LAI FUNG HOLDINGS

(Stock Code: 1125)

LAI FUNG HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

Annual Report

Year ended 31 July 2021

Cover Photo
Palm Spring Phase IV, Zhongshan, China

Contents

Corporate Information

Place of Incorporation
Cayman Islands

Board of Directors
Executive Directors
Chew Fook Aun *(Chairman)*
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*
Lam Hau Yin, Lester *(Chief Executive Officer)*
(also alternate director to U Po Chu)
Cheng Shin How
Lee Tze Yan, Ernest
Tham Seng Yum, Ronald
U Po Chu

Independent Non-executive Directors
Ku Moon Lun
Lam Bing Kwan
Law Kin Ho
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

Audit Committee
Law Kin Ho *(Chairman)*
Ku Moon Lun
Lam Bing Kwan
Mak Wing Sum, Alvin

Remuneration Committee
Lam Bing Kwan *(Chairman)*
Chew Fook Aun
Ku Moon Lun
Law Kin Ho

Authorised Representatives
Chew Fook Aun
Lam Hau Yin, Lester

Company Secretary
Yim Lai Wa

Registered Office
P.O. Box 309
Ugland House
Grand Cayman
KY1-1104
Cayman Islands

Principal Place of Business
11th Floor
Lai Sun Commercial Centre
680 Cheung Sha Wan Road
Kowloon, Hong Kong

Tel: (852) 2741 0391
Fax: (852) 2741 9763

Share Registrar and Transfer Office in Cayman Islands
Suntera (Cayman) Limited
Suite 3204, Unit 2A
Block 3, Building D
P.O. Box 1586
Gardenia Court, Camana Bay
Grand Cayman, KY1-1100
Cayman Islands

Branch Share Registrar and Transfer Office in Hong Kong
Tricor Tengis Limited
Level 54, Hopewell Centre
183 Queen's Road East
Hong Kong

Independent Auditor
Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor

Principal Bankers
Agricultural Bank of China Limited
Bank of China Limited
The Bank of East Asia, Limited
China CITIC Bank Corporation Limited
Chong Hing Bank Limited
Dah Sing Bank Limited
DBS Bank Ltd., Hong Kong Branch
Hang Seng Bank Limited
The Hongkong and Shanghai Banking Corporation Limited
Industrial and Commercial Bank of China Limited
Oversea-Chinese Banking Corporation Limited
Shanghai Pudong Development Bank Co., Ltd.
Standard Chartered Bank (Hong Kong) Limited
United Overseas Bank Limited

Listing Information
Shares
The issued shares of the Company are listed and traded on the Main Board of The Stock Exchange of Hong Kong Limited

Stock Code/Board Lot
1125/400 shares

Notes
US$350,000,000 5.65% guaranteed notes due 2023 (Stock Code: 5087) issued by Lai Fung Bonds (2018) Limited, a wholly-owned subsidiary of the Company, are listed and traded on the Main Board of The Stock Exchange of Hong Kong Limited

American Depositary Receipt
CUSIP Number:	50731L104
Trading Symbol:	LNGHY
ADR to Ordinary Share Ratio:	1:8
Depositary Bank:	The Bank of New York Mellon

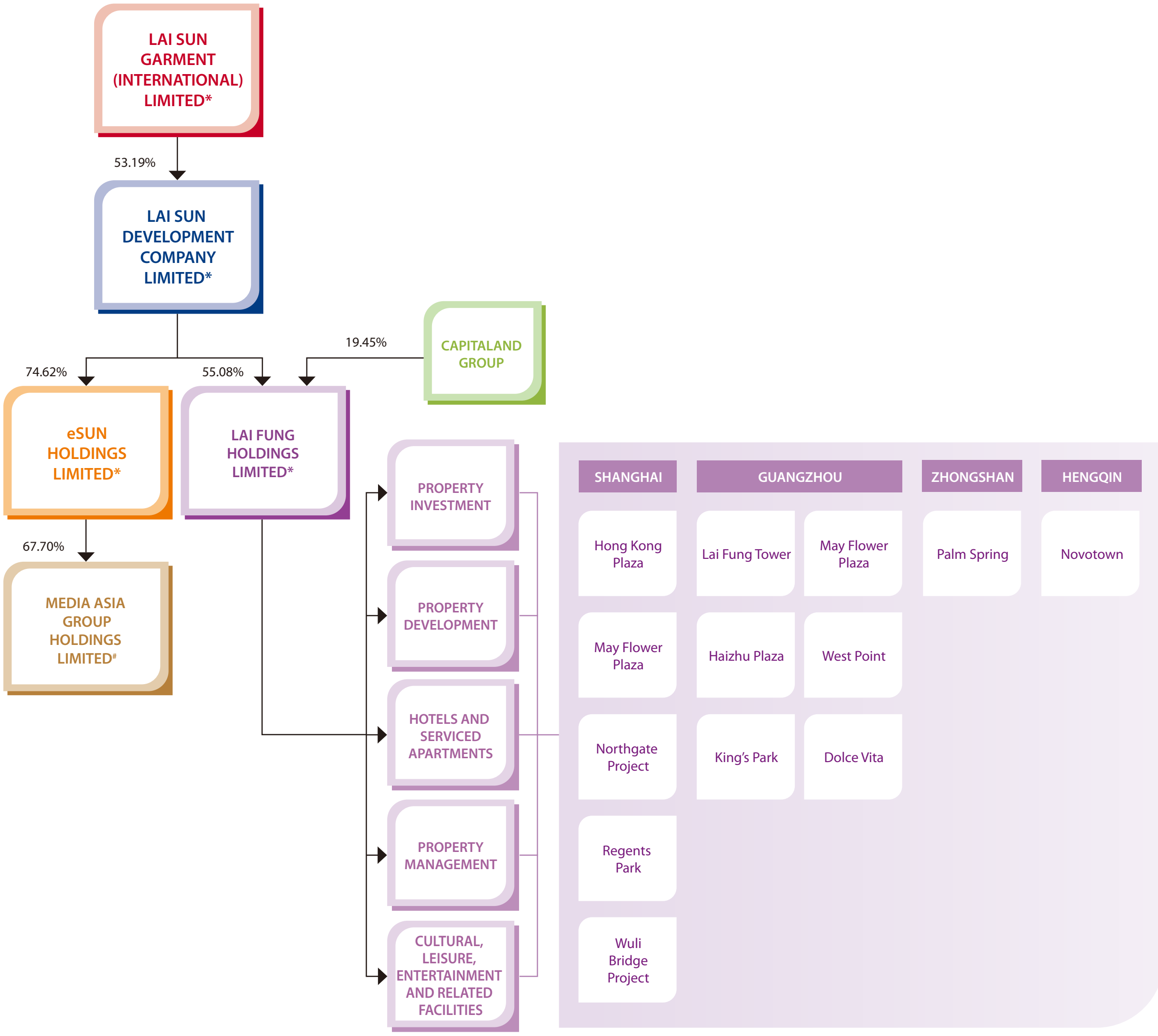
Website
www.laifung.com

Investor Relations
Tel: (852) 2853 6116
Fax: (852) 2853 6651
E-mail: ir@laifung.com

Corporate Profile

Lai Fung Holdings Limited ("**Lai Fung**") is a member of the Lai Sun Group and was listed on The Stock Exchange of Hong Kong Limited in November 1997. Lai Fung is the property development and investment arm of the Lai Sun Group in the Mainland of China ("**China**").

Lai Fung's core businesses include the investment and development of serviced apartments, residential, office and commercial properties and development and operation of and investment in cultural, leisure, entertainment and related facilities in China.



* *Listed on the Main Board of The Stock Exchange of Hong Kong Limited*

\# *Listed on GEM of The Stock Exchange of Hong Kong Limited*

Corporate structure as at 19 October 2021

Chairman's Statement

Mr. Chew Fook Aun
Chairman

I am pleased to present the audited consolidated results of Lai Fung Holdings Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**") for the year ended 31 July 2021.

Overview of Final Results

For the year ended 31 July 2021, the Group recorded a turnover of HK$3,196.6 million (2020: HK$1,201.8 million), representing an increase of approximately 166.0% over the last financial year. The increase was primarily due to higher turnover from property sales during the year under review as compared to last year. The average Renminbi exchange rate for the year under review appreciated by approximately 6.9% over last year. Excluding the effect of currency translation, the increase in Renminbi denominated turnover was 148.9%. The gross profit increased by 20.4% to HK$719.1 million from that of HK$597.3 million last year.

Set out below is the turnover by segment:

	For the year ended 31 July			**For the year ended 31 July**		
	2021[1] **(HK$ million)**	2020[1] (HK$ million)	% change	**2021 (RMB million)**	2020 (RMB million)	% change
Rental income[2]	**890.3**	758.1	17.4%	**754.4**	686.5	9.9%
Sale of properties[3]	**2,275.5**	424.6	435.9%	**1,928.0**	384.5	401.4%
Theme park operation	**30.8**	19.1	61.3%	**26.1**	17.3	50.9%
Total	**3,196.6**	1,201.8	166.0%	**2,708.5**	1,088.3	148.9%

Overview of Final Results (continued)

1. *The exchange rates adopted for the years ended 31 July 2021 and 2020 are 0.8473 and 0.9056, respectively*
2. *Including rental turnover of major properties of the Group, turnover from hotel and serviced apartment operation and property management income*
3. *Including property sales revenue and income from properties under finance lease*

Net loss attributable to owners of the Company narrowed to approximately HK$539.0 million, as compared to net loss attributable to owners of the Company of HK$1,006.3 million for last year. The significant decrease was primarily due to (i) the absence of a significant fair value loss on investment properties and the write-down of completed properties for sale to net realisable value during the year under review as compared to the same period last year; and (ii) fair value gain arising from the revaluation of the Group's investment properties, partially offset by the write-down of properties under development to net realisable value for the year under review.

Net loss per share was HK$1.628 (2020: HK$3.049).

Excluding the effect of property revaluations, net loss attributable to owners of the Company was approximately HK$727.5 million (2020: HK$628.7 million). Net loss per share excluding the effect of property revaluations was approximately HK$2.198 (2020: HK$1.905).

Loss attributable to owners of the Company (HK$ million)	**For the year ended 31 July** **2021**	2020
Reported	**(539.0)**	(1,006.3)
Adjustments in respect of investment properties		
Revaluation of properties	**(250.8)**	599.1
Deferred tax on investment properties	**62.7**	(149.8)
Non-controlling interests' share of revaluation movements less deferred tax	**(0.4)**	(71.7)
Loss excluding revaluation gains/losses of investment properties	**(727.5)**	(628.7)

Net assets attributable to owners of the Company as at 31 July 2021 amounted to HK$15,431.3 million (2020: HK$14,309.1 million). Net asset value per share attributable to owners of the Company increased slightly to HK$46.62 per share as at 31 July 2021 from HK$43.23 per share as at 31 July 2020.

Chairman's Statement

Final Dividend

The board of directors of the Company (the "**Board**") does not recommend the payment of a final dividend for the year ended 31 July 2021 (2020: Nil).

Business Review and Outlook

Almost two years after the outbreak of the COVID-19 pandemic, the global economy is experiencing a recovery in 2021. However, the rebound has been uneven across countries and the outlook of most major economies remains uncertain in the midst of, amongst other factors, the spread of the Delta variant, ongoing geopolitical tensions, rising global inflation as well as supply chain breakdowns and bottlenecks. Some of these events are likely to linger in the near future and continue to cast a shadow on the global economic recovery.

China's economy has sustained robust growth after bouncing back from the worst of the COVID-19 pandemic last year. Notwithstanding the weakened economic momentum in recent months due to policy tightening across a range of sectors reflecting different policy priorities, modest Delta variant-driven COVID-19 outbreaks as well as natural disasters, we believe that these are temporary and the Chinese Government will continue to forge ahead and deliver stable economic growth through a combination of more neutral fiscal policy and moderately supportive monetary policy. We remain optimistic about the long-term prospects and sustainability of the business environment in China in light of the dual circulation development model emphasising on the rebalancing of domestic and overseas demand and are fully confident about future prospects of the cities in which the Group has exposure in, especially the Greater Bay Area in southern China, and continue to regard Hong Kong, where our headquarters is situated, as one of the major beneficiary cities.

The Group's regional focus and rental-led strategy has demonstrated resilience in recent years. The rental portfolio of approximately 4.5 million square feet in Shanghai, Guangzhou, Zhongshan and Hengqin, being Tier 1 cities in China and cities within the Greater Bay Area delivered steady performance in rental income for the year under review. Top tier cities and the Greater Bay Area will remain as the primary drivers for the Group's rental growth in coming years. Upon completion of construction works of the existing projects on hand, which include the combined redevelopment of Shanghai Northgate Plaza I, Northgate Plaza II and the Hui Gong Building, the development of Guangzhou Haizhu Plaza and Phase II ("**Novotown Phase II**") of the Novotown project in Hengqin ("**Novotown**"), the Group will have a rental portfolio of approximately 6.8 million square feet.

Business Review and Outlook (continued)

Leasing of the commercial area of Phase I of Novotown ("**Novotown Phase I**") is progressing with approximately 71% of the leasable area having been leased and key tenants include two themed indoor experience centres, namely "Lionsgate Entertainment World®" and "National Geographic Ultimate Explorer Hengqin", Pokiddo Trampoline Park, Adidas Outlet, Paulaner Wirtshaus Hengqin, Oyster King, Starbucks and McDonald's. In February 2021, a new interactive attraction "Wonders of Kung Fu" was launched in the outdoor garden space of Novotown Phase I, which includes light shows providing immersive experience and interactive games with Chinese Kungfu and cuisine being the key underlying theme. This attraction in the 5,000 square meters outdoor garden offers more than 10 interactive points, aiming not only to bring new experiences to visitors in terms of advanced visual/media technologies and cultural enlightenment, but also with an objective to boost the night economy at Novotown.

Construction of Novotown Phase II is in progress. This mixed-used development project is expected to complete in phases by 2024, providing commercial and experiential entertainment facilities, office and serviced apartment spaces of 357,100 square feet, 1,584,300 square feet and 578,400 square feet, respectively. Part of the office and serviced apartment spaces have been designated as for-sale properties. Properties in Novotown Phase II occupied by Harrow Innovation Leadership Academy Hengqin ("**Harrow ILA Hengqin**") were sold to the school operator during the year under review, which enabled the Group to crystalise the value of its investment in Novotown Phase II and gradually recoup funding to improve the project's working capital position. The Group remains confident that the deepening of cooperation between Hengqin and Macau, as announced by the Guangdong and Macau governments on 17 September 2021, will encourage more people to reside in Hengqin and further enhance the tourism market, making Novotown a new contributor to the Group's results in the long run.

Construction of the Shanghai Wuli Bridge Project, the high-end luxury residential project located by the Huangpu River in Huangpu District has been completed. The project providing 28 residential units and 43 car-parking spaces was launched for sale in September 2020 and has received an enthusiastic response from the market. Sales of 24 residential units and 27 car-parking spaces have been completed during the year under review, contributing a total turnover of approximately HK$863.9 million. Contracted sales for 2 residential units and 2 car-parking spaces of this development as at 31 July 2021 amounted to approximately HK$63.0 million. Up to the date of this Annual Report, the remaining 2 residential units with 2 car-parking spaces have been sold subject to contract, contributing sales proceeds of RMB69.6 million in total, which are expected to be turned into contracted property sales in the next financial year. Construction of remaining phases of Zhongshan Palm Spring has been completed during the year under review and handover of pre-sold units is in progress. The residential units in Shanghai Wuli Bridge Project, serviced apartment units and residential units in Zhongshan Palm Spring as well as the cultural studios, cultural workshops and office of Hengqin Novotown Phase I are expected to contribute to the income of the Group in the coming financial years.

Business Review and Outlook (continued)

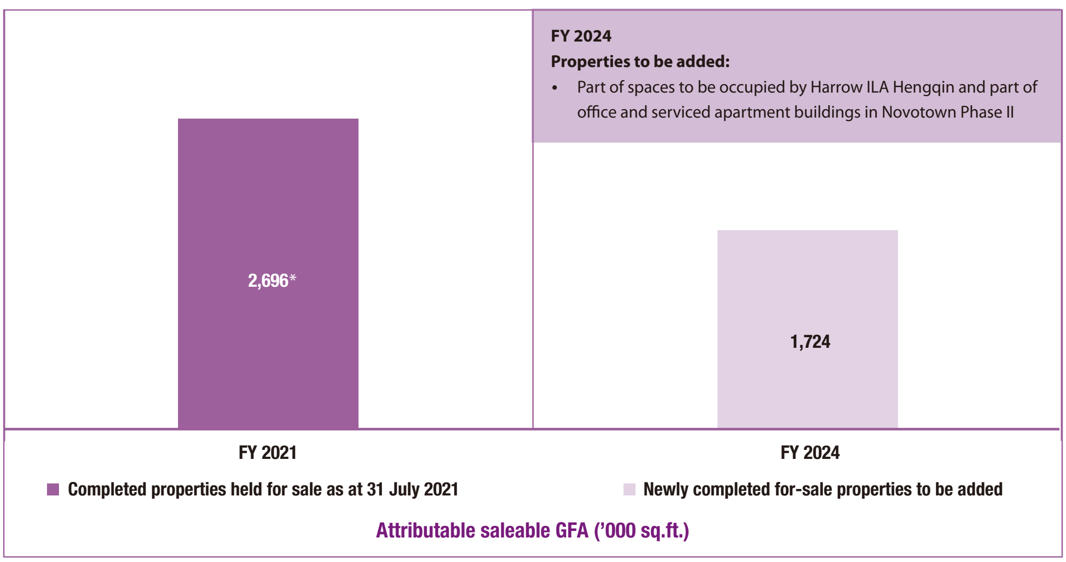
The Group will consider replenishing its landbank as and when opportunities arise, and will take into account, amongst other factors, overall macroeconomic conditions, the Group's existing presence in the relevant cities and allocation of risks etc.

Set out below is the expected growth of the rental portfolio of the Group and the pipeline of development projects of the Group as at 31 July 2021:

Rental Portfolio

* *Including cultural attraction spaces of Novotown Phase I occupied by Lionsgate Entertainment World® and National Geographic Ultimate Explorer Hengqin*

For-sale Projects



* *Excluding commercial portion of the Zhongshan Palm Spring for self-use*

Business Review and Outlook (continued)

As disclosed in the announcement made by the Company on 21 April 2021, the public float of the Company fell below 25% of the total issued shares of the Company. The Company is considering steps to restore the public float of the Company at the minimum prescribed percentage in accordance with the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("**Listing Rules**" and "**Stock Exchange**", respectively). Further announcement(s) will be made by the Company regarding the restoration of public float as and when appropriate.

As at 31 July 2021, the Group has approximately HK$4,699.0 million of cash on hand (2020: HK$2,524.6 million) and undrawn facilities of HK$3,026.3 million (2020: HK$3,034.2 million) with a net debt to equity ratio of 45% as at 31 July 2021 (2020: 55%). On 12 March 2021, the Group managed to sign a HK$3,280 million 5-year offshore secured term/revolving loan facility and a HK$692 million equivalent 5-year onshore secured term loan facility ("**Facilities**") with 12 leading financial institution groups. The proceeds of the Facilities will be used for financing investments in property related projects, refinancing the existing offshore loans due 2021, refinancing the existing onshore loans due 2021 secured by certain investment properties of the Group situated in China and general corporate purposes of the Group. The Group will continue its prudent and flexible approach in growing the landbank and managing its financial position.

Appreciation

Looking back on this financial year, I would like to thank my Board colleagues, the senior management team, our partners and everyone who worked with us during the year for their loyalty, support and outstanding teamwork.

I would like to thank Mr. Lucas Ignatius Loh Jen Yuh and Mr. Puah Tze Shyang who left the Board during the year for their valuable contributions to the Company during their tenure for which I am most grateful.

I firmly believe that through the concerted efforts of our staff and with the support of all our stakeholders, we will continue to grow the Group going forward in a prudent and sustainable manner.

Chew Fook Aun
Chairman
Hong Kong

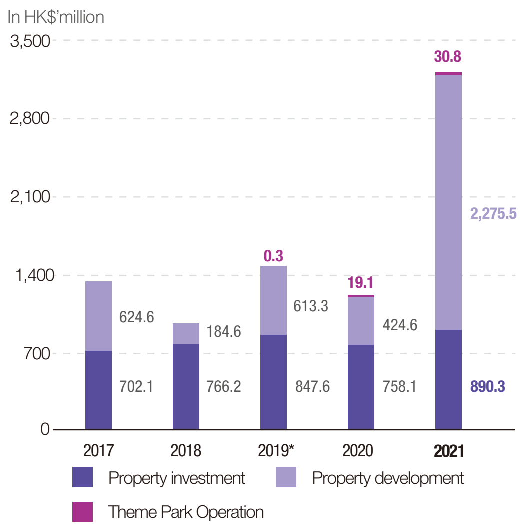
19 October 2021

Financial Highlights

		Year ended 31 July 2021	Year ended 31 July 2020
Turnover	(HK$M)	**3,196.6**	1,201.8
Gross profit	(HK$M)	**719.1**	597.3
Gross profit margin	(%)	**22.5%**	49.7%
Operating profit/(loss)	(HK$M)	**165.8**	(918.6)
Operating profit/(loss) margin	(%)	**5.2%**	-76.4%
Loss attributable to owners of the Company	(HK$M)		
— as reported		**(539.0)**	(1,006.3)
— adjusted *(Note 1)*		**(727.5)**	(628.7)
Net loss margin	(%)		
— as reported		**-16.9%**	-83.7%
— adjusted		**-22.8%**	-52.3%
Loss per share	(HK$)		
— as reported		**(1.628)**	(3.049)
— adjusted		**(2.198)**	(1.905)
Net assets attributable to owners of the Company	(HK$M)	**15,431.3**	14,309.1
Net borrowings	(HK$M)	**6,889.3**	7,815.0
Net asset value per share	(HK$)	**46.62**	43.23
Share price as at 31 July	(HK$)	**6.31**	8.93
Price earnings ratio	(times)		
— as reported		**N/A**	N/A
— adjusted		**N/A**	N/A
Market capitalisation as at 31 July	(HK$M)	**2,088.8**	2,956.1
Return on shareholders' equity	(%)		
— as reported		**-3.5%**	-7.1%
— adjusted		**-4.7%**	-4.4%
Dividend per share	(HK$)	**Nil**	Nil
Dividend yield	(%)	**Nil**	Nil
Gearing — net debt to equity	(%)	**44.6%**	54.6%
Current ratio	(times)	**2.5**	1.3
Discount to net asset value	(%)	**86.5%**	79.3%

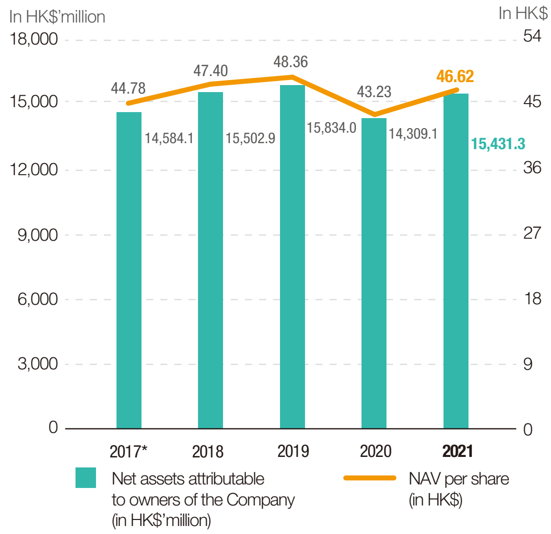
Note 1: Excluding the effect of property revaluations

Turnover by Segment



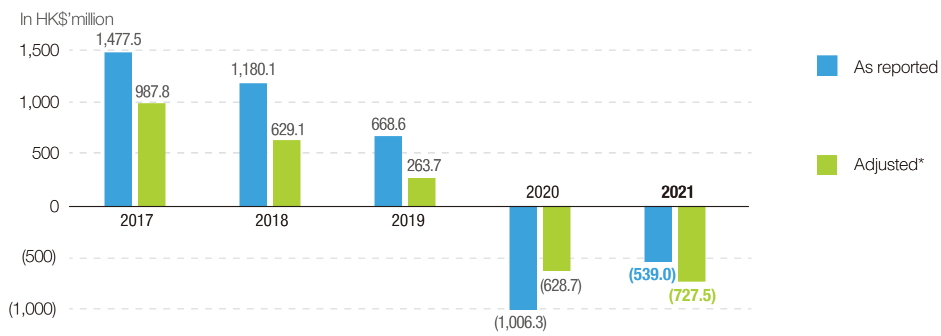
* The treatment of property management income has been re-classified from "Other income and gains" on the face of the consolidated income statement into income from building management operation under turnover since the year ended 31 July 2019. Comparative information for the previous financial years have not been restated to reflect this change.

Net Assets and Net Asset Value ("NAV") per share



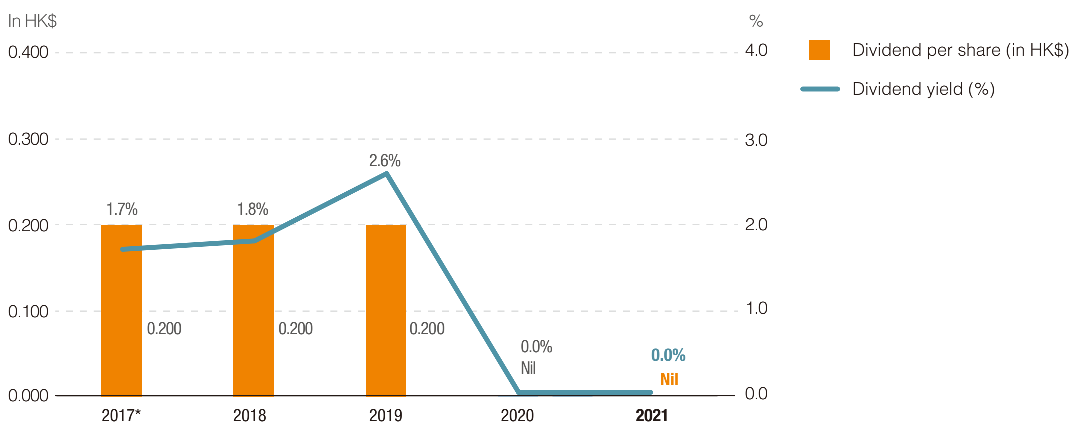
* Adjustments have been made to the number of issued shares of the Company due to the share consolidation of the Company being effective on 15 August 2017.

Profit/(loss) attributable to owners of the Company



* Excluding the effect of property revaluations.

Dividend & Dividend Yield



* Adjustments have been made to the dividend per share of the Company due to the share consolidation of the Company being effective on 15 August 2017.

Management Discussion and Analysis

Overview

The Group is principally engaged in property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities in China. Despite the challenging operating environment, the Group's regional focus and rental-led strategy has demonstrated resilience in recent years. The rental portfolio of the Group in Shanghai, Guangzhou, Zhongshan and Hengqin, being Tier 1 cities in China and cities within the Greater Bay Area, delivered steady recurrent rental income during the year under review.

Property Portfolio Composition

Approximate attributable GFA (in '000 square feet) and number of car-parking spaces as at 31 July 2021:

	Commercial/ Retail	Office	Hotel and Serviced Apartment	Residential	Total (excluding car-parking spaces & ancillary facilities)	No. of Car-parking Spaces
Completed Properties Held for Rental[1]	2,437[2]	1,067	—	—	3,504[2]	2,274
Completed Hotel Properties and Serviced Apartments	—	—	978	—	978	—
Properties under Development[3]	721	2,696	578	—	3,995	2,232
Completed Properties Held for Sale	164[4]	421	297	1,847	2,729	3,514
Total GFA of major properties of the Group	**3,322**	**4,184**	**1,853**	**1,847**	**11,206**	**8,020**

1. *Completed and rental generating properties*
2. *Including cultural attraction spaces in Novotown Phase I that have been occupied by Lionsgate Entertainment World® and National Geographic Ultimate Explorer Hengqin with approximately 194,325 square feet and 40,309 square feet attributable to the Group, respectively*
3. *All properties under construction*
4. *Including 33,001 square feet of commercial space in Zhongshan Palm Spring which is currently for self-use*

Shanghai Hong Kong Plaza

Property Investment

Revenue from Rental Operation

For the year ended 31 July 2021, the Group's rental operations recorded a turnover of HK$890.3 million (2020: HK$758.1 million). The average Renminbi exchange rate for the year under review appreciated by approximately 6.9% over last year. Excluding the effect of currency translation, the Renminbi denominated revenue from the lease of properties increased by 9.9% to RMB754.4 million.

Breakdown of rental turnover by major rental properties of the Group is as follows:

	For the year ended 31 July			For the year ended 31 July			
	2021# (HK$ million)	2020# (HK$ million)	% Change	**2021 (RMB million)**	2020 (RMB million)	% Change	Year end occupancy (%)
Shanghai							
Shanghai Hong Kong Plaza	**398.7**	377.6	+5.6%	**337.8**	341.9	-1.2%	Retail: 90.3% Office: 83.8% Serviced Apartments: 90.2%
Shanghai May Flower Plaza	**67.0**	63.4	+5.7%	**56.8**	57.4	-1.0%	Retail: 99.5% Hotel: 80.6%
Shanghai Regents Park	**24.8**	22.0	+12.7%	**21.0**	19.9	+5.5%	100.0%
Guangzhou							
Guangzhou May Flower Plaza	**122.3**	114.8	+6.5%	**103.6**	104.0	-0.4%	97.9%
Guangzhou West Point	**26.5**	23.9	+10.9%	**22.5**	21.6	+4.2%	90.1%
Guangzhou Lai Fung Tower	**136.0**	123.2	+10.4%	**115.2**	111.6	+3.2%	Retail: 100.0% Office: 96.5%*
Zhongshan							
Zhongshan Palm Spring	**6.8**	5.6	+21.4%	**5.8**	5.1	+13.7%	Retail: 80.0%*
Hengqin							
Hengqin Novotown Phase I	**86.1**	12.1	+611.6%	**73.0**	11.0	+563.6%	Retail: 71.0%** Hotel: 40.6%
Others	**22.1**	15.5	+42.6%	**18.7**	14.0	+33.6%	N/A
Total	**890.3**	758.1	+17.4%	**754.4**	686.5	+9.9%	

\# *The exchange rates adopted for the years ended 31 July 2021 and 2020 are 0.8473 and 0.9056, respectively*

* *Excluding self-use area*

** *Including the cultural attraction spaces occupied by Lionsgate Entertainment World® and National Geographic Ultimate Explorer Hengqin*

Management Discussion and Analysis

PROPERTY INVESTMENT (CONTINUED)

Revenue from Rental Operation (continued)

Breakdown of turnover by usage of our major rental properties is as follows:

	For the year ended 31 July 2021			For the year ended 31 July 2020		
	Group Interest	Turnover (HK$ million)	Attributable GFA (square feet)	Group Interest	Turnover (HK$ million)	Attributable GFA (square feet)
Shanghai						
Shanghai Hong Kong Plaza	100%			100%		
Retail		187.8	468,434		179.2	468,434
Office		99.0	362,096		108.8	362,096
Serviced Apartments (room revenue and F&B)		104.5	358,009		84.1	356,638
Car-parking Spaces		7.4	N/A		5.5	N/A
		398.7	1,188,539		377.6	1,187,168
Shanghai May Flower Plaza	100%			100%		
Retail		38.2	320,314		35.4	320,314
Hotel (room revenue and F&B)		24.3	143,846		24.3	143,846
Car-parking Spaces		4.5	N/A		3.7	N/A
		67.0	464,160		63.4	464,160
Shanghai Regents Park	95%			95%		
Retail		22.1	77,959		19.8	77,959
Car-parking Spaces		2.7	N/A		2.2	N/A
		24.8	77,959		22.0	77,959
Guangzhou						
Guangzhou May Flower Plaza	100%			100%		
Retail		104.4	357,424		99.1	357,424
Office		14.9	79,431		13.0	79,431
Car-parking Spaces		3.0	N/A		2.7	N/A
		122.3	436,855		114.8	436,855
Guangzhou West Point	100%			100%		
Retail		26.5	171,968		23.9	171,968
Guangzhou Lai Fung Tower	100%			100%		
Retail		16.8	112,292		12.3	112,292
Office		112.7	625,821		105.0	625,821
Car-parking Spaces		6.5	N/A		5.9	N/A
		136.0	738,113		123.2	738,113

Property Investment (continued)

Revenue from Rental Operation (continued)

Breakdown of turnover by usage of our major rental properties is as follows (continued):

	For the year ended 31 July 2021			For the year ended 31 July 2020		
	Group Interest	Turnover (HK$ million)	Attributable GFA (square feet)	Group Interest	Turnover (HK$ million)	Attributable GFA (square feet)
Zhongshan						
Zhongshan Palm Spring	**100%**			100%		
Retail*		**6.8**	**148,106**		5.6	147,408
Hengqin						
Novotown Phase I	**80%**			80%		
Retail**		**6.9**	**545,658**		3.9	545,658
Hotel (room revenue and F&B)		**79.2**	**475,810**		8.2	475,810
		86.1	**1,021,468**		12.1	1,021,468
Others		**22.1**	**N/A**		15.5	N/A
Total		**890.3**	**4,247,168**		758.1	4,245,099

* *Excluding self-use area*

** *Excluding the cultural attraction spaces occupied by Lionsgate Entertainment World® and National Geographic Ultimate Explorer Hengqin*

Zhongshan Palm Spring Rainbow Mall

Hengqin Novotown Phase I

Management Discussion and Analysis

Property Investment (continued)

Review of Major Rental Properties

Shanghai Hong Kong Plaza

Being the Group's wholly-owned flagship investment property project in Shanghai, Shanghai Hong Kong Plaza is strategically located in the prime district of the city, directly above the Huangpi South Road Metro Station at Huaihaizhong Road in Huangpu District, which is highly accessible by car and well connected to public transportation networks, as well as walking distance from Shanghai Xintiandi.

Connected by an indoor footbridge, the property comprises a 32-storey office building, a 32-storey serviced apartment (managed by the Ascott Group), a shopping mall and carpark. The property's total GFA is approximately 1,188,500 square feet excluding 350 car-parking spaces, comprising approximately 362,100 square feet for office, approximately 358,000 square feet for serviced apartment, and approximately 468,400 square feet for shopping mall. Anchor tenants, as of the date of this Annual Report, include The Apple Store, Tiffany, Genesis Motor, Tasaki etc.

The Group owns 100% of this property.

Shanghai May Flower Plaza

Shanghai May Flower Plaza is a mixed-use project located at the junction of Da Tong Road and Zhi Jiang Xi Road in Su Jia Xiang in the Jing'an District in Shanghai. This project is situated near the Zhongshan Road North Metro Station.

The Group owns 100% in the retail podium which has a total GFA of approximately 320,300 square feet including the basement commercial area. The asset is positioned as a community retail facility.

Shanghai Regents Park

Shanghai Regents Park is a large-scale residential/commercial composite development located in the Zhongshan Park Commercial Area at the Changning District, Shanghai. It is situated within walking distance of the Zhongshan Park Metro Station. The Group retains a 95% interest in the commercial portion which has a total GFA of approximately 82,000 square feet (GFA attributable to the Group is approximately 77,900 square feet).

Shanghai Hong Kong Plaza


Shanghai May Flower Plaza

Property Investment (continued)

Review of Major Rental Properties (continued)

Guangzhou May Flower Plaza

Guangzhou May Flower Plaza is a prime property situated at Zhongshanwu Road, Yuexiu District directly above the Gongyuanqian Metro Station in Guangzhou, the interchange station of Guangzhou Subway Lines No. 1 and 2. This 13-storey complex has a total GFA of approximately 436,900 square feet excluding 136 car-parking spaces.

The building comprises of retail spaces, restaurants, office units and car-parking spaces. The property is almost fully leased to tenants comprising well-known corporations, consumer brands and restaurants.

The Group owns 100% of this property.

Guangzhou West Point

Guangzhou West Point is located on Zhongshan Qi Road and is within walking distance from the Ximenkou Subway Station. This is a mixed-use property where the Group has sold all the residential and office units and retained a commercial podium with GFA of approximately 172,000 square feet. Tenants of the retail podium include renowned restaurants and local retail brands.

The Group owns 100% of this property.

Guangzhou Lai Fung Tower

Guangzhou Lai Fung Tower is the office block of Phase V of Guangzhou Eastern Place, which is a multi-phase project located on Dongfeng East Road, Yuexiu District, Guangzhou. This 38-storey office building was completed in June 2016. This property has a total GFA of approximately 738,100 square feet excluding car-parking spaces.

The Group owns 100% of this property.

Guangzhou May Flower Plaza

Guangzhou West Point

Guangzhou Lai Fung Tower

Management Discussion and Analysis

Property Investment (continued)

Review of Major Rental Properties (continued)

Zhongshan Palm Spring Rainbow Mall

Zhongshan Palm Spring Rainbow Mall is the commercial portion of Zhongshan Palm Spring, the multi-phases project located in Caihong Planning Area, Western District of Zhongshan. It is positioned as a community retail facility with a total GFA of approximately 181,100 square feet. The anchor tenant is Zhongshan May Flower Cinema, managed and operated by eSun Holdings Limited, a fellow subsidiary of the Company.

The Group owns 100% of this property.

Hengqin Novotown Phase I

Novotown Phase I is an integrated tourism and entertainment project located in the heart of Hengqin, being one of the core cities in Guangdong province within the Greater Bay Area of China, with close proximity to Macau and Hong Kong. Novotown Phase I comprises a 493-room Hyatt Regency hotel, offices, cultural workshops, cultural studios, shopping and leisure facilities with a total GFA of approximately 2.7 million square feet, as well as 1,844 car-parking spaces and ancillary facilities.

Lionsgate Entertainment World® featuring attractions, retail, and dining experiences themed around Lionsgate's most captivating global film franchises, including The Hunger Games, The Twilight Saga, The Divergent Series, Now You See Me, Gods of Egypt and Escape Plan commenced operation on 31 July 2019. The family edutainment center, National Geographic Ultimate Explorer Hengqin, containing 18 individual attractions including rides, F&B facilities, retail premises, virtual reality and/or 4D interactive experiences, and other types of entertainment and educational attractions officially commenced operations on 9 September 2019. In February 2021, a new interactive attraction "Wonders of Kung Fu" was launched in the outdoor garden space of Novotown Phase I, which includes light shows providing immersive experience and interactive games with Chinese Kungfu and cuisine being the key underlying theme. This attraction in the 5,000 square meters outdoor garden offers more than 10 interactive points, aiming not only to bring new experiences to visitors in terms of advanced visual/media technologies and cultural enlightenment, but also with an objective to boost night economy at Novotown. Leasing of the commercial area of Novotown Phase I is underway with approximately 71% of the leasable area let. Except for the two themed indoor experience centres, key tenants include Pokiddo Trampoline Park, Adidas Outlet, Paulaner Wirtshaus Hengqin, Oyster King, Starbucks and McDonald's.

The Group owns 80% of Novotown Phase I. The remaining 20% is owned by Lai Sun Development Company Limited ("**LSD**"), the intermediate holding company of the Company.

Lionsgate Entertainment World®

National Geographic Ultimate Explorer Hengqin

Property Investment (continued)

Hotel and Serviced Apartment

Ascott Huaihai Road Shanghai

Ascott Huaihai Road in Shanghai Hong Kong Plaza is managed by the Ascott Group and it is one of a premier collection of the Ascott Limited's serviced residences in over 70 cities in Asia Pacific, Europe and the Gulf region. The residence with a total GFA of approximately 359,700 square feet and approximately 358,000 square feet attributable to the Group has 310 contemporary apartments of various sizes: studios (640-750 sq.ft.), one-bedroom apartments (915-1,180 sq.ft.), two-bedroom apartments (1,720 sq.ft.), three-bedroom apartments (2,370 sq.ft.) and two luxurious penthouses on the highest two floors (4,520 sq.ft.). An average occupancy rate of 87.7% was achieved during the year under review and the average room tariff was approximately HK$1,026.

Ascott Huaihai Road Shanghai

STARR Hotel Shanghai

STARR Hotel Shanghai

STARR Hotel Shanghai is a 17-storey hotel located in the Mayflower Lifestyle complex in Jing'an District, within walking distance to Lines 1, 3 and 4 of the Shanghai Metro Station with easy access to major motorways. There are 239 fully furnished and equipped hotel units with stylish separate living room, bedroom, fully-equipped kitchenette and luxurious bathroom amenities for short or extended stays to meet the needs of the business travelers from around the world and the total GFA is approximately 143,800 square feet. The GFA attributable to the Group is approximately 143,800 square feet. An average occupancy rate of 64.9% was achieved during the year under review and the average room tariff was approximately HK$430.

Hyatt Regency Hengqin

Hyatt Regency Hengqin soft opened on 31 December 2019 is located in Novotown Phase I in Hengqin, Zhuhai, the heart of the Greater Bay Area and is within easy reach of the bridge linking Zhuhai with Hong Kong and Macau. Hyatt Regency Hengqin with a total GFA of approximately 594,800 square feet and approximately 475,800 square feet attributable to the Group has 493 guest rooms including 55 suites ranging in size from 430 sq.ft. to 2,580 sq.ft., a wide range of dining options, as well as banqueting and conference facilities of over 40,000 square feet. An average occupancy rate of 34.4% was achieved during the year under review and the average room tariff was approximately HK$658.

Hyatt Regency Hengqin

Management Discussion and Analysis

Property Development

Recognised Sales

For the year ended 31 July 2021, the Group's property development operations recorded a turnover of HK$2,275.5 million (2020: HK$424.6 million) from sale of properties, representing a 435.9% increase in sales revenue over last year. Total recognised sales was primarily driven by the sales performance of residential units and car-parking spaces of Shanghai Wuli Bridge Project and residential units of Zhongshan Palm Spring, as well as the sale of properties in Novotown Phase II being occupied by Harrow ILA Hengqin.

