

Longhui International Holdings Limited

龍輝國際控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號：01007



年報 **2021**
ANNUAL REPORT

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Corporate Information

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Hung Shui Chak (*Chairman*)
Mr. So Kam Chuen
Mr. Yuan Mingjie

Independent Non-executive Directors

Mr. Tam Bing Chung Benson
Mr. Cheung Ting Pong
Mr. Shum Kei Yiu Daniel
(appointed on 31 August 2021)
Mr. Johnson Wan
(resigned on 31 August 2021)

AUDIT COMMITTEE

Mr. Cheung Ting Pong (*Chairman*)
Mr. Tam Bing Chung Benson
Mr. Shum Kei Yiu Daniel
(appointed on 31 August 2021)
Mr. Johnson Wan
(resigned on 31 August 2021)

REMUNERATION COMMITTEE

Mr. Tam Bing Chung Benson (*Chairman*)
Mr. Cheung Ting Pong
Mr. Shum Kei Yiu Daniel
(appointed on 31 August 2021)
Mr. Johnson Wan
(resigned on 31 August 2021)

董事會

執行董事

洪瑞澤先生(*主席*)
蘇錦存先生
袁明捷先生

獨立非執行董事

譚秉忠先生
張靈邦先生
沈其耀先生
(於二零二一年八月三十一日獲委任)
雲浚淳先生
(於二零二一年八月三十一日辭任)

審核委員會

張靈邦先生(*主席*)
譚秉忠先生
沈其耀先生
(於二零二一年八月三十一日獲委任)
雲浚淳先生
(於二零二一年八月三十一日辭任)

薪酬委員會

譚秉忠先生(*主席*)
張靈邦先生
沈其耀先生
(於二零二一年八月三十一日獲委任)
雲浚淳先生
(於二零二一年八月三十一日辭任)

NOMINATION COMMITTEE

Mr. Cheung Ting Pong (*Chairman*)
Mr. Hung Shui Chak
Mr. Shum Kei Yiu Daniel
(appointed on 31 August 2021)
Mr. Johnson Wan
(resigned on 31 August 2021)

COMPANY SECRETARY

Ms. Hau Hei Man, Sonya
(appointed on 21 January 2022)
Mr. Wong Chun Kit
(resigned on 21 January 2022)

AUTHORISED REPRESENTATIVES

Mr. Hung Shui Chak
Mr. Yuan Mingjie

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Suite 301, 3/F
Hale Weal Industrial Building
22-28 Tai Chung Road
Tsuen Wan, New Territories
Hong Kong

PRINCIPAL BANKERS

The Bank of East Asia, Limited
China CITIC Bank International Limited

AUDITORS

HLB Hodgson Impey Cheng Limited
Certified Public Accountants

提名委員會

張靈邦先生(主席)
洪瑞澤先生
沈其耀先生
(於二零二一年八月三十一日獲委任)
雲浚淳先生
(於二零二一年八月三十一日辭任)

公司秘書

侯瑋文女士
(於二零二二年一月二十一日獲委任)
王震傑先生
(於二零二二年一月二十一日辭任)

授權代表

洪瑞澤先生
袁明捷先生

註冊辦事處

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

香港主要營業地點

香港
新界荃灣
大涌道22-28號
合福工業大廈
3樓301室

主要往來銀行

東亞銀行有限公司
中信銀行(國際)有限公司

核數師

國衛會計師事務所有限公司
香港執業會計師



Corporate Information 公司資料

SHARE REGISTRARS

Cayman Islands Principal Share Registrar and Transfer Office

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

Hong Kong Branch Share Registrar and Transfer Office

Computershare Hong Kong Investor Services Limited
Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wanchai
Hong Kong

STOCK CODE

1007

COMPANY WEBSITE

<http://www.cre8ir.com/longhui/>

股份登記處

開曼群島主要股份過戶登記處

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

香港股份過戶登記分處

香港中央證券登記有限公司
香港
灣仔
皇后大道東183號
合和中心
17樓1712-1716號舖

股份代號

1007

公司網址

<http://www.cre8ir.com/longhui/>



Chairman's Statement 主席報告書

Dear Shareholders,

On behalf of the board (the “**Board**”) of directors (the “**Directors**”) of Longhui International Holdings Limited (the “**Company**”) (together with its subsidiaries, the “**Group**”), I hereby present to you the annual results for the year ended 31 December 2021.

BUSINESS REVIEW

We are principally engaged in the hotpot restaurant business in the People's Republic of China (the “**PRC**”). The Group's revenue decreased by approximately 11.7% from approximately RMB184.4 million in 2020 to approximately RMB162.9 million in 2021. Loss for the year attributable to owners of the Company for 2021 was approximately RMB34.0 million (2020: approximately RMB69.1 million). Basic loss per share for 2021 was approximately RMB5.50 cents (2020: approximately RMB20.9 cents).

The decrease in loss for the period was mainly attributable to the closure of underperformed restaurants during the year, resulting in significant decrease in food and beverage and other materials consumable need, employee benefit and related expenses and property rentals, in response to the coronavirus pandemic (“**COVID-19**”). The Group expects that the COVID-19 pandemic will continue to impact the catering industry in the following months. Accordingly, the management will pay close attention to operate the restaurants and explore solutions to maintain the brand value.

The Board would like to assure the potential investors and the shareholders of the Company (the “**Shareholders**”) that the Board is committed to (i) supervising the management of the Group and to maintain sound and effective internal controls to safeguard the Shareholders' investment and the Group's assets; and (ii) continuously and proactively strengthening the corporate governance of the Company to establish a solid foundation for the operation and future growth in order to maximise the value of the Company and hence the return to the Shareholders.

尊敬的各位股東：

本人謹代表龍輝國際控股有限公司（「本公司」，連同其附屬公司統稱「本集團」）董事（「董事會」）特此向各位股東呈報截至二零二一年十二月三十一日止年度的全年業績。

業務回顧

我們主要於中華人民共和國（「中國」）從事火鍋餐廳業務。本集團的收益由二零二零年的約人民幣184,400,000元減少約11.7%，至二零二一年約人民幣162,900,000元。於二零二一年本公司擁有人應佔虧損約人民幣34,000,000元（二零二零年：約人民幣69,100,000元）。二零二一年每股基本虧損約人民幣5.50分（二零二零年：約人民幣20.9分）。

期內虧損減少，主要由於因應冠狀病毒（「**COVID-19**」）疫情，年內關閉表現欠佳的餐廳，以致所需的餐飲及其他耗材、僱員福利以及相關開支及物業租金大幅減少。本集團預期，COVID-19疫情於未來數月將繼續影響餐飲業，故此，管理層將密切關注餐廳的經營情況，並探討維護品牌價值的解決方案。

董事會謹此向準投資者及本公司股東（「股東」）保證，董事會致力(i)監督本集團管理，並會維持可靠兼有效的內部監控，保障股東投資和本集團資產；及(ii)持續及積極加強本公司的企業管治，為營運和將來增長奠下穩固基礎，藉此將公司的價值及其後的股東回報達致最高。



Chairman's Statement 主席報告書

APPRECIATION

Finally, on behalf of the Board, I would like to take this opportunity to express my sincere appreciation to our staff for their dedication and commitment as well as to our valued shareholders, customers, suppliers and other business partners for their support and encouragement to the Group in the past years.

Chairman

Hung Shui Chak

Hong Kong, 30 March 2022

致謝

最後，本人謹藉此機會代表董事會感謝本公司員工一直以來的付出及貢獻，以及對本公司尊貴的股東、客戶、供應商及其他業務夥伴過去多年的支持及鼓勵致以真誠的謝意。

主席

洪瑞澤

香港，二零二二年三月三十日



Management Discussion and Analysis 管理層討論與分析

BUSINESS REVIEW

The Group is principally engaged in the hotpot restaurant business in the PRC with the brands of Faigo (“輝哥”) and Xiao Faigo Hotpot (“小輝哥火鍋”). The target customers of the restaurants operating under the brand of Faigo (“輝哥”) are mainly high-income group while those under the brand of Xiao Faigo Hotpot (“小輝哥火鍋”) are mainly middle-income group.

The Group specializes in seafood hotpot cuisine with a signature menu which is characterised by the aromatic soup base and a wide range of selection of seafood and beef. The Company started its first restaurant in Shanghai in 2004 under the brand Faigo and gradually expanded its restaurant network to other major cities in the PRC including Beijing, Shenzhen, Nanjing and Hangzhou since 2010.

In 2013, Sina Weibo, a popular social media in the PRC, chose the brand Faigo as one of the most popular restaurants amongst foodies — “2013年最受吃貨喜愛的人氣餐廳”. In 2014, the Company was named as a five-star merchant by dianping.com, a widely used search engine for restaurants in the PRC. The brand Faigo was named as one of the top 10 hotpot brand in 2016 by the China Hotel Association. In 2018, Xiao Faigo Hotpot (“小輝哥火鍋”) was awarded “China’s Top 100 Hotpot Enterprises in 2017 (2017年度中國火鍋百強企業)” by China Cuisine Association.

In 2020, the Group continued to rank among the Top 20 Hotpot Restaurants in China 2020 (《2020中國火鍋Top 20》) in the Annual Report on Catering Industry of China in 2020 (《2020中國餐飲業年度報告》) co-published by China Hotel association and Xinhuanet.

業務回顧

本集團主要於中國以「輝哥」及「小輝哥火鍋」品牌從事火鍋餐廳業務。以「輝哥」品牌經營的餐廳，主要視高收入群組為目標客戶；而以「小輝哥火鍋」品牌經營的餐廳，則主攻中等收入群組。

本集團專攻海鮮火鍋，招牌食譜包括香料湯底，以及多款海鮮及牛肉。本公司於二零零四年在上海開設首家「輝哥」食店，並自二零一零年起逐步將食店的網絡擴至中國其他主要城市，包括北京、深圳、南京及杭州。

「輝哥」品牌於二零一三年獲中國熱門社交媒體新浪微博選為「2013年最受吃貨喜愛的人氣餐廳」之一，二零一四年本公司獲中國常用食店搜尋器大眾點評網評為五星商戶，二零一六年「輝哥」品牌獲中國飯店協會評為「火鍋品牌十強」。二零一八年，「小輝哥火鍋」獲中國烹飪協會評為「2017年度中國火鍋百強企業」。

於二零二零年，本集團於中國飯店協會與新華網聯合發佈的《2020中國餐飲業年度報告》中繼續獲評為《2020中國火鍋Top 20》。

Management Discussion and Analysis

管理層討論與分析

Set forth below are certain key performance indicators of the restaurants operating under the brands of Xiao Faigo Hotpot (“小輝哥火鍋”) and Hong Yuanwai (“洪員外”) in different regions in the PRC. During the year ended 31 December 2021, the Group closed the restaurants operated under the brand of Hong Yuanwai (“洪員外”) for better reallocation of resources.

下文列載在中國不同地區以「小輝哥火鍋」及「洪員外」品牌經營的食店的若干主要績效指標。截至二零二一年十二月三十一日止年度，本集團已關閉以「洪員外」品牌經營的食店，以便更好地分配資源。

Year ended 31 December 截至十二月三十一日止年度

2021 2020
二零二一年 二零二零年

		2021	2020
		二零二一年	二零二零年
Revenue (in RMB'000)	收益(人民幣千元)		
Shanghai	上海	62,779	77,133
Beijing	北京	—	3,684
Wuxi	無錫	6,631	9,688
Other cities	其他城市	10,183	16,066
Nationwide	全國	79,593	106,571
Number of restaurants as at 31 December	於十二月三十一日的食店數目		
Shanghai	上海	10	18
Wuxi	無錫	1	2
Other cities	其他城市	1	4
Nationwide	全國	12	24
Average number of customers per day per restaurant (note 1)	單店日均顧客量(附註1)		
Shanghai	上海	111	92
Beijing	北京	—	58
Wuxi	無錫	117	113
Other cities	其他城市	94	74
Nationwide	全國	109	89
Seat turnover rate per day per restaurant (note 2)	單店日均顧客入座率(附註2)		
Shanghai	上海	1.1	0.9
Beijing	北京	—	0.5
Wuxi	無錫	1.2	1.1
Other cities	其他城市	1.1	0.8
Nationwide	全國	1.1	0.9

Management Discussion and Analysis

管理層討論與分析

Year ended 31 December
截至十二月三十一日止年度

2021	2020
二零二一年	二零二零年

Average daily revenue per restaurant (in RMB'000) (note 3)	單店日均銷售(人民幣千元) (附註3)		
Shanghai	上海	11,874	9,330
Beijing	北京	—	7,659
Wuxi	無錫	13,504	12,681
Other cities	其他城市	10,072	8,320
Nationwide	全國	11,724	9,313
Average spending per customer (in RMB'000) (note 4)	顧客人均消費(人民幣千元) (附註4)		
Shanghai	上海	107	102
Beijing	北京	—	132
Wuxi	無錫	115	112
Other cities	其他城市	107	112
Nationwide	全國	108	105

Notes:

1. Calculated as total customer traffic for the year divided by total restaurant operation days during the year.
2. Calculated as total customer traffic for the year divided by total restaurant operation days and average seating capacity per restaurant during the year.
3. Calculated as revenue for the year divided by total restaurant operation days during the year.
4. Calculated as revenue before business tax/value added tax for the year divided by total customer traffic for the year.

附註：

1. 計算方法：全年顧客流量總數除以年內食店營運日總數。
2. 計算方法：全年顧客流量總數除以年內食店營運日總數再除以單店平均座數。
3. 計算方法：年內收益除以年內食店營運日總數。
4. 計算方法：年內扣除營業稅／增值稅前收益除以年內顧客流量總數。

Management Discussion and Analysis

管理層討論與分析

Set forth below are certain key performance indicators of the restaurants operating under the brand of Faigo (“輝哥”) in different regions in the PRC.

下表列載在中國不同地區以「輝哥」品牌經營食店的若干主要績效指標。

		Year ended 31 December	
		截至十二月三十一日止年度	
		2021	2020
		二零二一年	二零二零年
Revenue (in RMB'000)	收益(人民幣千元)		
Shanghai	上海	81,440	72,769
Beijing	北京	—	2,692
Other cities	其他城市	1,850	2,346
Nationwide	全國	83,290	77,807
Number of restaurants as at 31 December	於十二月三十一日的食店數目		
Shanghai	上海	4	4
Other cities	其他城市	1	1
Nationwide	全國	5	5
Average number of customers per day per restaurant (note 1)	單店日均顧客量(附註1)		
Shanghai	上海	59	57
Beijing	北京	—	21
Other cities	其他城市	9	11
Nationwide	全國	35	33
Seat turnover rate per day per restaurant (note 2)	單店日均顧客入座率(附註2)		
Shanghai	上海	0.5	0.5
Beijing	北京	—	0.5
Other cities	其他城市	0.1	0.2
Nationwide	全國	0.3	0.3
Average daily revenue per restaurant (in RMB'000) (note 3)	單店日均銷售(人民幣千元)(附註3)		
Shanghai	上海	55,781	52,884
Beijing	北京	—	14,875
Other cities	其他城市	5,068	7,542
Nationwide	全國	32,208	30,088

Management Discussion and Analysis

管理層討論與分析

Year ended 31 December
截至十二月三十一日止年度

2021	2020
二零二一年	二零二零年

Average spending per customer (in RMB'000)	顧客人均消費(人民幣千元)		
(note 4)	(附註4)		
Shanghai	上海	939	928
Beijing	北京	—	709
Other cities	其他城市	567	659
Nationwide	全國	925	907

Notes:

1. Calculated as total customer traffic for the year divided by total restaurant operation days during the year.
2. Calculated as total customer traffic for the year divided by total restaurant operation days and average seating capacity per restaurant during the year.
3. Calculated as revenue for the year divided by total restaurant operation days during the year.
4. Calculated as revenue before business tax/value added tax for the year divided by total customer traffic for the year.

附註：

1. 計算方法：全年顧客流量總數除以年內食店營運日總數。
2. 計算方法：全年顧客流量總數除以年內食店營運日總數再除以單店平均座數。
3. 計算方法：年內收益除以年內食店營運日總數。
4. 計算方法：年內扣除營業稅／增值稅前收益除以年內顧客流量總數。



Management Discussion and Analysis 管理層討論與分析

2021 was a challenging year for the Group, the outbreak of COVID-19 pandemic continuously affected people's lives and catering industry. Although the control measures were taken by the local government effectively and the COVID-19 vaccination program was launched successfully in the PRC, the consumer sentiment still dropped materially as compared to pre-COVID. The Group responded rapidly to launch and actively promote takeaway services and re-examine the operating performance of all restaurants and close down 12 underperformed restaurants for better reallocation of resources. The Group expects that the COVID-19 pandemic will continue to impact the catering industry in the following months. Accordingly, the management will pay close attention to operate the restaurants and explore solutions to maintain the brand value.

The concern of food safety in the PRC from the consumers is an issue that each and every restaurant chain in the PRC needs to respond. The Group realizes that the reputation which takes years to build and protect can be ruined by one single food safety incident and therefore the Group attaches paramount importance to the safety and quality of food and has in place a reliable procurement system which ensures visibility and traceability of food ingredients throughout the catering service industry value chain. The staff of the Group also receives comprehensive training to minimize the risk of contamination during the preparation of foods before they are served at the table. The relevant protocol was further strengthened during 2021 given that takeaway orders accounted for a larger proportion.

Looking forward to 2022 taking product quality as our lifeline and upholding the philosophy of "seizing market opportunities through reform and gaining market shares by transformation and upgrade", we will continue to overcome challenges ahead and introduce more innovative ideas to consolidate our leading position in the catering industry, with an aim to develop into the brand with the highest market capitalization in the Asia-pacific catering industry. With our commitment to transformation and product quality, we are confident to build the Company as the leader of the casual restaurants in China.

二零二一年對本集團來說是充滿挑戰的一年，COVID-19疫情持續對大眾的生活和餐飲業造成影響。雖然中國地方政府已採取有效控制措施，並成功啟動COVID-19疫苗接種計劃，惟消費情緒仍然較疫情前大幅下降。本集團迅速反應，推出及積極推廣外賣服務，並重新審視所有餐廳的表現，關閉12家表現欠佳的餐廳，以更好地重新分配資源。本集團預期，COVID-19疫情於未來數月將繼續影響餐飲業，故此，管理層將密切關注餐廳的經營情況，並探討維護品牌價值的解決方案。

中國消費者關注食品安全問題，在中國經營的每一家連鎖食店都必須對此作出應對措施。本集團深悉，一次個別的食品安全事故，足以將長年經營、悉心維護的聲譽毀於一旦，因此本集團極為重視食品安全與質量，並已設立可靠的採購制度，確保整個飲食服務產業價值鏈的流程均具高透明度，可追溯食材來源。本集團職員也會接受全面培訓，將食品上桌前製作過程中的污染風險降至最低。鑒於外賣訂單所佔比例較大，相關協定於二零二一年獲得進一步鞏固。

展望二零二二年，以產品質量作為我們的使命，秉承「在改革中把握市場機遇、在轉型升級中增加市場份額」的理念，我們將繼續克服挑戰，積極創新，鞏固我們於餐飲行業的領先地位，從而發展成為亞太餐飲行業擁有最高市值的知名品牌。由於我們致力於轉型及提高產品質量，我們對建設本公司成為中國休閒餐廳龍頭充滿信心。



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FINANCIAL REVIEW

Revenue

The Group's revenue decreased by approximately 11.7% from approximately RMB184.4 million in 2020 to approximately RMB162.9 million in 2021. The outbreak of COVID-19 pandemic materially impacted the operations of the restaurants and the number of restaurants dropped from 29 to 17 as at 31 December 2021.

Foods and beverage and other materials consumables used

The Group's foods and beverage and other materials consumables costs mainly represents the costs of food ingredients for the hotpot business, and were the largest component of the Group's operating expenses. The foods and beverage and other materials consumables costs decreased by approximately 30.9% from approximately RMB84.5 million in 2020 to approximately RMB58.4 million in 2021, which was mainly due to the decrease in number of restaurants.

Employee benefit and related expenses

The Group's employee benefit and related expenses, being one of the largest components of the operating expenses of the Group, consist of wages and salaries, labour outsourcing expenses, defined contribution plan, other social security costs and housing benefits and other employee benefits.

The employee benefit and related expenses decreased by approximately 12.2% from approximately RMB66.2 million in 2020 to approximately RMB58.1 million in 2021, mainly attributable to the closure of several restaurants. A portion of outsourcing staff were laid-off therefore labour outsourcing expenses decreased by approximately 16.4% from approximately RMB47.7 million in 2020 to approximately RMB39.9 million in 2021.

The Group entered into an agreement with a third party agent who provides catering outsourcing services. Pursuant to the agreement, the Group outsources a portion of its low-level positions, such as waiter or waitress, kitchen assistants etc. The Group pays annual service fee and other related cost, such as training and social welfare.

財務回顧

收益

本集團的收益由二零二零年的約人民幣184,400,000元減少約11.7%至二零二一年的約人民幣162,900,000元。COVID-19疫情嚴重影響餐廳營運，截至二零二一年十二月三十一日，餐廳數目從29家下降到17家。

已用食品及飲料以及其他耗材

本集團的食品及飲料及其他耗材的成本主要指火鍋業務食材成本，屬本集團經營開支的最大部份。食品及飲料及其他耗材的成本由二零二零年的約人民幣84,500,000元減少約30.9%至二零二一年約人民幣58,400,000元，乃主要由於餐館數量減少。

僱員福利及相關開支

本集團僱員福利及相關開支是本集團營運開支的最大部份之一，包括工資及薪金、勞工外判開支、定額供款計劃、其他社會保險成本及住房福利以及其他僱員福利。

僱員福利及相關開支由二零二零年約人民幣66,200,000元減少約12.2%至二零二一年約人民幣58,100,000元，主要由於關閉若干餐廳。部分外判員工被裁，因此勞工外判開支由二零二零年的約人民幣47,700,000元減少約16.4%至二零二一年的約人民幣39,900,000元。

本集團已與提供餐飲外判服務的一名第三方代理訂立協議。根據協議，本集團將男侍應或女侍應、廚房助理等部分初級職位外判。本集團支付年度服務費及其他相關成本，例如培訓及社會福利。

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管理層討論與分析

Property rentals and related expenses

Following the closure of those underperformed restaurants, the Group's property rentals and related expenses decreased by approximately 30.8% from approximately RMB19.5 million in 2020 to approximately RMB13.5 million in 2021.

Depreciation, amortisation, impairment and written-off of property, plant and equipment, right-of-use assets and intangible asset

The Group's depreciation, amortisation, impairment and written-off of property, plant and equipment, right-of-use assets and intangible asset decreased by approximately 26.4% from approximately RMB70.1 million in 2020 to approximately RMB51.6 million in 2021.

Following the closure of those underperformed restaurants during the year, the Group's impairment and written-off of property, plant and equipment and impairment of right-of-use assets amounted to approximately RMB14.1 million (2020: approximately RMB6.4 million) and approximately RMB7.7 million (2020: approximately RMB7.3 million) respectively in 2021.

Other operating expenses

The Group's other operating expenses, which mainly consist of professional service expenses; repair and maintenance fee; and promotion and marketing expenses, decreased by approximately 5.8% from approximately RMB17.1 million in 2020 to approximately RMB16.1 million in 2021, which was mainly attributable to the decrease in repair and maintenance fee resulted from closure of restaurants.

Other income, other gains and losses, net

The Group's other income, gains and losses, net decreased by approximately 47.5% from approximately RMB17.9 million in 2020 to approximately RMB9.4 million in 2021, which was mainly attributable to the decrease in both of gain on rental concession and gain on lease modification following the closure of those underperformed restaurants.

物業租金及相關開支

關閉表現欠佳的餐廳後，本集團的物業租金及相關開支由二零二零年約人民幣19,500,000元減少約30.8%至二零二一年約人民幣13,500,000元。

物業、廠房及設備、使用權資產以及無形資產的折舊、攤銷、減值及撇銷

本集團物業、廠房及設備、使用權資產以及無形資產的折舊、攤銷、減值及撇銷由二零二零年約人民幣70,100,000元減少約26.4%至二零二一年約人民幣51,600,000元。

年內關閉表現欠佳的餐廳後，本集團於二零二一年的物業、廠房及設備的減值及撇銷及使用權資產減值分別為約人民幣14,100,000元(二零二零年：約人民幣6,400,000元)及約人民幣7,700,000元(二零二零年：約人民幣7,300,000元)。

其他經營開支

本集團的其他經營開支主要包括專業服務開支；維修及保養費；以及推廣及營銷開支，由二零二零年約人民幣17,100,000元減少約5.8%至二零二一年約人民幣16,100,000元，主要由於關閉餐廳導致維修及保養費減少。

其他收入、其他收益及虧損淨額

本集團的其他收入、收益及虧損淨額由二零二零年約人民幣17,900,000元減少約47.5%至二零二一年約人民幣9,400,000元，主要由於關閉表現欠佳的餐廳後租金優惠的收益及租賃修訂的收益均減少。



Management Discussion and Analysis 管理層討論與分析

Finance expenses, net

The Group's finance expenses mainly represent interest expense on borrowings, imputed interest on convertible bonds and interest expense on lease liabilities.

The Group's net finance expenses decreased by approximately 45.5% from approximately RMB6.6 million in 2020 to approximately RMB3.6 million in 2021. The decrease was mainly attributable to the decrease in interest expense on lease liabilities following the closure of restaurants.

Loss for the year

Loss for the year attributable to owners of the Company for 2021 was approximately RMB34.0 million (2020: approximately RMB69.1 million). Basic loss per share for 2021 was approximately RMB5.50 cents (2020: approximately RMB20.9 cents). The decrease in loss for the period was mainly attributable to the closure of underperformed restaurants during the year, resulting in significant decrease in food and beverage and other materials consumable need, employee benefit and related expenses and property rentals, in response to the COVID-19 pandemic.

Earnings before interest, tax, depreciation, amortisation, impairment and written-off ("Adjusted EBITDA")

The Company also assesses its operating performance based on the adjusted EBITDA as additional financial measures. The adjusted EBITDA for 2021 was approximately RMB22.0 million (2020: approximately RMB7.7 million), representing an increment of 186.9%.

財務開支淨額

本集團的財務開支主要指借款利息開支、可換股債券推算利息及租賃負債利息開支。

本集團的財務開支淨額由二零二零年約人民幣6,600,000元減少約45.5%至二零二一年約人民幣3,600,000元。減少主要由於關閉餐廳以後，租賃負債利息開支減少所致。

年內虧損

於二零二一年，本公司擁有人應佔年內虧損約為人民幣34,000,000元(二零二零年：約人民幣69,100,000元)。二零二一年每股基本虧損約人民幣5.50分(二零二零年：約人民幣20.9分)。期內虧損減少，主要由於因應COVID-19疫情，年內關閉表現欠佳的餐廳，以致所需的餐飲及其他耗材、僱員福利以及相關開支及物業租金大幅減少。

扣除利息、稅項、折舊、攤銷、減值及註銷前收益(「經調整EBITDA」)

本公司亦根據經調整EBITDA作為額外的財務措施以評估其經營業績。二零二一年的經調整EBITDA約為人民幣22,000,000元(二零二零年：約為人民幣7,700,000元)，增幅為186.9%。

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管理層討論與分析

PROSPECTS

The Group plans to open more restaurants in order to expand and develop the business of the Group in the coming financial years as intended. However, due to the uncertainty over the impact of the COVID-19 outbreak, it is prudent for the Board to slow down the planned expansion. The Group will continue to closely monitor the operating performance of the existing restaurants and take appropriate actions to strive the returns of the Group.

The Group is also trying to develop a new style hotpot restaurant in the prime locations to achieve better operating performance. In the beginning of 2022, a hotpot restaurant with a new brand named "HUN" ("混") was opened in Shanghai. The hotpot restaurant was renovated in a more fashionable style with alcohol and beverage serving after dining hours in order to attract more customer traffic.

Targeting the High-End Segment

Hotpot restaurants offering meat as their major food ingredient have a lower customer's average spending compared with those serving seafood. Therefore, more hotpot restaurants begin to offer more diversified food materials to target different customer segments. Seafood has been introduced in hotpot restaurants recently, which will attract more customers from the high-end segment. The Group will continue to target more high-end food ingredients as additional drive for the growth of revenue of our restaurants. The new restaurant under the brand of "HUN" also targets high-end customers who pursue good quality of food materials and drinks.

Inclusive of New Food Ingredients and Flavors

New food ingredients will be added to hotpot dining. As hotpot is more inclusive than other styles of cooking, new food ingredients can be easily introduced to hotpot dining. Hotpot restaurants are more willing to stay appealing to customers by offering new food ingredients in their menus rather than stick to their own understanding of hotpot stereotype.

展望

本集團有意於未來的財政年度開設更多餐廳，務求按計劃擴張及發展其業務。然而，由於COVID-19疫情的影響尚未明朗，董事會為審慎起見暫緩擴張計劃。本集團將繼續密切關注現有餐廳的經營業績，並採取適當行動以爭取本集團的回報。

本集團亦正嘗試在黃金地段發展新式火鍋店，以取得更好的經營業績。於二零二二年初，一間名為「混」的新牌火鍋店於上海開業。該火鍋店的裝修風格更加時尚，在用餐時間後提供酒水和飲料，以吸引更多的客戶流量。

瞄準高端市場

與供應海鮮的火鍋餐廳相比，客戶放以肉類為主要食材的火鍋餐館花費的金額平均較低。因此，越來越多的火鍋餐廳開始提供更多樣化的食材，以滿足不同顧客群體。海鮮已於近期引入火鍋餐廳，這將吸引更多來自高端市場的顧客。本集團將繼續以高端食材為目標，作為餐廳收益增長的額外動力。「混」品牌下的新餐廳亦瞄準追求食品材料及飲料質量的高端客戶。

廣納新食材及口味

火鍋餐廳將添加新食材。由於火鍋比其他烹飪方式更具包容性，因此可以輕易將新食材引入火鍋餐飲。火鍋餐廳更願意透過在菜單中提供新食材來吸引顧客，而非固守自身對火鍋的刻板印象。



Management Discussion and Analysis

管理層討論與分析

Growth of Delivery Business

Delivery food service is growing fast in the PRC. The Group will continue to strengthen our competitiveness in the delivery segment to fully utilize the business hours of rush hours in a day such as lunch and dinner time to improve our revenue density. The Group will closely cooperate with online ordering and delivery platforms to promote the delivery business, especially during the COVID-19 pandemic.

DIVIDEND

The Board resolved not to recommend the payment of any dividend for the year ended 31 December 2021 (2020: Nil).

LIQUIDITY, FINANCIAL RESOURCES AND GEARING RATIO

As at 31 December 2021, the Group recorded cash and cash equivalents amounting to approximately RMB2.2 million (2020: approximately RMB3.2 million) and the net current liabilities value was approximately RMB168.2 million (2020: approximately RMB204.3 million).

The net liabilities value per share of the Company was approximately RMB0.22 as at 31 December 2021 (2020: approximately RMB0.45). The net liabilities value per share was computed based on 617,148,208 and 330,563,109 weighted average number of ordinary shares as at 31 December 2021 and 2020 respectively.

The Group's gearing ratio as at 31 December 2021 was approximately 0.09 (2020: approximately 0.04), being a ratio of total debts, including borrowings and convertible bonds, of approximately RMB8.0 million (2020: approximately RMB6.0 million) to the total assets of approximately RMB90.5 million (2020: approximately RMB161.5 million).

外賣業務增長

中國外賣食品服務迅速增長。本集團將繼續加強外賣分部的競爭力，以全面利用午市及晚市等每日營業時間中的繁忙時段，以提升收益密度。本集團將與網上訂餐及外送平台緊密合作，以推廣外賣業務，尤其是COVID-19疫情期間。

股息

董事會決議不會就截至二零二一年十二月三十一日止年度派發股息(二零二零年：無)。

流動資金、財務資源及資產負債比率

於二零二一年十二月三十一日，本集團錄得現金及現金等價物約人民幣2,200,000元(二零二零年：約人民幣3,200,000元)及流動負債淨額約人民幣168,200,000元(二零二零年：約人民幣204,300,000元)。

本公司於二零二一年十二月三十一日的每股負債淨額約為人民幣0.22元(二零二零年：約人民幣0.45元)。每股負債淨值乃根據分別於二零二一年及二零二零年十二月三十一日的普通股加權平均數617,148,208股及330,563,109股計算。

本集團於二零二一年十二月三十一日的資產負債比率約為0.09(二零二零年：約0.04)，即包括借貸及可換股債券之總債務約人民幣8,000,000元(二零二零年：約人民幣6,000,000元)對總資產約人民幣90,500,000元(二零二零年：約人民幣161,500,000元)的比率。

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USE OF PROCEEDS FROM RIGHTS ISSUE

The Company completed the Rights Issue on 22 February 2021, pursuant to which the Company has issued an aggregate of 318,680,121 ordinary Shares of HK\$0.0004 each as rights shares at HK\$0.142 per rights share on the basis of one rights share for every one Share held on 26 January 2021. The net proceeds from the Rights Issue (after deducting the expenses) were approximately HK\$43.25 million. The net subscription price per rights share after deducting the related expenses of the Rights Issue was approximately HK\$0.136. Further details were set out in the Company's announcements dated 27 October 2020, 17 November 2020, 8 December 2020, 12 January 2021 and 19 February 2021, the Company's circular dated 24 December 2020 and the Company's prospectus dated 27 January 2021.

The intended and actual use of the net proceeds from the Rights Issue is stated as below:

供股所得款項用途

本公司於二零二一年二月二十二日完成供股，據此，本公司已按於二零二一年一月二十六日每持有一股股份獲發一股供股股份之基準，按每股供股股份0.142港元發行合共318,680,121股每股面值0.0004港元的普通股作為供股股份。供股所得款項淨額(扣除開支後)約為43,250,000港元。扣除供股的相關開支後，每股供股股份的淨認購價約為0.136港元。進一步詳情載於本公司日期為二零二零年十月二十七日、二零二零年十一月十七日、二零二零年十二月八日、二零二一年一月十二日及二零二一年二月十九日的公告、本公司日期為二零二零年十二月二十四日的通函及本公司日期為二零二一年一月二十七日的章程。

供股所得款項淨額的擬定及實際用途如下：

		Amount of the net proceeds utilised as at 31 December 2021 於二零二一年 十二月三十一日 已動用所得 款項淨額金額 (HK\$ million) (百萬港元)	Balance of the net proceeds unutilised as at 31 December 2021 於二零二一年 十二月三十一日 未動用所得 款項淨額結餘 (HK\$ million) (百萬港元)
Repayment of the existing indebtedness of the Group from independent third parties	償還來自獨立第三方的本集團現有債務	25.88	—
Repayment of bank loan	償還銀行貸款	3.75	—
General working capital of the Group, including the rental payment of the Group's restaurants located in the PRC, staff costs and settlement of the Group's day-to-day operating expenses	本集團一般營運資金，包括支付本集團中國餐廳的租金、員工成本及結付本集團日常營運開支	13.62	—
Total	總計	43.25	—



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PLEDGE OF ASSETS

As at 31 December 2021, the Company had no charges on its assets (2020: Nil).

CHANGE OF DIRECTORS

Mr. Johnson Wan has resigned as an independent non-executive Director with effect from 31 August 2021.

Mr. Shum Kei Yiu Daniel has been appointed as an independent non-executive Director with effect from 31 August 2021.

CAPITAL STRUCTURE

On 14 January 2021, the Company implemented the Share Consolidation on the basis that every twenty (20) issued and unissued Shares of HK\$0.00002 each were consolidated into one consolidated share of the Company of HK\$0.0004 each.

On 22 February 2021, the Company allotted and issued 318,680,121 Shares under the Rights Issue on the basis of one (1) rights share for every one (1) Share held on 26 January 2021.

On 6 September 2021, the Company allotted and issued 44,615,200 Shares pursuant to the exercise of the Share Options.

Save as disclosed, the Company had no changes in capital structure during the year ended 31 December 2021.

Subsequent to the year end, on 21 January 2022, the Company allotted and issued 19,120,800 Shares pursuant to the exercise of the Share Options.

資產抵押

於二零二一年十二月三十一日，本公司概無抵押任何資產(二零二零年：無)。

更換董事

雲浚淳先生已辭任獨立非執行董事，自二零二一年八月三十一日起生效。

沈其耀先生已獲委任為獨立非執行董事，自二零二一年八月三十一日起生效。

資本架構

於二零二一年一月十四日，本公司進行股份合併，基準為將本公司每二十(20)股每股面值0.00002港元的已發行及未發行股份，合併為一股每股面值0.0004港元的合併股份。

於二零二一年二月二十二日，本公司根據按於二零二一年一月二十六日每持有一(1)股股份獲發一(1)股供股股份之基準進行的供股，配發及發行318,680,121股股份。

於二零二一年九月六日，因購股權獲行使，本公司配發及發行44,615,200股股份。

除已披露者外，於截至二零二一年十二月三十一日止年度，本公司的資本架構概無變動。

年末後，於二零二二年一月二十一日，本公司根據購股權獲行使配發及發行19,120,800股股份。

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CONVERTIBLE BONDS

Upon the effective of the Share Consolidation on 14 January 2021, pursuant to the terms and conditions of the convertible bonds (the “**Convertible Bonds**”) issued by the Company on 4 July 2018, the conversion price of the Convertible Bonds and the number of Shares falling to be allotted and issued upon conversion of the Convertible Bonds shall be adjusted as follows:

可換股債券

股份合併於二零二一年一月十四日生效後，根據本公司於二零一八年七月四日發行的可換股債券（「可換股債券」）的條款及條件，可換股債券的換股價及於轉換可換股債券後將予配發及發行的股份數目將調整如下：

	Immediately before the effective of the Share Consolidation 緊接股份合併生效前	Immediately after the effective of the Share Consolidation 緊隨股份合併生效後
	Number of Shares to be allotted and issued upon exercise of all the conversion rights under the Convertible Bonds 於行使可換股 債券項下 所有轉換權後 將予配發及 發行的股份數目	Adjusted number of Shares to be allotted and issued upon exercise of all the conversion rights under the Convertible Bonds 於行使可換股 債券項下 所有轉換權後 將予配發及 發行的經調整 股份數目
	Conversion price per Share 每股換股價	Adjusted conversion price per Share 經調整 每股換股價
Convertible Bonds in the amount of HK\$4,414,937	金額為4,414,937港元的 可換股債券 HK\$0.1025港元	43,072,563 HK\$2.05港元
		2,153,628

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管理層討論與分析

Further upon the completion of the Rights Issue on 22 February 2021, pursuant to the terms and conditions of the Convertible Bonds, the conversion price of the Convertible Bonds and the number of Shares falling to be allotted and issued upon conversion of the Convertible Bonds shall be adjusted as follows:

供股於二零二一年二月二十二日完成後，可換股債券的換股價及於轉換可換股債券後將予配發及發行的股份數目，將根據可換股債券的條款及條件另行調整如下：

	Immediately before completion of the Rights Issue 緊接供股完成前	Immediately after completion of the Rights Issue 緊隨供股完成後
	Number of Shares to be allotted and issued upon exercise of all the conversion rights under the Convertible Bonds 於行使可換股 債券項下 所有轉換權後 將予配發及 發行的股份數目	Adjusted number of Shares to be allotted and issued upon exercise of all the conversion rights under the Convertible Bonds 於行使可換股 債券項下 所有轉換權後 將予配發及 發行的經調整 股份數目
Conversion price per Share 每股換股價	Adjusted conversion price per Share 經調整每股換股價	
Convertible Bonds in the amount of HK\$4,414,937	金額為4,414,937港元的可換股 債券 HK\$2.05港元	2,153,628
		HK\$1.75港元
		2,522,821

INVESTMENT POSITION AND PLANNING

Rights Issue on the basis of one (1) rights share for every one (1) existing Share held on 26 January 2021

On 22 February 2021, the Company completed the Rights Issue on the basis of one (1) rights share for every one (1) existing Share held on 26 January 2021 at the subscription price of HK\$0.142 per rights share and allotted and issued 318,680,121 Shares. The net proceeds raised from the Rights Issue were approximately HK\$43.25 million.

投資狀況及計劃

按於二零二一年一月二十六日每持有一(1)股現有股份獲發一(1)股供股股份之基準進行的供股

於二零二一年二月二十二日，本公司完成按於二零二一年一月二十六日每持有一(1)股現有股份獲發一(1)股供股股份之基準進行的供股，認購價為每股供股股份0.142港元，並配發及發行318,680,121股股份。供股籌集的所得款項淨額約為43,250,000港元。

Management Discussion and Analysis

管理層討論與分析

Details were set out in the Company's announcements dated 27 October 2020, 17 November 2020, 8 December 2020, 12 January 2021 and 19 February 2021, the Company's circular dated 24 December 2020 and the Company's prospectus dated 27 January 2021.

Save as disclosed, there was no material acquisition or disposal of subsidiary and associated company or significant investments of the Group, which would have been required to be disclosed under the Listing Rules for the year ended 31 December 2021.

CONTINGENT LIABILITIES

The Company acquired the entire equity interest in the Longhui International Catering Management Limited on 4 July 2018 was accounted for in the consolidated financial statements as reverse acquisition of the Company by the Accounting Acquirer. The Group recognised deemed listing expenses of approximately RMB399,670,000 upon the application of the Reverse Acquisition on the Acquisition Date.

On the Acquisition Date, the Group applied the Reverse Acquisition method of accounting and recognised the identifiable assets and liabilities of the Company as at that date, including the recorded accrued expenses and other payables of approximately RMB37,578,000 as disclosed in Note 32 to the consolidated financial statements in the annual report of the Company for the year ended 31 December 2019.

These recorded accrued expenses and other payables do not include any of the unknown liabilities of the Company brought forward from 1 January 2018, which included the amount due to a deconsolidated subsidiary of approximately RMB882,000 (equivalent to approximately HK\$1,028,000) and unknown other payables of approximately RMB15,182,000 (equivalent to approximately HK\$17,694,000).

The Company had used its best effort to identify the nature of the Unknown Liabilities including publishing a public notice which invited any potential creditors to inform the Company of any debts or claims.

詳情載於本公司日期為二零二零年十月二十七日、二零二零年十一月十七日、二零二零年十二月八日、二零二一年一月十二日及二零二一年二月十九日的公告、本公司日期為二零二零年十二月二十四日的通函及本公司日期為二零二一年一月二十七日的章程。

除已披露者外，截至二零二一年十二月三十一日止年度，本集團概無任何附屬公司及聯營公司之重大收購或出售或重大投資須根據上市規則予以披露。

或然負債

於二零一八年七月四日，本公司收購龍輝國際餐飲管理控股有限公司全部股權，於綜合財務報表列賬為會計收購方對本公司作出的反收購。本集團於收購日期應用反收購後確認視作上市開支約人民幣399,670,000元。

於收購日期，本集團應用反收購會計法及確認本公司於該日的可識別資產及負債，包括錄得應計費用及其他應付款項約人民幣37,578,000元（於本公司截至二零一九年十二月三十一日止年度之年報內綜合財務報表附註32披露）。

該等所錄得應計費用及其他應付款項並不包括本公司自二零一八年一月一日承前的任何未知負債（包括應付取消綜合入賬附屬公司款項約人民幣882,000元（相當於約1,028,000港元）及其他未知應付款項約人民幣15,182,000元（相當於約17,694,000港元）。

本公司已盡全力識別未知負債的性質，包括刊發公共通告邀請任何潛在債務人知會本公司任何債務或申索。



Management Discussion and Analysis 管理層討論與分析

With the legal advice provided to the Company, according to Section 4(1)(a) of Cap. 347 provides that actions founded on simple contract shall not be brought after the expiration of 6 years from the date on which the cause of action accrued whereas s.4(3) states that an action upon a specialty shall not be brought after the expiration of 12 years from the date on which the cause of action accrued.

The directors of the Company considered that the origin of the Unknown Liabilities is unlikely to be created under a deed and among other reasons, given actions founded on simple contract shall not be brought after 6 years from the date on which the cause of actions accrued pursuant to the Limitation Ordinance (Laws of Hong Kong Chapter 347), any potential creditors would be statutorily barred from taking action against another person 6 years after the date when the liabilities were due, unless such liabilities was created under deed, in which case, the limitation period shall be 12 years from the date of the liabilities were due. As the Unknown Liabilities were incurred during the year ended 31 December 2012 and 2013, if the amount was created under simple contract the payment obligation is expired as at 31 December 2019, if the liabilities was created under deed, the payment obligations will be expired as at 31 December 2025.

Besides, the Company had entered into a debt assignment agreement with Global Courage, pursuant to which Global Courage agrees to undertake all outstanding Unknown Liabilities.

Subject to the above matters, the possibility of outflow of economic resources in the settlement of Unknown Liabilities by the Group is not probable.

CAPITAL COMMITMENTS

As at 31 December 2021, save as disclosed elsewhere in this announcement, the Group had no other significant capital commitments.

按照本公司獲提供的法律意見，第347章第4(1)(a)條規定，基於簡單合約為的訴訟，不得於訴訟因由產生的日期起計滿6年後提出，而第4(3)條載明基於蓋印文據的訴訟，不得於訴訟因由產生的日期起計滿12年後提出。

本公司董事認為未知負債不大可能產生自契據，尤其是因為根據香港法例第347章《時效條例》，基於簡單合約的訴訟於訴訟因由產生的日期起計滿6年後不得提出，任何潛在債權人禁止於負債到期日後6年對另一人士提出訴訟，除非有關負債並非源自契據，在該情況下，時限將為負債到期日後12年。由於未知負債於截至二零一二年及二零一三年十二月三十一日止年度產生，倘有關金額源自簡單合約，付款責任於二零一九年十二月三十一日已屆滿，倘有關負債源自契據，付款責任將於二零二五年十二月三十一日屆滿。

此外，本公司已與Global Courage Limited訂立債務轉讓協議，據此，Global Courage同意承擔所有尚未清償未知負債。

綜上所述，本集團清償未知負債時出現經濟資源外流的可能性不大。

資本承擔

於二零二一年十二月三十一日，除本公告另行所披露者外，本集團並無其他重大資本承擔。



Management Discussion and Analysis 管理層討論與分析

FOREIGN CURRENCY RISK

Most of the Group's business transactions, assets and liabilities are denominated in Renminbi and settled in Renminbi, which is the functional currency of respective group companies. The Group's exposure to currency risk is minimal. The Group has not entered into any instruments on the foreign exchange exposure. The Group will closely monitor exchange rate movement and will take appropriate activities to reduce the exchange risk.

EMPLOYEES AND REMUNERATION POLICIES

The number of employees of the Group as at 31 December 2021 was 429 (2020: 754). Employees' remuneration is commensurate with their job nature, qualifications and experience. Salaries and wages are normally reviewed annually based on performance appraisals and other relevant factors. The Group continues to offer competitive remuneration packages and bonus to eligible staff, based on the performance of the Group and the individual employee.

外幣風險

本集團大部分的業務交易、資產及負債乃以人民幣計值及以人民幣結付，該等貨幣為相關集團公司的功能貨幣。本集團所受外幣風險低微。本集團並無就外匯風險訂立任何工具。本集團將密切監察匯率變動，並將採取適當行動降低匯率風險。

僱員及薪酬政策

本集團於二零二一年十二月三十一日之僱員人數為429名(二零二零年：754名)。員工薪酬按其工作性質、資歷及經驗而釐定。通常薪酬及薪金根據表現評核及其他相關因素作每年檢討。本集團會根據本集團及個別員工的表現，繼續向符合資格的員工給予具競爭力的薪酬組合和花紅。



Board of Directors and Senior Management 董事會及高級管理層

EXECUTIVE DIRECTORS

Mr. Hung Shui Chak (“Mr. Hung”) (formerly known as Hung Pan), aged 52, was appointed as the chairman of the Board, an executive Director, a member of the nomination committee of the Company (the “**Nomination Committee**”) and an authorised representative of the Company on 6 July 2018. He is also a director of various subsidiaries of the Company.

Mr. Hung is primarily responsible for formulating the overall development strategies and business plan of the Group. Mr. Hung has engaged in the investment and operation of trading of raw materials in food and catering and automobile business in Hong Kong prior to 1990. He has vast experiences of investments in various businesses in the PRC and commenced in investments in the PRC. He has now accumulated over 18 years of experience in the management of food and catering industry in the PRC.

Mr. Hung took the overall business development of the Group and continues to oversee the management of the operations and business of the Group. He has guided the operations and business of the Group in adhering to quality and innovation in the operations since he took up the business development of the Group.

Mr. Hung held a controlling interest in Carsone Car Detailing Service Company Limited* (上海比鄰美車堂汽車美容有限公司) (“**Carsone**”), a company which principally engaged in motor detailing business in the PRC, and Mr. Hung disposed of his interest in Carsone to an independent third party in 2012 and now retains a minority interest of approximately 5.4% in Carsone. Mr. Hung also remains as a director of a holding company of Carsone.

