

GIORDANO

Giordano International Limited

佐丹奴國際有限公司

(Incorporated in Bermuda with limited liability 於百慕達註冊成立之有限公司)

Annual Report 2020 年報

(Stock Code 股份代號：709)

十年財務與業務摘要 Ten-Year Financial and Operation Highlights	2
公司資料 Corporate Information	4
主席報告書 Chairman's Statement	6
管理層之論述及分析 Management Discussion and Analysis	8
董事及高級管理人員簡介 Directors and Senior Management Profiles	22
企業管治報告書 Corporate Governance Report	27
董事會報告書 Directors' Report	49
獨立核數師報告書 Independent Auditor's Report	62
合併利潤表 Consolidated Income Statement	71
合併綜合收益表 Consolidated Statement of Comprehensive Income	72
合併資產負債表 Consolidated Balance Sheet	73
合併現金流量表 Consolidated Cash Flow Statement	75
合併權益變動表 Consolidated Statement of Changes in Equity	77
財務報表附註 Notes to the Financial Statements	79
購股權資料 Share Option Information	163
投資者參考資料 Information for Investors	171
附錄 – 環境、社會及管治報告書 Appendix – Environmental, Social and Governance Report	ESG.1

十年財務與業務摘要

TEN-YEAR FINANCIAL AND OPERATION HIGHLIGHTS

(除特別註明外，以百萬港元為單位)

(In HK\$ million unless otherwise specified)

銷售額	Sales
毛利	Gross profit
毛利率	Gross margin
經營溢利(虧損)(附註3及4)	Operating profit (loss) (Note 3 and 4)
經營利率(附註3及4)	Operating margin (Note 3 and 4)
EBITDA(附註3及4)	EBITDA (Note 3 and 4)
EBITDA溢利率(附註3及4)	EBITDA margin (Note 3 and 4)
本公司股東應佔溢利(虧損)(附註3及4)	Profit (loss) attributable to shareholders of the Company (Note 3 and 4)
銷售回報率(附註3及4)	Return on sales (Note 3 and 4)
平均資產總額回報率(附註3及4)	Return on average total assets (Note 3 and 4)
平均本公司股東應佔權益回報率(附註3及4)	Return on average equity attributable to shareholders of the Company (Note 3 and 4)

現金及銀行結存減銀行貸款	Cash and bank balances less bank loans
營運資金(附註3及4)	Working capital (Note 3 and 4)
資產總額(附註3及4)	Total assets (Note 3 and 4)
負債總額(附註3及4)	Total liabilities (Note 3 and 4)
存貨對成本流轉日數(日)(附註1)	Inventory turnover on costs (days) (Note 1)
流動比率(倍數)(附註3及4)	Current ratio (times) (Note 3 and 4)

每股盈利(虧損) — 基本(港仙)	Earnings (loss) per share — Basic (HK cents)
每股股息(港仙)	Dividend per share (HK cents)
派息比率	Dividend payout ratio
市場流通股份數目(千股)	Number of shares outstanding (in thousands)
市值總額	Market capitalization

年末門市數目	Stores as at year end
直營店	Direct-operated stores
加盟店(附註2)	Franchised stores (Note 2)

全球門市總數 Total stores worldwide

附註：

Notes:

- | | |
|---|---|
| 1. 年結日之存貨除全年銷售成本乘以年內日數 | 1. Inventory held at year end divided by cost of sales and multiplied by number of days in the year |
| 2. 由一間南韓合營公司、阿拉伯聯合酋長國及沙特阿拉伯(2011年及以前年度)、科威特及卡塔爾(2015年及以前年度)、越南(2017年及以前年度)及第三者加盟商所營運之市場門市 | 2. Stores in markets operated by a joint venture in South Korea, United Arab Emirates and Saudi Arabia (prior to year 2011), Kuwait and Qatar (prior to year 2015), Vietnam (prior to year 2017), and third-party franchisees |
| 3. 2013年及以前年度之數字並未因採納香港會計準則19僱員福利而作出調整 | 3. The adoption impact of Hong Kong Accounting Standards 19 Employee benefits are not reflected in the years in and prior to 2013 |
| 4. 2018年及以前年度之數字並未因採納香港財務報告準則第16號租賃而作出調整 | 4. The adoption impact of Hong Kong Financial Reporting Standards 16 Leases are not reflected in the years in and prior to 2018 |

十年財務與業務摘要

TEN-YEAR FINANCIAL AND OPERATION HIGHLIGHTS

2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
3,122	4,852	5,509	5,412	5,145	5,381	5,545	5,848	5,673	5,614
1,736	2,846	3,250	3,221	3,055	3,097	3,214	3,551	3,331	3,283
55.6%	58.7%	59.0%	59.5%	59.4%	57.6%	58.0%	60.7%	58.7%	58.5%
(105)	397	625	689	568	556	542	828	1,005	909
-3.4%	8.2%	11.3%	12.7%	11.0%	10.3%	9.8%	14.2%	17.7%	16.2%
555	1,183	821	874	748	743	760	1,066	1,247	1,123
17.8%	24.4%	14.9%	16.1%	14.5%	13.8%	13.7%	18.2%	22.0%	20.0%
(112)	230	480	500	434	426	408	663	826	728
-3.6%	4.7%	8.7%	9.2%	8.4%	7.9%	7.4%	11.3%	14.6%	13.0%
-2.3%	6.2%	12.8%	13.5%	12.2%	11.5%	11.0%	16.1%	21.1%	21.8%
-4.4%	8.5%	16.8%	17.5%	15.2%	14.5%	13.8%	21.8%	28.8%	28.3%
1,104	994	1,017	1,167	1,095	1,076	915	1,105	1,173	1,209
916	714	1,465	1,526	1,410	1,405	1,401	1,616	1,555	1,658
4,383	5,196	4,124	4,322	4,114	3,847	3,857	4,469	4,605	3,822
1,752	2,349	1,115	1,181	1,147	881	773	1,220	1,452	1,001
115	100	89	87	78	78	80	82	74	95
1.8	1.4	2.5	2.5	2.4	2.9	3.1	2.6	2.3	2.8
(7.10)	14.60	30.50	31.80	27.70	27.10	26.00	42.60	53.80	48.20
10.00	14.60	33.50	35.00	27.50	27.00	25.00	40.00	40.00	38.00
不適用NA	100.0%	109.8%	110.1%	99.3%	99.6%	96.2%	93.9%	74.3%	78.8%
1,577,631	1,578,501	1,578,501	1,570,631	1,570,953	1,570,395	1,569,913	1,566,837	1,543,709	1,521,291
1,798	3,709	5,840	6,534	6,582	5,701	5,400	10,858	11,501	8,565
1,209	1,274	1,323	1,349	1,364	1,385	1,451	1,499	1,449	1,232
976	1,101	1,103	1,065	1,033	986	1,001	1,143	1,199	1,439
2,185	2,375	2,426	2,414	2,397	2,371	2,452	2,642	2,648	2,671

公司資料

CORPORATE INFORMATION

董事會

執行董事

劉國權

(主席兼行政總裁)

陳嘉緯

羅學文

非執行董事

鄭志剛 *JP*

陳世昌

獨立非執行董事

畢滌凡

鄭其志 *GBS, JP*

黃旭

Alison Elizabeth LLOYD

集團法律總監及公司秘書

羅學文

審核委員會

畢滌凡(主席)

鄭其志 *GBS, JP*

黃旭

Alison Elizabeth LLOYD

薪酬委員會

黃旭(主席)

劉國權

畢滌凡

提名委員會

劉國權(主席)

畢滌凡

黃旭

Alison Elizabeth LLOYD

管理委員會

劉國權(主席)

陳嘉緯

羅學文

Ishwar Bhagwandas CHUGANI

授權代表

劉國權

羅學文

BOARD OF DIRECTORS

Executive Directors

LAU Kwok Kuen, Peter

(Chairman and Chief Executive)

CHAN Ka Wai

Mark Alan LOYND

Non-Executive Directors

CHENG Chi Kong *JP*

CHAN Sai Cheong

Independent Non-Executive Directors

Barry John BUTTIFANT

KWONG Ki Chi *GBS, JP*

WONG Yuk (alias, HUANG Xu)

Alison Elizabeth LLOYD

GENERAL COUNSEL AND COMPANY SECRETARY

Mark Alan LOYND

AUDIT COMMITTEE

Barry John BUTTIFANT (Chairman)

KWONG Ki Chi *GBS, JP*

WONG Yuk (alias, HUANG Xu)

Alison Elizabeth LLOYD

REMUNERATION COMMITTEE

WONG Yuk (alias, HUANG Xu) (Chairman)

LAU Kwok Kuen, Peter

Barry John BUTTIFANT

NOMINATION COMMITTEE

LAU Kwok Kuen, Peter (Chairman)

Barry John BUTTIFANT

WONG Yuk (alias, HUANG Xu)

Alison Elizabeth LLOYD

MANAGEMENT COMMITTEE

LAU Kwok Kuen, Peter (Chairman)

CHAN Ka Wai

Mark Alan LOYND

Ishwar Bhagwandas CHUGANI

AUTHORIZED REPRESENTATIVES

LAU Kwok Kuen, Peter

Mark Alan LOYND

獨立核數師

執業會計師及
註冊公眾利益實體核數師
羅兵咸永道會計師事務所

INDEPENDENT AUDITOR

*Certified Public Accountants and
Registered Public Interest Entity Auditor*
PricewaterhouseCoopers

律師

香港律師
禮德齊伯禮律師行

LAWYERS

Hong Kong lawyers
Reed Smith Richards Butler

中國律師

高信德律師事務所

PRC lawyers

GaoXinDe Law Firm

註冊辦事處

Victoria Place, 5th Floor
31 Victoria Street
Hamilton HM 10
Bermuda

REGISTERED OFFICE

Victoria Place, 5th Floor
31 Victoria Street
Hamilton HM 10
Bermuda

香港主要營業地點

香港
九龍
長沙灣道777至779號
天安工業大廈5樓

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

5th Floor, Tin On Industrial Building
777-779 Cheung Sha Wan Road
Kowloon
Hong Kong

股份過戶登記總處

MUFG Fund Services (Bermuda) Limited
4th Floor North, Cedar House
41 Cedar Avenue
Hamilton HM 12
Bermuda

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

MUFG Fund Services (Bermuda) Limited
4th Floor North, Cedar House
41 Cedar Avenue
Hamilton HM 12
Bermuda

香港股份過戶登記分處

卓佳雅柏勤有限公司
香港皇后大道東183號
合和中心54樓

HONG KONG BRANCH SHARE REGISTRAR AND
TRANSFER OFFICE

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

主要往來銀行

交通銀行股份有限公司香港分行
恒生銀行有限公司
三菱日聯銀行株式會社
渣打銀行(香港)有限公司
香港上海匯豐銀行有限公司

PRINCIPAL BANKERS

Bank of Communications Co., Ltd. Hong Kong Branch
Hang Seng Bank Limited
MUFG Bank Ltd.
Standard Chartered Bank (Hong Kong) Limited
The Hongkong and Shanghai Banking Corporation Limited

網址

www.giordano.com

WEBSITE

www.giordano.com

主席報告書

CHAIRMAN'S STATEMENT

致各位股東：

對於集團和整個時尚服裝行業而言，2020年都是充滿挑戰的一年。由於2019新型冠狀病毒大流行於年初爆發，集團的銷售額和淨利潤均遭受了重大損失。2020年的銷售額驟降35.7%至31.22億港元，儘管衝擊最大的是上半年。但隨著下半年的旅遊及社交距離措施限制開始放寬，銷售有所改善。經營費用控制及業主對店鋪租金減免有助下半年的經營開支下降。

因此，集團下半年錄得6,300萬港元淨利潤，比較上半年的淨虧損1.75億港元有所改善。但集團全年依然錄得1.12億港元的淨虧損。由於審慎減少存貨及嚴格控制應收賬款，使年末淨現金餘額增加至11.04億港元。

考慮了集團的淨現金狀況，銷售改善，經營費用控制措施，以及2021年的現金支出預算後，董事會建議派發每股6.9港仙的末期股息。集團中期已派發的股息為每股3.1港仙。全年累計的總股息將為每股10.0港仙。

2019新型冠狀病毒大流行讓我們加快了數位化步伐。現時我們幾乎每天都在進行網路培訓、跨部門，跨區域會議，乃至與供應商和門市的緊密視像溝通。管理人員使用數位工具做出更快，更好的決策。這種舉措將更加普遍及進一步節省整個集團的費用和時間。

集團的線上銷售額從去年佔總銷售額的5.5%飆升至10.5%。在中國大陸以外的進展更為顯著。隨著所有市場迅速把重新培訓的人力資源投放在數位商務，2021年的勢頭將加快。集團的戰略重點是放在不需要資本的實質性投資第三方平台。

Dear shareholders,

2020 was a challenging year for both the Group and the fashion apparel industry as a whole. Both the Group's sales and net profit suffered significantly as a result of the Covid-19 pandemic, which broke out at the beginning of the year. Sales in 2020 plunged by 35.7% to HK\$3,122 million, although the brunt of the impact took place in the first half. Signs of improvement were exhibited in the second half on the back of the gradual relaxation in travel restrictions and social distancing measures. Overhead control and rental concessions from landlords helped reduce operating expenses in the second half.

Thus, the second half registered a net profit of HK\$63 million, against a net loss of HK\$175 million reported for the first half. For the full year, we recorded a net loss of HK\$112 million. The Group prudently reduced inventory and stringently controlled accounts receivable, resulting in a higher net cash balance of HK\$1,104 million to close the year.

After considering the Group's net cash position, sales recovery, as well as the effect of operating expense control measures instigated during 2020 and planned cash outlays in 2021, the Board of directors recommends a final dividend of 6.9 HK cents per share. With the interim dividend of 3.1 HK cents per share declared and paid, the year's total dividend would be 10.0 HK cents per share.

The Covid-19 pandemic has forced us to expedite the pace of digitization. Webinars, inter-disciplinary and inter-regional meetings, as well as visual communication with suppliers and shops are now a daily occurrence. Managers, using digital tools, now make faster and better decisions. The initiative will become more pervasive, further saving time and expenses throughout the Group.

The Groups' online sales surged from 5.5% to 10.5% of Group sales. The advances outside Mainland China were significant. The momentum will accelerate in 2021 as all markets quickly relocate their re-trained offline human resources to support digital commerce. The strategic focus is on third-party platforms which do not require substantial capital investments.

主席報告書

CHAIRMAN'S STATEMENT

2019新型冠狀病毒嚴重地影響了集團的銷售和淨利潤。因此，我們的供應商之採購訂單減少，員工的收入也下降。我們的加盟商的生意亦受到打擊。我體會到他們的困境，感激他們在這艱難期間堅定地與集團同舟共濟。同時，我也多謝股東和董事會的支持和鼓勵。

劉國權

主席兼行政總裁

香港，2021年3月11日

The Covid-19 pandemic decimated the Group's sales and net profit. Consequently, our suppliers suffered from fewer purchase orders and our staff lower income. Our franchise partners endured protracted low sales. I feel their predicament and am grateful for their steadfastness during this testing time. I also acknowledge the support and encouragement of our shareholders and the Board of directors.

LAU Kwok Kuen, Peter

Chairman and Chief Executive

Hong Kong, March 11, 2021

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

管理層對本集團經營業績及財務狀況之論述及分析

除非另行說明，以下論述均指本集團截至2020年及2019年12月31日止年度之按年比較。

概覽

- 本集團為國際服裝零售商，擁有眾多自有、加盟及授權經營之品牌。我們透過大約2,185間門市(或2,105,000平方呎之零售空間)組成之網絡，提供優質、物有所值並易於穿搭的服裝和配飾。
- 於下半年，集團銷售額和毛利率得到改善，銷售額跌幅收窄至-26.0%(2020年上半年:-44.4%)和毛利率為56.4%(2020年上半年:54.6%)。全年集團銷售額下跌35.7%至31.22億港元(2019年:48.52億港元)，毛利率為55.6%(2019年:58.7%)。
- 線上銷售額增加22.1%，佔總銷售額的10.5%(2019年:5.5%)。中國大陸以外地區線上銷售額錄得增長123.5%及佔總線上銷售額23.3%(2019年:12.7%)。
- 下半年的淨利潤使年度淨虧損減少至1.12億港元(上半年淨虧損:1.75億港元)，其中包括於上半年為使用權資產與物業、機器及設備計提非現金淨減值撥備7,000萬港元。每股基本虧損為7.1港仙(2019年:每股基本盈利14.6港仙)。
- 本公司董事會建議末期股息為每股6.9港仙(2019年:每股4.4港仙)，全年累計總股息為每股10.0港仙(2019年:每股14.6港仙)。如獲批准，末期股息應付金額將約為1.09億港元。
- 本集團之存貨減少1.14億港元，至4.34億港元。存貨對成本流轉日數為115日(2019年:100日)。當中大部份商品為必需物品，或是當季商品。
- 於2020年12月31日，現金及銀行結餘(扣除銀行貸款後)增加至11.04億港元(2019年12月31日:9.94億港元)。

MANAGEMENT DISCUSSION AND ANALYSIS OF GROUP RESULTS OF OPERATIONS AND FINANCIAL POSITION

The following commentaries refer to the year-on-year comparison for the years ended December 31, 2020, and 2019, unless otherwise stated.

OVERVIEW

- The Group is an international apparel retailer with a portfolio of owned, franchised and licensed brands. We offer high-quality, value-for-money and easy-to-wear apparel and accessories through a network of approximately 2,185 stores, or 2,105,000 sq. ft. of retail floor space.
- Group sales and gross margin improved in the second half of the year, during which the sales drop narrowed to -26.0% (2020 1H: -44.4%) with a gross margin of 56.4% (2020 1H: 54.6%). For the year, group sales declined by 35.7% to HK\$3,122 million (2019: HK\$4,852 million) with a gross margin of 55.6% (2019: 58.7%).
- Online sales increased by 22.1% to contribute 10.5% (2019: 5.5%) to total sales. Outside of Mainland China, online sales registered a 123.5% increase and constituted 23.3% of consolidated online sales (2019: 12.7%).
- The 2H's net profit helped reduce the full-year net loss to HK\$112 million (1H net loss: HK\$175 million), which included a net HK\$70 million non-cash impairment provision charge to income made during the 1H for the right-of-use assets and property, plant and equipment. The basic loss per share was 7.1 HK cents (2019: basic earnings per share of 14.6 HK cents).
- The Company's Board of directors has recommended a final dividend of 6.9 HK cents per share (2019: 4.4 HK cents per share), or a total dividend of 10.0 HK cents per share for the year (2019: 14.6 HK cents per share). The final dividend payable, if approved, would amount to approximately HK\$109 million.
- Group inventories shrunk by HK\$114 million to HK\$434 million. The inventory turnover days based on cost was 115 (2019: 100). Most of the merchandise was essential or in-season.
- Cash and bank balances, net of bank loans, increased to HK\$1,104 million as of December 31, 2020 (December 31, 2019: HK\$994 million).

管理層之論述及分析 MANAGEMENT DISCUSSION AND ANALYSIS

經營業績

表1：本集團經營業績

RESULTS OF OPERATIONS

Table 1: Group results of operations

(以百萬港元為單位)	(In HK\$ million)	2020	佔銷售額 百分比 % to sales	2019	佔銷售額 百分比 % to sales	變動 Change
亞太其他地區	The rest of Asia Pacific	954	30.6%	1,584	32.7%	(39.8%)
中國大陸	Mainland China	701	22.4%	995	20.5%	(29.5%)
台灣	Taiwan	534	17.1%	587	12.1%	(9.0%)
中東	The Middle East	387	12.4%	662	13.6%	(41.5%)
香港及澳門	HK and Macau	362	11.6%	772	15.9%	(53.1%)
對海外加盟商之批發 銷售	Wholesales to overseas franchisees	184	5.9%	252	5.2%	(27.0%)
集團銷售額 ¹	Group sales ¹	3,122	100.0%	4,852	100.0%	(35.7%)
毛利	Gross profit	1,736	55.6%	2,846	58.7%	(39.0%)
經營費用	Operating expense	(1,954)	(62.6%)	(2,495)	(51.4%)	(21.7%)
使用權資產與物業、 機器及設備之減值	Impairment loss of right-of-use assets and property, plant and equipment	(87)	(2.8%)	(37)	(0.8%)	135.1%
使用權資產與物業、 機器及設備之減值 撥回	Reversal of impairment loss on right-of-use assets and property, plant and equipment	17	0.5%	-	-	不適用N/A
經營溢利(虧損)	Operating profit (loss)	(105)	(3.4%)	397	8.2%	(126.4%)
融資費用	Finance expense	(41)	(1.3%)	(55)	(1.1%)	(25.5%)
股東應佔溢利(虧損)	Profit (loss) attributable to shareholders	(112)	(3.6%)	230	4.7%	(148.7%)
全球品牌銷售額 ²	Global brand sales ²	4,164		6,163		(32.4%)
全球品牌毛利 ²	Global brand gross profit ²	2,456		3,746		(34.4%)
年末現金及銀行結存 淨額	Net cash and bank balances at year-end	1,104		994		11.1%
年末存貨	Inventories at year-end	434		548		(20.8%)
存貨對成本流轉日數 ³	Inventory turnover on cost, days ³	115		100		15
年末門市數目	Stores at year-end	2,185		2,375		(190)

¹ 集團銷售額指合併銷售額，包括直營店產生之零售額及對海外/非合併加盟商之批發銷售。

² 全球品牌銷售額/毛利包括佐丹奴於直營店、加盟店和合營公司之門市之所有零售銷售額/毛利，按固定匯率計算。

³ 存貨流轉日數指年末持有之存貨除以銷售成本乘以該年度日數。

¹ "Group sales" refer to consolidated sales and include retail sales from direct-operated stores and wholesales to overseas/non-consolidated franchisees.

² "Global brand sales/gross profit", comprising all Giordano retail sales/gross profit from direct-operated stores, franchised stores, and stores operated by a joint venture, are at constant exchange rates.

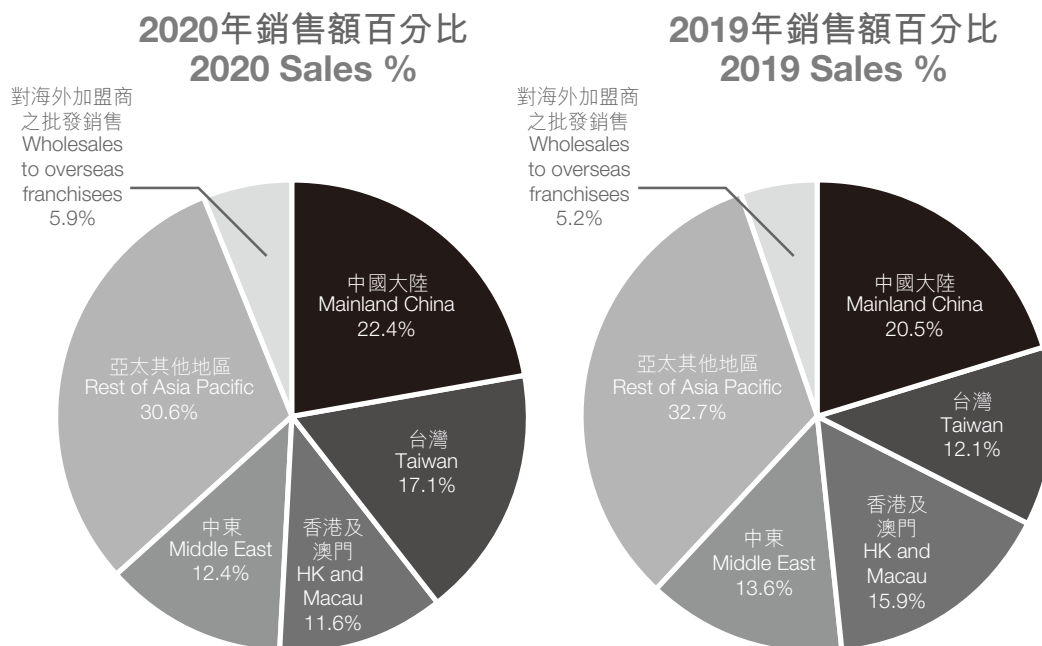
³ "Inventory turnover on cost" is calculated by dividing inventories held at year-end by the cost of sales and multiplied by the number of days in the year.

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

圖表1：按地區劃分之集團銷售貢獻

Chart 1: Group sales contribution by region



銷售額及毛利

自今年年初以來，2019新型冠狀病毒大流行嚴重損害了全球經濟和消費者信心。強制性封城和嚴格的社交距離措施間歇地縮短了營業時間。隨著封城措施放寬，下半年我們在大多數地區的銷售額開始好轉。全年，集團銷售額下降35.7%，對比上半年集團大部分市場受封城影響而導致銷售額下降44.4%的情況大為改善。

線上平台業務顯著增長，而線下業務則急劇下降。本集團的線上渠道收入為3.26億港元（見表2），增長22.1%，佔總銷售額10.5%（2019年：5.5%）。中國大陸以外地區的增長為123.5%，並且仍在繼續。中國大陸線上銷售額仍佔本集團線上銷售額76.7%（2019年：87.3%）。本集團的線上銷售增長策略將繼續專注於本地主導的第三方平台。

我們的加盟店同樣受大流行所影響，為防止存貨負擔過重，我們對加盟商的銷售減少28.8%。

Sales and gross profit

The Covid-19 pandemic has severely hurt the global economy and consumer sentiment since the beginning of the year. Mandatory lockdowns and stringent social distancing measures shortened business hours intermittently. As the lockdowns relaxed, our sales have begun to improve in most regions during the second half of the year. For the full year, group sales decreased by 35.7%, an improvement from the 44.4% drop recorded for the first half of the year when most of the Group's markets suffered lockdowns.

Online platforms grew significantly while the offline business plummeted. The Group's online channels generated HK\$326 million in revenue (see Table 2), representing a 22.1% growth and contributing 10.5% (2019: 5.5%) to total sales. The expansion outside Mainland China was 123.5% and is continuing. Mainland China online sales still made up 76.7% of the Group's online sales (2019: 87.3%). The Group's online sales growth strategy will continue to focus on locally dominant third-party platforms.

Our franchised stores also suffered from the pandemic. Our sales to franchisees, to prevent inventory overload, ebbed by 28.8%.

管理層之論述及分析 MANAGEMENT DISCUSSION AND ANALYSIS

表2：按渠道劃分之集團銷售額

Table 2: Group sales by channels

(以百萬港元為單位)	(In HK\$ million)	2020	貢獻 Contribution	2019	貢獻 Contribution	變動 Change
實體店	Physical stores	2,389	76.5%	4,013	82.7%	(40.5%)
線上業務	Online business	326	10.5%	267	5.5%	22.1%
零售銷售額	Retail sales	2,715	87.0%	4,280	88.2%	(36.6%)
對加盟商之批發銷售	Wholesales to franchisees	407	13.0%	572	11.8%	(28.8%)
集團銷售額	Group sales	3,122	100.0%	4,852	100.0%	(35.7%)

由於渠道和市場組合的變化以及適度的價格折扣以減少存貨餘額，因此整體毛利率下降3.1個百分點。自下半年以來，我們透過控制新季商品的價格令毛利率有所改善，並在財政年度末達到了去年的水平。表3提供了本集團按地區（與「市場」交替使用）劃分之全年毛利變動。

The overall gross margin was down by 3.1 percentage points due to channel and market mix changes and a mild price discount to bring down inventory balance. Since the second half of the year, our gross margin has improved through price control of our new season merchandise and matched last year's level towards the end of the financial year. Table 3 provides an analysis of the change in Group gross profit, by region (used interchangeably with "market"), for the full year.

表3：按地區劃分之集團毛利變動

Table 3: Group gross profit change by region

(以百萬港元為單位)	(In HK\$ million)	2019年 毛利 2019 gross profit	產品成本 Product costs	售價 Selling price	匯率換算 影響 Translational exchange 銷量 Volume impact	其他 Miscellaneous	2020年 毛利 2020 gross profit	
亞太其他地區	The rest of Asia Pacific	938	(6)	(53)	(326)	(15)	(6)	532
台灣	Taiwan	360	10	(17)	(34)	12	(1)	330
中國大陸	Mainland China	496	(12)	(28)	(130)	(3)	-	323
香港及澳門	HK and Macau	518	1	7	(281)	-	2	247
中東	The Middle East	428	2	(26)	(158)	(3)	1	244
市場組合	Market mix	-	(29)	29	-	2	(2)	-
零售及分銷	Retail and distribution	2,740	(34)	(88)	(929)	(7)	(6)	1,676
對海外加盟商/ 附屬公司之批發銷售	Wholesales to overseas franchisees/ subsidiaries	106						60
本集團	Group	2,846						1,736

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

其他收入及其他收益，淨額

其他收入及其他收益，包括特許權收入，授權收入，利息收入，政府補貼及租金收入，增加1.00億港元，至1.83億港元。其中1.02億港元為政府因應2019新型冠狀病毒而給予的財政援助。

經營費用及經營溢利(虧損)

與2019年相比，經營費用下降21.7%，隨著我們繼續維持成本合理化，於2021年，經營費用將繼續下降。儘管付出了很大的努力，但由於銷售額的大幅下降及特別淨減值費用高達7,000萬港元，本集團本年度錄得經營虧損1.05億港元(2019年：經營溢利3.97億港元)。於下半年，經營開支減少並獲得政府的財政援助，加上銷售額改善，助本集團錄得經營溢利7,700萬港元，對比上半年則錄得經營虧損1.82億港元。

使用權資產與物業，機器及設備之減值

根據香港會計準則第36號的要求，本集團於上半年已就使用權資產與物業、機器及設備計提減值撥備7,000萬港元(2019年：3,700萬港元)。減值撥備是一項非現金支出，將減少使用權資產及物業、機器及設備的賬面淨額，從而減少剩餘租賃期內的折舊費用。

融資費用

融資費用為4,100萬港元(2019年：5,500萬港元)，包括租賃負債利息3,900萬港元(2019年：4,900萬港元)及銀行利息開支。

本公司股東應佔除所得稅後溢利(虧損)

如詳細按地區劃分之表4所示，與去年同期錄得的股東應佔除所得稅後溢利2.30億港元相比，本年度股東應佔除所得稅後虧損為1.12億港元(上半年股東應佔除所得稅後虧損：1.75億港元)。

Other income and other gains, net

Other income and other gains, representing revenues from royalty, licensing, interest, government grants and rental income, increased by HK\$100 million to HK\$183 million. Of this amount, HK\$102 million was Covid-19 related financial relief from governments.

Operating expense and operating profit (loss)

Operating expense decreased by 21.7% compared with 2019 and will continue to decline in 2021 as our cost rationalization continues. Despite the effort, the Group recorded an operating loss of HK\$105 million (2019: operating profit of HK\$397 million) for the year due to the severe drop in sales, exacerbated by the exceptional net impairment charges of HK\$70 million. In the second half, the reduction in operating expenses and receipt of government relief, coupled with improved sales, helped the Group register an operating profit of HK\$77 million against a HK\$182 million operating loss in the first half.

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

Based on the HKAS 36 requirements, the Group made a net HK\$70 million provision (2019: HK\$37 million) in the 1H for the impairment of right-of-use (“ROU”) assets and property, plant and equipment. The impairment provision, a non-cash charge to income, will reduce the net carrying amount of the ROU assets and property, plant and equipment, and the depreciation charge over the remaining lease terms.

Finance expense

Finance expense of HK\$41 million (2019: HK\$55 million) comprises interest on lease liabilities of HK\$39 million (2019: HK\$49 million) and bank interest expense.

Profit (loss) after income taxes attributable to shareholders of the Company

The year's loss after income taxes attributable to shareholders (“LATS”) was HK\$112 million (1H LATS: HK\$175 million) while the profit after income taxes attributable to shareholders (“PATS”) was HK\$230 million in the same period last year, detailed by region, in Table 4 below.

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

表4：按地區劃分之股東應佔溢利(虧損)變動 **Table 4: Group PATS (LATS) change by region**

(以百萬港元為單位)	(In HK\$ million)	
已報告2019年股東應佔溢利	Reported 2019 PATS	230
台灣	Taiwan	11
南韓	South Korea	(24)
中國大陸	Mainland China	(38)
對海外加盟商／附屬公司之批發銷售	Wholesales to overseas franchisees/subsidiaries	(51)
中東	The Middle East	(120)
香港及澳門	HK and Macau	(124)
亞太其他地區	The rest of Asia Pacific	(187)
所得稅、非控制性權益、融資費用及總部費用	Income taxes, non-controlling interests, finance expense and headquarter expense	189
2020年未計貨幣換算差額之股東應佔虧損	2020 LATS without currency translation difference	(114)
貨幣換算差額	Currency translation difference	2
已報告2020年股東應佔虧損	Reported 2020 LATS	(112)

市場分析

以下之具體市場意見以當地貨幣為單位，倘若是以港元為單位，則根據固定匯率，以撇除因換算財務報表所產生之扭曲。有關數字尚未撇除以非當地貨幣進口產品成本之影響。

ANALYSIS BY MARKET

The following market-specific comments are in local currencies or, if in HK\$, are at constant exchange rates to remove distortions from the translation of financial statements. These figures include foreign currencies exchange rates impact on imported product costs contracted at non-local currencies.

大中華

表5：大中華地區之除所得稅前溢利(虧損)

Greater China

Table 5: Profit (loss) before income taxes in Greater China

(以百萬港元為單位，按固定匯率換算)	(In HK\$ million, translated at constant exchange rates)	佔銷售額百分比		佔銷售額百分比		變動
		2020	% to sales	2019	% to sales	Change
總銷售額	Total sales	1,582	100.0%	2,354	100.0%	(32.8%)
毛利	Gross profit	891	56.3%	1,374	58.4%	(35.2%)
經營費用	Operating expense	(1,041)	(65.8%)	(1,350)	(57.3%)	(22.9%)
使用權資產與物業、機器及設備之減值	Impairment loss of right-of-use assets and property, plant and equipment	(63)	(4.0%)	(27)	(1.1%)	133.3%
使用權資產與物業、機器及設備之減值撥回	Reversal of impairment loss on right-of-use assets and property, plant and equipment	10	0.6%	-	-	不適用N/A
經營溢利(虧損)	Operating profit (loss)	(135)	(8.5%)	16	0.7%	(943.8%)
融資費用	Finance expense	(12)	(0.8%)	(16)	(0.7%)	(25.0%)
除所得稅前溢利(虧損)	Profit (loss) before income taxes	(147)	(9.3%)	-	-	不適用N/A

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

香港及澳門

由於經營成本高昂，香港業務令人失望。2019年的社會事件和2020年的2019新型冠狀病毒大流行摧毀了經濟。來訪旅客停頓，失業率迅速上升，社會能夠全面復甦可能需要數年時間。本集團透過關閉高昂租金之虧損店舖來縮減業務規模。於2020年12月31日，門市總數為62間(2019年：73間)。另一方面，澳門則呈現積極的復甦跡象。

我們的線上業務越來越重要。線上銷售額增長84.2%，主要是透過第三方平台。

中國大陸及台灣

下半年中國大陸業務開始復甦。我們的線上銷售額增長7.3%，而加盟店比上半年淨增加31間。中國大陸仍然是我們主要的策略市場，線上銷售及加盟網絡增長前景十分強勁。

得益於品牌形象提升和競爭減弱，台灣業務在第四季度強勁反彈，其將在2021年繼續保持良好表現。

表6：大中華地區之銷售額及門市分佈－按市場劃分

		銷售額			年末加盟店數目		年末直營店數目		年末門市數目	
		2020	2019	變動	2020	2019	2020	2019	2020	2019
(以百萬港元為單位，按固定匯率換算)	(In HK\$ million, translated at constant exchange rates)									
中國大陸	Mainland China	706	995	(29.0%)	559	641	225	261	784	902
台灣	Taiwan	514	587	(12.4%)	-	-	184	197	184	197
香港及澳門	HK and Macau	362	772	(53.1%)	-	-	62	73	62	73
總數	Total	1,582	2,354	(32.8%)	559	641	471	531	1,030	1,172

HK and Macau

Hong Kong business has been disappointing due to the high cost of operating. The 2019 social events and the 2020 Covid-19 pandemic devastated the economy. Incoming tourism came to a halt. The unemployment rate has risen rapidly, and a full recovery could be years away. The Group has reduced the business scale by closing high rental loss-making stores. On December 31, 2020, the total number of stores was 62 (2019: 73). Macau, on the other hand, shows some positive signs of recovery.

Our online business is increasingly important. Online sales were up by 84.2%, primarily through third-party platforms.

Mainland China & Taiwan

Business in Mainland China started to recover in the second half of the year. Our online sales grew 7.3%, and franchised stores increased by a net of 31 from the first half. Mainland China remains our critical strategic market, where there is a strong growth prospect for online sales and franchised networks.

Taiwan's business rebounded strongly in the fourth quarter, where we benefited from upgraded brand image and reduced competition. Taiwan's market will continue to perform well in 2021.

Table 6: Sales and stores distribution in Greater China by market

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

亞太其他地區

表7：亞太其他地區之除所得稅前溢利（虧損）

	(以百萬港元為單位， 按固定匯率換算)	(In HK\$ million, translated at constant exchange rates)	佔銷售額		佔銷售額		變動 Change
			2020	% to sales	2019	% to sales	
總銷售額	Total sales		982	100.0%	1,584	100.0%	(38.0%)
毛利	Gross profit		547	55.7%	938	59.2%	(41.7%)
經營費用	Operating expense		(565)	(57.5%)	(730)	(46.1%)	(22.6%)
使用權資產與物業、 機器及設備之減值	Impairment loss of right-of-use assets and property, plant and equipment		(20)	(2.0%)	(10)	(0.6%)	100.0%
使用權資產與物業、 機器及設備之減值 撥回	Reversal of impairment loss on right-of-use assets and property, plant and equipment		7	0.7%	–	–	不適用N/A
經營溢利	Operating profit		22	2.2%	209	13.2%	(89.5%)
融資費用	Finance expense		(22)	(2.2%)	(23)	(1.5%)	(4.3%)
除所得稅前溢利(虧損)	Profit (loss) before income taxes		–	–	186	11.7%	(100.0%)

The rest of Asia Pacific

Table 7: Profit (loss) before income taxes in the rest of the Asia Pacific

於東南亞，旅遊限制及社交距離措施實際上停頓了該地區的國際旅客。但自今年下半年以來，本地旅遊業開始蓬勃發展。我們大部分東南亞地區都錄得全年利潤。

In Southeast Asia, travel restrictions and social distancing measures had practically shut down international tourism in the region. There has been robust local tourism since the second half of the year. Most of our Southeast Asia regions recorded profits for the full year.

表8：亞太其他地區之銷售額及門市分佈－按市場劃分

Table 8: Sales and stores distribution in the rest of the Asia Pacific by market

	(以百萬港元為單位， 按固定匯率換算)	(In HK\$ million, translated at constant exchange rates)	銷售額			年末門市數目	
			2020	2019	變動 Change	2020	2019
印尼	Indonesia		396	630	(37.1%)	239	238
泰國	Thailand		224	361	(38.0%)	168	172
新加坡	Singapore		167	271	(38.4%)	40	42
馬來西亞	Malaysia		101	177	(42.9%)	90	95
越南	Vietnam		66	89	(25.8%)	53	41
澳洲	Australia		19	45	(57.8%)	7	7
柬埔寨	Cambodia		9	11	(18.2%)	2	2
總數	Total		982	1,584	(38.0%)	599	597

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

中東

表9：中東地區之除所得稅前溢利(虧損)

(以百萬港元為單位， 按固定匯率換算)	(In HK\$ million, translated at constant exchange rates)	佔銷售額 百分比		佔銷售額 百分比		變動 Change
		2020	% to sales	2019	% to sales	
總銷售額	Total sales	391	100.0%	662	100.0%	(40.9%)
毛利	Gross profit	247	63.2%	428	64.7%	(42.3%)
經營費用	Operating expense	(241)	(61.6%)	(308)	(46.5%)	(21.8%)
使用權資產與物業、 機器及設備之減值	Impairment loss of right-of-use assets and property, plant and equipment	(4)	(1.0%)	-	-	不適用N/A
經營溢利	Operating profit	3	0.8%	123	18.7%	(97.6%)
融資費用	Finance expense	(7)	(1.8%)	(10)	(1.5%)	(30.0%)
除所得稅前溢利(虧損)	Profit (loss) before income taxes	(4)	(1.0%)	113	17.2%	(103.5%)
加盟店	Franchised stores	34		35		
直營店	Direct-operated stores	139		146		
年末門市數目	Total stores at year-end	173		181		(8)

中東之業務很大程度上依賴外派人員及國際旅客。下半年銷售下降有所放緩，但全面恢復將取決於外派人員及國際遊客的回歸。本集團將對該地區的增長充滿信心，當2019新型冠狀病毒不再是企業經營信心的負面因素時，本集團將積極擴張。

The Middle East

Table 9: Profit (loss) before income taxes in the Middle East

Business in the Middle East relies heavily on expatriates and international tourism. Sales drop abated during the second half of the year, but a complete recovery depends on expatriates and the return of international tourists. The Group, confident in the region's growth, will aggressively expand when Covid-19 is no longer a negative factor to business sentiment.

南韓(一間由獨立管理團隊管理之擁有48.5%權益的合營公司)

表10：南韓之應佔淨溢利

(以百萬韓圓為單位)	(In Korean Won million)	佔銷售額 百分比		佔銷售額 百分比		變動 Change
		2020	% to sales	2019	% to sales	
總銷售額	Total sales	175,134	100.0%	205,138	100.0%	(14.6%)
毛利	Gross profit	96,782	55.3%	118,482	57.8%	(18.3%)
淨利潤	Net profit	12,146	6.9%	19,394	9.5%	(37.4%)
應佔溢利	Share of net profit	5,891		9,406		(37.4%)
年末門市數目	Stores at year-end	172		175		(3)

South Korea (a 48.5% joint venture under an independent management team)

Table 10: Share of net profit, South Korea

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

大流行對南韓的銷售造成了不利影響，嚴格的社交距離措施嚴重影響了實體店的客流量。線上銷售飆升，佔總銷售額的35%(2019年：25%)。本集團和當地管理層期望在2021年實現快速復甦。

The pandemic adversely impacted South Korea's sales as stringent social distancing measures seriously affected footfall to physical stores. Online sales surged and contributed to 35% of total sales (2019: 25%). The Group and the local management look ahead to a speedy recovery in 2021.

對海外加盟商之批發銷售額

表11：海外加盟商之門市數目

按市場劃分	By market	2020	2019
東南亞	Southeast Asia	192	229
南韓	South Korea	172	175
其他市場	Other markets	19	21
門市總數	Total stores	383	425

Wholesales to overseas franchisees

Table 11: Overseas franchised stores

對海外加盟商之批發減少27.0%至1.84億港元(2019年：2.52億港元)，反映出在2019新型冠狀病毒大流行中零售額下降，以及管理層減少出貨量的審慎回應。

Wholesales to overseas franchisees decreased by 27.0% to HK\$184 million (2019: HK\$252 million), reflecting the retail sales decline under the Covid-19 pandemic and Management's prudent response to reduce shipments.

年內，我們在肯尼亞，俄羅斯和毛里求斯均開設了線下和線上銷售渠道。這些剛開業的加盟商市場雖然起初規模不大，但中長期將會獲得回報。發展中經濟體是本集團的重點市場。

During the year, we commenced both offline and online channels in Kenya, Russia and Mauritius. Though initially modest, these newly opened franchise markets will pay off in the medium to long run. The developing economies are the Group's focus markets.

財務狀況

流動資金及財務資源

儘管年內銷售急劇下跌，但由於經營成本、應收賬款和存貨持續減少以及收到政府補貼，本集團之財務狀況仍然穩健。於2020年12月31日，扣除銀行貸款後之現金及銀行結餘為11.04億港元(2019年：9.94億港元)，增幅為11.1%。

FINANCIAL POSITION

Liquidity and financial resources

Although sales drastically declined during the year, the Group's financial position was robust due to the continuous reduction in operating costs, trade receivables and inventory, and receipt of government grants. On December 31, 2020, the cash and bank balance net of bank loans were HK\$1,104 million (2019: HK\$994 million), representing an improvement of 11.1%.

於2020年12月31日，本集團的流動比率為1.8(2019年：1.4)；銀行貸款為1.52億港元(2019年：2.65億港元)。本集團之槓桿比率(按借貸總額減去現金及銀行結餘後與本公司股東應佔權益之比率計算)為-0.4(2019年：-0.4)。

On December 31, 2020, the Group's current ratio was 1.8 (2019: 1.4); and bank borrowings were HK\$152 million (2019: HK\$265 million). The Group's gearing ratio, defined as the ratio of total borrowings less cash and bank balances to equity attributable to owners of the Company, was -0.4 (2019: -0.4).

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

物業、機器及設備

於本年度，資本開支為3,000萬港元（2019年：7,600萬港元），為應對2019新型冠狀病毒大流行而採取謹慎的店鋪翻新計劃，因此費用大幅降低。

商譽及授出認沽期權負債

商譽及授出認沽期權負債來自2012年及2015年收購中東業務。我們已進行年度減值測試並認為商譽於2020年財政年度並無減值。

於合營公司之權益

於合營公司之權益乃指48.5%於南韓合營公司之權益。結餘於年內之變動1,100萬港元乃源自我們應佔溢利3,900萬港元及貨幣換算差額被已收股息抵銷所致。

存貨

於年末，本集團之存貨為4.34億港元（2019年：5.48億港元），大幅減少20.8%（上半年：7.6%）。存貨流轉日數增加15日（上半年：增加46日）至115日，主要由於銷售下降導致。

在供應商及加盟商之存貨並非我們的法律責任。儘管如此，本集團負責任地跟進供應商及加盟商之存貨水平，以確保其水平不會過高，如表12所示。

表12：系統存貨

(以百萬港元為單位)	(In HK\$ million)	於12月31日	
		2020	2019
本集團擁有之存貨	Inventories owned by the Group	434	548
擁有48.5%權益的南韓合營公司持有之存貨	Inventories held by 48.5% South Korea joint venture	232	196
中國大陸加盟商持有之存貨	Inventories held by franchisees in Mainland China	50	73
供應商之製成貨品	Finished goods at suppliers	6	12
非本集團持有之存貨	Inventories not owned by the Group	288	281
系統存貨總額	Total system inventories	722	829

Property, plant and equipment

During the year, capital expenditure was HK\$30 million (2019: HK\$76 million), significantly reduced owing to cautious store refurbishment programs in response to the Covid-19 pandemic.

Goodwill and put option liabilities

The goodwill and put option liability stems from the Middle East operation's acquisition in 2012 and 2015. We carry out annual impairment tests and concluded that no impairment to goodwill was necessary for the 2020 financial year.

Interests in joint ventures

Interest in joint ventures represents a 48.5% interest in the South Korea joint venture. The change in HK\$11 million during the year derived from our profit share of HK\$39 million and currency translation differences, offset by dividends received.

Inventories

At the end of the year, Group inventories were HK\$434 million (2019: HK\$548 million), representing a significant 20.8% decrease (1H: 7.6%). Inventory turnover on cost increased by 15 days (1H: 46 days increase) to 115 days, due primarily to lower sales.

Inventories at suppliers and franchisees are not our legal liabilities. Nonetheless, the Group responsibly tracks their levels to ensure that they are not excessive as shown in Table 12.

Table 12: System inventories

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

應收及應付賬款

本集團審慎管理其應收賬款，尤其是在此不確定時期。年內，應收賬款流轉日數為51日，比去年僅增加了6日(2019年：45日)。於2020年12月31日應付賬款為1.66億港元(2019年：1.39億港元)。透過與供應商協商，應付賬款流轉日數於年內暫時增加了19日至44日(2019年：25日)，符合行業慣例。

股息

於2018年11月8日，本公司採納股息政策(「股息政策」)。股息政策旨在為透過派付股息及股份回購向其股東回饋剩餘現金。根據股息政策，本公司一直將其大部分盈餘用於派付普通股息，至於派息金額則經考慮手頭現金、未來投資需要以及營運資金等因素而有所不同。

經考慮經濟前景、本集團之財務狀況、其未來擴展計劃及其他因素後，董事會建議截至2020年12月31日止年度之末期股息為每股6.9港仙(2019年：每股4.4港仙)。連同於2020年9月18日派付之中期股息每股3.1港仙(2019年：每股10.2港仙)，2020年之股息總額為每股10.0港仙(2019年：每股14.6港仙)。待我們的股東於本公司應屆股東周年大會上批准後，末期股息將於2021年6月18日(星期五)向於2021年6月3日(星期四)名列於本公司股東名冊上之股東派付。

對附屬公司作進一步收購

於2020年7月17日，GI.PT Singapore Pte. Ltd(「GI.PT」)(本公司在新加坡註冊成立的間接非全資附屬公司)，與P.T. Eses Entrindo(「PTEE」)訂立了買賣協議(「收購協議」)。據此，GI.PT有條件同意收購及PTEE有條件同意出售於PT Giordano Indonesia(本公司在印尼註冊成立的間接非全資附屬公司)之375股股份(「待售股份」)，佔已發行總股本之15%，代價為400萬新加坡元。

以上收購已於2020年7月20日完成。收購待售股份後，GI.PT持有PT Giordano Indonesia 65.08%的權益。

Trade receivables and payables

The Group prudently manages its trade receivables, especially during these uncertain times. Trade receivables turnover days for the year were 51 days, up only by six days as compared to last year (2019: 45 days). Trade payables as at December 31, 2020 were HK\$166 million (2019: HK\$139 million). Trade payables turnover days temporarily increased by 19 days to 44 days during the year under arrangements with our suppliers and are in line with industry practice (2019: 25 days).

Dividends

The Company adopted a dividend policy on November 8, 2018 (the "Dividend Policy"). The Dividend Policy aims to return surplus cash to its shareholders through dividends and share repurchase. In line with the Dividend Policy, the Company has been paying a substantial portion of its earnings as an ordinary dividend, the amount of which may vary depending on cash on hand, future investment requirements and working capital considerations.

Considering the economic outlook, the Group's financial position, its future expansion plans, and other factors, the Board has thus recommended a final dividend of 6.9 HK cents per share (2019: 4.4 HK cents per share) for the year ended December 31, 2020. With the interim dividend of 3.1 HK cents per share (2019: 10.2 HK cents per share) paid on September 18, 2020, the total 2020 dividend would amount to 10.0 HK cents per share (2019: 14.6 HK cents per share). Subject to our shareholders' approval at the forthcoming annual general meeting of the Company, the final dividend will be payable on Friday, June 18, 2021, to shareholders whose names appear on the register of members of the Company on Thursday, June 3, 2021.

FURTHER ACQUISITION OF A SUBSIDIARY

On July 17, 2020, GI.PT Singapore Pte. Ltd ("GI.PT"), an indirect, non-wholly-owned subsidiary of the Company incorporated in Singapore, entered into a sale and purchase agreement ("Acquisition Agreement") with P.T. Eses Entrindo ("PTEE"), pursuant to which GI.PT has conditionally agreed to acquire, and PTEE has conditionally agreed to sell, 375 shares ("Sale Shares"), representing 15% of the total issued share capital of PT Giordano Indonesia, an indirect non-wholly owned subsidiary of the Company incorporated in Indonesia, at a consideration of SG\$4 million.

The above acquisition was completed on July 20, 2020. After the acquisition of the Sales Shares, GI.PT holds 65.08% equity interest in PT Giordano Indonesia.

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

根據收購協議，GI.PT亦向PTEE授出一次性可行使的回購期權，以協定回購價460萬新加坡元向GI.PT購回全部(而非部分)待售股份，佔15%的回購溢價，並且該期權只能在2021年6月14日或PTEE和GI.PT可能書面同意的其他日期之前行使。

有關以上收購，詳情請參閱本公司日期為2020年7月17日的公佈。

展望

2020年是公司歷史上最具有挑戰性的一年。2019新型冠狀病毒對全球經濟造成了沉重打擊，並嚴重影響我們全球的業務，特別是實體店的業務。本集團以現金管理為重點，採取謹慎態度來應對危機。因此，經過一年的動盪，我們的財務狀況仍然保持穩健。管理層認為，此應對方法是取得長遠成功的基礎。

除了積極精簡本集團的業務，降低成本以及尋求優惠和補貼外，管理層現在正積極選擇具有集成平台，多地點和技術投資的具有競爭力和彈性的供應商，以更好地緩解風險，提高靈活性並對市場波動做出更快的反應。

2021年將會繼續充滿挑戰。雖然大規模推出疫苗注射將有助於推動全球經濟復甦，但仍需要時間來抵銷由大流行引起的損害。儘管集團銷售一直在改善，但仍然難以預測銷售全面且持續反彈的時機和力度。

管理層認為，危機還創造了機會，這取決於運營，市場營銷，多元化和優化的銷售渠道的數字化，以及全球足跡的增加和競爭的減少。

香港的高昂經營成本促使我們加快線上渠道的發展步伐，以取代線下業務的下滑。在其他地區方面，台灣將引領所有市場快速復甦，其次是中國大陸的穩步改善，而線上平台和加盟商市場將會是我們的發展重點。我們其他地區的業績下滑似乎已觸底反彈，隨著品牌在加強定位定價能力和毛利率增加下而呈現逐漸復甦的跡象。

Pursuant to the Acquisition Agreement, GI.PT also granted PTEE an one-time exercise buy-back option to repurchase all (but not part) of the Sale Shares from GI.PT for an agreed repurchased price of SG\$4.6 million, representing a 15% buy-back premium, and such option will only be exercisable until June 14, 2021 or such other date as PTEE and GI.PT may agree in writing.

For details of the above acquisition, please refer to the Company's announcement dated July 17, 2020.

OUTLOOK

2020 was the most challenging year in the Company's history. Covid-19 has wreaked havoc on the global economy and severely hampered our worldwide business, especially for physical stores. The Group has taken a conservative approach to deal with the crisis by focusing on cash management. As a result, our financial position remains robust despite a year of turmoil. Management believes that such action is the foundation for long term success.

In addition to the aggressive streamlining of the Group's business, reduction of costs and pursuance of concessions and subsidies, Management is now proactively re-selecting competitive and resilient suppliers with integrated platforms, multi-locations, and technology investment to better mitigate risks, increase flexibility and respond more quickly to fluctuations in the market.

2021 will continue to be challenging. While the mass roll-out of vaccinations is expected to help power a global economic recovery, it will take time to offset the damage caused by the pandemic. Although Group sales have been improving, it is difficult to predict a sustained sales rebound's timing and strength.

Management believes that crisis also creates opportunities, which lie in the digitization of operations, marketing, diversified and optimized sales channels, as well as increased global footprint and reduced competition.

Hong Kong's unabated high operating cost necessitates a hastened online channel development pace to replace sales decline in offline sites. Elsewhere, Taiwan will lead all markets in a quick recovery, followed by a steady improvement in Mainland China, where online platforms and franchise markets will be our development focus. The slump in our other regions' performance appears to have bottomed-out, and they are now showing signs of a gradual recovery on a strengthened brand position for pricing power and gross margin.

管理層之論述及分析

MANAGEMENT DISCUSSION AND ANALYSIS

我們將在所有地區（特別是中國大陸以外地區）的自有及第三方線上渠道上看到可觀的銷售增長。集團許多長期合作的消費者線上市場平台現在正在通過增加當地投資和業務來擴大其地域範圍，而集團打算充分利用這一優勢。我們還將繼續將資源重新分配給我們自有的線上服務。

公司將會擴張國際業務，特別是發展中市場。我們已經在肯尼亞和毛里求斯取得成功，並加快了開設線下門市，及在非洲大陸，我們越來越受歡迎。先前在南非和贊比亞市場站穩了腳步，集團專門的業務開發團隊目前亦正與其他非洲國家有意團體進行磋商。我們希望在不久將來會在非洲大陸內外增加多些佐丹奴市場。

我們一年多前進行了變革性的組織改革，我們在業務和員工中建立了韌性，這使我們能夠堅韌地應對不確定性。我們亦為即將面臨的任何挑戰做好充分的準備，同時能蓄勢待發準備反彈的來臨。

其他資料

人力資源

於2020年12月31日，本集團約6,400名員工（2019年12月31日：7,900名）。本集團針對不同級別的員工提供具有競爭力的薪酬待遇，並發放目標為本之優厚花紅。我們為高級管理人員提供基於按業績計算／酌情性的獎金計劃和購股權，以獎勵和保留一支高素質的領導團隊。我們還大力投資於銷售和客戶服務、管理、計劃和領導力發展方面的培訓，以保持熟練和積極進取的團隊。目前，我們核心人物的平均年齡為46歲，相對於一年前為51歲。

We will see substantial sales growth in both proprietary and third-party online channels in all regions, especially outside Mainland China. A number of the Group's longstanding business-to-consumer online marketplace partners are now expanding their geographical reach with increased localized investment and presence, of which the Group intends to take full advantage. We will also continue to re-allocate resources to our proprietary online services.

The Company forges ahead with its international business expansion, especially in developing markets. We have experienced successes in Kenya and Mauritius, where offline store openings have accelerated, and we are gaining traction in the African continent. Having secured a foothold in the South African and Zambian markets, the Group's dedicated business development team is currently in talks with interested parties from various African countries. We hope to add a few more markets both in and outside of the continent shortly.

The transformative organizational changes that we put into place more than a year ago and the resilience that we have built into our business and our people have enabled us to navigate the uncertainty with tenacity. We are better prepared for any challenges that lie ahead, while positioning ourselves to capitalize on the rebound.

OTHER INFORMATION

Human Resources

On December 31, 2020, the Group had approximately 6,400 employees (December 31, 2019: 7,900). The Group offers competitive remuneration packages and generous, goal-oriented bonuses targeted to different levels of staff. We provide senior managers with performance-based/discretionary bonus schemes and share options to reward and retain a high calibre leadership team. We also invest heavily in training in sales and customer service, management, planning and leadership development to maintain a skilled and motivated workforce. Currently, the average age of our key people is 46, compared with 51 a year ago.

董事及高級管理人員簡介

DIRECTORS AND SENIOR MANAGEMENT PROFILES

劉國權博士(主席兼行政總裁)，現年68歲，為本集團主席兼行政總裁。彼亦為本公司管理委員會及提名委員會主席及薪酬委員會成員。彼於1987年加入本集團，並於1994年2月8日成為行政總裁，同年8月10日獲選為本公司董事會主席。彼亦為本集團若干子公司之董事。

劉博士現亦為Fairwood Holdings Limited大快活集團有限公司之獨立非執行董事，該公司於香港聯合交易所有限公司(「聯交所」)上市。劉博士現為香港城市大學(「城大」)商學院兼任教授及香港浸會大學(「浸大」)商學院顧問委員會外部成員。他曾出任香港理工大學(「理大」)管理及市場學系顧問委員會之主席。

劉博士持有理大工商管理博士學位、加拿大卡加里大學工商管理碩士學位及香港大學佛學碩士學位。

於加入本集團前，劉博士於加拿大之私營及公營機構有超過12年的管理及會計經驗。

陳嘉緯博士(執行董事)，現年44歲，於2000年1月加入本集團，並分別於2014年6月20日及2015年4月1日獲委任為本公司執行董事及首席營運官。彼為本公司管理委員會成員及本集團多間子公司及一間合營公司之董事。陳博士負責本集團的營運，以達致預算和其他財務目標，並且制訂目標、調配資源和評估政策，以推動本集團的業務表現。陳博士在服裝零售經銷業務及市場推廣已累積超逾19年經驗。

陳博士為澳洲會計師公會會員及英國特許仲裁員學會資深會員。彼持有理大工商管理博士學位和紡織科學學士學位、城大環球企業管理文學碩士學位和法律碩士學位(仲裁與爭議解決)及浸大會計碩士學位。

Dr. LAU Kwok Kuen, Peter (Chairman and Chief Executive), aged 68, is the Group's Chairman and Chief Executive. He is also chairman of the Management Committee and Nomination Committee and a member of the Remuneration Committee of the Company. He joined the Group in 1987, became the Chief Executive on February 8, 1994, and was elected Chairman of the Board of the Company on August 10 in the same year. He is also a director of certain subsidiaries of the Group.

Dr. LAU is also an independent non-executive director of Fairwood Holdings Limited, which is listed on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). Dr. LAU is currently an adjunct professor of the College of Business at City University of Hong Kong ("CityU") and an external member of the School of Business Advisory Committee of Hong Kong Baptist University ("HKBU"). He was previously the chairman of the Advisory Committee on Management and marketing at the Hong Kong Polytechnic University ("PolyU").

Dr. LAU holds a Doctorate degree in Business Administration from PolyU, a MBA degree from the University of Calgary in Canada and a Master of Buddhist Studies from The University of Hong Kong.

Dr. LAU had over 12 years of management and accounting experience in both the private and public sectors in Canada before joining the Group.

Dr. CHAN Ka Wai (Executive Director), aged 44, joined the Group in January 2000 and was appointed as an Executive Director and the Chief Operating Officer of the Company on June 20, 2014 and April 1, 2015, respectively. He is a member of the Management Committee of the Company and also a director of various subsidiaries and a joint venture of the Group. Dr. CHAN is responsible for the Group's operations to meet budget and other financial goals, as well as establishing goals, allocating resources and assessing policies to drive the Group's performance. Dr. CHAN has over 19 years of experience in the apparel retailing and marketing business.

Dr. CHAN is a member of Certified Practicing Accountant Australia and a Fellow of the Chartered Institute of Arbitrators in London. He holds a Doctorate degree in Business Administration and Bachelor of Science in Textile from PolyU and a Master of Arts in Global Business Management and a Master of Laws in Arbitration and Dispute Resolution from CityU and a Master of Accountancy from HKBU.