Breakdown of turnover for the year ended 31 July 2021 from property sales is as follows:

Recognised Basis	No. of Units	Approximate GFA (square feet)	Average Selling Price# (HK$/square foot)	Turnover## (HK$ million*)	(RMB million)
Shanghai Wuli Bridge Project					
Residential Units	24	60,148	15,331	846.0	716.8
Zhongshan Palm Spring					
Residential High-rise Units	352	423,309	1,698	663.7	562.3
Residential House Units	26	55,808	3,248	172.6	146.3
Hengqin Novotown Phase I					
Cultural Studios	4	16,965	4,983	80.5	68.2
Cultural Workshop Units	6	5,154	3,531	16.7	14.1
Hengqin Novotown Phase II					
Harrow ILA Hengqin Building**	N/A	414,417	1,251	464.1	393.3
Subtotal	**412**	**975,801**	**2,504**	**2,243.6**	**1,901.0**
Shanghai Wuli Bridge Project					
Car-parking Spaces	27			17.9	15.1
Shanghai Regents Park					
Car-parking Spaces	14			9.4	8.0
Guangzhou Eastern Place					
Car-parking Spaces	2			2.1	1.8
Guangzhou King's Park					
Car-parking Spaces	2			1.2	1.0
Guangzhou West Point					
Car-parking Spaces	2			1.1	0.9
Zhongshan Palm Spring					
Car-parking Space	1			0.2	0.2
Subtotal	**48**			**31.9**	**27.0**
Total				**2,275.5**	**1,928.0**

\# *Value-added tax inclusive*

\## *Value-added tax exclusive*

* *The exchange rate adopted for the year ended 31 July 2021 is 0.8473*

** *Classified as income from properties under finance lease*

Property Development (continued)

Contracted Sales

As at 31 July 2021, the Group's property development operations has contracted but not yet recognised sales of HK$1,670.7 million, primarily driven by the sale performance of residential units in Zhongshan Palm Spring and Shanghai Wuli Bridge Project, cultural studios and cultural workshop unit in Hengqin Novotown Phase I, as well as the sale of properties in Novotown Phase II being occupied by Harrow ILA Hengqin. Excluding the effect of currency translation, the Renminbi denominated contracted but not yet recognised sales of residential units, serviced apartment units, cultural studios, cultural workshop unit and car-parking spaces as at 31 July 2021 amounted to RMB1,415.7 million (2020: RMB504.9 million).

Breakdown of contracted but not yet recognised sales as at 31 July 2021 is as follows:

Contracted Basis	No. of Units	Approximate GFA (square feet)	Average Selling Price# (HK$/square foot)	Turnover# (HK$ million##)	Turnover# (RMB million)
Zhongshan Palm Spring					
Residential High-rise Units	572	678,116	1,838	1,246.6	1,056.3
Residential House Units	13	27,144	3,540	96.1	81.4
Serviced Apartment Units*	3	3,082	1,460	4.5	3.8
Shanghai Wuli Bridge Project					
Residential Units	2	5,248	11,738	61.6	52.2
Hengqin Novotown Phase I					
Cultural Studios	3	13,881	5,137	71.3	60.4
Cultural Workshop Unit	1	962	3,950	3.8	3.2
Hengqin Novotown Phase II					
Harrow ILA Hengqin Building**	N/A	149,078	1,205	179.7	152.3
Subtotal	**594**	**877,511**	**1,896**	**1,663.6**	**1,409.6**
Shanghai Wuli Bridge Project					
Car-parking Spaces	2			1.4	1.2
Shanghai Regents Park					
Car-parking Spaces	3			2.1	1.8
Guangzhou Eastern Place					
Car-parking Spaces	2			2.1	1.8
Guangzhou King's Park					
Car-parking Spaces	2			1.5	1.3
Subtotal	**9**			**7.1**	**6.1**
Total				**1,670.7**	**1,415.7**

\# *Value-added tax inclusive*

\## *The exchange rate adopted for the year ended 31 July 2021 is 0.8473*

* *Will be recorded as disposal of assets classified as held for sale and the sales proceeds net of cost will be included in other operating income in the consolidated income statement of the Group when the sale is completed*

** *Will be recognised as income from finance lease under turnover*

Management Discussion and Analysis

Property Development (continued)

Review of Major Properties Completed for Sale and under Development

Shanghai Northgate Plaza Redevelopment Project

Shanghai Northgate Plaza Redevelopment Project

Shanghai Northgate Plaza I is located on Tian Mu Road West in the Jing'an District of Shanghai near the Shanghai Railway Terminal and comprises office units, a retail podium and car-parking spaces. Shanghai Northgate Plaza II is a vacant site adjacent to Northgate Plaza I. In September 2016, the Group completed the acquisition of the 6th to 11th floors of Hui Gong Building which is physically connected to Northgate Plaza I, together with the right to use 20 car-parking spaces in the basement. Redevelopment of Shanghai Northgate Plaza I, Northgate Plaza II and the Hui Gong Building together under a comprehensive redevelopment plan which includes an office tower, a shopping mall and an underground car-parking structure is in progress and is expected to add a total GFA of approximately 727,200 square feet excluding car-parking spaces to the rental portfolio of the Group. Construction work is on track and this project is expected to complete in the second quarter of 2022.

Shanghai Wuli Bridge Project

Shanghai Wuli Bridge Project is a high-end luxury residential project located by Huangpu River in Huangpu District in Shanghai with a site area of approximately 74,100 square feet. Construction work has been completed in August 2019. This project providing 28 residential units with an attributable GFA of approximately 77,900 square feet and 43 car-parking spaces was launched for sale in September 2020 and has received an enthusiastic response from the market. During the year under review, sales of 24 residential units with a total GFA of 60,148 square feet were recognised at an average selling price of HK$15,331 per square foot, which contributed a total of HK$846.0 million to the Group's turnover and the sale of 27 car-parking spaces contributed HK$17.9 million to the Group's turnover. As at 31 July 2021, contracted but not yet recognised sales for 2 residential units and 2 car-parking spaces amounted to HK$63.0 million. As at 31 July 2021, 4 residential units and 16 car-parking spaces of this development remained unsold with a total carrying amount of approximately HK$150.8 million.

Shanghai May Flower Plaza

Shanghai May Flower Plaza is a completed mixed-use project located at the junction of Da Tong Road and Zhi Jiang Xi Road in Su Jia Xiang in the Jing'an District in Shanghai and situated near the Zhongshan Road North Metro Station. As of 31 July 2021, 458 car-parking spaces of this development remained unsold with a carrying amount of approximately HK$108.0 million.

Shanghai Regents Park

Shanghai Regents Park is a large-scale residential/commercial composite development located in the Zhongshan Park Commercial Area at the Changning District, Shanghai. It is situated within walking distance of the Zhongshan Park Metro Station. As at 31 July 2021, a total of 230 car-parking spaces of this development remained unsold with a carrying amount of approximately HK$58.8 million.

Property Development (continued)

Review of Major Properties Completed for Sale and under Development (continued)

Guangzhou King's Park

This is a high-end residential development located on Donghua Dong Road in Yuexiu District. The attributable GFA is approximately 98,300 square feet excluding 57 car-parking spaces and ancillary facilities. During the year under review, the sales of 2 car-parking spaces contributed HK$1.2 million to the turnover. As at 31 July 2021, the contracted but not yet recognised sales of the 2 car-parking spaces amounted to approximately HK$1.5 million and the 7 unsold car-parking spaces have a total carrying amount of approximately HK$4.9 million.

Guangzhou Haizhu Plaza

Guangzhou Haizhu Plaza is located on Chang Di Main Road in Yuexiu District, Guangzhou along the Pearl River. The Group owns the entire project. The proposed development has a total project GFA of approximately 580,800 square feet and is intended to be developed for rental purposes. The construction commenced in the first half of 2019 and the completion is expected to be in the first half of 2023.

Zhongshan Palm Spring

The project is located in Caihong Planning Area, Western District of Zhongshan. The overall development has a total planned GFA of approximately 6.075 million square feet. The project comprises of high-rise residential towers, townhouses and commercial blocks totaling 4.466 million square feet. Construction of Phases III and IV of Zhongshan Palm Spring has been completed and handover of pre-sold units is in progress.

During the year under review, 423,309 square feet of high-rise residential units and 55,808 square feet of house units were recognised at average selling prices of HK$1,698 and HK$3,248 per square foot, respectively, which contributed a total of HK$836.3 million to the sales turnover. As at 31 July 2021, contracted but not yet recognised sales for high-rise residential units and house units amounted to HK$1,246.6 million and HK$96.1 million, at average selling prices of HK$1,838 and HK$3,540 per square foot, respectively.

Guangzhou Haizhu Plaza

Zhongshan Palm Spring Phase IV

Management Discussion and Analysis

Property Development (continued)

Review of Major Properties Completed for Sale and under Development (continued)

Zhongshan Palm Spring (continued)

STARR Resort Residence Zhongshan comprising two 16-storey blocks in the Palm Lifestyle complex was closed in 2019. The serviced apartment units were launched for sale in May 2019 and have been re-classified from "Property, plant and equipment" to "Assets classified as held for sale" in the consolidated statement of financial position of the Group. During the year under review, 7 serviced apartment units have been sold for a total sales proceed of approximately HK$9.8 million. The sale of these serviced apartment units is recorded as disposal of assets classified as held for sale and the sales proceeds net of cost are included in other operating income in the consolidated income statement of the Group. As at 31 July 2021, contracted but not yet recognised sales for serviced apartment units amounted to HK$4.5 million, at an average selling prices of HK$1,460 per square foot.

As at 31 July 2021, completed units held for sale in this development, including residential units, serviced apartment units and commercial units, amounted to approximately 1,831,894 square feet with a total carrying amount of approximately HK$1,346.8 million. The carrying amount of the 2,682 unsold car-parking spaces of this development as at 31 July 2021 was approximately HK$252.2 million.

Hengqin Novotown

Phase I

Sales of the cultural studios and cultural workshop units of Hengqin Novotown Phase I are in progress. During the year under review, sales of 16,965 square feet of cultural studios and 5,154 square feet of cultural workshop units were recognised at an average selling price of HK$4,983 and HK$3,531 per square foot, respectively, which contributed a total of HK$97.2 million to the Group's turnover. As at 31 July 2021, contracted but not yet recognised sales for cultural studios and cultural workshop units amounted to HK$71.3 million and HK$3.8 million, at an average selling price of HK$5,137 per square foot and HK$3,950 per square foot, respectively. As at 31 July 2021, completed properties held for sale in Novotown Phase I, including cultural studios, cultural workshops units and office units, amounted to approximately 1,067,000 square feet with a total carrying amount of approximately HK$2,538.1 million.

Hengqin Novotown Phase I Cultural Studios

The Group owns 80% of Novotown Phase I. The remaining 20% is owned by LSD, the intermediate holding company of the Company.

Property Development (continued)

Review of Major Properties Completed for Sale and under Development (continued)

Hengqin Novotown (continued)

Phase II

Novotown Phase II is situated adjacent to Novotown Phase I with a total site area of approximately 143,800 square meters and a maximum plot ratio of 2 times. The Group succeeded in bidding for the land use rights of the land offered for sale by The Land and Resources Bureau of Zhuhai through the listing-for-sale process in December 2018.

Construction works are on track and the completion is expected to be in phases by 2024. This mixed-used development project is expected to provide commercial and experiential entertainment facilities, office space and serviced apartment space of 357,100 square feet, 1,584,300 square feet and 578,400 square feet, respectively. The Group entered into a licence agreement with Real Madrid Club de Fútbol in June 2017 in relation to the development and operation of the location based entertainment centre, namely Real Madrid World in Novotown. Real Madrid World is currently under construction and is expected to contain over 20 attractions upon completion and will be made up of several signature experiences including an array of interactive training games, a walkthrough of Real Madrid history, plus dining and retail outlets. The Group is in the process of identifying and planning for a motor-themed experience centre, as well as other facilities in Novotown Phase II.

Properties in Novotown Phase II occupied by Harrow ILA Hengqin has been sold to the school operator during the year under review, which enabled the Group to crystalise the value in its investment in Novotown Phase II and recycle the capital to improve its working capital position. Harrow ILA Hengqin opened in February 2021.

The Group remains confident that the deepening of cooperation between Hengqin and Macau, as announced by the Guangdong and Macau governments on 17 September 2021, will encourage more population to reside in Hengqin and further enhance the tourism market, making Novotown a new contributor to the Group's results in the long run.


Real Madrid World


Harrow ILA Hengqin

Management Discussion and Analysis

Capital Structure, Liquidity and Debt Maturity Profile

As at 31 July 2021, cash and bank balances held by the Group amounted to HK$4,699.0 million and undrawn facilities of the Group was HK$3,026.3 million.

As at 31 July 2021, the Group had total borrowings amounting to HK$11,588.3 million (2020: HK$10,339.5 million), representing an increase of HK$1,248.8 million from 31 July 2020. The consolidated net assets attributable to the owners of the Company amounted to HK$15,431.3 million (2020: HK$14,309.1 million). The gearing ratio, being net debt (total borrowings less cash and bank balances) to net assets attributable to the owners of the Company was approximately 45% (2020: 55%). The maturity profile of the Group's borrowings of HK$11,588.3 million is well spread with HK$470.4 million repayable within one year, HK$4,284.6 million repayable in the second year, HK$5,397.9 million repayable in the third to fifth years and HK$1,435.4 million repayable beyond the fifth year.

Approximately 23% and 72% of the Group's borrowings were on a fixed rate basis and floating rate basis, respectively, and the remaining 5% of the Group's borrowings were interest-free. Apart from the guaranteed notes, the Group's other borrowings of HK$8,876.3 million were 50% denominated in Renminbi ("**RMB**"), 46% in Hong Kong dollars ("**HKD**") and 4% in United States dollars ("**USD**").

The Group's guaranteed notes of HK$2,712.0 million were denominated in USD. The Group has entered into cross currency swap agreements with financial institutions and the guaranteed notes have been effectively converted into HKD denominated debts.

The Group's cash and bank balances of HK$4,699.0 million were 96% denominated in RMB, 3% in HKD and 1% in USD. The Group's presentation currency is denominated in HKD. The Group's monetary assets, liabilities and transactions are principally denominated in RMB, USD and HKD. The Group, with HKD as its presentation currency, is exposed to foreign currency risk arising from the exposure of HKD against USD and RMB, respectively. Considering that the USD guaranteed notes have been effectively converted into HKD denominated debts, the Group believes that the corresponding exposure to USD exchange rate fluctuation is nominal. However, the Group has a net exchange exposure to RMB as the Group's assets are principally located in China and the revenues are predominantly in RMB. Apart from the aforesaid cross currency swap, the Group does not have any derivative financial instruments or hedging instruments outstanding.

Certain assets of the Group have been pledged to secure borrowings and bank facilities of the Group, including investment properties with a total carrying amount of approximately HK$14,850.2 million, properties under development with a total carrying amount of approximately HK$749.7 million, serviced apartments and related leasehold improvements with a total carrying amount of approximately HK$424.0 million, completed properties for sale with a total carrying amount of approximately HK$705.0 million, construction in progress with a total carrying amount of approximately HK$289.8 million and time deposits and bank balances of approximately HK$77.1 million.

Taking into account the amount of cash being held as at the end of the reporting period, the available banking facilities and the recurring cash flows from the Group's operating activities, the Group believes that it would have sufficient liquidity to finance its existing property development and investment projects.

Contingent Liabilities

Details of contingent liabilities of the Group as at the end of the reporting period are set out in note 35 to the financial statements.

Employees and Remuneration Policies

As at 31 July 2021, the Group employed a total of around 2,000 employees. The Group recognises the importance of maintaining a stable staff force in its continued success. Under the Group's existing policies, employee pay rates are maintained at competitive levels whilst promotion and salary increments are assessed on a performance-related basis. Discretionary bonuses are granted to employees based on their merit and in accordance with industry practice. Other benefits including share option scheme, mandatory provident fund scheme, free hospitalisation insurance plan, subsidised medical care and sponsorship for external education and training programmes are offered to eligible employees.

Financial Summary

A summary of the results and of the assets, liabilities and non-controlling interests of the Group for the last five financial years, as extracted from the published audited financial statements of the Group, is set out below:

Results

	Year ended 31 July				
	2021	2020	2019	2018	2017
	HK$'000	HK$'000	HK$'000	HK$'000	HK$'000
Turnover	**3,196,582**	1,201,779	1,461,249	950,822	1,326,682
Profit/(loss) before tax and tax indemnity	**(236,151)**	(1,182,346)	1,170,537	1,556,005	1,652,804
Tax	**(439,414)**	(42,212)	(430,482)	(357,229)	(556,156)
Tax indemnity	**—**	—	—	92,695	493,936
Profit/(loss) for the year	**(675,565)**	(1,224,558)	740,055	1,291,471	1,590,584
Attributable to:					
Owners of the Company	**(538,967)**	(1,006,263)	668,556	1,180,117	1,477,452
Non-controlling interests	**(136,598)**	(218,295)	71,499	111,354	113,132
	(675,565)	(1,224,558)	740,055	1,291,471	1,590,584

Assets, Liabilities and Non-Controlling Interests

	As at 31 July				
	2021	2020	2019	2018	2017
	HK$'000	HK$'000	HK$'000	HK$'000	HK$'000
Property, plant and equipment and prepaid land lease payments	**3,416,099**	3,547,337	3,631,178	2,413,632	1,708,128
Right-of-use assets	**562,463**	475,780	—	—	—
Investment properties	**19,982,100**	18,393,986	20,455,200	18,207,822	16,457,221
Properties under development	**—**	—	711,362	407,899	1,341,974
Investments in joint ventures	**16,438**	1,103	1,317	1,849,437	1,387,570
Investments in associates	**45**	533	5,804	5,932	343
Derivative financial instruments	**—**	6,821	20,581	2,531	—
Debtors, deposits and prepayments	**526,687**	—	—	—	—
Current assets	**10,635,034**	8,532,774	6,484,185	5,341,011	4,325,043
TOTAL ASSETS	**35,138,866**	30,958,334	31,309,627	28,228,264	25,220,279
Current liabilities	**(4,185,761)**	(6,725,324)	(3,550,243)	(2,323,625)	(3,870,380)
Non-current lease liabilities	**(5,799)**	(787)	—	—	—
Long-term deposits received	**(139,631)**	(119,852)	(149,213)	(144,235)	(140,240)
Non-current other payables	**(993,150)**	—	—	—	—
Non-current interest-bearing bank loans	**(7,903,894)**	(3,635,370)	(5,554,150)	(3,572,464)	(2,814,062)
Guaranteed notes	**(2,711,994)**	(2,699,772)	(2,720,857)	(2,725,518)	—
Advances from a former substantial shareholder	**(56,181)**	(51,738)	(53,006)	(53,719)	(54,143)
Loans from a fellow subsidiary	**(445,835)**	(396,475)	—	(248,509)	(218,279)
Loans from a joint venture	**—**	—	—	(426,156)	(649,779)
Derivative financial instruments	**(8,965)**	—	—	—	—
Deferred tax liabilities	**(3,236,058)**	(2,909,494)	(3,100,475)	(2,945,714)	(2,704,032)
TOTAL LIABILITIES	**(19,687,268)**	(16,538,812)	(15,127,944)	(12,439,940)	(10,450,915)
	15,451,598	14,419,522	16,181,683	15,788,324	14,769,364
Non-controlling interests	**(20,339)**	(110,423)	(347,676)	(285,457)	(185,253)
	15,431,259	14,309,099	15,834,007	15,502,867	14,584,111

Particulars of Major Properties

Completed Properties held for Rental

Property Name	Location	Group Interest	Tenure	Approximate Attributable Gross Floor Area (square feet)			No. of Car-parking Spaces Attributable to the Group
				Commercial/ Retail	Office	Total (excluding car-parking spaces & ancillary facilities)	
Shanghai							
Shanghai Hong Kong Plaza	282 & 283 Huaihaizhong Road, Huangpu District	100%	The property is held for a term of 50 years commencing on 16 September 1992	468,434	362,096	830,530	350
May Flower Plaza	Sujiaxiang, Jing'an District	100%	The property is held for a term of 40 years for commercial use commencing on 5 February 2007	320,314	–	320,314	–
Regents Park	88 Huichuan Road, Changning District	95%	The property is held for a term of 70 years commencing on 4 May 1996	77,959	–	77,959	–
Subtotal of major completed properties held for rental in Shanghai:				**866,707**	**362,096**	**1,228,803**	**350**
Guangzhou							
May Flower Plaza	68 Zhongshanwu Road, Yuexiu District	100%	The property is held for a term of 40 years for commercial use and 50 years for other uses commencing on 14 October 1997	357,424	79,431	436,855	136
West Point	Zhongshan Qi Road, Liwan District	100%	The property is held for a term of 40 years for commercial use and 50 years for other uses commencing on 11 January 2006	171,968	–	171,968	–
Lai Fung Tower	787 Dongfeng East Road, Yuexiu District	100%	The property is held for a term of 40 years for commercial uses and 50 years for other uses commencing on 21 October 1997	112,292	625,821	738,113	313
Subtotal of major completed properties held for rental in Guangzhou:				**641,684**	**705,252**	**1,346,936**	**449**
Zhongshan							
Palm Spring	Caihong Planning Area, Western District	100%	The property is held for a term expiring on 30 March 2075 for commercial/residential uses	148,106	–	148,106	–
Subtotal of major completed properties held for rental in Zhongshan:				**148,106**	**–**	**148,106**	**–**

Completed Properties held for Rental (continued)

Property Name	Location	Group Interest	Tenure	Approximate Attributable Gross Floor Area (square feet)			No. of Car-parking Spaces Attributable to the Group
				Commercial/ Retail	Office	Total (excluding car-parking spaces & ancillary facilities)	
Hengqin							
Novotown Phase I	East side of Yiwener Road, south side of Caihong Road, west side of Tianyu Road and north side of Hengqin Road, Hengqin New Area, Zhuhai City	80%	The property is held for a term of 40 years for office, commercial and serviced apartment and hotel uses and 50 years for other uses commencing on 31 December 2013	780,292*	–	780,292	1,475
Subtotal of major completed properties held for rental in Hengqin:				**780,292**	**–**	**780,292**	**1,475**
Total of major completed properties held for rental:				**2,436,789**	**1,067,348**	**3,504,137**	**2,274**

* *Including cultural attraction spaces occupied by Lionsgate Entertainment World® and National Geographic Ultimate Explorer Hengqin with attributable GFA of approximately 194,325 sq.ft. and 40,309 sq.ft., respectively*

Completed Hotel Properties and Serviced Apartments

Property Name	Location	Group Interest	Tenure	No. of Rooms	Approximate Attributable Gross Floor Area (square feet)	No. of Car-parking Spaces Attributable to the Group
Shanghai						
Ascott Huaihai Road Shanghai	282 Huaihaizhong Road, Huangpu District	100%	The property is held for a term of 50 years commencing on 16 September 1992	302	358,009	–
STARR Hotel Shanghai	Sujiaxiang, Jing'an District	100%	The property is held for a term of 50 years for commercial use commencing on 5 February 2007	239	143,846	–
Subtotal of major completed hotel properties and serviced apartments in Shanghai:				**541**	**501,855**	**–**
Hengqin						
Hyatt Regency Hengqin	1295 Qisecaihong Road, Hengqin New Area, Zhuhai City	80%	The property is held for a term of 40 years for commencing on 31 December 2013	493	475,810	–
Subtotal of major completed hotel properties and serviced apartments in Hengqin:				**493**	**475,810**	**–**
Total of major completed hotel properties and serviced apartments:				**1,034**	**977,665**	**–**

Particulars of Major Properties

Properties Under Development

Property Name	Location	Group Interest	Stage of Construction	Expected Completion Date	Approximate Attributable Gross Floor Area (square feet)						No. of Car-parking Spaces Attributable to the Group
					Approximate Site Area (square feet) *(Note 1)*	Commercial/ Retail	Office	Serviced Apartments	Residential	Total (excluding car-parking spaces & ancillary facilities)	
Guangzhou											
Haizhu Plaza	Chang Di Main Road, Yuexiu District	100%	Construction work in progress	H1 2023	90,708	104,163	476,662	–	–	580,825	305
Subtotal of major properties under development in Guangzhou:						**104,163**	**476,662**	**–**	**–**	**580,825**	**305**
Shanghai											
Northgate Plaza Redevelopment Project	Tian Mu Road West, Jing'an District	100%	Construction work in progress	Q2 2022	107,223	92,613	634,635	–	–	727,248	554
Subtotal of major properties under development in Shanghai:						**92,613**	**634,635**	**–**	**–**	**727,248**	**554**
Hengqin											
Novotown Phase II	East side of Yiwener Road, south side of Xiangjiang Road, west side of Yiwenyi Road and north side of Zhishui Road, Hengqin New Area, Zhuhai City	100%	Construction work in progress	2024 (by phases)	1,547,523	524,116 *(Note 2)*	1,584,267	578,350	–	2,686,733	1,373
Subtotal of major properties under development in Hengqin:						**524,116**	**1,584,267**	**578,350**	**–**	**2,686,733**	**1,373**
Total of major properties under development:						**720,892**	**2,695,564**	**578,350**	**–**	**3,994,806**	**2,232**

Note 1: On project basis

Note 2: Including 166,988 square feet spaces to be occupied by Harrow ILA Hengqin upon completion.

Completed Properties Held for Sale

Property Name	Location	Group Interest	Approximate Attributable Gross Floor Area (square feet) Commercial/ Retail	Residential	Office	Serviced Apartments	Total (excluding car-parking spaces & ancillary facilities)	No. of Car-parking Spaces Attributable to the Group
Zhongshan								
Palm Spring	Caihong Planning Area, Western District	100%	164,359	1,700,536	–	–	1,864,895	2,682
Subtotal of major completed properties held for sale in Zhongshan:			**164,359**	**1,700,536**	**–**	**–**	**1,864,895**	**2,682**
Hengqin								
Novotown Phase I	East side of Yiwener Road, south side of Caihong Road, west side of Tianyu Road and north side of Hengqin Road, Hengqin New Area, Zhuhai City	80%	–	135,867	420,677	297,182	853,726	–
Subtotal of major completed properties held for sale in Hengqin:			**–**	**135,867**	**420,677**	**297,182**	**853,726**	**–**
Shanghai								
Wuli Bridge Project	Wuliqiao Road, 104 Jie Fang, Huangpu District	100%	–	10,715	–	–	10,715	16
May Flower Plaza	Sujiaxiang, Jing'an District	100%	–	–	–	–	–	458
Regents Park, Phase II	88 Huichuan Road, Changning District	95%	–	–	–	–	–	219
Subtotal of major completed properties held for sale in Shanghai:			**–**	**10,715**	**–**	**–**	**10,715**	**693**
Guangzhou								
Eastern Place Phase V	787 Dongfeng East Road, Yuexiu District	100%	–	–	–	–	–	11
Dolce Vita	Jinshazhou, Heng Sha, Baiyun District	50%	–	–	–	–	–	2
King's Park	Donghua Dong Road, Yuexiu District	100%	–	–	–	–	–	7
West Point	Zhongshan Qi Road, Liwan District	100%	–	–	–	–	–	119
Subtotal of major completed properties held for sale in Guangzhou:			**–**	**–**	**–**	**–**	**–**	**139**
Total of major completed properties held for sale:			**164,359**	**1,847,118**	**420,677**	**297,182**	**2,729,336**	**3,514**

Environmental, Social and Governance Report

About This Report

The Company is delighted to publish its annual Environmental, Social and Governance ("**ESG**") report, summarising the ESG management approach, strategies and performance of the Company and its subsidiaries (together, the "**Group**") in accordance with the ESG Reporting Guide contained in Appendix 27 to the Rules Governing the Listing of Securities on the main board of The Stock Exchange of Hong Kong Limited ("**HKEx**"). This report follows the four reporting principles listed in the HKEX ESG Reporting Guide, including materiality, quantitative, balance and consistency for report disclosure and historical data comparison. Unless otherwise specified, this report covers the ESG management and performance of the Group from 1 August 2020 to 31 July 2021.

The reporting boundary of this report covers properties under the Group's property investment, property development and investment and operation of hotel businesses in Mainland China. For more details of the specific properties included in the reporting scope, please refer to the section on "Summary of Environmental Performance".

This report has been approved by the management team and the board of directors of the Company (the "**Board**").

ESG Governance

Board Statement

The Group recognises the significance of ESG issues to build long-lasting business success. The Board endorses the ESG report, oversees key ESG issues including material ESG risks associated with the business operations and their integration with the Group's ESG strategies, policies, procedures and initiatives.

During the reporting year, the Executive Committee of the Company (the "**Committee**") has been delegated by the Board to review and monitor the management and implementation effectiveness of relevant ESG-associated issues, including implementation of goals and targets. The Group's environmental targets are being approved by the Board and will be reviewed by the Committee annually. With the Group's diverse business portfolio, management from different business units report regularly to the Committee on relevant ESG-associated issues and their progress. Regular briefings to the Board are arranged by the Committee to assist the Board in monitoring and reviewing material ESG-related issues, associated business risk and progress and implementation of ESG policies, procedures and initiatives.

Material ESG issues are being identified and prioritised through our stakeholder engagement exercise. This year, we have conducted an extensive stakeholder engagement exercise to further understand and update the ESG issues deemed important by our stakeholders. The list of material ESG issues was reviewed and validated by the Board and incorporated into the Group's planning for business strategies and ESG initiatives. Going forward, the list of material ESG issues will be reviewed annually by the Board, the Committee and the management. For more details on materiality analysis of ESG issues, please refer to the "Stakeholder Engagement" section.

ESG GOVERNANCE (CONTINUED)

Stakeholder Engagement

The Group strives to maintain a long-term relationship with stakeholders and highly values their issues of concern through different communication channels. During the reporting year, an independent consultant was commissioned to conduct an extensive stakeholder engagement exercise through the means of online survey to understand stakeholders' perception on material ESG issues and risks. Responses were collected from a range of stakeholder groups, including management, general employees, customers, tenants and business partners. The Group takes into account insightful feedback from both internal and external stakeholder groups which enables the Group to refine its ESG strategies and management practices to better meet stakeholders' expectations.

Materiality Analysis

During the reporting year, we adopted a four-step process to identify the material issues that are most relevant to our business and stakeholders.

Identification	A total of 23 ESG issues were identified and considered as relevant to the Group with reference to peer benchmarking results.
Prioritisation	Stakeholders were invited to rank the materiality of ESG issues through online surveys. The results of peer benchmarking and stakeholder engagement exercise were analysed and consolidated in terms of their importance to the stakeholders and to the Group's business development to derive the overall materiality level of each ESG issue.
Validation	Based on the survey results and validation from the Board, 17 ESG issues are deemed material to our parent company, Lai Sun Garment (International) Limited, of which, a total of 16 ESG issues are relevant to Lai Fung Holdings Limited's business operations and identified to be material.
Review	An annual review on the ESG issues is conducted to ensure their relevance and materiality to the Group's business development.

ESG Governance (continued)

Stakeholder Engagement (continued)

Materiality Analysis (continued)

ESG issues that are considered material to our stakeholders and the Group are listed in the following table:

Aspects		ESG Issues	Property	Hotel
Environment		Energy	✔	✔
		Waste management	✔	✔
		Water resources		
Social	People	Employee relationship	✔	✔
		Recruitment and retention	✔	✔
		Occupational health and safety	✔	✔
		Training and development	✔	✔
		Equal opportunities	✔	✔
	Operating practices	Supply chain management	✔	✔
		Customer satisfaction	✔	✔
		Product/service quality and safety	✔	✔
		Intellectual property	✔	
		Marketing and labelling		✔
		Customer/tenant privacy	✔	✔
		Anti-corruption	✔	✔
		Legal compliance	✔	✔
	Community	Community investment	✔	✔

Environment

Integrating Environmental Sustainability into Our Operations

The Group endeavours to minimise our environmental impacts and conduct our businesses in an environmentally sustainable manner. Along with our commitment to incorporate environmental considerations into our business planning and decision-making processes, we have adopted effective management on the Group's emissions, energy and water consumption, waste generation and resource use. To further affirm our commitment to environmental protection, the Group has formulated qualitative targets on various environmental aspects for the property investment businesses in this reporting year, including targets to reduce greenhouse gas ("**GHG**") emissions, energy consumption and waste generation.

Integrating Environmental Sustainability into Our Operations (continued)

The Group monitors and evaluates our environmental performance and the effectiveness of environmental measures on a regular basis to ensure full compliance with applicable laws and regulations. During the reporting year, there were no recorded incidents of non-compliance with environmental legislations as listed in the List of Significant Laws and Regulations section.

Green Building Development and Operations

Expanding the sustainability potential in our development projects has always been part of the Group's mission. We strive to incorporate sustainable features in the design and construction of buildings and closely monitor our adherence to the applicable standards, laws and regulations on air, noise and wastewater pollution as well as waste disposal. Green building consultants and specialists are engaged as necessary to provide technical assistance on the properties' environmentally sustainable building design and emissions controls such as waste disposal and sewage discharge in accordance with the standards stipulated in the required emission permits. For example, heating, ventilation and air conditioning ("**HVAC**") specialists were engaged for the redesigning of the air-conditioning energy management system in Shanghai Hong Kong Plaza to improve energy efficiency. We also endeavour to achieve internationally recognised green building certifications in our properties. Up to this reporting year, our Guangzhou Lai Fung Tower has obtained Gold certification and our Guangzhou Haizhu Plaza Development Project and Northgate Plaza Redevelopment Project have attained the pre-certified Gold rating under the LEED Building Design and Construction: Core and Shell Development rating system. During the reporting year, the Novotown project in Hengqin and Hyatt Regency Hengqin have recently acquired the two-star "Certificate of Green Building Design Label" in recognition of their outstanding performance as green building projects.

The Group has expanded to cover wider aspects of environmental protection and management on construction sites. For instance, it is mandatory for contractors to complete and submit an Environmental Management Plan that identifies and assesses the environmental risks, as well as proposes effective mitigation measures to minimise the environmental impact of construction. We also perform regular reviews on the actual performance on site against the plan to ensure all planned control measures are put in place to address the potential environmental risks.

The Group is dedicated to enhancing the environmental performance of managed properties by obtaining internationally recognised environmental management system standards across our portfolio. During the reporting year, the Guangzhou May Flower Plaza, Guangzhou West Point and Shanghai Hong Kong Plaza maintained its ISO 14001:2015 certification.

Responding to Climate Change

As recognising climate change poses significant threats across the globe, the Group has optimised our management approaches to build up our climate resilience and enhance our adaptive capacity. A climate risk assessment exercise is conducted to identify and assess the potential risks in our operations, thereby facilitating the formulation of our climate risk mitigation measures.

Environment (continued)

Integrating Environmental Sustainability into Our Operations (continued)

Responding to Climate Change (continued)

We commissioned a third-party consultant to conduct a climate risk assessment exercise to identify and analyse the risks across our operational regions. Regarding our physical risk exposure, tropical cyclones are identified as the most significant climate-related risk to our operations, with the potential to cause massive property damages and economic losses. Our climate risk assessment results suggested that our businesses in Southern China could potentially be materially impacted by flooding due to the proximity to coastal areas, while Eastern China operations are subject to a limited flood risk. Meanwhile, policy and legal risks are also considered as a material transition risk to the Mainland China operations. Additionally, it is anticipated that more stringent policies and initiatives are likely to be implemented by the government to meet the carbon emission reduction targets and net zero ambitions, thus higher operating costs and replacement of equipment with higher efficiency models are expected to ensure future compliance with the regulations.

A range of mitigation measures is carried out to avoid and reduce the climate-related impacts on our business operations. To increase its preparedness under extreme weather conditions, the Group has formulated a typhoon and extreme weather condition work arrangement guideline to standardise the operating procedures under tropical cyclone warnings and bad weather conditions, such as the protection of temporary structures. We have also installed windows that can withstand strong winds and strengthened the protection of outdoor and lower floor escalators to minimise the potential damages to our operations. In an attempt to reduce energy consumption and GHG emissions, we have also procured energy-saving equipment across our operations and adopted locally and globally recognised standards for building design and construction.

Emissions to the Environment

The Group is aware of the environmental impacts associated with its businesses and makes every endeavour to minimise the amount of air pollutants, GHG emissions, wastewater discharge and waste generation in its operations. We have introduced a host of group-wide and business unit-specific abatement procedures and control measures to manage our emissions to the environment.

This year, we have reviewed our historical environmental performance and existing environmental management measures with the aim to set up environmental targets on electricity reduction, GHG emissions and waste reduction. The targets currently cover our investment properties in Mainland China due to their higher level of materiality and data readiness. The targets are approved by the Board and will be reviewed annually by the Committee.

Environment (continued)

Emissions to the Environment (continued)

The Group targets to upgrade the lighting and HVAC systems and appliances of all operating sites to energy-saving models by phase. Some properties have already formulated replacement plans for the systems and appliances. We will continue to communicate with property managers and relevant stakeholders to apply the upgrading plan across our operating sites. In addition, the Group targets to increase the number of properties with certified environmental management system and green building certifications in its portfolio. In regard to this, Lai Fung Tower in Guangzhou and Novotown Phase I in Hengqin are already in the progress of preparing certification documents and we anticipate the abovenamed projects will earn certifications in the coming two years. Moreover, our Shanghai Hong Kong Plaza in Shanghai is in the process of evaluating the feasibility of achieving a green building certification. As our main source of GHG emissions is from electricity consumption, by achieving the abovementioned targets, electricity and energy efficiency can be enhanced, thereby reducing electricity usage along with GHG emissions.

For the waste reduction target, the Group strives to improve its recycling rate. As an initial step, the Group targets to disclose the amount of hazardous and non-hazardous waste recycled by the Group's property investment business in Mainland China in the coming ESG report and progressively expand the disclosure of recycling performance data across all business operation in Mainland China. Moreover, the Group has already planned initiatives to increase awareness, encourage and educate tenants and employees on waste reduction and recycling in the upcoming reporting year. With the current targets, the Group aims to lay out the foundation for setting more comprehensive waste reduction and recycling targets in the future.

The Group's current waste management has always aligned with the key principles of waste reduction, reuse, sorting and recycling. For example, waste is classified into recyclables or non-recyclables in our operations. Recycling bins are placed at office areas and properties to facilitate the collection of recyclable waste. Festive packaging materials such as red packet envelopes and moon cake boxes are recycled as well. In addition, we have allocated smart recycling bins integrating with the big data platform "Xiao Huang Gou" in properties located in Zhongshan which helps to handle and recycle a range of non-hazardous and hazardous wastes in a smarter way and add value to the whole recycling value chain. Regarding the collection, treatment and disposal of electronic waste and other hazardous waste, we would appoint qualified waste management companies or take part in relevant recycling schemes to handle the waste disposal in a safe, responsible and legal manner.

Apart from waste reduction, the Group has also adopted a range of initiatives to manage air emission and wastewater discharges. For instance, we specify our environmental expectations in the agreements with our contractors in accordance with the applicable local and national environmental laws and regulations.

Minimising Air Pollution from Property Development

The Group has carried out a variety of control measures to minimise the air pollutants emitted at its construction sites. Regarding dust suppression and control measures, it is compulsory for our contractors to implement dust abatement procedures such as material handling and vehicle movement to reduce dust emissions at construction sites. In terms of air pollution control, the Group has widely adopted the use of ultra-low sulphur diesel at its development projects, aiming to reduce our air emissions. Moreover, our project teams prioritise construction materials that are in strict compliance with the limits specified in the Air Pollution Control (Volatile Organic Compounds) Regulation and building materials with lower volatile organic compounds during the material procurement processes.

Environment (continued)

Emissions to the Environment (continued)

Managing Waste from Property Development

To enhance our efforts in waste reduction and recycling at the construction sites, all contractors from the Group's property development business are required to submit a Waste Disposal Plan with comprehensive waste management procedures as a part of their commitment to sustainability. The application of 3R principles-reduce, reuse and recycle and detailed illustrations of their waste management initiatives at the construction site should be explained in the plan. Regarding the management of construction waste, we reuse construction materials wherever possible. We sort out inert waste, including but not limited to rocks, soil and sand at construction sites and reuse them as road sub-base as well as utilise excavated soil for backfilling purposes. In an attempt to further reduce the amount of waste disposal, we recycle dry concrete into aggregates for concrete production and reuse wooden boards whenever possible. The Group has set up numerous recycling bins at construction sites to encourage its workers and contractors to participate in the Group's recycling initiatives.

In Mainland China, we appointed authorised third party to handle all chemical waste and other hazardous waste identified in the "Directory of National Hazardous Wastes".

Minimising Waste in Hotel Operations

As part of the Group's commitment to environmental protection, it is essential to cultivate the environmental awareness of employees and guide them on different environmental practices. For instance, we encourage our employees to reduce paper consumption by adopting double-sided printing whenever possible and reusing wastepaper. In Mainland China, it is recorded that our serviced apartment — Ascott Huaihai Road Shanghai has saved 1,030kg of paper annually by reusing paper in office. Treatment of hazardous waste such as cell batteries and fluorescent lamps were collected by the relevant authorities for proper disposal. Hotel operations usually consume a lot of single-use items, yet the Group has put various waste reduction measures into practice to lower the waste generation while keeping the service quality. Since 2019, Starr Hotel Shanghai no longer offered single-use items including disposable toothbrushes, combs, bath wipes, razors, nail files and shoe wipes, unless requested by guests.

Use of Resources

Conscious management of energy is well advocated across the Group. Our efforts in resources management are strengthened through the introduction of green policies and environmental initiatives to reduce our energy and water consumption, as well as GHG emissions.

Building Operations

Environmental performance in resource consumption across our businesses is periodically monitored and evaluated. The Group's property management team reviews the energy and water consumption monthly to check on water leakage and avoid excessive energy usage. We are dedicated to continuously enhance the resource efficiency of operations and actively explore the potential to reduce our environmental impact. The Group has set up qualitative targets on energy use this year which are stated in the above "Emissions to the Environment" section.

Environment (continued)

Use of Resources (continued)

Building Operations (continued)

As one of our resource conservation strategies, we constantly upgrade the facilities used in our buildings, and a host of energy and water saving devices were installed.

In Mainland China, the Group has formulated a Resource and Energy Management Plan to guide our resource conservation efforts. Regarding equipment upgrade, our operations in Guangzhou have installed motion sensors with LED lights in the car parks, which is estimated to save 163,000 kWh of electricity each year. Electronic water descaler for air conditioning system is also adopted in Lai Fung Tower in Guangzhou, reducing 79,000 kWh of electricity consumption each year. Novotown in Hengqin has replaced all water taps in restrooms with automatic sensor taps, contributing to approximately 3,000m^3 water savings per year. In addition, the Shanghai Hong Kong Plaza has also adopted the smart building automation system during the reporting year to facilitate the data collection of resource consumption and optimise the management of energy use, thereby enhancing our efforts in energy conservation.