執行董事

洪瑞澤先生(「洪先生」)(前名洪斌)，52歲，於二零一八年七月六日獲委任為董事會主席、執行董事、本公司提名委員會(「**提名委員會**」)成員及本公司授權代表。彼亦為本公司多間附屬公司之董事。

洪先生主要負責制訂本集團的整體發展策略及業務計劃。洪先生於一九九零年之前在香港從事食品及餐飲原材料貿易以及汽車業務的投資及營運。彼於中國的不同業務累積大量投資經驗，並開始在中國進行投資。彼目前於中國食品及餐飲業累積逾18年管理經驗。

洪先生接管本集團的整體業務發展，並持續監督本集團的營運及業務管理。自接管本集團的業務發展以來，彼領導本集團的營運及業務，堅守營運質量及創新。

洪先生持有上海比鄰美車堂汽車美容有限公司(「**美車堂**」)的控股權益，該公司主要於中國從事汽車美容業務。二零一二年，洪先生出售其於美車堂的權益予獨立第三方，目前於美車堂保留約5.4%的少數權益。洪先生亦為美車堂一間控股公司的董事。

Board of Directors and Senior Management 董事會及高級管理層

In 2011, Mr. Hung and Dragonfair International Limited (“**Dragonfair**”), a company incorporated in the British Virgin Islands with limited liability and the entire issued share capital of which was held by Mr. Hung, were investigated by the Securities and Futures Commission of Hong Kong and subsequently charged for failure to perform a duty of disclosure within the specific period without reasonable excuse contrary to sections 310(1)(a), 313(1)(b), 316(2)(a), 324, 325(1)(a) and 328(a)(ii) of the SFO, which arose from certain transactions involved the dealing in shares of Kaisun Energy Group Limited (“**KEG**”) (now known as “**Kaisun Holdings Limited**”), a company listed on GEM of the Stock Exchange (stock code: 8203). Such dealings happened on 11 December 2009 when Dragonfair disposed of 7,000,000 shares of KEG, and the shareholdings in KEG of Mr. Hung (being the sole shareholder of Dragonfair) and Dragonfair fell to below 5%, hence ceased to have a notifiable interest. However, pursuant to sections 310(1)(a), 313(1)(b), 324 and 325(1)(a) of the SFO, Mr. Hung and Dragonfair came under a duty to disclose to the Stock Exchange and KEG the cessation of his/its notifiable interest as a result of such disposal within the specific period under the SFO, but due to miscommunication with agents who were asked to prepare the disclosure forms for Dragonfair and Mr. Hung, such disclosure of interest notifications were not filed with the Stock Exchange and KEG until 31 August 2010. The summonses were heard at the Eastern Magistracy and Mr. Hung and Dragonfair pleaded guilty to the relevant charges, and each of them was fined HK\$4,000 and ordered to pay legal costs of HK\$6,396, which had been fully settled by Mr. Hung and Dragonfair.

Mr. Hung is the sole shareholder and the sole director of Shui Chak Group Limited, a company incorporated in the British Virgin Islands with limited liability and the controlling Shareholder (as defined in the Listing Rules). Mr. Hung is deemed, by virtue of his interest in Shui Chak Group Limited, to be interested in 452,564,624 shares of the Company (the “**Shares**”) under the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), representing approximately 64.55% of the issued share capital of the Company.

洪先生及龍輝國際有限公司(「**龍輝**」)(於英屬處女群島註冊成立之有限公司，其全部已發行股本由洪先生持有)於二零一一年遭香港證券及期貨事務監察委員會調查，隨後被控訴違反證券及期貨條例第310(1)(a)、313(1)(b)、316(2)(a)、324、325(1)(a)及328(a)(ii)條，在沒有合理辯解的情形下，於特定期間內並無就涉及買賣凱順能源集團有限公司(「**凱順**」)(現稱為「**凱順控股有限公司**」)(聯交所GEM上市公司，股份代號：8203)股份的若干交易履行披露責任。該等買賣於二零零九年十二月十一日進行，龍輝出售凱順的7,000,000股股份，而洪先生(為龍輝的唯一股東)及龍輝於凱順的股權下降至少於5%，因此不再持有須申報權益。然而，根據證券及期貨條例第310(1)(a)、313(1)(b)、324及325(1)(a)條，洪先生及龍輝有責任於證券及期貨條例所規定的期限內向聯交所及凱順披露彼等因該等出售而不再持有須申報權益，惟由於與代理人溝通出錯，彼等要求代理人編備龍輝及洪先生的披露表格，相關權益披露延至二零一零年八月三十一日才向聯交所及凱順報備。傳訊令狀已於東區裁判法院聆訊，洪先生及龍輝承認有關控訴，各方須繳付4,000港元的罰款另加法律費用6,396港元，洪先生及龍輝已悉數繳款。

洪先生為瑞澤集團有限公司(在英屬處女群島註冊成立的有限公司及控股股東(定義見上市規則))的唯一股東及唯一董事。洪先生根據其於瑞澤集團有限公司擁有的權益而被視為根據香港法例第571章《證券及期貨條例》，於452,564,624股本公司股份(「**股份**」)中擁有權益，佔本公司已發行股本約64.55%。



Board of Directors and Senior Management 董事會及高級管理層

Mr. So Kam Chuen (“Mr. So”), aged 41, was appointed as an executive Director on 6 July 2018. He is also a director of a subsidiary of the Company and the supervisor of a subsidiary of the Company.

Mr. So is responsible for overseeing the overall management, day-to-day operation and production of the Group. He joined the Group in 2004 and is serving as the Executive Chef and Brand General Manager of Faigo (輝哥) and Xiao Faigo (小輝哥) and has over 20 years of experience in the catering industry and operations management. He joined the catering business in Hong Kong after finishing school education in Hong Kong in 1997. During his service with the Group, Mr. So is responsible for overseeing the operations of all the restaurants of the Group, developing new cuisine, controlling the quality of food and services of Faigo (輝哥) and Xiao Faigo (小輝哥) to ensure the upscale of food and services.

Mr. So is personally interested in 9,482,330 shares and 872,999 underlying shares of the Company, representing approximately 1.35% of the issued share capital of the Company.

Mr. Yuan Mingjie (“Mr. Yuan”), aged 42, was appointed as an executive Director and an authorised representative of the Company on 6 July 2018.

Mr. Yuan is responsible for overseeing the overall financial management and reporting and corporate finance matters of the Group. He has over 20 years of experience in auditing and accounting in various industries. He was the Vice President and Corporate Secretary of CY Oriental Holdings Ltd., a company listed on the Toronto Stock Exchange (stock code: CYO:APH), from 2004 to 2008. He also served as an auditor at PricewaterhouseCoopers Zhong Tian CPAs Limited Company from 2001 to 2003. Mr. Yuan served as the Executive Vice President and Chief Operating Officer of Carsone from 2012 to 2018. Mr. Yuan was awarded a Bachelor Degree in English Language and Literature from Shanghai International Studies University (上海外國語大學) in 2001 and a Master Degree in Business Administration from Shanghai Jiao Tong University (上海交通大學) in 2012.

Mr. Yuan is personally interested in 6,833,600 shares of the Company, representing approximately 0.97% of the issued share capital of the Company.

蘇錦存先生(「蘇先生」)，41歲，於二零一八年七月六日獲委任為執行董事。彼亦為本公司一間附屬公司之董事及本公司一間附屬公司之監事。

蘇先生負責監督本集團的整體管理、日常營運及生產。彼於二零零四年加入本集團及擔任輝哥及小輝哥的行政總廚及品牌總經理，在餐飲業以及營運管理方面累積逾20年經驗。彼於一九九七年在香港完成學業後投身香港餐飲業。蘇先生任職於本集團期間，負責監督本集團所有食店的營運、開發新菜式、控制輝哥及小輝哥的食品及服務質素，確保食品及服務的優質水平。

蘇先生於本公司9,482,330股股份及872,999股相關股份中擁有個人權益，佔本公司已發行股本約1.35%。

袁明捷先生(「袁先生」)，42歲，於二零一八年七月六日獲委任為本公司執行董事及授權代表。

袁先生負責監督本集團的整體財務管理及報告與企業融資事宜。彼於不同行業累積超過20年核數及會計經驗。彼自二零零四年至二零零八年擔任CY Oriental Holdings Ltd. (一家多倫多證券交易所上市公司，股份代號：CYO:APH)的副總裁及公司秘書。彼自二零零一年至二零零三年於普華永道中天會計事務所有限公司任職核數師。袁先生自二零一二年至二零一八年於美車堂任職執行副總裁兼首席營運官。袁先生於二零零一年取得上海外國語大學的英國語文及文學學士學位，於二零一二年取得上海交通大學的工商管理碩士學位。

袁先生於本公司6,833,600股股份中擁有個人權益，佔本公司已發行股本約0.97%。

Board of Directors and Senior Management 董事會及高級管理層

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Tam Bing Chung Benson (“Mr. Tam”), aged 58, was appointed as an independent non-executive Director on 1 March 2019. He is the chairman of the remuneration committee (the “**Remuneration Committee**”) and a member of the audit committee (the “**Audit Committee**”) of the Company.

Mr. Tam is a member of The Institute of Chartered Accountants in England and Wales. He holds a Master of Science degree from University of Oxford and a Bachelor of Science (Engineering) degree in civil engineering from Imperial College of University of London.

Mr. Tam is the founder and chief executive officer of Venturous Group, China’s first Citytech™ Group with a mission to make cities smarter, since April 2019. From 2002 to 2012, he was a partner of Fidelity Growth Partners Asia (formerly named Fidelity Asia Ventures), an Asian venture capital firm with a principal focus on China. Prior to joining Fidelity Growth Partners Asia, Mr. Tam was an investment banker and a private equity investor in Europe and Asia with leading financial institutions. He is currently a director of several private companies. Mr. Tam is an independent non-executive director of Yeahka Limited (stock code: 9923), the issued shares of which are listed on the Stock Exchange. He is an independent director of Hello Group Inc. (stock symbol: MOMO), the shares of which are listed on the NASDAQ Stock Exchange. Mr. Tam is also a director of Podinn Hotel Zhejiang Co., Ltd (NEEQ: 839121), the shares of which are listed on the National Equities Exchange and Quotations.

Mr. Cheung Ting Pong (“Mr. Cheung”), aged 42, was appointed as an independent non-executive Director on 30 June 2020. He is the chairman of each of the Audit Committee and the Nomination Committee and a member of the Remuneration Committee.

Mr. Cheung has over 15 years of experience in financial operations. He obtained a bachelor’s degree in business administration (accountancy) from the City University of Hong Kong and a master’s degree in business administration from the University of Manchester in the United Kingdom. He has been a fellow member of the Institute of Chartered Accountants in England and Wales, and a fellow member of Hong Kong Institute of Certified Public Accountants.

獨立非執行董事

譚秉忠先生(「譚先生」)，58歲，於二零一九年三月一日獲委任為獨立非執行董事。彼為本公司薪酬委員會(「薪酬委員會」)主席及審核委員會(「審核委員會」)成員。

譚先生為英格蘭及威爾士特許會計師公會會員。彼持有牛津大學理學碩士學位及倫敦大學帝國學院土木工程系理學(工程)學士學位。

譚先生自二零一九年四月起擔任Venturous Group的創辦人及首席執行官，該集團是中國第一家以使城市更智慧為使命的Citytech™集團。由二零零二年至二零一二年，彼為Fidelity Growth Partners Asia(前稱Fidelity Asia Ventures)(一家主要著重中國的亞洲創業基金公司)的合夥人。在加入Fidelity Growth Partners Asia之前，譚先生為領先的金融機構出任歐洲及亞洲投資銀行家及私募股權投資商。彼目前為數間私營公司的董事。譚先生為移卡有限公司(股票代號：9923)的獨立非執行董事，其已發行股份於聯交所上市。彼為Hello Group Inc.(股票代碼：MOMO)的獨立董事，其股份於納斯達克聯交所上市。譚先生亦為布丁酒店浙江股份有限公司(NEEQ:839121)，其股份於全國中小企業股份轉讓系統上市。

張霆邦先生(「張先生」)，42歲，於二零二零年六月三十日獲委任為獨立非執行董事。彼為審核委員會及提名委員會之主席及薪酬委員會之成員。

張先生於財務營運方面擁有逾15年經驗。彼獲得香港城市大學工商管理學士(會計)學位，並獲得英國曼徹斯特大學工商管理碩士學位。彼為英格蘭及威爾斯特許會計師公會資深會員及香港會計師公會資深會員。



Board of Directors and Senior Management 董事會及高級管理層

Mr. Cheung is currently an independent non-executive director of Hope Life International Holdings Limited (stock code: 1683). He was a joint company secretary of Future Data Group Limited (stock code: 8229) from July 2021 to August 2021, the finance and investor relations director and a joint company secretary of Dalipal Holdings Limited (stock code: 1921) from September 2021 to December 2021, an executive director and a non-executive director of Sanbase Corporation Limited (stock code: 8501) from July 2017 to May 2018 and from May 2018 to October 2019, respectively, the company secretary of Munsun Capital Group Limited (now known as Bay Area Gold Group Limited) (stock code: 1194) from November 2016 to January 2017 and an executive director, chief financial officer and company secretary of Modern Dental Group Limited (stock code: 3600) from March 2011 to October 2016. The issued shares of these companies are listed on the Stock Exchange.

Mr. Shum Kei Yiu Daniel ("Mr. Shum"), aged 42, was appointed as an independent non-executive Director on 31 August 2021. He is a member of each of the Audit Committee, the Remuneration Committee and the Nomination Committee.

Mr. Shum holds a bachelor's degree in business administration from The Hong Kong University of Science and Technology. He is a Chartered Financial Analyst (CFA), a Fellow Chartered and Certified Accountant (FCCA) and a Financial Risk Manager (FRM). Mr. Shum is a responsible officer of Sunfund Securities Limited, a licensed corporation which carries out Type 1 (dealing in securities) and Type 4 (advising on securities) regulated activities under the Securities and Futures Ordinance (the "SFO"). He is also a responsible officer of Sunfund Fund Management Limited, a licensed corporation which carries out Type 9 (asset management) regulated activity under the SFO. Mr. Shum has extensive experience in corporate finance, financial and accounting fields.

張先生現為曠逸國際控股有限公司(股份代號:1683)之獨立非執行董事。彼於二零二一年七月至二零二一年八月擔任Future Data Group Limited(股份代號:8229)的聯席公司秘書,於二零二一年九月至二零二一年十二月擔任達力普控股有限公司(股份代號:1921)的財務及投資者關係總監及聯席公司秘書,並分別於二零一七年七月至二零一八年五月和二零一八年五月至二零一九年十月於莊皇集團公司(股份代號:8501)擔任執行董事及非執行董事,於二零一六年十一月至二零一七年一月於麥盛資本集團有限公司(現稱灣區黃金集團有限公司)(股份代號:1194)擔任公司秘書,以及於二零一一年三月至二零一六年十月擔任現代牙科集團有限公司(股份代號:3600)的執行董事、財務總監及公司秘書。該等公司的已發行股份於聯交所上市。

沈其耀先生(「沈先生」), 42歲, 於二零二一年八月三十一日獲委任為獨立非執行董事。彼為審核委員會、薪酬委員會及提名委員會之成員。

沈先生持有香港科技大學工商管理學士學位。彼為特許金融分析師(CFA)、特許公認會計師(FCCA)及金融風險管理師(FRM)。沈先生為東皓證券有限公司的負責人員,該公司為根據《證券及期貨條例》(「證券及期貨條例」)進行第1類(證券交易)及第4類(就證券提供意見)受監管活動的持牌法團。彼亦為東皓基金管理有限公司的負責人員,該公司為根據證券及期貨條例進行第9類(資產管理)受監管活動的持牌法團。沈先生在企業融資、金融及會計領域擁有豐富的經驗。

Board of Directors and Senior Management 董事會及高級管理層

SENIOR MANAGEMENT

Ms. Bi Jia (畢佳女士) (“Ms. Bi”), aged 41, is the Public Affair Manager of the Group. She is primarily responsible for managing the public and external affairs, coordination between departments and handling brands related matters of the Group. Ms. Bi joined the Group on 1 September 2012. She has over 7 years of experience in secretarial duties. Prior to joining the Group, Ms. Bi served as the Chairman Assistant at Carsone from 2010 to 2012. Prior to it, she was the Finance Manager of Carsone from 2005 to 2010. She obtained a bachelor’s degree in Financial Management (財務管理) from East China University of Science and Technology* (華東理工大學) in January of 2008.

Mr. Yu Jun (余俊先生) (“Mr. Yu”), aged 39, is the Manager of Information Technology of the Group. He is primarily responsible for managing IT related matters of the Group. Mr. Yu joined the Group on 18 October 2013. He has over 10 years of experience in managing IT operations. Prior to joining the Group, Mr. Yu served as IT Manager at Shanghai Longbong Clothing Company Limited* (上海隆邦服飾有限公司) from 2012 to 2013. He was the IT Manager at Shanghai Baishihao Electronic Business Company Limited* (上海百世好電子商務有限公司) from 2007 to 2012. He obtained a Bachelor degree in Mathematics and Applied Mathematics from Donghua University (東華大學) in 2005.

* For identification purposes only

高級管理層

畢佳女士(「畢女士」)，現年41歲，為本集團的公關經理。畢女士主要負責管理公關及外部事宜、部門協調及處理本集團品牌方面事宜。畢女士於二零一二年九月一日加入本集團，於秘書工作有逾7年經驗。加入本集團前，畢女士曾於二零一零年至二零一二年擔任美車堂主席助理。此前，在二零零五年至二零一零年間，彼為美車堂的財務經理。彼於二零零八年一月獲華東理工大學頒授財務管理學士學位。

余俊先生(「余先生」)，現年39歲，為本集團的資訊科技經理，主要負責管理本集團的資訊科技方面事宜。余先生於二零一三年十月十八日加入本集團，於資訊科技方面有逾10年經驗。加入本集團前，余先生在二零一二年至二零一三年間任職上海隆邦服飾有限公司的資訊科技經理。彼於二零零七年至二零一二年為上海百世好電子商務有限公司的資訊科技經理。余先生於二零零五年獲東華大學頒授數學與應用數學學士學位。

* 僅供識別



Directors' Report 董事會報告書

The Directors submit herewith their annual report together with the audited consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2021.

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

The Company is a limited liability company incorporated in the Cayman Islands and its principal place of business in Hong Kong is Suite 301, 3/F, Hale Weal Industrial Building, 22-28 Tai Chung Road, Tsuen Wan, New Territories, Hong Kong.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The activities of its principal subsidiaries are set out in note 36 to the consolidated financial statements.

RESULTS AND DIVIDENDS

The results of the Group for the year ended 31 December 2021 are set out in the consolidated statement of profit or loss and other comprehensive income on pages 92 and 93.

The Board resolved not to pay any final dividend for the year ended 31 December 2021.

BUSINESS REVIEW

The business review of the Company for the year ended 31 December 2021 is set out in the "Chairman's Statement" and "Management Discussion and Analysis" on pages 5 to 6 and pages 7 to 24 of this report respectively. Those sections form part of this "Directors' Report".

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2021, as a restaurant chain, the Group has a large and diverse customer base. The revenue derived from the top five largest customers accounted for less than 30% of the total revenue for the year ended 31 December 2021.

For the year ended 31 December 2021, the purchases of food ingredients and other supplies from the Group's top five largest suppliers together accounted for approximately 47.13% (2020: approximately 38.1%), with the largest supplier accounted for approximately 24.71% (2020: approximately 19.4%) of the Group's total purchases for the year.

董事會茲提呈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之年度報告及經審核綜合財務報表。

香港主要營業地點

本公司在開曼群島註冊成立為有限公司，其於香港的主要營業地點位於香港新界荃灣大涌道22-28號合福工業大廈3樓301室。

主要業務

本公司為投資控股公司。其主要附屬公司之業務載於綜合財務報表附註36。

業績及股息

本集團截至二零二一年十二月三十一日止年度之業績載於第92及93頁之綜合損益及其他全面收益表。

董事會議決不就截至二零二一年十二月三十一日止年度派付任何末期股息。

業務回顧

本公司截至二零二一年十二月三十一日止年度的業務回顧分別載於本報告第5至6頁的「主席報告書」及第7至24頁的「管理層討論與分析」等節。該兩節組成本「董事會報告書」的一部分。

主要客戶及供應商

截至二零二一年十二月三十一日止年度，作為連鎖餐廳，本集團擁有龐大且多元化的客戶基礎。源自五大客戶的收益佔截至二零二一年十二月三十一日止年度總收益不足30%。

截至二零二一年十二月三十一日止年度，採購自本集團五大供應商的食材及其他供應品合共佔本集團於年內採購總額約47.13%（二零二零年：約38.1%），當中最大供應商佔約24.71%（二零二零年：約19.4%）。



Directors' Report 董事會報告書

None of our Directors, any of their close associates or any Shareholders that, to the knowledge of our Directors, own more than 5% of the issued share capital of the Company had any interest in any of the Group's five largest customers and suppliers during the year ended 31 December 2021.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements during the year in the property, plant and equipment of the Group are set out in note 16 to the consolidated financial statements.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year are set out in note 23 to the consolidated financial statements.

RESERVES

Details of movements in the reserves of the Company during the year are set out on page 203.

DISTRIBUTABLE RESERVES OF THE COMPANY

At 31 December 2021, the Company had no reserves available for distribution (2020: Nil).

FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the past five financial years is set out on page 208.

截至二零二一年十二月三十一日止年度，概無董事、任何彼等之緊密聯繫人或任何股東（據董事所知擁有本公司已發行股本5%以上者）於本集團五大客戶及供應商中擁有任何權益。

物業、廠房及設備

本集團物業、廠房及設備於年內之變動詳情載於綜合財務報表附註16。

股本

年內的本公司股本變動詳情載於綜合財務報表附註23。

儲備

本公司儲備於年內之變動詳情載於第203頁。

本公司可供分派儲備

於二零二一年十二月三十一日，本公司並無可供分派儲備（二零二零年：無）。

財務概要

本集團過去五個財政年度的業績及資產負債概要載於第208頁。



Directors' Report 董事會報告書

DIRECTORS

The Directors during the financial year and up to the date of this report were:

Executive Directors

Mr. Hung Shui Chak (*Chairman*)
Mr. So Kam Chuen
Mr. Yuan Mingjie

Independent Non-executive Directors

Mr. Tam Bing Chung Benson
Mr. Cheung Ting Pong
Mr. Shum Kei Yiu Daniel
(appointed on 31 August 2021)
Mr. Johnson Wan
(resigned on 31 August 2021)

Pursuant to article 84 of the articles of association of the Company, Mr. So Kam Chuen and Mr. Tam Bing Chung Benson shall retire from office by rotation at the forthcoming annual general meeting of the Company and shall then be eligible, offer themselves for re-election at the forthcoming annual general meeting of the Company.

Pursuant to article 83(3) of the articles of association of the Company, Mr. Shum Kei Yiu Daniel, who has been appointed with effect from 31 August 2021, shall hold office only until the next following general meeting of the Company and shall then be eligible for re-election.

The Company has received from each independent non-executive Director a confirmation of his independence pursuant to the independence guidelines under the Listing Rules, and considers that all independent non-executive Directors are independent.

Each of the independent non-executive Directors, are appointed for a specific term and are subject to retirement by rotation in accordance with the Company's articles of association.

None of the Directors proposed for re-election at the forthcoming annual general meeting has a service agreement with the Company which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

董事

於本財政年度及截至本報告日期，董事包括：

執行董事

洪瑞澤先生(主席)
蘇錦存先生
袁明捷先生

獨立非執行董事

譚秉忠先生
張靈邦先生
沈其耀先生
(於二零二一年八月三十一日獲委任)
雲浚淳先生
(於二零二一年八月三十一日辭任)

根據本公司章程細則第84條，蘇錦存先生及譚秉忠先生將於本公司應屆股東週年大會上輪流退任，屆時將符合資格並願意於本公司應屆股東週年大會上重選連任。

根據本公司章程細則第83(3)條，沈其耀先生於二零二一年八月三十一日起獲委任，彼將任職至下屆股東大會為止，並符合資格膺選連任。

本公司已收到每位獨立非執行董事各自根據上市規則規定的獨立性指引提交的獨立性確認，並認為所有獨立非執行董事均為獨立。

獨立非執行董事各自按固定任期獲委任，且須遵照本公司章程細則輪值退任。

建議在應屆股東週年大會上重選連任之董事，概無與本公司訂立一年內在不作賠償(法定補償除外)下本集團不得終止之任何服務協議。

Directors' Report 董事會報告書

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS OR SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 December 2021, the interests or short positions of the Directors and chief executives of the Company in the shares, underlying shares and debentures of the Company and its associated corporation (within the meaning of Part XV of the SFO) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provision of the SFO) or which were required to be recorded in the register required to be kept under Section 352 of the SFO or which were required, to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix 10 (the "Model Code"), were as follows:

董事及主要行政人員於股份、相關股份及債權證的權益或淡倉

於二零二一年十二月三十一日，董事及本公司主要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）股份、相關股份及債權證中擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉（包括彼等根據證券及期貨條例的有關條文被當作或視為擁有的權益或淡倉），或根據證券及期貨條例第352條須記錄於該條所述登記冊的權益或淡倉，或根據附錄10所載上市發行人董事進行證券交易的標準守則（「標準守則」）須知會本公司及聯交所的權益或淡倉如下：

Name of Director 董事姓名	Capacity 身份	Number of underlying shares held 所持相關股份數目	Number of shares held 所持股份數目	Total number of shares and underlying shares held 所持股份及相關股份總數	Approximate percentage of the issued share capital of the Company 佔本公司已發行股本概約百分比
Mr. Hung Shui Chak 洪瑞澤先生	Interest of controlled corporation 受控制法團權益	—	433,504,624 (L) (Note 1) (附註1)	433,504,624 (L)	63.57%
Mr. So Kam Chuen 蘇錦存先生	Beneficial owner 實益擁有人	872,999 (L) (Note 2) (附註2)	8,609,331 (L)	9,482,330 (L)	1.39%
Mr. Yuan Mingjie 袁明捷先生	Beneficial owner 實益擁有人	—	6,373,600 (L)	6,373,600 (L)	0.93%

(L): Long position
(L): 好倉



Directors' Report 董事會報告書

Note 1: These 433,504,624 shares were held by Shui Chak Group Limited. Shui Chak Group Limited was wholly-owned by Mr. Hung. Thus, Mr. Hung was deemed to be interested in the 433,504,624 shares held by Shui Chak Group Limited pursuant to the SFO.

Note 2: These underlying shares represented a maximum of 14,904,875 then Shares to be issued to Mr. So upon full conversion of the Convertible Bonds which were issued to Mr. So on 4 July 2018. Upon completion of the Rights Issue, the conversion price has been adjusted to HK\$1.75 per Share, and based on the conversion price of HK\$1.75 per Share, the number of Shares which fall to be issued upon full conversion of the Convertible Bonds held by Mr. So has been adjusted to a maximum of 872,999 Shares.

Note 3: The percentage is calculated on the basis of 681,975,442 Shares of the Company in issue as at 31 December 2021.

Save as disclosed above, as at 31 December 2021, none of the Directors or chief executives of the Company had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) which were required to be recorded in the register required to be kept under section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

DIRECTORS' RIGHT TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed above and other than the share option scheme of the Company, at no time during the financial year was the Company, or any of its holding companies, subsidiaries or fellow subsidiaries a party to any arrangement to enable the Directors and chief executives of the Company (including their spouses and children under 18 years of age) to hold any interest or short positions in the shares, or underlying shares, or debentures, of the Company or its associated corporations (with the meaning of Part XV of the SFO).

附註1：433,504,624股當時股份乃由瑞澤集團有限公司持有。瑞澤集團有限公司由洪先生全資擁有。故此，根據證券及期貨條例，洪先生被視為瑞澤集團有限公司所持有的433,504,624股當時股份中擁有權益。

附註2：該等相關股份指於二零一八年七月四日發行予蘇先生的可換股債券獲悉數轉換後將向蘇先生發行最多14,904,875股當時股份。完成供股後，轉換價已調整至每股股份1.75港元，而根據每股股份1.75港元之轉換價，蘇先生持有之可換股債券全數轉換後將發行之股份數目已調整至最多872,999股股份。

附註3：該百分比乃按本公司於二零二一年十二月三十一日有681,975,442股已發行股份之基準計算。

除上文所披露者外，於二零二一年十二月三十一日，董事或本公司主要行政人員並無於本公司及其相聯法團（定義見證券及期貨條例第XV部）股份、相關股份或債券中擁有或視為擁有根據證券及期貨條例第352條須記錄於該條所述登記冊的任何權益或淡倉，或根據標準守則須知會本公司及聯交所的權益或淡倉。

董事購買股份或債券的權利

除上文所披露者及本公司購股權計劃外，本公司或其任何控股公司、附屬公司或同系附屬公司於財政年度任何時間概無訂立任何安排促使董事及本公司主要行政人員（包括彼等的配偶及18歲以下子女）可於本公司或其相聯法團（定義見證券及期貨條例第XV部）股份、相關股份或債權證中持有任何權益或淡倉。

Directors' Report 董事會報告書

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

As at 31 December 2021, the following persons or corporations (other than Directors or chief executives of the Company) were interested in 5% or more of the issued share capital of the Company which were recorded in the register of interests required to be kept by the Company pursuant to Section 336 of the SFO, or to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO and the Listing Rules:

主要股東於股份、相關股份及債權證的權益及淡倉

於二零二一年十二月三十一日，以下人士或公司（董事或本公司主要行政人員除外）按本公司根據證券及期貨條例第336條須存置的權益登記冊所示，或於根據證券及期貨條例第XV部第2及3分部的條文及上市規則須披露的本公司已發行股本中擁有5%或以上權益：

Name of shareholder	Capacity	Number of underlying shares held	Number of shares held	Total number of shares and underlying shares held	Approximate percentage of the issued share capital of the Company
股東姓名	身份	所持相關股份數目	所持股份數目	所持股份及相關股份總數	佔本公司已發行股本概約百分比
					(Note 2) (附註2)

Shui Chak Group Limited 瑞澤集團有限公司	Beneficial owner 實益擁有人	—	433,504,624 (L) (Note 1) (附註1)	433,504,624 (L)	63.57%
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(L): Long position

(L): 好倉

Note 1: These 433,504,624 Shares were held by Shui Chak Group Limited. Shui Chak Group Limited was wholly-owned by Mr. Hung. Thus, Mr. Hung was deemed to be interested in the 433,504,624 Shares held by Shui Chak Group Limited pursuant to the SFO.

附註1：433,504,624股股份乃由瑞澤集團有限公司持有。瑞澤集團有限公司由洪先生全資擁有。故此，根據證券及期貨條例，洪先生被視為於瑞澤集團有限公司所持有的433,504,624股股份中擁有權益。

Note 2: The percentage is calculated on the basis of 681,975,442 shares of the Company in issue as at 31 December 2021.

附註2：有關百分比乃以於二零二一年十二月三十一日之681,975,442股本公司已發行股份為基準計算。



Directors' Report 董事會報告書

Save as disclosed above, as at 31 December 2021, the Company had not been notified by any person or company, other than Directors or chief executives of the Company whose interest are set out in the section headed "DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS OR SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES" in this report, who had interests or short positions in the shares, underlying shares and debentures of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were recorded in the register to be kept by the Company under section 336 of the SFO.

SHARE OPTION SCHEME

At the annual general meeting of the Company held on 2 June 2021, the shareholders of the Company approved the adoption of the share option scheme (the "**Share Option Scheme**"). The relevant listing approval was granted by the Stock Exchange on 3 June 2021. A summary of the principal terms of the Share Option Scheme are as follows:

Purpose of the Share Option Scheme

The purpose of the Share Option Scheme is to enable the Company to grant options to selected eligible participants as incentives or rewards for their contribution or potential contribution to the Group and/or to enable the Group to recruit and retain high-calibre employees and attract human resources that are valuable to the Group.

Participants of the Share Option Scheme

The eligible participant(s) of the Share Option Scheme is/are, full time or part time employees of the Company (including any directors, whether executive or non-executive and whether independent or not, of the Company); and any consultants or advisers of the Company who, in the sole discretion of the Board, has contributed or may contribute to the Company.

除上文所披露者外，於二零二一年十二月三十一日，概無任何人士或公司(董事或本公司主要行政人員於本報告「董事及主要行政人員於股份、相關股份及債券的權益或淡倉」所載之權益除外)曾知會本公司其於根據證券及期貨條例第XV部第2及第3分部之條文須向本公司披露，或於根據證券及期貨條例第336條須記錄於該條所述登記冊的本公司股份、相關股份或債券中擁有權益或淡倉。

購股權計劃

在本公司於二零二一年六月二日舉行之股東週年大會上，本公司之股東已批准採納購股權計劃(「**購股權計劃**」)。聯交所已於二零二一年六月三日授出相關上市批准。購股權計劃之主要條款概要如下：

購股權計劃之目的

購股權計劃旨在使本公司能向選定之合資格參與者授出購股權，以激勵及嘉許彼等所作出或可能對本集團作出之貢獻及／或有助本集團招聘及挽留優秀僱員及吸引對本集團而言屬寶貴的人力資源。

購股權計劃之參與者

購股權計劃之合資格參與者為本公司的全職或兼職僱員(包括本公司任何董事，無論執行或非執行及無論獨立與否)；及董事會全權酌情認為對本公司作出或可能作出貢獻的本公司任何諮詢人或顧問。



Directors' Report 董事會報告書

Maximum number of Shares available for issue

The maximum number of Shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other share option schemes of the Company must not, in aggregate, exceed 10% of the Shares in issue as at the date of the approval of the Share Option Scheme.

Maximum entitlement of each eligible participant

The total number of Shares issued and to be issued upon exercise of the options granted to each eligible participant or grantee (including exercised and outstanding options) in any twelve (12)-month period up to the date of grant shall not exceed 1% of the Shares in issue.

Time of exercise of options

Subject to the terms of the Share Option Scheme, an option may be exercised in whole or in part at any time during the period to be determined and notified by the Directors to the grantee thereof at the time of making an offer provided that such period shall not exceed the period of ten (10) years from the date of the grant of the particular option but subject to the provisions for early termination but subject to the early termination of the Share Option Scheme.

There is no specified minimum period under the Share Option Scheme for which an option must be held or the performance target which must be achieved before an option can be exercised under the terms of the Share Option Scheme.

Acceptance of options

An offer of the grant of an option shall be made to eligible participants in writing (and unless so made shall be invalid) in such form as the Board may from time to time determine and shall remain open for acceptance by the eligible participant concerned for a period of twenty-one (21) days inclusive of, and from the offer date provided that no such offer shall be open for acceptance after the earlier of the termination date or the termination of the Share Option Scheme.

可供發行股份之最高數目

根據購股權計劃及本公司任何其他購股權計劃將予授出之全部購股權獲行使時可予發行之最高股份數目，合共不得超過批准購股權計劃當日已發行股份之10%。

每名合資格參與者可獲授權益上限

在截至授出當日止任何十二(12)個月期間內授予每名合資格參與者或承授人之購股權(包括已行使及尚未行使之購股權)獲行使時已發行及將予發行之股份總數，不得超過已發行股份之1%。

購股權之行使時間

在購股權計劃條款之規限下，購股權可於董事於作出要約時釐定及通知購股權承授人之期間內隨時全數或部份行使，惟有關期間不得超過特定購股權授出日期起計十(10)年，並須受購股權計劃之提早終止條文所規限。

購股權計劃並無訂明購股權於可根據購股權計劃之條款行使前必須持有之指定最短期限，或必須達致之表現目標。

接納購股權

授出購股權之要約應以董事會不時釐定之書面格式(而並非以書面形式作出者屬無效)向合資格參與者授出，有關合資格參與者仍可於要約日期起計二十一(21)日期間內(包括首尾兩日)接納，惟於終止日期或購股權計劃終止(以較早者為準)後，概不可接納有關要約。



Directors' Report 董事會報告書

A nominal consideration of HK\$1.00 is payable by the grantee upon acceptance of an option. An offer of the grant of an Option shall be deemed to have been accepted by an eligible participant concerned in respect of all Shares which are offered to such eligible participant when the duplicate letter comprising acceptance of the offer duly signed by the eligible participant with the number of Shares in respect of which the offer is accepted stated therein, together with a remittance in favour of the Company of HK\$1.00 by way of consideration for the grant thereof is received by the Company.

Exercise price

The subscription price for Shares under the Share Option Scheme may be determined by the Board at its absolute discretion, provided that it shall not be less than the highest of: (i) the closing price of the Shares on the Stock Exchange as shown in the daily quotations sheet of the Stock Exchange on the offer date, which must be a business day; (ii) the average of the closing prices of the Shares as shown in the daily quotations sheets of the Stock Exchange for the five (5) consecutive business days immediately preceding the offer date; and (iii) the nominal value of the Share on the offer date.

Duration of the Share Option Scheme

The Share Option Scheme shall continue in force for the period commencing from the adoption date and expiring at the close of business on the tenth anniversary thereof, after such period no further options will be granted but the provisions of the Share Option Scheme shall remain in full force and effect in respect of any options granted before its expiry or termination but not yet exercised.

承授人在接納購股權時須支付1.00港元的象徵性代價。當本公司收到由合資格參與者正式簽署的接受要約的信件副本，並註明接受要約的股份數目，連同以本公司為受益人的匯款1.00港元作為授出要約的代價時，有關的授出購股權的要約將被視為已獲該合資格參與者接受，涉及所有向該合資格參與者提供的股份。

行使價

購股權計劃項下股份之認購價可由董事會全權酌情釐定，前提是該價格不得低於以下三項之最高者：(i)股份於要約日期（該日須為營業日）在聯交所每日報價表所示於聯交所之收市價；(ii)股份於緊接要約日期前五(5)個連續營業日在聯交所每日報價表所示之平均收市價；及(iii)股份於要約日期之面值。

購股權計劃之年期

購股權計劃將由採納日期起至採納日期起計第十週年當日營業時間結束時屆滿之期間內一直有效，於該期間後，將不得再授出任何購股權，惟購股權計劃之條文對在購股權計劃屆滿或終止前授出但尚未行使之任何購股權仍具十足效力及作用。

Directors' Report

董事會報告書

Movements relating to the share options granted during the year ended 31 December 2021 were as follows:

截至二零二一年十二月三十一日止年度，有關已授出購股權之變動如下：

Date of grant	Capacity	Number of share options 購股權數目					At 31 December 2021 於 二零二一年 十二月 三十一日	Validity period	Exercise price 行使價 HK\$ 港元
		At 1 January 2021 於 二零二一年 一月一日	Granted 已授出	Exercised 已行使	Lapsed 已失效	Cancelled 已註銷			
20 July 2021 二零二一年七月二十日	Employees 僱員	—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
		—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
		—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
		—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
		—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
	Executive director 執行董事	—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
	— Mr. So Kam Chuen — 蘇錦存先生	—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
	Executive director 執行董事	—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
	— Mr. Yuan Mingjie — 袁明捷先生	—	6,373,600	6,373,600	—	—	—	20 July 2021 to 19 July 2031 二零二一年七月二十日至 二零三一年七月十九日	0.1110
19 October 2021 二零二一年十月十九日	Employees 僱員	—	6,373,600	—	—	—	6,373,600	19 October 2021 to 18 October 2031 二零二一年十月十九日至 二零三一年十月十八日	0.1014
		—	6,373,600	—	—	—	6,373,600	19 October 2021 to 18 October 2031 二零二一年十月十九日至 二零三一年十月十八日	0.1014
		—	6,373,600	—	—	—	6,373,600	19 October 2021 to 18 October 2031 二零二一年十月十九日至 二零三一年十月十八日	0.1014
			63,736,000	44,615,200			19,120,800		



Directors' Report 董事會報告書

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the year, no Directors or their respective associates (as defined in the Listing Rules) had any interest in a business which competes or is likely to compete, either directly or indirectly, with the business of the Company.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

Save as disclosed in this annual report, no transactions, arrangements or contracts of significance in relation to the Group's business to which any of the Company's subsidiaries and fellow subsidiaries was a party, and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at any time during the year or at the end of the year.

EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme as disclosed in the section headed "Share Option Scheme" above, no equity-linked agreements were entered into by the Company, or existed during the year under review.

PERMITTED INDEMNITY PROVISION

Pursuant to Code Provision A.1.8 of the Corporate Governance Code set out under Appendix 14 to the Listing Rules and subject to the provisions of the Companies Ordinance, the Company has arranged for appropriate insurance cover for directors' and officers' liabilities in respect of any losses or liabilities incurred, or any legal actions brought against the directors and senior management of the Group which may arise out of corporate activities. The permitted indemnity provision is in force for the benefit of the directors as required by section 470 of the Companies Ordinance.

MANAGEMENT CONTRACTS

No contract concerning the management and administration of the whole and any substantial part of the business of the Company was entered into or in existence during the year.

董事於競爭業務之權益

年內，概無董事或彼等各自之聯繫人(定義見上市規則)於與本公司業務直接或間接構成競爭或可能構成競爭之業務中擁有任何權益。

董事於交易、安排或合約之權益

除本年報所披露者外，概無本公司任何附屬公司及同系附屬公司有份訂約並與本集團業務有關，而董事或與董事有關連之實體直接或間接擁有重大利益之重大交易、安排或合約，於本年度任何時間或本年度末仍然存續。

股權掛鈎協議

除上文「購股權計劃」一節披露的購股權計劃外，於回顧年度，本公司並無訂立任何股權掛鈎協議，亦無現存此類協議。

經准許彌償準備金

根據上市規則附錄十四所載企業管治守則守則條文第A.1.8條及根據公司條例規定，本公司已就本集團董事及高級管理層於經營業務過程中可能招致之一切損失或責任或任何法律行動投購合適董事及高級職員責任保險。基於董事利益的獲准許彌償條文乃根據公司條例第470條之規定生效。

管理合同

年內概無訂立任何有關本公司整體業務及任何重大部分的治理及行政管理的合同，或現存此類合同。

Directors' Report

董事會報告書

CONNECTED TRANSACTIONS

Save as disclosed, the Company did not have any connected transactions which were subject to the reporting requirements under Chapter 14A of the Listing Rules for the year ended 31 December 2021.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

There was no material breach of or non-compliance with applicable laws and regulations by the Group during 2021 that has a significant impact on the business and operations of the Group.

EMOLUMENT POLICY AND RETIREMENT BENEFITS

The emolument policy of the senior employees of the Company is set and recommended by the Remuneration Committee to the Board on the basis of the employees' merit, qualifications and competence.

The emoluments of the Directors are formulated and recommended by the Remuneration Committee to the Board, having regards to the Company's operating results, individual performance of the Directors and comparable market statistics.

The Company has adopted the Share Option Scheme as an incentive to the Directors and eligible employees of the Company, details of which are set out in the section headed "Share Option Scheme" above.

Details of the Company's retirement benefit plans are set out in note 9 to the consolidated financial statements.

RELATIONSHIPS WITH STAKEHOLDERS

The Company recognises that employees are our valuable assets. Thus the Group provides competitive remuneration package to attract and motivate the employees. The Group regularly reviews the remuneration package of employees and makes necessary adjustments to conform to the market standard.

關連交易

除上文披露者外，截至二零二一年十二月三十一日止年度，本公司概無任何須遵守上市規則第14A章申報規定之關連交易。

遵守相關法律及法規

本集團於二零二一年概無適用法律及法規的重大違反或不合規情況，而對本集團業務及營運有重大影響。

薪酬政策及退休福利

本公司高級僱員的薪酬政策由薪酬委員會按僱員價值、資質及能力釐定，並向董事會作出建議。

董事的薪酬乃由薪酬委員會按本公司經營業績、董事個人表現及可資比較市場數據制定，並向董事會作出建議。

本公司已採納購股權計劃，作為對本公司董事及合資格僱員的獎勵，詳情載於上文「購股權計劃」一節。

本公司退休福利計劃詳情載於綜合財務報表附註9。

與利益相關人士的關係

本公司認同，僱員乃其寶貴資產。因此，本集團提供具競爭力之薪酬待遇，以吸引並激勵僱員。本集團定期檢討僱員之薪酬待遇，並會因應市場標準而作出必要調整。



Directors' Report 董事會報告書

The Group also understands that it is important to maintain good relationship with business partners to achieve its long-term goals. Accordingly, our management have kept good communication, promptly exchanged ideas and shared business update with them when appropriate. During the year, there was no material and significant dispute between the Group and its business partners.

KEY RISKS AND UNCERTAINTIES

The Company has reviewed the possible risks and uncertainties which may affect its operations, financial position and prospects. The following are the key risks and uncertainties identified by the Company that may materially and adversely affect the Group: (i) future growth of the Group depends on its ability to open and profitably operate new restaurants; (ii) historical financial and operating results of the Group are not indicative of future performance and the Group may not be able to achieve and sustain the historical level of growth for revenue and profitability; and (iii) results of operations of the Group may fluctuate significantly due to low awareness of potential change in the business environment under outbreak of contagious diseases, such as novel coronavirus pandemic, which causes a significant economic downturn.

There may be other risks and uncertainties in addition to those shown below which are not known to the Company or which may not be material now but could turn out to be material in the future.

TAX RELIEF AND EXEMPTION

The Company is not aware of any tax relief and exemption available to shareholders of the Company by reason of their holding of the Company's securities.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Company's articles of association or the laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated.

本集團亦明白，與商業夥伴保持良好商業關係對達成其長遠目標而言屬至關重要。因此，管理層會在適當情況下與彼等保持良好溝通、適時交流想法及共享最新業務資料。年內，本集團與其商業夥伴並無重大而明顯之糾紛。

主要風險及不確定因素

本公司已審閱可能對其營運、財務狀況及前景構成影響之可能風險及不確定因素。以下為本公司已識別之主要風險及不確定因素，可能對本集團造成重大不利影響：(i)本集團的未來增長視乎其開辦新餐廳並從經營中獲利的能力；(ii)本集團的過往財務及經營業績並非未來表現的指標，而本集團或許無法達致及維持收益及盈利能力的歷史增長水平；及(iii)本集團的經營業績或會因為對傳染病爆發時商業環境的潛在變化(如新型冠狀病毒疫情導致經濟大幅下滑)認識不足而大幅波動。

除下文所示者外，本公司尚未知悉，或現時並不重大但未來可能變得重大之其他風險及不確定因素可能存在。

稅務寬免及豁免

本公司並不知悉本公司股東因持有本公司證券可獲任何稅務寬免及豁免。

優先購股權

本公司章程細則及開曼群島(即本公司註冊成立的司法權區)法例概無優先購股權條文。

Directors' Report

董事會報告書

PURCHASE, REDEMPTION OR SALE OF LISTED SECURITIES OF THE COMPANY

Neither the Company, nor any of its subsidiaries purchased, redeemed or sold any of the Company's listed securities during the financial year.

CORPORATE GOVERNANCE

Full details on the Company's corporate governance practices are set out on pages 45 to 61.

AUDIT COMMITTEE

The Audit Committee was established with written terms of reference which are in line with the Code on Corporate Governance Practices as set out in Appendix 14 to the Listing Rules and the Audit Committee comprises three independent non-executive Directors.

The Audit Committee has reviewed the Group's consolidated financial statements for the year ended 31 December 2021.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors as at the date of this report, the Company had maintained the public float as required under the Listing Rules.

AUDITORS

The consolidated financial statements for the year ended 31 December 2021 have been audited by HLB Hodgson Impey Cheng Limited ("HLB") who will retire and, being eligible, offer themselves for re-appointment in the forthcoming annual general meeting.

By order of the Board
Hung Shui Chak
Chairman
Hong Kong, 30 March 2022

購買、贖回或出售本公司上市證券

於財政年度，本公司或其任何附屬公司概無購買、贖回或出售任何本公司上市證券。

企業管治

本公司企業管治常規之全部詳情載於第45至61頁。

審核委員會

本公司已成立審核委員會，並制定符合上市規則附錄十四所載企業管治常規的守則之書面職權範圍，審核委員會由三名獨立非執行董事組成。

審核委員會已審閱本集團截至二零二一年十二月三十一日止年度的綜合財務報表。

充足公眾持股量

根據本公司所獲資料及就董事所知，截至本報告日期，本公司已維持上市規則規定的公眾持股量。

核數師

截至二零二一年十二月三十一日止年度之綜合財務報表已由國衛會計師事務所有限公司「國衛」審核，其將於應屆股東週年大會退任及符合資格並願意膺選連任。

承董事會命
主席
洪瑞澤
香港，二零二二年三月三十日



Corporate Governance Report 企業管治報告

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Directors recognise the importance of incorporating the elements of good corporate governance in the management structures and internal control procedures of the Group so as to achieve effective accountability to the shareholders of the Company as a whole. Thus, the Company adopted the principles and the code provisions of the Corporate Governance Code that were in force during the year as set out in Appendix 14 to the Listing Rules as its code of corporate governance (the “CG Code”).

Throughout the year, the Company has applied the principles and complied with the applicable code provisions set out in the CG Code except for the deviation from the code provisions which are explained below.

Code Provision A.2.1

The role of the chairman of the Board is performed by Mr. Hung Shui Chak who possesses essential leadership skills and has extensive knowledge in the business of the Group. The Board believes that vesting the role of the chairman in Mr. Hung provides the Company with strong and consistent leadership, facilitates effective and efficient planning, implementation of business decisions and strategies, and ensures the generation of benefits to the shareholders of the Company.

Although the appointment of the chief executive officer of the Company remains outstanding, the overall management of the Company is performed by the executive Directors and the senior management of the Group whom have extensive experience in the business of the Group. Their respective areas of profession spearhead the Group’s overall development and business strategies.

The Company will apply and comply with the applicable code provisions as set out in the new CG Code (came into effect on 1 January 2022), the requirements under which shall apply to the Corporate Governance Report of the Company in the forthcoming financial year ending 31 December 2022.

