



# 新焦點汽車技術控股有限公司\*

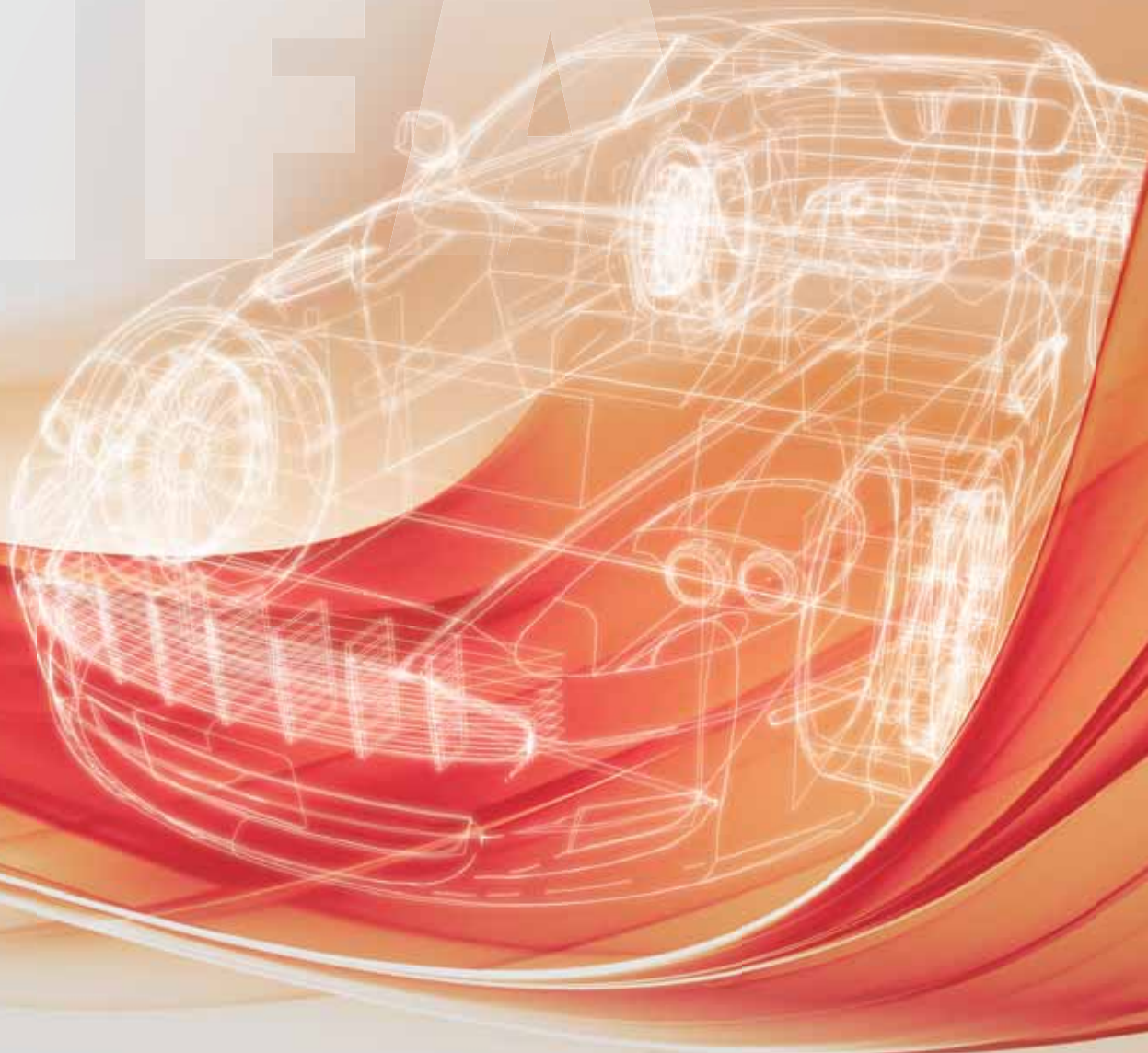
## New Focus Auto Tech Holdings Limited

(Incorporated in the Cayman Islands with limited liability) Stock Code: 360

### ANNUAL REPORT 2017



# N F A



\* For identification purpose only

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# CORPORATE INFORMATION

## **Directors**

### **Executive Directors**

Du Jinglei (*Chairman*)

### **Non-executive Directors**

Wang Zhenyu  
Zhang Jianxing  
Li Ngai

### **Independent Non-executive Directors**

Hu Yuming  
Lin Lei  
Zhang Xiaoya

## **Company Secretary**

Liu Xiaohua

## **Registered Office**

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

## **Principal Place of Business in Hong Kong**

5/F, 180 Hennessy Road  
Wan Chai  
Hong Kong

## **Auditor**

KPMG  
Certified Public Accountants  
8th Floor, Prince's Building  
10 Chater Road Central  
Hong Kong

## **Legal Advisers**

Paul Hastings  
21-22/F Bank of China Tower  
1 Garden Road  
Hong Kong

## **Principal Share Registrar and Transfer Office**

SMP Partner (Cayman) Limited  
3rd Floor, Royal Bank House  
24 Shedden Road  
George Town  
Grand Cayman KY1-1110  
Cayman Islands

## **Branch Share Registrar and Transfer Office in Hong Kong**

Computershare Hong Kong Investor  
Services Limited  
17M/F, Hopewell Centre  
183 Queen's Road East  
Wan Chai  
Hong Kong

## **Stock Code**

360

## **Websites**

<http://www.nfa360.com>

## CHAIRMAN'S STATEMENT

In 2017, sales of passenger vehicles in China maintained a steady growth as compared to 2016. Given that China's macro economy maintained an upward trend, we expect that sales of passenger vehicles in China will continue to grow steadily in 2018. As of the end of 2017, the number of passenger vehicles in China had reached approximately 217 million. With the continuous increase in the total number of passenger vehicles in China and the aging of automobiles, we anticipate that the after-sales market for passenger vehicles in China will keep on booming.

The business strategies implemented by the Group in 2017 mainly involved developing the Group's traditional advantageous business steadily and searching for new profit growth point constantly. The manufacturing business, which is a traditional advantageous business of the Group, has achieved a relatively sound growth in 2017. While striving to promote the development of the Group's own business, we also vigorously sought financing and acquisition opportunities in order to quickly expand the size of the Group and enhance the value of the Company in the capital market. The Group successfully signed the shares subscription agreement with investors at the end of 2017 for the purpose of raising sufficient funds to satisfy the development needs of the Group. The Group has also signed an equity transfer agreement and intended to acquire a number of earning-accretive 4S dealership stores in Inner Mongolia. It is expected that upon the completion of the acquisition, the Group's revenue scale and profitability will be improved significantly.

Looking ahead, the automobile industry in China remains challenging but yet it is also full of promise. The Group will seize the development opportunities of the overall automotive market, persistently improve its own operational management efficiency, and continue to expand the scale and profitability of the Group by consolidating and optimizing its business structure and actively participating in market integration, thereby creating greater value for shareholders.

On behalf of the board of directors, I would like to express my appreciation to the hard work of all of our staff and the support from various parties in the community.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Overview

In 2017, the Group focused on the automotive after-sales chain service in China to satisfy the comprehensive needs of numerous automotive users, taking the market-leading position in the industry.

## Results Highlights

### Revenue

For the year ended 31 December 2017 (the “Year”), the Group recorded a consolidated revenue of approximately RMB1,267,928,000 (2016: RMB1,292,665,000), representing a decrease of approximately 1.91%. Excluding the effect of a decrease of RMB204,501,000 in the consolidated revenue arising from the Company’s disposal of equity interest in certain subsidiaries in 2016, the consolidated revenue of the Group recorded an increase of approximately RMB179,764,000 or approximately 16.52% as compared with 2016.

The consolidated revenue of the Group’s retail service business amounted to approximately RMB364,310,000 (2016: RMB469,143,000), representing a decrease of approximately 22.35%. Due to the disposal of 100% of equity interest in each of New Focus Richahaus Corporation Limited, Taiwan New Focus Auto Service Corporation Limited, Shanghai New Focus Auto Repair Service Co., Ltd. and Shenzhen Yonglonghang Auto Service Ltd. in 2016 (the “**Disposal of Equity Interest in Certain Subsidiaries in Retail Service Business**”), the consolidated revenue decreased by approximately RMB127,874,000 as compared with 2016. Excluding such factor, the consolidated revenue of retail service business of the Group recorded an increase of approximately RMB23,041,000 or approximately 6.75% as compared with 2016, which was mainly attributable to the expansion of stores.

The consolidated revenue of the wholesale service business of the Group was RMB320,936,000 (2016: RMB401,541,000), representing a decrease of approximately 20.07%. Due to the Company’s disposal of 51% equity interest in a subsidiary, Shanghai Astrace Trade Development Co., Limited (the “**Disposal of Equity Interest in Shanghai Astrace**”, together with the Disposal of Equity Interest in Certain Subsidiaries in Retail Service Business, the “**Disposal of Equity Interest in Subsidiaries in 2016**”) in December 2016, the consolidated revenue decreased by approximately RMB76,627,000 as compared with 2016. Excluding such factor, the consolidated revenue of the wholesale service business of the Group recorded a decrease of approximately RMB3,978,000 or 1.22% as compared with 2016, which was mainly due to the strict selection of online and offline target partners of wholesale service business.

The consolidated revenue of the manufacturing business of the Group was approximately RMB582,682,000 (2016: RMB421,981,000), representing an increase of approximately 38.08%, which was mainly attributable to the sales of newly developed products and revenue generated from new customers brought by expansion of the domestic and foreign markets.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Gross profit and gross margin

The consolidated gross profit for the Year was approximately RMB222,355,000 (2016: RMB274,803,000), representing a decrease of approximately 19.09%. Excluding the effect of the decrease of RMB52,099,000 in the consolidated gross profit resulted from the Disposal of Equity Interest in Subsidiaries in 2016, the consolidated gross profit of the Group recorded a decrease of approximately 0.16% as compared with 2016, and the gross margin decreased from approximately 20.47% in 2016 to approximately 17.54% in 2017.

The gross profit of the Group's retail service business was approximately RMB73,664,000 (2016: RMB100,177,000), representing a decrease of approximately 26.47%, and its gross margin decreased from approximately 21.35% to approximately 20.22%. Due to the Disposal of Equity Interest in Certain Subsidiaries in Retail Service Business, the gross profit recorded a decrease of approximately RMB9,438,000 as compared with 2016. Excluding such factor, the gross profit decreased by approximately RMB17,075,000 and gross margin decreased from approximately 26.59% to approximately 20.22% as compared with 2016, mainly due to the fact that certain newly-established stores of the Group's retail service business were still at the growth stage.

The gross profit of the Group's wholesale service business was approximately RMB30,529,000 (2016: RMB81,010,000), representing a decrease of approximately 62.31%, and its gross margin decreased from approximately 20.17% to approximately 9.51%. Due to the Disposal of Equity Interest in Shanghai Astrace, the gross profit decreased by approximately RMB42,661,000 as compared with 2016. Excluding such factor, the gross profit decreased by approximately RMB7,820,000 and gross margin decreased from approximately 11.80% to approximately 9.51% as compared with 2016, mainly due to the promotion of online malls and decrease in the proportion of sales of products with high gross margin.

The gross profit of the Group's manufacturing business was approximately RMB118,162,000 (2016: RMB93,615,000), representing an increase of approximately 26.22%, and its gross margin was approximately 20.28% (2016: 22.18%). The decrease of gross margin was mainly attributable to the increase in raw material cost and labour cost and RMB appreciation.

## Other revenue and gains and losses

Other losses for the Year were approximately RMB203,571,000 (2016: gains of RMB59,934,000). Due to the fair value change in embedded derivative financial instruments in relation to the convertible notes in the principal amount of US\$35,000,000 due in 2019 (the "**CCBC Convertible Notes**"), which was issued to High Inspiring Limited (the "**Investor**", an indirect wholly-owned subsidiary of China Construction Bank Corporation), on 1 September 2017, the Company recorded a loss of RMB208,031,000 (the "**Loss Due to Fair Value Change in Derivative Financial Instruments for the Year**"). While in 2016, the Company recorded a gain of RMB4,250,000 on fair value change in conversion option in relation to the convertible notes issued to Haitong International Financial Products Limited. The difference in fair value change in 2017 as compared with 2016 was RMB212,281,000 (the "**Difference in Fair Value Change in Derivative Financial Instruments**"). In addition, the Company recorded an investment income of RMB18,840,000 in 2016 due to the Disposal of Equity Interest in Subsidiaries in 2016, while it did not record such investment income for the Year.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Expenses

Sales and marketing expenses for the Year were approximately RMB184,082,000 (2016: RMB213,738,000), representing a decrease of approximately 13.87%. The Disposal of Equity Interest in Subsidiaries in 2016 resulted in a decrease of sales and marketing expenses of approximately RMB54,562,000. Excluding such factor, sales and marketing expenses increased by approximately RMB24,906,000. It was mainly due to the increase in expenses of RMB16,037,000 arising from the expansion of the store network of the Group's retail service business and the increase in commission and delivery expense of RMB7,195,000 in aggregate arising from the revenue growth of the manufacturing business.

The administrative expenses for the Year were approximately RMB152,619,000 (2016: RMB149,492,000), representing an increase of approximately 2.09%. The Disposal of Equity Interest in Subsidiaries in 2016 resulted in the decrease in the administrative expenses of RMB25,267,000 for the Year. Excluding such factor, the administrative expenses increased by RMB28,394,000, mainly attributable to the expansion of the stores of retail service business of the Group which resulted in an increase of administrative expenses of RMB14,366,000 and the increased investment in the research and development of manufacturing business resulted in an increase of administrative expenses of RMB4,528,000.

## Operating loss

The operating loss of the Group for the Year was approximately RMB323,453,000 (2016: operating loss of RMB104,926,000), of which RMB208,031,000 was the Loss Due to Fair Value Change in Derivative Financial Instruments for the Year and RMB5,302,000 was the impairment provision for intangible assets allocated to Changchun Guangda Automobile Trading Co., Ltd. ("**Changchun Guangda**"), a subsidiary of the Company, due to its failure to meet the anticipated operating results for the Year. The remaining operating losses of approximately RMB110,120,000 were mainly attributable to the growth-stage loss from newly-established stores of the Group's retail service business and the impact on the Group's retail service business and wholesale service business arising from irrational expansion of e-commerce competitors.

## Finance costs

Net finance costs for the Year amounted to approximately RMB47,885,000 (2016: RMB40,885,000), representing an increase of approximately 17.12%. It was mainly attributable to the increased interest expenses relating to convertible notes for the Year as compared with 2016.

## Taxation

Income tax expenses for the Year were approximately RMB(1,368,000) (2016: RMB2,507,000). The decrease in income tax expenses was mainly attributable to the impairment of the intangible assets of Changchun Guangda, which resulted in the reversal of deferred income tax liabilities in the Year and offsetting of the income tax expenses in the amount of RMB1,325,000.

# MANAGEMENT DISCUSSION AND ANALYSIS

## **Loss attributable to equity shareholders of the Company**

Loss attributable to equity shareholders of the Company for the Year was approximately RMB315,465,000 (2016: RMB123,459,000). Excluding the following factors: the Difference in Fair Value Change in Derivative Financial Instruments; the decrease of RMB71,100,000 in impairment provision for goodwill and intangible assets as compared with 2016 due to Changchun Guangda's failure to meet anticipated operating results for the Year; and the Company's investment income of RMB18,840,000 in 2016, the loss attributable to equity shareholders of the Company increased by RMB31,985,000, which was mainly attributable to the growth-stage loss from newly-established stores of the Group's retail service business and the impact on the Group's retail service business and wholesale service business arising from irrational expansion of e-commerce competitors. Loss per share for the Year was approximately RMB6.79 cents (2016: RMB2.70 cents).

## **Financial Position and Liquidity**

The Group continued to maintain a stable financial position during the Year and the liquidity of assets of the Group remained healthy. The Group had a net cash inflow from operating activities of approximately RMB26,731,000 (2016: net cash outflow of RMB33,078,000).

The non-current assets were approximately RMB445,846,000 as at 31 December 2017 (31 December 2016: RMB388,051,000).

The net current liabilities were approximately RMB205,651,000 as at 31 December 2017 (31 December 2016: net current assets RMB63,748,000). If the fair value change in conversion option of RMB132,200,000 included in the convertible bonds and the receipt in advance from customers of RMB125,370,000 are not included, which should not be settled by cash, the net current assets are approximately RMB51,919,000 as at 31 December 2017.

Gearing ratio calculated by dividing total liabilities by total assets was approximately 84.21% as at 31 December 2017 (31 December 2016: 64.61%). The rise in gearing ratio was mainly attributable to the Loss Due to Fair Value Change in Derivative Financial Instruments for the Year.

As at 31 December 2017, the total bank borrowings of the Group were approximately RMB157,051,000 (31 December 2016: RMB178,475,000), approximately 16.59% of which were made in USD and approximately 83.41% were made in RMB. All of the bank borrowings are repayable within one year and at fixed interest rates. The Group's need for borrowings was generally steady during the Year. The Group repaid or renewed the bank borrowings during the Year when they became due. As at 31 December 2017, committed borrowing facilities available to the Group but not drawn amounted to RMB77,000,000. The Group maintains strong and sufficient operating cash flow, bank deposits and banking facilities to finance its daily operation and capital expenditure.



# MANAGEMENT DISCUSSION AND ANALYSIS

## **Capital Structure**

On 21 August 2017, the Company entered into a convertible note purchase agreement with the Investor, pursuant to which the Company conditionally agreed to issue and the Investor conditionally agreed to purchase the CCBC Convertible Notes. Assuming full conversion of the CCBC Convertible Notes at the initial conversion price of HK\$0.306085 per share, the CCBC Convertible Notes will be convertible into approximately 886,191,744 shares of the Company. The net proceeds from the issue of CCBC Convertible Notes, after deducting all related fees and expenses, are approximately US\$34,916,000. The issue of CCBC Convertible Notes was completed on 1 September 2017. Details of the aforementioned transaction are set out in the announcements of the Company dated 21 August 2017 and 8 September 2017.

Upon the receipt of two conversion notices dated 12 September 2017 and 28 September 2017, respectively, from the Investor, each for conversion of part of the CCBC Convertible Notes in the principal amount of US\$5,000,000, the Company allotted and issued 126,598,820 conversion shares, respectively, to the Investor at the conversion price of HK\$0.306085 per conversion share on 14 September 2017 and 3 October 2017, respectively.

On 21 December 2017, the Company entered into two separate subscription agreements with two subscribers, pursuant to which the Company conditionally agreed to allot and issue, and the subscribers conditionally agreed to subscribe for, an aggregate of 2,380,952,382 shares at the subscription price of HK\$0.42 per share. The net proceeds from the subscriptions, after deducting all related fees and expenses, are expected to be approximately HK\$965,000,000. An extraordinary general meeting will be convened and held for shareholders of the Company to consider and, if thought fit, approve the entering into of the aforementioned subscription agreements and the transactions contemplated thereunder. Details of the aforementioned subscriptions are set out in the announcement of the Company dated 21 December 2017.

As at 31 December 2017, the Group's total assets were RMB1,380,184,000 (31 December 2016: RMB1,212,834,000), comprising: (1) share capital of RMB398,481,000 (31 December 2016: RMB376,184,000), (2) reserves of RMB(180,554,000) (31 December 2016: RMB52,983,000), and (3) debts of RMB1,162,257,000 (31 December 2016: RMB783,667,000).

## **Financial Guarantees and Pledge of Assets**

As at 31 December 2017, the net book values of investment properties, property, plant and equipment and leasehold land and land use rights pledged as security for the Group's bank borrowings amounted to approximately RMB111,226,000 (31 December 2016: RMB107,516,000).

## **Material Acquisition and Disposal of Subsidiaries**

The Group had no material acquisition and disposal of subsidiaries during the Year.

# MANAGEMENT DISCUSSION AND ANALYSIS

## ***Significant Investments***

The Group had no significant investments during the Year. Please refer to the section “Events After the Reporting Period” of this annual report for the Group’s plans for material investments or acquisition of business.

## ***Exchange Risk***

The Group’s retail and wholesale service businesses were mainly conducted in the People’s Republic of China (“PRC”) and their settlement currency was RMB, so there was no exchange risk. As approximately 80% of the revenue of the Group’s manufacturing business was generated from the export of its products which was settled in USD and most of the materials used to produce those exports were purchased in RMB, the depreciation of USD against RMB would normally adversely affect the profitability of the Group’s manufacturing business. The Group managed its exposure to USD foreign currency risk by making USD borrowings to minimize exchange risk. As at 31 December 2017, the amount of the Group’s USD borrowings was approximately USD4,000,000.

In addition, the interests payable under the CCBC Convertible Notes, which are estimated to be USD1,796,000 and USD1,750,000 for the years of 2018 and 2019, respectively, will be paid out of the revenue generated from the export of the Group’s manufacturing business. This will help hedge against the exchange risk faced by the Group’s manufacturing business.

## ***Other Material Risks and Uncertainties***

The Group operates its major business in the PRC and faces other material risks and uncertainties, mainly including the future prospect of the PRC’s economy. Should the PRC’s economy suffer from downturn, the consumption sentiment of car owners will be affected, which will in turn reduce the revenue of the Group. The Group has adopted a development plan of establishing stores within gas stations with strategic partners to reduce its costs. It will pay close attention to the economic trend of the PRC and deal with those risks and uncertainties in a timely manner.

## ***Contingent Liabilities***

As at 31 December 2017, the Group had no significant contingent liabilities.

## ***Employees and Remuneration Policy***

As at 31 December 2017, the Group employed a total of 3,928 full-time employees (31 December 2016: 4,339), of which 552 (31 December 2016: 627) were managerial staff. The remuneration package for the Group’s employees includes wages, incentives (such as performance-based bonus) and allowances. The Group also provides social security insurance and benefits to its employees, and formulates and implements share option schemes as a long-term incentive scheme of the Group. Details of the share options scheme are disclosed in the “Report of the Directors” of this annual report. The Group emphasises the importance of staff development and provides training programmes on an ongoing basis with reference to its strategic objectives and performance of its staff.

# MANAGEMENT DISCUSSION AND ANALYSIS

## ***Environmental Policies and Performance***

The Group has been continuously promoting the establishment and improvement of environmentally friendly management mechanism and system. Those systems require all the employees of the Group to comply with the applicable environmental laws and regulations in their daily work. The relevant retail and service stores of the Group had obtained the approval from environmental protection authority prior to commencement of operation and strictly comply with applicable environmental laws and regulations in the subsequent operation to minimize the damages to the environment. The manufacturing business of the Group proactively incorporates the concept of environmental protection into the design and production process of the products, aiming at providing energy saving and environmentally friendly products to our customers. The Group encourages its employees to save energy and treasure resources.

## ***Compliance with Laws and Regulations***

During the Year, the Group has in all material respects complied with the relevant laws and regulations that have a significant impact on the operation of the Group which cover various aspects such as labor, fire prevention and environmental protection.

## ***Relationship with Employees, Customers and Suppliers***

The Group attaches great importance to its relationships with its employees, customers, suppliers and other relevant parties since such relationships are the core element for the Group's sustainable development. The Group adheres to the principle of legality, fairness, reasonableness and mutual benefit in its daily operation and duly handles its relationships with its employees, customers, suppliers and other relevant parties.

## ***Events After the Reporting Period***

### **Acquisition of 100% equity interest in Inner Mongolia Chuangying Automobile Co., Ltd.**

On 2 March 2018, Ningbo Meishan Bonded Port Area Chifeng Investment Management Co., Ltd\* (寧波梅山保稅港區馳豐投資管理有限公司) as the purchaser, a wholly-owned subsidiary of the Company, and Inner Mongolia Lifeng Dingsheng Automobile Co., Ltd.\* (內蒙古利豐鼎盛汽車有限公司) as the vendor, entered into an equity transfer agreement for the acquisition of 100% of the equity interests in Inner Mongolia Chuangying Automobile Co., Ltd.\* (內蒙古創贏汽車有限公司) which is wholly-owned by the vendor, at the consideration of RMB660,000,000, subject to the terms and conditions of the equity transfer agreement. Please refer to the announcement of the Company dated 2 March 2018 for more details about the acquisition.

# MANAGEMENT DISCUSSION AND ANALYSIS

## ***Industry Development and Business Review***

During the Year, the sales volume of passenger vehicles in the PRC was approximately 24.49 million, representing an increase of approximately 2% as compared with 2016. It is expected that the sales volume of passenger vehicles in the PRC will grow at a compound annual growth rate (“CAGR”) of approximately 3% from 2018 to 2020. The sales of passenger vehicles in the PRC market continued to grow steadily, promoting a constant increase of retention of passenger vehicles. The sale value of the PRC automobile after-sales market for the Year amounted to approximately RMB1,000 billion and it is expected to grow at a CAGR of 14.2% from 2018 to 2020 and reach RMB1,500 billion in 2020. This is both a historic opportunity and a severe challenge in light of a fragmented automobile service industry.

Along with the increasing average age of passenger vehicles in the PRC, the proportion of vehicles with expired warranties which are in the peak of need for replacement of naturally ageing accessories (normally 5-10 years after sales) has been increasing. More and more vehicle owners have shifted to individual automotive after-sales service chain networks and e-commerce platforms for alternative maintenance and repair solutions that are more economical, reliable and secure. Currently, other than the large-scale 4S dealership groups and small-scale individual stores, large-scale economical automotive after-sales chain networks are very scarce. The strong demand for such economical chain networks in the market is materially similar to the consumption demand for budget hotel chains in the hospitality industry and the demand for fast-food chain consumption in the food and beverage industry in the PRC market. In mature markets, such as the U.S. and Japan, their development history of large-scale individual aftersales chain networks has also proven this development trend. The Group will continue to maintain our position of developing reasonably priced products, our operations of branded chains and our principles of standardized and customized servicing, to gradually increase the number of our individual after-sales service chain stores and branding influence of the Group.

In the meantime, there are more than 300,000 individual small-scale after-sales stores in the PRC market, of which the distribution of parts and accessories required in the maintenance and repair business still relies on the traditional dealership system and the distribution model in automotive parts malls, and the efficiency of supply chain is relatively low. For regular maintenance parts and accessories and modification products, there is a significant need for comprehensive one-stop suppliers for these small-scale after-sales stores to address the currently low efficiency of scattered supply chains. We consider that online product search and ordering, integrated categories of products and optimized one-stop storage and delivery are the main solutions to the problems in the supply of automotive parts and accessories to those small-scale individual stores. In the B2B field, the Group will provide one-stop parts and accessories wholesale and delivery service to those small-scale individual stores, through ordering via computers and mobile devices on the “Auto Make” e-commerce platform.

As at 31 December 2017, the Group had a total of 227 retail service stores, 9 wholesale service stores and 2 manufacturing factories.

# MANAGEMENT DISCUSSION AND ANALYSIS

## ***The Group's Service Business***

Based on the analysis of automobile after-sales market by the management, the Group focused on the expansion of individual automobiles service chain networks in the B2C field and the construction and expansion of the automotive products e-commerce platform "Auto Make" in the B2B field.

The Group's operating strategies implemented during the Year mainly include the following aspects:

Firstly, the Group steadily expanded its retail service network. The integrated service chain business of the Group focused its resources on gas station stores. Pursuant to the strategic cooperation agreement with Hubei Branch of Sinopec Chemical Products Sales Company ("**Sinopec**"), the Group and Sinopec Hubei jointly opened automobile retail service stores in the gas stations within the Sinopec Hubei network and maintained a leading position in terms of market share and brand awareness in the automobile after-sales market in Central China region. The Group also joined hands with Sinopec Tianjin, Sinopec Jiangxi, Sinopec Anhui, Sinopec Guangdong and Gansu Marketing Branch of PetroChina Company Limited ("**PetroChina**") and Beijing Marketing Branch of PetroChina and set up service stores.

Secondly, the Group invested a lot of resources to improve the e-commerce platform "Auto Make", with which the offline business has shifted to the online platform "Auto Make" substantially and new customers are being attracted. Targeting small retail service stores, the e-commerce platform provides customers with repair and maintenance products and the purchase, delivery and warehouse storage services of automotive products; and it also attracts relevant manufacturers and large-scale wholesalers to set up stores on the "Auto Make" platform for the purpose of providing the services of sales, collection of payment and delivery. Through these functions, the Group has set up an e-commerce platform combining a self-operated wholesale platform of the Group and third-party sales of automotive products.

The e-commerce platform "Auto Make" grew at a steady pace during the Year. The revenue generated from the self-operated business for the Year amounted to RMB230 million. At present, the e-commerce platform provides service for the three provinces in Northeast China, eastern Inner Mongolia, Zhejiang Province and Jiangsu Province, and it is expected to further expand to Beijing, Shanghai and Guangdong.