We endeavour to continuously monitor and assess the efficiency performance of other leasing and investment properties, actively identify areas for improvement and come up with future resource-saving initiatives.

Hotel Operations

We strongly believe that optimising building operations and arousing the environmental awareness of customers contribute to the improvement in resource conservation. In light of this, our hotels in Mainland China have introduced a range of energy and water conservation initiatives to advance our resource management.

In Mainland China, Ascott Huaihai Road Shanghai has formulated an Energy Conservation Committee to regularly monitor and evaluate its performance in resource management. By implementing initiatives such as switching off air-conditioning and lighting in back-office areas when not in use, replacing more fluorescent lights with LED lights and adopting smart lighting control system in public areas, it is anticipated that the hotel can minimise its energy consumption by nearly 255,000 kWh each year. We have also renewed the long-term accommodation agreements by adding terms of energy price cap to facilitate our monitoring on the guests' energy consumption and it is expected that the hotel can achieve a 5% annual reduction of the total electricity consumption from this initiative. Regarding the implementation of a smart management system, infrared sensors were installed in Hyatt Regency Hengqin to automatically switch off the lights when the guestrooms are unoccupied for 45 minutes, saving around 200,000 kWh of electricity per year. In STARR Hotel Shanghai, a small card is placed in the guest room for the guest to indicate if they would like to keep the towels and bed sheets unchanged to reduce the water consumption for laundry services.

People

Employment Practices

The Group recognises the value of its employees as a key factor to its success. In order to show the Group's determination to attract and retain talent, and offer an equal, appealing and harmonious working environment, the Group strictly complies with the applicable employment laws and regulations in Mainland China. Outlined in its staff handbook are relevant terms and conditions of employment, together with employee benefits, compensation and dismissal, anti-discrimination, working hours, leave entitlement and the Group's expectations on employees' conduct and behaviour.

The Group's policy and grievance mechanisms reaffirm its commitment in creating an inclusive and non-discriminating workplace. We encourage employees who encounter or observe any issues in employment practices to report those issues according to the procedures stipulated in the staff handbook. To ensure the rights of victims are protected, all complaints regarding workplace harassment will be addressed and handled in a confidential and professional manner. In addition, the Group endeavours to improve employee engagement and maintain good employee relationship via effective communication channels, including daily emails, meetings, internal newsletters and social media platforms.

There were no non-compliance cases with employment laws and regulations during the reporting year.

Employee Welfare

Beyond compliance with employment laws and regulations, the Group has signed the Good Employer Charter of the Labour Department as a commitment to providing not only a supportive working environment for the employees, but also other aspects such as employee care, benefits, communications and work-life balance. Attractive welfare packages including mandatory provident fund, medical or commercial insurance, social security and housing fund are offered to employees in respective regions.

The Group also proactively offers value-added employee benefits and well-being programs to its employees. The Group provides employees with a variety of fringe benefits, including additional holidays, vaccination leave, free entry to club-house facilities for employees working in Mainland China properties and annual health check-up. During the COVID-19 pandemic period, full-paid special leave and allowance to compulsory quarantine hotel expenses were granted to those HK/Macau/Taiwan & foreign nationals employed in China when they returned to their home place for personal reasons and then returned to China for work. All events taken place during the reporting year strictly followed the government's restrictions and guidance on group gatherings to prevent the spread of COVID-19. Through the abovementioned means, the Group strives to develop a good sense of belonging and strong team bonding among employees.

Health and Safety

Safeguarding the health and safety of its employees is the Group's top priority and it is dedicated to minimising potential occupational health and safety risks in its operations. In Hong Kong, the Group refers to the guideline and information stipulated by the Labour Department on occupational safety and health. The management teams of various business units are responsible for managing and implementing health and safety preventive and control measures. Relevant trainings, reminders and protective equipment are provided to protect employees in the Group's premises from health and safety hazards.

During the reporting year, COVID-19 has been one of the major health and safety concerns at workplace. In respond to this, the Group provides masks and sanitisers at all operations. All employees are required to wear masks and measure body temperature before work. Beyond the compliance of preventive measures required by the government, the Group continues to provide updates to all employees to keep them informed of the latest development of the pandemic, and introduced vaccination leave to encourage employees and cleaning workers to either receive the COVID-19 vaccine or conduct COVID-19 testing every 14 days to prevent the spread of COVID-19.

Furthermore, the Group recognises the importance of promoting physical and mental wellness. During the reporting year, the Group organised a variety of wellness activities such as week-long activities during the Global Health Week in Hyatt Regency Hengqin. Sports activities (gym, yoga, basketball, squash, table tennis, and swimming, etc.) were organized in Zhongshan and Guangzhou, while bi-monthly leisure activities (flower bouquet, Chinese calligraphy, cake making, essential oil sachet making, traditional Chinese medicine and programming, etc.) were arranged in Shanghai to promote employee care and work-life balance. All activities held during the reporting year strictly followed local government's restrictions and guidance on group gatherings to prevent the spread of COVID-19.

During the reporting year, there were no non-compliance cases with occupational health and safety laws and regulations listed in the List of Significant Laws and Regulations section.

People (continued)

Health and Safety (continued)

At Construction Sites and in Building Operations

The Group strives to safeguard workplace safety in all property projects and put its emphasis on promoting health and safety awareness among employees. The Group encourages its property managers to have their properties complied with international standards and certifications such as obtaining OHSAS 180001:2007 Occupational Health and Safety Management.

Construction sites are one of the Group's premises with the highest occupational health and safety risks. Therefore, the Group has adopted a wide range of measures to ensure a safe working environment. Appointed safety officers of each project are responsible for overseeing health and safety issues, and preparing on-site safety management plan. Bi-weekly meetings are arranged to identify safety issues and review the implementation of appropriate preventive and corrective measures. To ensure all employees possess sufficient knowledge and awareness of occupational health and safety, regular safety trainings are also organised.

For the property management arm, the Group provides different health and safety awareness measures for employees. The Group prepares property management safety handbooks for residential or commercial property management teams to refresh their knowledge at their convenience. Besides, the Group offers regular awareness trainings on safety-related risks and measures for new joiners and existing employees, covering topics including use of equipment, fire safety, safe production, epidemic prevention and control trainings. Qualified trainers are also invited to workshops to provide safety advice on specific topics such as working at height, and health, safety and environmental management. In addition to preventive measures and trainings, Shanghai Hong Kong Plaza has planned to improve its work safety management and acquire the occupational safety and health management system certification by next reporting year.

In response to COVID-19, property management has implemented specific preventive measures to minimise the risk of transmission. Flexible working arrangement was provided for employees to maintain social distance at the workplace. Since 2020, a special workforce team for COVID-19 has been set up for properties in Zhongshan to oversee and manage COVID-19 preventive measures and issues. Moreover, an internal guideline is in place to manage workplace health and safety in Mainland China to strengthen disinfection and ventilation measures in offices, and remind employees to maintain good personal hygiene and reduce gatherings.

At Hotels

To provide a safe working environment for the employees, Ascott Huaihai Road Shanghai has established a Safety Committee. Comprising of management and heads from different departments, it manages health and safety issues in hotels. Relevant trainings are also conducted to maintain employees' occupational health and safety awareness, covering topics on first-aid, emergency response and fire safety.

In view of the COVID-19 pandemic, all hotels have adopted a wide range of preventive measures to protect their employees. All guests must register and fill in health declaration forms upon check-in. At Hyatt Regency Hengqin, employees are required to scan health codes and report their itinerary. At STARR Hotel Shanghai, the disinfection of high-touch surfaces of public facilities such as lift buttons and the front desk are strengthened. Quarantined guests are arranged to the same floors to reduce the risk of transmission, while protective equipment is provided for employees in case of emergency.

PEOPLE (CONTINUED)

Development and Training

Employee competencies are important to the Group's long-term business growth. The Group offers training and education subsidy schemes for employees as stipulated in the staff handbook. To equip employees with necessary skills and knowledge, the Group provides diversified internal and external training programmes along with career development opportunities to both managerial and general employees.

To encourage continuous competence building, employees from all business units who have worked over 12 months in the Group are entitled to apply for tuition schemes, in which the Group will provide sponsorship for them to pursue further training and development courses in relation to their positions and scope of work. Various subsidised courses are also offered to further support our employees to achieve professional qualifications.

Employee performance evaluation is an essential part of sustainable development of the talent pool. Annual performance assessment is conducted at year end to review employees' performance; whereas a bi-annual performance appraisal is carried out in July and December respectively for Mainland China employees. For employees who have outstanding performance during the year, promotion opportunity will be considered.

Capacity Building for the Property Business

To enhance the capabilities of the Group's property management teams, online and onsite training programmes are delivered to employees as appropriate for their job duties and needs. Onboarding training, safety training and legal training are arranged for new joiners. Apart from this, drills and regular training on sales and marketing skills, etiquette, customer services, complaint handling, personal development, English communication, property safety management, occupational health and safety, and computer literacy programmes are also provided to different employees to sharpen their skills. The Group also recognises the importance of knowledge exchange and keeping employees abreast of the latest industry trends.

Training Opportunities for the Hotel Industry

The Group's hotel operations also make continuous efforts in nurturing its employees and organising programmes as per their business needs. During the reporting year, Hyatt Regency Hengqin launched a management trainee programme, which provided the youth with a wide-ranging exposure to hotel operation. STARR Hotel Shanghai and Ascott Huaihai Road Shanghai also provided a wide range of training programmes for employees, covering topics such as occupational health and safety, food safety, business development, hotel operational standards, computer literacy, first-aid, customer services and COVID-19 prevention during the reporting year. Through these programmes, the Group seeks to grow together with its employees.

PEOPLE (CONTINUED)

Labour Standards

The Group is committed to safeguarding the labour rights of its employees and has stipulated the related policy in the staff handbook. The Human Resources Department is responsible for monitoring the employment practices and ensures that the Group protects employees' interest and complies with the employment related ordinance including regulation in prohibiting the use of child labour and forced labour in all business operations. The Human Resources Department will check the suitability of potential candidates and ensure he/she can be legally employed under the employment or relevant ordinances. Each employee will sign an employment contract with the Company, which states the employment and labour related terms. This would allow the employee to understand their terms and help the Company in prohibiting the use of child labour and forced labour in all business operations.

In addition, the Group is in full compliance with the laws and regulations related to forced overtime work in Mainland China. Workers will be paid according to relevant legal requirements in case of required overtime work, which also applies to contractors of the Group across all regions.

There were no non-compliance cases with labour standards laws and regulations listed in the "List of Significant Laws and Regulations" section during the reporting year.

OPERATING PRACTICES

Responsible and Ethical Practices

Responsible Marketing Practices for Property Sales

The Group takes necessary measures to avoid providing any misleading information to its customers. The Group complies with the relevant laws and regulations of "Urban Real Estate Administration Law of the People's Republic of China" regarding the process of property sales in Mainland China. When compiling marketing materials, we have arranged multiple departments such as finance, project management, sales and marketing to participate in the compilation process to ensure that the actual project planning and surrounding facilities can be accurately and fairly reflected. We ensure that all the marketing materials do not contain exaggerated, false and misleading content. As a monitoring measure, the Group also consulted its legal and management teams on marketing materials. Relying on strict compliance with local government's laws and regulations, the Group obtains the official sales permit from the Real Estate Administrative Department. We ensure that all of our products and services comply with the product responsibility laws and regulations listed in the "List of Significant Laws and Regulations" section in this report.

Service Excellence

Delivering Excellent Property Management Services

The Group aims to provide customers with high-quality services in the property management operation. The Group regularly sends questionnaires to customers in order to obtain their opinions and satisfaction level regarding the Group's services, such as customer service, security service, environmental greening and construction management. During the reporting year, our Group continued to record a high customer satisfaction rate across its properties. In Guangzhou, the overall satisfaction rate of Lai Fung Tower, West Point and May Flower Plaza are 99%, 97% and 100% respectively. Moreover, Lai Fung Tower was awarded "Super Grade A Commercial Office Building", as one of the seventeen office buildings receiving such honor issued by the Guangzhou Municipal Commerce Bureau. The customer satisfaction rate in Zhongshan Palm Spring reached 96%. To further improve employee performance, the Group has provided employees with trainings in customer service and makeup skills.

The Group has established standard complaint handling guidelines and procedures to guide the frontline staff of the Group to deal with complaints from customers and tenants in a professional manner. We value customers' opinion on our customer service, so we have set up a customer complaint box at our shopping mall in Hengqin to collect customer feedback and to understand their expectations on our services. During the reporting year, our properties in Guangzhou and Zhongshan received 10 and 16 complaints respectively, most of which were related to issues such as expectations on improving air circulation in the lift, a lack of certain public facilities, and concerns on inappropriate disposal of cigarette butts and rubbish by tenants. Our property management have followed up the complaints and have taken the appropriate actions. We have engaged and received approval from all property owners of the relevant property to install air curtains in the lifts to improve the air circulation and additional public facilities. We also adopted measures to avoid inappropriate disposal, such as increasing the frequency of the inspection and issuance of public notices. In addition, the Group encourages direct communication with the complainers to ensure proper follow-up and resolution of related complaints. All complaints will be properly filed to promote future improvements of the Group.

Handling Complaints for Hotel Operations

In terms of hotel and restaurant operations, the Group strives to identify potential complaints as early as possible and takes timely mitigation measures after receiving the complaints. All management staff are well equipped to manage complaints in different situations. According to the management policy of the Group, relevant employees are required to submit incident reports to the headquarters every day to ensure that all matters are properly followed up.

To monitor the quality of our services at hotels, we strive to collect customer feedback through different channels. For example, Ascott Huaihai Road Shanghai distributes customer satisfaction surveys via email after the check-out procedure. The front desk team will conduct a performance evaluation together with the operation team after receiving feedback. To ensure that customers' comments can be properly responded to, they will take follow-up actions within 24 hours after receiving the comments. In order to encourage employees for their efforts in providing high quality services, the hotel also regularly evaluates and appraises their performance.

Operating Practices (continued)

Customer Health and Safety

Since the end of 2019, the COVID-19 pandemic has brought challenges to the Group's operations and customers. To this end, the Group has implemented a series of measures covering all business units to safeguard the health of customers and employees. The Group operates in strict accordance with the crowd control and social distancing rules issued by the government, and proactively took additional disinfection steps to maintain a safe and hygienic environment.

Preventive Measures against COVID-19 in Property Management Business

The health and safety of our customers is the top priority in our business operations. In Guangzhou, Lai Fung Tower, West Point and May Flower Plaza have all adopted different COVID-19 prevention measures in response to different stages of the pandemic outbreak. In the first stage of the pandemic, the Group cooperated and executed the internal emergency plan on closed-off community management, which involved personnel monitoring and frequent disinfection. In the second stage, as business and operations gradually resumed, the Group worked closely with tenants to promote shopping malls and increase passenger flow. In the third stage, despite the decline in the number of COVID-19 cases, the Group continued to implement different preventive measures and provide short-term leases. In Shanghai, a three-stage pandemic preventive measure is also being adopted. In addition, visitors from at-risk areas whose health codes are yellow and red must be advised and reported in accordance with relevant government regulations to ensure the safety of other customers and tenants. These response plans have received positive feedback from our customers, of which our properties in Zhongshan have been recognized as "Excellent Unit" and "Advanced Unit for Anti-epidemic Prevention and Control" by the local residential committee and property management industry association for their work in this area.

Preventive Measures against COVID-19 in Hotel Business

In response to the challenges posed by the pandemic, our hotels have adopted various COVID-19 prevention measures to ensure the health and safety of customers and employees. For example, Ascott Huaihai Road Shanghai has formulated standard operating procedures ("**SOP**"), which set out the requirements for the use of masks, temperature checks, indoor ventilation control and reporting procedures for suspected cases. Employees must strictly adhere to the SOP to ensure the comprehensive COVID-19 prevention measures are effectively implemented. All customers are required to fill in a declaration form for health status and travel records. Up-to-date information was provided via digital signage to maintain guest and staff awareness on the pandemic.

Operating Practices (continued)

Data Protection and Privacy

Protecting customer privacy is critical to maintaining customer relationship and confidence. We only collect personal data from employees and suppliers when deemed necessary, and carefully manage the access to personal data. Personal Information Collection Statement will be provided to data providers to obtain their consent when or before personal particulars are collected. We have communicated with business partners and clients to ensure they are aware of the measures as well. During the reporting year, there were no recorded incidents of non-compliance with data privacy.

Property Business

The Group has a set of written procedures for handling personal data collected in the process of property sales and management. In addition to the Personal Data Collection Statement, all personal data, sales records and other data obtained during the sales process are also stored in the internal system of the Group. Only management level employees are granted access to the system, and ordinary employees must seek prior approval from the management when accessing the system. In the process of property sales and marketing, ordinary employees can only obtain the right to browse their own customer information. All information collected is stored in an absolutely confidential manner and only for sales purposes. The Group has established various procedures and measures to ensure that customer data will not be used improperly for any purpose other than the original data collection purpose.

Hotel Operations

The Group is committed to maintaining information security while providing tailored and high-quality services to customers. The Group has adopted various data handling measures including the Information Protection & Cyber Security Policy, the Information Protection Awareness Guide and compliance with the Payment Card Industry Data Security Standard. These have become standard guidelines and procedures in our hotel operations. To ensure its staff are aware of the guidelines, the Group has provided training sessions which include the above content to its employees.

Supply Chain Management

The Group recognises the importance of transparency and fairness in its tendering process and supply chain operation and management. The Group has established a solid cooperative relationship with many business partners that maintain strict quality control and high service standards. All suppliers are carefully selected based on their quality, strength and experience.

ESG Considerations in Selecting Construction Contractors

The Group has formed a clear and systematic tendering process to outline a required quotation number for construction projects in various extents. Apart from requiring contractors to comply with the Group's standards and requirements in compliance with local regulations, the Group is also aware of the environmental and safety performance of its contractors. As one of the selection criteria in the tendering process, the Group would assess whether the environmental and safety procedures of the contractor meet our expectation. All selected contractors are required to submit an Environmental Management Plan and a Safety Management Plan to the Group to ensure that the relevant procedures are properly implemented. In addition, new suppliers are required to sign a confirmation to ensure their compliance with our environmental protection requirements.

Operating Practices (continued)

Supply Chain Management (continued)

ESG Considerations in Selecting Construction Contractors (continued)

In order to minimise the adverse effect of pollution and waste to the surrounding environment, the contractor must follow the mitigation measures specified in the plan and the environmental impact assessment when available. The management team also regularly visits the site to hold meetings with site management personnel (including resident site engineers, project supervisors and building services inspectors) and approved third-party consultants to discuss the quality of the project and the environment, health and safety ("**EHS**") conditions.

Selecting Sustainable Suppliers for Hotels

When selecting suppliers for hotels located in China, we follow standard procurement procedures. For example, Ascott Huaihai Road Shanghai has set out requirements on EHS performance in its SOP. Suppliers are required to comply with the hotel's Sustainable Building Guideline, and Occupational Health and Safety Plan, which contain expectations for waste management, material use and safety equipment. All contracts involving working at height or fire hazards must obtain specific certifications. Hyatt Regency Hengqin also has an array of standard procedures before tendering. All tendering documents are confirmed before bidding, and our Code of Conduct is sent to the supplier for signing in order to ensure the suppliers commit to our compliance requirement.

Responsible Food Sourcing in Food and Beverage for Hotels

To minimise the adverse impact on biodiversity and the ecosystem, the Group has put full effort to provide a responsible source of food for selected restaurants. To identify risks along the supply chain, our hotel in Hengqin has adopted Hyatt Food Safety Management System, which includes procurement control procedures, identification and traceability control procedures, and food fraud prevention and elimination procedures. Moreover, we regularly inspect our food suppliers and prioritise suppliers with ISO or HACCP certification when selecting new suppliers. When purchasing food for our hotel operation, we prefer ASC, MSC or organic certified food to ensure responsible food sourcing.

Integrity and Discipline

The Group is committed to maintaining a high standard of integrity, fairness and discipline in its business operations. Employees are required to demonstrate ethics and integrity in their daily duties and adhere to rules and procedures in accordance with relevant laws and regulations. The Group is determined to prevent any business segment from involving in fraud and corruption cases.

In the staff handbook, the Group has clearly defined "advantages" and outlined relevant procedures to guide employees to prevent possible violation of bribery, corruption and conflicts of interest. When handling any presents or gifts involved in business settings, employees should make declarations on any potential "advantages". For violation of any policy and procedure, employees shall be subject to penalties, while those who violate relevant government ordinances will also be subject to legal consequences.

Operating Practices (continued)

Integrity and Discipline (continued)

To maintain integrity and discipline in all levels of the Group, a whistleblowing procedure is in place as a monitoring and control system. Any personnel who discovers any inappropriate act is encouraged to report to our management level for an immediate investigation into the case. During the reporting year, there were no non-compliance cases in relation to bribery, extortion, fraud and money laundering in the Group. There were also no legal cases regarding corrupt practices brought against the Group or its employees during the reporting year.

During the reporting year, the Finance Department of Ascott Huaihai Road Shanghai organised an anti-corruption training for all department managers and all Sales Department employees at the hotel.

For our property investment operations, anti-corruption seminars covering topics such as integrity and discipline, confidentiality and conflict of interest are regularly held for our employees in Mainland China. Moreover, the topic of anti-corruption is covered in the induction training for the newly recruited employees in Mainland China.

Intellectual Property Rights

The Group respects all intellectual property rights and has adopted appropriate security measures and confidentiality agreements accordingly. To minimise the chance of infringement, the Group's legal team is responsible for reviewing the agreements on collaboration with third parties in all business segments and within the Group.

Community

The Group recognises the importance of creating positive impacts in the community and strives to take a proactive approach in corporate social responsibility. We direct a majority of our community engagement resources towards the focus areas of local employment and youth education, as well as target groups of aided family and people with disabilities and/or critical illnesses.

The Group actively identifies and addresses social needs to ensure a sustainable growth of our business. Regarding our efforts to combat COVID-19, our employees have provided voluntary on-site support at the community COVID-19 testing centres in Zhongshan to help ensure smooth operations at the venue. In addition, we also organised volunteer medical consultations on Mother's Day to provide health checks and medical advice for the community in Zhongshan. During the reporting year, the Group organised condolence visits to poor households and people with critical illness during festivals, provided anti-epidemic materials, donated computer materials to the needy, and also participated in a charity walk and money donation to support community development.

Summary of Environmental Performance [Note 1]

China Property Investment [Notes 2 & 3]	Unit	2021	2020
A1.1 The types of emissions and respective emissions data [Note 4]			
Nitrogen oxides ("**NOx**") emissions	kg	2,256.75	147.06
Sulphur oxides ("**SOx**") emissions	kg	0.31	N/A
Particulate Matter ("**PM**") emissions	kg	0.98	N/A
A1.2 Greenhouse gas emissions in total and intensity [Note 5]			
Direct GHG emissions (Scope 1)	tonnes CO_2e	2,320	164
Indirect GHG emissions (Scope 2)	tonnes CO_2e	56,007	77,532
Total GHG emissions	**tonnes CO_2e**	**58,327**	**77,696**
Total GHG emissions intensity	**tonnes CO_2e/m^2**	**0.05**	**0.07**
A1.3 Total hazardous waste produced and intensity			
Fluorescent lamp waste	kg	963	980
Hazardous waste disposed intensity	**kg/m^2**	**0.0008**	**0.0009**

Note 1: Calculation are based on method and conversion factor mentioned in "How to prepare an ESG Report-Appendix 2: Reporting Guidance on Environmental KPIs (version updated on 28 May 2021)" by the HKEx and Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 edition), unless otherwise specified.

Note 2: The reporting scope of the summary of environmental performance includes the Group's investment properties in Mainland China, namely Shanghai Hong Kong Plaza, Shanghai May Flower Plaza and Regents Park in Shanghai, Palm Spring in Zhongshan, May Flower Plaza, West Point and Lai Fung Tower in Guangzhou and Novotown in Hengqin. Their gross floor area and hence respective data were reviewed every year and restated as appropriate.

Note 3: Packaging material used for finished products is not a material issue for the property investment business and thus not reported.

Note 4: Refers to air emissions from natural gas consumption of Novotown and Shanghai Hong Kong Plaza as well as vehicles in Novotown. For natural gas, it is calculated with reference to "Non-CO2 Emissions From Stationary Combustion" by IPCC.

Note 5: Direct GHG emission (Scope 1) refers to natural gas consumption in Mainland China, gasoline for transportation, diesel oil consumption for electric generator. For natural gas, it is calculated with reference to "Emission Factors for Greenhouse Gas Inventories" by US EPA. Indirect GHG emission (Scope 2) refers to electricity consumption.

Summary of Environmental Performance [Note 1] (continued)

China Property Investment [Notes 2 & 3]	Unit	2021	2020
A1.4 Total non-hazardous waste produced and intensity [Note 6]			
General waste	kg	6,619,209	1,329,750
Renovation waste	kg	7,832,600	11,379,872
Food waste produced	kg	2,526,973	N/A
Total non-hazardous waste produced	**kg**	**16,978,782**	**12,709,622**
Non-hazardous waste produced intensity	**kg/m^2**	**14.89**	**11.83**
A2.1 Direct and/or indirect energy consumption by type in total and intensity [Note 7]			
Electricity consumption	kWh	91,799,642	81,906,758
Natural gas consumption	m^3	1,260,034	75,544
Diesel oil consumption for electric generator	L	1,565	100
Gasoline consumption for transportation	L	21,262	N/A
Total energy consumption	**kWh**	**104,485,768**	**82,724,700**
Total energy consumption intensity	**kWh/m^2**	**91.63**	**76.97**
A2.2 Water consumption in total and intensity			
Water consumption	m^3	1,408,292	877,368
Water consumption intensity	**m^3/m^2**	**1.24**	**0.82**

Note 6: Data collection scope is expanded to cover general waste and food waste produced during the reporting year and hence respective data for the year ended 31 July 2020 was also restated.

Note 7: Data collection scope is expanded to cover diesel oil consumption for electric generator and gasoline consumption for transportation during the reporting year and hence respective data for the year ended 31 July 2020 was also restated.

Summary of Environmental Performance Note 1 (continued)

China Property Development Notes 8 & 9	Unit	2021	2020
A1.2 Greenhouse gas emissions in total and intensity Note 10			
Indirect GHG emissions (Scope 2)	tonnes CO_2e	1,430	4,836
Total GHG emissions	**tonnes CO_2e**	**1,430**	**4,836**
Total GHG emissions intensity	**tonnes CO_2e/m^2**	**0.002**	**0.006**
A1.3 Total hazardous waste produced and intensity			
Chemical disposal	kg	885,000	N/A
Hazardous waste disposed intensity	**kg/m²**	**1.040**	**N/A**
A1.4 Total non-hazardous waste produced and intensity Note 11			
General construction waste	kg	708,700	10,900,000
Soil excavation	kg	63,500	71,500,000
Concrete	kg	70,660	N/A
Bricks	kg	41,860	N/A
Timber	kg	132,490	95,000
Steel recycled	kg	91,910	1,970,000
Total non-hazardous waste produced	**kg**	**1,109,120**	**84,465,000**
Total non-hazardous waste produced intensity	**kg/m²**	**1.35**	**102.70**
A2.1 Direct and/or indirect energy consumption by type in total and intensity			
Electricity consumption	kWh	2,343,040	5,797,911
Diesel oil consumption for electric generator	L	475	0
Total energy consumption	**kWh**	**2,348,124**	**5,797,911**
Total energy consumption intensity	**kWh/m²**	**2.86**	**7.05**
A2.2 Water consumption in total and intensity			
Water consumption	m³	153,677	153,792
Total water consumption intensity	**m³/m²**	**0.19**	**0.19**

Note 8: The reporting scope of the summary of environmental performance includes the Group's property development projects in Mainland China, namely Northgate Plaza Redevelopment Project in Shanghai, Phase IV of Palm Spring in Zhongshan, Haizhu Square in Guangzhou and Novotown in Hengqin. Their gross floor area and hence respective data were reviewed every year and restated as appropriate.

Note 9: Air emissions and Direct GHG emissions (Scope 1) are not significant and thus not available reported. Packaging material used for finished products is not a material issue for the property development business and thus not reported.

Note 10: Indirect GHG emission (Scope 2) refers to electricity consumption.

Note 11: Novotown and Phase IV of Palm Spring in Zhongshan are excluded from the scope for the years ended 31 July 2020 and 2021 due to data unavailability. Data collection scope is expanded to cover concrete and bricks during the reporting year.

Summary of Environmental Performance Note 1 (continued)

Hotel Notes 12, 13 & 14	Unit	2021	2020
A1.1 The types of air emissions and respective emissions data Note 15			
Nitrogen oxides ("**NOx**") emissions	kg	431.32	N/A
Sulphur oxides ("**SOx**") emissions	kg	0.03	N/A
Particulate Matter ("**PM**") emissions	kg	0.32	N/A
A1.2 Greenhouse gas emissions in total and intensity Note 16			
Direct GHG emissions (Scope 1)	tonnes CO_2e	436	8
Indirect GHG emissions (Scope 2)	tonnes CO_2e	7,763	1,840
Total GHG emissions	**tonnes CO_2e**	**8,199**	**1,848**
Total GHG emissions intensity	**tonnes CO_2e/m^2**	**0.08**	**0.04**
A1.3 Total hazardous waste produced and intensity Note 17			
Fluorescent lamp waste	kg	254	7
Toner cartridge waste produced	kg	217	75
Total hazardous waste produced	**kg**	**471**	**82**
Total hazardous waste disposed intensity	**kg/m^2**	**0.0043**	**0.0018**

Note 12: The reporting scope of the summary of environmental performance includes the Group's hotels, namely STARR Hotel Shanghai, Ascott Huaihai Road Shanghai and Hyatt Regency Hengqin. Compared with the year ended 31 July 2020, Hyatt Regency Hengqin was newly added. Their gross floor area and hence respective data were reviewed every year and restated as appropriate.

Note 13: Depending on the hotel operation, each hotel's energy portfolio varies. For the year ended 31 July 2020, gas supply in STARR Hotel Shanghai is excluded. For the year ended 31 July 2021, gasoline consumption for transportation in Hyatt Regency Hengqin is excluded. Packaging material used for finished products is not a material issue for the hotel business and thus not reported.

Note 14: COVID-19 outbreak and social unrest led to lower-than-usual environmental footprint during the year ended 31 July 2020.

Note 15: Air emission for the hotel operations refer to emission from natural gas consumption and use of company vehicles in Mainland China. For natural gas, it is calculated with reference to "Non-CO2 Emissions From Stationary Combustion" by IPCC.

Note 16: Direct GHG emission (Scope 1) refers to natural gas consumption, gasoline for transportation and diesel oil consumption for electric generator in Mainland China. For natural gas, it is calculated with reference to "Emission Factors for Greenhouse Gas Inventories" by US EPA. Indirect GHG emission (Scope 2) refers to electricity consumption.

Note 17: Data collection scope is expanded to cover toner cartridge waste produced during the reporting year and hence respective data for the year ended 31 July 2020 was also restated.

Summary of Environmental Performance *Note 1* (continued)

Hotel *Notes 12, 13 & 14*	**Unit**	**2021**	**2020**
A1.4 Total non-hazardous waste produced and intensity *Note 18*			
General waste produced	kg	48,520	25,494
Metal recycled	kg	2,318	0
Paper recycled	kg	23,253	665
Plastic recycled	kg	3,524	211
Food waste produced *Note 19*	kg	243,785	1,072
Total non-hazardous waste produced	**kg**	**321,400**	**27,442**
Total non-hazardous waste produced intensity	**kg/m²**	**2.95**	**0.59**
A2.1 Direct and/or indirect energy consumption by type in total and intensity *Note 20*			
Electricity consumption	kWh	12,723,441	2,287,311
Gas consumption	kWh	2,376,736	N/A
Gasoline consumption for transportation	L	1,917	2,778
Diesel oil consumption for electric generator	L	180	N/A
Total energy consumption	**kWh**	**15,120,678**	**2,314,234**
Total energy consumption intensity	**kWh/m²**	**138.84**	**49.77**
A2.2 Water consumption in total and intensity			
Water consumption	m³	121,760	31,434
Water Consumption intensity	**m³/m²**	**1.12**	**0.68**

Note 18: Data for the financial year ended 31 July 2020 were restated after data review.

Note 19: It refers to the total amount of food waste disposed and recycled, hence, respective data for the year ended 31 July 2020 was also restated. The catering service for STARR Hotel Shanghai is outsourced, and thus food waste is excluded from the scope due to data unavailability.

Note 20: Data collection scope is expanded to cover natural gas consumption and diesel oil consumption during the reporting year. Only Hyatt Regency Hengqin indicates the use of diesel oil consumption for electric generator and no natural gas were used in Ascott Huaihai Road Shanghai during the reporting year.

Summary of Social Performance

The Group Note 21	Unit	2021
B1.1 Total Workforce by gender, age group, employment type and geographical region (excluding contractors and subcontractors)		
Number of employees	No. of people	2,028
By gender		
Male	No. of people	1,141
Female	No. of people	887
By age group		
Below 30	No. of people	683
30-50	No. of people	1,097
Above 50	No. of people	248
By employment type		
Full time — Male	No. of people	1,130
Full time — Female	No. of people	887
Part time — Male	No. of people	11
Part time — Female	No. of people	0
By geographical region		
Hong Kong SAR	No. of people	65
Mainland China	No. of people	1,953
Other	No. of people	0
B1.2 Employee turnover rate by gender, age group and geographical region Note 22		
Total employee turnover rate	%	32
By gender		
Male	%	34
Female	%	29
By age group		
Below 30	%	53
30-50	%	22
Above 50	%	17
By geographical region		
Hong Kong SAR	%	28
Mainland China	%	32
Others	%	0

Note 21: The reporting scope of Summary of Social Performance includes Lai Fung Holdings Limited and its subsidiaries.

Note 22: Turnover rate (%) = Total number of full time employees leaving employment in the category/Total number of employees in the category × 100%.

Summary of Social Performance (continued)

The Group Note 21	Unit	2021
B2.1 Number and rate of work-related fatalities Note 23		
Number of work-related fatalities	No. of fatalities	0
Rate of work-related fatalities	%	0
B2.2 Lost days due to work injury		
Number of lost days	No. of lost days	223 Note 24
Number of attendance by employees attended training by gender and employee category		
By employee category		
Senior management	No. of attendance	50
Middle management	No. of attendance	418
General staff	No. of attendance	3,295
By gender		
Male	No. of attendance	2,061
Female	No. of attendance	1,702
B3.2 The average training hours completed per employee by gender and employee category Note 25		
By employee category		
Senior management	No. of hours	3
Middle management	No. of hours	9
General staff	No. of hours	16
By gender		
Male	No. of hours	14
Female	No. of hours	15
B5.1 Number of suppliers by geographical region		
Mainland China	No. of suppliers	875
Other	No. of suppliers	1
B8.2 Resources contributed to community investment		
Cash donations and sponsorships	HKD	4,904,000
Volunteering hours	Hours	385

Note 23: Number and rate of work-related fatalities occurred in each of the past three years including the reporting year was 0.

Note 24: Mainly resulted from traffic accident on the way to work and accidental slips and fall.

Note 25: Average number of training hours per employee = Total training hours in the category/Total workforce in the category.

List of Significant Laws and Regulations

Environment

Aspect A1-A3: Environmental

— Environmental Protection Law of the People's Republic of China ("**PRC**")
— Atmospheric Pollution Prevention and Control Law of the PRC
— Water Pollution Prevention and Control Law of the PRC
— Law of the PRC on Prevention and Control of Pollution from Environmental Noise
— Land Administration Law of the PRC
— Regulations on the Administration of Construction Project Environmental Protection
— Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes

Employee

Aspect B1: Employment

— Labour Law of the PRC
— Labour Contract Law of the PRC

Aspect B2: Health and Safety

— Work Safety Law of the PRC
— Law of the PRC on the Prevention and Control of Occupational Diseases
— Construction Law of the PRC

Aspect B4: Labour Standards

— Labour Laws of the PRC
— Provisions on the Prohibition of Using Child Labour

Operating Practices

Aspect B6: Product Responsibility

— Urban Real Estate Administration Law of the PRC
— Law of PRC on Protection of Consumer Rights and Interests
— Cybersecurity Law of the PRC

Aspect B7: Anti-corruption

— Criminal Law of the PRC
— Law of the PRC on Anti-Corruption and Bribery

References to HKEX ESG Reporting Guide

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
A. Environmental		
Aspect A1: Emissions		
General Disclosure	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.	Emissions to the Environment; Integrating Environmental Sustainability into Our Operations
A1.1	The types of emissions and respective emissions data.	Summary of Environmental Performance
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A1.5	Description of emission target(s) set and steps taken to achieve them.	Emissions to the Environment
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Emissions to the Environment
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Integrating Environmental Sustainability into Our Operations; Use of Resources
A2.1	Direct and/or indirect consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Emissions to the Environment; Use of Resources
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Water consumption is not considered as material in relation to the Group's business, therefore no water efficiency targets are in place during the reporting year.
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not applicable to the Group's business.

References to HKEX ESG Reporting Guide (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Integrating Environmental Sustainability into Our Operations
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Emissions to the Environment; Use of Resources
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Integrating Environmental Sustainability into Our Operations
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Integrating Environmental Sustainability into Our Operations
B. Social		
Aspect B1: Employment		
General Disclosure	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.	Employment Practices; Employee Welfare
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Summary of Social Performance
B1.2	Employee turnover rate by gender, age group and geographical region.	Summary of Social Performance
Aspect B2: Health and Safety		
General Disclosure	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.	Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Summary of Social Performance
B2.2	Lost days due to work injury.	Summary of Social Performance
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health and Safety

References to HKEX ESG Reporting Guide (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and Training
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	During the reporting year, only the number of training attendees are being recorded and disclosed.
B3.2	The average training hours completed per employee by gender and employee category.	Summary of Social Performance
Aspect B4: Labour Standards		
General Disclosure	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.	Labour Standards
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards
B4.2	Description of steps taken to eliminate such practices when discovered.	The Group does not tolerate any use of child or forced labour and has established procedures to ensure that no child or forced labour is engaged.
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Management
B5.1	Number of suppliers by geographical region.	Summary of Social Performance
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Supply Chain Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management

References to HKEX ESG Reporting Guide (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (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.	Responsible and Ethical Practices; Service Excellence; Customer Health and Safety; Data Protection and Privacy; Intellectual Property Rights
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable to the Group's business
B6.2	Number of products and service related complaints received and how they are dealt with.	Service Excellence
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Rights
B6.4	Description of quality assurance process and recall procedures.	Service Excellence
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Data Protection and Privacy
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Integrity and Discipline
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Integrity and Discipline
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Integrity and Discipline
B7.3	Description of anti-corruption training provided to directors and staff.	Integrity and Discipline
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community
B8.2	Resources contributed (e.g. money or time) to the focus area.	Summary of Social Performance

Corporate Governance Report

The Company is committed to achieving and maintaining high standards of corporate governance and has established policies and procedures for compliance with the principles and code provisions set out from time to time in the Corporate Governance Code ("**CG Code**") contained in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("**Listing Rules**" and "**Stock Exchange**", respectively).

(1) Corporate Governance Practices

The Company has complied with all the code provisions set out in the CG Code for the year ended 31 July 2021 ("**Year**") save for the deviations from code provisions A.4.1 and A.5.1 as follows:

Under code provision A.4.1, non-executive directors should be appointed for a specific term and subject to re-election.

None of the existing independent non-executive directors of the Company ("**INEDs**") is appointed for a specific term. However, all directors of the Company ("**Directors**") are subject to the retirement provisions of the Amended and Restated Articles of Association of the Company ("**Articles of Association**") which require that the Directors for the time being shall retire from office by rotation once every three years since their last election by the shareholders of the Company ("**Shareholders**") and the retiring Directors are eligible for re-election. In addition, in accordance with the provisions of the Articles of Association, any person appointed by the board of Directors ("**Board**") as a Director either to fill a casual vacancy or as an addition to the Board will hold office only until the next following general meeting of the Company (in the case of filling a casual vacancy) or until the next following annual general meeting ("**AGM**") of the Company (in the case of an addition to the Board) and will then be eligible for re-election. In view of these, the Board considers that such requirements are sufficient to meet the underlying objective of the said code provision A.4.1 and, therefore, does not intend to take any remedial steps in this regard.

Under code provision A.5.1, a nomination committee comprising a majority of the independent non-executive directors should be established and chaired by the chairman of the board or an independent non-executive director.

The Company has not established a nomination committee whose functions are assumed by the full Board. Potential new Directors will be recruited based on their knowledge, skills, experience and expertise and the requirements of the Company at the relevant time and candidates for the INEDs must meet the independence criterion. The process of identifying and selecting appropriate candidates for consideration and approval by the Board has been, and will continue to be, carried out by the executive Directors ("**EDs**"). In January 2019, the Company adopted the Nomination Policy which sets out the criteria, process and procedures by which the Company will select candidate for possible inclusion in the Board. As the Nomination Policy has already been in place and the other duties of the nomination committee as set out in the CG Code have long been performed by the full Board effectively, the Board does not consider it necessary to establish a nomination committee at the current stage.

(2) BOARD OF DIRECTORS

(2.1) Responsibilities and Delegation

The Board oversees the overall management of the Company's business and affairs. The Board's primary duty is to ensure the viability of the Company and to ascertain that it is managed in the best interests of its Shareholders as a whole while taking into account the interests of other stakeholders.

The Board has established specific committees with written terms of reference to assist it in the efficient implementation of its functions, namely the Executive Committee, the Audit Committee and the Remuneration Committee. Specific responsibilities have been delegated to the above Committees.

The Board has delegated the day-to-day management of the Company's business to the management and the Executive Committee, and focuses its attention on matters affecting the Company's long-term objectives and plans for achieving these objectives, the Group's overall business and commercial strategy as well as overall policies and guidelines.