遵從企業管治守則

董事認同為達致向本公司整體股東有效的問責性，在本集團管理架構及內部控制程序引進良好企業管治元素非常重要。因此，本公司於年內採用上市規則附錄十四所載有效的企業管治守則的原則及守則條文，作為企業管治守則條文（「企業管治守則」）。

於整個年度，本公司已應用原則，並遵守載於企業管治守則所載的適用守則條文，惟下文闡述偏離守則條文的情況除外：

守則條文第A.2.1條

由洪瑞澤先生擔任董事會主席，彼具備必要的領導技能，並對本集團業務擁有深入的了解。董事會認為，主席一職由洪先生擔任，令本公司之領導強勢及貫徹一致，可促進有效及快速計劃及實行業務決策及策略，確保本公司股東的整體利益。

儘管尚未委任本公司行政總裁，本公司的整體管理由對本集團業務具備豐富經驗的執行董事及本集團高級管理層實施。彼等各自的專業範圍引導了本集團整體發展及業務策略。

本公司將會應用及遵從載於新企業管治守則適用條文（於二零二二年一月一日起生效），其規定須於下個二零二二年十二月三十一日止財政年度內，應用於本公司企業管治報告。

Corporate Governance Report

企業管治報告

MODEL CODE FOR DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the Listing Rules as the code of conduct for securities transactions by directors (the “**Required Standard of Dealings**”). The prohibitions on securities dealing and disclosure requirements in the Required Standard of Dealings apply to specified individuals including the Group’s senior management and also persons who are privy to price sensitive information of the Group.

All Directors have confirmed, following the specific enquiry by the Company, that they complied with the Required Standard of Dealings throughout the year ended 31 December 2021 and up to the date of this report.

BOARD OF DIRECTORS

Composition of the Board of Directors

The Board currently has six Directors, comprising three executive Directors, namely Mr. Hung Shui Chak (the Chairman), Mr. So Kam Chuen and Mr. Yuan Mingjie; and three independent non-executive Directors, namely Mr. Tam Bing Chung Benson, Mr. Cheung Ting Pong and Mr. Shum Kei Yiu Daniel. During the year ended 31 December 2021, the changes to the composition of the Board were:

- Mr. Shum Kei Yiu Daniel has been appointed as an independent non-executive Director with effect from 31 August 2021;
- Mr. Johnson Wan has resigned as an independent non-executive Director with effect from 31 August 2021.

The Board possesses a balance of skills, experience and diversity of perspectives appropriate to the requirements of the businesses of the Group. The Directors with a variety and a balance of skills and experience in restaurant management, business development, auditing, accounting, financial management and corporate finance which is relevant in managing the businesses in which the Group is engaged. The biographical details of the Directors are set out in the section headed “Board of Directors and Senior Management” in this Report. Updated list of Directors identifying their role and function are maintained on the websites of the Stock Exchange at <http://www.hkexnews.hk> and the Company at <http://www.cre8ir.com/longhui/>.

董事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的上市發行人董事進行證券交易的標準守則，作為董事進行證券交易的守則操守（「**交易要求標準**」）。交易要求標準就證券買賣之限制及披露規定適用於特定個別人士，包括本集團之高級管理人員及其他知悉可影響股價之本集團資料之人士。

全體董事已經確認，經本公司特定查詢後，彼等於截至二零二一年十二月三十一日止年整個年度及直至本報告日期，已遵從交易要求標準。

董事會

董事會的組成

董事會目前有六名董事，包括三名執行董事，即洪瑞澤先生（主席）、蘇錦存先生及袁明捷先生；以及三名獨立非執行董事，即譚秉忠先生、張霆邦先生及沈其耀先生。於截至二零二一年十二月三十一日止年度，董事會組成的變化為：

- 沈其耀先生獲委任為獨立非執行董事，自二零二一年八月三十一日起生效；
- 雲浚淳先生辭任獨立非執行董事，自二零二一年八月三十一日起生效。

董事會擁有適合本集團業務要求的技能、經驗及觀點的多樣化平衡。董事在餐廳管理、業務發展、審計、會計、財務管理及企業融資等方面具有豐富和平衡的技能及經驗，與管理本集團所從事的業務有關。董事的詳細履歷載於本報告「董事會及高級管理層」一節。載有角色及職能的最新董事名單於聯交所網站 (<http://www.hkexnews.hk>) 及本公司網站 (<http://www.cre8ir.com/longhui/>) 登載。



Corporate Governance Report 企業管治報告

To the best of the knowledge of the Company, there is no financial, business, family or other material or relevant relationships between Board members and the Chairman.

Appropriate liability insurance for the Directors has been arranged for indemnifying their liabilities arising out of corporate activities.

Chairman and Chief Executive

Mr. Hung Shui Chak is the Chairman of the Company. The Chairman is primarily responsible for leading the Board and ensuring that the Board functions effectively.

Up to the date of this Report, the Board has not appointed any individual to the post of Chief Executive Officer. The responsibilities of the Chief Executive Officer have been performed by all executive Directors, including the Chairman and the senior management of the Group.

The reasons for the deviation from the code provision A.2.1 under the CG Code are set out in the section head "Compliance with the Corporate Governance Code".

Functions of the Board

The principal function of the Board is to consider and approve strategies, financial objectives, annual budget, investment proposals of the Group and to assume the responsibilities of corporate governance of the Group. The Board delegates the authority and responsibility for implementing day-to-day operations, business strategies and management of the Group's businesses to the executive Directors, management of the Company and certain specific responsibilities to the Board committees.

Board Meetings and Board Practices

During the year ended 31 December 2021, the Board held four board meetings. The Directors can attend meetings in person or through other means of electronic communication in accordance with the Company's articles of association. All Directors may access the advice and services of the company secretary who regularly updates the Board on governance and regulatory matters. All Directors will also be provided with sufficient resources to discharge their duties, and upon reasonable request, the Directors will be able to seek independent professional advice in appropriate circumstances, at the Company's expense. All minutes of board meetings were recorded in sufficient detail of the matters considered by the Board and the decisions reached.

據本公司所深知，董事會成員之間及主席之間不存在財務、商業、家庭或其他重大或相關關係。

本公司已為董事安排適當之責任保險，就彼等因企業活動須承擔之責任給予彌償。

主席及行政總裁

洪瑞澤先生為本公司的主席。主席主要負責領導董事會並確保董事會有效運作。

截至本報告日期，董事會並無委任任何個人擔任行政總裁的職務。行政總裁的職責一直由所有執行董事(包括主席和本集團的高級管理層)履行。

偏離企業管治守則守則條文第A.2.1條的原因載於「遵守企業管治守則」一節。

董事會的職能

董事會的主要職能為考慮及批核本集團的策略、財務目標、年度預算及投資建議，以及承擔本集團企業管治的責任。董事會將執行日常運作、業務策略及本集團業務管理的權力及責任授予執行董事及本公司管理層，並將若干具體責任授予董事會屬下委員會。

董事會會議及董事會常規

於截至二零二一年十二月三十一日止年度內，董事會召開了四次董事會會議。根據本公司章程細則，董事可親身或透過其他電子通訊方式出席會議。公司秘書向全體董事提供意見及服務，並定期向董事會提供管治及規管事宜的最新資料。所有董事亦將獲得充分的資源以履行其職責，並在合理的要求下，可按合適的情況尋求獨立專業意見，費用由本公司承擔。董事會會議的所有會議記錄需足夠詳細地記錄董事會已考慮的事項及作出的決定。

Corporate Governance Report

企業管治報告

For the year ended 31 December 2021, four board meetings, one annual general meeting and one extraordinary general meeting were held. Details of the attendance of Directors are set out below. The attendance of a Director is stated by reference to the number of meetings held during his tenure if he was appointed part way during the year.

截至二零二一年十二月三十一日止年度，已舉行四次董事會會議、一次股東週年大會及一次股東特別大會。董事之出席詳情如下。倘董事於年內獲委任，其出席會議的次數乃參照其任期內所舉行的會議數目呈列。

Name of the Directors 董事姓名	Board Meetings 董事會會議	Annual General Meeting 股東週年大會	Extraordinary General Meeting 股東特別大會
Executive Directors 執行董事			
Mr. Hung Shui Chak 洪瑞澤先生	3/4	1/1	1/1
Mr. So Kam Chuen 蘇錦存先生	4/4	1/1	1/1
Mr. Yuan Mingjie 袁明捷先生	4/4	1/1	1/1
Independent Non-executive Directors 獨立非執行董事			
Mr. Tam Bing Chung Benson 譚秉忠先生	3/4	1/1	1/1
Mr. Cheung Ting Pong 張霆邦先生	3/4	1/1	1/1
Mr. Shum Kei Yiu Daniel (<i>appointed on 31 August 2021</i>) 沈其耀先生(於二零二一年八月三十一日獲委任)	1/1	N/A不適用	1/1
Mr. Johnson Wan (<i>resigned on 31 August 2021</i>) 雲浚淳先生(於二零二一年八月三十一日辭任)	3/3	1/1	1/1

CONTINUOUS PROFESSIONAL DEVELOPMENT OF DIRECTORS 董事之持續專業發展

For the year ended 31 December 2021, the Directors have participated in the following continuous professional development to develop and refresh their knowledge and skills:

於截至二零二一年十二月三十一日止年度，董事已參與以下持續專業發展，以發展及改進彼等之知識及技能：

Name of the Directors	Attending seminars or giving talks of seminars/webinars/conferences/forums 出席講座或在研討會／ 網絡研討會／會議／ 論壇上發表演講	Reading materials relating to directors' development and duties 閱讀有關董事發展 及職務之材料
Mr. Hung Shui Chak 洪瑞澤先生	—	✓
Mr. So Kam Chuen 蘇錦存先生	—	✓
Mr. Yuan Mingjie 袁明捷先生	✓	✓
Mr. Tam Bing Chung Benson 譚秉忠先生	✓	✓
Mr. Cheung Ting Pong 張霆邦先生	✓	✓
Mr. Shum Kei Yiu Daniel 沈其耀先生	✓	✓

Directors' Appointment, Re-election and Removal

By virtue of article 83(3) of the articles of association of the Company, the Directors shall have the power from time to time and at any time to appoint any person as a Director either to fill a casual vacancy on the Board or as an addition to the existing Board. Any Director appointed by the Board to fill a casual vacancy shall hold office until the first general meeting of Shareholders after his appointment and be subject to re-election at such meeting and any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following annual general meeting of the Company and shall then be eligible for re-election.

委任、重選及罷免董事

根據本公司的章程細則第83(3)條，董事有權不時及隨時委任任何人士為董事以填補臨時董事空缺或增添董事。獲委任填補臨時空缺的任何董事須一直擔任該職務，直至本公司舉行其獲委任後的首屆股東大會為止，並於該大會上膺選連任，而獲委任新加入現行董事會的任何董事，則須擔任該職務直至本公司舉行下屆股東週年大會為止，並於該大會上合資格膺選連任。



Corporate Governance Report 企業管治報告

In compliance with the code provision in A.4.2 of the CG Code all Directors are subject to retirement by rotation at least once every three years. Furthermore, pursuant to the article 84(1) of the articles of association of the Company, at each annual general meeting one-third of the Directors for the time being (or, if their number is not a multiple of three (3), the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years.

Each of Mr. Hung Shui Chak, Mr. So Kam Chuen and Mr. Yuan Mingjie, the executive Directors, has entered into a service contract with the Company for an initial term of 3 years and shall continue thereafter until terminated by either party by giving three (3) months' notice in writing at any time after such initial term to the other. Moreover, each of Mr. Tam Bing Chung Benson, Mr. Cheung Ting Pong and Mr. Shum Kei Yiu Daniel, being the independent non-executive Directors, has entered into an appointment letter with the Company for an initial term of 3 years which may be terminated by either party by giving three (3) months' notice in writing at any time after such initial term to the other.

Independent Non-executive Directors

Throughout the year and up to the date of this report, the Company complied and fulfilled with Rules 3.10(1), 3.10(2) and 3.10A of the Listing Rules relating to the number of independent non-executive directors representing at least one-third of the board and that at least one of the independent non-executive directors has appropriate professional qualifications or accounting or related financial management expertise.

The Company has received from each of the current independent non-executive Directors an annual confirmation of their independence to Rules 3.13 of Listing Rules and the Board considers them to be independent during the year under review.

遵照企業管治守則的守則條文第A.4.2條的規定，全體董事必須最少每三年輪流退任一次。此外，根據本公司章程細則第84(1)條，在每屆股東週年大會上，當時三分之一的董事（若其人數並非三(3)的倍數，則以最接近但不超過三分之一的人數）將輪流退任，惟每位董事必須最少每三年於股東週年大會上退任一次。

執行董事洪瑞澤先生、蘇錦存先生及袁明捷先生各自與本公司訂立服務合約，初步為期三年，其後將持續有效，直至任一方於有關初始期間後任何時間向另一方發出三(3)個月書面通知終止為止。此外，餘下的獨立非執行董事，即譚秉忠先生、張霆邦先生及沈其耀先生各自與本公司訂立委任函，初步為期三年，可由任一方於有關初始期間後任何時間向另一方發出三(3)個月書面通知終止。

獨立非執行董事

於年內及直至本報告日期，本公司已遵守及履行上市規則第3.10(1)、3.10(2)及3.10A條，規則內容有關獨立非執行董事人數佔董事會成員人數至少三分之一，其中最少一名獨立非執行董事須具備合適專業資格或會計或相關財務管理專業知識。

本公司已收到現任獨立非執行董事各自根據上市規則第3.13條發出的年度獨立確認書，董事會認為彼等於回顧年度為獨立人士。



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Delegation of Powers

The Board delegates day-to-day operations of the Group to executive Directors and management of the Company responsible for different aspects of the business/functions, while reserving certain key matters in making strategic decision for its approval. When the Board delegates aspects of its management and administration functions to management, it gives clear directions as to the powers of management, in particular, with respect to the circumstances where management need to report back and obtain prior approval from the Board before making decisions or entering into any commitments on behalf of the Company.

BOARD COMMITTEES

Audit Committee

The Audit Committee was established on 10 October 2010 with written terms of reference in compliance with Rule 3.21 of the Listing Rules and code provision C.3.3 of the CG Code as set out in Appendix 14 to the Listing Rules. As at the date of this annual report, the Audit Committee comprises all three independent non-executive Directors, namely Mr. Cheung Ting Pong (Chairman of the Audit Committee), Mr. Tam Bing Chung Benson and Mr. Shum Kei Yiu Daniel, with written terms of reference which are available on the websites of the Stock Exchange and the Company. At least one of the members of the Audit Committee possesses appropriate professional accounting qualification as defined under the Listing Rules. The primary duties of the Audit Committee are, inter alia, to provide the Board with an independent review of the effectiveness of the financial reporting process, internal control and risk management systems of the Group, to oversee the audit process and to perform other duties and responsibilities as assigned by the Board.

授權

董事會授權執行董事及本公司管理層負責本集團的日常營運，負責不同的業務職責，惟若干重大事項的策略決定仍須經董事會批准。董事會授權管理層負責管理及行政職務時會對管理層的權力作出明確指示，特別是代表本公司作出決定或訂立任何承擔前須向董事會報告並獲董事會事先批准。

董事委員會

審核委員會

本公司於二零一零年十月十日成立審核委員會，並遵照上市規則第3.21條及上市規則附錄十四企業管治守則之守則條文第C.3.3條制定書面職權範圍。於本年報日期，審核委員會由全部三名獨立非執行董事組成，即張霆邦先生(審核委員會主席)、譚秉忠先生及沈其耀先生，並訂立書面職權，可於聯交所及本公司網站查閱。審核委員會至少一名成員擁有上市規則界定的合適專業會計資質。審核委員會的主要職責是(其中包括)就本集團財務報告程序、內部控制及風險管理制度的有效程度向董事會提供獨立檢討，監管審計程序及履行董事會所委派的其他職務及責任。

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During the year ended 31 December 2021, the Audit Committee held two meetings to review, among other things, the financial reporting process, internal controls and risk management systems of the Group, the effectiveness of the internal audit function of the Group, the Company's reports and accounts including the interim and annual results of the Group and provide advice and recommendations to the Board. The Audit Committee also met with the external auditor to discuss the financial reporting process and internal controls of the Group during the year and reviewed the interim report of the Company for the six months ended 30 June 2021 and the annual report of the Company for the year ended 31 December 2020. The Audit Committee also received the terms of reference of the Audit Committee. The attendance records of the members of the Audit Committee are set out below:

截至二零二一年十二月三十一日止年度，審核委員會舉行了兩次會議，以審閱(其中包括)本集團的財務申報程序、內部監控及風險管理系統、本集團內部審核職能的成效、本公司報告及賬目，包括本集團中期及年度業績，以及向董事會提供意見及建議。審核委員會亦與外部核數師會面，以討論本集團年內的財務申報程序及內部監控，並已審閱本公司截至二零二一年六月三十日止六個月的中期報告及本公司截至二零二零年十二月三十一日止年度的年報。審核委員會亦以獲審核委員會的職權範疇。審核委員會成員的出席記錄載列如下：

Members of the Audit Committee	Audit Committee Meeting(s) attended/held 已出席／舉行審核委員會會議
審核委員會成員	
Mr. Cheung Ting Pong (Chairman) 張霆邦先生(主席)	2/2
Mr. Tam Bing Chung Benson 譚秉忠先生	2/2
Mr. Shum Kei Yiu Daniel (appointed on 31 August 2021) 沈其耀先生(於二零二一年八月三十一日獲委任)	N/A 不適用
Mr. Johnson Wan (resigned on 31 August 2021) 雲浚淳先生(於二零二一年八月三十一日辭任)	2/2

The Audit Committee has reviewed the Group's consolidated financial statements for the year ended 31 December 2021.

審核委員會已審閱本集團截至二零二一年十二月三十一日止年度的綜合財務報表。

Remuneration Committee

The Remuneration Committee was established on 10 October 2010 with written terms of reference in compliance with code provision B.1.2 of the CG Code as set out in Appendix 14 to the Listing Rules. As at the date to this annual report, the Remuneration Committee comprises three independent non-executive Directors, namely Mr. Tam Bing Chung Benson (Chairman of the Remuneration Committee), Mr. Cheung Ting Pong and Mr. Shum Kei Yiu Daniel, with written terms of reference which are available on the websites of the Stock Exchange and the Company. The Company has adopted the model to delegate the determination of the remuneration packages of individual executive Directors to the Remuneration Committee. The primary duties of the Remuneration Committee

薪酬委員會

本公司於二零一零年十月十日成立薪酬委員會，並遵照上市規則附錄十四企業管治守則之守則條文第B.1.2條制定書面職權範圍。於本年報日期，薪酬委員會由三名獨立非執行董事組成，即譚秉忠先生(薪酬委員會主席)、張霆邦先生及沈其耀先生，其書面職權範圍可於聯交所網站及本公司網站查閱。本公司已採納模式，將釐定個別執行董事的薪酬組合下放於薪酬委員會。薪酬委員會的主要職責包括(但不限於)：(a)就全體董事及高級管理層的薪酬政策及結構，以及就制訂該等薪酬政策設立正式而具透明度的程序，向董事

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include (but without limitation): (a) making recommendations to the Directors on the policy and structure for all remuneration of the Directors and senior management and on the establishment of a formal and transparent procedure for developing policies on such remuneration; (b) determining the terms of the specific remuneration package of the Directors and senior management; (c) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by the Directors from time to time; and (d) considering and approving the grant of share options to eligible Participants under the Share Option Scheme.

The remuneration of the Directors is based on the performance and experience of individuals and is determined with reference to the Group's performance, the remuneration benchmark in the industry and the prevailing market conditions. During the year ended 31 December 2021, the Remuneration Committee held one meeting and had one written resolutions done to review, among other things, the remuneration policy and structure of the Directors and the senior management of the Company and the terms of reference of the Remuneration Committee and make recommendations to the Board. The Remuneration Committee also considered and recommended to the Board the remuneration of a newly appointed independent non-executive Director. The attendance records of the members of the Remuneration Committee are set out below:

作出建議；(b)釐定董事及高級管理層的具體薪酬福利條款；(c)參照董事不時議決的公司目標及宗旨，檢討及批准按表現為基準的薪酬；及(d)審議及批准向購股權計劃的合資格參與者授予購股權。

董事的薪酬乃根據個人表現及經驗，以及參考本集團的表現、行內薪酬基準及當前市況釐定。截至二零二一年十二月三十一日止年度，薪酬委員會舉行了一次會議及處理一項書面決議案，以審閱(其中包括)本公司董事及高級管理層的薪酬政策和架構，以及薪酬委員會的職權範圍，並向董事會提出推薦建議。薪酬委員會考慮一名新任獨立非執行董事的薪酬，並向董事會提出推薦建議。薪酬委員會成員的出席記錄載列如下：

Members of the Remuneration Committee

薪酬委員會成員

**Remuneration
Committee
Meeting(s)
attended/held**
已出席／舉行薪酬
委員會會議

Mr. Tam Bing Chung Benson (Chairman) 譚秉忠先生(主席)	1/1
Mr. Cheung Ting Pong 張霆邦先生	1/1
Mr. Shum Kei Yiu Daniel (appointed on 31 August 2021) 沈其耀先生(於二零二一年八月三十一日獲委任)	N/A 不適用
Mr. Johnson Wan (resigned on 31 August 2021) 雲浚淳先生(於二零二一年八月三十一日辭任)	1/1

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Remuneration Policy for Directors and Senior Management

The emolument policy of the employees of the Group is determined on the basis of their merit, qualifications and competence.

The emoluments of the Directors are recommended and determined by the Remuneration Committee, having regard to the corporate goals and objectives resolved by Directors from time to time. Directors are entitled to an aggregate annual basic salary. In addition, each of the Directors is also entitled to a discretionary bonus as determined by the Remuneration Committee by reference to the performance of the Group.

The Company adopted the Share Option Scheme on 2 June 2021. The purpose of the Share Option Scheme is to enable the Company to grant options to selected eligible participants as incentives or rewards for their contribution or potential contribution to the Group and/or to enable the Group to recruit and retain high-calibre employees and attract human resources that are valuable to the Group.

Nomination Committee

The Nomination Committee was established on 10 October 2010 with written terms of reference of the Company in compliance with code provision A.5.2 of the CG Code as set out in Appendix 14 to the Listing Rules. As at the date of this annual report, the Nomination Committee comprises one executive Director and two independent non-executive Directors, namely Mr. Cheung Ting Pong (Chairman of the Nomination Committee), Mr. Hung Shui Chak and Mr. Shum Kei Yiu Daniel, with written terms of reference which are available on the websites of the Stock Exchange and the Company. The primary duties of the Nomination Committee are, inter alia, to formulate the nomination procedures and standards for candidates for Directors and senior management, to conduct preliminary review of the qualifications and other credentials of the candidates for Directors and senior management and to recommend suitable candidates for Directors and senior management to the Board.

The Board has adopted a nomination policy (the “**Nomination Policy**”). A summary of this policy is disclosed as below.

董事及高級管理層的薪酬政策

本集團僱員的薪酬政策按彼等的價值、資質及能力而釐定。

董事酬金乃經考慮董事不時議決的公司目標，由薪酬委員會建議及釐定。董事有權享有基本年薪總額。此外，各董事亦可有權享有薪酬委員會經參考本集團業績而釐定的酌情花紅。

本公司於二零二一年六月二日採納購股權計劃。購股權計劃旨在使本公司能向選定合資格參與者授出購股權作為彼等所作貢獻或可能對本集團作出貢獻的獎勵或獎賞及／或有助本集團招聘及挽留優秀僱員及吸引對本集團而言屬寶貴的人力資源。

提名委員會

本公司於二零一零年十月十日成立提名委員會，並遵照上市規則附錄十四企業管治守則之守則條文第A.5.2條制定書面職權範圍。於本年報日期，提名委員會由一名執行董事及兩名獨立非執行董事組成，即張靈邦先生（提名委員會主席）、洪瑞澤先生及沈其耀先生，其書面職權範圍可於聯交所網站及本公司網站查閱。提名委員會的主要職責為（其中包括）就董事及高級管理層人選制定提名程序及標準，以初步審閱董事及高級管理層人選的資格及其他重要證明，並向董事會推薦合適的董事及高級管理層人選。

董事會已採用提名政策（「**提名政策**」）。該政策之概要披露如下。

1. Criteria

The Nomination Committee and/or the Board shall consider the following criteria in evaluating and selecting candidates for directorships:

- Character and integrity.
- Qualifications including professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy.
- Willingness to devote adequate time to discharge duties as a Board member and other directorships and significant commitments.
- Requirement for the Board to have independent directors in accordance with the Listing Rules and whether the candidates would be considered independent with reference to the independence guidelines set out in the Listing Rules.
- Diversity policy and any measurable objectives adopted by the Company for achieving diversity on the Board.
- Such other perspectives appropriate to the Company's business.

2. Nomination Process

2.1 Appointment of New Director

- 2.1.1 The Nomination Committee and/or the Board shall, upon receipt of the proposal on appointment of new director and the biographical information (or relevant details) of the candidate, evaluate such candidate based on the criteria as set out in section 1 to determine whether such candidate is qualified for directorship.
- 2.1.2 If the process yields one or more desirable candidates, the Nomination Committee and/or the Board shall rank them by order of preference based on the needs of the Company and reference check of each candidate (where applicable).

1. 準則

提名委員會及／或董事會在評估及甄選候任董事時應考慮以下因素：

- 品格及誠信。
- 資格，當中包括與本公司業務及公司策略相關之專業資格、技能、知識及經驗。
- 願意投入充足時間履行作為董事會成員及其他董事職責以及重大承擔。
- 根據上市規則規定為董事會設立獨立董事，以及候選人是否會根據上市規則所載獨立指引被視為獨立董事。
- 多元化政策及本公司為實現董事會成員多元化而採取之任何可計量目標。
- 適用於本公司業務之其他範疇。

2. 提名程序

2.1 委任新董事

- 2.1.1 提名委員會及／或董事會應在接獲有關委任新董事的建議及候選人的履歷(或相關詳情)後，根據第1節所列之準則評估該候選人，以確定該候選人是否合資格擔任董事。
- 2.1.2 倘提名程序產生一個或多個理想的候選人，則提名委員會及／或董事會應根據本公司的需要及各候選人的資歷查核結果(如適用)將彼等按優先順序排名。



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2.1.3 The Nomination Committee shall make recommendation to the Board in respect of the appointment of appropriate candidate for directorship.

2.1.4 For any person that is nominated by a shareholder for election as a director at the general meeting of the Company, the Nomination Committee and/or the Board shall evaluate such candidate based on the criteria as set out in section 1 to determine whether such candidate is qualified for directorship and where appropriate, the Nomination Committee and/or the Board shall make recommendation to shareholders in respect of the proposed election of director at the general meeting.

2.2 Re-election of Director at General Meeting

2.2.1 The Nomination Committee and/or the Board shall review the overall contribution and service to the Company of the retiring director including his/her attendance of Board meetings and, where applicable, general meetings, and the level of participation and performance on the Board.

2.2.2 The Nomination Committee and/or the Board shall also review and determine whether the retiring director continues to meet the criteria as set out in section 1.

2.2.3 The Nomination Committee and/or the Board shall then make recommendation to shareholders in respect of the proposed re-election of director at the general meeting.

2.1.3 提名委員會應就委任合適人選擔任董事向董事會提出建議。

2.1.4 就任何股東在本公司股東大會上就董事選舉提名之候選人而言，提名委員會及／或董事會應根據第1節所列之準則對該候選人進行評估，以確定該候選人是否合資格擔任董事，如有需要，提名委員會及／或董事會應在股東大會上就建議選舉董事向股東提出推薦建議。

2.2 在股東大會上重選董事

2.2.1 提名委員會及／或董事會應審查退任董事對本公司的整體貢獻及其服務，當中包括其出席董事會會議以及(如適用)股東大會的次數以及其在董事會的參與程度及表現。

2.2.2 提名委員會及／或董事會亦應審查並確定退任董事是否繼續符合第1節所列準則。

2.2.3 提名委員會及／或董事會應就建議在股東大會上重選董事向股東提出推薦建議。

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During the year ended 31 December 2021, the Nomination Committee held one meeting and had a written resolutions done to review, among other things, the structure, size and composition of the Board; to assess the appropriate mix of skills, experience, knowledge, expertise and diversity on the Board; to review the Board Diversity Policy (as defined below) and the terms of reference of the Nomination Committee; to review the independence of the independent non-executive Directors; to recommend the appointment of a newly appointed independent non-executive Director; and to consider the qualifications of the retiring Directors standing for election at the annual general meeting of the Company. The attendance records of the members of the Nomination Committee are set out below:

Members of the Nomination Committee

提名委員會成員

	Nomination Committee Meeting(s) attended/held 已出席／舉行提名委員會會議
Mr. Cheung Ting Pong (Chairman) 張霆邦先生(主席)	1/1
Mr. Hung Shui Chak 洪瑞澤先生	1/1
Mr. Shum Kei Yiu Daniel (appointed on 31 August 2021) 沈其耀先生(於二零二一年八月三十一日獲委任)	N/A 不適用
Mr. Johnson Wan (resigned on 31 August 2021) 雲浚淳先生(於二零二一年八月三十一日辭任)	1/1

Since 31 March 2016, the Board has adopted a board diversity policy (the “**Board Diversity Policy**”) setting out the approach to achieve diversity on the Board.

With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. In designing the Board's composition, Board diversity has been considered from a number of aspects including, but not limited to, educational background, professional experience, skills and knowledge. All Board appointments will be based on meritocracy and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

截至二零二一年十二月三十一日止年度，提名委員會舉行了一次會議及處理一項書面決議案，以審閱(其中包括)董事會的架構、規模及組成；評估董事會的技能、經驗、知識、專長及多元化組合的適當性；審閱董事會成員多元化政策(定義見下文)及提名委員會的職權範圍；審閱獨立非執行董事的獨立性；推薦新任獨立非執行董事的任命；以及考慮於本公司股東週年大會選舉的退任董事的資格。提名委員會成員的出席記錄載列如下：

自二零一六年三月三十一日起，董事會已採納董事會成員多元化政策(「**董事會成員多元化政策**」)，列載為達致成員多元化之方針。

為達致持續及平衡之發展，本公司視提升董事會層面之成員多元化方針為達到其策略目標及持續發展為之主要元素。在策劃董事會之組成架構方面，董事會成員多元化會考慮眾多因素，包括但不限於教育背景、專業經驗、技能及知識。董事會所有委任均以用人唯才為原則，並參照客觀標準及審慎考慮董事會成員多元化的裨益下，以甄別各候選人。

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ACCOUNTABILITY AND AUDIT

Directors' and Auditors' Responsibilities for the Financial Statements

The Board acknowledges its responsibility to prepare the Group's financial statements for each financial period to give a true and fair view of the state of affairs of the Group and of the results and cash flows for that period. In preparing the financial statements for the year ended 31 December 2021, the Board has selected suitable accounting policies and applied them consistently, made judgments and estimates that are prudent, fair and reasonable and prepared the financial statements on a going concern basis. The Directors are responsible for taking all reasonable and necessary steps to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

Auditors' Remuneration

The remuneration in respect of audit and non-audit services for the year ended 31 December 2021 provided by the auditors of the Company, HLB, are as follows:

Type of Services 服務類別

RMB'000
人民幣千元

Audit services	核數服務	1,200
Non-audit services	非核數服務	366
Total	總計	1,566

CORPORATE GOVERNANCE FUNCTIONS

The Board has the following responsibilities:

- to develop and review the Company's policies and practices on corporate governance and make recommendations from time to time;
- to review and monitor the training and continuous professional development of the Directors and senior management of the Group;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;

問責及審核

董事及核數師對財務報表的責任

董事會知悉有責任編製本集團各財政期間的財務報表，以真實而公允地呈列本集團該期間的財務狀況及業績與現金流量。編製截至二零二一年十二月三十一日止年度的財務報表時，董事會已選取適用會計政策並貫徹使用，並審慎、公允而合理地作出判斷及估計，以及按持續經營基準編製財務報表。董事有責任作出一切合理而必要的步驟，保護本集團的資產，並且防止及偵查欺詐及其他不正常情況。

核數師酬金

有關本公司核數師國衛於截至二零二一年十二月三十一日止年度提供核數服務及非核數服務之酬金如下：

企業管治職能

董事會職責如下：

- 制定及檢討本公司之企業管治政策及常規，並不時提出建議；
- 檢討及監察本集團董事及高級管理人員之培訓及持續專業發展；
- 檢討及監察本公司在遵守法律及監管規定方面之政策及常規；



Corporate Governance Report 企業管治報告

- | | |
|---|--------------------------------------|
| (d) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to the Directors and the employees of the Group; and | (d) 制定、檢討及監察董事及本集團僱員之操守準則及合規手冊(如有);及 |
| (e) to review the Company's compliance with the code and disclosure in the Corporate Governance Report. | (e) 檢討本公司遵守守則之情況及在企業管治報告內之披露。 |

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledges that it is their responsibility to maintain effectiveness of the Group's internal control and risk management systems. Internal control designs are implemented to manage rather than eliminate risks of failure to achieve business objectives, and can only provide reasonable, but not absolute, assurance against material misstatement or loss. Such controls cover major areas such as corporate governance, revenue and receipt cycle, expenses and payment cycle, financial reporting and compliance management. The Audit Committee evaluates the effectiveness of the internal control and risk management systems of the Group on behalf of the Board.

The Group's risk management process includes identification, evaluation, implementation of mitigation measures and review. In order to further ensure compliance with relevant statutory requirements, the Group engages external professional advisers, such as consultancy firms, auditors and external legal advisers to render professional advice so as to comply with statutory requirements (including PRC rules and regulations and the Listing Rules) as applicable to the Group from time to time. The Group had provided Directors with training, development programs and/or updates regarding the legal and regulatory requirements applicable to the business operations of the Group.

During the year, the Group engaged a professional internal control consultant to conduct a review of the Group's internal control design effectiveness, including the compliance risk management control, financial reporting and disclosure control, and controls and procedures over revenue and receipt cycle and cash management and treasury cycle of the Group.

The internal control consultant reported directly and primarily to the Audit Committee and assist the Board in monitoring and managing the risks and internal controls of the Group. Internal control design weaknesses and recommendations for areas of improvements have been reported to the Audit Committee. The Group has established management action plan to implement the internal control enhancement measures recommended by the internal control consultant.

風險管理及內部監控

董事會認同其有責任維持本集團內部監控與風險管理系統行之有效。實行內部監控設計旨在管理而非杜絕未能達致業務目標的風險，並僅可就重大失實或損失提供合理而非絕對的保證。有關監管涵蓋例如企業管治、收益及收款周期、開支及付款周期、財務報告及合規管理等重要範疇。審核委員會代表董事會評估本集團的內部監控風險管理系統的效能。

本集團的風險管理程序包括辨別、評估、實行緩解程序及審議。為了進一步確保遵從相關法定規例，本集團委聘外部專業顧問如顧問公司、核數師及外部法律顧問提供專業意見，讓本集團不時遵從適用的法定規例(包括中國法例及法規和上市規則)。本集團亦為董事提供培訓、發展課程及／或適用於本集團業務營運的法律及監管規定的最新進展。

年內，本集團已委聘一名專業內部監控顧問檢討本集團的內部監管設計效能，包括合規風險管理控制、財務報告及披露控制，及本集團收益及收款週期以及現金管理及財務週期方面的控制及程序。

內部監控顧問直接及主要向審核委員會匯報，並協助董事會監察和管理本集團的風險及內部監控。有關內部監控設計的缺陷和改善範圍的建議，已向審核委員會匯報。本集團已設立管理層行動方案，執行內部監控顧問所建議的提高內部監控措施。

Corporate Governance Report

企業管治報告

The Audit Committee concluded that there were no significant internal control failings, weaknesses or significant areas of concern identified during the year which might affect our shareholders. It opined that an adequate and effective internal control system is maintained to safeguard the shareholders' investment and the Group's assets.

COMPANY SECRETARY

Mr. Wong Chun Kit was the company secretary of the Company (the "Company Secretary") for the year ended 31 December 2021.

On 21 January 2022, Ms. Hau Hei Man Sonya has been appointed as the Company Secretary in place of Mr. Wong. Both Mr. Wong and Ms. Hau was engaged and appointed by the Company from an external secretarial services provider as its Company Secretary. The primary corporate contact person of the Company is Mr. Yuan Mingjie, an executive Director. Each of Mr. Wong and Ms. Hau confirmed that he/she has received 15 hours professional training under the requirement of Rule 3.29 of the Listing Rules during the year under review.

INVESTORS AND SHAREHOLDERS RELATIONS

The Board recognises the importance of maintaining clear, timely and effective communication with the Shareholders and investors. The Board also recognises that effective communication with investors is the key to establish investor confidence and to attract new investors. Therefore, the Group is committed to maintaining a high degree of transparency to ensure that the investors and the Shareholders receive accurate, clear, comprehensive and timely information of the Group by the publication of annual reports, interim reports, announcements and circulars. The Company also publishes all documents on the Company's website at <http://www.cre8ir.com/longhui/>. The Board continues to maintain regular dialogues with institutional investors and analysts to keep them informed of the Group's strategy, operations, management and plans. The Directors and the committee members are available to answer questions at annual general meetings of the Company. Separate resolutions would be proposed at general meetings of the Company on each substantially separate issue.

審核委員會的得出的結論為於本年度，內部監控並無重大缺點、弱點或察覺到可能影響股東的重大關注所在範圍。審核委員會認為，本集團維持充足及有效的內部監控系統，保障股東投資及本集團資產。

公司秘書

截至二零二一年十二月三十一日止年度，王震傑先生為本公司的公司秘書（「公司秘書」）。

於二零二二年一月二十一日，侯瑋文女士獲委任為公司秘書，以取替王先生。侯女士及王先生均為本公司自外間秘書服務提供商聘請及委任為其公司秘書。本公司之主要公司聯繫人為執行董事袁明捷先生。王先生及侯女士各自確認彼於回顧年度已根據上市規則第3.29條接受十五小時之專業培訓。

投資者及股東關係

董事會認同與股東及投資者保持清晰、及時而有效的溝通的重要性。董事會亦認同與投資者進行有效溝通是建立投資者信心及吸引新投資者的關鍵所在。因此，本集團致力保持高透明度，確保投資者及股東通過刊發年報、中期報告、公佈及通函得到準確、清晰、完整而及時的本公司資料，而本公司亦在公司網站 <http://www.cre8ir.com/longhui/> 刊登全部文件。董事會與機構投資者及分析員保持定期溝通，讓彼等得悉本集團的策略、營運、管理及計劃。董事及委員會成員均出席本公司股東週年大會解答問題。各區別分明的議題須以獨立決議案方式於本公司股東大會上提呈。

Shareholders' Rights

Pursuant to the Company's memorandum and articles of association, the Board may whenever it thinks fit call extraordinary general meetings. Any one or more members holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the secretary of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two (2) months after the deposit of such requisition. If within twenty-one (21) days of such deposit the Board fails to proceed to convene such meeting the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Shareholders may put forward their proposals or inquiries to the Board by sending their written request to the principal place of business in Hong Kong.

AMENDMENT OF THE COMPANY'S CONSTITUTIONAL DOCUMENTS

There have been no changes in the Company's constitutional documents during the year ended 31 December 2021. The consolidated version of the memorandum of association of the Company and the articles of association of the Company is available on the websites of the Stock Exchange and the Company.

DIVIDEND POLICY

Under the dividend policy adopted by the Company with effect from 1 January 2019, dividends may be declared and paid to the Shareholders by way of cash or by other means that the Board considers appropriate. It is the policy of the Board, in recommending dividends, to allow the Shareholders to participate in the Company's profits, and at the same time, to ensure the Company to retain adequate reserves for future growth. The Company's decision to declare or to pay any dividends in the future, and the amount of such dividends will depend upon, among other things, the current and future operations, financial condition, liquidity position and capital requirements of the Group, as well as dividends received from the Company's subsidiaries and associates, which in turn will depend on the ability of those subsidiaries and associates to pay a dividend. In addition, any final dividends for a financial year will be subject to the approval of the Shareholders. The declaration and payment of dividends by the Company is also subject to any restrictions under the laws of the Cayman Islands, the laws of Hong Kong, the Company's articles of association and any applicable laws, rules and regulations. The Board will continue to review the dividend policy from time to time and the Board may exercise its sole and absolute discretion to update, amend and/or modify the dividend policy at any time as it deems fit and necessary.

股東權利

根據本公司之組織章程大綱及章程細則，董事會可於其認為適當的任何時候召開股東特別大會。任何一位或以上於遞呈要求當日持有本公司有權於股東大會上投票之繳足股本不少於十分之一的股東，有權隨時透過向本公司董事會或秘書發出書面要求，要求董事會召開股東特別大會，以處理有關要求中指明的任何事項；上述會議應於相關要求遞呈後兩(2)個月內舉行。倘遞呈後二十一日(21)內董事會未有召開該大會，則遞呈要求人士可自行以同樣方式召開大會，而遞呈要求人士因董事會未有召開大會而合理產生的所有開支應由本公司向要求人作出償付。

股東可將書面要求發送至本公司在香港的主要營業地點，藉此向董事會提交建議或諮詢。

本公司憲章文件之修訂

截至二零二一年十二月三十一日止年度，本公司之憲章文件並無任何變動。本公司組織章程大綱及本公司組織章程細則之綜合版本可於聯交所網站及本公司網站瀏覽。

股息政策

根據本公司採納的股息政策，自二零一九年一月一日起，股息可以現金方式或董事會認為適當的其他方式宣派及派付予股東。董事會於推薦派付股息方面的政策乃為允許股東分享本公司溢利，並同時確保本公司留存充足儲備作未來發展。本公司宣派或派付任何未來股息的決定及有關股息的數額將取決於(其中包括)本集團的現時及未來營運業務、財務狀況、流動資金狀況及資本需求，以及收取自本公司附屬公司及聯營公司的股息(這反而將取決於該等附屬公司及聯營公司派付股息的能力)。此外，財政年度的任何末期股息將須遵守股東批准規定。本公司的股息宣派及派付亦須受開曼群島法例、香港法律、公司細則及任何適用法律、規則及法規項下的任何限制規限。董事會將繼續不時審閱股息政策，且董事會可行使其全權絕對酌情權於其認為適當且必須的任何時間更新、修訂及／或修改股息政策。

Environment, Social and Governance Report

環境、社會及管治報告

CONCEPTS AND PRINCIPLES

Reporting period of this section covers the period from 1 January 2021 to 31 December 2021 with certain content beyond such period.

Longhui International Holdings Limited (“**Longhui International**”) issues its ESG report regularly on an annual basis.

Report content covers the business performance of Longhui International’s headquarter and its subsidiaries, including the 24 restaurants under the brand of Faigo (“**輝哥**”) and Xiao Faigo Hotpot (“**小輝哥火鍋**”) across different provinces and cities in China, as well as its administration office.

This section is prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “**Guide**”) set out in Appendix 27 to the Listing Rules issued by the Hong Kong Stock Exchange (“**HKEx**”). This report covers the same period as the Group’s fiscal year.

The figures and data in this section are from our archived files, records and statistics. If you have any feedback about this section, please email to jyuan@faigo.com.cn, to help us improve and keep abreast of the times.

OUR COMMITMENT TO SUSTAINABILITY

As a renowned hotpot chain in the PRC, Longhui International has always upheld the right business operation and business ethics. We are committed to replicating the successful business model into various regions of China to become an outstanding hotpot restaurant chain in the PRC.

We believe that outstanding environmental, social and governance management is the cornerstone of sustainable development. The continuous outbreak of the novel coronavirus pandemic (“**COVID-19**”) in the past two years has shed light on the profound impact of climate change on people around the world, which undoubtedly placed the catering and tourism industries at the epicenter. Due to the uncertainty of the pandemic, Longhui International, as a catering enterprise, actively engaged in the fight against the pandemic at the call of the Central Government and maintained its brand competency through cost control. In 2021, we reassured impacted staff and offered priority employment pledges when the Group shuttered several restaurants. We are deeply aware of the effects that climate change brings to every person, business, and country.

內容概念及匯報原則

本概覽匯報時間範圍二零二一年一月一日至二零二一年十二月三十一日，部分內容超出上述範圍。

龍輝國際控股有限公司(「**龍輝國際**」)環境、社會及管治報告為年度報告，每年定期發佈。

報告內容覆蓋龍輝國際總部及旗下企業業務表現，包括：遍佈中國各省市24家「輝哥」和「小輝哥火鍋」餐廳及行政辦公室。

本概覽乃根據香港交易所(「**港交所**」)所發出的上市規則附錄二十七所載的《環境、社會及管治報告指引》(「**指引**」)之要求而撰寫。本報告涵蓋期與本集團財政年度相同。

本概覽的數據及資料均源於我們各項存檔文件、記錄及統計。如閣下對本概覽有任何反饋，歡迎發送電郵至jyuan@faigo.com.cn，以推動我們邁步向前，與時並進。

對可持續發展的承諾

作為中國知名連鎖火鍋品牌之一，龍輝國際一直推崇正確的營運模式及商業操守，致力將成功的業務模式複製到中國各地，成為全國首屈一指的連鎖火鍋食店。

我們堅信優秀的環境、社會及管治是企業長期可持續發展的基石。持續2年多的新型冠狀病毒肺炎疫情(下稱「**COVID-19**」)，令全球各界都認識到了氣候變化對人們的深遠影響，餐飲和旅遊業無疑是首當其衝最受影響的行業之一。因疫情不穩定，作為餐飲企業，龍輝國際響應國家號召，積極抗疫，盡力通過成本控制保存品牌實力。二零二一年，當本集團關閉幾家餐廳時，我們安撫受影響的員工，並提供優先聘用的承諾。我們深刻體會到氣候變化關係到每個人，每個企業，每個國家。



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We have taken preemptive measures to nearly switch to all low-carbon and clean induction stoves in response to climate change. In the future, the Group will gradually replace other energy consumption with cleaner energy, such as using electric vehicles in transportation to reduce overall carbon emission.

After communication within the Group, with employees, suppliers and other stakeholders, the most important issues for the Group in 2021 were still the health and safety of employees and the food safety and quality management. Therefore, in 2021, the Group had been concerned about the health and safety of its employees and the provided reassurance for the employees from the closed restaurants. Meanwhile, the Group enhanced the quality management of restaurants and the supplier management to improve the efficiency and quality of our operation.

Longhui International is committed to sustainable development by continuously renewing its environment, society and governance practices.

First, in terms of environmental responsibility, we actively respond to climate change, continuously monitor energy consumption, explore the use of clean energy, strictly cooperate with waste control, and raise the awareness of environmental protection among our employees.

Second, in terms of social responsibility, during the pandemic, we place priority to employees' safety and care for our employees; we combine customer needs and quality management to create "efficient and high quality" restaurants; at the same time, we keep community needs in mind and continue to give back to the community on a regular basis to help each other and build a harmonious community.

Third, in terms of corporate governance responsibilities, we strictly comply with all laws and ethical standards; strictly monitor our suppliers and establish long-term amicable relationships; establish a fair and effective employment system to ensure the rights and safety of employees and retain talents; manage quality and build mutual trust with customers.

Longhui International promises that in the future, while striving for steady development, the Group will focus on sustainable development plan that contributes to the long-term sustainability of the world.

我們為應對氣候變化已儘早佈局，幾乎全面轉用低碳清潔的電磁爐。未來，在其他能源消耗方面，本集團將逐步用更清潔的能源代替，例如採用電動車進行運輸等，以降低整體的碳排放。

經過本集團內部、員工、供應商及其他持份者的溝通，二零二一年，對本集團而言，最重要的議題，依然是：員工健康安全和食品的安全品質管理。因此，本集團在二零二一年繼續關注員工健康、員工安全工作以及對關店員工的安撫工作；同時，本集團加強了餐廳的品質管理和供應商的管理，令營運更高效和高質素。

龍輝國際在環境、社會及管治三大方面不斷滌故更新，堅持可持續發展。

第一，環境責任方面，積極應對氣候變化；持續監管能源消耗；探索清潔能源的使用；嚴謹配合廢棄物監管；並提高員工的環保意識。

第二，社會責任方面，在疫情焦灼期間，將保障員工放在第一位，關愛員工；將顧客需求和品質管理相結合打造「高效和高質素」門店；同時，不忘社區需求，持續做好恆常社區回饋，互幫互助，共同打造和諧社區。

第三，企業管治責任方面，嚴格遵守各項法律以及道德操守標準；嚴謹監管合作供應商，同時建立長期友好合作關係；建立公平有效的僱傭制度，確保員工的權利及安全，並保留人才；品質管理，與顧客建立互信關係。

龍輝國際承諾，未來，在追求穩定發展的同時，本集團將做好可持續發展規劃，為全球的可持續發展的長遠貢獻作出努力。

Environment, Social and Governance Report

環境、社會及管治報告

PERFORMANCE IN 2021

Despite various meticulous and thoughtful efforts to prevent the outbreak of COVID-19 in Mainland China, intermittent closures due to the pandemic and the public's concern about eating out have made 2021 a difficult year for the catering industry. On the premise of maintaining its own specialty hot pot, Longhui International closed a number of restaurants under pressure to retain the entire brand and maintain the normal operation of the Group.

By the end of 2021, Longhui International reduced its scale to 24 outlets, but still ranked among Top 20 Hotpot Restaurants in China 2021, recognizing its characteristics and services.

Despite the tough market conditions, safety and quality remained a top priority for Longhui International. The Group took food safety and quality management seriously and insisted on putting customers first. During the pandemic, the Group strived to innovate services and menu items, empowered food safety management with technology, and utilized special services such as digital ordering to meet different customer requirements and enhance customer satisfaction.

As the pandemic continues, the health and safety of employees particularly concerns us. Longhui International has taken effective measures to protect the health and safety of employees and to meet their daily needs. The Group's emphasis on safety not only protects employees, but also provides a safe, clean, tidy and secure dining environment for customers. It is one of the manifestations of a catering enterprise's social responsibility that employees are offered a secured job while the enterprise can grow healthily and provide services to the community. The Group's persistence has distinguished Longhui International from other hot pot restaurants and made it popular among customers.