## ***The Group's Manufacturing Business***

Based on the Group's overall strategic deployment, the Group's manufacturing business has uplifted its product innovation and competitiveness by integrating internal supply chains, improving production efficiency and investing in research and development resources. While streamlining the existing market and customers, the Group also focused precisely on the target market and customer groups. The foreign trade business achieved a significant growth as compared with 2016 and the professional channel in respect of the domestic trade business began to take shape.

# MANAGEMENT DISCUSSION AND ANALYSIS

The strategic layout of the pre-installed new energy vehicle market has achieved initial success. The Group has established a research and development subsidiary in Shenzhen which dedicates to the development of new energy vehicle accessories and has successfully developed a series of new energy vehicle accessories, namely the pre-installed on-board charger module (OBC), on-board charging inverter integrated machine (DBC), and on-board DC/DC converter and on-board inverter (DC/AC) for electric vehicles. It has started to deliver the relevant accessories for certain electric vehicle models of Chery and Fukuda. At the same time, the Group is also conducting adaption towards the research and development of new energy vehicles for more manufacturers, and it is expected to continuously supply relevant accessories for more manufacturers' new energy vehicles in the coming years. With the explosive growth in the production and sales of domestic new energy vehicles, the Group will seize the significant opportunities brought about by the market changes and strive to become a key supplier of new energy vehicle battery charging and inverter modules. The Company expects that this business segment will experience explosive growth in the future.

## ***Financing and Acquisition***

While developing the Group's own business, the management also invested plenty of resources in exploring financing and acquisition opportunities in a bid to accelerate the expansion of the Group and enhance the Company's value in the capital market. With the unremitting efforts of the management, the Group successfully entered into subscription agreements with investors during the Year to expand the shareholder base of the Company and raise sufficient funds for the Group's subsequent development. Please refer to the announcement of the Company dated 21 December 2017 for further details of the subscriptions.

Meanwhile, in March 2018, the Group has entered into an equity transfer agreement with Inner Mongolia Lifeng Dingsheng Automobile Co., Ltd.\* (內蒙古利豐鼎盛汽車有限公司), pursuant to which the Group intended to acquire certain 4S dealership stores with sound operation so as to expand the business scope of the Group. Upon the completion of the acquisition, it is expected that the Group will have a leading position in the 4S dealership stores in Inner Mongolia which is expected to be conducive to the revenue generating capacity and profitability of the Group.

The Group will continue to actively search for and negotiate with potential acquisition targets and cooperation partners, which will help achieve the strategic objectives of the Group.

# PROFILES OF THE DIRECTORS AND SENIOR MANAGEMENT

Profiles of the directors of the Company (the “**Directors**”) and senior management as at the date of this annual report are set out below.

## **Executive Director**

### **Mr. Du Jinglei (Chairman)**

Mr. Du, aged 40, is an executive Director and Chairman of the Company. He graduated with a bachelor's degree in mechanical engineering and a master's degree in measurement technology and instrumentation from Tsinghua University (清華大學) in July 2000 and July 2002, respectively. Mr. Du has been employed by CDH Investments Management (Hong Kong) Limited (“**CDH Investments**”) since August 2006, and his current position is managing director who is in charge of deal sourcing and executions. Prior to joining CDH Investments, Mr. Du worked as an assistant manager in KPMG China and was responsible for certain IPO audit and other audit assurance engagements from August 2002 to August 2006. Mr. Du also serves as a director and executive deputy general manager of Ningbo Akin Electronic Technology Corporation Limited (寧波亞錦電子科技股份有限公司) (a company listed on the National Equities Exchange and Quotations System of the People's Republic of China (“**NEEQ**”), Stock Code: 830806). Mr. Du joined the Group in August 2013.

## **Non-executive Directors**

### **Mr. Wang Zhenyu**

Mr. Wang, aged 54, is a non-executive Director. He graduated from Hefei University of Technology (合肥工業大學) with a bachelor's degree in machinery engineering in 1985 and a master's degree in industrial management engineering in 1988. Mr. Wang has been employed by CDH Investments since 2008, and his current position is managing director. From 2002, he served as a vice president and managing director in several affiliates of CDH Investments. Prior to joining CDH Investments, from 2000 to 2002, Mr. Wang served as an associate in the investment consultancy department of China International Capital Corporation Limited (中國國際金融有限公司). Mr. Wang served as a non-executive director of Xiezhong International Holdings Limited (協眾國際控股有限公司) (Stock Code: 3663) from June 2012 to July 2014. Currently, Mr. Wang is also a director of Zhong Ding United Dairy Farming Co., Ltd (中鼎聯合牧業股份有限公司) (a company listed on NEEQ, Stock Code: 834586). Mr. Wang joined the Group in August 2013.

### **Mr. Zhang Jianxing**

Mr. Zhang, aged 51, is a non-executive Director and serves as a director of several subsidiaries of the Company. Mr. Zhang graduated from Tongji University (同濟大學) and received a Bachelor of Science degree in civil engineering. He has been employed by CDH Investments since 2011, and his current position is managing director. Prior to joining CDH Investments, Mr. Zhang served as a managing operation director of China Resources Asset Management Limited (華潤資產管理有限公司) from 2009 to 2011. Mr. Zhang served as an independent non-executive director of Tesson Holdings Limited (天臣控股有限公司) (Stock Code: 1201) from 24 March 2015 to 21 September 2015. Mr. Zhang joined the Group in August 2013.

# PROFILES OF THE DIRECTORS AND SENIOR MANAGEMENT

## **Mr. Li Ngai**

Mr. Li, aged 54, is a non-executive Director. He holds a bachelor's degree from the London School of Economics and Political Science, the University of London. Mr. Li has been the Managing Director and Head of Direct Investments of CCB International Asset Management Limited since 2007. Mr. Li was formerly the Chief Financial Officer of a Hong Kong listed company. He also worked as an investment banker at Schrodgers Asia Limited and Standard Chartered Asia Limited and served as the Financial Controller (PRC region) at Hutchison Whampoa Property Group, a Senior Investment Manager at Hongkong Land Limited (a member of the Jardine Group), and the Senior Investment Manager at China Travel International Investment H.K. Ltd.. Mr. Li was a director of EGing Photovoltaic Technology Co., Ltd.\* (億晶光電科技股份有限公司), a company listed on the Shanghai Stock Exchange (Stock Code: 600537), from October 2013 to December 2014. Mr. Li joined the Group as a non-executive Director in August 2017.

## **Independent Non-executive Directors**

### **Mr. Hu Yuming**

Mr. Hu, aged 52, is an independent non-executive Director. He received a bachelor's degree in Economics, a master's degree in Economics and a doctor's degree in economics from Xiamen University (廈門大學) in 1986, 1989 and 1995, respectively and is a non-practicing member of the Chinese Institute of Certified Public Accountants (中國註冊會計師協會). He has been a professor at the School of Management of Jinan University (暨南大學管理學院) from 2000 to present and held various teaching positions in Xiamen University (廈門大學) from 1989 to 2000. He had worked for China Resources Jinhua Co., Ltd. (華潤錦華股份有限公司) (a company listed on Shenzhen Stock Exchange ("SZSE"), Stock Code: 000810) as an independent director during the period from 2004 to 2010. Mr. Hu had also worked for Guangzhou Zhujiang Brewery Co., Ltd. (廣州珠江啤酒股份有限公司) (SZSE Stock Code: 002461) and Guangdong HongDa Blasting Co., Ltd. (廣東宏大爆破股份有限公司) (SZSE Stock Code: 002683) as an independent director during the period from 2009 to 2012 and from 2010 to 2013, respectively. He also worked for Guangzhou Canudilo Fashion and Accessories Co., Ltd. (廣州卡奴迪路服飾股份有限公司) (SZSE Stock Code: 002656, re-named as Modern Avenue Group Co., Ltd (摩登大道時尚集團股份有限公司)) as an independent director during the period from December 2008 to January 2015. He served as an independent director of By-health Co., Ltd. (湯臣倍健股份有限公司) (SZSE Stock Code: 300146) and Guangzhou Shiyuan Electronic Co., Ltd. (廣州視源電子科技股份有限公司) (SZSE Stock Code: 002841) during the period from 26 September 2011 to 22 September 2017 and from 1 January 2013 to 26 December 2017, respectively. Currently, Mr. Hu is an independent director of Guangdong PAK Corporation Co., Ltd. (廣東三雄極光照明股份有限公司) (SZSE Stock Code: 300625). Mr. Hu joined the Group in August 2013.



# PROFILES OF THE DIRECTORS AND SENIOR MANAGEMENT

## **Mr. Lin Lei**

Mr. Lin, aged 50, is an independent non-executive Director. He received a bachelor's degree in Applied Economic Mathematics from the Renmin University of China (中國人民大學) in 1990. He is the founder and Chairman of the Board of Sinotrust International Information & Consulting (Beijing) Co., Ltd. (新華信國際信息諮詢(北京)有限公司) (re-named as TNS Sinotrust Market Research Consulting (Beijing) Co., Ltd. (特恩斯新華信市場諮詢(北京)有限公司, "Sinotrust"). Prior to founding Sinotrust in 1992, from 1990 to 1992, Mr. Lin worked at the Ministry of Foreign Economic Relation and Trade (對外經濟貿易部). Currently, Mr. Lin is an independent non-executive director of Synutra International Inc (聖元國際集團) (NASDAQ: SYUT), Xiezhong International Holdings Limited (協眾國際控股有限公司) (Stock Code: 3663) and CAR Inc (神州租車有限公司) (Stock Code: 699), and is a director of Lepu Medical Technology (Beijing) Co., Ltd. (樂普(北京)醫療器械股份有限公司) (SZSE Stock Code: 300003). Concerning his professional memberships and qualifications, Mr. Lin is currently a member of the European Society for Opinion and Marketing Research (ESOMAR) (歐洲民意與市場研究協會), the vice president of China Association of Market Information and Research (CAMIR) (中國市場信息調查業協會), a council member of Society of Automotive Engineers of China (SAE) (中國汽車工程學會) and commissioner of the expert committee of China Automobile Dealers Association (CADA) (中國汽車流通協會). Mr. Lin joined the Group in August 2013.

## **Mr. Zhang Xiaoya**

Mr. Zhang, aged 55, is an independent non-executive Director. He is a graduate of the Shangdong University (山東大學) and the school of management at the Beijing University of Aeronautics and Astronautics (北京航空航天大學) and is a senior engineer. Mr. Zhang is the chairman of Zhong Ding United Dairy Farming Co., Ltd (中鼎聯合牧業股份有限公司) (a company listed on NEEQ, Stock Code: 834586) and the chairman of Beijing Xindajiating Investment Company (北京信達嘉鼎投資有限公司), an independent non-executive director of China Mengniu Dairy Company Limited (中國蒙牛乳業有限公司) (Stock Code: 02319), and an independent director of Guangzhou Zhujiang Digital Group (廣州珠江數碼集團). Mr. Zhang previously served as a director and president of AirMedia Group Inc. (航美傳媒集團) (NASDAQ: AMCN), the chairman of Unibank Media (銀廣通傳媒集團) and an independent director of Syswin Inc. (思源經紀), which was listed on the New York Stock Exchange until April 2013. Mr. Zhang joined the Group in March 2015.

## **Senior Management**

### **Mr. Lin Ming**

Mr. Lin, aged 38, is the chief executive officer of the Company and has overall responsibilities for the operation and management of the Company. He is also a director of several subsidiaries of the Company.

Mr. Lin graduated from Nankai University (南開大學) in 2002. He holds a bachelor's degree in accountancy and is a non-practicing member of the Chinese Institute of Certified Public Accountants (中國註冊會計師協會). From 2002 to 2007, he served as audit manager in KPMG Huazhen (畢馬威華振會計師事務所) and was responsible for certain IPO audit and other audit assurance engagements. From 2007 to 2013, he served as chief financial officer and senior vice president of Towona Mobile TV Media Group (China) Limited (世通華納移動電視傳媒集團(中國)有限公司). Mr. Lin joined the Group in August 2013 as the chief financial officer. He was re-designed as the chief executive officer of the Company with effect from 15 September 2017.

# PROFILES OF THE DIRECTORS AND SENIOR MANAGEMENT

## **Ms. Hung Ying-Lien**

Ms. Hung, aged 52, vice president and chief operating officer of the Company, is responsible for the operations of the Group.

She graduated from Taiwan Fu Jen Catholic University (台灣輔仁大學) with a bachelor's degree in accountancy in 1988. She has extensive experience in the wholesale and retail service sector and in the finance field. Prior to joining the Group, Ms. Hung had worked in various positions in a hypermarket chain stores in Taiwan from 1991 to 2001, responsible for wholesale operations, human resource management, product management, inventory logistics and financial management. Ms. Hung joined the Group in July 2001.

## **Mr. Zuo Yungui**

Mr. Zuo, aged 45, vice president of the Company, is responsible for the operations and management of the Group's manufacturing industry, the information technology department, strategic investment department of the Group. Mr. Zuo is also a director of a subsidiary of the Company.

Mr. Zuo obtained his bachelor's degree in weaving and product design from Chengdu Textile College (成都紡織高等專科學校) in 1996, with engineer title. He worked for China Resources Jinhua Co., Ltd. (華潤錦華股份有限公司), China Resources Textiles (Holdings) Company Limited (華潤紡織(集團)有限公司) and Meihua Holdings Group Co., Ltd. (梅花生物科技集團股份有限公司). He has extensive management experience in the manufacturing sector, as well as seven consecutive years of group strategic management experience. Mr. Zuo joined the Group in August 2013.

## **Mr. Xing Aiyi**

Mr. Xing, aged 56, is a vice president of the Company and a director and general manager of Beijing Aiyihang Auto Service Ltd. (北京愛義行汽車服務有限責任公司) ("**Beijing Aiyihang**"), a subsidiary of the Group, and is responsible for the retail service business of the northern region and the operating and management of Beijing Aiyihang. Mr. Xing received a master's degree in Business Administration from Party School of Beijing Municipal Committee (北京市委黨校) in 2009. From 1992 to 1997, he developed Aiyihang Auto Service Centre, and founded Beijing Aiyihang and started the automotive chain operation in 1997. Mr. Xing joined the Group in February 2007.

## **Mr. Li Haidong**

Mr. Li, aged 48, is the chairman and executive general manager of Liaoning Xin Tian Cheng Industrial Co., Ltd. ("**Liaoning XTC**"), a subsidiary of the Group, and is responsible for the operation and management of the Group's wholesale service business. He founded Liaoning XTC in 1994. Mr. Li joined the Group in June 2010.

## **Mr. Wu Yande**

Mr. Wu, aged 48, is a director and executive general manager of Changchun Guangda, a subsidiary of the Group, and is responsible for the operation and management of Changchun Guangda. Mr. Wu founded Changchun Guangda in 1996. Mr. Wu joined the Group in July 2012.

# CORPORATE GOVERNANCE REPORT

The board of Directors (the “**Board**”) hereby presents this Corporate Governance Report in the Company’s annual report for the year ended 31 December 2017.

## **Corporate Governance Practices**

The Board believes good corporate governance practice is the key to business growth and management of the Group.

The Company has applied the Corporate Governance Code (the “**CG Code**”) as set out in Appendix 14 of the Rules Governing the Listing of Securities (the “**Listing Rules**”) on the Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) throughout the year ended 31 December 2017.

In the opinion of the Board, the Company has complied with the code provisions set out in the CG Code throughout the year ended 31 December 2017, save and except for the deviation from code provision A.2.1. Key corporate governance principles and practices of the Company as well as details relating to the forgoing deviation are summarized as below.

## **Securities Transactions of Directors**

The Company adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix 10 of the Listing Rules as its own code of conduct for dealings in securities of the Company by the Directors or relevant employees as defined in the Model Code. Having made specific enquiry to all Directors by the Company, all Directors confirmed that they had complied with the requirements set out in the Model Code during the financial year ended 31 December 2017.

## **Board of Directors**

### **Responsibilities and Delegation**

The Board is responsible for the overall management and control of the Company. Its main roles are to provide leadership and to approve strategic policies and plans with a view to enhancing shareholder value. All Directors carry out their duties in good faith and in compliance with applicable laws and regulations, taking decisions objectively, and acting in the interests of the Company and its shareholders at all times.

All Directors have full and timely access to all relevant information as well as the advice and services of the Company Secretary and senior management. Any Director may request independent professional advice in appropriate circumstances at the Company’s expense, upon making reasonable request to the Board. The Board has implemented appropriate measures and internal control procedures to ensure that the Company runs its business pursuant to all applicable legal and regulatory requirements with prudence and integrity.

The senior management are obliged to supply the Board with adequate information in a timely manner to enable the Board to make informed decisions in a timely manner. Each of the Directors is entitled to obtain such records of the Company as are necessary to enable them to make informed decisions. Biographical details of the Directors and their relationships are set out under the section headed “Profiles of the Directors and Senior Management” in this annual report.

# CORPORATE GOVERNANCE REPORT

Issues reserved for discussion and approval by the Board include the following: (i) corporate strategies; (ii) annual budget and annual business plan; (iii) annual and interim results; (iv) internal control and risk management; (v) major acquisitions, disposals and capital transactions; and (vi) other significant operational and financial matters.

Major corporate matters that are specifically delegated by the Board to the management include the preparation of annual and interim financial statements for Board approval before publication, execution of business strategies and initiatives adopted by the Board, implementation of adequate internal control and risk management system, and compliance with relevant statutory requirements and rules and regulations. The executive Director should assume individual responsibilities to oversee and monitor the operations of a specific business unit, and to implement the strategies and policies set by the Board. The independent non-executive Directors will provide independent advice to the Board and share their knowledge and experience with other members of the Board.

## **Board Composition**

The Board currently comprises one executive Director and six non-executive Directors with three of them being independent non-executive Directors:

### *Executive Director*

Mr. Du Jinglei

*(Chairman, appointed as Chairman with effect from 15 September 2017)*

### *Non-executive Directors*

Mr. Wang Zhenyu

Mr. Zhang Jianxing

*(resigned as Chairman and re-designated from an executive director to a non-executive director with effect from 15 September 2017)*

Mr. Li Ngai

*(appointed as a non-executive director with effect from 21 August 2017)*

### *Independent non-executive Directors*

Mr. Hu Yuming

Mr. Lin Lei

Mr. Zhang Xiaoya

The Company has received from each independent non-executive Director an annual confirmation or confirmation of independence pursuant to Rule 3.13 of the Listing Rules and the Company considers such Directors to be independent.

# CORPORATE GOVERNANCE REPORT

All Directors have brought a wide range of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. Moreover, through active participation in Board meetings, taking the lead in managing issues involving potential conflict of interests and serving on Board committees, all independent non-executive Directors make various contributions to the effective direction of the Company.

## **Appointment and Re-election of Directors**

All Directors are appointed for a fixed term of three years, except that Mr. Li Ngai was not appointed for a fixed term. The articles of association of the Company (“**Articles**”) require that one-third of the Directors (including executive and non-executive Directors) retire each year. The Directors to retire each year shall be those appointed by the Board during that year and those who have been longest in office since their election or re-election. A retiring Director is eligible for re-election.

Apart from the service agreement or letter of appointment (as the case may be) entered into by each non-executive Director, none of them has signed any form of service contract with the Company or any of its subsidiaries.

## **Continuous Professional Development of Directors**

Under code provision A.6.5, directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

All Directors are encouraged to attend relevant training courses at the Company’s expense. During the year ended 31 December 2017, the Company organized briefings conducted by the Company Secretary for its Directors including Mr. Du Jinglei, Mr. Ying Wei, Mr. Wang Zhenyu, Mr. Zhang Jianxing, Mr. Hu Yuming, Mr. Lin Lei and Mr. Zhang Xiaoya, on corporate governance and provided reading materials on regulatory update to them for their reference and studying. Our legal advisers Paul Hastings provided director training to Mr. Li Ngai upon his appointment as a non-executive Director. Directors are requested to provide their training records to the Company Secretary for record-keeping.

## **Roles of Chairman and Chief Executive Officer**

Code provision A.2.1 stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Mr. Zhang Jianxing acted as both the chairman and chief executive officer of the Company since 31 March 2016. Such deviation was due to the fact that the day-to-day management of the Group was led by Mr. Zhang Jianxing. The Board considers that such arrangement provided the Group with strong and consistent leadership, allowed for effective and efficient planning and implementation of business strategies and decisions.

In order to re-comply with code provision A.2.1, the Company has appointed Mr. Du Jinglei as the chairman and Mr. Lin Ming as the chief executive officer of the Company with effect from 15 September 2017.

# CORPORATE GOVERNANCE REPORT

## ***Board Committees & Corporate Governance Functions***

On 28 August 2013, the Board has established the Audit Committee, the Remuneration Committee, the Nomination Committee and the Strategy Committee for overseeing particular aspects of the Company's affairs. The Audit Committee, the Remuneration Committee and the Nomination Committee have been established with defined written terms of reference, which are posted on the Company's website "www.nfa360.com" and the Stock Exchange's website and are available to shareholders upon request. All Board committees report to the Board on their decisions or recommendations.

All Board committees are provided with sufficient resources to discharge their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

### **Audit Committee**

The Audit Committee comprises a total of three members, being two independent non-executive Directors, namely, Mr. Hu Yuming (Chairman) and Mr. Lin Lei, and one non-executive Director, namely, Mr. Wang Zhenyu (appointed to replace Mr. Ying Wei with effect from 29 March 2018). The chairman of the Audit Committee is Mr. Hu Yuming who possesses the appropriate accounting and financial management expertise as required under Rule 3.10(2) of the Listing Rules. None of the members of the Audit Committee is a former partner of the Company's existing external auditors.

The terms of reference of the Audit Committee have been determined with reference to the CG Code. The main duties of the Audit Committee are to (i) review the financial statements and reports and consider any significant or unusual items raised by the financial officers of the Group or external auditors before submission to the Board; (ii) review and monitor the external auditors' independence and objectivity and the effectiveness of the audit process; (iii) make recommendation to the Board on the appointment, re-appointment and removal of external auditors; and (iv) review the adequacy and effectiveness of the Company's financial reporting system, internal control system, risk management system, internal audit function and associated procedures and arrangements to enable employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

On 10 December 2015, the Board adopted the updated terms of reference of the Audit Committee so that the Audit Committee shall also oversee the risk management system of the Group starting from 1 January 2016.

# CORPORATE GOVERNANCE REPORT

During the year ended 31 December 2017, the Audit Committee, through its meetings held on 30 March 2017 and 30 August 2017 respectively, has performed, among others, the following:

- review and discussion of the annual financial results and report in respect of the year ended 31 December 2016 and interim financial results and report for the six months ended 30 June 2017 and discussion with the management of the accounting principles and practices adopted by the Group;
- discussion on and recommendation of the re-appointment of the external auditors; and
- review of the internal control, financial reporting and risk management systems and effectiveness of internal audit function of the Group.

The external auditors were invited to attend the meetings of the Audit Committee held during the Year to discuss with the Audit Committee members issues arising from the audit and financial reporting matters.

## **Remuneration Committee**

The Remuneration Committee comprises a total of three members, being two independent non-executive Directors, namely, Mr. Hu Yuming (Chairman) and Mr. Zhang Xiaoya; and one executive Director, namely, Mr. Du Jinglei (appointed to replace Mr. Ying Wei with effect from 29 March 2018).

The terms of reference of the Remuneration Committee have been determined with reference to the CG Code. Under the terms of reference of the Remuneration Committee, the responsibilities of the Remuneration Committee include, among others, (i) to make recommendations to the Board on the Company's policy and structure for directors and senior management's remuneration and the establishment of a formal and transparent procedure for developing such remuneration policy and structure to ensure that no director or any of his/her associates will participate in deciding his/her own remuneration; and (ii) to determine, with delegated responsibility, the remuneration packages of individual executive Directors and the Company's senior management.

During the year ended 31 December 2017, the Remuneration Committee, through its meetings held on 30 March 2017 and 15 September 2017 respectively, has performed, among others, the following:

- review and discussion of the remuneration policy of the Group, the remuneration packages of the Directors and senior management of the Company, and assessed performance of executive Directors.
- Discussion and determination of the remuneration of the Company's newly appointed Chief Executive Officer, namely, Mr. Lin Ming.

# CORPORATE GOVERNANCE REPORT

The remuneration of the Directors is determined by the Board which receives recommendations from the Remuneration Committee. Under our current compensation arrangements, the executive Directors are entitled to compensation in the form of salaries and performance-related bonus to be determined by the Board. Non-executive Directors are entitled to a Directors' fees and annual bonus payment to be determined by the Board. All the independent non-executive Directors are entitled to remuneration of a fixed amount.

There has been no remuneration paid or payable to the Directors or the five highest paid individuals as inducement to join or upon joining the Group or as a compensation for loss of office in connection with the management of the affairs of any member of the Group in respect of the year ended 31 December 2017.

Details of the remuneration of each Director and the remuneration of the five highest paid individuals for the year ended 31 December 2017 are set out in note 10 to the financial statements in this annual report.

Remuneration paid to senior management staff of the Company in 2017 by band is as follows:

	<b>Number of staff</b>
Nil to HK\$1,000,000	2
HK\$1,000,000 to HK\$1,500,000	3
HK\$1,500,001 to HK\$2,000,000	–
HK\$2,000,001 to HK\$2,500,000	1
HK\$2,500,001 to HK\$3,000,000	–

## **Nomination Committee**

The Nomination Committee comprises a total of three members, being two independent non-executive Directors, namely, Mr. Zhang Xiaoya and Mr. Lin Lei and one executive Director, namely, Mr. Du Jinglei (Chairman, appointed to replace Mr. Zhang Jianxing with effect from 15 September 2017).

The terms of reference of the Nomination Committee have been determined with reference to the CG Code. Under the terms of reference of the Nomination Committee, the principal duties of the Nomination Committee are mainly to (i) review the structure, size and composition of the Board annually; (ii) identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships; (iii) assess the independence of independent non-executive Directors; and (iv) make recommendations to the Board on the appointment or re-appointment of Directors.



# CORPORATE GOVERNANCE REPORT

The Board has adopted a board diversity policy which sets out the approach to achieve diversity on the Board in August 2013. Accordingly, selection of candidates to the Board is based on a range of measurable objectives, including but not limited to gender, age, cultural and educational background, professional experience and qualifications, skills, knowledge and length of service, having due regard to the Company's own business model and specific needs from time to time. With the existing Board members coming from a variety of business and professional background, the Company considers that the Board possesses a balance of skills, experience, expertise and diversity of perspectives appropriate to the requirements of the Company's business.

During the year ended 31 December 2017, the Nomination Committee, through its meeting held, respectively, on 30 March 2017, 18 August 2017 and 15 September 2017 performed the followings:

- review of the structure, size and composition of the Board to ensure that it has a balance of expertise, skills and experience appropriate to the requirements of the business of the Company;
- recommendation of the re-appointment of those directors standing for re-election at the 2017 annual general meeting of the Company;
- recommendation of appointment of Mr. Li Ngai as a non-executive Director;
- recommendation of appointment of Mr. Du Jinglei as Chairman of the Board and the chairman of the Nomination Committee, and re-designation of Mr. Zhang Jianxing as a non-executive Director from an executive Director; and
- recommendation of appointment of Mr. Lin Ming as the Chief Executive Officer of the Company.

## **Strategy Committee**

The strategy committee of the Company (the "**Strategy Committee**") consists of three members, namely Mr. Zhang Xiaoya, Mr. Wang Zhenyu, and Mr. Lin Lei (Chairman). The duties of the Strategy Committee include formulating and revising the Group's future development strategies, carrying out procedures and enhancing the efficiency and quality of important decision-making procedures. The Strategy Committee shall convene meetings to discuss important investment and financing matters.

During the Year, the Group has not been involved in any corporate action that requires the involvement of the Strategy Committee.

## **Corporate Governance Functions**

The Board is responsible for performing the functions set out in the code provision D.3.1 of the CG Code.