董事及高級管理人員簡介

DIRECTORS AND SENIOR MANAGEMENT PROFILES

羅學文先生(執行董事)，現年42歲，自2013年9月加入本集團，並於2017年3月9日獲委任為執行董事。羅先生現為本公司之集團法律總監、公司秘書及集團人力資源總監。彼監督本集團法律、監管、合規、企業管治、人力資源及人材發展事宜。羅先生亦為本公司風險管理委員會主席及管理委員會成員，以及本集團多間附屬公司及一間合營公司之董事及公司秘書。目前，羅先生亦負責開拓新海外市場，以及品牌與產品的發展。

羅先生於2007年獲認許香港大律師資格，並為英國特許仲裁員學會會員。彼畢業於英國威爾斯亞伯里斯威斯大學，獲頒授法律學榮譽學士，並獲城大頒授仲裁及爭議解決學文學碩士(優異)及法學專業證書。彼為上市公司處理包括監管及合規事宜、收購合併、合資及其他商業法律事項，以至勞工及海商法等事項擁有19年以上之經驗。

鄭志剛博士 JP(非執行董事)，現年41歲，於2012年5月22日獲委任為非執行董事。鄭博士擔任新世界發展有限公司(「新世界發展」)執行副主席兼行政總裁。彼亦為新世界百貨中國有限公司、周大福珠寶集團有限公司及新創建集團有限公司之執行董事，以及新世紀醫療控股有限公司之非執行董事，該等公司均於聯交所上市。鄭博士曾任香港上市公司公眾公司有線寬頻通訊有限公司之非執行董事，直至2019年7月2日辭任。鄭博士為本公司主要股東周大福(控股)有限公司及其附屬公司周大福企業有限公司之董事。彼亦為新世界中國地產有限公司董事兼行政主席。

鄭博士目前擔任中華人民共和國人民政治協商會議天津市委員會委員、新世界集團慈善基金有限公司主席、中華青年精英基金會主席及K11 Art Foundation榮譽主席。彼曾任中華全國青年聯合會第十一屆及第十二屆副主席。彼亦於2012年獲美國《財富》雜誌選為「2012全球40位40歲以下的商界精英」(「40 Under 40」)，並於同年被世界經濟論壇評選為「全球青年領袖」(「Young Global Leader」)之一。鄭博士自2016年起為香港特別行政區政府委任的太平紳士，以及於2017年獲法國政府文化部頒授法國藝術與文學軍官勳章(Officier in the Ordre des Arts et des Lettres)。鄭博士持有哈佛大學文學士學位(優等成績)，並於2014年獲薩凡納藝術設計學院頒授人文學科榮譽博士學位。鄭博士於2006年9月加入新世界發展前，曾任職於某大國際銀行，具有豐富企業融資經驗。

Mr. Mark Alan LOYND (Executive Director), aged 42, has been with the Group since September 2013 and was appointed as an Executive Director on March 9, 2017. Mr. LOYND is currently the General Counsel, Company Secretary and Group Human Resources Director of the Company. He oversees legal, regulatory, compliance, corporate governance, human resources and talent development affairs of the Group. Mr. LOYND is also chairman of the Risk Management Committee and a member of the Management Committee of the Company as well as director and company secretary of various subsidiaries and a joint venture of the Group. Currently, Mr. LOYND is also responsible for the development of new overseas markets as well as brand and product development.

Mr. LOYND was called to the Bar in Hong Kong in 2007 and is a Member of the Chartered Institute of Arbitrators in London, the United Kingdom. He holds a Bachelor of Laws (Hons) from Aberystwyth University in the United Kingdom as well as a Master of Arts in Arbitration and Alternative Dispute Resolution (with distinction) and a Postgraduate Certificate in Laws, both from CityU. He possesses over 19 years of experience in handling regulatory and compliance matters for listed companies, mergers and acquisitions, joint ventures and other commercial law affairs, as well as labour and maritime law issues.

Dr. CHENG Chi Kong JP (Non-executive Director), aged 41, was appointed as a Non-executive Director on May 22, 2012. Dr. CHENG is the executive vice-chairman and chief executive officer of New World Development Company Limited ("NWD"). He is also an executive director of New World Department Store China Limited, Chow Tai Fook Jewellery Group Limited and NWS Holdings Limited, and a non-executive director of New Century Healthcare Holding Co. Limited, all of which are listed on the Stock Exchange. Dr. CHENG was a non-executive director of i-CABLE Communications Limited, a listed public company in Hong Kong, up to his resignation on July 2, 2019. Dr. CHENG is a director of a substantial shareholder of the Company, Chow Tai Fook (Holding) Limited and its subsidiary, Chow Tai Fook Enterprises Limited. He is also a director and executive chairman of New World China Land Limited.

Dr. CHENG is a member of the Tianjin Municipal Committee of The Chinese People's Political Consultative Conference of The People's Republic of China, the chairman of New World Group Charity Foundation Limited, the chairman of China Young Leaders Foundation and the honorary chairman of K11 Art Foundation. He was the vice-chairman of the 11th and 12th committee of the All-China Youth Federation. He was acknowledged by Fortune as one of "40 Under 40" global business stars and a "Young Global Leader" by the World Economic Forum in 2012. Dr. CHENG is a Justice of Peace appointed by the Government of the Hong Kong Special Administrative Region since 2016 and was made an Officier in the Ordre des Arts et des Lettres by the French Government in 2017. Dr. CHENG holds a Bachelor of Arts Degree (cum laude) from Harvard University, and was conferred the Honorary Doctorate of Humanities by the Savannah College of Art and Design in 2014. Dr. CHENG worked in a major international bank prior to joining NWD in September 2006 and has substantial experience in corporate finance.

董事及高級管理人員簡介

DIRECTORS AND SENIOR MANAGEMENT PROFILES

陳世昌先生(非執行董事)，年58歲，於2012年5月22日獲委任為非執行董事。彼亦為周大福珠寶集團有限公司之執行董事，該公司於聯交所上市。陳先生已在珠寶行業從事39年。

陳先生現為中國珠寶玉石首飾行業協會高級諮事、全國首飾標準化技術委員會和全國珠寶玉石標準化技術委員會委員、中國黃金協會常務理事、廣東省金銀首飾商會常務副會長、深圳市黃金珠寶首飾行業協會副會長、廣東省黃金協會常務副會長、廣東省金銀珠寶玉器業廠商會副主席及中國地質大學(武漢)珠寶學院董事。他亦是中國人民政治協商會議遼寧省委員會委員。

畢滌凡博士(獨立非執行董事)，現年76歲，於1995年3月3日獲委任為獨立非執行董事，彼亦為本公司審核委員會主席、提名委員會及薪酬委員會成員。畢滌凡博士於2017年1月獲續任為禮恒企業財務服務有限公司之董事總經理，並於同日獲委任為禮恒企業諮詢有限公司之董事總經理。

畢滌凡博士為特許公認會計師公會、香港會計師公會、英國特許管理學會、香港管理專業協會及香港董事學會之資深會員。彼於2013年2月獲授英國愛丁堡龍比亞大學工商管理榮譽博士學位。

Mr. CHAN Sai Cheong (*Non-executive Director*), aged 58, was appointed as a Non-executive Director on May 22, 2012. He is also as an executive director of Chow Tai Fook Jewellery Group Limited, a company listed on the Stock Exchange. Mr. CHAN has been in the jewellery industry for 39 years.

Mr. CHAN currently a senior adviser of the Gems & Jewelry Trade Association of China, a member of National Technical Committee 256 on Jewelry and National Technical Committee 298 on Jewelry and Jade of Standardization Administration of China, a member of the standing council of China Gold Association, an executive vice-chairman of the Guangdong Gold and Silver Jewellery Chamber of Commerce, a vice chairman of the Shenzhen Gold & Jewellery Association, a general vice chairman of Gold Association of Guangdong Province, a vice-chairman of the Guangdong Golden Jewellery and Jade Industry's Association and a director of the Gemological Institute, China University of Geosciences (Wuhan). He is also a member of the Liaoning Province Committee of the Chinese People's Political Consultative Conference.

Dr. Barry John BUTTIFANT (*Independent Non-executive Director*), aged 76, was appointed as an Independent Non-executive Director on March 3, 1995. He is also chairman of the Audit Committee and a member of both the Nomination Committee and the Remuneration Committee of the Company. Dr. BUTTIFANT was re-appointed as a managing director of KLC Transactions Limited in January 2017, and was also appointed as a managing director of KLC Corporate Advisory and Recovery Limited from the same date.

Dr. BUTTIFANT is a fellow member of the Association of Chartered Certified Accountants, the Hong Kong Institute of Certified Public Accountants, the Chartered Management Institute, the Hong Kong Management Association and the Hong Kong Institute of Directors. He has been awarded an Honorary Doctorate of Business Administration (Honoris Causa) by Edinburgh Napier University, United Kingdom in February 2013.

董事及高級管理人員簡介 DIRECTORS AND SENIOR MANAGEMENT PROFILES

鄺其志先生 *GBS, JP (獨立非執行董事)*，現年69歲，於2004年4月26日獲委任為獨立非執行董事，彼亦為本公司審核委員會成員。鄺先生現為另一間上市公司，進智公共交通控股有限公司之獨立非執行董事。鄺先生持有香港大學物理及數學理學士學位，亦在英國劍橋大學獲取經濟及政治發展哲學碩士學位。彼在香港政府服務27年，主要擔任經濟及金融事務之職位。彼於1995年至1998年擔任庫務司／庫務局局長，主要負責公共財政事務，及於1998年至2000年3月擔任資訊及廣播局局長，主要負責資訊科技、電信及廣播事務。隨著聯交所、香港期貨交易所有限公司及其相關結算所改革及合併，彼於2000年3月離開香港特別行政區政府加入香港交易及結算所有限公司擔任執行董事及首位行政總裁並於2003年4月卸任。其後，鄺先生於多間公司先後任職為董事總經理／執行董事／非執行董事，其中包括新昌國際集團有限公司、偉新(國際)有限公司、Macau Legend Development Ltd 澳門勵駿創建有限公司*及Chenavari Investment Managers (HK) Limited(現稱智方資產管理有限公司)。

鄺先生為香港非官守太平紳士並曾獲香港特別行政區政府頒授金紫荊星章。

黃旭教授 *(獨立非執行董事)*，現年50歲，於2015年11月11日獲委任為本公司獨立非執行董事。彼亦為本公司薪酬委員會主席，以及審核委員會及提名委員會成員。黃教授獲頒荷蘭格羅寧根大學(University of Groningen)之哲學博士、英國蘭卡斯特大學(Lancaster University)之文學碩士及香港嶺南大學之榮譽文憑。目前，彼為浸大管理學系教授及系主任、工商管理學院(研究與研究生課程)副院長、工商管理學院工商管理碩士課程及商業管理理學碩士課程策劃總監及人力資源策略及發展研究中心副主任。

Mr. KWONG Ki Chi *GBS, JP (Independent Non-executive Director)*, aged 69, was appointed as an Independent Non-executive Director on April 26, 2004 and is a member of the Audit Committee of the Company. Mr. KWONG is also an independent non-executive director of another listed company, AMS Public Transport Holdings Limited. Mr. KWONG graduated from The University of Hong Kong with a Bachelor of Science degree in Physics and Mathematics and was awarded a Master of Philosophy degree in Economics and Politics of Development by the University of Cambridge, England. He has served in the Government of Hong Kong for 27 years and held positions principally in the economic and financial fields. He was the Secretary for the Treasury from 1995 to 1998, with responsibility for public finances, and Secretary for Information Technology and Broadcasting from 1998 to March 2000, with responsibility for information technology, telecommunications and broadcasting. He left the Government of the Hong Kong Special Administrative Region in March 2000 to join The Hong Kong Exchanges and Clearing Limited as executive director and first Chief Executive, following the demutualization and merger of the Stock Exchange, The Hong Kong Futures Exchange Limited and their associated clearing houses and retired in April 2003. Since then, Mr. KWONG had served as the managing director/executive director/non-executive director of various companies, including Hsin Chong International Holdings Ltd, Hongkong Sales (Int'l) Ltd, Macau Legend Development Ltd and Chenavari Investment Managers (HK) Limited (now known as W2 Asset Management (HK) Limited).

Mr. KWONG is a non-official Justice of the Peace in Hong Kong and has been awarded the Gold Bauhinia Star by the Government of the Hong Kong Special Administrative Region.

Professor WONG Yuk (alias, HUANG Xu) *(Independent Non-executive Director)*, aged 50, was appointed as an Independent Non-executive Director on November 11, 2015. He is also chairman of the Remuneration Committee and a member of both the Audit Committee and the Nomination Committee of the Company. Professor HUANG received his PhD from the University of Groningen (The Netherlands), Master of Arts from Lancaster University (England), and Honours Diploma from Lingnan University (Hong Kong). Currently, he is the Professor and the Head of Department of Management, the Associate Dean of the School of Business (Research & Postgraduate Studies), the Programme Director of Master of Business Administration and Master of Science in Business Management and the Associate Director of Centre for Human Resources Strategy and Development of HKBU.

董事及高級管理人員簡介

DIRECTORS AND SENIOR MANAGEMENT PROFILES

自2010年起，彼出任Griffith University工作、組織及幸福中心(Centre for Work, Organization and Wellbeing)兼任教授。自2012年起，彼亦獲委任為上海財經大學客座教授。彼現為Management and Organization Review的副主編，以及Academy of Management Journal and Human Relations的編輯委員會成員。黃教授之研究領域包括領導力、權力、主動和異常的工作行為、員工幸福感、跨文化心理，以及在中國之管理問題。彼曾於國際刊物包括Academy of Management Journal、Journal of Applied Psychology、Journal of International Business Studies、Journal of Management、Leadership Quarterly、Journal of Organizational Behavior, Human Relations等發表多於60篇文章。

Alison Elizabeth LLOYD博士(獨立非執行董事)，現年45歲，於2019年3月7日獲委任為獨立非執行董事。彼亦為本公司審核委員會及提名委員會成員。

LLOYD博士自2020年5月13日起出任浸大協理副校長(校務研究及策劃)。LLOYD博士出任協理副校長(校務研究及策劃)後，將負責支援大學發展，特別是落實大學十年策略發展計劃。她亦將領導大學團隊，建立以數據分析為基礎的決策文化，及支援多個與大學規劃相關的項目。

她曾為理大國際事務總監，負責監督有關國際夥伴關係的策略發展及協調、國際招聘、學生交流機會及院校合作的事宜。彼也曾擔任理大大學策劃總監，負責策略規劃、績效監控、大學排名、商業智能及分析。

在加入學術界前，她於香港的管理顧問公司工作，從事諮詢業務涵蓋香港及亞洲私營與公共部門的策略規劃、業務流程的審核及改進、企業绩效管理框架和改革管理。LLOYD博士現正在多個國際高等教育顧問理事會及指導委員會中任職。

Since 2010, he has served as an Adjunct Professor in the Centre for Work, Organization and Wellbeing, Griffith University. He has also been appointed as a Visiting Chair Professor in Shanghai University of Finance and Economics since 2012. He is Deputy Editor of the Management and Organization Review, and a member of editorial board for Academy of Management Journal and Human Relations. Professor HUANG's research interests include leadership, power, proactive and abnormal work behaviors, employees' well-being; cross-cultural psychology and management issues in China. He has published more than 60 papers in international journals including Academy of Management Journal, Journal of Applied Psychology, Journal of International Business Studies, Journal of Management, Leadership Quarterly, Journal of Organizational Behavior, Human Relations and so forth.

Dr. Alison Elizabeth LLOYD (Independent Non-executive Director), aged 45, was appointed as an Independent Non-executive Director on March 7, 2019. She is also a member of both the Audit Committee and the Nomination Committee of the Company.

She is the associate vice-president (Institutional Research and Strategic Planning) of HKBU since May 13, 2020. As Associate Vice-President (Institutional Research and Strategic Planning), Dr. LLOYD plays an instrumental role in supporting the advancement of HKBU, particularly in the implementation of the Institutional Strategic Plan (2018-2028). She leads efforts to spearhead the use of analytics and business intelligence to foster a culture of data-informed decision-making, and support a number of planning-related initiatives.

She was a director of International Affairs of PolyU, Dr. LLOYD oversaw the strategic development and coordination of international partnerships, international recruitment, mobility opportunities, and institutional relations. As Director of Institutional Research and Planning of PolyU, she steered strategic planning, performance monitoring, university rankings, business intelligence, and analytics.

Prior to joining academia, she worked in management consultancy in Hong Kong. Her previously consulting engagements cover strategy, business process review and improvement, performance management frameworks and change management for both private and public sector organizations in Hong Kong and Asia. Currently, Dr. LLOYD serves on a number of advisory boards and steering committees pertaining to international higher education.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事會致力在合理可行的架構中保持最高水平的企業管治。董事會堅信，透明、問責和獨立的原則對於保障全體持份者的利益及提升股東的價值至為重要。

董事會一直致力提高企業管治水平，其負責制定及檢討本公司的企業管治以及在遵守法律及監管規定方面的政策及常規。董事會已採納聯交所證券上市規則（「上市規則」）附錄十四所載之企業管治守則（「企業管治守則」）內的守則條文（「守則條文」）作為本公司之企業管治守則。

於2020年度內，除偏離守則條文第A.2.1條及A.4.2條外（於下文相關段落說明），本公司已全面遵從企業管治守則的守則條文。

董事會 角色及責任

董事會肩負有效率及盡責地領導本公司的職責。董事會訂立本集團之整體目標和策略、監管及評估其營運與財務上的表現，並檢討本公司之企業管治水平。董事會亦須就有關於全年及中期業績、須予公佈之交易、委任或重新委任董事、股息以及會計政策事宜作出決策。董事，無論個別或全體成員，都致力以誠，以本公司及其股東整體利益為最優先的考慮因素。除董事會或其他董事委員會所保留的職權外，董事會所訂立之策略及計劃，則由管理層負責執行。管理層就本集團的日常營運向董事會負上全責。

The Board is dedicated to maintaining the highest standard of corporate governance within a sensible and practical framework. The Board firmly believes that the principles of transparency, accountability and independence are essential towards upholding the interests of all stakeholders and maximizing shareholder value.

The Board is committed to excellence in corporate governance. It is responsible for developing and reviewing the Company's policies and practices on corporate governance as well as compliance with legal and regulatory requirements. The Board has adopted the code provisions (the "Code Provisions") as stated in the Corporate Governance Code (the "CG Code") contained in Appendix 14 to the Rules Governing the Listing of Securities (the "Listing Rules") on the Stock Exchange as the Corporate Governance Code of the Company.

During the year of 2020, the Company fully complied with the Code Provisions in the CG Code save for the deviations from Code Provisions A.2.1 and A.4.2, which are explained in the relevant paragraphs below.

BOARD Roles and Responsibilities

The Board is charged with providing effective and responsible leadership for the Company. It sets the Group's overall objectives and strategies, monitors and evaluates its operating and financial performance and reviews the corporate governance standards of the Company. It also decides on matters relating to annual and interim results, notifiable transactions, appointments or re-appointments of Directors, dividends and accounting policies. The Directors, individually and collectively, are committed to act in good faith and in the best interests of the Company and its shareholders. Save for the power reserved by the Board or other Board committees, the strategies and plans as decided by the Board are implemented by Management. Management assumes full accountability to the Board for the day-to-day operation of the Group.

企業管治報告書

CORPORATE GOVERNANCE REPORT

企業管治職能

董事會是負責履行下列的企業管治職責，亦可將責任指派予一個或多個委員會：

- 制定、檢討及更新本公司之企業管治政策及常規及提出變動及更新之建議；
- 檢討及監察董事及高級管理人員之培訓及持續專業發展；
- 檢討及監察本公司在遵守法律及監管規定方面之政策及常規；
- 制定、檢討及監察適用於僱員及董事之操守準則及合規手冊(如有)；
- 檢討本集團遵守企業管治守則之情況及本報告內之披露；及
- 檢討及監察本集團之披露程序，包括評估及核證股價敏感資料之準確性及重要性，並釐定任何須要作出披露之方式及內容。

於本年度內，董事會已檢討本公司的風險管理及內部監控系統之效能。

Corporate Governance Functions

The Board is responsible for performing the corporate governance duties set out below or it may delegate the responsibility to a committee or committees:

- Developing, reviewing and updating the Company's policies and practices on corporate governance and making recommendations on changes and updates;
- Reviewing and monitoring the training and continuous professional development of Directors and senior management;
- Reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- Developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and Directors;
- Reviewing the Group's compliance with the CG Code and disclosure in this report; and
- Reviewing and monitoring the Group's process of disclosure, including assessing and verifying the accuracy and materiality of price-sensitive information and determine the form and content of any required disclosure.

During the year, the Board has reviewed the effectiveness of the risk management and internal control systems of the Company.

組成

董事會現時由四位獨立非執行董事、兩位非執行董事，以及三位執行董事組成。

獨立非執行董事及非執行董事帶來多方面的專業知識、技能和經驗，為本集團提供有效指引，並為本集團面對的所有重大決策帶來局外的觀點。為協助其履行職責，董事可隨時與本公司之內部審計師及外聘核數師直接接觸，而且本公司亦已訂立有關程序，讓董事尋求獨立的專業意見，相關費用將由本公司支付。

基於董事會的整體組合及每位董事之獨特專業知識、技能和經驗，本集團相信董事會架構能提供適當及足夠之監察及制衡，以保障本公司及其股東的利益。董事會將定期檢討其組合，確保其於專業知識、技能及經驗方面維持適當的平衡及多元化，以繼續有效地領導及監管本公司之業務。董事之個人資料詳情載於本年報第22頁至第26頁。

遵照良好的企業管治原則，董事會成立了三個董事委員會：即審核委員會、提名委員會及薪酬委員會。此外，亦成立了管理委員會及風險管理委員會，為董事會及董事委員會提供支援。於2020年度內及直至本報告日期，董事會、審核委員會、提名委員會及薪酬委員會之組成載於下文，而管理委員會及風險管理委員會於本報告的相關部分論述。

Composition

The Board currently comprises four Independent Non-executive Directors, two Non-executive Directors and three Executive Directors.

The Independent Non-executive Directors and the Non-executive Directors bring a diverse range of expertise, skills and experience to provide effective guidance and an outside perspective to all major decisions of the Group. To assist in the discharge of their duties, the Directors have free and direct access to both the Company's internal and external auditors and procedures are in place to allow the Directors to obtain independent professional advice at the Company's expense.

Given the overall composition of the Board and the expertise, skills and experience that each Director brings individually, the Group believes that the Board is appropriately structured to provide sufficient checks and balances to protect the interests of the Company and its shareholders. The Board will regularly review its composition to maintain a proper balance and diversity of expertise, skills and experience to ensure continued effective leadership and oversight of the Company's businesses. Biographical details of the Directors are set out on pages 22 to 26 of this annual report.

In accordance with good corporate governance principles, the Board had established three Board Committees: the Audit Committee, the Nomination Committee and the Remuneration Committee. In addition, a Management Committee and a Risk Management Committee are also in place to support the Board and the Board Committees. During the year of 2020 and up to the date of this report, the composition of the Board, the Audit Committee, the Nomination Committee and the Remuneration Committee are set out below. The Management Committee and Risk Management Committee are discussed in the relevant sections of this report.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事會成員	Members of the Board	審核委員會 Audit Committee	提名委員會 Nomination Committee	薪酬委員會 Remuneration Committee
執行董事	Executive Directors			
劉國權博士 (主席兼行政總裁)	Dr. LAU Kwok Kuen, Peter (Chairman and Chief Executive)	—	C	M
陳嘉緯博士	Dr. CHAN Ka Wai	—	—	—
羅學文先生	Mr. Mark Alan LOYND	—	—	—
非執行董事	Non-executive Directors			
鄭志剛博士 JP	Dr. CHENG Chi Kong JP	—	—	—
陳世昌先生	Mr. CHAN Sai Cheong	—	—	—
獨立非執行董事	Independent Non-executive Directors			
畢滌凡博士	Dr. Barry John BUTTIFANT	C	M	M
鄭其志先生 GBS, JP	Mr. KWONG Ki Chi GBS, JP	M	—	—
黃旭教授	Professor WONG Yuk (alias, HUANG Xu)	M	M	C
Alison Elizabeth LLOYD 博士	Dr. Alison Elizabeth LLOYD	M	M	—

附註：

C 有關董事委員會的主席
M 有關董事委員會的成員

Notes:

C Chairman of the relevant Board Committees
M Member of the relevant Board Committees

各董事會成員之間並沒有財務、業務、親屬或其他重大或相關之關係，惟鄭志剛博士在新世界集團及其附屬公司董事會中擔任執行董事及在周大福珠寶集團有限公司董事會中擔任執行董事；及陳世昌先生在周大福珠寶集團有限公司董事會中擔任執行董事。

董事會認為，上述關係並不影響該等董事於執行其職務時之獨立判斷及個人誠信。

董事之委任、重選及罷免

董事會經聽取提名委員會之建議委任新任董事。提名委員會將按一系列多元化範疇，評估董事會候選董事。

The Board members have no financial, business, family or other material or relevant relationships with each other except that Dr. CHENG Chi Kong serves on the board of directors of New World Group and subsidiaries as executive director and serves on the board of directors of Chow Tai Fook Jewellery Group Limited as executive director; and Mr. CHAN Sai Cheong serves on the board of directors of Chow Tai Fook Jewellery Group Limited as executive director.

It is the Board's opinion that these relationships do not affect the Directors' independent judgment and integrity in executing their roles and responsibilities.

Appointment, Re-election and Removal of Directors

The appointment of a new Director is made by the Board upon recommendation by the Nomination Committee. The Nomination Committee considers a range of diversity perspectives when assessing potential candidates for the Board.

根據本公司於2019年5月24日採納之公司細則(「公司細則」)，任何由董事會委任之新董事(主席或董事總經理除外)須於其獲委任後本公司舉行之下一次股東大會上(如屬填補臨時空缺)或本公司下一次股東周年大會(「股東周年大會」)上(如屬增加董事人數)退任及由股東重選。於每屆股東周年大會上，三分之一(或最接近但不超過三分之一)之董事(主席或董事總經理除外)須輪值告退，惟每位董事(主席或董事總經理除外)(包括有指定任期之董事)須最少每三年輪值告退一次。

公司細則亦准許以一項普通決議案罷免董事。

守則條文第A.4.2條規定，每名董事(包括有指定任期之董事)應輪值告退，至少每三年一次。

非執行董事的初始任期均為三年，之後將繼續連任，直至非執行董事或本公司發出不少於一個月之事先書面通知終止。此外，所有非執行董事亦須遵守公司細則及守則條文第A.4.2條之規定，每三年最少輪值告退一次及於股東周年大會上獲股東重選連任。

董事會認為，穩定性和持續性是成功實施業務計劃的關鍵因素。董事會相信，主席的角色具連續性是對本集團有利。因此，董事會認為目前主席應獲豁免遵守這項安排。

獨立非執行董事

於本回顧年度內，董事會一直遵守上市規則有關委任至少三名獨立非執行董事，而其中至少一名獨立非執行董事須具備合適的專業資格或會計或相關的財務管理專業知識的規定。

According to the Company's Bye-Laws adopted on May 24, 2019 (the "Bye-Laws"), any new Director (other than the Chairman or the Managing Director) appointed by the Board is subject to retirement and re-election by shareholders at the next general meeting of the Company (in the case of filling a casual vacancy) or at the next annual general meeting of the Company (the "AGM") (in the case of an addition to their number) following their appointment. At each AGM, one-third (or the number nearest to, but not exceeding one-third) of the Directors (other than the Chairman or the Managing Director) will retire from office by rotation, and every Director (other than the Chairman or the Managing Director) including those appointed for a specific term is subject to retirement by rotation at least once every three years.

The Bye-Laws also allow for removal of a Director by an ordinary resolution.

Code Provision A.4.2 provides that every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.

Non-executive Directors have been appointed for an initial term of three years and will continue in office thereafter subject to termination by not less than one month's prior notice in writing by either the Non-executive Director or the Company. In addition, all Non-executive Directors are required to retire from office by rotation and are subject to re-election by shareholders at the AGM at least once every three years pursuant to the Bye-Laws and Code Provision A.4.2.

In the opinion of the Board, stability and continuation are key factors to the successful implementation of business plans. The Board believes that it is beneficial to the Group that there is continuity in the role of the Chairman and, therefore, the Board is of the view that the Chairman should be exempt from this arrangement at the present time.

Independent Non-executive Directors

During the year under review, the Board at all times met the requirements of the Listing Rules relating to the appointment of at least three Independent Non-executive Directors with at least one Independent Non-executive Director possessing appropriate professional qualifications, or accounting or related financial management expertise.

企業管治報告書

CORPORATE GOVERNANCE REPORT

雖然兩位獨立非執行董事(即畢滌凡博士及鄺其志先生)已出任董事會成員超過九年，而其任期可能與釐定獨立性有關，惟我們非常明白個別人士的獨立性不能只靠特定時期來釐定。在評估獨立非執行董事的獨立性時，董事會及提名委員會考慮個別董事於服務年期內向董事會作出的貢獻所呈現出的個性及判斷，並會考慮其他相關因素。

儘管彼等，畢滌凡博士及鄺先生已擔任獨立非執行董事超過九年，我們相信彼等能提供寶貴的專業知識、經驗、持續性及穩定性予董事會及不影響他們行使獨立判斷能力。本公司更大大受惠於彼等因對本公司之深入了解，以及彼等在本公司以外的工作和經驗而對本公司作出的貢獻及寶貴的見解。在過去的多年，畢滌凡博士及鄺先生表達了客觀的觀點並為公司提供了獨立的指導。

本公司已按照上市規則第3.13條取得所有獨立非執行董事的年度獨立性確認書。董事會認為根據上市規則所有獨立非執行董事均為獨立人士。

守則條文第A.4.3條規定，倘獨立非執行董事在任已超過九年，其續任須由股東以獨立決議案批准。

畢滌凡博士自1995年3月3日起擔任為獨立非執行董事已超過九年。為遵守守則條文第A.4.3條的規定，畢滌凡博士自願退任，並於2019年5月24日舉行的股東周年大會上獲重選為董事。

鄺先生自2004年4月26日起擔任為獨立非執行董事已超過九年。為遵守守則條文第A.4.3條的規定，鄺先生自願退任，並於2020年5月22日舉行的股東周年大會上獲重選為董事。

董事會會議

董事會每年召開四次定期會議，亦會在有需要時召開更多會議。董事會的定期會議舉行日期會預先訂定，致使全體董事會成員能安排出席。

Although two of our Independent Non-executive Directors; namely, Dr. Barry John BUTTIFANT and Mr. KWONG Ki Chi, have served as our Board members for more than nine years and that may be relevant to the determination of independence, it is well-recognized that an individual's independence cannot be determined solely on the basis of a set period of time. In assessing the independence of Independent Non-executive Directors, the Board and the Nomination Committee consider the character and judgement demonstrated by the Directors' commitment and contribution to the Board during their years of service and other relevant factors.

We believe that the Independent Non-executive Directors who have served more than nine years; namely, Dr. BUTTIFANT and Mr. KWONG, provide invaluable expertise, experience, continuity and stability to the Board, despite their length of service, and does not affect their exercises of independent judgement. The Company has benefited from their contribution and the valuable insights derived from their in-depth knowledge of the Company and from their work and experience outside of the Company. Dr. BUTTIFANT and Mr. KWONG have expressed objective views and given independent guidance to the Company over the past years.

The Company has received annual confirmation of independence from all Independent Non-executive Directors in accordance with rule 3.13 of the Listing Rules. The Board is of the view that all Independent Non-executive Directors are independent in accordance with the Listing Rules.

Code Provision A.4.3 provides that if an independent non-executive director serves more than nine years, his/her further appointment should be subject to a separate resolution to be approved by the shareholders.

Dr. BUTTIFANT has served as an Independent Non-executive Director for more than nine years since March 3, 1995. To comply with Code Provision A.4.3, Dr. BUTTIFANT retired voluntarily and was re-elected as Director at the AGM held on May 24, 2019.

Mr. KWONG has served as an Independent Non-executive Director for more than nine years since April 26, 2004. To comply with Code Provision A.4.3, Mr. KWONG retired voluntarily and was re-elected as Director at the AGM held on May 22, 2020.

Board meetings

The Board holds four regular meetings a year while additional meetings are held as and when required. Regular Board meetings are scheduled in advance to facilitate the fullest possible attendance.

企業管治報告書

CORPORATE GOVERNANCE REPORT

公司秘書協助主席擬訂董事會會議議程，而每位董事均獲邀提出任何擬在該會議中討論或動議的事項。董事會會議的通告均於會議舉行前至少14天前送交定期董事。至於其他董事會及委員會會議則於合理時間前發出通告。此外，全體董事可與公司秘書聯繫，要求公司秘書（其亦為集團法律總監）提供意見和服務，以確保董事會的程序和適用的法律、規則和規例得以遵守。董事會會議議程及文件在不少於董事會或委員會會議舉行前不少於三天送予全體董事及其他列席人士，以確保彼等可及時地獲得一切有關會議之資料。公司秘書備存所有董事會或委員會會議之會議紀錄，並可供全體董事查閱。

根據公司細則，任何董事未能親身出席任何董事會會議可藉著電話會議或其他安排參與董事會會議。另按照公司細則，若未能召開董事會會議，則可藉著傳閱有關緊急事宜之書面決議案而取得董事會批准。當傳閱書面決議案之同時，本公司亦會向董事提供足夠的資料和說明材料。

截至2020年12月31日止年度內，舉行了五次董事會會議以檢討季度業務最新資料和討論本集團之未來策略、政策及預算以及其他事務。此外，董事會通過了八套書面決議案。

The Company Secretary assists the Chairman in setting the agenda of the Board meetings and each Director is invited to present any business that they wish to discuss or propose at such meetings. Notices of regular Board meetings are served to the Directors at least 14 days before meetings. For other Board and committee meetings, reasonable notice is generally given. Furthermore, all Directors have access to the Company Secretary who is also the Group's General Council for advice and services to ensure that board procedures and applicable law, rules and regulations are adhered to. Agenda and accompanying Board papers are circulated to all Directors and other attendees not less than three days before the Board or committee meetings to ensure timely access to relevant information. Minutes of the Board meetings and committee meetings are kept by the Company Secretary and are open for inspection by all Directors.

Any Director who is unable to physically attend any Board meeting may participate electronically by conference call or via alternate arrangement in accordance with the Bye-Laws. Moreover, pursuant to the Bye-Laws, Board approval may also be obtained by way of circulation of a resolution in writing on urgent matters when convening a Board meeting is not practicable. Sufficient information and explanatory materials will be provided to the Directors at the same time when a resolution in writing is circulated.

During the year ended December 31, 2020, five Board meetings were held to review the quarterly operating updates and discuss the Group's strategies, policies and budgets going forward, as well as other business. In addition, eight sets of resolutions in writing were passed.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事之出席率及所付出時間

各董事於截至2020年12月31日止年度的董事會、審核委員會、提名委員會、薪酬委員會會議及股東周年大會之出席率如下：

Directors' attendance and time commitment

Attendances of each Director at the meetings of the Board, Audit Committee, Nomination Committee, Remuneration Committee and the AGM during the year ended December 31, 2020 are as follows:

董事姓名	Name of Directors	出席率/會議次數				股東周年大會
		董事會會議	審核委員會會議	提名委員會會議	薪酬委員會會議	
		Board Meeting	Audit Committee Meeting	Nomination Committee Meeting	Remuneration Committee Meeting	AGM
執行董事						
Executive Directors						
劉國權博士 (主席兼行政總裁)	Dr. LAU Kwok Kuen, Peter (Chairman and Chief Executive)	5/5	不適用 N/A	1/1	1/1	1/1
陳嘉緯博士	Dr. CHAN Ka Wai	5/5	不適用 N/A	不適用 N/A	不適用 N/A	1/1
羅學文先生	Mr. Mark Alan LOYND	5/5	不適用 N/A	不適用 N/A	不適用 N/A	1/1
非執行董事						
Non-executive Directors						
鄭志剛博士 JP	Dr. CHENG Chi Kong JP	5/5	不適用 N/A	不適用 N/A	不適用 N/A	1/1
陳世昌先生	Mr. CHAN Sai Cheong	5/5	不適用 N/A	不適用 N/A	不適用 N/A	1/1
獨立非執行董事						
Independent Non-executive Directors						
畢滌凡博士	Dr. Barry John BUTTIFANT	5/5	4/4	1/1	1/1	1/1
鄭其志先生 GBS, JP	Mr. KWONG Ki Chi GBS, JP	5/5	4/4	不適用 N/A	不適用 N/A	1/1
黃旭教授	Professor WONG Yuk (alias, HUANG Xu)	5/5	3/4	1/1	1/1	1/1
Alison Elizabeth LLOYD 博士	Dr. Alison Elizabeth LLOYD	5/5	4/4	1/1	不適用 N/A	1/1

為了促進坦誠及公開討論事務，獨立非執行董事可不時在沒有執行董事出席下會面討論。

In order to facilitate free and open discussion of issues, the Independent Non-executive Directors may also meet without the presence of the Executive Directors from time-to-time.

董事培訓

本公司鼓勵所有董事參與持續專業發展以發展並更新彼等之知識及技能。本公司向每名新委任的董事提供全面的就任資料文件，確保該等董事充份知悉其作為董事的職責及責任。

Training for Directors

All Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The Company provides a comprehensive induction package to each newly appointed Director to ensure that they are sufficiently aware of their responsibilities and obligations as director.

本公司定期就有關本集團業務的變動及發展提供更新及簡報。公司秘書不時向董事匯報上市規則、企業管治常規以及其他監管制度的最新變動及發展，並提供就董事職責及責任相關監管規定的最新發展閱讀資料。

The Company provides regular updates and presentations on changes and developments relating to the Group's business and the Company Secretary reports from time-to-time the latest changes and development of the Listing Rules, corporate governance practices and other regulatory regime to the Directors with reading materials relating to the latest development of regulatory requirements related to director's duties and responsibilities.

企業管治報告書

CORPORATE GOVERNANCE REPORT

於2020年度內，所有董事參與下列培訓：

During the year of 2020, all Directors participated in the following trainings:

董事姓名	Name of Directors	閱讀監管方面的最新資料	出席有關業務或董事職責之簡報／研討會／會議
		Reading regulatory updates	Attending expert briefings/seminars/conferences relevant to the business or directors' duties
執行董事			
Executive Directors			
劉國權博士 (主席兼行政總裁)	Dr. LAU Kwok Kuen, Peter (Chairman and Chief Executive)	✓	✗
陳嘉緯博士	Dr. CHAN Ka Wai	✓	✗
羅學文先生	Mr. Mark Alan LOYND	✓	✗
非執行董事			
Non-executive Directors			
鄭志剛博士 JP	Dr. CHENG Chi Kong JP	✓	✗
陳世昌先生	Mr. CHAN Sai Cheong	✓	✗
獨立非執行董事			
Independent Non-executive Directors			
畢滌凡博士	Dr. Barry John BUTTIFANT	✓	✗
鄺其志先生 GBS, JP	Mr. KWONG Ki Chi GBS, JP	✓	✗
黃旭教授	Professor WONG Yuk (alias, HUANG Xu)	✓	✗
Alison Elizabeth LLOYD 博士	Dr. Alison Elizabeth LLOYD	✓	✗

董事及高級人員責任保險

本公司已安排合適之董事及高級人員責任保險，此舉符合企業管治守則。

Directors' and officers' liabilities insurance

The Company has arranged appropriate directors' and officers' liability insurance in line with the CG Code.

主席與行政總裁

現時劉國權博士同時出任主席兼行政總裁之職位。此做法偏離守則條文第A.2.1條，該條文列明主席與行政總裁之角色應有所區分，並不應由一人同時兼任。

CHAIRMAN AND CHIEF EXECUTIVE

Currently, Dr. LAU Kwok Kuen, Peter, holds the positions of Chairman and Chief Executive. Such practice deviates from Code Provision A.2.1 which stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual.

由於劉博士在業界具有豐富經驗及對本集團業務有深厚認識，董事會認為由劉博士同時兼任主席兼行政總裁之職位能為本集團提供強勢及貫徹之領導，並能更有效地策劃和推行長期商業策略，以及提高決策的效率。

In view of Dr. LAU's extensive experience in the industry and deep understanding of the Group's businesses, the Board believes that vesting the roles of both Chairman and Chief Executive in Dr. LAU provides the Group with strong leadership, allowing for more effective planning and execution of long term business strategies and enhances efficiency in decision-making.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事會亦相信本公司已擁有合適公司實際情況的強大企業管治架構，確保能有效地監管其管理層。該架構的主要元素包括：

- 董事會九位成員中有六位為非執行董事；
- 審核委員會成員包括全部獨立非執行董事；
- 確保全部獨立非執行董事可隨時與本公司之內部審計師及外聘核數師直接接觸，並在有需要時尋求獨立專業意見；及
- 設立「密函檢舉」機制，允許本集團員工以匿名和保密形式向內部審計部舉報高級管理人員（包括主席兼行政總裁）的欺詐或不當的行為。有關「密函檢舉」機制之詳情載於「風險管理及內部監控」一節。

董事會相信，上述措施能確保獨立非執行董事及非執行董事有效地督導本集團之管理層和就策略、風險和誠信等範疇提供有效的監管。董事會將不斷檢討本集團企業管治架構之成效，以評估是否需要作出任何修改。

董事委員會

審核委員會

審核委員會由全部獨立非執行董事組成，並由畢滌凡博士出任主席，彼為一位在財務匯報及監控方面具資深經驗的合資格會計師。

審核委員會主要負責委任、重新委任及罷免外聘核數師、審閱及監控外聘核數師之獨立客觀及審核程序之有效性，以及與外聘核數師討論審核之性質及範疇。該委員會同時負責審閱本集團之財務資料、監察本集團之財務匯報系統、風險管理及內部監控系統，並在評核本集團中期及末期業績後，向董事會作出建議批准相關業績。審核委員會可不受限制地與本公司之內部審計師及外聘核數師接觸。審核委員會之職權範圍已載於本公司及香港交易及結算所有有限公司（「香港交易所」）之網頁。

The Board also believes that the Company already has a strong corporate governance structure appropriate for its circumstances in place to ensure effective oversight of Management. The main elements of this structure include:

- Having Non-executive Directors comprise six of nine of the Board;
- Including all Independent Non-executive Directors as Audit Committee members;
- Ensuring that all Independent Non-executive Directors have free and direct access to both the Company's internal and external auditors and independent professional advice where necessary; and
- Having a "whistle-blowing" mechanism in place to allow the Group's staff members to anonymously and confidentially report to the Internal Audit Department any suspected acts of fraud or gross misconduct by senior management, including that of the Chairman and Chief Executive. Details about the "whistle-blowing" mechanism are discussed under the section "Risk Management and Internal Control".

The Board believes that these measures enable our Independent Non-executive Directors and Non-executive Directors to rigorously supervise the Group's management and effectively control key issues relating to strategy, risk and integrity. The Board continually reviews the effectiveness of the Group's corporate governance structure to assess whether any changes are necessary.

BOARD COMMITTEES

Audit Committee

The Audit Committee comprises all Independent Non-executive Directors and is chaired by Dr. Barry John BUTTIFANT, a qualified accountant with extensive experience in financial reporting and controls.

The Audit Committee is responsible for the appointment, re-appointment and removal of external auditor, reviewing and monitoring the external auditor's independence and objectivity and the effectiveness of the audit process and discussing with the external auditor the nature and scope of the audit. It is also responsible for reviewing the Group's financial information, overseeing the Group's financial reporting system and risk management and internal control systems and reviewing the interim and final results of the Group prior to recommending them to the Board for approval. To this end, the Audit Committee has unrestricted access to both the Company's internal and external auditors. Its terms of reference are available on the websites of the Company and Hong Kong Exchange and Clearing Limited (the "HKEX").

企業管治報告書

CORPORATE GOVERNANCE REPORT

審核委員會每年最少舉行兩次會議，以審閱財務匯報、檢討風險管理及內部監控事宜。集團財務董事、風險管理委員會主席(其亦為公司秘書)、內部審計部連同內部審計顧問德勤諮詢(香港)有限公司(「德勤」)統稱「內部審計團隊」及本公司外聘核數師之代表應出席會議。委員會亦可酌情邀請其他管理層成員出席會議。

於2020年，審核委員會舉行了四次會議。於會上，審核委員會與外聘核數師審閱審核策略摘要、截至2019年12月31日止末期業績，截至2020年6月30日止六個月中期業績及其他事項。審核委員會亦有檢討內部審計團隊的工作及其內部審計報告，並且與管理層討論其報告關於本集團業務運作的調查結果及建議。此外，審核委員會更與管理層共同評估本集團的風險管理及內部監控系統，以確保其成效，尤其關注負責本集團的會計及財務報告之員工是否具備足夠資源、資格和經驗，及其訓練課程和預算是否充足。

審核委員會亦審閱本集團於本年度內進行的持續關連交易的條款及條件。

於回顧年度內，董事會與審核委員會在外聘核數師的選擇、委任、辭任或解僱方面並無意見分歧。

提名委員會

董事會成立提名委員會，由四位董事會成員(主要為獨立非執行董事)組成，並由董事會主席劉國權博士出任主席。

提名委員會之主要職責為定期檢討董事會架構、規模及組成(包括其技能、知識及經驗)，並物色合適人選加入董事會。其職責亦包括評核獨立非執行董事之獨立性及就委任或重新委任董事及董事之繼任計劃等相關事宜向董事會提供建議。提名委員會之建議其後將提呈董事會考慮及採納(如適用)。提名委員會的職權範圍已載於本公司及香港交易所之網頁。

The Audit Committee meets at least twice a year to review financial reporting and risk management and internal control matters. The Director of Group Finance, the chairman of the Risk Management Committee, who is also the Company Secretary, the Internal Audit Department together with the Internal Audit Advisor, Deloitte Advisory (Hong Kong) Limited (“Deloitte”) (collectively the “IA team”), and representatives of the external auditor of the Company are expected to attend the meetings. At the discretion of the Committee, other members of management may also be invited to attend its meetings.

In 2020, the Audit Committee held four meetings. During the meetings, the Audit Committee alongside the external auditor reviewed the audit strategy summary, the final results for the year ended December 31, 2019, the interim results for the six months ended June 30, 2020 and other matters. The Audit Committee also reviewed the activities of the IA team and its internal audit report, and discussed with Management the report’s findings and recommendations on the Group’s business operations. Furthermore, it also evaluated, together with Management, the Group’s risk management and internal control systems to ensure its effectiveness, with particular attention to the adequacy of resources, the qualifications and experience of the Group’s accounting and financial reporting staff, as well as their training programs and budget.

The Audit Committee also reviewed the terms and conditions of continuing connected transactions of the Group which took place during the year.

There was no disagreement between the Board and the Audit Committee on the selection, appointment, resignation or dismissal of the external auditor during the year under review.

Nomination Committee

The Board established the Nomination Committee comprising of four Board members, the majority of which are Independent Non-executive Directors, and is chaired by Dr. LAU Kwok Kuen, Peter, the Chairman of the Board.

The main duties of the Nomination Committee are to review the structure, size and composition (including the skills, knowledge and experience) of the Board, on a regular basis, and to identify individuals qualified to become Board members. It is also responsible for assessing the independence of Independent Non-executive Directors and making recommendations to the Board on relevant matters relating to the appointment or re-appointment of Directors and succession planning for Directors. The recommendations of the Nomination Committee are then put forward for consideration and where appropriate, adoption by the Board. Its terms of reference are available on the websites of the Company and the HKEX.

企業管治報告書

CORPORATE GOVERNANCE REPORT

於2020年，提名委員會舉行了一次會議，檢討董事會多元化政策、檢討董事會的架構、規模、組成及技能組合、向董事會建議輪值告退董事名單及評核獨立非執行董事的獨立性。

董事會多元化政策

本公司知悉董事會層面日益多元化將為達成本公司策略目標及可持續發展提供支持。本公司決定董事會最佳成員組合時，亦將不時考慮其本身業務模式及具體需要。有見及此，於2013年，董事會採納董事會多元化政策。提名委員會將按一系列多元化範疇為基準，包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、技能、知識、服務任期及其他質素。最終將按人選的長處及可為董事會提供的貢獻而作決定。

提名政策

鑑於企業管治守則的修訂自2019年1月1日起生效，提名委員會於2018年11月8日採納了提名政策以訂立在考慮委任候選人或重選董事時的提名程序以及遴選準則。按提名政策，提名委員會將遵循下列程序以及遴選及推薦準則：

按提名政策，提名委員會將遵循下列程序以遴選及推薦準則：

- 至少每年檢討董事會的架構、規模及多元化，並就任何為配合本公司的策略目標而擬對董事會組成作出的變動提出建議；
- 物色具備合適資格可擔任董事會成員的人選時，應考慮有關人選的長處，並以客觀準則充分顧及董事會多元化的裨益。提名委員會根據上市規則、提名政策及董事會多元化政策以考慮該候選人士的合適性，以及該候選人士擔任獨立非執行董事的獨立性；及
- 因應本公司的企業策略及往後需要的技能、知識、經驗及多元化組合，挑選或就委任或重新委任董事會成員向董事會提出建議。

In 2020, the Nomination Committee held one meeting to review the board diversity policy, to review the structure, size, composition and skills matrix of the Board, to recommend the rotation list of Directors to the Board and to assess the independence of the Independent Non-executive Directors.

Board Diversity Policy

The Company recognizes that increasing diversity at the Board level will support the attainment of the Company's strategic objectives and sustainable development. The Company will also take into consideration its own business model and specific needs from time-to-time in determining the optimum composition of the Board. In view of this, a board diversity policy has been adopted by the Board in 2013, the Nomination Committee has set measurable objectives based on a range of diversity perspectives, including, but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, length of service and other qualities. The ultimate decision will be based on merit and contribution that the selected candidate(s) will bring to the Board.

Nomination Policy

In view of the amendments to the CG Code which took effect from January 1, 2019, on November 8, 2018, the Nomination Committee has adopted a nomination policy which sets out the selection criterias and nomination procedures and process when considering candidates to be appointed or re-appointed as Directors.

In the nomination policy, the Nomination Committee will follow the nomination procedures and the process and criteria as follows:

- Reviewing the structure, size and diversity of the Board at least annually and make recommendations on any proposed changes to the Board composition in line with the Company's strategic objectives;
- Identifying individuals suitably qualified to become Board members on merit and against the objective criteria, with due regard for the benefits of diversity on the Board. The Nomination Committee shall consider suitability of a candidate pursuant to the Listing Rules, the nomination policy and Board diversity policy, and the independence of an individual for the position of independent non-executive director; and
- Selecting or making recommendations to the Board on the appointment or re-appointment of the Board members taking into account the Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future.

提名委員會將不時審閱提名政策，並可在相關時間採納適當的變更。

薪酬委員會

薪酬委員會由三位董事會成員(主要為獨立非執行董事)組成，並由黃旭教授出任主席。

本公司採納企業管治守則所建議之兩種模式其中之一守則條文第B.1.2(c)(i)條。薪酬委員會負責檢討及釐定董事及高級管理人員之薪酬、補償及福利。當審閱個別董事之薪酬待遇時，相關董事為免涉及任何利益衝突須放棄表決。薪酬委員會的職權範圍已載於本公司及香港交易所之網頁。

於2020年，薪酬委員會舉行了一次會議，以檢討及批准主席兼行政總裁之薪酬，檢討及批准支付予個別執行董事和高級管理人員的薪酬待遇。委員會亦通過一項書面決議案分別以批准向個別執行董事(不包括主席兼行政總裁)和高級管理人員授予優先認股權。概無薪酬委員會成員參與訂定其本身的薪酬。

薪酬政策

本公司明白合理而全面的薪酬待遇是吸引、挽留及激勵高質素人才的重要因素。因此，本公司致力確保薪酬具競爭力，並且符合本公司之目標和表現。本公司於釐定薪酬政策時考慮多項相關因素，包括同類型公司所支付之薪金、職責、職務和職權、本集團之聘用條件、市場慣例，以及本公司的財務和非財務表現。

薪酬委員會會考慮多方面因素，包括同類型公司所支付的袍金、有關董事所付出的時間、肩負的職責、預計的工作量，以及本公司的其他聘用條件，以確保獨立非執行董事及非執行董事乃按彼等於本公司付出之時間及職責而取酬。

The Nomination Committee will review the nomination policy from time-to-time and may adopt changes as appropriate at the relevant time.

Remuneration Committee

The Remuneration Committee comprises of three Board members, the majority of which are Independent Non-executive Directors, and is chaired by Professor WONG Yuk (alias, HUANG Xu).

The Company adopted Code Provision B.1.2(c)(i) out of the two models suggested by the CG Code. The Remuneration Committee is responsible for reviewing and determining the remuneration, compensation and benefits of Directors and senior management. When the remuneration package of an individual Director is under review, the Director in question is required to abstain from voting to avoid any conflict of interest. The terms of reference of the Remuneration Committee are available on the websites of the Company and the HKEX.

In 2020, the Remuneration Committee held a meeting to review and approve the remuneration of the Chairman and Chief Executive and to review and approve the remuneration packages of individual Executive Directors and senior management. It also passed one written resolution approving the grant of share options to individual Executive Directors (excluding the Chairman and Chief Executive) and senior management. No member of Remuneration Committee should be involved in deciding his own remuneration.

Remuneration Policy

The Company understands that a reasonable and comprehensive remuneration package is an important factor in attracting, retaining and motivating high quality personnel. As such, the Company works to ensure that remuneration is competitive and aligned with the Company's objectives and performance. The Company takes into consideration a number of relevant factors in determining its remuneration policy, including the salaries paid by comparable companies, job responsibilities, duties and scope, employment conditions in the Group, market practices and the financial and non-financial performance of the Company.

The Remuneration Committee considers factors such as the fees paid by comparable companies, time commitment, the responsibilities and likely workload of the relevant Directors and other employment conditions in the Company to ensure that the Independent Non-executive Directors and the Non-executive Directors are appropriately paid for their time and responsibilities to the Company.

企業管治報告書

CORPORATE GOVERNANCE REPORT

本公司為其僱員(包括主席兼行政總裁以及執行董事)在內之僱員訂出的薪酬組合，包括固定薪酬、現金績效花紅、浮動獎金、長期獎勵金以及退休計劃，詳情載於下文。

固定薪酬包括僱員的基本薪金、津貼及福利(例如醫療福利)。每個職位的基本薪金和津貼是考慮到本公司之薪酬政策、本公司業績和僱員的個人表現，以及市場情況和慣例後而訂出，並會每年作出檢討。本公司會定期檢討福利，並主要按照當地標準及慣例而釐定。

僱員亦會因應本集團、所屬業務單位及個人層面的表現而獲得該年度現金花紅。發放給主席兼行政總裁、執行董事以及高級管理人員的花紅乃由薪酬委員會檢討及批准。此外，本公司設有銷售額及業務相關獎勵計劃，藉此激勵某些員工，例如前線銷售人員，以達致本公司訂出的銷售額或其他業務目標。

本公司亦設有購股權計劃以提供長期的獎勵，從而酬謝和挽留優秀幹練的管理團隊。該計劃詳情，以及董事和僱員於2020年12月31日已行使及尚未行使之購股權的資料，載於本年報「購股權資料」一節中。

根據強制性公積金計劃條例，本公司參與一項強積金計劃，該計劃已在強制性公積金計劃管理局登記。

董事及高級管理人員酬金之詳情已載列於本年報第123頁至第125頁之財務報表附註10內。

管理委員會

董事會已授權管理委員會負責執行其業務策略及管理本集團之日常業務運作。管理委員會對董事會全面負責，由主席兼行政總裁及執行董事以及一名高級管理人員代表組成。

The Company's remuneration structure for its employees, (including the Chairman and Chief Executive and the Executive Directors), is composed of fixed compensation, cash performance bonuses, variable cash incentives, long-term incentives and retirement schemes, as discussed below.

Fixed compensation includes an employee's basic salary, allowances and benefits (e.g. medical). Basic salary and allowances are set and reviewed annually for each position, taking into consideration the Company's remuneration policy, the Company's and the individual's performance as well as market conditions and practices. Benefits are regularly reviewed and determined largely on the basis of local standards and practices.

Employees are also eligible to receive an annual cash bonus based on their performance at the Group, business unit and individual levels. The bonuses awarded to the Chairman and Chief Executive, the Executive Directors and senior management are reviewed and approved by the Remuneration Committee. In addition, the Company operates sales and business-related incentive schemes to motivate certain staff such as front-line sales associates to achieve specific sales or other business targets of the Company.

The Company also operates share option schemes to provide long-term incentives to reward and retain a high calibre management team. The details of the schemes, together with information on options exercised and outstanding in respect of the Directors and employees as at December 31, 2020 under the schemes, are set out in the Share Option Information section of this annual report.

Pursuant to the Mandatory Provident Fund Schemes Ordinance, the Company participates in a MPF scheme registered with the Mandatory Provident Fund Schemes Authority.

Details of Directors' and senior management's emoluments are set out in Note 10 to the financial statements on pages 123 to 125 of this annual report.

Management Committee

The Board has delegated the authority and responsibility for implementing its business strategies and managing the daily operations of the Group's businesses to the Management Committee. The Management Committee is fully accountable to the Board and comprises the Chairman and Chief Executive and the Executive Directors together with one senior management representative.

風險管理及內部監控

董事會全面負責評估及釐定本集團達成策略目標時其願意接納的風險性質及程度，並適當及有效地控制本集團的風險管理及內部監控系統(尤其是財務、營運及合規監控及風險管理功能)，並持續監察其成效。

本公司已實行和制訂合適政策及程序，以保障資產不會於未獲授權下使用或處置；控制資本支出；備存妥善而準確之會計紀錄和提高財務報告之可靠性；以及確保營運效益及成效，並遵守適用之法律和法規。此等政策和程序旨在針對重大的失實報告、損失、錯誤或欺詐行為，以提供合理但並非絕對之保證，以及管理及減低而非完全消除本集團營運系統之失誤風險。

本集團之風險管理及內部監控框架由以下主要部份組成：

- 具界定責任、適當職責劃分及授權的組織及管治架構；
- 財務監控、風險管理及內部監控等系統及程序，以識別及衡量風險，以及每半年進行風險評估以監察風險減輕之進展；
- 營運及財務預算及預測制度，以衡量績效，包括定期分析偏離預算及計劃的情況，及訂定業績指標並作出合適行動以修正不足之處；
- 嚴謹的政策及程序以評核、檢討及審批重大的合約、主要資本及經常性開支；
- 設立「密函檢舉」機制，允許本集團員工以匿名形式向內部審計部舉報高級管理人員(包括主席兼行政總裁)的欺詐或不當行為。內部審計部將該等密函轉交予審核委員會主席，以作進一步行動；及
- 嚴謹的內部程序和監控措施以處理及發佈內幕消息。

RISK MANAGEMENT AND INTERNAL CONTROL

The Board has overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Group's strategic objectives, and maintaining appropriate and effective control of the Group's risk management and internal control systems, particularly in respect of financial, operational and compliance controls and risk management functions, and, as such, monitors the effectiveness on an ongoing basis.

Appropriate policies and procedures have been put in place to safeguard the assets against unauthorized use or disposition; control over capital expenditure; maintain proper and accurate accounting records and enhance the reliability of financial reporting; and to ensure efficiency and effectiveness of operations and compliance with the applicable laws and regulations. Such policies and procedures are designed to provide reasonable, but not absolute, assurance against material misstatement, loss, error or fraud, and to manage and minimize rather than eliminate the risk of failure in the Group's operational systems.

The Group's risk management and internal control framework includes the following major components:

- An organizational and governance structure with defined responsibility, proper segregation of duties and delegated authority;
- Systems and procedures of financial control, risk management and internal control to identify and measure risks and conduct biannual risk assessment to monitor the progress of risk mitigation;
- Operational and financial budgeting and forecasting systems for performance measurement, including regular variance analysis against budgets and plans, and setting key business performance targets with appropriate measures to rectify deficiencies;
- Stringent policies and procedures for the appraisal, review and approval of significant contracts, major capital and recurrent expenditures;
- A "whistle-blowing" mechanism to allow the Group's staff to anonymously report any suspected acts of fraud or gross misconduct by senior management, including that of the Chairman and Chief Executive, to the Internal Audit Department which will refer the report to the chairman of the Audit Committee for further action; and
- Strict internal procedures and controls for the handling and dissemination of inside information.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事會已授權風險管理委員會負責本集團之風險管理及內部監控系統及檢討其效能。風險管理委員會現有四位成員，包括集團法律總監、集團財務董事、內部審計經理以及高級管理人員代表。年內，本公司已委任外聘專業顧問德勤作為我們的內部審計顧問，以協助本公司的內部審計職能。該委員會根據企業管治守則中有關風險管理及內部監控的守則條文檢討所有重要的監控，並每年向董事會作出兩次匯報。風險管理委員會在管理及監察風險管理及內部監控系統向董事會全面負責提供保證。該委員會已評估並滿意本集團的會計及財務報告職能之資源充足度、有關僱員之資格及經驗，以及彼等之培訓計劃和年度預算，並就本集團營運風險管理及內部監控系統向董事會匯報所有重要範疇均為充足及恰當，並且持續地有效運作。

透過與風險管理委員會緊密合作，內部審計團隊於監管本集團的風險管理及內部監控事宜上扮演著重要角色。

內部審計團隊之主要工作包括：

- 不受限制地檢討本集團主要活動、風險管理、監控及管治程序各個方面；
- 對業務及各支援單位及附屬公司之財務、營運及合規監控及風險管理功能進行獨立、全面及定期之審核，包括建議改善方法及監察各單位及附屬公司之糾正或補救措施，以盡量減低所承受之風險；
- 就管理層或審核委員會提出關注之範圍進行特別檢討；
- 調查商業道德、利益衝突及其他本集團政策之違規情況；及
- 監督「密函檢舉」機制。

The Board has delegated the authority and responsibility for the Group's risk management and internal control systems and the review of its effectiveness to the Risk Management Committee. The Risk Management Committee currently comprises four members, including the General Counsel, the Director of Group Finance, the Internal Audit manager and senior management representative. During the year, the Company has engaged Deloitte, an external professional firm, as our Internal Audit Advisor to assist the internal audit function of the Company. The Committee reviews all material controls in accordance with the Code Provisions on risk management and internal control systems of the CG Code, and reports to the Board twice a year. The Risk Management Committee is fully accountable to the Board for providing assurance on managing and monitoring the systems of risk management and internal controls. The Committee has evaluated and was satisfied with the adequacy of resources, qualifications and experience of the staff of the Group's accounting and financial reporting function as well as their training programmes and budget for the year, and reported to the Board that in all material respects the systems of risk management and internal control over risks associated with the Group's operations was sufficient, appropriate and operated effectively on a continuing basis.