二零二一年表現

儘管中國內地的新冠肺炎防疫工作非常細緻周到，但因疫情而間歇性的停業，加上市民對外出就餐的顧慮心理，二零二一年對於餐飲行業而言仍是困難重重。在保持自身特色火鍋的前提下，龍輝國際頂住壓力，以關停多家店鋪的手段，保留整個品牌並維持本集團的正常營運。

截止二零二一年年末，龍輝國際將規模縮減到24家分店，仍憑藉特色和服務，位列二零二一年中國火鍋餐廳排行榜TOP20。

市場環境嚴峻，不過，安全與品質仍是龍輝國際的重中之重。本集團認真做好食品安全品質管理，並堅持顧客至上，在疫情期間盡力創新服務和菜品，技術賦能食品安全管理，並利用數字化點單等特色服務，滿足顧客的不同要求，增強滿意度。

疫情的持續下，員工的健康和安全顯得尤為重要。龍輝國際已採取有效措施保護員工的健康和安全，滿足員工的日常需求。本集團重視安全，不僅可保護員工，更為顧客提供安全、乾淨、整潔、安全的用餐環境。員工有工作，企業能夠健康發展，為社會提供服務，這是餐飲企業履行社會責任的表現之一。本集團的堅持令龍輝國際在眾多火鍋店中脫穎而出，深受顧客喜愛。



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Environmental Responsibility

As a food and beverage enterprise, the Group always adheres to the principle of environmental protection. To cater for the needs of environmental protection, the Group has used induction stoves in daily operation, which greatly reduced greenhouse gas emissions as compared to gas stoves. Meanwhile, we strictly comply with and adhere to the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), Energy Conservation Law of the People's Republic of China (《中華人民共和國節約能源法》) and other relevant laws to conserve energy and restrain from wastage as well as promote the recycling of resources in an effort to protect and improve our environment. Pursuant to relevant laws, the Group has put in place strict supply chain management processes and strengthened its management of daily operation.

During the reporting period, given the nature of the Group's business, hotpot catering service, which does not involve any production or processing business, the Group's greenhouse gas emission mainly derived from the carbon footprint of electricity, water, gasoline and natural gas consumption in its 24 restaurants and delivery vehicles throughout Mainland China.

Longhui International encourages resource conservation among employees. The total greenhouse gas emissions in 2021 amounted to 1,628.72 tonnes of carbon dioxide equivalent, similar to that of 2020; the CO₂ equivalent (tonnes) per million HK\$ of revenue in 2021 was 9.36 (2020: 8.32).

環境責任

作為餐飲企業，本集團時刻秉承保護環境的宗旨，為配合保護環境需要，本集團的日常營運全部採用電磁爐，相比傳統的瓦斯氣爐，可大大減少溫室氣體排放。同時，我們嚴謹遵守及配合《中華人民共和國環境保護法》、《中華人民共和國節約能源法》及其他之相關法例去節約用能源、制止浪費的情況，推動循環利用資源及為保護改善環境出力。根據相關法例，本集團訂立了嚴格的供應鏈管理流程，並強化了日常營運管理。

於報告期內，基於本集團業務的性質為火鍋餐飲服務，當中不涉及任何生產或加工業務，本集團的溫室氣體排放主要源自遍佈中國內地24家店舖和送貨車輛的耗電、耗水、汽油和天然氣消耗的碳足跡。

龍輝國際鼓勵員工節省資源，二零二一年的溫室氣體排放總量為1,628.72噸二氧化碳當量，較二零二零年相若；二零二一年每百萬港元收入的二氧化碳排放當量(噸)為9.36(二零二零年：8.32)。

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Greenhouse gas emissions (in tonnes of carbon dioxide equivalent)	溫室氣體排放量 (噸二氧化碳當量)	2021 二零二一年	2020 二零二零年
Scope 1 (Direct Emissions)	範圍一(直接排放)	328.82	314.62
Fuels in stationary sources	固定源燃料	292.26	271.22
Combustion of fuels for automobiles	汽車燃料燃燒	36.57	43.40
Scope 2 (Indirect Emissions)	範圍二(間接排放)	1,299.90	1,219.66
Purchased electricity	購電	1,299.90	1,219.66
Energy consumption	能源消耗		
Gasoline	汽油	16,188.00 litres 升	19,211.70 litres 升
Electricity	電力	1,603,184.02 kWh 千瓦時	1,492,432.42 kWh 千瓦時
Natural gas	天然氣	133,691.62 cubic metres 立方米	124,067.39 cubic metres 立方米
Waste disposal¹	廢物棄置量¹		
General waste (Food waste) disposal (daily average of each restaurant)	一般廢物(廚餘)棄置量 (平均每家店每天)	An amount equivalent to two full designated rubbish bins (240 litres per bin) 兩桶專用垃圾桶的數量 (每桶240公升)	An amount equivalent to two full designated rubbish bins (240 litres per bin) 兩桶專用垃圾桶的數量 (每桶240公升)
Hazardous waste disposal	有害廢物棄置量	No hazardous waste was treated or generated during the course of business 業務中並無處理或產生任何有害廢物	No hazardous waste was treated or generated during the course of business 業務中並無處理或產生任何有害廢物

¹ The general waste generated by the Group is mainly food waste. As the official amount of food waste that are collected is currently not available, the industry norm (two barrels of food waste per day) is used in data disclosure. We will try to make more systematic disclosures when more relevant statistics are established in the future.

* The data shown above are from the self-operated restaurants under the respective brands of "Faigo" ("輝哥") and "Xiao Faigo Hotpot" ("小輝哥火鍋") of the Group across various provinces and cities in Mainland China, as well as our administration office.

¹ 集團所產生的一般廢物主要為廚餘。由於集團現時未有正式收集廚餘產生量，故暫以行業常態(每日兩桶廚餘)為披露數據，待未來相關統計更有規模，我們會盡量作更有系統性的披露。

* 以上數據均來自於本集團旗下「輝哥」和「小輝哥火鍋」自營店，以及行政辦公室。

On top of greenhouse gas emissions, the Group also attaches great importance to the discharge of non-hazardous waste. Our strict and proactive waste monitoring highlights the Group's outstanding management capabilities, which established pride among our employees and trust among our customers, as well as pushed our suppliers to be more attentive.

除了溫室氣體排放外，本集團對於無害廢棄物的排放亦特別重視，嚴謹且積極的廢棄物監管更彰顯出本集團優異的管理能力，令本集團的員工更自豪、顧客更信任、供應商更仔細。



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Reduce Food Waste and Strive for Zero Wastage

Longhui International is committed to reducing food waste. We have taken action in two directions in our daily operation management: restaurant customers and strict internal supervision.

Regarding restaurant customers, we have adopted a three-step approach, namely promotion, reminder and suggestion. For promotion, we have signs posted on eye-catching spots in the restaurants, reminding customers to order food based on their actual needs and not to waste food. For reminder, once customers are seated, we will inform them the portion of each serving as well as remind them there are various choices on the menu with small portion, such as platter etc. For suggestion, we will review customer's orders and suggest them to reduce the portion if they have over-ordered; we also serve certain dishes at a later time and if necessary, so as to avoid excessive serving and the subsequent wastage.

In terms of strict internal supervision, we will standardize the amount of food plated, aiming to standardize the services at each restaurant and reduce food waste as much as possible. At the same time, in order to meet customers' desire to try new foods while preventing food waste, we add on our menu a variety of platters to cater for their demands. Moreover, we provide trainings for our employees to ensure that they know the amount of food in each dish of the restaurant, so that they can provide customers with appropriate instructions and suggestions, preventing customers from misestimating the amount of food and the subsequent wastage.

減廚餘不浪費

龍輝國際力爭減廚餘不浪費，在管理日常運作中，我們分兩步走：用餐顧客和內部嚴謹監管。

用餐顧客方面，我們採取了一宣傳、二提示、三建議的方針。一宣傳：通過於店舖當眼處貼上標示，提醒顧客在點餐的時候要根據實際需要來下單，教育他們不要浪費食物；二提示：顧客落座後我們會提示顧客每份食物的份量有多少，告知他們餐單上有各式小份的選擇，例如拼盤等；三建議：顧客完成點單後，我們會幫忙檢視，如果過多，會建議顧客相應少點，或者有些菜晚一些有需要時再上，避免過多而造成浪費。

內部嚴謹監管方面，我們會統一上菜份量，旨在統一每家店舖的服務準則之餘，盡量減少廚餘產生。同時，為了顧及顧客想嚐鮮的心態，同時避免浪費食物，我們在餐牌上增設多種拼盤形式的菜款，以滿足顧客的需要。此外，我們亦有對員工進行培訓，確保他們了解店舖內各菜品的份量，以便給予顧客適當的指導及建議，避免顧客錯誤估算食物的份量而造成浪費。

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Strict Monitoring on Food Waste

In respect of food waste management and disposal, we have established strict internal guidelines and staff codes, which strictly comply with the Environmental Protection Law of the People's Republic of China, ensuring that employees deal with and dispose food waste and other waste in accordance with the requirements of the local governments and shopping malls. Meanwhile, we comply with the measures on kitchen waste, for instance the Measures on the Disposal of Kitchen Wastes in Shanghai (《上海市餐廚垃圾處理管理辦法》). Restaurants in Shanghai has reached an agreement with the shopping mall on the disposal of food waste: complying with relevant provisions, our staff should discard food waste into special containers and, assuring that the waste does not overflow the containers, leave them to the shopping mall for collection and follow-up treatment. The waste will then be transported away by the environment and hygiene department.

In addition, in respect of the disposal of hotpot soup base, the Group also strictly adheres to the requirements of the local governments, such as the Implementation Opinions of the General Office of the Shanghai Municipal People's Government on Further Tightening the Regulatory and Remediation of the Disposal of Waste Grease from Kitchens in Shanghai (《上海市人民政府辦公廳關於進一步加強本市餐廚廢棄油脂從嚴監管整治工作的實施意見》). Waste grease is separated out from the used soup base in a grease trap in accordance with the relevant requirements and collected in designated sealed containers. Then, the waste grease collected will be transferred to professional recycling service providers for followup treatment. The treated waste broth will only be discarded after all these processes. To ensure that our employees fully comply with the regulatory requirements, each restaurant of our Group is required to sign relevant documents and contracts, such as Agreement for the Engagement of Recycling Waste Grease from Kitchens (《餐廚廢棄油脂委託回收協議》) and Labour and Services Agreement for Disposing and Cleaning of Grease Trap (Oil-water Separator) (《隔油池(油水分離器)清理、保潔勞務協議》), under which the penalties commensurate with the non-compliance cases are specified to ensure the implementation of the provisions.

嚴格監控廢棄物

在廚餘處理及廢物棄置方面，我們設立了嚴格的內部指引及員工守則，嚴格遵守《中華人民共和國環境保護法》，確保店員已按當地政府及商場的規定，處理並丟棄廚餘及其他廢棄物。同時，我們會遵守當地的廚餘管理辦法，例如，《上海市餐廚垃圾處理管理辦法》，上海的店舖會與商場就有關餐飲垃圾清運達成共識：我們的店員則必須履行相關條款，利用專用垃圾桶承載廚餘並蓋好，在確保污物不外溢的狀況下，讓商場負責清運並作後續處理，再委託環境衛生部門負責運出。

另外，針對火鍋湯底的棄置，集團亦嚴格根據地方政府規定處理，例如《上海市人民政府辦公廳關於進一步加強本市餐廚廢棄油脂從嚴監管整治工作的實施意見》。我們會按規定，把湯底用油水分離器去作分隔，並將廢棄油脂存放在已設置好的蜜罐收集容器內，再轉交具專業資質的環保回收服務公司作後續處理，最後才會把已瀝清的湯水倒掉。為了確保員工全面遵守法例要求，我們旗下的每一家店舖均需簽署相關的文件及合同，例如《餐廚廢棄油脂委託回收協議》和《隔油池(油水分離器)清理、保潔勞務協議》等，任何違規的情況都會有相應的罰則，保障條例的切實執行。

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Efficient Use of Water Resources

The Group as a food and beverage enterprise utilizes a large amount of water. We are always concerned about escalating water shortage around the globe as well as other issues. We are therefore in the process of establishing a water-saving mechanism aiming for water conservation. For example, we reuse scouring water in an effort to reduce washing time with running water without compromising hygiene.

Making Employees our Priority

The Group has attained remarkable achievements and is well acclaimed within and outside of the industry. In September 2021, the Group continued to rank among the Top 20 Hotpot Restaurants in China 2021 (《2021中國火鍋Top 20》) in the Annual Report on Catering Industry of China in 2021 (《2021中國餐飲業年度報告》) published by China Hotel association.

Employees are the greatest asset of a food and beverage enterprise, all of the Group's recent achievements should be attributed to our outstanding employees for their reliable and high-quality products and services. Therefore, we always place emphasis on talent management and consider it an integral part of the long-term development of the Group. Longhui International offers a fair and auspicious development platform to the employees through effective talent acquisition and performance assessment and supervision. To achieve co-development between employee's capability and the Group's growth, we offer an enticing package to attract talents and provide various opportunities of training and promotion to make sure every employee may excel at their position and be properly remunerated.

2021 was still a prolonged cold winter for food and beverage enterprises, and the business development of the Group was severely impacted by the COVID-19 pandemic. The Group was forced to close certain restaurants and dismiss the relevant employees in order to maintain a sustainable operation capability. However, our employee reduction plan is conducted in full compliance with the Labor Contract Law. We have retained as many employees as possible in relation to the size of the restaurants and businesses we have closed. In addition, we have added new human resources guidelines so that when our business improves, laid-off employees will have priority in hiring.

有效使用水資源

作為餐飲企業，本集團需要使用大量的水。我們時刻關注全球水資源的日益短缺等問題，因此，我們正逐步建立節水機制，以期達到節約用水的目的。例如，洗滌水重用，在保證清潔的情況下減少流水洗滌的時間等。

以員工為先

本集團屢創佳績，在行內外廣受好評。於二零二一年九月，中國飯店協會發佈的《2021中國餐飲業年度報告》中，本集團繼續穩佔《2021中國火鍋Top 20》。

餐飲企業最大的資本就是員工，本集團近些年的成就都要歸功於優秀員工提供優質可靠的產品和服務。因此，我們一直非常重視人才管理，視之為本集團長遠發展不可或缺的一部分。龍輝國際透過有效的人才招聘及職能評核監管，為員工提供公平及充滿機遇的發展平台。而為了能夠讓員工的能力發展能夠與本集團的發展步伐匹配，我們在提供良好待遇吸引人才加入的同時，亦會提供各種僱員培訓及晉升機會，讓各人能在工作崗位上一展所長，並享受有尊嚴的待遇。

二零二一年對餐飲企業而言依舊是漫長的寒冬，COVID-19對本集團的業務發展衝擊巨大，為保存持續經營能力，在不得已的情況下，集團關閉了一些店鋪，同時也遣散了相應的員工。不過，我們的員工縮減計劃完全依據《勞動合同法》進行，相對於關閉的店鋪和業務規模，我們盡可能多地保留了員工人數。此外，我們新增人事部指引，期望待業務好轉時，被裁員工有優先錄取權利。

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Employee related data

僱員相關數據

		2021 二零二一年	2020 二零二零年
Total number of employees	整體員工人數	522	754
Proportion of male employees	男性員工佔比	40.8%	43.24%
Proportion of female employees	女性員工佔比	59.2%	56.76%
Turnover rate	員工流失率	7.47%	7.16%
Proportion of male employees	男性員工佔比	3.58%	4.24%
Proportion of female employees	女性員工佔比	3.89%	2.92%
Age distribution of employees	員工年齡分佈		
Aged 16-24	16-24歲	14.56%	18.44%
Aged 25-40	25-40歲	40.23%	41.38%
Aged 41-59	41-59歲	43.30%	39.26%
Aged 60 or above	60歲或以上	1.92%	0.92%

Employees by geographical region		2021 二零二一年	2020 二零二零年
Beijing	北京	—	0.80%
Changzhou	常州	—	0.13%
Hefei	合肥	6.51%	2.52%
Nanjing	南京	—	0.13%
Shantou	汕頭	—	0.13%
Shanghai	上海	89.66%	84.48%
Shenzhen	深圳	—	0.53%
Suzhou	蘇州	—	1.86%
Wenzhou	溫州	—	1.99%
Wuxi	無錫	3.83%	5.31%
Changsha	長沙	—	2.12%

Employees by employment type		2021 二零二一年	2020 二零二零年
Full time	全職	100%	100%
Part time	兼職	0	0



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Employment and Recruitment Practices

The Group places strong emphasis on compliance and strictly complies with the national code and regulation of employment in our talent acquisition procedures. A series of review procedures are in place to prevent any misstatement and illegalities, such as the use of child labour and forced labour. We offered fair opportunities to our employees with a standardized policy, and they are assessed based on their work attitude and competency for any personnel affairs, including promotion and re-designation.

During the reporting period, the Group was not aware of any noncompliance in relation to regulations on employment or forced labour and child labour.

The Group attaches great importance to human resources affairs. The employment terms and conditions are expressly stipulated in employment contract, Employee Handbook, Role Description and Employee Attendance and Absence System, etc., and were explained to the employee prior to employment. In addition, with a view to ensuring fair and impartial recruitment of talent, the Group takes the initiative to create discrimination-free and respectful workplace for every employee. We guarantee fair treatment to employees and applicants regardless of their race, colour, gender or religious belief and adopt the same method in calculating remuneration for all employees.

In addition, we have a two-way communication mechanism with our employees, provide maternity leave for women and paternity leave for men, and offer human rights-related training.

僱傭招聘常規

本集團高度注重合法性，在開展人才招聘程序時，嚴格遵守國家僱傭守則及規例並執行一系列審核過程，避免出現失實陳述和使用童工和強制勞工等違法情形。我們採用統一政策，給予員工平等機會，根據個人的工作態度和能力作評估，其中包括陞遷等人事事務。

於報告期內，本集團沒有發現任何因違反有關僱傭或強制勞工和聘用童工的法規的情況。

本集團重視人力資源工作。於僱傭合約、《員工手冊》、《工作崗位說明書》和《員工考勤休假制度》等中均列明清楚各僱員工作條款跟條件，在聘用前亦會明確向員工詳細講解。另外，為了確保能夠公平及公正招聘可用人才，本集團積極向全體僱員提供不受歧視且備受尊重的環境工作。我們承諾公平看待任何種族、膚色、性別或宗教信仰等界別的僱員和申請者，對所有員工採用相同的薪酬水平計算方法。

此外，我們設有與員工溝通的雙向機制，設有女性產假和男性待產假，還提供人權相關的培訓等。



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In order to retain talents, the Group upholds the principle of fairness and has put in place a polished reward and punishment mechanism to improve the enthusiasm of our employees and reward them for their contribution, while further boosting the efficiency and service quality of our restaurants or departments. The Group has a series of requirements on remuneration management which are expressly set out in the Requirements on Employee Reward and Disciplinary Action. Direct supervisors will report to department managers or directors on employees who satisfy the reward conditions for their review, then Reward Application Forms of relevant employees will be submitted to the personnel and administration department for final approval. Relevant reward will be distributed along with salary. Subsequently, such Reward Application Form will serve as a reference for career advancement of the employee. At the same time, the Group encourages education, training and instruction for any employee involved in minor disciplinary offences. Nevertheless, in more severe cases, instead of consultation, the employee will be subject to formal disciplinary actions for the offence and the employment contract may be terminated if necessary. Relevant employee shall compensate the Group for the losses suffered by the Group arising from such disciplinary offence. The system is applicable to every staff.


For job-related injuries or work-related deaths, the Group will pay social insurance for the employees uniformly, and in case of job-related injuries, the Group will report, identify, claim, appraise and settle for the employees. Employee injury matters will be handled by the human resources department of the Group and will be supervised and reviewed by the director and manager of the human resources department at each level, while relevant remuneration and expenses will be reviewed by the financial department. All departments and outlets will check their own safety hazards. The Group will assign experts for inspection, and once a safety hazard is found, the person involved will be ordered to rectify the situation and be punished in accordance with specific circumstances.

The Group will keep pace with the times and polish the existing policies to complement a more comprehensive range of disclosure in the future.

為留住人才，除了堅持公平原則，本集團訂立了完善的員工獎罰機制，推動員工積極表現並肯定員工付出同時，進而提高店舖或部門之工作效率跟服務素質。本集團一系列薪酬管理規定在《員工獎勵及違紀處罰規定》中清楚列明，只要員工符合獎勵條件，員工直屬上級就會提報，經過部門經理或總監審核，就會把相關人員的《獎勵申請單》交到人事行政部作最後復核，隨工資發放相關獎金。之後這些《獎勵申請單》也會作為該員工職務職級晉升的依據之一。同時，本集團提倡對有輕微違紀現象的員工進行教育、培訓、說明。但如果事件明顯較為嚴重，應停止交談，並通知員工該事件將按正式的違紀處理方式處理，在必要時本集團會解除勞工合同，若違紀行為給本集團造成損失，相關員工也要賠償本集團損失。此制度適用於全體人員。

對於員工因工負傷或因工死亡情況，本集團統一為員工繳納社會保險，一旦發生工傷，本集團將為員工進行申報、認定、理賠、鑒定、結算。員工工傷事宜由本集團人事部門主辦，人事主管、人事經理逐級監督審核，財務部門對於所涉及的薪資、費用進行覆核。各部門、各門店自查安全隱患。本集團委派專人進行巡店稽查，一旦發現安全隱患，責令當事人進行整改並視具體情況進行處分。

本集團會一直與時並進，將完善現有政策，以配合未來更詳細的披露範圍。



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Staff Training

Hygiene is essential to food and beverage industry, nonetheless, the brand image of an enterprise is directly determined by the service performance of its employees. Employees are provided specific trainings for each job position upon employment, equipping them with sufficient knowledge to discharge duties in their respective position. We also target to explore more potential of employees through on-the-job training, which enable us to adjust work assignment accordingly to align with the Group's sustainable development.

In 2021, each employee of the Group, including the management, undertook training. Due to the impact of the COVID-19 pandemic, in order to avoid gatherings, all trainings in 2021 were carried out by respective outlets separately. Employees have undertaken on-the-job training with an average training time of two to three hours per week. In the future, we will continue to enhance our existing training system, provide more systematic training for our employees, enhance the quality of teamwork and promote employees' emergency handling abilities in daily operation, so as to provide our customers with services of highest quality and satisfaction.

Recognition and Appreciation to Our Staff

In addition to remuneration, promotion and medical insurance, the Group offers different kinds of rewards to our staff in recognition of their dedication and contribution, so as to increase their sense of belonging to the Group and to encourage our staff to share happiness with their family and friends. However, due to the impact of the COVID-19 pandemic in 2021, physical team building activities remained suspended and were replaced by web-based recognition. Compared to local recognition meetings, web-based meetings allow employees to receive attention from all branches nationwide, which further boosted their morale.

員工培訓

在餐飲業，衛生情況至關重要之餘，員工的服務表現亦將直接決定企業的品牌形象。我們在員工入職時，設立了各個崗位相對應的培訓，從而讓員工在崗位上有足夠認識以處理工作事務。透過在職培訓，我們也期望發掘更多員工的潛能而作出工作調整以配合本集團的可持續發展。

在二零二一年，本集團每位員工，包括管理層都有接受培訓。受COVID-19的影響，為避免聚集，二零二一年所有培訓以各門店為單位的形式展開，員工平均在職培訓每週在2至3個小時。未來，我們將持續改進現有的培訓系統，為員工提供更系統性的培訓，提升團隊質素，提高日常工作上處理狀況能力，務求給予顧客最高質和滿意的服務。

認可與肯定員工

除了以薪酬、升遷、繳納醫保等方式外，本集團為了增加員工對本集團的歸屬感，我們會給予各種獎勵，以肯定他們的辛勞與付出，同時鼓勵員工與家人朋友分享喜悅。不過，受二零二一年COVID-19的影響，實體團建活動仍維持暫停，以網絡表彰代替，相較本地表彰會，網絡會議可令員工能獲得全國所有分店的關注，進一步增加士氣。

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Ensuring Health and Safety of Employees

During the past three years, there were no case arising from jobrelated injuries or casualties.

Health and safety of employees are of utmost importance. We have strictly complied with the laws and requirements in the PRC to ensure our employees work in a safe environment. Pursuant to existing laws including Labour Contract Law of the People's Republic of China(《中華人民共和國勞動合同法》), Regulation on Paid Annual Leave for Employees (《職工帶薪年假條例》), Social Insurance Law of the People's Republic of China (《中華人民共和國社會保險法》) and Regulation on Labour Protection for Female Workers (《女職工勞動保護辦法》), the Group has formulated a series of measures for relevant standards, ensuring that all of our employees are protected in respect of their health and occupational safety.

For job-related injuries or work-related deaths, the Group will pay social insurance for the employees uniformly, and in case of job-related injuries, the Group will report, identify, claim, appraise and settle for the employees. All departments and outlets will check their own safety hazards. The Group will assign experts for inspection, and once a safety hazard is found, the person involved will be ordered to rectify the situation and be punished in accordance with specific circumstances.

— *Body checks for employees*

In terms of employees' health, we believe that good health and safety are a prerequisite for our staff to provide the best service for our customers, therefore we arrange body checks for staff in the course of recruitment. Moreover, the Group provides its employees with annual body checks so that they can understand their own health conditions and the Group can assign workload accordingly. Additionally, our catering staff is required to obtain a health card under the Group's specific Health Certificate Management System of Employees before they commence working. Accordingly, all of our restaurants are required to follow this system and shall require the staff to review and renew their health card regularly. The Group places high emphasis on our employee's body checks during recruitment and employment as well as annual body checks. We hope our customers will have a high quality and exceptional customer service in our restaurants.

確保員工健康安全工作


過去三年，我們並沒有發生任何因工作關係而受傷或死亡的個案。

員工的健康與安全是至關重要的。我們嚴守國家法規以確保我們的僱員能夠在崗位上安全工作，根據現有法律《中華人民共和國勞動合同法》、《職工帶薪年假條例》、《中華人民共和國社會保險法》及《女職工勞動保護辦法》等，本集團就相關規範訂立一系列措施確保員工的健康與職業安全都受相對應的保障。

對於員工因工負傷或因工死亡情況，本集團統一為員工繳納社會保險，一旦發生工傷，本集團將為員工進行申報、認定、理賠、鑒定、結算。各部門、各門店自查安全隱患。本集團委派專人進行巡店稽查，一旦發現安全隱患，責令當事人進行整改並視具體情況進行處分。

— *員工健康檢查*

於員工健康方面，我們相信員工需要自身健康及安全的情況下才能夠把最好的服務給予我們的顧客，所以我們在聘請員工的過程中會先做好他們健康檢查工作。此外，本集團為員工每年提供一次健康體檢，讓員工對自己的健康有一定了解，讓本集團也能就各人體質分配工作量。另外，我們的餐飲服務人員必須遵行本集團特有的《員工健康證管理制度》，取得健康證方能上崗，本集團旗下每家門店都需要遵行並要求員工定時複檢更換健康證。本集團高度重視從聘請到僱用，再到每年的健康檢查，期望我們顧客在光臨我們旗下品牌也會接受到高質優秀的顧客服務。



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During the COVID-19 pandemic, we placed more emphasis on the health of our employees by requiring them to conduct nucleic acid tests and formulating a code of practice for services during the pandemic, such as wearing masks inside the restaurants, washing hands frequently, and not travelling to high-risk areas during non-duty hours for the sake of personal management.

— *Safety and protection measures for employees*

We ensure a safe workplace for employees to achieve smooth daily operation for our business. Therefore, we arrange on-the-job guidance and training on daily operation for newly recruited employees in relation to understanding the requirement of their positions with an emphasis on the prevention of potential damage to their health and safety. Upon induction, employees also receive regular instruction aiming to remind them of the importance of occupational health and safety.

We are in strict compliance with Fire Control Law of the People's Republic of China (《中華人民共和國消防法》) to regulate fire control at our restaurants. In order to set out regulations and response in a more systematic manner, we have also formulated the Training Manual on Fire Control over Safe Food Production (《消防食品生產安全培訓手冊》), which sets out common causes of restaurant fires such as improper operation or aging electric circuit. It raises the fire safety awareness of employees and educates them about firefighting equipment, standard of use and other points to note. Each department and outlet conduct its own safety review to identify loopholes. The Group also assigns a responsible personnel to conduct restaurant inspection and immediately rectify any loopholes identified, and impose disciplinary action on the person in charge of the venue in accordance with the specific situation. In addition, with a view to improving the contingency capability of our restaurants, we also arrange fire drill for employees to become more capable of responding to any emergency in a timely manner, thereby offering further safety protection for our customers and employees.

COVID-19期間，我們對員工的健康更為重視，不但規定員工定期進行新冠核酸檢測，更制定了疫情期間的服務守則，例如：餐廳範圍內帶口罩、經常清潔雙手、非工作時間做好個人管理工作不去高危地區等。

— *員工安全防護措施*

我們要確保員工在自身安全的情況下工作，我們才會安心營運我們每天的業務，故此在日常運作上，我們為新員工提供入職在崗指導和培訓。培訓包涵了解崗位需求，會特別強調如何避免任何潛在構成健康與安全上受傷的機會。入職後，員工也會有固定的宣導，以提醒員工職業健康和安全性的重要性。

我們嚴格執行《中華人民共和國消防法》以監管我們店鋪的消防安全，同時撰寫了《消防食品生產安全培訓手冊》，以更有系統性解釋如何監管和應對。《消防食品生產安全培訓手冊》中列明了操作不當或電路老化引起火災等店鋪平常起火的大致原因，以引起員工對於火災的重視，也教導他們滅火設備的知識、使用標準和其他要注意事項。我們各部門、各門店會自查安全隱患。本集團也會委派專人進行巡店檢查，一旦發現安全隱患，我們會立刻進行整改，並根據具體情況處罰場地的負責人。另外，為了增強店鋪處理突發事故的反應能力，我們也有安排消防安全演練的機會讓員工能夠更容易對任何緊急事故做出及時反應，進一步保障顧客和員工自身的安全。

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— Insurance coverage for employees

The health of employees is the key to success of an enterprise. The Group provides medical insurance pursuant to the regulations of its operating regions, so as to safeguard our employee's life effectively. We make contributions to social insurance for our employees in accordance with the law, providing protection for our employees at all time. For example, once an accident occurs, the personnel department of the Group will approve the work injury report from employee and calculate the salary and reimburse the medical expense during convalescence in accordance with the local law. After the convalescence, the personnel department will assess capacity for work of the employee and make reasonable work injury compensation based on respective injury severity.

On top of various insurances, the Group has put in place a comprehensive set of structures and terms to expressly stipulate the reasonable protection for employee rights. For example, Employee Attendance and Absence System clearly sets out a management guide that complements and protects employee rights. Overtime work shall be assessed and recorded by relevant person in charge and the calculation of overtime work should start after the end of regular work hour at 18:30. Various policies formulated by the Group require support by different measures, departments and structures and Longhui promises to provide continuous protection for each and every valued employee in an active manner.

The Group strictly complies with the Labor Contract Law and various local regulations and ordinances, and will take the following remedial measures in a timely manner if violations are found: for example, dismissing underage employees; truthfully informing job seekers of their working hours and remuneration package and honoring them; returning employees' deposits and all kinds of property; revising the content of job postings so that no discriminatory words (e.g. gender, ethnicity) are used, etc.

— 員工保險保障

員工健康是企業致勝關鍵，本集團依法提供符合業務運營地規定的醫療保險，切實保障員工的生活。我們亦依法替員工繳納社會保險，讓員工時刻都能有保障。例如：當發生事故時，本集團人事部更會將工傷僱員的申報作認定後，根據當地法律為工傷康復期員工結算薪資和報銷治療費用。康復期結束後，人事部會鑑定員工的勞動能力，對員工受傷程度作出合理工傷理賠。

除了各類保險，本集團也有一套完善的架構和條款去進一步確保員工利益有受合理的保護，例如：於我們的《員工考勤休假制度》裡面列明清楚我們一套管理模式去配合及保障員工利益，員工加班工時要由相應負責人員去評定跟記錄，標準工時制晚於下午18:30後便可計算在加班工時裡等。各種本集團訂立下來的政策均需要各方面措施及部門架構加以配合，龍輝承諾會一直積極提供保障給予我們每一位尊貴的員工。

本集團嚴格遵照勞動合同法及所在地各項法規、條例，如發現違規情況，將及時採取下列補救措施：例如：清退未成年員工；如實告知求職者作息時間、薪資待遇並予以兌現；退還員工押金及各類財物；修改招聘信息內容，不得出現任何歧視性字眼(例如性別、民族)等。



Environment, Social and Governance Report

環境、社會及管治報告

Sustainable Supply Chain Management

可持續發展的供應鏈管理

— Assessment and Recruitment of Suppliers

— 考核及聘用供應商

We are introducing the concept of sustainable development into our supply chain management, where we explore the possibility of promoting innovation and reform in business management as well as reform in industry development by way of sustainable supply chain innovation and reform, with a view to building a community where the interests of customers, enterprises and suppliers are aligned for a more sustainable future. We will integrate green practices and environmental protection into our procurement review standards, connecting them with considerations including safety, environmental protection, quality and risk management.

我們正將可持續發展的理念引入到供應鏈管理之中，探索以可持續供應鏈創新與變革推動企業經營管理的創新與變革、行業發展的變革，構建顧客、企業、供應商共同組成的利益共同體、命運共同體，一同邁向更加可持續的未來，將綠色環保納入採購審核標準，與安全、環保、質量、風險管理等要素結合。

Number of suppliers by brands per area in 2021

二零二一年品牌按地區劃分的供應商數目

	Xiao Faigo (Jiangsu) 小輝哥 (江蘇)	Xiao Faigo (Shanghai) 小輝哥 (上海)	Da Faigo (Shanghai) 大輝哥 (上海)
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Domestic Suppliers	國內供應商	5	36	54
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During the Year, the Group had an aggregate of 95 qualified suppliers, which were all domestic suppliers in the PRC.

年內，本集團共有95家合格供應商，全部均為中國內地供應商。

As the Group engages in hot pot business, most of our operating risks lie on the quality of our food. Since we do not run our own production lines, therefore the Group places extremely high requirements on supply chains.

由於本集團的業務為火鍋餐飲，我們營運風險大部分落於我們食物的質素。我們沒有自營生產線，所以本集團對於供應鏈有極其高的要求。

Product quality, delivery timeliness, product price, compatibility and stability are factors that the Group puts strong emphasis on when considering engagement of suppliers.

產品質量、交貨準時性、產品價格、配合度和穩定性是本集團對於聘用供應商非常重視的考慮因素。

Environment, Social and Governance Report

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Technology-powered Food Safety Management

The Group's restaurants cover different regions of the country. In order to unify the quality of our food throughout the country, the Group has established a set of guidelines and procedures applicable to restaurants in different regions, enabling each region to identify available suppliers via standardized approach. Base on this, adjustments on the assessment process will be made according to the specific needs of each region, thereby promoting the efficiency and accuracy of such assessment. The general monitoring process in each region is as follows:

First, we make comparisons according to the market prices, and also consider cost factors such as procurement cycle, inventory and transportation to determine the allocation of orders. For quality inspection, the receiving department is responsible for the preliminary acceptance of products with the main duties of checking the product packaging, quantity and supplier's inspection report. The user department is responsible for tracking the use of products. If the quality is found to be unstable, the department should investigate the reasons. If such problem is found to be caused by suppliers, we would first warn the suppliers and request for return, and then help them conduct acceptance inspection pursuant to our delivery standard. In addition, the delivery time of suppliers is also of great importance. Our purchasing department is responsible for filling out the relevant orders according to the summary statement of their on-time delivery rate, while the warehouse was responsible for recording the delivery time and quantity. Each department works in coordination to achieve the most effective evaluation on the suppliers.

In addition, we have added indicators on suppliers' environmental and social risks. We have incorporated green and environmental protection into our procurement review standards, combined with safety, environmental protection, quality and risk management, to encourage suppliers to use more environmentally friendly products and focus on recycling, and continuously monitored suppliers' performance.

In order to assure the quality of our suppliers as well as the stability of our products, contracts are generally entered into on an annual basis and will only be renewed if the suppliers have outstanding performance.

技術赋能食品安全管理

本集團旗下的店舖覆蓋全國不同區域，為了能夠統一我們全國的食品質量，本集團訂立了一套適用於不同區域店舖的準則和流程，以便各區能用統一方法辨別可用供應商，在這個基礎上，可因應各區不同需要改制一些考測過程，以提高效率和準確性。各地區普遍的監測流程如下：

首先，我們會根據市場的價格作比較，同時考慮採購週期、庫存、運輸等成本因素，決定怎樣分配訂單數量。對於品質檢測，收貨部門負責產品初步驗收，主要檢驗產品包裝、數量和供應商的檢驗報告。使用部門負責跟蹤產品使用情況，如有發現質量不穩定，會盡量找出原因，若發現是供應商問題，我們會先警告並退貨，並且協助對方按照我們的供貨標準進行驗收。另外，供應商交貨期也至關重要，我們採購部負責根據它們交貨及時率的匯總數據來填寫有關訂單，然後倉庫負責記錄交貨時間、數量，各部門互相配合以達到最有效的供應商評核。

此外，我們加入了供應商環境及社會風險的指標，將綠色環保納入採購審核標準，與安全、環保、質量、風險管理等要素結合，鼓勵供應商多用環保產品及注重回收利用，並持續監察供應商的執行情況。

為確保供應商的質素以保證我們的出品穩定，我們的合同一般都是一年一簽，持續表現良好的才會續簽。



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Under strict supplier management, our product quality maintained stable over the past year, achieving a satisfying operation performance. In addition, the quality of our suppliers is remarkable, which increased from only three suppliers with ISO certification to 16 suppliers with ISO 9000 certification. In 2021, we had 12 suppliers possessing ISO certification. In the future, we will encourage our suppliers to optimize product quality and enhance their respective availability for further development by collaborating with suppliers in every respect for mutual prosperity.

Gain Popularity among Customers with Multiple levels of Supervision.

During 2021, no product of the Group has been returned for safety and health reasons.

Customers always come first for the Group. Customer satisfaction is an important indicator for a restaurant's performance. We have in place an Express Hotline for Opinion Feedbacks and online evaluation platform, allowing customers to make direct conversation with our senior management and give feedbacks with only a call. For complaints we will investigate the cause down to employee level, and for appreciation, we will raise the performance evaluation of involved employees.

All restaurants under the Group's brands uphold the principle of customer orientation, safeguarding the quality of our dishes strictly. Quality is strictly monitored by kitchen staff and waitstaff so as to assure that no expired or unhealthy, stale food will be served on table. During the process of cutting and allocating the dishes by kitchen staff, the first round of food safety guarantee would be conducted. Our frontline staff is also responsible for receiving and checking the dishes before serving them to the customers. Once any improper quality is identified in a restaurant, the relevant restaurant staff has the responsibility to inform the receiving department and the purchasing department, and then investigate the cause of defections and use it as an evidence for follow-up actions.

Our Fire Prevention and Food Production Safety Training Handbook sets out explanations of food safety including causes, symptoms and precautions of food poisoning, as well as specifying the duty and structure of Safety Committee. It is the responsibility of the committee to research and solve any problems relating to food safety, organize and coordinate various departments within the Group for the inspection and monitor of food safety supervision and management.

在嚴格的供應商管理之下，我們的產品在過去一年繼續保持穩定的質量，整體營運表現良好。另外，旗下供應商的品質顯著，從僅3家有ISO認證增加至16家供應商獲得ISO 9000認證，二零二一年具備ISO認證的供應商達12家。未來，我們堅持會在各方面配合供應商，跟它們一同進步，致力推動鼓勵它們優化產品質量，提高各自的可用性以致能夠有更長遠的發展。

多重把關，顧客青睞

二零二一年內，本集團沒有任何因安全或健康理由而須回收的產品。

本集團以客為本，顧客是否滿意成為店鋪表現的重要指標。我們設有《意見反饋電話直通車》和網上評價平台，顧客直接致電就可以與本集團的高級管理層直接對話，反饋意見。顧客若是投訴，我們會查找原因落實到員工；顧客若是讚揚，我們會提高相應員工的績效。

本集團旗下所有餐廳，以顧客至上為原則，旗下店鋪嚴謹把守菜品高質量，並由後廚和前台員工嚴格雙重把關，絕對不會允許出現過期或是不健康、不新鮮的食品上餐桌。出品會由廚房工作人員切配，過程會先作第一輪食品安全保證，我們的前台店員也有責任在接過菜品後檢查沒有問題才可以送到顧客桌上。一旦店鋪有發現任何不妥當的質量，相關店鋪人員有責任告知收貨部門和採購部，然後查明菜品變壞的原因，再以其作後續跟進的證據。

在我們的《消防食品生產安全培訓手冊》裡面，列有食品安全闡釋，也列有分辨食物中毒的病因、症狀還有預防措施，以及我們的安全委員職責與架構等等。有關委員會有責任研究並解決食品安全發生的任何問題，組織並協調本集團各部門以檢查督促食品安管監管的落實。

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Further Protection and Respect of Our Customers

— Respect Customer's Opinion

During the reporting period, the Group did not record any complaint from our customers in respect of food safety issue or required follow-up actions for a long period.

In addition to providing quality food in the catering industry, Longhui International, places special emphasis on customer experience. Each of our restaurants collect a large amount of customer opinion in our day-to-day operations. The scope of opinion is very broad, ranging from quality and taste of food, quality of service, to dining environment, and we may receive opinion in various aspects. The Group operates with customer oriented principle and renders quality service. Once a customer gives feedback, our restaurant staff would ask for the reason first, and manage to answer respective questions. If we fail to completely meet the customer's requirements, restaurant manager will also help address the issue, so as to properly handle the customer's opinion through discussion and negotiation.

In general, customers give their feedback in our restaurants immediately, and our staff will also communicate with customers and manage to satisfy their needs in accordance with our internal code. For instance, if a customer complains about the appearance or amount of our food, adhering to our customer-oriented principle, we will meet the customer's requirements as fully as possible, including return of the food or providing refunds. If customers' opinion is not well handled, they may contact the customer service department of the Group for further handling.

We hope to further improve the Group's policies in the future by collecting customer's feedback and complaint, understanding the inadequacies in different aspects by analysing customer's opinion, so as to enhance our service and food quality, which in turn improve customer satisfaction on our brand.

進一步對顧客的保護與尊重

— 尊重顧客意見

報告期內，本集團沒有記錄到任何因食品安全問題或需要長期作出跟進的顧客投訴。

餐飲行業除了提供優質食物，龍輝國際尤其重視顧客體驗。各店舖在日常營運中均會收集到大量的顧客意見，意見內容範圍亦非常廣泛，從食物品質、味道、服務質量到用餐環境，均有可能收到不同層次的意見。本集團一直秉承以顧客為先的宗旨運作並提供優質服務，一旦有顧客有所反饋，食店店員會先向顧客了解原因和盡量解答有關問題，如果未能夠完全處理顧客需要，相關店舖經理亦會協助解決，務求透過討論協商的方式，讓顧客的意見得到應有的處理。

一般而言，顧客都會即時於店舖裡進行意見反映，而店員亦會按內部設立的守則，與顧客溝通協調，盡量滿足顧客的要求。例如，若顧客對食品外觀或份量進行投訴，我們本著顧客至上的原則，會盡量滿足顧客的要求，包括退菜或減免餐費等方式。若顧客的意見得不到完善的解決，他們可聯絡至本集團之顧客服務部，進行更深入的後續處理。

透過收集顧客的意見反饋及投訴，我們希望未來可以更完善本集團的政策，透過分析顧客意見，了解到不同範疇的不足之處，以提升我們服務和食品質量，進而提高顧客對於我們品牌的滿意度。



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— Customer Privacy Protection

During the reporting period the Group did not receive any complaint due to leakage of customer information.

When collecting customer information for the Group's record of premium membership, our staff will explain to them the purpose for which it is collected, and relevant personal information will only be collected with their prior consent. In the meantime, it is our policy that only authorized staff can get access to customer information. For example, modification of member information or processing of member's accumulated points are limited to the system administrator, store manager and cashier. Relevant name lists will be given in each restaurant and office for record with their respective authorization of staff expressly stipulated. Our frontline staff serving in each restaurant should follow our guideline when collecting personal information, which shall not be disclosed without authorization. After filing customer information in the Group's internal database, any access to the database shall be approved by relevant authorized persons and records thereof should be kept. We believe that under our close surveillance of privacy, we are able to protect customer information from unauthorized access by individual staff, thereby avoid customer information leakage. Other than that, the employment contract signed by our staff has set out relevant confidential clauses which stipulated that no leakage of the Group's information is allowed. Those who acted otherwise will be subject to punishment or termination of employment contract, or in extreme cases, be required to make up any loss incurred by the Group.

— 保護顧客私隱

報告期內，本集團沒有收到因洩露顧客資料而引致的投訴。

在收集顧客資料作為本集團高級會員記錄的時候，我們員工會向他們解釋其個人資料的用途，在取得他們同意後才會收集相關個人資料。同時，我們規定只有獲授權的員工才可接觸顧客資料，例如系統管理員、店長和收銀員才有權修改會員資料或處理會員儲值等，相關的名單亦會給予門店及辦公室作為記錄，並清楚列明各分店授權員工的權限。前線店舖服務員在收集個人資料時必須根據指引處理，絕不可未經授權對外透露有關資料。而顧客的資料在存入本集團內部資料庫後，任何查閱行為均有所記錄都需要得到相關有權人士的批准。在我們的嚴密隱私監測下，我們相信能夠防止個別員工擅自取用顧客資料，避免顧客資料的洩漏。同時，員工所簽訂的僱傭合約上已列載有相關的保密條款，他們不得向外洩任何有關本集團資料，否則會受到相應懲罰，甚至於終止跟他們的僱傭合約或賠償本集團有關損失。



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Anti-Corruption and Building a Culture of Honesty and Integrity

During 2021, the Group did not record any case in relation to corruption.

All employees are required to read and sign the Rules on Staff Reward and Disciplinary Penalty upon induction, which sets out various scenarios of non-compliance by employees categorized into serious or less serious violations, while different degrees of penalties will be imposed for different levels of violations. Forging or fraudulent use of the Group's seal or any document, private transaction with clients or vendors through job advantages, bribery or profiteering or other activities detrimental to the Group's interests conducted by any employee is considered a serious case of violation. If any employee is found to violate such rules, upon investigation by various departments and the personnel and administration department, the Group shall terminate the labour contract and demand such employee to compensate for relevant losses of the Group. The Group wishes to enlarge the scale of group monitoring and promote overall awareness of anti-corruption in our Group through internal structure review combining with staff reporting.

In the future, we will further optimize the Group's anti-corruption mechanism with established policies, provide anti-corruption trainings for the Directors and employees and to enhance preventive and deterrent measures against employees' non-compliance attempts, in order to minimize our operating risks and lay a sound foundation for further business expansion going forward. With such measures, we hope to strengthen the faith of our management, stakeholders and the public in Longhui Group.

反貪污，締造廉潔文化

二零二一年內，本集團沒有錄得任何有關貪污的案件。

我們於員工入職時會閱讀並簽署《員工獎勵及違紀處罰規定》。該規定列明了各類員工違規的情況，並分為嚴重或較不嚴重違規範圍，對於各個層面的犯規，我們都有不同處罰程度。假設有員工偽造或盜用本集團印章或文件者、借工作之便與顧客或客商私下做交易、行賄受賄者或賺取不正當利益者等損害本集團利益活動都被列為嚴重性高的違規。員工一旦違反規定，經過各部門和認識行政部調查以後，本集團將會解除勞動合同，並要求違規員工賠償相關的本集團損失。本集團希望透過自有審核架構和員工舉報相配合的形式，使監督可以更有規模並提高本集團整體的廉潔意識。

未來，我們將進一步完善本集團的反貪污機制，向董事及員工提供反貪污培訓，加強對員工嘗試違規的阻嚇作用，降低本集團的營運風險，為之後進一步的業務擴展打好基礎，也讓本集團管理層、持份者、大眾能對我們更有信心。



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CIVIC RESPONSIBILITY

Community Contribution

The Group has been committed to contributing to society with our main business and holding various activities annually. However, due to the impact of the COVID-19 pandemic in 2020 and 2021, we have suspended activities for these two years in order to avoid cross-infection and put the health of our staff and stakeholders first. In the future, once the pandemic has stabilized, we will continue to carry out various activities to do our part for the community.

Looking ahead, the Group will continue to fulfil our corporate social responsibility by investing more resources in charity events and encourage all employees to participate so as to promote awareness for social care and thereby enhancing the corporate image of our Group.

公民責任

社區貢獻

本集團堅持以主營業務貢獻社會，每年都組織各類活動，但由於二零二零年和二零二一年COVID-19的影響，為避免交叉感染，我們暫停了這2年的活動，以員工和各持份者的健康為先。未來，待疫情穩定後，我們會繼續開展各類活動，為社會盡一分力。

展望未來，本集團將繼續積極履行企業公民責任，投入更多資源於公益活動，鼓勵本集團全體員工一同參與，推動社會關懷的認識，進而提高本集團的企業形象。

Independent Auditors' Report

獨立核數師報告書



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TO THE SHAREHOLDERS OF LONGHUI INTERNATIONAL HOLDINGS LIMITED

(Incorporated in Cayman Islands with limited liability)

致龍輝國際控股有限公司股東

(於開曼群島註冊成立之有限公司)

OPINION

意見

We have audited the consolidated financial statements of Longhui International Holdings Limited (the **"Company"**) and its subsidiaries (collectively referred to as the **"Group"**) set out on pages 92 to 207, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss and other 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.