Up to the date of this annual report, the Board met once to review the Company's corporate governance policies and practices, training and continuous professional development of the Directors and senior management, the Company's policies and practices on the compliance of the Model Code, the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

# CORPORATE GOVERNANCE REPORT

## **Attendance Record of Directors and Committee Members**

During the year ended 31 December 2017, the Board held 6 Board meetings. The attendance record of each director at the Board and Board Committee meetings and the general meetings of the Company held during the year ended 31 December 2017 is set out in the table below:

Name of Director	Board	Audit Committee	Remuneration Committee	Nomination Committee	General Meeting
Mr. Du Jinglei ( <i>Note 1</i> )	6/6	–	–	–	1/1
Mr. Ying Wei ( <i>Note 2</i> )	6/6	2/2	1/2	–	1/1
Mr. Wang Zhenyu	6/6	–	–	–	1/1
Mr. Zhang Jianxing	6/6	–	–	2/3	1/1
Mr. Li Ngai ( <i>Note 3</i> )	3/3	–	–	–	–
Mr. Hu Yuming	6/6	2/2	2/2	–	1/1
Mr. Lin Lei	6/6	2/2	–	3/3	1/1
Mr. Zhang Xiaoya	6/6	–	2/2	3/3	1/1

Notes:

1. Mr. Du Jinglei was appointed as Chairman and the chairman of the Nomination Committee to replace Mr. Zhang Jianxing with effect from 15 September 2017.
2. Mr. Ying Wei has resigned as a non-executive Director, a member of the Audit Committee and a member of the Remuneration Committee of the Company with effect from 29 March 2018.
3. Mr. Li Ngai was appointed as a non-executive Director with effect from 21 August 2017.

## **Directors' and Auditors' Responsibilities for the Financial Statements**

The Directors have acknowledged their responsibilities for preparing the financial statements of the Company for the year ended 31 December 2017. The Directors' responsibilities for the accounts and the responsibilities of the external auditors to the shareholders are set out on pages 55, 56 and 57.

The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

## **Internal Control and Risk Management**

The internal control and risk management systems of the Group have been designed to safeguard the assets of the Group, minimise the risks to which the Group is exposed and used as a management tool for the day-to-day operation of business. The systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable but not absolute assurance against misstatement or losses. During the Year, an internal audit function has been in place within the Group to review the adequacy and effectiveness of its systems of internal control and risk management.

# CORPORATE GOVERNANCE REPORT

The Board is responsible for maintaining and reviewing the effectiveness of the risk management and internal control systems of the Group. During the Year, the Group's internal audit personnel assessed in detail the effectiveness of the risk management and internal control systems of the Group by reviewing each important steps and procedures of the systems and evaluating the possible operational and compliance risks which may exist in the Group's business. The Audit Committee reviewed and discussed the findings of the Group's internal audit personnel, as well as the comments and suggestion from the Company's external auditors regarding the effectiveness of the risk management and internal control systems of the Group. With reference to the report from the Audit Committee, the Board has held a meeting to conduct a review of the effectiveness of the risk management and internal control systems of the Group, which covered all material control including internal control, financial, operational and compliance control and risk management functions. The Board considered that the risk management and internal control systems of the Group are effective and adequate.

The Group has established systems and procedures for disseminating inside information so as to ensure that inside information is promptly identified. Directors and the management of the Group understand that inside information should be handled and disseminated in accordance with the requirements under the Listing Rules and the Securities and Futures Ordinance (Cap. 571). During the Year, the dissemination of inside information of the Group has been efficiently and consistently made with the assistance of the company secretary and, when necessary, outside legal counsel.

During the Year, The Board has also assessed the adequacy of resources, staff qualifications and experience, training programmes and budget of the accounting, internal audit and financial reporting functions of the Group and considered that they are effective and adequate.

## ***External Auditors and Auditors' Remuneration***

During the Year, the fees paid/payable to KPMG (the "Auditor") in respect of their audit services for the year 2017 amounted to RMB2,000,000, which is for the annual audit service.

During the Year, the performance of the Auditor has been reviewed by the Audit Committee.

## ***Company Secretary***

The Company does not engage an external service provider as its company secretary. Mr. Liu Xiaohua, being the company secretary, has taken no less than 15 hours of relevant professional training during the year ended 31 December 2017.

## ***Communications with Shareholders and Investors Relations***

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company also recognises the importance of transparency and timely disclosure of corporate information, which will enable shareholders and investors to make the best investment decisions.

# CORPORATE GOVERNANCE REPORT

To promote effective communication, the Company maintains a website at “www.nfa360.com”, where extensive information and updates on the Group’s business developments and operations, financial information, corporate governance practices and other information are available for public access. For enquiries, shareholders and investors may write directly to the Company’s head office at Unit A, 9th Floor, Building 1, 100 Zixiu Road, Minhang District, Shanghai, the People’s Republic of China and all enquiries will be dealt with in an informative and timely manner.

The Board welcomes views of shareholders and encourages them to attend general meetings to raise any concerns they might have with the Board or the management directly. Board members of the Group are available at the general meetings to answer any questions raised by shareholders.

The Company continues to enhance communication and relationship with its investors. Designated senior management maintains regular dialogue with institutional investors and analysts to keep them informed of the Group’s developments.

## ***Shareholders’ Rights***

To safeguard shareholders’ interests and rights, separate resolutions are proposed at shareholders’ meetings on each substantial issue, including the election of individual directors, for shareholders’ consideration and voting. Besides, pursuant to the Articles, shareholder(s) holding not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings may request the Company to convene an extraordinary general meeting by sending a written requisition to the Board or the Company Secretary. The objects of the meeting must be stated in the written requisition.

Shareholders may send written enquiries to the Company for putting forward any enquiries or proposals to the Board. Contact details are as follows:

Address: Unit A, 9th Floor, Building 1, 100 Zixiu Road, Minhang District, Shanghai, the People’s Republic of China (For the attention of the Company Secretary)

Fax: 86-21-6405-6816

Email: gavin\_liu@nfa360.com

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

During the Year, the Company has not made any changes to its Articles. An up-to-date version of the Articles is available on the Company’s website and the Stock Exchange’s website. Shareholders may refer to the Articles for further details of their rights.

All resolutions put forward at shareholders’ meetings will be voted by poll pursuant to the Listing Rules and the poll voting results will be posted on the websites of the Stock Exchange ([www.hkexnews.hk](http://www.hkexnews.hk)) and the Company ([www.nfa360.com](http://www.nfa360.com)) immediately after the relevant general meetings.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## **About the Report**

This report is prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Guide”) set out in Appendix 27 of the Listing Rules. This report, which is the second one issued by the Company to the public, aims to describe the Company’s policies in the year ended 31 December 2017 that were designed to fulfill the Company’s obligation with respect to sustainable development and social responsibilities as required by the ESG Guide. The Board is of the view that the Company has complied with the “comply or explain” provisions set out in the ESG Guide for the Year.

The Company believes that having a sound environmental, social and governance performance is important to the continued sustainable development of its business and community. The Company is committed, not only in creating value for its shareholders, but also in promoting environmental protection, social responsibility and effective corporate governance. A certain level of environmental, social and governance standards have been integrated into the operations and activities of different members of the Group. The management of the Group monitored on an on-going basis the development, implementation and results of various environmental, social and governance initiatives carried out by different members of the Group.

The information disclosed in this report is primarily about the two production plants of the Group and its retail service businesses.

## **1. Environmental Protection**

To demonstrate the Company’s commitment to sustainable development and compliance with laws and regulations relating to environmental protection, we strive to minimize the environmental impact of our business activities and maintain green operations and green office practices.

### *1.1 Usage of Resources*

The Group’s main consumptions of resources are water, electricity and paper, including office paper and packaging paper. In the course of operation, the Group actively advocates the idea of green office and reduces the consumption of resources by various measures. For example:

- reduce the usage of disposable packaging materials, gradually changes the packaging materials for accessories from paper boxes to recyclable plastic boxes;
- adopt computer automatic car wash technology to save the usage of water and electricity;
- set water-saving and electricity-saving slogans in public area;
- turn off water and electricity in advance during festivals and holidays and send designate staff for management to avoid the unnecessary waste of resources during off days;
- adopt LED light-saving light bulbs in both office area and business place, having separate control by area and column;

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

- give priority to adopt internet telephone conference to minimize the unnecessary carbon emissions generated from long and short haul business travels; and
- adopt OA (office automation) system to carry out document approval and write off, and use fingerprints for attendance roll, realizing paperless office.

By adopting various energy-saving measures, the water and paper consumption of the Group in 2017 has significantly decreased as compared to 2016. The electricity consumption of the Group in 2017 increased by 1,535,073 degree as compared to 2016, mainly due to an increase of 3,657,084 degree owing to the expansion of retail service stores of the Group. Other than that factor, the electricity consumption of the Group in 2017 decreased by 2,122,011 degree as compared to 2016. The packaging materials used by the Group are primarily cardboard, paper and plastic, the total volume of packaging materials in 2017 was 2,184 tonnes, decreased by 426 tonnes as compared to 2016.

	2016	2017	Year-on-year decrease (%)
Water (tonnes)	411,160	<b>219,762</b>	46.55
Electricity (kWh)	14,594,863	<b>16,129,936</b>	-10.52 (note 1)
Paper (pieces)	1,581,623	<b>1,237,000</b>	21.16

*Note 1:* The electricity consumption of the Group in 2017 has a year-on-year increase of 10.52% as compared to 2016.

## 1.2 Emissions

The Group is governed by, and has complied with, the Law of Environmental Protection of the People's Republic of China (中華人民共和國環境保護法), the Environmental Impact Assessment Law of the People's Republic of China (中華人民共和國環境影響評價法) and the Prevention and Control of Environmental Noise Pollution of the People's Republic of China (中華人民共和國環境噪聲污染防治法). A set of relevant guidelines has been established at the headquarters of the Group with reference to the relevant legal requirements and national standards to provide for specific rules and requirements to be complied with by the members of the Group in their daily operations. During the Year, the Group has not been subject to any fines or related litigation arising out of alleged environmental pollution.

The emissions of the Group are mainly carbon dioxide greenhouse gases which are on one hand generated from the electricity consumed by the Group's office, the two factories of manufacturing business and operation of retail stores, and on the other hand generated from the vehicle fuel consumption, paper waste and wastewater of the Group. To reduce the carbon emissions, other than taking electricity-saving measures, the Group also actively promotes green energy and adopts photovoltaic system in production plants. In addition, the Group highly advocates the staff of green practices, promotes paper reuse and continuously reuses the wastewater after treatment so as to effectively reduce the emission of carbon dioxide. The Group's emission of carbon dioxide in 2017 was 15,586 tonnes, decreased by 40.862 tonnes as compared to 2016.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Among various waste disposals generated from the operation of the Group, hazardous waste disposal mainly includes office trash (including waste cartridge and waste ink cartridge) produced in the office of each of the subsidiaries and the waste oil generated from vehicle maintenance business; while non-hazardous waste disposal mainly includes waste tires, waste battery and wastewater generated from the operation of retail service business. Both hazardous waste disposal and non-hazardous waste disposal of the Group are legally treated by qualified third party so as to reduce the effects towards the environment. The table below set forth the production volume of various waste disposals by the Group in 2017 and 2016.

## Hazardous waste disposal:

	2016	2017	Year-on-year decrease (%)
Waste cartridge (tonnes)	0.29	0.24	17.24
Waste ink cartridge (tonnes)	0.37	0.30	18.92
Waste oil (tonnes)	68	62	8.82

## Non-hazardous waste disposal:

	2016	2017	Year-on-year decrease (%)
Waste tire (tonnes)	218	207	5.05
Waste battery (tonnes)	43	38	11.63
Wastewater (tonnes)	55,000	51,000	7.27

### 1.3 *The Environment and Natural Resources*

The material effects made by the Group to the environment and natural resources during the course of production are mainly the consumption of water and electricity and carbon emission. To minimize the impact on the environment and natural resources, the Group not only strictly complies with various environment laws and regulations, but also implements clean operation by adhering to technology innovation, continuously improving the resource efficiency and reducing the emissions of waste disposal.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 2. Social Responsibility

### 2.1 Employment and Labor Practices

The Group believes that one of the key aspects of its success is its good relationship with the employees. With the aim of ensuring employee satisfaction, the Group provides competitive employee benefits and comprehensive training programs to encourage employees to achieve their potential and put their abilities to good use.

The practices and policies adopted within the Group with respect to: (i) recruitment and promotion; (ii) working hours; (iii) rest periods; (iv) equal opportunity; (v) diversity; (vi) antidiscrimination; (vii) welfare and other benefits and (viii) compensation and dismissal have complied with the Labor law of the People's Republic of China (中華人民共和國勞動法), Labor Contract Law of the People's Republic of China (中華人民共和國勞動合同法) and other relevant laws and regulations. Through these practices and policies, the Group aims to equally treat each staff and to ensure that no staff, including potential candidates of the Group, will be discriminated due to their social identities such as ethnicity, race, nationality, gender, religion, age, sexual orientation, marital status and so on.

Each member of the Group has adopted an employee handbook, which contains information regarding employment management, rights on termination, business conduct, social security funds, compensation, employee benefits, leave benefits, working hours/overtime and performance management and other policies for the benefit of its employees. The Group provides employees with competitive compensation benefits. Other than statutory benefits, the Group also sets up the "Share Option Scheme", to provide Directors and employees with incentives and rewards for their contributions to the success of the Group.

To raise employees' sense of belonging and happiness, the Group also organizes various abundant cultural and recreational activities to enrich employees' work and living and create a better-off working experience for employees. Below are the photos of the Changchun Jingyuetan Forest Marathon that Changchun Guangda Automobile Trading Co., Ltd., a subsidiary of the Group, joined in June 2017.





# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 2.2 Health & Safety

To safeguard employees' occupational health and safety, the Group works hard to provide a safe, healthy and comfortable working environment and has complied with the Labor Law of the People's Republic of China (中華人民共和國勞動法), Regulations on Work-Related Injury Insurance (工傷保險條例) and other applicable regulations. Employees are asked to stringently abide by all safety rules and regulations, and utilize available and applicable protection measures at all times to avoid accidents and protect themselves and coworkers from safety risks. For newly recruited employees, relevant training will be arranged to ensure that such employees fully understand the rules of the employee handbook including those concerning the work-related risks and corresponding protective measures. In the Group's factories and retail service businesses, the supervisors of the new employees are responsible for closely monitoring their activities within the production plants and stores to safeguard the health and safety of those new employees. Adequate safety equipment is also provided to the employees by the Group.

We organize fire safety seminars annually to ensure that employees understand and are familiar with fire safety and fire rescue knowledge. Fire drills are arranged when necessary and appropriate.

All employees of the Group are covered by work-related injury insurance, which would provide our employees who suffered work-related injury with certain compensation as provided by the relevant laws and regulations.

## 2.3 Development & Trainings

To encourage employee development, the Group provides human resource trainings, including customized training courses, to help them develop managerial knowledge and other professional skills that help advance their careers.

New employees are provided with on-board trainings to help them familiarize themselves with the culture, business and operations of the relevant subsidiaries of the Group. In addition, to enhance the occupational techniques of the employees, the Group also organizes different business trainings on a regular basis. Below are the photos of the training activities organized by different subsidiaries of the Group.



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



The Group has developed a scientific performance evaluation management system to ensure criteria of performance evaluation are open and the processes and the results of evaluation are just and fair. Individual performance results are linked with the employee's income and opportunities for promotion within the Group. For the outstanding employees who have certain management potential and qualified for corporate cultural standards, the retail service business of the Group carries out plan to cultivate them as store managers. As of the end of 2017, the retail service business of the Group has conducted several trainings on the management ability of store managers.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 2.4 *Labor Standards*

The Group strictly prohibits child labor and forced labor and has complied with the Labor Contract law of the People's Republic of China (中華人民共和國勞動合同法). We audit and verify staff identity during the recruitment process to ensure that no child labor is employed. The Group also strictly complies with the relevant PRC labor regulations relating to working hours, rest and holidays to ensure the physical and mental health of all employees. Employees are not forced to work beyond working hours and are entitled to overtime pay in accordance with local regulations.

## 2.5 *Supply Chain Management*

In the selection of our suppliers, the Group has established certain criteria on the examination of supplier qualifications, which involve the review of the qualification of the enterprise legal person, qualification level, registered capital, ISO quality certification, ISO environmental certification, ISO occupational health and safety certification, production safety and financial conditions. We also conduct on-site inspection on the suppliers' production plants and review the authenticity of information provided by our suppliers.

The Group is also committed to ensure that its suppliers are socially responsible. Suppliers are urged to take measures to reduce their environmental and social risks. The Group closely supervises the performance of its suppliers and conduct assessment on a regular basis.

## 2.6 *Product Responsibility*

The Group complies with various PRC regulations relevant to the operation of its business in areas such as health and safety, advertising, labeling and privacy matters relating to its products and services, including the Law of the People's Republic of China on Product Quality (中華人民共和國產品質量法), Law of the People's Republic of China on Trademark (中華人民共和國商標法) and Law of the People's Republic of China on Advertising (中華人民共和國廣告法).

The Group realizes that it is extremely important to guarantee the safety of its products and services. The manufacturing business of the Group adopts strict quality control systems throughout its design and production of auto accessories and has purchased products liability insurance for its products in accordance with the requirements of applicable laws and regulations and the requirements of our customers as well. The service business of the Group carefully inspects the qualification of its suppliers to ensure the quality of the products provided by those suppliers.

The Group's customer information is centrally managed through a customer relationship management system. All employees of the Group, in particular those employees work in the Group's service business, are required to keep the information of our customers strictly confidential. Any unauthorized use of the customer information is strictly prohibited.

During the Year, the Group was not aware of any violation of the laws and regulations on products and services (including product and service quality, advertising, labeling, customer privacy, consumer right and interest etc.) which had a material impact on the Group.

## 2.7 *Anti-corruption*

The Group maintains a high standard of business integrity throughout its operations and tolerates no corruption or bribery of any kind, and strictly complies with the Criminal Law of the People's Republic of China (中華人民共和國刑法), the Anti-Unfair Competition Law of the People's Republic of China (中華人民共和國反不正當競爭法) and other relevant laws and regulations relating to anti-corruption, bribery, extortion, fraudulent behavior and money laundering.

The Group has also established a code of conduct to combat and prevent the occurrence of bribery, corruption, extortion and other illegal activities within the Group. A whistle-blowing policy was included in such code of conduct to encourage employees, suppliers and customers of the Group to report any such alleged illegal activities within the Group.

## 2.8 *Community Investment*

The Group has been committed to social responsibilities and community communication and has undertaken related community activities according to the needs of the community. With social responsibility in mind, the Group has been increasing its efforts in charity work. The Group strives to promote social development and progress by contributing to education, charity and other areas.

Zhejiang Autoboom Industrial Co., Limited, a subsidiary of the Company, organized the Autoboom Student Aids Charity Walk by visiting Jinyun County Shijian Hand in Hand Hope Primary School (縉雲縣石笕手拉手希望小學) in Lishui City, Zhejiang Province in June 2017 to donate supplies to children in mountain areas.

# REPORT OF THE DIRECTORS

The Directors are pleased to present their annual report for the year ended 31 December 2017 and the audited consolidated financial statements (the “**Financial Statements**”) of the Group for the Year.

## ***Group Reorganisation, Subsidiaries and Basis of Presentation***

The Company was incorporated in the Cayman Islands on 15 May 2002 as an exempted company with limited liability under the Companies Law, Cap. 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. Pursuant to the group reorganisation as detailed in section 4 headed “Corporate Reorganisation” in Appendix VI to the prospectus dated 17 February 2005 of the Company, in preparation for the listing of the Company’s shares on the Main Board of the Stock Exchange, the Company became the holding company of other companies comprising the Group on 13 February 2005.

## ***Principal Activities***

The Group focuses on the construction of automotive chain service network in China (the Group’s service business) as well as the innovative production of environmentally friendly automotive lighting and automotive electronic power products (the Group’s manufacturing business), with an aim to providing automobile consumers with products and services with premium performance-price ratio.

Details of the principal activities of the subsidiaries of the Company are set out in note 20 to the Financial Statements.

## ***Business Review***

Discussions and reviews of the Group’s business are contained in the Management Discussion and Analysis of this annual report. These discussions and reviews form part of this Report of the Directors.

## ***Results and Dividends***

The consolidated results of the Group for the Year are set out in the consolidated statement of comprehensive income on page 58. An analysis of turnover and segmental results for the Year by geographical and business segments is set out in note 6 to the Financial Statements.

The Directors do not recommend the payment of a final dividend for the Year (2016: Nil).

## ***Property, Plant and Equipment***

Details of the movements of property, plant and equipment of the Group during the Year are set out in note 15 to the Financial Statements.

## ***Investment Properties***

Details of the movements of investment properties of the Group during the Year are set out in note 17 to the Financial Statements.

# REPORT OF THE DIRECTORS

## **Issuance of CCBC Convertible Notes**

On 21 August 2017, the Company entered into a convertible note purchase agreement with High Inspiring Limited (the “**Investor**”, an indirect wholly-owned subsidiary of China Construction Bank Corporation), pursuant to which the Company conditionally agreed to issue and the Investor conditionally agreed to purchase the convertible notes in the principal amount of US\$35,000,000 due in 2019 (the “**CCBC Convertible Notes**”). Assuming full conversion of the CCBC Convertible Notes at the initial conversion price of HK\$0.306085 per ordinary share of the Company with a par value of HK\$0.10 each (the “**Share(s)**”), the CCBC Convertible Notes would be convertible into approximately 886,191,744 Shares (the “**Conversion Shares**”). The closing price of the Shares on Stock Exchange on 21 August 2017 was HK\$0.233 per Share. The aggregate nominal value of the Conversion Shares is HK\$88,619,174.4. The net proceeds from the issue of CCBC Convertible Notes, after deducting all related fees and expenses, were approximately US\$34,916,000 and the net price per Conversion Shares was approximately US\$0.039. The issue of CCBC Convertible Notes was completed on 1 September 2017.

The Directors are of the view that the issue of CCBC Convertible Notes represented a good opportunity for the Company to raise funds to strengthen its capital base and financial position and to finance the Group’s future development and expansion.

The Company used the proceeds from the issue of the CCBC Convertible Notes for the expansion of the Group’s retail distribution of automotive parts and accessories and the Group’s wholesale business, as well as the full redemption of the convertible bonds with an aggregate principal amount of US\$25,000,000 due in 2017 issued by the Company to Haitong International Financial Products Limited on 13 July 2015. The actual use of proceeds was consistent with the intended use of proceeds as stated in the announcement of the Company dated 21 August 2017.

CDH Fast Two Limited (“**CDH**”), being the controlling shareholder of the Company, entered into a deed of share charge with the Investor on 1 September 2017 (the “**Share Charge**”), pursuant to which CDH charged 2,889,580,226 Shares held by it in favour of the Investor to secure, among other things, the due and punctual payment and discharge of all present and future liabilities of the Company and CDH under the relevant transaction documents including the terms and conditions as attached to the CCBC Convertible Notes certificate (the “**Terms and Conditions**”). The Terms and Conditions imposed specific performance obligations on CDH and breach of such obligations will cause an event of default as defined therein (the “**Event of Default(s)**”). The charges created pursuant to the Share Charge shall become immediately enforceable if an Event of Default has occurred. Pursuant to the Terms and Conditions, an Event of Default occurs if, among other things, the number of Shares legally and beneficially owned by CDH is less than 51% of the total issued and outstanding Shares on a fully-diluted basis at any time.

Further details of the issuance of the CCBC Convertible Notes and the transactions contemplated thereunder are set out in the announcements of the Company dated 21 August 2017 and 8 September 2017.

Pursuant to a partial conversion of the CCBC Convertible Notes in an aggregate principal amount of US\$10,000,000 at the conversion price of HK\$0.306085 per Share, the Company allotted and issued a total of 253,197,640 Shares to the Investor. Following the partial conversion of the CCBC Convertible Notes, 632,994,104 Shares may be issued to the Investor upon full conversion of the remaining CCBC Convertible Notes.

# REPORT OF THE DIRECTORS

## **Share Capital**

Details of the issued share capital of the Company and its movements during the Year along with the relevant reasons are set out in note 27 to the Financial Statements.

## **Reserves**

Movements of reserves of the Group and the Company are set out in the consolidated statement of changes in equity and note 28 to the Financial Statements.

## **Distributable Reserves**

Under the Companies Law of the Cayman Islands, share premium amounting to approximately RMB1,002,899,000 is distributable to shareholders, provided that immediately following the date on which the distribution or dividend is proposed to be made, the Company is able to settle its debts as they fall due in the ordinary course of business.

As at 31 December 2017, the reserve available for distribution to shareholders of the Company (the “Shareholders”) was nil.

## **Closure of Register of Members**

The register of members will be closed from 26 June 2018 to 29 June 2018 (both days inclusive), during which period no transfer of shares will be registered. In order to be entitled to attend the annual general meeting, all transfers accompanied by the relevant share certificates must be lodged with the Company’s Hong Kong Branch Share Registrar, Computershare Hong Kong Investor Services Limited at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen’s Road East, Wanchai, Hong Kong, not later than 4:30 p.m. on 25 June 2018.

## **Directors**

The Directors who held office during the Year and up to the date of this annual report were:

### **Executive Director**

Du Jinglei\* (*appointed as Chairman with effect from 15 September 2017*)

### **Non-executive Directors**

Ying Wei

*(resigned as a non-executive Director, a member of the Audit Committee and a member of the Remuneration Committee of the Company with effect from 29 March 2018)*

Wang Zhenyu

Zhang Jianxing\*

*(resigned as Chairman of the Company and re-designated from an executive Director to a non-executive Director with effect from 15 September 2017)*

Li Ngai (*appointed as a non-executive Director with effect from 21 August 2017*)

# REPORT OF THE DIRECTORS

## **Directors** (Continued)

### **Independent Non-executive Directors**

Hu Yuming

Lin Lei

Zhang Xiaoya

- \* As disclosed in the announcement of the Company dated 15 September 2017, Mr. Zhang Jianxing resigned as chief executive officer and Chairman and the chairman of the Nomination Committee of the Company but remained as a non-executive Director with effect from 15 September 2017, while Mr. Du Jinglei was appointed as Chairman and the chairman of the Nomination Committee of the Company with effect from the same date.

Biographical details of the Directors are set out in the section headed “Profiles of the Directors and Senior Management” in this annual report.

In accordance with Article 87(1) of the Company’s Articles, Mr. Wang Zhenyu, Mr. Zhang Jianxing, Mr. Zhang Xiaoya and Mr. Li Ngai will retire by rotation at the forthcoming annual general meeting of the Company. All such Directors being eligible, offer themselves for re-election.

The Company has received from each of its independent non-executive Directors an annual confirmation or confirmation of his independence. The Company considers that all of its independent non-executive Directors are independent.

### **Directors’ Service Contracts**

Each of Mr. Du Jinglei, Mr. Wang Zhenyu, has entered into a service agreement with the Company for a term of three years commencing from 28 August 2016, and Mr. Zhang Jianxing has entered into a service agreement with the Company for a term of three years commencing from 15 September 2017, subject to retirement by rotation in accordance with the Articles.

Mr. Li Ngai, a non-executive Director has entered into a non-fixed term service agreement with the Company on 21 August 2017, subject to retirement by rotation in accordance with the Articles.

Pursuant to the respective letters of appointment of two independent non-executive Directors, namely, Mr. Hu Yuming and Mr. Lin Lei, each of them was appointed for a term of three years commencing from 28 August 2016, subject to retirement by rotation in accordance with the Articles.

Mr. Zhang Xiaoya, an independent non-executive Director, has entered into a letter of appointment with the Company for a term of three years commencing from 20 March 2018, subject to retirement by rotation in accordance with the Articles.

Save as disclosed above, none of the Directors had entered into service contracts with the Company which are not determinable by the Company within one year without payment of compensation (other than statutory compensation).



# REPORT OF THE DIRECTORS

## **Changes in Information of Directors**

Pursuant to Rule 13.51(B)(1) of the Listing Rules, the changes in information of Directors subsequent to the date of the 2016 Annual Report are set out below:

<b>Name of Director</b>	<b>Details of Changes</b>
Mr. Du Jinglei	<ul style="list-style-type: none"><li>– Appointed as chairman of the Board and chairman of the Nomination Committee effective from 15 September 2017.</li><li>– Resigned as the company secretary of Ningbo Akin Electronic Technology Corporation Limited (寧波亞錦電子科技股份有限公司) (NEEQ Stock Code: 830806)</li></ul>
Mr. Zhang Jianxing	<ul style="list-style-type: none"><li>– Resigned as chairman of the Board and chairman of the Nomination Committee effective from 15 September 2017.</li><li>– Re-designated from an executive Director to a non-executive director of the Company effective from 15 September 2017.</li></ul>
Mr. Li Ngai	<ul style="list-style-type: none"><li>– Appointed as a non-executive Director with effect from 21 August 2017.</li></ul>
Mr. Lin Lei	<ul style="list-style-type: none"><li>– Appointed as a director of Lepu Medical Technology (Beijing) Co., Ltd. (SZSE Stock Code: 300003) with effect from 21 April 2017.</li></ul>
Mr. Hu Yuming	<ul style="list-style-type: none"><li>– Resigned as an independent director of By-health Co., Ltd. (湯臣倍健股份有限公司) (SZSE Stock Code: 300146), with effect from 22 September 2017.</li><li>– Resigned as an independent director of Guangzhou Shiyuan Electronic Co., Ltd. (廣州視源電子科技股份有限公司) (SZSE Stock Code: 002841), with effect from 26 December 2017.</li><li>– Guangdong PAK Corporation Co. Ltd. (廣東三雄極光照明股份有限公司) (SZSE Stock Code: 300625) with which Mr. Hu Yuming is an independent director became listed on SZSE on 17 March 2017.</li></ul>
Mr. Ying Wei	<ul style="list-style-type: none"><li>– Resigned as a non-executive Director, a member of the Audit Committee and a member of the Remuneration Committee of the Company with effect from 29 March 2018.</li></ul>

## **Directors' Interests in Contracts**

Save as disclosed in the section headed "Connected Transactions" in this report, none of the Directors had a material interest, either directly or indirectly, in any contract of significance to the business of the Group to which the Company, its holding company, or any of its subsidiaries or fellow subsidiaries was a party during the Year.

