身的計息銀行貸款不履約風險產生的公允價值變動被評估為並不重大。

本集團投資於非上市投資，即中國銀行發行的理財產品。本集團已採用折現現金流量估值模式按類似條款及風險的工具的市場利率估計該等非上市投資的公允價值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

36. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (continued)

The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation technique and inputs used), as well as the level of the fair value hierarchy into which the fair value measurements are categorised (levels 1 to 3) based on the degree to which the inputs to the fair value measurements are observable.

Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement (other than quoted prices included within Level 1) is observable, either directly or indirectly, and not using significant unobservable inputs

Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

36. 金融工具公允價值及公允價值層級 (續)

下表提供有關該等金融資產的公允價值如何釐定的資料(特別是所用的估值技術及輸入數據),以及根據公允價值計量的輸入數據可觀察程度,對公允價值計量的公允價值層級水平分類(第一級至第三級)。

第一層— 按同等資產或負債於活躍市場之報價(未經調整)計算

第二層— 按估值技術計算(藉此直接或間接可觀察對公允價值計量而言屬重要之最低層輸入數據(除第一層報價外)),且並無使用重大不可觀察輸入數據

第三層— 按估值技術計算(藉此不能觀察對公允價值計量而言屬重要之最低層輸入數據)

	2021	2020	Valuation technique and key inputs	Significant unobservable inputs	Weighted average yield rate
	二零二一年	二零二零年	估值技術及主要輸入數據	重要的不可觀察輸入數據	加權平均收益率
	RMB'000	RMB'000			
	人民幣千元	人民幣千元			

Level 3
第三層

Financial assets at fair value through profit or loss – Wealth management products	90,644	242,472	Discounted cash flows	Expected yield rate	3.3%
按公允價值計量且其變動計入損益之金融資產 – 理財產品			折現現金流量	預期收益率	(2020: 2.9%) (二零二零年: 2.9%)

The higher of the expected yield rate, the higher of the fair value, and vice versa.

預期收益率越高,則公允價值越高,反之亦然。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise interest-bearing bank loans, financial assets at fair value through profit or loss, investments in principal guaranteed deposits, time deposits and cash and cash equivalents. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities, such as trade receivables, financial assets included in prepayments and other receivables, trade payables and financial liabilities included in other payables and accruals, which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below.

37.1 Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's interest-bearing bank loans with floating interest rates.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's loss after tax and equity through the impact on interest-bearing bank loans with floating interest rates.

		Increase/ (decrease) in basis points 基點增加/ (減少) %比率	(Increase)/ decrease in loss after tax 稅後虧損 (增加)/減少 RMB'000 人民幣千元	(Decrease)/increase in equity 權益 (減少)/增加 RMB'000 人民幣千元
2021	二零二一年			
Bank loans denominated in HK\$	以港元計值的銀行貸款	5	(863)	(863)
Bank loans denominated in HK\$	以港元計值的銀行貸款	(5)	863	863
Bank loans denominated in RM	以林吉特計值的銀行貸款	5	(80)	(80)
Bank loans denominated in RM	以林吉特計值的銀行貸款	(5)	80	80
Bank loans denominated in RMB	以人民幣計值的銀行貸款	5	(17)	(17)
Bank loans denominated in RMB	以人民幣計值的銀行貸款	(5)	17	17
2020	二零二零年			
Bank loans denominated in HK\$	以港元計值的銀行貸款	5	(1,374)	(1,374)
Bank loans denominated in HK\$	以港元計值的銀行貸款	(5)	1,374	1,374
Bank loans denominated in RM	以林吉特計值的銀行貸款	5	(81)	(81)
Bank loans denominated in RM	以林吉特計值的銀行貸款	(5)	81	81
Bank loans denominated in RMB	以人民幣計值的銀行貸款	5	(21)	(21)
Bank loans denominated in RMB	以人民幣計值的銀行貸款	(5)	21	21