吾等已審計龍輝國際控股有限公司(「貴公司」)及其附屬公司(統稱為「貴集團」)載於第92至207頁的綜合財務報表，其中包括於二零二一年十二月三十一日的綜合財務狀況表，與截至該日止年度的綜合損益及其他全面收益表、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，包括主要會計政策概要。

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 (the **"IASB"**) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

吾等認為，綜合財務報表已根據國際會計準則理事會(「國際會計準則理事會」)頒佈的國際財務報告準則(「國際財務報告準則」)真實而中肯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，並已遵照香港《公司條例》的披露規定妥為擬備。



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BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSAs**”) issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”). Our responsibilities under those standards are further described in the “Auditors’ 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.

MATERIAL UNCERTAINTY RELATED TO GOING CONCERN

We draw attention to Note 2.1 in the consolidated financial statements, which indicates that the Group incurred a net loss of approximately RMB34,245,000 during the year ended 31 December 2021 and, as of that date, the Group’s current liabilities exceeded its current assets by approximately RMB168,224,000. As stated in Note 2.1 to the consolidated financial statements, these events or conditions, along with other matters as set forth in Note 2.1, indicate that a material uncertainty exists that may cast significant doubt on the Group’s ability to continue as a going concern. Our opinion is not modified in respect of this matter.

意見之基準

吾等根據香港會計師公會（「香港會計師公會」）頒佈之香港審計準則（「香港審計準則」）進行審核。在該等準則下，吾等之責任於報告內「核數師就審核綜合財務報表須承擔的責任」一節進一步闡述。根據香港會計師公會之專業會計師道德守則（「守則」），吾等獨立於貴集團，並已遵循守則履行其他道德責任。吾等相信，吾等獲得之審計憑證能充分及適當地為吾等之意見提供基礎。

有關持續經營之重大不確定因素

吾等提請注意綜合財務報表附註2.1，其顯示於截至二零二一年十二月三十一日止年度，貴集團產生虧損淨額約人民幣34,245,000元，及截至該日，貴集團之流動負債超出流動資產約人民幣168,224,000元。誠如綜合財務報表附註2.1所述，該等事件或狀況加上附註2.1所載之其他事宜，顯示存在重大不確定因素，有可能對貴集團持續經營之能力構成重大疑慮。吾等就此事宜並無修訂意見。

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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. In addition to the matter described in the "Material Uncertainty Related to Going Concern" section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Impairment of property, plant and equipment and right-of-use assets

Refer to Notes 16 and 17 to the consolidated financial statements.

The key audit matter 關鍵審計事項

The Group recorded property, plant and equipment and right-of-use assets approximately of RMB2,898,000 and RMB13,874,000 respectively as at 31 December 2021, and impairment loss amounting to RMB11,358,000 and RMB7,660,000 respectively were recognised for the year ended 31 December 2021.

於二零二一年十二月三十一日，貴集團分別錄得物業、廠房及設備及使用權資產約人民幣2,898,000元及人民幣13,874,000元，並於截至二零二一年十二月三十一日止年度分別確認減值虧損人民幣11,358,000元及人民幣7,660,000元。

We identified the impairment of property, plant and equipment and right-of-use assets as a key audit matter due to the significance of the balance on the consolidated statement of financial position as at 31 December 2021 and the significant judgement and estimates were involved in assessment of the recoverable amounts of property, plant and equipment and right-of-use assets based on value-in-use calculations.

吾等將物業、廠房及設備及使用權資產減值識別為關鍵審計事項，由於二零二一年十二月三十一日之綜合財務狀況表有重大結餘以及根據使用價值計算評估物業、廠房及設備及使用權資產之可收回金額涉及重大判斷及估計。

關鍵審計事項

關鍵審計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計最為重要的事項。這些事項是在吾等審計整體綜合財務報表及出具意見時進行處理的。吾等不會對這些事項提供單獨的意見。除「與持續經營相關的重大不確定性」部分所述事項外，我們將以下所述事項確定為須於報告中披露的關鍵審計事項。

物業、廠房及設備及使用權資產減值

請參閱綜合財務報表附註16及17。

How the matter was addressed in our audit 吾等的審計如何處理有關事項

Our procedures in relation to management's impairment assessment of property, plant and equipment and right-of-use assets included but not limited to:

吾等有關於管理層對物業、廠房及設備進行減值評估的程序包括但不限於：

- Inquiring the management on their identification of impairment indication and their methodology used for the impairment assessment of properties, plant and equipment and right-of-use assets;
- 查詢管理層對減值跡象的識別以及物業、廠房及設備及使用權資產減值評估所用方法；
- Assessing the appropriateness of the valuation methodology used in determining the recoverable amount;
- 評估釐定可收回金額所用的估值方法的合適性；
- Assessing the appropriateness of the discount rate used in determining the recoverable amount and using our valuation experts;
- 評估釐定可收回金額所用的貼現率及使用估值專家的合適性；



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The key audit matter 關鍵審計事項

How the matter was addressed in our audit 吾等的審計如何處理有關事項

- Accessing the appropriateness of other key assumptions and inputs, including the growth rate of revenue and major costs (include raw materials, consumables used and staff costs) to revenue ratio by comparing to historical performance and relevant operation plans;
- 評估其他關鍵假設及輸入數據的合適性，包括收益及主要成本(包括原材料、所用耗材及員工成本)的增長率與收益比率之比，方法為比較歷史表現及相關營運計劃；
- Checking, on a sampling basis, the accuracy and relevance of the input data used.
- 抽樣檢查所用輸入數據的準確性及相關性。

We found the key assumptions used by management in the impairment assessment of property, plant and equipment and right-of-use assets were supportable by available evidence.

吾等發現管理層進行物業、廠房及設備及使用權資產減值評估所用的關鍵假設獲得佐證支持。

Independent Auditors' Report

獨立核數師報告書

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises all the information included in the annual report, but does not include in the consolidated financial statements and our auditors' report thereon (the **"Other Information"**).

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 the Other Information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS AND THE AUDIT COMMITTEE 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 Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors 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 either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Group's financial reporting process.

其他資訊

董事須對其他資訊負責。其他資訊包括年報內的資訊，但不包括綜合財務報表及吾等的核數師報告書（「其他資訊」）。

吾等對綜合財務報表的意見並不涵蓋其他資訊，吾等亦不對該等其他資訊發表任何形式的鑒證結論。

結合吾等對綜合財務報表的審計，吾等的責任是閱讀其他資訊，在此過程中，考慮其他資訊是否與綜合財務報表或吾等在審計過程中所瞭解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於吾等已執行的工作，如果吾等認為其他資訊存在重大錯誤陳述，吾等需要報告該事實。就此方面，吾等並無任何事項需要報告。

董事及審核委員會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，擬備真實而中肯的綜合財務報表，並對其認為就使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估 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，以及使用持續經營為會計基礎，除非董事有意將 貴集團清盤或停止經營，或別無其他實際的替代方案。

審核委員會須負責監察 貴集團之財務申報過程。



Independent Auditors' Report 獨立核數師報告書

AUDITORS' 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 auditors' 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 HKSAs 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 HKSAs, 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須承 擔的責任

吾等的目標，是對綜合財務報表整體是否不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。吾等僅向閣下(作為整體)報告，除此之外本報告別無其他目的。吾等不會就本報告的內容向任何其他人士負上或承擔任何責任。合理保證是高水準的保證，但不能保證按照香港審計準則進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或匯總起來可能影響綜合財務報表使用者依賴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。

在根據香港審計準則進行審計的過程中，吾等運用了專業判斷，保持了專業懷疑態度。吾等亦：

- 識別和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，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，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的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 瞭解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。



Independent Auditors' Report

獨立核數師報告書

- 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 auditors' 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 auditors' 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.
- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項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。如果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，則須修訂意見。吾等的結論是基於核數師報告書日期止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 就貴集團內實體或業務活動的財務資訊獲取充足、適當的審計憑證，以便對綜合財務報表發表意見。吾等負責貴集團審計的方向、監督和執行。吾等為審計意見承擔全部責任。

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.

除其他事項外，吾等與審核委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括吾等在審計中識別出內部控制的任何重大缺陷。

吾等還向審核委員會提交聲明，說明吾等已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響吾等獨立性的所有關係和其他事項，以及在適用的情況下，為消除威脅採取的行動或應用的保障措施。



Independent Auditors' Report 獨立核數師報告書

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 auditors' 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.

The engagement director on the audit resulting in this independent auditors' report is Hon Koon Fai, Alex.

從與審核委員會溝通的事項中，吾等確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。吾等在核數師報告書中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在吾等報告中溝通某事項造成的負面後果超過產生的公眾利益，吾等決定不應在報告中溝通該事項。

出具本獨立核數師報告書的審計項目董事是韓冠輝。

HLB Hodgson Impey Cheng Limited

Certified Public Accountants

Hon Koon Fai, Alex

Practising Certificate Number: P05029

Hong Kong, 30 March 2022

國衛會計師事務所有限公司

香港執業會計師

韓冠輝

執業證書編號：P05029

香港，二零二二年三月三十日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

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

		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
Revenue	收益	7	162,883	184,378
Foods and beverage and other materials consumables used	食品及飲料以及已用其他耗材		(58,424)	(84,501)
Employee benefit and related expenses	僱員福利及相關開支	9	(58,123)	(66,205)
Property rentals and related expenses	物業租金及相關開支		(13,548)	(19,489)
Utilities expenses	公共設施開支		(4,078)	(7,325)
Depreciation, amortisation, impairment and written-off of property, plant and equipment, right-of-use assets and intangible asset	物業、廠房及設備、使用權資產以及無形資產的折舊、攤銷、減值及撇銷	16, 17, 18	(51,605)	(70,079)
Other operating expenses	其他營運開支		(16,104)	(17,087)
Other income, other gains and losses, net	其他收入、其他收益及虧損淨額	8	9,417	17,905
Loss from operating activities	來自經營活動的虧損	10	(29,582)	(62,403)
Finance expenses, net	融資開支淨額	11	(3,595)	(6,595)
Loss before tax	除稅前虧損		(33,177)	(68,998)
Income tax expenses	所得稅開支	12	(1,068)	(716)
Loss for the year	年內虧損		(34,245)	(69,714)
Loss attributable to:	以下各方應佔虧損：			
Owners of the Company	本公司擁有人		(33,954)	(69,058)
Non-controlling interest	非控股權益		(291)	(656)
			(34,245)	(69,714)
Loss for the year	年內虧損		(34,245)	(69,714)
Other comprehensive (loss)/income, net of income tax	其他全面(虧損)/收入，扣除所得稅			
Item that may be reclassified subsequently to profit or loss:	其後可能重新分類至損益之項目：			
Currency translation differences	貨幣匯兌差異		(184)	2,611
Total comprehensive loss for the year	年內全面虧損總額		(34,429)	(67,103)



Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

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

		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
Total comprehensive loss attributable to:	以下各方應佔全面虧損總額：			
Owners of the Company	本公司擁有人		(34,138)	(66,447)
Non-controlling interest	非控股權益		(291)	(656)
			(34,429)	(67,103)
Loss per share	每股虧損	13		
— Basic (RMB cent)	— 基本(人民幣分)		(5.5)	(20.9)
— Diluted (RMB cent)	— 攤薄(人民幣分)		(5.5)	(20.9)

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

		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
Assets	資產			
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	16	2,898	22,879
Right-of-use assets	使用權資產	17	13,874	48,778
Intangible asset	無形資產	18	—	4
Prepayments, deposits and other receivables	預付款項、按金及其他應收款項	20	6,889	10,494
Deferred tax assets	遞延稅項資產	28	24,333	25,389
			47,994	107,544
Current assets	流動資產			
Inventories	存貨	21	12,658	14,086
Trade receivables	貿易應收款項	19	2,883	2,269
Prepayments, deposits and other receivables	預付款項、按金及其他應收款項	20	24,792	34,395
Cash and cash equivalents	現金及現金等價物	22	2,196	3,177
			42,529	53,927
Total assets	資產總值		90,523	161,471
Capital and reserves	資本及儲備			
Share capital	股本	23	230	109
Reserves	儲備		(137,274)	(147,837)
Equity attributable to owners of the Company	本公司擁有人應佔權益		(137,044)	(147,728)
Non-controlling interest	非控股權益		(1,637)	(1,346)
Total equity	總權益		(138,681)	(149,074)

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

		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
Liabilities	負債			
Non-current liabilities	非流動負債			
Lease liabilities	租賃負債	17	15,198	49,186
Convertible bonds	可換股債券	29	3,178	3,001
Deferred tax liabilities	遞延稅項負債	28	75	116
			18,451	52,303
Current liabilities	流動負債			
Trade payables	貿易應付款項	24	29,551	44,366
Other payables and accruals	其他應付款項及應計費用	25	114,600	145,235
Contract liabilities	合約負債	26	45,365	47,822
Lease liabilities	租賃負債	17	14,755	16,976
Borrowings	借貸	27	4,800	3,000
Income tax payables	應付所得稅		1,682	843
			210,753	258,242
Total liabilities	負債總額		229,204	310,545
Total equity and liabilities	總權益及負債		90,523	161,471
Net current liabilities	流動負債淨額		(168,224)	(204,315)

The consolidated financial statements on pages 92 to 207 were approved and authorised for issue by the board of directors on 30 March 2022 and are signed on its behalf by:

第92至207頁之綜合財務報表乃於二零二二年三月三十日經董事會批准及授權刊發，並由以下董事代表簽署：

Hung Shui Chak

洪瑞澤

Director

董事

Yuan Mingjie

袁明捷

Director

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

		Equity attributable to owners of the Company 本公司擁有人應佔權益										
		Share Capital	Share premium	Convertible bonds reserve (Note 29) 可換股債券儲備 (附註29)	Share based-payments reserve (Note 30) 以股份為基礎付款儲備 (附註30)	Statutory reserve (Note i) 法定儲備 (附註i)	Capital reserve (Note ii) 資本儲備 (附註ii)	Exchange reserve 匯兌儲備	Accumulated losses 累計虧損	Sub-total 小計	Non-controlling interesting 非控股權益	Total equity 總權益
		RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣	RMB 人民幣
As at 1 January 2020	於二零二零年一月一日	109	566,637	1,069	—	10,491	(118,137)	1,371	(542,821)	(81,281)	(690)	(81,971)
Loss for the year	年內虧損	—	—	—	—	—	—	—	(69,058)	(69,058)	(656)	(69,714)
Other comprehensive income:	其他全面收入:											
Currency translation difference	貨幣匯兌差異	—	—	—	—	—	—	2,611	—	2,611	—	2,611
Total comprehensive loss for the year	年內全面虧損總額	—	—	—	—	—	—	2,611	(69,058)	(66,447)	(656)	(67,103)
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	109	566,637	1,069	—	10,491	(118,137)	3,982	(611,879)	(147,728)	(1,346)	(149,074)
Loss for the year	年內虧損	—	—	—	—	—	—	—	(33,954)	(33,954)	(291)	(34,245)
Other comprehensive loss:	其他全面虧損:											
Currency translation difference	貨幣匯兌差異	—	—	—	—	—	—	(184)	—	(184)	—	(184)
Total comprehensive loss for the year	年內全面虧損總額	—	—	—	—	—	—	(184)	(33,954)	(34,138)	(291)	(34,429)
Recognition of equity-settled share-based payments	確認以權益結算以股份為基礎付款	—	—	—	3,199	—	—	—	—	3,199	—	3,199
Issue of shares upon rights issue, net	供股時發行股份淨額	106	36,937	—	—	—	—	—	—	37,043	—	37,043
Exercise of share options	行使購股權	15	6,768	—	(2,203)	—	—	—	—	4,580	—	4,580
As at 31 December 2021	於二零二一年十二月三十一日	230	610,342	1,069	996	10,491	(118,137)	3,798	(645,833)	(137,044)	(1,637)	(138,681)

Notes:

(i) Statutory reserve

In accordance with the Articles of Association of all subsidiaries established in the People's Republic of China ("PRC"), those subsidiaries are required to transfer 10% of the profit after taxation to the statutory reserve until the reserve reaches 50% of the registered capital. Transfer to this reserve must be made before distributing dividends to equity holders. The statutory reserve can be used to make up for previous years' losses, expand the existing operation or convert into additional capital of the subsidiaries.

(ii) Capital reserve

It represents the difference between the issued share capital and share premium of the Company and the share capital of Longhui International Catering Management Holdings Limited (the accounting acquirer) immediately before the acquisition of Longhui International Catering Management Holdings Limited.

附註:

(i) 法定儲備

根據所有在中華人民共和國(「中國」)成立的附屬公司之組織章程細則，該等附屬公司須將10%除稅後溢利撥至法定儲備，直接該儲備達到註冊資本的50%為止。撥入該儲備必須在向權益持有人派發股息前進行。法定儲備可用於彌補以往年度的虧損、擴充現有營運或轉換為附屬公司額外資本。

(ii) 資本儲備

其指本公司已發行股本及股份溢價與龍輝國際餐飲管理控股有限公司(會計收購人)於緊接收購龍輝國際餐飲管理控股有限公司前的股本之差額。

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	經營活動所得現金流量		
Loss before tax	除稅前虧損	(33,177)	(68,998)
Adjustments for:	已就以下項目調整：		
Finance expenses, net	財務開支淨額	3,595	6,595
Depreciation of property, plant and equipment	物業、廠房及設備折舊	7,583	13,628
Impairment of property, plant and equipment	物業、廠房及設備減值	11,358	3,709
(Gain)/loss on disposal of property plant and equipment,	出售物業及設備之 (收益)/虧損	(205)	706
Written-off of property, plant and equipment	撇銷物業、廠房及設備	2,769	2,704
Depreciation of right-of-use assets	使用權資產折舊	22,231	42,598
Impairment of right-of-use assets	使用權資產減值	7,660	7,344
Amortisation of intangible asset	無形資產攤銷	4	96
(Reversal of allowance for)/ allowance for expected credit loss on trade and other receivables	預期信貸虧損(撥回)/ 撥備	(1,575)	1,027
Equity-settled share-based payments	以權益結算以股份 為基礎付款	3,199	—
Rental concession	租金優惠	(1,808)	(4,325)
Gain on lease modification	租賃修訂收益	(3,908)	(12,186)
Operating cash flows before movements in working capital	扣除營運資金變動前之經 營現金流	17,726	(7,102)
Decrease in inventories	存貨減少	1,428	13,012
Decrease in trade receivables	貿易應收款項減少	55	1,896
Decrease in prepayments, deposits and other receivables	預付款項、按金及其他 應收款項減少	14,114	28,453
Decrease in trade payables	貿易應付款項減少	(14,815)	(8,499)
Decrease in other payables and accruals	其他應付款項及應計費用 減少	(18,502)	(15,085)
(Decrease)/increase in contract liabilities	合約負債(減少)/增加	(2,457)	4,998

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 (used in)/generated from operating activities	經營活動(所用)／所得現金	(2,451)	17,673
Income tax refund/(paid)	已退／(已付)所得稅	785	(46)
Net cash (used in)/generated from operating activities	經營活動(所用)／所得現金淨額	(1,666)	17,627
Cash flows from investing activities	投資活動所得現金流量		
Purchases of property, plant and equipment	購買物業、廠房及設備	(5,852)	(5,027)
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備之所得款項	4,328	435
Interest received	已收利息	8	14
Net cash used in investing activities	投資活動所用現金淨額	(1,516)	(4,578)
Cash flows from financing activities	融資活動所得現金流量		
Proceeds from issue of shares from rights issue	供股發行股份所得款項	37,043	—
Proceeds from exercise of share option	行使購股權所得款項	4,580	—
Proceeds from borrowings	借貸所得款項	4,800	3,000
Loans from independent third parties	向獨立第三方貸款	10,247	28,200
Interest expense on borrowings	借貸利息開支	(142)	(104)
Repayment of borrowings	償還借貸	(3,000)	—
Repayment of loans from independent third parties	償還獨立第三方貸款	(22,591)	—
Repayment of lease liabilities	償還租賃負債	(28,681)	(46,222)
Net cash generated from/(used in) financing activities	融資活動所得(所用)／現金淨額	2,256	(15,126)
Net decrease in cash and cash equivalents	現金及現金等價物減少淨額	(926)	(2,077)
Cash and cash equivalents at the beginning of the year	年初現金及現金等價物	3,177	5,338
Effects of exchange rate changes on cash and cash equivalents	現金及現金等價物的匯率變動影響	(55)	(84)
Cash and cash equivalents at the end of the year	年末現金及現金等價物	2,196	3,177

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. GENERAL

Longhui International Holdings Limited (the “**Company**”) is a limited company incorporated in the Cayman Islands on 15 October 2009, and its shares are listed on The Stock Exchange of Hong Kong Limited. According to the register of substantial shareholders maintained by the Company as at 31 December 2021, Shui Chak Group Limited (“**Shui Chak Group**”) is the substantial corporate shareholder of the Company. The ultimate controlling party of Shui Chak Group Limited is Mr. Hung Shui Chak (“**Mr. Hung**”).

The address of the registered office of the Company is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands. The principal place of business of the Company in Hong Kong is Suite 301, 3/F., Hale Weal Industrial Building, 22–28 Tai Chung Road, Tsuen Wan, New Territories.

The Company acts as an investment holding company. Its subsidiaries are engaged in restaurants operation located in the People’s Republic of China (the “**PRC**”).

2.1 BASIS OF PREPARATION

The consolidated statements has been prepared in accordance with International Financial Reporting Standards (“**IFRSs**”) (which include all International Financial Reporting Standards, International Accounting Standards (“**IASs**”) and Interpretations) issued by the International Accounting Standards Board (“**IASB**”). In addition, the consolidated financial statements include applicable disclosures required by the Rules (the “**Listing Rules**”) Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) and by the Hong Kong Companies Ordinance. The consolidated statements are presented in Renminbi (“**RMB**”), and all values are rounded to the nearest thousand (RMB’000) except otherwise indicated. RMB is the Company’s presentation currency and the functional currency of the principal operating subsidiaries of the Group. The functional currency of the Company is Hong Kong dollars (“**HK\$**”). The Directors consider the choosing RMB as the presentation currency best suits the needs of the shareholders and investors.

The consolidated financial statements at and for the year ended 31 December 2021 comprise the Company and its subsidiaries (collectively referred to as the “**Group**”).

1. 一般資料

龍輝國際控股有限公司(「**本公司**」)為於二零零九年十月十五日在開曼群島註冊成立之有限公司，其股份於香港聯合交易所有限公司上市。根據截至二零二一年十二月三十一日本公司所存置之主要股東名冊，瑞澤集團有限公司(「**瑞澤集團**」)為本公司之主要法團股東。瑞澤集團有限公司之最終控股方為洪瑞澤先生(「**洪先生**」)。

本公司註冊辦事處地址為Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands。本公司之主要營業地點為香港新界荃灣大涌道22-28號合福工業大廈3樓301室。

本公司作為投資控股公司行事，其附屬公司於中華人民共和國(「**中國**」)從事餐廳業務。

2.1 編製基準

綜合財務報表已遵照國際會計準則理事會(「**國際會計準則理事會**」)頒佈的國際財務報告準則(「**國際財務報告準則**」)(包括所有國際財務報告準則、國際會計準則(「**國際會計準則**」)及詮釋)編製。此外，綜合財務報表包括香港聯合交易所有限公司(「**聯交所**」)證券上市規則(「**上市規則**」)及香港公司條例要求的適用披露資料。綜合財務報表以人民幣(「**人民幣**」)計值，除非另有所指，所有數值均四捨五入至最接近的千位數(人民幣千元)。人民幣為本公司之呈列貨幣及本集團主要營運附屬公司之功能貨幣。本公司之功能貨幣為港元(「**港元**」)。董事認為選擇人民幣作為呈列貨幣，最適合股東及投資者之需要。

於二零二一年十二月三十一日及截至該日止年度之綜合財務報表包括本公司及其附屬公司(統稱為「**本集團**」)。

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

2.1 BASIS OF PREPARATION (Continued)

Going concern basis

The Group reported a consolidated net loss of approximately RMB34,245,000 (2020: RMB69,714,000) for the current year and net current liabilities of approximately RMB168,224,000 (2020: RMB204,315,000) at 31 December 2021.

The cash and cash equivalent balance amounted to approximately RMB2,196,000 (2020: RMB3,177,000) at 31 December 2021. These circumstances may cast significant doubt on the Group's ability to continue as a going concern.

During the year, the directors of the Company (“**Directors**”) have taken various measures with an aim to improve the Group's liquidity position. The Directors have prepared a cash flow forecast of the Group for the next twelve months from the date of approval of the consolidated financial statements based on the existing situation, the future events and commitments of the Group. The Directors considered that the Group will have adequate working capital to meet its obligations, therefore the consolidated financial statements of the Group have been prepared under a going concern basis. Measures and estimations have been taken into consideration by the Directors, including but not limited to:

- (i) the substantial shareholders of the Company have given their consent to provide continuous financial support to the Group to enable the Group to meet its obligations when due;
- (ii) negotiating with banks and other financial institution for new banking facilities;
- (iii) management has been endeavoring to improve the Group's operating results and cash flows through various cost control measures and will slow down the opening of new restaurants or will close underperforming restaurants in the future;

2.1 編製基準(續)

持續經營基準

本集團於本年度及二零二一年十二月三十一日錄得綜合虧損淨額約人民幣34,245,000元(二零二零年:人民幣69,714,000元)及流動負債淨額約人民幣168,224,000元(二零二零年:人民幣204,315,000元)。

於二零二一年十二月三十一日,現金及現金等價物結餘約為人民幣2,196,000元(二零二零年:人民幣3,177,000元)。該等狀況可能令本集團持續經營的能力遭受重大質疑。

年內,本公司董事(「**董事**」)已採取多項措施,旨在改善本集團的流動資金狀況。董事已根據本集團的現有狀況、未來事件及承諾,編製本集團自綜合財務報表批准日期起未來十二個月的現金流量預測。董事認為本集團將擁有充足的營運資金履行其責任,因此本集團的綜合財務報表已根據持續經營基準編製。董事已考慮以下措施及估計,包括但不限於:

- (i) 本公司主要股東已同意向本集團持續提供財務支援,以讓本集團履行其到期責任;
- (ii) 與銀行及其他金融機構磋商新銀行融資;
- (iii) 管理層致力透過各項成本控制措施改善本集團營運業績及現金流量,並將於未來減慢開設新餐廳的步伐或關閉表現欠佳的餐廳;



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

2.1 BASIS OF PREPARATION (Continued)

Going concern basis (Continued)

- (iv) negotiating with the landlords for rent concessions due to the reduced number of customers as overshadowed by the outbreak of coronavirus (“COVID-19”);
- (v) the Group is actively considering to raise new capital by carrying out fund raising activities including but not limited to rights issue, open offer and placing of new shares.

Notwithstanding the above, given the outbreak of COVID-19 coronavirus and the uncertainties to obtain continuous support by the banks and the Group’s creditors, material uncertainties exist as to whether management of the Company will be able to achieve its plans and measures as described above.

Should the Group be unable to continue its business as a going concern, adjustments would have to be made to write down the value of assets to their recoverable amount, to provide for future liabilities which might arise and to reclassify non-current assets and liabilities to current assets and liabilities respectively. The effects of these potential adjustments have not been reflected in these consolidated financial statements.

2.1 編製基準(續)

持續經營基準(續)

- (iv) 因應冠狀病毒(「COVID-19」)疫情令客戶數目減少，與業主商討租金優惠；
- (v) 本集團積極考慮進行集資活動，包括但不限於供股、公開發售及配售新股，以籌措新資金。

儘管已採取上述措施，惟鑒於COVID-19冠狀病毒疫情，且未能確定可取得銀行及本集團債權人的持續支持，對於本公司管理層將來是否能實現其上述的計劃及措施，仍存在重大不確定因素。

萬一本集團無法按持續基準繼續業務，則需要作出調整，將資產價值撇減至其可回收金額，以為日後可能出現的負債計提撥備，並分別將非流動資產及負債重新分類為流動資產及負債。上述潛在調整的影響未有於綜合財務報表中反映。

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

2.2 APPLICATION OF NEW AND AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS

Amendments to IFRSs that are mandatorily effective for the current year

In the current year, the Group has applied the Amendments to References to the Conceptual Framework in IFRS Standards and the following amendments to IFRSs issued by the IASB for the first time, which are mandatorily effective for the annual period beginning on or after 1 January 2021 for the preparation of the consolidated financial statements:

Amendments to IFRS 9, Interest Rate Benchmark Reform — Phase 2
IAS 39, IFRS 7,
IFRS 4 and IFRS 16

In addition, the Group has early applied the Amendment to IFRS 16 “Covid-19-Related Rent Concessions beyond 30 June 2021”.

In addition, the Group applied the agenda decision of the IFRS Interpretations Committee (the “Committee”) of the International Accounting Standards Board issued in June 2021 which clarified the costs an entity should include as “estimated costs necessary to make the sale” when determining the net realisable value of inventories.

The application of the amendments to IFRSs in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in the consolidated financial statements.

2.2 應用新訂及經修訂國際財務報告準則

本年度強制生效之國際財務報告準則修訂本

於本年度，本集團首次就編製綜合財務報表應用國際會計準則理事會頒佈的國際財務報告準則概念框架的引用修訂本及以下國際財務報告準則修訂本，其於二零二一年一月一日或之後開始的年度期間強制生效：

國際財務報告準則第9號、利率基準改革 — 國際會計準則第39號及 第二階段 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(修訂本)

此外，本集團已提早應用國際財務報告準則第16號(修訂本)[二零二一年六月三十日後的Covid-19相關租金寬減]。

此外，本集團已應用國際會計準則理事會國際財務報告準則解釋委員會(「委員會」)於二零二一年六月發佈的議程決議，該決定澄清了實體在確定存貨的可變現淨值時應包括作為「銷售的估計必要成本」之成本。

於本年度應用經修訂國際財務報告準則對本集團於本年度及過往年度之財務狀況及表現及／或對綜合財務報表所載披露資料並無重大影響。

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

2.2 APPLICATION OF NEW AND AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS ("IFRSs") (Continued)

New and amendments to IFRSs that have been issued but are not yet effective

The Group has not early applied the following new and amendments to IFRSs that have been issued but are not yet effective:

IFRS 17	Insurance Contracts and the related Amendment ²
Amendments to IFRS 3	Reference to the Conceptual Framework ¹
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ³
Amendments to IAS 1	Classification of Liabilities as Current or Non-current ²
Amendments to IAS 1 and IFRS Practice Statement 2	Disclosure of Accounting Policies ²
Amendments to IAS 8	Definition of Accounting Estimates ²
Amendments to IAS 12	Deferred Tax related to Assets and Liabilities arising from Single Transaction ²
Amendments to IAS 16	Property, Plant and Equipment: Proceeds before Intended Use ¹
Amendments to IAS 37	Onerous Contracts — Cost of Fulfilling a Contract ¹
Amendments to IFRS Standards	Annual Improvements to IFRSs 2018–2020 ¹

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 Effective for annual periods beginning on or after a date to be determined.

The Directors anticipate that the application of all the new and amendments to IFRSs will have no material impact on the consolidated financial statements in the foreseeable future.

2.2 應用新訂及經修訂國際財務報告準則(「國際財務報告準則」)(續)

已頒佈但尚未生效的新訂及經修訂國際財務報告準則

本集團尚未提早應用以下已頒佈但尚未生效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	保險合約及相關修訂 ²
國際財務報告準則第3號(修訂本)	概念框架的引用 ¹
國際財務報告準則第10號及國際會計準則第28號(修訂本)	投資者及其聯營公司或合營企業出售或注入資產 ³
國際會計準則第1號(修訂本)	將負債分類為流動或非流動 ²
國際會計準則第1號及國際財務報告準則實務聲明第2號(修訂本)	會計政策之披露 ²
國際會計準則第8號(修訂本)	會計估計之定義 ²
國際會計準則第12號(修訂本)	與單一交易產生之資產及負債相關之遞延稅項 ²
國際會計準則第16號(修訂本)	物業、廠房及設備：達到擬定用途前的所得款項 ¹
國際會計準則第37號(修訂本)	虧損性合約 — 履行合約的成本 ¹
國際財務報告準則(修訂本)	國際財務報告準則二零一八年至二零二零年的年度改進 ¹

¹ 於二零二二年一月一日或之後開始的年度期間生效。

² 於二零二三年一月一日或之後開始的年度期間生效。

³ 於待定日前或之後開始的年度期間生效。

董事預期應用所有新訂及經修訂國際財務報告準則，在可見未來均不會對綜合財務報表造成重大影響。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements have been prepared in accordance with IFRSs issued by the IASB. In addition, the consolidated financial statements include applicable disclosures required by the Listing Rules and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2 "Share-based Payment", leasing transactions that are accounted for in accordance with IFRS 16 "Leases", and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 "Inventories" or value in use in IAS 36 "Impairment of Assets".

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

3. 重要會計政策概要

綜合財務報表根據國際會計準則理事會所頒佈的國際財務報告準則編製。此外，綜合財務報表包括上市規則及香港公司條例所規定的適用披露。

綜合財務報表已按照歷史成本基準編製。歷史成本一般基於為換取貨品及服務而支付代價的公平值釐定。

公平值為市場參與者於計量日期在有序交易中出售資產可能收取或轉讓負債可能支付的價格，不論該價格是否直接觀察可得或使用另一種估值技術估計。就估計資產或負債的公平值而言，本集團考慮市場參與者於計量日期為該資產或負債進行定價時所考慮有關資產或負債的特徵。在綜合財務報表中計量及／或披露的公平值均在此基礎上予以釐定，惟屬於國際財務報告準則第2號「以股份為基礎付款」範圍內的以股份為基礎付款交易、根據國際財務報告準則第16號「租賃」入賬的租賃交易，以及與公平值部分類似但並非公平值的計量（例如國際會計準則第2號「存貨」內的可變現淨值或國際會計準則第36號「資產減值」的使用價值）除外。

此外，就財務呈報而言，公平值計量根據公平值計量的輸入數據可觀察程度及公平值計量的輸入數據對其整體的重要性分類為第一級、第二級或第三級，詳情如下：

- 第一級輸入數據是實體於計量日期可以取得的相同資產或負債於活躍市場的報價（未經調整）；
- 第二級輸入數據是就資產或負債直接或間接地可觀察的輸入數據（第一級內包括的報價除外）；及
- 第三級輸入數據是資產或負債的不可觀察輸入數據。



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company 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 listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is 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.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

3. 重要會計政策概要(續)

合併基準

綜合財務報表包括本公司及本公司附屬公司所控制的實體(包括結構性實體)的財務報表。倘屬以下情況，則本公司取得控制權：

- 於被投資方擁有權力；
- 因參與被投資方的業務而獲得或有權獲得可變回報；及
- 有能力行使其權力影響其回報。

倘有事實及情況顯示上文所述的三項控制元素中的一項或以上出現變動，本公司將重新評估其是否控制被投資方。

本公司於獲得附屬公司控制權時將附屬公司綜合入賬，並於失去附屬公司控制權時終止綜合入賬。具體而言，於報告期內購入或出售之附屬公司的收入及開支，按自本公司獲得控制權當日起至本公司失去附屬公司控制權當日止，計入合併損益及其他綜合收益表內。

損益及其他全面收益各部分乃歸屬於本公司擁有人及非控股權益。附屬公司全面收益總額歸屬於本公司擁有人及非控股權益，即使這導致非控股權益發生虧絀結餘。

附屬公司的財務報表於有需要時作出調整，以使其會計政策與本集團的會計政策一致。

集團內公司間的所有資產及負債、權益、收入、開支以及本集團成員公司間交易的相關現金流量於合併時悉數對銷。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Basis of consolidation (Continued)

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

Subsidiaries

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 results of subsidiaries are included in the Company's profit or loss to the extent of dividends received and receivables. The Group's investments in subsidiaries are stated at cost less any impairment.

3. 重要會計政策概要(續)

合併基準(續)

附屬公司之非控股權益與本集團所佔之權益分開呈列，其代表目前所有權權益，有關權益賦予其持有人權力，於清盤時按比例取得相關附屬公司之資產淨值。

附屬公司

附屬公司指受本公司直接或間接控制的實體(包括結構性實體)。倘本集團透過參與被投資方業務而享有或有權取得被投資方的可變回報，且有能力行使在被投資方的權力影響有關回報，則本集團擁有該實體的控制權(即現時賦予本集團指導被投資方相關活動的能力)。

倘本公司直接或間接擁有的被投資方投票權或類似權利不及大半，則評估本公司對被投資方是否擁有權力時，本集團會考慮所有相關事實及情況，包括：

- (a) 與該被投資方其他投票權擁有人的合約安排；
- (b) 根據其他合約安排所享有的權利；及
- (c) 本集團的投票權及潛在投票權。

附屬公司的業績計入本公司損益，以已收及應收股息為限。本集團對附屬公司的投資按成本減任何減值列賬。



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred 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. Acquisition related costs are generally recognised in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- (i) deferred tax assets or liabilities, and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with IAS 12 “Income Taxes” and IAS 19 “Employee Benefits” respectively;
- (ii) liabilities or equity instruments related to share-based payment transactions of the acquiree or the replacement of an acquiree’s share-based payment transactions with share-based payment transactions of the Group are measured in accordance with IFRS 2 “Share-based Payment” at the acquisition date; and
- (iii) assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 “Non-current Assets Held for Sale and Discontinued Operations” are measured in accordance with that standard.

3. 重要會計政策概要(續)

業務合併

業務收購乃採用收購法入賬。於業務合併轉撥的代價按公平值計量，而計算方法為本公司所轉撥資產、本集團對被收購方原擁有人產生的負債及本集團就交換被收購方的控制權發行的股權於收購日期的公平值總和。與收購事項有關的成本於產生時在損益中確認。

於收購日期，已收購的可識別資產及已承擔負債按其公平價值予以確認，惟下列各項除外：

- (i) 遞延稅項資產或負債及與僱員福利安排有關的負債或資產分別根據國際會計準則第12號「所得稅」及國際會計準則第19號「僱員福利」確認及計量；
- (ii) 與被收購方以股份為基礎付款交易有關的負債或股本工具或以股份為基礎付款交易重置被收購方以股份為基礎付款交易乃根據國際財務報告準則第2號「以股份為基礎付款」計量；及
- (iii) 根據國際財務報告準則第5號「持作出售的非流動資產及已終止經營業務」劃分為持作出售的資產（或出售組合）根據該項準則計量。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Business combinations (Continued)

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any noncontrolling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after assessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any noncontrolling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of noncontrolling interests are measured at their fair value or another measurement basis required by another standard.

When the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with the corresponding adjustments being made against goodwill or gain on bargain purchase. Measurement period adjustments are adjustments that arise from additional information obtained during the measurement period about facts and circumstances that existed as of the acquisition date. Measurement period does not exceed one year from the acquisition date.

3. 重要會計政策概要(續)

業務合併(續)

所轉撥代價、與被收購方的任何非控股權益及收購方先前持有被收購方股權(如有)的公平值合計,倘超出所收購可識別資產及所承擔負債於收購日期的淨額,超出的部分確認為商譽。倘(經重新評估後)已收購的可識別資產及承擔的負債於收購日期的淨額超出所轉撥代價、於被收購方任何非控股權益的金額及收購方先前持有被收購方權益(如有)的公平值總和,超出部分即時於損益中確認為議價收購收益。

屬現時擁有之權益且於清盤時賦予其持有人權利按比例分佔實體淨資產之非控股權益,可初步按公平值或非控股權益應佔被收購方可識別資產淨值的已確認金額比例計量。計量基準視乎每項交易而作出選擇。其他類型的非控股權益乃按其公平值或另一項準則指定之計量基準計量。

倘本集團於業務合併中轉讓之代價包括或然代價安排產生之資產或負債,則或然代價按其於收購日期之公平值計量,並計入於業務合併所轉讓之代價之一部分。符合資格為計量期間調整之或然代價公平值變動將予追溯調整,相應調整於商譽調整或議價收購收益。計量期間調整為於「計量期間」取得有關於收購日期已存在之事實及情況之額外資料產生之調整。計量期間不可超過自收購日期起計一年。



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綜合財務報表附註

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Business combinations (Continued)

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at subsequent reporting dates in accordance with IAS 39 "Financial Instruments: Recognition and Measurement", or IAS 37 "Provisions, Contingent Liabilities and Contingent Assets", as appropriate, with the corresponding gain or loss being recognised in profit or loss.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date (i.e. the date when the Group obtains control), and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

Changes in the value of the previously held equity interest recognised in other comprehensive income and accumulated in equity before the acquisition date are reclassified to profit or loss when the Group obtains control over the acquiree.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

3. 重要會計政策概要(續)

業務合併(續)

不合資格為計量期間調整之或然代價公平值變動之後續會計處理取決於如何將或然代價分類。分類為權益之或然代價不會於後續報告日期重新計量，其後續結算亦於權益內入賬。分類為資產或負債之或然代價將根據國際會計準則第39號「金融工具：確認及計量」或國際會計準則第37號「撥備、或然負債及或然資產」(如適用)於後續報告日期重新計量，相應之盈虧於損益內確認。

倘業務合併分階段完成，本集團以往持有的被收購方股權按收購日期(即本集團取得控制權當日)的公平值重新計量，產生的收益或虧損(如有)於損益確認。過往於收購日期前於其他全面收益確認之被收購方權益所產生款額於損益重新分類(倘有關處理方法適用於出售權益)。

先前持有並於收購日期前在其他全面收益確認及於權益累計的股權的價值變動在本集團取得被收購方的控制權時重新分類至損益。

倘業務合併的初步會計處理於合併產生的報告期末仍未完成，則本集團會就仍未完成會計處理的項目呈報暫定金額。該等暫定金額於計量期間內作出調整(見上文)，或確認額外資產或負債，以反映獲得有關於收購日期已存在事實及情況的新資料，而倘知悉該等資料，將會影響於當日確認的金額。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to customers.

A performance obligation represents a good and service (or a bundle of goods or services) that is distinct or a service of distinct goods or services that are substantially the same.

Control of the asset may be transferred over time or at a point in time. Control of the asset is transferred over time if:

- The customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs; or
- The Group's performance creates and enhances an asset that the customer controls as the Group performs; or
- The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If the control of the asset transfers over time, revenue is recognised over the period to the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognized at a point in time when the customer obtains control of the asset.

A contract asset represents the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with IFRS 9 “Financial Instruments”. In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

3. 重要會計政策概要(續)

客戶合約收益

本集團於(或隨著)履約責任完成時(即當某履約責任的相關貨品或服務的控制權轉移至客戶時)確認收益。

履約責任指不同的商品及服務(或一組商品或服務)或不同的商品及大致相同的服務。

資產的控制權可能隨著時間或於某個時間點轉移。倘滿足以下其中一項標準，資產的控制權隨時間轉移：

- 隨實體履約，客戶同時取得並耗用實體履約所提供的利益；或
- 本集團之履約創建或強化一資產，該資產於創建或強化之時即由客戶控制；或
- 本集團的履約並未產生對本集團有替代用途的資產，且本集團對迄今已完成履約之款項具有可執行之權利。

倘資產的控制權隨時間轉移，收益參考該履約責任的完成進度於合約期內確認。否則，收入於客戶獲得資產控制權的時間點確認。

合約資產指本集團就向客戶換取本集團已轉讓的商品或服務收取代價的權利(尚未成為無條件)。其根據國際財務報告準則第9號「金融工具」評估減值。相反，應收款項指本集團收取代價的無條件權利，即代價付款到期前僅需時間推移。

合約負債指本集團因已自客戶收取對價(或已可自客戶收取對價)，而須轉讓商品或勞務予客戶之義務。



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue from contracts with customers (Continued)

The Group recognised a refund liability if the Group receives consideration from a customer and expects to refund some or all of that consideration to the customer. A refund liability is measured at the amount of consideration received (or receivable) for which the Group does not expect to be entitled (i.e. amounts not included in the transaction price). The refund liability (and corresponding change in the transaction price and, therefore, the contract liability) is updated at the end of each reporting period for changes in circumstances.

The Group generates revenues from restaurant operation.

Revenue is measured at the fair value of consideration received or receivable. Revenue is reduced for discounts and sales related taxes.

Revenue is recognised when the amount of revenue can be reliably measure; when it is probable that future economic benefits will flow to the Group and when specific criteria have been met for each of the Group's activities, as described below.

For restaurant operation for which the control of services is transferred at a point in time, revenue is recognised when the related services have been rendered to customers.

Advance from customers for which the services have not been rendered are recognised as liabilities until the relevant services are performed and was classified as contract liabilities.

Interest income is recognised using the effective interest method. When a receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income on impaired receivables is recognized using the original effective interest rate.

3. 重要會計政策概要(續)

客戶合約收益(續)

倘本集團自客戶收取代價及預期將該代價的部分或全部退回予客戶，則本集團確認退款負債。退款負債按已收(或應收)金額計量，本集團預期無權收取該款額(即並非計入交易價格的金額)。退款負債(及交易價格的相應變動以及進而合約負債)於各報告期末進行更新，以反映有關情況的變化。

本集團自餐廳業務產生收益。

收益按已收或應收代價的公平值計量。收益就扣除及銷售相關稅項予以扣減。

當收益金額能夠可靠計量、未來經濟利益很可能流入本集團及達成本集團各項活動的具體標準時，即按下文所述確認收益。

就服務控制權於某時間點轉移的餐廳業務而言，收益於向客戶提供相關服務時確認。

尚未提供服務的客戶墊款於履行相關服務時才確認為負債及分類為合約負債。

利息收入採取實際利率法確認。倘應收款項減值，本集團將賬面值減少至可回收金額(為按工具原實際利率貼現的估計未來現金流量)及繼續將折扣回撥為利息收入。已減值應收款項的利息收入採取原實際利率法確認。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases

Definition of 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.

For contracts entered into or modified or arising from business combinations on or after the date of initial application, the Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception, modification date or acquisition date, as appropriate. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as lessee

Allocation of consideration to components of a contract

For a contract 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 component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Non-lease components are separated from lease component and are accounted for by applying other applicable standards.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases of shops, office and warehouse that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis or another systematic basis over the lease term.

3. 重要會計政策概要(續)

租賃

租賃的定義

倘合約賦予於一段時期內對使用一項已識別資產的控制權以換取代價，則該合約為一項租賃或包含一項租賃。

就初步應用日期或之後訂立或修訂或自業務合併產生的合約而言，本集團根據國際財務報告準則第16號項下的定義，於開始、修訂日期或收購日期(倘適合)評估合約是否為一項租賃或包含一項租賃。除非合約條款及條件於其後發生變更，否則將不會對有關合約進行重新評估。

本集團作為承租人

將代價分配至各合約部分

就包含一項或多項額外租賃部分及非租賃部分的合約而言，本集團根據各租賃部分的相對單獨價格以及非租賃部分的單獨價格總額分攤合約代價。

非租賃部分與租賃部分分開，並採用其他適用準則入賬。

短期租賃及低價值資產租賃

本集團對自租賃開始日起租賃期為12個月或以下且不包含購買選擇權的店舖、辦公室及倉庫租賃應用短期租賃的確認豁免。本集團亦對低價值資產租賃應用該項確認豁免。短期租賃及低價值資產租賃的租賃款項於租賃期內採用直線法或另一系統性基準確認為開支。



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases (Continued)

The Group as lessee (Continued)

Short-term leases and leases of low-value assets (Continued)

The cost of right-of-use asset includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

3. 重要會計政策概要(續)

租賃(續)

本集團作為承租人(續)

短期租賃及低價值資產租賃(續)

使用權資產的成本包括：

- 租賃負債的初步計量金額；
- 於租賃期開始日期或之前支付的任何租賃款項，減任何所得租賃優惠金額；
- 本集團產生的任何初始直接成本；及
- 本集團拆卸及移除相關資產、復原相關資產所在地或將相關資產恢復至租賃條款及條件所規定的狀態所產生的估計成本。

使用權資產

使用權資產按成本計量，減去任何累計折舊及減值虧損，並就任何重新計量租賃負債作出調整。

本集團已合理地確定可於租期結束時取得相關租賃資產所有權的使用權資產由開始日期起至可使用年期結束止計提折舊。在其他情況下，使用權資產按直線法於其估計可使用年期及租期(以較短者為準)內計提折舊。

本集團呈列使用權資產為綜合財務狀況表之獨立項目。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases (Continued)

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

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, initially measured using the index or rate at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise the option;
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising an option to terminate the lease;

3. 重要會計政策概要(續)

租賃(續)

租賃負債

於租賃開始日期，本集團按該日未付的租賃付款現值確認及計量租賃負債。倘租賃隱含的利率難以釐定，則本集團會使用租賃開始日期的增量借款利率計算租賃付款的現值。

租賃付款包括：

- 固定付款(包括實質性的固定付款)減任何應收租賃優惠；
- 取決於指數或比率的可變租賃付款額，最初使用開始日期的指數或比率計量；
- 本集團根據剩餘價值擔保預期應付的金額；
- 本集團合理確定行使購買選擇權下的選擇權行使價；
- 倘租期反映本集團行使選擇權終止租賃，則就終止租賃支付的罰款；



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases (Continued)

Lease liabilities (Continued)

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment; and
- the lease payments change due to changes in market rental rates following a market rent review/expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

Lease modifications

Except for Covid-19-related rent concession in which the Group applied the practical expedient, the Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

3. 重要會計政策概要(續)

租賃(續)

租賃負債(續)

開始日期後，租賃負債按利息增幅及租賃付款作出調整。

出現以下情況時，本集團重新計量租賃負債(並對相關使用權資產作出相應調整)：

- 租期有變或有關行使購買選擇權的評估有變，於此情況下，相關租賃負債透過使用於重新評估日期的經修訂貼現率貼現經修訂租賃付款而重新計量；及
- 租賃付款因進行市場租金調查後市場租金變動／有擔保剩餘價值下預期付款變動而出現變動，在此情況下，相關租賃負債透過使用初步貼現率貼現經修訂租賃付款而重新計量。

本集團呈列租賃負債為綜合財務狀況表之獨立項目。

租賃修訂

除了本集團對Covid-19相關租金優惠採用實際權宜法外，倘存在下列情形，則本集團將租賃修訂作為一項單獨租賃入賬：

- 該項修訂通過增加使用一項或多項相關資產的權利擴大租賃範圍；及
- 調增租賃的代價，增加的金額相當於範圍擴大對應的單獨價格，加上為反映特定合約情況對單獨價格所作的任何適當調整。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Leases (Continued)

Lease modifications (Continued)

For a 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 the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Covid-19-related rent concessions

In relation to rent concessions that occurred as a direct consequence of the Covid-19 pandemic, the Group has elected to apply the practical expedient not to assess whether the change is a lease modification if all of the following conditions are met:

- the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- any reduction in lease payments affects only payments originally due on or before 30 June 2021; and
- there is no substantive change to other terms and conditions of the lease.