Co-operating closely with the Risk Management Committee, the IA team plays a major role in monitoring the risk management and internal controls of the Group.

The keys tasks of IA team include:

- Unrestricted access to review all aspects of the Group's key activities, risk management, control and governance processes;
- Conduct independent, comprehensive and regular audits of financial, operational and compliance controls and risk management functions of business and support units and subsidiaries, including recommending improvements and monitoring corrective or remedial measures taken by the units and subsidiaries to minimize risk exposure;
- Conduct special reviews of areas of concern identified by Management or the Audit Committee;
- Investigation of business ethics, conflict of interest and other Group policy violations; and
- Oversee the "whistle-blowing" mechanism.

內部審計團隊採取以風險法，實施審核委員會及管理層已批准之審計計劃，此乃以風險評估法為依據。內部審計團隊以內部審計報告形式向管理層提交獨立而客觀之評估及建議。內部審計團隊和內部審計顧問每年兩次向審核委員會直接匯報主要調查結果、糾正措施及管理層回應。審核委員會可隨時直接接觸內部審計團隊，而毋須知會主席或管理層。

於2020年內，內部審計團隊和內部審計顧問向審核委員會及管理層提交了內部審計報告，涵蓋了本集團重大業務流程和活動。其與管理層合作制定有關行動計劃，以解決任何認定的監控弱點。而審計後進行的檢討，有助確保相關議定措施如期落實執行。

董事及僱員進行之證券交易

本公司已採納本身有關董事進行證券交易的行為守則（「進行證券交易的行為守則」）。該守則條款不遜於上市規則附錄十所載之上市發行人董事進行證券交易的標準守則（「標準守則」）之必守準則，並已不時更新。經向全體董事作出特定查詢後，全體董事均確認截至2020年12月31日止年度內已遵守標準守則及進行證券交易的行為守則所必守準則。

此外，本公司已採納了相關員工進行證券交易的標準守則，以監管該等擁有及得悉內幕消息的員工之證券交易。該守則涵蓋包括禁止和進行本公司證券之買賣、避免利益衝突，以及對本公司的資料保密等範疇。我們每六個月就相關員工進行證券交易的標準守則的合規要求向所有相關員工發出提示。

Adopting a risk-based approach, IA team implements the audit plan approved by the Audit Committee and Management, which is based on a risk assessment methodology. It furnishes independent and objective evaluations and recommendations in the form of an internal audit report to Management. Both in-house IA team and Internal Audit Advisor reports directly to the Audit Committee twice a year on major findings, corrective actions and responses from Management. The Audit Committee has free and direct access to IA team without reference from the Chairman or Management.

During the year of 2020, both in-house IA team and Internal Audit Advisor issued the internal audit reports to the Audit Committee and Management, which covered significant business processes and activities of the Group. It worked with Management to establish action plans to address any identified control weaknesses. Post-audit reviews were performed to ensure those agreed actions have been implemented as intended.

SECURITIES TRANSACTIONS BY DIRECTORS AND EMPLOYEES

The Company has adopted its own Code of Conduct for Securities Transactions by Directors (the “Code of Conduct for Securities Transactions”). This is on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as set out in Appendix 10 to the Listing Rules, and has been updated from time-to-time. Having made specific enquiries to all Directors, all Directors confirmed that they had complied with the required standards set out in the Model Code and the Code of Conduct for Securities Transactions throughout the year ended December 31, 2020.

In addition, the Company has adopted a Code of Conduct for Securities Transactions by Specified Employees, which governs the securities transactions of those employees who may possess or have access to inside information. The said code covers areas such as prohibitions and conduct in the dealing of the Company’s securities, avoidance of conflict of interests and confidentiality of the Company’s information, etc. All the specified employees are reminded of the compliance of the Code of Conduct for Securities Transactions by Specified Employees every six months.

企業管治報告書

CORPORATE GOVERNANCE REPORT

董事及核數師就財務報表所承擔之責任

董事負責監督每個財政期間財務報表的編製，以確保該報表能夠真實和公平地反映該期間本集團之財務狀況、財務表現與現金流量。本集團合併財務報表之編製均符合所有有關之法定要求及適用的會計準則。董事有責任確保選擇及連貫地應用合適之會計政策，並作出審慎和合理的判決及估計。

本集團外聘核數師羅兵咸永道會計師事務所就本集團合併財務報表作出之申報責任聲明載於本年報第62頁至第70頁之獨立核數師報告書內。

核數師之酬金

本集團之外聘核數師羅兵咸永道會計師事務所和其關連機構就其非審核及法定審核服務收取之費用載列如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
非審核服務（包括有關稅務事宜、若干議定審核程序及其他申報服務）	Non-audit services (included tax-related matters, certain agreed-upon procedures work and other reporting services)	1	1
法定審核	Statutory audit	5	5
總數	Total	6	6

公司秘書

羅學文先生自2013年9月起擔任公司秘書。彼亦為本集團僱員及集團法律總監。羅先生負責透過主席兼行政總裁就管治事宜向董事會提供意見，並安排董事的就任須知及專業發展。

羅先生確認於2020年內遵守上市規則第3.29條並已接受不少於15小時之相關專業培訓。

DIRECTORS' AND AUDITOR'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Directors are responsible for overseeing the preparation of financial statements for each financial period to ensure that they give a true and fair view of the financial position of the Group, its financial performance and cash flows for that period. The Group's consolidated financial statements are prepared in accordance with all relevant statutory requirements and applicable accounting standards. The Directors are responsible for ensuring that appropriate accounting policies are selected and applied consistently, and that where judgment has been applied and estimates made, they are prudent and reasonable.

The statement by the external auditor of the Group, PricewaterhouseCoopers, regarding their reporting responsibilities on the consolidated financial statements of the Group is set out in the Independent Auditor's Report on pages 62 to 70 of this annual report.

AUDITOR'S REMUNERATION

The remuneration charged by the Group's external auditor, PricewaterhouseCoopers and its affiliated firms for non-audit and statutory audit services is set out below:

COMPANY SECRETARY

Mr. Mark Alan LOYND has been the Company Secretary since September 2013. He is also an employee and the General Counsel of the Group. Mr. LOYND is responsible for advising the Board through the Chairman and Chief Executive on governance matters and facilitates induction and professional development of Directors.

Mr. LOYND confirmed that he has complied with rule 3.29 of the Listing Rules and received not less than 15 hours of relevant professional training in 2020.

憲章文件

於本年度內，公司細則並無變動。根據規管本公司之相關法律，若需修訂公司細則，本公司將於本公司股東大會上提呈修訂案以供股東批准。

與投資者及股東之關係

爭取股東信任一直是本公司在投資者關係上的重點工作。本集團之高級管理人員透過公司專訪、電話會議、會議交流及參與大型投資者研討會，與投資界保持定期和公開的對話，以清晰地傳達本公司的業務策略、發展及前景。於2020年與機構投資者及研究分析員舉行之會議合計約12次。

本公司的股東廣泛而多元化，成員包括機構和散戶投資者。本公司積極運用互聯網和其他電子通訊方式，適時和高透明地提供資訊。為了讓股東在掌握本公司表現之餘又不會過份看重短期業績，本公司決定不依照企業管治守則之建議最佳守則刊發季度財務業績。本公司改為於本公司及香港交易所網頁刊登其首三個月及九個月期間之最新業務資料。本公司網頁上亦載有年報、中期報告、向交易所提交的資料、新聞稿以及其他資料。

董事會已制訂股東通訊政策，並定期檢討及監察其有效推行，以鞏固本公司與股東之關係，並確保符合相關規則及企業管治守則。

董事會歡迎股東對影響本集團的事項提出意見，並鼓勵他們出席股東大會，藉以直接向董事會或管理層反映他們關注的事項。本公司之股東周年大會是尤其重要的平台。為了鼓勵及方便股東出席股東周年大會，本公司於大會舉行日期前最少足20個工作日發出通知。為確保清楚達意，各項獨立議題是以獨立的決議案提出。

CONSTITUTIONAL DOCUMENTS

There was no change in the Bye-Laws during the year. If any amendment to the Bye-Laws is necessary, according to the relevant law governing the Company, the Company will propose the amendment for shareholders' approval at a general meeting of the Company.

INVESTOR AND SHAREHOLDER RELATIONS

Earning shareholders' trust and confidence has always been the major emphasis of the Company's efforts in investor relations. The Group's senior management keeps a constant and open dialogue with the investment community through company visits, conference calls, information sessions and participation in major investor conferences to communicate clearly the Company's business strategies, developments and prospects. About 12 meetings with institutional investors and research analysts were held in 2020.

The Company has a wide and diverse shareholder base of institutional and retail investors. To ensure all shareholders have equal and timely access to important company information, the Company proactively utilizes internet and other forms of electronic communication to deliver information in a timely and transparent manner. To strike a balance between keeping shareholders abreast of the Company's performance on one hand and avoiding an unhealthy focus on short-term results on the other, the Company decided against following the CG Code Recommended Best Practice of publishing quarterly financial results. Instead, the Company publishes operations updates for the first three and nine month periods on the websites of the Company and HKEX. Annual and interim reports, Stock Exchange filings, press releases and other materials are also accessible on the Company's website.

The Board has established a shareholders' communication policy and will regularly review this policy to ensure its effectiveness to enhance shareholders' relationship with the Company and to comply with the relevant rules and corporate governance code.

The Board welcomes shareholders' views on matters affecting the Group, and encourages their attendance at shareholders' meetings to communicate any concerns they may have with the Board or Management directly. The Company's AGM is an especially important forum. In order to encourage and facilitate shareholder attendance at its AGM, the Company gives at least 20 clear business days' prior notice. To ensure clear communication, each substantially separate issue is proposed under a separate resolution.

企業管治報告書

CORPORATE GOVERNANCE REPORT

投資者與股東如有意在股東大會上提出建議，又或向董事會提出查詢，可聯絡本公司之投資者關係部，其聯絡詳情載於本年報第171頁及第172頁。

股息政策

根據守則條文第E.1.5條，本公司於2018年11月8日已採納有關宣派股息之政策。該政策旨在讓股東參與本公司的利潤，並為本公司保留足夠的儲備以作未來增長之用。

本公司擬透過派付股息向股東回饋剩餘現金。這視乎在宣派股息時本公司從累計和未來盈利、可用現金及未來之承擔之派付能力。

除本年股息外，本公司亦會不時考慮宣派特別股息。

本公司之收入及其派發股息之能力乃根據(其中包括)，從本公司之附屬公司收取之股息，而這又根據該等附屬公司的可分配利潤、經營業績、財務狀況、資本開支計劃及其他因素。派付股息亦視乎任何根據百慕達法例及公司細則之限制。

董事會可酌情決定是否派付股息惟在適當的情況下須經本公司股東批准。即使董事會決定建議並派付股息，其形式、次數和金額將根據營運及盈利、資本需要及盈餘、一般財務狀況、合約限制及其他影響本集團的因素而釐定。

股息政策反映了採納當時本公司對本集團財務及現金流量狀況的意見。董事會將不時審閱該政策，並可在相關時間採納適當的變更。

Investors and shareholders who wish to put forward proposals at shareholders' meetings or to make enquiries of the Board may do so by contacting our Investor Relations Department whose contact details are listed on pages 171 and 172 of this annual report.

Dividend Policy

Pursuant to Code Provision E.1.5, the Company has adopted a policy with regard to the declaration of dividends on November 8, 2018. Such policy aims to allow shareholders to participate in the Company's profits and for the Company to retain adequate reserves for future growth.

The Company intends to return surplus cash to the shareholders through the payment of dividends, which is subject to the Company's capacity to pay from accumulated and future earnings, cash availability and future commitments at the time of declaration of dividend.

The Company may also consider declaring special dividends from time-to-time, in addition to the semi-annual dividends.

The Company's income and its ability to pay dividends are dependent upon, among other things, the dividends received from the Company's subsidiaries, which, in turn, would depend on such subsidiaries' distributable profits, operating results, financial condition, capital expenditure plans and other factors. The payment of dividend is also subject to any restrictions under the Bermuda law and the Bye-Laws.

The Board has complete discretion on whether to pay dividends, subject to the approval of the shareholders of the Company, where applicable. Even if the Board decides to recommend and pay dividends, the form, frequency and amount will depend upon the operations and earnings, capital requirements and surplus, general financial condition, contractual restrictions and other factors of and affecting the Group.

Dividend Policy reflects the Company's view on the financial and cash flow position of the Group prevailing at the time of its adoption. The Board will review the policy from time-to-time and may adopt changes as appropriate at the relevant time.

股東權利

股東召開股東特別大會的程序

股東有權要求董事會召開本公司的股東特別大會。

根據公司細則，於遞呈要求當日持有本公司已繳足股本(賦有於本公司股東大會上之投票權)不少於十分之一的股東有權透過向董事會或公司秘書或於本公司註冊辦事處發出書面要求，要求董事會根據百慕達1981年公司法(「公司法」)第74條召開股東特別大會，以處理有關要求中指明之任何事項。倘遞呈後21日內，董事會未有召開該大會，則遞呈要求人士可自發根據公司法第74(3)條之規定召開大會。

要求召開股東特別大會的書面要求可送達本年報「公司資料」一節所載的本公司註冊辦事處及其香港主要營業地點，收件人為公司秘書。

股東於股東大會提呈建議的程序

以下股東有權於本公司股東大會提呈建議(可於會議上正式提呈的建議)以供考慮：

- (a) 於請求日期佔本公司總投票權不少於二十分之一的任何股東；或
- (b) 不少於100位持有本公司股份的股東。

SHAREHOLDERS' RIGHTS

Procedures for Shareholder(s) to convene a special general meeting

Shareholders shall have the right to request the Board to convene a special general meeting of the Company.

In accordance with the Bye-Laws, shareholders holding at the date of deposit of the requisition not less than one-tenth (1/10) of the paid-up capital of the Company carrying the right of voting at general meetings of the Company shall have the right, by written requisition to the Board or the Company Secretary or at the registered office of the Company, to require a special general meeting to be called by the Board for the transaction of any business specified in such requisition pursuant to Section 74 of the Companies Act 1981 of Bermuda (the "Companies Act"). If within 21 days of such deposit the Board fails to proceed to convene such meeting, the requisitionists themselves may do so in accordance with the provision of Section 74(3) of the Companies Act.

The written requisition requiring a special general meeting to be called can be sent to the Company's registered office and its principal place of business in Hong Kong as set out in the "Corporate Information" section of this annual report for the attention of the Company Secretary.

Procedures for Shareholders to make a proposal at a general meeting

The following shareholders are entitled to put forward a proposal (which may properly be put to the meeting) for consideration at a general meeting of the Company:

- (a) any members representing not less than one-twentieth (1/20) of the total voting rights of the Company on the date of the requisition; or
- (b) not less than 100 members holding shares in the Company.

企業管治報告書

CORPORATE GOVERNANCE REPORT

有關股東簽妥並載列建議的請求書連同建議內的所述事宜須送交本公司香港主要營業地點。本公司於接獲有效請求書時，將採取適當行動及作出必要安排，有關股東須根據公司法第79條及80條負責支付進行該等行動及安排所產生的開支。

如擬於股東大會上提名退任董事以外的人士參選董事，請查閱載於本公司網頁內之有關程序。

股東可隨時以書面方式透過公司秘書向董事會提出查詢及關注事宜，地址為香港九龍長沙灣道777至779號天安工業大廈5樓。

香港，2021年3月11日

The requisition specifying the proposal, duly signed by the shareholders concerned, together with a statement with respect to the matter referred to in the proposal must be deposited at the Company's principal place of business in Hong Kong. The Company would take appropriate actions and make necessary arrangements, and the shareholders concerned would be responsible for the expenses incurred in giving effect thereto in accordance with the requirements under Sections 79 and 80 of the Companies Act once valid documents are received.

As regards proposing a person other than the retiring Director for election as a Director in a general meeting, please refer to the procedures available on the Company's website.

Shareholders may at any time send their enquires and concerns to the Board in writing through the Company Secretary at 5th Floor, Tin On Industrial Building, 777-779 Cheung Sha Wan Road, Kowloon, Hong Kong.

Hong Kong, March 11, 2021

董事欣然提呈本集團截至2020年12月31日止年度之經審核合併財務報表。

主要業務

本公司為一間投資控股公司。本集團之主要業務為經營零售及分銷Giordano及Giordano Junior、Giordano Ladies、BSX以及其他自有及授權經營之品牌。儘管該等品牌以不同市場分部為銷售目標，皆致力為消費者提供優良品質、物有所值的服裝及服務。

分部資料

本集團截至2020年12月31日止年度以地區及品牌之表現分析載於財務報表附註5。

業務回顧

有關本集團業務的審視載於本年報第8頁至第21頁的「管理層之論述及分析」章節內。關於本集團面對的主要風險及不明朗因素的敘述已於本年報的不同部份披露，於財務報表附註3尤其詳盡。於本回顧財政年度結束後，並無發生對本集團有影響的重大事件。本集團的業務展望則載於本年報第20頁至第21頁的「管理層之論述及分析」內探討。財務狀況相關的關鍵表現指標以完善及補充財務披露載於第71頁至第162頁，以及「管理層之論述及分析」章節內。本公司與主要持份者關係之闡述及本集團的環境政策及表現的探討載於本年報第ESG.1頁至ESG.44頁的「環境、社會及管治報告書」。

以上部分屬本董事會報告書的一部分。

遵守適用法律及法規

我們已訂立合規程序以確保遵從與本集團有關的相關法律及規例。在法律及公司秘書部的支援及協助下，董事會負責檢討及監察本集團有關遵守法律及監管規定的政策及常規。

The Directors are pleased to submit their report together with the audited consolidated financial statements of the Group for the year ended December 31, 2020.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The principal business of the Group is the retail and distribution of men's, women's and children's fashion apparel under *Giordano and Giordano Junior, Giordano Ladies, BSX* as well as other owned and licensed brands. Although targeting different market segments, the brands all strive to deliver excellent quality, value and service to consumers.

SEGMENT INFORMATION

An analysis of the Group's performance by geography and by brand for the year ended December 31, 2020 is set out in Note 5 to the financial statements.

BUSINESS REVIEW

A review of the Group's business is provided in the Management Discussion and Analysis section on pages 8 to 21 of this annual report. Description of the principal risks and uncertainties facing the Group can be found throughout this annual report, particularly in Note 3 to the financial statements. No important event affecting the Group has occurred since the end of the financial year under review. The outlook of the Group's business is discussed in the Management Discussion and Analysis section on pages 20 to 21 of this annual report. Certain financial key performance indicators which complement and supplement our financial disclosures are set out on pages 71 to 162 as well as in the Management Discussion and Analysis section. An account of the Company's relationships with its key stakeholders and discussions on the Group's environmental policies and performance are included in the Environmental, Social and Governance Report on pages ESG.1 to ESG.44 of this annual report.

The above sections form part of the Directors' Report.

Compliance with the applicable laws and regulations

We have in place compliance procedures to ensure adherence to the relevant laws and regulations that are relevant to the Group. The Board is responsible for reviewing and monitoring the Group's policies and practices on compliance with legal and regulatory requirements, with the support and assistance of the legal and company secretarial department.

董事會報告書

DIRECTORS' REPORT

上市規則、公司條例及證券及期貨條例（「證券及期貨條例」）及其附屬法例、守則及指引乃我們的合規責任的主要來源。其他司法權區的法律亦可能適用於我們的香港境外業務，而於香港及其他地區，我們均依賴外部律師事務所及專業顧問的協助，以管理我們的法律及合規風險。

我們向僱員傳達相關新法例或法律及規例的變動以確保合規，並定期提醒僱員須承擔合規責任。

業績

本集團截至2020年12月31日止年度之業績及本公司與本集團於該日之財務狀況載於本年報第71頁至第162頁之合併財務報表內。

股息

中期股息每股3.1港仙已於2020年9月18日向本公司股東派發。

董事會建議截至2020年12月31日止年度末期股息為每股6.9港仙。待本公司股東將於應屆股東周年大會上批准後，末期股息將於2021年6月18日向於2021年6月3日名列於本公司股東名冊上之股東派付。

可供分派儲備

於2020年12月31日，本公司之可供分派滾存溢利連同繳入盈餘為5.51億港元（2019年：1.57億港元）。

主要附屬公司

本公司於2020年12月31日之主要附屬公司之詳情載於財務報表附註39。

The Listing Rules, the Companies Ordinance and the Securities and Futures Ordinance (the "SFO") as well as their subsidiary legislation, codes and guidelines are the principal sources of our compliance obligations. Laws in other jurisdictions may also apply to our non-Hong Kong operations, and both in Hong Kong and elsewhere, we rely on the assistance of external law firms and professional advisers to manage our legal and compliance risks.

We communicate information on relevant new laws or changes in laws and regulations to our staff to ensure compliance, and also regularly remind our staff of their compliance obligations.

RESULTS

The results of the Group for the year ended December 31, 2020 and the financial position of the Company and of the Group as at that date are set out in the consolidated financial statements on pages 71 to 162 of this annual report.

DIVIDENDS

An interim dividend of 3.1 HK cents per share was paid to shareholders of the Company on September 18, 2020.

The Board has recommended a final dividend of 6.9 HK cents per share for the year ended December 31, 2020. Subject to the approval of the shareholders of the Company at the forthcoming AGM, the final dividend will be payable on June 18, 2021 to shareholders whose names appear on the register of members of the Company on June 3, 2021.

DISTRIBUTABLE RESERVES

As at December 31, 2020, the retained profits of the Company together with the contributed surplus available for distribution amounted to HK\$551 million (2019: HK\$157 million).

PRINCIPAL SUBSIDIARIES

Particulars of the Company's principal subsidiaries as at December 31, 2020 are set out in Note 39 to the financial statements.

十年財務資料

本集團過去十個財政年度之業績、資產及負債摘要載於本年報第2頁及第3頁。

股本

本公司之股本於本年度內之變動詳情載於財務報表附註25。

股份優先購買權

公司細則中並無股份優先購買權之規定，惟百慕達法例則無限制該等權利。

股票掛鈎協議

除本年報「購股權資料」一節披露的本公司購股權計劃外，本公司概無於年內或年度結束時訂立或存在任何股票掛鈎協議將會或可導致本公司發行股份，或規定本公司訂立任何協議將會或可導致本公司發行股份。

主要供應商及客戶

於本年度內，本集團主要供應商所佔的購買總額百分比如下：

購買額

最大供應商	42%
五大供應商總額合計	68%

於本年度內，本集團首五大客戶所佔的銷售額均低於10%。

概無董事或其任何緊密聯繫人或就董事所深知擁有本公司已發行股本超過5%之任何股東擁有本集團五大供應商及五大客戶之任何實益權益。

TEN-YEAR FINANCIAL INFORMATION

A summary of the results, assets and liabilities of the Group for the last ten fiscal years is set out on pages 2 and 3 of this annual report.

SHARE CAPITAL

Details of the movements in share capital of the Company during the year are shown in Note 25 to the financial statements.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Bye-Laws although there are no restrictions against having such rights under the laws of Bermuda.

EQUITY-LINKED AGREEMENTS

Other than the Company's share option schemes as disclosed under Share Option Information in this annual report, no equity-linked agreements that will or may result in the Company issuing shares or that require the Company to enter into any agreements that will or may result in the Company issuing shares were entered into by the Company during the year or subsisted at the end of the year.

MAJOR SUPPLIERS AND CUSTOMERS

The aggregate percentages of purchases attributable to the Group's major suppliers during the year are as follows:

Purchases

The largest supplier	42%
Five largest suppliers combined	68%

The percentage of the sales attributable to the Group's five largest customers is less than 10% during the year.

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

董事會報告書

DIRECTORS' REPORT

物業、機器及設備

本年度內物業、機器及設備之變動詳情載於財務報表附註22。

慈善捐款

本集團於本年度內之慈善捐款為20,000港元(2019年：244,366港元)。

銀行貸款

本年度的銀行貸款載於財務報表附註29。

董事

於本年度內及截至本報告書之日期止，本公司之董事為：

執行董事

劉國權博士(主席兼行政總裁)
陳嘉緯博士
羅學文先生

非執行董事

鄭志剛博士JP
陳世昌先生

獨立非執行董事

畢滌凡博士
鄭其志先生GBS, JP
黃旭教授
Alison Elizabeth LLOYD博士

根據公司細則第84(2)條規定，陳嘉緯博士、黃旭教授及Alison Elizabeth LLOYD博士須將於應屆股東周年大會上輪值告退，惟彼等符合資格，並願意膺選連任。

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment during the year are set out in Note 22 to the financial statements.

CHARITABLE DONATIONS

Donations made for charitable purposes by the Group during the year amounted to HK\$20,000 (2019: HK\$244,366).

BANK LOANS

Details of the bank loans for the year are set out in Note 29 to the financial statement.

DIRECTORS

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

Executive Directors

Dr. LAU Kwok Kuen, Peter (*Chairman and Chief Executive*)
Dr. CHAN Ka Wai
Mr. Mark Alan LOYND

Non-executive Directors

Dr. CHENG Chi Kong JP
Mr. CHAN Sai Cheong

Independent Non-executive Directors

Dr. Barry John BUTTIFANT
Mr. KWONG Ki Chi GBS, JP
Professor WONG Yuk (alias, HUANG Xu)
Dr. Alison Elizabeth LLOYD

In accordance with Bye-Law 84(2) of the Bye-Laws, Dr. CHAN Ka Wai, Professor WONG Yuk (alias, HUANG Xu) and Dr. Alison Elizabeth LLOYD shall retire by rotation at the forthcoming AGM and, being eligible, will offer themselves for re-election.

於本報告日，董事之個人資料詳情載於本年報第22頁至第26頁。

Biographical details of the Directors as at the date of this report are set out on pages 22 to 26 of this annual report.

董事資料變動

根據上市規則第13.51B(1)條，董事資料自本公司截至2020年6月30日止期間之中期報告日期起的變動載列如下：

CHANGES IN INFORMATION OF DIRECTORS

Pursuant to rule 13.51(B)(1) of the Listing Rules, the changes in information of our Directors since the report date of the interim report of the Company for the period ended June 30, 2020 are set out below:

董事姓名 Name of Director	資料變動 Changes in information
陳嘉緯博士 Dr. CHAN Ka Wai	於2020年，陳博士成為倫敦特許仲裁員學會資深會員及獲取城大仲裁與爭議解決法律碩士學位。 Dr. CHAN became a Fellow of the Chartered Institute of Arbitrators in London and obtained a Master of Laws in Arbitration and Dispute Resolution from City University of Hong Kong in 2020.

除上文所披露者外，自本公司之2020中期報告日期以來，根據上市規則第13.51B(1)條須予披露之董事履歷詳情並無其他更新。

Save as disclosed above, there is no other change in the Directors' biographical details which is required to be disclosed pursuant to rule 13.51B(1) of the Listing Rules since the date of 2020 interim report of the Company.

董事服務合約

擬將於應屆股東周年大會上膺選連任之董事，概無與本公司或其附屬公司訂立本集團不可於一年內毋須賠償（法定補償除外）而終止之服務合約。

DIRECTORS' SERVICE CONTRACTS

The Directors being proposed for re-election at the forthcoming AGM do not have any service contract with the Company or its subsidiaries which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

獲准許的彌償條文

根據新公司細則，本公司每名董事或其他主要職員在其執行職責或在其他方面與此有關之情況下可能蒙受或產生之所有損失或責任，有權獲得從本公司之資產中撥付彌償。此外，本公司已就董事可能面對之有關法律行動安排適當的董事及主要職員責任保險。

PERMITTED INDEMNITY

The Bye-Laws provides that each Director or other officers of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he or she may sustain or incur in or about the execution of the duties of his or her office or otherwise in relation thereto. In addition, the Company has maintained appropriate directors' and officers' liability insurance in respect of relevant legal actions against the Directors.

董事會報告書

DIRECTORS' REPORT

董事及主要行政人員之股份、相關股份及債權證的權益及淡倉

於2020年12月31日，本公司董事及主要行政人員或彼等各自之緊密聯繫人本公司或其任何相關法團（定義見證券及期貨條例第XV部）的股份、相關股份及債權證中擁有須記錄於證券及期貨條例第352條規定置存之登記冊內之權益或淡倉，或根據標準守則須知會本公司和聯交所之權益及淡倉如下：

於本公司股份及相關股份之好倉

Long positions in shares and underlying shares of the Company

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

As at December 31, 2020, the interests and short positions of the Directors and chief executive of the Company and their respective close associates in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), as recorded in the register required to be kept under section 352 of the SFO; or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

董事姓名 Name of Directors	所持普通股數目 Number of ordinary shares held			概約持股百分比 Approximate percentage of shareholding (附註3)
	個人權益 (附註1) Personal interests (Note 1)	衍生工具權益 (購股權) (附註1及2) Derivative interests (share options) (Notes 1 & 2)	合計 Total	
劉國權 LAU Kwok Kuen, Peter	27,518,000	–	27,518,000	1.74%
陳嘉緯 CHAN Ka Wai	600,000	10,700,000	11,300,000	0.72%
羅學文 Mark Alan LOYND	236,000	9,064,000	9,300,000	0.59%
附註：	Notes:			
(1) 該等權益乃指相關董事作為實益擁有人持有的權益。	(1) This represents interests held by the relevant Directors as beneficial owners.			
(2) 衍生工具權益之相關股份乃按本公司採納之購股權計劃而授予董事之購股權，有關資料載列於本年報第163頁至第170頁。	(2) Derivative interests are share options granted to the Directors pursuant to the share option schemes of the Company and details of which are set out on pages 163 to 170 of this annual report.			
(3) 按於2020年12月31日本公司已發行股份1,577,630,518股計算。	(3) Based on 1,577,630,518 shares of the Company in issue as at December 31, 2020.			

除上述披露外，於2020年12月31日，本公司董事或主要行政人員或彼等各自之緊密聯繫人概無於本公司或其任何相關法團（定義見證券及期貨條例第XV部）之股份、相關股份或債權證中擁有須記錄於證券及期貨條例第352條規定置存之記錄冊內之權益或淡倉，或須根據標準守則知會本公司及聯交所之權益或淡倉。

Save as disclosed above, as at December 31, 2020, none of the Directors or chief executive of the Company or their close respective associates had 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) as recorded in the register required to be kept under Section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

董事於重要交易、安排及合約中的權益

持續關連交易及重大關聯人士交易的詳情，分別已於本年報第57頁至第59頁「持續關連交易」一節及財務報表附註36中披露。

除上述者外，並無其他重要交易、安排或合約與本集團業務有關，且本公司或其任何附屬公司為其中一方，而本公司董事或與其有關聯的實體直接或間接於其中擁有重大權益的交易、安排或合約於年度結束時或年內任何時間仍然有效。

董事購買股份或債權證之權利

除於本年報第163頁至第170頁「購股權之資料」一節所披露者外，於本回顧年度內任何時間，本公司或其任何控股公司、同系附屬公司或附屬公司概無參與訂立任何安排以使本公司董事(包括彼等配偶及未滿18歲的子女)可藉購入本公司或任何其他法團之股份或債權證而獲取利益。

管理合約

除僱員合約外，於本年度內，本公司並無訂立或進行任何與本公司全部或重要業務有關之管理及行政合約。

董事於競爭性業務中的權益

於本年度內，概無董事擁有與本集團業務上直接或間接構成競爭或可能構成競爭的任何業務權益。

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Details of the continuing connected transactions and material related party transactions are respectively disclosed under section headed "Continuing Connected Transactions" on pages 57 to 59 and in Note 36 to the financial statements of this annual report.

Save for the above, no other transactions, arrangements or contracts of significance in relation to the Group's business to which the Company or any its subsidiaries was a party and in which a Director or his connected entity had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed under Share Option Information section on pages 163 to 170 to this annual report, at no time during the year under review was the Company, or any of its holding companies, fellow subsidiaries or subsidiaries a party to any arrangements to enable the Directors (including their spouses and children under 18 years of age) to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

MANAGEMENT CONTRACTS

No contracts, other than employment contracts, concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the year, none of the Directors is interested in any business, apart from the Group's businesses, which competes or is likely to compete, either directly or indirectly, with the Group's businesses.

董事會報告書

DIRECTORS' REPORT

主要股東之權益及淡倉

就本公司董事或主要行政人員所知，於2020年12月31日，下列人士(除本公司董事及主要行政人員外)於本公司之股份或相關股份中擁有須記錄於證券及期貨條例第336條規定存置之登記冊內之權益或淡倉如下：

於本公司股份及相關股份之好倉

Long positions in shares and underlying shares of the Company

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS

So far as is known to the Directors or chief executive of the Company, as at December 31, 2020, the following persons (other than Directors and chief executive of the Company) had interests or short positions in the shares or underlying shares of the Company as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

主要股東名稱 Name of substantial shareholders	身份 Capacity	所持普通股數目 Number of ordinary shares held	概約持股百分比 (附註2) Approximate percentage of shareholding (Note 2)
Cheng Yu Tung Family (Holdings) Limited (附註 Note 1)	受控制法團之權益 Interest of controlled corporation	384,830,000	24.39%
Cheng Yu Tung Family (Holdings II) Limited (附註 Note 1)	受控制法團之權益 Interest of controlled corporation	384,830,000	24.39%
Chow Tai Fook Capital Limited (附註 Note 1)	受控制法團之權益 Interest of controlled corporation	384,830,000	24.39%
周大福(控股)有限公司(「周大福控股」) Chow Tai Fook (Holding) Limited (“CTF”) (附註 Note 1)	受控制法團之權益 Interest of controlled corporation	384,830,000	24.39%
周大福代理人有限公司(「周大福代理人」) Chow Tai Fook Nominee Limited (“CTFN”) (附註 Note 1)	受控制法團之權益 Interest of controlled corporation	384,830,000	24.39%
Sino Wealth International Limited (“Sino Wealth”)	實益擁有人 Beneficial owner	384,830,000	24.39%

附註：

(1) 於2020年12月31日，Sino Wealth持有384,830,000股本公司股份，其由周大福代理人全資擁有，而周大福代理人則由周大福控股控制。Cheng Yu Tung Family (Holdings) Limited及Cheng Yu Tung Family (Holdings II) Limited於Chow Tai Fook Capital Limited分別持有約49.0%及46.7%權益，而Chow Tai Fook Capital Limited則於周大福控股持有約81.0%權益，因此Cheng Yu Tung Family (Holdings) Limited、Cheng Yu Tung Family (Holdings II) Limited、Chow Tai Fook Capital Limited、周大福控股及周大福代理人被視為於Sino Wealth所持本公司股份中擁有權益。

(2) 按於2020年12月31日本公司已發行股份1,577,630,518股計算。

Notes:

(1) As at December 31, 2020, 384,830,000 shares of the Company were held by Sino Wealth which is a wholly-owned by CTFN, which in turn controlled by CTF. Cheng Yu Tung Family (Holdings) Limited and Cheng Yu Tung Family (Holdings II) Limited held approximately 49.0% and 46.7% interest in Chow Tai Fook Capital Limited respectively, which in turn held an approximately 81.0% interest in CTF and accordingly each of Cheng Yu Tung Family (Holdings) Limited, Cheng Yu Tung Family (Holdings II) Limited, Chow Tai Fook Capital Limited, CTF and CTFN is deemed to have an interest in the shares of the Company held by Sino Wealth.

(2) Based on 1,577,630,518 shares of the Company in issue as at December 31, 2020.

除上述披露者外，於2020年12月31日，本公司並無獲悉本公司之股份及相關股份中擁有須記入本公司根據證券及期貨條例第336條存置之登記冊之任何權益或淡倉。

重大關聯人士交易

本集團於本年度內訂立的重大關聯人士交易(根據上市規則並不構成關連交易)，其詳情載於財務報表附註36。

持續關連交易

於本年度內，本集團訂立以下持續關連交易，根據上市規則第14A章，其須遵守公佈及申報之規定，惟獲豁免遵守通函及獨立股東批准之規定。

本公司已就以下持續關連交易遵守上市規則第14A章項下的披露規定。於本年度內進行持續關連交易時，本公司已遵守相關的內部租賃評估政策。

(1) 既有租賃協議

本集團旗下成員與新世界百貨中國有限公司(「新世界百貨」)及其附屬公司(統稱「新世界百貨集團」)旗下成員於過往曾就本集團旗下成員於中華人民共和國(「中國」)向新世界百貨集團旗下成員租用物業及／或專櫃訂立租賃協議，包括於曆年內已完成及於2017年12月29日緊接簽訂綜合租賃協議(「綜合租賃協議」)前仍然有效之租賃協議(「既有租賃協議」)。大部份既有租賃協議均為1年或以下之短期租賃，而由於所有既有租賃協議均遵守一般及市場租金條款按營業額租金計算(而營業額租金乃根據各月份營業額之百分比計算)，故本集團將支付予新世界百貨集團之每月金額將每月變動。

Save as disclosed above, as at December 31, 2020, the Company had not been notified of any interests or short positions in the shares and underlying shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO.

MATERIAL RELATED PARTY TRANSACTIONS

Material related party transactions entered into by the Group during the year, which do not constitute connected transactions under the Listing Rules, are set out in Note 36 to the financial statements.

CONTINUING CONNECTED TRANSACTIONS

During the year, the Group conducted the following continuing connected transactions, which are subject to the announcement and reporting requirements, but are exempt from the circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

The Company has complied with the disclosure requirements under Chapter 14A of the Listing Rules in respect of the following continuing connected transactions. When conducting the continuing connected transactions during the year, the Company has followed the relevant internal leasing evaluation policy.

(1) Pre-existing Agreements

Members of the Group and members of New World Department Store China Limited ("NWDS") and its subsidiaries (collectively, the "NWDS Group") have in the past entered into leasing agreements which include those that completed during the calendar year and those that remain in force as immediately prior to the execution of the master leasing agreement ("Master Leasing Agreement") on December 29, 2017 regarding the leasing of premises and/or concessionaire counters in the People's Republic of China (the "PRC") by members of the Group from members of the NWDS Group (the "Pre-existing Leasing Agreements"). Most of the Pre-existing Leasing Agreements comprise of short-term leases of one year or less, and as all of the Pre-existing Leasing Agreements are subject to ordinary and market rental terms based on calculation of turnover rent, (which in turn is based on a percentage of the respective monthly turnover), the monthly payable amount to be made by the Group to NWDS Group will vary month by month.

董事會報告書

DIRECTORS' REPORT

(2) 重續綜合租賃協議

於2019年12月31日，本公司與新世界百貨訂立一份重續綜合租賃協議（「重續綜合租賃協議」），據此，訂約方(i)記錄彼等就向新世界百貨集團旗下成員於中國租用物業及專櫃訂立未來租賃協議之互相共識；及(ii)載列該等未來租賃之基本原則，年期由2020年1月1日至2022年12月31日止。

重續綜合租賃協議將於2022年12月31日屆滿，除非根據重續綜合租賃協議提前終止，否則在（其中包括）上市規則之規限下於其後自動重續3年。

由於Sino Wealth為本公司之主要股東，其持有本公司約24.39%權益，Sino Wealth由周大福代理人全資擁有，而該公司由周大福控股控制。此外，新世界百貨為新世界發展有限公司（「新世界發展」）之附屬公司，而周大福企業有限公司為新世界發展之控股股東以及周大福控股之全資附屬公司；因此，根據上市規則第14A章，新世界百貨集團為本公司之關連人士，既有租賃協議項下之所有交易、重續綜合租賃協議項下的全部未來交易及現有租賃協議的重續均構成本公司之持續關連交易。

有關既有租賃協議及綜合租賃協議的詳情，請參閱本公司日期為2017年12月29日之公佈。

有關重續綜合租賃協議函件的詳情，請參閱本公司日期為2019年12月31日之公佈。

持續關連交易截至2019年及2020年12月31日止各年的年度上限分別為1,500萬港元及500萬港元。

截至2020年12月31日止年度，本集團已支付或將支付予新世界百貨集團的營業額租金約達128萬港元，低於500萬港元的年度上限。

(2) Renewed Master Leasing Agreement

On December 31, 2019, the Company and NWDS entered into a renewed master leasing agreement (the "Renewed Master Leasing Agreement") pursuant to which the parties (i) recorded their mutual understanding to enter into future lease agreements with respect to the lease of premises and concessionaire counters in the PRC from members of the NWDS Group; and (ii) set out the underlying principles of such future leases for a term commencing from January 1, 2020 to December 31, 2022.

The Renewed Master Leasing Agreement will expire on December 31, 2022 and will be automatically renewed for successive periods of 3 years thereafter, subject to, among others, the Listing Rules, unless terminated earlier in accordance with the Renewed Master Leasing Agreement.

As Sino Wealth, a substantial shareholder of the Company, held approximately 24.39% interest in the Company. Sino Wealth is wholly-owned by CTFN, which is in turn controlled by CTF. Also, NWDS is a subsidiary of New World Development Company Limited ("NWD") and Chow Tai Fook Enterprises Limited is a controlling shareholder of NWD as well as a wholly-owned subsidiary of CTF; and and Chow Tai Fook Jewellery Group Limited is a subsidiary of CTF; accordingly, the NWDS Group is a connected person of the Company and the transactions under the Pre-existing Leasing Agreements, all future and renewals of the existing leasing agreements contemplated under the Renewal of Master Leasing Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

For details of the Pre-existing Agreement and Master Leasing Agreement, please refer to the Company's announcement dated December 29, 2017.

For details of the Renewed Master Leasing Agreement, please refer to the Company's announcement dated December 31, 2019.

The annual caps in respect of the continuing connected transactions for the years ending December 31, 2019 and 2020 are HK\$15 million and HK\$5 million, respectively.

For the year ended December 31, 2020, the turnover rent paid or payable to NWDS Group by the Group amounted to approximately HK\$1.28 million, which is within the annual cap of HK\$5 million.

獨立非執行董事已審閱上述持續關連交易，並確認該等持續關連交易乃：

- (a) 在本集團之日常及一般業務過程中進行；
- (b) 按一般商業條款或更佳條款進行；及
- (c) 根據規管此等交易的相關協議訂立，其條款公平合理且符合本公司股東的整體利益。

本公司之獨立核數師羅兵咸永道會計師事務所已獲委聘根據香港會計師公會頒佈之香港核證委聘準則第3000號(經修訂)《歷史財務資料審核或審閱以外之核證委聘》，以及參考應用指引第740號《核數師根據香港上市規則發出有關持續關連交易之函件》就上文所述之持續關連交易作出報告。核數師已根據上市規則第14A.56條的規定就關連交易之核證結果及結論作出其無保留意見函件。本公司亦已向聯交所提供該核數師函件之副本。

除上文披露者外，於本年度內，本集團並無任何關連交易須根據上市規則第14A章作出申報之規定。

購股權資料

購股權計劃之摘要及本公司購股權於本年度內之變動詳情載於本年報第163頁至第170頁。

Independent Non-executive Directors have reviewed the above continuing connected transactions and confirmed that these continuing connected transactions were entered into:

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

PricewaterhouseCoopers, the Company's independent auditor was engaged to report on the Group's continuing connected transactions stated in the above paragraphs in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued his unqualified letter containing his findings and conclusions in respect of the continuing connected transactions disclosed by the Group in accordance with rule 14A.56 of the Listing Rules. A copy of the auditor's letter has been provided by the Company to the Stock Exchange.

Save as disclosed above, the Group did not have any connected transactions which were subject to the reporting requirements under Chapter 14A of the Listing Rules during the year.

SHARE OPTION INFORMATION

A summary of the Company's share option schemes and details of the movement in share options of the Company during the year are set out on pages 163 to 170 of this annual report.

董事會報告書

DIRECTORS' REPORT

購買、出售或贖回本公司之上市證券

截至2020年12月31日止年度內，本公司於聯交所購回合共870,000股普通股。於本報告日期，本公司已註銷所有購回股份。董事認為，購回股份能反映本公司對其長遠業務前景之信心，最終將為本公司帶來裨益，並為本公司股東創造價值。有關本公司購回股份之詳情如下：

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

During the the year ended December 31, 2020, a total of 870,000 ordinary shares were repurchased by the Company on the Stock Exchange. As at the date of this annual report, all the repurchased shares were cancelled by the Company. The Directors believe that the repurchases were made to reflect the Company's confidence in its long-term business prospects and would ultimately benefit the Company and create value for the shareholders of the Company. Details of the repurchases of shares of the Company were as follows:

購回月份 Month of repurchase	購回股份數目 Number of Shares repurchased	每股最高價格 Highest price paid per Share	每股最低價格 Lowest price paid per Share	購回總價 (扣除開支前) Aggregate purchase price (before expenses)
2020年6月 June 2020	870,000	HK\$1.15	HK\$1.13	HK\$995,100

公眾持股量

於本報告日，根據本公司可以得悉之公開資料及董事知悉之情況下，本公司已按上市規則之要求，維持足夠公眾持股量。

PUBLIC FLOAT

As at the date of this report, the Company has maintained the prescribed public float required under the Listing Rules, based on the information that is publicly available to the Company and within the knowledge of the Directors.

企業管治

本公司致力維持高水平之企業管治，以確保提高透明度及更有效地保障股東權益。有關本公司企業管治常規的資料，載於本年報第27頁至第48頁「企業管治報告書」。

CORPORATE GOVERNANCE

The Company is committed to maintaining high standards of corporate governance so as to ensure better transparency and protection of shareholders' interests. Information on the Company's corporate governance practices is set out in the Corporate Governance Report on pages 27 to 48 of this annual report.

薪酬政策

本集團僱員乃按其表現、資格及能力獲甄選、訂定薪酬及晉升。本集團僱員退休福利的詳情載於財務報表附註2。

董事酬金由本公司薪酬委員會經考慮本公司經營業績、個人表現及可比較市場標準後釐定。董事之本年度酬金詳情以具名方式載於財務報表附註10。

獨立核數師

本年度之合併財務報表已由羅兵咸永道會計師事務所審核，其將退任，惟符合資格並願意應聘連任。本公司將於應屆股東周年大會上提呈一項決議案，以續聘羅兵咸永道會計師事務所為本公司之獨立核數師並授權董事釐定其酬金。

承董事會命
劉國權
主席兼行政總裁

香港，2021年3月11日

EMOLUMENT POLICY

The employees of the Group are selected, remunerated and promoted on the basis of their merit, qualifications and competence. Please refer to Note 2 to the financial statements for details of the retirement benefits provided to employees of the Group.

The emoluments of the Directors are decided by the Remuneration Committee of the Company, having regard to the Company's operating results, individual performance and comparable market standards. Particulars of the emoluments of Directors on a named basis for the year are set out in Note 10 to the financial statements.

INDEPENDENT AUDITOR

The consolidated financial statements for the year have been audited by PricewaterhouseCoopers who will retire and, being eligible, offer themselves for re-appointment. A resolution to re-appoint PricewaterhouseCoopers as independent auditor of the Company and to authorize the Directors to fix its remuneration will be proposed for approval at the forthcoming AGM.

On behalf of the Board
LAU Kwok Kuen, Peter
Chairman and Chief Executive

Hong Kong, March 11, 2021

獨立核數師報告書 INDEPENDENT AUDITOR'S REPORT



羅兵咸永道

致佐丹奴國際有限公司董事會

(於百慕達註冊成立的有限公司)

意見

我們已審計的內容

佐丹奴國際有限公司(以下簡稱「貴公司」)及其附屬公司(以下統稱「貴集團」)列載於第71至162頁的綜合財務報表，包括：

- 於2020年12月31日的綜合資產負債表、
- 截至該日止年度的綜合利潤表、
- 截至該日止年度的綜合全面收益表、
- 截至該日止年度的綜合權益變動表、
- 截至該日止年度的綜合現金流量表及
- 綜合財務報表附註，包括主要會計政策概要。

我們的意見

我們認為，該等綜合財務報表已根據香港會計師公會頒布的《香港財務報告準則》真實而中肯地反映了貴集團於2020年12月31日的綜合財務狀況及其截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》的披露規定妥為擬備。

TO THE MEMBERS OF GIORDANO INTERNATIONAL LIMITED

(incorporated in Bermuda with limited liability)

OPINION

What we have audited

The consolidated financial statements of Giordano International Limited (the “Company”) and its subsidiaries (the “Group”) set out on pages 71 to 162, which comprise:

- the consolidated balance sheet as at December 31, 2020;
- the consolidated income statement for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated cash flow statement for the year then ended; and
- the notes to the consolidated financial statements, which include a summary of significant accounting policies.

Our opinion

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at December 31, 2020, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards (“HKFRSs”) issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

意見的基礎

我們已根據香港會計師公會頒布的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。

我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

獨立性

根據香港會計師公會頒布的《專業會計師道德守則》（以下簡稱「守則」），我們獨立於貴集團，並已履行守則中的其他專業道德責任。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。

我們在審計中識別的關鍵審計事項概述如下：

- 商譽減值及授出認沽期權負債的估值
- 存貨估值
- 零售店舖資產減值

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“HKSA”) issued by the 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the HKICPA’s Code of Ethics for Professional Accountants (“the Code”), and we have fulfilled our other ethical responsibilities in accordance with the Code.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, 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.

Key audit matters identified in our audit are summarised as follows:

- Goodwill impairment and valuation of put option liability
- Valuation of inventory
- Impairment of retail store assets

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

關鍵審計事項 Key Audit Matter

我們的審計如何處理關鍵審計事項 How our audit addressed the Key Audit Matter

商譽減值及授出認沽期權負債的估值 Goodwill impairment and valuation of put option liability

請參閱合併財務報表附註24「商譽」，附註31「授出認沽期權負債」，會計政策中的附註2(j)、2(s)及重要會計估計及判斷中的附註4(ii)及4(v)。

Refer to note 24 "Goodwill", note 31 "Put Option Liability", Accounting Policies notes 2(j), 2(s) and Critical Accounting Estimates and Judgements in notes 4(ii) and 4(v) to the consolidated financial statements.

列示於合併資產負債表的商譽共計5.41億港元，來自於收購佐丹奴中東業務（以下簡稱「中東業務」）。此部分商譽已被分攤至現金產生單元（以下簡稱「現金產生單元」），以進行商譽減值測試。另外，授出認沽期權存在於中東業務的非控制性股東所持有的剩餘權益中。認沽期權負債於每個資產負債表日以公允價值列示。於2020年12月31日貴集團的認沽期權負債為0.81億港元。

Goodwill of HK\$541 million on the consolidated balance sheet arose from the acquisitions of the Giordano Middle East businesses (the "Middle East Business"), which has been allocated to a group of cash generating units ("CGUs") for the purpose of goodwill impairment testing. In addition, put options exist over the remaining interests held by the non-controlling shareholders of the Middle East Business. The put option liability is stated at fair value at each balance sheet date, and as at December 31, 2020, amounted to HK\$81 million.

收購中東業務所得商譽的可收回金額評估與認沽期權負債的估值均以管理層編製的現金流預測為基礎，並按公允價值減去銷售成本來計算。

The assessments of the recoverable amount of the goodwill and the put option liability valuation for the Middle East Business were based on the same cash flow projections prepared by management, using fair value less costs to sell calculations.

我們關注該等餘額是因為估值模型涉及管理層就中東業務的未來業績所作的重要判斷。

We focused on these balances because the valuation models involve significant judgements made by management about the future results of the Middle East Business.

我們通過評估管理層制定估值模型時所採用的估值方法、估值流程與估值控制的適當性來評估其估值模型，並將相關輸入與董事會批准的最新預算進行比較。同時，我們還將歷史實際結果與其之前的預算進行比較，以評估管理層的預測質量。

We evaluated management's valuation models by assessing the appropriateness of the valuation methodology, the process and controls by which the models were drawn up and compared the underlying inputs to the latest Board approved budget. We also compared historic actual results to those budgeted to assess the quality of management's forecasting.

我們著重關注計算中採用的關鍵假設與輸入，特別是：

We have focused on the key assumptions and inputs used in the calculations, particularly:

- 採用的風險調整折現率，並根據相關公司和行業及國家特定的可比實體的資本成本對該等折現率進行評估；
the risk adjusted discount rates used, and assessed these against the cost of capital of the relevant companies and industry and country specific comparable entities;
- 預計年度銷售增長率與現金產生單元的最終增長率，因為這些因素被視為中東業務估值的核心部分。我們從各個方面將管理層所作的上述假設與外部零售行業前景報告和國家具體經濟增長預測進行了比較。
the projected annual sales growth rates and the terminal growth rates for the CGUs, as these were considered to be the key drivers of the valuation of the Middle East Business. We compared management's assumptions of these against external retail industry outlook reports and country specific economic growth forecasts from different sources.

關鍵審計事項
Key Audit Matter

我們的審計如何處理關鍵審計事項
How our audit addressed the Key Audit Matter

存貨估值
Valuation of inventory

請參閱合併財務報表附註17「存貨」，會計政策中的附註2(m)及重要會計估計及判斷中的附註4(iv)。
Refer to note 17 "Inventories" and Accounting Policies note 2(m) and Critical Accounting Estimates and Judgements in note 4(iv) to the consolidated financial statements.

於2020年12月31日貴集團的淨存貨餘額為4.34億港元。存貨按成本與可變現淨值的較低者列示於合併財務報表。服裝行業存貨的可變現淨值難以估計，且可能受貴集團經營所在地的經濟狀況變化以及受客戶品味和競爭對手應對不同市場條件時所採取的行動的變化所影響。

The net inventory balance at December 31, 2020 was HK\$434 million. Inventory is carried in the consolidated financial statements at the lower of cost and net realisable value. The net realisable value of inventory in the apparel industry is difficult to estimate and could be impacted by changes in economic conditions in places where the Group operates, as well as changes in customer taste and competitor actions in response to changes in market conditions.

我們關注該領域是因為估計所需存貨準備金額時存在固有的複雜性並且需要作出判斷。

We focused on this area due to the inherent complexity and judgement in estimating the amount of inventory provisions required.

我們審查了管理層的敏感性測試並執行了自己的敏感性測試，在此過程中我們對關鍵假設定了一個彈性的合理範圍，以確定在何種層次估值模型中的差異將被消除。

We reviewed management's sensitivity analysis and performed our own sensitivities, where we flexed the key assumptions within a reasonable range, to determine at what level the headroom in the model would be eliminated.

基於現有證據，我們認為管理層於估值時採用的判斷和假設獲現有理據支持。

We were satisfied that management's judgements and assumptions used in the valuation were supportable, based on the available evidence obtained.

我們已經了解管理層在估計存貨可變現淨值及定期審查過時庫存時所實施的關鍵程序。

We obtained an understanding of the key procedures implemented by management in estimating the net realisable value of inventories and periodic reviews of inventory obsolescence.

我們測試了該年度按照不同季節分類的存貨樣本，以獲取存貨分類與賬齡的合理性，並且根據各樣本重新計算了所應用的準備比例的準確性。
We tested a sample of inventory items categorised into different seasons of the year to gain comfort over the categorisation and ageing of inventory and recalculated, on a sample basis, the mathematical accuracy of the provision percentage applied.

通過參考歷史銷售經驗，我們對管理層對當前趨勢與剩餘存貨需求的預測提出質疑，以評估上述存貨準備的合理性。我們還將淨存貨項目樣本與期末後實際銷售額進行比較，以評估存貨準備的合理性。

We assessed the reasonableness of the provisions by challenging management's projections on current trends and demands for the remaining inventories, with reference to historic sales experience. We also assessed the reasonableness of the inventory provisions by comparing a sample of inventory items to actual post year end sales.

基於現有證據，我們認為管理層於估值時採用的假設獲現有理據支持。
We found the assumptions made by management in respect of the inventory provisions were supportable based on the available evidence.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

關鍵審計事項 Key Audit Matter

我們的審計如何處理關鍵審計事項 How our audit addressed the Key Audit Matter

零售店舖資產減值 Impairment of retail store assets

請參閱合併財務報表附註22「物業、機器及設備」，附註23「使用權資產及租賃負債」，會計政策中的附註2(h)及重要會計估計及判斷中的附註4(v)。
Refer to note 22 "Property, plant and equipment", Note 23 "Right-of-use assets" and Accounting Policies note 2(h) and Critical Accounting Estimates and Judgements in note 4(v) to the consolidated financial statements.

貴集團擁有的重大營運資產(包括物業、機器及設備以及使用權資產的減值前價值分別為1.35億港元及8.87億港元)，若財務表現低於預期，其價值將按減值評估決定。

The Group has material operational assets (including property, plant and equipment of HK\$135 million and right-of-use assets of HK\$887 million before impairment) which are subject to impairment tests in the event of trading performance is below expectation.

管理層對出現減值跡象之零售店舖採用貼現現金流量預測計算其使用價值，以此釐定零售店舖資產的可收回金額。此等計算涉及有關所用假設的重大判斷，包括收入增長、毛利率及貼現率。截至2020年12月31日止年度已確認物業、機器及設備以及使用權資產之淨減值虧損分別為5百萬港元及0.65億港元。

Management prepared discounted cash flow analysis on the retail stores with impairment indicators. The recoverable amounts were determined based on the value-in-use calculations of these retail stores. These calculations involved significant management judgement with respect to the assumptions used including the long-term revenue growth rate, gross margin and discount rate. Based on the impairment tests performed, net impairment of property, plant and equipment and right-of-use assets amounted to HK\$5 million and HK\$65 million, respectively, and were recognized for the year ended December 31, 2020.

我們關注該領域是因為估計零售店舖資產減值時涉及重要估計及判斷。

We focused on this area because of the significant judgement and estimates used in determining the impairment of the retail store assets.

我們已經了解管理層在識別出現減值跡象之相關零售店舖及準備貼現現金流量預測時所實施的關鍵程序。

We obtained an understanding of the key procedures implemented by management in identifying of relevant retail stores having impairment indicators and the preparation of value-in-use calculations

我們評估了管理層採用之估值方法的適當性。

We assessed the appropriateness of the valuation methodology used by management.

根據我們對於業務及行業的知識、將現金流量預測與店舖的過往實際表現業績進行比較、利用市場研究所得的資料及對於現行市場情況的了解，以及評估管理層採用之貼現率的合理性，從而評估使用價值計算中運用的關鍵假設。

We evaluated the key assumptions used in the value-in-use calculations by applying our knowledge of the business and industry, comparing the cash flow forecasts with the historical actual performance results of the stores, performing market research and based on our understanding of latest market information and conditions and assessing the reasonableness of discount rate adopted by management.

基於現有證據，我們認為管理層於估值時採用的假設獲現有證據支持。

We found the assumptions made by management in respect of the impairment assessments to be reasonable based on the available evidence.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

其他信息

貴公司董事須對其他信息負責。其他信息包括年報內的所有信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，我們亦不對該等其他信息發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他信息，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。

基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事及治理層就綜合財務報表須承擔的責任

貴公司董事須負責根據香港會計師公會頒布的《香港財務報告準則》及香港《公司條例》的披露規定擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

治理層須負責監督貴集團的財務報告過程。

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of 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 DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA 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.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們僅向閣下（作為整體）報告我們的意見，除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgment 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.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 就貴集團內實體或業務活動的財務信息獲取充足、適當的審計憑證，以便對綜合財務報表發表意見。我們負責貴集團審計的方向、監督和執行。我們為審計意見承擔全部責任。
- 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.

除其他事項外，我們與治理層溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向治理層提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，用以消除對獨立性產生威脅的行動或採取的防範措施。

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

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

From the matters communicated with those charged with governance, 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.

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT

出具本獨立核數師報告的審計項目合夥人是謝明儀。

The engagement partner on the audit resulting in this independent auditor's report is Tse Ming Yee.