All Directors have been provided, on a monthly basis, with the Group's management information updates, giving a balanced and understandable assessment of the Group's performance, position, recent developments and prospects in sufficient detail to keep them abreast of the Group's affairs and facilitate them to discharge their duties under the relevant requirements of the Listing Rules. All Directors are entitled to retain independent professional advisors where necessary.

(2.2) Composition of the Board

The Board currently comprises twelve members, of whom seven are EDs and the remaining five are INEDs, exceeding the minimum number of INEDs required under Rule 3.10(1) of the Listing Rules. The Company has also complied with Rule 3.10A with INEDs representing at least one-third of the Board. The Directors who served the Board during the Year and up to the date of this Annual Report are as follows:

Executive Directors

Chew Fook Aun *(Chairman)*
Lam Kin Ming *(Deputy Chairman)* (passed away on 8 January 2021)
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*
Lam Hau Yin, Lester *(Chief Executive Officer)*
(also alternate director to U Po Chu)
Cheng Shin How
Lee Tze Yan, Ernest
Tham Seng Yum, Ronald
U Po Chu

(2) BOARD OF DIRECTORS (CONTINUED)

(2.2) Composition of the Board (continued)

Non-executive Directors ("NEDs")

Lucas Ignatius Loh Jen Yuh	(resigned on 1 April 2021)
Puah Tze Shyang *(also alternate director to Lucas Ignatius Loh Jen Yuh)* *(Note)*	(resigned on 1 April 2021)

Independent Non-executive Directors

Ku Moon Lun
Lam Bing Kwan
Law Kin Ho
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

Note: Mr. Puah Tze Shyang ceased to act as the alternate director to Mr. Lucas Ignatius Loh Jen Yuh on 1 April 2021.

The brief biographical particulars of the current Directors are set out in the section headed "Biographical Details of Directors" of this Annual Report on pages 83 to 88.

Mr. Lam Hau Yin, Lester is a grandson of Madam U Po Chu and a nephew of Mr. Lam Kin Hong, Matthew. Save as aforesaid and as disclosed in the "Biographical Details of Directors" section of this Annual Report, none of the Directors has any financial, business, family or other material/ relevant relationships with one another.

(2) Board of Directors (continued)

(2.3) Attendance Record at Board Meetings

The attendance record of individual Directors at the Board meetings held during the Year is set out below:

Directors	Number of Meetings Attended/ Number of Meetings Held
Executive Directors	
Chew Fook Aun	4/4
Lam Kin Ming *(Note 1)*	1/1
Lam Kin Hong, Matthew	4/4
Lam Hau Yin, Lester	
(also alternate director to U Po Chu)	4/4
Cheng Shin How	4/4
Lee Tze Yan, Ernest	4/4
Tham Seng Yum, Ronald	4/4
U Po Chu	4/4
Non-executive Directors *(Note 2)*	
Lucas Ignatius Loh Jen Yuh	3/3
Puah Tze Shyang	
(also alternate director to Lucas Ignatius Loh Jen Yuh)	3/3
Independent Non-executive Directors	
Ku Moon Lun	4/4
Lam Bing Kwan	4/4
Law Kin Ho	4/4
Mak Wing Sum, Alvin	4/4
Shek Lai Him, Abraham	4/4

Notes:

1. *Dr. Lam Kin Ming passed away on 8 January 2021.*
2. *Mr. Lucas Ignatius Loh Jen Yuh and Mr. Puah Tze Shyang resigned as NEDs on 1 April 2021, and Mr. Puah ceased to act as the alternate director to Mr. Loh on the same day.*

(2) Board of Directors (continued)

(2.4) INEDs

The Company has complied with the requirements under Rules 3.10(1) and (2) of the Listing Rules. The former Rule requires that every board of directors of a listed issuer must include at least three independent non-executive directors and the latter Rule requires that at least one of the independent non-executive directors must have appropriate professional qualifications or accounting or related financial management expertise. All INEDs also meet the guidelines for assessment of their independence as set out in Rule 3.13 of the Listing Rules.

Mr. Ku Moon Lun, Mr. Law Kin Ho and Mr. Mak Wing Sum, Alvin (independent non-executive Directors) will retire by rotation as Directors at the forthcoming AGM and, being eligible, offer themselves for re-election. All of them have served on the Board for over 9 years. Being long-serving directors, Mr. Ku, Mr. Law and Mr. Mak have developed an in-depth understanding of the Company's operations and business, and have expressed objective views and given independent guidance to the Company over the years. There is no empirical evidence that the long service of Mr. Ku, Mr. Law and Mr. Mak would impair their independent judgment. The Board is satisfied that Mr. Ku, Mr. Law and Mr. Mak will continue to have the required character and experience to fulfill the role of independent non-executive directors of the Company and considers that the re-election of Mr. Ku, Mr. Law and Mr. Mak as independent non-executive directors at the forthcoming AGM is in the best interest of the Company and its Shareholders as a whole.

(2.5) Directors' and Officers' Liabilities Insurance

The Company has arranged appropriate directors' and officers' liabilities insurance coverage for the Directors and officers of the Company.

(3) Directors' Induction and Continuous Professional Development

On appointment to the Board, each Director receives a comprehensive induction package covering business operations, policy and procedures of the Company as well as the general, statutory and regulatory obligations of being a Director to ensure that he/she is sufficiently aware of his/her responsibilities under the Listing Rules and other relevant regulatory requirements.

The Directors are regularly briefed on the amendments to or updates on the relevant laws, rules and regulations. In addition, the Company has been encouraging the Directors and senior executives to enroll in a wide range of professional development courses and seminars relating to the Listing Rules, companies ordinance/act and corporate governance practices organised by professional bodies, independent auditor and/or law firms in Hong Kong so that they can continuously update and further improve their relevant knowledge and skills.

From time to time, Directors are provided with written training materials to develop and refresh their professional skills; the Group's Legal and Company Secretarial Departments also organise and arrange seminars on the latest development of applicable laws, rules and regulations for the Directors to assist them in discharging their duties.

(3) Directors' Induction and Continuous Professional Development (continued)

According to the records maintained by the Company, the Directors received the following training with an emphasis on the roles, functions and duties of a director of a listed company in compliance with the requirement of the CG Code on continuous professional development during the Year:

Directors	Corporate Governance/ Updates on Laws, Rules & Regulations		Accounting/Financial/ Management or Other Professional Skills	
	Read Materials	Attend Seminars/ Webinars/ Briefings	Read Materials	Attend Seminars/ Webinars/ Briefings
Executive Directors				
Chew Fook Aun	√	√	√	√
Lam Kin Ming* *(up to 7 January 2021)*	√	√	√	—
Lam Kin Hong, Matthew	√	√	√	√
Lam Hau Yin, Lester *(also alternate director to U Po Chu)*	√	√	√	√
Cheng Shin How	√	√	√	—
Lee Tze Yan, Ernest	√	√	√	√
Tham Seng Yum, Ronald	√	√	√	√
U Po Chu	√	√	√	—
Non-executive Directors**				
Lucas Ignatius Loh Jen Yuh *(up to 31 March 2021)*	√	√	√	√
Puah Tze Shyang *(also alternate director to Lucas Ignatius Loh Jen Yuh) (up to 31 March 2021)*	√	√	√	√
Independent Non-executive Directors				
Ku Moon Lun	√	√	√	√
Lam Bing Kwan	√	√	√	√
Law Kin Ho	√	√	√	√
Mak Wing Sum, Alvin	√	√	√	√
Shek Lai Him, Abraham	√	√	√	√

* *Dr. Lam Kin Ming passed away on 8 January 2021.*

** *Mr. Lucas Ignatius Loh Jen Yuh and Mr. Puah Tze Shyang resigned as NEDs on 1 April 2021, and Mr. Puah ceased to act as the alternate director to Mr. Loh on the same day.*

(4) Board Committees

The Executive Committee comprising members appointed by the Board amongst the EDs was established on 18 November 2005 with written terms of reference to assist the Board in monitoring the ongoing management of the Company's business and in implementing the Company's objectives in accordance with the strategy and policies approved by the Board. The Board has also delegated its authority to the following Committees to assist it in the implementation of its functions:

(4.1) Remuneration Committee

The Board established on 18 November 2005 a Remuneration Committee which currently comprises four members, including three INEDs, namely Messrs. Lam Bing Kwan (Chairman), Ku Moon Lun and Law Kin Ho, and an ED, Mr. Chew Fook Aun up to date of this Annual Report. Mr. Lucas Ignatius Loh Jen Yuh (alternate: Mr. Puah Tze Shyang) was a member until his resignation as a NED on 1 April 2021.

The Remuneration Committee has adopted the operation model where it performs an advisory role to the Board, with the Board retaining the final authority to approve the remuneration packages of the Directors and senior management. The current terms of reference of the Remuneration Committee setting out its authority, duties and responsibilities are available on the respective websites of the Stock Exchange and the Company.

(a) Duties of the Remuneration Committee

The Remuneration Committee has been charged with the responsibility of making recommendations to the Board, in consultation with the Chairman of the Board and/or the Chief Executive Officer, on an appropriate policy and framework for all aspects of remuneration of all Directors and senior management, including but not limited to Directors' fees, salaries, allowances, bonuses, share options, benefits in kind and pension rights, to ensure that the level of remuneration offered by the Company is competitive and sufficient to attract, retain and motivate personnel of the required quality to manage the Company successfully.

(b) Work performed by the Remuneration Committee

The Remuneration Committee held one meeting during the Year to consider the payment of discretionary bonuses to, and review of remuneration packages of, EDs, and discuss other remuneration-related matters.

(4) Board Committees (continued)

(4.1) Remuneration Committee (continued)

(c) ***Attendance record at the Remuneration Committee meeting***

The attendance record of individual members at the Remuneration Committee meeting held during the Year is set out below:

Committee Members	Number of Meeting Attended/ Number of Meeting Held
Executive Director	
Chew Fook Aun	1/1
Non-executive Director*	
Lucas Ignatius Loh Jen Yuh *(alternate: Puah Tze Shyang)*	1/1
Independent Non-executive Directors	
Ku Moon Lun	1/1
Lam Bing Kwan	1/1
Law Kin Ho	1/1

* *Mr. Lucas Ignatius Loh Jen Yuh ceased to be a member of the Remuneration Committee following his resignation as a NED on 1 April 2021.*

(4) Board Committees (continued)

(4.2) Audit Committee

The Board established an Audit Committee on 31 March 2000 which currently comprises four members, all being INEDs, namely Mr. Law Kin Ho (Chairman), Mr. Lam Bing Kwan, Mr. Ku Moon Lun (appointed on 1 April 2021) and Mr. Mak Wing Sum, Alvin (appointed on 1 April 2021) up to date of this Annual Report. Mr. Lucas Ignatius Loh Jen Yuh (alternate: Mr. Puah Tze Shyang) was a member until his resignation as a NED on 1 April 2021.

The Company has complied with Rule 3.21 of the Listing Rules, which requires that at least one of the members of the Audit Committee (which must comprise a minimum of three members and must be chaired by an independent non-executive director) is an INED who possesses appropriate professional qualifications or accounting or related financial management expertise.

(a) Duties of the Audit Committee (including corporate governance functions)

The Audit Committee is principally responsible for the monitoring of the integrity of periodical financial statements of the Company, the review of significant financial reporting judgments contained in them before submission to the Board for approval, and the review and monitoring of the auditor’s independence and objectivity as well as the effectiveness of the audit process. The Audit Committee is also responsible for performing the corporate governance functions and to oversight the Company’s risk management and internal control systems.

While recognising corporate governance is the collective responsibility of all of its members, the Board has delegated the corporate governance functions to the members of the Audit Committee who are considered to be better positioned to provide an objective and independent guidance on governance-related matters.

On 29 March 2012, the Board formalised the governance-related policies and procedures, established on the foundations of accountability, transparency, fairness and integrity and adopted by the Group for years, into a set of corporate governance policy (“**CG Policy**”). The terms of reference of the Audit Committee were then revised in line with the CG Policy and had incorporated the corporate governance-related functions which include the responsibilities to develop, review, monitor, and make recommendations to the Board (as appropriate) in respect of the Company’s policies and practices of corporate governance (including the compliance with the CG Code and the relevant disclosures in the Company’s interim and annual reports), the practices in compliance with legal and regulatory requirements, and the training and continuous professional development of the Directors and senior management.

The current terms of reference setting out the Audit Committee’s authority, duties and responsibilities are available on the respective websites of the Stock Exchange and the Company.

(4.2) Audit Committee (continued)

(b) ***Work performed by the Audit Committee***

The Audit Committee held three meetings during the Year. It has reviewed the audited results of the Company for the year ended 31 July 2020, the unaudited interim results of the Company for the six months ended 31 January 2021 and other matters related to the financial and accounting policies and practices of the Company as well as the nature and scope of the audit for the Year. Further, it has reviewed the budget for the ensuing year and internal control review reports and put forward relevant recommendations to the Board for approval.

On 18 October 2021, the Audit Committee reviewed the draft audited consolidated financial statements of the Company as well as the accounting principles and policies for the Year with the Company's management in the presence of the representatives of the Independent Auditor. It also reviewed this Corporate Governance Report, risk management report and certain internal control review reports on the Company prepared by the independent professional advisor. The Audit Committee also assessed the effectiveness of the Group's systems of risk management and internal control.

(c) ***Attendance record at the Audit Committee meetings***

The attendance record of individual members at the Audit Committee meetings held during the Year is set out below:

Committee Members	**Number of Meetings Attended/ Number of Meetings Held**
Non-executive Director *(Note 1)*	
Lucas Ignatius Loh Jen Yuh	
(alternate: Puah Tze Shyang)	1/2
Independent Non-executive Directors	
Lam Bing Kwan	3/3
Ku Moon Lun *(Note 2)*	1/1
Law Kin Ho	3/3
Mak Wing Sum, Alvin *(Note 2)*	1/1

Notes:

With effect from 1 April 2021,

1. *Mr. Lucas Ignatius Loh Jen Yuh ceased to be a member of the Audit Committee following his resignation as a NED on the same day; and*
2. *Mr. Ku Moon Lun and Mr. Mak Wing Sum, Alvin were appointed as members of the Audit Committee.*

(5) Chairman and Chief Executive

The CG Code provides that the roles of the chairman and the chief executive should be separate and performed by different individuals.

During the Year and up to the date of this Annual Report, Mr. Chew Fook Aun was the Chairman of the Board while Mr. Lam Hau Yin, Lester acted as the Chief Executive Officer of the Company. This segregation ensures a clear distinction between the Chairman's responsibilities to manage the Board and the Chief Executive Officer's responsibilities to manage the Company's business. The division of responsibilities between the Chairman and the Chief Executive Officer is defined.

(6) Non-Executive Directors

As explained in Paragraph (1) above, none of the existing INEDs was appointed for a specific term.

(7) Nomination Policy for the Directors

As explained in Paragraph (1) above, the Company does not establish a nomination committee. The Company has adopted a Nomination Policy in January 2019 which sets out the criteria, process and procedures by which the Company will select candidate for possible inclusion in the Board. The Nomination Policy contains a number of factors in assessing the suitability of a proposed candidate which include the candidate's skills and experience, diversity perspectives set out in the Board Diversity Policy, the candidate's time and commitment and integrity, and the independence criteria under Rule 3.13 of the Listing Rules if the candidate is proposed to be appointed as an INED. Nomination of new Directors will normally be proposed by the Chairman subject to the Board's approval. During the Year, the Board as a whole regularly reviewed the structure, size and composition of the Board to ensure that it has a balance of expertise, skills and experience appropriate for the requirements of the business as the Company. The independence of the INEDs was assessed according to the relevant rules and requirements under the Listing Rules.

(8) Board Diversity Policy

The Company has adopted a Board Diversity Policy in July 2013 which sets out its approach to achieve and maintain diversity on the Board in order to enhance the effectiveness of the Board.

The Company recognises Board diversity will strengthen the Company's strategic objectives in driving business results; enhancing good corporate governance and reputation; and attracting and retaining talent for the Board.

Board diversity ensures the Board has the appropriate balance and level of skills, experience and perspectives required to support the execution of its business strategies. The Company seeks to achieve Board diversity through the consideration of a number of factors, including professional qualifications and experience, cultural and educational background, race and ethnicity, gender, age and length of service. The Company will also take into consideration factors based on its own business model and specific needs from time to time in determining the optimum composition of the Board.

(8) Board Diversity Policy (continued)

On recommendation from the EDs, the Board has set measurable objectives (in terms of gender, skills and experience) to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives. The EDs will review the Board Diversity Policy, as appropriate, to ensure its continued effectiveness from time to time.

A copy of the Board Diversity Policy has been published on the Company's website for public information.

Currently, the Board comprises twelve members, of whom seven are EDs and the remaining five are INEDs. The current Board comprises individuals who are professionals with real estate, investment, banking, accounting, financial, general management and legal backgrounds.

(9) Securities Transactions by Directors and Designated Employees

The Company has adopted a Code of Practice for Securities Transactions by Directors and Designated Employees ("**Securities Code**") on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix 10 to the Listing Rules. The Company has made specific enquiry of all Directors and they have confirmed in writing their compliance with the required standard set out in the Securities Code during the Year.

(10) Independent Auditor's Remuneration

For the Year, the fees in respect of the audit and non-audit services provided to the Group by the Independent Auditor, Ernst & Young, Certified Public Accountants, Hong Kong amounted to HK$3,713,000 and HK$567,000, respectively. The non-audit services mainly consist of tax advisory, review and other reporting services.

(11) Directors' Responsibility for Preparing Financial Statements

The Directors acknowledge that they are responsible for overseeing the preparation of the financial statements which give a true and fair view of the financial position of the Group and of the financial performance and cash flows for such reporting period. In doing so, the Directors select suitable accounting policies and apply them consistently and make accounting estimates that are appropriate in the circumstances. With the assistance of the accounting and finance staff, the Directors ensure that the financial statements of the Group are prepared in accordance with statutory requirements and appropriate financial reporting standards.

(12) Independent Auditor's Reporting Responsibility

The statement by the Independent Auditor about its reporting and auditing responsibilities for the financial statements is set out in the Independent Auditor's Report contained in this Annual Report.

(13) Risk Management and Internal Control

The main features of the risk management and internal control systems are to provide a clear governance structure, policies and procedures, as well as reporting mechanism to facilitate the Group to manage its risks across business operations.

The Group has established a risk management framework, which consists of the Board, the Audit Committee and the Risk Management Taskforce. The Board determines the nature and extent of risks that shall be taken in achieving the Group's strategic objectives, and has the overall responsibility for monitoring the design, implementation and the overall effectiveness of risk management and internal control systems.

The Group has formulated and adopted Risk Management Policy in providing direction in identifying, evaluating and managing significant risks. At least on an annual basis, the Risk Management Taskforce identifies risks that would adversely affect the achievement of the Group's objectives, and assesses and prioritises the identified risks according to a set of standard criteria. Risk mitigation plans and risk owners are then established for those risks considered to be significant.

With a view to manage the Group's business and operational risks and to ensure smooth operation, the Group has outsourced the internal audit function to an independent professional advisor during the Year to assist the Board and the Audit Committee in ongoing monitoring of the risk management and internal control systems of the Group. The design and implementation of internal controls are to identify weakness for improvement. The independent professional advisor reports to the Audit Committee for identified weakness and proposed recommendation on a timely basis to ensure prompt remediation actions are taken.

Risk management report and internal control review report are submitted to the Audit Committee and the Board at least once a year. The Board had performed annual review on the effectiveness of the Group's risk management and internal control systems, including but not limited to the Group's ability to cope with its business transformation and changing external environment; the scope and quality of management's review on risk management and internal control systems; result of internal audit work; the extent and frequency of communication with the Board in relation to result of risk and internal control review; significant failures or weaknesses identified and their related implications; and status of compliance with the Listing Rules. The Board considers the Group's risk management and internal control systems in place for the Year and up to date of this Annual Report are effective and adequate.

The risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

(13) Risk Management and Internal Control (continued)

Procedures and internal controls for the handling and dissemination of inside information

The Group complies with requirements of Securities & Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**") and the Listing Rules. The Group discloses inside information to the public as soon as reasonably practicable unless the information falls within any of the Safe Harbours as provided in the SFO. Before the information is fully disclosed to the public, the Group ensures the information is kept strictly confidential. If the Group believes that the necessary degree of confidentiality cannot be maintained or that confidentiality may have been breached, the Group would immediately disclose the information to the public. The Group is committed to ensure that information contained in announcements are not false or misleading as to a material fact, or false or misleading through the omission of a material fact in view of presenting information in a clear and balanced way, which requires equal disclosure of both positive and negative facts.

(14) Company Secretary

During the Year, the company secretary of the Company ("**Company Secretary**") has complied with the relevant training requirement under Rule 3.29 of the Listing Rules.

(15) Shareholders' Rights

(15.1) Procedures for Shareholders to Convene an Extraordinary General Meeting ("**EGM(s)**")

Pursuant to the Articles of Association, registered Shareholders holding not less than one-tenth (10%) of the paid-up capital of the Company carrying the right of voting at general meetings of the Company ("**EGM Requisitionists**") can deposit a written request to convene an EGM at the Company's principal place of business in Hong Kong ("**Principal Office**"), which is presently situated at 11th Floor, Lai Sun Commercial Centre, 680 Cheung Sha Wan Road, Kowloon, Hong Kong for the attention of the Company Secretary.

The EGM Requisitionists must state in their request(s) the objects of the EGM, and such request(s) must be signed by all the EGM Requisitionists, and may consist of several documents in like form, each signed by one or more of the EGM Requisitionists.

The Company's branch share registrar in Hong Kong ("**Registrar**") will verify the EGM Requisitionists' particulars in the EGM Requisitionists' request. Promptly after confirmation from the Registrar that the EGM Requisitionists' request is in order, the Company Secretary will arrange with the Board to convene an EGM by serving sufficient notice to all the registered Shareholders in accordance with all the relevant statutory and regulatory requirements. On the contrary, if the EGM Requisitionists' request is verified not in order, the EGM Requisitionists will be advised of this outcome and accordingly, an EGM will not be convened as requested.

(15) Shareholders' Rights (continued)

(15.1) Procedures for Shareholders to Convene an Extraordinary General Meeting ("EGM(s)") (continued)

The EGM Requisitionists, or any of them representing more than one-half of the total voting rights of all of them, may themselves convene an EGM if within twenty-one (21) days of the deposit of the EGM Requisitionists' request, the Board does not proceed duly to convene an EGM provided that any EGM so convened is held within three (3) months from the date of the original EGM Requisitionists' request. All reasonable expenses incurred by the EGM Requisitionists by reason of the Board's failure to duly convene an EGM shall be reimbursed to the EGM Requisitionists by the Company.

(15.2) Procedures for Putting Forward Proposals at a General Meeting

There are no provisions under the Articles of Association or the Companies Law of the Cayman Islands regarding procedures for Shareholders to put forward proposals at a general meeting other than a proposal of a person for election as a Director. Shareholders may follow the procedures set out in Paragraph (15.1) to convene an EGM for any business specified in such written request.

(15.3) Procedures for Proposing a Person for Election as a Director

As regards the procedures for proposing a person for election as a Director, please refer to the procedures made available under the Corporate Governance section (Shareholders' Rights sub-section) of the Company's website at www.laifung.com.

(15.4) Procedures for Directing Shareholders' Enquiries to the Board

Shareholders may at any time send their enquiries and concerns to the Board in writing through the Company Secretary whose contact details are as follows:

11th Floor, Lai Sun Commercial Centre
680 Cheung Sha Wan Road
Kowloon, Hong Kong

Fax: (852) 2743 8459
Email: lscomsec@laisun.com

Shareholders may also make enquiries with the Board at the general meetings of the Company.

(16) Communication with Shareholders

(16.1) Shareholders' Communication Policy

On 29 March 2012, the Board adopted a Shareholders' Communication Policy reflecting mostly the current practices of the Company for communication with its Shareholders. Such policy aims at providing the Shareholders and potential investors with ready and timely access to balanced and understandable information of the Company. However, it will be reviewed regularly to ensure its effectiveness and compliance with the prevailing regulatory and other requirements. The Shareholders' Communication Policy was last reviewed by the Board on 22 January 2021.

The Company has established a number of channels for maintaining an on-going dialogue with its Shareholders as follows:

(i) corporate communications such as annual reports, interim reports and circulars are issued in printed form and are available on the Stock Exchange's website at www.hkex.com.hk and the Company's website at www.laifung.com;

(ii) financial highlights, press releases and results roadshows presentations are also posted on the Company's website;

(iii) periodic announcements are made through the Stock Exchange and published on the respective websites of the Stock Exchange and the Company;

(iv) corporate information is made available on the Company's website and the Articles of Association have been posted on the websites of both the Stock Exchange and the Company;

(v) participate in roadshows and investors' conferences to meet Shareholders/investors, media and financial analysts;

(vi) AGMs and EGMs provide a forum for the Shareholders to make comments and exchange views with the Directors and senior management; and

(vii) the Registrar serves the Shareholders in respect of share registration, dividend payment, change of Shareholders' particulars and related matters.

(16) Communication with Shareholders (continued)

(16.2) Attendance Record at General Meeting

During the Year, the Company held an AGM and the attendance record of individual Directors at this meeting is set out below:

Directors	Number of Meeting Attended/ Number of Meeting Held
Executive Directors	
Chew Fook Aun	1/1
Lam Kin Ming*	0/1
Lam Kin Hong, Matthew	1/1
Lam Hau Yin, Lester *(also alternate director to Madam U Po Chu)*	0/1
Cheng Shin How	1/1
Lee Tze Yan, Ernest	1/1
Tham Seng Yum, Ronald	1/1
U Po Chu	0/1
Non-executive Directors**	
Lucas Ignatius Loh Jen Yuh	1/1
Puah Tze Shyang *(also alternate director to Lucas Ignatius Loh Jen Yuh)*	1/1
Independent Non-executive Directors	
Ku Moon Lun	1/1
Lam Bing Kwan	1/1
Law Kin Ho	1/1
Mak Wing Sum, Alvin	1/1
Shek Lai Him, Abraham	1/1

* *Dr. Lam Kin Ming passed away on 8 January 2021.*

** *Mr. Lucas Ignatius Loh Jen Yuh and Mr. Puah Tze Shyang resigned as NEDs on 1 April 2021, and Mr. Puah ceased to act as the alternate director to Mr. Loh on the same day.*

(16) Communication with Shareholders (continued)

(16.3) Details of the Last General Meeting

The last general meeting of the Company, being the AGM for 2020, was held at 9:00 a.m. on 18 December 2020 at Grand Ballrooms 1 and 2, Level B, Hong Kong Ocean Park Marriott Hotel, 180 Wong Chuk Hang Road, Aberdeen, Hong Kong ("**2020 AGM**"). At the 2020 AGM, Shareholders approved by a vast majority of votes (i) the adoption of the audited financial statements of the Company for the year ended 31 July 2020 and the reports of the directors and the independent auditors thereon; (ii) the re-election of Dr. Lam Kin Ming and Mr. Lam Hau Yin, Lester as EDs, and Mr. Puah Tze Shyang as a NED, and the authorisation for the Board to fix the remuneration of the Directors; (iii) the re-appointment of Ernst & Young as the Independent Auditor for the Year and the authorisation for the Board to fix their remuneration; (iv) the granting to the Directors a general mandate to buy back the shares of the Company ("**Shares**") not exceeding 10% of the aggregate nominal amount of the issued share capital of the Company; (v) the granting to the Directors a general mandate to issue, allot and deal with additional Shares of not exceeding 20% of the aggregate nominal amount of the issued share capital of the Company; and (vi) the extension to the general mandate under above (v) by adding the aggregate nominal amount of the Shares to be bought back by the Company pursuant to the above (iv). The notice of the 2020 AGM and the poll results announcement in respect of the 2020 AGM were published on the websites of both the Stock Exchange and the Company on 18 November 2020 and 18 December 2020, respectively.

(17) Dividend Policy

The Board has adopted a Dividend Policy with effect from 22 January 2019 to set out the approach on declaring and recommending the dividend payment to the Shareholders. The Company will depend on, among others, the financial performance, retained earnings and distributable reserve, working capital requirements, capital expenditure requirements and future expansion plans, liquidity position, general economic condition and other factors as the Board may consider relevant to decide the dividend distribution. The declaration of dividends shall be determined at the decision of the Board and shall be subject to any restriction under the Companies Law (Cap. 22) of the Cayman Islands and the Articles of Association.

(18) Investor Relations

To ensure our investors have a better understanding of the Company, our management engages in a proactive investor relations programme. Our Executive Directors and Investor Relations Department communicate with research analysts and institutional investors on an on-going basis and meet with research analysts and the press after our results announcements, attend major investors' conferences and participate in international non-deal roadshows to communicate the Company's financial performance and global business strategy.

Despite the pandemic, the Group maintains proactive interactions with the investment community and provides them with updates on the Group's operations, financial performance and outlook. During the year under review, the Company has been communicating with a number of research analysts and investors via online meetings and conference calls as follows:

Month	Event	Organiser	Investor Base
October 2020	Post results non-deal roadshow	DBS	Hong Kong/Singapore
March 2021	Post results non-deal roadshow	DBS	Hong Kong/Singapore
March 2021	Post results non-deal roadshow	Daiwa	United States
April 2021	Post results non-deal roadshow	Daiwa	Europe
June 2021	DBS Vickers HK Property Conference Calls	DBS	Hong Kong/Singapore/ United States

The Company is keen on promoting investor relations and enhancing communication with the Shareholders and potential investors. It welcomes suggestions from investors, stakeholders and the public who may contact the Investor Relations Department by phone on (852) 2853 6116, by fax at (852) 2853 6651 or by e-mail at ir@laifung.com.

Biographical Details of Directors

Executive Directors

Each of the Executive Directors of the Company named below holds directorship in a number of subsidiaries of the Company and all of them (except Mr. Cheng Shin How and Mr. Lee Tze Yan, Ernest) hold directorship in all or certain of the Company's listed affiliates, namely Lai Sun Garment (International) Limited ("**LSG**"), Lai Sun Development Company Limited ("**LSD**") and eSun Holdings Limited ("**eSun**"). The issued shares of LSG, LSD and eSun are listed and traded on the Main Board of The Stock Exchange of Hong Kong Limited ("**Stock Exchange**"). LSG is the ultimate holding company of the Company while LSD is a subsidiary of LSG and the intermediate holding company of the Company and eSun.

Mr. Chew Fook Aun, Chairman, aged 59, has been the Chairman of the Board since 1 November 2012. He was appointed an Executive Director of the Company on 5 June 2012 and is currently a member of both the Executive Committee and the Remuneration Committee of the Company. Mr. Chew is also the deputy chairman and an executive director of LSG, the deputy chairman and an executive director of LSD as well as an executive director of eSun.

Prior to joining the Lai Sun Group, Mr. Chew was an executive director and the group chief financial officer of Esprit Holdings Limited ("**Esprit**") from 1 February 2009 to 1 May 2012, and an executive director and the chief financial officer of The Link Management Limited (now known as Link Asset Management Limited), acting as manager of The Link Real Estate Investment Trust (now known as Link Real Estate Investment Trust ("**Link REIT**")), from February 2007 to January 2009. He was also the chief financial officer of Kerry Properties Limited ("**Kerry Properties**") from 1996 to 2004, a director of corporate finance for Kerry Holdings Limited from 1998 to 2004 and an executive director of Kyard Limited in charge of the property portfolio of a private family office from 2004 to 2007. The issued shares of Esprit and Kerry Properties and the issued units of Link REIT are listed and traded on the Main Board of the Stock Exchange.

Mr. Chew has over 30 years of experience in accounting, auditing and finance in the United Kingdom ("**UK**") and Hong Kong. He graduated from the London School of Economics and Political Science of the University of London in the UK with a Bachelor of Science (Economics) Degree. Mr. Chew is a fellow member of both the Hong Kong Institute of Certified Public Accountants ("**HKICPA**") and The Institute of Chartered Accountants in England and Wales. He was also a council member of the HKICPA and its vice president in 2010. Mr. Chew is a board member of the Hong Kong Sports Institute Limited and has been appointed as a vice chairman for a term of two years with effect from 1 April 2021. He was re-appointed as a member of the Barristers Disciplinary Tribunal Panel for a further term of five years with effect from 1 September 2020. He was a member of the Advisory Committee of the Securities and Futures Commission, the Corruption Prevention Advisory Committee and the Operations Review Committee of the Independent Commission Against Corruption, the Standing Committee on Company Law Reform of the Companies Registry and a council member of the Financial Reporting Council ("**FRC**"). He was a member of the Investigation and Compliance Committee of the FRC until 30 September 2021.

Executive Directors (continued)

Mr. Lam Kin Hong, Matthew, Executive Deputy Chairman, aged 53, was appointed an Executive Director of the Company in December 2001. Mr. Lam is an executive director of LSG and Crocodile Garments Limited (a company listed on the Main Board of the Stock Exchange).

Mr. Lam graduated from University College London in the UK with a Bachelor of Science Degree and underwent training as a lawyer with Reed Smith Richards Butler, an international law firm. He is a Co-founding Partner and Managing Partner of Nixon Peabody CWL in Hong Kong and a member of The Law Society of Hong Kong, The Law Society of Singapore and The Law Society of England and Wales.

Mr. Lam has considerable experience in property development and corporate finance in Hong Kong and Mainland China. He is the vice president of the Hong Kong Real Property Federation and a standing committee member of the Chinese People's Political Consultative Conference in Shanghai.

Mr. Lam was appointed a Non-official Justice of the Peace in July 2021. He serves as an Honorary Consul of the Republic of Estonia in Hong Kong, a member of the Consumer Council, a member of the Fight Crime Committee and the observer of the Independent Police Complaints Council. Mr. Lam also serves as an Honorary Judge of Racing at the Hong Kong Jockey Club and he is also a council member of the Better Hong Kong Foundation. Mr. Lam was a former member of the Employees Compensation Assistance Fund Board and a former member of the Advisory Committee on Admission of Quality Migrants and Professionals.

Mr. Lam is the younger brother of Dr. Lam Kin Ngok, Peter (a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**") and an uncle of Mr. Lam Hau Yin, Lester (an Executive Director and the Chief Executive Officer of the Company).

Mr. Lam Hau Yin, Lester, Chief Executive Officer, aged 40, was appointed an Executive Director of the Company in April 2005 and is currently a member of the Executive Committee of the Company. He is also the alternate director to Madam U Po Chu, an Executive Director of the Company. Mr. Lam is an executive director of LSG, LSD and eSun. He is also the alternate director to Madam U Po Chu, an executive director of LSG as well as a non-executive director of each of LSD and eSun.

Mr. Lam holds a Bachelor of Science in Business Administration Degree from the Northeastern University in Boston of the United States of America. He completed the Kellogg-HKUST Executive MBA program in 2016. Mr. Lam has acquired working experience since 1999 in various companies engaged in securities investment, hotel operations, environmental products, entertainment and property development and investment. He is a member of the general committee of The Chamber of Hong Kong Listed Companies.

Mr. Lam is a son of Dr. Lam Kin Ngok, Peter (a substantial shareholder of the Company within the meaning of Part XV of the SFO), a nephew of Mr. Lam Kin Hong, Matthew (Executive Deputy Chairman and an Executive Director of the Company) and a grandson of Madam U Po Chu (Executive Director of the Company).

Executive Directors (continued)

Mr. Cheng Shin How, aged 55, was appointed an Executive Director of the Company in June 2007 and is currently a member of the Executive Committee of the Company.

Prior to joining the Company, Mr. Cheng was the Regional Director of the Hong Kong and Macau office of CapitaLand Limited ("**CapitaLand**", together with its subsidiaries, "**CapitaLand Group**"). He joined CapitaLand Group in 1999 and has been involved in CapitaLand Group's real estate investment in Hong Kong, Macau and the Mainland of China. Prior to joining CapitaLand Limited, Mr. Cheng worked with CB Richard Ellis, an international property consultancy firm where he was involved in property valuation, development and investment consultancy. He has been involved in the PRC business since 1993. Mr. Cheng graduated with an Honours Degree in Land Management from the University of Reading, UK.

Mr. Lee Tze Yan, Ernest, aged 57, was appointed an Executive Director of the Company in January 2015 and is currently a member of the Executive Committee of the Company.

Mr. Lee joined the Lai Sun Group as Group Director — Project Development in June 2012. He has over 20 years of experience in the architectural and property development industries, holding senior positions. Prior to joining the Lai Sun Group, he was a senior project management executive of the Henderson Land Group for 18 years, supervising the execution and completion of numerous large-scale quality developments in both Hong Kong and the People's Republic of China ("**PRC**").

Mr. Lee graduated from the Faculty of Architecture, the University of Hong Kong, with a Bachelor of Architecture degree and a Bachelor of Arts in Architectural Studies degree. He also holds a post-graduate degree in Master of Business Administration from the Southern Illinois University at Carbondale in the United States of America. Mr. Lee has been a member of both the Hong Kong Institute of Architects (HKIA) and the Royal Institute of British Architects (RIBA), as well as an Authorized Person (List of Architects) and a Registered Architect in Hong Kong for over 20 years. He attained the qualifications of PRC Class 1 Registered Architect Qualification and BEAM Pro.

Mr. Tham Seng Yum, Ronald, aged 52, was appointed an Executive Director of the Company in August 2019 and is currently a member of the Executive Committee of the Company. He is also an executive director of LSD.

Mr. Tham has over 30 years of experience in banking, accounting and finance and management gained mainly in Greater China, Asia Pacific and the UK. Mr. Tham was awarded a Master of Engineering degree in Chemical Engineering from Imperial College, University of London, UK in 1991. Mr. Tham is a fellow member of both the Institute of Chartered Accountants in England and Wales and the HKICPA. He is also a member of the Hong Kong Securities and Investment Institute. Mr. Tham is currently a member of the Finance Committee of the Council of The Hong Kong University of Science and Technology and the Chairman of the Registration and Practicing Committee of the HKICPA.

Executive Directors (continued)

Prior to joining the Company, Mr. Tham was General Manager, Corporate Banking of Sumitomo Mitsui Banking Corporation, Hong Kong Branch since June 2018. He worked for the Swire Group from July 2012 to May 2018 where he held the positions of Finance Director of Swire Pacific Offshore based in Singapore and Director of Corporate Finance of Swire Pacific Limited based in Hong Kong. He was Managing Director, Head of Family Office and Coverage, Hong Kong at HSBC Global Banking from January 2011 to June 2012. He worked for Macquarie Capital Asia based in Hong Kong from August 2004 to December 2010 where his last position was Senior Managing Director, Head of Real Estate, Asia. He worked for HSBC Investment Banking, Asia based in Hong Kong from November 1994 to July 2004 where his last position was Director, Corporate Finance. He worked for Price Waterhouse, in London, UK and Hong Kong as an auditor from August 1991 to October 1994.

Madam U Po Chu, aged 96, was appointed an Executive Director of the Company in February 2003. She is also an executive director of LSG and a non-executive director of each of LSD and eSun.

Madam U has over 55 years of experience in the garment manufacturing business and had been involved in the printing business in the mid-1960's. She started to expand the business to fabric bleaching and dyeing in the early 1970's and became involved in property development and investment in the late 1980's.

Madam U is the mother of Dr. Lam Kin Ngok, Peter (a substantial shareholder of the Company within the meaning of Part XV of the SFO), and the grandmother of Mr. Lam Hau Yin, Lester (an Executive Director and the Chief Executive Officer of the Company).

Independent Non-executive Directors

Mr. Ku Moon Lun, aged 70, was appointed an Independent Non-executive Director of the Company in June 2006 and is currently a member of both the Audit Committee and the Remuneration Committee of the Company.

Mr. Ku has over 35 years of experience in the real estate industry. He is currently a non-executive director of Surbana Jurong Pte Ltd. in Singapore. Mr. Ku is a member of the Hospital Governing Committee of Queen Elizabeth Hospital, Hong Kong Hospital Authority. He is also a fellow member of the Hong Kong Institute of Surveyors.

Mr. Ku was an executive director of Davis Langdon & Seah International ("**DLSI**"), a property consultant firm, until the end of 2005 where he was responsible for formulating the policies and steering the direction of the DLSI group of companies. He was also the chairman of the board of directors of Davis Langdon & Seah Hong Kong Limited from 1995 to 2004. Mr. Ku was previously the chairman of Premas Hong Kong Limited, a facilities management company, from 2000 to 2002 and icFox International, an information technology company, from 2000 to 2003. He was an independent non-executive director of Ascott Residence Trust Management Limited in Singapore from 2006 to 2016 and an independent non-executive director of Kerry Properties Limited (the issued shares of which are listed and traded on the Main Board of the Stock Exchange) from 2007 to 2020.

Independent Non-executive Directors (continued)

Mr. Lam Bing Kwan, aged 71, was appointed an Independent Non-executive Director of the Company in July 2001 and is currently the chairman of the Remuneration Committee and a member of the Audit Committee of the Company.

Mr. Lam graduated from the University of Oregon in the United States of America with a Bachelor of Business Administration Degree in 1974. Having been actively involved in property development and investment in the PRC since the mid-1980's, he has substantial experience in this industry. Mr. Lam has served on the boards of directors of a number of listed companies in Hong Kong for over 15 years and is currently an independent non-executive director of LSG and LSD as well as a non-executive director of Sino-i Technology Limited and Nan Hai Corporation Limited. The issued shares of all the aforesaid companies are listed and traded on the Main Board of the Stock Exchange.

Mr. Law Kin Ho, aged 54, was appointed an Independent Non-executive Director of the Company in March 2009 and is currently the chairman of the Audit Committee and a member of the Remuneration Committee of the Company.

Mr. Law is a fellow member of the HKICPA and the Association of Chartered Certified Accountants, UK. He has extensive experience in the auditing and accounting fields in Hong Kong and is currently a practicing certified public accountant in Hong Kong. Prior to starting his own practice, Mr. Law worked with Yuanta Securities (Hong Kong) Company Limited, the Stock Exchange and Ernst & Young.

Mr. Law was an independent non-executive director of Creative China Holdings Limited and Sunlight (1977) Holdings Limited. The issued shares of the aforesaid companies are listed and traded on GEM of the Stock Exchange.

Mr. Mak Wing Sum, Alvin, aged 69, was appointed an Independent Non-executive Director of the Company in November 2012 and is currently a member of the Audit Committee of the Company.