A lessee applying the practical expedient accounts for changes in lease payments resulting from rent concessions the same way it would account for the changes applying IFRS 16 if the changes are not a lease modification. Forgiveness or waiver of lease payments are accounted for as variable lease payments. The related lease liabilities are adjusted to reflect the amounts forgiven or waived with a corresponding adjustment recognised in the profit or loss in the period in which the event occurs.

3. 重要會計政策概要(續)

租賃(續)

租賃修訂(續)

就並非作為一項單獨租賃入賬的租賃修訂而言，本集團會透過使用修訂生效日期的經修訂貼現率貼現經修訂租賃付款，按經修訂租賃的租期重新計量租賃負債。

本集團透過對相關使用權資產作出相應調整重新計量租賃負債。當經修改合約包含一項租賃成分以及一項或多項額外租賃或非租賃成分，本集團基於租賃成分的相關單獨價格與非租賃成分的單獨價格總和，將經修改合約中的代價分攤至每一租賃成分中。

Covid-19相關租金寬減

就Covid-19疫情直接引致之租金寬減。本集團已選擇採用實際權宜法不就變動是否為租賃修改作出評估，惟須滿足下列所有條件：

- 租賃付款變動導致的經修訂租賃代價與緊接變動前的租賃代價大致相同或少於緊接變動前的租賃代價；
- 租賃付款的任何減幅僅影響原到期日為二零二一年六月三十日或之前的付款；及
- 租賃的其他條款及條件並無實質變動。

承租人採用實際權宜法將因租金寬減引起的租賃付款變動入賬時，倘有關變動並非租賃修改，則其會使用相同方式將採納國際財務報告準則第16號的變動入賬。租賃付款之寬免或豁免入賬列作可變租賃付款。相關租賃負債經調整以反映獲寬免或豁免的金額，並於有關事件發生期間於損益確認相應調整。



Notes to the Consolidated Financial Statements

綜合財務報表附註

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Foreign currencies

Items included in the financial statements of each of the Company's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in equity as qualifying cash flow hedges or qualifying net investment hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the income statement within 'finance income or expenses'.

The results of operations outside the PRC are translated into RMB at the exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Statement of financial position items are translated into RMB at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the exchange reserve.

On disposal of a foreign operation with a financial currency other than RMB, the cumulative amount of the exchange differences relating to that foreign operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

3. 重要會計政策概要(續)

外幣

本公司每個實體的財務報表所列項目均以該實體營運所在的主要經濟環境的貨幣計量(「功能貨幣」)。

外幣交易採用交易日的匯率換算為功能貨幣。除了符合在權益中遞延入賬的現金流量對沖或淨投資對沖外，結算此等交易產生的匯兌盈虧以及將外幣計值的貨幣資產和負債以年終匯率換算產生的匯兌盈虧在收益表確認。

與借款以及現金及現金等價物有關的匯兌收益及虧損，會在收益表內「財務收入或開支」一項呈列。

中國境外的經營業績按與交易當日匯率相若的匯率換算為人民幣。財務狀況表項目按報告期末的收市匯率換算為人民幣。所得的匯兌差異於其他全面收益確認及於權益的匯兌儲備內分開累計。

當出售財務貨幣為人民幣以外的海外業務時，與該海外業務有關的匯兌差異的累計金額於確認出售盈虧時由權益重新分類至損益。

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Current and deferred tax

Tax expense comprises current and deferred tax. Tax is recognised in the statement of profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the jurisdictions where the Company and its subsidiaries, associates and jointly controlled entities operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill and deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

3. 重要會計政策概要(續)

即期及遞延稅項

稅項費用包括即期和遞延所得稅。除了直接與權益相關的項目的稅項於其他全面收益或直接在權益中確認外，其餘均在損益表中確認。就此而言，稅項亦分別於其他全面收益或直接於權益確認。

即期所得稅開支乃按本公司及其附屬公司、聯營公司及共同控制實體經營及產生應課稅收入之司法權區於結算日實行或大致已實行之稅務法律計算。管理層就需作詮釋適用稅項法規下所作稅務申報定期評估，並按預期將支付稅務機關的款項基準計提適當撥備。

遞延所得稅利用負債法就資產和負債的稅基與資產和負債在綜合財務報表的賬面值之差產生的暫時差異確認。然而，倘若遞延稅項負債乃因初次確認商譽而產生則不予確認，而倘若遞延所得稅來自在交易(不包括企業合併)中對資產或負債的初步確認，而又卻在交易時不影響會計損益或應課稅盈虧，則不作確認。遞延稅項採用在結算日前已頒佈或實質頒佈，並在有關之遞延所得稅資產實現或遞延所得稅負債結算時預期將會適用之稅率(及法例)而釐定。

遞延所得稅資產是就可能有未來應課稅盈利而就此可使用暫時差異而確認。

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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. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Current and deferred tax (Continued)

Deferred income tax liabilities are provided on temporary differences arising on investments in subsidiaries, associates and jointly controlled entities, except where the timing of the reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets arising from deductible temporary differences associated with such investments are recognised only to the extent that it is probable the temporary difference will reverse in the foreseeable future and there is sufficient taxable profit available against which the temporary difference 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 profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

3. 重要會計政策概要(續)

即期及遞延稅項(續)

遞延所得稅負債就附屬公司、聯營公司及共同控制實體投資產生之暫時差異而撥備，但假若本公司可以控制暫時差異之撥回時間，而暫時差異在可預見將來有可能不會撥回之情況則除外。

與該等投資相關之可抵扣暫時差異所產生之遞延所得稅資產僅於預計暫時差異於可見將來可以撥回及有足夠應課稅盈利以使用暫時差異時確認。

遞延稅項資產的賬面值於各報告期末審閱，並在不可能有足夠應課稅溢利以收回全部或部分資產之金額時作調減。

遞延稅項資產及負債乃根據於報告期末已生效或實質上生效之稅率(及稅法)，按預期於負債獲清償或資產獲變現期間適用之稅率計量。

遞延稅項負債及資產的計量反映本集團預期於報告期末收回或結算其資產及負債的賬面值將帶來的稅務後果。

當有法定可執行權利可將本期稅務資產與本期稅務負債抵銷，而遞延所得稅資產及負債涉及同一稅務機關向應課稅實體或不同應課稅實體徵收之所得稅，並有意按淨額結算餘款，則可將遞延所得稅資產與負債抵銷。

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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. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Current and deferred tax (Continued)

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies IAS 12 "Income Taxes" requirements to right-of-use assets and lease liabilities separately. Temporary differences on initial recognition of the relevant right-of-use assets and lease liabilities are not recognised due to application of the initial recognition exemption. Temporary differences arising from subsequent revision to the carrying amounts of right-of-use assets and lease liabilities, resulting from remeasurement of lease liabilities and lease modifications, that are not subject to initial recognition exemption are recognised on the date of remeasurement or modification.

Current and deferred tax are recognised in profit or loss.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the combined statements of comprehensive income over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

3. 重要會計政策概要(續)

即期及遞延稅項(續)

就稅務扣減與租賃負債有關的租賃交易而言，本集團就使用權資產及租賃負債單獨應用國際會計準則第12號「所得稅」規定。相關使用權資產及租賃負債初步確認的暫時差額乃由於應用初始確認豁免而並未確認。因重新計量租賃負債及租賃修訂導致對使用權資產及租賃負債的賬面值進行後續修訂而產生的不受初始確認豁免的暫時差額，於重新計量或修訂日期確認。

即期及遞延稅項於損益確認。

借貸

借貸初步按公平值扣除所產生的交易成本予以確認。借貸其後按攤銷成本列賬；所得款項(扣除交易成本)與贖回價值間的任何差額使用實際利息法於借貸期間在合併全面收益表內確認。

在貸款很有可能部分或全部提取的情況下，就設立貸款融資支付的費用乃確認為貸款的交易成本。在此情況下，該費用將遞延至提取貸款發生時。在並無跡象顯示該貸款很有可能部分或全部提取的情況下，該費用撥充資本作為流動資金服務的預付款，並於其相關融資期間內予以攤銷。

除非本公司有無條件權利將債務結算遞延至報告期末後至少12個月，否則借貸將被劃分為流動負債。



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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time as 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 eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Retirement benefit costs

Pension obligations

(i) Hong Kong

The Group participates in a mandatory provident fund scheme (the “MPF scheme”), which is a defined contribution scheme, for its employees in Hong Kong. The assets of the MPF scheme are held separately from those of the Group in an independent administered fund.

Both the Group and the employees are required to contribute 5% of the employee’s relevant income, subject to a maximum of HK\$1,500 per employee per month. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expenses when they are due and prepaid contributions are recognised as an asset to the extent that a cash refund is available.

3. 重要會計政策概要(續)

借款成本

對於需要長時間為擬定用途或出售作準備的資產，由收購、建設或生產符合規定的資產所直接產生的借款成本，將計入該資產的成本，直到資產大體上達到擬定用途或出售時為止。

特定借款於用作合格資產開支前的臨時投資所得投資收入從合資格資本化的借款成本中扣除。

所有其他借款成本會於產生期間於損益賬確認。

退休福利成本

退休金責任

(i) 香港

本集團為其於香港之僱員參與一項界定供款計劃，強制性公積金計劃(「強積金計劃」)。強積金計劃之資產由獨立於本集團資產之獨立管理基金持有。

本集團及僱員均須就僱員之有關收入作出5%供款，每名僱員之每月供款上限為1,500港元。本集團於作出供款後並無任何其他付款責任。供款於須繳付時確認為僱員福利開支，而預付供款於可取得現金退款時確認為資產。

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Retirement benefit costs (Continued)

Pension obligations (Continued)

(ii) The PRC

The employees of the Group's subsidiaries which operate in the PRC are required to participate in a central pension scheme operated by the local municipal government. These subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme. Payments to defined contribution retirement plans are charged as an expense when employees have rendered service entitling them to the contributions.

Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the combined statements of comprehensive income during the financial period in which they are incurred. Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

- Vehicles: 5 years
- Machineries: 5 years
- Furniture: 5 years
- Equipment and computers: 3 years
- Leasehold improvements: 5 years to 8 years (shorter of remaining term of the lease and the estimated useful lives of assets)

3. 重要會計政策概要(續)

退休福利成本(續)

退休金責任(續)

(ii) 中國

本集團於中國經營的附屬公司的僱員須參與由地方市政府營運的中央退休金計劃。該等附屬公司須將其工資成本的某一百分比向中央退休金計劃供款。該等供款在其根據中央退休金計劃規則應付時於損益扣除。界定供款退休計劃的付款在僱員提供服務並賦予彼等享有供款的權利時作為開支扣除。

物業、廠房及設備

物業、廠房及設備按歷史成本減折舊列賬。歷史成本包括收購該等項目直接應佔的開支。後續成本僅在與該項目有關的未來經濟利益很可能流入本集團且該項目的成本能可靠計量時，方會計入資產的賬面值或確認為一項獨立資產(如適當)。被取代部分的賬面值終止確認。所有其他維修及保養費用於其產生的財政期間自匯總綜合收入表中支銷。物業、廠房及設備折舊採用以下的估計可使用年期將其成本按直線法分攤其剩餘價值計算：

- 車輛：五年
- 機器：五年
- 傢具：五年
- 設備及電腦：三年
- 租賃改善裝修：五年至八年(資產餘下租賃期及估計可使用年期的較短者)



Notes to the Consolidated Financial Statements

綜合財務報表附註

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property, plant and equipment (Continued)

Depreciation is recognised so as to write off the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Construction in progress represents machinery and leasehold improvements under construction. It is stated at cost less accumulated impairment losses, if any. Cost includes the costs of construction and acquisition, and capitalised costs attributable to the construction during the period of construction. No provision for depreciation is made on construction in progress until such time as the relevant assets are completed and ready for intended use. When the assets concerned are available for use, the costs are transferred to property, plant and equipment and depreciated in accordance with the policy as stated in above.

The cost of property, plant and equipment also includes the estimated costs of dismantling and removing the asset and restoring the site on which it is located ("**decommissioning costs**").

Decommissioning costs such as dilapidation expenditure arose in connection with leasehold improvements are capitalised when the leases start and will be recognized in the combined statements of comprehensive income over the useful life of the asset (generally the expected lease term) as part of the depreciation charge. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

3. 重要會計政策概要(續)

物業、廠房及設備(續)

折舊被確認以使用直線法撇銷資產成本減去其於估計可使用年期之殘值。資產的剩餘價值及可使用年期在各報告期末進行審核，並在適當時予以調整。

在建工程指興建中的機器及租賃改善裝修。在建工程按成本減累計減值虧損(如有)入賬。成本包括建築及收購成本，及於興建期間應佔工程之資本化成本。在建工程於有關資產完成及可供使用前不會作出折舊撥備。當有關資產可投入使用時，成本將轉撥至物業、廠房及設備，並且根據上文所載的政策折舊。

物業、廠房及設備的成本包括拆卸及搬遷資產與恢復資產所在地原貌的估計成本(「**清拆費用**」)。

清拆費用如租賃改善裝修產生的失修開支於租賃開始時被資本化，及將於合併全面收入表就資產使用年期(一般而言為預期租賃年期)獲確認作部分折舊收費。資產的賬面值高於其估計可收回金額，則其賬面值即時撇減至可收回金額。

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Intangible asset

Intangible asset acquired separately

Intangible asset with finite useful life that is acquired separately is carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation for intangible asset with finite useful life is provided on a straight-line basis over its estimated useful life. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Intangible asset include computer software, and is measured at cost. Computer software is amortised on a straight-line basis over the period of 5 years.

Impairment of tangible and intangible asset other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible asset with finite useful life to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value costs to sell and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or the cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

3. 重要會計政策概要(續)

無形資產

獨立收購的無形資產

獨立收購並有明確可用年期的無形資產按成本扣除累計攤銷及累計減值虧損列賬。該等無形資產乃以直線法按其估計可使用年期進行攤銷。估計可使用年期及攤銷方法乃於本報告期末檢討，任何估計變動的影響按預先計提的基準入賬。

無形資產包括電腦軟件，並以成本計量。電腦軟件以直線法按5年期間攤銷。

有形資產及無形資產(商譽除外)

減值在各個報告期期末，本集團檢討其具有限可使用年期的有形和無形資產的賬面值，以釐定是否有任何跡象顯示該等資產已發生減值損失。倘存在任何該等跡象，則會對資產的可收回金額作出估計，以釐定減值虧損的程度(如有)。倘無法估計一項資產的可收回金額，則本集團會估計該資產所屬現金產生單位的可收回金額。倘可識別合理及一致的分配基準，則公司資產亦分配至個別現金產生單位，或以可識別合理及一致的分配基準將其分配至最小組別的現金產生單位。

可收回金額為減除銷售成本後的公平值與使用價值的較高者。於評估使用價值時，估計未來現金流量乃使用除稅前折現率折減至其現值，以反映現時市場對貨幣時間值的評估及該資產(其估計未來現金流量尚未予以調整)特有的風險。

倘一項資產(或現金產生單位)的可收回數額估計為少於其賬面值，該項資產(或現金產生單位)的賬面值削減至其可收回數額。減值虧損即時於損益內確認。



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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. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Impairment of tangible and intangible asset other than goodwill (Continued)

Where an impairment loss subsequently reverse, the carrying amount of the asset (or cash generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

Related parties transactions

A party is considered to be related to the Company if:

- (a) A person or a close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Company;
 - (ii) has significant influence over the Company; or
 - (iii) is a member of the key management personnel of the Company or of a parent of the Company.

3. 重要會計政策概要(續)

有形資產及無形資產(商譽除外) (續)

當減值虧損其後撥回時，該項資產(或現金產生單位)的賬面值增至其可收回數額的經修訂估計數額，但所增加的賬面值不得超過該項資產(或現金產生單位)於以往年度原未確認減值虧損所釐定的賬面值。一項減值虧損撥回即時於損益內確認。

存貨

存貨按成本及可變現淨值中較低者列賬，而成本乃按加權平均法計算。可變現淨值指存貨的估計售價減去所有估計完成成本和進行銷售所需的成本。進行銷售所需的成本包括與銷售直接相關的增量成本和本集團為進行銷售必須產生的非增量成本。

關連方交易

在下列情況下，有關人士被視為本公司之關連方：

- (a) 該人士或該人士之近親被視為本集團之關連方，倘該人士：
 - (i) 控制或共同控制本公司；
 - (ii) 對本公司有重大影響；或
 - (iii) 為本公司或本公司母公司的主要管理層成員。

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Related parties transactions (Continued)

- (b) An entity is related to the Group if any of the following conditions applies:
- (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiaries is related to the others);
 - (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 which the other entity is a member);
 - (iii) both entities 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 Company. If the Company is itself such a plan, the sponsoring employees are also related to the Company;
 - (vi) the entity is controlled or jointly controlled by a person identified in note (a);

3. 重要會計政策概要(續)

關連方交易(續)

- (b) 該實體被視為本集團之關連方，倘符合下列任何條件：
- (i) 該實體與本公司屬同一集團之成員公司(代表母公司、附屬公司及同系附屬公司各自互相關連)；
 - (ii) 一間實體為另一實體的聯營公司或合營企業(或為一集團之聯營公司或合營公司，而另一實體為該集團之成員)；
 - (iii) 兩個實體均為同一第三方的合營企業；
 - (iv) 一間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) 該實體為本集團或與本公司有關連之實體就僱員利益設立的離職福利計劃。如本公司本身為此類計劃，受惠僱員亦屬與本公司有關連；
 - (vi) 該實體被附註(a)內所指一名人士控制或共同控制；



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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Related parties transactions (Continued)

- (b) An entity is related to the Group if any of the following conditions applies: (Continued)
- (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); or
 - (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.

Close family members of an individual are those family members who may be expected to influence, or be influenced by, that person in their dealing with the entity.

A transaction is considered to be a related party transaction when there is a transfer of resources, or obligations between the Company and a related party, regardless of whether a price is charged.

3. 重要會計政策概要(續)

關連方交易(續)

- (b) 該實體被視為本集團之關連方，倘符合下列任何條件：(續)
- (vii) (a)(i)中的一名人士對該實體有重大影響或為該實體的主要管理層成員(或為該實體母公司的)；或
 - (viii) 該實體或某集團之任何成員公司為本集團或本集團之母公司提供主要管理人員服務。

某一人士之密切家族成員指預期可影響該人士與實體進行買賣或於買賣時受該人士影響的有關家族成員。

倘本公司與關連人士之間存在資源或責任轉讓，不論有否收費，均會被視為關連人士交易。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments

Financial assets

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income (“**FVTOCI**”):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at financial assets at fair value through profit or loss (“**FVTPL**”), except that at the date of initial application/initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 *Business Combinations* applies.

3. 重要會計政策概要(續)

金融工具

金融資產

金融資產的分類及期後計量

滿足以下條件其後按攤銷成本計量的金融資產：

- 同時以收取合約現金流量及銷售為目的而持有資產之經營模式下持有之金融資產；及
- 合約條款於指定日期產生之現金流量純粹為支付本金及未償還本金之利息。

滿足以下條件其後按以公平值計入其他全面收益(「**按公平值計入其他全面收益**」)計量的金融資產：

- 以出售及收取合約現金流量為目的而持有資產之經營模式下持有之金融資產；及
- 合約條款於指定日期產生之現金流量純粹為支付本金及未償還本金之利息。

所有其他金融資產其後按公平值計入損益(「**按公平值計入損益**」)計量，惟在首次應用／初始確認金融資產之日，倘該股本投資並非持作買賣，亦非收購方在國際財務報告準則第3號業務合併所適用的業務合併中確認的或然代價，本集團可不可撤銷地選擇於其他綜合收益呈列股本投資公平值的其後變動。



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Classification and subsequent measurement of financial assets (Continued)

A financial asset is classified as held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significant reduces an accounting mismatch.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產的分類及期後計量(續)

倘符合下列條件，則金融資產乃分類為持作買賣：

- 其乃主要獲收購以於短期內出售；或
- 於初步確認時，其為本集團共同管理之可識別金融工具組合的一部分，並具有短期套利的近期實際模式；或
- 其屬並非指定及作為對沖工具生效的衍生工具。

此外，倘如此可消除或大幅減少會計錯配，則本集團可不可撤銷地指定符合按攤銷成本或按公平值計入其他全面收益計量的金融資產。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Classification and subsequent measurement of financial assets (Continued)

Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost and debt instruments/receivables subsequently measured at FVTOCI. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit impaired.

Impairment of financial assets

The Group performs impairment assessment under expected credit loss ("ECL") model on financial assets (including trade and other receivables, and bank balances and cash) which are subject to impairment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產的分類及期後計量(續)

攤銷成本及利息收入

其後按攤銷成本計量的金融資產及其後按公平值計入其他全面收益計量的債務工具／應收款項乃使用實際利息法予以確認。利息收入乃對一項金融資產賬面總值應用實際利率予以計算，惟其後出現信貸減值的金融資產除外(見下文)。就其後出現信貸減值的金融資產而言，自下一報告期起，利息收入乃對金融資產攤銷成本應用實際利率予以確認。倘信貸減值金融工具的信貸風險好轉，使金融資產不再出現信貸減值，於釐定資產不再出現信貸減值後，自報告期開始起利息收入乃對金融資產賬面總值應用實際利率予以確認。

金融資產減值

本集團根據國際財務報告準則第9號對須作出減值的金融資產(包括貿易及其他應收款項與銀行結餘及現金)按照預期信貸虧損(「預期信貸虧損」)模式進行減值評估。預期信貸虧損的金額於各報告日期更新，以反映自初始確認後信貸風險的變化。



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12m ECL represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessment are done based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group always recognises lifetime ECL for trade receivables. The ECL on these assets are assessed individually for debtors with significant balances and/or collectively using a provision matrix with appropriate groupings.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

存續期預期信貸虧損指將相關工具的預期使用期內所有可能的違約事件產生之預期信貸虧損。相反，12個月預期信貸虧損將預期於報告日期後12個月內可能發生的違約事件導致之存續期預期信貸虧損部分。評估乃根據本集團的歷史信用虧損經驗進行，並根據債務人特有的因素、一般經濟狀況以及對報告日期當前狀況的評估以及對未來狀況的預測作出調整。

本集團始終就貿易應收款項確認存續期預期信貸虧損。預期信貸虧損將對擁有重大結餘的上述債務人單獨進行評估及／或使用適宜組別的撥備矩陣進行集體評估。

對於所有其他工具，本集團計量的虧損準備等於12個月預期信貸虧損，除非自初始確認後信貸風險顯著增加，本集團確認存續期預期信貸虧損。是否應確認存續期預期信貸虧損的評估乃基於自初始確認以來發生違約之可能性或風險的顯著增加。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(1) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instruments at the reporting date with the risk of a default occurring on the financial instruments at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instruments' external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; and

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(1) 信貸風險顯著增加

於評估自初始確認後信貸風險是否顯著增加時，本集團將於報告日期金融工具發生之違約風險與初始確認日起金融工具發生之違約風險進行比較。在進行該評估時，本集團會考慮合理且可支持的定量和定性資料，包括無需付出不必要的成本或努力而可得之歷史經驗及前瞻性資料。

特別是，在評估信貸風險是否顯著增加時，會考慮以下資料：

- 金融工具的外部(如有)或內部信用評級的實際或預期顯著惡化；
- 外部市場信貸風險指標的顯著惡化，如信貸利差大幅增加；
- 預計會導致債務人償還債務能力大幅下降的業務、財務或經濟狀況的現有或預測的不利變化；
- 債務人經營業績的實際或預期顯著惡化；及



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(1) Significant increase in credit risk (Continued)

- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

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.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if (i) it has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a debt instrument to have low credit risk when it has an internal or external credit rating of "investment grade" as per globally understood definitions.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(1) 信貸風險顯著增加(續)

- 導致債務人履行其債務責任的能力大幅下降的債務人監管、經濟或技術環境的實際或預期重大不利變動。

不論上述評估之結果如何，本集團認為，當合約付款逾期超過三十天，則自初始確認以來信貸風險已顯著增加，除非本集團有合理且可支持之資料證明。

儘管上文所述，倘一項債務工具於報告日期被釐定為低信貸風險，則本集團假設該項債務工具之信貸風險自初始確認以來並無顯著增加。在下列情況下，一項債務工具被釐定為具有低信貸風險：(i)其違約風險低；(ii)借款人近期具充分之能力以履行合約現金流量責任；及(iii)長遠經濟及業務狀況之不利變動或會(但非必然)降低借款人之能力以履行其合約現金流量責任。倘一項債務工具之內部或外部信貸評級為國際通用之「投資評級」，則本集團認為該債務工具擁有低信貸風險。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(1) Significant increase in credit risk (Continued)

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(2) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than one month past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(1) 信貸風險顯著增加(續)

本集團定期監控用以識別信貸風險有否顯著增加的標準之效益，且修訂標準(如適當)來確保標準能在金額逾期前識別信貸風險顯著增加。

(2) 違約定義

就內部信貸風險管理而言，本集團認為，違約事件在內部制訂或得自外界來源的資料顯示債務人不大可能悉數向債權人(包括本集團)還款(未計及本集團所持任何抵押品)時發生。

不論上文為何，本集團都認為，已於金融資產逾期超過一個月後發生違約，惟本集團有合理及具理據資料來顯示更加滯後的違約標準更為恰當。



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(3) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events of default that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(3) 信貸減值金融資產

金融資產在一項或以上違約事件(對該金融資產估計未來現金流量構成不利影響)發生時維持信貸減值。金融資產維持信貸減值的證據包括有關下列事件的可觀察數據:

- 發行人或借款人的重大財困;
- 違反合約(如違約或逾期事件);
- 借款人的貸款人因有關借款人財困的經濟或合約理由而向借款人批出貸款人不會另行考慮的優惠;
- 借款人將可能陷入破產或其他財務重組;或
- 因財政困難令金融資產活躍市場消失。

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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(4) Write-off policy

The Group writes-off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over one year past due, whichever occurs sooner. Financial assets written-off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

(5) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(4) 撇銷政策

資料顯示對手方處於嚴重財困及無實際收回可能時(例如對手方被清盤或已進入破產程序時)或倘為金額已逾期超過一年的貿易應收款項(以較早者為準),本集團則撇銷金融資產。經考慮法律意見後(倘合適),遭撇銷的金融資產可能仍須按本集團收回程序進行強制執行活動。撇銷構成取消確認事項。任何其後收回在損益中確認。

(5) 預期信貸虧損之計量及確認

預期信貸虧損之計量為違約概率、違約虧損(即違約時虧損大小)及違約時風險敞口之函數。違約概率及違約虧損之評估乃基於歷史數據按前瞻性資料作調整。預期信貸虧損的預估乃無偏概率加權平均金額,以各自發生違約的風險為權重確定。

一般而言,預期信貸虧損為根據合約應付本集團之所有合約現金流量與本集團預期收取之所有現金流量之間的差額(按初始確認時釐定之有效利率貼現)。



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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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

(5) Measurement and recognition of ECL (Continued)

Where ECL is measured on a collective basis or cater for cases where evidence at the individual instrument level may not yet be available, the financial instruments are grouped into past-due status and nature, size and industry of debtors.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade and other receivables where the corresponding adjustment is recognised through a loss allowance account.

3. 重要會計政策概要(續)

金融工具(續)

金融資產(續)

金融資產減值(續)

(5) 預期信貸虧損之計量及確認(續)

倘預期信貸虧損按集體基準計量或迎合個別工具水平證據未必存在的情況，則金融工具按債務人逾期情況及性質、規模及行業分類。

歸類工作經管理層定期檢討，以確保各組別成份繼續分擔類似信貸風險特性。

利息收入乃按金融資產的賬面總值計量，惟出現信貸減值的金融資產則按金融資產的攤銷成本計量利息收入。

本集團透過調整賬面值，在損益確認所有金融工具的減值收益或虧損，惟貿易及其他應收款項的相應調整透過虧損撥備賬確認除外。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a group entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

Financial liabilities at amortised cost

Financial liabilities including borrowings, convertible bonds, trade payables, other payables and accruals and lease liabilities are subsequently measured at amortised cost, using the effective interest method.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period to the net carrying amount on initial recognition.

Interest expense is recognised on an effective interest basis and is included in finance costs.

3. 重要會計政策概要(續)

金融工具(續)

金融負債及權益工具

分類為債項或權益

由一集團實體發行的債項及權益工具乃根據已訂立的合約安排內容以及金融負債及權益工具的定義分類為金融負債或權益。

權益工具

股本權益工具為證明於本集團資產經扣除其所有負債後所剩餘權益之任何合約。本公司發行的權益工具以已收所得款項減直接發行成本列賬。

金融負債

所有金融負債其後以實際利率法按攤銷成本計量。

按攤銷成本計量之金融負債

金融負債(包括借款、可換股債券、貿易應付款項、其他應付款項及應計費用及租賃負債)其後以實際利率法按攤銷成本計量。

實際利率法

實際利率法乃計算金融負債的攤銷成本及按有關期間攤分利息開支的方法。實際利率乃按金融負債預計可使用年期(或按較短期間(倘適用))準確折讓估計未來現金收入的比率計入初步確認的賬面淨值。

利息開支按實際利率基準確認並計入財務費用。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Convertible bonds

The component parts of compound instruments (convertible notes) issued by the Company are classified separately as financial liabilities and equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument. Conversion option that will be settled by the exchange of a fixed amount of cash or another financial asset for a fixed number of the Company's own equity instrument is an equity instrument.

At the date of issue, the fair value of the liability component is estimated using the prevailing market interest rate for similar non-convertible instruments. This amount is recorded as a liability on an amortised cost basis using the effective interest method until extinguished upon conversion or at the instrument's maturity date.

The conversion option as equity is determined by deducting the amount of the liability component from the fair value of the compound instrument as a whole. This is recognized and included in equity, net of income tax effects, and is not subsequently remeasured. In addition, the conversion option classified as equity will remain in equity until conversion option is exercised, in with case, the balance recognized in equity will be transferred to share premium. When the conversion option remains unexercised at the maturity date of the convertible notes, the balance recognized in equity will be transferred to retained profits. No gain or loss is recognized in profit or loss upon conversion or expiration of the conversion option.

3. 重要會計政策概要(續)

金融工具(續)

金融負債及權益工具(續)

可換股債券

根據合約安排內容以及金融負債與權益工具的定義，本公司發行的複合工具(可換股票據)的構成要件單獨分類為金融負債及權益。將以就本公司本身固定數目權益工具交換固定數額現金或其他金融資產方式結算的兌換選擇權為權益工具。

於發行日期，負債部分的公平值採用類似不可轉換工具的現行市場利率估計。該數額採用實際利息法按已攤餘成本入賬為負債，直至因兌換而償清或工具到期日為止。

分類為權益的兌換選擇權以從複合工具整體公平值中扣除負債部分金額的方式釐定，並於權益確認且計入權益(扣除所得稅影響)，其後概不重新計量。此外，分類為權益的兌換選擇權將始終計為權益，直至兌換選擇權獲行使，在此情況下，於權益確認的餘額將轉撥至股份溢價。倘兌換選擇權於可換股票據到期日仍未獲行使，於權益確認的餘額將轉撥至保留溢利。概不會因兌換選擇權獲兌換或到期而於損益內確認任何收益或虧損。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Convertible bonds (Continued)

Transaction costs that relate to the issue of the convertible notes are allocated to the liability and equity components in proportion to the allocation of the gross proceeds. Transaction costs relating to the equity component are recognised directly in equity. Transaction costs relating to the liability component are included in the carrying amount of the liability component and are amortised over the lives of the convertible notes using the effective interest method.

Derecognition

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

3. 重要會計政策概要(續)

金融工具(續)

金融負債及權益工具(續)

可換股債券(續)

發行可換股票據有關的交易費用按負債及權益部分在所得款項總額的比例，相應分配至負債及權益部分。與權益部分有關的交易費用直接於權益確認。與負債部分有關的交易費用計入負債部分的賬面值，並使用實際利息法於可換股票據的年期內攤銷。

終止確認

本集團僅於從資產收取現金流量的合約權利屆滿時，或向另一實體轉讓金融資產及該資產所有權的絕大部分風險及回報時終止確認金融資產。

於終止確認以攤銷成本計量的金融資產時，資產賬面值與已收及應收代價總和的差額於損益中確認。



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial instruments (Continued)

Derecognition (Continued)

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Contract liabilities

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue. A contract liability would also be recognised if the Group has an unconditional right to receive consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognized.

Trade and other receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment.

3. 重要會計政策概要(續)

金融工具(續)

終止確認(續)

本集團於且僅於本集團的責任解除、取消或屆滿時終止確認金融負債。終止確認的金融負債的賬面值與已付及應付的代價之間的差額會在損益中確認。

合約負債

本集團確認相關收益前，合約負債在客戶支代價時確認。如本集團有無條件權利在本集團確認相關收益前收取代價，則合約負債亦會獲確認。在相關情況下，相應應收款項亦會獲確認。

貿易及其他應收款項

貿易應收款項指就於日常業務過程中提供服務而應收客戶的款項。倘貿易及其他應收款項預期可於一年或以內收回(或在業務正常週期內的更長時間)，則分類為流動資產，否則作為非流動資產呈列。

貿易及其他應收款項初步按公平值確認，其後採用實際利率法按攤銷成本減去減值撥備計量。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks and time deposits with original maturities of three months or less.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

3. 重要會計政策概要(續)

現金及現金等價物

於綜合現金流量表中，現金及現金等價物的原訂期限三個月或以下。

股本

普通股分類為權益。發行新股的直接應佔新增成本於權益中列為除稅後所得款項的減項。

貿易應付款項

貿易應付款項指就於日常業務過程中向供應商取得的商品或服務付款的責任。

倘貿易應付款項於一年或以內(或如屬較長者，在正常的業務周期內)到期，則分類為流動負債，否則作為非流動負債呈列。

貿易應付款項初步按公平值確認，其後則以實際利率法按攤銷成本計量。



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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Employee benefits

(i) Pension Obligations

The entities within the Group registered in the PRC make employee benefit contributions based on certain percentage of the salaries of the employees to a defined contribution retirement benefit plan organized by relevant government authorities in the PRC on a monthly basis. The government authorities undertake to assume the retirement benefit obligations payable to the existing and future retired employees under these plans and the Group has no further obligation for postretirement benefits beyond the contributions made. Contributions to these plans are expensed as incurred. Assets of the plans are held and managed by government authorities and are separate from those of the Group.

(ii) Housing Funds, Medical Insurances and Other Social Insurances

Employees of the Group in the PRC are entitled to participate in various government supervised housing funds, medical insurances and other employee social insurances plans. The Group contributes on a monthly basis to these funds based on certain percentages of the salaries of the employees, subject to certain ceiling. The Group has no further payment obligation once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

(iii) Employee Leave Entitlements

Employees entitlement to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period. Employee entitlements to sick leave and maternity leave is not recognised until the time of leave.

3. 重要會計政策概要(續)

僱員福利

(i) 退休金責任

本集團旗下於中國註冊的實體按僱員薪資的特定比例，每月向中國相關政府機關組織的定額供款退休福利計劃繳納僱員福利供款。政府機關承諾承擔根據該等計劃應付現有及日後退休僱員的退休福利責任。除上述供款外，本集團並無其他責任支付退休後福利。該等計劃的供款於產生時支銷。該等計劃的資產由政府機關持有及管理，獨立於本集團的資產。

(ii) 住房基金、醫療保險及其他社會保險

本集團中國僱員有權參與多項政府監管的住房公積金、醫療保險及其他僱員社會保險計劃。本集團每月根據員工工資的特定百分比向該等基金供款(設有若干上限)。本集團於供款後再無其他付款責任。該等供款於到期時確認為僱員福利支出。

(iii) 僱員休假

僱員年假於對僱員累計時確認。就截至報告期末止僱員已提供服務所產生的年假計提估計負債撥備。僱員病假及產假於休假前不予確認。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Share options granted to directors and employees

Equity-settled share-based payments to directors and employees and other providing similar services are measured at the fair value of the equity instruments at the grant date. Details regarding the determination of the fair value of equity settled share-based transactions are set out in Note 30 to the Group's consolidation financial statements.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share option reserve). For share options that vest immediately at the date of grant, the fair value of the share options granted is expensed immediately to profit or loss. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of revision of the original estimates, if any, is recognized in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

When share options are exercised, the amount previously recognized in share options reserve will be transferred to share capital. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognized in share options reserve will continue to be held in share options reserve will be transferred to accumulated profit.

When shares granted are vested, the amount previously recognised in share-based payments reserve will be transferred to share premium.

3. 重要會計政策概要(續)

授予董事及僱員的購股權

向董事及僱員以及提供類似服務之其他人士授出的以權益結算以股份為基礎的付款，乃按於授出日期權益工具的公平值計量。有關釐定以權益結算以股份為基礎交易的公平值之詳情，載於本集團綜合財務報表附註30。

以權益結算以股份為基礎的付款於授出日期釐定的公平值，乃依據本集團對最終將會歸屬的權益工具作出的估計，按直線法於歸屬期內支銷，而權益(購股權儲備)亦會相應增加。就於授出日期即時歸屬的購股權而言，所授出購股權的公平值即時於損益支銷。於各報告期末，本集團修訂其預期歸屬的權益工具的估計數目。修訂原估計的影響(如有)於損益中確認，從而使累計開支反映經修訂估計，而以權益結算的僱員福利儲備亦會作出相應調整。

當購股權獲行使時，過往於購股權儲備確認的金額將轉撥至股本。倘購股權於歸屬日期後遭沒收或於屆滿日期仍未行使，過往於購股權儲備確認之金額將繼續以購股權儲備持有，並轉撥至保留盈利。

當授出的購股權歸屬時，過往於以股份為基礎的付款儲備確認的金額將轉撥至股份溢價。

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Company's financial statements in the period in which the dividends are approved by the Company's shareholders or directors, where appropriate.

Government grant

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income, other gains and losses, net".

3. 重要會計政策概要(續)

撥備

當本集團因過往事件須承擔現有的法律或推定責任，而在解除責任時可能需流出資源，同時責任金額能夠可靠作出估計時，則會確認撥備。重組撥備包括租賃終止罰款及僱員離職付款。並無為未來經營虧損確認撥備。

股息分派

向本公司股東所作的股息分派於本公司股東或董事(視情況而定)批准股息的期間在本公司的財務報表內確認為負債。

政府補助

在合理地保證本集團會遵守政府補助的附帶條件以及將會得到補助後，政府補助方會予以確認。

政府補助乃就本集團確認的有關支出(預期補助可予抵銷成本的支出)期間按系統化的基準於損益中確認。具體而言，以要求本集團購買、建造或另行收購非流動資產為主要條件的政府補助乃於綜合財務狀況表確認為遞延收益，並於相關資產的可用年期內基於系統合理基準轉撥至損益中。

與收入有關的政府補助是抵銷已產生的支出或虧損或旨在給予本集團的即時財務支援(而無未來有關成本)，於有關補助成為應收款項的期間在損益中確認。該等補助於「其他收入、其他收益及虧損淨額」項下呈列。

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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

4. KEY SOURCE OF ESTIMATION

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(a) Impairment of property, plant and equipment, right-of-use assets and intangible asset

Property, plant and equipment and right-of-use assets are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the cash generating unit to which the assets belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts. Furthermore, the cash flows projections, growth rate and discount rate are subject to greater uncertainties in the current year due to uncertainty on how the Covid-19 pandemic may progress and evolve and volatility in financial markets, including potential disruptions in the Group's restaurant operations.

4. 估計的主要來源

本集團就未來作出多項估計及假設。按其定義，就此產生的會計估計甚少相等於相關實際結果。很有可能導致下一個財政年度的資產及負債賬面值產生重大調整的主要風險的估計及假設於下文概述。

(a) 物業、廠房及設備、使用權資產及無形資產減值

物業、廠房及設備以及使用權資產按成本減累計折舊及減值(如有)列賬。於釐定資產是否減值時，本集團須作出判斷及估計，尤其需要評估：(1)是否發生可能影響資產價值的事件或任何跡象；(2)資產賬面值是否能夠以可收回金額(如為使用價值)支持，即按照持續使用資產估計的未來現金流量的淨現值；及(3)將應用於估計可收回金額的適當關鍵假設(包括現金流量預測及適當的貼現率)。當無法估計個別資產(包括使用權資產)的可收回金額時，本集團估計資產所屬現金產生單位的可收回金額，包括在能夠確定合理及一致的分配基準的情況下，公司資產分配，否則，可收回金額按已分配相關公司資產的現金產生單位的最小組別釐定。更改有關假設及估計(包括現金流預測中的貼現率或增長率)，可對可收回金額產生重大影響。此外，本年度的現金流預測、增長率及貼現率存在較大不確定性，由於COVID-19疫情的發展及演變存在不確定性，以及金融市場波動，包括本集團食店營運可能受到干擾。



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4. KEY SOURCE OF ESTIMATION

(a) Impairment of property, plant and equipment, right-of-use assets and intangible asset (continued)

As at 31 December 2021, the carrying amounts of property, plant and equipment and right-of-use assets, subject to impairment assessment were approximately RMB2,898,000 (2020: RMB22,879,000) and RMB13,874,000 (2020: RMB48,778,000) respectively, after taking into account the impairment losses of approximately RMB11,358,000 (2020: RMB3,709,000) and RMB7,660,000 (2020: RMB7,344,000) in respect of property, plant and equipment and right-of-use assets that have been recognised respectively. Details of the impairment of property, plant and equipment and right-of-use assets are disclosed in Notes 16 and 17 respectively.

(b) Determination on discount rates of lease contracts

The Group applies incremental borrowing rates as the discount rates of lease liabilities, which require financing spread adjustments and lease specific adjustments based on the relevant market rates. The assessments of the adjustments in determining the discount rates involved management's judgment, which may significantly affect the amount of lease liabilities and right-of-use assets.

4. 估計的主要來源

(a) 物業、廠房及設備、使用權資產及無形資產減值(續)

於二零二一年十二月三十一日，經計及物業、廠房及設備及使用權資產分別確認的減值虧損約人民幣2,898,000元(二零二零年：人民幣22,879,000元)及人民幣13,874,000元(二零二零年：人民幣48,778,000元)後，須進行減值評估的物業、廠房及設備及使用權資產的賬面值分別約為人民幣11,358,000元(二零二零年：人民幣3,709,000元)及人民幣7,660,000元(二零二零年：人民幣7,344,000元)。物業、廠房及設備及使用權資產的減值詳情分別於附註16及17披露。

(b) 釐定租賃合約的折讓率

本集團將增量借貸率作為租賃負債的折讓率使用，須根據相關市場比率作出融資利差調整及租賃特定調整。釐定折讓率的調整評估涉及管理層判斷，或會大幅影響租賃負債及使用權資產金額。

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5. FINANCIAL INSTRUMENTS BY CATEGORY

5. 按種類劃分的金融工具

		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 at amortised cost:	按攤銷成本入賬金融資產：		
— Trade receivables	— 貿易應收款項	2,883	2,269
— Other receivables and deposits (excluding rental and utilities prepayments and value added tax inputs)	— 其他應收款項及按金 (不包括租金及水電 預付款項及增值稅進 項稅)	9,136	24,496
— Cash and cash equivalents	— 現金及現金等價物	2,196	3,177
		14,215	29,942
Financial liabilities at amortised cost:	按攤銷成本入賬之金融負債：		
— Trade payables	— 貿易應付款項	29,551	44,366
— Other payables and accruals (excluding staff costs and welfare accruals and other tax liabilities)	— 其他應付款項及應計款項 (不包括應計員工成本 及福利及其他稅項負 債)	61,444	83,694
— Convertible bonds	— 可換股債券	3,178	3,001
— Lease liabilities	— 租賃負債	29,953	66,162
— Borrowings	— 借貸	4,800	3,000
		128,926	200,223

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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. FINANCIAL INSTRUMENTS BY CATEGORY (Continued)

Except as detailed in the following table, the Directors consider that the carrying amounts of financial assets and financial liabilities recognised in the consolidated financial statements are approximate to their fair values:

5. 按種類劃分的金融工具(續)

除下表所詳述者外，本董事認為綜合財務報表中已確認金融資產及金融負債之賬面值均與其公平值相若：

		2021 二零二一年		2020 二零二零年	
		Carrying Amount 賬面值 RMB'000 人民幣千元	Fair Value 公平值 RMB'000 人民幣千元	Carrying Amount 賬面值 RMB'000 人民幣千元	Fair Value 公平值 RMB'000 人民幣千元
Financial liabilities	金融負債				
Convertible bonds	可換股債券	3,178	3,026	3,001	2,739

There were no transfer between Level 1 and 2 in both years. When a determination is made to classify an asset or liability within Level 3, the determination is based upon the significance of the unobservable inputs to the overall fair value measurement.

在兩個年度，第一級與第二級並無轉換。在第三級內釐定歸納資產或負債時，決定乃依據不可觀察數據對整體公平值計量的重要程度而作出。

Financial liabilities 金融負債	Valuation Techniques 估值方法	Unobservable inputs 不可觀察輸入數據	2021 二零二一年	2020 二零二零年
Convertible bonds 可換股債券	Binomial model 二項模式	Discount rate 貼現率	12.34%	12.79%

As at 31 December 2021, the discount rate used to compute the fair value is 12.34%. The higher the discount rate, the lower the fair value.

於二零二一年十二月三十一日，計算公平值所用的貼現率為12.34%。貼現率愈高，公平值愈低。

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6. FINANCIAL RISK MANAGEMENT

(a) Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group currently does not use any derivative financial instruments to hedge certain risk exposures during the years.

(i) Market risk

Interest rate risk

The Group considers that there is no significant cash flow interest rate risk and fair value interest rate risk as the Group does not have variable rate borrowings. The Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group currently does not have any interest rate hedging policy. However, the management monitors interest rate exposure and will consider hedging significant interest rate exposure should the need arise.

6. 財務風險管理

(a) 財務風險因素

本集團的業務面臨多項財務風險：市場風險(包括利率風險)、信貸風險及流動資金風險。本集團的整體風險管理計劃專注於金融市場的不可預測性，並尋求盡量降低對本集團財務表現可能構成的不利影響。於年內，本集團現時並無使用任何衍生金融工具以對沖若干面對之風險。

(i) 市場風險

利率風險

本集團認為並無重大現金流量利率風險及公平值利率風險，因為本集團並無浮息借款。本集團的收入及經營現金流量大致上不受市場利率變動影響。本集團現時並無任何利率對沖政策。然而，管理層會監察利率風險，並將於有需要時考慮對沖重大利率風險。

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6. FINANCIAL RISK MANAGEMENT (Continued)

(a) Financial risk factors (Continued)

(ii) Credit risk

The credit risk of the Group mainly arises from cash and cash equivalents, trade receivables, deposit and other receivables. The carrying amounts of these balances represent the Group's maximum exposure to credit risk in relation to financial assets.

The credit quality of trade receivables, deposit and other receivables have been assessed by reference to historical information about the counterparty default rates. The existing counterparties do not have defaults in the past. The Group is exposed to credit risk in relation to its trade and other receivables and cash deposits at banks. The carrying amounts of trade and other receivables, cash and cash equivalents represent the Group's maximum exposure to credit risk in relation to financial assets.

The Group expects that there is no significant credit risk associated with cash deposits at banks since they are substantially deposited at state-owned banks and other medium or large-sized listed banks. Management does not expect that there will be any significant losses from non-performance by these counterparties.

The Group has large number of customers and there was no concentration of credit risk. No single customer accounted for more than 1% of the Group's total revenues during the year. The Group has monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group reviews the recoverability of these receivables at the end of each reporting period to ensure that adequate impairment losses are made for irrecoverable amounts.

6. 財務風險管理(續)

(a) 財務風險因素(續)

(ii) 信貸風險

本集團信貸風險主要來自現金及現金等價物、貿易應收款項、按金以及其他應收款項。該等結餘的賬面值為本集團所面臨有關金融資產的最大程度信貸風險。

貿易應收款項、按金及其他應收款項的信貸額度是參考對手方拖欠還款率過往資料而作出評估。現有對手方過往並無拖欠還款。本集團因其貿易及其他應收款項及銀行現金存款承受信貸風險。貿易及其他應收款項與現金及現金等價物的賬面值為本集團有關金融資產的最大信貸風險。

本集團預期並無與銀行現金存款相關的重大信貸風險，因其主要存款於國營銀行及其他中大型上市銀行。管理層預期不會就該等對手方的不履約而產生任何重大虧損。

本集團的客戶數量眾多，並無信貸風險集中情況。年內，並無單一客戶佔本集團總收入超過1%。本集團已監控有關程序，確保採取跟進措施以收回逾期債務。此外，本集團於各報告期末審閱該等應收款項的可收回情況，確保已就不可收回金額計提足夠的減值虧損。

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6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(ii) Credit risk (Continued)

The Group applies the simplified approach to provide for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables. To measure the expected credit losses trade receivables have been grouped based on shared credit risk characteristics. The Group has performed historical analysis and identified the key economic variables impacting credit risk and expected credit loss. It considers available reasonable and supportive forwarding-looking information.