羅兵咸永道會計師事務所
執業會計師

PricewaterhouseCoopers
Certified Public Accountants

香港，2021年3月11日

Hong Kong, March 11, 2021

合併利潤表

CONSOLIDATED INCOME STATEMENT

截至2020年12月31日止年度
For the year ended December 31, 2020

(除每股(虧損)/盈利外， 以百萬港元為單位)	(In HK\$ million, except (loss)/earnings per share)	附註 Note	2020	2019
銷售額	Sales	5	3,122	4,852
銷售成本	Cost of sales	7	(1,386)	(2,006)
毛利	Gross profit		1,736	2,846
其他收入及其他收益，淨額	Other income and other gains, net	6	183	83
分銷費用	Distribution expense	7	(1,800)	(2,300)
行政費用	Administrative expense	7	(224)	(232)
經營(虧損)/溢利	Operating (loss)/profit	7	(105)	397
融資費用	Finance expense	8	(41)	(55)
應佔合營公司溢利	Share of profit of joint ventures	20	39	63
除所得稅前(虧損)/溢利	(Loss)/profit before income taxes	5	(107)	405
所得稅	Income taxes	11	(1)	(116)
本年度除所得稅後(虧損)/溢利	(Loss)/profit after income taxes for the year		(108)	289
應佔：	Attributable to:			
本公司股東	Shareholders of the Company		(112)	230
非控制性權益	Non-controlling interests		4	59
			(108)	289
本公司股東應佔之每股 (虧損)/盈利	(Loss)/earnings per share attributable to shareholders of the Company	12		
基本(港仙)	Basic (HK cents)		(7.1)	14.6
攤薄(港仙)	Diluted (HK cents)		(7.1)	14.6

合併綜合收益表

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

截至2020年12月31日止年度

For the year ended December 31, 2020

(以百萬港元為單位)	(In HK\$ million)	附註 Note	2020	2019
本年度除所得稅後(虧損)/溢利	(Loss)/profit after income taxes for the year		(108)	289
其他綜合收益：	Other comprehensive income:			
或可重新分類至損益賬之項目	<u>Items that may be reclassified to profit or loss</u>			
於其他綜合收益按公允值處理 之金融資產公允值變動	Fair value change on financial asset at fair value through other comprehensive income	19	(2)	(1)
海外附屬公司、合營公司及 分公司換算之匯兌調整	Exchange adjustments on translation of overseas subsidiaries, joint ventures and branches		26	(6)
本年度總綜合(虧損)/收益	Total comprehensive (loss)/income for the year		(84)	282
應佔：	Attributable to:			
本公司股東	Shareholders of the Company		(83)	217
非控制性權益	Non-controlling interests		(1)	65
			(84)	282

合併資產負債表

CONSOLIDATED BALANCE SHEET

2020年12月31日
December 31, 2020

(以百萬港元為單位)	(In HK\$ million)	附註 Note	截至12月31日 As at 31 December	
			2020	2019
資產	ASSETS			
流動資產	Current assets			
現金及銀行結存	Cash and bank balances	14	1,256	1,259
於損益賬按公允值處理之金融資產	Financial asset at fair value through profit or loss	15	-	200
應收賬款及其他應收款	Trade and other receivables	16	395	353
存貨	Inventories	17	434	548
租賃土地及租金預付款項	Leasehold land and rental prepayments	18	2	6
可收回所得稅款	Income tax recoverable		7	-
流動資產總額	Total current assets		2,094	2,366
非流動資產	Non-current assets			
於其他綜合收益按公允值處理之金融資產	Financial asset at fair value through other comprehensive income	19	3	5
於損益賬按公允值處理之金融資產	Financial asset at fair value through profit or loss	15	28	28
租賃土地及租金預付款項	Leasehold land and rental prepayments	18	-	5
租賃按金	Rental deposits		97	181
合營公司權益	Interest in joint ventures	20	549	538
投資物業	Investment properties	21	23	23
物業、機器及設備	Property, plant and equipment	22	130	171
使用權資產	Right-of-use assets	23	822	1,279
商譽	Goodwill	24	541	546
遞延稅項資產	Deferred tax assets	32	96	54
非流動資產總額	Total non-current assets		2,289	2,830
資產總額	Total assets		4,383	5,196
負債及權益	LIABILITIES AND EQUITY			
流動負債	Current liabilities			
銀行貸款	Bank loans	29	52	265
應付賬款及其他應付款	Trade and other payables	30	518	692
租賃負債	Lease liabilities	23	427	536
授出認沽期權負債	Put option liabilities	31	81	59
應付所得稅	Income tax payables		100	100
流動負債總額	Total current liabilities		1,178	1,652

合併資產負債表(續)

CONSOLIDATED BALANCE SHEET (continued)

2020年12月31日
December 31, 2020

(以百萬港元為單位)	(In HK\$ million)	附註 Note	截至12月31日 As at 31 December	
			2020	2019
非流動負債	Non-current liabilities			
銀行貸款	Bank loans	29	100	–
租賃負債	Lease liabilities	23	340	572
遞延稅項負債	Deferred tax liabilities	32	134	125
非流動負債總額	Total non-current liabilities		574	697
負債總額	Total liabilities		1,752	2,349
股本及儲備	Capital and reserves			
股本	Share capital	25	79	79
儲備	Reserves	28	2,282	2,492
擬派股息	Proposed dividends	13	109	69
本公司股東應佔權益	Equity attributable to shareholders of the Company		2,470	2,640
非控制性權益	Non-controlling interests	26	161	207
權益總額	Total equity		2,631	2,847
權益及負債總額	Total equity and liabilities		4,383	5,196
淨流動資產	Net current assets		916	714
資產總額減流動負債	Total assets less current liabilities		3,205	3,544

劉國權
LAU Kwok Kuen, Peter
董事
Director

陳嘉緯
CHAN Ka Wai
董事
Director

合併現金流量表

CONSOLIDATED CASH FLOW STATEMENT

截至2020年12月31日止年度
For the year ended December 31, 2020

(以百萬港元為單位)	(In HK\$ million)	附註 Note	2020	2019
經營業務：	Operating activities:			
除所得稅前(虧損)/溢利	(Loss)/profit before income taxes		(107)	405
調整：	Adjustments for:			
應佔合營公司溢利	Share of profit of joint ventures	20	(39)	(63)
於損益賬按公允值處理之 金融資產之公允值收益/(虧損)	Fair value (gain)/loss on financial asset at fair value through profit or loss	6	(1)	1
租賃土地及 租金預付款項攤銷	Amortization of leasehold land and rental prepayments	18	4	9
利息收入	Interest income	6	(12)	(21)
物業、機器及設備及 投資物業折舊	Depreciation of property, plant and equipment and investment properties	7, 21, 22	67	97
使用權資產折舊	Depreciation of right-of-use assets	7, 23	542	605
出售物業、機器及 設備之淨虧損	Net loss on disposal of property, plant and equipment	6	1	1
物業、機器及設備之減值虧損	Impairment of property, plant and equipment	7, 22	8	11
物業、機器及設備之減值撥回	Reversal of impairment of property, plant and equipment	7, 22	(3)	-
使用權資產之減值虧損	Impairment of right-of-use assets	7, 23	79	26
使用權資產之減值撥回	Reversal of impairment of right-of-use assets	7, 23	(14)	-
商譽之減值虧損	Impairment of goodwill	24	5	-
陳舊存貨撥備及存貨撇銷	Provision for obsolete stock and stock written off	7	9	6
壞賬撥備	Provision for doubtful debts	16	33	17
本年內不可收回應收賬款部份 之撇銷	Receivables written off during the year as uncollectible	16	-	(4)
購股權費用	Share option expense	9	5	1
融資費用	Finance expense	8	41	55
匯兌調整	Exchange difference		4	3
營運資金、利息及 所得稅變動前之經營現金流入	Operating cash inflow before changes in working capital, interest and income taxes		622	1,149
存貨之減少/(增加)	Decrease/(Increase) in inventories		105	(2)
應收賬款及其他應收款之 (增加)/減少	(Increase)/decrease in trade and other receivables		(38)	93
應付賬款及其他應付款之 增加/(減少)	Increase/(decrease) in trade and other payables		22	(2)
經營活動所產生之現金	Cash generated from operations		711	1,238
已付利息	Interest paid		(41)	(55)
已付香港利得稅	Hong Kong profits tax paid		(9)	(1)
已付海外稅項	Overseas tax paid		(45)	(114)
經營業務之現金流入淨額	Net cash inflow from operating activities		616	1,068

合併現金流量表(續)

CONSOLIDATED CASH FLOW STATEMENT (continued)

截至2020年12月31日止年度

For the year ended December 31, 2020

(以百萬港元為單位)	(In HK\$ million)	附註 Note	2020	2019
投資業務：	Investing activities:			
購買物業、機器及設備	Purchase of property, plant and equipment	22	(30)	(76)
出售物業、機器及設備之 所得款項	Proceeds from disposal of property, plant and equipment		-	1
租賃土地及租金預付款項之增加	Increase in leasehold land and rental prepayments	18	(1)	(4)
銀行定期存款之減少/(增加)	Decrease/(increase) in bank time deposits	14	227	(116)
已收利息	Interest received		12	21
已收合營公司股息	Dividends received from joint ventures	20	54	54
投資業務之現金流入/(流出) 淨額	Net cash inflow/(outflow) from investing activities		262	(120)
融資業務：	Financing activities:			
租賃按金之減少/(增加)	Decrease/(increase) in rental deposits		84	(59)
使用權資產之租賃付款	Leases payment for right-of-use assets		(2)	(11)
租賃支出之本金部分之付款	Payment for principal elements of lease payments		(489)	(507)
購入一間附屬公司部份 權益之款項	Payment for acquisition of partial interest of a subsidiary/subsidiaries		(23)	(37)
股份回購	Share repurchase		(1)	-
已付非控制性權益股息	Dividends paid to non-controlling interests		(5)	(52)
已付股息	Dividends paid		(118)	(421)
新增銀行貸款	Addition of bank loans		153	299
償還銀行貸款	Repayment of bank loans		(266)	(332)
融資業務之現金流出淨額	Net cash outflow from financing activities		(667)	(1,120)
現金及現金等值之增加/(減少)	Increase/(decrease) in cash and cash equivalents		211	(172)
年初現金及現金等值項目	Cash and cash equivalents at the beginning of the year		970	1,142
現金及現金等值外幣匯率 變動之影響	Effect of foreign exchange rate changes on cash and cash equivalents		13	-
年終現金及 現金等值項目	Cash and cash equivalents at the end of the year		1,194	970
現金及現金等值結存之分析	ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
現金及銀行結存	Cash and bank balances	14	1,256	1,259
減：存款日起三個月以上 到期之銀行存款	Less: Bank deposits with maturity over three months, from date of deposit		(62)	(289)
			1,194	970

合併權益變動表

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至2020年12月31日止年度
For the year ended December 31, 2020

本公司股東應佔權益
Attributable to shareholders of the Company

(以百萬港元為單位) (In HK\$ million)	股本 Share capital	繳入盈餘 Contributed surplus	資本贖回儲備 Capital redemption reserve	股份溢價 Share premium	購股權儲備 Share options reserve	匯兌儲備 Exchange reserve	其他儲備 Other reserves	於其他綜合收益按公允價值處理之金融資產儲備 Financial asset at fair value through other comprehensive income reserve	滾存溢利 Retained profits	合計 Total	非控制性權益 Non-controlling interests	權益總額 Total equity
於2020年1月1日 At January 1, 2020	79	383	3	978	20	(22)	114	(4)	1,089	2,640	207	2,847
本年度除所得稅後虧損 Loss after income taxes for the year	-	-	-	-	-	-	-	-	(112)	(112)	4	(108)
其他綜合收益： Other comprehensive income:												
— 於其他綜合收益按公允價值處理之金融資產公允價值的變動 Fair value change on financial asset at fair value through other comprehensive income	-	-	-	-	-	-	-	(2)	-	(2)	-	(2)
— 海外附屬公司、合營公司及分公司換算之匯兌調整 Exchange adjustment on translation of overseas subsidiaries, joint ventures and branches	-	-	-	-	-	31	-	-	-	31	(5)	26
總綜合收益 Total comprehensive income	-	-	-	-	-	31	-	(2)	(112)	(83)	(1)	(84)
與股東交易： Transactions with shareholders:												
儲備間撥轉 Transfer among reserves	-	-	-	-	(1)	-	-	-	1	-	-	-
購股權計劃 Share option scheme												
— 購股權費用 Share option expense	-	-	-	-	5	-	-	-	-	5	-	5
非控制性權益股息 Dividends to non-controlling interests	-	-	-	-	-	-	-	-	-	-	(5)	(5)
因進一步收購附屬公司股份權益而產生之認購期權 Recognition of call option arisen from acquisition of partial interest of a subsidiary	-	-	-	-	-	-	27	-	-	27	-	27
因進一步收購附屬公司股份權益而產生之變動 Recognition arising from further acquisition of partial interest of a subsidiary	-	-	-	-	-	-	22	-	-	22	(40)	(18)
重新計量 Remeasurement	-	-	-	-	-	-	(22)	-	-	(22)	-	(22)
2019年末期股息(附註13(b)) 2019 final dividend (Note 13(b))	-	-	-	-	-	-	-	-	(69)	(69)	-	(69)
2020年中期股息(附註13(a)) 2020 interim dividend (Note 13(a))	-	-	-	-	-	-	-	-	(49)	(49)	-	(49)
購回之股份(附註25(c)) Shares repurchased (Note 25(c))	-	-	-	-	-	-	-	-	(1)	(1)	-	(1)
本公司股東出資及向本公司股東分派總額 Total contributions by and distributions to shareholders of the Company	-	-	-	-	4	-	27	-	(118)	(87)	(45)	(132)
與股東總交易 Total transactions with shareholders	-	-	-	-	4	-	27	-	(118)	(87)	(45)	(132)
於2020年12月31日 At December 31, 2020	79	383	3	978	24	9	141	(6)	859	2,470	161	2,631

合併權益變動表(續)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)

截至2020年12月31日止年度

For the year ended December 31, 2020

本公司股東應佔權益
Attributable to shareholders of the Company

(以百萬港元為單位) (In HK\$ million)	股本 Share capital	繳入盈餘 Contributed surplus	資本贖回儲備 Capital redemption reserve	股份溢價 Share premium	購股權儲備 Share options reserve	匯兌儲備 Exchange reserve	其他儲備 Other reserves	於其他綜合收益按公允價值處理之金融資產儲備 Financial asset at fair value through other comprehensive income reserve	滾存溢利 Retained profits	合計 Total	非控制性權益 Non-controlling interests	權益總額 Total equity
於2018年12月31日 At December 31, 2018	79	383	3	978	20	(10)	72	(3)	1,267	2,789	220	3,009
會計政策變更 Change in accounting policy 採納香港財務報告準則第16號的調整 Adjustment on adoption of HKFRS 16	-	-	-	-	-	-	-	-	7	7	-	7
於2019年1月1日 At January 1, 2019	79	383	3	978	20	(10)	72	(3)	1,274	2,796	220	3,016
本年度除所得稅後溢利 Profit after income taxes for the year	-	-	-	-	-	-	-	-	230	230	59	289
其他綜合收益： Other comprehensive income:												
— 於其他綜合收益按公允價值處理之金融資產公允價值的變動 Fair value change on financial asset at fair value through other comprehensive income	-	-	-	-	-	-	-	(1)	-	(1)	-	(1)
— 海外附屬公司、合營公司及分公司換算之匯兌調整 Exchange adjustment on translation of overseas subsidiaries, joint ventures and branches	-	-	-	-	-	(12)	-	-	-	(12)	6	(6)
總綜合收益 Total comprehensive income	-	-	-	-	-	(12)	-	(1)	230	217	65	282
與股東交易： Transactions with shareholders:												
儲備間撥轉 Transfer among reserves	-	-	-	-	(1)	-	(3)	-	4	-	-	-
購股權計劃 Share option scheme												
— 購股權費用 Share option expense	-	-	-	-	1	-	-	-	-	1	-	1
非控制性權益股息 Dividends to non-controlling interests	-	-	-	-	-	-	-	-	2	2	(54)	(52)
因進一步收購附屬公司股份權益而失效之 投出認沽期權負債 Put option liabilities lapse from further acquisition of partial interest of subsidiaries	-	-	-	-	-	-	-	-	-	62	-	62
因進一步收購附屬公司股份權益而產生之變動 Recognition arising from further acquisition of partial interest of subsidiaries	-	-	-	-	-	-	(17)	-	-	(17)	(24)	(41)
2018年末期股息(附註13(b)) 2018 final dividend (Note 13(b))	-	-	-	-	-	-	-	-	(260)	(260)	-	(260)
2019年中期股息(附註13(a)) 2019 interim dividend (Note 13(a))	-	-	-	-	-	-	-	-	(161)	(161)	-	(161)
本公司股東出資及向本公司股東分派總額 Total contributions by and distributions to shareholders of the Company	-	-	-	-	-	-	42	-	(415)	(373)	(78)	(451)
與股東總交易 Total transactions with shareholders	-	-	-	-	-	-	42	-	(415)	(373)	(78)	(451)
於2019年12月31日 At December 31, 2019	79	383	3	978	20	(22)	114	(4)	1,089	2,640	207	2,847

1. 一般資料

佐丹奴國際有限公司(「本公司」)及其附屬公司(統稱「本集團」)透過一個擁有約2,200間店舖並遍布30多個國家及地區之零售網絡分銷及銷售*Giordano*及*Giordano Junior*、*Giordano Ladies*、*BSX*及其他自有及授權經營之品牌。

本公司於1995年3月3日根據百慕達1981年公司法在百慕達註冊成立之獲豁免有限責任公司。其註冊辦事處位於Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda。其香港主要營業地點位於香港九龍長沙灣道777至779號天安工業大廈5樓。本公司之股份主要於香港聯合交易所有限公司(「聯交所」)主板上市(股份代號：709)。

除特別註明外，本合併財務報表以百萬港元為單位。此合併財務報表已於2021年3月11日獲董事會(「董事會」)批准刊發。

2. 主要會計政策

編製本合併財務報表採用的主要會計政策載於下文。除另有說明外，此等政策在所列報的所有年度內貫徹應用。

(a) 編製基準

本合併財務報表乃按照香港會計師公會(「香港會計師公會」)頒佈之香港財務報告準則(「香港財務報告準則」)編製。此外，合併財務報表包括聯交所證券上市規則(「上市規則」)及香港公司條例規定的適用披露資料。本合併財務報表按照歷史成本法編製，惟若干金融資產及負債(包括衍生工具)按公允值計量。

1. GENERAL INFORMATION

Giordano International Limited (the “Company”) and its subsidiaries (together the “Group”) distribute and sell fashion apparel under the brand names of *Giordano* and *Giordano Junior*, *Giordano Ladies*, *BSX* as well as other owned and licensed brands through an extensive network with approximately 2,200 shops spanning over 30 countries and regions.

The Company was incorporated in Bermuda on March 3, 1995 as an exempted company with limited liability under the Companies Act 1981 of Bermuda. The address of its registered office is Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda. The address of its principal place of business in Hong Kong is 5th Floor, Tin On Industrial Building, 777–779 Cheung Sha Wan Road, Kowloon, Hong Kong. The Company has its primary listing on the main board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) (stock code: 709).

The consolidated financial statements have been presented in million of units of Hong Kong dollars (HK\$ million) unless otherwise stated. These consolidated financial statements have been approved for issue by the board of directors (the “Board”) on March 11, 2021.

2. PRINCIPAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

The consolidated financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards (“HKFRS”) issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”). In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities of the Stock Exchange (the “Listing Rules”) and by the Hong Kong Companies Ordinance. The consolidated financial statements have been prepared under the historical cost convention, except for certain financial assets and liabilities (including derivative instruments) measured at fair value.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(a) 編製基準(續)

在遵照香港財務報告準則編製財務報表時需運用一些重要會計估計。管理層亦需要在應用本集團之會計政策時作出判斷。一些需要高度判斷或涉及複雜範疇，或對合併財務報表有重大影響之假設和估計於附註4披露。

(b) 經修改之準則的影響

本集團應用以下香港會計師公會頒佈之經修改之準則，並於2020年1月1日或之後開始之本集團財政年度生效：

- 香港會計準則第1號及香港會計準則第8號之修訂－重要性之釋義；
- 香港財務報告準則第3號之修訂－業務之釋義；
- 香港會計準則第39號、香港財務報告準則第7號及香港財務報告準則第9號之修訂－利率基準改革；
- 2018年財務報告之概念框架－財務報告之經修訂概念框架。

對採納上文準則的修改不會導致本集團的會計政策或財務業績出現重大變動。

(c) 已頒佈但尚未生效的新訂及經修訂之準則

本集團並無提前應用該等已頒佈但尚未生效的新訂及經修訂之準則。採納該等準則預期不會對本集團的財務業績構成重大影響。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(a) Basis of preparation (continued)

The preparation of financial statements in conformity with HKFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

(b) Impact of amended standard

The Group has applied the following amended standards issued by HKICPA which were effective for the Group's financial year beginning on or after January 1, 2020:

- Amendments to HKAS 1 and HKAS 8 - Definition of Material;
- Amendments to HKFRS 3 - Definition of a Business;
- Amendments to HKAS 39, HKFRS 7 and HKFRS 9 - Interest Rate Benchmark Reform;
- Conceptual Framework for Financial Reporting 2018 - Revised Conceptual Framework for Financial Reporting.

The adoption of the above amendments to standards did not result in substantial changes to the Group's accounting policies or financial results.

(c) New and amended standards issued, but not yet effective

The Group has not early applied the new and amended standards that have been issued but not yet effective. The adoption of these are not expected to have a material impact on the financial results of the Group.

2. 主要會計政策(續)

(d) 附屬公司

(i) 合併

附屬公司為本集團控制之實體(包括結構性實體)。當本集團對參與實體業務之浮動回報承擔風險或享有權利以及能透過對實體之權力影響該等回報時，即取得控制權。附屬公司在控制權轉移至本集團之日全面合併入賬。附屬公司在控制權終止之日起停止合併入賬。

業務合併

本集團應用購買法將業務合併入賬。購買附屬公司所轉讓的對價，為所轉讓資產、對被收購方的前所有人產生的負債，及本集團發行的股本權益的公允值。所轉讓的對價包括或有對價安排所產生的任何資產和負債的公允值。在業務合併中所購買可辨認的資產以及所承擔的負債及或有負債，首先以彼等於購買日期的公允值計量。

本集團按個別收購基準，確認在被購買方的任何非控制性權益。被購買方的非控制性權益為現時的擁有權權益，並賦予持有人一旦清盤時按比例應佔主體的淨資產，可按公允值或按現時擁有權權益應佔被收購方可識別淨資產的確認金額比例而計量。非控制性權益的所有其他組成部分按收購日期的公允值計量，除非香港財務報告準則規定必須以其他計量基準計量。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(d) Subsidiaries

(i) Consolidation

A subsidiary is an entity (including a structured entity) over which the Group has control. The Group controls an entity when the Group 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. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Business combination

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognizes any non-controlling interests in the acquiree on an acquisition-by-acquisition basis. Non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are measured at either fair value or the present ownership interests' proportionate share in the recognized amounts of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by HKFRS.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(d) 附屬公司(續)

(i) 合併(續)

業務合併(續)

收購相關成本於產生時列為開支。

倘業務合併分階段進行，收購方過往於被收購方持有之股權按於收購日期之公允價值透過損益重新計量。上述重新計量時出現之收益及虧損均於損益賬內確認。

所轉讓對價、被收購方任何非控制性權益及被收購方任何過往股權於收購日期之公允價值超出所收購資產淨值公允價值之差額乃作為商譽列賬。若在折扣收購之情況下，所轉讓對價、已確認非控制性權益及已計量之過往持有權益少於所收購附屬公司之資產淨值公允價值，差額直接於合併利潤表內確認。

集團內公司之間的交易、結餘及交易之未變現利得予以對銷。未變現損失亦予以對銷，除非該交易為所交易資產之減值提供憑據。附屬公司之會計政策在需要情況下已作修訂，以確保與本集團所採納之政策一致。

不導致失去控制權的附屬公司權益變動

本集團將其與非控制性權益進行不導致失去控制權的交易入賬為權益交易一即與所有者以其作為所有者身份進行的交易。所支付任何對價的公允價值與相關應佔所收購附屬公司淨資產賬面值的差額記錄為權益。處置非控制性權益的盈虧亦記錄在權益中。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(d) Subsidiaries (continued)

(i) Consolidation (continued)

Business combination (continued)

Acquisition related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognized in profit or loss.

The excess of the consideration transferred, the amount of any non-controlling interests in the acquiree and the acquisition-date fair value of any previous equity interests in the acquiree over the fair value of the identifiable net assets acquired are recorded as goodwill. If the total of consideration transferred, non-controlling interests recognized and previously held interests measured are less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognized directly in the consolidated income statement.

Intra-group transactions, balances and unrealized gains on transactions between group companies are eliminated. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

Change in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions - that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposal to non-controlling interests are also recorded in equity.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(d) 附屬公司(續)

(i) 合併(續)

出售附屬公司

當本集團不再持有控制權，在實體的任何保留權益重新計量至公允值，賬面值的變動在損益賬中確認。公允值為就保留權益的後續入賬而言為聯營公司、合營公司或金融資產的初始賬面值。此外，之前在其他綜合收入中確認與該實體有關的任何金額猶如本集團已直接出售相關資產和負債般入賬。這可能表示之前在其他綜合收入中確認的數額重新分類至損益賬。

(ii) 獨立財務報表

附屬公司投資按成本扣除減值列賬。成本亦包括投資的直接歸屬成本。附屬公司的業績由本公司按已收及應收股息入賬。

如股息超過宣派股息期內附屬公司的總綜合收益，或如在獨立財務報表的投資帳面值超過合併財務報表中被投資公司淨資產(包括商譽)的帳面值，則必須對附屬公司投資作減值測試。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(d) Subsidiaries (continued)

(i) Consolidation (continued)

Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognized in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognized in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognized in other comprehensive income are reclassified to profit or loss.

(ii) Separate financial statements

Investments in subsidiaries are accounted for at cost, less impairment. Cost also includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving dividends from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(e) 合營安排

本集團應用香港財務報告準則第11號於所有合營安排。根據香港財務報告準則第11號，在合營安排的投資分類為共同經營或合營公司，視乎每名投資者擁有的合同權利和義務。本集團已評估其合營安排的性質，並釐定其為合營公司。合營公司使用權益法入賬。

根據權益法，合營公司權益初步以成本確認，其後經調整在其他綜合收益中確認本集團享有利潤或虧損的收購後份額和變動。當本集團享有某一合營公司的虧損超過或相等於在該合營公司的權益(包括任何實質上構成本集團在該合營公司的淨投資的長期權益)，則本集團不確認進一步虧損，除非本集團已產生義務或已代合營公司付款。

本集團與其合營公司之間的未變現交易收益按集團在該等合營公司的權益予以對銷。未變現虧損也予以對銷，除非交易提供證據證明所轉讓的資產出現減值。合營公司的會計政策如有需要已改變以符合本集團採納的政策。

(f) 分部報表

營運分部報告要與向高級決策者匯報之內部報告一致。高級決策者是負責營運分部的資源分配及表現評估，被甄選為董事及高級管理層，以作出策略的決定。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(e) Joint arrangements

The Group has applied HKFRS 11 to all joint arrangements. Under HKFRS 11 investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor have. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

Under the equity method of accounting, interests in joint ventures are initially recognized at cost and adjusted thereafter to recognize the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealized gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

(f) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the senior decision-makers. The senior decision-makers, who are responsible for allocating resources and assessing performance of the operating segments, have been identified as the directors and senior management that make strategic decisions.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(g) 外幣換算

(i) 功能性及呈列貨幣

本集團內各企業的財務報表內的項目均以該企業經營之主要經濟環境之通行貨幣(「功能性貨幣」)計量。合併財務報表以港元(HK\$)呈列，而該貨幣為本公司的功能性及本集團的呈列貨幣。

(ii) 交易及結餘

外幣交易採用交易或項目重新計量的估值日期的匯率換算為功能貨幣。上述交易結算過程中以及按年終兌換匯率換算以外幣為單位之貨幣性資產和負債時出現的匯兌收益及虧損均於合併利潤表中確認。

非貨幣性金融資產及負債(例如以公允值計量且其變動計入損益賬的權益)的折算差額列報為公允值收益和虧損的一部份，並於損益賬中確認。非貨幣性金融資產(例如分類為於其他綜合收益按公允值處理的權益)的折算差額包括在其他綜合收益中。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(g) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's companies are measured using the currency of the primary economic environment in which the company operates (the "functional currency"). The consolidated financial statements are presented in Hong Kong dollars (HK\$), which is the Company's functional and the Group's presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the transaction dates or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the consolidated income statement.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognized in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as at fair value through other comprehensive income, are included in other comprehensive income.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(g) 外幣換算(續)

(iii) 集團公司

所有本集團之公司若其功能性貨幣與呈列貨幣不同(各公司均無極高通脹經濟之貨幣)，其業績及財務狀況均按以下方法換算為呈列貨幣：

- 每份呈列於資產負債表之資產及負債均以該資產負債表結算日之收市匯率換算；
- 每份利潤表之收入及支出項目乃按平均匯率換算(除非該平均匯率對交易日通行匯率之累計影響並非一個合理的接近匯率；在此情況下，收入及支出乃按交易當日的匯率換算)；及
- 所有兌換差異乃於其他綜合收益中確認。

購買境外主體產生的商譽及公允價值調整視為該境外主體的資產和負債，並按期末匯率換算。產生的匯兌差額在其他綜合收益中入賬。

(iv) 境外經營的處置

對於境外經營的處置(即處置本集團在境外經營中的全部權益，或者處置涉及喪失對擁有境外經營的附屬公司的控制權，或涉及喪失對擁有境外經營的合營公司的合營權，或涉及喪失對擁有境外經營的聯營企業的控制權)，就該項經營累計計入權益的歸屬於公司權益持有者的所有匯兌差額均轉列至損益賬。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(g) Foreign currency translation (continued)

(iii) Group companies

The results and financial position of all the Group companies (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at balance sheet date;
- income and expenses for each income statement are translated at average exchange rates (unless this average rate is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case, income and expenses are translated at the exchange rate on transaction dates); and
- all resulting exchange differences are recognized in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entities and translated at the closing rate. Exchange differences arising are recognized in other comprehensive income.

(iv) Disposal of foreign operation

On the disposal of a foreign operation (that is, a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, a disposal involving loss of joint control over a joint venture that includes a foreign operation, or a disposal involving loss of significant influence over an associate that includes a foreign operation), all of the exchange differences accumulated in equity in respect of that operation attributable to the equity holders of the company are reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(h) 物業、機器及設備

樓宇、租賃物業裝修及其他固定資產以成本值扣除累積折舊及累積減值虧損列賬。成本值指資產之購買價及將資產達至現行用途之其他有關費用。

僅在與該項目相關之未來經濟效益有可能歸於本集團及能可靠地計算出該項目成本之情況下，其後之成本才會包括於資產賬面值或確認為獨立之資產(如適用)。已更換部件的賬面值已被終止確認。所有其他維修及保養支出於其產生之財務期內計入合併利潤表。

物業、機器及設備之折舊乃以資產成本值按其估計於本集團可使用年期或租賃期限以直線方式撇銷如下：

- 永久業權之土地不作攤銷。
- 位於永久業權土地上之樓宇是按估計可使用年期，以其完成日不多於50年計算折舊。
- 租賃物業裝修是按估計可使用年限或租賃期限，兩者之較短者計算折舊。
- 位於租賃土地上之樓宇是按估計剩餘租賃年期或其估計可使用年期，以完成日不多於50年計算，兩者之較短者折舊。
- 廠房及機器 5年
- 其他物業及設備 3至5年

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(h) Property, plant and equipment

Buildings, leasehold improvements and other fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses. Cost represents the purchase price of the asset and other costs incurred to bring the asset into its existing use.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized. All other repairs and maintenance costs are expensed in the consolidated income statement during the financial period in which they are incurred.

Depreciation of property, plant and equipment is calculated using the straight-line method to allocate cost over their estimated useful lives or lease term, as follows:

- Freehold land is not amortized.
- Buildings situated on freehold land are depreciated over their estimated useful lives, being no more than 50 years after the date of completion.
- Leasehold improvements are depreciated over the shorter of their estimated useful lives or lease term.
- Buildings situated on leasehold land are depreciated over the shorter of the unexpired term of lease or their estimated useful lives, being no more than 50 years after the date of completion.
- Plant and equipment 5 years
- Other property and equipment 3 - 5 years

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(h) 物業、機器及設備(續)

於每個結算日，資產之剩餘價值及可使用年期，會於適當情況重新審閱及作出調整。若資產的賬面值高於其估計可收回價值，其賬面值即時撇減至可收回金額。

出售物業、機器及設備之收益或虧損是指出售淨收益與有關資產賬面金額之差額，並於合併利潤表內列賬。

(i) 投資物業

投資物業是指持有以長期收租或資本增值或同時達成上述兩者之物業。投資物業包括按融資租賃持有之樓宇，以成本值扣除累積折舊及累積減值虧損列賬。成本值是指投資物業之購買價及將物業達至現行用途之其他有關費用。投資物業之折舊是按剩餘租賃年期將其成本值用直線折舊法撇銷計算。

僅在與該項目相關之未來經濟效益有可能歸於本集團及能可靠地計算出項目成本之情況下，其後的支出方會從資產賬面值中支銷。所有其他維修及保養支出於其產生之財務期內計入合併利潤表。

投資物業於其被出售或永久不再予使用且預期不會就其出售產生未來經濟利益時終止確認。終止確認該物業所產生之收益或損失(按出售收益淨額及資產賬面值之差額計算)於該物業終止確認之期間計入損益賬中。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(h) Property, plant and equipment (continued)

Assets' residual values and useful lives are reviewed and adjusted if appropriate, at each balance sheet date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gain or loss on disposal of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognized in the consolidated income statement.

(i) Investment property

An investment property is a property which is held for long term rental yield or for capital appreciation, or both. Investment property comprises buildings held under finance leases. It is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost represents the purchase price of the investment property and other costs incurred to bring the property into its existing use. Depreciation of investment property is calculated using straight-line method to write off its cost over the unexpired period of the lease.

Subsequent expenditure is charged to the asset's carrying amount only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed in the consolidated income statement during the financial period in which they are incurred.

Investment properties are derecognized either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss arising from derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the period in which the property is derecognized.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(j) 商譽

商譽產生自收購附屬公司、聯營公司及合營公司，並相當於所轉讓對價，被收購方的非控制性權益金額以及享有的被收購方過往的權益在收購日的公允值超過本集團獲得的被收購方的可辨認淨資產公允值的數額。

就減值測試而言，在業務合併中購入的商譽會分配至每個現金產出單元(「現金產出單元」)或現金產出單元組(預期可從合併中獲取協同利益)。商譽被分配的每個單元或單元組指在主體內商譽被監控作內部管理用途的最底層次。商譽在經營分部層次進行監控。

對商譽的減值檢討每年進行，或如事件或情況轉變顯示可能存在減值，則更頻密地檢討。商譽賬面值與可收回數額(使用價值與公允值減出售成本較高者)比較。任何減值須即時確認及不得在之後期間撥回。

(k) 非金融資產減值

使用壽命不限定的無形資產無需攤銷，但每年須就減值進行測試。須作攤銷的資產，當有事件出現或情況改變顯示賬面值可能無法收回時就進行減值檢討。減值虧損按資產的賬面值超出其可收回金額的差額確認。可收回金額以資產的公允值扣除銷售成本或使用價值兩者之間較高者為準。於評估減值時，資產按可分開辨認現金流量(現金產出單元)的最低層次組合。除商譽外，已蒙受減值的非金融資產在每個報告日期均就減值是否可以轉回進行檢討。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(j) Goodwill

Goodwill arises on the acquisition of subsidiaries, associates and joint ventures and represents the excess of the consideration transferred, the amount of non-controlling interests in the acquire and the acquisition-date fair value of any previous equity interest in the acquire over the fair value of the net identifiable assets acquired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units (“CGUs”), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognized immediately as an expense and is not subsequently reversed.

(k) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows (CGUs). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(I) 金融資產

(i) 分類

本集團按以下的計量類別將其金融資產分類：

- 其後按公允值計量(不論計入其他綜合收益或計入損益)；及
- 按攤銷成本計量。

分類取決於實體管理金融資產的業務模式及現金流量的合約條款。

就按公允值計量的資產而言，收益及虧損將於損益賬或其他綜合收益列賬。就並非持作買賣的股本工具投資而言，將取決於本集團是否於初始確認時作出不可撤回選擇，將股本投資以於其他綜合收益按公允值處理入賬。

本集團只限於當管理該等資產的業務模式改變時重新分類債務投資。

(ii) 確認及取消確認

金融資產常規買賣乃於交易日確認，即本集團承諾購買或出售資產當日。當收取投資現金流量的權利已屆滿或轉讓，且本集團已轉讓所有權的絕大部分風險及回報時，則會終止確認金融資產。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(I) Financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (“OCI”) or through profit or loss); and
- those to be measured at amortized cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (“FVOCI”).

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognized on the trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(I) 金融資產(續)

(iii) 計量

於初步確認時，本集團按公允值計量金融資產。倘金融資產並非於損益賬按公允值處理(「於損益賬按公允值處理」)，則加上收購該金融資產直接應佔的交易成本。於損益賬按公允值處理的金融資產的交易成本於損益賬中列作開支。

在確定具有嵌入衍生工具的金融資產的現金流是否純粹為本金和利息付款時，需從金融資產的整體考慮。

債務工具

債務工具的后續計量取決於本集團管理資產之業務模式及該等資產的現金流量特徵。本集團將其債務工具分類為三種計量類別：

- 攤銷成本：倘持有資產旨在收取合約現金流量，而該等資產的現金流量純粹為本金及利息付款，該等資產按攤銷成本計量。該等金融資產的利息收入以實際利率法計入財務收入。終止確認產生任何收益或虧損直接於損益賬中確認並連同匯兌收益及虧損於其他收益／(虧損)中呈列。減值虧損於合併利潤表中呈列為獨立項目。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(I) Financial assets (continued)

(iii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortized cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognized directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the consolidated income statement.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(I) 金融資產(續)

(iii) 計量(續)

債務工具(續)

- 於其他綜合收益按公允價值處理：倘持有資產目的為收取合約現金流量及銷售金融資產，且資產的現金流量純粹為本金及利息付款，則於其他綜合收益按公允價值處理。賬面值變動計入其他綜合收益，惟減值損益、利息收入及匯兌損益於損益賬中確認。於終止確認金融資產時，先前於其他綜合收益確認的累計收益或虧損由權益重新分類至損益賬並於其他收益／(虧損)確認。該等金融資產所產生利息收入乃使用實際利率法計入財務收入。匯兌收益及虧損於其他收益／(虧損)呈列，而減值開支在利潤表中呈列為獨立項目。
- 於損益賬按公允價值處理：不符合攤銷成本或於其他綜合收益按公允價值處理標準的資產乃以於損益賬按公允價值處理。隨後於損益賬按公允價值處理的債務投資的損益於其產生期間在損益賬中確認並在其他收益／(虧損)中呈列為淨值。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(I) Financial assets (continued)

(iii) Measurement (continued)

Debt instruments (continued)

- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognized in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to profit or loss and recognized in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the income statement.
- FVPL: Assets that do not meet the criteria for amortized cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognized in profit or loss and presented net within other gains/(losses) in the period in which it arises.

2. 主要會計政策(續)

(I) 金融資產(續)

(iii) 計量(續)

股本工具

本集團隨後就所有股本投資按公允值計量。當本集團管理層已選擇於其他綜合收益呈列股本投資的公允值收益及虧損，公允值收益及虧損於終止確認投資後不會重新分類至損益。該等投資的股息於本集團收取款項的權利確立時繼續於損益確認為其他收入。

於損益賬按公允值處理之金融資產公允值變動於利潤表確認為其他收益／(虧損)(按適用情況)。於其他綜合收益按公允值處理的股本投資的減值虧損(及減值虧損撥回)不會因公允值其他變動而分開列報。

(iv) 減值

本集團對有關其按攤銷成本列賬及於其他綜合收益按公允值處理之債務工具的預期信貸虧損進行前瞻性評估。所應用的減值方法取決於信貸風險是否大幅增加。

就應收貿易款項而言，本集團應用香港財務報告準則第9號允許的簡化方法，其中要求全期預期虧損須自首次確認應收款項時確認。

(m) 存貨

存貨按成本值與可變現淨值兩者中之較低者入賬。成本值乃按加權平均之基準。購入貨品成本發票價加採購成本計算。

可變現淨值乃存貨在正常業務情況下之預計售價扣除變賣費用。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(I) Financial assets (continued)

(iii) Measurement (continued)

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognized in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognized in other gains/(losses) in the income statement as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

(iv) Impairment

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortized cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by HKFRS 9, which requires expected lifetime losses to be recognized from initial recognition of the receivables.

(m) Inventories

Inventories are stated at the lower of cost and net realizable value. Cost is determined on the weighted average basis. Cost of purchased goods is invoiced prices plus procurement costs.

Net realizable value is the estimated selling price at which inventories can be sold in the normal course of business, less applicable variable selling expenses.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(n) 應收賬款及其他應收款

應收賬款為在日常經營活動中就商品銷售或服務執行而應收客戶的款項。如應收賬款及其他應收款的收回預期在一年或以內(如仍在正常經營週期中,則可較長時間),其被分類為流動資產;否則分類為非流動資產。

應收賬款及其他應收款以公允值為初始確認,其後利用實際利率法按攤銷成本扣除虧損撥備計量。

(o) 現金及現金等值

於合併現金流量表,現金及現金等值包括手頭現金、銀行通知存款、其他短期高度流通和於三個月內到期之投資及銀行透支。銀行透支於合併資產負債表流動負債之銀行貸款內呈列。

(p) 股本

普通股被分類為權益。直接歸屬於發行新股或期權的新增成本在權益中列為所得款的減少(扣除稅項)。

(q) 應付賬款

應付賬款為在日常經營活動中購買商品或服務而應支付的債務。如應付款的支付日期在一年或以內(如仍在正常經營週期中,則可較長時間),其被分類為流動負債;否則分類為非流動負債。

應付賬款以公允值為初始確認,其後利用實際利率法按攤銷成本計量。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(n) Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less loss allowance.

(o) Cash and cash equivalents

In the consolidated cash flow statement, cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within bank loans in current liabilities on the consolidated balance sheet.

(p) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(q) Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(r) 銀行貸款

銀行貸款按公允值並扣除產生的交易費用為初始確認，其後按攤銷成本列賬；所得款(扣除交易成本)與贖回價值的任何差額利用實際利率法於借款期間內在合併利潤表確認。

除非本集團可無條件將負債的結算遞延至結算日後最少12個月，否則借款分類為流動負債。

(s) 授出認沽期權安排

與本集團就附屬公司的權益而發行的授出認沽期權，當該等期權或只可以固定現金款額或按被投資者權益之公允市場價值作為結算時，其有關的潛在現金付款列為金融負債。根據該期權或須支付的應付款，初步按攤銷成本確認，而相應數額則直接在權益中扣除。

本集團確認此等授出認沽期權的發出成本，釐定為期權的公允值超過任何收取對價的數額作為融資成本。隨後於各結算日，因預期結算金額之改變，簽出授出認沽期權負債將重新計量至公允值，所產生的任何變動將於權益中確認。如期權未經行使而到期，負債剔除確認，相應金額在權益中調整。

(t) 借貸成本

所有借貸成本於發生期間內於合併利潤表支銷，除非此等成本直接歸屬於收購、建造或生產資產，而該資產需要長時間達至其預設用途或用作出售，才可作資本化。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(r) Bank loans

Bank loans are initially recognized at fair value, net of transaction costs incurred, and are subsequently stated at amortized cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the consolidated income statement over the period of the bank loans using the effective interest method.

Bank loans are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

(s) Put option arrangements

The potential cash payments related to put options issued by the Group over the equity of subsidiary companies are accounted for as financial liabilities when such options may only be settled other than by exchange of a fixed amount of cash or at the fair market value of the equity interest of the investees. The amount that may become payable under the option on exercise is initially recognized at amortized costs with a corresponding charge directly to equity.

The Group recognizes the cost of writing such put options, determined as the excess of the fair value of the option over any consideration received, as a financing cost. Such options are subsequently re-measured at fair value as a result of the change in the expected settlement amount at each balance sheet date, with any resulting changes recognized in the equity. In the event that the option expires unexercised, the liability is derecognized with a corresponding adjustment to equity.

(t) Borrowing costs

Borrowing costs are expensed in the consolidated income statement in the period in which they are incurred, except to the extent that they are capitalized as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(u) 當期及遞延稅項

(i) 當期稅項

本期間的稅項支出包括當期和遞延稅項。稅項在合併利潤表中確認，但與在其他綜合收益中或直接在權益中確認的項目有關者則除外。在該情況下，稅項亦分別在其他綜合收益或直接在權益中確認。

當期所得稅支出根據本公司的附屬公司及產生應課稅收入的國家及地區於資產負債表日已頒佈或實質上已頒佈的稅務法例計算。管理層就適用稅務法例解釋所規限的情況定期評估報稅表的狀況，並在適用情況下根據預期須向稅務機關支付的稅款設定準備。

(ii) 遞延稅項

內在差異

遞延所得稅利用負債法確認資產和負債的稅基與資產和負債在合併財務報表的賬面值的差額而產生的暫時性差異。然而，若遞延所得稅負債來自對商譽的初始確認，以及若遞延所得稅來自在交易(不包括業務合併)中對資產或負債的初始確認，而在交易時不影響會計損益賬或應課稅損益賬，則不作記賬。遞延所得稅採用在資產負債表日前已頒佈或實質上已頒佈，並在有關的遞延所得稅資產實現或遞延所得稅負債結算時預期將會適用的稅率(及法例)而釐定。

遞延所得稅資產是就很可能有未來應課稅利潤而就此可使用暫時性差異而確認。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(u) Current and deferred tax

(i) Current tax

The tax expense for the period comprises current and deferred tax. Tax is recognized in the consolidated income statement, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case the tax is also recognized in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries and regions where the Company's subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) Deferred tax

Inside basis differences

Deferred income tax is recognized, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(u) 當期及遞延稅項(續)

(ii) 遞延稅項(續)

外在差異

遞延稅項就附屬公司、聯營公司及共同控制實體之權益產生的暫時性差異而準備，但假若本集團可以控制暫時性差異的轉回時間，而暫時性差異在可預見將來很可能不會轉回則除外。

遞延所得稅資產於附屬公司、聯營公司及共同安排所產生之可扣減暫時性差異中確認，惟該暫時性差異須將有可能在日後撥回，且有足夠應課稅溢利供有關暫時性差異所用。

(iii) 抵銷

當有法定可執行權力將當期稅項資產與當期稅務負債抵銷，且遞延所得稅資產和負債涉及由同一稅務機關對應課稅主體或不同應課稅主體但有意向以淨額基準結算所得稅結餘時，則可將遞延所得稅資產與負債互相抵銷。

(v) 僱員福利

(i) 退休金責任

除台灣之退休計劃安排外，本集團為所有合資格的僱員實行界定供款計劃及(如適用)參與中央界定供款公積金計劃。界定供款計劃之資產與本集團之資產分開持有，並由獨立基金管理。僱主與僱員雙方均須就該等計劃作供款，而供款額乃取決於僱員薪金之百分比，最高為20%。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(u) Current and deferred tax (continued)

(ii) Deferred tax (continued)

Outside basis differences

Deferred income tax is provided on temporary differences arising on interests in subsidiaries, associates and joint ventures, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets are recognized on deductible temporary differences arising from investments in subsidiaries, associates and joint arrangements only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilized.

(iii) Offsetting

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

(v) Employee benefits

(i) Pension obligations

Except for the pension scheme arrangements in Taiwan, the Group operates defined contributions schemes and, if applicable, participates in central defined contribution provident fund schemes for all qualified employees. The assets of the said schemes are held by independently administered funds separated from those of the Group. Contributions to these schemes are made by both the employers and employees at rates up to 20% on the employees' salaries.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(v) 僱員福利(續)

(i) 退休金責任(續)

本集團就該界定供款計劃及強制性公積金計劃所作出之供款在發生時作為費用支銷，而員工在取得全數既得之利益前退出計劃而被沒收之僱主供款將會用作扣減此供款。本集團於作出供款後，便再無其他付款的責任。

本集團全資附屬公司之台灣分公司依據台灣勞動基準法條例參與之退休金計劃(「舊制」)；同時，自2005年7月1日起，依據台灣勞工退休金條例參與之退休金計劃(「新制」)。

在舊制下，本集團有責任確保有足夠的資金支付員工之退休金包含在新制實施前舊年資應保留之退休金及選擇繼續參與舊制的員工之隨後年資。台灣分公司現行按參與員工薪金總額之2%提撥退休金，此提撥比率是經相關政府單位批准的。舊制的退休金資產乃是由台灣銀行投資。

在新制下，台灣分公司依據參與新制的員工之每月薪金，按月提撥6%的退休金，最高提撥上限為9,000元新台幣，並存入員工於勞工保險局之個人賬戶內。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(v) Employee benefits (continued)

(i) Pension obligations (continued)

The Group's contributions to the defined contribution plans and mandatory provident fund scheme are expensed as incurred and, if applicable, are reduced by contributions forfeited by those employees who leave the scheme or the plan prior to vesting fully in the contributions. The Group has no further payment obligations once the contributions have been made.

The branch of wholly-owned subsidiary of the Group in Taiwan has a defined benefit scheme ("Old Scheme") governed by the Labor Standard Law and a defined contribution scheme ("New Scheme") governed by the Labor Pension Act which became effective on July 1, 2005.

Under the Old Scheme, the Group has an obligation to ensure that there are sufficient funds in the scheme to pay the benefits earned for the service years of all employees before the New Scheme was effective and the subsequent service years of employees who chose to continue to participate in the Old Scheme. The branch currently contributes at 2% of the total salaries of participating employees as determined and approved by the relevant government authorities. The assets of the Old Scheme are invested by the Bank of Taiwan.

Under the New Scheme, the branch contributes each month at 6% of the salary of employees, with a cap of NTD9,000 who choose to participate in the New Scheme into individual pension accounts at the Bureau of Labor Insurance.

2. 主要會計政策(續)**(v) 僱員福利(續)****(ii) 以股份支付的補償**

本集團設有一項以股權結算、以股份支付之補償計劃。本集團就授出購股權而取得僱員服務之公允值被確認並列作開支。購股權歸屬期間之支銷總額乃參考已授出購股權之公允值而釐定，惟不計及任何非市場歸屬情況之影響(例如盈利能力及銷售增長目標)。非市場歸屬情況包括於預期可予行使之購股權數目之假設內。於各結算日，本集團均會修訂其估計預期可予行使之購股權之數目。修訂原來估計數字如有影響，則於合併利潤表內確認，以及在餘下歸屬期間對股東權益作相應調整。

當購股權獲行使時，已收取所得款項於扣除任何直接交易成本後均列入股本(面值)及股份溢價中。

(w) 撥備

當本集團對已發生的事件須承擔法律性或推定性的責任，則會確認撥備，而解除該責任時可能有資源之流出，並可確實地估計該數額。

(x) 收入確認

收入按已收或應收對價的公允值計量，並相當於供應貨品的應收款項，扣除折扣、回扣、退貨和增值稅後列帳。當收入的金額能夠可靠計量；當未來經濟利益很可能流入有關主體；及當本集團每項活動均符合具體條件時(如下文所述)，本集團便會將收入確認。本集團會根據退貨往績並考慮客戶類別、交易種類和每項安排的特點作出估計。

2. PRINCIPAL ACCOUNTING POLICIES (continued)**(v) Employee benefits (continued)****(ii) Share-based compensation**

The Group operates an equity-settled, share-based compensation plan. The fair value of the employee services received in exchange for the grant of the options is recognized as an expense. The total amount to be expensed over the vesting period is determined by reference to the fair value of the options granted, excluding the impact of any non-market vesting conditions (for example, profitability and sales growth targets). Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable. At each balance sheet date, the Group revises its estimates of the number of options that are expected to become exercisable. It recognizes the impact of the revision to original estimates, if any, in the consolidated income statement and a corresponding adjustment to equity over the remaining vesting period.

The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium when the options are exercised.

(w) Provisions

Provisions are recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

(x) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for goods supplied, stated net of discounts, rebates, returns and value added taxes. The Group recognizes revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity; and when specific criteria have been met for each of the Group's activities, as described below. The Group bases its estimates of return on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(x) 收入確認(續)

(i) 產品銷售－零售

貨品之銷售於出售產品予客戶時確認。零售銷售通常以現金或信用卡結算；而紀錄之收益為銷售總額，其中未扣減交易中應付的信用卡費用；此等費用包括在分銷成本中。銷售是已減去退貨，回扣及折扣。

(ii) 銷售貨品－客戶忠誠計劃(遞延收益)

本集團設立一項忠誠計劃，讓顧客能夠於購物時累積積分，以便在日後購物時享用折扣。獎賞積分於銷售時確認為合約負債。收益於積分兌換或於初始銷售後24個月失效時確認。

合約負債被確認直至積分兌換或失效。

(iii) 產品銷售－分銷

貨品之銷售收益在貨品付運予客戶，而客戶已接納該貨品及有關應收款項已合理地確定收到時確認。

(iv) 利息收入

利息收入根據尚未償還之本金及適用之利率，按時間比例使用實際利率法確認。

(v) 特許權收入

特許權收入按照相關協議之實質以應計基準確認。

(vi) 股息收入

股息收入於擁有權利收取股息時確認。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(x) Revenue recognition (continued)

(i) Sales of goods – retail

Sales of goods are recognized when products are sold to the customer. Retail sales are usually in cash or by credit card. The recorded revenue is the gross amount of sales, before netting off credit card fees payable for the transactions. Such fees are included in distribution costs. Revenue is shown net of returns, rebates and discounts.

(ii) Sales of goods – customer loyalty programme (deferred revenue)

The Group operates a loyalty programme where customers accumulate points for purchases made which entitle them to discounts on future purchases. A contract liability for the award points is recognized at the time of sale. Revenue is recognized when the points are redeemed or when they expire 24 months after the initial sale.

A contract liabilities is recognized until the points are redeemed or expired.

(iii) Sales of goods – wholesale

Sales of goods are recognized when products are delivered to the customer, the customer has accepted the products and collectability of the related receivables is reasonably assured.

(iv) Interest income

Interest income is recognized on a time-proportion basis using the effective interest method, taking into account the principal amount outstanding and the interest rates applicable.

(v) Royalty income

Royalty income is recognized on an accrual basis in accordance with the substance of the relevant agreements.

(vi) Dividend income

Dividend income is recognized when the right to receive payment is established.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(x) 收入確認(續)

(vii) 租金及分租收入

租金及分租收入乃按租賃年期以直線法入賬。

(y) 租賃

與所有權有關的風險和回報中的很大比例未轉移至作為承租人的本集團之租賃被分類為經營租賃(附註33)。經營租賃付款額(扣除出租人給予的任何優惠)在租賃期內按直線法計入損益賬。

本集團在租賃資產可供其使用的當日將租賃確認為使用權資產和相應的負債。

合同可能包含租賃組成部分和非租賃組成部分。本集團基於各租賃組成部分與非租賃組成部分的單獨價格相對比例分攤合同對價。

租賃產生的資產和負債按現值進行初始計量。租賃負債包括以下租賃付款的淨現值：

- 固定付款(包括實質固定付款)，扣除任何應收的租賃優惠；
- 基於指數或比率確定的可變租賃付款，採用租賃期開始日的指數或比率進行初始計量；
- 本集團根據餘值擔保預計應付的金額；
- 本集團合理確定將行使的購買選擇權的行權價格；及
- 在租賃期反映出本集團將行使選擇權的情況下終止租賃的罰款金額。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(x) Revenue recognition (continued)

(vii) Rental and sub-lease rental income

Rental and sub-lease rental income is recognized on a straight-line basis over the lease term.

(y) Leases

Leases in which a significant portion of the risks and rewards of ownership were not transferred to the Group as lessee were classified as operating leases (Note 33). Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

Leases are recognized as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(y) 租賃(續)

當合理確定將行使續租選擇權時，租賃付款也納入負債的計量中。

租賃付款按租賃內含利率貼現。本集團的租賃內含利率通常無法直接確定，在此情況下，應採用承租人的遞增借款利率，即承租人在類似經濟環境下獲得與使用權資產價值接近的資產，在類似期間以類似抵押條件借入資金而必須支付的利率。

為確定遞增借款利率，本集團應：

- 在可能的情況下，以承租人最近收到的第三方融資為起點，並進行調整以反映融資條件自收到第三方融資後的變化；
- 對於近期未獲得第三方融資的本集團持有的租賃，採用以無風險利率為起點的累加法，並按照租賃的信用風險進行調整；並
- 針對租賃作出特定調整，如租賃期、國家、貨幣及抵押。

本集團未來可能會面臨基於指數或比率確定的可變租賃付款增加的風險，並只會在實際發生時才納入租賃負債中。當基於指數或比率對租賃付款進行調整時，租賃負債應予以重估並根據使用權資產調整。

租賃付款在本金和融資費用之間進行分攤。融資費用在租賃期內計入損益賬，以按照固定的週期性利率對各期間負債餘額計算利息。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(y) Leases (continued)

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third party financing; and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

2. 主要會計政策(續)**(y) 租賃(續)**

使用權資產按成本計量，包括下列各項：

- 租賃負債的初始計量金額；
- 在租賃期開始日或之前支付的租賃付款扣除收到的租賃優惠；
- 初始直接費用；及
- 復原成本。

使用權資產一般在資產的使用壽命與租賃期兩者孰短的期間內按直線法計提折舊。如本集團合理確定會行使購買權，該使用權資產則按其使用壽命計提折舊。

與短期設備和汽車租賃及所有低價值資產租賃相關的付款按直線法確認為費用並計入損益賬。短期租賃是指租賃期為12個月或更短的租賃。

本集團作為出租人收到的經營租賃收入在租賃期內按直線法確認為收入(附註6)。為獲取經營租賃所發生的初始直接費用計入該資產的帳面金額，並在租賃期內按照與租賃收入相同的基礎確認為費用。租賃資產按其性質在資產負債表中列示。本集團無需因採用了新的租賃準則而對作為出租人持有的資產的會計處理作出任何調整。

(z) 派息

向本公司股東派發之股息，於批准派息的財務期間被確認為本集團財務報表中的一項負債。

2. PRINCIPAL ACCOUNTING POLICIES (continued)**(y) Leases (continued)**

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

Lease income from operating leases where the Group is a lessor is recognized in income on a straight-line basis over the lease term (Note 6). Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognized as expense over the lease term on the same basis as lease income. The respective leased assets are included in the balance sheet based on their nature. The Group did not need to make any adjustments to the accounting for assets held as lessor as a result of adopting the new leasing standard.

(z) Dividend distribution

Dividend distribution to the Company's shareholders is recognized as a liability in the Group's financial statements in the period in which the dividends are approved.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

2. 主要會計政策(續)

(aa) 政府補貼

當有合理保證會收到政府補貼且本集團將遵守所有附帶條件時，政府的補貼將按其公允價值確認。

與成本有關的政府補助被遞延，並在必要的期間內在損益中確認，以使其與擬補償的成本相匹配。

3. 財務風險管理及公允價值

本集團的業務承受多種的財務風險：(a)(i)匯兌風險、(a)(ii)信貸風險、(a)(iii)流動資金風險、(a)(iv)現金流量利率風險、(b)資金管理風險及(c)公允價值估計。本集團整體風險管理計劃尋求將對本集團財務表現有不良影響之潛在風險減至最低。如需要時，本集團會使用金融衍生工具管理若干所面對的風險。

(a) 財務風險因素

(i) 匯兌風險

本集團國際營運業務面對之匯兌風險來自商業交易、已確認之資產及負債和海外業務投資淨額。匯兌風險主要來自未來商業交易及以本集團實體的功能性貨幣以外的貨幣計值的已確認貨幣資產及負債。

於年結時，本集團的匯兌風險來自以人民幣計價的採購但以有關實體在當地貨幣作銷售價格。已確認之資產及負債之匯兌風險對本集團之影響不大，因本集團之各有關實體一般皆準時結算以非功能貨幣作交易單位之結餘，而使於結算日時未償付的外幣結餘極少。

2. PRINCIPAL ACCOUNTING POLICIES (continued)

(aa) Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognized in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE

The Group's activities exposed it to a variety of financial risks: (a) (i) foreign exchange risk, (a)(ii) credit risk, (a)(iii) liquidity risk, (a) (iv) cash flow interest rate risk, (b) capital risk management and (c) fair value estimation. The Group's overall risk management program seeks to minimize potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to manage certain risk exposure when necessary.

(a) Financial risk factors

(i) Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from commercial transactions, recognized assets and liabilities and net investments in foreign operations. Foreign exchange risk arises when future commercial transactions or recognized assets or liabilities are denominated in a currency that is not the entity's functional currency.

As at year end, the foreign exchange risk of the Group mainly arises from purchases from a Renminbi-based supply chain and sales proceeds in local currencies of the relevant group entities. Foreign exchange risk arising from recognized assets and liabilities is considered to be insignificant. This is due to the balances denominated in currencies other than the functional currency of the relevant group entity are generally settled promptly leaving minimal outstanding foreign currency position as at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(a) 財務風險因素(續)

(i) 匯兌風險(續)

為管理來自商業交易和已確認之資產及負債的匯兌風險影響，當預期有關貨幣會有重大浮動時，本集團之公司將可能訂立遠期外匯兌換合約。

本集團擁有若干海外業務投資，其淨資產易受外匯換算風險。

(ii) 信貸風險

本集團之信貸風險主要來自銀行存款、應收賬款及其他應收款及租賃按金。該等結餘之賬面值為本集團就金融資產所面對的最高信貸風險。由於本集團的存款一般存於高信貸評級的銀行，故銀行存款的信貸風險有限。

零售銷售一般透過現金、銀行轉賬、信用卡或有信譽及分散之百貨公司付款。本集團僅與具備良好信貸記錄之批發及加盟客戶進行信貸銷售，信貸期為30至90日。此外，應收款結餘已予持續監察，故本集團所面對的壞賬風險並不重大。

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(a) Financial risk factors (continued)

(i) Foreign exchange risk (continued)

To manage foreign exchange risk arising from commercial transactions, recognized assets and liabilities, companies in the Group may use forward foreign exchange contracts when major fluctuation in the relevant foreign currency is anticipated.