Mr. Mak is a Chartered Accountant and is a member of the Canadian Institute of Chartered Accountants as well as a member of the HKICPA. He is currently an independent non-executive director of Luk Fook Holdings (International) Limited, Hong Kong Technology Venture Company Limited (formerly known as Hong Kong Television Network Limited), Goldpac Group Limited and Crystal International Group Limited. The issued shares of all the aforesaid companies are listed and traded on the Main Board of the Stock Exchange. Mr. Mak is a member of Hong Kong Housing Society ("**HKHS**") and a member of certain of its committees. He is also a member to the Supervisory Board of the HKHS.

After working in Citibank for over 26 years, Mr. Mak retired on 1 May 2012. He last served as the Head of Markets and Banking for Citibank Hong Kong, being the country business manager for corporate and investment banking business. In Citibank, he had held various senior positions including Head of Global Banking responsible for managing all the coverage bankers. Prior to that, he also managed the Hong Kong's corporate finance business, regional asset management business and was the Chief Financial Officer of North Asia. Before joining Citibank in 1985, Mr. Mak was an audit group manager at Coopers & Lybrand (now known as PricewaterhouseCoopers). He worked for Coopers & Lybrand for eight years, five of which was in Toronto, Canada. He was an independent non-executive director of I.T Limited (the issued shares of which are listed and traded on the Main Board of the Stock Exchange). He graduated from the University of Toronto with a Bachelor of Commerce degree in 1976.

Biographical Details of Directors

Independent Non-executive Directors (continued)

Mr. Shek Lai Him, Abraham, aged 76, was appointed an Independent Non-executive Director of the Company in December 2012. He was appointed as Justice of the Peace in 1995 and awarded the Gold Bauhinia Star in July 2013. He has been a member of the Legislative Council for the Hong Kong Special Administrative Region of the PRC, representing the real estate and construction functional constituency since 2000.

Mr. Shek acts as an independent non-executive director of a number of companies listed on the Main Board of the Stock Exchange, including Paliburg Holdings Limited, Lifestyle International Holdings Limited, Chuang's Consortium International Limited, NWS Holdings Limited, Country Garden Holdings Company Limited, China Resources Cement Holdings Limited, Cosmopolitan International Holdings Limited, Eagle Asset Management (CP) Limited acting as the manager of Champion Real Estate Investment Trust, Regal Portfolio Management Limited acting as the manager of Regal Real Estate Investment Trust, Everbright Grand China Assets Limited, CSI Properties Limited, Far East Consortium International Limited, Landing International Development Limited, Hao Tian International Construction Investment Group Limited, International Alliance Financial Leasing Co., Ltd. (from 28 July 2021) and SJM Holdings Limited (retired on 28 May 2021).

Moreover, Mr. Shek is the honorary chairman and an independent non-executive director of Chuang's China Investments Limited, the vice chairman and an independent non-executive director of ITC Properties Group Limited as well as an executive director of Goldin Financial Holdings Limited. The issued shares of all the aforesaid companies are listed and traded on the Main Board of the Stock Exchange.

Mr. Shek is also a member of the Advisory Committee on Corruption of the Independent Commission Against Corruption, a Member of the Court and the Council of The University of Hong Kong and an Honorary Member of the Court of The Hong Kong University of Science and Technology. He was the Vice-Chairman of the Independent Police Complaints Council in Hong Kong, a director of The Hong Kong Mortgage Corporation Limited and a non-executive director of the Mandatory Provident Fund Schemes Authority. He graduated from the University of Sydney, Australia with a Bachelor of Arts Degree and a Diploma in Education.

Report of the Directors

The directors of the Company ("**Directors**") present their report and the audited consolidated financial statements of the Company and its subsidiaries (together, "**Group**") for the year ended 31 July 2021 ("**Year**").

Principal Activities

During the Year, the Company acted as an investment holding company.

The Group's principal activities consisted of property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities.

Business Review

A review of the business of the Group during the Year and a discussion on the Group's future business development, possible risks and uncertainties that the Group may be facing are provided in the Chairman's Statement as well as the Management Discussion and Analysis on pages 4 to 9 and pages 12 to 27 of this Annual Report, respectively. An analysis of the Group's performance during the Year using financial key performance indicators is provided in the Financial Highlights on pages 10 and 11 of this Annual Report. The financial risk management objectives and policies of the Group are set out in note 41 to the consolidated financial statements. In addition, discussions on the Group's environmental policies, relationships with its key stakeholders and compliance with relevant laws and regulations which have a significant impact on the Group are contained in the Environmental, Social and Governance Report and Corporate Governance Report on pages 34 to 63 and pages 64 to 82 of this Annual Report, respectively.

Results and Dividends

Details of the results of the Group for the Year and the Group's financial position as at 31 July 2021 are set out in the consolidated financial statements and their accompanying notes on pages 119 to 220.

No interim dividend was paid or declared in respect of the Year (2020: Nil).

The board of Directors ("**Board**") does not recommend the payment of a final dividend for the Year (2020: Nil).

Permitted Indemnity and Directors and Officers Liability Insurance

Pursuant to Article 179(a) of the Amended and Restated Articles of Association of the Company ("**Articles of Association**"), every Director or other officer of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, and no Director or other officer shall be liable for any loss, damages or misfortune which may happen to or be incurred by the Company in the execution of the duties of his office all in relation thereto, provided that such Article shall only have effect in so far as its provisions are not avoided by the Companies Law of the Cayman Islands. The Company has arranged Directors' and officers' liability insurance policy of the Company during the Year.

Report of the Directors

Directors

The Directors who were in office during the Year and as at the date of this Report ("**Report Date**") are as follows:

Executive Directors
Chew Fook Aun *(Chairman)*
Lam Kin Ming *(Deputy Chairman)* (passed away on 8 January 2021)
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*
Lam Hau Yin, Lester *(Chief Executive Officer)*
(also alternate director to U Po Chu)
Cheng Shin How
Lee Tze Yan, Ernest
Tham Seng Yum, Ronald
U Po Chu

Non-executive Directors
Lucas Ignatius Loh Jen Yuh (resigned on 1 April 2021)
Puah Tze Shyang (resigned on 1 April 2021)
(also alternate director to Lucas Ignatius Loh Jen Yuh) *(Note)*

Independent Non-executive Directors ("INEDs")
Ku Moon Lun
Lam Bing Kwan
Law Kin Ho
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

Note: Mr. Puah Tze Shyang ceased to act as the alternate director to Mr. Lucas Ignatius Loh Jen Yuh on 1 April 2021.

In accordance with Article 116 of the Articles of Association, Mr. Chew Fook Aun, Madam U Po Chu, Mr. Lee Tze Yan, Ernest, Mr. Ku Moon Lun, Mr. Law Kin Ho and Mr. Mak Wing Sum, Alvin ("**Retiring Directors**") will retire from office by rotation at the forthcoming annual general meeting of the Company ("**AGM**"). Being eligible, they offer themselves for re-election.

Details of the Retiring Directors proposed for re-election at the forthcoming AGM, required to be disclosed under Rule 13.51(2) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("**Listing Rules**" and "**Stock Exchange**", respectively) are set out in the Company's circular dated 18 November 2021.

Biographical Details of Directors

Brief biographical particulars of the current Directors are set out on pages 83 to 88 of this Annual Report. Directors' other particulars are contained elsewhere in this Report and this Annual Report.

Directors' Service Contracts

No Director proposed for re-election at the forthcoming AGM has an unexpired service contract with the Company and/or any of its subsidiaries, which is not determinable by the employing company within one year without payment of compensation, other than statutory compensation.

Directors' Interests in Transactions, Arrangements or Contracts

Save as disclosed in note 38(a) to the financial statements and the section headed "Continuing Connected Transactions" of this Report, no Director had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of the Group to which the Company or any of its subsidiaries was a party during the Year.

Directors' Interests in Competing Businesses

During the Year and/or up to the Report Date, the following Directors are considered to have interests in businesses which compete or are likely to compete, either directly or indirectly, with the businesses of the Group pursuant to the Listing Rules:

Mr. Chew Fook Aun, the late Dr. Lam Kin Ming (up to 7 January 2021), Mr. Lam Kin Hong, Matthew, Mr. Lam Hau Yin, Lester, Madam U Po Chu, Mr. Lee Tze Yan, Ernest, Mr. Tham Seng Yum, Ronald, Mr. Lucas Ignatius Loh Jen Yuh (up to 31 March 2021) and Mr. Puah Tze Shyang (up to 31 March 2021) (together, "**Interested Directors**") held shareholding or other interests and/or directorships in companies/entities engaged in the businesses of property investment and development in the Mainland of China.

However, the Board is independent from the boards of directors/governing committees of the aforesaid companies/entities and none of the Interested Directors can personally control the Board. Further, each of the Interested Directors is fully aware of, and has been discharging, his/her fiduciary duty to the Company and has acted and will continue to act in the best interest of the Company and its shareholders as a whole. Therefore, the Group is capable of carrying on its businesses independently of, and at arm's length from, the businesses of such companies/entities.

Arrangement for Directors to Acquire Shares or Debentures

Other than the share option scheme adopted by the Company as disclosed in the sections headed "Share Option Scheme" and "Directors' Interests" of this Report and in note 32 to the financial statements as well as the respective share option schemes adopted by Lai Sun Development Company Limited ("**LSD**") and Lai Sun Garment (International) Limited ("**LSG**"), at no time during the Year was the Company or any of its holding companies and its subsidiaries a party to any arrangement to enable a Director to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Directors' Remuneration

The Directors' fees and other emoluments are supervised by the Remuneration Committee of the Company and determined by the Board with reference to Directors' duties, responsibilities and performance and the results of the Company as well as the prevailing market conditions. Details of the Directors' remuneration are set out in note 8 to the financial statements.

Share Option Scheme

The Company adopted a share option scheme ("**Scheme**") on 18 December 2012 ("**Adoption Date**") for the purpose of recognising the contribution or future contribution of the Eligible Participants (as defined in the Scheme) to the Group. Eligible Participants include but are not limited to the directors and any employees of the Group. Unless otherwise cancelled or amended, the Scheme will remain in force for 10 years from the Adoption Date.

As at 31 July 2021, share options comprising a total of 8,680,690 underlying shares granted under the Scheme were outstanding.

The movement of the share options granted under the Scheme during the Year is as follows:

Name or category of participants	Date of grant *(Note 1)*	Number of underlying shares comprised in share options: As at 1 August 2020	Granted during the Year	Exercised during the Year	Lapsed/ cancelled during the Year	As at 31 July 2021	Exercise period	Exercise price per share (HK$) *(Note 2)*
Directors								
Lam Hau Yin, Lester	18/01/2013	3,219,182	–	–	–	3,219,182	18/01/2013 - 17/01/2023	11.40
Cheng Shin How	18/01/2013	643,836	–	–	–	643,836	18/01/2013 - 17/01/2023	11.40
Lee Tze Yan, Ernest	18/01/2013	640,000	–	–	–	640,000	18/01/2013 - 17/01/2023	11.40
Tham Seng Yum, Ronald	19/08/2019	500,000	–	–	–	500,000	19/08/2019 - 18/08/2029	6.784
Subtotal		**5,003,018**	**–**	**–**	**–**	**5,003,018**		
Other Eligible Participants (in aggregate)								
Batch 1	18/01/2013	3,631,508 *(Note 3)*	–	–	(863,836)	2,767,672	18/01/2013 - 17/01/2023	11.40
Batch 2	26/07/2013	220,000	–	–	–	220,000	26/07/2013 - 25/07/2023	9.50
Batch 3	16/01/2015	180,000	–	–	(60,000)	120,000	16/01/2015 - 15/01/2025	8.00
Batch 4	19/01/2018	190,000	–	–	–	190,000	19/01/2018 - 18/01/2028	13.52
Batch 5	22/01/2019	460,000	–	–	(200,000)	260,000	22/01/2019 - 21/01/2029	10.18
Batch 6 *(Note 4)*	22/01/2021	–	120,000	–	–	120,000	22/01/2021 - 21/01/2031	7.364
Subtotal		**4,681,508**	**120,000**	**–**	**(1,123,836)**	**3,677,672**		
Total		**9,684,526**	**120,000**	**–**	**(1,123,836)**	**8,680,690**		

Share Option Scheme (continued)

Notes:

1. *The share options vested on the date of grant.*

2. *The exercise price of the share options is subject to adjustment in the case of rights or bonus issues or other similar changes in the Company's share capital.*

3. *Dr. Lam Kin Ngok, Peter (a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong) was granted a share option to subscribe for a total of 321,918 shares of the Company on 18 January 2013.*

4. *The closing price of the Company's shares immediately before the date of grant of the share options was HK$7.30 per share.*

Save as disclosed above, no share options were granted, exercised, cancelled, or lapsed in accordance with the terms of the Scheme during the Year.

As at the Report Date, further options to subscribe for a maximum of 23,291,135 shares in the Company could be granted under the Scheme, together with the 8,680,690 underlying shares comprised in the share options granted under the Scheme and remained outstanding as at the Report Date, a total number of 31,971,825 shares are available for issue under the Scheme, representing approximately 9.66% of the shares of the Company in issue as at the Report Date.

Further details of the Scheme are set out in note 32 to the financial statements.

Directors' Interests

The following Directors and chief executive of the Company who held office on 31 July 2021 and their respective close associates (as defined in the Listing Rules) were interested or were deemed to be interested in the following interests or short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**")) on that date (a) as required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions, if any, which they were taken or deemed to have under such provisions of the SFO); or (b) as recorded in the register required to be kept by the Company pursuant to section 352 of the SFO ("**Register of Directors and Chief Executive**"); or (c) as otherwise notified to the Company and the Stock Exchange pursuant to the Code of Practice for Securities Transactions by Directors and Designated Employees adopted by the Company ("**Securities Code**"); or (d) as known to the Directors:

(1) The Company

Long positions in the ordinary shares of HK$5.00 each of the Company ("**Shares**") and underlying Shares

		Number of Shares		Number of underlying Shares		
Name of Director	**Capacity**	**Personal interests**	**Corporate interests**	**Personal interests** *(Note 1)*	**Total**	**Approximate percentage of total issued Shares** *(Note 2)*
Lam Hau Yin, Lester	Beneficial owner	Nil	Nil	3,219,182	3,219,182	0.97%
Cheng Shin How	Beneficial owner	Nil	Nil	643,836	643,836	0.19%
Lee Tze Yan, Ernest	Beneficial owner	Nil	Nil	640,000	640,000	0.19%
Tham Seng Yum, Ronald	Beneficial owner	Nil	Nil	500,000	500,000	0.15%

Notes:

1. *These interests in underlying Shares represented interests in share options granted to the Directors under the share option scheme of the Company. Particulars of which are set out in the section headed "Share Option Scheme" of this Report.*

2. *The percentage has been compiled based on the total number of issued Shares as at 31 July 2021 (i.e. 331,033,443 Shares).*

(2) Associated corporations of the Company

(i) Lai Sun Garment (International) Limited ("LSG")

Long positions in the ordinary shares of LSG ("**LSG Shares**") and underlying LSG Shares

Name of Director	Capacity	Number of LSG Shares Personal interests	Number of LSG Shares Corporate interests	Number of underlying LSG Shares Personal interests *(Note 1)*	Total	Approximate percentage of total issued LSG Shares *(Note 2)*
Chew Fook Aun	Beneficial owner	Nil	Nil	3,819,204	3,819,204	0.97%
Lam Hau Yin, Lester	Beneficial owner	12,459,208 *(Note 3)*	Nil	3,819,204	16,278,412	4.15%
U Po Chu	Beneficial owner	825,525 *(Note 3)*	Nil	Nil	825,525	0.21%

Notes:

1. *These interests in underlying LSG Shares represented interests in share options granted to the Directors under the share option schemes of LSG, particulars of which are as follows:*

Name of Director	*Date of grant*	*Number of underlying LSG Shares comprised in share options*	*Exercise period*	*Exercise price per LSG Share (HK$)*
Chew Fook Aun	*19/06/2017*	*3,819,204*	*19/06/2017 – 18/06/2027*	*15.00*
Lam Hau Yin, Lester	*19/06/2017*	*3,819,204*	*19/06/2017 – 18/06/2027*	*15.00*

Upon the completion of the rights issue of LSG on 2 August 2021, the exercise price of and the number of underlying LSG Shares entitled to be subscribed for under the outstanding share options have been adjusted in the following manner:

Name of Director	*Date of grant*	*Number of underlying LSG Shares comprised in share options*	*Exercise period*	*Exercise price per LSG Share (HK$)*
Chew Fook Aun	*19/06/2017*	*4,869,867*	*19/06/2017 – 18/06/2027*	*11.763*
Lam Hau Yin, Lester	*19/06/2017*	*4,869,867*	*19/06/2017 – 18/06/2027*	*11.763*

Directors' Interests (continued)

(2) Associated corporations of the Company (continued)

(i) Lai Sun Garment (International) Limited ("LSG") (continued)
Notes: (continued)

2. *The percentage has been compiled based on the total number of issued LSG Shares as at 31 July 2021 (i.e. 392,610,623 LSG Shares). As at the Report Date, the total number of issued LSG Shares is 588,915,934.*

3. *Subsequent to the year ended 31 July 2021 and as at the Report Date, the number of LSG Shares held by Mr. Lester Lam and Madam U Po Chu has been increased to 18,688,812 and 1,238,287, respectively following the completion of rights issue of LSG.*

(ii) Lai Sun Development Company Limited ("LSD")
Long positions in the ordinary shares of LSD ("**LSD Shares**") and underlying LSD Shares

Name of Director	Capacity	Number of LSD Shares Personal interests	 Corporate interests	Number of underlying LSD Shares Personal interests *(Note 1)*	Total	Approximate percentage of total issued LSD Shares *(Note 2)*
Chew Fook Aun	Beneficial owner/ Owner of controlled corporation	Nil	1,221,000 *(Notes 3 and 4)*	1,952,081	3,173,081	0.52%
Lam Hau Yin, Lester	Beneficial owner	Nil	Nil	4,173,081	4,173,081	0.68%
Lee Tze Yan, Ernest	Beneficial owner	Nil	Nil	832,000	832,000	0.14%
Tham Seng Yum, Ronald	Beneficial owner	Nil	Nil	800,000	800,000	0.13%
U Po Chu	Beneficial owner	26,919 *(Note 4)*	Nil	Nil	26,919	0.00%

(2) Associated corporations of the Company (continued)

(ii) *Lai Sun Development Company Limited ("**LSD**") (continued)*

Notes:

1. *These interests in underlying LSD Shares represented interests in share options granted to the Directors under the share option schemes of LSD, particulars of which are as follows:*

Name of Director	***Date of grant***	***Number of underlying LSD Shares comprised in share options***	***Exercise period***	***Exercise price per LSD Share*** *(HK$)*
Chew Fook Aun	*05/06/2012*	*1,952,081*	*05/06/2012 – 04/06/2022*	*5.35*
Lam Hau Yin, Lester	*18/01/2013*	*4,173,081*	*18/01/2013 – 17/01/2023*	*16.10*
Lee Tze Yan, Ernest	*18/01/2013*	*832,000*	*18/01/2013 – 17/01/2023*	*16.10*
Tham Seng Yum, Ronald	*19/08/2019*	*800,000*	*19/08/2019 – 18/08/2029*	*9.92*

Upon the completion of the rights issue of LSD on 6 October 2021, the exercise price of and the number of underlying LSD Shares entitled to be subscribed for under the outstanding share options have been adjusted in the following manner:

Name of Director	***Date of grant***	***Number of underlying LSD Shares comprised in share options***	***Exercise period***	***Exercise price per LSD Share*** *(HK$)*
Chew Fook Aun	*05/06/2012*	*2,275,301*	*05/06/2012 – 04/06/2022*	*4.59*
Lam Hau Yin, Lester	*18/01/2013*	*4,864,519*	*18/01/2013 – 17/01/2023*	*13.811*
Lee Tze Yan, Ernest	*18/01/2013*	*969,854*	*18/01/2013 – 17/01/2023*	*13.811*
Tham Seng Yum, Ronald	*19/08/2019*	*932,552*	*19/08/2019 – 18/08/2029*	*8.509*

2. *The percentage has been compiled based on the total number of issued LSD Shares as at 31 July 2021 (i.e. 612,089,025 LSD Shares). As at the Report Date, the total number of issued LSD Shares is 968,885,887.*

3. *These LSD Shares are held by The Orchid Growers Association Limited, the entire issued share capital of which is beneficially owned by Mr. Chew Fook Aun.*

4. *Subsequent to the year ended 31 July 2021 and as at the Report Date, the number of LSD Shares held by Mr. Chew Fook Aun and Madam U Po Chu has been increased to 1,831,500 and 40,378, respectively following the completion of rights issue of LSD.*

Directors' Interests (continued)

(2) Associated corporations of the Company (continued)

*(iii) eSun Holdings Limited ("**eSun**")*

Long positions in the ordinary shares of HK$0.50 each of eSun ("**eSun Shares**")

Name of Director	Capacity	Number of eSun Shares Personal interests	Approximate percentage of total issued eSun Shares *(Note)*
Lam Hau Yin, Lester	Beneficial owner	2,794,443	0.19%

Note: The percentage has been compiled based on the total number of issued eSun Shares as at 31 July 2021 (i.e. 1,491,854,598 eSun Shares).

(iv) LSD Bonds (2017) Limited

Long position in the 4.6% guaranteed notes due 2022

Name of Director	Capacity	Nature of interests	Principal amount
Mak Wing Sum, Alvin	Beneficial owner	Personal	US$200,000 *(Note)*

Note: These notes were jointly held by Mr. Mak Wing Sum, Alvin and his spouse.

Save as disclosed above, as at 31 July 2021, none of the Directors and chief executive of the Company and their respective close associates was interested or was deemed to be interested in the long and short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations, which were required to be notified to the Company and the Stock Exchange, recorded in the Register of Directors and Chief Executive, notified under the Securities Code, or otherwise known to the Directors.

Substantial Shareholders' and Other Persons' Interests

As at 31 July 2021, so far as is known or otherwise notified to any Director or the chief executive of the Company, the particulars of the corporations or individuals who had 5% or more interests in the following long positions in the Shares and underlying Shares as recorded, other than a Director or the chief executive of the Company, in the register required to be kept under section 336 of the SFO ("**Register of Shareholders**") or were entitled to exercise, or control the exercise of, 10% or more of the voting power at any general meeting of the Company ("**Voting Entitlements**") (i.e. within the meaning of substantial shareholders of the Listing Rules) were as follows:

(A) Long positions in the Shares of the Company

Name	Capacity	Nature of interests	Number of Shares	Approximate percentage of total issued Shares *(Note 1)*
Substantial Shareholders				
Lai Sun Development Company Limited ("**LSD**")	Owner of controlled corporations	Corporate	182,318,266 *(Note 2)*	55.08%
Lai Sun Garment (International) Limited ("**LSG**")	Owner of controlled corporations	Corporate	182,318,266 *(Note 3)*	55.08%
Lam Kin Ngok, Peter	Owner of controlled corporations	Corporate	182,318,266 *(Note 4)*	55.08%
Holy Unicorn Limited ("**Holy Unicorn**")	Beneficial owner	Corporate	180,600,756 *(Note 2)*	54.56%
Transtrend Holdings Limited ("**Transtrend**")	Beneficial owner	Corporate	1,717,510 *(Note 2)*	0.52%
CapitaLand China Holdings Pte Ltd ("**CapitaLand China**")	Owner of controlled corporation	Corporate	64,400,000 *(Note 5)*	19.45%
CapitaLand China Investments Limited ("**CapitaLand China Investments**")	Owner of controlled corporations	Corporate	64,400,000 *(Note 5)*	19.45%
CapitaLand LF (Cayman) Holdings Co., Ltd. ("**CapitaLand Cayman**")	Beneficial owner	Corporate	64,400,000	19.45%
CapitaLand Limited	Owner of controlled corporations	Corporate	64,400,000 *(Note 5)*	19.45%
Temasek Holdings (Private) Limited ("**Temasek**")	Owner of controlled corporations	Corporate	64,400,000 *(Note 5)*	19.45%

Substantial Shareholders' and Other Persons' Interests (continued)

(A) Long positions in the Shares of the Company (continued)

Name	Capacity	Nature of interests	Number of Shares	Approximate percentage of total issued Shares *(Note 1)*
Other Persons				
Yu Cheuk Yi	Beneficial owner	Personal	33,070,237 *(Note 6)*	9.99%
Yu Siu Yuk	Beneficial owner	Personal	33,070,237 *(Note 6)*	9.99%
Moerus Capital Management LLC	Investment manager	Corporate	24,969,825	7.54%

Notes:

1. *The percentage has been compiled based on the total number of issued Shares as at 31 July 2021 (i.e. 331,033,443 Shares).*

2. *These interests in the Company represented all the Shares beneficially owned by Holy Unicorn (180,600,756 Shares or approximately 54.56% of the total issued Shares) and Transtrend (1,717,510 Shares or approximately 0.52% of the total issued Shares), both being wholly-owned subsidiaries of LSD.*

3. *LSG owned approximately 56.13% shareholding interests in LSD. As such, LSG was deemed to be interested in the same 182,318,266 Shares in which LSD had interests. As at the Report Date, LSG owned approximately 53.19% shareholding interests in LSD.*

4. *Dr. Lam Kin Ngok, Peter was deemed to be interested in 182,318,266 Shares by virtue of his personal and deemed shareholding interests in approximately 41.86% (excluding share option) in LSG which in turn owned approximately 56.13% shareholding interests in LSD. As at the Report Date, Dr. Peter Lam is deemed to have 41.89% interests (excluding share option) in LSG which in turn owned approximately 53.19% shareholding interests in LSD.*

5. *These interests in the Company represented the Shares beneficially owned by CapitaLand Cayman which is wholly owned by CapitaLand China which in turn is wholly owned by CapitaLand China Investments while CapitaLand China Investments is wholly owned by CapitaLand Limited. CapitaLand Limited is in turn a wholly owned subsidiary of CLA Real Estate Holdings Pte. Ltd. Temasek is deemed to be interested in the same 64,400,000 Shares held by CapitaLand Cayman as CLA Real Estate Holdings Pte. Ltd. is an indirect wholly owned subsidiary of Temasek.*

6. *Mr. Yu Cheuk Yi and Ms. Yu Siu Yuk were both taken to be interested in the same 33,070,237 Shares which were held jointly by them.*

Substantial Shareholders' and Other Persons' Interests (continued)

(B) Long positions in the underlying Shares of the Company

Name	Capacity	Number of underlying Shares	Approximate percentage of total issued Shares *(Note 1)*
Lam Kin Ngok, Peter	Beneficial owner	321,918 *(Note 2)*	0.10%

Notes:

1. *The percentage has been compiled based on the total number of issued Shares as at 31 July 2021 (i.e. 331,033,443 Shares).*

2. *The interests in underlying Shares represented interests in a share option granted to Dr. Lam Kin Ngok, Peter under the share option scheme of the Company. Particulars of which are set out in the section headed "Share Option Scheme" of this Report.*

Save as disclosed above, the Directors are not aware of any other corporation or individual who, as at 31 July 2021, had the Voting Entitlements or 5% or more interests or short positions in the Shares or underlying Shares as recorded in the Register of Shareholders.

Controlling Shareholder's Interests in Significant Contracts

Save as disclosed in note 27 to the financial statements and the section headed "Continuing Connected Transactions" of this Report below, at no time during the Year had the Company or any of its subsidiaries, and the controlling shareholder (as defined under the Listing Rules) or any of its subsidiaries entered into any contract of significance or any contract of significance for the provision of services by the controlling shareholder or any of its subsidiaries to the Company or any of its subsidiaries.

Continuing Connected Transactions

The Company had certain continuing connected transactions (as defined under the Listing Rules) during the Year, brief particulars of which are as follows:

1. Property Management Services Agreements

On 16 July 2019, Zhuhai Hengqin Novotown Business Management Co., Ltd. ("**Novotown Business Management**"), an indirect wholly-owned subsidiary of the Company and Zhuhai Hengqin Novotown Creative Culture Co., Ltd. ("**Novotown Creative Culture**") entered into the Novotown Creative Culture Property Management Services Agreement, pursuant to which Novotown Business Management will provide property management services to Novotown Creative Culture from 1 September 2019 to 31 August 2022 subject to the annual cap not exceeding HK$4.8 million for the financial year ended 31 July 2020 and HK$5.2 million for each of the financial years ended 31 July 2021 and ending 31 July 2022.

On 16 July 2019, Novotown Business Management and Zhuhai Hengqin Novotown Entertainment Co., Ltd. ("**Novotown Entertainment**") entered into the Novotown Entertainment Property Management Services Agreement, pursuant to which Novotown Business Management will provide property management services to Novotown Entertainment from 1 August 2019 to 31 July 2022 subject to the annual cap not exceeding HK$23.8 million for each of the financial years ended 31 July 2020 and 2021 and ending 31 July 2022.

On 23 July 2019, Novotown Business Management and Zhuhai Hengqin Laisun Creative Culture City Co., Ltd. ("**Laisun Creative Culture**") entered into the Laisun Creative Culture Property Management Services Agreement, pursuant to which Novotown Business Management will provide property management services to Laisun Creative Culture from 1 October 2019 to 30 September 2022 subject to the annual cap not exceeding HK$59.1 million for the financial year ended 31 July 2020 and HK$70.9 million for each of the financial years ended 31 July 2021 and ending 31 July 2022.

LSD is the holding company of the Company. Each of Novotown Creative Culture, Novotown Entertainment and Laisun Creative Culture, is a connected subsidiary of the Company pursuant to Rule 14A.16(2) of the Listing Rules by virtue of being an indirect subsidiary of Rosy Commerce Holdings Limited ("**Rosy Commerce**"), which is in turn a connected subsidiary of the Company controlled as to 20% (excluding the portion indirectly held through the Group) by LSD indirectly.

Accordingly, each of Novotown Creative Culture Property Management Services Agreement, Novotown Entertainment Property Management Services Agreement and Laisun Creative Culture Property Management Services Agreement (collectively, "**Property Management Services Agreements**") constituted a continuing connected transaction for the Company under Chapter 14A of the Listing Rules.

Details of the Property Management Services Agreements are set out in the Company's announcements dated 16 July 2019 and 23 July 2019.

For the Year, the amounts of the property management fees paid or payable to Novotown Business Management by the relevant connected subsidiaries were as follows:

Novotown Creative Culture	RMB3,105,000 (equivalent to approximately HK$3,665,000)
Novotown Entertainment	RMB14,354,000 (equivalent to approximately HK$16,941,000)
Laisun Creative Culture	RMB2,581,000 (equivalent to approximately HK$3,047,000)

2. Cost-sharing Agreements

On 16 July 2019, Novotown Business Management and Laisun Creative Culture entered into the Laisun Creative Culture Cost-sharing Agreement, pursuant to which Novotown Business Management and Laisun Creative Culture will share the costs and expenses in connection with the use of the head lease premises leased by Novotown Business Management ("**Head Lease Premises**") as staff quarter on a cost basis from 1 September 2019 to 30 April 2021 subject to the annual caps not exceeding HK$3.1 million and HK$3.3 million for the respective financial years ended 31 July 2020 and 2021.

On 16 July 2019, Novotown Business Management and Novotown Creative Culture entered into the Novotown Creative Culture Cost-sharing Agreement, pursuant to which Novotown Business Management and Novotown Creative Culture will share the costs and expenses in connection with the use of the Head Lease Premises as staff quarter on a cost basis from 1 September 2019 to 30 April 2021 subject to the annual caps not exceeding HK$0.5 million for each of the financial years ended 31 July 2020 and 2021.

On 16 July 2019, Novotown Business Management and Novotown Entertainment entered into the Novotown Entertainment Cost-sharing Agreement, pursuant to which Novotown Business Management and Novotown Entertainment will share the costs and expenses in connection with the use of the Head Lease Premises as staff quarter on a cost basis from 1 September 2019 to 30 April 2021 subject to the annual caps not exceeding HK$2.5 million and HK$2.8 million for the respective financial years ended 31 July 2020 and 2021.

As mentioned in paragraph 1 above, each of Laisun Creative Culture, Novotown Creative Culture and Novotown Entertainment is a connected subsidiary of the Company pursuant to Rule 14A.16(2) of the Listing Rules. Accordingly, each of the Laisun Creative Culture Cost-sharing Agreement, Novotown Creative Culture Cost-sharing Agreement and Novotown Entertainment Cost-sharing Agreement (collectively, "**Cost-sharing Agreements**") constituted a continuing connected transaction for the Company under Chapter 14A of the Listing Rules.

For the Year, the amount of the cost-sharing fees paid or payable to Novotown Business Management by the relevant connected subsidiaries were as follows:

Laisun Creative Culture	RMB1,512,000 (equivalent to approximately HK$1,785,000)
Novotown Creative Culture	RMB157,000 (equivalent to approximately HK$186,000)
Novotown Entertainment	RMB1,113,000 (equivalent to approximately HK$1,313,000)

The Cost-sharing Agreements expired on 30 April 2021.

Continuing Connected Transactions (continued)

3. 2020 Ascott Management Agreement

In view of the expiry of the management agreement dated 5 May 2009 ("**2009 Management Agreement**") between Shanghai Li Xing Real Estate Development Co., Ltd. ("**Li Xing**", a wholly-owned subsidiary of the Company) and Ascott Property Management (Shanghai) Co., Ltd. ("**Ascott**") in relation to the management of the units of serviced apartment owned by the Group and situated in Huangpu District, Shanghai, the People's Republic of China ("**Serviced Residence**" and "**PRC**", respectively) on 30 April 2020, the Company announced on 23 January 2020 that on the same date, Li Xing and Ascott entered into a serviced residence management agreement ("**2020 Management Agreement**") to renew the 2009 Management Agreement for a period of 10 years commencing on 1 May 2020 and renewable for two successive terms of five years at the option of Ascott and subject to the agreement of Li Xing.

Pursuant to the 2020 Management Agreement,

(a) Ascott shall be entitled to receive, for each fiscal year during and throughout the term of the 2020 Management Agreement, a base management fee; and

(b) Ascott will provide (i) computer modular programs for use in connection with the management and operation of the Serviced Residence at a fee of RMB150 per unit per month, (ii) centralised reservation services at a fee of RMB24,000 per month and (iii) other services including, but not limited to, educational and training programmes and facilities, cluster advertising and promotion services, and central purchasing and procurement services at a fee of RMB2,000,000 per annum.

Ascott is a subsidiary of CapitaLand Limited ("**CapitaLand**") and CapitaLand is a substantial shareholder of the Company and therefore a connected person of the Company. Accordingly, Ascott is an associate (as defined under the Listing Rules) of CapitaLand and therefore is a connected person of the Company under Rule 14A.07 of the Listing Rules, and the transactions contemplated under the 2020 Management Agreement constitute continuing connected transactions for the Company under the Listing Rules.

The maximum amount of total fees payable by Li Xing to Ascott during the term of the 2020 Management Agreement will not exceed RMB15,000,000 per annum.

Details of the 2020 Management Agreement are set out in an announcement dated 23 January 2020 jointly published by the Company, LSG, LSD, and eSun.

For the Year, such fees paid or payable to Ascott amounted to RMB5,719,000 (equivalent to approximately HK$6,750,000).

4. Commercial Letting Framework Agreement

On 31 July 2020, the Company, LSG (together with its subsidiaries, "**LSG Group**"), LSD (together with its subsidiaries, "**LSD Group**"), eSun (together with its subsidiaries, "**eSun Group**") and Media Asia Group Holdings Limited ("**MAGHL**", together with its subsidiaries, "**MAGHL Group**") (collectively, "**Lai Sun Group**") entered into the commercial letting framework agreement for the transactions with regard to the letting and/or licensing of premises for office space, warehouse, sales office, restaurant premises, serviced apartments, commercial shops and show flats within members of the Lai Sun Group ("**Transactions**") for a period of three years commencing on 1 August 2020 and expiring on 31 July 2023 ("**Commercial Letting Framework Agreement**").

Pursuant to the Commercial Letting Framework Agreement,

(i) each Transaction shall be governed by a written agreement on normal commercial terms;

(ii) the rental or fees (including property management fees) payable under each Transaction and their payment terms shall be determined by reference to the prevailing market or comparable rental or fees; and

(iii) LSG, LSD, the Company, eSun and MAGHL may, in accordance with requirements of the Listing Rules, determine the annual cap amounts in respect of the Transactions constituting its continuing connected transactions for the financial year ended 31 July 2021 and each of the financial years ending 31 July 2022 and 2023.

Pursuant to Hong Kong Financial Reporting Standard 16 Leases, lessees are required to recognise right-of-use asset in respect of fixed rental payments. Moreover, licensing fees payable by lessees other than fixed rental payments are recorded as expenses incurred by the lessees over the term of that lease. As a result, the Company has set the following cap amounts:

As lessee:

(i) the annual cap amounts for the total value of the right-of-use assets in respect of the Transactions are HK$6,800,000 for the financial year ended 31 July 2021 and HK$7,300,000 and HK$7,900,000 for the respective financial years ending 31 July 2022 and 2023; and

(ii) the annual cap amount for licensing and other fees in respect of the Transactions is HK$800,000 for each of the financial years ended 31 July 2021 and ending 2022 and 2023.

Continuing Connected Transactions (continued)

4. Commercial Letting Framework Agreement (continued)

As lessor:

The annual cap amounts for the annual rental, licensing fees and/or other fees receivable by the Group in respect of the Transactions are HK$11,800,000 for the financial year ended 31 July 2021 and HK$12,900,000 and HK$14,000,000 for the respective financial years ending 31 July 2022 and 2023.

LSG and LSD are holding companies of the Company and hence connected persons of the Company under the Listing Rules. Accordingly, the Transactions between the Group and each of the LSG Group (excluding the LSD Group) and the LSD Group (including the eSun Group and the MAGHL Group) constitute continuing connected transactions of the Company.

Details of the Commercial Letting Framework Agreement are set out in an announcement dated 31 July 2020 jointly published by the Company, LSG, LSD, eSun and MAGHL.

For the Year, in respect of the Transactions:

(i) total value of the right-of-use assets recognised amounted to HK$1,205,000;

(ii) licensing and other fees paid or payable by the Group amounted to HK$507,000; and

(iii) rental, licensing fees and/or other fees received or receivable by the Group amounted to HK$4,381,000.

5. The May Flower Cinema Leases

On 31 October 2015, Zhongshan Baoli Property Development Company Limited, an indirect wholly-owned subsidiary of the Company, as lessor, entered into an agreement with Guangdong May Flower Cinema City Company Limited ("**Guangdong Cinema City**", an indirect wholly-owned subsidiary of eSun), as lessee, for extension of the lease of certain premises in Zhongshan Palm Spring (a multi-phase development project wholly owned by the Company) for operation of Zhongshan May Flower Cinema for a further term of 15 years, from 1 November 2015 to 31 October 2030 ("**Zhongshan May Flower Cinema Lease**").

On 1 November 2015, Guangzhou Jieli Real Estate Company Limited, an indirect wholly-owned subsidiary of the Company, as lessor, entered into an agreement with Guangdong Cinema City, as lessee, for extension of the lease of certain premises in Guangzhou May Flower Plaza (a commercial property wholly owned by the Company) for operation of Guangzhou May Flower Cinema for a further term of 15 years, from 1 November 2015 to 31 October 2030 ("**Guangzhou May Flower Cinema Lease**", together with Zhongshan May Flower Cinema Lease, "**May Flower Cinema Leases**").

eSun is a subsidiary of LSD, which is a controlling shareholder of the Company. Hence, the May Flower Cinema Leases constituted continuing connected transactions of the Company.

5. The May Flower Cinema Leases (continued)

The rental and other amounts (including the property management fees and any additional turnover rent) payable to the Group under the May Flower Cinema Leases are subject to an annual cap of RMB9,000,000 for the Company (as lessor) for each of the 10 financial years ending 31 July 2030 and an annual cap of RMB3,000,000 for the financial year ending 31 July 2031.

Details of the May Flower Cinema Leases are set out in an announcement dated 31 July 2020 jointly published by the Company, LSG, LSD and eSun.

For the Year, the amount of rental and other amounts received or receivable by the Group amounted to RMB6,116,000 (equivalent to approximately HK$7,218,000).

6. 2021 Cost-sharing Agreements

On 30 July 2021, Novotown Business Management entered into the following cost-sharing agreements with each of Laisun Creative Culture, Laisun Creative Culture Hotel (a branch office of Laisun Creative Culture established in the PRC), Novotown Creative Culture and Novotown Entertainment in respect of sharing the costs and expenses in connection with the use of the head lease premises ("**2021 Head Lease Premises**") as staff quarter on a cost basis:

(i) The Laisun Creative Culture Cost-sharing Agreements

Novotown Business Management and Laisun Creative Culture entered into the Laisun Creative Culture Cost-sharing Agreement I, and Novotown Business Management and Laisun Creative Culture Hotel entered into the Laisun Creative Culture Cost-sharing Agreement II, pursuant to which the parties thereto will share the costs and expenses in connection with the use of the 2021 Head Lease Premises as staff quarter on a cost basis from 1 August 2021 to 30 April 2024 subject to the annual caps not exceeding HK$3.1 million, HK$3.3 million and HK$3.4 million for the respective financial years ending 31 July 2022, 2023 and 2024.

(ii) The Novotown Creative Culture Cost-sharing Agreement

Novotown Business Management and Novotown Creative Culture entered into the Novotown Creative Culture Cost-sharing Agreement, pursuant to which the parties thereto will share the costs and expenses in connection with the use of the 2021 Head Lease Premises as staff quarter on a cost basis from 1 August 2021 to 30 April 2024 subject to the annual caps not exceeding HK$0.3 million for each of the financial years ending 31 July 2022, 2023 and 2024.

(iii) The Novotown Entertainment Cost-sharing Agreement

Novotown Business Management and Novotown Entertainment entered into the Novotown Entertainment Cost-sharing Agreement, pursuant to which the parties thereto will share the costs and expenses in connection with the use of the 2021 Head Lease Premises as staff quarter on a cost basis from 1 August 2021 to 30 April 2024 subject to the annual caps not exceeding HK$2.0 million, HK$2.1 million and HK$2.2 million for the respective financial years ending 31 July 2022, 2023 and 2024.