37. 財務風險管理目標及政策

本集團的主要金融工具包括計息銀行貸款、按公允價值計量且其變動計入損益之金融資產、保本存款投資、定期存款及現金及現金等價物。該等金融工具的主要用途乃為本集團的營運籌集資金。本集團擁有應收貿易款項、計入預付款項及其他應收款項之金融資產、應付貿易款項及計入其他應付款項及應計項目之金融負債等多項直接於營運產生的其他金融資產及負債。

本集團來自金融工具的主要風險為利率風險、外幣風險、信貸風險及流動資金風險。董事會審閱並同意管理各項有關風險的政策，該等政策概述如下。

37.1 利率風險

本集團面臨的市場利率變動風險主要為本集團的浮動利率計息銀行貸款。

下表呈列倘其他變量維持不變，本集團經計及浮動利率計息銀行貸款影響的稅後虧損及權益對利率合理可能變動的敏感度。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.2 Foreign currency risk

The Group's exposure to foreign currency risk mainly arises from the Group's debt financing denominated in HK\$, US\$ and RM, other than the units' functional currencies.

Since the Group mainly engages in the operation of department stores in the PRC, the transactional currency exposure arising from sales or purchases in currencies other than RMB has an immaterial impact on the Group's loss after tax and equity.

The following table demonstrates the sensitivity as at 31 December 2021 and 2020 to a reasonably possible change in the HK\$, US\$ and RM exchange rates, with all other variables held constant, of the Group's equity (due to the translation of the operating results and financial position of each subsidiary with functional currencies other than RMB into the presentation currency of RMB used for the consolidated financial statements of the Group).

37. 財務風險管理目標及政策 (續)

37.2 外幣風險

本集團面臨的外幣風險主要來自本集團以單位功能貨幣以外的港元、美元及林吉特計值的債務融資。

由於本集團主要從事經營中國的百貨店，故面臨以人民幣以外貨幣進行的銷售或採購的交易風險對本集團稅後虧損及權益影響不大。

下表呈列倘其他變量維持不變，於二零二一年及二零二零年十二月三十一日本集團權益對港元、美元及林吉特匯率的可能合理變動的敏感度（由於每家附屬公司的經營業績及財務狀況使用的人民幣以外功能貨幣換算為本集團綜合財務報表呈列所用的人民幣）。

		(Decrease)/ increase in US\$ rate 美元匯率 (減少) / 增加 %	(Increase)/ decrease in loss after tax 稅後虧損 (增加) / 減少 RMB'000 人民幣千元	(Decrease)/ increase in equity 權益 (減少) / 增加 RMB'000 人民幣千元
2021	二零二一年			
RMB strengthens against US\$	人民幣兌美元升值	(5)	(3,460)	(3,460)
RMB weakens against US\$	人民幣兌美元貶值	5	3,460	3,460
2020	二零二零年			
RMB strengthens against US\$	人民幣兌美元升值	(5)	(2,036)	(2,036)
RMB weakens against US\$	人民幣兌美元貶值	5	2,036	2,036

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.2 Foreign currency risk (continued)

		(Decrease)/ increase in HK\$ rate 港元匯率 (減少)/ 增加 %	Decrease/ (increase) in loss after tax 稅後虧損 減少/(增加) RMB'000 人民幣千元	Increase/ (decrease) in equity 權益增加/ (減少) RMB'000 人民幣千元
2021	二零二一年			
RMB strengthens against HK\$	人民幣兌港元升值	(5)	85,119	85,119
RMB weakens against HK\$	人民幣兌港元貶值	5	(85,119)	(85,119)
2020	二零二零年			
RMB strengthens against HK\$	人民幣兌港元升值	(5)	136,758	136,758
RMB weakens against HK\$	人民幣兌港元貶值	5	(136,758)	(136,758)

		(Decrease)/ increase in RM rate 林吉特匯率 (減少)/增加 %	Decrease/ (increase) in loss after tax 稅後虧損 減少/(增加) RMB'000 人民幣千元	Increase/ (decrease) in equity 權益增加/ (減少) RMB'000 人民幣千元
2021	二零二一年			
RMB strengthens against RM	人民幣兌林吉特升值	(5)	7,554	7,554
RMB weakens against RM	人民幣兌林吉特貶值	5	(7,554)	(7,554)
2020	二零二零年			
RMB strengthens against RM	人民幣兌林吉特升值	(5)	7,765	7,765
RMB weakens against RM	人民幣兌林吉特貶值	5	(7,765)	(7,765)