The Group has certain investments in foreign operations, whose net assets are exposed to foreign currency translation risk.

(ii) Credit risk

The credit risk of the Group is primarily attributable to balances with bank, trade and other receivables and rental deposits. The carrying amounts of these balances represent the Group's maximum exposure to credit risk in relation to financial assets. The credit risk on deposits with banks is limited as the Group mainly places the deposits in banks with high credit rating.

Retail sales are usually made in cash, bank transfer, through credit cards or through reputable and dispersed department stores. The Group's credit sales are only made to wholesale and franchise customers, with an appropriate credit history and on credit terms of 30 to 90 days. In addition, receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(a) 財務風險因素(續)

(ii) 信貸風險(續)

下表呈列於2020年及2019年12月31日之本集團主要債務人。

(以百萬港元為單位)

訂約方：
百貨公司
加盟商
應收信用卡賬款
其他

應收賬款(附註16)

業主

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(a) Financial risk factors (continued)

(ii) Credit risk (continued)

The table below shows the major types of debtors of the Group as at December 31, 2020 and 2019.

(In HK\$ million)

Counterpart:
Department stores
Franchisees
Credit card receivables
Others

Trade receivables
(Note 16)

Landlords

2020

2019

134

141

67

69

9

9

18

20

228

239

188

213

416

452

應收賬款

本集團應用香港財務報告準則第9號批准之簡化方法，其允許對所有貿易應收賬款使用預計使用年期虧損撥備。為計量預期信貸虧損，應收賬款已按共同信貸風險特性而分組。

至於應收賬款，對手方主要為大型公司及擁有穩健財務狀況，而管理層認為信貸風險不高。本集團與該等對手方維持頻繁溝通。管理層密切監察該等應收賬款的信貸質素及收回機會，並認為其預期信貸風險屬微小，此乃考慮到與彼等的過往合作及前瞻性資料。

Trade receivables

The Group applies the simplified approach to providing for expected credit losses prescribed by HKFRS 9, which permits the use of lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on share credit risk characteristics.

For the trade receivables, the counterparties primarily are large corporation and have strong financial position and management considers the credit risk is not high. The Group maintains frequent communications with these counterparties. Management has closely monitored the credit qualities and the collectability of these receivables and consider that the expected credit risks of them are minimal in view of the history of cooperation with them and forward looking information.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(a) 財務風險因素(續)

(ii) 信貸風險(續)

其他應收賬款

本集團董事於資產初始確認時考慮違約的可能性，及評估本年度信貸風險是否持續顯著增加。在評估信貸風險是否顯著增加時本集團將年結日時資產發生違約的風險與初始確認日期的違約風險進行比較。特別是結合了以下指標：

- 營業、財務及經濟狀況的實際或預期發生重大不利變化預期導致公司履行責任的能力產生重大變化；
- 公司經營業績實際或預期發生重大變化；
- 公司預期表現及行為發生重大變化，包括第三方付款情況的變化。

不論上述分析如何，倘涉及合約付款／按要求償還的債務人逾期超過30日，則假定信貸風險大幅增加。

當交易對手方無法於到期365日內作出合約付款／按要求償還，則金融資產出現違約。

本集團定期審閱每項個別應收款項的可收回金額，以確保就無法收回金額作出足夠的減值虧損。至於金融資產的條款，本集團通過及時計提適當預期信貸虧損來說明其信貸風險。於計算預期信貸虧損率時，本集團考慮各類債務人的過往虧損率，並調整前瞻的宏觀經濟資料。

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(a) Financial risk factors (continued)

(ii) Credit risk (continued)

Other receivables

The directors of the Group consider the probability of default upon initial recognition of asset and whether there has been significant increase in credit risk on an ongoing basis during the year. To assess whether there is a significant increase in credit risk the Group compares risk of a default occurring on the assets as at year end date with the risk of default as at the date of initial recognition. Especially the following indicators are incorporated.

- Actual or expected significant adverse changes in business, financial economic conditions that are expected to cause a significant change to the company's ability to meet its obligations;
- Actual or expected significant changes in the operating results of the company;
- Significant changes in the expected performance and behavior of the company, including changes in the payment status of the third party.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment/repayable demand.

A default on a financial asset when the counterparty fails to make contractual payments/repayable demanded within 365 days of when they fail due.

The Group reviews regularly the recoverable amount of each individual receivable to ensure that adequate impairment losses are made for irrecoverable amounts. Over the term of the financial assets, the Group accounts for its credit risk by appropriately providing for expected credit losses on a timely basis. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of debtors, and adjusts for forward looking macroeconomic data.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(a) 財務風險因素(續)

(ii) 信貸風險(續)

其他應收賬款(續)

於2019年及2020年12月31日，管理層認為其他應收款項的信貸風險屬於低風險，因為交易對手方擁有雄厚實力應付短期內的合約現金流責任。本集團已評估其他應收款項的預期信貸虧損，本年度就該等結餘確認的虧損撥備並不重大。

(iii) 流動資金風險

本集團透過維持充裕銀行融資以及來自經營現金流量及融資現金流量的現金及現金等值物，來控制流動資金風險。

本集團及本公司於2020年12月31日及2019年12月31日之全部財務負債均於一年內到期，惟需注意下文所列者：

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(a) Financial risk factors (continued)

(ii) Credit risk (continued)

Other receivables (continued)

As at December 31, 2019 and 2020, management consider other receivables as low credit risk as counterparties have a strong capacity to meet its contractual cash flow obligations in the near term. The Group has assessed that the expected credit losses for other receivables and the loss allowance provision recognized during the year for these balances is not material.

(iii) Liquidity risk

The liquidity risk of the Group is controlled by maintaining sufficient banking facilities and cash and cash equivalents, which is generated from the operating cash flow and financing cash flow.

As at December 31, 2020 and December 31, 2019, all of the Group's and Company's financial liabilities are due within one year, except to note followings:

		1年後 但5年內 After one year but			總合同 現金流量 Total contractual cash flows	賬面值 Carrying amount
		1年內 Within one year	5年以上 Over five years	5年以上 Over five years		
(以百萬港元為單位)	(In HK\$ million)					
於2020年12月31日	As at December 31, 2020					
銀行貸款	Bank loans	1	101	-	102	100
租賃負債	Lease liabilities	452	348	8	808	767
		453	449	8	910	867
於2019年12月31日	As at December 31, 2019					
租賃負債	Lease liabilities	570	585	10	1,165	1,108

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(a) 財務風險因素(續)

(iv) 現金流量利率風險

除銀行存款12.56億港元(2019年:12.59億港元)及銀行貸款1.52億港元(2019年:2.65億港元),本集團並無其他重大計息資產及負債。以浮動息率計息之銀行存款及銀行借貸令本集團面對現金流量利率風險,惟該等風險對本集團之影響並不重大。本集團之收入及經營現金流量大致上不受市場利率變動影響。管理層預期來自利率變動的影響並不重大。

(b) 資金管理風險

本集團的資金管理目標,是保障本集團能持續營運之能力,以及為股東提供最大回報及令其他持份人獲益。

按合併財務狀況表所顯示,本集團的資本架構包括股本、現金及銀行結存以及銀行貸款。

為優化資本結構,本集團可能會增加長期借貸、調整派付予股東的股息金額、向股東發還資本及發行新股。

本集團在年內透過保持淨現金狀態監察資本。淨現金狀態乃以現金及銀行結存減計息銀行貸款計算得出。於2020年12月31日,本集團保持11.04億港元(2019年:9.94億港元)的淨現金狀態。

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(a) Financial risk factors (continued)

(iv) Cash flow interest rate risk

Except for the bank balance of HK\$1,256 million (2019: HK\$1,259 million) and bank loan of HK\$152 million (2019: HK\$265 million); the Group has no other significant interest-bearing assets and liabilities. The bank balance and bank borrowings at floating rate expose the Group to cash flow interest rate risk which is insignificant to the Group. The Group's income and operating cash flows are substantially independent of changes in market interest rates. Management does not anticipate significant impact resulted from the changes in interest rates.

(b) Capital risk management

The Group's objectives on managing capital are to safeguard the Group's ability to continue as a going concern as well as maximizing returns for shareholders and benefits for other stakeholders.

The Group's capital structure consists of equity, cash and bank balances and bank loans as shown in the consolidated statement of financial position.

In order to improve the capital structure, the Group may raise long term debts, adjust the amount of dividends paid to shareholders, return capital to shareholders and issue new shares.

The Group monitors capital by maintaining a net cash position throughout the year. Net cash positions is calculated by cash and bank balances net of interest bearing bank loans. As at December 31, 2020, the Group maintained a net cash position of HK\$1,104 million (2019: HK\$994million).

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

3. 財務風險管理及公允價值(續)

(c) 公允價值估計

按公允價值計量之金融工具乃按下列公允價值計量層級分級：

第一級 — 相同資產或負債於活躍市場的報價(未經調整)。

第二級 — 除了第一級所包括的報價外，該資產或負債的其他可觀察輸入數據，可為直接(即例如價格)或間接(即源自價格)。

第三級 — 資產或負債並非依據可觀察市場資料得出的輸入數據(即非可觀察輸入數據)。

於活躍市場交易的金融工具的公允價值乃按財務狀況表日期之市場報價得出。倘報價可即時且定期自交易所、交易商、經紀、同業團體、報價服務或監管機構取得，且該等價格代表按公平基準實際及定期發生的市場交易，則市場會被視為活躍。本集團所持金融資產的市場報價為現行買入價。該等工具乃包括在第一級內。本集團的於損益賬按公允價值處理之金融資產和於其他綜合收益按公允價值處理之金融資產乃按公允價值計量，故屬公允價值計量層級中的第一級(附註15和19)。

於2020年12月31日，倘於其他綜合收益按公允價值處理之金融資產及於損益賬按公允價值處理之金融資產的公允價值各自有5%的改變，而其他可變因素均維持不變，則本集團之權益將增加/減少20萬港元(2019年：30萬港元)及淨溢利將增加/減少140萬港元(2019年：1,140萬港元)。

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)

(c) Fair value estimation

Financial instruments that are measured at fair value are disclosed by the level of the following fair value measurement hierarchy:

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value of financial instruments traded in active markets is based on quoted market prices at the date of the statement of financial position. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1. The Group's financial asset at FVPL and FVOCI measured at fair value are included in Level 1 of the fair value measurement hierarchy (Note 15 and 19).

As at December 31, 2020, if there had been a 5% change in the fair value of financial asset at FVOCI and financial asset at FVPL with all other variables held constant, the Group's equity would have increased/decreased by HK\$0.2 million (2019: HK\$0.3 million) and net profit would have increased/decreased by HK\$1.4 million (2019: HK\$11.4 million).

3. 財務風險管理及公允價值(續)**(c) 公允價值估計(續)**

並非於活躍市場交易的金融工具的公允價值乃使用估值技術釐定。估值技術盡量利用可觀察市場數據(如有)，盡量少依賴主體的特定估計。如計算金融工具的公允價值所需的全部重大輸入數據均可予觀察，則該金融工具乃列入第二級。於2020年及2019年12月31日，概無金融工具獲列入第二級。

倘一項或多項重大輸入數據並非根據可觀察市場資料得出，則該金融工具乃列入第三級。本集團的於損益賬按公允價值處理之金融資產已獲列為公允價值計量層級中的第三級(附註15)。

4. 重要會計估計及判斷

估計及判斷之評估會持續地進行，並以過往使用經驗及其他因素作為基礎，包括在目前情況下對未來事件的合理預期。

重要會計估計及假設

本集團對未來作出推算及假設。所得之會計估計理論上難以與相關的實際結果相同。以下所論述之估計及假設有相當風險引致須於下個財政年度對資產和負債之賬面值作重大調整。

(i) 評估非流動金融資產減值

每當有事件或情況之改變顯示須作折舊及攤銷之非流動資產之入賬值可能不可收回時，本集團便對該等資產進行減值審閱。管理層評估各非流動資產之可回收金額時，乃按預期未來使用該等資產之計劃，根據其使用價值或其公允價值減處置成本(參照市場價格)進行評估。該等計算須使用判斷及估算。

3. FINANCIAL RISK MANAGEMENT AND FAIR VALUE (continued)**(c) Fair value estimation (continued)**

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. No financial instrument is included in Level 2 as at December 31, 2020 and 2019.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. The Group's financial asset at FVPL are included in Level 3 of the fair value measurement hierarchy (Note 15).

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(i) Assessment of impairment of non-current financial assets

The Group conducts impairment reviews of non-current assets that are subject to depreciation and amortization whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. Management assesses the recoverable amount of each non-current asset based on its value in use or on its fair value less costs of disposal (by reference to market prices), depending upon the anticipated future plans for the assets. These calculations require the use of judgments and estimates.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日

December 31, 2020

4. 重要會計估計及判斷(續)

(ii) 簽出授出認沽期權負債的公允值

若干本集團的業務合併交易涉及由本集團所發出對附屬公司權益之授出認沽期權。本集團的相關簽出授出認沽期權負債按公允值確認，該等公允值乃根據相關協議的條款及參考該等已收購之附屬公司預期收購後之表現而釐定。釐定用作估計所收購附屬公司的收購後表現所採納的主要假設(如增長率、利潤率及貼現率)時，須作出判斷。主要假設的變動可對未來負債的金額造成重大影響。於收購日期後所發生的事項或因素導致授出認沽期權負債需要重新計量公允值時，所產生的任何變動將於權益中確認。

(iii) 物業、機器及設備之折舊

物業、機器及設備乃按其預計使用年期以直線法折舊。本集團定期審閱該等資產之預計使用年期以釐定於任何報告期內支出之數額。使用年期乃根據本集團對相類似之資產之過往經驗而釐定。如過往之估計有重大改變，則調整在將來期間之折舊支出。

(iv) 存貨可變現淨值

存貨可變現淨值指日常業務估計售價扣除估計銷售開支。有關估計根據現行市況及過往出售類似產品之經驗而作出。相關估計可能因本集團經營地點之經濟狀況出現變動以及客戶口味及競爭對手就回應市況變動所採取措施而出現重大變動。管理層於各結算日重新評估此等估計。

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (continued)

(ii) Fair value of written put option liabilities

Certain of the Group's business combination activities involved put options issued by the Group over the equity of subsidiary companies. The Group recorded such written put option liabilities at their fair values which are determined in accordance with the terms under those relevant agreements and with reference to the estimated post-acquisition performance of the acquired subsidiaries. Judgement is required to determine key assumptions (such as growth rate, margins and discount rate) adopted in the estimation of post-acquisition performance of the acquired subsidiaries. Changes to key assumptions can significantly affect the amounts of future liabilities. Put option liabilities shall be re-measured at their fair value resulting from events or factors emerge after the acquisition date, with any resulting changes recognized in the equity.

(iii) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives of the assets. The Group reviews the estimated useful lives of the assets regularly in order to determine the amount of depreciation to be recorded during any reporting period. The useful lives are based on the Group's historical experience with similar assets. The depreciation for future periods is adjusted if there are material changes from previous estimates.

(iv) Net realizable value of inventories

Net realizable value of inventories is the estimated selling prices in the ordinary course of business less estimated selling expenses. These estimates are based on the current market condition and the historical experience of selling products of similar nature. It could change significantly as a result of changes in economic conditions in places where the Group operates and changes in customer taste and competitor actions in response to changes in market conditions. Management reassesses these estimates at each balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

4. 重要會計估計及判斷(續)

(v) 資產減值(債務工具投資以及應收營業賬款及其他應收賬款除外)

於各個報告期末，本集團審閱內部及外來資料來源以識別下列資產可能減值或(除商譽外)先前已確認的減值虧損不再存在或可能已經減少的跡象：

- 物業、機器及設備；
- 使用權資產；
- 於合營公司的權益；及
- 商譽。

用以識別減值跡象的有關資料通常具有主觀性質，故本集團就其業務採用有關資料時須作出判斷。本集團對此等資料的詮釋會直接影響是否於任何指定報告期末進行減值評估。

倘確定出現減值跡象，本集團會就有關資料進一步估計可收回金額，即資產的公允價值減出售成本或使用價值兩者的較高值。視乎本集團對檢討資產的整體重要性的評估及合理估算可收回金額的複雜性，本集團可能會利用內部資源進行有關評估或委聘外部顧問向本集團提供意見。無論利用何種資源，本集團於評估時均須作出眾多假設，包括有關資產的使用情況、將產生的現金流、適當的市場貼現率及預計市場及監管情況。該等假設如出現任何變動，可能會導致日後對任何資產可收回金額的估算出現重大變動。

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (continued)

(v) Impairment of assets (other than investments in debt instruments and trade and other receivables)

At the end of each reporting period, the Group reviews internal and external sources of information to identify indications that the following assets may be impaired or, except in the case of goodwill, an impairment loss previously recognized no longer exists or may have decreased:

- Property, plant and equipment;
- Right-of-use assets;
- Interests in joint ventures; and
- Goodwill.

The sources utilized to identify indications of impairment are often subjective in nature and the Group is required to use judgement in applying such information to its business. The Group's interpretation of this information has a direct impact on whether an impairment assessment is performed as at the end of any given reporting period.

If an indication of impairment is identified, such information is further subject to an exercise that requires the Group to estimate the recoverable amount, representing the greater of the asset's fair value less costs of disposal or its value in use. Depending on the Group's assessment of the overall materiality of the asset under review and complexity of deriving a reasonable estimate of the recoverable amount, the Group may perform such assessments utilizing internal resources or the Group may engage external advisors to counsel the Group. Regardless of the resources utilized, the Group is required to make many assumptions to make these assessments, including the utilization of such asset, the cash flows to be generated, appropriate market discount rates and the projected market and regulatory conditions. Changes in any of these assumptions could result in a material change to future estimates of the recoverable amount of any asset.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

4. 重要會計估計及判斷(續)

(vi) 所得稅

本集團須於多個司法權區繳納所得稅。在為所得稅釐定全球準備時需要運用相當程度的判斷。於日常業務過程中有頗多未能確定最終稅項之交易及計算。本集團依據會否有到期應繳額外稅項之估計而確認預期稅務審計項目之負債。倘該等事項之最終稅務結果與初步記錄之金額不同，有關差異將影響作出釐定之期間內的所得稅及遞延稅項準備。

(vii) 釐定租賃條款及貼現率

在決定租賃租期時，管理層會考慮所有構成經濟誘因的動機，以行使延期選擇權或不行使終止選擇權。僅當本集團具有延展租賃期限的可執行權且合理確定租賃將被延期(或未終止)時，延期選擇權(或終止期權後的期間)才包括在租賃期限內。潛在的未來現金流出未計入租賃負債，因為無法合理確定租賃將被延長(或未終止)。

如果發生重大事件或重大變化，而此影響在承租人的控制範圍內，此評估會進行複核。

無論在租賃開始日和租賃修改生效日決定貼現率時，本集團需要作出重要的判斷去考慮基礎資產的性質以及租賃的條款和條件。

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (continued)

(vi) Income tax

The Group is subject to income taxes in numerous jurisdictions. Significant judgment is required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(vii) Determination of lease term and discount rate

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the Group has enforceable right to extend the lease term and the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

In determining the discount rate, the Group is required to exercise considerable judgement in relation to determine the discount rates by taking into account the nature of the underlying assets and the terms and conditions of the leases, at both the commencement date and the effective date of the modification.

4. 重要會計估計及判斷(續)

(viii) 應收賬款可收回性

集團會於預期無法收回所有到期款項時作出預期信用損失撥備。集團集合風險特徵相似的應收賬款，然後評估共同或個別賬款收回的可能性，從而確定撥備額。撥備反映全期預期信用損失，即應收賬款在預計還款期內的潛在違約事件，按發生違約的加權概率計算。在釐定預期信用損失撥備水平時須判斷客戶的信用風險特徵，及按情況以共同及個別組合評估收回的可能性。儘管撥備被視為恰當，但估算基準或經濟環境的變化，可能導致已列賬的撥備水平有變，因此影響扣除或計入損益賬的金額。

5. 銷售額及營運分部

本集團按發展策略以及營運控制以釐定其營運分部。主要分為兩個營運分部：零售及分銷分部及對海外加盟商之批發業務。管理層以地區及品牌之角度來管理零售及分銷之營運分部。

按照地區，零售及分銷營運分部於中國大陸及中東包含直營店(「直營店」)及加盟店。香港及澳門、台灣及亞太其他地區市場並沒有重大之當地加盟店。本集團門市遍佈在大部份亞太地區以及中東。

品牌方面，本集團現時經營 *Giordano* 及 *Giordano Junior*、*Giordano Ladies*、*BSX* 以及其他自有及授權經營之品牌。

經調整 EBITDA 乃指未扣除融資費用、所得稅、使用權資產與物業、機器及設備之減值、折舊及攤薄、應佔合營公司溢利以及未分配之總部職能項目的(虧損)/溢利。分部業績乃未扣除融資費用、應佔合營公司溢利、所得稅及未分配之總部職能項目。此乃向管理層及高級決策者匯報以作資源分配及評估分部表現的計量基準。

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (continued)

(viii) Recoverability of Trade Receivables

Provision for expected credit losses is made when the Group does not expect to collect all amounts due. The provision is determined by grouping together trade debtors with similar risk characteristics and collectively or individually assessing them for likelihood of recovery. The provision reflects lifetime expected credit losses i.e. possible default events over the expected life of the trade receivables, weighted by the probability of that default occurring. Judgement has been applied in determining the level of provision for expected credit losses, taking into account the credit risk characteristics of customers and the likelihood of recovery assessed on a combination of collective and individual basis as relevant. While the provision is considered appropriate, changes in estimation basis or in economic conditions could lead to a change in the level of provision recorded and consequently on the charge or credit to profit or loss.

5. SALES AND OPERATING SEGMENTS

The Group determines its operating segments based on its development strategies and operational control. There are two major operating segments: Retail and Distribution and Wholesales to Overseas Franchisees. Management manages the Retail and Distribution operating segment geographically and by brand.

Geographically, the Retail and Distribution operating segment in Mainland China and the Middle East comprise direct-operated stores (“DOS”) and franchised stores. Hong Kong and Macau, Taiwan and the rest of Asia Pacific do not have material local franchised stores. Group stores span most of Asia Pacific and the Middle East.

As for brands, the Group presently operates *Giordano* and *Giordano Junior*, *Giordano Ladies*, *BSX* as well as other owned and licensed brands.

Adjusted EBITDA is (loss)/profit before finance expense, income taxes, impairment of right-of-use assets and property, plant and equipment, depreciation and amortization, share of profit of joint ventures and unallocated corporate items. Segment results are before finance expense, share of profit of joint ventures, income taxes and unallocated corporate items. This is the measurement basis reported to management and the senior decision-makers for the purpose of resources allocation and assessment of segment performance.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日

December 31, 2020

5. 銷售額及營運分部(續)

本集團之營運分部銷售額及經營(虧損)/溢利按地區之分析如下。

5. SALES AND OPERATING SEGMENTS (continued)

Analysis of sales and operating (loss)/profit of the Group's operating segment by geographic regions is as follows.

		2020						合計 Total
		中國大陸 Mainland China	香港及 澳門 HK and Macau	台灣 Taiwan	亞太其他 地區 The rest of Asia Pacific	中東 The Middle East	對海外 加盟商之 批發 Wholesales to Overseas Franchisees	
(以百萬港元為單位)	(In HK\$ million)							
銷售額	Sales	701	362	534	954	387	184	3,122
經調整EBITDA	Adjusted EBITDA	(2)	80	127	259	107	9	580
折舊及攤銷	Depreciation and amortization							
– 使用權資產	– Right-of-use assets	(57)	(142)	(60)	(196)	(87)	–	(542)
– 物業、機器及設備和投資物業	– Property, plant and equipment and investment property	(11)	(5)	(9)	(29)	(13)	–	(67)
減值	Impairment							
– 使用權資產	– Right-of-use assets	(6)	(51)	–	(18)	(4)	–	(79)
– 物業、機器及設備	– Property, plant and equipment	(1)	(5)	–	(2)	–	–	(8)
減值撥回	Reversal of impairment							
– 使用權資產	– Right-of-use assets	4	4	–	6	–	–	14
– 物業、機器及設備	– Property, plant and equipment	2	–	–	1	–	–	3
分部業績	Segment results	(71)	(119)	58	21	3	9	(99)
總部職能	Corporate functions							(6)
融資費用	Finance expense							(41)
應佔合營公司溢利	Share of profit of joint ventures							39
除所得稅前虧損	Loss before income taxes							(107)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

5. 銷售額及營運分部(續)

5. SALES AND OPERATING SEGMENTS
(continued)

(以百萬港元為單位)	(In HK\$ million)	2019						合計 Total
		中國大陸 Mainland China	香港及 澳門 HK and Macau	台灣 Taiwan	亞太其他 地區 The rest of Asia Pacific	中東 The Middle East	對海外 加盟商之 批發 Wholesales to Overseas Franchisees	
銷售額	Sales	995	772	587	1,584	662	252	4,852
經調整EBITDA	Adjusted EBITDA	72	201	119	465	231	35	1,123
折舊及攤銷	Depreciation and amortization							
– 使用權資產	– Right-of-use assets	(71)	(173)	(59)	(208)	(94)	–	(605)
– 物業、機器及設備和投資物業	– Property, plant and equipment and investment properties	(18)	(12)	(15)	(38)	(14)	–	(97)
– 租賃土地預付款項	– Leasehold land prepayments	(1)	–	–	–	–	–	(1)
減值	Impairment							
– 使用權資產	– Right-of-use assets	(11)	(9)	–	(6)	–	–	(26)
– 物業、機器及設備	– Property, plant and equipment	(4)	(2)	(1)	(4)	–	–	(11)
分部業績	Segment results	(33)	5	44	209	123	35	383
總部職能	Corporate functions							14
融資費用	Finance expense							(55)
應佔合營公司溢利	Share of profit of joint ventures							63
除所得稅前溢利	Profit before income taxes							405

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

5. 銷售額及營運分部(續)

以品牌劃分之零售及分銷營運分部之進一步分析如下。

5. SALES AND OPERATING SEGMENTS (continued)

Further analysis of the Retail and Distribution operating segment by brand is as follows.

(以百萬港元為單位)	(In HK\$ million)	2020		2019	
		銷售額 Sales	經營 (虧損)/ 溢利 Operating (loss)/ profit	銷售額 Sales	經營 溢利/ (虧損) Operating profit/ (loss)
零售及分銷	Retail and Distribution				
<i>Giordano及Giordano Junior</i>	<i>Giordano and Giordano Junior</i>	2,482	(108)	3,831	307
<i>Giordano Ladies</i>	<i>Giordano Ladies</i>	235	4	395	34
<i>BSX</i>	<i>BSX</i>	45	(4)	101	(3)
其他	Others	176	-	273	10
		2,938	(108)	4,600	348

本公司駐於香港。其於香港及澳門(包括零售及批發銷售)錄得對外客戶之銷售額為5.46億港元(2019年:10.24億港元);於中國大陸為7.01億港元(2019年:9.95億港元);而於其他市場對外客戶之銷售額為18.75億港元(2019年:28.33億港元)。

The Company has its domicile in HK. Sales to external customers recorded in HK and Macau (including retail and wholesale sales) are HK\$546 million (2019: HK\$1,024 million), Mainland China HK\$701 million (2019: HK\$995 million) and external customers from other markets HK\$1,875 million (2019: HK\$2,833 million).

分部之間之銷售額為6.90億港元(2019年:11.60億港元)已予合併對銷。

Inter-segment sales of HK\$690 million (2019: HK\$1,160 million) have been eliminated upon consolidation.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

5. 銷售額及營運分部(續)

中國大陸之所得稅抵免為600萬港元(2019年:所得稅費用500萬港元),香港及澳門為2,000萬港元(2019年:所得稅費用300萬港元),而中東為200萬港元(2019年:所得稅費用900萬港元);台灣之所得稅費用為900萬港元(2019年:1,000萬港元),而亞太其他地區為1,000萬港元(2019年:6,000萬港元)。

本集團之資產按地區劃分之分析如下。

5. SALES AND OPERATING SEGMENTS (continued)

Income tax credit related to Mainland China was HK\$6 million (2019: Income taxes charged of HK\$5 million), HK and Macau HK\$20 million (2019: Income taxes charged of HK\$3 million) and the Middle East HK\$2 million (2019: Income taxes charged of HK\$9 million). Income taxes charged related to Taiwan was HK\$9 million (2019: HK\$10 million) and the rest of Asia Pacific HK\$10 million (2019: HK\$60 million).

Analysis of the Group's assets by geographic region is as follows.

(以百萬港元為單位)	(In HK\$ million)	分部資產	
		Segment assets	
		2020	2019
分部資產	Segment assets		
亞太其他地區	The rest of Asia Pacific	1,102	1,159
中東	The Middle East	918	1,044
香港及澳門	HK and Macau	822	1,174
中國大陸	Mainland China	625	704
台灣	Taiwan	240	290
		3,707	4,371
合營公司權益	Interest in joint ventures	549	538
於其他綜合收益按公允值處理之金融資產	Financial asset at fair value through other comprehensive income	3	5
於損益賬按公允值處理之金融資產	Financial asset at fair value through profit or loss	28	228
遞延稅項資產	Deferred tax assets	96	54
資產總額	Total assets	4,383	5,196

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

5. 銷售額及營運分部(續)

除金融工具及遞延稅項資產外，於香港及澳門之非流動資產總額為2.44億港元(2019年：4.77億港元)，於中國大陸為1.08億港元(2019年：1.76億港元)；及於其他市場為18.10億港元(2019年：20.90億港元)。

5. SALES AND OPERATING SEGMENTS (continued)

The total non-current assets other than financial instruments and deferred tax assets located in HK and Macau was HK\$244 million (2019: HK\$477 million); Mainland China, HK\$108 million (2019: HK\$176 million); and other markets, HK\$1,810 million (2019: HK\$2,090 million).

6. 其他收入及其他收益，淨額

6. OTHER INCOME AND OTHER GAINS, NET

(以百萬港元為單位)	(In HK\$ million)	2020	2019
政府補貼	Government grants	102	-
特許權收入	Royalty income	30	31
利息收入	Interest income	12	21
匯兌收益淨額	Net exchange gain	11	5
租金及分租收入	Rental and sub-lease rental income	8	12
股息收入	Dividend income	3	3
於損益賬按公允值處理之金融資產之 公允值收益/(虧損)	Fair value gain/(loss) on financial asset at fair value through profit or loss	1	(1)
出售物業、機器及設備之淨虧損	Net loss on disposal of property, plant and equipment	(1)	(1)
其他	Others	17	13
		183	83

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

7. 經營(虧損)/溢利

經營(虧損)/溢利已扣除/(計入):

(以百萬港元為單位)

7. OPERATING (LOSS)/PROFIT

Operating (loss)/profit is after charging/(crediting):

(In HK\$ million)

		2020	2019
銷售成本	Cost of sales		
存貨銷售成本	Cost of inventories sold	1,377	2,000
陳舊存貨撥備及 存貨撇銷	Provision for obsolete stock and stock written off	9	6
		1,386	2,006
分銷費用	Distribution expense		
員工成本	Staff cost	574	763
折舊支出	Depreciation expenses		
– 使用權資產	– Right-of-use assets	525	589
– 物業、機器及設備	– Property, plant and equipment	61	90
土地及樓宇之租賃費用	Rentals in respect of land and building		
– 最低租金支出	– Minimum lease payments	66	183
– 或然租金費用	– Contingent rent	147	189
物業管理費、 政府地租及差餉及 公用事業費用	Building management fee, government rent and rates and utilities	106	122
廣告宣傳、推廣及 激勵措施	Advertising, promotion and incentives	81	107
包裝及運輸	Packaging and deliveries	45	58
銀行及信用卡收費	Bank and credit card charges	20	33
減值	Impairment		
– 使用權資產	– Right-of-use assets	79	26
– 物業、機器及設備	– Property, plant and equipment	8	11
減值撥回	Reversal of impairment		
– 使用權資產	– Right-of-use assets	(14)	–
– 物業、機器及設備	– Property, plant and equipment	(3)	–
租賃土地預付款項攤銷	Amortization of leasehold land prepayments	–	1
其他	Others	105	128
		1,800	2,300
行政費用	Administrative expense		
員工成本	Staff cost	118	145
折舊支出	Depreciation expenses		
– 使用權資產	– Right-of-use assets	17	16
– 物業、機器及設備和 投資物業	– Property, plant and equipment and investment properties	6	7
法律及專業費用	Legal and professional fee	25	15
核數師酬金	Auditor's remuneration	6	6
電腦及通訊	Computer and telecommunication	6	6
差旅費	Travelling	2	4
土地及樓宇之租賃費用	Rentals in respect of land and building		
– 最低租金支出	– Minimum lease payments	1	3
營業及其他稅項	Business and other taxes	1	1
其他	Others	42	29
		224	232

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

8. 融資費用

8. FINANCE EXPENSE

(以百萬港元為單位)	(In HK\$ million)	2020	2019
租賃負債利息	Interest on lease liabilities	39	49
銀行貸款利息	Interest on bank loans	2	6
		41	55

9. 員工成本

9. STAFF COSTS

(以百萬港元為單位)	(In HK\$ million)	2020	2019
薪金及工資(包括董事酬金)	Salaries and wages (including Directors' emoluments)	622	828
購股權費用	Share option expense	5	1
退休金— 界定供款計劃	Pension cost — defined contribution plans	65	79
		692	908

本年度內，本集團沒有運用未能領取之供款(2019年：無)以減低供款水平。於2020年及2019年12月31日，沒有可供來年使用之未能領取供款。

During the year, no unvested benefits were utilized by the Group to reduce the level of contributions (2019: Nil). As at December 31, 2020 and 2019, no unvested benefits were available to be utilized in future years.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

10. 董事的利益和權益

(a) 董事酬金

10. BENEFITS AND INTERESTS OF DIRECTORS

(a) Directors' emoluments

董事姓名	Name of Directors	袍金		薪金		業績計算 [⊕] / 酌情性 ^{⊕⊕} 花紅		其他收益 [#]		僱主 退休金供款	合計
		Fees	Salaries	Performance-based [⊕] / discretionary ^{⊕⊕} bonuses	Other benefits [#]	Employer's contribution to pension schemes	Total				
		港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	港幣千元 HK\$'000	
2020											
劉國權 [†]	LAU Kwok Kuen, Peter [†]	-	3,216	-	-	1,859	-	-	-	5,075	
陳嘉緯 [△]	CHAN Ka Wai [△]	-	2,173	-	-	246	-	-	18	2,437	
羅學文 [△]	Mark Alan LOYND [△]	-	2,002	-	-	253	-	-	18	2,273	
鄭志剛 [^]	CHENG Chi Kong [^]	200	-	-	-	-	-	-	-	200	
陳世昌 [^]	CHAN Sai Cheong [^]	200	-	-	-	-	-	-	-	200	
畢滌凡 [*]	Barry John BUTTIFANT [*]	420	-	-	-	-	-	-	-	420	
鄭其志 [*]	KWONG Ki Chi [*]	360	-	-	-	-	-	-	-	360	
黃旭 [*]	WONG Yuk (alias, HUANG Xu) [*]	390	-	-	-	-	-	-	-	390	
Alison Elizabeth LLOYD [*]	Alison Elizabeth LLOYD [*]	370	-	-	-	-	-	-	-	370	
		1,940	7,391	-	-	2,358	-	36	-	11,725	
2019											
劉國權 [†]	LAU Kwok Kuen, Peter [†]	-	3,676	6,494 [⊕]	-	1,820	-	-	-	11,990	
陳嘉緯 [△]	CHAN Ka Wai [△]	-	2,343	860 ^{⊕⊕}	-	160	-	-	18	3,381	
羅學文 [△]	Mark Alan LOYND [△]	-	2,153	750 ^{⊕⊕}	-	151	-	-	18	3,072	
鄭志剛 [^]	CHENG Chi Kong [^]	200	-	-	-	-	-	-	-	200	
陳世昌 [^]	CHAN Sai Cheong [^]	200	-	-	-	-	-	-	-	200	
畢滌凡 [*]	Barry John BUTTIFANT [*]	420	-	-	-	-	-	-	-	420	
鄭其志 [*]	KWONG Ki Chi [*]	360	-	-	-	-	-	-	-	360	
黃旭 [*]	WONG Yuk (alias, HUANG Xu) [*]	390	-	-	-	-	-	-	-	390	
Alison Elizabeth LLOYD [*]	Alison Elizabeth LLOYD [*]	308	-	-	-	-	-	-	-	308	
		1,878	8,172	8,104	-	2,131	-	36	-	20,321	

† 主席及行政總裁
△ 執行董事
^ 非執行董事
· 獨立非執行董事
其他收益包括保險供款、購股權、房屋津貼、其他津貼及實物收益(「其他收益」)
⊕ 業績計算花紅按溢利分配比率所決定
⊕⊕ 酌情性花紅按預先決定之溢利目標達成率所決定
' 於2019年3月7日獲委任為獨立非執行董事

† Chairman and Chief Executive
△ Executive directors
^ Non-executive directors
· Independent non-executive directors
Other benefits include insurance premium, share options, housing allowances, other allowances and benefits in kind ("Other Benefits")
⊕ Performance-based bonus is determined based on profit sharing ratio
⊕⊕ Discretionary bonus is determined based on pre-determined achievement rate of profit targets
' Appointed as Independent Non-Executive Director on March 7, 2019

截至2019年12月31日止年度，劉國權放棄，並同意放棄2019年的240萬港元獎金。

During the year ended December 31, 2019, Lau Kwok Kuen, Peter, waived and has agreed to waive 2019 bonus of HK\$2.4million.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

10. 董事的利益和權益(續)

(a) 董事酬金(續)

於本年度內，向董事支付之酬金總額如下：

(以港幣千元為單位)

	(In HK\$'000)	2020	2019
袍金	Fees	1,940	1,878
其他酬金：	Other emoluments:		
基本薪金及	Basic salaries and		
其他收益	other Benefits	9,749	10,303
退休金計劃供款	Contribution to pension schemes	36	36
業績計算／酌情性花紅	Performance-based/discretionary bonuses	-	8,104
		11,725	20,321

(b) 五位最高薪職員

於本年度內，本集團五位最高薪職員中包括3位(2019年：3位)董事，其酬金之詳情已於上文披露。本年度內，餘下2位(2019年：2位)最高薪職員之應付酬金如下：

(以港幣千元為單位)

	(In HK\$'000)	2020	2019
基本薪金及	Basic salaries and		
其他收益	other benefits	4,796	4,955
退休金計劃供款	Contribution to pension schemes	61	90
業績計算／酌情性花紅	Performance-based/discretionary bonuses	248	4,036
		5,105	9,081

10. BENEFITS AND INTERESTS OF DIRECTORS (continued)

(a) Directors' emoluments (continued)

The aggregate amount of emoluments payable to Directors of the Company during the year is as follows:

	(In HK\$'000)	2020	2019
Fees		1,940	1,878
Other emoluments:			
Basic salaries and other Benefits		9,749	10,303
Contribution to pension schemes		36	36
Performance-based/discretionary bonuses		-	8,104
		11,725	20,321

(b) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year include 3 (2019: 3) Directors whose emoluments are reflected in the analysis presented above. The emoluments payable to the remaining 2 (2019: 2) individuals during the year are as follows:

	(In HK\$'000)	2020	2019
Basic salaries and other benefits		4,796	4,955
Contribution to pension schemes		61	90
Performance-based/discretionary bonuses		248	4,036
		5,105	9,081

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

10. 董事的利益和權益(續)

(b) 五位最高薪職員(續)

餘下最高薪職員按酬金組別歸類如下：

酬金組別 Emolument bands	人數 Number of individuals	
	2020	2019
港幣 HK\$		
2,000,001–3,000,000	2	–
3,000,001–4,000,000	–	–
4,000,001–5,000,000	–	2
5,000,001–6,000,000	–	–

(c) 向董事、受該等董事控制的法人團體及該董事的關連主體提供的貸款、準貸款和其他交易的資料

本公司概無訂立或存在以本公司董事、或由該等董事控制的法人團體或與該等董事有關連的主體為受益人之貸款、準貸款及其他交易，無需根據香港公司條例第383(1)(d)條及第622G章第三部分作出披露(2019年：無)。

10. BENEFITS AND INTERESTS OF DIRECTORS (continued)

(b) Five highest paid individuals (continued)

The emoluments of the remaining highest paid individuals fell within the following bands:

(c) Information about loans, quasi-loans and other dealings in favour of Directors, controlled bodies corporate by and connected entities with such Directors

There are no loans, quasi-loans or other dealings in favour of the Directors, their controlled bodies corporate and connected entities for disclosure pursuant to section 383(1)(d) of the Hong Kong Companies Ordinance and Part 3 of 622G (2019: Nil).

11. 所得稅

香港利得稅是根據本年度之估計應課稅溢利按16.5%(2019年：16.5%)之稅率計算。香港以外溢利之應繳所得稅乃按個別司法地區適用之稅率計算。

(以百萬港元為單位)

本年度所得稅
香港
香港以外
過往年度超額撥備
扣繳稅項

遞延所得稅
短暫性差異之衍生及撥回

11. INCOME TAXES

Hong Kong profits tax is calculated at the rate of 16.5% (2019: 16.5%) on the estimated assessable profits for the year. Income taxes on profits assessable outside Hong Kong are calculated at the rates applicable in the respective jurisdictions.

(In HK\$ million)

Current income taxes

	2020	2019
Hong Kong	5	15
Outside Hong Kong	16	70
Over provision in prior years	(3)	(1)
Withholding taxes	21	34

Deferred income taxes

Origination and reversal of temporary differences	(38)	(2)
---	------	-----

	1	116
--	---	-----

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

11. 所得稅(續)

此支出不包括本年度應佔合營公司之所得稅1,200萬港元(2019年: 2,000萬港元)。於合併利潤表中之應佔合營公司溢利乃扣除該司法地區適當之所得稅計提。

按香港稅率而計算之本集團除所得稅前溢利與所得稅支出之調節表如下。

(以百萬港元為單位)

除所得稅前(虧損)/溢利
(不包括應佔合營公司溢利)

按所得稅率16.5%
(2019年: 16.5%)計算
其他國家不同稅率之影響

不可扣稅之支出

未確認之遞延稅項資產
毋須課稅之收入
使用早前未有確認之稅損

扣繳稅項
過往年度超額撥備

所得稅支出

11. INCOME TAXES (continued)

This charge excludes the share of joint ventures' income taxes of HK\$12 million (2019: HK\$20 million) for the year. The share of profit of joint ventures in the consolidated income statement is after income taxes accrued in the appropriate income tax jurisdictions.

Reconciliation of the Group's profit before income taxes at the tax rate of Hong Kong to the income tax charges is as follows.

(In HK\$ million)

(Loss)/profit before income taxes
(before share of profit of joint
ventures)

Calculated at an income tax rate
of 16.5% (2019: 16.5%)

Effect of different tax rates in
other regions

Expenses not deductible for tax
purposes

Deferred tax assets not recognized

Income not subject to tax

Utilization of previously
unrecognized tax losses

Withholding tax

Over provision in prior years

Income tax charges

2020

2019

(146)

342

(24)

56

(6)

–

34

39

9

8

(30)

(7)

–

(13)

21

34

(3)

(1)

1

116

12. 每股(虧損)/盈利

每股基本及攤薄(虧損)/盈利乃按本年度公司股東應佔除所得稅後虧損1.12億港元(2019: 盈利2.30億港元)計算。

每股基本(虧損)/盈利乃按本年度內已發行股份之加權平均股數1,578,073,660股(2019: 1,578,500,518股)計算。

由於行使尚未行使購股權所產生的潛在攤薄普通股將具有反攤薄作用，截至2020年12月31日止之每股攤薄虧損與每股基本虧損相等。

由於購股權具有反攤薄作用，截至2019年12月31日止年度的每股攤薄盈利與每股基本盈利相同。

12. (LOSS)/EARNINGS PER SHARE

The calculations of basic and diluted (loss)/earnings per share are based on the loss after income taxes attributable to shareholders of the Company for the year of HK\$112 million (2019: profit of HK\$230 million).

The basic (loss)/earnings per share is based on the weighted average of 1,578,073,660 shares (2019: 1,578,500,518 shares) in issue during the year.

Diluted loss per share for the year ended December 31, 2020 is equal to the basic loss per share as the potential dilutive ordinary shares arising from exercise of the outstanding share options would be anti-dilutive.

Diluted earnings per share for the year ended December 31, 2019 was the same as the basic earnings per share since the share options had anti-dilutive effect.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

13. 股息

(a) 本年度股息如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
已宣派之中期股息為每股3.1港仙 (2019年：每股10.2港仙)	Interim dividend declared and paid of 3.1 HK cents per share (2019: 10.2 HK cents per share)	49	161
於結算日後建議之末期股息為每股6.9港仙 (2019年：每股4.4港仙)	Final dividend proposed after the balance sheet date of 6.9 HK cents per share (2019: 4.4 HK cents per share)	109	69
		158	230

於2021年3月11日，董事會建議末期股息為每股6.9港仙，須待於應屆本公司股東周年大會上取得股東批准。此項擬派股息在結算當日並無確認為負債。擬派股息之金額乃基於報告日之本公司已發行股份數目計算。

On March 11, 2021, the Board recommended a final dividend of 6.9 HK cents per share and is subject to the approval of the Company's shareholders at the forthcoming annual general meeting. The proposed dividend has not been recognized as a liability at the balance sheet date. The amount of proposed dividend was based on the shares of the Company in issue as at the reporting date.

(b) 屬於上一年度，並於本年度內已批准及派發的股息：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
已批准及派發2019年末期股息為每股4.4港仙 (2018年：每股16.5港仙)	2019 final dividend approved and paid of 4.4 HK cents per share (2018: 16.5 HK cents per share)	69	260

2019年末期股息乃按本公司於2020年6月4日之已發行股份總數派付。

The payment for 2019 final dividend was based on the total number of issued shares of the Company on June 4, 2020.

13. DIVIDENDS

(a) Dividends attributable to the year:

(b) Dividends attributable to the previous year, approved and paid during the year:

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

14. 現金及銀行結存

14. CASH AND BANK BALANCES

(以百萬港元為單位)	(In HK\$ million)	2020	2019
現金及現金等值	Cash and cash equivalents	1,194	970
存款日起三個月以上到期 之銀行存款	Bank deposits with maturity over three months from date of deposits	62	289
		1,256	1,259

本集團以上之現金及銀行結存包括等值2.86億港元(2019年: 2.50億港元)之人民幣現金及銀行結存。

Included in the cash and bank balances of the Group were cash and bank balances totaling HK\$286 million (2019: HK\$250 million) denominated in Renminbi.

本集團定期存款的實際利率為每年2.2%(2019年: 2.5%)，年末該等存款之平均到期期限為多於一個月。

The effective interest rate on bank deposits of the Group was 2.2% (2019: 2.5%) per annum; these deposits have an average maturity of more than 1 month as at year end.

15. 於損益賬按公允值處理之金融資產

15. FINANCIAL ASSET AT FAIR VALUE THROUGH PROFIT OR LOSS

(以百萬港元為單位)	(In HK\$ million)	優先股 Preference Shares 2020	遠期合約 Forward contract 2020	合計 Total 2020	2019
於1月1日之期初之公允值	Opening fair value at January 1	28	200	228	28
增加	Additions	-	-	-	200
出售	Disposal	-	(200)	(200)	-
於12月31日之期末公允值	Closing fair value at December 31	28	-	28	228
短期部分	Current portion	-	-	-	(200)
長期部分	Non-current portion	28	-	28	28

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020**15. 於損益賬按公允值處理之金融資產
(續)**

於2008年6月27日，本集團訂立買賣協議出售Placita Holdings Limited(「Placita」)21.0%權益。根據該協議，6,055,440股普通股代表本集團持有餘下30.0%已發行之股本總數被重新分類為6,055,440股Placita之優先股(「優先股」)。此外，本集團亦被授予優先股之認沽期權。

該優先股連同有關期權會於損益賬以公允值估量。公允值已於去年末估值，及將於其後之每年年末由獨立專業估值公司重新評估。

於2019年，本集團與一間主要往來銀行訂立一份遠期合約，金額約為2,600萬美元。該合同已於2020年1月7日結清。

於損益賬按公允值處理之金融資產之公允值變動會於合併利潤表記錄為其他收入。

有關優先股的於損益賬按公允值處理之金融資產公允值是根據貼現現金流，決定於對該投資的各項於不可觀察市場上取得的資料(不可觀察輸入)，根據香港財務報告準則第13號的公允值的層級分類為第三級。

有關遠期合約的於損益賬按公允值處理之金融資產之公允值是根據市場所載之匯率釐定，根據香港財務報告準則第13號之公允值層級分類為第一級。

**15 FINANCIAL ASSET AT FAIR VALUE THROUGH
PROFIT OR LOSS (continued)**

On June 27, 2008, the Group entered into a sale and purchase agreement to dispose of its 21.0% interest in Placita Holdings Limited ("Placita"). As part of the agreement, 6,055,440 ordinary shares representing the Group's remaining 30.0% of the total issued share capital of Placita were redesignated into 6,055,440 preference shares of Placita (the "Preference Shares"). Furthermore, the Group was granted a put option on the Preference Shares.

The Preference Shares and the related options are measured at FVPL. The fair value has been and will be re-assessed by an independent professional valuation firm at year end and the end of each subsequent period.

In 2019, the Group entered into a forward contract with a principal banker approximately USD26 million. The contract had been settled on January 7, 2020.

Changes in the fair values of financial asset at FVPL are recorded in other income in the consolidated income statement.

The fair value of the financial asset at FVPL in respect of Preference Shares is determined based on discounted cash flow, using inputs that are not based on observable market data (unobservable inputs), which is categorized as Level 3 under the fair value hierarchy pursuant to HKFRS 13.

The fair value of the financial asset at FVPL in respect of forward contract is determined using its market exchange rate, which is categorized as Level 1 under the fair value hierarchy pursuant to HKFRS 13.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

16. 應收賬款及其他應收款

16. TRADE AND OTHER RECEIVABLES

(以百萬港元為單位)	(In HK\$ million)	2020	2019
應收賬款	Trade receivables	228	239
減：虧損撥備	Less: Loss allowance	(60)	(27)
應收賬款淨值	Trade receivables, net	168	212
其他應收款，包括訂金及 預付款項	Other receivables, including deposits and prepayments	227	141
		395	353

應收賬款主要來自加盟商、授權經營商及百貨公司之零售收入。本集團在正常情況下給予30至90日信貸期。應收賬款及其他應收款之賬面值與其公允值相若。

Trade receivables mainly comprise amounts due from franchisees, licensees and retail proceeds due from department stores. The Group normally allows a credit period of 30–90 days. The carrying amounts of trade and other receivables are stated approximately at their fair values.

(a) 賬齡分析

從發票日計已扣除虧損撥備之賬齡分析如下：

(a) Ageing analysis

Ageing analysis from the invoice date net of loss allowance is as follows:

(以百萬港元為單位)	(In HK\$ million)	2020	2019
0至30日	0 - 30 days	162	165
31至60日	31 - 60 days	6	31
61至90日	61 - 90 days	-	13
逾90日	Over 90 days	-	3
		168	212

因本集團之顧客分散於世界各地，故有關應收賬款並無集中性之信貸風險。

There is no concentration of credit risk with respect to trade receivables as the Group has a large number of internationally dispersed customers.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

16. 應收賬款及其他應收款(續)

(a) 賬齡分析(續)

於2020年12月31日，逾期但並無減值之應收賬款為500萬港元(2019年：3,000萬港元)。而若干有關客戶在最近並無壞賬記錄。根據到期日劃分之賬齡分析如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
0至30日	0 - 30 days	5	23
逾30日	Over 30 days	-	7
		5	30

(b) 應收賬款的虧損撥備

應收賬款的虧損撥備，乃以撥備賬戶入賬，除非本集團認為收回賬款的機會極微，在此情況下，虧損撥備將直接在應收賬款中撇銷。

本年內壞賬撥備之變動(包括特定及整體虧損部分)如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
於1月1日	At January 1	27	14
本年內不可收回應收賬款部份之撇銷	Receivables written off during the year as uncollectible	-	(4)
本年撥備	Provision for the year	33	17
於12月31日	At December 31	60	27

個別應收賬款之虧損撥備涉及出現財政困難的客戶，經管理層評估預期只可收回部份應收賬款，因此確認為特定壞賬撥備。本集團就欠款持有約800萬港元(2019年：1.21億港元)抵押品。

16. TRADE AND OTHER RECEIVABLES (continued)

(a) Ageing analysis (continued)

As at December 31, 2020, trade receivables of HK\$5 million (2019: HK\$30 million) were past due but not impaired. These relate to a number of customers for whom there has been no recent history of default. Their ageing analysis from the due date is as follows:

(b) Loss allowance of trade receivables

Loss allowance in respect of trade receivables is recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the loss allowance is written off against trade receivables directly.

The movement in the allowance for doubtful debts during the year, including both specific and collective loss components, is as follows:

The individually loss allowance for receivables relate to customers that are in financial difficulties and management assesses that only a portion of the receivables is expected to be recovered. Consequently, specific allowances for doubtful debts were recognized. The Group holds a collateral amounted approximately of HK\$8 million (2019: HK\$121 million) over the balances.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

17. 存貨

17. INVENTORIES

(以百萬港元為單位)	(In HK\$ million)	2020	2019
製成品	Finished goods	434	548

存貨值已確認為費用並記賬在銷售成本中為13.77億港元(2019年: 20.00億港元)。

The cost of inventories recognized as expense and included in cost of goods sold amounted to HK\$1,377 million (2019: HK\$2,000 million).

18. 租賃土地及租金預付款項

18. LEASEHOLD LAND AND RENTAL PREPAYMENTS

(以百萬港元為單位)	(In HK\$ million)	租賃土地 預付款項 Leasehold land prepayments 2020	租金預付 款項 Rental prepayments 2020	合計 Total 2020	2019
於2018年12月31日之賬面淨值	Net book value at December 31, 2018	-	-	-	196
對最初採納香港財務報告準則 第16號的影響	Impact on the initial adoption of HKFRS 16	-	-	-	(181)
於2020年及2019年1月1日之 賬面淨值	Net book value at January 1, 2020 and 2019	5	6	11	15
換算差額	Translation difference	-	(1)	(1)	1
添置	Additions	-	1	1	4
轉出	Transfer out	(5)	-	(5)	-
本年度攤銷	Amortization for the year	-	(4)	(4)	(9)
於2020年及2019年12月31日之 賬面淨值	Net book value at December 31, 2020 and 2019	-	2	2	11
短期部分	Current portion	-	(2)	(2)	(6)
長期部分	Non-current portion	-	-	-	5

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

19. 於其他綜合收益按公允值處理之金融資產

19. FINANCIAL ASSET AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

(以百萬港元為單位)	(In HK\$ million)	2020	2019
於1月1日之期初之公允值	Opening fair value at January 1	5	6
公允值之變動轉入	Change in fair value		
於其他綜合收益按公允值處理之 金融資產儲備	transferred to financial asset at FVOCI reserve	(2)	(1)
於12月31日之期末公允值	Closing fair value at December 31	3	5

於2020年12月31日及2019年12月31日，於其他綜合收益按公允值處理之金融資產指於迅捷環球控股有限公司(「迅捷環球」)3.21%之權益。該資產是以港元計值。迅捷環球從事成衣製造業務，是本集團的主要供應商之一。

As at December 31, 2020 and December 31, 2019, financial asset at FVOCI represented 3.21% interests in Speedy Global Holdings Limited ("Speedy") are denominated in Hong Kong dollars. Speedy is engaged in garment manufacturing business and is one of the key suppliers of the Group.

於2020年12月31日，於其他綜合收益按公允值處理之金融資產之公允值是根據聯交所所載之股價釐定，根據香港財務報告準則第13號之公允值層級分類為第一級。

As at December 31, 2020, the fair value of the financial asset at FVOCI is determined using its quoted price on the Stock Exchange, which is categorized as Level 1 under the fair value hierarchy pursuant to HKFRS 13.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

20. 合營公司權益

下文載列之合營公司之股本全為普通股股份，非上市合營公司之資料如下：

合營公司名稱 Name of joint ventures	成立及經營地點 Place of incorporation and operation	持有股份百分比率 Percentage of equity holding		已發行及全數繳足股本 或註冊資本 Issued and fully paid share capital or registered capital	主要業務 Principal activities
		2020	2019		
Giordano Corporation Limited*	大韓民國 Republic of Korea	48.5	48.5	5,150,000,000韓圓 KRW5,150,000,000	經營零售服裝及配襯用品 Retail of apparel and accessories
昌耀企業有限公司*(附註(a)) Cheong Yiu Enterprises Limited* (Note (a))	香港 Hong Kong	-	49.0	200,000港元 HK\$200,000	經營包裝物料貿易 Trading of packaging products

* 間接持有之合營公司

* joint ventures held indirectly

附註(a)：於2020年8月25日，本集團出售其於昌耀企業有限公司之全部49.0%股權，現金代價為98,000港元。

Note (a): On August 25, 2020, the Group disposed its entire 49.0% equity interest in Cheong Yiu Enterprises Limited for a cash consideration of HK\$98,000.

(以百萬港元為單位)	(In HK\$ million)	2020	2019
於1月1日	At January 1	538	552
應佔溢利	Share of profit	39	63
已收合營公司股息	Dividends received from joint ventures	(54)	(54)
換算差額	Translation difference	26	(23)
於12月31日	At December 31	549	538

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

20. 合營公司權益(續)

合營公司之財務資料摘錄

下文載列合營公司之財務資料摘錄。

資產負債表摘錄

(以百萬港元為單位)

	(In HK\$ million)	2020	2019
流動	Current		
現金及現金等值結存	Cash and cash equivalents	76	648
其他流動資產	Other current assets	864	514
流動資產總額	Total current assets	940	1,162
其他流動負債	Other current liabilities	(178)	(208)
流動負債總額	Total current liabilities	(178)	(208)
非流動	Non-current		
資產	Assets	492	337
負債	Liabilities	(122)	(183)
資產淨值	Net assets	1,132	1,108

利潤表摘錄

(以百萬港元為單位)

	(In HK\$ million)	2020	2019
收益	Revenue	1,157	1,385
折舊及攤銷	Depreciation and amortization	(114)	(121)
費用	Expense	(937)	(1,092)
除所得稅前溢利	Profit before income taxes	106	172
所得稅	Income taxes	(26)	(42)
除所得稅後溢利及總綜合收益	Profit after income taxes and total comprehensive income	80	130

20. INTEREST IN JOINT VENTURES (continued)

Summarized financial information for joint ventures

Set out below is the summarized financial information for joint ventures.

Summarized balance sheet

(In HK\$ million)

	(In HK\$ million)	2020	2019
Current			
Cash and cash equivalents		76	648
Other current assets		864	514
Total current assets		940	1,162
Other current liabilities		(178)	(208)
Total current liabilities		(178)	(208)
Non-current			
Assets		492	337
Liabilities		(122)	(183)
Net assets		1,132	1,108

Summarized income statement

(In HK\$ million)

	(In HK\$ million)	2020	2019
Revenue		1,157	1,385
Depreciation and amortization		(114)	(121)
Expense		(937)	(1,092)
Profit before income taxes		106	172
Income taxes		(26)	(42)
Profit after income taxes and total comprehensive income		80	130

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

20. 合營公司權益(續)

財務資料摘錄調節表

合營公司賬面價值之財務資料摘錄調節表。

(以百萬港元為單位)

		2020	2019
1月1日資產淨值	Opening net assets at January 1	1,108	1,137
本年度溢利	Profit for the year	80	130
股息	Dividends	(110)	(110)
換算差額	Translation difference	54	(49)
12月31日資產淨值	Closing net assets at December 31	1,132	1,108
應佔合營公司權益	Share of interest in joint ventures	549	538
租賃承擔	Lease commitments	5	399

本集團所持有之合營公司之權益並沒有涉及任何或然負債及資本承擔，而該等合營公司本身亦無重大或然負債及資本承擔。

20. INTEREST IN JOINT VENTURES (continued)

Reconciliation of summarized financial information

Reconciliation of the summarized financial information presented to the carrying amount of the interest in the joint ventures.

(In HK\$ million)

		2020	2019
Opening net assets at January 1		1,108	1,137
Profit for the year		80	130
Dividends		(110)	(110)
Translation difference		54	(49)
Closing net assets at December 31		1,132	1,108
Share of interest in joint ventures		549	538
Lease commitments		5	399

There are no material contingent liabilities and capital commitments relating to the Group's interest in the joint ventures, and the joint ventures have no contingent liabilities and capital commitments themselves.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

21. 投資物業

本集團持有物業作長期收租。

(以百萬港元為單位)

成本值

於1月1日

換算差額

於12月31日

累積折舊

於1月1日

換算差額

折舊

於12月31日

於12月31日之賬面淨值

21. INVESTMENT PROPERTIES

The Group had properties which held for long-term rental yields.