Continuing Connected Transactions (continued)

6. 2021 Cost-sharing Agreements (continued)

As mentioned in paragraph 1 above, each of Laisun Creative Culture, Novotown Creative Culture and Novotown Entertainment is a connected subsidiary of the Company pursuant to Rule 14A.16(2) of the Listing Rules. Accordingly, each of the Laisun Creative Culture Cost-sharing Agreements, Novotown Creative Culture Cost-sharing Agreement and Novotown Entertainment Cost-sharing Agreement (collectively, "**2021 Cost-sharing Agreements**") constituted a continuing connected transaction for the Company under Chapter 14A of the Listing Rules.

Details of the 2021 Cost-sharing Agreements are set out in an announcement of the Company dated 30 July 2021.

The continuing connected transactions listed above have been reviewed by the INEDs who have confirmed that the transactions have been entered into:

(a) in the ordinary and usual course of business of the Group;

(b) on normal commercial terms or better; and

(c) according to the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company's shareholders as a whole.

Ernst & Young, Certified Public Accountants of Hong Kong ("**Ernst & Young**"), the Company's independent auditor, were engaged to report on the Group's continuing connected transactions 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. Ernst & Young have issued their unqualified letter containing their findings and conclusions in respect of the continuing connected transactions disclosed under paragraphs 1 to 5 above to the Board 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.

In addition, during the Year, there were sharing of corporate salaries and administrative expenses on a cost basis allocated from and to the LSG Group (excluding the Group). These continuing connected transactions are exempt from announcement, reporting and shareholders' approval requirements pursuant to Rule 14A.98 of the Listing Rules.

Guaranteed Notes

On 18 January 2018, the Group issued the 5.65% guaranteed notes due 2023 with an aggregate principal amount of US$350,000,000. Details of the guaranteed notes are set out in note 29 to the financial statements.

Share Capital

Details of the movements in the Company's share capital during the Year are set out in note 31 to the financial statements.

Distributable Reserves

As at 31 July 2021, the Company's reserves available for distribution amounted to HK$402,761,000 which comprised retained earnings and exchange fluctuation reserve.

Under the Companies Law of the Cayman Islands, the share premium account of the Company in the amount of HK$4,105,466,000 may be applied for paying distributions or dividends to members provided that immediately following the date on which the distribution or dividend is proposed to be paid, the Company will be able to pay its debts as they fall due in the ordinary course of business.

Principal Subsidiaries

Particulars of the Company's principal subsidiaries as at 31 July 2021 are set out in note 43 to the financial statements.

Donations for Charitable and Other Purposes

During the Year, the Group made donations for charitable or other purposes totaling HK$4,648,000.

Pre-Emptive Rights

There are no provisions for pre-emptive rights under the Articles of Association or the Companies Law of the Cayman Islands, which would oblige the Company to offer new shares on a pro rata basis to existing Shareholders.

Summary of Financial Information

A summary of the results and assets, liabilities and non-controlling interests of the Group for the last five financial years is set out in the Financial Summary of this Annual Report on pages 28 and 29.

Major Customers and Suppliers

During the Year, turnover or sales attributable to the Group's five largest customers accounted for less than 30% of the Group's total turnover. During the Year, the Group's purchases from its five largest suppliers accounted for approximately 48% of the Group's total purchases, while the largest supplier accounted for approximately 22% of the Group's total purchases for the Year.

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

Disclosure Pursuant to Paragraph 13.21 of Chapter 13 of the Listing Rules

On 30 October 2018, a non-wholly owned subsidiary of the Company, as borrower, entered into a facility agreement pursuant to which a 5-year term loan facility of an amount up to HK$700,000,000 was granted to the borrower. The facility agreement was amended on 22 October 2019, pursuant to which LSD shall maintain its 20% direct or indirect holding interest (excluding the portion indirectly held through the Company) in the borrower. Upon a breach of this covenant, the lender may, inter alia, declare that the outstanding liability under the facility becomes immediately due.

Purchase, Sale or Redemption of Listed Securities

During the Year, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities.

Sufficiency of Public Float

Based on the information that is publicly available to the Company and within the knowledge of the Directors, as at the Report Date, the Company's public float was below 25% of the total issued share capital of the Company held by the public ("**Minimum Prescribed Percentage**") as prescribed by the Listing Rules.

The Company is considering steps to restore the public float of the Company to the Minimum Prescribed Percentage in accordance with the Listing Rules.

For more details of the insufficiency of public float, please refer to the announcement of the Company dated 21 April 2021.

Corporate Governance

Particulars of the Company's corporate governance practices are set out in the Corporate Governance Report on pages 64 to 82 of this Annual Report.

Independence of Independent Non-Executive Directors

The Company has received from each of the INEDs in writing an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules and the Company considers all the INEDs to be independent.

Equity-Linked Agreement

For the Year, the Company has not entered into any equity-linked agreement, save for options to be granted under the above section of "Share Option Scheme" of this Report.

Review by Audit Committee

The Audit Committee of the Company comprises four INEDs, namely Messrs. Law Kin Ho, Lam Bing Kwan, Ku Moon Lun and Mak Wing Sum, Alvin. The Audit Committee has reviewed with the management the audited consolidated financial statements of the Company for the Year.

Independent Auditor

The consolidated financial statements of the Company for the Year have been audited by Ernst & Young who will retire and, being eligible, offer themselves for re-appointment at the forthcoming AGM. Having approved by the Board upon the Audit Committee's recommendation, a resolution for the re-appointment of Ernst & Young as the independent auditor of the Company for the ensuing year will be put to the forthcoming AGM for Shareholders' approval.

On behalf of the Board

Chew Fook Aun
Chairman
Hong Kong
19 October 2021

Shareholders' Information

Taxation of Holders of Shares

(a) Hong Kong

The purchase, sale and transfer of shares registered in the Company's Hong Kong branch register of members will be subject to Hong Kong stamp duty. The current rate charged on each of the purchaser and seller (or transferee and transferor) is 0.13% of the consideration or, if greater, the fair value of the shares being bought/sold or transferred (rounded up to the nearest HK$'000). In addition, a fixed duty of HK$5.00 is currently payable on an instrument of transfer of shares.

Profits from dealings in the shares arising in or derived from Hong Kong may also be subject to Hong Kong profits tax.

(b) Cayman Islands

Under the present Cayman Islands laws, transfers and other dispositions of shares in the Company are exempt from Cayman Islands stamp duty.

(c) Consultation with professional advisers

Intending holders and investors of the Company's shares are recommended to consult their professional advisers if they are in any doubt as to the taxation implications (including tax relief) of subscribing for, purchasing, holding, disposing of or dealing in shares. It is emphasised that none of the Company or its Directors or officers will accept any responsibility for any tax effect on, or liabilities of, holders of shares in the Company resulting from their subscription for, purchase, holding, disposal of or dealing in such shares.

Key Dates

Shareholders and investors are advised to note the following key dates of the Company and take appropriate action:

	For Financial Year 2020/2021
Annual results announcement	19 October 2021
Latest time and date for lodging transfer documents with the Hong Kong branch share registrar to ascertain entitlement to attending and voting at the 2021 Annual General Meeting ("**2021 AGM**")	4:30 p.m. on 13 December 2021
2021 AGM	17 December 2021

	For Financial Year 2021/2022
Interim results announcement	on or before 31 March 2022
Annual results announcement	on or before 31 October 2022

Independent Auditor's Report

EY 安永

To the members of Lai Fung Holdings Limited
(Incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of Lai Fung Holdings Limited (the "**Company**") and its subsidiaries (the "**Group**") set out on pages 119 to 220, which comprise the consolidated statement of financial position as at 31 July 2021, and the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 July 2021, 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.

Basis for Opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing ("**HKSAs**") 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 are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (the "**Code**"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key Audit Matters (continued)

Key audit matter	How our audit addressed the key audit matter
Estimation of fair value of investment properties	
The Group's investment properties measured at fair value amounted to HK$20 billion as at 31 July 2021. Significant estimation and judgement are required by management to determine the fair value of the investment properties. To support management's determination of the fair value, the Group engaged an external valuer to perform valuations on the investment properties at the end of the reporting period. The related disclosures for the estimation of fair value of investment properties are included in notes 3 and 15 to the financial statements.	We evaluated the objectivity, independence and competency of the external valuer. We also involved our internal valuation specialists to assist us to evaluate the valuation techniques and assumptions used. We also tested the underlying key estimations and assumptions for selected samples through enquiry with management and by reference to the historical information and open market information.
Land appreciation tax in Mainland China	
The Group is subject to land appreciation tax ("**LAT**") in respect of the Group's property development projects in Mainland China. The Group has not finalised its LAT calculation and payments with the tax authorities for certain of its property development projects. Significant management judgement and estimations are required in determining the LAT provision for these projects. Changes in assumptions about the decisions that might be taken by the relevant tax authorities can materially impact the level of LAT provisions recorded in the financial statements. The final outcome could be different from the amounts that were initially recorded. The related disclosures in relation to LAT are included in notes 3 and 10 to the financial statements.	We involved our internal tax specialists to assist us in the assessment of the LAT calculation prepared by management, including analysing and evaluating the estimates and assumptions used by management as well as the adequacy and completeness of the LAT provision.

Key Audit Matters (continued)

Key audit matter	How our audit addressed the key audit matter
Impairment of the long-term assets related to theme parks	
As at 31 July 2021, the long-term assets related to theme parks included property, plant and equipment of HK$1,264 million, after impairment of HK$189 million, and right-of-use assets of HK$63 million. Due to the outbreak of COVID-19 pandemic, the operation of the theme parks suffered losses in the current year, which increased the risk of impairment regarding the long-term assets related to the theme parks. Management treated each of theme parks as a cash-generating unit ("**CGU**") and measured the recoverable amounts of the long-term assets related to theme parks by assessing the value in use of the corresponding CGU. Recoverability of each of these CGUs is dependent on assumptions of the future revenue growth rate and operating costs, as well as the discount rate. The assessment of impairment involves significant estimation uncertainty, subjective assumptions and the application of significant judgement. Relevant disclosures are made in notes 3, 13 and 16 to the consolidated financial statements.	We evaluated the key estimations and assumptions used in the impairment assessment prepared by management and assessed the forecasts used with respect to future revenues and operating results by comparing the forecasts with the historic performance of the respective CGU and by referencing to management's business development plans through enquiry with management and the industry trend. We also involved our internal valuation specialists assisting us in evaluating the valuation methodologies and discount rates used in the impairment assessment prepared by management.

Other Information Included in the Annual Report

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

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

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

Responsibilities of the Directors for the Consolidated Financial Statements

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

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

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. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

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

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

The engagement partner on the audit resulting in this independent auditor's report is Lee Mee Kwan, Helena.

Ernst & Young
Certified Public Accountants
27/F, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

19 October 2021

Consolidated Income Statement

Year ended 31 July 2021

	Notes	2021 HK$'000	2020 HK$'000
TURNOVER	5	**3,196,582**	1,201,779
Cost of sales		**(2,477,462)**	(604,505)
Gross profit		**719,120**	597,274
Other income and gains	5	**106,640**	78,168
Selling and marketing expenses		**(137,511)**	(63,326)
Administrative expenses		**(247,668)**	(267,164)
Other operating expenses, net		**(525,579)**	(196,596)
Write-down of completed properties for sale to net realisable value		**—**	(467,920)
Fair value gains/(losses) on investment properties	15	**250,774**	(599,081)
PROFIT/(LOSS) FROM OPERATING ACTIVITIES	7	**165,776**	(918,645)
Finance costs	6	**(401,427)**	(262,870)
Share of losses of joint ventures		**(265)**	(214)
Share of losses of associates		**(235)**	(617)
LOSS BEFORE TAX		**(236,151)**	(1,182,346)
Tax	10	**(439,414)**	(42,212)
LOSS FOR THE YEAR		**(675,565)**	(1,224,558)
ATTRIBUTABLE TO:			
Owners of the Company		**(538,967)**	(1,006,263)
Non-controlling interests		**(136,598)**	(218,295)
		(675,565)	(1,224,558)
LOSS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY:	12		
Basic and diluted		**(HK$1.628)**	(HK$3.049)

Consolidated Statement of Comprehensive Income

Year ended 31 July 2021

	2021 HK$'000	2020 HK$'000
LOSS FOR THE YEAR	**(675,565)**	(1,224,558)
OTHER COMPREHENSIVE INCOME/(EXPENSES) THAT MAY BE RECLASSIFIED TO THE INCOME STATEMENT IN SUBSEQUENT PERIODS, NET OF TAX		
Exchange differences:		
Exchange differences arising on translation to the presentation currency	**1,706,225**	(508,893)
Reclassification of reserve upon deregistration of subsidiaries	**1,239**	—
	1,707,464	(508,893)
Share of other comprehensive income/(expenses) of an associate	**20**	(11)
	1,707,484	(508,904)
TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE YEAR	**1,031,919**	(1,733,462)
ATTRIBUTABLE TO:		
Owners of the Company	**1,122,003**	(1,496,209)
Non-controlling interests	**(90,084)**	(237,253)
	1,031,919	(1,733,462)

Consolidated Statement of Financial Position

31 July 2021

	Notes	2021 HK$'000	2020 HK$'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	**3,416,099**	3,547,337
Right-of-use assets	16	**562,463**	475,780
Investment properties	15	**19,982,100**	18,393,986
Investments in joint ventures	17	**16,438**	1,103
Investments in associates	18	**45**	533
Derivative financial instruments	24	**—**	6,821
Debtors, deposits and prepayments	19	**526,687**	—
Total non-current assets		**24,503,832**	22,425,560
CURRENT ASSETS			
Properties under development	14	**749,677**	1,444,316
Completed properties for sale		**4,507,445**	3,909,055
Inventories		**6,253**	6,341
Debtors, deposits and prepayments	19	**616,961**	598,884
Prepaid tax		**53,100**	42,154
Pledged and restricted time deposits and bank balances	20	**1,879,366**	1,330,619
Cash and cash equivalents	20	**2,819,615**	1,193,956
		10,632,417	8,525,325
Assets classified as held for sale	21	**2,617**	7,449
Total current assets		**10,635,034**	8,532,774
CURRENT LIABILITIES			
Creditors, accruals and other payables	22	**2,289,675**	2,335,241
Contract liabilities and deposits received	23	**1,038,062**	608,438
Interest-bearing bank loans	25	**429,229**	3,515,128
Lease liabilities	16	**3,468**	5,034
Derivative financial instruments	24	**—**	5,852
Tax payable		**384,168**	214,581
Other borrowings	26	**41,159**	41,050
Total current liabilities		**4,185,761**	6,725,324
NET CURRENT ASSETS		**6,449,273**	1,807,450
TOTAL ASSETS LESS CURRENT LIABILITIES		**30,953,105**	24,233,010

Consolidated Statement of Financial Position (Continued)

31 July 2021

	Notes	2021 HK$'000	2020 HK$'000
TOTAL ASSETS LESS CURRENT LIABILITIES		**30,953,105**	24,233,010
NON-CURRENT LIABILITIES			
Lease liabilities	16	**5,799**	787
Other payables	22	**993,150**	—
Long-term deposits received	23	**139,631**	119,852
Interest-bearing bank loans	25	**7,903,894**	3,635,370
Advances from a former substantial shareholder	27	**56,181**	51,738
Loans from a fellow subsidiary	28	**445,835**	396,475
Guaranteed notes	29	**2,711,994**	2,699,772
Derivative financial instruments	24	**8,965**	—
Deferred tax liabilities	30	**3,236,058**	2,909,494
Total non-current liabilities		**15,501,507**	9,813,488
		15,451,598	14,419,522
EQUITY			
Equity attributable to owners of the Company			
Issued capital	31	**1,655,167**	1,655,167
Reserves	33	**13,776,092**	12,653,932
		15,431,259	14,309,099
Non-controlling interests		**20,339**	110,423
		15,451,598	14,419,522

Chew Fook Aun
Director

Lam Hau Yin, Lester
Director

Consolidated Statement of Changes in Equity

Year ended 31 July 2021

		Attributable to owners of the Company									
	Notes	Issued capital HK$'000	Share premium account HK$'000	Share option reserve HK$'000	Exchange fluctuation reserve HK$'000	Capital reserve HK$'000	Statutory reserve HK$'000	Retained earnings HK$'000	Sub-total HK$'000	Non-controlling interests HK$'000	Total HK$'000
As at 31 July 2019 and 1 August 2019		1,636,935	4,087,322	31,851	211,632	137,165	242,871	9,486,231	15,834,007	347,676	16,181,683
Loss for the year		—	—	—	—	—	—	(1,006,263)	(1,006,263)	(218,295)	(1,224,558)
Other comprehensive expenses for the year, net of tax:											
Exchange differences arising on translation to presentation currency		—	—	—	(489,935)	—	—	—	(489,935)	(18,958)	(508,893)
Share of other comprehensive expenses of an associate		—	—	—	(11)	—	—	—	(11)	—	(11)
Total comprehensive expenses for the year, net of tax		—	—	—	(489,946)	—	—	(1,006,263)	(1,496,209)	(237,253)	(1,733,462)
Issue of shares upon exercise of share options	31	548	431	(250)	—	—	—	—	729	—	729
Equity-settled share option arrangement	32	—	—	674	—	—	—	—	674	—	674
Release of reserve upon lapse and cancellation of share options		—	—	(4,629)	—	—	—	4,629	—	—	—
Transfer to statutory reserve		—	—	—	—	—	13,598	(13,598)	—	—	—
Shares issued in lieu of cash dividend	31	17,684	17,713	—	—	—	—	(35,397)	—	—	—
Final 2019 dividend paid	11	—	—	—	—	—	—	(30,102)	(30,102)	—	(30,102)
As at 31 July 2020 and 1 August 2020		**1,655,167**	**4,105,466***	**27,646***	**(278,314)***	**137,165***	**256,469***	**8,405,500***	**14,309,099**	**110,423**	**14,419,522**
Loss for the year		**—**	**—**	**—**	**—**	**—**	**—**	**(538,967)**	**(538,967)**	**(136,598)**	**(675,565)**
Other comprehensive income for the year, net of tax:											
Exchange differences arising on translation to presentation currency		**—**	**—**	**—**	**1,659,711**	**—**	**—**	**—**	**1,659,711**	**46,514**	**1,706,225**
Reclassification of reserve upon deregistration of subsidiaries		**—**	**—**	**—**	**1,239**	**—**	**—**	**—**	**1,239**	**—**	**1,239**
Share of other comprehensive income of an associate		**—**	**—**	**—**	**20**	**—**	**—**	**—**	**20**	**—**	**20**
Total comprehensive income/(expenses) for the year, net of tax		**—**	**—**	**—**	**1,660,970**	**—**	**—**	**(538,967)**	**1,122,003**	**(90,084)**	**1,031,919**
Equity-settled share option arrangement	32	**—**	**—**	**157**	**—**	**—**	**—**	**—**	**157**	**—**	**157**
Transfer to statutory reserve		**—**	**—**	**—**	**—**	**—**	**62,105**	**(62,105)**	**—**	**—**	**—**
Release of reserve upon lapse of share options		**—**	**—**	**(3,378)**	**—**	**—**	**—**	**3,378**	**—**	**—**	**—**
As at 31 July 2021		**1,655,167**	**4,105,466***	**24,425***	**1,382,656***	**137,165***	**318,574***	**7,807,806***	**15,431,259**	**20,339**	**15,451,598**

* *These reserve accounts comprise the consolidated reserves of HK$13,776,092,000 (2020: HK$12,653,932,000) in the consolidated statement of financial position.*

Consolidated Statement of Cash Flows

Year ended 31 July 2021

	Notes	2021 HK$'000	2020 HK$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		**(236,151)**	(1,182,346)
Adjustments for:			
Fair value losses/(gains) on investment properties	15	**(250,774)**	599,081
Finance costs	6	**401,427**	262,870
Share of losses of joint ventures		**265**	214
Share of losses of associates		**235**	617
Interest income	5	**(48,362)**	(23,479)
Depreciation of property, plant and equipment	7	**245,141**	229,130
Depreciation of right-of-use assets	7	**22,609**	18,897
Foreign exchange differences, net	7	**(19,662)**	(23,860)
Loss on disposal of items of property, plant and equipment	7	**4,983**	1,230
Impairment of property, plant and equipment	7	**189,355**	—
Write-down of completed properties for sale to net realisable value		**—**	467,920
Write-down of properties under development to net realisable value	7	**68,612**	15,037
Foreseeable loss on finance lease contract	7	**15,694**	—
Derecognition loss on rental receivable	7	**3,378**	10,663
Fair value losses on cross currency swaps	7	**15,786**	13,760
Fair value losses/(gains) on foreign currency forward contract	7	**(395)**	5,852
Equity-settled share option expenses	7	**157**	674
		412,298	396,260
Decrease in completed properties for sale		**2,114,579**	203,546
Increase in properties under development		**(825,256)**	(663,553)
Decrease in assets classified as held for sale		**5,368**	63,445
Increase in debtors, deposits and prepayments		**(548,142)**	(54,650)
Decrease/(increase) in inventories		**88**	(1,329)
Increase in creditors, accruals and other payables, and contract liabilities and short-term deposits received		**686,756**	20,923
Increase/(decrease) in long-term deposits received		**19,779**	(29,361)
Cash generated from/(used in) operations		**1,865,470**	(64,719)
Mainland China taxes paid, net		**(218,128)**	(99,338)
Net cash flows from/(used in) operating activities		**1,647,342**	(164,057)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		**48,362**	23,479
Additions to property, plant and equipment		**(253,428)**	(392,209)
Additions to right-of-use assets		**(9,104)**	(8,823)
Additions to investment properties		**(509,613)**	(943,905)
Investment in a joint venture		**(15,600)**	—
Investment in an associate		**—**	(690)
Repayment of advance from an associate		**141**	4,495
Increase in pledged and restricted time deposits and bank balances		**(454,964)**	(192,187)
Decrease in non-pledged and non-restricted time deposits with original maturity of more than three months when acquired		**—**	39,309
Net cash flows used in investing activities		**(1,194,206)**	(1,470,531)

	Notes	2021 HK$'000	2020 HK$'000
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issue of shares		—	729
New bank loans, net of direct costs		**4,631,891**	1,657,354
Repayment of bank loans		**(3,795,785)**	(448,522)
Loans from fellow subsidiaries		**192,540**	402,475
Repayment of loans from fellow subsidiaries		**(143,180)**	(322,259)
Increase in put option liabilities		**738,352**	—
Amount received from a potential non-controlling shareholder of a subsidiary		—	220,848
Payments of lease liabilities	16(a)(ii)	**(6,439)**	(5,942)
Settlement of foreign currency forward contract	24	**(5,457)**	—
Interest and bank financing charges paid		**(526,103)**	(492,554)
Dividend paid	11	—	(30,102)
Net cash flows from financing activities		**1,085,819**	982,027
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**1,538,955**	(652,561)
Cash and cash equivalents at beginning of year		**1,193,956**	1,884,175
Effect of foreign exchange rate changes, net		**86,704**	(37,658)
CASH AND CASH EQUIVALENTS AT END OF YEAR		**2,819,615**	1,193,956
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Non-pledged and non-restricted cash and bank balances	20	**1,576,108**	871,435
Non-pledged and non-restricted time deposits	20	**1,243,507**	322,521
Cash and cash equivalents as stated in the consolidated statement of financial position	20	**2,819,615**	1,193,956

Notes to Financial Statements

31 July 2021

1. Corporate and Group Information

Lai Fung Holdings Limited (the "**Company**") is a limited liability company incorporated in the Cayman Islands.

The principal place of business of the Company is located at 11th Floor, Lai Sun Commercial Centre, 680 Cheung Sha Wan Road, Kowloon, Hong Kong.

The principal activities of the Company and its subsidiaries (collectively referred to as the "**Group**") consisted of property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities.

Details of the principal subsidiaries are set out in note 43 to the financial statements.

In the opinion of the directors, the ultimate holding company of the Company as at 31 July 2021 was Lai Sun Garment (International) Limited ("**LSG**"), which was incorporated in Hong Kong and is listed in Hong Kong.

During the year ended 31 July 2020, the Company went through the conditional voluntary general cash offers ("**LF Offers**") made by Holy Unicorn Limited ("**Offeror**"), a wholly-owned subsidiary of Lai Sun Development Company Limited ("**LSD**"), to acquire all issued shares of the Company (other than those already owned by LSD, the Offeror or the other wholly-owned subsidiaries of LSD) and to cancel all the outstanding share options of the Company. As detailed in the joint announcement of LSG, LSD, eSun Holdings Limited ("**eSun**") and the Company dated 14 May 2020, the LF Offers have been declared unconditional in all respects on 14 May 2020. LSG is the ultimate holding company of LSD, hence LSG remains as the ultimate holding company of the Company after the completion of LF Offers. Resulting from the aforesaid, eSun ceased to be an intermediate holding company of the Company and became a fellow subsidiary of the Company instead since 14 May 2020.

2.1 Basis of Preparation

These financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards ("**HKFRSs**") (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("**HKASs**") and Interpretations) issued by the Hong Kong Institute of Certified Public Accountants, accounting principles generally accepted in Hong Kong and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for completed investment properties, certain investment properties under construction and derivative financial instruments, which have been measured at fair value. Non-current asset classified as held for sale is stated at the lower of its carrying amount and fair value less costs to sell as further explained in note 2.4 to the financial statements. These financial statements are presented in Hong Kong dollars ("**HK$**") and all values are rounded to the nearest thousand except when otherwise indicated.

2.1 Basis of Preparation (continued)

Basis of consolidation

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

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

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

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

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

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

If the Group loses control over a subsidiary, it derecognises (i) the assets (including goodwill) and liabilities of the subsidiary, (ii) the carrying amount of any non-controlling interest and (iii) the cumulative translation differences recorded in equity; and recognises (i) the fair value of the consideration received, (ii) the fair value of any investment retained and (iii) any resulting surplus or deficit in the income statement. The Group's share of components previously recognised in other comprehensive income is reclassified to the income statement or retained earnings, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.2 Changes in Accounting Policies and Disclosures

The Group has adopted the *Conceptual Framework for Financial Reporting 2018* and the following revised HKFRSs for the first time for the current year's financial statements:

Amendments to HKFRS 3	*Definition of a Business*
Amendments to HKFRS 9, HKAS 39 and HKFRS 7	*Interest Rate Benchmark Reform*
Amendment to HKFRS 16	*Covid-19–Related Rent Concessions*
Amendments to HKAS 1 and HKAS 8	*Definition of Material*

The adoption of the above revised standards has had no significant financial effect on the financial statements.

2.3 Issued but not Yet Effective HKFRSs

The Group has not applied the following new and revised HKFRSs, that have been issued but are not yet effective, in these financial statements:

Amendments to HKFRS 3	*Reference to the Conceptual Framework*[2]
Amendments to HKFRS 9, HKAS 39, HKFRS 7, HKFRS 4 and HKFRS 16	*Interest Rate Benchmark Reform — Phase 2*[1]
Amendments to HKFRS 10 and HKAS 28 (2011)	*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*[5]
HKFRS 17	*Insurance Contracts*[3]
Amendments to HKFRS 17	*Insurance Contracts*[3, 7]
Amendments to HKAS 1	*Classification of Liabilities as Current or Non-current*[3, 6]
Amendments to HKAS 1 and HKFRS Practice Statement 2	*Disclosure of Accounting Policies*[3]
Amendments to HKAS 8	*Definition of Accounting Estimates*[3]
Amendments to HKAS 12	*Deferred Tax related to Assets and Liabilities arising from a Single Transaction*[3]
Amendment to HKFRS 16	*Covid-19-Related Rent Concessions beyond 30 June 2021*[4]
Amendments to HKAS 16	*Property, Plant, and Equipment: Proceeds before Intended Use*[2]
Amendments to HKAS 37	*Onerous Contracts — Cost of Fulfilling a Contract*[2]
Annual Improvements to HKFRSs 2018-2020	*Amendments to HKFRS 1, HKFRS 9, Illustrative Examples accompanying HKFRS 16, and HKAS 41*[2]

1 Effective for annual periods beginning on or after 1 January 2021
2 Effective for annual periods beginning on or after 1 January 2022
3 Effective for annual periods beginning on or after 1 January 2023
4 Effective for annual periods beginning on or after 1 April 2021
5 No mandatory effective date yet determined but available for adoption
6 As a consequence of the amendments to HKAS 1, Hong Kong Interpretation 5 *Presentation of Financial Statements—Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause* was revised in October 2020 to align the corresponding wording with no change in conclusion
7 As a consequence of the amendments to HKFRS 17 issued in October 2020, HKFRS 4 was amended to extend the temporary exemption that permits insurers to apply HKAS 39 rather than HKFRS 9 for annual periods beginning before 1 January 2023

The Group is in the process of making an assessment of the impact of the new and revised HKFRSs upon initial application. The Group is not yet in the position to state whether they would have a significant impact on the Group's results of operations and financial position.

2.4 Summary of Significant Accounting Policies

Investments in associates and joint ventures

An associate is an entity in which the Group has a long-term interest of generally not less than 20% of the equity voting rights and over which it is in a position to exercise significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investments in associates and joint ventures are stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist. The Group's share of the post-acquisition results and other comprehensive income of associates and joint ventures is included in the consolidated income statement and consolidated statement of other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its associates or joint ventures are eliminated to the extent of the Group's investments in the associates or joint ventures, except where unrealised losses provide evidence of an impairment of the asset transferred. Goodwill arising from the acquisition of associates or joint ventures is included as part of the Group's investments in associates or joint ventures.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method. In all other cases, upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in the income statement.

When an investment in an associate or a joint venture is classified as held for sale, it is accounted for in accordance with HKFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*.

2.4 Summary of Significant Accounting Policies (continued)

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in the income statement.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in the income statement. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in the income statement as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 July. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

2.4 Summary of Significant Accounting Policies (continued)

Business combinations and goodwill (continued)

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

Fair value measurement

The Group measures its completed investment properties, certain investment properties under construction and derivative financial instruments at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Fair value measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly

Level 3 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than completed properties for sale, properties under development, inventories, deferred tax assets, financial assets, investment properties and goodwill), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to the income statement in the period in which it arises, unless the asset is carried at a revalued amount, in which case the impairment loss is accounted for in accordance with the relevant accounting policy for that revalued asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to the income statement in the period in which it arises.

2.4 Summary of Significant Accounting Policies (continued)

Related parties

A party is considered to be related to the Group if:

(a) the party is a person or a close member of that person's family and that person

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

(b) the party is an entity where any of the following conditions applies:

- (i) the entity and the Group are members of the same group;
- (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
- (iii) the entity and the Group are joint ventures of the same third party;
- (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
- (vi) the entity is controlled or jointly controlled by a person identified in (a);
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
- (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

2.4 Summary of Significant Accounting Policies (continued)

Property, plant and equipment and depreciation

Property, plant and equipment including owner-operated hotels, serviced apartments and theme parks, other than investment properties, properties under development and construction in progress, are stated at cost less accumulated depreciation and any impairment losses. When an item of property, plant and equipment is classified as held for sale or when it is part of a disposal group classified as held for sale, it is not depreciated and is accounted for in accordance with HKFRS 5, as further explained in the accounting policy for "Non-current assets held for sale". The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the income statement in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Leasehold buildings	Over the remaining lease terms of the land
Hotels and serviced apartments	Over the remaining lease terms of the land
Leasehold improvements	10% - 20%
Theme parks, excluding land and buildings	10% - 20%
Furniture, fixtures and equipment	20%
Motor vehicles	20% - 25%
Computers	20% - 25%

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in the income statement in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress represents a building under construction or equipment under installation or testing, which is stated at cost less any impairment losses, and is not depreciated. Cost comprises the direct costs of construction or equipment and capitalised borrowing costs on related borrowed funds during the period of construction. Construction in progress is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

Investment properties

Investment properties are interests in land and buildings (including the leasehold property held as a right-of-use asset, which would otherwise meet the definition of an investment property) held to earn rental income and/or for capital appreciation, rather than for use in the production or supply of goods or services or for administrative purposes; or for sale in the ordinary course of business. These include land held for a currently undetermined future use and properties which are constructed for future use as investment properties.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions as at the end of the reporting period. Gains or losses arising from changes in the fair values of investment properties are included in the income statement in the period in which they arise. Any gains or losses on the retirement or disposal of an investment property are recognised in the income statement in the period of the retirement or disposal.

Properties under construction for future use as investment properties are accounted for in the same way as completed investment properties. Specifically, construction costs incurred for investment properties under construction are capitalised as part of the carrying amounts of the investment properties under construction. Investment properties under construction are measured at fair value as at the end of the reporting period. Any difference between the fair values of the investment properties under construction and their carrying amounts is recognised in the income statement in the period in which it arises.

If the fair value of an investment property under construction is at present not reliably determinable but is expected to be reliably determinable when construction is completed, such investment property under construction is stated at cost until either its fair value becomes reliably determinable or construction is completed, whichever is earlier.

A transfer from investment property under construction to property under development/construction in progress shall be made when, and only when, there is a change in use, evidenced by commencement of development with a view to sale/owner-occupation.

Properties under development

Properties under development represent properties being developed for sale and are stated the lower of cost and net realisable value. Cost comprises the prepaid land lease payments or cost of land together with any other direct costs attributable to the development of the properties and other related expenses capitalised during the development period. Net realisable value is determined by the directors based on the prevailing market prices on an individual property basis less estimated costs of completion and costs to be incurred in selling the property.

Once the development of these properties is completed, these properties are transferred to completed properties for sale.

If a property under development is intended to be redeveloped into an owner-occupied property, it is transferred to construction in progress at carrying amount.

2.4 Summary of Significant Accounting Policies (continued)

Completed properties for sale

Completed properties for sale are stated at the lower of cost and net realisable value. Cost includes all development expenditure, applicable borrowing costs and other direct costs attributable to such properties. Cost is determined by an apportionment of the total costs of land and buildings attributable to unsold properties. Net realisable value is determined by the directors based on the prevailing market prices on an individual property basis less costs to be incurred in selling the property.

If an item of completed properties for sale becomes owner-occupied, it is transferred to property, plant and equipment at carrying amount.

For a transfer from an item of completed properties for sale to investment properties that will be carried at fair value as its use has changed as evidenced by commencement of an operating lease, any difference between the fair value of the property at that date and its previous carrying amount shall be recognised in the income statement.

Non-current assets held for sale

Non-current assets are classified as held for sale if their carrying amounts will be recovered principally through a sales transaction rather than through continuing use. For this to be the case, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for the sale of such assets and its sale must be highly probable.

Non-current assets classified as held for sale are measured at the lower of their carrying amounts and fair values less costs to sell. Property, plant and equipment classified as held for sale are not depreciated or amortised.

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2.4 Summary of Significant Accounting Policies (continued)

Leases (continued)

Group as a lessee (continued)

Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. When the right-of-use assets relate to interests in leasehold land held as inventories, they are subsequently measured at the lower of cost and net realisable value in accordance with the Group's policy for "Properties under development" and "Completed properties for sale". The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of the estimated useful life or the lease term. When a right-of-use asset meets the definition of investment property, it is included in investment properties. The corresponding right-of-use asset is initially measured at cost, and subsequently measured at fair value, in accordance with the Group's policy for "Investment properties".

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land	Over the remaining lease terms of the land
Office, warehouse premises and staff dormitory	2 to 3 years

Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

2.4 Summary of Significant Accounting Policies (continued)

Leases (continued)

Group as a lessee (continued)

Lease liabilities (continued)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate), a change in the in-substance fixed lease payments or a change in assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income is accounted for on a straight-line basis over the lease terms and is included in revenue in the consolidated income statement due to its operating nature. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee are accounted for as finance leases.

At the commencement date, as the Group acts as a manufacturer or dealer lessor, the following for each of its finance leases should be recognised:

a) revenue being the fair value of the underlying asset, or, if lower, the present value of the lease payments accruing to the lessor, discounted using a market rate of interest;

b) the cost of sale being the cost, or carrying amount if different, of the underlying asset less the present value of the unguaranteed residual value; and

c) selling profit or loss (being the difference between revenue and the cost of sale) in accordance with its policy for outright sales to which HKFRS 15 applies at the commencement date.

Investments and other financial assets

Initial recognition and measurement

At initial recognition, financial assets are classified as subsequently measured at amortised cost, fair value through other comprehensive income and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("**SPPI**") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

2.4 Summary of Significant Accounting Policies (continued)

Investments and other financial assets (continued)

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in the income statement. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or

- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the forms of a guarantee over the transferred assets is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration the Group could be required to repay.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("**ECLs**") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information.

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

Stage 1 — Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

Stage 2 — Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

Stage 3 — Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

2.4 Summary of Significant Accounting Policies (continued)

Impairment of financial assets (continued)

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For trade receivables that contain a significant financing component and lease receivables, the Group chooses as its accounting policy to adopt the simplified approach in calculating ECLs with policies as described above.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include creditors, accruals and other payables, deposits received, interest-bearing bank loans, lease liabilities, derivative financial instruments, advances from a former substantial shareholder, loans from a fellow subsidiary, other borrowings and guaranteed notes.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (loans and borrowings)

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the income statement when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in the income statement.

Financial liabilities (continued)

Put option liabilities

Put options are financial instruments granted by the Group whereby counterparties may have the rights to request the Group to purchase their equity interests in the Group's subsidiaries for cash when certain conditions are met. If the Group does not have the unconditional right to avoid delivering cash under the put option, the Group has to recognise a financial liability at the present value of the estimated future cash outflows under the put potion. The financial liability is initially recognised at fair value.

Subsequently, if the Group revises its estimates of the payments, the Group adjusts the carrying amount of the financial liability to reflect actual and revised estimated cash outflows. At the end of each reporting period, the Group recalculates the carrying amount by computing the present value of the revised estimated future cash outflows at the financial instrument's original effective interest rate and adjustment to its carrying amount is to be recognised as income or expenses in the income statement.

Financial guarantee contracts

Financial guarantee contracts issued by the Group are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. A financial guarantee contract is recognised initially as a liability at its fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, the Group measures the financial guarantee contracts at the higher of: (i) the ECL allowance determined in accordance with the policy as set out in "Impairment of financial assets"; and (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in the income statement.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.4 Summary of Significant Accounting Policies (continued)

Derivative financial instruments

Initial recognition and subsequent measurement

Derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

Any gains or losses arising from changes in fair value of derivatives are taken directly to the income statement.

Current versus non-current classification

Derivative instruments that are not designated as effective hedging instruments are classified as current or non-current or separated into current and non-current portions based on an assessment of the facts and circumstances (i.e., the underlying contracted cash flows).

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost for merchandise, food, beverages and supplies used in theme parks is determined on the weighted average cost basis. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and demand deposits, and short term highly liquid investments which are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired and form an integral part of the Group's cash management.

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at banks, including term deposits, which are not restricted as to use.

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value as at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in the income statement.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences as at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and joint ventures, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

2.4 Summary of Significant Accounting Policies (continued)

Income tax (continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Dividend income derived from the Company's subsidiaries in Mainland China is subject to a withholding tax under the prevailing tax rules and regulations of the People's Republic of China (the "**PRC**").

Mainland China land appreciation tax ("LAT")

LAT is levied at prevailing progressive rates on the appreciation of land value, being the proceeds from the sale of properties less deductible costs.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Revenue recognition (continued)

Revenue from contracts with customers (continued)

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in HKFRS 15.

(a) *Sale of completed properties*
Revenue from the sale of completed properties is recognised upon the signing of the property handover letter, which is taken to be the point in time when the control of the property is transferred to the purchaser.

(b) *Revenue from hotel and serviced apartment operation and building management operation*
Revenue from hotel and serviced apartment operation and building management operation is recognised over the scheduled period on a straight-line basis because the customer simultaneously receives and consumes the benefits provided by the Group.

(c) *Revenue from theme park operation*
Revenue from admission tickets sold is recognised over time when the theme park service is provided to the customer or at a point in time when tickets are expired; and sale of goods are recognised when the goods are delivered to the customer.

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

Income from properties under finance lease is recognised at the commencement date of finance lease when the risks and rewards incidental to the ownership of the underlying properties are substantially transferred to the lessee.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Dividend income is recognised when the shareholders’ right to receive payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

2.4 Summary of Significant Accounting Policies (continued)

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Contract costs

Costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

(a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify.

(b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future.

(c) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the income statement on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

Employee benefits

Share-based payments

The Company operates a share option scheme for the purposes as detailed in note 32 to the financial statements. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments ("**equity-settled transactions**").

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined using a binomial model. In valuing equity-settled transactions, no account is taken of any performance conditions, other than conditions linked to the price of the shares of the Company ("**market conditions**"), if applicable.

The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefit expense. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to the income statement for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Employee benefits (continued)

Share-based payments (continued)

No expense is recognised for awards that do not ultimately vest, except for equity-settled transactions where vesting is conditional upon a market or non-vesting condition, which are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Service and non-market performance are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the Group or the employee are not met. However, if a new award is substituted for the cancelled award, and is designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award, as described in the previous paragraph.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

2.4 Summary of Significant Accounting Policies (continued)

Other employee benefits

Pension schemes

The Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the "**MPF Scheme**") under the Mandatory Provident Fund Schemes Ordinance for those employees who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees' basic salaries and are charged to the income statement as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

The employees of the Group's subsidiaries which operate in Mainland China are required to participate in a central pension scheme operated by the local municipal government. Those subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to the income statement as they become payable in accordance with the rules of the central pension scheme.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs capitalised. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Where funds have been borrowed generally, and used for the purpose of obtaining qualifying assets, a capitalisation rate of 5.1% has been applied to the expenditure on the individual assets.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the notes to the financial statements.

Foreign currencies

These financial statements are presented in Hong Kong dollars, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rates of exchange ruling as at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the income statement.

2.4 Summary of Significant Accounting Policies (continued)

Foreign currencies (continued)

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or the income statement is also recognised in other comprehensive income or the income statement, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain subsidiaries, associates and joint ventures operating overseas/in Mainland China are currencies other than Hong Kong dollars. As at the end of the reporting period, the assets and liabilities of these entities are translated into Hong Kong dollars at the exchange rates prevailing at the end of the reporting period and their income statements are translated into Hong Kong dollars at the weighted average exchange rates for the year. The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in the income statement.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

For the purpose of the consolidated statement of cash flows, the cash flows of subsidiaries, associates and joint ventures operating overseas/in Mainland China are translated into Hong Kong dollars at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of subsidiaries, associates and joint ventures operating overseas/in Mainland China which arise throughout the year are translated into Hong Kong dollars at the weighted average exchange rates for the year.