37. 財務風險管理目標及政策 (續)

37.2 外幣風險 (續)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.3 Credit risk

The Group trades on credit only with third parties who have an established trading history with the Group and have no history of default. It is the Group's policy that new customers who wish to trade on credit terms are subject to credit verification procedures. Concentrations of credit risk are managed by analysis by customer/counterparty. There are no significant concentrations of credit risk within the Group as the customer bases of the Group's trade receivables are widely dispersed.

37.4 Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December 2021 and 2020. The amounts presented are gross carrying amounts for financial assets.

37. 財務風險管理目標及政策 (續)

37.3 信貸風險

本集團僅與本集團長期交易且並無拖欠款項的第三方進行賒賬交易。根據本集團的政策，須核實擬賒賬交易的新客戶的信用狀況。集中信貸風險由客戶／交易對手方分析管理。本集團應收貿易款項客戶廣泛分散，故並無重大集中信貸風險。

37.4 最大風險及年末階段分類

下表載列本集團基於信貸政策的信貸質素及最大信貸風險，主要根據逾期資料（除非其他資料不需付出不必要的成本或努力即可取得）及於二零二一年及二零二零年十二月三十一日之年末階段分類。載列金額為金融資產的賬面總值。

		Simplified approach 簡化方式		General approach 一般方式			Total 總計 RMB'000 人民幣千元
		Lifetime ECLs 年內預期 信貸虧損	12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs 年內預期 信貸虧損	Lifetime ECLs 年內預期 信貸虧損	Lifetime ECLs 年內預期 信貸虧損	
			Stage 1 第一階段 RMB'000 人民幣千元	Stage 2 第二階段 RMB'000 人民幣千元	Stage 3 第三階段 RMB'000 人民幣千元		
2021	二零二一年						
Trade receivables	應收貿易款項	87,217		275,371	12,251	8,965	383,804
Financial assets included in prepayments and other receivables	計入預付款項及其他應收款項內的金融資產	-	286,506	-	-	30,881	317,387
Financial assets included in other assets	計入其他資產內的金融資產	-	322,346	-	-	-	322,346
Investments in principal guaranteed deposits	保本存款投資	-	500	-	-	-	500
Cash and cash equivalents	現金及現金等價物	-	925,162	-	-	-	925,162
Time deposits	定期存款	-	735,633	-	-	-	735,633
		87,217	2,545,518	12,251	39,846	2,684,832	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.4 Maximum exposure and year-end staging (continued)

		Simplified approach	General approach			Total
		簡化方式	一般方式			
		Lifetime ECLs	12-month ECLs	Lifetime ECLs	Lifetime ECLs	
		年限內預期信貸虧損	12個月預期信貸虧損	年限內預期信貸虧損	年限內預期信貸虧損	
			Stage 1	Stage 2	Stage 3	
			第一階段	第二階段	第三階段	
			RMB'000	RMB'000	RMB'000	RMB'000
			人民幣千元	人民幣千元	人民幣千元	人民幣千元
2020	二零二零年					
Trade receivables	應收貿易款項	78,759	189,359	67,888	31,739	367,745
Financial assets included in prepayments and other receivables	計入預付款項及其他應收款項內的金融資產	-	528,620	-	26,680	555,300
Financial assets included in other assets	計入其他資產內的金融資產	-	536,956	-	-	536,956
Investments in principal guaranteed deposits	保本存款投資	-	15,600	-	-	15,600
Cash and cash equivalents	現金及現金等價物	-	1,499,324	-	-	1,499,324
Time deposits	定期存款	-	834,726	-	-	834,726
		78,759	3,604,585	67,888	58,419	3,809,651

Further quantitative data in respect of the Group's exposure to credit risk arising from trade receivables and other receivables are disclosed in notes 19 and 20 to the consolidated financial statements, respectively.