## **Management Contracts**

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or subsisted during the Year.

# REPORT OF THE DIRECTORS

## **Share Option Scheme**

The Company terminated the old share option scheme and adopted a new share option scheme (the “**Scheme**”) pursuant to a shareholders’ resolution passed on 25 June 2014 for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group’s operation. Eligible participants of the Scheme include the Directors, employees, suppliers, customers and business or strategic alliance partners of the Group. The Scheme became effective on 25 June 2014 and, unless otherwise cancelled or amended, will remain in force for 10 years from that date. A summary of the principal terms of the Scheme was included in the circular dated 30 April 2014 dispatched to the Shareholders.

The maximum number of shares which may be issued upon exercise of all share options granted and to be granted under the Scheme is 376,116,501 shares, representing 10% and 7.77% of the shares of the Company in issue as at the date of adoption of the Scheme and as at the date of this annual report respectively, unless approval for refreshing the 10% limit from the Company’s shareholders has been obtained. The maximum number of shares issued and may be issued under share options granted to each eligible participant in the Scheme (including both exercised and outstanding share options) within any 12-month period is limited to 1% of the shares of the Company in issue. Any further grant of share options in excess of this limit is subject to shareholders’ approval in a general meeting.

The grant of share options to a Director, chief executive or substantial shareholder of the Company, or to any of their associates, is subject to prior approval by the independent non-executive Directors. In addition, any share options granted to a substantial shareholder or an independent non-executive Director of the Company, or to any of their associates, in the 12-month period up to and including the date of the grant of share options in excess of 0.1% of the shares of the Company in issue and with an aggregate value (based on the closing price of the Company’s shares at the date of the grant) in excess of HK\$5 million, are subject to shareholders’ prior approval in a general meeting.

The offer of a grant of share options may be accepted within 28 days from the date of the offer upon payment of a nominal consideration of HK\$10 in total by the grantee. The exercise period of the share options granted is determined by the Board, save that such a period shall not be more than 10 years from the date of grant of the share options subject to the provisions for early termination as set out in the Scheme. Unless otherwise determined by the Directors at their sole discretion, there is no requirement of a minimum holding period or a performance target which must be achieved before a share option can be exercised.

The exercise price of the share options shall be the highest of (i) the nominal value of a share of the Company on the date of grant; (ii) the closing price of the Company’s shares as stated in the daily quotation sheet of the Stock Exchange on the date of grant of the share options; and (iii) the average Stock Exchange closing price of the Company’s shares for the five business days immediately preceding the date of grant.

Share options do not confer rights on the holders to dividends or to vote at general meetings.

# REPORT OF THE DIRECTORS

## Share Option Scheme (Continued)

As at 31 December 2017, options had been granted by the Company under the Scheme which, if exercised in full, would entitle the grantees to subscribe for 92,710,723 shares. The total number of shares available for issue under the Scheme (excluding share options already granted) is 270,504,587 shares, representing approximately 5.59% of the total issued share capital of the Company as at that date.

As at 31 December 2017, details of share options granted under the Scheme are as follows:

Name of option holder	Date of grant	Exercise period	Exercise price (per share)	Closing price of share on date of grant (per share)	Number of underlying shares subject to options outstanding as at 1 January 2017	Number of underlying shares subject to options granted since 1 January 2017	Number of options exercised/ lapsed/ cancelled since 1 January 2017	Number of underlying shares subject to options outstanding as at 31 December 2017
Mr. Lin Ming (Note 1)	14 October 2014	15 October 2014 to 14 October 2019	HK\$0.50	HK\$0.50	17,666,668	–	1,000,000	16,666,668
Ms. Hung Ying-Lien (Note 2)	14 October 2014	15 October 2014 to 14 October 2019	HK\$0.50	HK\$0.50	12,059,435	–	100,000	11,959,435
Continuous contractual employees (in aggregate)	14 October 2014	15 October 2014 to 14 October 2019	HK\$0.50	HK\$0.50	89,885,013	–	25,800,393	64,084,620
Total					119,611,116		26,900,393 (Note 3)	92,710,723

Note 1: Mr. Lin Ming was appointed as chief executive officer of the company with effect from 15 September 2017.

Note 2: Ms. Hung Ying-Lien resigned as an executive Director and the chief financial officer of the Company with effect from 28 August 2013 and was appointed as vice president and chief operating officer of the Company.

Note 3: Among 26,900,393 share options which were exercised, lapsed or cancelled during the period from 1 January 2017 to 31 December 2017, 100,000 share options were exercised by Ms. Hung Ying-Lien, 1,000,000 share options were exercised by Mr. Lin Ming, 9,867,861 share options were exercised by continuous contractual employees and 15,932,532 share options lapsed.

# REPORT OF THE DIRECTORS

## **Directors' and Chief Executives' Interests and Short Positions in the Shares, Underlying Shares and Debentures of the Company and its Associated Corporations**

As at 31 December 2017, the interests and short positions of each of the Directors and chief executives of the Company in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO")), which were required to be recorded in the register maintained by the Company under Section 352 of the SFO, or required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they are taken or deemed to have under such provisions of the SFO) and the Model Code, were as follows:

Name	Capacity/Nature of interest	Number of shares interested (other than under equity derivatives)	Number of underlying shares in respect of options granted	Total number of shares/ underlying shares under equity derivatives	Percentage of issued shares
Mr. Lin Ming	Beneficial Owner	-	16,666,668(L)	16,666,668(L)	0.34%

*Note:*

The letter "L" denotes a long position in underlying shares.

Save as disclosed above, as at 31 December 2017, to the best knowledge of the Directors and chief executives of the Company, 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 or any of its associated corporations (within the meaning of Part XV of the SFO, which were required to be recorded in the register maintained by the Company under Section 352 of the SFO, or required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they are taken or deemed to have under such provisions of the SFO) and the Model Code.

# REPORT OF THE DIRECTORS

## **Substantial Shareholders' Interests and Short Positions in the Shares of the Company**

So far as is known to the Directors and chief executives of the Company, as at 31 December 2017, the following persons (other than Directors and chief executives of the Company) had interests or short positions in the shares and underlying shares of the Company, which are required to be notified to the Company pursuant to the provisions of Divisions 2 and 3 of Part XV of the SFO, or which are recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO:

Name	Capacity/ Nature of interest	Number of shares interested (other than under equity derivatives) <i>(Note 1)</i>	Number of shares interested under equity derivatives <i>(Note 1)</i>	Total number of shares and underlying shares under equity derivatives <i>(Note 1)</i>	Percentage of issued shares
CDH Fast Two Limited <i>(Note 2)</i>	Beneficial Owner	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
CDH Fast One Limited <i>(Note 3)</i>	Interest in a controlled corporation	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
CDH Fund IV, L.P. <i>(Note 3)</i>	Interest in a controlled corporation	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
CDV IV Holdings Company Limited <i>(Note 3)</i>	Interest in a controlled corporation	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
China Diamond Holdings IV, L.P. <i>(Note 3)</i>	Interest in a controlled corporation	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
China Diamond Holdings Company Limited <i>(Note 3)</i>	Interest in a controlled corporation	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
High Inspiring Limited	Person having a security interest in shares <i>(Note 4)</i>	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Beneficial Owner <i>(Note 5)</i>	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%

# REPORT OF THE DIRECTORS

## ***Substantial Shareholders' Interests and Short Positions in the Shares of the Company (Continued)***

<b>Name</b>	<b>Capacity/ Nature of interest</b>	<b>Number of shares interested (other than under equity derivatives) (Note 1)</b>	<b>Number of shares interested under equity derivatives (Note 1)</b>	<b>Total number of shares and underlying shares under equity derivatives (Note 1)</b>	<b>Percentage of issued shares</b>
CCBI Investments Limited (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%
CCB International (Holdings) Limited (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%
CCB Financial Holdings Limited (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%
CCB International Group Holdings Limited (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%

# REPORT OF THE DIRECTORS

## **Substantial Shareholders' Interests and Short Positions in the Shares of the Company** (Continued)

Name	Capacity/ Nature of interest	Number of shares interested (other than under equity derivatives) (Note 1)	Number of shares interested under equity derivatives (Note 1)	Total number of shares and underlying shares under equity derivatives (Note 1)	Percentage of issued shares
China Construction Bank Corporation (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%
Central Huijin Investment Ltd. (Note 6)	Person having a security interest in shares	2,889,580,226 (L)	–	2,889,580,226 (L)	59.69%
	Interest in a controlled corporation	244,797,640 (L)	632,994,104 (L)	877,791,744 (L)	18.13%

### Notes:

- The letter "L" denotes a long position in the shares.
- CDH Fast Two Limited entered into an investment agreement (the "**Investment Agreement**") with the Company on 25 June 2013 pursuant to which CDH Fast Two Limited agreed to subscribe for 1,262,564,333 new shares and convertible bonds (the "**Convertible Bonds**") in principal amount of US\$48,685,000 issued by the Company. Transactions contemplated under the Investment Agreement were completed on 28 August 2013. On 12 June 2014, pursuant to a partial conversion of the Convertible Bonds in the principal amount of US\$24,342,500, the Company allotted and issued a total of 813,507,946 shares to CDH Fast Two Limited at the conversion price of HK\$0.2328 per Share. On 28 December 2015, pursuant to the full conversion of the remaining Convertible Bonds, the Company allotted and issued 813,507,947 shares at the conversion price of HK\$0.2328 per share to CDH Fast Two Limited.
- Each of CDH Fast One Limited (as the sole shareholder of CDH Fast Two Limited); CDH Fund IV, L.P. (as the sole shareholder of CDH Fast One Limited); CDH IV Holdings Company Limited (as the general partner of CDH Fund IV, L.P.); China Diamond Holdings IV, L.P. (as the controlling shareholder of CDH IV Holdings Company Limited); and China Diamond Holdings Company Limited (as the general partner of China Diamond Holdings IV, L.P.) is deemed to be indirectly interested in the Company under the SFO.

# REPORT OF THE DIRECTORS

## **Substantial Shareholders' Interests and Short Positions in the Shares of the Company (Continued)**

Notes: (Continued)

4. As disclosed in the announcement of the Company dated 21 August 2017, the Company entered into a convertible note purchase agreement (the "**Convertible Note Purchase Agreement**") with High Inspiring Limited, pursuant to which the Company has conditionally agreed to issue and High Inspiring Limited has conditionally agreed to purchase the convertible notes in an aggregate principal amount of US\$35,000,000 due in 2019 (the "**CCBC Convertible Notes**"). As a condition of the Convertible Note Purchase Agreement, CDH Fast Two Limited entered into a share charge with High Inspiring Limited pursuant to which CDH Fast Two Limited, being the controlling shareholder of the Company, charged 2,889,580,226 shares held by it to High Inspiring Limited.
5. Pursuant to the Convertible Note Purchase Agreement, the CCBC Convertible Notes are fully convertible at the initial Conversion Price of HK\$0.306085 per Share (subject to adjustment) and will be convertible into approximately 886,191,744 shares. Pursuant to a partial conversion of the CCBC Convertible Notes in an aggregate principal amount of US\$10,000,000 at the conversion price of HK\$0.306085 per share, the Company allotted and issued a total of 253,197,640 shares. Following the partial conversion of the CCBC Convertible Notes, 632,994,104 shares may be issued to High Inspiring Limited upon full conversion of the remaining CCBC Convertible Notes.
6. Each of CCBI Investments Limited (as the sole shareholder of High Inspiring Limited); CCB International (Holdings) Limited (as the sole shareholder of CCBI Investments Limited); CCB Financial Holdings Limited (as the sole shareholder of CCB International (Holdings) Limited); CCB International Group Holdings Limited (as the sole shareholder of CCB Financial Holdings Limited); China Construction Bank Corporation (as the sole shareholder of CCB International Group Holdings Limited); and Central Huijin Investment Ltd (as the controlling shareholder of China Construction Bank Corporation) is deemed to be indirectly interested in the Company under the SFO.

Save as disclosed above, as at 31 December 2017, the Directors are not aware of any person (other than the Directors and chief executives of the Company) who had an interest or short position in the shares and underlying shares 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 are recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO.

## **Arrangements to Purchase Shares or Debentures**

Save as disclosed above and under the section headed "Share Option Scheme", at no time during the Year were there any rights to acquire benefits by means of the acquisition of shares in or debentures of the Company granted to any Director or their respective spouse or children under 18 years of age, nor were there any such rights exercised by them. Also, there was no arrangement to which the Company, its holding company, or any of its subsidiaries or fellow subsidiaries is a party that would enable the Directors to acquire such rights in any other body corporate.



# REPORT OF THE DIRECTORS

## **Equity-linked Agreements**

Save for the CCBC Convertible Notes disclosed in this Report of the Directors, the Management Discussion and Analysis of this annual report and note 25 to the Financial Statements, and the Scheme as disclosed in section “Share Option Schemes” of this Report of the Directors, no equity-linked agreement was entered into or subsisted during the year ended 31 December 2017.

## **Pre-emptive Rights**

There are no provisions for pre-emptive rights under the Articles or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro rata basis to its existing shareholders.

## **Connected Transactions**

During the Year, the following connected transactions were carried out by the Company and its subsidiaries pursuant to Chapter 14A of the Listing Rules.

### **(i) Financial Assistance received by Liaoning XTC from Mr. Li Haidong**

In 2017, Mr. Li Haidong (“**Mr. Li**”) provided a guarantee to a supplier of a subsidiary of the Company Liaoning Xin Tian Cheng Industrial Co., Ltd. (“**Liaoning XTC**”) to secure the debt up to RMB15,183,000 owed to such supplier by Liaoning XTC by using the properties owned by Mr. Li as mortgage (“**Financial Assistance from Mr. Li Haidong**”). Li Haidong is a director of and holds approximately 27.64% equity interests in Liaoning XTC. The Financial Assistance from Li Haidong constitutes a connected transaction of the Company under Chapter 14A of the Listing Rules. The Financial Assistance from Li Haidong was conducted on normal or better commercial terms and it was not secured by the assets of the Group. As such, it is fully exempt from shareholders’ approval, annual review and all disclosure requirements pursuant to Rule 14A.90.

### **(ii) Financial assistance received by the Company from Mr. Xing Aiyi**

In 2017, Mr. Xing Aiyi (“**Mr. Xing**”) provided a guarantee to a bank to secure the loan of RMB5,000,000 owed by a subsidiary of the Company Beijing Aiyihang Auto Service Co., Ltd (“**Beijing Aiyihang**”) (“**Financial Assistance from Mr. Xing Aiyi**”). Mr. Xing is a director of Beijing Aiyihang. In addition, Mr. Xing and his spouse indirectly hold 40% equity interests in Beijing Aiyihang. The Financial Assistance from Mr. Xing constitutes a connected transaction of the Company under Chapter 14A of the Listing Rules. The Financial Assistance from Mr. Xing Aiyi was conducted on normal or better commercial terms and it was not secured by the assets of the Group. As such, it is fully exempt from shareholders’ approval, annual review and all disclosure requirements pursuant to Rule 14A.90.

The Company confirms that it has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules for all connected transactions and continuing connected transactions conducted during the Year.

# REPORT OF THE DIRECTORS

## ***Permitted Indemnity***

The Company has arranged for appropriate insurance cover for Directors' and officers' liabilities in respect of legal actions against its Directors and senior management arising out of corporate activities. Every Director shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he/she may sustain or incur in or about the execution of the duties of his/her office or otherwise in relation thereto.

## ***Directors' Interests in Competing Business***

As at 31 December 2017 and up to the date of this annual report, none of the Directors are considered to be in businesses which compete or are likely to compete, either directly or indirectly, with the businesses of the Group.

## ***Sale, Purchase or Redemption of the Company's Listed Securities***

During the Year, the Company did not repurchase any ordinary shares of the Company on the Stock Exchange under the general mandate granted at the annual general meeting held on 29 June 2017, and, there were no purchases, sales or redemption of the Company's listed securities by the Company or any of its subsidiaries during the Year.

## ***Major Customers and Suppliers***

Sales to our five largest customers were less than 30% of the total revenue for the Year. Purchases from the five largest suppliers were less than 30% of the total purchases for the Year.

None of the Directors or any of their associates or any shareholders (which, to the best knowledge of the Directors, owns more than 5% of the Company's issued share capital) had any beneficial interest in the Group's five largest customers or suppliers.

## ***Basis of Determining the Emolument Payable to the Directors***

The remuneration of the Directors is determined by the Board which receives recommendations from the Remuneration Committee. In determining the remuneration of the Directors, the Company take into account of each Director's qualifications, experience, duties and responsibilities with the Company, as well as the Company's performance and the prevailing market conditions.

# REPORT OF THE DIRECTORS

## ***Tax Relief***

The Company is not aware of any relief from taxation available to the shareholders of the Company by reason of their holdings in the shares of the Company.

## ***Public Float***

As at the date of this annual report, based on public information available to the Company and to the best knowledge of the Directors, the Company maintained sufficient public float, being 25% of the issued share capital of the Company, as required under the Listing Rules.

## ***Auditor***

The Financial Statements have been audited by KPMG, the auditor of the Company.

On behalf of the Board

**Du Jinglei**

*Chairman*

Hong Kong, 29 March 2018

# INDEPENDENT AUDITOR'S REPORT



**Independent auditor's report to the shareholders of  
New Focus Auto Tech Holdings Limited**  
*(incorporated in the Cayman Islands with limited liability)*

**Opinion**

We have audited the consolidated financial statements of New Focus Auto Tech Holdings Limited ("the Company") and its subsidiaries ("the Group") set out on pages 58 to 149, which comprise the consolidated statement of financial position as at 31 December 2017, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2017 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 Boards ("IASB") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

**Basis for opinion**

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSA") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants ("the Code") together with any ethical requirements that are relevant to our audit of the consolidated financial statements in the Cayman Islands, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**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.

# INDEPENDENT AUDITOR'S REPORT

## Key audit matters (Continued)

### Impairment of goodwill, intangible assets and property, plant and equipment ("PPE")

Refer to notes 15, 18 and 19 to the consolidated financial statements on page 101, 104 and 106 respectively and the accounting policies on page 74.

#### The key audit matter

The revenue and profitability of certain of the Group's business units have been lower than expectations partly as a result of the slowdown in the Mainland China economy in recent years. Certain business units recorded a net loss for the current year which management considered was an indicator of potential impairment of the non-current assets attributable to these business units.

Goodwill and intangible assets with an indefinite useful life are tested for impairment annually. PPE is tested for impairment when indicators of potential impairment are identified.

For goodwill, intangible assets with indefinite useful lives and PPE where indicators of impairment were identified management assessed the recoverable amounts of the smallest separately identifiable cash generating unit ("CGU") to which the relevant assets were allocated based on value-in-use calculations using discounted cash flow forecasts. An independent appraiser was engaged by management to prepare the discounted cash flow forecasts in order for management to assess impairment.

#### How the matter was addressed in our audit

Our audit procedures to assess impairment of goodwill, intangible assets and PPE included the following:

- assessing management's identification of CGUs, the amounts of goodwill, intangible assets and PPE allocated to each CGU and, with the assistance of our internal valuation specialists, the impairment assessment methodology adopted by management with reference to the requirements of the prevailing accounting standards;
- evaluating the competence, capabilities and objectivity of the independent appraiser engaged by the Company to prepare discounted cash flow forecasts to help management assess the value-in-use of the relevant CGUs;
- obtaining the independent valuation report from the independent appraiser engaged by management and comparing key inputs in the calculations, which included revenue growth rates, gross profit ratios and working capital assumptions, with the financial budget approved by the company's directors, available relevant external data and our own views based on our experience and knowledge of the industry in which the Group operates;
- evaluating the Group's financial budgeting procedures upon which forecasts are based, including enquiring of management relating to the significant assumptions used in the budgeting process and comparing the budgeted figures with previous year's actual results;

# INDEPENDENT AUDITOR'S REPORT

## Key audit matters (Continued)

### Impairment of goodwill, intangible assets and property, plant and equipment ("PPE") (Continued)

Refer to notes 15, 18 and 19 to the consolidated financial statements on page 101, 104 and 106 respectively and the accounting policies on page 74.

#### The key audit matter

The preparation of discounted cash flow forecasts involves the exercise of significant judgement, in particular in forecasting revenue growth rates and in determining long-term growth rates, inflation rates and the discount rates applied.

We identified assessing impairment of goodwill, intangible assets and PPE as a key audit matter because of its significance to the consolidated financial statements and because of the high level of judgement involved in making assumptions about factors which can be inherently uncertain and could be subject to management bias.

#### How the matter was addressed in our audit

- utilising our internal valuation specialists to assist us in evaluating the assumptions and judgements adopted in the discounted cash flow forecasts relating to inflation rate, the growth rate beyond the forecast period and the discount rates applied to derive the recoverable amounts of the CGUs. This evaluation included researching public information relating to inflation rate and independently recalculating the discount rates applied with reference to those of other comparable listed companies in the same industries;
- comparing the key assumptions adopted in cash flow forecasts prepared in the previous year with the current year's actual performance to assess the historical accuracy of management's forecasting process and considering whether any significant variances had been incorporated in the current year's cash flow forecasts;
- performing revenue growth rate and gross profit margin sensitivity analyses of both the discount rates applied and forecast cash flows, considering the resulting impact on the impairment charge for the year and assessing whether there were any indicators of management bias in the making of key assumptions;
- considering the disclosures in the consolidated financial statements in respect of management's impairment assessments and whether the disclosures in relation to the sensitivity of the outcome of the impairment assessments to changes in key assumptions have properly reflected the risks inherent in the assessments with reference to the requirements of the prevailing accounting standards.

# INDEPENDENT AUDITOR'S REPORT

## Key audit matters (Continued)

### Assessing the recoverability of loans to Shenzhen Jiahong

Refer to note 22(b) to the consolidated financial statements on page 114 and the accounting policies on page 72.

#### The key audit matter

Included in deposits, prepayments and other receivables as at 31 December 2017 are loans to Shenzhen Jiahong Trading Development Co., Ltd. ("Shenzhen Jiahong") which total RMB123.5 million.

The loans bear interest at an annual rate of 12% and were due to be repaid on or before 31 December 2015. These loans have not been repaid as scheduled.

These loans are:

- guaranteed by each of the two individual shareholders of Shenzhen Jiahong who collectively owned 85% of Shenzhen Jiahong as at 31 December 2017;
- guaranteed by 13 subsidiaries owned by Shenzhen Jiahong;
- secured by the pledge of 100% of the shares in each of the two subsidiaries wholly owned by Shenzhen Jiahong; and
- secured by the pledge of 30% of the shares in a mineral company which is indirectly owned 80% by one of the two principal shareholders of Shenzhen Jiahong.

We identified assessing the recoverability of loans to Shenzhen Jiahong as a key audit matter because significant uncertainty exists as to whether the loans will be repaid in full or not which may have a significant impact on the Group's liquidity and profit or loss.

#### How the matter was addressed in our audit

Our audit procedures to assess the recoverability of loans to Shenzhen Jiahong included the following:

- comparing settlement of the outstanding loans and interest thereon subsequent to the reporting date with bank statements and other relevant underlying documentation;
- obtaining confirmation from Shenzhen Jiahong of the outstanding overdue loans due to the Group as at 31 December 2017;
- inspecting the payment schedule provided by Shenzhen Jiahong to the Company, and comparing the actual repayment with the payment schedule provided in the past to evaluate whether Shenzhen Jiahong could adhere to the payment schedule;
- inspecting the compromise and settlement agreement signed by the Company and Shenzhen Jiahong on 7 February 2018;
- evaluating the financial ability of Shenzhen Jiahong to repay the outstanding loans by inspecting relevant information obtained from management of the Company;
- assessing the validity of the pledges provided by Shenzhen Jiahong to the Group by obtaining confirmation from the Company's lawyer and the enforceability by considering the availability of relevant active markets for the assets pledged.

# INDEPENDENT AUDITOR'S REPORT

## **Information other than the consolidated financial statements and auditor's report thereon**

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## **Responsibilities of the directors for the consolidated financial statements**

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

In preparing the consolidated financial statements, the directors 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 directors are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

## **Auditor's responsibility for the audit of the consolidated financial statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made 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 HKSAAs 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.



# INDEPENDENT AUDITOR'S REPORT

## **Auditor's responsibility for the audit of the consolidated financial statements** *(Continued)*

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

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

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

# INDEPENDENT AUDITOR'S REPORT

**Auditor's responsibility for the audit of the consolidated financial statements** *(Continued)*

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

The engagement partner on the audit resulting in this independent auditor's report is Chu Man Wai.

**KPMG**

*Certified Public Accountants*

8th Floor, Prince's Building  
10 Chater Road  
Central, Hong Kong

29 March 2018

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2017 (Expressed in Renminbi)

	Note	2017 RMB'000	2016 RMB'000
<b>Revenue</b>	6	<b>1,267,928</b>	1,292,665
Cost of sales and services		<b>(1,045,573)</b>	(1,017,862)
<b>Gross profit</b>		<b>222,355</b>	274,803
Other revenue and gains and losses	7	<b>(203,571)</b>	59,934
Distribution costs		<b>(184,082)</b>	(213,738)
Administrative expenses		<b>(152,619)</b>	(149,492)
Impairment loss on goodwill and other intangible assets	18	<b>(5,302)</b>	(74,334)
Finance costs	8	<b>(47,885)</b>	(40,885)
Share of loss of an associate		<b>(234)</b>	(2,099)
<b>Loss before taxation</b>	9	<b>(371,338)</b>	(145,811)
Income tax	11	<b>1,368</b>	(2,507)
<b>Loss for the year</b>		<b>(369,970)</b>	(148,318)
<b>Other comprehensive income</b>			
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of foreign operations	14	<b>9,831</b>	(8,403)
Available-for-sale financial assets: net movement in the fair value reserve	14	<b>–</b>	(325)
<b>Other comprehensive income for the year, net of tax</b>		<b>9,831</b>	(8,728)
<b>Total comprehensive income for the year</b>		<b>(360,139)</b>	(157,046)
<b>Loss for the year attributable to</b>			
– Equity shareholders of the Company		<b>(315,465)</b>	(123,459)
– Non-controlling interests		<b>(54,505)</b>	(24,859)
		<b>(369,970)</b>	(148,318)
<b>Total comprehensive income attributable to</b>			
– Equity shareholders of the Company		<b>(305,634)</b>	(132,187)
– Non-controlling interests		<b>(54,505)</b>	(24,859)
		<b>(360,139)</b>	(157,046)
<b>Loss per share</b>	13		
Basic (RMB cents)		<b>(6.79)</b>	(2.70)
Diluted (RMB cents)		<b>(6.79)</b>	(2.70)

The notes on pages 64 to 149 form part of these financial statements. Details of dividends payable to equity shareholders of the Company attributable to the profit for the year are set out in Note 12.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2017 (Expressed in Renminbi)

	Note	31 December 2017 RMB'000	31 December 2016 RMB'000
<b>ASSETS AND LIABILITIES</b>			
<b>Non-current assets</b>			
Property, plant and equipment	15	206,033	182,450
Leasehold land and land use rights	16	29,152	30,221
Investment properties	17	46,398	43,864
Goodwill	18	43,919	43,919
Other intangible assets	19	49,660	56,038
Interest in an associate		159	393
Amounts due from related parties	31(b)	24,262	–
Deferred tax assets	26	37,627	31,166
Other non-current assets		8,636	–
		<b>445,846</b>	<b>388,051</b>
<b>Current assets</b>			
Inventories	21	177,986	177,135
Tax recoverable		6	6
Trade receivables	22(a)	161,632	161,590
Deposits, prepayments and other receivables	22(b)	442,264	284,650
Amounts due from related parties	31(b)	15,006	32,633
Pledged time deposits	29	4,500	4,500
Cash and cash equivalents	29	132,944	164,269
		<b>934,338</b>	<b>824,783</b>
<b>Current liabilities</b>			
Bank borrowings, secured	23	157,051	178,475
Trade payables	24(a)	242,755	185,641
Accruals and other payables	24(b)	428,163	208,662
Amount due to related parties	31(c)	2,719	–
Tax payable		4,041	4,423
Convertible bonds	25	305,260	183,834
		<b>1,139,989</b>	<b>761,035</b>
<b>Net current (liabilities)/assets</b>		<b>(205,651)</b>	<b>63,748</b>
<b>Total assets less current liabilities</b>		<b>240,195</b>	<b>451,799</b>

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2017 (Expressed in Renminbi)

	<i>Note</i>	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
<b>Non-current liabilities</b>			
Deferred tax liabilities	26	<b>22,268</b>	22,632
<b>NET ASSETS</b>		<b>217,927</b>	429,167
<b>CAPITAL AND RESERVES</b>			
Share capital	27	<b>398,481</b>	376,184
Reserves	28	<b>(202,060)</b>	(21,897)
Total equity attributable to equity shareholders of the Company		<b>196,421</b>	354,287
Non-controlling interests		<b>21,506</b>	74,880
<b>TOTAL EQUITY</b>		<b>217,927</b>	429,167

Approved and authorised for issue by the board of directors on 29 March 2018.