At 31 December 2021 and 2020, trade receivables that are individually significant have been separately assessed for impairment. The Group makes periodic assessments on the recoverability of the receivables based on the background and reputation of the customers, historical settlement records and past experience. Credit sales are made to selected customers with good credit history. The Group has policies in place to ensure that outstanding trade receivables are collected on a timely basis.

(a) 財務風險因素(續)

(ii) 信貸風險(續)

本集團應用國際財務報告準則第9號所指的簡化法就預期信貸虧損計提撥備，其允許就所有貿易應收款項使用全期預期信貸虧損撥備。為計量預期信貸虧損，貿易應收款項已根據共同信貸風險特徵分組。本集團已進行歷史分析及識別出影響信貸風險及預期信貸虧損的主要經濟變數。其考慮可得的合理及可支持前瞻性資料。

於二零二一年及二零二零年十二月三十一日，個別屬重大的貿易應收款項已單獨進行減值評估。本集團根據客戶的背景及聲譽、以往的結算記錄及過往經驗，定期評估應收款項的可收回性。我們向信貸記錄良好的選定客戶作出信貸銷售。本集團已實施政策以確保未收回的貿易應收款項準時收回。

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6. FINANCIAL RISK MANAGEMENT (Continued)

6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(a) 財務風險因素(續)

(ii) Credit risk (Continued)

(ii) 信貸風險(續)

The following table provides information about the exposure to credit risk for trade receivables which are assessed on a collective basis by using provision matrix as follow:

下表提供通過使用準備矩陣進行集體評估的貿易應收款項信貸風險的資料，具體如下：

		Past due					Total 總計
		Current 逾期即期	31-60 days 31至60天	61-150 days 61至150天	151-360 days 151至360天	Over 1 year 超過一年	
		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 31 December 2021	於二零二一年 十二月三十一日						
Gross carrying amount	賬面總值	2,567	1	471	14	2,037	5,090
Expected loss rate	預期虧損率	3.0%	10.3%	18.0%	57.1%	100.0%	43.4%
Loss allowance	虧損撥備	77	—	85	8	2,037	2,207
As at 31 December 2020	於二零二零年 十二月三十一日						
Gross carrying amount	賬面總值	1,783	137	370	140	2,715	5,145
Expected loss rate	預期虧損率	2.8%	7.3%	13.8%	35.7%	100.0%	55.8%
Loss allowance	虧損撥備	50	10	51	50	2,715	2,876

For trade receivables, a reversal of allowance for expected credit loss of approximately RMB669,000 (2020: an allowance for expected credit losses RMB1,742,000) was recognised during the year ended 31 December 2021.

就貿易應收款項而言，於截至二零二一年十二月三十一日止年度已確認預期信貸虧損撥備撥回約人民幣669,000元(二零二零年：預期信貸虧損撥備人民幣1,742,000元)。

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6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(ii) Credit risk (Continued)

For deposits and other receivables as well as amounts due from related parties, individual credit evaluations are preferred. These evaluations focus on the counterparties' past history of making payment when due and current ability to pay, and take into account information specific to the counterparties as well as pertaining to the economic environment in which the counterparties operates. The Group does not obtain collateral from the counterparties.

The Group accounts for its credit risk by appropriately providing for expected credit losses on a timely basis. The Group has assessed that the expected credit loss rate for these receivables, thus a reversal of allowance for expected credit loss of approximately RMB906,000 (2020: RMB715,000) was recognised during the year ended 31 December 2021.

(a) 財務風險因素(續)

(ii) 信貸風險(續)

對於按金及其他應收款項，以及應收關聯方款項本集團選擇個別進行信貸評估。該等評估集中於對手方的過往逾期款項支付記錄及現時的償款能力，並計及對手方特定的資料及與對手方經營所在經濟環境相關的資料。本集團不會向對手方取得抵押品。

本集團透過及時為預期信貸虧損適當計提撥備來說明其信貸風險。本集團已就該等應收款項評估預期信貸虧損率，因此，於截至二零二一年十二月三十一日止年度，錄得預期信貸虧損撥備撥回約人民幣906,000元(二零二零年：人民幣715,000元)。

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6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(a) 財務風險因素(續)

(ii) Credit risk (Continued)

(ii) 信貸風險(續)

The Group uses below categories for those receivables which reflect their credit risk and how the loss allowance is determined for each of those categories. A summary of the assumptions underpinning the Group's ECL model is as follows:

本集團對該等應收款項採用以下類別，以反映其信貸風險及如何釐定各類別的虧損撥備。本集團的預期信貸虧損模式所依據的假設概述如下：

Internal credit rating 內部信貸評級	Description 描述	Other receivables and deposits 其他應收款項及按金
Low risk 低風險	The counterparty has a low risk of default and does not have any past-due amounts 對手方的違約風險較低，並無任何逾期金額	12m ECL 12個月預期信貸虧損
Watch list 觀察名單	Debtor frequently repays after due dates but usually settle in full 債務人經常於到期日後還款，但通常全額付清	12m ECL 12個月預期信貸虧損
Doubtful 存疑	There have been significant increases in credit risk since initial recognition through information developed internally or external resources 通過內部或外部資源得出的資料，了解到自初步確認以來信貸風險顯著增加	Lifetime ECL — not credit-impaired 全期預期信貸虧損 — 無信貸減值
Loss 虧損	There is evidence indicating the asset is credit-impaired 有證據表明該資產已出現信貸減值	Lifetime ECL — credit-impaired 全期預期信貸虧損 — 信貸減值
Write-off 撇銷	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery 有證據表明債務人處於嚴重的財務困難及本集團並無實際的收回前景	Amount is written-off 撇銷金額

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6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(ii) Credit risk (Continued)

The loss allowance for other receivables and deposits as at 31 December 2021 and 2020 was determined as follows:

As at 31 December 2021

		Low risk 低風險 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Expected loss rate	預期虧損率	4.1%	
Gross carrying amount	賬面總值	9,528	9,528
Loss allowance	虧損撥備	392	392

As at 31 December 2020

		Low risk 低風險 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Expected loss rate	預期虧損率	5.3%	
Gross carrying amount	賬面總值	24,496	24,496
Loss allowance	虧損撥備	1,298	1,298

(a) 財務風險因素(續)

(ii) 信貸風險(續)

於二零二一年及二零二零年十二月三十一日，其他應收款項及按金的虧損撥備釐定如下：

於二零二一年十二月三十一日

於二零二零年十二月三十一日



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

6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(iii) Liquidity risk

The Group manages its liquidity risk by regularly monitoring current and expected liquidity requirements and ensuring sufficient cash and cash equivalent to meet the Group's liquidity requirements in the short and long term. In addition, the management of the Group continuously monitors forecast and actual cash flows and matches the maturity profiles of financial assets and liabilities.

The following table details the Group's remaining contractual maturities for its non-derivative financial liabilities. The tables below have been drawn up based on the contractual maturities of the undiscounted financial liabilities including interest that will accrue to those liabilities except when the Group is entitled and intends to repay the liability before its maturity.

(a) 財務風險因素(續)

(iii) 流動資金風險

本集團管理流動資金風險之方式包括定期監控其目前及預期流動資金需求，確保有充足之現金及現金等價物，以滿足本集團之短期及長期流動資金需求。此外，本集團管理層繼續監察預期及實際現金流量，並就金融資產及負債之到期情況進行配對。

下表詳列本集團非衍生金融負債之剩餘合約到期情況。下表根據未折讓金融負債(包括該等負債將累計之利息，惟本集團有權及擬於到期前償還之負債除外)之合約到期情況而編製。

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6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(a) Financial risk factors (Continued)

(a) 財務風險因素(續)

(iii) Liquidity risk (Continued)

(iii) 流動資金風險(續)

		Weighted average effective interest rate %	Less than 1 year RMB'000	1-2 years RMB'000	2-3 years RMB'000	More than 3 years RMB'000	Total undiscounted cash flow RMB'000	Total carrying amounts RMB'000
As at 31 December 2021	於二零二一年十二月三十一日							
Trade payables	貿易應付款項	—	29,551	—	—	—	29,551	29,551
Other payables and accruals (excluding staff costs and welfare accruals and tax liabilities)	其他應付款項及應計款項 (不包括員工成本及應計福利及稅項負債)	—	61,444	—	—	—	61,444	61,444
Convertible bonds	可換股債券	9.40	—	3,606	—	—	3,606	3,178
Lease Liabilities	租賃負債	6.17	16,171	11,278	4,710	—	32,159	29,953
Borrowings	借款	4.55	4,860	—	—	—	4,860	4,800
			112,026	14,884	4,710	—	131,620	128,926

		Weighted average effective interest rate %	Less than 1 year RMB'000	1-2 years RMB'000	2-3 years RMB'000	More than 3 years RMB'000	Total undiscounted cash flow RMB'000	Total carrying amounts RMB'000
As at 31 December 2020	於二零二零年十二月三十一日							
Trade payables	貿易應付款項	—	44,366	—	—	—	44,366	44,366
Other payables and accruals (excluding staff costs and welfare accruals and tax liabilities)	其他應付款項及應計款項 (不包括員工成本及應計福利及稅項負債)	—	83,694	—	—	—	83,694	83,694
Convertible bonds	可換股債券	9.40	—	—	3,704	—	3,704	3,001
Lease Liabilities	租賃負債	4.74	17,393	21,561	28,626	—	67,580	66,162
Borrowings	借款	4.55	3,034	—	—	—	3,034	3,000
			148,487	21,561	32,330	—	202,378	200,223

As at 31 December 2021 and 2020, the Group did not have derivative financial liability.

於二零二一年及二零二零年十二月三十一日，本集團並無衍生金融負債。

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

6. FINANCIAL RISK MANAGEMENT (Continued) 6. 財務風險管理(續)

(b) Capital management

The Group's objectives when managing capital are to safeguard its ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including convertible bonds, borrowings, lease liabilities and loans from independent third parties included in other payable and accruals) less cash and cash equivalents. Total capital is calculated as 'equity' as shown in the consolidated statements of financial position plus net debt.

The gearing ratio as at 31 December 2021 and 2020 was as follows:

(b) 資本管理

本集團的資本管理主要旨在保障其按持續經營基準繼續營運的能力，以為股東提供回報及為其他持份者提供利益以及維持最佳的資本結構以降低資本成本。

為維持或調整資本結構，本集團可能會調整支付予股東的股息金額、向股東退還資本、發行新股份或出售資產以減少債務。

本集團利用負債比率監察其資本。該比率乃以債務淨額除以總資本計算得出。債務淨額按借款總額（包括可換股債券、借貸、租賃負債以及計入其他應付款項及應計費用且來自獨立第三方的貸款）減去現金及現金等價物計算。資本總額按綜合財務狀況表載列的權益加債務淨額計算。

於二零二一年及二零二零年十二月三十一日的資產負債比率如下：

		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
Convertible bonds (Note 29)	可換股債券(附註29)	3,178	3,001
Borrowings (Note 27)	借貸(附註27)	4,800	3,000
Lease liabilities (Note 17)	租賃負債(附註17)	29,953	66,162
Loans from independent third parties (Note 25)	來自獨立第三方的貸款(附註25)	15,856	28,200
Less: Cash and cash equivalent (Note 22)	減：現金及現金等價物(附註22)	(2,196)	(3,177)
Net debt	債務淨額	51,591	97,186
Total equity	總權益	(138,681)	(149,074)
Add: Net debt	加：債務淨額	51,591	97,186
Total capital	總資本	(87,090)	(51,888)
Net debt-to-capital ratio	淨債務資本比率	N/A 不適用	N/A 不適用

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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

7. REVENUE AND SEGMENT INFORMATION

The Company's chief operating decision maker (the "CODM"). Management has determined the operating segments based on the information reviewed by CODM for the purposes of allocating resources and assessing performance.

The CODM considers the business from both brand and geographic perspective. The Group has a clear and distinct focus on the market segments that it appeals to and thus it creates the two brands of "Faigo" and "Xiao Faigo Hotpot". Faigo appeals to high-end market such as business clientele, high-end fashion conscious and young clientele. Restaurants operating under the brand Xiao Faigo Hotpot cater for the mid-end market where a wide spectrum of guests are targeted, principally families, friends and tourists. Geographically, all of the Group's operations are located in the PRC and the management separately considers the performance of Faigo in Shanghai and Beijing and Xiao Faigo Hotpot in Shanghai, Beijing, Wuxi, Nanjing and Hangzhou. Faigo and Xiao Faigo Hotpot in other cities have been aggregated into two separate reportable segments, respectively. The CODM assesses the performance of the operating segments based on the revenue and operating profits. The operating expenses of headquarters of Faigo and Xiao Faigo Hotpot are common costs incurred for the Faigo and Xiao Faigo Hotpot as a whole and therefore they are not included in the measure of the segments' performance, which is used by the CODM as a basis for the purpose of resource allocation, and assessment of segment performance. Finance income and expenses, other gains/losses including government grants and gain/loss of disposal of investment are not allocated to segments, as these types of activity are driven by the central treasury function of the Group.

There were no material inter-segment sales during the year. The revenue from external customers reported to the CODM are measured in a manner consistent with that applied in the consolidated statement of profit or loss and other comprehensive income.

7. 收益及分部資料

本公司之主要營運決策人(「主要營運決策人」)。管理層基於由主要營運決策人審閱之資料釐定經營分部，以進行資源分配及表現評估。

主要營運決策人從品牌及地理兩個角度考慮業務。本集團在其所吸引的市場分部方面具有清晰及獨特的重心，因此設立兩個品牌，即「輝哥」及「小輝哥火鍋」。輝哥吸引高端市場，例如商業客戶、高端新潮及年輕客戶。而小輝哥火鍋品牌下經營的餐廳則服務於中端市場，目標顧客的範圍廣泛，主要為家庭、朋友及遊客。在地理方面，本集團所有業務位於中國及管理層單獨考慮上海及北京的輝哥業績以及上海、北京、無錫、南京及杭州的小輝哥火鍋業績。其他城市的輝哥及小輝哥火鍋彙總分別為兩個單獨可呈報分部。主要營運決策人基於收益及經營溢利評估經營分部之表現。輝哥及小輝哥火鍋總部之經營開支指就輝哥及小輝哥火鍋整體產生之一般成本，因此並無計入主要營運決策人在資源分配及分部表現評估時作為依據使用的分部表現計量。財務收入及開支、其他收益／虧損(包括政府補貼)及出售投資之收益／虧損並無分配至分部，因為此類活動由本集團中央庫務職能所引導。

各年內並無重大分部間銷售。向主要營運決策人呈報之外部客戶所得收益按與綜合損益及其他全面收益表內使用的方式相一致的方式計量。

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7. REVENUE AND SEGMENT INFORMATION (Continued)

7. 收益及分部資料(續)

(A) Segment revenue

(A) 分部收益

		Year ended 31 December 2021 截至二零二一年十二月三十一日止年度										
		Faigo 輝哥				Xiao Faigo Hotpot 小輝哥火鍋				Unallocated 未分配	Total 總計	
		Shanghai 上海	Beijing 北京	Others 其他	Subtotal 小計	Shanghai 上海	Beijing 北京	Wuxi 無錫	Others 其他	Subtotal 小計		
Revenue	收益	81,440	—	1,850	83,290	62,779	—	6,631	10,183	79,593	—	162,883
Depreciation, amortization, impairment and written-off of property, plant and equipment, right-of-use assets and intangible asset	物業、廠房及設備、使用權資產及無形資產的折舊、攤銷、減值及撇銷	18,439	—	1,967	20,406	26,252	—	2,349	2,598	31,199	—	51,605
Profit/(loss) from operating activities	經營活動溢利/(虧損)	4,056	—	(673)	3,383	(17,902)	—	(2,317)	(2,355)	(22,574)	(10,391)	(29,582)
Profit/(loss) before income tax	除所得稅前溢利/(虧損)	2,907	—	(815)	2,092	(19,734)	—	(2,331)	(2,552)	(24,617)	(10,652)	(33,177)

		Year ended 31 December 2020 截至二零二零年十二月三十一日止年度										
		Faigo 輝哥				Xiao Faigo Hotpot 小輝哥火鍋				Unallocated 未分配	Total 總計	
		Shanghai 上海	Beijing 北京	Others 其他	Subtotal 小計	Shanghai 上海	Beijing 北京	Wuxi 無錫	Others 其他	Subtotal 小計		
Revenue	收益	72,769	2,692	2,346	77,807	77,133	3,684	9,688	16,066	106,571	—	184,378
Depreciation, amortization and impairment of property, plant and equipment, right-of-use assets and intangible asset	物業、廠房及設備、使用權資產及無形資產的折舊、攤銷、減值及撇銷	15,328	2,912	2,750	20,990	41,764	1,223	1,456	4,620	49,063	26	70,079
Profit/(loss) from operating activities	經營活動溢利/(虧損)	5,866	(146)	(2,009)	3,711	(47,012)	2,280	(6,898)	(6,034)	(57,664)	(8,450)	(62,403)
Profit/(loss) before income tax	除所得稅前溢利/(虧損)	3,970	(748)	(2,176)	1,046	(50,002)	2,140	(6,966)	(6,509)	(61,337)	(8,707)	(68,998)

(B) Geographical information

(B) 地區資料

The Group's revenue from external customers by location of sales and information about its non-current assets by location of assets are detailed as below:

本集團按銷售地點劃分之外部客戶收益及按資產位置劃分之非流動資產詳列如下：

		Revenue from external customers 外部客戶收益		Non-current assets 非流動資產	
		2021 二零二一年	2020 二零二零年	2021 二零二一年	2020 二零二零年
The PRC	中國	162,883	184,378	47,994	107,544

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7. REVENUE AND SEGMENT INFORMATION (Continued)

(C) Information about major customers

The Group are primarily engaged in the operation of a hotpot restaurant chain.

The Group's customer base is diversified. No individual customer (2020: nil) had transactions which exceeded 10% of the Group's aggregate revenue for the year ended 31 December 2021.

(D) Disaggregation of revenue

Revenue represents the sales value of goods supplied to customers (net of value-added tax, other sales tax and discounts). Disaggregation of revenue from contracts with customers by major product lines is as follows:

Revenue from contracts with customers within the scope of IFRS 15

Disaggregated by major product lines

— Hotpot business

屬於國際財務報告準則第15號範圍的客戶合約收益

按主要產品線劃分的明細

— 火鍋業務

7. 收益及分部資料(續)

(C) 主要客戶資料

本集團主要從事經營連鎖火鍋餐廳。

本集團的客戶基礎很多元化。概無個人客戶(二零二零年:無)的交易超過本集團截至二零二一年十二月三十一日止年度總收益之10%。

(D) 收益明細

收益指供應予客戶的貨品銷售價值(已扣除增值稅、其他銷售稅及折扣)。按主要產品劃分之客戶合約收益明細如下:

	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
Revenue from contracts with customers within the scope of IFRS 15		
Disaggregated by major product lines		
— Hotpot business	162,883	184,378

The timing of revenue recognition of all revenue from contracts with customers is at a point in time.

所有客戶合約收益的收益確認時間為於某一時間點。

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8. OTHER INCOME, OTHER GAINS AND LOSSES, NET 8. 其他收入、其他收益及虧損 — 淨額

		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
Government grants (Note (a))	政府補貼(附註(a))	1,019	570
Gain on lease modification	租賃修訂收益	3,908	12,186
Reversal of allowance for/(allowance for) expected credit loss on trade and other receivables	貿易及其他應收款項之預期信貸虧損撥回/(撥備)	1,575	(1,027)
Covid-19 related rental concession	Covid-19相關租金減免	1,808	4,325
Gain/(loss) on disposal of property, plant and equipment	物業、廠房及設備出售收益/(虧損)	205	(706)
Others (Note (b))	其他(附註(b))	902	2,557
		9,417	17,905

Notes:

(a) The amounts RMB1,019,000 (2020: RMB234,000) represent the subsidies received from PRC governments for the Group's local business developments during the year ended 31 December 2021. During the year ended 31 December 2020, RMB336,000 (equivalents to HK\$378,000) in respect of COVID-19 Employment Support Scheme provided by the Hong Kong government. There were no unfulfilled conditions in the years in which they were recognised.

(b) Others mainly included the tips income.

附註：

(a) 人民幣1,019,000元(二零二零年：人民幣234,000元)指截至二零二一年十二月三十一日止年度，本集團從中國政府收到的本地業務發展補貼。截至二零二零年十二月三十一日止年度內，人民幣336,000元(相當於378,000港元)，乃關於香港政府提供的COVID-19保就業計劃。於其各自的確認年度，概無未完成條件。

(b) 其他主要包括小費收入。

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9. EMPLOYEE BENEFIT AND RELATED EXPENSES

9. 僱員福利及相關開支

		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
Wages and salaries	工資及薪金	9,127	11,512
Defined contribution plan (Note i)	界定供款計劃(附註i)	1,953	1,779
Other social security costs and housing benefits	其他社會保障成本及住房福利	727	1,300
Other employee benefits	其他僱員福利	3,231	3,925
Employee share-based payment expenses (Note 30)	僱員以股份為基礎付款的開支(附註30)	3,199	—
Labour outsourcing expenses (note ii)	勞務外判開支(附註ii)	39,886	47,689
		58,123	66,205

Notes:

- (i) Employees of the Group established in the PRC are required to participate in a retirement benefit scheme administered and operated by the PRC government. The Group is required to contribute 14.0% to 22.5% of payroll costs as determined by respective local government authorities to the designated pension fund. The only obligation of the Group with respect to retirement benefit scheme is to make the specific contributions under the scheme.
- (ii) The Group entered into certain human resources agency agreements. Pursuant to these agreements, the Group outsourced a portion of its low level positions, such as waiter or waitress, kitchen assistants etc.

附註：

- (i) 在中國成立的本集團的僱員須參與由中國政府管轄及經營的退休福利計劃。本集團須作出工資成本14.0%至22.5%的供款，由相關地方政府機關就指定養老金釐定。本集團就退休福利計劃而言的唯一責任為根據計劃作出具體供款。
- (ii) 本集團訂立若干人力資源代理協議。根據該等協議，本集團外包其部分低級職位(如侍應、廚房助手等)。

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9. EMPLOYEE BENEFIT AND RELATED EXPENSES (Continued)

Five highest paid individuals

The five highest paid employees of the Group during the year included two directors (2020: two), details of whose remuneration are set out in Note 14. 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:

Salaries, allowances and other benefits	工資、津貼及其他福利
Retirement benefit scheme contributions	退休福利計劃供款

9. 僱員福利及相關開支(續)

五名最高薪人士

本集團於本年度的五位最高薪僱員包括兩名董事(二零二零年:兩名),彼等的薪酬詳情載於附註14。餘下三位並非本公司董事或主要行政人員之僱員(二零二零年:三位)於本年度的薪酬詳情載列如下:

	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
	1,035	834
	101	53
	1,136	887

The number of the highest paid employees who are not the directors of the Company whose remuneration fell within the following bands is as follows:

並非本公司董事而薪酬屬於以下範圍之最高薪僱員的數目列載如下:

	2021 二零二一年 Number of individual 人數	2020 二零二零年 Number of individual 人數
Nil-HK\$1,000,000	3	3
零-1,000,000港元		

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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. LOSS FROM OPERATING ACTIVITIES

10. 來自經營活動的虧損

	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 from operating activities has been arrived at after charging/(crediting):		
Directors' emoluments ³		
— Fees	1,169	1,385
— Retirement benefits scheme contributions	—	—
Employment payment expenses ³		
— Directors	693	—
— Employee	2,506	—
Depreciation of property, plant and equipment ⁴	7,583	13,628
Amortisation of intangible asset ⁴	4	96
Depreciation of right-of-use assets ⁴	22,231	42,598
Impairment of property, plant and equipment ⁴	11,358	3,709
Impairment of right-of-use assets ⁴	7,660	7,344
Written-off on property, plant and equipment ⁴	2,769	2,704
Short-term lease payment	437	14
Low-value asset lease payment	351	933
(Reversal of allowance for)/allowance for expected credit loss on trade and other receivables ¹	(1,575)	1,027
(Gain)/loss on disposal of property, plant and equipment ¹	(205)	706
Cleaning fee ²	1,633	1,444
Auditors' remuneration ²	1,200	1,600
Transportation expenses ²	1,141	1,634
Promotion and marketing expenses ²	1,269	3,573
Repair and maintenance fee ²	2,032	4,533
Legal and professional fee ²	3,913	4,140
Foreign exchange gain	(22)	(15)

¹ These items were included under "other income, other gains and losses, net".

² These items were included under "other operating expenses".

³ These items were included under "employee benefits and related expenses".

⁴ These items were included under "depreciation, amortisation, impairment and written-off of property, plant and equipment, right-of-use assets and intangible assets".

¹ 該等項目計入「其他收入、其他收益及虧損、淨額」項下。

² 該等項目計入「其他經營開支」項下。

³ 該等項目計入「僱員福利以及相關開支」項下。

⁴ 該等項目計入「物業、廠房及設備、使用權資產及無形資產的折舊、攤銷、減值及撇銷」項下。

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11. FINANCE EXPENSES, NET

11. 財務開支淨額

		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:	財務收入：		
— Interest income on cash and cash equivalents	— 現金及現金等價物的利息收入	8	14
Finance expenses:	財務開支：		
— Imputed interest on convertible bonds (Note 29)	— 可換股債券的預計利息 (附註29)	(260)	(257)
— Interest expense on borrowings	— 借款的利息開支	(142)	(104)
— Interest expense on lease liabilities (Note 17)	— 租賃負債利息開支 (附註17)	(3,201)	(6,248)
		(3,603)	(6,609)
Finance expenses, net	財務開支淨額	(3,595)	(6,595)

12. INCOME TAX EXPENSES

12. 所得稅開支

The income tax expenses of the Group for the years are analysed as follows:

本集團年內所得稅開支的分析如下：

		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
PRC Enterprise Income tax	中國企業所得稅		
— Current tax	— 即期稅項	54	—
— Over provision in prior years	— 過往年度超額撥備	—	(3)
Deferred tax (Note 28)	遞延稅項(附註28)	1,014	719
		1,068	716
Income tax expenses	所得稅開支	1,068	716

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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. INCOME TAX EXPENSES (Continued)

Taxation for the years is reconciled to loss before taxation per the consolidated statement of profit or loss and other comprehensive income 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
Loss before tax	除稅前虧損	(33,177)	(68,998)
Tax calculated at domestic tax rates applicable to loss in the respective countries	按相關國家虧損適用的國內稅率計算的稅項	(7,389)	(16,510)
Tax effects of:	以下各項的稅務影響：		
— Expenses not deductible for tax purposes	— 無法扣稅的開支	6,844	7,284
— Income not taxable for tax purposes	— 毋須課稅收入	(1,392)	(4,522)
— Over provision in prior years	— 以往年度之超額撥備	—	(3)
— Tax losses not recognised	— 未確認稅項虧損	3,005	14,467
Tax expenses	稅項開支	1,068	716

(a) Cayman Islands

Entities incorporated in the Cayman Islands as exempted companies with limited liability.

(b) British Virgin Islands income tax

Entities incorporated in the British Virgin Islands as an exempted company with limited liability under the Company Law of British Virgin Islands and, accordingly, are exempted from payment of British Virgin Islands income tax.

12. 所得稅開支(續)

年內稅項與綜合損益及其他全面收益表所載除稅前虧損對賬如下：

	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
Loss before tax	(33,177)	(68,998)
Tax calculated at domestic tax rates applicable to loss in the respective countries	(7,389)	(16,510)
Tax effects of:		
— Expenses not deductible for tax purposes	6,844	7,284
— Income not taxable for tax purposes	(1,392)	(4,522)
— Over provision in prior years	—	(3)
— Tax losses not recognised	3,005	14,467
Tax expenses	1,068	716

(a) 開曼群島

實體於開曼群島註冊成立為獲豁免有限公司。

(b) 英屬處女群島所得稅

實體於英屬處女群島根據英屬處女群島公司法註冊成立為獲豁免有限公司，因此獲豁免繳納英屬處女群島所得稅。

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12. INCOME TAX EXPENSES (Continued)

(c) Hong Kong Profits Tax

Hong Kong Profits Tax is calculated at 16.5% (2020: 16.5%) of the estimated assessable profit for both years.

No provision for Hong Kong Profits Tax has been made as the Group did not generate any assessable profits in Hong Kong for both years.

(d) PRC Enterprise Income Tax

Entities incorporated in the PRC are generally subject to income tax rates of 25% (2020: 25%) throughout the years.

The income tax provision of the Group in respect of its operations in the PRC has been calculated at the applicable tax rate on the estimated assessable profits based on existing legislations, interpretations and practices.

13. LOSS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

The calculation of the basic and diluted loss per share attributable to owners of the Company is based on the following data:

Loss:

Loss for the year attributable to owners of the Company for the purpose of basic and diluted loss per share

用於計算每股基本及攤薄虧損之本公司擁有人應佔年內虧損

12. 所得稅開支(續)

(c) 香港利得稅

香港利得稅於該兩個年度的估計應課稅溢利按16.5% (二零二零: 16.5%)的稅率計算。

由於本集團於該兩個年度在香港並無任何應課稅溢利，故並無作出香港利得稅撥備。

(d) 中國企業所得稅

於中國註冊成立的實體於年內一般按25% (二零二零年: 25%)的稅率繳納所得稅。

根據現行法例、詮釋及慣例，本集團就中國營運計提之所得稅撥備乃按估計應課稅溢利之適用稅率計算。

13. 本公司擁有人應佔每股虧損

本公司擁有人應佔每股基本及攤薄虧損乃根據以下數據：

虧損：

	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
	33,954	69,058

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13. LOSS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY (Continued)

	2021 二零二一年	2020 二零二零年
Weighted average number of ordinary shares for the purpose of basic and diluted loss per share	617,148,208	330,563,109

用於計算每股基本及攤薄虧損之普通股加權平均數

The weighted average number of ordinary shares of 617,148,208 (2020: 330,563,109) in issue during the year, as adjusted to reflect the effect of the share consolidation and the rights issue as disclosed in Note 23. Comparative figures have also been adjusted on the assumption that the Share Consolidation and the Rights Issue had been effective in the prior year.

The calculation of the weighted average number of ordinary shares amounting to 617,148,208 (2020: 330,563,109) in issue for the year ended 31 December 2021 is as follows:

13. 本公司擁有人應佔每股虧損 (續)

	2021 二零二一年	2020 二零二零年
Weighted average number of ordinary shares for the purpose of basic and diluted loss per share	617,148,208	330,563,109

年內已發行普通股的加權平均數為617,148,208股(二零二零年: 330,563,109股)，此數目已經調整，以反映股份合併及供股之效應。比較數字亦已按附註23所披露的股份合併及供股已於去年生效之假設予以調整。

截至二零二一年十二月三十一日止年度已發行普通股617,148,208股(二零二零年: 330,563,109股)的加權平均數計算如下:

	2021 二零二一年	2020 二零二零年
Number of issued shares on 1 January	6,373,602,437	6,373,602,437
Effect of the Share Consolidation	(6,054,922,316)	(6,054,922,315)
Effect of Rights Issue	284,289,010	11,882,987
Exercise of share option	14,179,077	—
	617,148,208	330,563,109

於一月一日已發行股份數目
股份合併的影響
供股的影響
行使購股權

For the years ended 31 December 2021 and 2020, the computation of diluted loss per share does not assume that the conversion of the outstanding convertible bonds and share options, since their conversion would result in a decrease in loss per share.

截至二零二一年及二零二零年十二月三十一日止年度，計算每股攤薄虧損時並無假設轉換未轉換可換股債券及購股權，皆因轉換可換股債券將會導致每股虧損減少。

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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. DIRECTORS' EMOLUMENTS

For the year ended 31 December 2021, the emoluments paid or payable to the directors of the Company were as follows:

For the years ended 31 December 2021 and 2020:

14. 董事酬金

截至二零二一年十二月三十一日止年度，分別已付或應付本公司董事的酬金如下：

截至二零二一年及二零二零年十二月三十一日止年度：

	Fees		Salaries, allowance and benefits in kind		Retirement benefits scheme contributions		Share-based payments		Total	
	袍金		薪金、津貼及實物福利		退休福利計劃供款		以股份為基礎付款		總計	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	二零二一年	二零二零年	二零二一年	二零二零年	二零二一年	二零二零年	二零二一年	二零二零年	二零二一年	二零二零年
	RMB'000	RMB'000	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	人民幣千元	人民幣千元
Executive directors	執行董事									
Mr. Hung Shui Chak	—	—	—	—	—	—	—	—	—	—
Mr. So Kam Chuen	374	402	—	—	—	—	347	—	721	402
Mr. Yuan Mingjie	298	320	—	—	—	—	346	—	644	320
Mr. Chen Jun ¹	—	129	—	—	—	—	—	—	—	129
Independent non-executive directors	獨立非執行董事									
Mr. Ha Kee Choy Eugene ²	—	119	—	—	—	—	—	—	—	119
Mr. Chan Chun Yiu Thomas ³	—	89	—	—	—	—	—	—	—	89
Mr. Tam Bing Chung Benson	166	178	—	—	—	—	—	—	166	178
Mr. Johnson Wan ⁴	110	59	—	—	—	—	—	—	110	59
Mr. Cheung Ting Pong ⁵	166	89	—	—	—	—	—	—	166	89
Mr. Shum Kei Yiu Daniel ⁶	55	—	—	—	—	—	—	—	55	—
	1,169	1,385	—	—	—	—	693	—	1,862	1,385

No emoluments have been paid by the Group to the directors of the Company or the five highest paid individuals as an inducement to join or upon joining the Company, or as compensation for loss of office for the both years.

於兩個年度，本集團概無支付任何酬金予本公司董事或五名最高薪人士，作為加入本公司或加入本公司時之獎金，或作為失去職位的補償。

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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. DIRECTORS' EMOLUMENTS (Continued)

Notes:

1. Mr. Chen Jun resigned as an executive director with effective from 8 May 2020.
2. Mr. Ha Kee Choy Eugene resigned as an independent non-executive director with effective from 31 August 2020.
3. Mr. Chan Chun Yiu Thomas resigned as an independent non-executive director with effective from 30 June 2020.
4. Mr. Johnson Wan was appointed as an independent non-executive director with effective from 31 August 2020 and resigned as an independent non-executive director with effective from 31 August 2021.
5. Mr. Cheung Ting Pong was appointed as an independent non-executive director with effective from 30 June 2020.
6. Mr. Shum Kei Yiu Daniel was appointed as an independent non-executive director with effective from 31 August 2021.

15. DIVIDEND

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

14. 董事酬金(續)

附註：

1. 陳軍先生於二零二零年五月八日起辭任執行董事。
2. 夏其才先生於二零二零年八月三十一日起辭任獨立非執行董事。
3. 陳浚耀先生於二零二零年六月三十日起辭任獨立非執行董事。
4. 雲浚淳先生於二零二零年八月三十一日起獲委任為獨立非執行董事，並於二零二一年八月三十一日起辭任獨立非執行董事。
5. 張霆邦先生於二零二零年六月三十日起獲委任為獨立非執行董事。
6. 沈其耀先生於二零二一年八月三十一日起獲委任為獨立非執行董事。

15. 股息

董事會並不建議宣派截至二零二一年十二月三十一日止年度(二零二零年：無)的任何股息。

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16. PROPERTY, PLANT AND EQUIPMENT

16. 物業、廠房及設備

		Vehicles	Machineries	Furniture	Equipment and Computers	Leasehold improvements	Construction in progress	Total
		車輛 RMB'000 人民幣千元	機器 RMB'000 人民幣千元	傢俱 RMB'000 人民幣千元	設備及電腦 RMB'000 人民幣千元	租賃改善裝修 RMB'000 人民幣千元	在建工程 RMB'000 人民幣千元	總計 RMB'000 人民幣千元
Cost	成本							
As at 1 January 2020	於二零二零年一月一日	6,440	33,594	18,494	19,611	137,227	1,271	216,637
Additions	添置	—	3,158	1,156	68	645	—	5,027
Disposals	出售	(637)	(10,001)	(2,631)	(785)	—	(659)	(14,713)
written-off	撇銷	(969)	(9,463)	(6,311)	(7,248)	(6,789)	—	(30,780)
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	4,834	17,288	10,708	11,646	131,083	612	176,171
Additions	添置	112	1,547	877	133	3,183	—	5,852
Disposals	出售	(180)	(5,976)	(201)	(524)	—	—	(6,881)
written-off	撇銷	(4)	(3,768)	(2,262)	(2,639)	(19,511)	(612)	(28,796)
As at 31 December 2021	於二零二一年十二月三十一日	4,762	9,091	9,122	8,616	114,755	—	146,346
Accumulated depreciation and impairment	累計折舊及減值							
As at 1 January 2020	於二零二零年一月一日	4,974	26,675	15,453	16,387	114,114	—	177,603
Charge for the year	年內扣除	328	3,134	1,716	220	8,230	—	13,628
Impairment	減值	1	1,523	651	606	928	—	3,709
Disposals	出售	(568)	(9,711)	(2,629)	(664)	—	—	(13,572)
Elimination upon written-off	撇銷時抵銷	(475)	(8,755)	(6,301)	(7,205)	(5,340)	—	(28,076)
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	4,260	12,866	8,890	9,344	117,932	—	153,292
Charge for the year	年內扣除	300	504	440	260	6,079	—	7,583
Impairment	減值	—	670	1,240	1,707	7,741	—	11,358
Disposals	出售	(171)	(2,084)	(92)	(411)	—	—	(2,758)
Elimination upon written-off	撇銷時抵銷	(2)	(3,353)	(1,729)	(2,507)	(18,436)	—	(26,027)
As at 31 December 2021	於二零二一年十二月三十一日	4,387	8,603	8,749	8,393	113,316	—	143,448
Carrying amounts	賬面值							
As at 31 December 2021	於二零二一年十二月三十一日	375	488	373	223	1,439	—	2,898
As at 31 December 2020	於二零二零年十二月三十一日	574	4,422	1,818	2,302	13,151	612	22,879

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16. PROPERTY, PLANT AND EQUIPMENT (Continued)

Impairment tests for property, plant and equipment and right-of-use assets

Due to the significant loss during the year ended 31 December 2021, the management of the Group concluded there was indication for impairment and conducted impairment assessment on certain property, plant and equipment and right-of-use assets with carrying amounts of approximately RMB14,256,000 and RMB21,534,000 respectively.

For the purposes of assessing impairment, assets are grouped at each store level for which there are separately identifiable cash flows (cash-generating units). An impairment loss was recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is estimate based on a value in use calculation. These calculations used pre-tax cash flow projections based on financial budgets approved by management covering the following 5 years with a pre-tax discount rate is 12.08% as at 31 December 2021 (2020: 13.12%), respectively. The key assumptions used for impairment tests for property, plant and equipment and right-of-use assets as at 31 December 2021 and 2020 are the revenue growth rates which are based on the estimated growth rate of each restaurant store unit taking into account the industry growth rate, past experience and the medium term growth target of restaurant business.

The Group recognised impairment loss of approximately RMB11,358,000 (2020: RMB3,709,000) and RMB7,660,000 (2020: RMB7,344,000) to property, plant and equipment and right-of-use assets, respectively, for the year ended 31 December 2021 by comparing each store's recoverable amount with its carrying amounts.

16. 物業、廠房及設備(續)

物業、廠房及設備及使用權資產減值測試

由於截至二零二一年十二月三十一日止年度錄得重大虧損，本集團管理層認為有減值跡象，故對賬面值分別約為人民幣14,256,000元及人民幣21,534,000元的若干物業、廠房及設備以及使用權資產進行減值評估。

為評估減值，資產按可獨立產生可識別現金流量之各店舖水平(現金產生單位)組合。當資產賬面值超過可收回金額時則會確認減值虧損。可收回金額根據使用價值計算估計。該等計算方法按根據管理層批准涵蓋未來五年期的財政預算使用稅前現金流量預測作出，於二零二一年十二月三十一日的稅前貼現率為12.08%(二零二零年：13.12%)。於二零二一年及二零二零年十二月三十一日用於物業、廠房及設備及使用權資產減值測試的關鍵假設為收益增長率，乃根據各店舖單位的估計增長率釐定，其中已計及餐廳業務的行業增長率、過往經驗及中期增長目標。

就物業、廠房及設備及使用權資產而言，本集團於截至二零二一年十二月三十一日止年度將各間店舖的可收回金額與其賬面值作比較，從而確認減值虧損分別約人民幣11,358,000元(二零二零年：人民幣3,709,000元)及人民幣7,660,000元(二零二零年：人民幣7,344,000元)。

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17. RIGHT-OF-USE ASSETS/LEASE LIABILITIES

17. 使用權資產／租賃負債

		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
Right-of-use assets	使用權資產		
Shops	店舖	7,083	38,970
Offices	辦公室	6,791	9,808
		13,874	48,778
Lease liabilities payables:	應付租賃負債：		
— Within one year	— 一年內	14,755	16,976
— More than one year but not more than two years	— 一年以上但不超過兩年	10,632	21,432
— More than two years but less than five years	— 兩年以上但不超過五年	4,566	27,754
— More than five years	— 五年以上	—	—
		29,953	66,162

The Group obtains right to control the use of various shops and offices for a period of time through lease arrangements. As at 31 December 2021, rental contracts are typically made for fixed periods of 1 to 5 years (2020: 1 to 5 years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

During the year ended 31 December 2021, total cash outflow for leases of approximately RMB28,681,000 (2020: RMB46,222,000) was included in net cash used in financing activities.

Extension options are included in a number of property leases across the Group. These terms are used to maximise operational flexibility in terms of managing contracts.

本集團透過租賃安排於一段時間內獲得使用多間店舖及辦公室的控制權。於二零二一年十二月三十一日，租賃合約通常為固定租期1至5年(二零二零年：1至5年)。租賃條款乃個別磋商及包括多項不同條款及條件。

截至二零二一年十二月三十一日止年度，租賃的總現金流出約人民幣28,681,000元(二零二零年：人民幣46,222,000元)已計入融資活動所用現金淨額。

本集團多項物業租賃包含延續權。該等條款旨在於管理合約方面爭取最大經營靈活度。

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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. RIGHT-OF-USE ASSETS/LEASE LIABILITIES (Continued)

Amounts recognised in the consolidated statement of financial position and profit or loss

The carrying amounts of the Group's right-of-use assets and lease liabilities and the movements during the years ended 31 December 2021 and 2020 are as follow:

17. 使用權資產／租賃負債(續)

於綜合財務狀況及損益表中確認的款項

本集團使用權資產及租賃負債於截至二零二一年及二零二零年十二月三十一日止年度的賬面值及變動如下：

		Right-of-use assets 使用權資產 RMB'000 人民幣千元	Lease liabilities 租賃負債 RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	123,444	152,997
Additions	添置	22,283	22,283
Depreciation expense	折舊開支	(42,598)	—
Impairment	減值	(7,344)	—
Lease modification	租賃修訂	(47,007)	(64,819)
Interest expense	利息開支	—	6,248
Rent concession	租金減免	—	(4,325)
Payments	付款	—	(46,222)
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	48,778	66,162
Depreciation expense	折舊開支	(22,231)	—
Impairment	減值	(7,660)	—
Lease modification	租賃修訂	(5,013)	(8,921)
Interest expense	利息開支	—	3,201
Rent concession	租金減免	—	(1,808)
Payments	付款	—	(28,681)
As at 31 December 2021	於二零二一年十二月三十一日	13,874	29,953

For the details of impairment of right-of-use assets, please refer to Note 16 to the consolidated financial statements.

有關使用權資產減值的詳情，請參閱綜合財務報表附註16。

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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

18. INTANGIBLE ASSET

18. 無形資產

Computer Software
電腦軟件
RMB'000
人民幣千元

Cost:	成本：	
As at 1 January 2020, 31 December 2020, 1 January 2021 and 31 December 2021	於二零二零年一月一日、 二零二零年十二月三十一日、 二零二一年一月一日及 二零二一年十二月三十一日	627
Accumulated amortisation:	累計攤銷：	
As at 1 January 2020	於二零二零年一月一日	527
Amortisation for the year	年內攤銷	96
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	623
Amortisation for the year	年內攤銷	4
As at 31 December 2021	於二零二一年十二月三十一日	627
Carrying amounts:	賬面值：	
As at 31 December 2021	於二零二一年十二月三十一日	—
As at 31 December 2020	於二零二零年十二月三十一日	4

The following useful lives are used in the calculation of amortisation:

Computer software 5 years

The above intangible asset is amortised on a straight-line basis.

計算攤銷時使用以下可用年期：

電腦軟件 五年

上述無形資產按直線基準攤銷。

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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
Trade receivables	貿易應收款項	5,090	5,145
Less: Allowance for expected credit loss	減：預期信貸虧損撥備	(2,207)	(2,876)
		2,883	2,269

As at 31 December 2021 and 2020, the fair values of the trade receivables of the Group approximated their carrying amounts.

- (a) The aging analysis of trade receivables, based on the invoice date and net of allowance for expected credit loss, 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
0-30 days	0-30日	2,490	1,726
31-90 days	31-90日	1	134
91-180 days	91-180日	386	319
181-360 days	181-360日	6	90
		2,883	2,269

The Directors consider trade receivables mainly derived from sales through shopping malls or billed settled with credit cards, wechat or alipay, which are generally collectible within 1 month from sales date and no past due history.

No interest is charged on the trade receivables. The long aging balances are due from certain frequent customers and the management considers that these receivables are recoverable.

19. 貿易應收款項

於二零二一年及二零二零年十二月三十一日，本集團貿易應收款項的公平值與其賬面值相若。

- (a) 根據發票日期劃分並扣除預期信貸虧損撥備的貿易應收款項賬齡分析如下：

董事認為貿易應收款項主要來自透過購物商場作出的銷售或以信用卡、微信或支付寶結算的發票，其一般可於自銷售日期起1個月內收回且並無逾期記錄。

概無就貿易應收款項徵收利息。賬齡長久的結餘乃由若干頻繁客戶結欠，管理層認為該等應收款項可以收回。

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19. TRADE RECEIVABLES (Continued)

(b) Movement in the allowance for expected credit loss of 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
As at 1 January	於一月一日	(2,876)	(1,134)
Reversal of allowance for/(allowance for) expected credit loss	預期信貸虧損撥備撥回/(撥備)	669	(1,742)
As at 31 December	於十二月三十一日	(2,207)	(2,876)

The impairment losses recognised is the estimated amount of the trade receivables that will not be collected.

19. 貿易應收款項(續)

(b) 貿易應收款項預期信貸虧損撥備變動：

		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	(2,876)	(1,134)
Reversal of allowance for/(allowance for) expected credit loss	預期信貸虧損撥備撥回/(撥備)	669	(1,742)
As at 31 December	於十二月三十一日	(2,207)	(2,876)

已確認減值虧損為將不會收回的貿易應收款項估計金額。

20. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

Included in non-current assets:	計入非流動資產：		
Rental deposits — non-current portion	租賃按金 — 非流動部分	6,889	10,494
Included in current assets:	計入流動資產：		
Rental and utilities prepayments	租金及公共設施預付款項	2,608	6,069
Raw materials procurement prepayments	原材料採購預付款項	584	10,827
Rental deposits — current portion	租賃按金 — 流動部分	1,437	2,338
Value added tax inputs	增值稅輸入值	19,937	15,622
Staff advances	員工墊款	420	275
Other receivables and prepayments due from related parties (Note 32(c)(ii))	應收關聯方的其他款項及預付款項(附註32(c)(ii))	187	410
Others	其他	11	152
Less: Allowance for expected credit loss	減：預期信貸虧損撥備	(392)	(1,298)

Less: Allowance for expected credit loss

20. 預付款項、按金及其他應收款項

		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
Included in non-current assets:	計入非流動資產：		
Rental deposits — non-current portion	租賃按金 — 非流動部分	6,889	10,494
Included in current assets:	計入流動資產：		
Rental and utilities prepayments	租金及公共設施預付款項	2,608	6,069
Raw materials procurement prepayments	原材料採購預付款項	584	10,827
Rental deposits — current portion	租賃按金 — 流動部分	1,437	2,338
Value added tax inputs	增值稅輸入值	19,937	15,622
Staff advances	員工墊款	420	275
Other receivables and prepayments due from related parties (Note 32(c)(ii))	應收關聯方的其他款項及預付款項(附註32(c)(ii))	187	410
Others	其他	11	152
Less: Allowance for expected credit loss	減：預期信貸虧損撥備	(392)	(1,298)
		24,792	34,395

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20. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES (Continued)

As at 31 December 2021 and 2020, the carrying amounts of prepayments, deposits and other receivables were primarily denominated in RMB and approximated their fair value. The maximum exposure to credit risk at each of the reporting dates is the carrying value of each class of prepayment, deposits and other receivables mentioned above. The Group does not hold any collateral as security. The amount reported in the impairment losses recognised on other receivables is the estimated amount of the accounts receivable that will not be collected.

Movement in the allowance for expected credit loss of other 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
As at 1 January	於一月一日	(1,298)	(2,013)
Reversal of allowance for expected credit loss	撥回預期信貸虧損撥備	906	715
As at 31 December	於十二月三十一日	(392)	(1,298)

Details of assessment for expected credit loss was disclosed in Note 6(a).