3. Significant Accounting Judgements and Estimates

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

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

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

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately or leased out separately under a finance lease, the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

(ii) When fair value of an investment property under construction can be reliably measured

If the fair value of an investment property under construction is at present not reliably measurable, such property is stated at cost until either its fair value becomes reliably measurable or construction is completed, whichever is earlier.

The Group has to exercise judgement in determining when the fair value of an investment property under construction can be reliably measured by assessing whether a substantial part of the project risk has been reduced or eliminated, which might include the consideration of (i) whether the asset is being constructed in a developed liquid market; (ii) whether the construction permits have been obtained; and (iii) the stage of construction or completion. Other indications may also be appropriate in light of the facts and circumstances of individual developments.

(iii) Income tax

Deferred tax is provided using the liability method, on all temporary differences as at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

3. Significant Accounting Judgements and Estimates (continued)

Judgements (continued)

(iii) Income tax (continued)

As explained in note 30 to the financial statements, withholding tax is levied on dividends to be distributed by subsidiaries established in Mainland China in respect of earnings generated from 1 January 2008. Deferred tax is provided, at the applicable withholding tax rate, on the undistributed earnings of the Group's PRC subsidiaries that would be distributed to their respective holding companies outside Mainland China in the foreseeable future.

The Group's certain investment properties at fair value in Mainland China are held to earn rental income and/or for capital appreciation and they are considered to be held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. Accordingly, deferred tax on these investment properties at fair value is measured to reflect the tax consequences of recovering the carrying amounts of the investment properties through use. For the Group's investment properties at fair value with a business model for sale, deferred tax is calculated to reflect the tax consequences of recovering the carrying amounts of the investment properties through sale.

(iv) Put option liabilities

As explained in note 26 to the financial statements, put option liabilities arising from the buy-back upon the occurrence of certain triggering events are recognised as financial liabilities. When determining the classification and measurement of the put option liabilities, judgements are exercised, including determining whether the Group has the present ownership interest in the shares subject to the put options, the timing that the triggering events would occur and the possibility that the buy-back would be exercised.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty as at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

(i) Estimation of fair value of investment properties

The best evidence of fair value is current prices in an active market for properties in the same location and condition and subject to similar lease and other contracts. In the absence of such information, the Group considers information from a variety of sources, including (i) by reference to independent valuations; (ii) current prices in an active market for properties of a different nature, condition and location (or subject to different leases or other contracts), adjusted to reflect those differences; (iii) recent prices of similar properties in less active markets, with adjustments to reflect any changes in economic conditions since the dates of transactions that occurred at those prices; and (iv) discounted cash flow projections, based on reliable estimates of future cash flows, derived from the terms of any existing lease and other contracts, and (where possible) from external evidence such as current market rates for similar properties in the same location and condition, and using discount rates that reflect current market assessments of the uncertainty in the amount and timing of cash flows.

3. Significant Accounting Judgements and Estimates (continued)

Estimation uncertainty (continued)

(i) Estimation of fair value of investment properties (continued)

The carrying amount of investment properties measured at fair value at 31 July 2021 was HK$19,982,100,000 (2020: HK$17,437,900,000). Further details, including the key assumptions used for fair value measurement and a sensitivity analysis, are given in note 15 to the financial statements.

(ii) Estimation of total budgeted costs and costs to completion for properties under development/investment properties under construction

The total budgeted costs for properties under development/investment properties under construction comprise (i) prepaid land lease payments, (ii) building costs, and (iii) any other direct costs attributable to the development of the properties. In estimating the total budgeted costs for properties under development/investment properties under construction, management makes reference to information such as (i) current offers from contractors and suppliers, (ii) recent offers agreed with contractors and suppliers, and (iii) professional estimation on construction and material costs.

(iii) Useful lives and residual values of items of property, plant and equipment

In determining the useful lives and residual values of items of property, plant and equipment, the Group has to consider various factors, such as technical or commercial obsolescence arising from changes or improvements in production, or from a change in the market demand for the product or service output of the asset, expected usage of the asset, expected physical wear and tear, the care and maintenance of the asset, and legal or similar limits on the use of the asset. The estimation of the useful life of the asset is based on the experience of the Group with similar assets that is used in a similar way. Additional depreciation is made if the estimated useful lives and/or the residual values of items of property, plant and equipment are different from previous estimation. Useful lives and residual values are reviewed at each financial year end date based on changes in circumstances.

(iv) Impairment of non-financial assets (other than goodwill)

In determining whether an asset is impaired or the events previously causing the impairment no longer exists, the Group has to exercise judgement in the area of asset impairment, particularly in assessing: (i) whether an event has occurred that may affect the asset value or such event affecting the asset value has not been in existence; (ii) whether the carrying value of an asset can be supported by the net present value of future cash flows which are estimated based upon the continued use of the asset or derecognition; and (iii) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions selected by management to determine the level of impairment, including the discount rates or the growth rate assumptions in the cash flow projections, could materially affect the net present value used in the impairment test.

3. Significant Accounting Judgements and Estimates (continued)

Estimation uncertainty (continued)

(v) Fair value of derivative financial instruments

Where fair value of derivative financial instruments cannot be derived from active markets, it is determined using valuation techniques. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement including considerations of inputs such as expected exposure at default, credit spread and loss given default ratio. Changes in assumptions about these factors could affect the reported fair value of derivative financial instruments. The fair value of the Group's derivative financial instruments are disclosed in note 24 to the financial statements.

(vi) Provision for LAT and corporate income tax ("CIT")

The Group is subject to LAT in the PRC. The provision for LAT is based on management's best estimates according to its understanding of the requirements set forth in the relevant PRC tax laws and regulations. The actual LAT liabilities are subject to the determination by the tax authorities upon the completion of the property development projects. The Group has not finalised its LAT calculations and payments with the tax authorities for certain property development projects. The final tax outcome could be different from the amounts that were initially recorded, and any differences will impact the LAT expenses and the related LAT provision in the period in which such taxes are finalised with the tax authorities.

The Group is mainly subject to CIT in the PRC. As a result of the fact that certain matters relating to the CIT have not been confirmed by the tax authorities, objective estimate and judgement based on currently enacted tax laws, regulations and other related policies are required in determining the provision for CIT. Where the final tax outcomes of these matters are different from the amounts originally recorded, the differences will impact on the CIT and related CIT provision in the period in which such taxes are finalised with the tax authorities.

4. Operating Segment Information

For management purposes, the Group is organised into business units based on their products and services and has four reportable segments as follows:

(a) the property development segment engages in the development of properties for sale in Mainland China;

(b) the property investment segment invests in commercial and office buildings for their rental income potential and provides building management services in Mainland China;

(c) the hotel and serviced apartment operation segment engages in operation of the hotels and serviced apartments in Mainland China; and

(d) the theme park operation segment engages in development and operation of theme parks in Mainland China.

Management monitors the results of the Group's operating segments for the purpose of making decisions about resources allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/loss, which is measured by means of adjusted loss before tax. The adjusted loss before tax is measured consistently with the Group's loss before tax except that interest income, fair value losses on cross currency swaps, fair value gains/(losses) on foreign currency forward contract, finance costs and other unallocated gains and expenses are excluded from such measurement.

Segment assets exclude prepaid tax, pledged and restricted time deposits and bank balances, cash and cash equivalents, derivative financial instruments and other unallocated corporate assets as these assets are managed on a group basis.

Segment liabilities exclude interest-bearing bank loans, tax payable, advances from a former substantial shareholder, loans from a fellow subsidiary, guaranteed notes, deferred tax liabilities, put option liabilities, derivative financial instruments and other unallocated corporate liabilities as these liabilities are managed on a group basis.

No further geographic segment information is presented as over 90% of the Group's revenue was derived from Mainland China and over 90% of the Group's non-current assets were located in Mainland China.

4. OPERATING SEGMENT INFORMATION (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Theme park operation		Consolidated	
	2021	2020	**2021**	2020	**2021**	2020	**2021**	2020	**2021**	2020
	HK$'000	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Segment revenue/results:										
Segment revenue										
Sales to external customers	**2,275,501**	424,563	**682,402**	641,377	**207,910**	116,686	**30,769**	19,153	**3,196,582**	1,201,779
Other revenue	**1,753**	922	**21,119**	40,558	**286**	83	**1,446**	—	**24,604**	41,563
Total	**2,277,254**	425,485	**703,521**	681,935	**208,196**	116,769	**32,215**	19,153	**3,221,186**	1,243,342
Segment results	**94,700**	(266,294)	**538,630**	(243,474)	**(36,609)**	(91,403)	**(433,918)**	(263,079)	**162,803**	(864,250)
Interest income from bank deposits									**48,362**	23,479
Unallocated gains									**33,674**	13,126
Unallocated expenses, net									**(79,063)**	(91,000)
Profit/(loss) from operating activities									**165,776**	(918,645)
Finance costs									**(401,427)**	(262,870)
Share of losses of joint ventures	**(1,047)**	(214)	**782**	—	**—**	—	**—**	—	**(265)**	(214)
Share of losses of associates	**—**	—	**(235)**	(617)	**—**	—	**—**	—	**(235)**	(617)
Loss before tax									**(236,151)**	(1,182,346)
Tax									**(439,414)**	(42,212)
Loss for the year									**(675,565)**	(1,224,558)

4. Operating Segment Information (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Theme park operation		Consolidated	
	2021	2020	**2021**	2020	**2021**	2020	**2021**	2020	**2021**	2020
	HK$'000	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Segment assets/ liabilities:										
Segment assets	**5,954,564**	5,445,982	**20,240,298**	18,583,714	**2,229,339**	2,248,776	**1,599,193**	1,699,030	**30,023,394**	27,977,502
Investments in joint ventures	**56**	1,103	**16,382**	–	**–**	–	**–**	–	**16,438**	1,103
Investments in associates	**–**	–	**45**	533	**–**	–	**–**	–	**45**	533
Unallocated assets									**5,096,372**	2,971,747
Assets classified as held for sale	**2,617**	7,449	**–**	–	**–**	–	**–**	–	**2,617**	7,449
Total assets									**35,138,866**	30,958,334
Segment liabilities	**1,915,930**	762,767	**651,300**	1,255,591	**324,491**	510,908	**132,658**	157,577	**3,024,379**	2,686,843
Unallocated liabilities									**16,662,889**	13,851,969
Total liabilities									**19,687,268**	16,538,812

During the year ended 31 July 2021, revenue of HK$464,146,000 from property development segment was derived from a single customer. During the year ended 31 July 2020, no revenue from a single customer accounted for over 10% of the Group's total turnover.

4. Operating Segment Information (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Theme park operation		Consolidated	
	2021	2020	**2021**	2020	**2021**	2020	**2021**	2020	**2021**	2020
	HK$'000	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Other segment information:										
Depreciation	**1,340**	1,566	**15,665**	11,337	**80,180**	68,661	**164,823**	161,962	**262,008**	243,526
Corporate and other unallocated depreciation									**5,742**	4,501
									267,750	248,027
Capital expenditure	**364**	1,122	**565,197**	983,558	**9,643**	472,752	**113,425**	86,510	**688,629**	1,543,942
Corporate and other unallocated capital expenditure									**1,752**	3,255
									690,381	1,547,197
Fair value gains/(losses) on investment properties	**–**	–	**250,774**	(599,081)	**–**	–	**–**	–	**250,774**	(599,081)
Gain on disposal of assets classified as held for sale	**4,417**	55,560	**–**	–	**–**	–	**–**	–	**4,417**	55,560
Write-down of completed properties for sale to net realisable value	**–**	467,920	**–**	–	**–**	–	**–**	–	**–**	467,920
Write-down of properties under development to net realisable value	**68,612**	15,037	**–**	–	**–**	–	**–**	–	**68,612**	15,037
Derecognition loss on rental receivable	**–**	–	**3,378**	10,663	**–**	–	**–**	–	**3,378**	10,663
Foreseeable loss on finance lease contract	**15,694**	–	**–**	–	**–**	–	**–**	–	**15,694**	–
Impairment of property, plant and equipment	**–**	–	**–**	–	**–**	–	**189,355**	–	**189,355**	–
Loss on disposal of items of property, plant and equipment	**157**	40	**4,826**	1,074	**–**	–	**–**	11	**4,983**	1,125
Corporate and other unallocated loss on disposal of items of property, plant and equipment									**–**	105

5. Turnover, Other Income and Gains

The Group's turnover represents revenue from the sale of properties, properties under finance lease, investment properties, hotel and serviced apartment operation, building management operation and theme park operation.

An analysis of the Group's turnover, other income and gains is as follows:

	2021 HK$'000	2020 HK$'000
Turnover	**3,196,582**	1,201,779
Other income and gains	**106,640**	78,168
Total turnover, other income and gains	**3,303,222**	1,279,947

	2021 HK$'000	2020 HK$'000
Turnover, other income and gains from contracts with customers		
Sale of properties	**1,811,355**	424,563
Hotel and serviced apartment operation	**207,910**	116,686
Building management operation	**119,828**	100,499
Theme park operation	**30,769**	19,153
	2,169,862	660,901
Turnover, other income and gains from other sources		
Rental income from investment properties	**562,574**	540,878
Income from properties under finance lease	**464,146**	—
Interest income from bank deposits	**48,362**	23,479
Government grant*	**24,383**	6,896
Others	**33,895**	47,793
	1,133,360	619,046
Total turnover, other income and gains	**3,303,222**	1,279,947
Timing of recognition of turnover, other income and gains from contracts with customers		
At a point in time	**1,811,355**	424,563
Over time	**358,507**	236,338
Total	**2,169,862**	660,901

* There are no unfulfilled conditions or contingencies to this income.

5. TURNOVER, OTHER INCOME AND GAINS (CONTINUED)

The following table shows the amount of revenue recognised in the current reporting period that was included in the contract liabilities at the beginning of respective reporting period:

	2021 **HK$'000**	2020 HK$'000
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:		
Sale of properties	**220,612**	163,700

Information about the Group's performance obligations is summarised below:

Sale of properties

Revenue from the sale of properties is recognised at a point in time when the completed property is transferred to customers, being at the point that the customer obtains the control of the completed property. Payment in advance is normally required.

Hotel and serviced apartment operation and building management operation

The performance obligation is satisfied over time as services are rendered. Contracts for hotel and serviced apartment services and building management services are for certain periods and are billed based on the time incurred.

Theme park operation

Revenue from admission tickets sold for use at current or for use at a future date is recognised over time when the theme park service is provided to the customer or at a point in time when the tickets are expired; and sale of goods are recognised when the goods are delivered to the customer. Payment in advance is normally required.

Transaction price allocated to the remaining performance obligations

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) regarding contracts for sale of properties as at 31 July 2021 was HK$32,200,000 (2020: HK$81,634,000) and expected to be recognised as revenue within one year.

The Group elected to apply the practical expedient under HKFRS 15 and does not disclose the amount of the transaction price allocated to the remaining obligations for contracts with an original expected duration for one year or less as well as contracts for hotel and serviced apartment operation and building management operations for which the Group bills fixed amount for each month of service provided and recognise revenue in the amount to which the Group has right to invoice.

The ultimate consideration for those contracts will depend on the occurrence or non-occurrence of future customer's fulfilment of contracts. Accordingly, the above may not reflect the actual performance of the Group in the future. The analysis is solely for compliance with HKFRS 15 disclosure requirement in respect of transaction price allocated to the remaining performance obligations.

6. Finance Costs

An analysis of the Group's finance costs is as follows:

	Notes	**2021 HK$'000**	2020 HK$'000
Interest on:			
Bank loans		**371,969**	343,446
Guaranteed notes		**147,043**	147,043
Amortisation of transaction fees for:			
Bank loans		**25,980**	22,463
Guaranteed notes	29	**4,977**	4,710
Bank financing charges and direct costs		**11,199**	3,465
Interest on lease liabilities	16(a)(ii)	**241**	442
Interest on put option liabilities		**4,424**	—
		565,833	521,569
Less: Capitalised in properties under development	14	**(73,525)**	(52,775)
Capitalised in investment properties under construction	15	**(78,964)**	(173,852)
Capitalised in construction in progress	13	**(11,917)**	(32,072)
		(164,406)	(258,699)
Total finance costs		**401,427**	262,870

Where funds have been borrowed generally and used for the purpose of obtaining qualifying assets, a capitalisation rate of 5.1% (2020: 5.7%) has been applied to the expenditure on the individual assets for the year ended 31 July 2021.

7. Profit/Loss from Operating Activities

The Group's profit/loss from operating activities is arrived at after charging/(crediting):

	Notes	**2021 HK$'000**	2020 HK$'000
Cost of completed properties sold		**1,986,728**	223,100
Outgoings in respect of rental income, hotel and serviced apartment operation, theme park operation and building management operation		**490,734**	381,405
Depreciation of property, plant and equipment#	13	**245,141**	229,130
Depreciation of right-of-use assets#	16(a)(i)	**22,609**	18,897
Amortisation of prepaid land lease payments		**12,314**	8,148
Capitalised in properties under development	14	**(12,314)**	(8,148)
		—	—
Employee benefit expense (including directors' remuneration—note 8):			
Salaries, wages and benefits		**438,309**	414,350
Pension scheme contributions*		**18,873**	14,086
Equity-settled share option expenses	32	**157**	674
		457,339	429,110
Capitalised in properties under development/ investment properties under construction/ construction in progress		**(101,161)**	(138,805)
		356,178	290,305
Auditor's remuneration to the auditor of the Company		**3,713**	3,694
Foreign exchange differences, net**		**(19,662)**	(23,860)
Gain on disposal of assets classified as held for sale**		**(4,417)**	(55,560)
Lease payments not included in the measurement of lease liabilities	16(a)(iii)	**114**	772
Loss on disposal of items of property, plant and equipment**		**4,983**	1,230
Impairment of property, plant and equipment**	13	**189,355**	—
Write down of properties under development to net realisable value**	14	**68,612**	15,037
Contingent rents##		**(12,552)**	(1,782)
Derecognition loss on rental receivable**		**3,378**	10,663
Foreseeable loss on finance lease contract**		**15,694**	—
Fair value losses on cross currency swaps**	24	**15,786**	13,760
Fair value losses/(gains) on foreign currency forward contract**	24	**(395)**	5,852

7. Profit/Loss from Operating Activities (continued)

\# The depreciation charge for hotels and serviced apartments and related leasehold improvements is HK$80,180,000 (2020: HK$68,661,000). The depreciation charge for theme parks is HK$161,863,000 (2020: HK$159,302,000). These items are included in "Other operating expenses, net" on the face of the consolidated income statement.

\#\# The contingent rents are included in "Turnover" on the face of the consolidated income statement.

* As at 31 July 2021, the Group had no forfeited contributions available to reduce its contributions to the MPF Scheme in future years (2020: Nil).

** These items of expenses/(income) are included in "Other operating expenses, net" on the face of the consolidated income statement.

8. Directors' Remuneration

Directors' remuneration for the year, disclosed pursuant to the Listing Rules and section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	2021 **HK$'000**	2020 HK$'000
Fees	**1,750**	1,750
Other emoluments:		
Salaries, allowances and benefits in kind	**23,861**	25,426
Equity-settled share option expenses	**—**	674
Pension scheme contributions	**147**	147
	24,008	26,247
	25,758	27,997
Capitalised in properties under development/ investment properties under construction/ construction in progress	**(13,791)**	(13,458)
	11,967	14,539

For the year ended 31 July 2021, no directors were granted share options.

For the year ended 31 July 2020, a director was granted share options, in respect of his services to the Group under the share option scheme of the Company, further details of which are set out in note 32 to the financial statements. The fair value of such options, which has been recognised in the income statement over the vesting period, was determined as at the date of acceptance and the amount included in the financial statements is included in the above directors' remuneration disclosure.

8. Directors' Remuneration (continued)

The remuneration paid to executive directors, non-executive directors and independent non-executive directors during the year are as follows:

	Fees HK$'000	Salaries, allowances, and benefits in kind HK$'000	Pension scheme contributions HK$'000	Total remuneration HK$'000
2021				
Executive directors:				
Lam Kin Ming (passed away on 8 January 2021)	—	500	—	500
Lam Kin Hong, Matthew	—	1,140	57	1,197
Lam Hau Yin, Lester	—	1,592	18	1,610
U Po Chu	—	4,307	—	4,307
Chew Fook Aun	—	4,005	18	4,023
Cheng Shin How	—	6,795	18	6,813
Lee Tze Yan, Ernest	—	1,622	18	1,640
Tham Seng Yum, Ronald	—	3,900	18	3,918
	—	23,861	147	24,008
Non-executive directors:				
Lucas Ignatius Loh Jen Yuh (resigned on 1 April 2021)	—	—	—	—
Puah Tze Shyang (resigned on 1 April 2021)	—	—	—	—
	—	—	—	—
Independent non-executive directors:				
Lam Bing Kwan	350	—	—	350
Ku Moon Lun	350	—	—	350
Law Kin Ho	350	—	—	350
Mak Wing Sum, Alvin	350	—	—	350
Shek Lai Him, Abraham	350	—	—	350
	1,750	—	—	1,750
Total	1,750	23,861	147	25,758

8. DIRECTORS' REMUNERATION (CONTINUED)

	Fees HK$'000	Salaries, allowances, and benefits in kind HK$'000	Equity-settled share option expenses HK$'000	Pension scheme contributions HK$'000	Total remuneration HK$'000
2020					
Executive directors:					
Lam Kin Ming	—	1,140	—	—	1,140
Lam Kin Hong, Matthew	—	1,140	—	57	1,197
Lam Hau Yin, Lester	—	1,658	—	18	1,676
U Po Chu	—	4,247	—	—	4,247
Chew Fook Aun	—	4,339	—	18	4,357
Cheng Shin How	—	7,248	—	18	7,266
Lee Tze Yan, Ernest	—	1,622	—	18	1,640
Tham Seng Yum, Ronald (appointed on 19 August 2019)	—	4,032	674	18	4,724
	—	25,426	674	147	26,247
Non-executive directors:					
Lucas Ignatius Loh Jen Yuh	—	—	—	—	—
Puah Tze Shyang	—	—	—	—	—
	—	—	—	—	—
Independent non-executive directors:					
Lam Bing Kwan	350	—	—	—	350
Ku Moon Lun	350	—	—	—	350
Law Kin Ho	350	—	—	—	350
Mak Wing Sum, Alvin	350	—	—	—	350
Shek Lai Him, Abraham	350	—	—	—	350
	1,750	—	—	—	1,750
Total	1,750	25,426	674	147	27,997

There were no other emoluments payable to the independent non-executive directors during the year (2020: Nil).

There was no arrangement under which a director waived or agreed to waive any remuneration during the current and prior years.

9. Five Highest Paid Employees

The five highest paid employees during the year included four directors (2020: four), details of whose remuneration are set out in note 8 above. Details of the remuneration for the year of the remaining one (2020: one) non-director highest paid employee are as follows:

	2021	2020
	HK$'000	HK$'000
Salaries, allowances and benefits in kind	**3,700**	5,870
Capitalised in properties under development/ investment properties under construction/ construction in progress	**—**	—
	3,700	5,870

The number of non-director highest paid employees whose remuneration fell within the following bands is as follows:

	Number of employee	
	2021	2020
HK$3,500,001—HK$4,000,000	**1**	—
HK$5,500,001—HK$6,000,000	**—**	1
	1	1

10. Tax

The statutory rate of Hong Kong profits tax is 16.5% (2020: 16.5%). No provision for Hong Kong profits tax had been made as the Group had no estimated assessable profits arising in Hong Kong during the year (2020: Nil). Taxes on profits assessable elsewhere had been calculated at the tax rates prevailing in the jurisdictions in which the Group operates.

	Note	**2021** **HK$'000**	2020 HK$'000
Current — Mainland China			
CIT			
Charge for the year		**162,872**	70,795
Overprovision in prior years		**(1,189)**	—
		161,683	70,795
LAT			
Charge for the year		**191,688**	85,788
Underprovision in prior years		**4,755**	—
		196,443	85,788
Deferred	30	**81,288**	(114,371)
Total tax charge for the year		**439,414**	42,212

10. TAX (CONTINUED)

A reconciliation of the tax expense applicable to loss before tax at the statutory rate for the jurisdiction in which the Company and the majority of its subsidiaries are domiciled to the tax expense at the effective tax rate is as follows:

	2021	2020
	HK$'000	HK$'000
Loss before tax	**(236,151)**	(1,182,346)
Tax at the statutory tax rate of 25% (2020: 25%)	**(59,038)**	(295,587)
Adjustments for tax rates of other jurisdictions	**20,720**	17,093
Provision for LAT	**196,443**	85,788
Tax effect of provision for LAT	**(49,111)**	(21,447)
Effect on deferred tax to reflect tax consequence of recovering the carrying amount of the relevant properties through sale	**—**	86,448
Losses attributable to joint ventures	**66**	54
Income not subject to tax	**(21)**	(32)
Expenses and losses not deductible for tax	**189,031**	95,186
Tax losses not recognised	**97,598**	63,571
Withholding tax on the distributable earnings of the subsidiaries established in Mainland China	**41,534**	9,293
Withholding tax on the interest income from subsidiaries established in Mainland China	**2,192**	1,843
Other temporary difference	**—**	2
Tax charge at the Group's effective tax rate	**439,414**	42,212

11. Dividend

	2021 **HK$'000**	2020 HK$'000
Final dividend paid in respect of the year ended 31 July 2020 (2020: final dividend paid in respect of the year ended 31 July 2019)	—	65,499

No final dividend was declared for the years ended 31 July 2021 and 31 July 2020.

During the year ended 31 July 2020, 3,536,887 new shares of HK$5.0 each were issued by the Company at a deemed price of HK$10.008 per share, credited as fully paid, to shareholders of the Company who had elected to receive scrip shares in lieu of cash under the relevant scrip dividend scheme to settle HK$35,397,000 of the final dividend for the year ended 31 July 2019. The remainder of the final dividend of HK$30,102,000 was satisfied by cash.

12. Loss per Share Attributable to Owners of the Company

The calculation of the basic loss per share amount was based on the loss for the year attributable to owners of the Company of HK$538,967,000 (2020: HK$1,006,263,000), and the weighted average number of ordinary shares of 331,033,443 (2020: 330,039,623) in issue during the year.

Anti-dilutive effect is resulted following the losses sustained by the Group, no adjustment has been made to the calculation of the diluted loss per share.

13. Property, Plant and Equipment

	Notes	Leasehold buildings HK$'000	Hotels and serviced apartments HK$'000	Leasehold improvements HK$'000	Furniture, fixtures and equipment HK$'000	Motor vehicles HK$'000	Computers HK$'000	Theme parks HK$'000	Construction in progress HK$'000	Total HK$'000
Cost:										
As at 31 July 2019		105,047	1,087,693	272,491	59,349	21,968	22,268	1,537,664	1,293,480	4,399,960
Effect of adoption of HKFRS 16		(43,800)	(384,759)	—	—	—	—	(51,681)	(137,261)	(617,501)
As at 1 August 2019 (restated)		61,247	702,934	272,491	59,349	21,968	22,268	1,485,983	1,156,219	3,782,459
Finance costs capitalised	6	—	—	—	—	—	—	—	32,072	32,072
Additions		2,768	1,417	9,974	3,660	2,355	9,145	49,857	490,042	569,218
Disposals		(4,764)	(367)	—	(1,167)	(733)	(1,570)	—	—	(8,601)
Transfers	15	—	1,478,678	—	—	—	—	173,356	(1,593,034)	59,000
Exchange realignment		(1,430)	(12,218)	(6,365)	(1,136)	(296)	(432)	(31,926)	(26,299)	(80,102)
As at 31 July 2020 and 1 August 2020		57,821	2,170,444	276,100	60,706	23,294	29,411	1,677,270	59,000	4,354,046
Finance costs capitalised	6	—	—	—	—	—	—	—	11,917	11,917
Additions		—	—	1,066	7,958	1,921	2,588	—	113,425	126,958
Disposals		—	—	(5,092)	(707)	(1,515)	(226)	—	—	(7,540)
Adjustment		—	(111,516)	—	—	—	—	(20,998)	—	(132,514)
Transfers	15	—	—	—	—	—	—	—	31,507	31,507
Exchange realignment		5,580	159,326	22,908	4,155	1,093	2,130	136,090	4,097	335,379
As at 31 July 2021		**63,401**	**2,218,254**	**294,982**	**72,112**	**24,793**	**33,903**	**1,792,362**	**219,946**	**4,719,753**
Accumulated depreciation and impairment:										
As at 31 July 2019		41,966	384,683	271,849	43,865	16,983	13,387	—	—	772,733
Effect of adoption of HKFRS 16		(11,899)	(165,334)	—	—	—	—	—	—	(177,233)
As at 1 August 2019 (restated)		30,067	219,349	271,849	43,865	16,983	13,387	—	—	595,500
Depreciation provided during the year	7	2,299	56,966	1,239	5,096	1,574	4,001	157,955	—	229,130
Disposals		(4,287)	—	—	(1,084)	(632)	(1,368)	—	—	(7,371)
Exchange realignment		(717)	(2,806)	(6,371)	(747)	(194)	(209)	494	—	(10,550)
As at 31 July 2020 and 1 August 2020		27,362	273,509	266,717	47,130	17,731	15,811	158,449	—	806,709
Depreciation provided during the year	7	1,826	66,042	1,889	8,370	2,006	4,602	160,406	—	245,141
Impairment during the year	7	—	—	—	—	—	—	189,355	—	189,355
Disposals		—	—	(357)	(628)	(1,363)	(209)	—	—	(2,557)
Exchange realignment		3,313	14,371	22,445	3,161	732	1,078	19,906	—	65,006
As at 31 July 2021		**32,501**	**353,922**	**290,694**	**58,033**	**19,106**	**21,282**	**528,116**	**—**	**1,303,654**
Net carrying amount:										
As at 31 July 2021		**30,900**	**1,864,332**	**4,288**	**14,079**	**5,687**	**12,621**	**1,264,246**	**219,946**	**3,416,099**
As at 31 July 2020		30,459	1,896,935	9,383	13,576	5,563	13,600	1,518,821	59,000	3,547,337

13. Property, Plant and Equipment (continued)

As at 31 July 2021, certain serviced apartments (including related leasehold improvements) and construction in progress with an aggregate carrying amount of HK$211,494,000 (2020: HK$209,138,000) and HK$182,682,000 (2020: HK$50,521,000), respectively, were pledged to banks to secure certain bank borrowings of the Group as further set out in note 25(a) and note 25(b) to the financial statements.

As at 31 July 2021, the Group had conducted an impairment test on the long-term assets related to theme parks (each treated as a cash-generating unit ("**CGU**")) included in property, plant and equipment. The carrying amount of certain CGU was in excess of its recoverable amount given the market conditions and the impact of the outbreak of COVID-19 were out of the management's expectation. Accordingly, a provision for impairment of HK$189,355,000 (2020: Nil) was charged to the consolidated income statement for the year. The estimated recoverable amount as at 31 July 2021 was determined based on the value in use amount of the CGU estimated by using discount rate of 10.3%.

14. Properties under Development

	Notes	**2021 HK$'000**	2020 HK$'000
Carrying amount as at 1 August		**1,444,316**	2,523,045
Finance costs capitalised	6	**73,525**	52,775
Additions (including capitalisation of prepaid land lease payments of HK$12,314,000 (2020: HK$8,148,000))		**837,570**	671,701
Amortisation of prepaid land lease payments	7	**(12,314)**	(8,148)
Transfer to completed properties for sale		**(2,417,232)**	(3,688,658)
Transfer from investment properties under construction	15	**769,245**	2,001,486
Write-down of properties under development to net realisable value	7	**(68,612)**	(15,037)
Exchange realignment		**123,179**	(92,848)
Carrying amount as at 31 July		**749,677**	1,444,316

As at 31 July 2021, certain properties under development with an aggregate carrying amount of HK$749,677,000 (2020: HK$1,093,915,000) were pledged to banks to secure certain bank borrowings of the Group as further set out in note 25(d) to the financial statements.

Included in properties under development were prepaid land lease payments, the movements of which during the year are as follows:

	Note	**2021 HK$'000**	2020 HK$'000
Carrying amount as at 1 August		**215,162**	810,802
Amortised during the year	7	**(12,314)**	(8,148)
Transfer to completed properties for sale		**(230,553)**	(682,803)
Transfer from investment properties under construction		**492,805**	117,297
Exchange realignment		**18,242**	(21,986)
Carrying amount as at 31 July		**483,342**	215,162

15. Investment Properties

	2021 HK$'000	2020 HK$'000
Completed investment properties	**15,360,900**	14,137,800
Investment properties under construction, at fair value	**4,621,200**	3,300,100
Investment properties under construction, at cost*	**—**	956,086
Total	**19,982,100**	18,393,986

* Certain investment properties under construction were carried at cost as at the end of the reporting period as such properties were under the planning stage and their fair values were not reliably measurable.

	Notes	2021 HK$'000	2020 HK$'000
Carrying amount as at 1 August		**18,393,986**	20,455,200
Finance costs capitalised	6	**78,964**	173,852
Other additions		**544,485**	971,924
Transfer from completed properties for sale		**642**	—
Transfer to construction in progress	13	**(31,507)**	(59,000)
Transfer to right-of-use assets	16	**(64,699)**	(39,514)
Transfer to properties under development	14	**(769,245)**	(2,001,486)
Net gain/(loss) from fair value adjustments		**250,774**	(599,081)
Exchange realignment		**1,578,700**	(507,909)
Carrying amount as at 31 July		**19,982,100**	18,393,986

The completed investment properties are leased to third parties under operating leases, further summary details of which are included in note 16(b) to the financial statements.

As at 31 July 2021, certain investment properties with an aggregate carrying amount of HK$14,850,200,000 (2020: HK$11,521,336,000) were pledged to banks to secure certain bank borrowings of the Group as further set out in note 25(e) to the financial statements.

15. Investment Properties (continued)

Valuation processes of the Group

Each year, the Group's management appoints an external valuer to be responsible for the external valuations of the Group's properties (the "**Property Valuers**"). Selection criteria of an external valuer include market knowledge, reputation, independence and whether professional standards are maintained. The Group's management has discussions with the Property Valuers on the valuation assumptions and valuation results twice a year when the valuation is performed for interim and annual financial reporting.

The valuation techniques used in prior years have been consistently applied in current year. In estimating the fair value of the properties, the highest and best use of the properties is their current use.

The Group's completed investment properties and investment properties under construction stated at fair value were revalued by Knight Frank Petty Limited, an independent professionally qualified valuer.

Valuation techniques

Fair value measurements using significant unobservable inputs (Level 3)

The Group's investment properties mainly consist of commercial properties in Mainland China.

For completed investment properties, valuations are based on income approach and market approach. The income approach is based on capitalisation of the net income and the reversionary income potential by adopting appropriate capitalisation 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 valuations have reference to valuers' view of recent lettings, within the subject properties and other comparable properties. The market approach is based on market comparable transactions available in the market and adjustments of various factors would be made between the subject properties and comparable properties.

For investment properties under construction stated at fair value, the Group has valued such properties on the basis that they will be developed and completed in accordance with the Group's latest development plans. Valuations are based on residual method, which is essentially a means of valuing the land by reference to its development potential by deducting development costs together with developer's profit and risk associated with the estimated capital value of the proposed development assuming completed as at the date of valuation.

15. INVESTMENT PROPERTIES (CONTINUED)

Valuation techniques (continued)

Fair value measurements using significant unobservable inputs (Level 3) (continued)

Information about fair value measurement using significant unobservable inputs (Level 3)

2021

Description	Valuation techniques	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed investment properties				
Commercial properties	Income approach	Average unit market rent per month (HK$/sq.m)	32-363	note 1
		Capitalisation rate	3.75%-7.5%	note 2
Commercial properties	Market approach	Average market unit rate (HK$/sq.m)	15,000	note 6
Residential property	Market approach	Average market unit rate (HK$/sq.m)	174,000	note 6
Investment properties under construction				
Commercial properties	Residual method	Gross development value (HK$/sq.m)	24,000-84,000	note 3
		Developer's profit margin	2%-20%	note 4
		Budgeted costs to completion (HK$)	597,000,000-1,038,700,000	note 5

15. Investment Properties (continued)

Valuation techniques (continued)

Fair value measurements using significant unobservable inputs (Level 3) (continued)

Information about fair value measurement using significant unobservable inputs (Level 3) (continued)

2020

Description	Valuation techniques	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed investment properties				
Commercial properties	Income approach	Average unit market rent per month (HK$/sq.m)	29-336	note 1
		Capitalisation rate	3.75%-7.5%	note 2
Commercial property	Market approach	Average market unit rate (HK$/sq.m)	13,800	note 6
Residential property	Market approach	Average market unit rate (HK$/sq.m)	161,000	note 6
Investment properties under construction				
Commercial properties	Residual method	Gross development value (HK$/sq.m)	34,000-78,000	note 3
		Developer's profit margin	4%	note 4
		Budgeted costs to completion (HK$)	807,200,000	note 5

Notes:

1. The higher the market rent, the higher the fair value
2. The higher the capitalisation rate, the lower the fair value
3. The higher the gross development value, the higher the fair value
4. The higher the developer's profit margin, the lower the fair value
5. The higher the budgeted costs to completion, the lower the fair value
6. The higher the market unit rate, the higher the fair value

During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2020: Nil).

16. Right-of-use Assets and Lease Liabilities

(a) The Group as a lessee

The Group has lease contracts for various items of land, office, warehouse premises and staff dormitory. Under HKFRS 16, the Group applies a single approach to recognise and measure right-of-use assets and lease liabilities for all leases, except for two elective exemptions for leases of low-value assets (elected on a lease by lease basis) and short-term leases (elected by class of underlying asset). The Group has elected not to recognise right-of-use assets and lease liabilities for (i) leases of low-value assets; and (ii) leases, that at the commencement date, have a lease term of 12 months or less. Instead, the Group recognises the lease payments associated with those leases as an expense on a straight-line basis over the lease term.

(i) Right-of-use assets

The carrying amount of the Group's right-of-use assets and the movements during the year are as follows:

	Notes	**Prepaid land lease payments** HK$'000	**Office, warehouse premises and staff dormitory** HK$'000	**Total** HK$'000
Carrying amount as at 1 August 2019		444,219	8,589	452,808
Additions		6,055	2,919	8,974
Transfer from investment properties under construction	15	39,514	—	39,514
Depreciation charges	7	(13,260)	(5,637)	(18,897)
Exchange realignment		(6,431)	(188)	(6,619)
Carrying amount as at 31 July 2020 and 1 August 2020		470,097	5,683	475,780
Additions		9,643	9,295	18,938
Transfer from investment properties under construction	15	64,699	—	64,699
Depreciation charges	7	(16,399)	(6,210)	(22,609)
Exchange realignment		25,314	341	25,655
Carrying amount as at 31 July 2021		**553,354**	**9,109**	**562,463**

As at 31 July 2021, certain right-of-use assets with carrying amount of HK$319,564,000 (2020: HK$241,592,000) were pledged to banks to secure bank borrowings of the Group as further set out in note 25(c) to the financial statements.

16. Right-of-use Assets and Lease Liabilities (continued)

(a) The Group as a lessee (continued)

(ii) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

	Note	**2021 HK$'000**	2020 HK$'000
Carrying amount as at 1 August		**5,821**	8,589
New leases		**9,295**	2,919
Accretion of interest recognised during the year	6	**241**	442
Payments		**(6,439)**	(5,942)
Exchange realignment		**349**	(187)
Carrying amount as at 31 July		**9,267**	5,821
Amount classified as current liabilities		**(3,468)**	(5,034)
Non-current portion		**5,799**	787

The maturity analysis of lease liabilities is disclosed in note 41(c) to the financial statements.

(iii) For the year ended 31 July 2021, the amounts recognised in profit or loss in relation to short-term leases are amounting to HK$114,000 (2020: HK$772,000).

16. Right-of-use Assets and Lease Liabilities (continued)

(b) The Group as a lessor

Certain properties of the Group were leased under operating lease arrangements with lease terms up to twenty years (2020: twenty years). The terms of the leases generally require the tenants to pay security deposits.

As at 31 July 2021, the Group had total future minimum lease receivables under non-cancellable operating leases falling due as follows:

	2021 **HK$'000**	2020 HK$'000
Within one year	**539,141**	465,785
In the second to fifth years, inclusive	**1,146,024**	887,721
After five years	**366,075**	277,926
	2,051,240	1,631,432

In addition, the operating lease arrangements for certain investment properties of the Group are contingent based on the turnover of the tenants pursuant to the terms and conditions as set out in the respective agreements. As the future turnover of the tenants could not be accurately determined, the relevant contingent rent has not been included above.

17. Investments in Joint Ventures

	2021 **HK$'000**	2020 HK$'000
Share of net assets, other than goodwill	**16,438**	1,103

The aggregate financial information of the Group's joint ventures is as follows:

	2021 **HK$'000**	2020 HK$'000
Share of losses and other comprehensive expenses of joint ventures	**265**	214

18. Investments in Associates

	2021 **HK$'000**	2020 HK$'000
Share of net assets	**45**	392
Amount due from an associate	**—**	141
	45	533

The amount due from an associate was unsecured, interest-free and had no fixed terms of repayment. In the opinion of the directors, the amount due from an associate is considered as part of the Group's net investment in the associate.

The associates are accounted for using the equity method in the consolidated financial statements.

As at 31 July 2021 and 2020, there were no material associates which principally affected the results for the year or formed a substantial portion of the net assets of the Group.

The aggregate financial information of the Group's associates that are not individually material is as follows:

	2021 **HK$'000**	2020 HK$'000
Share of losses and other comprehensive expenses of associates	**215**	628

19. Debtors, Deposits and Prepayments

The Group maintains various credit policies for different business operations in accordance with business practices and market conditions in which the respective subsidiaries operate. Sales proceeds receivable from the sale of properties are settled in accordance with the terms of the respective contracts. Rent and related charges in respect of the leasing of properties are receivable from tenants, and are normally payable in advance with rental deposits received in accordance with the terms of the tenancy agreements. Hotel and serviced apartment charges are mainly settled by customers on a cash basis except for those corporate clients who maintain credit accounts with the Group, the settlement of which is in accordance with the respective agreements. The Group's trade receivables related to a large number of diversified customer and there is no significant concentration of credit risk. Trade receivables of the Group were interest-free. The Group's finance lease receivables related to a creditworthy third party.