**Du Jinglei**  
*Director*

**Wang Zhenyu**  
*Director*

The notes on pages 64 to 149 form part of these financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2017 (Expressed in Renminbi)

	Share capital	Share premium	Statutory reserve fund	Enterprise expansion fund	Convertible bonds reserve	Capital redemption reserve	Exchange reserve	Others	Accumulated losses	Attributable to equity shareholders of the Company	Non-controlling interests	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
	(Note 27)	(Note 28(i)(a))	(Note 28(i)(b))	(Note 28(i)(c))	(Note 28(i)(f))	(Note 28(i)(d))	(Note 28(i)(e))	(Note 28(i)(g))				
At 1 January 2017	376,184	876,899	55,151	2,756	1,619	1,545	(37,893)	36,011	(957,985)	354,287	74,880	429,167
Loss for the year	-	-	-	-	-	-	-	-	(315,465)	(315,465)	(54,505)	(369,970)
Other comprehensive income for the year	-	-	-	-	-	-	9,831	-	-	9,831	-	9,831
Total comprehensive income for the year, net of tax	-	-	-	-	-	-	9,831	-	(315,465)	(305,634)	(54,505)	(360,139)
Transfer of reserves	-	-	1,722	-	-	-	-	-	(1,722)	-	-	-
Conversion of convertible bonds (Note 25)	21,365	121,029	-	-	-	-	-	-	-	142,394	-	142,394
Capital injection from non-controlling shareholders	-	-	-	-	-	-	-	-	-	-	1,200	1,200
Redemption of convertible bonds (Note 25)	-	-	-	-	(1,619)	-	-	-	1,619	-	-	-
Dividends declared to non-controlling owners of subsidiaries	-	-	-	-	-	-	-	-	-	-	(69)	(69)
Recognition of equity-settled share-based payments (Note 34)	-	-	-	-	-	-	-	716	-	716	-	716
Forfeited share options (Note 34)	-	-	-	-	-	-	-	(1,349)	1,349	-	-	-
Shares issued under share option scheme (Note 34)	932	4,971	-	-	-	-	-	(1,245)	-	4,658	-	4,658
At 31 December 2017	398,481	1,002,899	56,873	2,756	-	1,545	(28,062)	34,133	(1,272,204)	196,421	21,506	217,927
At 1 January 2016	376,133	876,692	52,641	2,756	-	1,545	(29,490)	28,656	(832,016)	476,917	107,796	584,713
Loss for the year	-	-	-	-	-	-	-	-	(123,459)	(123,459)	(24,859)	(148,318)
Other comprehensive income for the year	-	-	-	-	-	-	(8,403)	(325)	-	(8,728)	-	(8,728)
Total comprehensive income for the year, net of tax	-	-	-	-	-	-	(8,403)	(325)	(123,459)	(132,187)	(24,859)	(157,046)
Transfer of reserves	-	-	2,510	-	-	-	-	-	(2,510)	-	-	-
Disposal of subsidiaries	-	-	-	-	-	-	-	(116)	-	(116)	(11,836)	(11,952)
Recognition into convertible bonds reserve	-	-	-	-	1,619	-	-	-	-	1,619	-	1,619
Acquisition of a subsidiary	-	-	-	-	-	-	-	-	-	-	(528)	(528)
Capital injection from non-controlling shareholders	-	-	-	-	-	-	-	1,903	-	1,903	4,307	6,210
Recognition of equity-settled share-based payments	-	-	-	-	-	-	-	5,963	-	5,963	-	5,963
Shares issued under share option scheme	51	207	-	-	-	-	-	(70)	-	188	-	188
At 31 December 2016	376,184	876,899	55,151	2,756	1,619	1,545	(37,893)	36,011	(957,985)	354,287	74,880	429,167

The notes on pages 64 to 149 form part of these financial statements.

# CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 December 2017 (Expressed in Renminbi)

	Note	2017 RMB'000	2016 RMB'000
<b>Operating activities:</b>			
Loss before taxation		(371,338)	(145,811)
Adjustments for:			
– Write-down of inventories	9	2,765	5,416
– Depreciation and amortisation	9	39,917	37,497
– Allowance for doubtful debts	9	7,143	4,509
– Impairment of other intangible assets and goodwill	18	5,302	74,334
– Equity-settled share-based payments	9	716	5,963
– Interest income	7	(4,529)	(13,551)
– Interest expenses	8	47,885	40,885
– Loss/(gain) on disposal of property, plant and equipment	7	722	(135)
– Fair value change on investment properties	17	(2,534)	(1,089)
– Gain on disposal of subsidiaries and an associate	7	–	(19,820)
– Written-off of other payables	7	–	(1,274)
– Fair value change of conversion option	25	208,031	(4,250)
– Share of loss of an associate		234	2,099
<b>Operating cash flows before working capital changes</b>		<b>(65,686)</b>	<b>(15,227)</b>
Increase in inventories		(2,962)	(32,442)
Increase in trade receivables		(6,988)	(50,675)
Decrease/(increase) in deposits, prepayments and other receivables		179	(25,276)
Decrease/(increase) in amounts due from related parties		14,016	(406)
Increase in trade payables		57,044	56,431
Increase in accruals and other payables		33,238	41,551
Increase in amounts due to related parties	31(c)	2,719	–
<b>Cash generated from/(used in) operations</b>		<b>31,560</b>	<b>(26,044)</b>
Income tax paid		(4,829)	(7,034)
<b>Net cash generated from/(used in) operating activities</b>		<b>26,731</b>	<b>(33,078)</b>

# CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 December 2017 (Expressed in Renminbi)

	Note	2017 RMB'000	2016 RMB'000
<b>Investing activities</b>			
Purchase of property, plant and equipment		(74,667)	(57,713)
Proceeds from sale of available-for-sale financial assets		–	54,649
Proceeds from disposal of property, plant and equipment and investment properties		537	2,149
Loans to a related party	31(a)	(25,651)	–
Loans to Lifeng Dingsheng	22(b)	(242,512)	–
Loans repaid by a third party	22(b)	66,500	60,000
Net cash in/(out) for acquiring of subsidiaries		124	(889)
Net cash in/(out) for disposal of subsidiaries		19,500	(10,925)
Investment in associates		–	(598)
Increase in pledged time deposits		–	38
Interest received		2,828	21,725
<b>Net cash (used in)/generated from investing activities</b>		<b>(253,341)</b>	68,436
<b>Financing activities</b>			
Proceeds from issue of convertible bonds	25	230,128	–
Capital received from non-controlling owners of a subsidiary		6,200	1,210
Proceeds from investment of a third party	24	188,975	–
Proceeds from exercise of share options		4,658	188
Proceeds from new bank loans		172,051	178,477
Repayment of bank loans		(193,475)	(175,456)
Repayment of convertible bonds	25	(191,324)	–
Dividend paid to non-controlling owners of subsidiaries		(69)	–
Interest paid		(18,099)	(18,418)
<b>Net cash generated from/(used in) financing activities</b>		<b>199,045</b>	(13,999)
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(27,565)</b>	21,359
<b>Cash and cash equivalents at the beginning of the year</b>		<b>164,269</b>	140,327
<b>Effect of foreign exchange rate changes</b>		<b>(3,760)</b>	2,583
<b>Cash and cash equivalents at the end of the year</b>		<b>132,944</b>	164,269
<b>Analysis of the balances of cash and cash equivalents</b>			
Cash at bank and in hand		132,944	164,269

The notes on pages 64 to 149 form part of these financial statements.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 1. ORGANISATION AND PRINCIPAL ACTIVITIES

New Focus Auto Tech Holdings Limited (the “Company”) was incorporated in the Cayman Islands with limited liability and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) and its registered office is at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111 Cayman Islands. Its principal place of business is in Shanghai, the People’s Republic of China (the “PRC”).

The Company is an investment holding company and its subsidiaries are principally engaged in the manufacture and sale of electronic and power-related automotive parts and accessories; and the provision of automobile repair, maintenance and restyling services and retail distribution of merchandise goods through its service chain stores network in the Greater China Region and trading of automobile accessories. The Company and its subsidiaries are collectively referred to as the Group.

## 2. BASIS OF PREPARATION

### (a) Statement of compliance

These consolidated financial statements have been prepared in accordance with all applicable International Financial Reporting Standards (“IFRSs”) issued by the International Accounting Standards Board (“IASB”), which collective term includes all applicable individual International Financial Reporting Standards, International Accounting Standards (“IASs”) and Interpretations issued by the IASB, and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, these financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Significant accounting policies adopted by the Group are disclosed below.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 2. BASIS OF PREPARATION (Continued)

### (b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2017 comprise the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interest in associates.

The measurement basis used in the preparation of the financial statements is the historical cost basis except that the following assets and liabilities are stated at fair value as explained in the accounting policies set out below:

- Investment properties;
- Available-for-sale financial assets; and
- Derivative financial instruments included in convertible bonds.

Non-current assets and disposal groups held for sale are stated at the lower of carrying amount and fair value less costs to sell.

### (c) Functional and presentation currency

The financial statements are presented in Renminbi (“RMB”), which is the currency of the primary economic environment in which the major entities of the Group operate. The functional currency of the Company is US dollar.

## 3 CHANGES IN ACCOUNTING POLICIES

The IASB has issued a number of amendments to IFRSs that are first effective for the current accounting period of the Group. None of these developments have had a material effect on how the Group’s results and financial position for the current or prior periods have been prepared or presented. However, additional disclosure has been made to satisfy the new disclosure requirements introduced by the amendments to IAS 7, *Statement of cash flows: Disclosure initiative*, which require entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES**

### (a) **Business combination and basis of consolidation**

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Inter-company transactions and balances between group companies together with unrealised profits are eliminated in full in preparing the consolidated financial statements. Unrealised losses are also eliminated unless the transaction provides evidence of impairment on the asset transferred, in which case the loss is recognised in profit or loss.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the effective dates of acquisition or up to the effective dates of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by other members of the Group.

Acquisition of subsidiaries or businesses is accounted for using the acquisition method. The cost of an acquisition is measured at the aggregate of the acquisition-date fair value of assets transferred, liabilities incurred and equity interests issued by the Group, as the acquirer. The identifiable assets acquired and liabilities assumed are principally measured at acquisition-date fair value. The Group's previously held equity interest in the acquiree is re-measured at acquisition-date fair value and the resulting gains or losses are recognised in profit or loss. The Group may elect, on a transaction-by-transaction basis, to measure the non-controlling interests that represent present ownership interests in the subsidiary either at fair value or at the proportionate share of the acquiree's identifiable net assets. All other non-controlling interests are measured at fair value unless another measurement basis is required by IFRSs. Acquisition-related costs incurred are expensed unless they are incurred in issuing equity instruments in which case the costs are deducted from equity.

Any contingent consideration to be transferred by the acquirer is recognised at acquisition-date fair value. Subsequent adjustments to consideration are recognised against goodwill only to the extent that they arise from new information obtained within the measurement period (a maximum of 12 months from the acquisition date) about the fair value at the acquisition date. All other subsequent adjustments to contingent consideration classified as an asset or a liability are recognised in profit or loss. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognised in accordance with IAS 39 either in profit or loss or as change to other comprehensive income.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (b) **Subsidiaries and non-controlling interests**

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In assessing control, potential voting rights that presently are exercisable are taken into account.

Interests in subsidiaries are included in the Company's statement of financial position at cost less any impairment losses. The results of subsidiaries are accounted for by the Company on the basis of dividends received and receivable.

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

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated statement of comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the equity shareholders of the Company. Loans from holders of non-controlling interests and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position depending on the nature of the liability.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated equity to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised.

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses, unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (c) **Associates**

An associate is an entity in which the Group or Company has significant influence, but not control or joint control, over its management, including participation in the financial and operating policy decisions.

An investment in an associate is accounted for in the consolidated financial statements under the equity method, unless it is classified as held for sale (or included in a disposal group that is classified as held for sale). Under the equity method, the investment is initially recorded at cost, adjusted for any excess of the Group's share of the acquisition-date fair values of the investee's identifiable net assets over the cost of the investment (if any). Thereafter, the investment is adjusted for the post acquisition change in the Group's share of the investee's net assets and any impairment loss relating to the investment. Any acquisition-date excess over cost, the Group's share of the post-acquisition, post-tax results of the investees and any impairment losses for the year are recognised in the consolidated statement of profit or loss, whereas the Group's share of the post-acquisition post-tax items of the investees' other comprehensive income is recognised in the consolidated statement of profit or loss and other comprehensive income.

When the Group's share of losses exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method together with the Group's long-term interests that in substance form part of the Group's net investment in the associate.

Unrealised profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the investee, except where unrealised losses provide evidence of an impairment of the asset transferred, in which case they are recognised immediately in profit or loss.

If an investment in an associate becomes an investment in a joint venture or vice versa, retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method.

In all other cases, when the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former investee at the date when significant influence is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

In the Company's statement of financial position, investments in associates are stated at cost less impairment losses, unless classified as held for sale (or included in a disposal group that is classified as held for sale).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (d) **Goodwill**

Goodwill arising on the acquisition of a subsidiary represents the excess of the aggregate of consideration transferred and the amount recognised for non-controlling interests over the net fair value of the identifiable assets, liabilities and contingent liabilities acquired. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to other asset of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in subsequent period.

On the disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

### (e) **Property, plant and equipment**

Property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Depreciation of these assets commences when the assets are ready for their intended use.

The historical cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment, and where the cost of the item can be measured reliably, the expenditure is capitalised as an additional cost of that asset or as a replacement.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (e) **Property, plant and equipment** (Continued)

Depreciation is charged so as to write off the cost of assets, other than construction in progress, over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis. The principal estimated useful lives are as follows:

Freehold land	Not depreciated
Buildings	20 years
Leasehold improvements	Over the remaining term of the lease but not exceeding 10 years
Plant and machinery	3-10 years
Motor vehicles	5 years
Office equipment, furniture and fixtures	3-5 years

Construction in progress represents buildings under construction, which is stated at cost less any impairment losses, and is not depreciated. Cost comprises the direct costs of construction as well as borrowing costs capitalised during the period of construction and installation. Capitalisation of these costs ceases and the construction in progress is transferred to the appropriate class of property, plant and equipment when substantially all the activities necessary to prepare the assets for their intended use are completed. No depreciation is provided for in respect of construction in progress until it is completed and ready for its intended use.

An asset is written down immediately to its recoverable amount if its carrying amount is higher than the asset's estimated recoverable amount.

The gain or loss on disposal of an item of property, plant and equipment is the difference between the net sales proceeds and its carrying amount, and is recognised in profit or loss.

### (f) **Investment properties**

Investment properties, which are properties held to earn rentals and/or for capital appreciation, but not held for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are measured initially at their costs, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value. Gains or losses arising from changes in fair value of investment properties are included in profit or loss for the year in which they arise.

Any gain or loss on disposal of investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognized in profit or loss. When investment property that was previously classified as property, plant and equipment is sold, any related amount included in the revaluation reserve is transferred to retained earnings.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (g) **Research and development**

Expenditure on research activities is recognised in profit or loss as incurred.

Development expenditure is capitalised only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and the Group intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in profit or loss as incurred. Subsequent to initial recognition, development expenditure is measured at cost less accumulated amortisation and any accumulated impairment losses.

### (h) **Other intangible assets**

Other intangible assets are initially recognised at cost. The cost of intangible assets acquired in a business combination is fair value at the date of acquisition. Subsequently, other intangible assets with indefinite useful lives are carried at cost less any impairment losses and other intangible assets with finite useful lives are carried at cost less accumulated amortisation and impairment losses.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific assets to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

Amortisation is charged on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any change in estimate being accounted for on a prospective basis. The principal annual rates of other intangible assets with definite useful lives are as follows:

Trademarks with definite useful lives	6.6% to 10%
Technical know-how	20%



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (i) **Impairment of investments in debt and equity securities and other receivables**

Investments in debt and equity securities and other current and non-current receivables that are stated at cost or amortised cost or are classified as available-for-sale securities are reviewed at the end of each reporting period to determine whether there is objective evidence of impairment. Objective evidence of impairment includes observable data that comes to the attention of the Group about one or more of the following loss events:

- significant financial difficulty of the debtor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- it becoming probable that the debtor will enter bankruptcy or other financial reorganisation;
- significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtor; and
- a significant or prolonged decline in the fair value of an investment in an equity instrument below its cost.

If any such evidence exists, any impairment loss is determined and recognised as follows:

- For investments in associates and joint ventures accounted for under the equity method in the consolidated financial statements (see Note 4(c)), the impairment loss is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with Note 4(j). The impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount in accordance with Note 4(j).
- For unquoted equity securities carried at cost, the impairment loss is measured as the difference between the carrying amount of the financial asset and the estimated future cash flows, discounted at the current market rate of return for a similar financial asset where the effect of discounting is material. Impairment losses for equity securities carried at cost are not reversed.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (i) **Impairment of investments in debt and equity securities and other receivables** (Continued)

- For trade and other current receivables and other financial assets carried at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition of these assets), where the effect of discounting is material. This assessment is made collectively where these financial assets share similar risk characteristics, such as similar past due status, and have not been individually assessed as impaired. Future cash flows for financial assets which are assessed for impairment collectively are based on historical loss experience for assets with credit risk characteristics similar to the collective group.

If in a subsequent period the amount of an impairment loss decreases and the decrease can be linked objectively to an event occurring after the impairment loss was recognised, the impairment loss is reversed through profit or loss. A reversal of an impairment loss shall not result in the asset's carrying amount exceeding that which would have been determined had no impairment loss been recognised in prior years.

- For available-for-sale securities, the cumulative loss that has been recognised in the fair value reserve is reclassified to profit or loss. The amount of the cumulative loss that is recognised in profit or loss is the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss on that asset previously recognised in profit or loss.

Impairment losses recognised in profit or loss in respect of available-for-sale equity securities are not reversed through profit or loss. Any subsequent increase in the fair value of such assets is recognised in other comprehensive income.

Impairment losses in respect of available-for-sale debt securities are reversed if the subsequent increase in fair value can be objectively related to an event occurring after the impairment loss was recognised. Reversals of impairment losses in such circumstances are recognised in profit or loss.

Impairment losses are written off against the corresponding assets directly, except for impairment losses recognised in respect of trade debtors and bills receivable included within trade and other receivables, whose recovery is considered doubtful but not remote. In this case, the impairment losses for doubtful debts are recorded using an allowance account. When the Group is satisfied that recovery is remote, the amount considered irrecoverable is written off against trade debtors and bills receivable directly and any amounts held in the allowance account relating to that debt are reversed. Subsequent recoveries of amounts previously charged to the allowance account are reversed against the allowance account. Other changes in the allowance account and subsequent recoveries of amounts previously written off directly are recognised in profit or loss.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (j) **Impairment of other assets**

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the following assets may be impaired or, except in the case of goodwill, an impairment loss previously recognised no longer exists or may have decreased:

- property, plant and equipment (other than properties carried at revalued amounts);
- pre-paid interests in leasehold land classified as being held under an operating lease;
- intangible assets;
- goodwill; and
- investments in subsidiaries, associates and joint ventures in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated. In addition, for goodwill, intangible assets that are not yet available for use and intangible assets that have indefinite useful lives, the recoverable amount is estimated annually whether or not there is any indication of impairment.

- Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal 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. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

- Recognition of impairment losses

An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or group of units) and then, to reduce the carrying amount of the other assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use (if determinable).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (j) **Impairment of other assets** (Continued)

- Reversals of impairment losses

In respect of assets other than goodwill, an impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

### (k) **Government grants**

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching with them and that the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of providing 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.

### (l) **Inventories**

Inventories are initially recognised at cost, and subsequently at the lower of cost and net realisable value. Cost, including an appropriate portion of fixed and variable overhead expenses, is assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued using a weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and cost necessary to make the sale.

### (m) **Trade and other receivables**

Trade and other receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less allowance for impairment of doubtful debts (see Note 4(i)), except where the receivables are interest-free loans made to related parties without any fixed repayment terms or the effect of discounting would be immaterial. In such cases, the receivables are stated at cost less allowance for impairment of doubtful debts.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (n) **Convertible bonds**

#### (i) *Convertible bonds that contain an equity component*

Convertible bonds that can be converted to equity share capital at the option of the holder, where the number of shares that would be issued on conversion and the value of the consideration that would be received at that time do not vary, are accounted for as compound financial instruments which contain both a liability component and an equity component.

At initial recognition the liability component of the convertible bonds is measured as the present value of the future interest and principal payments, discounted at the market rate of interest applicable at the time of initial recognition to similar liabilities that do not have a conversion option. Any excess of proceeds over the amount initially recognised as the liability component is recognised as the equity component. Transaction costs that relate to the issue of a compound financial instrument are allocated to the liability and equity components in proportion to the allocation of proceeds.

The liability component is subsequently carried at amortised cost. The interest expense recognised in profit or loss on the liability component is calculated using the effective interest method. The equity component is recognised in the capital reserve until either the bond is converted or redeemed.

If the bond is converted, the capital reserve, together with the carrying amount of the liability component at the time of conversion, is transferred to share capital and share premium as consideration for the shares issued. If the bond is redeemed, the capital reserve is released directly to retained profits.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (n) **Convertible bonds** (Continued)

#### (ii) *Other convertible bonds*

Convertible bonds which do not contain an equity component are accounted for as follows:

At initial recognition the derivative component of the convertible bonds is measured at fair value and presented as part of derivative financial instruments. Any excess of proceeds over the amount initially recognised as the derivative component is recognised as the liability component. Transaction costs that relate to the issue of the convertible bond are allocated to the liability and derivative components in proportion to the allocation of proceeds. The portion of the transaction costs relating to the liability component is recognised initially as part of the liability. The portion relating to the derivative component is recognised immediately in profit or loss.

The derivative component is subsequently remeasured in accordance with Note 4(o). The liability component is subsequently carried at amortised cost. The interest expense recognised in profit or loss on the liability component is calculated using the effective interest method.

If the bond is converted, the carrying amounts of the derivative and liability components are transferred to share capital and share premium as consideration for the shares issued. If the bond is redeemed, any difference between the amount paid and the carrying amounts of both components is recognised in profit or loss.

#### (iii) *Reclassification due to amendment of contractual terms or change of effective terms*

The Company may amend the contractual terms of an instrument such that the classification of the instrument changes from a financial liability to equity or vice versa. In other cases, the effective terms of an instrument are considered to have changed if relevant contractual provisions of an instrument become effective or cease to be effective as a result of:

- the passage of time;
- the action of a party; or
- other contingent events that are anticipated in the contractual terms of the instrument.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (n) **Convertible bonds** (Continued)

#### (iii) *Reclassification due to amendment of contractual terms or change of effective terms* (Continued)

When the classification of an instrument changes from a financial liability to equity due to an amendment of the contractual terms or change of effective terms, this represents the extinguishment of a financial liability and the issue of equity instruments. In this case, the resulting gain or loss on the extinguishment of the liability should be recognised in profit or loss.

### (o) **Derivative financial instruments**

Derivative financial instruments are recognised initially at fair value. At the end of each reporting period the fair value is remeasured. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for cash flow hedge accounting or hedge the net investment in a foreign operation, in which case recognition of any resultant gain or loss depends on the nature of the item being hedged.

### (p) **Interest-bearing borrowings**

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between the amount initially recognised and redemption value being recognised in profit or loss over the period of the borrowings, together with any interest and fees payable, using the effective interest method.

### (q) **Trade and other payables**

Trade and other payables are initially recognised at fair value. Trade and other payables are subsequently stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at cost.

### (r) **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are also included as a component of cash and cash equivalents for the purpose of the consolidated cash flow statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (s) **Operating leases**

Leases where substantially all the rewards and risks of ownership of assets remain with the lessor are accounted for as operating leases. Where the Group is the lessor, assets leased by the Group under operating leases are included in non-current assets, and rentals receivable under the operating leases are credited to profit or loss on the straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised as an expense on the straight line basis over the lease term. Where the Group is the lessee, operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Lease incentives received are recognised as an integrated part of the total rental expense, over the term of the lease. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

Leasehold land and land use rights held for own use under operating leases represent up-front payments to acquire long-term interests in lessee-occupied properties. These payments are stated at cost and are amortised over the period of the lease on a straight-line basis as an expense and less any impairment losses.

### (t) **Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (u) **Income taxes**

Income tax expense comprises current and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in other comprehensive income.

Interest and penalties related to income taxes, including uncertain tax treatments, are accounted for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to tax payable or receivable in respect of previous years. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- (i) temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- (ii) temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- (iii) taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefits will be realised.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For this purpose, the carrying amount of investment property measured at fair value is presumed to be recovered through sale, and the Group has not rebutted this presumption.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (u) **Income taxes** (Continued)

Deferred tax assets and liabilities are offset only if certain criteria are met:

- In the case of current tax assets and liabilities, the Company or the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously; or
- In the case of deferred tax assets and liabilities, if they relate to income taxes levied by the same taxation authority on either:
  - The same taxable entity; or
  - Different taxable entities, which, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered, intend to realise the current tax assets and settle the current tax liabilities on a net basis or realise and settle simultaneously.

### (v) **Foreign currencies**

Transactions entered into by the Group entities in currencies other than the currency of the primary economic environment in which it/they operate(s) (the “functional currency”) are recorded at the rates ruling when the transactions occur. Foreign currency monetary assets and liabilities are translated at the rates ruling at the end of reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are recognised in profit or loss in the period in which they arise. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the year except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income, in which case, the exchange differences are also recognised in other comprehensive income.

On consolidation, income and expense items of foreign operations are translated into the presentation currency of the Group (i.e. Renminbi) at the average exchange rates for the year, unless exchange rates fluctuate significantly during the period, in which case, the rates approximating to those ruling when the transactions took place are used. All assets and liabilities of foreign operations are translated at the rate ruling at the end of reporting period. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity as exchange reserve (attributed to non-controlling interests as appropriate). Exchange differences recognised in profit or loss of group entities’ separate financial statements on the translation of long-term monetary items forming part of the Group’s net investment in the foreign operation concerned are reclassified to other comprehensive income and accumulated in equity as exchange reserve.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (v) **Foreign currencies** (Continued)

On disposal of a foreign operation, the cumulative exchange differences recognised in the exchange reserve relating to that operation up to the date of disposal are reclassified to profit or loss as part of the profit or loss on disposal.

Goodwill and fair value adjustments on identifiable assets acquired arising on an acquisition of a foreign operation are treated as assets and liabilities of that foreign operation and translated at the rate of exchange prevailing at the end of reporting period. Exchange differences arising are recognised in the exchange reserve.

### (w) **Employees' benefits**

#### (i) *Short-term benefits*

Salaries, annual bonuses, paid annual leaves and other allowances are accrued in the year in which the associated services are rendered by employees. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present value.

#### (ii) *Defined contribution pension obligations*

Contributions to defined contribution retirement plans are expensed when the services are rendered by the employees. The Group has no further payment obligation once the contributions have been paid.

#### (iii) *Termination benefits*

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

### (x) **Equity-settled share-based payment transactions**

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

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 with a corresponding increase in equity (i.e. share options reserve), based on the Group's estimate of equity instruments that will eventually vest. At end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss over the remaining vesting period, with a corresponding adjustment to the share options reserve.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (x) **Equity-settled share-based payment transactions** (Continued)

At the time when the share options are exercised, the amount previously recognised in the share options reserve will be transferred to share premium. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognised in share options reserve will be transferred to retained profits.