(In HK\$ million)

2020

2019

Cost

At January 1

Translation difference

At December 31

Accumulated depreciation

At January 1

Translation difference

Depreciation

At December 31

Net book value at December 31

60

4

64

37

2

2

41

23

61

(1)

60

36

(1)

2

37

23

該投資物業於2020年12月31日之公允價值由獨立專業之估值公司評估。估值乃根據收益資本化方法，透過利用從分析銷售交易及估值師對現行投資者的需求和期望而得出的合適資本化比率，對淨收入及發展潛力予以資本化。估值所採用的現行市場租金已參考有關物業和其他可類比的物業近期的租務狀況。於2020年12月31日，該物業(包括租賃土地及樓宇部分)之總公允價值為3,500萬港元。在合併利潤表中已包括投資物業之租金收入為330萬港元。

The fair value of the investment properties at December 31, 2020 was assessed by an independent professional valuation firm. Valuation was based on income capitalization method which is based on the capitalization of the net income and reversionary income potential by adopting appropriate capitalization rates, which are derived from analysis of sale transactions and valuers' interpretation of prevailing investor requirements or expectations. The prevailing market rents adopted in the valuation have reference to recent lettings, within the subject properties and other comparable properties. The total fair value of the properties, including leasehold land and the building portion, was HK\$35 million as at December 31, 2020. In the consolidated income statement, rental income relating to investment properties of HK\$3.3 million was included.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

21. 投資物業(續)

於估計物業之公允值時，以物業之最高及最佳用途作為其現時用途。

上述投資物業按直線法按以下年率折舊：

租賃土地	租賃期限
樓宇	租賃期限或不多於50年 (以較短者為準)

投資物業之賬面淨值分析如下：

(以百萬港元為單位)

在香港以外持有
10年至50年租約

21. INVESTMENT PROPERTIES (continued)

In estimating the fair value of the properties, the highest and best use of the properties is their current use.

The above investment properties are depreciated on a straight-line basis at the following rates per annum:

Leasehold Land	Over the term of the lease
Buildings	Over the shorter of the term of the lease or no more than 50 years

The net book value of the investment property is analyzed as follows:

(In HK\$ millions)	2020	2019
Outside HK, held on lease of between 10 and 50 years	23	23

投資物業的公允值所根據的數據乃基於不可觀察市場上取得的資料(不可觀察輸入)，根據香港財務報告準則第13號的公允值的層級分類為第三級。

The fair value of the investment properties was based on inputs that are not based on observable market data (unobservable inputs), which is categorized as Level 3 under the fair value hierarchy pursuant to HKFRS 13.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

22. 物業、機器及設備

22. PROPERTY, PLANT AND EQUIPMENT

(以百萬港元為單位)	(In HK\$ million)	永久業權之 土地及樓宇 Freehold land & buildings	樓宇 Buildings	機器及設備 Plant & equipment	租賃物業 裝修、傢俬及 辦公室設備 Leasehold improvements, furniture & office equipment	汽車 Motor vehicles	合計 Total
成本值	Cost						
於2020年1月1日	At January 1, 2020	56	12	50	1,113	21	1,252
換算差額	Translation difference	2	-	1	29	-	32
添置	Additions	-	-	-	30	-	30
出售	Disposals	-	-	(1)	(113)	(1)	(115)
於2020年12月31日	At December 31, 2020	58	12	50	1,059	20	1,199
累積折舊 及減值	Accumulated depreciation and impairment						
於2020年1月1日	At January 1, 2020	16	3	49	996	17	1,081
換算差額	Translation difference	1	-	1	30	-	32
減值	Impairment	-	-	-	8	-	8
減值撥回	Reversal of impairment	-	-	-	(3)	-	(3)
本年度折舊	Depreciation charge for the year	1	1	-	62	1	65
出售	Disposals	-	-	(1)	(112)	(1)	(114)
於2020年12月31日	At December 31, 2020	18	4	49	981	17	1,069
於2020年12月31日 之賬面淨值	Net book value at December 31, 2020	40	8	1	78	3	130

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

22. 物業、機器及設備(續)

22. PROPERTY, PLANT AND EQUIPMENT (continued)

		永久業權之 土地及樓宇 Freehold land & buildings	樓宇 Buildings	機器及設備 Plant & equipment	租賃物業 裝修、傢俬及 辦公室設備 Leasehold improvements, furniture & office equipment	汽車 Motor vehicles	合計 Total
(以百萬港元為單位)	(In HK\$ million)						
成本值	Cost						
於2018年12月31日	At December 31, 2018	55	23	50	1,115	21	1,264
會計報告變更	Change in accounting policy						
採納香港財務報告準則 第16號的調整	Adjustment on adoption of HKFRS 16	-	(11)	-	(5)	-	(16)
於2019年1月1日	At January 1, 2019	55	12	50	1,110	21	1,248
換算差額	Translation difference	1	-	-	6	-	7
添置	Additions	-	-	-	74	2	76
轉出	Transfer out	-	-	-	(4)	-	(4)
出售	Disposals	-	-	-	(73)	(2)	(75)
於2019年12月31日	At December 31, 2019	56	12	50	1,113	21	1,252
累積折舊 及減值	Accumulated depreciation and impairment						
於2018年12月31日	At December 31, 2018	15	8	49	968	17	1,057
會計報告變更	Change in accounting policy						
採納香港財務報告準則 第16號的調整	Adjustment on adoption of HKFRS 16	-	(5)	-	(4)	-	(9)
於2019年1月1日	At January 1, 2019	15	3	49	964	17	1,048
換算差額	Translation difference	-	-	-	3	-	3
減值	Impairment	-	-	-	11	-	11
本年度折舊	Depreciation charge for the year	1	-	-	92	2	95
轉出	Transfer out	-	-	-	(3)	-	(3)
出售	Disposals	-	-	-	(71)	(2)	(73)
於2019年12月31日	At December 31, 2019	16	3	49	996	17	1,081
於2019年12月31日 之賬面淨值	Net book value at December 31, 2019	40	9	1	117	4	171

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

23. 使用權資產及租賃負債

資產負債表呈列以下對租賃相關的金額：

使用權資產：
(以百萬港元為單位)

成本值
於2019年及2018年12月31日
會計政策變更
採納香港財務報告準則第16號的調整

於1月1日
換算差額
轉入
增加
租賃修改
出售

於12月31日

累積折舊
及減值
於1月1日
換算差額
減值
減值沖銷
本年度折舊
出售

於12月31日

於12月31日之賬面淨值

23. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The balance sheet shows the following amounts relating to leases:

Right-of-use assets (In HK\$ million)	2020	2019
Cost		
At December 31, 2019 and 2018	1,908	–
Change in accounting policy Adjustment on adoption of HKFRS 16	–	1,374
At January 1	1,908	1,374
Translation difference	22	11
Transfer in	5	–
Additions	134	524
Lease modifications	5	3
Disposals	(164)	(4)
At December 31	1,910	1,908
Accumulated depreciation and impairment		
At January 1	629	–
Translation difference	16	2
Impairment	79	26
Reversal of impairment	(14)	–
Depreciation charge for the year	542	605
Disposals	(164)	(4)
At December 31	1,088	629
Net book value at December 31	822	1,279
	2020	2019
Lease liabilities:		
Current	427	536
Non-current	340	572
	767	1,108

租賃的現金流出總額為7.44億港元(2019年：
9.42億港元)。The total cash outflow for leases was HK\$744 million (2019:
HK\$942 million).

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

23. 使用權資產及租賃負債(續)

本集團租賃各種辦公室、租賃土地、倉庫、零售商舖和設備。租賃合同一般固定為1年至50年。

租賃條款是根據個別情況協商確定的，當中包含不同的條款和條件。除了出租人持有的租賃資產中的擔保權益外，租賃協議不施加任何其他條款。租賃資產不得用作借貸擔保。

部分物業租賃包含與門市所產生銷售額掛勾之可變付款條款。對於個別門市，最高可為100%的租賃付款是基於可變租賃付款條款釐定，百分比範圍為銷售額的8.0%-30.5% (2019年：8.0%-30.5%)。使用可變付款條款的原因有多種，包括可減低新設門市的固定成本。根據銷售額釐定的可變租賃付款，若符合該等付款條件將於期內在損益賬予以確認。

租賃條款是根據個別情況協商確定的，當中包含不同的條款和條件。除了出租人持有的租賃資產中的擔保權益外，租賃協議不施加任何其他條款。租賃資產不得用作借貸擔保。

23. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group leases various properties, including offices, leasehold land, warehouses and retail stores. Rental contracts are made for periods of 1 to 50 years.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Some property leases contain variable payment terms that are linked to sales generated from a store. For individual stores, up to 100% of lease payments are on the basis of variable payment terms with percentages ranging from 8.0% to 30.5% (2019: 8.0% to 30.5%) of sales. Variable payment terms are used for a variety of reasons, including minimizing the fixed costs base for newly established stores. Variable lease payments that depend on sales are recognized in profit or loss in the period in which the condition that triggers those payments occurs.

Extension and termination options are included in a number of property leases across the Group. These are used to maximize operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

24. 商譽

24. GOODWILL

(以百萬港元為單位)	(In HK\$ million)	2020	2019
於1月1日	At January 1	546	546
減值	Impairment	(5)	-
於12月31日	At December 31	541	546

商譽已根據業務所在地點及業務分部分配至本集團之已識別現金產生單元。商譽按經營分部分析如下：

Goodwill is allocated to the Group's CGU identified according to the location of operation and business segment. The goodwill analyzed by operating segment is as follows:

(以百萬港元為單位)	(In HK\$ millions)	2020	2019
零售及分銷	Retail and Distribution		
- 亞太其他地區	- The rest of Asia Pacific	-	5
- 中東	- The Middle East	541	541
		541	546

商譽減值測試

截至2020年12月31日止年度，由於印度的直營業務停止，商譽減值500萬港元已在合併利潤表中確認。

Impairment test for goodwill

During the year ended December 31, 2020, goodwill impairment of HK\$5 million has been recognized in the consolidated income statement due to the cessation of direct-operated business in India.

中東地區的商譽已分配至中東營運分部，單元乃指在主體內商譽被監控作內部管理用途的最底層次商譽。商譽之可收回金額乃按使用公允價值減出售成本計算，所使用公允價值估計的輸入可能包括非可觀察的市場數據（第三級一見附註3(c)）。該項計算方法以管理層批准之5年財務預算以計算稅前現金流量。管理層根據過往中東業務及其對市場發展之預期來釐定預算。於中東，在預估期間，預估加權平均年銷售增長率為12.0%。5年期間以後之現金流量，按估計終端增長率每年3.0%估算。於阿拉伯聯合酋長國（「阿聯酋」），作為免稅區所使用之稅前貼現率為10.3%，其他中東地區所使用之稅前貼現率範圍為11.5%至12.9%及已反映有關經營分部之特定風險。

The Middle East goodwill has been allocated to the Middle East operating segment, which represents the lowest level at which goodwill is monitored internally. The recoverable amount of goodwill is determined based on fair value less costs of disposal, using inputs for the fair value estimation that may include unobservable market data (Level 3 — see Note 3(c)). These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a five-year period. Management determines the financial budgets of Middle East based on past performance and its expectations of market development. The weighted average annual sales growth rate in the forecast period is estimated to be 12.0%. Cash flows beyond the five-year period are extrapolated using the estimated terminal growth rate of 3.0% per annum. The pre-tax discount rate used for United Arab Emirates ("UAE") as a tax-free zone is 10.3% while other Middle East Regions use pre-tax discount rates ranging from 11.5% to 12.9% which reflect specific risks relating to the current market assessment of risks specific to such assets.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

24. 商譽(續)

董事認為於2020年及2019年12月31日中東地區並無商譽減值。

本集團履行對商譽年度減值測試的關鍵假設進行敏感性分析。用於商譽減值測試之關鍵假設的適度變動將不會使中東地區之現金產出單元之賬面金額超過其可收回金額。假若中東地區的預估年銷售增長率降低1.0個百分點，或稅前貼現率提高1.6個百分點，以上改變單獨發生，則可收回金額將與賬面金額相若。

25. 股本

24. GOODWILL (continued)

The Directors are of the opinion that there was no impairment of the Middle East goodwill as at December 31, 2020 and 2019.

The Group has performed a sensitivity analysis on key assumptions used for the annual impairment test for the Middle East goodwill. A reasonably possible change in key assumptions used in the impairment test for goodwill would not cause any of the carrying amount of the Middle East CGUs to exceed its respective recoverable amount. If the Middle East's forecasted annual sales growth rate had been lower by 1.0 percentage points, or the pre-tax discount rate had been higher by 1.6 percentage point with all changes taken in isolation, the recoverable amount would approximate its carrying amount.

25. SHARE CAPITAL

	(In HK\$ million, except number of shares)	股份數目 Number of shares	股本 Share capital
(除股份數目外，以百萬港元為單位)			
法定每股面值5港仙之普通股：	Authorized ordinary shares of HK\$0.05 each:		
於2019年1月1日、 2019年12月31日、 2020年1月1日及 2020年12月31日	At January 1, 2019, December 31, 2019, January 1, 2020, December 31, 2020	2,000,000,000	100
已發行及全數繳足：	Issued and fully paid:		
於2019年1月1日	At January 1, 2019	1,578,500,518	79
年內購回及註銷之股份	Shares repurchased and cancelled during the year	(870,000)	-
於2019年12月31日及2020年12月31日	At December 31, 2019 and December 31, 2020	1,577,630,518	79

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

25. 股本(續)

(a) 發行股份

截至2020年及2019年12月31日止年度並無發行新普通股。年內未獲行使之購股權數目變動載於本年報第163頁至170頁標題為「購股權計劃」內。

本公司發行之所有新普通股與本公司當時之現有股份在各方面均享有同等權益。

(b) 購股權資料

「購股權計劃」之摘要及本公司購股權於本年度內之變動詳情載於本年報第163頁至170頁。

(c) 購回股份

截至2020年12月31日止年度，根據本公司股東向董事會授出的一般授權，本公司已於聯交所購回合共870,000股本公司普通股股份，總代價為100萬港元，該等已購回股份其後已註銷及本公司已發行股本已按該等股份之面值削減。就購回已付及應付之溢價已計入本公司之滾存溢利。相同於已註銷股份面值之款額已由滾存溢利轉撥至資本贖回儲備。

截至2019年12月31日止年度，本公司沒有於聯交所購回其普通股股份。

(d) 一間合營公司所持有的股份

於2020年12月31日，一間合營公司持有本公司1,800,000普通股股份(2019年：1,800,000普通股股份)。

25. SHARE CAPITAL (continued)

(a) Issue of shares

No new ordinary share was issued during the year ended December 31, 2020 and 2019. Movements in the number of the outstanding share options during the year is set out on pages 163 to 170 under the heading "SHARE OPTION SCHEMES" of this annual report.

All the new ordinary shares issued by the Company ranked *pari passu* with the then existing shares of the Company in all respects.

(b) Share option information

Summary of the "SHARE OPTION SCHEMES" and details of the movement in share options of the Company during the year are set out on pages 163 to 170 of this annual report.

(c) Repurchase of shares

During the year ended December 31, 2020, pursuant to the general mandate granted by the shareholders of the Company to the Board, the Company repurchased a total of 870,000 of its ordinary shares on the Stock Exchange at a total consideration of HK\$1 million, these repurchased shares were subsequently cancelled and the issued share capital of the Company was reduced by the nominal value of the cancelled shares accordingly. The premium paid and payable on repurchase was charged against the retained profits of the Company. An amount equivalent to the nominal value of the shares cancelled was transferred from retained profits to the capital redemption reserve.

During the year ended December 31, 2019, the Company did not repurchase its ordinary shares on the Stock Exchange.

(d) Shares held by a joint venture

As at December 31, 2020, 1,800,000 ordinary shares (2019: 1,800,000 ordinary shares) were held by a joint venture.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

26. 重大非控制性權益

截至2020年12月31日止之非控股權益總額為1.61億港元(2019年: 2.07億港元)，其中PT. Giordano Indonesia (「Giordano Indonesia」)佔1.45億港元(2019年: 1.85億港元)，而Textile and Ready Garments Co. Ltd. (「Giordano KSA」)佔1,100萬港元(2019年: 1,700萬港元)。其他公司之非控股權益不重大。

於2020年7月17日，間接非全資子公司與我們子公司Giordano Indonesia的非控股股東簽訂了收購協議，以收購Giordano Indonesia全部已發行股份的15%，總代價為400萬新加坡元，相當於約2,300萬港元。完成後，本集團將擁有52.06%的股份，並將繼續作為本公司的間接非全資附屬公司，其財務業績將繼續合併到本集團的財務報表中。

該次收購被視作已於2020年7月完成交易。

資產負債表摘錄

(以百萬港元為單位)	(In HK\$ million)	Giordano Indonesia		Giordano KSA	
		2020	2019	2020	2019
流動	Current				
資產	Assets	280	235	100	99
負債	Liabilities	(46)	(86)	(72)	(51)
流動淨資產總額	Total current net assets	234	149	28	48
非流動	Non-current				
資產	Assets	155	222	56	66
負債	Liabilities	(87)	(64)	(8)	(13)
非流動淨資產總額	Total non-current net assets	68	158	48	53
淨資產	Net assets	302	307	76	101

26. MATERIAL NON-CONTROLLING INTEREST

The total non-controlling interests as at December 31, 2020 are HK\$161 million (2019: HK\$207 million), of which HK\$145 million (2019: HK\$185 million) is for PT. Giordano Indonesia ("Giordano Indonesia") and HK\$11 million (2019: HK\$17 million) is for Textile and Ready Garments Co. Ltd. ("Giordano KSA"). The non-controlling interests in respect of the rest of the companies are not material.

On July 17, 2020, the indirectly non-wholly owned subsidiary entered into the acquisition agreement with the non-controlling shareholder of our subsidiary, Giordano Indonesia to acquire 15% of the entire issued share of Giordano Indonesia, for a total consideration of SGD4 million, equivalent to approximately HK\$23 million. Upon completion, the Group will be owned as to 52.06% and will remain as an indirect non-wholly owned subsidiary of the Company and its financial results will continue to be consolidated into the financial statements of the Group.

The acquisition is deemed to have been completed in July 2020.

Summarized balance sheet

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

26. 重大非控制性權益(續)

26. MATERIAL NON-CONTROLLING INTEREST
(continued)

利潤表摘錄

Summarized income statement

(以百萬港元為單位)	(In HK\$ million)	Giordano Indonesia		Giordano KSA	
		2020	2019	2020	2019
收入	Revenue	380	630	205	342
除所得稅前溢利/(虧損)	Profit/(loss) before income taxes	9	102	(8)	46
所得稅	Income taxes	1	(28)	-	(8)
除所得稅後溢利/(虧損)	Profit/(loss) after income taxes	10	74	(8)	38
其他綜合收益	Other comprehensive income	(4)	10	(1)	(1)
總綜合收益	Total comprehensive income	6	84	(9)	37
非控制性權益總綜合收益	Total comprehensive income allocated to non-controlling interests	6	38	(1)	9
非控制性權益已付股息	Dividends paid to non-controlling interests	-	29	5	9

現金流量表摘錄

Summarized cash flows

(以百萬港元為單位)	(In HK\$ million)	Giordano Indonesia		Giordano KSA	
		2020	2019	2020	2019
經營業務之現金流入淨額	Net cash inflow from operating activities	78	126	40	82
投資業務之現金流出淨額	Net cash outflow from investing activities	3	(8)	(20)	(49)
融資業務之現金流出淨額	Net cash outflow from financing activities	(38)	(101)	(15)	(29)
現金及現金等值之增加/(減少)	Increase/(decrease) in cash and cash equivalents	43	17	5	4
於1月1日之現金及現金等值結存	Cash and cash equivalents at January 1	91	72	46	43
外幣匯率變動之影響	Effect of foreign exchange rate changes	(1)	2	(1)	(1)
於12月31日之現金及現金等值結存	Cash and cash equivalents at December 31	133	91	50	46

上述資料為未計集團公司之間對銷前的金額。

The information above is the amount before inter-company eliminations.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

27. 公司資產負債表及權益變動表

公司資產負債表

(以百萬港元為單位)

		截至12月31日 As at 31 December	
	(In HK\$ million)	2020	2019
資產	ASSETS		
流動資產	Current assets		
現金及銀行結存	Cash and bank balances	253	136
應收賬款及其他應收款	Trade and other receivables	5	2
應收所得稅	Income tax receivable	2	-
應收附屬公司款項	Amounts due from subsidiaries	1,821	1,433
		2,081	1,571
非流動資產	Non-current assets		
於損益賬按公允值處理之 金融資產	Financial asset at fair value through profit or loss	28	28
租賃土地及租金 預付款項	Leasehold land and rental prepayments	-	3
使用權資產	Right-of-use assets	99	106
應收附屬公司款項	Amounts due from subsidiaries	184	181
附屬公司權益	Interest in subsidiaries	816	816
		1,127	1,134
資產總額	Total assets	3,208	2,705
負債及權益	LIABILITIES AND EQUITY		
流動負債	Current liabilities		
應付賬款及其他應付款	Trade and other payables	6	4
租賃負債	Lease liabilities	-	2
應付所得稅	Income tax payable	-	3
應付附屬公司款項	Amounts due to subsidiaries	1,567	1,459
		1,573	1,468
股本及儲備	Capital and reserves		
股本	Share capital	79	79
儲備	Reserves	1,447	1,089
擬派股息	Proposed dividends	109	69
		1,635	1,237
權益總額	Total equity	1,635	1,237
權益及負債總額	Total equity and liabilities	3,208	2,705
淨流動資產	Net current assets	508	103
資產總額減流動負債	Total assets less current liabilities	1,635	1,237

劉國權
LAU Kwok Kuen, Peter
董事
Director

陳嘉緯
CHAN Ka Wai
董事
Director

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

27. 公司資產負債表及權益變動表(續) 27. BALANCE SHEET AND EQUITY MOVEMENTS OF THE COMPANY (continued)

公司權益變動表

Equity movements of the Company

(以百萬港元為單位)	(In HK\$ million)	股本 Share capital	繳入盈餘 Contributed surplus	資本 贖回儲備 Capital redemption reserve	股份溢價 Share premium	購股權 儲備 Share options reserve	滾存溢利 Retained profits	權益總額 Total equity
於2020年1月1日	At January 1, 2020	79	540	3	978	20	(383)	1,237
本年度溢利	Profit for the year	-	-	-	-	-	511	511
總綜合收益	Total comprehensive income	-	-	-	-	-	511	511
儲備間撥轉	Transfer among reserves	-	-	-	-	(1)	1	-
購股權計劃	Share option schemes	-	-	-	-	5	-	5
— 購股權費用	— Share option expense	-	-	-	-	-	(69)	(69)
2019年末期股息(附註13(b))	2019 final dividend (Note 13(b))	-	-	-	-	-	(49)	(49)
2020年中期股息(附註13(a))	2020 interim dividend (Note 13(a))	-	-	-	-	-	-	-
		-	-	-	-	4	(117)	(113)
於2020年12月31日	At December 31, 2020	79	540	3	978	24	11	1,635

2019年之比較數字如下：

The comparative figures for 2019 are set out as follows:

(以百萬港元為單位)	(In HK\$ million)	股本 Share capital	繳入盈餘 Contributed surplus	資本 贖回儲備 Capital redemption reserve	股份溢價 Share premium	購股權 儲備 Share options reserve	滾存溢利 Retained profits	權益總額 Total equity
於2019年1月1日	At January 1, 2019	79	540	3	978	20	(224)	1,396
本年度溢利	Profit for the year	-	-	-	-	-	261	261
總綜合收益	Total comprehensive income	-	-	-	-	-	261	261
儲備間撥轉	Transfer among reserves	-	-	-	-	(1)	1	-
購股權計劃	Share option schemes	-	-	-	-	1	-	1
— 購股權費用	— Share option expense	-	-	-	-	-	(260)	(260)
2018年末期股息(附註13(b))	2018 final dividend (Note 13(b))	-	-	-	-	-	(161)	(161)
2019年中期股息(附註13(a))	2019 interim dividend (Note 13(a))	-	-	-	-	-	-	-
		-	-	-	-	-	(420)	(420)
於2019年12月31日	At December 31, 2019	79	540	3	978	20	(383)	1,237

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

28. 儲備

於2020年12月31日，本集團之儲備分析如下：

(以百萬港元為單位)

繳入盈餘
資本贖回儲備
股份溢價
購股權儲備
匯兌儲備
其他儲備
於其他綜合收益按公允值處理之
金融資產儲備
滾存溢利

擬派末期股息(附註13(a))

儲備總額

28. RESERVES

The reserves of the Group as at December 31, 2020 are analyzed as follows:

(In HK\$ million)

Contributed surplus
Capital redemption reserve
Share premium
Share options reserve
Exchange reserve
Other reserves
Financial asset at fair value
through other comprehensive
income reserve
Retained profits

Proposed final dividends
(Note 13(a))

Total reserves

2020	2019
383	383
3	3
978	978
24	20
9	(22)
141	114
(6)	(4)
859	1,089
2,391	2,561
(109)	(69)
2,282	2,492

本集團之繳入盈餘乃指因集團重組而產生之進賬額，而集團重組乃根據於1995年5月29日完成之協議計劃而進行。根據百慕達1981年公司法(經修訂)，繳入盈餘可分派予股東。

The contributed surplus of the Group represents a credit arising from a group reorganization pursuant to a scheme of arrangement which was completed on May 29, 1995. Under the Companies Act 1981 of Bermuda (as amended), the contributed surplus is distributable to the shareholders.

其他儲備之主要項目詳情如下：

Details of the main items in other reserves are as follows:

- 根據中國大陸有關法律及財務法規，中國大陸之附屬公司之法定儲備基金可用於彌補往年虧損(如有)及用以增加該等附屬公司之資本額。
- 根據韓國稅務獎勵限制法例及韓國商業準則，大韓民國之合營公司之法定儲備基金及其他儲備只可以用作抵銷未來虧損或轉作資本，而不可用作現金股息派發。
- 根據阿聯酋商業公司法例，阿聯酋之附屬公司之法定儲備基金，除聯邦法規定外，不可作分配之用。
- 授出認沽期權之確認財務負債8,100萬港元(2019年：5,900萬港元)(附註31)。

- According to the relevant laws and financial regulations, the statutory reserve funds of the subsidiaries in Mainland China are used to make up prior years' losses, if any, and to increase the capital of the subsidiaries.
- In accordance with the Korean Tax Incentive Limitation Law and Korean Commercial Code, the statutory reserve fund and other reserves of the joint venture in the Republic of Korea may only be used to offset a future deficit or be transferred to capital stock, but not for cash dividends.
- According to the UAE Commercial Companies Law, the statutory reserve fund of the subsidiary in the UAE is not available for distribution except as provided in the Federal Law.
- Put option financial liability recognized of HK\$81 million (2019: HK\$59 million) (Note 31).

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

29. 銀行貸款

29. BANK LOANS

(以百萬港元為單位)	(In HK\$ million)	2020	2019
銀行貸款包括以下各項：	Bank loans comprise the following:		
短期銀行貸款	Short-term, unsecured	52	265
長期銀行貸款	Long-term, unsecured	100	-
		152	265
銀行貸款須於下列期間償還：	The bank loans are repayable as follows:		
即期或一年內	On demand or within one year	52	265
兩年至五年內	Between two to five years	100	-
		152	265

本集團之銀行貸款以下列貨幣計值：

The Group's bank loans are denominated in the following currencies:

(以百萬港元為單位)	(In HK\$ million)	2020	2019
— 美元	— United States dollar	-	199
— 港元	— Hong Kong dollar	140	40
— 新加坡元	— Singapore dollar	12	-
— 新台幣	— New Taiwan dollar	-	26
		152	265

於2020年12月31日，本集團之銀行貸款的實際利率為1.6%(2019年：2.4%)。銀行貸款的浮動利率取決於市場。

The effective interest rate of the Group's bank loans as at December 31, 2020 was 1.6% (2019: 2.4%). The bank loans bear interest at floating rate that are market dependent.

我們的附屬公司取得的銀行貸款乃以本集團提供的公司擔保為抵押。

The bank loan obtained by our subsidiaries are secured by the corporate guarantees provided by the Group.

銀行貸款的賬面值與其公允值相若。

The carrying amounts of bank loans are stated approximately at their fair values.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

30. 應付賬款及其他應付款

30. TRADE AND OTHER PAYABLES

(以百萬港元為單位)	(In HK\$ million)	2020	2019
應付賬款	Trade payables	166	139
其他應付款及 應付費用	Other payables and accrued expense	352	553
		518	692

以下為應付賬款之賬齡分析：

The ageing analysis of trade payables is as follows:

(以百萬港元為單位)	(In HK\$ million)	2020	2019
0至30日	0-30 days	91	111
31至60日	31-60 days	47	15
61至90日	61-90 days	15	1
逾90日	Over 90 days	13	12
		166	139

應付賬款及其他應付款之賬面值與其公允值相若。

The carrying amounts of trade payables and other payables are stated approximately at their fair values.

31. 授出認沽期權負債

於2012年，本集團就向Giordano UAE及Giordano KSA之非控股股東授出認沽期權，以供其出售於此等公司之餘下權益予本集團所產生的財務負債而確認負債約1.02億港元。該授出認沽期權於本集團完成收購Giordano UAE及Giordano KSA之股份3年後隨時可行使，而且無到期日期。該等財務負債初步按其攤銷成本確認，即估計贖回金額的現值。授出認沽期權負債以美元(「美元」)計值及列為流動負債。

於2015年，本集團就向Giordano Fashions Co. W.L.L. (「Giordano KW」)及GIO Fashions W.L.L. (「Giordano QA」)之非控股股東授出認沽期權，以供其出售於此等公司之餘下權益予本集團所產生的財務負債而確認負債約1,900萬港元。該授出認沽期權於本集團完成收購Giordano KW及Giordano QA之股份3年後隨時可行使，而且無到期日期。該等財務負債初步按其攤銷成本確認，即估計贖回金額的現值。授出認沽期權負債以美元計值及列為流動負債。

於2019年，本集團與Giordano UAE，Giordano KW及Giordano QA的非控股股東訂立協議，其行使認沽期權，以代價分別約2,100萬港元、1,100萬港元及500萬港元出售Giordano UAE的20%經濟權益、Giordano KW的31%的經濟權益及Giordano QA的41%的經濟權益。而在進一步收購Giordano UAE、Giordano KW及Giordano QA經濟權益的同時，因所授出的認沽期權而確認的相關認沽期權負債已相應地失效。

該授出認沽期權贖回金額是以固定現金金額或根據貼現現金流的權益投資公允值之孰高而釐定，決定於對該投資的各項於不可觀察市場上取得的資料(不可觀察輸入)，根據香港財務報告準則第13號之公允值的層級分類為第三級。

31. PUT OPTION LIABILITIES

In 2012, the Group recognized financial liabilities of approximately HK\$102 million in relation to the financial liabilities arising from the put option granted to the non-controlling shareholders of Giordano UAE and Giordano KSA to sell their remaining interests in these companies to the Group. Such put option is exercisable any time after 3 years from completion of the Group's acquisition of the shares in Giordano UAE and Giordano KSA and has no expiry date. Such financial liabilities are initially recognized at their amortized costs, which is measured at the present value of the estimated redemption amount. The put option liabilities are denominated in United States dollars ("US\$") and are classified under current liabilities.

In 2015, the Group recognized financial liabilities of approximately HK\$19 million in relation to the financial liabilities arising from the put option granted to the non-controlling shareholders of Giordano Fashions Co. W.L.L. ("Giordano KW") and GIO Fashions W.L.L. ("Giordano QA") to sell their remaining interests in these companies to the Group. Such put option is exercisable any time after 3 years from completion of the Group's acquisition of the shares in Giordano KW and Giordano QA and has no expiry date. Such financial liabilities are initially recognized at their amortized cost, which is measured at the present value of the estimated redemption amount. The put option liabilities are denominated in U.S. dollars and are classified under current liabilities.

In 2019, the Group entered into agreements with the non-controlling shareholder of Giordano UAE, Giordano KW and Giordano QA who exercised the put option to sell 20% economic interests in Giordano UAE, 31% economic interest in Giordano KW and 41% economic interest in Giordano QA at considerations of approximately HK\$21 million, HK\$11 million and HK\$5 million respectively. The associated put option liabilities recognized arising from the put option granted had been lapsed accordingly at the time of further acquisition of Giordano UAE, Giordano KW and Giordano QA economic interest.

The redemption amount of the put option liabilities is determined at higher of fixed amount of cash or fair value of the equity investment based on discounted cash flows, using inputs that are not based on observable market data (unobservable inputs), which is categorized as Level 3 under the fair value hierarchy pursuant to HKFRS 13.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

32. 遞延稅項負債

遞延稅項負債採用負債法就短暫性差異按適用於各司法權區之稅率而作全數撥備。

本集團於年內之遞延稅項資產及負債之變動(在同一徵稅地區之結餘抵銷前)如下：

遞延稅項(資產)/負債

(以百萬港元為單位)	(In HK\$ million)	加速會計折舊 Accelerated accounting depreciation	未分派之 滾存溢利 Unremitted profits	其他 Others	合計 Total
於2020年1月1日	At January 1, 2020	-	117	(46)	71
換算差額	Translation difference	-	5	-	5
於利潤表中(抵免)/列支 (附註11)	(Credited)/charged to income statement (Note 11)	(11)	2	(29)	(38)
於2020年12月31日	At December 31, 2020	(11)	124	(75)	38
於2019年1月1日	At January 1, 2019	(6)	121	(39)	76
換算差額	Translation difference	-	(3)	-	(3)
於利潤表中(抵免)/列支 (附註11)	(Credited)/charged to income statement (Note 11)	6	(1)	(7)	(2)
於2019年12月31日	At December 31, 2019	-	117	(46)	71

本集團有未確認遞延稅項資產6,200萬港元(2019年: 6,200萬港元)主要源於稅損。此等未確認遞延稅項資產當中2,200萬港元(2019年: 2,700萬港元)將於2019年12月31日起5年內屆滿。餘下部分主要由澳洲及德國附屬公司之無限期稅損引致。

32. DEFERRED TAX LIABILITIES

Deferred tax liabilities are calculated in full on temporary differences under the liability method at the rates applicable in the respective jurisdictions.

The movement in the Group's deferred tax assets and liabilities (prior to offsetting of balances within the same taxation jurisdiction) during the year is as follows:

Deferred tax (assets)/liabilities

The Group has unrecognized deferred tax assets of HK\$62 million (2019: HK\$62 million) arising mainly from tax losses. These unrecognized deferred tax assets to the extent of HK\$22 million (2019: HK\$27 million) will expire within 5 years from December 31, 2020. The remaining portion is mainly related to the losses of subsidiaries in Australia and Germany which have no expiry date.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

32. 遞延稅項負債(續)

遞延稅項(資產)/負債(續)

在法定權利許可下，若遞延所得稅涉及同一財政機關，遞延稅項資產可與遞延稅項負債互相抵銷。下列金額在計入適當抵銷後，於合併資產負債表內列賬。

(以百萬港元為單位)	(In HK\$ million)	2020	2019
遞延稅項資產	Deferred tax assets	(96)	(54)
遞延稅項負債	Deferred tax liabilities	134	125
		38	71

32. DEFERRED TAX LIABILITIES (continued)

Deferred tax (assets)/liabilities (continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority. The following amounts, determined after appropriate offsetting, are shown in the consolidated balance sheet.

33. 租賃承擔

- (a) 於2020年12月31日，本集團就零售店舖、辦公室及貨倉之不可於未來撤銷之租賃的最低應付租賃費用於一年內到期的金額為2,200萬港元(2019年：3,200萬港元)。

租賃合約包含不同種類條款，租金遞升協定及續租權。若干門市之租賃租金乃根據最低保證租金或以銷售額計算之租金(以較高者為準)。上述承擔乃按最低保證租金計算。

自2019年1月1日起，除短期租賃外，本集團已將該等租賃確認為使用權資產，進一步資料請參閱附註23。

- (b) 於2020年12月31日，本集團就零售店舖及辦公室之不可於未來撤銷之經營租賃的最低應收租賃收入如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
1年內	Within one year	8	17
1年後但5年內	After one year but within five years	13	24
		21	41

33. LEASES COMMITMENTS

- (a) As at December 31, 2020, the Group had future aggregate minimum lease charges payable under non-cancellable leases in respect of retail shops, office premises and warehouses which were due within one year amounted to HK\$22 million (2019: HK\$32 million).

The leases contracts have varying terms, escalation clauses and renewal rights. The lease rentals of certain outlets are based on the higher of a minimum guaranteed rental or a sales level based rental. The minimum guaranteed rental has been used to arrive at the above commitments.

From January 1, 2019, the Group has recognized right-of-use assets for these leases, except for short-term leases, see Note 23 for further information.

- (b) As at December 31, 2020, the Group had future aggregate minimum lease income receivable under non-cancellable operating leases in respect of retail shops and office premises as set out below:

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

34. 資本承擔

於2020年及2019年12月31日，本集團並無重大關於租賃物業裝修、傢俬及辦公室設備之資本承擔。

35. 融資活動產生之負債對賬

下表詳述本集團來自融資活動的負債變動，包括現金及非現金變動。融資活動所產生的負債乃為現金流量所致，或未來現金流量將本集團綜合財務報表中分類為融資活動所產生的現金流量。

34. CAPITAL COMMITMENT

As at December 31, 2020 and 2019, the Group had no material capital commitment in respect of leasehold improvement, furniture and fixtures.

35. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

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

		融資業務之負債	
		租賃負債 Lease liabilities	銀行貸款 Bank loans
(以百萬港元為單位)	(In HK\$ million)		
於2018年12月31日之淨債務	Net debt as at December 31, 2018	-	298
會計政策變更採納香港財務報告準則第16號的調整	Change in accounting policy adjustment on adoption of HKFRS 16	1,110	-
於2019年1月1日之淨債務	Net debt as at January 1, 2019	1,110	298
償還銀行貸款	Repayment of bank loans	-	(332)
增加銀行貸款	Addition of bank loans	-	299
支付租賃負債(包括利息)	Payment for lease liabilities (including interest)	(556)	-
非現金變動	Non-cash movements	554	-
於2019年12月31日之淨債務	Net debt as at December 31, 2019	1,108	265
償還銀行貸款	Repayment of bank loans	-	(266)
增加銀行貸款	Addition of bank loans	-	153
支付租賃負債(包括利息)	Payment for lease liabilities (including interest)	(528)	-
非現金變動	Non-cash movements	187	-
於2020年12月31日之淨債務	Net debt as at December 31, 2020	767	152

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

36. 重要關聯人士交易

關聯人士指可直接或間接控制另一方，或在作出財務及營運決策時對另一方行使重大影響力之人士。共同受他人控制或受他人重大影響力之人士亦視為有關聯人士。

(a) 與關聯人士之交易

於本年度內，若干附屬公司按一般及日常業務過程與合營公司進行正常商業條款交易。有關該等交易詳述如下：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
銷售予一間合營公司	Sales to a joint venture	155	160
採購自合營公司	Purchases from joint ventures	1	1
特許權收入 自一間合營公司	Royalty income from a joint venture	24	26

(b) 與關聯人士之結餘

於12月31日應收關聯人士款項：

(以百萬港元為單位)	(In HK\$ million)	2020	2019
應收合營公司款項	Amounts due from joint ventures	14	8

於2020年12月31日，上述應收關聯人士款項已反映在應收賬款及其他應收款。應收款項均為無抵押、免息及須於要求時還款。

36. MATERIAL RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence.

(a) Transactions with related parties

During the year, certain subsidiaries traded with joint ventures in the ordinary and usual course of business on normal commercial terms. Details relating to these transactions are as follows:

(b) Balances with related parties

Amounts due from these related parties at December 31 are:

As at December 31, 2020, the above amounts due from related parties are reflected in trade and other receivables. The receivables are unsecured in nature, bear no interest and are repayable on demand.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

36. 重要關聯人士交易(續)

(c) 主要管理層報酬

所有執行董事均被視為主要管理層，彼等的酬金已於財務報表附註10內披露。其他主要管理層應付的酬金如下：

(以港幣千元為單位)

	(In HK\$'000)	2020	2019
基本薪金及 其他收益	Basic salaries and Other Benefits	9,452	10,595
退休金計劃供款	Contribution to pension schemes	111	144
業績計算／酌情性花紅	Performance-based/ discretionary bonuses	248	4,526
		9,811	15,265

37. 資產質押

於2020年及2019年12月31日，本集團並無質押任何資產。

38. 或然事項

於2020年12月31日，以下或有負債未於財務報表中撥備：

(以百萬港元為單位)

	(In HK\$ million)	2020	2019
代替租用物業按金之 銀行擔保	Bank guarantees given in lieu of property rental deposits	13	16

於報告期間結束日，董事並不認為有就任何該等擔保而可能向本公司提出之申索。因此，並無於2020年及2019年12月31日就該等申索作出任何撥備。

36. MATERIAL RELATED PARTY TRANSACTIONS (continued)

(c) Key management compensation

Executive Directors are considered as key management and their emoluments have been disclosed in Note 10 to the financial statements. The emoluments payable to other key management are as follows:

(In HK\$'000)

	2020	2019
Basic salaries and Other Benefits	9,452	10,595
Contribution to pension schemes	111	144
Performance-based/ discretionary bonuses	248	4,526
	9,811	15,265

37. PLEDGE OF ASSETS

The Group did not pledge any assets as of December 31, 2020 and 2019.

38. CONTINGENCY

At December 31, 2020, contingent liabilities not provided for in the financial statement were as follows:

(In HK\$ million)

	2020	2019
Bank guarantees given in lieu of property rental deposits	13	16

As at the end of the reporting period, the directors do not consider it probable that a claim will be made against the Company under any of the guarantees. No provision was therefore made in this respect at December 31, 2020 and 2019.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

38. 或然事項(續)

本公司仍與其中一位業主就與租賃其香港一處店舖有關的事宜發生爭議，該爭議仍繼續通過仲裁進行。本公司要求業主退還各種管理費和服務費的多付款項，業主正在對這種要求／索賠提出異議，業主還提出了反要求／索賠，要求沒收租賃和需求。要求公司交付空置財產，並就公司繼續佔用和使用該處所及有關結構而支付可觀的利潤和損害賠償。本公司預計此糾紛很可能在未來6至9個日曆月內得到解決。儘管本公司對索賠的堅決性和反對房東的抗辯／索賠和準備的依據感到滿意，但對公司的仲裁裁決可能會導致租賃被沒收，並對使用權資產產生負面影響。

38. CONTINGENCY (continued)

The Company remains engaged in a dispute with one of its landlords on matters relating to the leasing of one of its shop premises in HK, which continues to proceed by way of arbitration. The Company is demanding/claiming from the landlord a refund of various management fee and service charge overpayments, which demand/claim is being contested by the landlord and met with a counter-demand/claims by the landlord for forfeiture of the lease and a demand for the Company to deliver vacant possession and to pay mesne profits and damages in respect of the Company's continued occupation and use of the premises and a related structure. The Company envisages that this dispute is likely to be resolved within the next 6 to 9 calendar months. While the Company is satisfied with the solidity of its claim and basis for opposing the landlord's counter-demands/claims and has taken into consideration advice from external legal counsel as part of preparations to defend the Company's rights, an unlikely arbitral award against the Company may lead to forfeiture of the lease and negatively impact a portion of the carrying value included on the consolidated balances as right-of-use assets.

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

39. 主要附屬公司

本公司於2020年12月31日之主要附屬公司如下：

39. PRINCIPAL SUBSIDIARIES

The following is a list of the principal subsidiaries of the Company as at December 31, 2020:

附屬公司名稱 Name of subsidiary	成立地點 Place of incorporation	持有股份之 實際百分率 Effective percentage of equity holding		已發行及全數繳足股本/ 註冊資本/份額資本 Issued and fully paid share capital/registered capital/quota capital	主要業務/經營地區 Principal activities/ place of operation
		2020	2019		
寶斯特有限公司* Bluestar Exchange Limited*	香港 Hong Kong	100	100	3,000,000港元 HK\$3,000,000	經營零售及分銷服裝及 配襯用品/香港 Retail and distribution of apparel and accessories/ Hong Kong
East Jean Limited*	香港 Hong Kong	100	100	1,000,000港元 HK\$1,000,000	經營零售服裝及配襯用品/台灣 Retail of apparel and accessories/Taiwan
GIO Fashions W.L.L.*	卡塔爾 State of Qatar	49	49	200,000卡塔爾里亞爾 QAR200,000	經營零售服裝及配襯用品/ 卡塔爾 Retail of apparel and accessories/State of Qatar
GIOR Fashion Company Limited*	越南 Vietnam	60	60	26,000,000,000越南盾 VND\$26,000,000,000	經營零售服裝及配襯用品/越南 Retail of apparel and accessories/Vietnam
Giordano (Australia) Pty. Limited*	澳洲 Australia	92.8	92.8	700,000澳元 AUD700,000	經營零售服裝及配襯用品/澳洲 Retail of apparel and accessories/Australia
Giordano Fashions L.L.C.*	阿聯酋 UAE	49	49	3,000,000阿聯酋迪拉姆 AED3,000,000	經營零售服裝及配襯用品/ 阿聯酋 Retail of apparel and accessories/UAE
Giordano Fashions W.L.L.*	科威特 State of Kuwait	49	49	300,000科威特第納爾 KWD300,000	經營零售服裝及配襯用品/ 科威特 Retail of apparel and accessories/State of Kuwait
佐丹奴有限公司* Giordano Limited*	香港 Hong Kong	100	100	5,000,000港元 HK\$5,000,000	經營零售及分銷服裝及 配襯用品/香港 Retail and distribution of apparel and accessories/ Hong Kong

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

39. 主要附屬公司(續)

39. PRINCIPAL SUBSIDIARIES (continued)

附屬公司名稱 Name of subsidiary	成立地點 Place of incorporation	持有股份之 實際百分率 Effective percentage of equity holding		已發行及全數繳足股本/ 註冊資本/份額資本 Issued and fully paid share capital/registered capital/quota capital	主要業務/經營地區 Principal activities/ place of operation
		2020	2019		
Giordano (Thai) Co., Ltd.*	泰國 Thailand	100	100	10,000,000泰銖 Baht10,000,000	經營零售服裝及配襯用品/泰國 Retail of apparel and accessories/Thailand
Giordano (M) Sdn. Bhd.	馬來西亞 Malaysia	100	100	500,000馬來西亞令吉 RM500,000	經營零售服裝及配襯用品/ 馬來西亞 Retail of apparel and accessories/Malaysia
佐丹奴澳門有限公司* Giordano (Macau) Limited*	澳門 Macau	100	100	50,000澳門幣 MOP50,000	經營零售服裝及配襯用品/澳門 Retail of apparel and accessories/Macau
Giordano Middle East FZE*	阿聯酋-杜拜 Dubai - UAE	100	100	1,000,000阿聯酋迪拉姆 AED1,000,000	經營分銷服裝及配襯用品/ 阿聯酋-杜拜 Distribution of apparel and accessories/Dubai - UAE
Giordano Originals (Singapore) Private Limited	新加坡 Singapore	100	100	1,900,002新加坡元 SGD1,900,002	經營零售及貿易服裝及 配襯用品/新加坡 Retailing and trading of apparel and accessories/ Singapore
Giordano Vietnam Limited*	香港 Hong Kong	60	60	802,000美元 USD802,000	投資控股/香港 Investment holding/Hong Kong
Giordano (Cambodia) Enterprises Limited*	柬埔寨 Cambodia	80	80	4,000,000柬埔寨里爾 KHR\$4,000,000	經營零售服裝及配襯用品/ 柬埔寨 Retail of apparel and accessories/Cambodia
PT. Giordano Indonesia*	印尼 Indonesia	52	40	2,500,000,000印尼盾 IDR2,500,000,000	經營零售服裝、配襯用品及 其有關產品/印尼 Retail of apparel, accessories and related products/Indonesia

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (continued)

2020年12月31日
December 31, 2020

39. 主要附屬公司(續)

39. PRINCIPAL SUBSIDIARIES (continued)

附屬公司名稱 Name of subsidiary	成立地點 Place of incorporation	持有股份之 實際百分率 Effective percentage of equity holding		已發行及全數繳足股本/ 註冊資本/份額資本 Issued and fully paid share capital/registered capital/quota capital	主要業務/經營地區 Principal activities/ place of operation
		2020	2019		
深圳虎威製衣有限公司* # Shenzhen Tiger Garment Ltd.* #	中華人民共和國 People's Republic of China	100	100	210,100,000元人民幣 RMB210,100,000	投資控股、製造及銷售服裝及 配襯用品/中國大陸 Investment holding, manufacturing and retailing of apparel and accessories/Mainland China
虎威企業有限公司 Tiger Enterprises Limited	香港 Hong Kong	100	100	60,001,000港元 HK\$60,001,000	投資控股、成衣貿易及 提供管理服務/中國大陸 Investment holding, trading of garment products and provision of management services/Mainland China
Textile and Ready Garments Co. Ltd.*	沙特阿拉伯王國 Kingdom of Saudi Arabia	75	75	27,000,000沙特里亞 SR27,000,000	經營零售服裝及配襯用品/ 沙特阿拉伯王國 Retail of apparel and accessories/Kingdom of Saudi Arabia
Walton International Ltd.*	開曼群島 Cayman Islands	100	100	102美元 USD102	批授商標專利權/香港 Licensing of trademarks/ Hong Kong

附註：

- # 外商獨資企業
- * 間接持有之附屬公司

Notes:

- # A foreign owned enterprise
- * Subsidiaries held indirectly

40. 財務報表之批准

本財務報表已於2021年3月11日獲董事會批准。

40. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Board on March 11, 2021.

購股權計劃

於2011年6月9日，本公司終止其於2002年1月24日採納之購股權計劃（「2002年購股權計劃」），並於同日採納新購股權計劃（於2012年5月22日經修訂）（「2011年購股權計劃」）。於屆滿日期後，不得亦並無購股權根據2002年購股權計劃而授出。2002年購股權計劃之條文效力及效用已於2020年6月30日屆滿。根據2011年購股權計劃，董事可酌情向任何合資格參與者（定義見下文）授出購股權，以根據該購股權計劃的條文及條款認購本公司股份。

2011年購股權計劃之主要條款摘錄如下：

(1) 目的

該計劃旨在鼓勵及獎勵對本集團作出貢獻或將可作出貢獻之選定合資格參與者。

(2) 合資格參與者

- (i) (a) 任何董事或擬委任董事（不論是執行或非執行，包括任何獨立非執行董事）、僱員或擬聘請之僱員（不論是全職或兼職），或
- (b) 其時借調之任何人；而屬於本集團任何成員或任何控股股東或由控股股東控制之任何公司；或
- (ii) 持有本集團任何成員或任何控股股東或任何控股股東控制公司所發行之任何證券之持有人；或

SHARE OPTION SCHEMES

On June 9, 2011, the Company terminated its share option scheme adopted on January 24, 2002 (the “2002 Share Option Scheme”) and adopted a new share option scheme (as amended on May 22, 2012) (the “2011 Share Option Scheme”) on the same date. No options may be and have been granted under the 2002 Share Option Scheme after the expiry date. The validity and effectiveness of the provisions of the 2002 share option scheme were expired on June 30, 2020. Under the 2011 Share Option Scheme, the Directors may, at their discretion, grant to any eligible participants (as defined below) share options to subscribe for the Company’s shares, subject to the terms and conditions stipulated therein.

A summary of the principal terms of the 2011 Share Option Scheme is as follows:

(1) Purpose

As incentives or rewards for the contribution or potential contribution to the Group from the selected eligible participants.

(2) Eligible participants

- (i) (a) any Director or proposed Director (whether executive or non-executive, including any independent non-executive Director), employee or proposed employee (whether full time or part time) of, or
- (b) any individual for the time being seconded to work for; any member of the Group or any controlling shareholder or any company controlled by a controlling shareholder; or
- (ii) any holder of any securities issued by any member of the Group or any controlling shareholder or any company controlled by a controlling shareholder; or

購股權資料

SHARE OPTION INFORMATION

(iii) 本集團任何成員或任何控股股東或由控股股東控制之任何公司的：

- (a) 任何業務或合作伙伴、加盟商、承包商、代理或代表，
- (b) 任何人士或個體提供研究、發展或其他技術支援或任何諮詢、顧問、專業或其他服務，
- (c) 任何貨品或服務供應商，
- (d) 任何客戶，或
- (e) 任何業主及租客(包括分租租客)；

及，就2011年購股權計劃而言，將包括由一位或多位隸屬以上任何合資格參與者所控制之任何公司。

(3) 根據該計劃可予發行之股份總數

因行使根據2011年購股權計劃授出的所有購股權時合共可發行的股份數目不得超過於各計劃獲批准當日本公司已發行股份之10%。該10%限額可經本公司股東批准而更新。

於行使根據2011年購股權計劃及本公司其他購股權計劃授出的尚未行使的所有購股權時，合共可發行的股份數目不得超過本公司不時已發行股份總數的30%。

於2021年3月11日，根據2011年購股權計劃已授出而尚未行使的所有購股權獲行使而可發行的股份總數為128,740,000股(相等於本公司已發行股份之約8.16%)。

(iii) any member of the Group or any controlling shareholder or a company controlled by a controlling shareholder of;

- (a) any business or joint venture partner, franchisee, contractor, agent or representative of,
- (b) any person or entity that provides research, development or other technological support or any advisory, consultancy, professional or other services to,
- (c) any supplier of goods or services to,
- (d) any customer of, or
- (e) any landlord or tenant (including any sub-tenant) of;

and, for the purposes of the 2011 Share Option Scheme, shall include any company controlled by one or more persons belonging to any of the above classes of eligible participants.

(3) TOTAL NUMBER OF SHARES AVAILABLE FOR ISSUE UNDER THE SCHEME

The total number of shares which may be issued upon exercise of all share options to be granted under 2011 Share Option Scheme must not in aggregate exceed 10% of the shares in issue on the respective dates of approval of each of the schemes. The 10% limit may be refreshed with the approval of the Company's shareholders.

The maximum number of shares which may be issued upon exercise of all outstanding share options granted and yet to be exercised under the 2011 Share Option Scheme and any other share option schemes of the Company must not exceed 30% of the total number of shares in issue from time-to-time.

As at March 11, 2021, a number of shares available for issue under the 2011 Share Option Scheme is 128,740,000 shares (representing approximately 8.16% of the shares in issue) may be issued upon exercise of all options which had been granted and yet to be exercised under the 2011 Share Option Scheme.

(4) 每名合資格參與者可獲授權益上限

除非獲本公司股東在股東大會上批准，每名合資格參與者在任何12個月內獲授或將獲授之購股權（包括已行使、已註銷及尚未行使之購股權）予以行使時，所發行及將予發行之股份數目上限不得超過本公司已發行股份之1%。

此外，授予本公司主要股東及／或獨立非執行董事或彼等其各自之任何聯繫人以及倘導致在任何12個月內因行使已授予或將授予該等人士之所有購股權而發行或將予發行的股份超過本公司已發行股份之0.1%（按授出日期之股份價格計算）總值超過500萬港元之購股權，須待本公司股東於股東大會上批准後，方可作實。

(5) 購股權行使期

根據2011年購股權計劃授出之購股權，可於授出購股權當日或董事釐定的其後日子開始行使，直至董事授出購股權時釐定之日期營業時間結束時屆滿；惟於任何情況下，由授出購股權當日起計不可超過10年。

(6) 於行使購股權前必須持有的最短期限

由董事會於授出購股權時釐定。

(7) 接受授出購股權之要約

授出購股權之要約必須於提出要約之日起30日內（包括提出要約當日）接納。於接納授出購股權之要約時，須支付1港元。

(4) MAXIMUM ENTITLEMENT OF EACH ELIGIBLE PARTICIPANTS

The maximum number of shares issued and to be issued upon exercise of the share options granted or to be granted to each participant (including exercised, cancelled and outstanding options) in any 12-month period must not exceed 1% of the Company's shares in issue unless the same is approved by the Company's shareholders in general meeting.

In addition, any share options to a substantial shareholder and/or an Independent Non-executive Director of the Company or any of their respective associates, and where the total number of shares issued and to be issued upon exercise of all options granted or to be granted to such person in any 12-month period exceed 0.1% of the Company's shares in issue and with an aggregate value (based on the price of the shares on the date of grant) in excess of HK\$5 million, are subject to the Company's shareholders' approval in general meeting.

(5) TIME OF EXERCISE OF OPTION

An option may be exercised under the terms of the 2011 Share Option Scheme at any time during a period commencing on such date on or after the date on which the option is granted as the Board may determine in granting the option and expiring at the close of business on such date as the directors may determine in granting the option but in any event shall not exceed 10 years from the date of grant.

(6) THE MINIMUM PERIOD FOR WHICH AN OPTION MUST BE HELD BEFORE IT CAN BE EXERCISED

As determined by the Board upon the grant of an option.

(7) ACCEPTANCE OF OFFERS

An offer for the grant of options must be accepted within 30 days inclusive of the day on which such offer was made. The amount payable on acceptance of the offer for the grant of an option is HK\$1.

購股權資料

SHARE OPTION INFORMATION

(8) 釐定行使價之基準

行使價由董事會釐定，惟須以下列較高者釐定：

- (i) 股份於提出授予購股權要約當日在聯交所日報表所報的股份收市價；
- (ii) 股份於緊接提出授予購股權要約當日前五個營業日在聯交所日報表的平均收市價；及
- (iii) 每股股份之面值。

(9) 該等計劃餘下之有效期

2011年購股權計劃自採納後日期起計10年內有效，直至2021年6月8日為止。

購股權之變動

根據2002年及2011年購股權計劃之購股權於截至2020年12月31日止年度內之變動載列如下：

2002年購股權計劃

2002 Share Option Scheme

	購股權數目						每股 行使價 Exercise price per share	授出日期 Date of grant	行使期限 Exercisable period
	於2020年 1月1日 As at 1/1/2020	於年內授出 Granted during the year	於年內行使 Exercised during the year	於年內失效 Lapsed during the year	於年內註銷 Cancelled during the year	於2020年 12月31日 As at 12/31/2020			
合資格參與者 Eligible participants							港元 HK\$	(月/日/年) (MM/DD/YYYY)	(月/日/年) (MM/DD/YYYY)
連續合約僱員 Continuous Contract Employees	200,000	—	—	200,000	—	—	3.340	07/07/2010	03/22/2012 - 06/30/2020
	2,524,000	—	—	2,524,000	—	—	3.340	07/07/2010	03/01/2013 - 06/30/2020
合計 Total	2,724,000	—	—	2,724,000	—	—			

(8) BASIS OF DETERMINING THE EXERCISE PRICE

The exercise price is determined by the Board which shall be at least the highest of:

- (i) the closing price of the shares as stated in the Stock Exchange's daily quotations sheet on the date when an option is offered;
- (ii) the average closing price of the shares as stated in the Stock Exchange's daily quotations sheets for the five business days immediately preceding the date on which an option is offered; and
- (iii) the nominal amount of a share.

(9) THE REMAINING LIFE OF THE SCHEME

The 2011 Share Option Scheme shall be valid for a period of 10 years from the date of adoption until June 8, 2021.