於二零二一年及二零二零年十二月三十一日，預付款項及其他應收款項賬面值主要以人民幣計值，並與其公平價值相若。於各報告日期承受的最高信貸風險是上述各類預付款項及其他應收款項的賬面值。本集團並無持有任何抵押品作擔保。就其他應收款項確認的減值虧損的報告金額為不可收回應收賬款的估計金額。

其他應收款項預期信貸虧損撥備變動：

預期信貸虧損的評估詳情於附註6(a)披露。

21. INVENTORIES

		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
Foods and beverage	食品及飲品	12,051	12,906
Other materials consumables	其他材料耗材	607	1,180
		12,658	14,086

The cost of inventories recognised and included in "Raw materials and consumables used" in 2021 and 2020 amounted to approximately RMB55,020,000 and RMB76,698,000, respectively.

21. 存貨

於二零二一年及二零二零年，於「所用原材料及耗材」中確認及計入的存貨成本分別為約人民幣55,020,000元及人民幣76,698,000元。

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22. CASH AND CASH EQUIVALENTS

22. 現金及現金等價物

		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 at banks	銀行現金	2,196	3,177

Cash and bank balances are denominated in the following currencies:

現金及銀行結餘按下列貨幣計值：

		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
RMB	人民幣	1,292	2,927
HKD	港元	904	250
		2,196	3,177

23. SHARE CAPITAL

23. 股本

Share capital of the Company

本公司股本

		Number of shares 股份數目	Amount 金額	
			HK\$'000 千港元	RMB'000 人民幣千元
Authorised	法定			
As at 1 January 2020,	於二零二零年一月一日、			
31 December 2020	二零二零年十二月三十一日			
and 1 January 2021 of	及二零二一年一月一日			
HK\$0.00002 each	(每股0.00002港元)	19,000,000,000	380	306
Share consolidation	股份合併(附註a)			
(note a)		(18,050,000,000)	—	—
As at 31 December 2021	於二零二一年十二月三十一日			
of HK\$0.0004 each	(每股0.0004港元)	950,000,000	380	306

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23. SHARE CAPITAL (CONTINUED)

Share capital of the Company (Continued)

		Number of shares 股份數目	Amount in 金額 HK\$'000 千港元	Amount in 金額 RMB'000 人民幣千元
Issued and fully paid	已發行及繳足			
As at 1 January 2020, 31 December 2020 and 1 January 2021	於二零二零年一月一日、 二零二零年十二月三十一日 及二零二一年一月一日	6,373,602,437	128	109
Share consolidation (Note a)	股份合併(附註a)	(6,054,922,316)	—	—
Issue of share upon rights issue (Note b)	供股時發行股份(附註b)	318,680,121	127	106
Exercise of share option under share option scheme (Note c)	行使購股權計劃項下的 購股權(附註c)	44,615,200	18	15
As at 31 December 2021	於二零二一年十二月三十一日	681,975,442	273	230

Note:

- (a) Pursuant to an ordinary resolution passed in the extraordinary general meeting of the Company on 12 January 2021, every twenty issued and unissued shares of HK\$0.00002 each were consolidated into one consolidated share of the Company of HK\$0.0004 each with effect on 14 January 2021 (the "Share Consolidation").
- (b) On 22 February 2021, the Company completed a rights issue (the "Rights Issue") on the basis of one rights share for every one share held on 26 January 2021 at the subscription price of HK\$0.142 per rights share and allotted and issued 318,680,121 shares. Gross Rights Issue proceeds of approximately HK\$45,253,000 (equivalents to RMB37,774,000) of which approximately HK\$127,000 (equivalents to RMB106,000) was credited against share capital and the remaining proceeds of approximately HK\$44,250,000 (equivalents to RMB36,937,000) after offsetting the share issuance costs of approximately HK\$876,000 (equivalents to RMB731,000) were credited against the share premium account.
- (c) On 6 September 2021, 44,615,200 ordinary shares were issued in relation to exercise of share options under the share option scheme (the "Scheme") approved and adopted by the Company on 2 June 2021.

23. 股本(續)

本公司股本(續)

		Number of shares 股份數目	Amount in 金額 HK\$'000 千港元	Amount in 金額 RMB'000 人民幣千元
Issued and fully paid	已發行及繳足			
As at 1 January 2020, 31 December 2020 and 1 January 2021	於二零二零年一月一日、 二零二零年十二月三十一日 及二零二一年一月一日	6,373,602,437	128	109
Share consolidation (Note a)	股份合併(附註a)	(6,054,922,316)	—	—
Issue of share upon rights issue (Note b)	供股時發行股份(附註b)	318,680,121	127	106
Exercise of share option under share option scheme (Note c)	行使購股權計劃項下的 購股權(附註c)	44,615,200	18	15
As at 31 December 2021	於二零二一年十二月三十一日	681,975,442	273	230

附註：

- (a) 根據本公司於二零二一年一月十二日的股東特別大會上通過的一項普通決議案，每二十股本公司的已發行及未發行股份(每股面值0.00002港元)合併為一股本公司的合併股份(每股面值0.0004港元)，於二零二一年一月十四日起生效(「股份合併」)。
- (b) 於二零二一年二月二十二日，本公司完成按於二零二一年一月二十六日每持有一股股份獲發一股供股股份之基準進行的供股(「供股」)，認購價為每股供股股份0.142港元，並配發及發行318,680,121股股份。供股所得款項總額為約45,253,000港元(相當於人民幣37,774,000元)，其中約127,000港元(相當於人民幣106,000元)已計入股本，其餘所得款項約44,250,000港元(相當於人民幣36,937,000元)在抵銷股份發行成本約876,000港元(相當於人民幣731,000元)後已計入股份溢價賬。
- (c) 於二零二一年九月六日，因行使本公司於二零二一年六月二日批准及採納的購股權計劃(「該計劃」)項下的購股權而發行44,615,200股普通股。

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24. TRADE PAYABLES

24. 貿易應付款項

		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
Trade payables	貿易應付款項	29,551	44,366

The credit period on trade payables is generally 30–180 days.

貿易應付款項的信貸期通常為30至180日。

As at 31 December 2021 and 2020, the aging analysis of the trade payables (including amounts due to related parties of trading in nature) based on invoice date were as follows:

於二零二一年及二零二零年十二月三十一日，根據發票日期劃分的貿易應付款項賬齡分析(包括屬貿易性質的應付關聯方款項)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
0–30 days	0–30日	4,893	7,145
31–90 days	31–90日	5,489	8,144
91–180 days	91–180日	8,444	15,221
181–360 days	181–360日	5,580	7,387
Over 1 year	超過一年	5,145	6,469
		29,551	44,366

As at 31 December 2021 and 2020, the carrying amount of the Group's trade payables were denominated in RMB.

於二零二一年及二零二零年十二月三十一日，本集團貿易應付款項的賬面值以人民幣計值。

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25. OTHER PAYABLES AND ACCRUALS

25. 其他應付款項及應計費用

		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 and welfare accruals	員工成本及福利應計費用	52,126	57,836
Leasehold improvements payable	租賃改善裝修應付款項	2,059	11,898
Payable to payroll related services (Note i)	就工資相關服務應付款項 (附註i)	1,028	3,606
Rental payable	租賃應付款項	7,489	5,320
Professional service expenses	專業服務開支	9,536	10,153
Utility payable	公共設施應付款項	212	501
Business tax and other tax liabilities	商業稅及其他稅項負債	2	99
Amount due to a related party (Note 32(c)(iii))	應付一名關聯方款項 (附註32(c)(iii))	1,149	1,149
Amounts due to former shareholders (note ii)	應付前股東款項(附註ii)	23,228	23,859
Amount due to the controlling shareholder (Note ii)	應付控股股東款項(附註ii)	1,634	—
Loans from independent third parties (Note iii)	來自獨立第三方的貸款 (附註iii)	15,856	28,200
Others	其他	281	2,614
		114,600	145,235

Notes:

- (i) The Group engaged payroll services companies, the third party companies, for salary and wages distribution services for certain junior position staffs (such as waiters/waitress, kitchen assistants, etc.). On monthly basis, the payroll services companies distributes salary and wages to relevant individuals after receiving payments from the Group.
- (ii) The amounts due to former shareholders, the controlling shareholder, and a related party do not bear any interest and are repayable on demand.
- (iii) The loans from independent third parties are unsecured, non-interest bearing and repayable on demand.

附註：

- (i) 本集團委聘工資服務公司(獨立第三方)向若干初級職位員工提供派發薪金及工資服務(例如男/女侍應生、廚房助理等)。工資服務公司每月在收到本集團的款項後會向相關人士派發薪金及工資。
- (ii) 應付前股東、控股股東及一名關聯方的款項不計任何利息及應按需償還。
- (iii) 向獨立第三方提供無抵押、不計息計按要
求償還的貸款。

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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
Advance received from online group purchasing websites (Note a)	自網上團購網站接獲的墊款(附註a)	167	699
Prepaid cards (Note b)	預付卡(附註b)	45,138	46,221
Cash coupons and others (Note b)	現金券及其他(附註b)	60	902
		45,365	47,822

Notes:

- (a) The Group collaborated with online group-purchasing websites in the PRC, which acted as the sales channels of the Group through which ultimate individual customers can purchase prepaid coupons to redeem goods and services at the Group's restaurants. The online group-purchasing websites make lump-sum payments to the Group in advance for the estimated value of electronic coupons that the websites would resell to end customers. The Group recognised such receipts as contract liabilities and when the relevant catering services are rendered to the customers who use the prepaid coupons in electronic form distributed online for settlement, the amount will be recognised as revenue and an equivalent amount will be deducted from the contract liabilities.
- (b) Prepaid cards and cash coupons and others issued by the Group, which can be utilised in the future consumption in restaurants by the customers, are recognised as contract liabilities. The prepaid cards and cash coupons of the Group are refundable. However, no refund liabilities were recognised during the years since the Directors expect that amounts to be refunded in the future reporting periods is insignificant.
- (c) Included in the contract liabilities at the beginning of the year of approximately RMB43,072,000 (2020: RMB38,627,000) were recognised as revenue during the year ended 31 December 2021.
- (d) The contract liabilities will be recognised as revenue when the Group fulfil the contract's obligation.

附註：

- (a) 本集團與中國網上團購網站合作，其擔當本集團的銷售渠道，最終個人客戶可透過它購買預付券，並於本集團的餐廳兌現商品及服務。網上團購網站就有關網站將轉售予終端客戶的電子券的估計價值，預先向本集團作出一筆過付款。本集團將該等收款確認為合約負債，而當向使用預付券(以電子形式網上分發)結算的客戶提供相關餐飲服務時，有關金額將確認為收益，並自合約負債扣除相應金額。
- (b) 本集團發出的預付卡及現金券及其他可供顧客將來在餐廳消費時使用，確認為合約負債。本集團的預付卡及現金券為可退回。然而，年內概無確認退回負債，因為董事預計於未來報告期間將予退回的金額並不重大。
- (c) 於截至二零二一年十二月三十一日止年度，計入年初合約負債的約人民幣43,072,000元(二零二零年：人民幣38,627,000元)獲確認為收益。
- (d) 合約負債將於本集團履行合約責任時確認為收益。

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27. BORROWINGS

27. 借貸

		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
Unsecured and guaranteed bank borrowings (Note a)	無抵押及擔保銀行貸款 (附註a)	4,800	3,000
The carrying amounts of the above borrowings are repayable	上述借貸的賬面值須 於以下時間償還		
— Within one year shown under current liabilities	— 一年內(計入流動 負債)	4,800	3,000

Note:

- (a) The bank borrowing was bearing 4.55% fixed interest rate per annum and repayable on or before 16 April 2022. The carrying amount of the borrowing approximated the fair value because the interest rate appropriates the market rate.

As at 31 December 2021, the bank borrowings with carrying amount of RMB4,800,000 (2020: RMB3,000,000) is unsecured and guaranteed by Mr. Hung, the controlling shareholder of the Company.

附註：

- (a) 銀行借貸按4.55%固定年利率計息，須於二零二二年四月十六日或之前償還。由於借貸的利率與市場息率相若，故其賬面值亦與公平值相約。

於二零二一年十二月三十一日，賬面值為人民幣4,800,000元(二零二零年：人民幣3,000,000元)的銀行借貸乃無抵押及由本公司控股股東洪先生作個人擔保。

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28. DEFERRED INCOME TAX

The analysis of deferred tax assets and deferred tax liabilities 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
Deferred tax assets:	遞延稅項資產：		
— Deferred tax assets to be recovered after 12 months	— 十二個月後收回的遞延稅項資產	24,333	25,389
Deferred tax liabilities:	遞延稅項負債：		
— Deferred tax liabilities to be settled after 12 months	— 十二個月後結算的遞延稅項負債	(75)	(116)
Deferred tax assets, net	遞延稅項資產(淨額)	24,258	25,273

28. 遞延所得稅

遞延稅項資產及遞延稅項負債分析如下：

		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
At the beginning of the year	年初	25,273	25,984
Charge to the consolidated statement of profit or loss and other comprehensive income (Note 12)	於綜合損益及其他全面收入表內扣減(附註12)	(1,014)	(719)
Exchange alignment	匯兌調整	(1)	8
At the end of the year	年末	24,258	25,273

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28. DEFERRED INCOME TAX (Continued)

28. 遞延所得稅(續)

The movements in deferred income tax assets are as follows:

遞延所得稅資產變動如下：

		Accrual staff costs 應計 員工成本	Rental Fee accruals 應計 租金費用	Tax loss 稅項虧損	Allowance for expected credit loss 預期信貸虧損 撥備	Accelerated tax depreciation 加速稅項折舊	Rein- statement costs 復原成本	Others 其他	Total 總計
As at 1 January 2020	於二零二零年一月一日	12,741	2,713	10,076	800	(3,300)	1,809	1,311	26,150
(Charge)/credit to the consolidated statement of profit or loss and other comprehensive income	於綜合損益及其他全面收益表內(扣減)/入賬	553	(258)	—	91	—	(1,147)	—	(761)
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	13,294	2,455	10,076	891	(3,300)	662	1,311	25,389
(Charge)/credit to the consolidated statement of profit or loss and other comprehensive income	於綜合損益及其他全面收益表內(扣減)/入賬	(410)	(502)	—	(73)	—	(71)	—	(1,056)
As at 31 December 2021	於二零二一年十二月三十一日	12,884	1,953	10,076	818	(3,300)	591	1,311	24,333

The movements in deferred income tax liabilities are as follows:

遞延所得稅負債變動如下：

		Convertible bonds 可換股債券 RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	(166)
Credit to the consolidated statement of profit or loss and other comprehensive income	於綜合損益及其他全面收益表內入賬	42
Exchange alignment	匯兌調整	8
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	(116)
Credit to the consolidated statement of profit or loss and other comprehensive income	於綜合損益及其他全面收入表內入賬	42
Exchange alignment	匯兌調整	(1)
As at 31 December 2021	於二零二一年十二月三十一日	(75)

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28. DEFERRED INCOME TAX (Continued)

Deferred tax assets are recognised for tax loss carry-forwards to the extent that the realisation of the related tax benefit through future taxable profits is probable. The Group did not recognise deferred tax assets of approximately RMB35,331,000 (2020: RMB34,482,000) in respect of losses amounting to approximately RMB141,323,000 (2020: RMB129,928,000) for the year ended 31 December 2021.

29. CONVERTIBLE BONDS

On 4 July 2018, the Company issued the convertible bonds, which is 5-year, zero coupon and in the aggregate principal amount of approximately HK\$129,470,000 (equivalent to approximately RMB109,388,000) to the vendors, including Mr. Hung, Ms. Hung Ying, Mr. Ho Roy Poon Kwong, Mr. So Kam Chuen and Ms. Szeto Yuen Man (collectively the “Vendors”), as part of the consideration of the Acquisition. Pursuant to the terms and conditions of the acquisition agreement, the convertible bonds are convertible into the Company’s shares at the initial conversion price of HK\$0.1025 per conversion share (subject to adjustments). The conversion period is 5 years from the date of issue of the convertible Bonds.

The bondholder could convert the principal amount outstanding under the convertible bonds registered in its names into the Company’s ordinary shares (the “Shares”) subject to the terms and conditions.

Any amount of the convertible bonds which is converted will forthwith be cancelled. Certificate in respect of the convertible bonds cancelled will be forwarded to or to the order of the Company and the convertible bonds may not be reissued or resold. Any amount of the bonds which remains outstanding on the maturity date shall be redeemed at its then outstanding principal amount. The Company shall not be entitled to redeem any part of the convertible bonds prior to the maturity date.

The convertible bonds contained two components, liability and equity component. The fair value of the liability component was calculated using an effective interest rate of 9.41% per annum for instruments of comparable credit status. The residual amount, representing the value of the equity component, has been included in the convertible bonds reserve under the consolidated statement of change in equity.

28. 遞延所得稅(續)

倘有可能透過日後應課稅利潤變現為相關稅項優惠，則就結轉稅項虧損確認遞延稅項資產。截至二零二一年十二月三十一日止年度，本集團並無就約人民幣141,323,000元(二零二零年：人民幣129,928,000元)的虧損確認遞延稅項資產約人民幣35,331,000元(二零二零年：人民幣34,482,000元)。

29. 可換股債券

於二零一八年七月四日，本公司向賣方(包括洪先生、洪瑩女士、何磐光先生、蘇錦存先生及司徒婉雯女士)(統稱「賣方」)發行可換股債券，為五年、零票面息率及本金總額約129,470,000港元(相當於約人民幣109,388,000元)，作為收購事項的代價。根據收購協議的條款及條件，可換股債券可初步轉換價每股轉換股份0.1025港元(可予調整)轉換為本公司股份。轉換期間為可換股債券發行日期起計五年。

債券持有人可將以其名義登記的可換股債券的未轉換本金額轉換為本公司普通股(「股份」)，惟受限於條款及條件。

可換股債券獲兌換的任何金額將隨即註銷。所有已註銷可換股債券之證書將送呈本公司或由本公司掌管，而該等可換股債券均不會重新發行或重售。於到期日仍未兌換的可換股債券之任何金額須按當時未兌換本金額予以贖回。於到期日前，本公司不得贖回可換股債券的任何部分。

可換股債券包含兩個部分，即負債部分及權益部分。負債部分的公平值乃按可資比較信貸狀況的工具的實際年利率9.41%計算。餘值(即權益部分的價值)已計入綜合權益變動表的可換股債券儲備。

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29. CONVERTIBLE BONDS (Continued)

The liability and equity components of the convertible bonds recognised in the consolidated statement of financial position were calculated as follows:

		Liability component 負債部分 RMB'000 人民幣千元	Equity component 權益部分 RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	2,942	1,069
Imputed interest recognised (Note 11)	已確認應計利息(附註11)	257	—
Exchange alignment	匯兌調整	(198)	—
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	3,001	1,069
Imputed interest recognised (Note 11)	已確認應計利息(附註11)	260	—
Exchange alignment	匯兌調整	(83)	—
As at 31 December 2021	於二零二一年十二月三十一日	3,178	1,069

29. 可換股債券(續)

於綜合財務狀況表確認的可換股債券的負債及權益部分按下文計算：

30. SHARE-BASED PAYMENT TRANSACTION

Equity-settled share option scheme of the Company

The Company's Scheme was adopted pursuant to a resolution passed on 2 June 2021, the purpose of the Scheme is to enable the Company to grant options to selected eligible participants as incentives or rewards for their contribution or potential contribution to the Group and to enable the Group to recruit and retain high-calibre employees and attract human resources that are valuable to the Group. In determining whether a person has contributed or will contribute to the Group, the Group will take into account, among other things, whether contribution has been made to or will be made to the Group in terms of operation, financial performance, prospects, growth, reputation and image of the Group.

30. 以股份為基礎付款交易

本公司的股權結算購股權計劃

本公司根據於二零二一年六月二日通過的該計劃，計劃旨在讓本公司向選定的合資格參與者授出購股權作為其對本集團貢獻或潛在貢獻的獎勵或回報，以及讓本集團能夠招聘及留任優質僱員及吸引對本集團有寶貴價值的人力資源。釐定某一人士是否曾經或將會為本集團作出貢獻時，本集團將考慮(其中包括)是否於過去或將來為本集團的營運、財務表現、前景、增長、聲譽及形象方面作出貢獻。

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30. SHARE-BASED PAYMENT TRANSACTION (Continued)

Equity-settled share option scheme of the Company (Continued)

As at 31 December 2021, the number of shares in respect of which options had been granted and remained outstanding under the Scheme was 19,120,800 (2020: Nil), representing 2.80% (2020: Nil) of the shares of the Company in issue at that date. The total number of shares in respect of which options may be granted under the Scheme is not permitted to exceed 10% of the shares of the Company in issue at any point in time, without prior approval from the Company's shareholders. The number of shares issued and to be issued in respect of which options granted and may be granted to any individual in any one year is not permitted to exceed 1% of the shares of the Company in issue at any point in time, without prior approval from the Company's shareholders.

No consideration is payable on the grant of an option. All the share options granted shall vest to the grantees on the date of grant. The exercise price is determined by the directors of the Company, and will not be less than the higher of (i) the closing price of the Company's shares on the date of grant, (ii) the average closing price of the shares for the five business days immediately preceding the date of grant; and (iii) the nominal value of the Company's shares.

Details of specific categories of options are as follows:

Series	Remained number	Vesting period	Exercisable date	Expiry date	Exercise price	Closing price immediately before the date of grant
系列	餘下數量	歸屬期	可行使日期	屆滿日期	行使價	緊接授出日期前的收市價
					HK\$ 港元	HK\$ 港元
Granted on 20 July 2021 於二零二一年七月二十日授出	—	Nil 無	20 July 2021 二零二一年七月二十日	19 July 2031 二零三一年七月十九日	0.111	0.111
Granted on 19 October 2021 於二零二一年十月十九日授出	19,120,800	Nil 無	19 October 2021 二零二一年十月十九日	18 October 2031 二零三一年十月十八日	0.1014	0.101

30. 以股份為基礎付款交易(續)

本公司的股權結算購股權計劃(續)

於二零二一年十二月三十一日，根據該計劃已授出但尚未行使的購股權所涉及的股份數目為19,120,800股(二零二零年：無)，相當於本公司於該日已發行股份的2.80%(二零二零年：無)。未經本公司股東事先批准，根據該計劃可能授出的購股權所涉及的股份總數不得超過本公司於任何時間已發行股份的10%。未經本公司股東事先批准，於任何一年向任何個人已授出及可能授出的購股權所涉及的已發行及將予發行股份數目不得超過本公司於任何時間已發行股份的1%。

毋須就授出購股權支付代價。所有已授出購股權將於授出日期歸屬予承授人。行使價由本公司董事釐定，惟將不得低於以下之較高者：(i)本公司股份於授出日期的收市價；(ii)股份於緊接授出日期前五個營業日的平均收市價；及(iii)本公司股份的面值。

購股權特定類別的詳情如下：

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30. SHARE-BASED PAYMENT TRANSACTION (Continued)

Equity-settled share option scheme of the Company (Continued)

The following table discloses movements of the Scheme during the year:

Series 系列		As at 1 January 2020, 31 December 2020 and 1 January 2021 於二零二零年 一月一日、 二零二零年 十二月三十一日及 二零二一年 一月一日	Granted during the year 年內授出	Exercised during the year 年內行使	As at 31 December 2021 於二零二一年十二 月三十一日
Granted on 20 July 2021	於二零二一年七月二十日授出	—	44,615,200	(44,615,200)	—
Granted on 19 October 2021	於二零二一年十月十九日授出	—	19,120,800	—	19,120,800
		—	63,736,000	(44,615,200)	19,120,800
Exercisable at the end of the year	年末可行使				19,120,800
Weighted average exercise price	加權平均行使價	—	0.10812	0.111	0.1014

In respect of the share option exercised during the year, the weighted average share prices at the dates of exercise was HK\$0.099.

During the year ended 31 December 2021, options were granted on 20 July 2021 and 19 October 2021. The estimated fair values of the options granted on those dates are approximately HK\$2,710,000 and HK\$1,154,000 respectively.

30. 以股份為基礎付款交易(續)

本公司的股權結算購股權計劃(續)

下表披露年內該計劃的變動：

就年內已行使的購股權，於行使日期的加權平均股份價格為0.099港元。

截至二零二一年十二月三十一日止年度，分別於二零二一年七月二十日及二零二一年十月十九日授出購股權。於該等日期授出的購股權的估計公平值分別為約2,710,000港元及1,154,000港元。

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30. SHARE-BASED PAYMENT TRANSACTION (Continued)

Equity-settled share option scheme of the Company (Continued)

These fair values were calculated using Binominal Option Pricing Model. The inputs into the model were as follows:

Date of granted 授出日期

Weighted average share price	加權平均股價
Exercise price	行使價
Expected volatility	預期波動率
Expected life	預期年期
Risk-free rate	無風險利率
Expected dividend yield	預期股息回報率

Expected volatility was determined by using the historical volatility of the Company's share price over the previous 10 years. The expected life used in the model has been adjusted, based on the valuer's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

The Group recognised the total of approximately HK\$3,864,000 (equivalents to RMB3,199,000) for the year ended 31 December 2021 (2020: Nil) in relation to share options granted by the Company.

The Binominal Option Pricing Model has been used to estimate the fair value of the options. The variables and assumptions used in computing the fair value of the share options are based on the valuer's best estimate. The value of an option varies with different variables of certain subjective assumptions.

30. 以股份為基礎付款交易(續)

本公司的股權結算購股權計劃(續)

該等公平值乃使用二項期權定價模型計算。模型的輸入數據如下：

	20 July 2021	19 October 2021
	二零二一年七月二十日	二零二一年十月十九日

Weighted average share price	HK\$0.100港元	HK\$0.099港元
Exercise price	HK\$0.111港元	HK\$0.1014港元
Expected volatility	102.02%	99.89%
Expected life	10 years年	10 years年
Risk-free rate	0.85%	1.31%
Expected dividend yield	0%	0%

預期波動率使用本公司於過去10年的股價的歷史波動率釐定。模型中使用的預期年期已基於估值師的最佳估計，就不可轉讓性、行使限制及行為考慮因素的影響作出調整。

截至二零二一年十二月三十一日止年度，本集團就本公司授出的購股權確認總額約3,864,000港元(相當於人民幣3,199,000元)(二零二零年：無)。

二項期權定價模型已用於估計購股權的公平值。計算購股權公平值所用的變量及假設乃基於估值師的最佳估計。購股權價值因若干主觀假設的不同變量而有所不同。

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31. COMMITMENTS

Capital commitments

Capital expenditure contracted for at the end of the years but not yet incurred are as follows:

Property, plant and equipment 物業、廠房及設備

31. 承擔

資本承擔

年末已訂約但未產生的資本開支如下：

	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
Property, plant and equipment 物業、廠房及設備	—	4,346

32. MATERIAL RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control, common significant influence or joint control.

Mr. Hung, members of key management and their close family members of the Group are also considered as related parties. In the opinion of the Directors, the related party transactions were carried out in the normal course of business and at terms negotiated between the Group and respective related parties.

The following companies are related parties of the Group that had balances and/or transactions with the Group.

32. 重大關聯方交易

若一方有能力直接或間接控制另一方，或在作出財務及經營決策時能對另一方行使重大影響力，即被視為關聯方。倘若所涉各方均受制於同一控制、同一重大影響或共同控制，則亦被視為相互關聯。

洪先生、本集團的主要管理層成員及與其關係密切之家庭成員亦被認為關聯方。董事認為，關聯方交易於業務正常過程進行，並按本集團與各自關聯方磋商之條款進行。

下列公司為本集團之關聯方與本集團有結餘及／或交易。



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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. MATERIAL RELATED PARTY TRANSACTIONS (Continued) 32. 重大關聯方交易(續)

(a) Names and relationships with related parties

(a) 名稱及與關聯方關係

Name 名稱	Relationship 關係
Mr. Hung 洪先生	Controlling shareholder 控股股東
Shanghai Zhaorong Investment Consulting Co., Ltd. ("Zhaorong") 上海兆榮投資諮詢有限公司(「兆榮」)	Controlled by the controlling shareholder 由控股股東控制
Shanghai Zhipeng Food & Beverage Management Co., Ltd. ("Zhipeng") 上海致鵬餐飲管理有限公司(「致鵬」)	Controlled by the controlling shareholder 由控股股東控制
Shanghai Tao Huayuan Food & Beverage Management Co., Ltd. ("Tao Huayuan") 上海桃花源餐飲管理有限公司(「桃花源」)	Controlled by Ms. Hung (Mr. Hung's elder sister) 由洪女士(洪先生之長姊)控制
Zhenwei (Shanghai) International Trading Co., Ltd. ("Zhenwei") 甄味(上海)國際貿易有限公司(「甄味」)	Controlled by Ms. Hung (Mr. Hung's elder sister) 由洪女士(洪先生之長姊)控制
Ma Shuaixiang 馬帥翔	Shareholder of a non-wholly owned subsidiary 非全資附屬公司的股東
Shanghai Tai Yeye Food & Beverage Management Co., Ltd. ("Grandpa Tai") 上海泰椰爺餐飲管理有限公司(「泰椰爺」)	Controlled by Ms. Hung (Mr. Hung's elder sister) 由洪女士(洪先生之長姊)控制

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32. MATERIAL RELATED PARTY TRANSACTIONS (Continued) 32. 重大關聯方交易(續)

(b) Significant transactions with related parties

(i) Key management compensation

Key management includes the executive director, Mr. Hung, and certain executives of the Group who have important role in making operational and financial decisions. The compensation paid or payable to key management for employee services is shown below:

(b) 與關聯方的重大交易

(i) 關鍵管理人員薪酬

關鍵管理人員包括本集團執行董事洪先生及若干行政人員，彼等在營運及財務決策上擔任要職。就僱員服務已付或應付關鍵管理人員的薪酬載列如下：

		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
Wages and salaries	工資及薪金	1,118	851
Share-based payments	以股份為基礎付款	693	—
Defined contribution plan and other social security costs	界定供款計劃及其他社會保障成本	41	—
		1,852	851

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32. MATERIAL RELATED PARTY TRANSACTIONS (Continued) 32. 重大關聯方交易(續)

(c) Balances with related parties

(i) Included in trade payables — (trade related)

		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
Zhenwei	甄味	2	2
Zhipeng	致鵬	118	118
		120	120

(ii) Included in prepayments and other receivables

Other receivables and prepayments due from related parties — other receivables (non-trade related) (Note 20)

(c) 與關聯方的結餘

(i) 計入貿易應付款項 — (貿易相關)

		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
Zhenwei	甄味	2	2
Zhipeng	致鵬	118	118
		120	120

(ii) 計入預付款項及其他應收款項

應收關聯方其他款項及預付款項 — 其他應收款項 (非貿易相關)(附註20)

		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
Tao Huayuan	桃花源	37	33
Zhenwei	甄味	70	70
Zhaorong	兆榮	4	226
Zhipeng	致鵬	76	76
Grandpa Thai	泰椰爺	—	5
		187	410

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32. MATERIAL RELATED PARTY TRANSACTIONS (Continued) 32. 重大關聯方交易(續)

(c) Balances with related parties (Continued)

(ii) Included in prepayments and other receivables (Continued)

Other receivables from related parties are unsecured, interest-free and have no fixed terms of repayment. No provisions were made against receivables from related parties.

(iii) Included in other payables and accruals — (non trade related) (Note 25)

Amount due to a related party

		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
Mr. Ma Shuaixiang	馬帥翔先生	1,149	1,149

Amount due to the controlling shareholder

		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
Mr. Hung	洪先生	1,634	—

The payables due to a related party and amount due to the controlling shareholder are unsecured, interest-free and are repayable on demand.

(c) 與關聯方的結餘(續)

(ii) 計入預付款項及其他應收款項(續)

應收關聯方其他款項為無抵押、不計息及無固定還款期。並無就應收關聯方之款項作出撥備。

(iii) 計入其他應付款項及應計費用 — (非貿易相關)(附註25)

應付一名關聯方款項

應付控股股東款項

應付一名關聯方款項及應付控股股東款項為無抵押、不計息及按要求償還。

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33. CONTINGENT LIABILITIES

The Company acquired the entire equity interest in the Longhui International Catering Management Limited (the “**Accounting Acquirer**”) on 4 July 2018 (the “**Acquisition Date**”) was accounted for in the consolidated financial statements as reverse acquisition of the Company by the Accounting Acquirer (the “**Reverse Acquisition**”). The Group recognised deemed listing expenses of approximately RMB399,670,000 upon the application of the Reverse Acquisition on the Acquisition Date (“**Deemed Listing Expenses**”).

On the Acquisition Date, the Group applied the Reverse Acquisition method of accounting and recognised the identifiable assets and liabilities of the Company as at that date, including the recorded accrued expenses and other payables of approximately RMB37,578,000 as disclosed in Note 32 to the consolidated financial statements in the annual report of the Company for the year ended 31 December 2019.

These recorded accrued expenses and other payables do not include any of the unknown liabilities of the Company brought forward from 1 January 2018, which included the amount due to a deconsolidated subsidiary of approximately RMB882,000 (equivalent to approximately HK\$1,028,000) and unknown other payables of approximately RMB15,182,000 (equivalent to approximately HK\$17,694,000) (collectively, the “**Unknown Liabilities**”).

The Company had used its best effort to identify the nature of the Unknown Liabilities including publishing a public notice which invited any potential creditors to inform the Company of any debts or claims.

With the legal advice provided to the Company, according to Section 4(1)(a) of Cap. 347 provides that actions founded on simple contract shall not be brought after the expiration of 6 years from the date on which the course of action accrued whereas s.4(3) states that an action upon a specialty shall not be brought after the expiration of 12 years from the date on which the cause of action accrued.

33. 或然負債

於二零一八年七月四日(「收購日期」)，本公司收購龍輝國際餐飲管理控股有限公司全部股權(「會計收購方」)，於綜合財務報表列賬為會計收購方對本公司作出的反收購(「反收購」)。本集團於收購日期應用反收購後確認視作上市開支約人民幣399,670,000元(「視作上市開支」)。

於收購日期，本集團應用反收購會計法及確認本公司於該日的可識別資產及負債，包括錄得應計費用及其他應付款項約人民幣37,578,000元(於本公司截至二零一九年十二月三十一日止年度之年報內綜合財務報表附註32披露)。

該等所錄得應計費用及其他應付款項並不包括本公司自二零一八年一月一日承前的任何未知負債(包括應付取消綜合入賬附屬公司款項約人民幣882,000元(相當於約1,028,000港元)及其他未知應付款項約人民幣15,182,000元(相當於約17,694,000港元)(統稱「未知負債」)。

本公司已盡全力識別未知負債的性質，包括刊發公共通告邀請任何潛在債務人向本公司知會任何債務或申索。

按照本公司獲提供的法律意見，根據第347章第4(1)(a)條，規定基於簡單合約或侵權行為的訴訟，不得於訴訟因由產生的日期起計滿6年後提出，而第4(3)條載明基於蓋印文據的訴訟，不得於訴訟因由產生的日期起計滿12年後提出。

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33. CONTINGENT LIABILITIES (Continued)

The directors of the Company considered that the origin of the Unknown Liabilities is unlikely to be created under a deed and among other reasons, given actions founded on simple contract shall not be brought after 6 years from the date on which the cause of actions accrued pursuant to the Limitation Ordinance (Laws of Hong Kong Chapter 347), any potential creditors would be statutorily barred from taking action against another person 6 years after the date when the liabilities were due, unless such liabilities was created under deed, in which case, the limitation period shall be 12 years from the date of the liabilities were due. As the unknown liabilities were incurred during the year ended 31 December 2012 and 2013, if the amount was created under simple contract, the payment obligation is expired as at 31 December 2019, if the liabilities was created under deed, the payment obligations will be expire as at 31 December 2025.

Besides, the Company had entered into a debt assignment agreement with Global Courage Limited (“**Global Courage**”), pursuant to which Global Courage agrees to undertake all outstanding Unknown Liabilities.

Subject to the above matters, the possibility of outflow of economic resources in the settlement of Unknown Liabilities by the Group is not probable.

33. 或然負債(續)

本公司董事認為未知負債不大可能產生自契據，尤其是因為根據香港法例第347章《時效條例》，基於簡單合約的訴訟於訴訟因由產生的日期起計滿6年後不得提出，任何潛在債權人禁止於負債到期日後6年對另一人士提出訴訟，除非有關負債並非源自契據，在該情況下，時限將為負債到期日後12年。由於未知負債於截至二零二一年及二零一三年十二月三十一日止年度產生，倘有關金額源自簡單合約，付款責任於二零一九年十二月三十一日已屆滿，倘有關負債源自契據，付款責任將於二零二五年十二月三十一日屆滿。

此外，本公司已與 Global Courage Limited (「**Global Courage**」) 訂立債務轉讓協議，據此，Global Courage 同意承擔所有尚未清償未知負債。

綜上所述，本集團清償未知負債時出現經濟資源外流的可能性不大。

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34. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and noncash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

34. 融資活動產生負債的對賬

下表詳列本集團因融資活動而產生的負債變動，包括現金及非現金變動。融資活動產生的負債指於本集團合併現金流量表中過去已分類為或將來會分類為融資活動產生的現金流量的融資活動現金流量。

		Borrowings	Interest payable	Convertible bonds liabilities 可換股債券負債	Lease liabilities 租賃負債	Loan from independent third parties 來自獨立第三方貸款	Total
		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	於二零二零年一月一日	—	—	2,942	152,997	—	155,939
Addition to lease liabilities	租賃負債添置	—	—	—	22,283	—	22,283
Proceeds from borrowings	借貸所得款項	3,000	—	—	—	28,200	31,200
Lease modifications	租賃修改	—	—	—	(64,819)	—	(64,819)
Interest expense on lease liabilities	租賃負債的利息開支	—	—	—	6,248	—	6,248
Repayment of lease liabilities	償還租賃負債	—	—	—	(46,222)	—	(46,222)
Rental concession	租金優惠	—	—	—	(4,325)	—	(4,325)
Imputed interest recognised	已確認應計利息	—	—	257	—	—	257
Interest accrued	應計利息	—	104	—	—	—	104
Interest paid	已付利息	—	(104)	—	—	—	(104)
Exchange alignment	匯兌調整	—	—	(198)	—	—	(198)
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	3,000	—	3,001	66,162	28,200	100,363
Proceeds from borrowings	借貸所得款項	4,800	—	—	—	10,247	15,047
Interest expense on lease liabilities	租賃負債的利息開支	—	—	—	3,201	—	3,201
Imputed interest recognised	已確認應計利息	—	—	260	—	—	260
Interest accrued	應計利息	—	142	—	—	—	142
Repayment of borrowings	償還借貸	(3,000)	—	—	—	(22,591)	(25,591)
Repayment of lease liabilities	償還租賃負債	—	—	—	(28,681)	—	(28,681)
Lease modifications	租賃修改	—	—	—	(8,921)	—	(8,921)
Rental concession	租金優惠	—	—	—	(1,808)	—	(1,808)
Interest paid	已付利息	—	(142)	—	—	—	(142)
Exchange alignment	匯兌調整	—	—	(83)	—	—	(83)
As at 31 December 2021	於二零二一年十二月三十一日	4,800	—	3,178	29,953	15,856	53,787

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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. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY 35. 有關本公司財務狀況表的資料

Statement of Financial Position

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
Assets	資產		
Non-current asset	非流動資產		
Investment in subsidiaries	附屬公司投資	—	—
Current assets	流動資產		
Prepayments	預付款項	99	564
Cash and cash equivalents	現金及現金等價物	866	169
		965	733
Total assets	資產總值	965	733
Capital and reserves	資本及儲備		
Share capital	股本	230	109
Reserves	儲備	(37,378)	(38,622)
Total equity	總權益	(37,148)	(38,513)
Liabilities	負債		
Non-current liabilities	非流動負債		
Convertible bonds	可換股債券	3,178	3,001
Deferred tax liabilities	遞延稅項負債	75	116
		3,253	3,117
Current liabilities	流動負債		
Other payables and accruals	其他應付款項及應計費用	34,860	36,129
Total liabilities	負債總值	38,113	39,246
Total equity and liabilities	總權益及負債	965	733
Net current liabilities	流動負債淨值	(33,895)	(35,396)

The Company's statement of financial position was approved and authorised for issue by the board of directors on 30 March 2022 and are signed on its behalf by:

本公司的財務狀況表乃於二零二二年三月三十日經董事會批准及授權刊發，並由以下董事代表簽署：

Hung Shui Chak
洪瑞澤
Director
董事

Yuan Mingjie
袁明捷
Director
董事

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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. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

35. 有關本公司財務狀況表的資料 (續)

Movement in the Company's reserves

本公司儲備的變動

		Share premium	Convertible bond reserve (Note 29) 可換股債券儲備 (附註29)	Share based-payments reserve (Note 30) 以股份為基礎付款儲備 (附註30)	Other reserve	Exchange reserve	Accumulated losses	Total
		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	RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	566,637	1,069	—	(118,137)	3,370	(488,218)	(35,279)
Loss for the year	年內虧損	—	—	—	—	—	(4,871)	(4,871)
Other comprehensive income	其他全面收益	—	—	—	—	1,528	—	1,528
Total comprehensive income/ (loss) for the year	年內全面收益/(虧損)總額	—	—	—	—	1,528	(4,871)	(3,343)
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	566,637	1,069	—	(118,137)	4,898	(493,089)	(38,622)
Loss for the year	年內虧損	—	—	—	—	—	(41,664)	(41,664)
Other comprehensive loss	其他全面虧損	—	—	—	—	(1,793)	—	(1,793)
Total comprehensive loss for the year	年內全面虧損總額	—	—	—	—	(1,793)	(41,664)	(43,457)
Recognition of equity-settled share-based payments	確認股權結算以股份為基礎付款	—	—	3,199	—	—	—	3,199
Issue of share upon rights issue	供股時發行股份	36,937	—	—	—	—	—	36,937
Exercise of share options	行使購股權	6,768	—	(2,203)	—	—	—	4,565
As at 31 December 2021	於二零二一年十二月三十一日	610,342	1,069	996	(118,137)	3,105	(534,754)	(37,378)

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36. PARTICULARS OF SUBSIDIARIES

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

36. 附屬公司詳情

本集團於二零二一年及二零二零年十二月三十一日的主要附屬公司詳情列載如下：

Name of subsidiary 附屬公司名稱	Place of incorporation registration and operations 註冊成立/註冊及營運地點	Registered paid up capital 註冊繳足股本	Proportion of equity interest and voting power held by the Company 本公司持有的權益及投票權比例				Principal activities 主要活動
			Directly 直接		Indirectly 間接		
			2021 二零二一年	2020 二零二零年	2021 二零二一年	2020 二零二零年	
Longhui International Catering Management Holdings Limited 龍輝國際餐飲管理控股有限公司	Cayman Island 開曼群島	USD1 1美元	100.0	100.0	—	—	Investment holding 投資控股
Billion Express International Limited 億通國際有限公司	Hong Kong 香港	HKD1,000 1,000港元	—	—	100.0	100.0	Investment holding 投資控股
Billion Great International Limited 億高國際有限公司	Hong Kong 香港	HKD10,000 10,000港元	—	—	100.0	100.0	Investment holding 投資控股
Shanghai Qiaowei Investment Consulting Company Limited ¹ 上海喬威投資諮詢有限公司 ¹	The PRC 中國	USD2,160,000 2,160,000美元	—	—	100.0	100.0	Investment holding 投資控股
Shanghai Longhui Catering Management Company Limited ¹ 上海龍輝餐飲管理有限公司 ¹	The PRC 中國	RMB10,000,000 人民幣10,000,000元	—	—	100.0	100.0	Provision of food and beverage service 提供餐飲服務
Beijing Huige Catering Management ² 北京輝哥餐飲管理有限公司 ²	The PRC 中國	RMB1,000,000 人民幣1,000,000元	—	—	—	100.0	Provision of food and beverage service 提供餐飲服務
Shanghai Huige Seafood Hotpot Catering Company Limited ¹ 上海輝哥海鮮火鍋餐飲有限公司 ¹	The PRC 中國	RMB3,000,000 人民幣3,000,000元	—	—	100.0	100.0	Provision of food and beverage service 提供餐飲服務
Hefei Huige Catering Management Company Limited ² 合肥輝哥餐飲管理有限公司 ²	The PRC 中國	RMB2,000,000 人民幣2,000,000元	—	—	100.0	100.0	Provision of food and beverage service 提供餐飲服務
Shanghai Jinhong Catering Management Company Limited ¹ 上海錦宏餐飲管理有限公司 ¹	The PRC 中國	RMB500,000 人民幣500,000元	—	—	100.0	100.0	Provision of food and beverage service 提供餐飲服務

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36. PARTICULARS OF SUBSIDIARIES (Continued) 36. 附屬公司詳情(續)

The above table lists the subsidiaries of the Company which, in the opinion of the Directors, principally affect the results or assets of the Group. To give details of other subsidiaries would, in the opinion of the Directors, result in particulars of excessive length.

上表列載董事認為主要影響本集團業績或資產的本公司附屬公司。董事認為提供其他附屬公司的詳情將導致內容冗長。

The table below shows details of non-wholly owned subsidiary of the Group that have material non-controlling interest:

下表列載擁有重大非控股權益的本集團非全資附屬公司：

Name of subsidiary	附屬公司名稱	Proportion of ownership interests and voting rights held by non-controlling interest		Loss allocated to non-controlling interest		Accumulated non-controlling interest	
		非控股權益持有的擁有權益及投票權比例		分配至非控股權益的虧損		累計非控股權益	
		2021	2020	2021	2020	2021	2020
		二零二一年	二零二零年	二零二一年	二零二零年	二零二一年	二零二零年
		%	%	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
Hefei Huijie Catering Management Company Limited ²	合肥輝哥餐飲管理有限公司 ²	30.0	30.0	291	656	(1,637)	(1,346)

¹ Registered as wholly-foreign owned enterprises under the PRC Law.

¹ 根據中國法律註冊為外商獨資企業。

² Limited liability company established in the PRC.

² 於中國成立的有限公司。

Summarised financial information in respect of the Group's subsidiary that has material non-controlling interest is set out below. The summarised financial information below represents amounts before intragroup eliminations.

有關擁有重大非控股權益的本集團附屬公司的財務資料概要列載如下。以下財務資料概要表示集團內公司間對銷前金額。

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綜合財務報表附註

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36. PARTICULARS OF SUBSIDIARIES (Continued) 36. 附屬公司詳情(續)

Hefei Huige Catering Management Company Limited

合肥輝哥餐飲管理有限公司

		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	1,162	1,160
Non-current assets	非流動資產	820	952
Current liabilities	流動負債	(6,628)	(5,788)
Non-current liabilities	非流動負債	(811)	(811)
Equity attributable to owners of the Company	本公司擁有人應佔權益	(3,820)	(3,141)
Non-controlling interest	非控股權益	(1,637)	(1,346)
Revenue	收益	1,834	2,346
Expenses	開支	(2,804)	(4,532)
Loss for the year	年內虧損	(970)	(2,186)
Loss attributable to the owners of the Company	本公司擁有人應佔虧損	(679)	(1,530)
Loss attributable to non-controlling interest	非控股權益應佔虧損	(291)	(656)
Loss for the year	年內虧損	(970)	(2,186)
Total comprehensive loss attributable to the owners of the Company	本公司擁有人應佔全面虧損總額	(679)	(1,530)
Total comprehensive loss attributable to the non-controlling interest	非控股權益應佔全面虧損總額	(291)	(656)
Total comprehensive loss	全面虧損總額	(970)	(2,186)
Net cash outflow from operating activities	經營活動現金流出淨額	(4)	(40)
Net cash outflow from investing activities	投資活動現金流出淨額	—	—
Net cash outflow from financing activities	融資活動現金流出淨額	—	(15)
Net cash outflow	現金流出淨額	(4)	(55)



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37. EVENTS AFTER THE REPORTING PERIOD

On 21 January 2022, the Company allotted and issued 19,120,800 ordinary Shares pursuant to the exercise of the Share Options.

38. COMPARATIVE FIGURES

Certain comparative amounts have been reclassified to be consistent with the current year's presentation.

37. 報告期後事項

於二零二二年一月二十一日，本公司根據獲行使之購股權，配發並發行19,120,800股普通股。

38. 比較數字

若干比較數字已經重新分類，以與本年度的呈報相符。

Financial Summary

財務概要

RESULTS

業績

Year ended 31 December

截至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	2019 二零一九年 RMB'000 人民幣千元	2018 二零一八年 RMB'000 人民幣千元 (Restated) (經重列)	2017 二零一七年 RMB'000 人民幣千元 (Restated) (經重列)
Revenue	收益	162,883	184,378	418,565	624,707	700,432
(Loss)/profit before tax	除稅前(虧損)/溢利	(33,177)	(68,998)	(130,481)	(462,253)	37,799
Income tax (expenses)/credit	所得稅(開支)/抵免	(1,068)	(716)	2,234	10,625	(12,147)
(Loss)/profit for the year	年內(虧損)/溢利	(34,245)	(69,714)	(128,247)	(451,628)	25,652
Attributable to: Owners of the Company	以下各方應佔: 本公司擁有人	(33,954)	(69,058)	(127,513)	(451,095)	25,675
Non-controlling interests	非控股權益	(291)	(656)	(734)	(533)	(23)
(Loss)/profit for the year	年內(虧損)/溢利	(34,245)	(69,714)	(128,247)	(451,628)	25,652

ASSETS AND LIABILITIES

資產與負債

As at 31 December

於十二月三十一日

		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	2019 二零一九年 RMB'000 人民幣千元	2018 二零一八年 RMB'000 人民幣千元	2017 二零一七年 RMB'000 人民幣千元
Total assets	資產總額	90,523	161,471	305,324	323,450	388,873
Total liabilities	負債總額	(229,204)	(310,545)	(387,295)	(360,083)	(338,509)
Non-controlling interest	非控股權益	(1,637)	(1,346)	(690)	44	577
Total equity attributable to owners of the Company	本公司擁有人應佔總權益	(137,044)	(147,728)	(81,281)	(36,677)	49,787