Equity-settled share-based payment transactions with other parties are measured at the fair value of the goods or services received, except where the fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the Group obtains the goods or the counterparty renders the service.

### (y) **Borrowing costs**

Borrowing costs attributable directly to the acquisition, construction or production of qualifying assets which require a substantial period of time to be ready for their intended use or sale, are capitalised as part of the cost of those assets. Income earned on temporary investments of specific borrowings pending their expenditure on those assets is deducted from borrowing costs capitalised. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

### (z) **Related parties**

(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 Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of key management personnel of the Group or the Company's parent.

(b) An entity is related to the Group if any of the following conditions applies:

- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary 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 of 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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (z) **Related parties** (Continued)

- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (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 Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

### (aa) **Revenue recognition**

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

- (i) Revenue from the sale of products is recognised when the Group has delivered products to the customer, the customer has accepted the products and collectability of the related receivable is reasonably assured.
- (ii) Revenue for providing services is recognised to the extent of services rendered and according to the terms of the agreement.
- (iii) Interest income is accrued on a time-apportioned basis by reference to the principal outstanding using the effective interest method.
- (iv) Rental income from operating leases is recognised in equal instalments over the accounting periods covered by the lease terms.
- (v) Subsidies from the government are recognised at their fair values when there is reasonable assurance that the subsidies will be received and the Group will comply with all attached conditions.
- (vi) Sponsorship income is recognised on an accrual basis when the right to receive has been established.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 4 **PRINCIPAL ACCOUNTING POLICIES** (Continued)

### (bb) **Contingent liabilities**

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that outflow of economic resources will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the financial statements. When a change in the probability of an outflow occurs so that the outflow is probable, it will then be recognised as a provision.

### (cc) **Segment reporting**

Operating segments, and the amounts of each segment item reported in the financial statements, are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various lines of business and geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 5 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

### (a) Critical judgements in applying accounting policies

The following is the critical judgement that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect of the amounts recognised in financial statements.

#### (i) *Classification between investment properties and owner-occupied properties*

The Group determines whether a property qualifies as an investment property, and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independently of the other assets held by the Group.

Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

#### (ii) *Other intangible assets and amortisation*

The Group determines the estimated useful lives and related amortisation for the Group's other intangible assets. The useful lives of other intangible assets are assessed to be either finite or indefinite, based on the expected usage and technical obsolescence from the changes in the market demands or services output from the assets. Other intangible assets with finite useful lives are amortised over the expected useful economic lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for the intangible assets with finite useful lives are reviewed by the management at least at the end of each reporting period.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 5 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

### (b) Key sources of estimation uncertainty

Information about assumption and estimation uncertainties that has a significant risk of resulting in a material adjustment in the year ended 31 December 2017 includes the following:

#### (i) Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value-in-use calculation requires management to estimate the future cash flows expected to arise from the cash generating units and a suitable discount rate in order to calculate the present value.

#### (ii) Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets at the end of each reporting period. Indefinite life intangible assets are tested for impairment annually and at other times when such an indicator exists. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a cash – generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The calculation of the fair value less costs to sell is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

#### (iii) Impairment of trade and other receivables

The Group's management determines the allowance for impairment of trade and other receivables. This estimate is based on the credit history of its customers and debtors and the current market condition. Management will reassess the allowance at the end of each reporting period.

#### (iv) Net realisable value of inventories

Net realisable value of inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and selling expenses. These estimates are based on the current market condition and the historical experience of manufacturing and selling products of similar nature. It could change significantly as a result of competitors' actions in response to severe industry cycles. Management will reassess the estimations at the end of each reporting period.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 6 REVENUE AND SEGMENT INFORMATION

Revenue represents the sales value of goods supplied and services provided to customers and is analysed as follows:

	2017 RMB'000	2016 RMB'000
Sale of goods	942,186	887,064
Services income	325,742	405,601
	<b>1,267,928</b>	1,292,665

### (a) Reportable segment

The Group determines its operating segments based on the reports reviewed by the chief operating decision-makers that are used to make strategic decisions.

The Group operates in three reportable segments: (i) the manufacture and sale of automobile accessories (the "Manufacturing Business"); (ii) trading of automobile accessories (the "Wholesale Business"); and (iii) the provision of automobile repair, maintenance and restyling services (the "Retail Service Business").

Inter-segment transactions are priced with reference to prices charged to external parties for similar orders. Central expenses are not allocated to the operating segments as they are not included in the measure of the segments' results that is used by the chief operating decision-makers for assessment of segment performance.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 6 REVENUE AND SEGMENT INFORMATION (Continued)

### (a) Reportable segment (Continued)

Set out below is an analysis of segment information:

	The Manufacturing Business		The Wholesale Business		The Retail Service Business		Total	
	2017 RMB'000	2016 RMB'000	2017 RMB'000	2016 RMB'000	2017 RMB'000	2016 RMB'000	2017 RMB'000	2016 RMB'000
External revenue	582,682	421,981	320,936	401,541	364,310	469,143	1,267,928	1,292,665
Inter-segment revenue	200	271	75	884	–	687	275	1,842
Segment revenue	582,882	422,252	321,011	402,425	364,310	469,830	1,268,203	1,294,507
Reportable segment results	14,180	19,971	(29,817)	(7,089)	(88,195)	(133,780)	(103,832)	(120,898)
Interest income	355	402	1,559	1,182	359	309	2,273	1,893
Unallocated interest income							2,256	10,067
Total interest income							4,529	11,960
Interest expenses	(1,038)	(830)	–	–	(269)	(685)	(1,307)	(1,515)
Unallocated interest expenses							(46,578)	(39,370)
Total interest expenses							(47,885)	(40,885)
Impairment loss on goodwill	–	–	–	–	–	(74,334)	–	(74,334)
Impairment loss on other intangible assets	–	–	–	–	(5,302)	–	(5,302)	–
Depreciation and amortisation charges	(10,664)	(11,188)	(3,160)	(3,543)	(23,756)	(20,614)	(37,580)	(35,345)
Unallocated depreciation and amortisation charges							(2,337)	(2,152)
Total depreciation and amortisation charges							(39,917)	(37,497)
Reportable segment assets	396,133	411,644	103,586	134,909	409,368	422,253	909,087	968,806
Additions to non-current assets	14,057	6,706	3,703	3,888	40,895	49,673	58,655	60,267
Unallocated additions to non-current assets							3,905	–
Total additions to non-current assets							62,560	60,267
Reportable segment liabilities	184,562	245,733	76,139	76,524	363,633	290,326	624,334	612,583

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 6 REVENUE AND SEGMENT INFORMATION (Continued)

### (b) Reconciliation of reportable segment profit or loss, and assets and liabilities

	2017 RMB'000	2016 RMB'000
<b>Loss before taxation</b>		
Reportable segment loss	(103,832)	(120,898)
Unallocated other revenue and gains and losses	(205,143)	35,706
Unallocated corporate expenses	(15,785)	(21,249)
Unallocated finance costs	(46,578)	(39,370)
<b>Consolidated loss before taxation</b>	<b>(371,338)</b>	<b>(145,811)</b>
	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
<b>Assets:</b>		
Reportable segment assets	909,087	968,806
Unallocated corporate assets	471,097	244,028
<b>Consolidated total assets</b>	<b>1,380,184</b>	<b>1,212,834</b>
<b>Liabilities:</b>		
Reportable segment liabilities	624,334	612,583
Unallocated corporate liabilities	537,923	171,084
<b>Consolidated total liabilities</b>	<b>1,162,257</b>	<b>783,667</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 6 REVENUE AND SEGMENT INFORMATION (Continued)

### (c) Geographical information

The following table sets out information about the geographical location of (i) the Group's revenue from external customers and (ii) the Group's investment properties, property, plant and equipment, leasehold land and land use rights, other intangible assets, goodwill and interest in an associate ("specified non-current assets"):

	Revenue from external customers		Specified non-current assets	
	2017 RMB'000	2016 RMB'000	2017 RMB'000	2016 RMB'000
PRC (Place of domicile)	792,713	877,167	375,321	356,885
America	422,750	271,296	—	—
Europe	23,414	33,221	—	—
Asia Pacific	29,051	32,508	—	—
Taiwan	—	78,473	—	—
	<b>1,267,928</b>	1,292,665	<b>375,321</b>	356,885

The above revenue information is based on the locations of the customers.

### (d) Major customers

During the year, the Group's customer base is diversified and there was no customer (2016: Nil) with whom transactions exceeded 10% of the Group's revenue.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 7 OTHER REVENUE AND GAINS AND LOSSES

	Note	2017 RMB'000	2016 RMB'000
Fair value change of conversion option	25	(208,031)	4,250
Exchange (loss)/gain, net		(9,109)	5,984
Interest income		4,529	13,551
Valuation gains on investment properties	17	2,534	1,089
Gross rentals from investment properties and other rental income		2,198	3,062
(Loss)/gain on disposal of property, plant and equipment		(722)	135
Government subsidies		578	2,058
Written-off of other payables		–	1,274
Gain on disposal of subsidiaries and an associate		–	19,820
Others		4,452	8,711
		<b>(203,571)</b>	<b>59,934</b>

## 8 FINANCE COSTS

	Note	2017 RMB'000	2016 RMB'000
Interest on convertible bonds	25	39,977	32,225
Interests on bank borrowings repayable within five years		7,908	8,660
		<b>47,885</b>	<b>40,885</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 9 LOSS BEFORE TAXATION

Loss before taxation is arrived at after charging:

	2017 RMB'000	2016 RMB'000
Cost of inventories*	888,124	852,354
Write-down of inventories	2,765	5,416
	<b>890,889</b>	857,770
Depreciation of property, plant and equipment	37,772	35,794
Amortisation of leasehold land and land use rights	1,069	1,068
Amortisation of other intangible assets	1,076	635
Total depreciation and amortisation charges	<b>39,917</b>	37,497
Allowance for doubtful debts on trade receivables and other receivables	7,143	4,509
Impairment loss on goodwill	–	74,334
Impairment loss on other intangible assets	5,302	–
	<b>12,445</b>	78,843
Auditors' remuneration – audit services	2,000	2,600
Operating lease charges	58,312	64,340
Employee benefit expenses (including directors' remuneration) (Note 10(a))		
Salaries and allowances	269,699	278,226
Retirement scheme contributions	22,694	19,406
Equity-settled share-based payments	716	5,963
Other benefits	33,230	16,901
Total employee benefit expenses	<b>326,339</b>	320,496

\* Costs of inventories includes RMB68,901,000 (2016: RMB56,539,000) relating to employee benefit expenses, depreciation and amortisation charges, which are also included in the respective total amounts disclosed separately above.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 10 DIRECTORS' REMUNERATION AND FIVE HIGHEST PAID INDIVIDUALS

### (a) Directors' remuneration

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follows:

	2017					Total RMB'000
	Directors' fees RMB'000	Salaries and other allowances RMB'000	Discretionary bonuses RMB'000	Retirement Scheme contributions RMB'000	Share-based payments RMB'000	
<b>Executive director:</b>						
Du Jinglei (Chairman)	-	-	-	-	-	-
<b>Non-executive directors:</b>						
Ying Wei	-	-	-	-	-	-
Wang Zhenyu	-	-	-	-	-	-
Zhang Jianxing	-	-	-	-	-	-
Li Ngai*	-	-	-	-	-	-
<b>Independent non-executive directors:</b>						
Hu Yuming	100	-	-	-	-	100
Lin Lei	100	-	-	-	-	100
Zhang Xiaoya	100	-	-	-	-	100
	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>

\* appointed on 21 August 2017

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 10 DIRECTORS' REMUNERATION AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

### (a) Directors' remuneration (Continued)

	2016					Total RMB'000
	Directors' fees	Salaries and other allowances	Discretionary bonuses	Retirement Scheme contributions	Share-based payments	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
<b>Executive directors:</b>						
Zhang Jianxing (Chairman & Chief Executive Officer)	-	-	-	-	-	-
Du Jinglei	-	-	-	-	-	-
<b>Non-executive directors:</b>						
Ying Wei	-	-	-	-	-	-
Wang Zhenyu	-	-	-	-	-	-
<b>Independent non-executive directors:</b>						
Hu Yuming	100	-	-	-	-	100
Lin Lei	100	-	-	-	-	100
Zhang Xiaoya	100	-	-	-	-	100
	300	-	-	-	-	300

No discretionary bonus, inducement fee, employer's contribution to retirement scheme or compensation for loss of office as directors was given to any of the directors during the year (2016: Nil).

One of the directors have waived or agreed to waive any emolument paid by the Group during the year (2016: One). The details are set out below:

	2017 RMB'000	2016 RMB'000
Zhang Jianxing	705	1,000



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 10 DIRECTORS' REMUNERATION AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

### (b) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year ended 31 December 2017 included no director (2016: Nil) whose emolument is reflected in the analysis presented in Note 10(a) above.

The emoluments paid or payment to the five non-director (2016: five) highest paid employees are as follows:

	2017 RMB'000	2016 RMB'000
Salaries and other allowances	6,630	4,759
Retirement scheme contributions	139	150
Share-based payments	242	2,144
<b>Total</b>	<b>7,011</b>	<b>7,053</b>

The emoluments of the five (2016: five) individuals with the highest emoluments are within the following bands:

	2017 Number of Individuals	2016 Number of Individuals
Nil to HK\$1,000,000	–	–
HK\$1,000,001 to HK\$1,500,000	3	2
HK\$1,500,001 to HK\$2,000,000	–	3
HK\$2,000,001 to HK\$2,500,000	2	–
<b>Total</b>	<b>5</b>	<b>5</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 11 INCOME TAX

(a) Taxation in the consolidated statement of comprehensive income represents:

	2017 RMB'000	2016 RMB'000
<b>Current tax</b>		
Provision for the year	4,269	7,161
Under/(over)-provision in respect of prior year	178	(79)
	4,447	7,082
<b>Deferred tax</b>		
Origination and reversal of temporary differences, net	(5,815)	(4,575)
	(1,368)	2,507

(b) No provision for Hong Kong profits tax has been made as the Group had no taxable profits arising in Hong Kong for the years ended 31 December 2017 and 2016. Taxation for overseas subsidiaries is similarly charged at the appropriate current rates of taxation ruling in the relevant jurisdictions.

The applicable PRC income tax rate is 25% (2016: 25%) for the year. One major PRC subsidiary of the Company, renewed the qualification of high and new technology enterprise in the PRC, is entitled to a preferential income tax rate of 15% (2016: 15%) for three years from 1 January 2017.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 11 INCOME TAX EXPENSES (Continued)

(c) Reconciliation between tax expense and accounting loss at applicable tax rates:

	2017 RMB'000	2016 RMB'000
Loss before taxation	(371,338)	(145,811)
Tax calculated at applicable tax rate of 25% (2016: 25%)	(92,835)	(36,453)
Tax effect of non-deductible expenses	1,518	22,849
Unrecognised tax losses	27,155	16,284
Effect of preferential tax treatments and tax exemptions	(2,384)	(4,211)
Effect of different tax rates of subsidiaries operating in other jurisdictions	64,148	3,604
Under/(over)-provision in respect of prior years	178	(79)
Land appreciation tax arising from the valuation on investment properties	852	513
Actual tax expense	(1,368)	2,507

## 12 DIVIDEND

The Board did not recommend the payment of a final dividend for the year ended 31 December 2017 (2016: Nil). No interim dividend was declared in respect of the year ended 31 December 2017 (2016: Nil).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 13 LOSS PER SHARE

### (a) Basic loss per share

The calculation of basic loss per share for the year ended 31 December 2017 is based on the loss attributable to ordinary equity shareholders of the Company of RMB315,465,000 (2016: RMB123,459,000) and the weighted average of 4,648,954,000 ordinary shares (2016: 4,576,332,000) in issue during the year, calculated as follows:

#### (i) Weighted-average number of ordinary shares

	2017 '000	2016 '000
Issued ordinary shares at 1 January	4,576,606	4,576,006
Effect of share options exercised (Note 34)	3,326	326
Effect of conversion of convertible bonds (Note 25)	69,022	–
Weighted-average number of ordinary shares at 31 December	<b>4,648,954</b>	4,576,332

### (b) Diluted loss per share

For the years ended 31 December 2017 and 2016, basic and diluted loss per share were the same as the effect of the potential ordinary shares including the Company's share options and convertible bonds are anti-dilutive.

## 14 OTHER COMPREHENSIVE INCOME, NET OF TAX

### (a) Tax effects relating to each component of other comprehensive income

	2017			2016		
	Before tax amount RMB'000	Tax expense RMB'000	Net of tax amount RMB'000	Before tax amount RMB'000	Tax expense RMB'000	Net of tax amount RMB'000
Exchange differences on translating foreign operations	9,831	–	9,831	(8,403)	–	(8,403)
Available-for-sale financial assets: net movement in the fair value reserve	–	–	–	(381)	56	(325)
	<b>9,831</b>	–	<b>9,831</b>	<b>(8,784)</b>	56	<b>(8,728)</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 14 OTHER COMPREHENSIVE INCOME, NET OF TAX (Continued)

### (b) Components of other comprehensive income, including reclassification adjustments

	2017 RMB'000	2016 RMB'000
Exchange differences on translation of foreign operations:		
exchange differences recognised during the period	9,831	(10,041)
Reclassified to profit or loss: disposal of subsidiaries	–	1,638
	<b>9,831</b>	<b>(8,403)</b>
Net movement in the exchange reserve during the period recognised in other comprehensive income		
	<b>2017 RMB'000</b>	<b>2016 RMB'000</b>
Available-for-sale financial assets:		
Changes in fair value recognised during the period	778	989
Reclassification adjustments for amounts transferred to profit or loss:		
gains on disposal	(1,019)	(1,591)
Net deferred tax credited to other comprehensive income	241	277
	<b>–</b>	<b>(325)</b>
Net movement in the fair value reserve during the period recognised in other comprehensive income		

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 15 PROPERTY, PLANT AND EQUIPMENT

	Construction in progress RMB'000	Freehold land and buildings RMB'000	Leasehold impr- ovements RMB'000	Plant and machinery RMB'000	Motor vehicles RMB'000	Office equipment, furniture and fixtures RMB'000	Total RMB'000
Opening net carrying amount as at 1 January 2016	2,848	76,923	39,032	28,467	7,424	22,686	177,380
Additions	36,682	158	–	13,012	1,980	8,435	60,267
Transfers upon completion	(30,788)	–	26,578	4,181	–	29	–
Disposals	–	–	–	(850)	(374)	(790)	(2,014)
Disposals of subsidiaries	(2,574)	(17,507)	(5,854)	(4,957)	(899)	(2,932)	(34,723)
Depreciation charge for the year	–	(4,113)	(11,490)	(9,382)	(2,975)	(7,834)	(35,794)
Acquisition of a subsidiary	795	–	5,757	7,469	613	2,700	17,334
Net carrying amount as at 31 December 2016 and 1 January 2017	6,963	55,461	54,023	37,940	5,769	22,294	182,450
Additions	32,623	91	–	17,972	1,497	10,377	62,560
Transfers upon completion	(36,071)	5,398	29,732	909	–	32	–
Disposals	–	–	–	(287)	(444)	(528)	(1,259)
Depreciation charge for the year	–	(4,164)	(13,835)	(9,211)	(2,040)	(8,522)	(37,772)
Acquisition of a subsidiary	–	–	–	9	–	45	54
Closing net carrying amount as at 31 December 2017	3,515	56,786	69,920	47,332	4,782	23,698	206,033

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 15 PROPERTY, PLANT AND EQUIPMENT (Continued)

	Construction in progress RMB'000	Freehold land and buildings RMB'000	Leasehold impr- ovements RMB'000	Plant and machinery RMB'000	Motor vehicles RMB'000	Office equipment, furniture and fixtures RMB'000	Total RMB'000
At 31 December 2016:							
Cost	6,963	86,915	94,455	137,248	21,757	69,795	417,133
Accumulated depreciation and impairment	–	(31,454)	(40,432)	(99,308)	(15,988)	(47,501)	(234,683)
	6,963	55,461	54,023	37,940	5,769	22,294	182,450
At 31 December 2017:							
Cost	3,515	92,404	124,187	153,741	21,263	78,339	473,449
Accumulated depreciation and impairment	–	(35,618)	(54,267)	(106,409)	(16,481)	(54,641)	(267,416)
	3,515	56,786	69,920	47,332	4,782	23,698	206,033

Freehold land and buildings of the Group are located outside Hong Kong. Certain buildings of the Group were pledged to secure the bank borrowings of the Group as detailed in Note 23.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 16 LEASEHOLD LAND AND LAND USE RIGHTS

	2017 RMB'000	2016 RMB'000
Net carrying amount:		
At 1 January	30,221	31,289
Amortisation charge for the year	(1,069)	(1,068)
At 31 December	29,152	30,221
Cost	37,801	37,801
Accumulated amortisation	(8,649)	(7,580)
Net carrying amount	29,152	30,221

The Group's interests in leasehold land and land use rights were held outside Hong Kong under medium term leases.

Certain leasehold land and land use rights of the Group were pledged to secure the bank borrowings of the Group as detailed in Note 23.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 17 INVESTMENT PROPERTIES

	Note	2017 RMB'000	2016 RMB'000
At 1 January		43,864	42,775
Change in fair value	7	2,534	1,089
At 31 December		<b>46,398</b>	43,864

All investment properties of the Group are located outside Hong Kong, of which investment properties of RMB15,426,000 (2016: RMB14,942,000) and RMB30,972,000 (2016: RMB28,922,000) are held under long and medium terms respectively.

As at 31 December 2017, the investment properties were revalued at RMB46,398,000 (2016: RMB43,864,000) by Shanghai Wan Long Real Estate Appraisal Co., Ltd., an independent firm of professionally qualified valuers recognised by the relevant PRC association of valuers with recent experience in the location and category of property being valued, on the following basis.

The valuation was arrived of by reference to (i) market evidence of transaction price for similar properties, (ii) current rent of properties being held under existing tenancies and the reversionary income potential of tenancies, and (iii) the value of the land, together with the replacement costs of industrial buildings.

Details of the property rental income earned by the Group from its investment properties, all of which are leased out under operating leases, are set out in Notes 7 and 30.

Certain investment properties were pledged to secure the bank borrowings of the Group as detailed in Note 23.

## 18 GOODWILL

	2017 RMB'000	2016 RMB'000
Net carrying amount:		
At 1 January	43,919	118,253
Impairment	–	(74,334)
At 31 December	<b>43,919</b>	43,919

Goodwill acquired in a business combination is allocated, at acquisition, to the cash-generating units (“CGUs”) that are expected to benefit from that business combination.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 18 GOODWILL (Continued)

The carrying amount of goodwill is allocated as follows:

	2017 RMB'000	2016 RMB'000
Provision of automobile repair, maintenance and restyling services: Changchun Guangda Automobile Trading Co., Ltd. Beijing Aiyihang Auto Services Ltd.	– 43,919	– 43,919
At 31 December	<b>43,919</b>	43,919

The recoverable amounts of the CGU were determined by the directors of the Company with the reference to professional valuation reports issued by RHL Appraisal Limited, independent firm of professionally qualified valuers, which were based on value-in-use calculations. All the calculations of recoverable amounts use cash flow projections based on financial budgets approved by the directors covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated rates of 3% (2016: 3%). The growth rate does not exceed the long-term average growth rate for the business in which the CGU operates.

Key assumptions used for value-in-use calculations are as follows:

	31 December 2017 %	31 December 2016 %
Gross margin	<b>18-30</b>	28-33
Growth rate within the forecast period	<b>3-9</b>	3-6
Discount rate	<b>21.24-22.31</b>	18.55-20.03

The directors determined the budgeted gross margin based on past performance and its expectation for market development. The weighted average growth rate used is consistent with the forecasts generally adopted in the respective industries. The discount rates used are pre-tax and reflect specific risks relating to the relevant segment.

Based on value-in-use calculations, the goodwill and other intangible assets associated with certain CGUs above were further impaired by RMB Nil (2016: 74,334,000), RMB5,302,000 (2016: Nil) (Note 19) respectively in order to state the carrying values to their recoverable amounts as at the end of respective reporting period.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 19 OTHER INTANGIBLE ASSETS

	Trademarks RMB'000	Cooperation agreement RMB'000	Total RMB'000
<b>At 1 January 2016</b>	47,923	–	47,923
Acquisition of a subsidiary	–	10,816	10,816
Amortisation charge for the year	–	(635)	(635)
Disposal of subsidiaries	(2,066)	–	(2,066)
<b>At 31 December 2016 and 1 January 2017</b>	45,857	10,181	56,038
Amortisation charge for the year	–	(1,076)	(1,076)
Impairment during the year	(5,302)	–	(5,302)
<b>At 31 December 2017</b>	40,555	9,105	49,660
<b>At 31 December 2017:</b>			
Cost	274,843	10,816	285,659
Accumulated amortisation and impairment	(234,288)	(1,711)	(235,999)
Net carrying amount	40,555	9,105	49,660
<b>At 31 December 2016:</b>			
Cost	274,843	10,816	285,659
Accumulated amortisation and impairment	(228,986)	(635)	(229,621)
Net carrying amount	45,857	10,181	56,038

Included in the above intangible assets as at 31 December 2017 are (i) certain trademarks, (ii) cooperation agreement in relation to the acquisition of a subsidiary. Details of the impairment assessment of the CGUs are set out in Note 18.

As at end of reporting period, trademarks with cost of RMB274,843,000 (2016: RMB274,843,000) have indefinite useful lives as they are considered renewable at minimal costs. The directors of the Group are of the opinion that the Group would renew the trademarks continuously and has the ability to do so.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 20 INTERESTS IN SUBSIDIARIES

Particulars of the Company's principal subsidiaries as at 31 December 2017 are as follows:

Company name	Country/place and date of incorporation/ establishment	Legal form of entities for those established in the PRC	Registered capital/share capital	Issued and fully paid up capital	Percentage of attributable equity interest	Principal activities/place of operation
<i>Interests directly held:</i>						
Perfect Progress Investments Limited ("Perfect Progress")	The British Virgin Islands 8 April 2002	–	US\$50,000 Ordinary shares	US\$500	100%	Investment Holding/ Hong Kong
New Focus Auto Tech International Limited	The British Virgin Islands 2 April 2007	–	US\$1 Registered capital	US\$1	100%	Sale of automobile accessories/ Hong Kong
<i>Interests indirectly held:</i>						
New Focus Lighting and Power Technology (Shanghai) Co., Ltd. ("New Focus Lighting & Power")	The PRC 24 April 2001	Wholly-owned foreign enterprise	US\$67,800,000 Registered capital	US\$67,800,000	100%	Manufacture and sale of automobile Accessories/The PRC
Liaoning Xin Tian Cheng Industrial Co., Limited ("Liaoning XTC")	The PRC 8 January 2009	Limited liability company	RMB20,000,000 Registered capital	RMB20,000,000	50.098%	Trading of automobile products/ The PRC
Shandong New Focus Longsheng Auto Parts Co. Ltd.	The PRC 26 April 2006	Limited liability company	US\$4,012,700 Registered Capital	US\$4,012,700	59%	Manufacture and sale of automobile accessories/The PRC
Beijing Aiyihang Auto Service Ltd. ("Beijing Aiyihang")	The PRC September 1997	Limited liability company	RMB38,500,000 Registered capital	RMB38,500,000	60%	Automobile repair, maintenance and restyling services; sales of automobile products/ The PRC

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 20 INTERESTS IN SUBSIDIARIES (Continued)

Company name	Country/place and date of incorporation/ establishment	Legal form of entities for those established in the PRC	Registered capital/share capital	Issued and fully paid up capital	Percentage of attributable equity interest	Principal activities/place of operation
Shandong Xingzhe Auto Service Co. Ltd. ("Shandong Xingzhe")	The PRC 25 February 2008	Limited liability company	RMB10,000,000 Registered capital	RMB10,000,000	60%	Automobile repair, maintenance and restyling services; sales of automobile products/ The PRC
Shandong Dingkang Auto Service Ltd.	The PRC 13 October 2005	Limited liability company	RMB10,000,000 Registered capital	RMB10,000,000	60%	Automobile repair, maintenance and restyling services; sales of automobile products/ The PRC
Hubei Aiyihang Auto Service Ltd. ("Hubei Aiyihang")	The PRC 22 December 2014	Limited liability company	RMB30,000,000 Registered capital	RMB30,000,000	36%	Automobile repair, maintenance and restyling services; sales of automobile products/ The PRC
Zhejiang Autoboom Industrial Co., Limited ("Zhejiang Autoboom")	The PRC December 2008	Limited liability company	RMB28,000,000 Registered capital	RMB28,000,000	50.098%	Trading of automobile products/The PRC
Changchun Guangda Automobile Trading Co., Ltd. ("Changchun Guangda")	The PRC 31 January 2002	Limited liability company	RMB47,800,000 Registered capital	RMB47,800,000	61%	Automobile repair, maintenance and restyling services; sales of automobile products/ The PRC
Ningbo Meishan Bonded Port Area Chifeng Investment Management Co., Ltd.	The PRC 29 August 2016	Limited liability company	RMB10,000,000 Registered capital	RMB50,000	100%	Investment Holding/ The PRC

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 20 INTERESTS IN SUBSIDIARIES (Continued)

The following tables listed out the information relating to Liaoning XTC, Beijing Aiyihang and Changchun Guangda, the three subsidiaries of the Group which have a material non-controlling interest (“NCI”). The summarised financial information presented below represents the amounts before any inter-company elimination.