37.5 Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of interest-bearing bank loans and lease liabilities. 38% (2020: 21%) of the Group's lease liabilities and interest-bearing bank loans would mature in less than one year as at 31 December 2021 based on the maturity profile. The directors have reviewed the Group's liquidity position, working capital and capital expenditure requirements and determined that the Group has no significant liquidity risk.

37. 財務風險管理目標及政策 (續)

37.4 最大風險及年末階段分類 (續)

有關本集團自應收貿易款項及其他應收款項產生的信貸風險的進一步量化數據分別於綜合財務報表附註19及20披露。

37.5 流動資金風險

本集團旨在透過利用計息銀行貸款及租賃負債，維持資金延續性與靈活性之間的平衡。於二零二一年十二月三十一日，根據到期情況，本集團租賃負債及計息銀行貸款的38%（二零二零年：21%）將於一年內到期。董事已審閱本集團的流動資金狀況、營運資金及資本開支需求，並確認本集團並無重大流動資金風險。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.5 Liquidity risk (continued)

The maturity profile of the Group's financial liabilities as at 31 December 2021 and 2020, based on contractual undiscounted payments, is as follows:

		Within 1 year 一年內 RMB'000 人民幣千元	1 to 5 years 一至五年 RMB'000 人民幣千元	Over 5 years 五年以上 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
2021	二零二一年				
Trade payables	應付貿易款項	854,660	-	-	854,660
Financial liabilities included in other payables and accruals	計入其他應付款項及應計項目內的金融負債	77,881	-	-	77,881
Lease liabilities	租賃負債	908,137	2,729,921	1,851,019	5,489,077
Interest-bearing bank loans	計息銀行貸款	1,965,007	28,118	-	1,993,125
		3,805,685	2,758,039	1,851,019	8,414,743
2020	二零二零年				
Trade payables	應付貿易款項	979,721	-	-	979,721
Financial liabilities included in other payables and accruals	計入其他應付款項及應計項目內的金融負債	118,004	-	-	118,004
Lease liabilities	租賃負債	956,275	3,244,199	2,919,210	7,119,684
Interest-bearing bank loans	計息銀行貸款	1,230,566	1,876,706	-	3,107,272
		3,284,566	5,120,905	2,919,210	11,324,681

37.6 Capital management

The primary objective of the Group's capital management is to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group regularly reviews and manages its capital structure and makes adjustments to it, taking into consideration changes in economic conditions, future capital requirements of the Group, prevailing and projected profitability and operating cash flows, projected capital expenditures and projected strategic investment opportunities.

37. 財務風險管理目標及政策 (續)

37.5 流動資金風險 (續)

本集團於二零二一年及二零二零年十二月三十一日的金融負債基於合約未折現付款的到期日如下：

37.6 資本管理

本集團資本管理的主要目標是保障本集團持續經營業務的能力以及維持穩健的資本比率以支持其業務及盡量提升股東價值。

本集團定時檢討及管理其資本架構，依以下因素對其進行調整：經濟環境變化、本集團未來資本需求、當時及預測盈利能力、經營現金流量、預測資本開支及預測戰略投資機會。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.6 Capital management (continued)

The Group monitors capital using a gearing ratio, which is net adjusted debt divided by the capital plus net adjusted debt. The net adjusted debt includes interest-bearing bank loans, long-term payables, trade payables, contract liabilities and lease liabilities, and other payables and accruals less cash and cash equivalents, time deposits, investments in principal guaranteed deposits and financial assets at fair value through profit or loss. The gearing ratios as at 31 December 2021 and 2020 are as follows:

37. 財務風險管理目標及政策 (續)

37.6 資本管理 (續)