MOVEMENT OF SHARE OPTIONS

Movements of share options under the 2002 and 2011 Share Option Schemes during the year ended December 31, 2020 are set out below:

購股權資料

SHARE OPTION INFORMATION

2011年購股權計劃 2011 Share Option Scheme

合資格參與者 Eligible participants	購股權數目 Number of share options					於2020年 12月31日 As at 12/31/2020	每股 行使價 Exercise price 港元 HK\$	授出日期 Date of grant (月/日/年) (MM/DD/YYYY)	行使期限 Exercisable period (月/日/年) (MM/DD/YYYY)
	於2020年 1月1日 As at 1/1/2020	於年內授出 Granted during the year	於年內行使 Exercised during the year	於年內失效 Lapsed during the year	於年內註銷 Cancelled during the year				
董事 Directors									
陳嘉緯 CHAN Ka Wai	400,000	—	—	—	—	400,000	5.200	10/07/2011	03/22/2012 – 09/30/2021
	600,000	—	—	—	—	600,000	5.200	10/07/2011	03/01/2013 – 09/30/2021
	1,000,000	—	—	—	—	1,000,000	5.200	10/07/2011	02/28/2014 – 09/30/2021
	100,000	—	—	—	—	100,000	5.000	03/24/2014	03/04/2015 – 03/23/2024
	150,000	—	—	—	—	150,000	5.000	03/24/2014	03/04/2016 – 03/23/2024
	200,000	—	—	—	—	200,000	5.000	03/24/2014	03/10/2017 – 03/23/2024
	250,000	—	—	—	—	250,000	5.000	03/24/2014	03/09/2018 – 03/23/2024
	300,000	—	—	—	—	300,000	5.000	03/24/2014	03/08/2019 – 03/23/2024
	1,366,000	—	—	—	—	1,366,000	4.180	01/06/2017	08/11/2017 – 12/31/2025
	1,666,000	—	—	—	—	1,666,000	4.180	01/06/2017	03/09/2018 – 12/31/2025
	1,668,000	—	—	—	—	1,668,000	4.180	01/06/2017	08/10/2018 – 12/31/2025
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	03/12/2021 – 06/30/2028
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	附註1 Note 1 – 06/30/2028
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	附註2 Note 2 – 06/30/2028
	7,700,000	3,000,000	—	—	—	10,700,000			
羅學文 Mark Alan LOYND	200,000	—	—	—	—	200,000	5.000	03/24/2014	03/04/2015 – 03/23/2024
	300,000	—	—	—	—	300,000	5.000	03/24/2014	03/04/2016 – 03/23/2024
	400,000	—	—	—	—	400,000	5.000	03/24/2014	03/10/2017 – 03/23/2024
	500,000	—	—	—	—	500,000	5.000	03/24/2014	03/09/2018 – 03/23/2024
	600,000	—	—	—	—	600,000	5.000	03/24/2014	03/08/2019 – 03/23/2024
	64,000	—	—	—	—	64,000	3.792	04/09/2015	03/10/2017 – 03/31/2025
	1,332,000	—	—	—	—	1,332,000	4.180	01/06/2017	08/11/2017 – 12/31/2025
	1,332,000	—	—	—	—	1,332,000	4.180	01/06/2017	03/09/2018 – 12/31/2025
	1,336,000	—	—	—	—	1,336,000	4.180	01/06/2017	08/10/2018 – 12/31/2025
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	03/12/2021 – 06/30/2028
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	附註1 Note 1 – 06/30/2028
	—	1,000,000	—	—	—	1,000,000	1.390	09/09/2020	附註2 Note 2 – 06/30/2028
	6,064,000	3,000,000	—	—	—	9,064,000			

購股權資料

SHARE OPTION INFORMATION

合資格參與者 Eligible participants	購股權數目 Number of share options					於2020年 12月31日 As at 12/31/2020	每股 行使價 Exercise price per share 港元 HK\$	授出日期 Date of grant (月/日/年) (MM/DD/YYYY)	行使期限 Exercisable period (月/日/年) (MM/DD/YYYY)
	於2020年 1月1日 As at 1/1/2020	於年內授出 Granted during the year	於年內行使 Exercised during the year	於年內失效 Lapsed during the year	於年內註銷 Cancelled during the year				
連續合約僱員 Continuous Contract Employees	2,600,000	—	—	160,000	—	2,440,000	5.200	10/07/2011	03/22/2012 – 09/30/2021
	4,740,000	—	—	240,000	—	4,500,000	5.200	10/07/2011	03/01/2013 – 09/30/2021
	11,250,000	—	—	550,000	—	10,700,000	5.200	10/07/2011	02/28/2014 – 09/30/2021
	392,000	—	—	—	—	392,000	5.380	06/12/2012	03/01/2013 – 12/31/2021
	2,240,000	—	—	—	—	2,240,000	7.650	04/10/2013	02/28/2014 – 03/31/2022
	3,926,000	—	—	234,000	—	3,692,000	5.000	03/24/2014	03/04/2015 – 03/23/2024
	5,860,000	—	—	348,000	—	5,512,000	5.000	03/24/2014	03/04/2016 – 03/23/2024
	7,876,000	—	—	470,000	—	7,406,000	5.000	03/24/2014	03/10/2017 – 03/23/2024
	9,892,000	—	—	592,000	—	9,300,000	5.000	03/24/2014	03/09/2018 – 03/23/2024
	11,826,000	—	—	706,000	—	11,120,000	5.000	03/24/2014	03/08/2019 – 03/23/2024
	3,484,000	—	—	238,000	—	3,246,000	3.792	04/09/2015	03/04/2016 – 03/31/2025
	4,026,000	—	—	246,000	—	3,780,000	3.792	04/09/2015	03/10/2017 – 03/31/2025
	250,000	—	—	—	—	250,000	4.090	07/10/2015	03/04/2016 – 06/30/2025
	250,000	—	—	—	—	250,000	4.090	07/10/2015	03/10/2017 – 06/30/2025
	942,000	—	—	—	—	942,000	4.340	09/19/2016	03/10/2017 – 06/30/2026
	946,000	—	—	—	—	946,000	4.340	09/19/2016	03/09/2018 – 06/30/2026
	10,822,000	—	—	154,000	—	10,668,000	4.180	01/06/2017	08/11/2017 – 12/31/2025
	11,980,000	—	—	186,000	—	11,794,000	4.180	01/06/2017	03/09/2018 – 12/31/2025
	15,014,000	—	—	276,000	—	14,738,000	4.180	01/06/2017	08/10/2018 – 12/31/2025
	2,758,000	—	—	—	—	2,758,000	4.050	06/09/2017	08/11/2017 – 12/31/2025
	2,758,000	—	—	—	—	2,758,000	4.050	06/09/2017	03/09/2018 – 12/31/2025
	2,784,000	—	—	—	—	2,784,000	4.050	06/09/2017	08/10/2018 – 12/31/2025
	—	21,222,000	—	—	188,000	21,034,000	1.390	09/09/2020	03/12/2021 – 06/30/2028
	—	21,222,000	—	—	188,000	21,034,000	1.390	09/09/2020	附註1 Note 1 – 06/30/2028
	—	21,756,000	—	—	194,000	21,562,000	1.390	09/09/2020	附註2 Note 2 – 06/30/2028
	116,616,000	64,200,000	—	4,400,000	570,000	175,846,000			

購股權資料

SHARE OPTION INFORMATION

合資格參與者 Eligible participants	購股權數目 Number of share options					於2020年 12月31日 As at 12/31/2020	每股 行使價 Exercise price 港元 HK\$	授出日期 Date of grant (月/日/年) (MM/DD/YYYY)	行使期限 Exercisable period (月/日/年) (MM/DD/YYYY)
	於2020年 1月1日 As at 1/1/2020	於年內授出 Granted during the year	於年內行使 Exercised during the year	於年內失效 Lapsed during the year	於年內註銷 Cancelled during the year				
其他	340,000	–	–	–	–	340,000	5.200	10/07/2011	03/22/2012 – 09/30/2021
Others	720,000	–	–	–	–	720,000	5.200	10/07/2011	03/01/2013 – 09/30/2021
	3,000,000	–	–	–	–	3,000,000	5.200	10/07/2011	02/28/2014 – 09/30/2021
	510,000	–	–	30,000	–	480,000	5.000	03/24/2014	03/04/2015 – 03/23/2024
	758,000	–	–	44,000	–	714,000	5.000	03/24/2014	03/04/2016 – 03/23/2024
	1,020,000	–	–	60,000	–	960,000	5.000	03/24/2014	03/10/2017 – 03/23/2024
	1,282,000	–	–	76,000	–	1,206,000	5.000	03/24/2014	03/09/2018 – 03/23/2024
	1,530,000	–	–	90,000	–	1,440,000	5.000	03/24/2014	03/08/2019 – 03/23/2024
	200,000	–	–	–	–	200,000	4.180	01/06/2017	08/11/2017 – 12/31/2025
	266,000	–	–	–	–	266,000	4.180	01/06/2017	03/09/2018 – 12/31/2025
	436,000	–	–	–	–	436,000	4.180	01/06/2017	08/10/2018 – 12/31/2025
	–	2,358,000	–	–	–	2,358,000	1.390	09/09/2020	03/12/2021 – 06/30/2028
	–	2,358,000	–	–	–	2,358,000	1.390	09/09/2020	附註1 Note 1 – 06/30/2028
	–	2,394,000	–	–	–	2,394,000	1.390	09/09/2020	附註2 Note 2 – 06/30/2028
	10,062,000	7,110,000	–	300,000	–	16,872,000			
合計 Total	140,442,000	77,310,000	–	4,700,000	570,000	212,482,000			
	143,166,000	77,310,000	–	7,424,000	570,000	212,482,000			

附註：

- 2021年中期業績公佈翌日
- 2021年全年業績公佈翌日

Notes:

- the day after 2021 interim results announcement
- the day after 2021 final results announcement

購股權價值

截至2020年12月31日止年度內，董事會於2020年9月9日授予若干合資格參與者（「承授人」）購股權，據此承授人可分別以行使價每股1.39港元認購本公司之77,310,000股股份。

VALUATION OF SHARE OPTIONS

During the year ended December 31, 2020, the Board granted options to certain eligible participants (the “Grantees”) on September 9, 2020 which entitle the Grantees to subscribe for 77,310,000 shares at an exercise price of HK\$1.39 per share.

購股權資料

SHARE OPTION INFORMATION

於2020年9月9日授出之購股權之估計公允值為約1,300萬港元。本公司已採用柏力克-舒爾斯模式估算根據2011年購股權計劃授出之購股權之公允值。柏力克-舒爾斯模式為估算於購股權期限屆滿前可予行使購股權之公允值之其中一項常用模式。於計算購股權公允值時所採用之變數及假設乃基於董事之最佳估計。購股權價值隨若干主觀假設之不同變數而改變。代入該模式之資料如下：

The estimated fair values of share options granted on September 9, 2020 was approximately HK\$13 million. The Company has used the Black-Scholes Model for estimating the fair value of options granted under the 2011 Share Option Scheme. The Black-Scholes Model is one of the commonly used models to estimate the fair value of an option which can be exercised before the expiry of the option period. The variables and assumptions used in computing the fair value of the share options are based on the Directors' best estimate. The value of an option varies with different variables of certain subjective assumptions. The inputs into the model are as follows:

授出日期 Date of Grant	2020年9月9日 September 9, 2020
購股權數目 Number of options	77,310,000
購股權之每股公允值 Fair value per option	0.163港元 HK\$0.163
無風險利率(附註(a)) Risk free interest rate (Note (a))	0.424%
股息殖利率 Dividend yield	6.976%
預期波幅(附註(b)) Expected volatility (Note (b))	28.927%
預期購股權年期 Expected life of options	8.32

附註：

Notes:

(a) 無風險利率是根據香港政府債券收益率之基準以線性插值法計算。

(a) The risk free interest rate is based on linear interpolation of Hong Kong Government Bonds Benchmark Yield Curve.

(b) 預計波幅是基於本公司股價於往年的波幅。

(b) The expected volatility is based on volatility of the stock price of the Company over the past year.

重要日期

暫停辦理股東登記手續

股東周年大會	:	2021年5月14日至 2021年5月21日 (首尾兩天包括在內)
末期股息	:	2021年6月1日至 2021年6月3日 (首尾兩天包括在內)

股東周年大會

2021年5月21日

股息

中期股息	:	每股3.1港仙
已派付日期	:	2020年9月18日
建議末期股息	:	每股6.9港仙
派發日期	:	2021年6月18日

股份代號

香港聯合交易所	:	709
彭博	:	709 HK
路透社	:	0709.HK

IMPORTANT DATES

Closure of Register of Members

Annual General Meeting	:	May 14, 2021 to May 21, 2021 (both days inclusive)
Final Dividend	:	June 1, 2021 to June 3, 2021 (both days inclusive)

Annual General Meeting

May 21, 2021

Dividends

Interim Dividend	:	3.1 HK cents per share
Paid on	:	September 18, 2020
Proposed Final Dividend	:	6.9 HK cents per share
Payable on	:	June 18, 2021

STOCK CODE

Stock Exchange	:	709
Bloomberg	:	709 HK
Reuters	:	0709.HK

投資者參考資料

INFORMATION FOR INVESTORS

投資者聯絡

佐丹奴國際有限公司

香港九龍

長沙灣道777至779號

天安工業大廈5樓

電話 : (852) 2746 4668

傳真 : (852) 2370 8864

電子郵件 : investorrelations@giordano.com

網址

www.giordano.com

INVESTOR RELATIONS CONTACT

Giordano International Limited

5th Floor, Tin On Industrial Building

777-779 Cheung Sha Wan Road

Kowloon, Hong Kong

Telephone : (852) 2746 4668

Facsimile : (852) 2370 8864

Email : investorrelations@giordano.com

WEBSITE

www.giordano.com

GIORDANO

World without strangers

2020 年
環境、社會及管治報告書
Environmental,
Social and
Governance Report

DREAM

Love

HARMONY

RESPECT

HOPE

Peace

Care

FRIENDSHIP

SHARING



Contents 目錄

ESG.03 關於本報告 ABOUT THIS REPORT

ESG.04 佐丹奴：關顧著我們的環境 GIORDANO : CARING FOR OUR ENVIRONMENT

- ESG.04 環境層面A1：致力環保的營運以減少排放
Environmental Aspect A1 : Minimized Emissions through
Green-Minded Operations
- ESG.04 環境層面A2：節約資源
Environmental Aspect A2 : Conserving Resources
- ESG.10 環境層面A3：減少對環境與自然資源的影響，以促進可持續發展
Environmental Aspect A3 : Minimizing Impact on the Environment
and Natural Resources for Sustainable Development

ESG.11 佐丹奴：關顧著我們的員工 GIORDANO : CARING FOR OUR EMPLOYEES

- ESG.11 社會層面B1：僱傭
Social Aspect B1: Employment
- ESG.19 社會層面B2：職業健康與安全(職安健)
Social Aspect B2 : Occupational Health and Safety (OHS)
- ESG.20 社會層面B3：人才發展及挽留戰略
Social Aspect B3 : Talent Development and Retention Strategy
- ESG.29 社會層面B4：勞工標準和人權政策
Social Aspect B4 : Policies on Labour Standards and Human Rights

ESG.30 佐丹奴：關顧著我們的供應商 GIORDANO : CARING FOR OUR SUPPLIERS

- ESG.30 社會層面B5：高效的供應鏈管理
Social Aspect B5 : Efficient Supply Chain Management

ESG.33 佐丹奴：關顧著我們的客戶 GIORDANO : CARING FOR OUR CUSTOMERS

- ESG.33 社會層面B6：服務和產品責任
Social Aspect B6 : Service and Product Liability
- ESG.39 社會層面B7：反貪污
Social Aspect B7 : Anti-corruption

ESG.40 佐丹奴：關顧著我們的社區 GIORDANO : CARING FOR OUR COMMUNITY

- ESG.40 社會層面B8：社區參與
Social Aspect B8 : Community Involvement

ESG.41 香港交易所《環境、社會及管治報告指引》索引 References to "Stock Exchange's ESG Reporting Guide"



關於本報告 ABOUT THIS REPORT

歡迎閱覽佐丹奴國際有限公司（「佐丹奴」）的2020年環境、社會及管治報告，本報告闡述我們在可持續性方面的最新措施和業績。您也許知道，在佐丹奴成立之初，我們就以「沒有陌生人的世界」為經營理念，我們的願景是希望世界沒有種族、國籍及文化之分，彼此可以生活在一個大同的世界中，此願景貫徹於我們的管理和業務運作層面之中。

佐丹奴一直以來致力於成為一個負責任的企業公民，並於2005年正式採納企業社會責任政策聲明。自此，我們一直恪守「為善者諸事順」的原則，於我們經營的社區發放正能量，特別關注與持分者的關係、社區參與和環境保護這些範疇。

隨著香港聯合交易所有限公司（「聯交所」）提高對此報告的合規要求，以及普遍持分者對增加公司透明度有殷切需求，本報告主要涵蓋了我們對環境、社會及管治的政策及表現，包括我們對環境和社區所造成的影響、我們如何以公平及透明的方式為客戶提供優質產品及卓越服務、如何投放資源於員工的發展及致力營造融洽及樂於支援員工的工作環境。與此同時，如何發展強健的管治、有效的風險管理系統以及嚴密的監控亦是我們重點關注的項目。

Covid-19大流行的爆發已經影響了佐丹奴各個方面的業務，從中止計劃中的社區活動，到我們利用某些規模經濟的能力，隨之而來的是提高了我們的效率。因此，本2020年環境、社會及管治報告中的某些指標將有所失真，但我們對可持續發展目標的長期承諾仍然堅定不移。

報告標準和範圍

本報告是根據聯交所的「環境、社會及管治報告指引」編制，將佐丹奴在2020年於環境、社會及管治方面的表現展現出來。報告內容覆蓋了我們在中國內地、香港、澳門、台灣和新加坡的業務（統稱「匯報市場」），佔佐丹奴在2020年超過56.50%的銷售額，但不包括我們的特許經營商和授權商所經營的店舖。本報告匯報範疇與2019年的環境、社會及管治報告相若，符合聯交所的「環境、社會管治報告指引」有關「遵守或解釋」規定，並附加報告了一些選擇性的「建議披露」。詳細的內容索引已在本報告的最後部份列明，讓讀者可清晰了解，增加報告的透明度。

無可置疑，持分者的參與是佐丹奴業務發展和對全球可持續發展承諾的重要部分。因此，在編寫本報告時，我們繼續主動地邀請在我們業務發展中發揮關鍵作用的持分者參與其中，包括我們的員工代表、主要供應商及我們的顧客。他們在問卷中的回應，為我們提供了有關環境、社會及管治的關鍵績效指標（「KPI」）的全面評估，幫助我們確定關鍵持分者的關注所在，以完善本報告的覆蓋面。

Welcome to the 2020 Environmental, Social and Governance (the “ESG”) Report of Giordano International Limited (“Giordano”), which updates our latest initiatives and achievements with respect to sustainability. As you may be aware, ‘World Without Strangers’ has been Giordano’s credo since inception and reflects our vision to create a sense of familiarity, regardless of ethnicity, nationality or culture, which transcends our operations and management.

Giordano has long been committed towards being a responsible corporate citizen, and formally adopted its Corporate Social Responsibility policy statement in 2005. Since then, we have continued to focus on “doing well by doing good” in order to make a positive impact in the communities where we do business, paying particular attention to stakeholder relations, community involvement and environmental protection.

With the onset of enhanced compliance requirements set by The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) on ESG Reports and growing demand for corporate disclosure from stakeholders in general, this Report primarily addresses our approach and performance against ESG metrics, including the impact that we are making on the environment and communities, the way we deliver responsible products and exceptional service to our customers in fairly and transparently, how we invest in our employees’ development and foster an inclusive and supportive working environment, as well as our framework to develop strong governance, effective risk management systems and robust controls.

The outbreak of the Covid-19 pandemic has affected many aspects of Giordano’s business, from the suspension of planned community activities, through to our ability to leverage certain economies of scale, and, it follows, enhance our efficiencies. Certain indicators in this 2020 ESG Report will, therefore, be somewhat distorted, but our long-term commitment to our sustainability targets remains unwavering.

Reporting Standard and Scope

Prepared in accordance with the ESG Reporting Guide of the Stock Exchange, this Report provides an annual update of Giordano’s ESG performance for the year of 2020, which covers our operations in Mainland China, Hong Kong, Macau, Taiwan and Singapore (collectively, the “Reporting Markets”), which contributed towards 56.50% of Giordano’s sales in 2020 excluding shops operated by our franchisees and licensees. There are no significant changes in the reporting scope of this Report from that of the last one in 2019. This Report complies with the “comply or explain” provisions, which also reports on selected “recommended disclosures of the Stock Exchange’s ESG Reporting Guide. Detailed References to the ‘Stock Exchange’s ESG Reporting Guide’ has been included at the back of this Report to aid readers and facilitate greater transparency.

Undoubtedly, stakeholders’ engagement is an integral part of Giordano’s business development and commitment to global sustainable development. Thus, in the preparation of this Report, we have continued to proactively engage our key stakeholders (including our staff representatives, our core suppliers as well as our customers) who play a critical role in our business development. Stakeholders’ input, obtained via questionnaires, has provided us with a comprehensive assessment of the key performance indicators (the KPIs”) with respect to ESG issues and helped us to identify the priorities of our key stakeholders, which consequently strengthens the coverage of this Report.



佐丹奴 GIORDANO



Caring FOR OUR ENVIRONMENT

關顧著我們的環境



環境層面 A1 : 致力環保的營運以減少排放

Environmental Aspect A1 : Minimized Emissions through Green-Minded Operations

- (1) 在佐丹奴，我們致力確保營運結合環保理念。我們商務活動中的每一環節，由供應商的生產至我們的營運，都會盡一切努力減少產生廢物及排放。
- (2) 我們相信，有關的商業活動和整體營運設施均符合相關的環保法規。
- (1) At Giordano, we seek to ensure that our business operations are environmentally friendly, making every effort to reduce waste and emissions from every aspect of our business activities, from production at our suppliers through to our business operations.
- (2) We believe that our business activities and the facilities of our overall operations comply with the relevant laws and regulations on environmental protection.



環境層面 A2 : 節約資源

Environmental Aspect A2 : Conserving Resources

- (1) 為積極響應香港政府推行的減少「碳足跡」政策，我們致力高效地善用資源和減少消耗能源、水資源、紙張及原材料，以減少碳排放、保護及保育環境。如：
 - 在業務方針上納入可持續的環保措施；
 - 明智和有效地使用資源，例如減少使用原材料和包裝；
 - 在業務範圍內減少廢物的產生；
 - 藉著供應鏈管理和智慧型店舖營運，以促進環保；及
 - 提升客戶和業務夥伴的環保意識。
- (1) In active alignment with the Hong Kong governmental policy of reducing "carbon footprint", we are committed to reducing carbon emissions and protecting and sustaining the environment through efficient use of resources and reduced consumption of electrical power, water, paper and raw materials by:
 - incorporating sustainable environmental practices into our business principles;
 - using resources wisely and efficiently, such as cutting the volume of raw materials and packaging consumed;
 - reducing waste generation within our operations;
 - promoting environmental protection, via supply chain management and smart shop operations; and
 - promoting environmental awareness among our customers and business associates.



節約能源

由於電力消耗是佐丹奴產生溫室氣體的主因，我們在大部份的辦公室和店舖已採取了以下各種節約能源和提高能源效益的措施：

Saving Energy

As electricity consumption is the biggest contributor to our greenhouse gas ("GHG") emissions, various energy saving and efficiency measures have been undertaken in most of our office premises and shops:

節約能源措施 Energy-Saving Initiatives

照明系統 Lighting	<ul style="list-style-type: none">自 2008 年起，集團倡議為旗下店舖轉用節能燈 A group-wide initiative to convert lighting in all shops to energy-saving lights commenced since 2008
空調系統 Air-conditioning	<ul style="list-style-type: none">以更省電的分體式空調取代水冷空調系統 Replace chilled water air-conditioning with more efficient split-type air-conditioners縮減空調系統的操作時間 Shorten the operating time of air-conditioning維持室內平均溫度在 25 - 26°C Maintain an average indoor temperature of 25 - 26°C定期維護空調，令系統維持高效率運轉 Maintain and repair air-conditioners regularly for better performance



(2) 為股東創造價值的同時，我們也關注生態資源的保育及推動環保。建基於 5Rs 原則 — 取代、減少使用、物盡其用、恢復再用和循環再用，佐丹奴透過在內部推行不同的措施，力求減少資源消耗、回收物料，以及減少廢物的產生：

- 在辦公室和店舖張貼節約用水告示和海報；
- 定期檢查水龍頭，並盡快處理任何滴水情況；
- 提倡「無紙化會議」，使用電子文檔；
- 將印表機預設成雙面及黑白列印的模式；
- 回收廢棄的紙張；
- 循環再用及回收紙箱；
- 循環再用店舖的傢俱；及
- 將塑料包裝袋循環再用為垃圾袋。

(2) Striving to create shareholders' value, we are also concerned with the conservation of ecological resources and driving environmental protection. Based on the 5Rs principle - to Replace, Reduce, Reuse, Recover and Recycle – Giordano spares no effort to cut down on the use of resources, recycle materials, as well as to reduce the generation of waste by implementing different practices internally:

- displaying notices and posters of water conservation at offices and shops;
- inspecting taps regularly and repairing any dripping promptly;
- promoting the concept of "paperless meetings" with the use of electronic copies of documents;
- pre-setting printers for double-sided and black-and-white printing;
- recycling used paper;
- reusing and recycling carton boxes;
- reusing shop furniture; and
- reusing plastic packaging bags as bin bags.



(3) 綠色辦公

地球面對的威脅正在逐年地增加，為了我們和下一代著想，無疑我們實有責任和義務使地球可以成為一個更潔淨和更安全的家。佐丹奴集團深信，社區參與和保護環境並不只是法律上的責任，我們且要鼓勵員工為環境出多一分力，並在工作間推廣環保訊息。2010年我們在香港總部成立的「綠色團隊」便是其中一個很好的例子，她聚集不同部門的代表，共同組織活動項目，致力提倡低碳生活。此外，集團亦推行以下措施，以啟發和鼓勵員工參與綠色行動：

- (i) 在工作間及公司內聯網張貼「綠色工作間秘訣」及綠色生活資訊
 - 指引員工如何塑造一個環保低碳的工作環境。

(3) Going Green at Work

Faced with the increasing threat to the environment over the years, all of us undoubtedly owe a duty and responsibility to make Mother Earth a cleaner and safer place to live in for ourselves and for future generations. Acting in a socially and environmentally responsible way is more than just a legal duty, and here at Giordano, we encourage our staff to adopt environmentally responsible behaviour and promote environmental protection in the workplace. The "Green Team" set up in our Hong Kong Headquarters in 2010 is a vivid example, which brings together representatives from different departments to initiate programs for promoting low carbon living. Moreover, to inspire and encourage staff's green actions, we have also launched the following initiatives:

- (i) "Tips for greening our workplace" and GREEN news posted at office and Company's Intranet
 - guiding staff to create a low-carbon working environment.

為增強綠色環保意識，我們的 **G.Link 會** 由 2018 年 12 月起開始分享綠色生活資訊
To strengthen green awareness, our **G.Link Club** started sharing GREEN news from December 2018

REUSE REUSE RECYCLE
為您帶來綠色生活資訊
回收紙包飲品盒變再造紙!
香港每年棄置約4.3萬噸紙包飲品盒，相當於約2,800架雙層巴士的重量。這些過去被列為「不可回收」的紙包飲品盒終於有「歸宿」了。

乾淨回收，工序簡單：
1. 除去飲管；
2. 剪開包裝盒；
3. 將膠蓋移除 (如有)；
4. 用清水沖洗乾淨；
5. 放進指定的回收站。
(不是垃圾站，請清潔在區區及綠色力量回收點)

分開「牛奶盒」及「鋁箔盒」

鋁箔盒 (樽蓋鋼蓋) **牛奶盒 (樽蓋心色)**

廠房接收到乾淨的紙包飲品盒後，會使用機器將紙與膠、鋁分離，並製成紙漿。紙漿可出口至外地的紙廠，再造成廁紙或抹手紙。

回收方法及地點資料：
<https://www.facebook.com/DrinkCarton/>
資料來源：https://www.greenpower.org.hk/htmls/chi/job_waste_01.shtml

2020年改變生活方式，減少使用塑膠
80%的海洋廢棄物都是由塑膠構成的 (包括塑膠袋、膠瓶……)
用一鐘鐘製作出來、平均使用二十分鐘的塑膠袋，要花上超過400年才會分解。
大家的一些日常用品內也含有塑料，是時候開始建立新生活習慣保護環境的!

資料來源：<https://www.vogue.com>

減少飲用茶包	減少吃香口膠	減少用濕紙巾	一齊來走飲管
事實： 紙製成的茶袋也包含塑料，您可以喝散葉茶。	事實： 香口膠以塑料形式，不可降解，也會進入動物的胃。	事實： 不要沖濕紙巾到馬桶內，亦可選擇可生物降解的濕紙巾。	事實： 我們可以「走冰」甚至「走甜」，為何不可「走飲管」?

全球暖化「加速」·減碳排放·坐言起行
聯合國發表報告指出，全球暖化失控，2015年至2019年將成為有紀錄以來最熱的五年。
詳情來源：<https://www.cu.com.tw/>

減碳抗暖化 你也可以做的4件事

- 多開窗戶 少開冷氣**
多開窗，利用自然風降低室內溫度。
若一定要開冷氣，要緊閉門窗，減少冷氣外漏，並且調高冷氣的溫度。
- 搭公車 少開車**
交通運輸佔地球溫室氣體排放14%，最有效的減量方式，就是搭乘公共交通工具。
少開車，尤其盡量減少一個人開車。
- 多使用 網路**
使用網路有效減碳，節省的能源亦相當驚人。
以電子帳單代替紙張，一年可減少9千張紙張紙單，等於一年少砍8千多棵樹。
- 回收、回收、再回收**
每一個回收的動作，對環境影響都超過我們的想像。
紙：一噸回收紙就可省3萬公升水與19棵樹。
樽：重複使用20次，就可以減少1/3到1/4的二氧化碳排放量。

community EARTH HOUR 28/3 8:30pm WWF 約定你

『地球一小時』打破所有公眾參與紀錄，成為全球最大型集體環保行動。香港於2009年首次參與，多幢大廈及地標，包括國際金融中心、香港文化中心、青馬大橋等熄燈響應。維港兩岸的燈光及音樂匯演「幻彩詠香江」亦暫停一晚。
為保護環境，我們需從自己做起，從家裡做起，將環保的訊息滲透於日常生活中。

詳情：<https://wwf.com>

環保園導賞團
環保園的訪客中心展示社會的繁榮推動廢物的產生。中心以大型堆填區模型將堆填區環境的實況搬入展館，希望藉此能令市民明白廢物問題的嚴重性及減廢的重要性。中心的展覽廳展示回收再造業的生產過程及其相關產品，鼓勵市民支持本地回收再造業。
地點：新界屯門38區龍門路133號
導賞團：每天5節，每節1小時
查詢及預約2496 7633/enquiry@ecopark.com.hk
公佈日期：3月15日；預約至：6月14日



綠色成效概覽

圖 1

下圖總結佐丹奴在環保節能方面的表現，涵蓋了報市場在店舖、辦公室和倉庫的運作：

Green Performance Overview

Graph 1

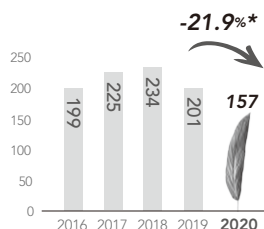
Below is a summary of our environmental performance with respect to our operations in shops, offices and warehouses in the Reporting Markets:



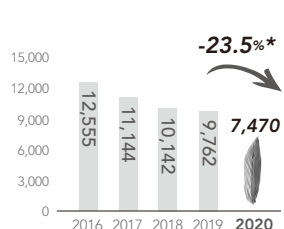
溫室氣體排放量 GREENHOUSE GAS (GHG) EMISSIONS

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

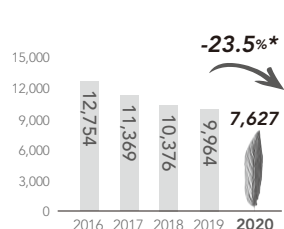
範疇 1 (公噸二氧化碳當量)
Scope 1 (tCO₂e)



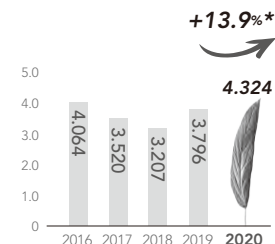
範疇 2 (公噸二氧化碳當量)
Scope 2 (tCO₂e)



總計 (範疇 1+2) (公噸二氧化碳當量)
Total (Scope 1+2) (tCO₂e)



強度 (公噸二氧化碳當量/
每一百萬港元銷售額)
Intensity (tCO₂e/HK\$1m sales)



按來源劃分的溫室氣體排放總量 (單位：公噸二氧化碳當量) TOTAL GHG EMISSIONS BY CATEGORY (Unit : tCO₂e)

相關消耗佔佐丹奴 2020 年度溫室氣體排放總量的百分比

Percentage contribution of the subject consumption towards our total GHG emissions in 2020

用電量
Electricity Consumption

7,470 (97.9%#)



公司車輛燃油消耗量
Corporate Vehicle Fuel Consumption

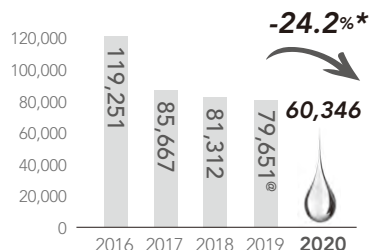
157 (2.1%#)



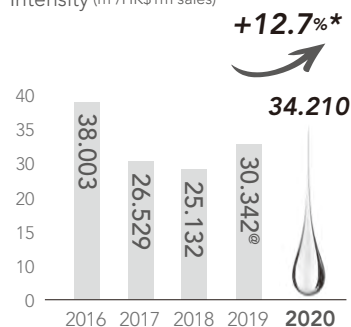
耗水量 WATER USE

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change
@2019 數據修改 2019 data amendment

總計 (立方米)
Total (m³)



強度 (立方米/每一百萬港元銷售額)
Intensity (m³/HK\$1m sales)

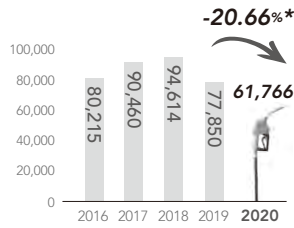




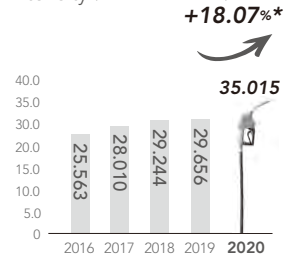
車輛燃油消耗量 VEHICLE FUEL CONSUMPTION

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

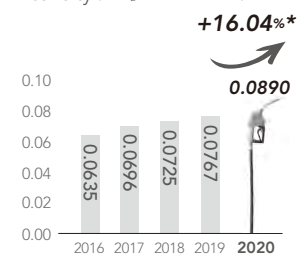
總計 (公升)
Total (Litre)



強度 (公升/每一百萬港元銷售額)
Intensity (Litre/HK\$1m sales)



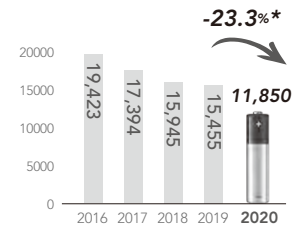
強度 (公噸二氧化碳當量/每一百萬港元銷售額)
Intensity (tCO₂e/HK\$1m sales)



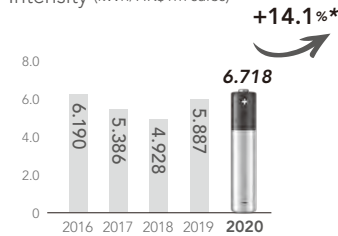
耗電量 ELECTRICITY CONSUMPTION

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

總計 (千個千瓦時)
Total (kWh in '000s)



強度 (千瓦時/每一百萬港元銷售額)
Intensity (kWh/HK\$1m sales)



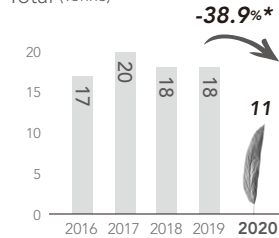
強度 (公噸二氧化碳當量/每一百萬港元銷售額)
Intensity (tCO₂e/HK\$1m sales)



紙張消耗量 PAPER USE

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

總計 (公噸)
Total (Tonne)



強度 (公噸/每一百萬港元銷售額)
Intensity (Tonne/HK\$1m sales)

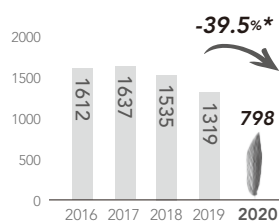


無害廢棄物排放量 (紙張 + 購物袋 + 包裝物料)

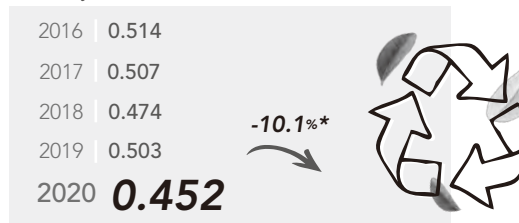
NON-HAZARDOUS WASTE GENERATION (Paper + Shopping Bags + Packaging Material)

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

總計 (公噸)
Total (Tonne)



強度 (公噸/每一百萬港元銷售額)
Intensity (Tonne/HK\$1m sales)





包裝物料消耗量 PACKAGING MATERIAL CONSUMPTION

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

價格標籤 (公噸)
Price Tag (Tonne)

2016 | 50
2017 | 52
2018 | 49
2019 | 45
2020 | **34** **-24.4%***

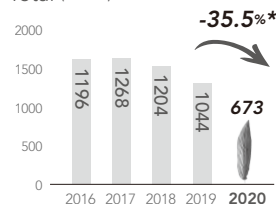
塑料包裝袋 (公噸)
Plastic Packaging Bag (Tonne)

2016 | 309
2017 | 319
2018 | 302
2019 | 254
2020 | **164** **-35.4%***

紙箱 (公噸)
Carton Box (Tonne)

2016 | 837
2017 | 898
2018 | 853
2019 | 745
2020 | **475** **-36.2%***

總計 (公噸)
Total (Tonne)



強度 (公噸/每件製品)
Intensity (Tonne/Piece of Finished Product)

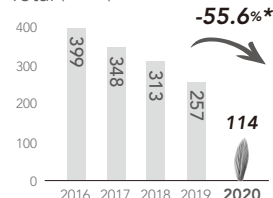
2016 | 0.00004
2017 | 0.00004
2018 | 0.00004
2019 | 0.00004
2020 | **0.00004** **持平 Flat**



購物袋消耗量 SHOPPING BAG CONSUMPTION

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

總計 (公噸)
Total (Tonne)



強度 (公噸/每一百萬港元銷售額)
Intensity (Tonne/HK\$1m sales)

2016 | 0.127
2017 | 0.108
2018 | 0.097
2019 | 0.098
2020 | **0.065** **-33.7%***



附註:

1. 溫室氣體排放

• 基於業務性質，匯報市場的氣體排放以溫室氣體為主，主要源自使用由化石燃料轉化而成的電力及燃料。

• 溫室氣體排放的數據是按二氧化碳當量的方式呈列(以公噸為單位)，並根據:

- 政府間氣候變化專門委員會(「IPCC」)發布的《2006年IPCC 國家溫室氣體清單指南》;
- 世界資源研究所及世界可持續發展工商理事會刊發在《溫室氣體議定書：企業核算與報告準則》的國際報告框架；
- 香港特別行政區政府機電工程署及環境保護署刊發的《香港建築物(商業、住宅或公共用途)的溫室氣體排放及減除的核算和報告指引(2010年版)》;
- 香港電燈有限公司、中華電力有限公司及澳門電力有限公司的年度報告；及
- 國際能源署發布的數值計算。

• 為了更全面展示佐丹奴溫室氣體排放的情況，我們根據世界資源研究所及世界可持續發展工商理事會刊發在《溫室氣體議定書：企業核算與報告準則》的國際報告框架，進一步將佐丹奴的溫室氣體排放劃分為以下兩個範疇：

- 「範疇1」涵蓋由匯報市場擁有或監控的業務直接產生的溫室氣體排放，主要源自公司車輛的燃油消耗(不包括我們承包商的車隊)；
- 「範疇2」涵蓋因在匯報市場內消耗的外購電力而引致的「間接溫室氣體」排放(不包括部分在百貨公司和/或商場內的零售點，其電費並非單獨收取)。

2. 鑑於業務性質，佐丹奴沒有察覺產生任何重要的有害廢棄物。

3. 一些零售點在百貨公司和/或商場經營，該處的用水供應及排放由大廈管理處控制，故收集有關資料是不可行。

4. 佐丹奴在匯報市場的日常營運中，並無尋求適用水源的問題。

5. 紙張消耗量等同於匯報市場日常營運中購買的紙張量(不包括紙質購物袋和包裝物料)。

6. 購物袋消耗量等同於匯報市場購買供店舖使用的紙質和塑料購物袋用量。

Notes:

1. GHG Emissions

• Due to our business nature, the significant air emissions of the Reporting Markets are the GHG emissions arising mainly from the use of electricity and fuels derived from fossil fuels.

• GHG emissions data is presented in carbon dioxide equivalent (in tonnes) and is computed with reference to:

- the "2006 IPCC Guidelines for National Greenhouse Gas Inventories" issued by the Intergovernmental Panel on Climate Change ("IPCC");
- the international reporting framework published by the World Resources Institute and the World Business Council for Sustainable Development, as reported in "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard";
- the "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition)" issued by the Electrical and Mechanical Services Department and the Environmental Protection Department in Hong Kong;
- the sustainability reports of the Hong Kong Electric Company Ltd, the China Light and Power Company Ltd and the Companhia de Electricidade de Macau; and
- the data published by the International Energy Agency.

• In order to provide a more comprehensive view of our GHG impact, we have further classified the GHG emissions of Giordano into 2 scopes (as below), which are defined in accordance with the international reporting framework published by the World Resources Institute and the World Business Council for Sustainable Development, as reported in "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard":

- "Scope 1" covers direct emissions from operations that are owned or controlled by the Reporting Markets, arising mainly from fuel used by our own corporate vehicles (excluding the vehicle fleets of our contractors);
- "Scope 2" covers "energy indirect" emissions resulting from the generation of purchased electricity consumed within the Reporting Markets (excluding electricity consumed in some retail outlets in departmental stores and/or shopping malls where electricity is not separately charged).

2. In view of our business nature, Giordano is not aware of any significant generation of hazardous waste.

3. Some retail stores operate in shopping malls and/or departmental stores where water supply and discharge are controlled by the building management. Thus, the retrieval of the relevant data is not feasible.

4. There is no issue in sourcing water that is fit for the purpose during the daily operations of the Reporting Markets.

5. The amount of paper use is the amount of paper purchased to support the daily operation of the Reporting Markets (excluding those of paper shopping bags and packaging material).

6. The amount of shopping bags consumed is the amount of paper and plastic shopping bags purchased for store use in the Reporting Markets.



佐丹奴(迪拜)City Centre Deira 商店榮獲環保和可持續發展之「綠色之星」4 星獎

佐丹奴(迪拜)City Centre Deira 商店在「綠色之星」頒獎典禮上榮獲4星獎獎項，該頒獎典禮在迪拜 City Centre Deira 的「INDOORS」期間限定店位置舉行。

「綠色之星」以參照美國「能源與環境設計領導力」標準(LEED)作為藍本，LEED是根據分數作為評級標準。而評分準則以綠色建築、購物中心和社區的設計、建造、營運以及維修保養。

Giordano's City Centre Deira Store Awarded 4-Stars in Green Star Awards for Environmental Efforts and Sustainability

Giordano's City Centre Deira store has been awarded 4 Stars in the Green Star Awards ceremony, which was held at the vibrant 'INDOORS' pop-up space in City Centre Deira, Dubai.

Green Star is modelled on the United States 'Leadership in Energy and Environmental Design' standards (LEED), the points-based rating standard that concerns the design, construction, operation, and maintenance of green buildings, malls and neighbourhoods.



環境層面 A3：減少對環境與自然資源的影響，以促進可持續發展 Environmental Aspect A3 : Minimizing Impact on the Environment and Natural Resources for Sustainable Development

- (1) 佐丹奴十分關注保護環境與自然資源。我們竭力提高技術訣竅，減少在生產和營運過程中對環境帶來負面影響。我們：
 - 在營運和決策時，會考慮對環境所帶來的影響；
 - 不斷改善環保措施，加強對目標和責任的評估以及對環保的監督和管理；及
 - 嚴格地控制對環境帶來的風險。
 - (2) 佐丹奴在整個營運過程中依循嚴格的可持續發展措施，並把環保作為供應鏈管理的首要任務之一。我們十分關注生產過程中對環境帶來的風險因素，如廢料的排放等。因此，在揀選我們的供應商時，他們如何維護周遭環境是我們重要的考慮因素之一。
 - (3) 此外，我們引入綠色元素於我們的產品中，其中一個例子是使用丙綸作為我們 G-Warmer 系列極暖衣的其中一種主要成分，丙綸會在熱能和紫外光照射下氧化降解，而且可完全回收、循環再用。我們的高端運動品牌 Silvermark by G-Motion 於 2017 年開始在布料使用 Teflon-EcoElite 防潑水劑，這種化學劑能令布料防潑水的功效更持久，卻不含有毒的氟，而且百分之六十的原材料是可再生的。
 - (4) 與此同時，為支持環保、減少使用塑膠袋及鼓勵客人自備購物袋，由 2016 年 1 月 1 日起，我們的店舖收取塑膠購物袋徵費超過香港特別行政區政府的「塑膠購物袋徵費計劃」所規定，由每個 HK\$0.5 增加至 HK\$1。
- (1) Giordano places great emphasis on protecting the environment and natural resources. We strive to improve our technical know-how to minimize the negative impact on the environment during production and operations. We:
 - take into account the environmental impact of our activities and decisions;
 - continuously improve the environmental protection initiatives and strengthen target and responsibility assessments, environmental protection supervision and management; and
 - strictly control environmental risks.
 - (2) Giordano follows strict sustainable development practices throughout its operations, and places environmental protection as one of its top priorities in the process of supply chain management. We are concerned with the environmental risk factors in production, such as emissions and waste discharge. Thus, in the selection of our suppliers, their measure of protecting the surrounding environment is one of our key selection criteria.
 - (3) Moreover, we introduce green elements into our products. For example, we use polypropylene as one of the major components of our G-Warmer thermal base layer collection. Polypropylene is degradable when exposed to heat and UV radiation, and is also fully recyclable. For our premium activewear brand, Silvermark by G-Motion, we began using fabrics treated with Teflon-EcoElite finishing since 2017, which is a non-fluorinated fabric treatment for durable water repellency with 60% of its raw materials being renewably sourced.
 - (4) Furthermore, in support of environmental protection, we opted to charge more per plastic shopping bag than that requested under the Environmental Levy Scheme on Plastic Shopping Bags of the Government of the HKSAR; that is, from HK\$0.5 to HK\$1, effective from January 1, 2016, to discourage the use of plastic bags and to encourage customers to bring their own bags.





Caring FOR OUR EMPLOYEES

關顧著我們的員工



社會層面 B1：僱傭 Social Aspect B1 : Employment

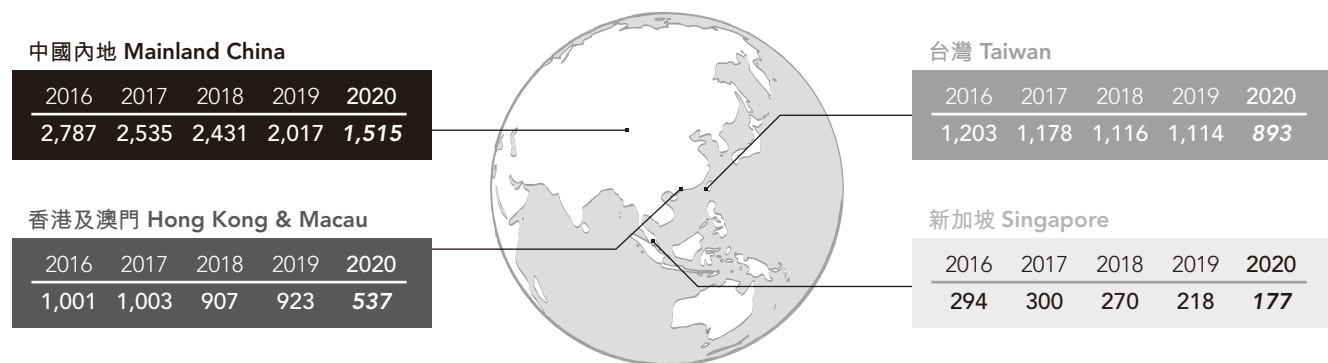
- (1) 作為國際性的服裝零售商，佐丹奴的零售網絡遍佈五大洲。截至 2020 年 12 月 31 日，我們共有 2,185 間店舖，讓我們能夠在世界各地宣揚「沒有陌生人的世界」的信念。截至 2020 年 12 月 31 日，我們在匯報市場內的員工人數已達到 3,122 人，比 2019 年下跌 26.92%：
- (2) 佐丹奴相信，要獲得長遠成功，全賴機構內每一位成員的貢獻。因此，佐丹奴以公平及尊重的態度對待員工。我們相信，通力合作、上下一心和互相信賴是佐丹奴之根基所在。我們在評選應徵者時會考慮其能力和長處，並按照員工的個人表現決定酬報和擢升。
- (1) As an international apparel retailer, Giordano's retail network spans five continents operating a total of 2,185 shops as of December 31, 2020, which enables us to deliver our 'World Without Strangers' credo globally. For the Reporting Markets, our headcount reached 3,122 talents as of December 31, 2020, with a 26.92% decrease from 2019:
- (2) Giordano believes that its long-term success depends on the contribution of each and every individual in the organization. As such, Giordano is committed to treating its staff with fairness and respect. We believe in co-operation, teamwork and trust as the foundation of Giordano. We hire based on ability and merit, reward and promote based on performance.

圖 2

Graph 2



匯報市場的員工分布 TALENT DISTRIBUTION BY THE REPORTING MARKETS



尊重和落實多元化

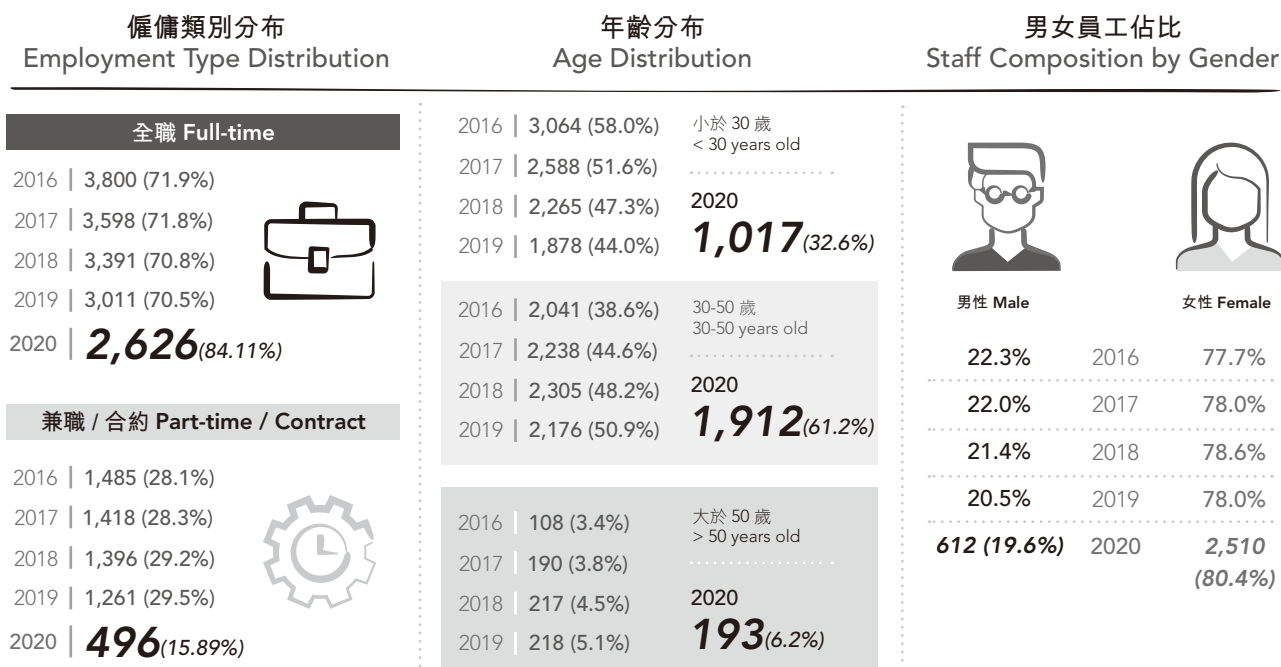
我們認同並致力維護一個多元化的工作環境，可見於下圖我們的員工組合：

Respecting and Reflecting Diversity

We believe in diversity and endeavour to safeguard a diverse working environment, which is reflected in the composition of our staff as demonstrated below:

圖 3

Graph 3



(3) 佐丹奴有一系列僱傭政策、員工手冊和守則，以確保我們的員工可以在一個公平及公正的環境下工作，讓他們的權利和利益受到保障，包括：

(i) 員工手冊

佐丹奴嚴格遵守相關勞工法規，對待所有員工都會一視同仁。他們的受聘、薪酬和晉升不受他們的社會身份，如種族、國籍、性別、宗教、年齡、性取向、政治黨派或婚姻狀況所影響。所有員工均須簽收員工手冊。

(ii) 紀律守則

佐丹奴相信誠信、正直和公平是重要的資產，亦是我們賴以長遠發展及成功的基石。因此，紀律守則的建立旨在向員工傳達我們對其職業操守的準則，從而要求他們堅守最高的業務和專業道德標準，以贏取業務夥伴和客戶的信任，使業務持續增長。

(iii) 密函檢舉政策

為創建一個公開、透明和安全的工作環境，讓員工能夠坦言，我們一直設有密函檢舉的政策，容許員工提出任何疑慮，並使佐丹奴能有系統地在保密的環境下跟進事情。密函檢舉政策會定期作出更新。

(3) A series of policies, handbooks and protocols are in place in Giordano to help build a workplace where our staff are treated fairly and equally, with their rights and interests being protected. These include:

(i) Staff Handbook

Giordano strictly complies with relevant labour laws and regulations. All staff are treated equally, and their employment, remuneration and promotion will not be affected by their social identities such as ethnicity, race, nationality, gender, religion, age, sexual orientation, political faction or marital status. All staff are required to acknowledge receipt of the staff handbook.

(ii) Code of Conduct

Giordano believes that honesty, integrity and fairness are important values, and are crucial to our long-term development and success. Thus, the Code of Conduct has been established to convey our expected standards of conduct and practices to all staff, who are required to adhere to the highest standards of business and professional ethics so that we can earn the trust of our business partners and customers and grow our business.

(iii) Whistle-Blowing Policy

To create an open, transparent and safe working environment where staff can speak up, we have a longstanding whistle-blowing policy in place that allows them to raise concerns and for Giordano to follow up cases in a systematic yet protective setting. The Company regularly updates the whistle-blowing policy.



(4) 佐丹奴有一系列的人力資源管理措施，為我們員工提供更佳的工作環境。

(i) 報酬

佐丹奴給予各職級員工具競爭力的薪酬待遇、購股權和以業績或表現為基礎的優厚獎金，以獎勵和留住高質素的領導團隊。

(ii) 增加有薪年假

2017年，我們大幅增加了港澳區員工的有薪年假日數，這不僅使他們有更均衡的工作和生活模式以及提升他們的工作表現，也幫助留住和招聘人才，從而提高佐丹奴的競爭力。

(iii) 家庭友善僱傭措施

(a) 彈性上班時間

我們希望員工可以同時兼顧工作及家庭，這是留住高質素員工並讓他們茁壯成長的關鍵。因此，我們致力營造一個能滿足員工及其家人需要的工作環境，並自2016年起率先在香港及台灣的辦公室實施彈性上班時間。與此同時，就店舖營運而言，我們亦調整了前線員工的工作時間，更針對性地吸引某類人士加入，例如：家庭主婦和退休人士。

(b) 家中工作

於Covid-19大流行嚴峻的時刻，公司為著我們的同事的健康著想，已鼓勵同事多安排在家工作，減少外出的需要，從而以減少受感染風險。在大流行高峰時，我們還採取了其他措施來應對與Covid-19相關的風險並保護我們的員工，下文第4(vii)節對此進行了更好的描述。

(c) 支持母乳喂養

為令我們的在職母親能在工作間抽取母乳，我們在香港總部的辦公室特別為她們開了一個指定的私人空間，以便抽取母乳。

(d) 率先推行延長至14周產假

早於政府實施之前，我們香港總部由2018年10月23日起，率先實施延長至14周有薪產假政策，以便香港寫字樓及前線同事照顧新生嬰兒的需要。

(e) 率先推行5天侍產假

與此同時，由2018年11月13日起，我們也領先地為香港的男性員工提供為期5天的侍產假，遠遠早於本地立法。

(4) The following people management arrangements are in place in Giordano to provide our staff with a better environment to work.

(i) Remuneration

Giordano offers competitive remuneration packages, share options and generous goal-oriented or performance-based bonuses tailored to different levels of staff, in order to reward and retain a high-calibre leadership team.

(ii) Increasing Annual Leave Entitlement

In 2017, we largely increased the annual leave entitlement of staff in the Hong Kong and Macau markets. This not only allows them to have a better work-life balance and work performance, but also helps retain and recruit talent as well as enhance Giordano's competitiveness.

(iii) Family-Friendly Employment Practices

(a) Flexi-Time Arrangement at Work

We want our staff to both enjoy and succeed at work and at home. This is one of the keys to both retaining high-quality staff and allowing them to thrive. That is why we strive to create a working environment which caters for the needs of our staff and their families, with the introduction of flexi-time work arrangements for office staff in Hong Kong and Taiwan from 2016. Concurrently, for our shop operations, we also adjust the front-line staff's working hours to attract certain targeted manpower, e.g. homemakers and retirees.

(b) Working from home

During the Covid-19 pandemic and for the sake of the health of our colleagues, the Company has encouraged staff to arrange more work from home, to reduce the need for going out and, thereby, to reduce the risk of infection. At the height of the pandemic, we also introduced other measures to counteract the risks associated with Covid-19 and to protect our staff, better described in section 4(vii) below.

(c) Supporting Breastfeeding

In support of our working mothers' needs of pumping milk in the workplace, we have specially designated a private space in the office of our Hong Kong Headquarters for breast milk extraction.

(d) Early Introduction of 14-Week Extended Maternity Leave

In advance of government enforcement, our Hong Kong Headquarters implemented an extended 14-week paid maternity leave policy from October 23, 2018, taking care of the needs of parents working in our Hong Kong offices and on the front-line to look after their newborn babies.

(e) Early Introduction of 5-Day Paternity Leave

Meanwhile, effective from November 13, 2018, we also took an early lead in introducing the 5-day paternity leave for our male staff in Hong Kong, which is far ahead of the local legislation.



(f) 縮短每天工作時間(辦公室)

為使員工進一步達致工作與生活的平衡，我們香港總部於2018年8月推出辦公室每天工作時間縮短一小時(即9:00 a.m. to 5:00 p.m.)的試驗計劃後，已於2018年10月轉為永久性的措施，以滿足員工個人及專業目標。

(f) Shortened Daily Working Hours (Office)

To further address staff's work-life balance needs, a trial program first introduced in August 2018 to reduce working hours in the office of Hong Kong Headquarters by 1-hour per working day (i.e. from 9:00 a.m. to 5:00 p.m.) has been made permanent to fulfill individual employees' personal and professional goals, effective from October 2018.

佐丹奴(台灣)榮獲「企業菁業獎」 Giordano Taiwan Receives Elite Employer Award

這次是佐丹奴(台灣)第二次獲授予「企業菁業獎」，而首次是2018年獲得此項殊榮。

頒獎典禮於2020年12月18日舉行，頒獎儀式由台北市當局副市長蔡平坤先生頒發。當地有超過15萬間企業參與遴選，最終只有47間獲得此獎項。佐丹奴(台灣)是其中一間脫穎而出的勝出者。

Giordano Taiwan was conferred the Elite Employer Award for a second time, having first received the honour in 2018.

The ceremony took place on December 18, 2020, and the award was presented by the honourable Mr Tsai Ping-kun, Deputy Mayor of the Taipei City authority. Over 150,000 companies sought recognition, with only 47 ultimately receiving awards. Giordano was in distinguished company, with fellow recipients including Asus and Microsoft Taiwan.



(iv) 嘉許員工

(a) 員工嘉許獎勵計劃

• 讚揚個案

除了傳閱客戶讚揚員工的個案外，我們香港總部自2016年9月起亦增設「員工嘉許獎勵計劃」，以鼓勵及表揚在工作上有卓越表現及／或顯著貢獻的員工。每季部門主管及店舖主任會提名傑出表現的員工，經審核後員工會獲頒贈嘉許證書及現金券，以示鼓勵。

(iv) Acknowledging Our Staff

(a) Staff Commendation Award Scheme

• Commended cases:

Not only do we circulate commendations from our customers who acknowledged our staff's good performance, but our Hong Kong Headquarters has also additionally implemented a "Staff Commendation Award Scheme" since September 2016 to encourage and award staff with outstanding performance and/or significant contributions. Outstanding staff will be nominated every quarter and the winners will be awarded a Staff Commendation Certificate and a cash coupon as a token of our appreciation.



(b) 長期服務獎

為了表揚在香港總部長期服務的忠誠盡責的員工，我們每年均會頒發長期服務獎予在公司服務滿五年、十年及三十年之員工。

(b) Long Service Award

In recognition of the loyalty and commitment of our long-serving staff at Hong Kong Headquarters, we present Long Service Awards annually to staff who have served the Company for 5 years, 10 years and 30 years, respectively.



(v) 員工活動

為加強員工對佐丹奴的歸屬感及讓他們擁有健康均衡的工作和生活模式，我們每年都安排了一系列員工活動。今年，我們組織了各種興趣小組活動，讓員工參加。

(v) Staff Activities

To reinforce staff's sense of belonging to Giordano with a healthy work-life balance, we arrange a wide range of staff activities every year. This year, we organized various interest group activities for staff to participate in.

台灣市場 Taiwan Market

登山社活動 Mountaineering Club activities



眠月線 Mianyue Line

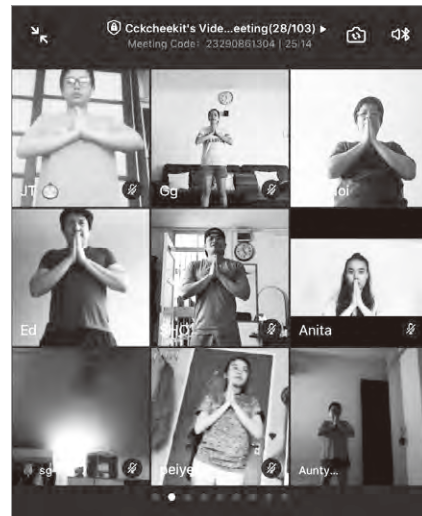


春季健行-野柳地質公園
Spring Hiking-Yehliu Geopark

籃球社活動：社團練球
Basketball club activities: club practice



新加坡市場 Singapore Market



在2020年新加坡阻斷措施時提倡健康的生活方式
每天上午11點為所有可以參加的員工進行每日1小時運動

Promote healthy lifestyle during
2020 Singapore circuit breaker measures
Daily Exercise every 11:00 a.m. for all staff that can
join in (1 hour)



(vi) 員工滿意度調查

每年，佐丹奴均會進行員工滿意度調查，以取得有用的回應，作為制訂公司政策時的參考。

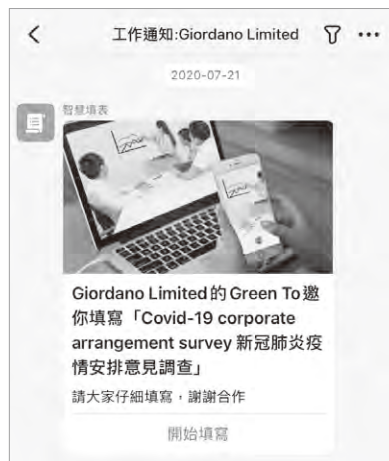
(vi) Staff Satisfaction

Surveys Each year, Giordano conducts staff satisfaction surveys to collect useful feedback as reference for improving our policies.