### Liaoning XTC

	<b>2017</b>	2016
	<b>RMB'000</b>	RMB'000
NCI percentage	<b>49.902%</b>	49.902%
Current assets	<b>102,418</b>	132,873
Non-current assets	<b>7,879</b>	8,082
Current liabilities	<b>(82,867)</b>	(82,587)
Non-current liabilities	<b>(692)</b>	(692)
Net assets	<b>26,738</b>	57,676
Carrying amount of NCI	<b>13,342</b>	28,781
Revenue	<b>322,370</b>	331,784
Loss for the year	<b>(31,041)</b>	(10,385)
Total comprehensive income	<b>(31,041)</b>	(10,385)
Loss attributable to NCI	<b>(15,490)</b>	(5,182)
Cash flows used in operating activities	<b>(143)</b>	(31,281)
Cash flows generated from investing activities	<b>784</b>	1,313
Cash flows generated from financing activities	<b>5,000</b>	30,000

Above financial information represents the consolidated financial information of Liaoning XTC and its fully owned subsidiaries, including Zhejiang Autoboom.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 20 INTERESTS IN SUBSIDIARIES (Continued)

### Beijing Aiyihang

	2017 RMB'000	2016 RMB'000
NCI percentage (effective)	45.29%	50%
Current assets	101,230	130,708
Non-current assets	159,913	135,443
Current liabilities	(337,485)	(259,722)
Non-current liabilities	(2,276)	(2,546)
Net assets	(78,618)	3,883
Carrying amount of NCI	(40,976)	(3,638)
Revenue	300,254	263,326
Loss for the year	(82,439)	(43,126)
Total comprehensive income	(82,439)	(43,126)
Loss attributable to NCI	(37,338)	(21,659)
Cash flows (used in)/generated from operating activities	(9,815)	22,697
Cash flows used in investing activities	(38,798)	(48,873)
Cash flows generated from financing activities	27,148	33,293

Above financial information represents the consolidated financial information of Beijing Aiyihang and its subsidiaries, including Shandong Xingzhe, a fully owned subsidiary, and Hubei Aiyihang of which Beijing Aiyihang owns 60% of its shareholdings.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 20 INTERESTS IN SUBSIDIARIES (Continued)

### Changchun Guangda

	2017 RMB'000	2016 RMB'000
NCI percentage	39%	39%
Current assets	45,608	45,650
Non-current assets	74,235	77,273
Current liabilities	(14,417)	(18,518)
Non-current liabilities	(10,798)	(10,798)
Net assets	94,628	93,607
Carrying amount of NCI	35,290	36,694
Revenue	64,056	77,943
Profit for the year	763	1,677
Total comprehensive income	763	1,677
(Loss attributable)/profit allocated to NCI	(1,336)	860
Cash flows generated from operating activities	3,390	6,909
Cash flows (used in)/generated from investing activities	(871)	8,023
Cash flows (used in)/generated from financing activities	(69)	1,210

Above financial information represents the consolidated financial information of Changchun Guangda and its subsidiaries, including Changchun Guangda Second-hand Car Broker Co., Ltd. of which Changchun Guangda owns 60% of its shareholdings.

## 21 INVENTORIES

	31 December 2017 RMB'000	31 December 2016 RMB'000
Raw materials	37,660	28,117
Work-in-progress	21,643	14,182
Finished goods	27,539	20,474
Merchandise goods	91,144	114,362
	177,986	177,135



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 22 TRADE RECEIVABLES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

### (a) Trade receivables

	31 December 2017 RMB'000	31 December 2016 RMB'000
Trade receivables	175,210	168,175
Less: allowance for doubtful debts	(13,578)	(6,585)
	<b>161,632</b>	161,590

- (i) The credit period to the Group's customers ranged from 0 to 120 days.
- (ii) The movements in the allowance for doubtful debts during the year, including both specific and collective loss components, are as follows:

	2017 RMB'000	2016 RMB'000
At the beginning of the year	6,585	23,815
Additional allowance for the year	7,103	3,709
Disposal of subsidiaries	–	(20,939)
Written back	(110)	–
At the end of the year	<b>13,578</b>	6,585

As at 31 December 2017, the Group's trade receivables of RMB18,706,000 (2016: RMB12,000,000) were individually determined to be fully or partially impaired. Such trade receivables related to customers that were in financial difficulties or had a prolonged delay in settlement, and management assessed that none or only a portion of the receivables is expected to be recovered. Consequently, an accumulated allowance for doubtful debts of RMB13,578,000 (2016: RMB6,585,000) was made as at 31 December 2017. The Group does not hold any collateral over these balances.

Except for the above, no allowance has been made for estimated irrecoverable amounts from the sale of goods and provision of services.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 22 TRADE RECEIVABLES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

(Continued)

### (a) Trade receivables (Continued)

- (iii) The ageing analysis of trade receivables at the end of reporting period by invoice date is as follows:

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Current to 30 days	<b>73,132</b>	91,609
31 to 60 days	<b>49,084</b>	42,381
61 to 90 days	<b>22,822</b>	13,850
Over 90 days	<b>30,172</b>	20,335
	<b>175,210</b>	168,175
Less: allowance for doubtful debts	<b>(13,578)</b>	(6,585)
	<b>161,632</b>	161,590

- (iv) The ageing analysis of trade receivables that are neither individually nor collectively considered to be impaired is as follows:

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Neither past due nor impaired	<b>128,218</b>	127,267
Less than 1 month past due	<b>22,740</b>	25,097
1 to 2 months past due	<b>5,546</b>	3,811
	<b>28,286</b>	28,908
	<b>156,504</b>	156,175

Receivables that were neither past due nor impaired relate to a wide range of customers for whom there was no recent history of default.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 22 TRADE RECEIVABLES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

(Continued)

### (a) Trade receivables (Continued)

#### (iv) (Continued)

Receivables that were past due but not impaired relate to a number of independent customers that have a good track record with the Group. Based on past experience, management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are still considered fully recoverable. The Group does not hold any collateral over these balances.

### (b) Deposits, prepayments and other receivables

	31 December 2017 RMB'000	31 December 2016 RMB'000
Loans to Shenzhen Jiahong (Note (i))	123,500	190,000
Loans to and interest receivable from Lifeng Dingsheng (Note (ii))	244,213	–
Deposits and prepayments	36,746	40,028
Advances to employees	15,748	12,754
Value-added tax recoverable	6,521	4,013
Consideration receivables for disposal of a subsidiary	3,847	24,347
Others	12,639	14,308
	<b>443,214</b>	<b>285,450</b>
Less: allowance for doubtful debts	<b>(950)</b>	<b>(800)</b>
	<b>442,264</b>	<b>284,650</b>

#### (i) Loans to Shenzhen Jiahong

Included in the Group's deposits, prepayments and other receivables are loans to Shenzhen Jiahong Group Holdings Limited ("Shenzhen Jiahong") of RMB123,500,000 as at 31 December 2017 (2016: Loan of RMB190,000,000).

Following the entrusted loan of RMB100,000,000 provided to Shenzhen Jiahong on 29 December 2014, the Company, through its subsidiary, New Focus Lighting & Power, provided further loans of RMB190,000,000 to Shenzhen Jiahong during 2015, among which RMB30,000,000 was treated as performance security to Shenzhen Jiahong in connection with a master purchase agreement.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 22 TRADE RECEIVABLES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

(Continued)

### (b) Deposits, prepayments and other receivables (Continued)

#### (i) Loans to Shenzhen Jiahong (Continued)

In 2015, 2016 and 2017, Shenzhen Jiahong repaid the loans with amount of RMB40,000,000, RMB60,000,000 and RMB66,500,000, respectively. As at 31 December 2017, all the remaining loans and performance security are overdue. Such loans are subject to an annual interest of 12%, or a penalty interest of 0.05% per day if overdue.

As at 31 December 2017, such loans are:

- guaranteed by each of the two shareholders of Shenzhen Jiahong as sureties who collectively owned 85% equity interest in Shenzhen Jiahong as at 31 December 2017;
- guaranteed by thirteen subsidiaries owned by Shenzhen Jiahong as sureties;
- secured by the pledge of 100% of the shares in each of the two subsidiaries wholly owned by Shenzhen Jiahong; and
- secured by the pledge of 30% of shares in a mineral company which was indirectly owned as to 80% by one of the two principal shareholders of Shenzhen Jiahong.

Subsequent to 31 December 2017, the Group has received RMB115,734,000 from Shenzhen Jiahong. The remaining receivable balance is RMB7,766,000 as at the approval date of these consolidated financial statements, without taking in account the interest or penalty interest associated with the overdue loans.

#### (ii) Loans to and interest receivable from Lifeng Dingsheng

In December 2017, the Company entered into a loan agreement with Inner Mongolia Lifeng Dingsheng Automobile Co., Ltd. ("Lifeng Dingsheng"), a company established in PRC and of which Mr. Du Jinglei acts as a director, to provide a loan with principal amount of HK\$290,000,000 to Lifeng Dingsheng for a term of 12 months. The interest rate is 12% per annum.

Such loan is secured by a corporate guarantee provided by the 35 subsidiaries of Lifeng Dingsheng. The 35 subsidiaries are also the acquisition targets of the Group which is subject to further assessment. If the mentioned acquisition is completed, the Company is entitled to set off the loan balance together with any accrued interest against the consideration payable by the Company. As disclosed in Note 32, on 2 March 2018, an equity transfer agreement was entered into by a subsidiary of the Company and Lifeng Dingsheng to acquire the 35 subsidiaries of Lifeng Dingsheng.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 23 BANK BORROWINGS, SECURED

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Bank loans	<b>157,051</b>	178,475
Bank borrowings are repayable as follows:		
On demand or within one year	<b>157,051</b>	178,475

As at 31 December 2017 and 2016, the banking facilities are secured by (i) the Group's certain buildings with an aggregate net carrying amount of RMB49,671,000 (2016: RMB48,002,000); (ii) the Group's certain land use rights of RMB15,157,000 (2016: RMB15,650,000); (iii) the Group's certain investment properties of RMB46,398,000 (2016: RMB43,864,000); (iv) personal guarantee from a senior management of the Company as well as a director of a subsidiary, and his spouses; (v) corporate guarantees provided by the Company and its subsidiaries.

Most of the bank loans bear fixed interest rates ranging from 4.00% to 6.09% per annum (2016: 3.84% to 6.09% per annum).

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Bank borrowings of the Group were denominated in		
RMB	<b>131,000</b>	136,754
United States dollars ("US\$")	<b>26,051</b>	41,721
	<b>157,051</b>	178,475

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 24 TRADE PAYABLES, ACCRUALS AND OTHER PAYABLES

### (a) Trade payables

The ageing analysis of trade payables of the Group at the end of reporting period by invoice date is as follows:

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Current to 30 days	<b>119,415</b>	82,437
31 to 60 days	<b>55,976</b>	33,336
61 to 90 days	<b>17,264</b>	19,253
Over 90 days	<b>50,100</b>	50,615
	<b>242,755</b>	185,641

The average credit period for the Group's trade creditors is 60 days.

### (b) Accruals and other payables

	<b>31 December 2017 RMB'000</b>	31 December 2016 RMB'000
Receipts in advance	<b>140,413</b>	114,529
Payroll payable	<b>23,552</b>	20,156
Other taxes payable	<b>4,486</b>	8,066
Receipt in advance from an investor	<b>188,975</b>	–
Others	<b>70,737</b>	65,911
	<b>428,163</b>	208,662

On 21 December 2017, the Company entered into two separate subscription agreements with two subscribers, pursuant to which the Company proposed to allot and issue an aggregate of 2,380,952,382 shares at HK\$0.42 per share. The Company received a total amount of RMB188,975,000 in advance from one subscriber in December 2017, which was interest-free. The allotment and issuance of the shares by the Company is subject to the approval of the shareholders at an extraordinary general meeting.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 25 CONVERTIBLE BONDS

The analysis of the carrying amount of convertible bonds is as follows:

	CCBI CBs		Haitong CBs		Total RMB'000
	Host contract RMB'000	Conversion option RMB'000	Host contract RMB'000	Conversion option RMB'000	
As at 1 January 2016	–	–	150,450	5,869	156,319
Imputed interest expenses	–	–	32,225	–	32,225
Interest paid	–	–	(9,882)	–	(9,882)
Fair value change of conversion option (Note 37(b))	–	–	–	(4,250)	(4,250)
Recognition into equity component	–	–	–	(1,619)	(1,619)
Exchange realignment	–	–	11,041	–	11,041
As at 31 December 2016 and 1 January 2017	–	–	183,834	–	183,834
Issuance of CCBI CBs	190,999	39,129	–	–	230,128
Imputed interest expenses	10,892	–	29,085	–	39,977
Interest paid	–	–	(10,191)	–	(10,191)
Fair value change of conversion option (Note 37(b))	–	208,031	–	–	208,031
Conversion of CCBI CBs	(55,352)	(87,042)	–	–	(142,394)
Redemption of Haitong CBs	–	–	(191,324)	–	(191,324)
Exchange realignment	(1,252)	(145)	(11,404)	–	(12,801)
As at 31 December 2017	145,287	159,973	–	–	305,260

### CCBI CBs

In September 2017, the Company issued redeemable convertible notes (the “CCBI CBs”) in the principal amount of US\$35,000,000 (equivalent to RMB230,681,500) to High Inspiring Limited (“High Inspiring”, a company incorporated with limited liability and an indirect wholly owned subsidiary of CCB International (Holdings) Limited (“CCBI”)), pursuant to the convertible note purchase agreement signed by them. The net proceeds of the CCBI CBs available to the Group was RMB230,128,425, after net-off of issuance costs of RMB553,075. The coupon interest rate of CCBI CBs is 7%, payable semi-annually in arrears on 1 March and 1 September in each year. The maturity date of the CCBI CBs will be the second anniversary of the issue date (i.e. September 2019) and the CCBI CBs can be converted into ordinary shares of the Company at the holder’s option at initial conversion price of HK\$0.306085 per share, subject to certain adjustments.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 25 CONVERTIBLE BONDS (Continued)

### CCBI CBs (Continued)

Unless previously redeemed, converted or cancelled in accordance with the conditions, the Company will redeem on the maturity date the entire outstanding principal amount of the convertible bonds to the aggregate of (i) the base redemption amount, (ii) 7% interest accrued and outstanding, (iii) any 15% default interest accrued and outstanding, (iv) a premium, which in the aggregate with the base redemption amount, will provide High Inspiring with an IRR of 12% per annum on the base redemption amount, calculated from the issue date of the convertible bonds to the date of such redemption, taking into account all interest paid on the convertible bonds and any accrued and outstanding interest under clause (ii) above but excluding any default interest paid or any default interest accrued and outstanding, and (v) any other payment accrued and outstanding to the holder pursuant to the transaction documents.

As a security to CCBI, CDH Fast Two Limited, the controlling shareholder of the Company, charged all its owned shares in the Company in favour of CCBI (See Note 31(a)(v)).

The fair value of the conversion option of the CCBI CBs upon issuance is calculated by binominal model based on a professional valuation report issued by RHL Appraisal Limited, an independent firm of professionally qualified valuers, and is treated as a derivative financial liability. The residual amount, representing the value of the host contract, is classified as other financial liability. The initially recognised derivative and host contract of the CCBI CBs amounted to RMB39,129,000 and RMB190,999,000 respectively after net-off of the issuance costs.

On 14 September 2017 and 3 October 2017, High Inspiring partially converted CCBI CBs with total principal amount of US\$10,000,000. The Group allotted and issued a total of 253,197,640 shares to CCBI at the conversion price of HK\$0.306085. The fair value of conversion option is RMB87,042,000 as at the conversion date, of which changes on fair value of RMB75,833,000 had been charged into profit of loss. As at 31 December 2017, the fair value of remaining conversion option was RMB159,973,000, of which changes on fair value of RMB132,198,000 had been charged into profit or loss. The total changes in fair value of the conversion option are RMB208,031,000.

After taking into account the abovementioned changes in fair value of the conversion option of CCBI CBs, the Group failed to comply with certain of the covenant requirements of the CCBI CBs as at 31 December 2017, including the amount of total equity attributable to the owners of the Company and the ratio of the consolidated total liabilities to the consolidated total assets of the Group. As set out in the convertible note purchase agreement, should the Group be unable to comply with the covenants, the remaining balances in relation to CCBI CBs would become payable on demand. Accordingly, the carrying amount of CCBI CBs of RMB305,260,000 is presented under current liabilities in the consolidated statement of financial position as at 31 December 2017.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 25 CONVERTIBLE BONDS (Continued)

### Haitong CBs

In July 2015, the Company issued redeemable convertible bonds (the “Haitong CBs”) in the principal amount of US\$25,000,000 (equivalent to RMB152,832,500) to Haitong International Financial Products Limited (“Haitong International”). The net proceeds of the Haitong CBs available to the Group was RMB152,676,500, after net-off of issuance costs of RMB156,000. The coupon interest rate of Haitong CBs is 6%, payable semi-annually in arrears on 13 January and 13 July in each year. The maturity date of the Haitong CBs will be the second anniversary of the issue date (i.e. July 2017) and the Haitong CBs can be converted into ordinary shares of the Company at the holder’s option at initial conversion price of HK\$3.00 per share, subject to certain adjustments.

The fair value of the conversion option of the Haitong CBs upon issuance is calculated by binomial model based on a professional valuation report issued by RHL Appraisal Limited, an independent firm of professionally qualified valuers, and is treated as a derivative financial liability. The residual amount, representing the value of the host contract, is classified as other financial liability. The initially recognised derivative and host contract of the Haitong CBs amounted to RMB23,723,000 and RMB128,954,000 respectively after net-off of the issuance costs. As at 31 December 2015, the fair value of conversion option was RMB5,869,000, of which changes on fair value of RMB19,330,200 had been charged into profit or loss.

On 27 January 2016, certain terms of Haitong CBs were either amended by the Company and Haitong International or changed as a result of the passage of time, resulting in satisfaction of designating as equity. Therefore, the Company reclassified the conversion option with a fair value of RMB1,619,000 from liability to equity.

On 13 September 2017, the Company redeemed all the Haitong CBs with an aggregate amount of US\$29,590,000.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 26 DEFERRED TAX

The movements in deferred tax assets/(liabilities) are as follows:

### Deferred tax assets

	Tax losses RMB'000	Accrued expenses RMB'000	Deferred income RMB'000	Allowances and provisions RMB'000	Total RMB'000
At 1 January 2016	4,182	3,076	12,086	1,852	21,196
Recognised in profit or loss (Note 11)	(5,340)	(138)	9,473	1,099	5,094
Acquisition of a subsidiary	3,187	570	2,740	–	6,497
Disposals of subsidiaries	(855)	(151)	–	(615)	(1,621)
At 31 December 2016 and 1 January 2017	1,174	3,357	24,299	2,336	31,166
Recognised in profit or loss (Note 11)	(59)	694	3,340	1,476	5,451
Acquisition of a subsidiary	1,010	–	–	–	1,010
At 31 December 2017	2,125	4,051	27,639	3,812	37,627

Deferred tax assets have been recognised in respect of the above item as the directors, in their opinion, consider it is probable that taxable profits will be available and the above item can be utilised.

As at 31 December 2017, the Group had unrecognised tax losses carried forward of RMB77,083,000 (2016: RMB49,914,000) as the directors are of the view that it was not probable that such benefit of tax losses would be realised before they expire. The years of expiry of the tax losses unrecognised is as below:

	2017 RMB'000	2016 RMB'000
Year of expiry of PRC entities		
2018	8,702	8,702
2019	18,293	18,293
2020	19,177	19,177
2021	3,742	3,742
2022	27,169	–
	<b>77,083</b>	49,914

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 26 DEFERRED TAX (Continued)

### Deferred tax liabilities:

	Other intangible assets RMB'000	Fair value gain on investment properties RMB'000	Fair value change on available- for-sale financial assets RMB'000	Accrued subsidy income RMB'000	Total RMB'000
At 1 January 2016	(11,971)	(7,729)	(56)	(192)	(19,948)
Recognised in profit or loss (Note 11)	158	(677)	–	–	(519)
Recognised in equity	–	–	56	–	56
Acquisition of a subsidiary	(2,702)	–	–	–	(2,702)
Disposals of subsidiaries	481	–	–	–	481
At 31 December 2016 and 1 January 2017	(14,034)	(8,406)	–	(192)	(22,632)
Recognised in profit or loss (Note 11)	1,595	(1,231)	–	–	364
At 31 December 2017	(12,439)	(9,637)	–	(192)	(22,268)

The above recognised deferred tax assets and liabilities cannot be set off.

A 10% PRC withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in the PRC. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate may be applied if there is a tax treaty between China and jurisdiction of the foreign investors. For the Group, the applicable rate is 10%. The Group is therefore liable to withholding taxes on dividends distributed by those subsidiaries established in the PRC in respect of earnings generated from 1 January 2008.

No deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in the PRC. In the opinion of the directors, it is not probable that these subsidiaries will distribute such earnings in the foreseeable future. The aggregate amount of temporary differences associated with investments in subsidiaries in the PRC for which deferred tax liabilities have not been recognised was approximately RMB18,585,000 as at 31 December 2017 (2016: RMB17,097,000).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 27 SHARE CAPITAL

	2017		2016	
	Number of shares '000	Amount HK\$'000	Number of shares '000	Amount HK\$'000
Authorised:				
Ordinary shares of HK\$0.1 each	10,000,000	1,000,000	10,000,000	1,000,000

	Note	2017			2016		
		Number of shares '000	Amount HK\$'000	Amount RMB'000	Number of shares '000	Amount HK\$'000	Amount RMB'000
Issued and fully paid:							
At beginning of the year		4,576,606	457,661	376,184	4,576,006	457,601	376,133
Conversion of convertible bonds	25	253,198	25,320	21,365	–	–	–
Share issued under share option scheme	34	10,968	1,097	932	600	60	51
At end of the year		4,840,772	484,078	398,481	4,576,606	457,661	376,184

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 28 RESERVES

### (i) Reserves of the Group

#### (a) Share premium

The balance represents the excess of consideration received for issue of shares over the corresponding par value of the issued shares. The application of the share premium account is governed by the applicable laws of the Cayman Islands.

#### (b) Statutory reserve fund

The Group's subsidiaries established in the PRC are required to transfer no less than 10% of the profit after taxation, as determined in accordance with the applicable PRC accounting standards, to statutory reserve fund until the fund aggregates to 50% of their respective registered capital.

The statutory reserve fund can only be used, upon approval by the respective board of directors, to offset accumulated losses or increase capital.

#### (c) Enterprise expansion fund

In accordance with the Law of the People's Republic of China on Chinese-foreign Equity Joint Venture and the articles of association of a subsidiary, a subsidiary shall appropriate 5% of its annual statutory net profit (after offsetting any prior years' losses) to enterprise expansion fund.

#### (d) Capital redemption reserve

Capital redemption reserve occurs when shares of a company are redeemed or purchased wholly out of the Company's profits, the amount by which the Company's issued share capital is diminished on cancellation of the shares redeemed or purchased, shall be transferred to the capital redemption reserve.

If the shares are redeemed or purchased wholly or partly out of the proceeds of a fresh issue, and the aggregate amount of those proceeds is less than the aggregate nominal value, the amount of the difference shall be transferred to the capital redemption reserve.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 28 RESERVES (Continued)

### (i) Reserves of the Group (Continued)

#### (e) Exchange reserve

The exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations. The reserve is dealt with in accordance with the accounting policy in Note 4(v).

#### (f) Convertible bonds reserve

The balance represents the equity component of outstanding convertible bonds issued by the Company recognised in accordance with the accounting policy adopted for convertible bonds in Note 4(n).

#### (g) Others

Others comprise the share option reserve, property revaluation reserve, and fair value reserve.

The share options reserve represents the fair value of the actual or estimated number of unexercised share options granted to employees of the Company and other parties recognised in accordance with the accounting policy in Note 4(x).

The property revaluation reserve represents the gains/losses arising on the revaluation of property (other than investment property). The balance on this reserve is wholly undistributable.

The fair value reserve represents the cumulative net change in the fair value of available-for-sale financial assets held at the end of the reporting period.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 28 RESERVES (Continued)

### (ii) Reserves of the Company

		Share	Contributed	Convertible	Exchange	Others	Accumulated	Total
	Note	premium	surplus	bonds	reserve		losses	
		RMB'000	RMB'000	reserve	reserve	RMB'000	RMB'000	RMB'000
				RMB'000	RMB'000			
At 1 January 2016		876,692	84,242	–	(14,357)	13,470	(667,893)	292,154
Total comprehensive income for the year		–	–	–	(8,864)	–	(137,709)	(146,573)
Recognition of equity-settled share-based payments	34	–	–	–	–	5,963	–	5,963
Recognition into convertible bonds reserve	25	–	–	1,619	–	–	–	1,619
Shares issued under share option scheme		207	–	–	–	(70)	–	137
At 31 December 2016 and 1 January 2017		876,899	84,242	1,619	(23,221)	19,363	(805,602)	153,300
Total comprehensive income for the year		–	–	–	8,634	–	(355,407)	(346,773)
Recognition of equity-settled share-based payments	34	–	–	–	–	716	–	716
Forfeited share options transfer		–	–	–	–	(1,349)	1,349	–
Conversion of convertible bonds		121,029	–	–	–	–	–	121,029
Redemption of convertible bonds	25	–	–	(1,619)	–	–	1,619	–
Exercise of share options		4,971	–	–	–	(1,245)	–	3,726
At 31 December 2017		1,002,899	84,242	–	(14,587)	17,485	(1,158,041)	(68,002)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 29 CASH AND CASH EQUIVALENTS AND PLEDGED TIME DEPOSITS

### (a) Cash and cash equivalents

Cash at banks earns interest at floating rates based on daily bank deposit rates and are deposited with creditworthy financial institutions with no recent history of default.

### (b) Pledged time deposits

Pledged time deposits can be analysed as follows:

	2017 RMB'000	2016 RMB'000
Guarantee deposits for issuance of bank acceptance	4,500	4,500

As at 31 December 2017, there is no deposit pledged to secure any bank loan of the Group (2016: Nil).



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 29 CASH AND CASH EQUIVALENTS AND PLEDGED TIME DEPOSITS (Continued)

### (c) Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

	Note	Bank borrowings RMB'000	Convertible bonds RMB'000	Receipt in advance from an investor (included in accruals and other payables) RMB'000	Total RMB'000
<b>Balance at 1 January 2017</b>		178,475	183,834	–	362,309
<b>Changes from financing cash flows:</b>					
Proceeds from issue of convertible bonds	25	–	230,128	–	230,128
Proceeds from investment of a third party	24	–	–	188,975	188,975
Proceeds from loans and borrowings		172,051	–	–	172,051
Repayment of borrowings		(193,475)	–	–	(193,475)
Repayment of convertible bonds	25	–	(191,324)	–	(191,324)
Interest paid		(7,908)	(10,191)	–	(18,099)
<b>Total changes from financing cash flows</b>		(29,332)	28,613	188,975	188,256
<b>Exchange adjustments</b>		–	(12,801)	–	(12,801)
<b>Changes in fair value</b>		–	208,031	–	208,031
<b>Other changes:</b>					
Conversion of convertible bonds	25	–	(142,394)	–	(142,394)
Interest expense		7,908	39,977	–	47,885
<b>Total other changes</b>		7,908	(102,417)	–	(94,509)
<b>Balance at 31 December 2017</b>		157,051	305,260	188,975	651,286

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 30 COMMITMENTS

### (a) Capital commitments

As at the end of the reporting period, capital commitments not provided for in the financial statements were as follows:

	2017 RMB'000	2016 RMB'000
Contracted for	2,459	12,687
Authorised but not contracted for	59,774	140,064
	<b>62,233</b>	<b>152,751</b>

### (b) Operating lease commitments

As at the end of the reporting period, the total future minimum lease payments under non-cancellable operating leases are payables as follows:

*As lessee*

	2017 RMB'000	2016 RMB'000
Within 1 year	55,240	45,425
Over 1 year but within 5 years	128,402	107,037
Over 5 years	22,472	21,551
	<b>206,114</b>	<b>174,013</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 30 COMMITMENTS (Continued)

### (b) Operating lease commitments (Continued)

As lessor

As at 31 December 2017 and 2016, the Group leased out its investment property under operating leases. As at the end of the reporting period, the total future minimum lease payments receivable under non-cancellable operating leases are as follows:

	2017 RMB'000	2016 RMB'000
Within 1 year	2,142	1,659
Over 1 year but within 5 years	4,247	3,024
Over 5 years	1,134	1,890
	7,523	6,573

## 31 RELATED PARTIES TRANSACTIONS

Transactions between the Company and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation in full and are not disclosed in this note. Except for disclosed elsewhere in the notes to financial statements, details of transactions between the Group and other related parties are disclosed below.