本集團按資本負債比率監控其資本，該比率乃按經調整淨債務除以資本加經調整淨債務計算。經調整淨債務包括計息銀行貸款、長期應付款項、應付貿易款項、合約負債及租賃負債、其他應付款項及應計項目減現金及現金等價物、定期存款、保本存款投資及按公允價值計量且其變動計入損益之金融資產。於二零二一年及二零二零年十二月三十一日的資本負債比率如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest-bearing bank loans	計息銀行貸款	1,921,249	2,950,559
Trade payables	應付貿易款項	854,660	979,721
Other payables and accruals	其他應付款項及應計項目	658,376	598,919
Contract liabilities	合約負債	608,666	629,237
Lease liabilities	租賃負債	3,931,372	4,707,794
Less: Cash and cash equivalents	減：現金及現金等價物	(925,162)	(1,499,324)
Time deposits	定期存款	(735,633)	(834,726)
Investments in principal guaranteed deposits	保本存款投資	(500)	(15,600)
Financial assets at fair value through profit or loss	按公允價值計量且 其變動計入損益之 金融資產	(90,644)	(242,472)
Net adjusted debt	經調整淨債務	6,222,384	7,274,108
Capital: equity attributable to owners of the Company	資本：本公司所有人 應佔權益	3,983,874	4,122,700
Capital and net adjusted debt	資本及經調整淨債務	10,206,258	11,396,808
Gearing ratio	資本負債比率	61%	64%

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

38. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company as at 31 December 2021 and 2020 is as follows:

38. 本公司財務狀況表

本公司於二零二一年及二零二零年十二月三十一日有關財務狀況表的資料如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Non-current assets	非流動資產		
Investments in subsidiaries	於附屬公司的投資	1,982,314	2,492,641
Current assets	流動資產		
Prepayments and other receivables	預付款項及其他應收款項	7,589	18,899
Cash and cash equivalents	現金及現金等價物	452	3,561
		8,041	22,460
Current liabilities	流動負債		
Other payables and accruals	其他應付款項及應計項目	1,571	2,083
Interest-bearing bank loans	計息銀行貸款	1,726,771	969,522
		1,728,342	971,605
Net current liabilities	流動負債淨額	(1,720,301)	(949,145)
Total assets less current liabilities	總資產減流動負債	262,013	1,543,496
Non-current liabilities	非流動負債		
Interest-bearing bank loans	計息銀行貸款	-	1,777,459
Net assets/(liabilities)	資產/(負債)淨額	262,013	(233,963)
Equity	權益		
Issued capital	已發行股本	55,477	55,477
Reserves (note)	儲備(附註)	206,536	(289,440)
Total equity/(deficit)	總權益/(虧絀)	262,013	(233,963)

Tan Sri Cheng Heng Jem

Director

丹斯里鍾廷森

董事

Juliana Cheng San San

Director

鍾珊珊

董事

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註 (續)

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

38. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (continued)

Note:

A summary of the Company's reserves is as follows:

		Exchange reserve 匯兌儲備 RMB'000 人民幣千元	Retained earnings 保留盈利 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	(431,726)	192,433	(239,293)
Total comprehensive income for the year	年度全面收入總額	64,602	(114,749)	(50,147)
As at 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日及二零二一年一月一日	(367,124)	77,684	(289,440)
Total comprehensive income for the year	年度全面收入總額	13,729	482,247	495,976
As at 31 December 2021	於二零二一年十二月三十一日	(353,395)	559,931	206,536

39. EVENTS AFTER THE REPORTING PERIOD

On 6 December 2021, the Group, as borrower, entered into a facility agreement in relation to a syndicated term loan facility in an aggregate amount of up to HK\$2,700,000,000 (equivalent to RMB2,207,520,000) with a syndicate of banks, as lenders. The loan facility has a term of 36 months commencing from the first drawdown date. The Group has drawn down HK\$2,667,600,000 (equivalent to RMB2,182,630,000) in January 2022.

40. APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were approved and authorised for issue by the board of directors on 21 February 2022.

38. 本公司財務狀況表 (續)

附註：

本公司儲備概要如下：

39. 報告期後事項

於二零二一年十二月六日，本集團（作為借款人）與一銀團（作為貸款人）就銀團定期貸款融資訂立總金額最高為2,700,000,000港元（相當於人民幣2,207,520,000元）的融資協議。貸款融資自首個提款日起計為期三十六個月。本集團已於二零二二年一月提取2,667,600,000港元（相當於人民幣2,182,630,000元）。

40. 批准綜合財務報表

董事會已於二零二二年二月二十一日批准及授權刊發綜合財務報表。

PARKSON 百盛
Retail Group Limited
商業集團有限公司