Covid-19 調查 Covid-19 Surveys

因應Covid-19大流行的環境下，公司已努力實施相應措施，進行有關Covid-19下的一系列採取的措施以及寫字樓工作環境的內部問卷調查，收集大家的意見和反饋。

In response to the Covid-19 pandemic, the Company has strived to implement better corresponding measures, and conducted a series of internal questionnaire surveys on the measures introduced in light of the Covid-19 as well as the working environment of our offices to collect everyone's opinions and feedback.



(vii) 除了在家工作及彈性上班時間外，公司推行的一系列措施應對 Covid-19 大流行，包括：

提供酒精噴霧劑和濕紙巾、便攜消毒液及口罩等：

公司向每位同事派發一支的小型消毒液，提醒同事經常為自己的工作枱或周邊進行消毒；並為前線門市同事提供口罩等防護和消毒用具，保障同事及客的健康。

(vii) In addition to working from home and flexible working hours, the Company has implemented a series of measures in response to the Covid-19 pandemic, including:

Providing alcohol sprays and wipes, hand sanitiser and face masks, etc.:

The Company distributes a small bottle of disinfectant to each colleague and reminds them to disinfect their workbench or surrounding areas frequently. The Company also provides protective and sanitization equipment, such as masks for frontline store colleagues to protect the health of colleagues and customers.



● 彈性午餐時間：

部門主管可自行安排同事的彈性午餐時間，避免過多人流聚集於茶水間和其他公共區域。

● 測量體溫：

所有進入寫字樓的人士，均須要在門口量度體溫。

● 加強消毒：

公司已加強洗手間、茶水間清潔，以及定時噴灑消毒地毯。

● 開放會議室：

公司繼續開放會議室給有需要同事用膳，從而增加同事間的空間和距離。

● 保持寫字樓空氣流通：

公司要坐近窗戶的同事，每天上班時必需打開窗戶，保持室內空氣流通。

● 給所有同事的指引：

- 於辦公時均戴上口罩
- 自行攜帶午餐或外賣回公司進食，盡量減少於食肆堂食
- 應暫時避免朋友或同事間聚會，避免去人多擠迫的地方，於空餘時間盡量留在家中
- 繼續保持適當社交距離
- 如非必要切勿離港外遊

● 通報機制

如同事本人或家屬或密切接觸者受到感染／或有疑似感染情況／或已間接與確診者接觸的個案，必須即時通報公司人力資源部通報。

● 復工安排

如同事居住的同座大廈有確診個案，完成 7 天在家工作及提交 Covid-19 陰性檢測結果後可以復工，復工後必須跟從以下 3 項措施：

1. 上班期間，必須全時間配戴口罩
2. 上班必須在前門進入並測量體溫
3. 午餐單獨用膳 2 星期

● Flexible lunch times:

Department heads can arrange flexi-lunch times for colleagues to avoid crowds gathering in the pantry and other communal areas.

● Temperature measurement:

All people entering the office premises must have their temperature taken at the door.

● Strengthened disinfection and sanitization:

The Company has strengthened the cleaning of toilets and the pantry, and regularly sprays and disinfects carpets.

● Opening of meeting rooms:

The Company continues to open meeting rooms to colleagues to dine in, thereby increasing the space and distancing between members of staff.

● Maintain air circulation in the office building:

Colleagues in the Company who sit near the windows are required to open the windows every day when they go to work to maintain indoor air circulation.



● General Guidelines for all staff:

- Wear a mask when working
- Bring your own lunch or take out to the Company to eat, try to minimize eating in restaurants
- Temporarily avoid gatherings with friends or colleagues, avoid going to crowded places, and try to stay at home in your spare time
- Continue to maintain proper social distance
- Do not travel outside Hong Kong unless necessary

● Notification mechanism

If a colleague, their family members or close contact is infected/ or is suspected of being infection/or has indirect contact with a confirmed case, he or she must immediately report this to the Company's human resources department.

● Resumption of work arrangements

If a colleague lives in a building with a confirmed case, he or she may resume work after completing 7 days of working from home and submitting a negative Covid-19 test result. After returning to work, he or she must follow the following 3 measures:

1. During work, the colleague is required to wear a mask at all times
2. When resuming work, the colleague is required to enter at the front door and measure his/her body temperature
3. Lunch alone for two weeks





社會層面 B2：職業健康與安全（職安健）

Social Aspect B2: Occupational Health and Safety (OHS)

- (1) 職安健是佐丹奴整體安全框架的重要部分，故在工作場所減少健康和 safety 風險是一項重要和長期的目標。除了歷史悠久的無吸煙政策外，我們在 2020 年繼續加強領導、管理系統和培訓，以強化安全文化和提升整體的職安健表現。過去一年，佐丹奴沒有發現任何與職安健有關的違規事件。
- (1) OHS is a crucial component of Giordano's overall safety framework, and reducing health and safety risks in the workplace is an important and constant objective. In addition to a long history of no-smoking policy at the workplace, we continued to reinforce our strong leadership, management system and training programs in 2020, so as to strengthen our safety culture and enhance our overall OHS performance. As of last year, Giordano is not aware of any non-compliant cases relating to OHS.
- (2) 為確保一個安全的工作環境，我們：
- (2) To ensure a safe working environment, we:
- (i) 提供密集培訓，以提高員工的安全意識；
- (i) provide intensive training programs for our staff to improve their safety awareness;
- (ii) 定期監察工作場所的安全，特別是分派區域主任指導和監督店舖及倉庫營運，並提供所需的器具和安全的工作環境，以確保每個階段都操作安全；和
- (ii) regularly monitor workplace safety, particularly with District Supervisors allocated to supervise and monitor shop and warehouse operations, to ensure each phase of which operates safely by facilitating necessary tools with safe working environment; and
- (iii) 在辦公室、倉庫和店舖執行工作場所整潔大行動，以減少工作場所的潛在風險。
- (iii) carry out workplace tidiness at our offices, warehouses and shops to reduce workplace hazards.
- (a) 辦公室巡查報告
- (a) Office Inspection Report
- 定時檢查辦公室工作環境以提高清潔，防火安全及職業安全。
- Conduct regular office working environment inspection to promote cleanliness, fire safety and work safety.



- (b) 公司內聯網上設有『職業安全及健康小百科』的專頁
- (b) Hosting the webpage "Tips on Occupational Health & Safety" on the Company's Intranet





社會層面 B3：人才發展及挽留戰略

Social Aspect B3: Talent Development and Retention Strategy

- (1) 佐丹奴對鼓勵員工學習一向不遺餘力，我們認為價值觀、公平、持續的專業及個人發展機會是成功者致勝的關鍵。因此，我們不僅著重員工在銷售和客戶服務方面的全面培訓和發展，也在管理、規劃和領導才能方面提供訓練，以迎合員工的職業和個人發展需要，並挽留有經驗及積極進取的工作團隊。
 - (2) 配合 3E（即經濟、效率和果效）政策，佐丹奴於 2016 年展開了由部門主管進行的團隊檢視，以識別人才作來年重點培育發展。這仍在進行中。
 - (3) 佐丹奴非常重視培育人才，使其具備國際視野、洞察國際慣例和具有強勁的競爭力。
 - (i) 自九零年代起，佐丹奴透過管理實習生（「MT」）計劃，積極培育零售人才，成果令人滿意。
 - (ii) 在 2014 年，我們在香港總部恢復 MT 計劃，並大幅度修改及提升課程內容，以確保參與者得到一個整全的培訓經驗，令畢業生能直接被委任至中層管理角色。隨著改稱實習生為速成者（「FTs」），這次改革包括提高速成者在學術水平的要求及調整培訓大綱，以涵蓋公司內各部門和職能的實際職務。這批成功畢業的速成者現已擔任一些重要的角色，包括產品開發和管理以及品牌管理，且有些已進駐海外。
 - (iii) 於 2017 年，我們也將這個香港模式的速成者課程擴展至中國內地，為我們未來的發展培養更多的零售人才。
- (1) Giordano encourages learning and recognizes that values and fairness, as well as opportunities for continuous professional and personal development, are equally important drivers for high achievers. As such, we invest heavily not only in comprehensive staff training and development programs in sales and service, but also in management, planning and leadership programs, to address staff's professional and personal development needs and to retain a skilled and motivated workforce.
 - (2) Pursuant to our 3E (i.e. Economy, Efficiency and Effectiveness) policy, Giordano conducted a review of the team structure by department heads in 2016 and identified talents for focused development in the coming years. This remain ongoing.
 - (3) Giordano has always placed a strong focus on cultivating talent with an international perspective, insight into international practices and strong competitiveness.
 - (i) Ever since the 1990's, Giordano has operated a Management Trainee (the "MT") program to nurture retailing talents, with satisfactory results.
 - (ii) In 2014, we modified and upgraded our MT Scheme in the Hong Kong Headquarters to ensure that participants received a holistic and comprehensive training experience, such that upon graduation, successful graduates could be placed directly into mid-management roles. With the renaming of MTs as Fast-Trackers (the "FTs"), this reform included a tightening in our admission requirements in terms of academic results and a restructuring of the syllabus to include real business tasks in various departments and functions within Giordano. Successful graduates have now taken on a number of important roles, including product development and management as well as brand management. Some of them have even been stationed to overseas regions.
 - (iii) In 2017, we also extended this Hong Kong-style FT program to our Mainland China market to cultivate more retailing talents for our future growth.



(4) 全球人才發展與人才留任計劃是我們未來幾年的主要戰略項目之一。我們除了從外部聘請 FT，現在還在所有區域內選定集團業務中現有的人才，重點培訓他們。

區域總經理會提名選出 1 至 3 名人才，他們必需是 (i) 對業務有所貢獻；及 (ii) 有潛質於日後成為高級管理層。他們會加入為他們量身訂造，為期一年的發展計劃，計劃包含參與海外活動和執行短期任務。

(5) 佐丹奴一向致力投資於員工學習和發展，以維持其競爭優勢。我們相信「持續更新專業才能，不斷分享新知」才能與時並進。我們投放了很多資源在員工的培訓和發展上，來維持一個能幹、專業和具職業操守的工作團隊，以助公司邁向成功。於 2020 年，我們為匯報市場的前線員工和非前線員工分別提供了超過 15,534 小時及 4,288 小時的內部培訓。今年匯報市場的員工培訓總時數超過 19,822 小時。

(4) Global Talent Development & Retention Initiative ("TDRI") is one of our key strategic programmes in the coming years. Apart from hiring FTs externally, we have turned to pinpoint and groom our existing talents within the Group's business across all regions.

Further to the nomination by regional General Managers of between 1 to 3 talents with (i) proven contribution towards their business; and (ii) potential to become a future member of senior management, bespoke and role-specific 1-year development program involving overseas events and short-term postings have been devised and executed.

(5) Giordano invests heavily in learning and development to maintain its competitive edge. We believe that continuous updating of professional skills and the sharing of knowledge will allow the Company to grow with the times. We, therefore, allocate ample resources to staff training and development with the aim of sustaining a competent, professional and ethical staff force that will contribute to the success of the Company. In 2020, we have provided in-house training to our frontline staff and non-frontline staff of the Reporting Markets for over 15,534 hours and 4,288 hours, respectively. The total number of training hours delivered this year is over 19,822 hours.

佐丹奴自 2012 年起參與由僱員再培訓局舉辦的人才企業嘉許計劃。

Giordano has participated in the Manpower Developer Award Scheme organized by Employees Retraining Board since 2012.



圖 4

Graph 4



員工接受內部培訓的總時數
TOTAL IN-HOUSE TRAINING HOURS RECEIVED BY STAFF

* 2020 比對 2019 百分比變動 2020 vs 2019 % Change

前線員工
Frontline Staff

非前線員工
Non-Frontline Staff

員工接受培訓的總時數
Total in-house Training Hours Received



(i) 以人為本、培育成功特質

我們針對不同的工作需要，定期為各個崗位的員工舉辦內部培訓及在職進修課程，務求提升員工工作表現外，亦藉此讓他們自我增值，迎接新挑戰。

(i) People-Oriented Staff Development

Based on our staff's different needs, we regularly organize internal training and on-job training for staff in different roles – this not only improves our staff's work performance, but also helps equip them with new skills to face new challenges.

(a) 員工入職講座
Induction Talk for New Staff

(b) Refresher Training 複修培訓

除了鞏固員工的基本技能外，複修培訓也使員工具備最新的資訊和知識，以便履行職責時達致最高水平。

In addition to strengthening the basic skills, we equip staff with the latest information and knowledge, so that they could carry out their duties to the highest standards.

迎新課程 – 後勤同事

WELCOME! to GIORDANO

為了讓新入職同事更了解公司資訊，令佐丹奴文化薪火相傳，現誠邀以下同事出席迎新課程，加深彼此認識及提升投入度。

日期：2020年12月11日(星期五)
時間：15:00-16:30
地點：DingTalk
對象：2019年9月 – 2020年11月入職之後勤同事

敬請預留時間出席課堂。
如未能出席，請盡快通知 L&D。

部門	姓名
GW	KARI CHAN
GW	RAHSA LEUNG
IA	COCO TSUI
LADIES	OCEAN WAN
LADIES	JOYCE DU
LCS	SHARON TSE
R&M BUYING	HAZE YAM
R&M BUYING	GRACE CHAN
SHIPPING	ANITA YAM
SHIPPING	STEPHANIE CHAN

稍後會再發放加入 DingTalk 群組的資訊

(ii) 內部培訓

其他內部培訓課程旨在協助員工發揮潛力、發展事業和提高他們的管理和人際技巧。

(ii) Internal Training

Other internal training programs are designed to help staff develop their capabilities, advance their careers and enhance their management and interpersonal skills.



香港市場 Hong Kong Market

主席講堂 Chairman's Lectures

主席講堂
READING ANNUAL REPORT 閱讀年度報告

您應閱讀年報的內容嗎？

年度報告的編排方法與一般活動外部的編排方法迥異，當您閱讀年報時，應留意其內容，以協助您了解公司的業務計劃，並對公司的表現進行評估。此外，年報亦是投資者、債權人、供應商、客戶、政府、媒體、社會大眾、僱員、股東、及公眾人士的重要參考資料。

歡迎查詢電話：與員工內務及網上支援部A，查詢年報及個人業務詳情。

如有查詢，請電：李佩儀 (陳冠廷)
電話：2122 2122
電郵：李佩儀 (Lauwrence)@giordano.com.hk
網址：www.giordano.com.hk

ENROLL NOW!!!



(i) 閱讀年度報告 Reading Annual Report

主席講堂
《心經淺釋》

「觀自在菩薩，行深般若波羅蜜多時，照見五蘊皆空，度一切苦厄。」相信大家對此經文並不陌生。

《心經》是佛經中翻譯次數最多、譯成文最靈簡、並最受歡迎、實讀、收效的經典。

5月份，主席 Peter 將邀請大家講堂，導讀和賞析《心經》，有興趣的同事可填寫報名表，我們再作安排。



(iii) 心經 The Analects

主席講堂
《論語》賞析

品讀經典智慧 - 《論語》

《論語》是孔子及其弟子的談話錄，記錄了孔子對政治、倫理、教育、學術、社會及對其他學問的見解與實踐之一。

「志」是精神，動靜之可也。Giordano 創設一個把傳統文化的工作坊，我們將於4月14日舉行研討會，由主席 Peter 為大家講解《論語》中的名句。

歡迎查詢電話：與員工內務及網上支援部A，查詢詳情及報名表格。

研討會詳情：
日期：4月14日 (傳真)
時間：2小時
地點：5/F Boardroom
截止報名日期：3月31日 (星期三)

ENROLL NOW!!!



(ii) 論語 Heart Sutra

普通話和英語講座 Putonghua and English Talks

再度加開 邀請您成為講者
Patrick Ma (Regional)
~學習普通話心得 - 初階班 2~

2020年9月舉辦的【學習普通話心得分享】反應熱烈，現再度加開講座。

是次講座內容主要為簡單介紹普通話的聲母、發音和普通話與廣東話用詞的差別。

上次錯過的同事，記得把握機會報名參加啦~

*是次講座內容於九月後【學習普通話心得分享】欄位內有詳細之查詢詳情，請向培訓部查詢詳情。

b p
m f

學普通話

邀請您成為講者
Mandy Wu (Australia Office)
~學習日常英語~

講者介紹
MANDY WU
National Operations Manager - Australia

於香港出生，已移居澳洲悉尼超過30年，亦為 Giordano 在澳洲的業務工作了15年。

Mandy 會為大家分享學習日常英語的心得，想學好英文，就不要錯過今次講座吧！

JOIN US

ENGLISH TIME
for you

行山樂悠悠 Hiking Talk

邀請您成為講者 - Bowie Lai (L24)
~行山樂悠悠 (入門篇)~

行山是一項有益健康的活動，既可揮灑大門筋力，又可舒展筋骨，在煩瑣間，也是多人選擇的活動。是次分享會將帶大家行山及安全知識，令大家活動更明白之餘，更輕鬆堅持，此外，如對行山的知識，更可以與同好交流溝通的經驗，歡迎大家踴躍參與！

日期：2020年6月11日 (星期四)
時間：1000 - 1130
地點：Learning Center / DingTalk
講者：Bowie Lai (L24)

分享會內容：
1. 簡介
2. 行山注意事項
3. 行山上落技巧
4. 入門路線介紹
5. 突發事件處理
6. 額外資訊
7. 問與答

講者介紹：
Bowie 熱愛行山及越野跑，跑齡5年，生活習慣都離不開山頭，每星期至少上一次山作跑山街堂練習，難度一星至五星行山路線都踏足過，並於2016年修畢一級及二級山藝課程，因此對香港的山也認識不少。

她經常不斷練習及學習去提升自己，透過參加香港大大小小山賽，自我挑戰，例如：維多利亞行者、橫水一戰、The North Face 100km 等等。亦會到海外參加比賽，2018年曾到日本參加UTMF 環繞富士山走過168km，去年亦到江西參加武功山越野賽。

Bowie 希望結交分享會，讓同事知道如何賞低行山風險，放心地享受郊遊樂趣，感受香港的大自然！



網上直播銷售訓練
Live Sales training



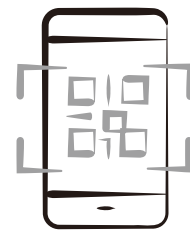
佐丹奴門市員工學習為合作伙伴自取點的操作訓練
Staff training on how to operate Giordano Stores as business partners' self-pick up points



門市員工學習使用 HKTv Pay 作電子支付方式
Frontline staff learnt to use HKTv Pay as one of the e-payment methods



協助長者客人安裝佐丹奴手機程式
Assisting the elderly customers to install the GIORDANO APP



中國市場 – China Market

內部講師培訓 Training The Trainer



應急救護知識培訓 First-aid Knowledge Training

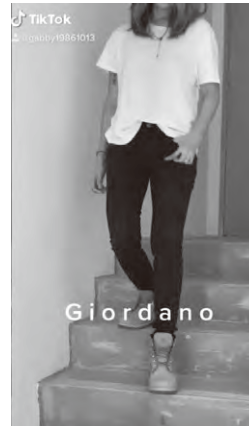


色彩原理和應用 Colour principle and application



新加坡市場 Singapore Market

產品知識 Product Knowledge



培訓後，他們還需要發送視頻，說明如何混合搭配以及如何向客戶說產品
After training, they also need to send videos how to mix and match and what to say to customers about the products

完成必需品和抗菌 Polo 衫產品知識，為開店做準備
Product knowledge carried out for essentials and anti-bacteria polo in preparation for shop opening

Giordano 防範網絡釣魚意識培訓 網上課程

為提高各員工的保安意識，我們聘請服務供應商於本年度下半年向員工提供防範網絡釣魚意識培訓網上課程。由於網絡釣魚攻擊是現時最流行的其中一種網絡攻擊手法，根據國際保安機構所公開的數據顯示，針對企業的入侵往往也是由發出釣魚電郵開始，如能夠增強防範網絡釣魚攻擊將可大大減少發生其餘的保安事故。值得注意的是在完成網上課程後，我們的員工對可能的網絡釣魚攻擊電子郵件更加警惕。網絡釣魚電子郵件的點擊百分比已從20%（第一輪網絡釣魚模擬）顯著下降到1%（第二輪網絡釣魚模擬），遠遠低於零售行業的平均水準。

另外，電腦部亦曾多次提醒各同事要提防駭客入侵公司電腦，不應隨意開啟電郵中的連結及檔案，如因同事疏忽使用電腦而導致公司有損失的話，同事很可能承擔責任。

e-Learning course "Awareness Training on Phishing – Giordano"

In order to improve the cybersecurity awareness of all our staff, we have engaged a service provider to launch an e-Learning course "Awareness Training on Phishing – Giordano" for our staff in the second half of the year. Phishing is one of the most popular cybersecurity attacks. According to the data provided by the International Security Institution, corporate intrusion is often initiated by phishing emails. Strengthening our defence against phishing attacks can greatly reduce the likelihood of security incidents. It is noticed that our staff are more vigilant about the potential phishing email after the e-Learning period. The percentage of click on phishing emails has been significantly dropped from 20% (1st round phishing simulation) to 1% (2nd round phishing simulation), which is far below the average of the retail industry.

In addition, the IT department has repeatedly reminded colleagues to guard against hackers that may target the Company's computers. Colleagues should not open links and files in emails at will. If the Company suffers losses due to the negligence of a computer user, the colleagues may well be held liable.



(iii) 佐丹奴企業管理筆記簿

植根於佐丹奴多年的核心價值，企業文化和豐富經驗是我們成功的要素。在主席兼行政總裁劉國權博士帶領下，佐丹奴集合不同部門同事的力量，將這些寶貴的資料輯錄成四冊筆記簿，供員工隨時參考。我們希望將經驗、才能和專業知識揉合而成的寶貴知識，由口耳相傳轉為淺白的文字，讓我們的員工能長遠地得益。

(iii) Giordano Corporate Management Guide

Giordano's core values, corporate culture and accumulated experience are all part of our success story. Led by our Chairman and Chief Executive, Dr. Lau Kwok Kuen, Peter, together with the contribution from staff members from various departments, we have summarized this information into four guide books for staff's handy reference. It is hoped that, by turning tacit knowledge built on experiences, aptitudes and know-how into explicit knowledge, our staff could benefit in the long term.



(iv) 「學習天地」專頁的網上學習資源

(iv) Online Learning Resources on the "Knowledge is Golden" Webpage



(a) 「佐記黃金庫」Giordano Library



(b) 「Professor G 網誌」Professor G Blog

(v) 自導學習計劃

自1999年起，香港總部透過「自導學習計劃」，營造持續學習氣氛，引導每位員工自我鞭策、自我增值。

(v) Self-Learning Scheme

Through the Self-Learning Scheme adopted since 1999 in Hong Kong Headquarters, we foster a continuous learning atmosphere to promote staff's individual initiative and responsibility for development by self-learning.



(vi) 培訓需求問卷調查

我們每年都進行培訓需求問卷調查，以了解各職級員工的培訓期望和需要，從而於來年為他們設計合適的課程，提高課程的實用性。

(vii) 進修津貼

為進一步激勵員工持續發展他們的技能和增加知識，佐丹奴設有不同的津貼計劃：

(a) 「進修津貼計劃」

為鼓勵員工增進知識及技能，促進個人成長，使其在工作表現及未來事業發展上均獲得裨益，香港總部設立了「進修津貼計劃」，以資助員工報讀與工作相關的外間訓練課程。

(b) 「學術進修資助計劃」

「學術進修資助計劃」已於2016年9月實施，為香港總部合資格及有志於進修的現任管理人員及有潛質的未來管理人才提供資助，以修讀更高學歷，如學位課程、碩士學位課程或其他專業資格課程等。

(viii) 為門市員工而設的「職業發展計劃」

為使店舖員工有更多發展機會及加強員工對工作的滿足感，香港總部推行「職業發展計劃」。此計劃適用於各門市員工，由他們的主管提名員工參與，旨在培訓員工所需的職業技能以助職業發展。

(vi) Survey on Training Needs

Each year, we conduct a survey to understand our staff's expectations and needs for training, which aids in designing the useful and practical training programs for them in the following year.

(vii) Training Subsidies

To further motivate our staff to continue developing their skills and enhancing their knowledge, Giordano has different subsidy schemes in place:

(a) Study Allowance Scheme

To encourage our staff to enhance their knowledge and skills for personal growth, which benefits their work performance and future career development, Hong Kong Headquarters has set up a "Study Allowance Scheme" to subsidize our staff in taking external work-related training courses.

(b) Management Academic Assistance Scheme

The "Management Academic Assistance Scheme" has been implemented since September 2016, which is designed to develop existing and potential management talent at Hong Kong Headquarters through financial support to successful applicants who wish to pursue higher education, such as studying in undergraduate, or postgraduate degrees or attainment of professional qualifications or accreditation.

(viii) "Career Development Program" for Shop Staff

To provide our shop staff with more opportunities for development and enhance their job satisfaction, Hong Kong Headquarters has launched a "Career Development Program". It is tailored for those shop staff nominated by their supervisors, aiming to equip staff with the skills they require to develop their careers through additional training.



社會層面 B4：勞工標準和人權政策

Social Aspect B4: Policies on Labour Standards and Human Rights

在營運的過程中，包括我們供應商的生產設施，佐丹奴禁止僱用童工、強迫或強制勞動。在2020年，我們沒有發現任何營運過程或供應商有僱用童工、迫使工人執行危險工作、強迫或強制勞動。

Giordano prohibits the employment of child, forced or compulsory labour in any of its operations, including at suppliers' production facilities. In 2020, we did not identify any operation or suppliers having significant risks of child labour, workers exposed to hazardous works, or forced or compulsory labour.



Caring FOR OUR SUPPLIERS

關顧著我們的供應商



社會層面 B5：高效的供應鏈管理 Social Aspect B5：Efficient Supply Chain Management

佐丹奴的供應鏈管理是以滿足顧客需要為大前提，藉著完善的計劃和信息共享，充分地協調供應、製造、倉儲、配送等各環節。當資源能更有效地整合起來時，我們就能降低成本，使效益最大化。

At Giordano, supply chain management is based on the premise of satisfying customers' needs, and better coordination among the various functions of our business, such as the supplies, manufacturing, warehousing and distribution by better planning and through information sharing. With more effective integration of resources, we thus reduce costs and maximize efficiency.

截至 2020 年 12 月 31 日，佐丹奴共有 126 家供應商，分布在世界各地：

As at December 31, 2020, Giordano has a total of 126 suppliers, located in different parts of the world:

圖 5

Graph 5

中國 (包括香港) CHINA (including Hong Kong)	2016		87(83.7%)
	2017		91(83.5%)
	2018		97(80.8%)
	2019		93(81.6%)
歐洲 EUROPE	2016		6(5.0%)
	2017		6(5.5%)
	2018		5(4.8%)
	2019		3(2.6%)
東南亞 SOUTHEAST ASIA	2016		9(8.7%)
	2017		9(8.3%)
	2018		11(9.2%)
	2019		11(9.7%)
世界其他地區 REST of the WORLD	2016		3(2.8%)
	2017		3(2.8%)
	2018		6(5.0%)
	2019		7(6.1%)



附註：

Notes:

- 「供應商」是指與佐丹奴集團有直接業務往來的服裝和配襯用品的生產商。
- 供應商的地理位置是根據其生產單位及總部的地理位置而釐定。
- 由於四捨五入的原因，個別數字相加起來可能不等於其總計 100%。
- “Supplier” refers to the manufacturers of apparel and accessories which are directly engaged by Giordano.
- The geographical location of a Supplier is based on the location of its production facilities and its headquarters.
- The respective figure may not add up to 100%, due to rounding.



我們已建立完整的供應商品質監控機制，包括對供應商的審核和評估、品質檢驗及監督、針對供應商發展的戰略性計劃和物料採購。我們亦積極促進供應鏈的可持續發展，並與我們的合作夥伴聯合履行企業社會責任，為公眾提供高品質的產品和服務。因此，供應鏈管理在佐丹奴的品質監控系統中是其中一個關鍵環節。

(1) 道德採購

供應鏈管理是佐丹奴的成功關鍵，因此我們與供應商緊密合作，確保他們符合我們對品質、表現及勞工準則的要求。我們更特別要求他們遵守以下「核心道德採購規定」：

- 聘用的員工必須符合當地法定的最低工作年齡；
- 不會在其生產設施的任何部份或任何方面強迫或禁錮勞工；
- 不得虐待或威嚇員工；
- 不得抵觸當地環保法律和法規；
- 須為員工提供安全健康的工作環境；及
- 需符合我們的各種標準，並致力於跟進糾正。

我們旨在與持有相似價值觀和原則之供應商合作。只有那些能遵守我們「核心道德採購規定」之供應商，同時亦致力改善其勞務、職業健康與安全以及環境措施，我們才會向他們採購。因此，在聘用前，新供應商必須完成並通過我們的「道德審計問卷」。

(2) 品質監控機制

(i) 佐丹奴一直以嚴謹的審查系統來揀選供應商。我們的品質監控團隊將會評估供應商的資格，並會即場測試和審查產品品質、適用性和品質一致性。當他們通過我們的審查和評估後，方被納入「合格供應商名單」，以便日後採購。而且，為了保障產品的質素，我們也會長期監察和定期審查所有供應商的質素。若供應商的資格有重大變化或有嚴重的品質問題，我們或會立即暫停接收供應商的交貨；如有需要，甚至取消其供應商的資格。此外，我們會不時進行突擊審查，以確保供應商符合我們各方面的標準。

(ii) 為了減輕供應鏈對環境和社會帶來的風險，以及推動供應商的可持續發展，我們會向主要的供應商派發「品質手冊」，包括以下的指導性文件：

- 「供應商行為守則」；
- 「工作場所標準」；
- 「產品安全和管制物料規管」；及
- 「接受和饋贈政策」。

We have established a complete supplier quality assurance mechanism, which covers the approval and evaluation of suppliers, quality inspection and supervision, strategic supplier development and materials procurement. Furthermore, we actively promote the sustainable development of our supply chain and the joint fulfilment of corporate social responsibility with our partners to provide the public with high-quality products and services. As such, supply chain management is always one of the key links in Giordano's quality control system.

(1) Ethical Sourcing

As supply chain management is critical for Giordano's success, we work closely with suppliers to ensure that they comply with our quality, performance and not least labour standards. In particular, we expect them to comply with the below "Core Ethical Sourcing Requirements":

- only employs workers that are above the local legal minimum age;
- does not use forced or prison labour in any part or aspects of its facilities;
- does not, or threaten to, physically abuse its workers;
- does not contravene local environmental laws and regulations;
- provides a safe and healthy work environment for its workers; and
- is compliant with our various standards and committed to following up corrective actions.

We aim to do business with those suppliers sharing similar values and principles, and intend to purchase from those who meet our above "Core Ethical Sourcing Requirements" and have demonstrated a commitment to improving their standards on labour, health and safety, and environmental practices. Thus, prior to engagement, new suppliers are required to complete and pass our "Ethical Audit Questionnaire".

(2) Quality Assurance Mechanism

(i) Giordano exercises a high level of scrutiny over the selection of suppliers. Apart from eligibility checking, suppliers are also subject to assessment and on-site audits on product quality as well as suitability and quality consistency tests conducted by our Quality Assurance Team. Only those who pass our audits and assessments will be included in the "Qualified Supplier List" for bulk purchases. Also, to ensure our product quality, we carry out long-term quality monitoring and regular audits/reviews on all suppliers. Should there be any significant change in a supplier's eligibility or any serious quality issue, we may suspend its deliveries immediately and, if necessary, cancel its status as our qualified supplier. Moreover, our unannounced inspections from time-to-time will ensure our suppliers comply with our various standards.

(ii) In order to mitigate environmental and social risks within our supply chain, and to promote the sustainable development of our suppliers, a "Quality Manual" which covers below guiding documents is also distributed to our key suppliers:

- "Suppliers Code of Conduct";
- "Workplace Standards";
- "Product Safety and Regulated Substances Specification"; and
- "Accepting and Offering Policy"



(3) 創新技術提高競爭力

佐丹奴會用心檢視生產過程中的每個環節，提出當中可能出現的問題，旨在與供應商共同找出可以進一步改善的地方。透過優化過程、提升技術、精進工藝，供應商不但大大提高自身的生產效率及產品質素，亦有助他們提升自身能力，以面對更具挑戰的市場環境，並加強競爭力。雙方在這緊密的合作關係之下，彼此關係更穩固且互惠互利。

(4) 庫存管理

- (i) 庫存管理是促銷效率的關鍵指標，亦是佐丹奴的核心競爭力。「零倉存」是佐丹奴對存貨管理的另一個核心價值，我們將繼續謹慎地調整我們的庫存組合，減少囤積存貨，提升盈利率和盈利能力。由於有效的庫存管理，我們庫存量仍然維持在健康的水平，截至 2020 年 12 月 31 日的庫存周轉天數為 115 天。
- (ii) 除了統籌自己的庫存，佐丹奴也負責任地監控供應商及中國內地加盟商的庫存，以確保不會囤積帳外庫存而危及我們銷售規劃的靈活性和未來的批發業務。

(3) Enhancing Competitiveness by Technological Innovation

Giordano will carefully examine every detail of the production process and raise any issues that may be discovered, with the aim of working with its suppliers to identify possible areas for further improvement. By optimizing the process, upgrading the technology and improving the workmanship, our suppliers not only greatly improve their production efficiency and product quality, but also help upgrade their capabilities in response to more challenging markets and enhance their competitiveness. This close-knit working relationship between both sides allows the parties to maintain a more stable and mutually beneficial cooperation.

(4) Inventory Control

- (i) Inventory control is a key indicator of merchandising efficiency and remains a core competence of Giordano. "ZERO STORAGE" is another core value of Giordano's inventory control. We will continue to cautiously adjust our inventory portfolio and, once the resultant overstock depletes, our margins and profitability further recover. As a result of effective inventory control, our inventory remained healthy, with inventory turnover days on cost for the year ended December 31, 2020 was 115 days.
- (ii) In addition to our own consolidated inventory, Giordano responsibly monitors inventory held at our suppliers and the franchisees in Mainland China to ensure that we do not build up off-balance-sheet inventory that would jeopardize our merchandising flexibility and wholesale business in future.



佐丹奴 GIORDANO



FOR OUR CUSTOMERS
關顧著我們的客戶



社會層面 B6 : 服務和產品責任

Social Aspect B6: Service and Product Liability

佐丹奴不斷努力為客戶提供最意想不到的購物體驗。我們「以優質舒適服飾展現顧客個人風采」這個使命，已直接充分展示了我們對提供卓越服務和高品質的承諾。

(1) 「佐丹奴就是服務」承諾

佐丹奴對提供卓越服務的承諾源於 1989 年首次推出的「佐丹奴就是服務」承諾，當時每位員工都配戴印有「佐丹奴就是服務」的黃色徽章。從那時起，提供優質服務就成為佐丹奴的宗旨之一。

為了確保每位員工提供優質的客戶服務，我們邀請神秘顧客來評核各店舖整體的表現以及個別前線員工的服務水平。我們致力為客戶提供優質服務，成績有目共睹，多年來獲得多項與服務相關的獎項。

At Giordano, we continuously strive to provide our customers with the most enlightening shopping experience. Giordano's straight-forward mission, 'To Make People FEEL GOOD and LOOK GREAT', fully illustrates our total commitment to superior service and outstanding quality

(1) "Giordano Means Service" Campaign

Giordano's commitment to superior service stems from the "Giordano Means Service" campaign which was first launched in 1989, at which time every staff wore a yellow badge bearing the words "Giordano Means Service". Since then, quality service has become one of the tenets of Giordano.

To ensure every shop staff offers excellent customer service, we conduct performance evaluations frequently at the store level, as well as for frontline staff by mystery shoppers. Our efforts to provide excellent customer service have been recognized by a long list of service-related awards we have received over the years.



「超越顧客期望」是多年來佐丹奴秉承的一個簡單宗旨，至於如何「超越」顧客期望，具體可透過「為顧客多想一步」、「度身訂造的服務」來達成。我們的店員能提供專業意見、靈活而迅速地回應顧客，幫助客人選購他們需要的貨品。與此同時，為方便客戶，我們也允許售後退換產品。

“Exceeding customers’ expectations” is a simple objective that Giordano has upheld for many years, which we achieve through “thinking one step ahead for customers’ needs” and “providing tailor-made services”. Our frontline staff provide professional advice and flexible and rapid response to customers, helping them choose the right products in need. Meanwhile, to satisfy our customers, we also allow them to return and exchange products after purchases.

獎項及肯定

Awards and Recognition



香港零售管理協會頒發的
「2019年度傑出服務獎」
“2019 Service & Courtesy Award”
presented by HKRMA

• 榮獲 2019 傑出優質商戶獎

由香港旅遊發展局舉辦「傑出優質商戶獎項」，旨在嘉許有持續傑出表現的零售商戶。Giordano榮獲2019傑出優質商戶獎(成衣及配飾組別)銀獎。此外，佐丹奴已連續15年獲得香港旅遊發展局「優質旅遊服務」計劃的認證。

• 2019 Outstanding QTS Merchant & Service Staff Awards

Hosted by Hong Kong Tourism Board, to award the retailers for their outstanding services and Giordano won a silver award. Also, Giordano has continuously recognized as a Quality Merchant by the Hong Kong Tourism Board for 15 years.

• 佐丹奴網站榮獲十大電子商務網站大獎

佐丹奴電商網站榮獲亞洲零售博覽會選為2018年度十大電子商務網站之一。這十大電子商務網站大獎(以表揚和嘉許提升顧客購物體驗、促進業務發展的電子商務網站)，認可了佐丹奴電商網站致力推動及提供最佳電子商貨水準，為顧客提供優秀的購物網站，提升顧客購物體驗。

• Giordano Website won Top 10 eCommerce Website Award

The Retail Asia Expo has awarded Giordano’s eCommerce website as one of the “Top 10 eCommerce websites” for 2018. This “Top 10 eCommerce Website Award”, which recognized and awarded websites that have raised the bar for user experience and achieved outstanding operation growth, has acknowledged Giordano’s eCommerce website for fostering and delivering continuous and exemplary e-commerce standards as well as enhancing user experience with an outstanding shopping platform.

• Powerlist 佐丹奴香港總部的法律團隊名列 GC Powerlist

與此同時，我們也欣然宣布，佐丹奴香港總部的法律團隊名列香港GC Powerlist的「Team Powerlist」類別。香港GC Powerlist由The Legal 500出版，The Legal 500亦負責核實和確認我們的資格。香港GC Powerlist表彰我們的內部法律團隊：

• Giordano’s Legal Team at Hong Kong Headquarters named in the GC Powerlist

Meanwhile, we are also delighted to announce that Giordano’s Legal Team at Hong Kong Headquarters has been named in the “Team Powerlist” category of the GC Powerlist Hong Kong, published by The Legal 500 – which carried out the research to corroborate and validate our inclusion, in recognition of our in-house legal team:

1. 能於公司或同行中有所貢獻；
2. 能為複雜的問題制定技術解決方案；
3. 能創建創新結構，確保內部職能推動業務發展；及
4. 能成為其他公司法律顧問的榜樣，實踐應遵循的商業工作模式。

1. being instrumental in changing or forming opinions within the company or industry;
2. developing technical solutions to complex issues;
3. creating innovative structures to ensure that the in-house function is driving the business forward; and
4. providing a business working model that other corporate counsel should follow.



Giordano is a global fashion brand and clothing retailer with locations across 30 countries and 2,400 stores across Asia, Australasia and the Middle East. It operates the brands Giordano, Giordano Ladies, Giordano Junior, BSX and Beau Monde and is moving to expand into Europe and the Americas. Leading the legal team at the company is Mark Loynd, who in his role of general counsel, company secretary and director of human resources, has been responsible for the company's legal, compliance and regulatory affairs globally since 2013. The legal team under Loynd's direction has facilitated the company's recent rapid expansion and development which resulted in some of its highest growth since thanks to work managed and completed by the legal team in the last five years. The team manages all of the legal affairs of the company including its regulatory affairs relating to import and export tariffs, supply chain regulations, privacy and IP, as well as employment matters. A truly multijurisdictional team, the Giordano legal department has recently overseen the opening of another flagship store in Hong Kong, as well as the company's completion of a business acquisition in Vietnam and the opening of the first location in Mongolia.



- Giordano Junior 榮獲「2018 父母最愛信心家庭品牌獎」

在 2018 年，Giordano Junior 榮獲「2018 父母最愛信心家庭品牌獎」的幼兒服裝組別，該獎項由香港的重量級親子平台 Baby Kingdom 頒發。經過 Baby Kingdom 會員以及專業評審的投票，Giordano Junior 在四大入選品牌中突圍而出，證明 Giordano Junior 一直以來充滿創意的設計、高質量的服裝產品均獲得本地家庭及專業評審的認同。

- Giordano Junior was awarded with "2018 Parents' Favorite Family Brand"

Giordano Junior was awarded with "2018 Parents' Favorite Family Brand" under the "Children Clothing" category in 2018. This Award was presented by Baby Kingdom, a popular online parent-child platform in Hong Kong. Further to the assessment by the members of Baby Kingdom and a panel of professional judges, Giordano Junior stood out from the other 3 finalists, being in recognition of its creative designs and high-quality products.

(2) 安全與健康

- 除了專業的顧客服務外，一個舒適及安全的購物環境也是愉快購物體驗所必需的。因此，我們致力 (a) 為員工和顧客提供安全及健康的環境，以及 (b) 在營商場所排除可避免的意外及危害健康的事故。
- 如前述社會層面 B5(2)(ii)，我們為供應商提供一份「品質手冊」作參考，說明對產品品質和安全的標準及要求。
- 我們要求供應商遵守有關產品安全的適用法規，並定期更新佐丹奴禁用的有害物質和不人道生產過程，例如「噴砂」和「生拔鵝毛」。
- 我們也聘請獨立和認可的第三方實驗室測試我們的物料和產品，以確保符合國際安全標準。

(2) Safety and Health

- In addition to the professional customer service, a pleasant shopping experience also requires a comfortable and safe shopping environment. We are committed to (a) ensuring a safe and healthy environment for our staff and customers, and (b) eliminating preventable accidents and health hazards in our business locations.
- As mentioned in earlier Social Aspect B5(2)(ii), we have a Quality Manual setting forth our standards and specification regarding product quality and safety for our suppliers' compliance.
- We demand our suppliers to comply with all applicable laws and regulations on product safety, and regularly update them of the hazardous substance and inhumane production processes banned by Giordano, such as the "sandblasting" process and the "live-plucking" goose down process.
- We also engage independent and accredited third party laboratories to test our materials and products, to ensure compliance with the international safety standards.



(v) 「我們在意，只因您在意」

我們為確保產品安全而努力不懈，這是我們的核心價值之一。例如 Giordano Junior 服裝中的所有拉繩，我們均會確保拉繩完全固定在腰帶上，以免兒童意外拉出。我們也不會使用金屬拉鍊，即使金屬拉鍊的使用在業內十分普遍。

(3) 「保護知識產權」

(i) 「知識產權管理人員培訓課程」

現今，知識產權被視為業務發展的關鍵因素。在佐丹奴，保護知識產權是我們的首要任務之一。為了提高知識產權的意識及積極保護集團的知識產權免受侵犯，我們兩家子公司於 2017 年參加了香港知識產權署的「知識產權管理人員計劃」。在員工完成知識產權署的「知識產權管理人員培訓課程」後，我們獲發嘉許狀。

(ii) 「知識產權基本概念」課堂

我們位於香港的全球法律及公司秘書部法律事務經理於 2020 年 11 月及 12 月以網上課堂形式舉行了三場「知識產權基本概念」，分別以英語、廣東話及普通話授課，藉此加強各市場的員工對最新有關知識產權的基本概念，保護知識產權以避免侵權的可能性。

(v) "We care because you care"

Much effort has been spent on product safety, which is one of our core values. For instance, we make sure that all drawstrings in our Giordano Junior clothing are fixed to the waistband to avoid pulling out by children accidentally. We also will not use metal zippers, which are however commonly used by our counterparts.

(3) Protecting intellectual property rights

(i) "IP Manager Training Program"

Nowadays, intellectual property ("IP") is recognized as a key element in business development and, here at Giordano, protecting IP rights is one of our top priorities. To enhance awareness of IP protection within Giordano and to proactively protect our IP from infringement, two of our subsidiaries participated in the IP Manager Scheme organized by the Intellectual Property Department of Hong Kong in 2017. After completion of its "IP Manager Training Program" by our staff, we were awarded a Certificate of Commendation.

(ii) Intellectual Property (IP) Fundamentals Seminar

The Legal Manager of our global Legal and Company Secretarial Department based in Hong Kong held three rounds of Intellectual Property (IP) Fundamentals seminars in English, Cantonese and Putonghua via online lecture in November and December 2020, striving to train up our staff in each market with updated knowledge regarding IP rights and protection to avoid possible infringements.



(4) 消費者資料保障及私隱政策

客戶私隱的議題一直是城中熱話，不容忽視。為遵守本地法規及歐盟的通用數據保障條例(2018年5月25日生效，「GDPR」)，我們已修訂本集團的「隱私政策及收集個人資料聲明」及私隱聲明(中英文版本)，並上載至我們的官方網站及／或網店(如適用)，供公眾及客戶參考。除此之外，我們也邀請了一所國際律師行為獨立第三方，審查並最終確認我們已經符合GDPR的要求。我們亦不時提醒員工遵守政策要求。

(4) Consumer Data Protection and Privacy Policies

Customer privacy has become a hot topic that we cannot overlook. In compliance with the local laws and the European Union's General Data Protection Regulations (effective from May 25, 2018, "GDPR"), we have updated our Group-wide "Privacy Policy and Personal Information Collection Statement" and "Privacy Notice" (both in English and Chinese, as uploaded onto our official websites and/or e-shops, where appropriate) for the public and customers' reference. We invited an independent third party global law firm to audit our practices and confirmed our compliance with the GDPR. Furthermore, staff are kept reminded to fully observe the policy from time to time.

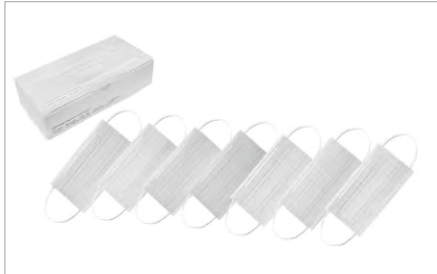


(5) 在 COVID-19 之下，佐丹奴推出一系列的抗疫產品協助客戶抗疫。

(5) During the COVID-19, Giordano has launched a series of antimicrobial products to help customers fight the virus.

(i) giordano ladies x Gimans Care
 一次性口罩 Disposable Masks

ASTM 第 3 級防護標準 ASTM Level 3
 BFE/PFE/VFE > 99%



抗菌可重用口罩 – 三件裝 (非醫用)
 Reusable Mask – 3 in 1 pack (Not for Medical Use)



DET30™ 可重用布口罩 (非醫用)
 Reusable Mask (Not for Medical Use)

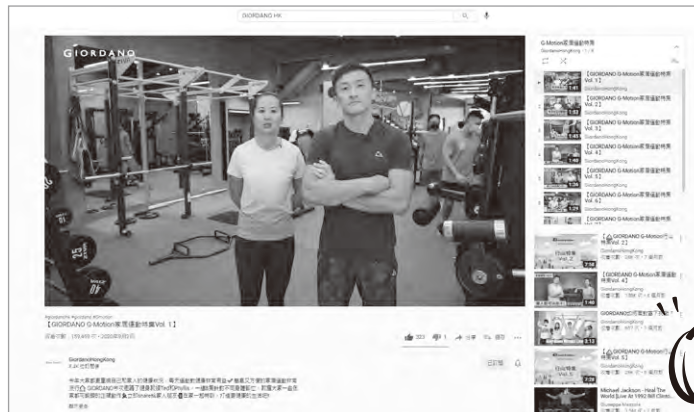


(ii) 男裝抗菌 POLO 衫
 Men's Anti-bacteria Polo Shirt



(6) 因為 COVID-19 大流行顧客留在家中的時間多，佐丹奴制作了一共八集的家居運動特集，並上載至影片分享頻道供顧客及市民觀賞。

(6) Due to the Covid-19 pandemic, customers have spent more time at home. Giordano produced a total of eight episodes of home sports specials and uploaded those videos to video-sharing channels for customers and members of public to watch and enjoy.



GIORDANO G-Motion 家居運動特集 (共八集)
GIORDANO G-Motion Home Sports Special (eight episodes)

(7) 在 COVID-19 大流行下，顧客及廣大市民無法離港作非必要旅行，大多居民會選擇到郊外行山作舒展身心。佐丹奴制作了一共六集的行山特集，並上載至影片分享頻道供顧客及市民觀賞。

(7) Under the Covid-19 pandemic, customers and the public at large citizens have not been able to leave Hong Kong for non-essential travel. Most residents choose to go hiking in the suburbs for relaxing activities. Giordano has produced a total of six episodes of hiking special and uploaded them to video sharing channels for customers and members of the public to watch and enjoy.



GIORDANO G-Motion 行山特集 (共六集)
GIORDANO G-Motion Hiking Special (six episodes)





社會層面 B7：反貪污

Social Aspect B7: Anti-Corruption

- (1) 我們絕對不容忍賄賂和貪污，而我們的「員工手冊」及「紀律守則」(已上載於公司的內聯網)讓員工明確瞭解到佐丹奴嚴格的反貪污、反賄賂和利益衝突的標準、饋贈政策、採購和密函檢舉政策，以及如何處理佐丹奴股份之交易及投資的政策。
 - (2) 為了確保員工恪守我們的嚴格要求及保持高道德水平，所有員工均須每年至少填報一次「利益申報書」。如遇有任何利益衝突的情況，有關員工須立即更新此「利益申報書」。
 - (3) 為提升員工的商業誠信和道德操守，我們恆常舉辦有關反貪污的研討會。此類研討會是強制性的，每位香港總部員工必須最少出席一次。
 - (4) 此外，我們與供應商的合同要求他們完全遵守我們的「品質手冊」，包括前述社會層面 B5(2)(ii)中提及的「收受及提供利益政策」。此外，我們亦會恆常地致函予所有相關員工、業務夥伴及供應商，提醒他們有關的集團政策(每年兩次，分別在中秋節前及中國農曆新年前)。佐丹奴於2020年沒有發現任何有關反腐法規的違例情況。
- (1) We adopt a zero-tolerance approach towards bribery and corruption, and our Staff Handbook and Code of Conduct (as uploaded onto the Company's Intranet) clearly inform our staff of Giordano's strict standards regarding anti-corruption, anti-bribery, conflicts of interest, gift, procurement and whistle-blowing policies, as well as our policies on dealings and investment in Giordano's shares.
 - (2) To ensure that our staff comply with the requirements imposed and uphold high ethical standards, all staff are required to complete and submit a "Declaration of Interests" at least once a year. If there are any cases of conflict of interest, the relevant staff are required to update their declaration immediately.
 - (3) We also proactively promote business integrity and ethics among our staff by organizing seminars on anti-corruption regularly. These types of seminars is compulsory to be attended at least once by each Hong Kong Headquarters staff.
 - (4) Furthermore, our contracts with suppliers require their full compliance with our Quality Manual, including "Advantage Solicitation and Acceptance" as quoted in earlier Social Aspect B5(2)(ii). In addition, we regularly issue reminders to all relevant staff, business associates and suppliers reminding them of our Group Policy on Accepting and Offering Advantages (i.e. twice a year, before Mid-Autumn Festival and Chinese Lunar New Year). We are not aware of any incidents of noncompliance in relation to anti-corruption in 2020.





社會層面 B8：社區參與

Social Aspect B8: Community Involvement

「回饋社會」是佐丹奴非常重要的經營宗旨。秉承「沒有陌生人的世界」這個信念，佐丹奴積極支持各慈善機構及慈善活動，特別關注與教育、兒童及弱勢社群有關的項目。

佐丹奴參與了一些持續性的教育項目：

- (1) 於2014年，我們與Room to Read聯合推出了「Do Not Read This」活動，通過在佐丹奴店舖銷售限量版T恤，為這個非牟利組織籌集資金。利用佐丹奴的捐贈，Room to Read為貧困兒童出版了兩本兒童書籍共15,000本，分別以兩種印度語言印刷。
- (2) 佐丹奴對弱勢兒童教育的關注，也見諸於參與另一項項目－「希望工程」。這是由中國青少年發展基金會籌劃的公共服務項目，佐丹奴為此項目的長期支持者，透過捐助興建佐丹奴希望小學，為內地貧困農村的兒童提供小學教育之機會。截至2020年底，佐丹奴已捐助了22所佐丹奴希望小學。
- (3) 此外，我們亦捐助福幼基金會，表達對中國內地兒童福利的支持。
- (4) 新報 (11/9/2014)

其中一本以印地語撰寫的兒童書籍，由佐丹奴資助Room to Read出版。

- (5) 在2018年，佐丹奴(馬來西亞)舉辦「We Love Orangutans」和「Amazing Ocean」兩個圍繞保護野生動植物的活動。
- (6) 在2019年，佐丹奴(台灣)舉辦了幾項社區活動，包括舊衣捐贈和海灘清潔活動。
- (7) 在2020年，佐丹奴(泰國)義工隊參加Prasingh寺廟前地清潔日

佐丹奴(泰國)的一班義工隊在泰國北部清邁集合，是為了參與當地Prasingh寺廟的清潔日活動。

由清邁前線全體員工和泰國北部地區主管組成的25人義工隊一同洗刷了Prasingh寺廟的洗手間和前地，除了確保遊客和僧侶的衛生安全外，更希望善信能繼續到寺廟參拜。

Contributing to our communities is a very important part of Giordano's ethos. Acting on our belief in a 'World Without Strangers', Giordano actively supports various charitable organizations and causes, especially those associated with education, children and the underprivileged.

Giordano has engaged in a number of ongoing educational projects:

- (1) In 2014, we launched the "Do Not Read This" campaign in conjunction with Room to Read, which raised funds for the non-profit organization through selling limited-edition T-shirts in Giordano's shops. With Giordano's donations, Room to Read published 15,000 copies of two children's books in two Indian languages for underprivileged children.
- (2) This focus on education for underprivileged children is also evident in another Giordano's ongoing project, Project Hope, a public service project organized by the China Youth Development Foundation. Giordano has been a long-standing supporter of the project's work in providing children in poverty-stricken rural areas of Mainland China with access to primary school education by funding the construction of a number of Giordano Hope primary schools. As of the end of 2020, 22 Giordano primary schools of Hope have been completed.
- (3) We also donated to the Caring for Children Foundation in support of children's welfare in Mainland China.
- (4) Hong Kong Daily News

One of the children books, in Hindi, published by Room to Read with Giordano's donation.

- (5) In 2018, Giordano Malaysia launched the "We Love Orangutans" and "Amazing Ocean" campaigns revolving around wildlife conservation.
- (6) In 2019, Giordano Taiwan had several community activities, including second-hand clothing donations and beach cleaning activities.
- (7) In 2020, Giordano Thailand Volunteer Team participated in Prasingh Temple Grounds Cleaning Day.

A team of volunteers from Giordano Thailand converged in the northern city of Chiangmai to take part in a cleaning day for the local Prasingh temple.

The 25-strong team comprising the entire Chiangmai frontline staff and the area supervisor of the Northern Region of Thailand cleaned lavatories and the temple grounds of Prasingh Temple, keeping them safe for both tourists and the resident monks.



香港交易所《環境、社會及管治報告指引》索引

REFERENCES TO "STOCK EXCHANGE'S ESG REPORTING GUIDE"

層面、一般披露及 關鍵績效指標 Aspects, General Disclosures & KPIs	描述 Description	《2020年環境、社會 及管治報告》2020 ESG Report
環境層面A1：排放物 Environmental Aspect A1: Emission		
一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	A1
關鍵績效指標A1.1 KPI A1.1	排放物種類及相關排放數據 Types of emissions and respective emissions data.	A2 圖1 Graph 1
關鍵績效指標A1.2 KPI A1.2	溫室氣體總排放量及(如適用)密度 Greenhouse gas emission in total and, where appropriate, intensity.	A2 圖1 Graph 1
關鍵績效指標A1.3 KPI A1.3	所產生有害廢棄物總量及(如適用)密度 Total hazardous waste produced and, where appropriate, intensity.	A2 圖1附註2 Note 2 of Graph 1
關鍵績效指標 A1.4 KPI A1.4	所產生無害廢棄物總量及密度 Total non-hazardous waste produced and intensity.	A2 圖1 Graph 1
關鍵績效指標 A1.5 KPI A1.5	描述減低排放量的措施及所得成果 Description of measures to mitigate emissions and results achieved.	A2 圖1 Graph 1
關鍵績效指標 A1.6 KPI A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	A2 圖1 Graph 1
環境層面A2：資源使用 Environmental Aspect A2: Use of Resources		
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策 General Disclosure Policies on efficient use of resources including energy, water and other raw materials.	A2
關鍵績效指標A1.1 KPI A1.1	按類型劃分的直接及/或間接能源總耗量及密度 Direct and/or indirect energy consumption by type in total and intensity.	A2 圖1 Graph 1
關鍵績效指標A2.2 KPI A2.2	總耗水量及密度 Water consumption in total and intensity.	A2 圖1 Graph 1
關鍵績效指標A2.3 KPI A2.3	描述能源使用效益計劃及所得成果 Description of energy use efficiency initiatives and results achieved.	A2 圖1 Graph 1
關鍵績效指標A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果 Description of whether there is any issue in sourcing water, water efficiency initiatives and results achieved.	A2 圖1及附註4 Graph 1 & its Note 4
關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量及(如適用)每生產單位估量 Total packaging material used for finished products, and if applicable, with reference to per unit produced.	A2 圖1 Graph 1



層面、一般披露及 關鍵績效指標 Aspects, General Disclosures & KPIs	描述 Description	《2020年環境、 社會及管治報告》 2020 ESG Report
環境層面A3：環境及天然資源 Environmental Aspect A3: The Environment and Natural Resources		
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策 General Disclosure Policies on minimizing the issuer's significant impact on the environment and natural resources.	A3
關鍵績效指標A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 Description of the significant impacts of activities on the environment and natural resources and actions taken to manage them.	A3
社會層面B1：僱傭 Social Aspect B1: Employment		
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies, and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	B1
關鍵績效指標B1.1 KPI B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數 Total workforce by gender, employment type, age group and geographical region.	
關鍵績效指標B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率 Employee turnover rate by gender, age group and geographical region.	圖2及3 Graph 2 & 3
社會層面B2：健康與安全 Social Aspect B2: Health and Safety		
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	B2
關鍵績效指標B2.1 KPI B2.1	因工作關係而死亡的人數及比率 Number and rate of work-related fatalities.	
關鍵績效指標B2.2 KPI B2.2	因工傷損失工作日數 Lost days due to work injury.	
關鍵績效指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法 Description of occupation health and safety measures adopted, how they are implemented and monitored.	B2



層面、一般披露及 關鍵績效指標 Aspects, General Disclosures & KPIs	描述 Description	《2020年環境、 社會及管治報告》 2020 ESG Report
社會層面B3：發展及培訓 Social Aspect B3: Development and Training		
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	B3
關鍵績效指標B3.1 KPI B3.1	按性別及僱員類別劃分的受訓僱員百分比 The percentage of employees trained by gender and employee category.	
關鍵績效指標B3.2 KPI B3.2	按性別及僱員類別劃分、每名僱員完成受訓的平均時數 The average training hours completed per employee by gender and employee category.	
社會層面B4：勞工準則 Social Aspect B4: Labour Standards		
一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	B4
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工 Description of measures to review employment practices to avoid child and forced labour.	B4, B5(1)
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除童工及強制勞工情況所採取的步驟 Description of steps taken to eliminate child and forced labour practices when discovered.	
社會層面B5：供應鏈管理 Social Aspect B5: Supply Chain Management		
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策Policies on managing environment and social risks of the supply chain.	B5
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目 Number of suppliers by geographical region.	B5 圖5 Graph 5
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行監察方法 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	B5



層面、一般披露及 關鍵績效指標 Aspects, General Disclosures & KPIs	描述 Description	《2020年環境、 社會及管治報告》 2020 ESG Report
社會層面B6：產品責任 Social Aspect B6: Product Responsibility		
一般披露 General Disclosure	<p>關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.</p>	B6
關鍵績效指標B6.1 KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	
關鍵績效指標B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法 Number of products and service related complaints received and how they are dealt with.	
關鍵績效指標B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例 Description of practices relating to observing and protecting intellectual property rights.	B6(3)
關鍵績效指標B6.4 KPI B6.4	描述質量檢定過程及產品回收程序 Description of quality assurance process and recall procedures.	
關鍵績效指標B6.5 KPI B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法 Description of consumer data protection and privacy policies, how they are implemented and monitored.	B6(4)
社會層面B7：社區投資 Social Aspect B7: Community Investment		
一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策 Policies on community engagement to understand the needs of the community where the issuer operates and to ensure its activities take into consideration the community's interests.	B7
關鍵績效指標B7.1 KPI B7.1	專注貢獻範疇 Focus areas of contribution.	B7
關鍵績效指標B7.2 KPI B7.2	在專注範疇所動用資源 Resources contributed to the focus areas.	



Giordano International Limited
(Incorporated in Bermuda with limited liability)
5th Floor, Tin On Industrial Building
777-779 Cheung Sha Wan Road
Kowloon, Hong Kong

佐丹奴國際有限公司
(於百慕達註冊成立之有限公司)
香港九龍長沙灣道777至779號
天安工業大廈5樓

www.giordano.com