### (a) Transactions with related parties

(i) During the year and in the ordinary course of business, the Group has the following material transactions with related companies which are not member of the Group:

	2017 RMB'000	2016 RMB'000
Loan to Car House Investment Limited ("Car House")	25,651	–
Sales of goods to Liaoning Auto Make Commercial Management Co., Limited ("Auto Make")	–	3,026

In February 2017, Perfect Progress, a subsidiary of the Company entered into a loan agreement with Car House, a company established in the British Virgin Islands and wholly owned by one of the senior management of the Company, with principal amount of Taiwan Dollar ("NTD") 110,000,000 for a term of three years. The loan was interest free.

Sales of goods were made at the Group's usual list prices discounted to reflect the quantity of purchase and the relationship between the parties.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 31 RELATED PARTIES TRANSACTIONS (Continued)

### (a) Transactions with related parties (Continued)

- (ii) As at 31 December 2017, a non-controlling owner of a subsidiary granted the subsidiary collateral of creditor amounting to RMB15,183,000 (2016: RMB15,183,000) with his own properties.
- (iii) As at 31 December 2017, a senior management member of the Company who is also a non-controlling owner of a subsidiary of the Group provided a guarantee, together with other guarantees, for a bank loan of RMB5,000,000 (2016: RMB5,000,000) of the subsidiary.
- (iv) *Transaction with key management personnel*  
Transaction with the members of key management during the year, including the remuneration for executive directors and non-executive directors as disclosed in Note 10(a), is as follows:

	2017 RMB'000	2016 RMB'000
Salaries and other allowances	5,329	4,114
Retirement scheme contributions	96	94
Share-based payments	410	2,401
<b>Total</b>	<b>5,835</b>	<b>6,609</b>

Total remuneration is included in “employee benefit expenses” (see Note 9).

- (v) Pursuant to the convertible note purchase agreement, CDH Fast Two Limited (“CDH”), being the controlling shareholder of the Company, has entered into a share charge agreement, pursuant to which CDH will charge, among other things, 2,889,580,226 shares held by it in favour of the High Inspiring for the issuance of CCBI CBs amounting to US\$35,000,000.
- (vi) *Applicability of the Listing Rules relating to connected transactions*  
The related party transactions included in (i), (ii), (iii), (iv) and (v) above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. Those transactions, except for (v) are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are either below the de minimis threshold under Rule 14A.76(1) or meeting the exemption criterion for financial assistance received by the listed issuer’s group under Rule 14A.90. The transaction included in (v) above has been announced by the Company on 21 August 2017.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 31 RELATED PARTIES TRANSACTIONS (Continued)

### (b) Amounts due from related parties

As at the end of the reporting period, the Group had the following material account receivable balance with its related parties:

	2017 RMB'000	2016 RMB'000
Car House	24,262	–
New Focus Richahaus	15,006	23,624
Auto Make	–	3,265
Shenyang Xunchi Auto Service Ltd.	–	711
Others	–	5,033
	39,268	32,633

### (c) Amounts due to related parties

As at the end of the reporting period, the Group had the following material account payable balance with its related parties:

	2017 RMB'000	2016 RMB'000
Beijing Yuyang Century Trading Co., Ltd.	1,219	–
Others	1,500	–
	2,719	–

### (d) Immediate and ultimate controlling parties

At 31 December 2017, the directors consider the immediate parent and ultimate controlling parties of the Group to be CDH Fast Two Limited and China Diamond Holdings Company Limited respectively, both of which are incorporated in the British Virgin Islands. These equities do not produce financial statement available for public use.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **32 SUBSEQUENT EVENTS**

On 2 March 2018, Ningbo Meishan Bonded Port Area Chifeng Investment Management Co., Ltd. (“the Purchaser”), a wholly owned subsidiary of the Group, entered into an equity transfer agreement with Lifeng Dingsheng, pursuant to which the Purchaser agreed to acquire, and Lifeng Dingsheng agreed to dispose of, 100% of the equity interests in Inner Mongolia Chuangying Automobile Co., Ltd (“Target Company”) at the consideration of RMB660,000,000, subject to the terms and conditions of the equity transfer agreement. The Target Company will hold all the equity interests, which were currently directly or indirectly held by Lifeng Dingsheng, in 35 subsidiaries of Lifeng Dingsheng. The 35 subsidiaries are principally engaged in the operation of 4S dealership stores and related businesses in the Inner Mongolia Autonomous Region of the PRC.

The above acquisition is subject to the final approval of the extraordinary general meeting of the Company to be held.

## **33 EMPLOYEE RETIREMENT BENEFITS**

Pursuant to the relevant labour rules and regulations in the PRC, the PRC subsidiaries of the Company participate in defined contribution retirement schemes (the “Schemes”) organised by the PRC municipal government authorities where the subsidiaries are registered whereby these PRC subsidiaries are required to make a contribution at the respective local rates of the eligible employees’ salaries to the Schemes. The Group has accrued for the required pension fund contributions which are remitted to the respective social security offices when the contributions become due. The social security offices are responsible for making the benefit payments to the retired employee covered under the Schemes.

The Group has no other material obligation for the payment of pension benefits beyond the annual contributions described above.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **34 EQUITY-SETTLED SHARE-BASED PAYMENT TRANSACTIONS**

The Company adopted a new share option scheme (“New Scheme”) by a resolution of the shareholders passed on 25 June 2014 and terminated on the same date the share option scheme (“Old Scheme”) adopted by the Company on 13 February 2005. The principal purpose of the New Scheme is to provide incentives and rewards to eligible participants for their contribution or potential contribution to the Group.

On 14 October 2014, the Company granted share options to eligible persons under the New Scheme to subscribe for a total of 149,500,000 ordinary shares of HK\$0.1 of the Company. The exercise price of the granted options is HK\$0.5 per share, which is equal to the closing price of the shares on the date of grant. The options granted to each grantee are valid for a period of five years (i.e. valid until 14 October 2019) commencing from the day after the date of grant. Each of the three tranches of the options, representing one third of the options equally, will be excisable on 14 October 2015, 14 October 2016 and 14 October 2017 respectively and shall be vested upon the fulfilment of certain performance targets and other vesting conditions as described in the grant letter issued by the Company to each grantee.

The fair value of services received in return for share options granted is measured by reference to the fair value of share options granted. The estimate of the fair value of the share options granted is measured based on a binominal lattice model.

The Group amortised the fair value of the share options calculated above over the relevant vesting period. Accordingly, an amount of RMB716,000 was charged as an equity-settled share-based payment to profit or loss for the year of 2017 (2016: RMB5,963,000).

During 2017, 10,967,861 shares options had been exercised by the grantees to the terms of the share option scheme (2016: 599,998 shares), and 15,932,532 share options had been forfeited (2016: 17,872,218 shares).

The number of share options exercisable under the New Scheme as at 31 December 2017 is 92,710,723 (2016: 69,777,782).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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## 34 EQUITY-SETTLED SHARE-BASED PAYMENT TRANSACTIONS (Continued)

Share options outstanding as at 31 December 2017 and 2016 have the following expiry dates and exercise prices:

2017

Expiry date	Exercise price HK\$ per share	Share options		Total '000
		granted to directors '000	granted to employees '000	
14 October 2019	0.5	–	92,711	92,711
Weighted average exercise price (HK\$)	–	0.5	0.5	0.5

2016

Expiry date	Exercise price HK\$ per share	Share options		Total '000
		granted to directors '000	granted to employees '000	
14 October 2019	0.5	–	119,611	119,611
Weighted average exercise price (HK\$)	–	0.5	0.5	0.5



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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## 35 CAPITAL RISK MANAGEMENT

The Group's objective of managing capital is to safeguard the Group's 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 cost of capital.

The capital structure of the Group consists of (i) debts, which includes the borrowings and the convertible bonds as disclosed in Notes 23 and 25, respectively; (ii) cash and cash equivalents and pledged time deposits in Note 29; (iii) equity attributable to equity shareholders of the Company, comprising share capital disclosed in Note 27 and reserves as disclosed in consolidated statement of changes in equity.

The Group's risk management reviews the capital structure on a semi-annual basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital. The Group manages the capital structure and make adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets.

The net debt to equity ratio at end of the reporting period was as follows:

	2017 RMB'000	2016 RMB'000
Debts	462,311	362,309
Cash and cash equivalents and pledged time deposits	(137,444)	(168,769)
Net debt position	324,867	193,540
Equity attributable to equity shareholders of the Company	196,421	354,287
Net debt to equity ratio	165.4%	54.6%

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 36 FINANCIAL RISK MANAGEMENT

The main risks arising from the Group's financial instruments in the normal course of the Group's business are credit risk, liquidity risk, interest rate risk and currency risk.

These risks are limited by the Group's financial management policies and practices described below.

### (a) Credit risk

The Group's credit risk is primarily attributable to its trade and other receivables. Management has a credit policy in place and the exposures to these credit risks are monitored on an ongoing basis.

In respect of trade and other receivables, individual credit evaluations are performed on all customers and debtors requiring credit over a certain amount. These evaluations focus on the customers' past history of making payments when due and current ability to pay, and take into account information specific to the customers and debtors as well as pertaining to the economic environment in which the customers operate. Normally, the Group does not obtain collateral from customers, except for the loans to Shenzhen Jiahong.

For the detail of loans to Shenzhen Jiahong, please refer to Note 22(b).

Investments are normally only in highly liquid monetary funds with floating interest.

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The default risk of the industry and country in which customers operate also has an influence on credit risk but to a lesser extent. At the end of reporting period, the Group has a certain concentration of credit risk as 5% (2016: 6%) and 30% (2016: 25%) of the total gross trade receivables that were due from the Group's largest customer and the five largest customers respectively within the manufacture and sale of automobile accessories business segment.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from trade receivables are set out in Note 22(a).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 36 FINANCIAL RISK MANAGEMENT (Continued)

### (b) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and longer term.

As at 31 December 2017, the Group failed to comply with covenant requirements of CCBI CBs with a carrying amount of RMB305,260,000 (Note 25). Such breach of the covenant requirements may cause the relevant facilities to become repayable on demand. Based on the latest communication with CCBI, it has not indicated its intention to request an immediate repayment. The Group is also negotiating with CCBI to revise the covenant requirements in order to ensure continuous compliance of the covenant requirements.

The following table details the remaining contractual maturities of the Group's financial liabilities at the end of reporting period, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates, or if floating, based on rates current at the end of reporting period) and the earliest date the Group can be required to pay:

	Carrying amount RMB'000	Total contractual undiscounted cash flow RMB'000	Within 1 year or on demand RMB'000	More than 1 year but less than 2 years RMB'000	More than 2 years but less than 5 years RMB'000	More than 5 years RMB'000
<b>2017</b>						
Bank borrowings, secured	157,051	160,508	160,508	-	-	-
Trade payables	242,755	242,755	242,755	-	-	-
Other payables	428,163	428,163	428,163	-	-	-
Convertible bonds	145,287	191,939	191,939	-	-	-
Amount due to related parties	2,719	2,719	2,719	-	-	-
<b>Total</b>	<b>975,975</b>	<b>1,026,084</b>	<b>1,026,084</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2016</b>						
Bank borrowings, secured	178,475	185,449	185,449	-	-	-
Trade payables	185,641	185,641	185,641	-	-	-
Other payables	94,133	94,133	94,133	-	-	-
Convertible bonds	183,834	207,183	207,183	-	-	-
<b>Total</b>	<b>642,083</b>	<b>672,406</b>	<b>672,406</b>	<b>-</b>	<b>-</b>	<b>-</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 36 FINANCIAL RISK MANAGEMENT (Continued)

### (c) Interest rate risk

The Group's fair value interest-rate risk mainly arises from liability component of convertible bonds as disclosed in Note 25. Most of bank borrowings were issued at fixed rates which expose the Group to fair value interest rate risk.

It is estimated that a general increase/decrease of 100 basis points in interest rates, with all other variables held constant, would increase/decrease the Group's loss for the year and accumulated losses as at 31 December 2017 by RMB339,674 (2016: by RMB260,093). The Group has not used any financial instrument to hedge potential fluctuations in interest rate. The interest rates and terms of repayment of the Group's borrowings are disclosed in Note 23.

### (d) Currency risk

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the functional currency of the operations to which they relate. The currency giving rise to this risk is primarily US\$.

The Group is also exposed to foreign currency exchange risk arising from the cash and cash equivalents denominated in US\$.

The following table details the Group's exposure at the end of reporting period to currency risk arising from transactions or recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate.

	US\$'000	2017		2016 US\$'000
		HK\$'000	NTD'000	
Trade and other receivables	12,772	290,000	123,881	11,489
Trade and other payables	(916)	(250,000)	–	(142)
Cash and cash equivalents and pledged time deposits	3,763	47,744	1,458	7,891
Bank borrowings	(4,000)	–	–	(6,000)
Overall net exposure	11,619	87,744	125,339	13,238

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 36 FINANCIAL RISK MANAGEMENT (Continued)

### (d) Currency risk (Continued)

The following table indicates the approximate change in the Group's loss for the year and accumulated losses and other components of consolidated equity in response to reasonably possible changes in the foreign exchange rates to which the Group has significant exposure at the end of reporting period. The sensitivity analysis includes balances between group companies where the denomination of the balances is in a currency other than the functional currencies of the lender or the borrower. A positive number below indicates a decrease in loss or an increase in profit and other equity where the RMB weakens against the relevant currency. For a strengthening of the RMB against the relevant currency, there would be an equal and opposite impact on the profit or loss and other equity, and the balances below would be negative.

	2017			2016		
	Increase in foreign exchange rate	Effect on loss for the year and accumulated losses RMB'000	Effect on other components of equity RMB'000	Increase in foreign exchange rate	Effect on loss for the year and accumulated losses RMB'000	Effect on other components of equity RMB'000
US\$	5%	2,884	-	5%	3,360	-
HK\$	5%	2,750	-	-	-	-
NTD	5%	1,034	-	-	-	-
		6,668	-		3,360	-

The sensitivity analysis has been determined assuming that the change in foreign exchange rates had occurred at the end of reporting period and had been applied to each of the Group entities; exposure to currency risk for both derivative and non-derivative financial instruments in existence at that date, and that all other variables, in particular interest rates, remain constant.

The stated changes represent management's assessment of reasonably possible changes in foreign exchange rate over the period until the end of the next reporting period. Results of the analysis as presented in the above table represent an aggregation of the effects on each of the Group entities' results for the year and equity measured in the respective functional currencies, translated into RMB at the exchange rate ruling at the end of reporting period for presentation purposes. The analysis is performed on the same basis for 2016.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 37 SUMMARY OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES BY CATEGORY

The carrying amounts and fair values of the Group's financial assets and financial liabilities as recognised at 31 December 2017 and 2016 may be categorised as follows:

	2017		2016	
	Carrying value RMB'000	Fair value RMB'000	Carrying value RMB'000	Fair value RMB'000
Financial assets				
– Loans and receivables (including cash and cash equivalents and pledged time deposits), at amortised cost	774,037	774,037	643,629	643,629
Financial liabilities				
– Financial liabilities, at amortised cost	831,227	831,227	646,506	646,506
– Conversion option embedded in convertible bonds, at fair value	159,973	159,973	–	–

(a) **The fair values of financial assets and liabilities are determined as follows:**

- The fair value of financial assets and liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.
- The fair value of other financial assets and liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions and dealer quotes for similar instruments and forecast on the financial performance and other measures of the acquirees under the contingent consideration arrangements. The directors are of the opinion that there are no reasonably possible alternative assumptions to the inputs in the fair value measurement.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 37 SUMMARY OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES BY CATEGORY

(Continued)

### (b) Fair value hierarchy

The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in IFRS 13, Fair value measurement. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date.

Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.

Level 3 valuations: Fair value measured using significant unobservable inputs.

The fair value of conversion option embedded in convertible bonds is determined using binomial option pricing model and the significant unobservable input used in the fair value measurement is expected volatility. The fair value measurement is positively correlated to the expected volatility. As at 31 December 2017, it is estimated that with all other variables held constant, an decrease/increase in the expected volatility by 5% would have decreased/increased the Group's profit by RMB3,657,000/RMB2,157,000.

The movement in fair value measurements in Level 3 during the year are as follows:

	2017 RMB'000	2016 RMB'000
At 1 January	–	5,869
Issuance of convertible bonds (Note 25)	(39,129)	–
Changes in fair value recognised in profit or loss during the year (Note 25)	(208,031)	(4,250)
Conversion of CCBI CBs (Note 25)	87,042	(1,619)
Exchange realignment	145	–
At 31 December	(159,973)	–

## 38 CONTINGENT LIABILITIES

At the end of 31 December 2016 and 2017, the Group had no significant contingent liability.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 39 COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

(Expressed in Renminbi)

	Note	31 December 2017 RMB'000	31 December 2016 RMB'000
<b>ASSETS AND LIABILITIES</b>			
<b>Non-current assets</b>			
Interest in subsidiaries		504,205	679,717
Amounts due from related parties	31(b)	24,262	–
		<b>528,467</b>	679,717
<b>Current assets</b>			
Deposits, prepayments and other receivables		258,590	23,802
Cash and cash equivalents		47,475	18,625
		<b>306,065</b>	42,427
<b>Current liabilities</b>			
Accruals and other payables		198,793	8,826
Convertible bonds	25	305,260	183,834
		<b>504,053</b>	192,660
<b>Net current liabilities</b>		<b>(197,988)</b>	(150,233)
<b>Total assets less current liabilities</b>		<b>330,479</b>	529,484
<b>NET ASSETS</b>		<b>330,479</b>	529,484
<b>CAPITAL AND RESERVES</b>			
Share capital	27	398,481	376,184
Reserves	28(ii)	(68,002)	153,300
<b>TOTAL EQUITY</b>		<b>330,479</b>	529,484



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017

Up to the date of issue of these financial statements, the IASB has issued a number of amendments and new standards which are not yet effective for the year ended 31 December 2017 and which have not been adopted in these financial statements. These include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after
IFRS 9, <i>Financial instruments</i>	1 January 2018
IFRS 15, <i>Revenue from contracts with customers</i>	1 January 2018
Amendments to IFRS 2, <i>Share-based payment: Classification and measurement of share-based payment transactions</i>	1 January 2018
Amendments to IAS 40, <i>Transfers of Investment Property</i>	1 January 2018
IFRIC 22: <i>Foreign Currency Transactions and Advance Consideration</i>	1 January 2018
IFRS 16, <i>Leases</i>	1 January 2019
IFRIC 23, <i>Uncertainty over Income Tax Treatments</i>	1 January 2019

The Group is in the process of making an assessment of what the impact of these amendments, new standards and interpretations is expected to be in the period of initial application. So far the Group has identified some aspects of the new standards which may have a significant impact on the consolidated financial statements. Further details of the expected impacts are discussed below. While the assessment has been substantially completed for IFRS 9 and IFRS 15, the actual impacts upon the initial adoption of the standards may differ as the assessment completed to date is based on the information currently available to the Group, and further impacts may be identified before the standards are initially applied in the Group's interim financial report for the six months ending 30 June 2018. The Group may also change its accounting policy elections, including the transition options, until the standards are initially applied in that financial report.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## 40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017

(Continued)

### IFRS 9, Financial instruments

IFRS 9 will replace the current standard on accounting for financial instruments, IAS 39, Financial instruments: Recognition and measurement. IFRS 9 introduces new requirements for classification and measurement of financial assets, calculation of impairment of financial assets and hedge accounting. On the other hand, IFRS 9 incorporates without substantive changes the requirements of IAS 39 for recognition and derecognition of financial instruments and the classification of financial liabilities.

IFRS 9 is effective for annual periods beginning on or after 1 January 2018 on a retrospective basis. The Group plans to use the exemption from restating comparative information and will recognise any transition adjustments against the opening balance of equity at 1 January 2018.

#### (a) Classification and measurement

IFRS 9 contains three principal classification categories for financial assets: measured at (1) amortised cost, (2) fair value through profit or loss (FVTPL) and (3) fair value through other comprehensive income (FVTOCI):

- The classification for debt instruments is determined based on the entity's business model for managing the financial assets and the contractual cash flow characteristics of the asset. If a debt instrument is classified as FVTOCI then interest revenue, impairment and gains/losses on disposal will be recognised in profit or loss.
- For equity securities, the classification is FVTPL regardless of the entity's business model. The only exception is if the equity security is not held for trading and the entity irrevocably elects to designate that security as FVTOCI. If an equity security is designated as FVTOCI then only dividend income on that security will be recognised in profit or loss. Gains, losses and impairments on that security will be recognised in other comprehensive income without recycling.

The Group has assessed that its financial assets currently measured at amortised cost and FVTPL will continue with their respective classification and measurements upon the adoption of IFRS 9.

The classification and measurement requirements for financial liabilities under IFRS 9 are largely unchanged from IAS 39, except that IFRS 9 requires the fair value change of a financial liability designated at FVTPL that is attributable to changes of that financial liability's credit risk to be recognised in other comprehensive income (without reclassification to profit or loss). The Group currently does not have any financial liabilities designated at FVTPL and therefore this new requirement will not have any impact on the Group on adoption of IFRS 9.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017**

*(Continued)*

### **IFRS 9, Financial instruments** *(Continued)*

#### *(b) Impairment*

The new impairment model in IFRS 9 replaces the “incurred loss” model in IAS 39 with an “expected credit loss” model. Under the expected credit loss model, it will no longer be necessary for a loss event to occur before an impairment loss is recognised. Instead, an entity is required to recognise and measure either a 12-month expected credit loss or a lifetime expected credit loss, depending on the asset and the facts and circumstances. The Group expects that there is no significant impact for the application of the expected credit loss model.

### **IFRS 15, Revenue from contracts with customers**

IFRS 15 establishes a comprehensive framework for recognising revenue from contracts with customers. IFRS 15 will replace the existing revenue standards, IAS 18, Revenue, which covers revenue arising from sale of goods and rendering of services, and IAS 11, Construction contracts, which specifies the accounting for revenue from construction contracts.

Based on the assessment completed to date, the Group has identified the following areas which are expected to be affected:

#### *(a) Timing of revenue recognition*

The Group’s revenue recognition policies are disclosed in Note 4(aa). Currently, revenue arising from the provision of services is recognised over time, whereas revenue from the sale of goods is generally recognised when the risks and rewards of ownership have passed to the customers.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017**

*(Continued)*

### **IFRS 15, Revenue from contracts with customers** *(Continued)*

#### *(a) Timing of revenue recognition (Continued)*

Under IFRS 15, revenue is recognised when the customer obtains control of the promised good or service in the contract. IFRS 15 identifies 3 situations in which control of the promised good or service is regarded as being transferred over time:

- (i) When the customer simultaneously receives and consumes the benefits provided by the entity's performance, as the entity performs;
- (ii) When the entity's performance creates or enhances an asset (for example work in progress) that the customer controls as the asset is created or enhanced;
- (iii) When the entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

If the contract terms and the entity's activities do not fall into any of these 3 situations, then under IFRS 15 the entity recognises revenue for the sale of that good or service at a single point in time, being when control has passed. Transfer of risks and rewards of ownership is only one of the indicators that will be considered in determining when the transfer of control occurs.

The Group has assessed that the new revenue standard is not likely to have significant impact on how it recognises revenue from the provision of services and sale of goods.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017**

*(Continued)*

### **IFRS 16, Leases**

As disclosed in Note 4(s), currently the Group classifies leases into finance leases and operating leases and accounts for the lease arrangements differently, depending on the classification of the lease. The Group enters into some leases as the lessor and others as the lessee.

IFRS 16 is not expected to impact significantly on the way that lessors account for their rights and obligations under a lease. However, once IFRS 16 is adopted, lessees will no longer distinguish between finance leases and operating leases. Instead, subject to practical expedients, lessees will account for all leases in a similar way to current finance lease accounting, i.e. at the commencement date of the lease the lessee will recognise and measure a lease liability at the present value of the minimum future lease payments and will recognise a corresponding “right-of-use” asset. After initial recognition of this asset and liability, the lessee will recognise interest expense accrued on the outstanding balance of the lease liability, and the depreciation of the right-of-use asset, instead of the current policy of recognising rental expenses incurred under operating leases on a systematic basis over the lease term. As a practical expedient, the lessee can elect not to apply this accounting model to short-term leases (i.e. where the lease term is 12 months or less) and to leases of low-value assets, in which case the rental expenses would continue to be recognised on a systematic basis over the lease term.

IFRS 16 will primarily affect the Group’s accounting as a lessee of leases for properties, plant and equipment which are currently classified as operating leases. The application of the new accounting model is expected to lead to an increase in both assets and liabilities and to impact on the timing of the expense recognition in the statement of profit or loss over the period of the lease. As disclosed in Note 30(b), at 31 December 2017 the Group’s future minimum lease payments under non-cancellable operating leases amount to RMB206,114,000 for properties, the majority of which is payable either between 1 and 5 years after the reporting date or in more than 5 years. Some of these amounts may therefore need to be recognised as lease liabilities, with corresponding right-of-use assets, once IFRS 16 is adopted. The Group will need to perform a more detailed analysis to determine the amounts of new assets and liabilities arising from operating lease commitments on adoption of IFRS 16, after taking into account the applicability of the practical expedient and adjusting for any leases entered into or terminated between now and the adoption of IFRS 16 and the effects of discounting.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(Expressed in Renminbi unless otherwise indicated)

## **40 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2017**

*(Continued)*

### **IFRS 16, Leases** *(Continued)*

IFRS 16 is effective for annual periods beginning on or after 1 January 2019. The standard offers different transition options and practical expedients, including the practical expedient to grandfather the previous assessment of which existing arrangements are, or contain, leases. If this practical expedient is chosen, the Group will apply the new definition of a lease in IFRS 16 only to contracts that are entered into on or after the date of initial application. If the practical expedient is not chosen, the Group will need to reassess all of its decisions about which existing contracts are, or contain, leases, using the new definition. Depending on whether the Group elects to adopt the standard retrospectively or follow a modified retrospective method of recognising a cumulative-effect adjustment to the opening balance of equity at the date of initial application, the Group may or may not need to restate comparative information for any changes in accounting resulting from the reassessment.

# FINANCIAL SUMMARY

A summary of the published results and of the assets and liabilities of the Group for the last five financial years, as extracted from the audited financial statements, is set out below:

## RESULTS

	<b>1.1.2017 to 31.12.2017 RMB'000</b>	1.1.2016 to 31.12.2016 RMB'000	1.1.2015 to 31.12.2015 RMB'000	1.1.2014 to 31.12.2014 RMB'000	1.1.2013 to 31.12.2013 RMB'000
Revenue	<b>1,267,928</b>	1,292,665	1,254,191	1,397,498	1,414,616
Loss before taxation	<b>(371,338)</b>	(145,811)	(103,302)	(26,379)	(565,262)
Income tax	<b>1,368</b>	(2,507)	(645)	(9,422)	48,412
Loss for the year	<b>(369,970)</b>	(148,318)	(103,947)	(35,801)	(516,850)
Attributable to:					
Equity shareholders of the Company	<b>(315,465)</b>	(123,459)	(90,967)	(43,223)	(446,700)
Non-controlling interests	<b>(54,505)</b>	(24,859)	(12,980)	7,422	(70,150)
	<b>(369,970)</b>	(148,318)	(103,947)	(35,801)	(516,850)

## ASSETS AND LIABILITIES

	<b>31.12.2017 RMB'000</b>	31.12.2016 RMB'000	31.12.2015 RMB'000	31.12.2014 RMB'000	31.12.2013 RMB'000
Total assets	<b>1,380,184</b>	1,212,834	1,319,032	1,188,415	1,346,733
Total liabilities	<b>(1,162,257)</b>	(783,667)	(734,319)	(648,118)	(853,058)
Net assets	<b>217,927</b>	429,167	584,713	540,297	493,675