The Group did not hold any collateral or other credit enhancements over these balances.

An ageing analysis of trade receivables as at the end of the reporting period, based on the payment due date, is as follows:

	2021 **HK$'000**	2020 HK$'000
Trade receivables, net		
Within one month	**123,371**	123,608
One to three months	**5,494**	11,849
Over three months	**9,952**	8,483
	138,817	143,940
Finance lease receivables, not yet due (Note)	**528,484**	—
Other receivables, deposits and prepayments	**476,347**	454,944
	1,143,648	598,884
Amounts classified as current assets	**(616,961)**	(598,884)
Non-current portion	**526,687**	—

The Group has applied the simplified approach to provide for ECLs for trade receivables and finance lease receivables which permits the use of lifetime ECLs provision; and general approach for financial assets included in other receivables, deposits and prepayments. To measure the ECLs, the Group considered the historical and forward-looking information. As at 31 July 2021 and 2020, the Group estimated that the ECLs for trade receivables, finance lease receivables and financial assets included in other receivables, deposits and prepayments were insignificant.

19. DEBTORS, DEPOSITS AND PREPAYMENTS (CONTINUED)

Note:

The breakdown of finance lease receivables:

	2021 **HK$'000**	2020 HK$'000
Lease payments receivables		
Not later than 1 year	**1,797**	—
Later than 1 year but not later than 2 years	**5,786**	—
Later than 2 years but not later than 3 years	**22,898**	—
Later than 3 years but not later than 4 years	**28,340**	—
Later than 4 years but not later than 5 years	**33,936**	—
Later than 5 years	**750,712**	—
	843,469	—
Less: Unearned finance lease income relating to lease payments receivables	**(314,985)**	—
Present value of lease payments receivables	**528,484**	—
Add: Present value of unguaranteed residual value	**—**	—
Net investment in the finance lease	**528,484**	—
Less: Accumulated expected credit losses	**—**	—
Total	**528,484**	—

20. Cash and Cash Equivalents and Pledged and Restricted Time Deposits and Bank Balances

	Note	2021 HK$'000	2020 HK$'000
Cash and bank balances		**3,367,103**	1,734,234
Less: Pledged and restricted bank balances			
Pledged for bank loans	25(g)	**(5,800)**	(473,744)
Restricted*		**(1,785,195)**	(389,055)
Non-pledged and non-restricted cash and bank balances		**1,576,108**	871,435
Time deposits		**1,331,878**	790,341
Less: Pledged and restricted time deposits			
Pledged for bank loans	25(g)	**(71,333)**	(452,128)
Restricted*		**(17,038)**	(15,692)
Non-pledged and non-restricted time deposits		**1,243,507**	322,521
Cash and cash equivalents		**2,819,615**	1,193,956

* In accordance with the relevant laws and regulations imposed by the government authorities concerned or the terms and conditions set out in the relevant bank loan agreements, proceeds from the pre-sale of certain properties are required to be deposited into designated bank accounts and restricted to be used for the relevant projects. Such restriction will be uplifted upon repayment of the relevant bank loans or the attainment of the relevant ownership certificates issued by the authorities. As at 31 July 2021, the balance was HK$1,693,992,000 (2020: HK$316,796,000) in aggregate.

In accordance with the relevant laws and regulations imposed by the government authorities concerned, estimated resettlement costs of certain sites for development are required to be deposited into designated bank accounts. Such deposits are restricted to be used for the resettlement and such restriction will be uplifted upon completion of the resettlement. As at 31 July 2021, the balance was HK$25,924,000 (2020: HK$23,801,000) in aggregate.

In accordance with the relevant clauses of certain bank loan facilities, proceeds from the drawdown of bank loans and certain funds are required to be deposited into designated bank accounts and restricted to be used for the relevant projects. As at 31 July 2021, the balance was HK$65,176,000 (2020: HK$48,365,000) in aggregate.

In accordance with the relevant laws and regulations imposed by the government authorities concerned, certain deposits are required to be placed into designated bank accounts restricted as to use. As at 31 July 2021, the balance was HK$17,141,000 (2020: HK$15,785,000) in aggregate.

20. Cash and Cash Equivalents and Pledged and Restricted Time Deposits and Bank Balances (continued)

The conversion of Renminbi ("**RMB**") denominated time deposits and cash and bank balances into foreign currencies and the remittance of such foreign currency denominated balances out of Mainland China are subject to the relevant rules and regulations of foreign exchange control promulgated by the government authorities concerned. As at 31 July 2021, such RMB denominated time deposits and cash and bank balances of the Group amounted to HK$4,478,474,000 (2020: HK$2,099,122,000).

21. Assets Classified as Held for Sale

During the year ended 31 July 2019, two blocks of serviced apartments located in Zhongshan (namely, STARR Resort Residence Zhongshan) were offered for sale. Prior to 31 July 2019, the serviced apartments were previously classified as property, plant and equipment. Management has committed to a plan to sell with an active programme to locate buyers already initiated and the disposal is expected to be completed in the ensuing year. As a result, the serviced apartments were transferred to assets classified as held for sale since then.

22. Creditors, Accruals and Other Payables

An ageing analysis of trade payables as at the end of the reporting period, based on the payment due date, is as follows:

	Note	**2021** **HK$'000**	2020 HK$'000
Trade payables			
Within one month		**394,265**	321,518
One to three months		**21,889**	26,611
Over three months		**3,797**	14,854
		419,951	362,983
Accruals and other payables		**1,591,898**	1,695,172
Put option liabilities	26	**1,270,976**	277,086
		3,282,825	2,335,241
Amounts classified as current liabilities		**(2,289,675)**	(2,335,241)
Non-current portion		**993,150**	—

Trade payables of the Group were interest-free and were due for settlement pursuant to the terms of the relevant agreements.

23. Contract Liabilities and Deposits Received

An analysis of the contract liabilities and deposits received as at the end of the reporting period is as follows:

	2021 **HK$'000**	2020 HK$'000
Contract liabilities (Note)	**933,082**	291,771
Deposits received	**244,611**	436,519
	1,177,693	728,290
Amounts classified as current liabilities	**(1,038,062)**	(608,438)
Non-current portion	**139,631**	119,852

Note: Contract liabilities as at 31 July 2021 and 31 July 2020 with amounts of HK$933,082,000 and HK$291,771,000, respectively, were both arising from the sale of properties. The change in contract liabilities in the years ended 31 July 2021 and 31 July 2020 was mainly due to the net effect of recognition of revenue and receipt of advance from customers.

24. Derivative Financial Instruments

The movements in the financial assets/(liabilities) arising from the derivative financial instruments during the year are as follows:

	Note	**Cross currency swaps ("CCSs")** **HK$'000**	**Foreign currency forward contract** **HK$'000**	**Total** **HK$'000**
Carrying amount as at 1 August 2019		20,581	—	20,581
Fair value losses charged to the income statement	7	(13,760)	(5,852)	(19,612)
Carrying amount as at 31 July 2020 and 1 August 2020		6,821	(5,852)	969
Fair value gains credited/(losses charged) to the income statement	7	(15,786)	395	(15,391)
Settlement upon maturity		—	5,457	5,457
Carrying amount as at 31 July 2021		**(8,965)**	**—**	**(8,965)**

The carrying amounts of the CCSs and foreign currency forward contract are the same as their fair values.

24. Derivative Financial Instruments (continued)

During the year ended 31 July 2018, the Group entered into the CCSs with the financial institutions with an aggregate nominal amount of US$350,000,000 in connection with the guaranteed notes as detailed in note 29 to the financial statements.

Pursuant to the terms of the CCSs, the Company receives an amount semi-annually calculated based on a fixed rate of 5.65% per annum on the aggregate notional amount of US$350,000,000 during the period from 18 January 2018 to 18 January 2023 before each Interest Payment Date (as defined in note 29), and pays an amount semi-annually calculated based on a fixed rate of 5.37% per annum on the aggregate notional amount of HK$2,738,225,000 (being the HK$ equivalent amount of US$350,000,000 translated at a contracted exchange rate of US$1 to HK$7.8235) during the period from 18 January 2018 to 18 January 2023 before each Interest Payment Date. Before 18 January 2023, the Group will receive the aggregate notional amount of US$350,000,000 and will pay the aggregate notional amount of HK$2,738,225,000.

The CCSs are not designated for hedge purposes and are measured at fair value through profit or loss. Changes in the fair value of the CCSs amounting to HK$15,786,000 were charged to the consolidated income statement during the year (2020: HK$13,760,000).

25. Interest-Bearing Bank Loans

	2021		2020	
	Effective interest rate (%)	**HK$'000**	Effective interest rate (%)	HK$'000
Bank loans:				
Current:				
Unsecured	**3.15-6.66**	**344,688**	6.00-6.66	489,858
Secured	**3.33-5.39**	**84,541**	3.95-5.88	3,025,270
		429,229		3,515,128
Non-current:				
Unsecured	**3.15-6.66**	**2,846,639**	3.45-6.66	1,719,852
Secured	**3.33-5.39**	**5,057,255**	4.36-5.88	1,915,518
		7,903,894		3,635,370
		8,333,123		7,150,498
Maturity profile:				
Within one year		**429,229**		3,515,128
In the second year		**1,070,610**		330,473
In the third to fifth years, inclusive		**5,397,857**		2,287,946
Beyond five years		**1,435,427**		1,016,951
		8,333,123		7,150,498

25. INTEREST-BEARING BANK LOANS (CONTINUED)

Bank loans of the Group as at the end of the reporting period were secured by:

(a) mortgages over certain serviced apartments (including related leasehold improvements) of the Group with an aggregate carrying amount of HK$211,494,000 (2020: HK$209,138,000) (note 13);

(b) mortgages over certain construction in progress of the Group with an aggregate carrying amount of HK$182,682,000 (2020: HK$50,521,000) (note 13);

(c) mortgages over certain right-of-use assets of the Group with an aggregate carrying amount of HK$319,564,000 (2020: HK$241,592,000) (note 16);

(d) mortgages over certain properties under development of the Group with an aggregate carrying amount of HK$749,677,000 (2020: HK$1,093,915,000) (note 14);

(e) mortgages over certain investment properties of the Group with an aggregate carrying amount of HK$14,850,200,000 (2020: HK$11,521,336,000) (note 15);

(f) mortgages over certain completed properties for sale of the Group with an aggregate carrying amount of HK$704,967,000 (2020: HK$1,017,560,000);

(g) charges over time deposits and bank balances of the Group with an aggregate carrying amount of HK$77,133,000 (2020: HK$925,872,000) (note 20); and

(h) charges over the entire equity interest in certain subsidiaries of the Company.

26. PUT OPTION LIABILITIES AND OTHER BORROWINGS

Transaction with China Cinda (HK) Asset Management Co., Limited

On 31 December 2018, Rosy Commerce Holdings Limited ("**Rosy Commerce**", an indirect 80%-owned subsidiary of the Company) and China Cinda (HK) Asset Management Co., Limited ("**Cinda**"), an independent third party, entered into two investment agreements (the "**Cinda Agreements**"). Pursuant to the Cinda Agreements, Cinda agrees to invest, by way of share subscription and/or share sale, in two wholly-owned subsidiaries of Rosy Commerce, namely Harmonic Run Limited ("**HRL**") and Glorious Stand Limited ("**GSL**") at a total consideration (the "**Consideration**") of approximately US$35,752,000 (the "**Cinda Transaction**"). The Cinda Transaction was completed on 25 January 2019 (the "**Completion Date**") and Cinda became a holder of 30% equity interests in each of HRL and GSL.

On the Completion Date, Rosy Commerce and Cinda further entered into two shareholders' agreements, pursuant to the buy-back clause contained therein, upon the occurrence of certain triggering events during the six-year investment period, Rosy Commerce has a contractual obligation to buy-back the 30% equity interests in each of HRL and GSL from Cinda at an aggregate amount equal to the Consideration. Accordingly, financial liabilities of approximately US$35,752,000 (equivalent to approximately HK$277,826,000 (2020: HK$277,086,000)) are recorded as put option liabilities under "creditors, accruals and other payables" of the consolidated statement of financial position.

26. Put Option Liabilities and Other Borrowings (continued)

Transaction with China Cinda (HK) Asset Management Co., Limited (continued)

On the Completion Date, Rosy Commerce and Cinda entered into two shareholders' loan agreements, pursuant to which, Cinda provided non-interest-bearing initial shareholder loans of an aggregate amount of USD equivalent of RMB36,000,000 (equivalent to approximately HK$41,159,000 (2020: HK$41,050,000)) to HRL and GSL. Such shareholders' loans are repayable upon the earlier of, inter alia, the sixth anniversary of the date of the two shareholders' loan agreements; or the occurrence of the buy-back triggering events mentioned above. The shareholders' loans were recorded under short-term "other borrowings" of the consolidated statement of financial position.

Further details of the Cinda Transaction are set out in a joint announcement of the Company, LSD, LSG and eSun dated 2 January 2019.

Transaction with Zhuhai Da Hengqin Real Estate Co., Ltd

On 19 January 2020, Winfield Concept Limited ("**Winfield**"), an indirect 80%-owned subsidiary of the Company, together with its wholly-owned subsidiary, Zhuhai Hengqin Laisun Creative Culture City Co., Ltd. ("**Laisun Creative Culture**"), entered into an agreement (the "**Da Hengqin Agreement**") with an independent third-party, Zhuhai Da Hengqin Real Estate Co., Ltd. ("**Da Hengqin**"). Pursuant to the Da Hengqin Agreement, among others, Da Hengqin has agreed to make a total capital contribution of approximately RMB948,448,000 in Laisun Creative Culture (the "**Da Hengqin Transaction**"). The Da Hengqin Transaction was completed on 6 August 2020 and Da Hengqin became a holder of 16.68% equity interest in Laisun Creative Culture.

According to the Da Hengqin Agreement, Da Hengqin has been granted a put option pursuant to which Da Hengqin has the right (but not an obligation) to require Laisun Creative Culture and/or Winfield to acquire all equity interest held by Da Hengqin in Laisun Creative Culture upon occurrence of certain events. Accordingly, financial liabilities of approximately RMB825,606,000 (equivalent to approximately HK$993,150,000), equal to the amount of capital contribution made by Da Hengqin in cash to Laisun Creative Culture, are recorded as put option liabilities under long-term "other payables" of the consolidated statement of financial position.

Further details of the Da Hengqin Transaction are set out in a circular of the Company dated 30 April 2020.

27. Advances from a Former Substantial Shareholder

The executor of Mr. Lim Por Yen's estate, at the request of the Group, confirmed to the Group that no demand for settlement of the advances would be made within one year from the end of the reporting period. The advances were unsecured and interest-free.

28. Loans from a Fellow Subsidiary

The fellow subsidiary, as a non-controlling shareholder of a subsidiary of the Company, agreed that no demand for settlement of the loans would be made to that subsidiary within one year from the end of the reporting period. The loans were unsecured and interest-free.

29. GUARANTEED NOTES

On 18 January 2018, Lai Fung Bonds (2018) Limited, a wholly-owned subsidiary of the Company issued US$350,000,000 of 5.65% fixed rate guaranteed notes, which will mature on 18 January 2023 for bullet repayment. The guaranteed notes bear interest from 18 January 2018 and are payable semi-annually in arrears on 18 January and 18 July of each year, commencing on 18 July 2018 (each, an "**Interest Payment Date**"). The guaranteed notes are listed on The Stock Exchange of Hong Kong Limited.

The guaranteed notes are guaranteed by the Company and also have the benefit of a keepwell deed and a deed of equity interest purchase undertaking from LSD.

The guaranteed notes were issued for the refinancing of the fixed rate senior notes which was matured on 25 April 2018 and for general corporate purposes. The net proceeds from the guaranteed notes after deducting issue expenses amounted to approximately HK$2,712,758,000.

No guaranteed notes were repurchased during the year (2020: Nil).

The guaranteed notes recognised in the consolidated statement of financial position are calculated as follows:

	Note	**2021** **HK$'000**	2020 HK$'000
Carrying amount as at 1 August		**2,699,772**	2,720,857
Amortisation of transaction fee for the guaranteed notes	6	**4,977**	4,710
Exchange realignment		**7,245**	(25,795)
Carrying amount as at 31 July		**2,711,994**	2,699,772

The effective interest rate of the guaranteed notes is 5.86% per annum.

In connection with the guaranteed notes, the Company entered into the CCSs (as defined in note 24) with financial institutions, which have effectively converted the guaranteed notes into fixed rate HKD denominated debts. Taking into account the CCSs, the effective interest rate of the guaranteed notes is 5.58% per annum. Details of the CCSs are set out in note 24 to the financial statements.

30. Deferred Tax

The movements in deferred tax liabilities during the year are as follows:

	Depreciation allowance in excess of related depreciation and development costs HK$'000	Fair value adjustments arising from acquisition of subsidiaries HK$'000	Revaluation of properties HK$'000	Impairment of property, plant and equipment HK$'000	Withholding tax HK$'000	Losses available for offsetting against future taxable profits HK$'000	Other temporary differences HK$'000	Total HK$'000
As at 1 August 2019	639,584	102,339	2,267,268	–	92,958	(1,467)	(207)	3,100,475
Deferred tax charged/(credited) to the income statement during the year (note 10)	46,127	–	(149,771)	–	9,293	(24,118)	4,098	(114,371)
Deferred tax utilised during the year	–	–	–	–	(3,489)	–	–	(3,489)
Exchange realignment	(15,257)	(2,445)	(55,323)	–	–	(96)	–	(73,121)
As at 31 July 2020 and 1 August 2020	670,454	99,894	2,062,174	–	98,762	(25,681)	3,891	2,909,494
Deferred tax charged/(credited) to the income statement during the year (note 10)	61,297	–	62,694	(35,504)	41,534	(52,258)	3,525	81,288
Exchange realignment	59,139	8,568	181,045	(683)	–	(2,847)	54	245,276
As at 31 July 2021	**790,890**	**108,462**	**2,305,913**	**(36,187)**	**140,296**	**(80,786)**	**7,470**	**3,236,058**

As at 31 July 2021, the Group had tax losses arising in Mainland China of HK$903,724,000 (2020: HK$431,623,000) that would expire in one to five years for offsetting against future taxable profits of the companies in which the losses arose. Deferred tax assets have not been recognised in respect of these losses as it may not be probable that taxable profits will be available against which the tax losses could be utilised.

Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in Mainland China. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate may be applied if there is a tax treaty between Mainland China and the jurisdiction of the foreign investors. For the Group, the applicable rate is 5% or 10% (2020: 5% or 10%). The Group is therefore liable to withholding taxes on dividends to be distributed by those subsidiaries established in Mainland China in respect of earnings generated from 1 January 2008.

31. Share Capital

Shares

	2021 HK$'000	2020 HK$'000
Authorised:		
400,000,000 ordinary shares of HK$5.0 each (2020: 400,000,000 ordinary shares of HK$5.0 each)	**2,000,000**	2,000,000
Issued and fully paid:		
331,033,443 ordinary shares of HK$5.0 each (2020: 331,033,443 ordinary shares of HK$5.0 each)	**1,655,167**	1,655,167

The movements in authorised and issued share capital of the Company during the year were as follows:

	Number of authorised shares	Number of issued shares	Issued capital HK$'000	Share premium account HK$'000	Total HK$'000
As at 1 August 2019	400,000,000	327,386,965	1,636,935	4,087,322	5,724,257
Issue of shares upon exercise of share options*	—	109,591	548	431	979
Shares issued in lieu of cash dividend (note 11)	—	3,536,887	17,684	17,713	35,397
As at 31 July 2020, 1 August 2020 and 31 July 2021	**400,000,000**	**331,033,443**	**1,655,167**	**4,105,466**	**5,760,633**

* During the year ended 31 July 2020, 109,591 ordinary shares of HK$5.0 each were issued in respect of a share option exercised under the Company's share option scheme at an exercise price of HK$6.65 per share and total cash consideration of HK$729,000 was received. The share option reserve of HK$250,000 was released to the share premium account.

Share options

Details of the Company's share option schemes are included in note 32 to the financial statements.

32. Share Option Schemes

2003 Share Option Scheme

On 21 August 2003, the Company adopted a share option scheme (as amended on 8 August 2018) (the "**2003 Share Option Scheme**") for the purpose of providing incentives and rewards to Eligible Participants (as defined in the scheme) who contribute to the success of the Group's operations. Eligible Participants of the 2003 Share Option Scheme include the directors and any employees of the Group. Unless otherwise cancelled or amended, the 2003 Share Option Scheme will remain in force for 10 years from that date. The 2003 Share Option Scheme was terminated upon the adoption of the 2012 Share Option Scheme (as defined below) on 18 December 2012.

During the year ended 31 July 2020, all subsisting options granted under the 2003 Share Option Scheme were exercised or cancelled.

2012 Share Option Scheme

On 18 December 2012 (the "**Adoption Date**"), the Company adopted a new share option scheme (the "**2012 Share Option Scheme**") and terminated the 2003 Share Option Scheme. Subsisting options granted prior to the termination continued to be valid and exercisable in accordance with the terms of the previous scheme. The purpose of the 2012 Share Option Scheme is to recognise the contribution or future contribution of the Eligible Participants (as defined in the scheme) to the Group by granting share options to them as incentives or rewards and to attract, retain and motivate high-caliber Eligible Participants in line with the performance goals of the Relevant Companies (as defined in the scheme). Eligible Participants include but are not limited to the directors and any employees of the Group. Unless otherwise cancelled or amended, the 2012 Share Option Scheme will remain in force for 10 years from the Adoption Date.

The maximum number of shares which may be issued upon the exercise of all options to be granted under the 2012 Share Option Scheme (i) shall not exceed 10% of the shares of the Company in issue on the Adoption Date; (ii) shall not exceed 30% of the shares of the Company in issue from time to time; and (iii) to each Eligible Participant and within any 12-month period, is limited to 1% of the shares of the Company in issue at any time. Any further grant of share options in excess of the limits set out in (i) and (iii) is subject to the approval of shareholders of the Company and the shareholders of the holding company of the Company in the respective general meetings.

32. Share Option Schemes (continued)

2012 Share Option Scheme (continued)

Share options granted to a director, chief executive or substantial shareholder of the Company, or to any of their associates, are subject to approval in advance by the independent non-executive directors of each of the Company and the holding company of the Company. In addition, any share options granted to a substantial shareholder or an independent non-executive director of the Company, or to any of their associates, in excess of 0.1% of the shares of the Company in issue at any time or with an aggregate value (based on the closing price of the Company's shares at the date of grant) in excess of HK$5 million, within any 12-month period, are subject to the approval of shareholders of the Company and the shareholders of the holding company of the Company in the respective general meetings.

The offer of a grant of share options may be accepted within 30 days from the date of grant, upon payment of a nominal consideration of HK$1 in total by the grantee. The exercise period of the share options granted is determined by the directors of the Company, save that such period shall not be longer than 10 years from the date of grant of the share options.

The exercise price of the share options is determinable by the directors of the Company, which shall be at least the highest of (i) the Stock Exchange closing price of the Company's shares on the date of grant of the share options; (ii) the average Stock Exchange closing price of the Company's shares for the five trading days immediately preceding the date of grant; and (iii) the nominal value of a share of the Company on the date of grant.

Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings of the Company.

32. Share Option Schemes (continued)

The movements of share options under the 2003 Share Option Scheme and the 2012 Share Option Scheme during the year are as follows:

	2021 Number of underlying shares comprised in share options	**2021** Weighted average exercise price per share* HK$	2020 Number of underlying shares comprised in share options	2020 Weighted average exercise price per share* HK$
Outstanding as at 1 August	**9,684,526**	**11.039**	10,814,117	10.884
Granted during the year	**120,000**	**7.364**	500,000	6.784
Exercised during the year	**—**	**—**	(109,591)	6.650
Lapsed during the year	**(1,123,836)**	**11.001**	(620,000)	12.053
Cancelled during the year	**—**	**—**	(900,000)	6.650
Outstanding as at 31 July	**8,680,690**	**10.993**	9,684,526	11.039

The exercise prices and exercise periods of the share options outstanding as at the end of the reporting period are as follows:

2021

Number of underlying shares comprised in share options	**Exercise price per share* HK$**	**Exercise period**
7,270,690	11.400	18/1/2013-17/1/2023
220,000	9.500	26/7/2013-25/7/2023
120,000	8.000	16/1/2015-15/1/2025
190,000	13.520	19/1/2018-18/1/2028
260,000	10.180	22/1/2019-21/1/2029
500,000	6.784	19/8/2019-18/8/2029
120,000	7.364	22/1/2021-21/1/2031
8,680,690		

32. SHARE OPTION SCHEMES (CONTINUED)

2020

Number of underlying shares comprised in share options	Exercise price per share* HK$	Exercise period
8,134,526	11.400	18/1/2013-17/1/2023
220,000	9.500	26/7/2013-25/7/2023
180,000	8.000	16/1/2015-15/1/2025
190,000	13.520	19/1/2018-18/1/2028
460,000	10.180	22/1/2019-21/1/2029
500,000	6.784	19/8/2019-18/8/2029
9,684,526		

* The exercise price of the share options is subject to adjustment in the case of rights or bonus issues or other similar changes in the Company's share capital.

Other than the grant of share options comprising 120,000 underlying shares and the lapse of share options comprising 1,123,836 underlying shares, no share options were granted, exercised, lapsed or cancelled in accordance with the terms of the 2003 Share Option Scheme and 2012 Share Option Scheme during the year.

The closing price of the Company's shares immediately before the date of grant of share options granted during the year was HK$7.30.

The fair value of the share options granted during the year was approximately HK$157,000, HK$1.3101 each (2020: HK$674,000, HK$1.348 each) which was recognised as a share option expense of approximately HK$157,000 (2020: HK$674,000) (note 7) and HK$69,000 (2020: HK$303,000) (before and after capitalisation to properties under development/investment properties under construction/construction in progress, respectively) for the year ended 31 July 2021.

32. Share Option Schemes (continued)

The fair value of equity-settled share options granted during the year was estimated as at the date of acceptance using the Binomial Option Pricing Model ("**Binomial Model**"), taking into account the terms and conditions upon which the options were granted. The following table lists the inputs to the model used:

Date of valuation	**22 January 2021**	20 August 2019
Closing share price (HK$ per share)	**7.290**	6.610
Exercise price (HK$ per share)	**7.364**	6.784
Option life (years)	**10**	10
Risk-free interest rate (%)	**0.7882**	1.035
Dividend yield (%)	**0**	2.020
Expected volatility (%)	**37.553**	39.134
Historical volatility (%)	**37.553**	39.134
Forfeiture rate (%)	**9.4143**	0.0

The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome. The value of the share options is subject to a number of assumptions and with regard to the limitation of the Binomial Model. Therefore, the value may be subjective and would change should any of the assumptions change.

As at 31 July 2021, a total of 8,680,690 underlying shares relating to share options granted under the 2012 Share Option Scheme were outstanding, represented approximately 2.62% of the Company's shares in issue as at that date.

33. Reserves

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on page 123 of the financial statements.

Pursuant to the relevant laws and regulations in the PRC, the subsidiaries and the joint venture of the Company, which are registered in the PRC, are required to transfer a certain percentage of their net profit after tax (after offsetting any prior years' losses, if any) to statutory reserve funds which are restricted as to use, until the balance of the statutory reserve funds reaches 50% of their respective registered capital.

34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Changes in liabilities arising from financing activities

Changes in liabilities arising from financing activities during the year are as follows:

2021

	Bank loans HK$'000	Interest, bank financing charges and direct cost payable# HK$'000	Loans from a fellow subsidiary HK$'000	Other borrowings HK$'000	Guaranteed notes HK$'000	Put option liabilities# HK$'000	Lease liabilities HK$'000	Amount received from a potential non-controlling shareholder of a subsidiary# HK$'000	Foreign currency forward contract HK$'000
As at 1 August 2020	7,150,498	30,073	396,475	41,050	2,699,772	277,086	5,821	221,558	5,852
Changes from financing cash flows	836,106	(526,103)	49,360	–	–	738,352	(6,439)	–	(5,457)
Fair value adjustments	–	–	–	–	–	–	–	–	(395)
Finance costs	25,980	534,635	–	–	4,977	–	241	–	–
New leases	–	–	–	–	–	–	9,295	–	–
Transfers	–	–	–	–	–	236,044	–	(236,044)	–
Foreign exchange movements	320,539	3,223	–	109	7,245	19,494	349	14,486	–
As at 31 July 2021	**8,333,123**	**41,828**	**445,835**	**41,159**	**2,711,994**	**1,270,976**	**9,267**	**–**	**–**

34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

(a) Changes in liabilities arising from financing activities (continued)

2020

	Bank loans HK$'000	Interest, bank financing charges and direct cost payable# HK$'000	Loans from a fellow subsidiary HK$'000	Other borrowings HK$'000	Guaranteed notes HK$'000	Put option liabilities# HK$'000	Lease liabilities HK$'000	Amount received from a potential non-controlling shareholder of a subsidiary# HK$'000
As at 31 July 2019	5,987,686	30,255	316,259	41,440	2,720,857	279,720	–	–
Effect of adoption of HKFRS 16	–	–	–	–	–	–	8,589	–
As at 1 August 2019 (restated)	5,987,686	30,255	316,259	41,440	2,720,857	279,720	8,589	–
Changes from financing cash flows	1,208,832	(492,554)	80,216	–	–	–	(5,942)	220,848
Finance costs	22,463	493,954	–	–	4,710	–	442	–
New leases	–	–	–	–	–	–	2,919	–
Foreign exchange movements	(68,483)	(1,582)	–	(390)	(25,795)	(2,634)	(187)	710
As at 31 July 2020	7,150,498	30,073	396,475	41,050	2,699,772	277,086	5,821	221,558

These amounts are included in creditors, accruals and other payables.

(b) Total cash outflow for leases

The total cash outflow for leases included in the consolidated statement of cash flows is as follows:

	2021 HK$'000	2020 HK$'000
Within operating activities	**114**	772
Within investing activities	**9,104**	8,823
Within financing activities	**6,439**	5,942
	15,657	15,537

35. Contingent Liabilities

The Group has provided guarantees to certain banks in respect of mortgage loan facilities granted by such banks to certain end-buyers of property units developed by the Group. Pursuant to the terms of the guarantees, upon default in mortgage payments by these end-buyers, the Group will be responsible to repay the outstanding mortgage loan principal amounts together with accrued interest owed by the end-buyers in default. The Group's obligation in relation to such guarantees has been gradually relinquished along with the settlement of the mortgage loans granted by the banks to the end-buyers. Such obligation will also be relinquished when the property ownership certificates for the relevant properties are issued and/or the end-buyers have fully repaid the mortgage loans. As at 31 July 2021, in respect of these guarantees, the contingent liabilities of the Group amounted to approximately HK$1,071,581,000 (2020: HK$659,069,000).

36. Commitments

The Group had the following capital commitments as at the end of the reporting period:

	2021 **HK$'000**	2020 HK$'000
Contracted, but not provided for:		
Construction, development and resettlement costs	**1,108,680**	1,162,581

37. Pledge of Assets

Details of the Group's bank loans which were secured by certain assets of the Group, are included in note 25 to the financial statements.

38. Related Party Transactions

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group had the following material transactions with related parties during the year:

(a) Transactions with related parties

	Notes	**2021** **HK$'000**	2020 HK$'000
LSG and its subsidiaries excluding the Group and eSun and its subsidiaries:			
Rental and management fee expenses paid or payable	(i)	**507**	1,951
Rental and management fee income received or receivable	(ii)	**3,389**	1,494
Advance of loans received	(iii)	**192,540**	396,475
Repayment of loans	(iii)	**143,180**	—
Sharing of corporate salaries on a cost basis allocated from		**29,744**	23,625
Sharing of administrative expenses on a cost basis allocated from		**7,415**	7,502
Sharing of corporate salaries on a cost basis allocated to		**3,527**	3,769
Sharing of administrative expenses on a cost basis allocated to		**107**	1,201

38. Related Party Transactions (continued)

(a) Transactions with related parties (continued)

	Notes	2021 HK$'000	2020 HK$'000
eSun and its subsidiaries excluding the Group:			
Rental and management fee income received or receivable	(iv)	**8,211**	6,048
Advance of loans received	(v)	**—**	6,000
Repayment of loans	(v)	**—**	322,259
Sharing of corporate salaries on a cost basis allocated from		**2,220**	2,397
Sharing of administrative expenses on a cost basis allocated from		**696**	432
Sharing of corporate salaries on a cost basis allocated to		**1,084**	1,164
Sharing of administrative expenses on a cost basis allocated to		**3**	336
A subsidiary of CapitaLand Limited:			
Management and other service fees paid or payable	(vi)	**6,750**	7,001
A joint venture of the Group:			
Multimedia design fee paid or payable	(vii)	**17,078**	—
An associate of the Group:			
Repayment of loans received	(viii)	**141**	4,495

38. RELATED PARTY TRANSACTIONS (CONTINUED)

(a) Transactions with related parties (continued)

Notes:

(i) The related company is LSD which is a subsidiary of LSG (the ultimate holding company of the Company). The terms of the rental and management fee were determined based on the agreements entered into between the Group and the related company.

The Group leased properties from the related company for office and warehouse use. The monthly lease payables were charged with reference to market rates. As at 31 July 2021, right-of-use assets and lease liabilities relating to such leases recognised in the consolidated statement of financial position amounting to HK$1,662,000 and HK$1,720,000 (2020: HK$2,614,000 and HK$2,659,000), respectively. During the year ended 31 July 2021, depreciation of right-of-use assets of HK$2,157,000 (2020: HK$1,656,000) and finance costs on lease liabilities of HK$101,000 (2020: HK$129,000) were recognised in the consolidated income statement.

(ii) The related companies are subsidiaries of LSD where the Company does not hold, directly or indirectly, any interest in the related companies. The terms of the rental and management fee were determined based on the agreements entered into between the Group and the related companies.

(iii) The related company is a subsidiary of LSD where the Company does not hold, directly or indirectly, any equity interest in the related company. The related company is a non-controlling shareholder of a subsidiary of the Company (the "**Subsidiary**"). During the year, the related company advanced loans amounting to HK$192,540,000 (2020: HK$396,475,000) and received repayment of loans amounting to HK$143,180,000 (2020: Nil) according to its percentage of interest in the Subsidiary.

(iv) The related companies are subsidiaries of eSun (an intermediate holding company of the Company till 14 May 2020 and a fellow subsidiary of the Company since 14 May 2020). The terms of the rental and management fee were determined based on the agreements entered into between the Group and the related companies.

(v) The related company is a subsidiary of eSun. During the year ended 31 July 2020, the related company, a then non-controlling shareholder of the Subsidiary, advanced loans amounting to HK$6,000,000 according to its percentage of interest in the Subsidiary. Thereafter, the related company ceased to be a non-controlling shareholder of the Subsidiary and received repayment of loans amounting to HK$322,259,000.

(vi) The related company is a subsidiary of CapitaLand Limited and the Company is an associate of CapitaLand Limited. The related company provides management and other services on the serviced apartment operation of the Group. The terms of the management and other service fees were determined based on the agreement entered into between the Group and the related company.

(vii) The related party is a joint venture of the Group. The terms of the multimedia design fee were determined based on the agreement entered into between the Group and the related company.

(viii) The related party is an associate of the Group. The terms of advances are set out in note 18 to the financial statements.

Certain of the above related party transactions also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules and their details are disclosed in the Report of the Directors.

38. Related Party Transactions (continued)

(b) Outstanding balances with related parties

Details of the advances from a former substantial shareholder of the Company and loans from a fellow subsidiary are included in notes 27 and 28 to the financial statements, respectively.

(c) Guarantees provided by a related party

LSD, which is the Company's intermediate holding company, provided guarantees for 20% (being LSD's equity interest in the relevant borrowers excluding the portion indirectly held through the Company) of certain bank loan facilities of up to HK$3,199,889,000 (2020: HK$3,849,339,000) in aggregate granted to certain subsidiaries of the Company as at 31 July 2021.

(d) Compensation of key management personnel of the Group

	2021 **HK$'000**	2020 HK$'000
Short-term employee benefits	**28,408**	30,090
Equity-settled share option expenses	**—**	674
Pension scheme contributions	**147**	147
Total	**28,555**	30,911

Key management personnel of the Group mainly includes directors of the Company. Further details of directors' emoluments are included in note 8 to the financial statements.

39. Financial Instruments by Category

Financial assets

As at 31 July 2021 and 2020, except for the derivative financial instruments which are classified as "financial assets at fair value through profit or loss", the Group's financial assets were categorised as financial assets at amortised cost.

Financial liabilities

As at 31 July 2021 and 2020, except for derivative financial instruments which are classified as "financial liabilities at fair value through profit or loss", the Group's financial liabilities were categorised as financial liabilities at amortised cost.

40. FAIR VALUES AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

	Carrying amounts		Fair values	
	31 July 2021 HK$'000	31 July 2020 HK$'000	**31 July 2021 HK$'000**	31 July 2020 HK$'000
Financial assets				
Derivative financial instruments — CCSs	**—**	6,821	**—**	6,821
Financial liabilities				
Derivative financial instruments — CCSs	**8,965**	—	**8,965**	—
Derivative financial instruments — foreign currency forward contract	**—**	5,852	**—**	5,852
Guaranteed notes	**2,711,994**	2,699,772	**2,667,819**	2,528,148
	2,720,959	2,705,624	**2,676,784**	2,534,000

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

(i) The fair value of guaranteed notes is based on quoted market prices;

(ii) Derivative financial instruments — CCSs are measured using valuation techniques similar to forward pricing and swap models, using present value calculations. The models incorporate various market observable inputs including the credit quality of counterparties, foreign exchange spot rates and interest rate curves as well as other unobservable inputs. The carrying amounts of the derivative financial instruments are the same as their fair values.

Each year, the Group's management appoints external valuers to be responsible for the external valuations of the Group's CCSs. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The Group's management has discussions with the valuers on the valuation assumptions and valuation results twice a year when the valuation is performed for interim and annual financial reporting; and

(iii) In respect of derivative financial instruments — foreign currency forward contract, the Group relies on bank valuations to determine the fair value of the instruments. These valuations maximise the use of observable market data. Key observable inputs in the valuations are spot rates, strike rates, volatility, time to expiration and risk free rate.

Other than the above financial assets and liabilities, the carrying amounts of the Group's financial instruments carried at amortised cost are not materially different from their fair values as at 31 July 2021 and 31 July 2020.

40. Fair Values and Fair Value Hierarchy of Financial Instruments (continued)

Below is a summary of significant unobservable inputs to the valuation of financial instruments:

2021

	Valuation techniques	**Significant unobservable inputs**	**Value of unobservable inputs**	**Notes**
Derivative financial instruments — CCSs	Discounted cash flow with swaption approach	Expected exposure at default — counterparty	HK$0.31 million to HK$2.58 million	1
		Expected exposure at default — the Company	HK$3.05 million to HK$9.69 million	2
		Credit spread — counterparty	8.81 basis point to 86.59 basis point	3
		Credit spread — the Company	210.19 basis point to 376.19 basis point	4
		Loss given default ratio — counterparty non-performance risk	80%	5
		Loss given default ratio — own credit risk	60%	6

2020

	Valuation techniques	Significant unobservable inputs	Value of unobservable inputs	Notes
Derivative financial instruments — CCSs	Discounted cash flow with swaption approach	Expected exposure at default — counterparty	HK$2.93 million to HK$18.61 million	1
		Expected exposure at default — the Company	HK$1.79 million to HK$22.79 million	2
		Credit spread — counterparty	7.69 basis point to 111.58 basis point	3
		Credit spread — the Company	303.05 basis point to 484.14 basis point	4
		Loss given default ratio — counterparty non-performance risk	80%	5
		Loss given default ratio — own credit risk	60%	6

Notes:

1. The higher the expected exposure at default — counterparty, the lower the fair value of CCSs
2. The higher the expected exposure at default — the Company, the higher the fair value of CCSs
3. The higher the credit spread — counterparty, the lower the fair value of CCSs
4. The higher the credit spread — the Company, the higher the fair value of CCSs
5. The higher the loss given default ratio — counterparty non-performance risk, the lower the fair value of CCSs
6. The higher the loss given default ratio — own credit risk, the higher the fair value of CCSs

40. FAIR VALUES AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments:

Assets/(liabilities) measured at fair value

As at 31 July 2021

	Fair value measurement using			
	Quoted prices in active markets (Level 1) HK$'000	**Significant observable inputs (Level 2) HK$'000**	**Significant unobservable inputs (Level 3) HK$'000**	**Total HK$'000**
Derivative financial instruments — CCSs	**—**	**—**	**(8,965)**	**(8,965)**

As at 31 July 2020

	Fair value measurement using			
	Quoted prices in active markets (Level 1) HK$'000	Significant observable inputs (Level 2) HK$'000	Significant unobservable inputs (Level 3) HK$'000	Total HK$'000
Derivative financial instruments — CCSs	—	—	6,821	6,821
Derivative financial instruments — foreign currency forward contract	—	(5,852)	—	(5,852)

Save as disclosed above, the Group did not have any financial assets or liabilities measured at fair value as at 31 July 2021 and 31 July 2020.

During the years ended 31 July 2021 and 31 July 2020, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities. The movements in the financial assets/(liabilities) arising from the CCSs and foreign currency forward contract are disclosed in note 24 to the financial statements.

Liabilities for which fair values are disclosed

The Group's financial liabilities for which fair values are disclosed include guaranteed notes, the fair value of which are based on quoted market prices and are categorised in Level 1.

41. Financial Risk Management Objectives and Policies

The principal financial assets held by the Group other than derivative financial instruments, comprise pledged and restricted time deposits and bank balances and cash and cash equivalents. Management will, based on the Group's projected cash flow requirements, determine the types and the levels of these financial assets with a view to maintaining an appropriate level of fundings for the Group's operations and enhancing the returns generated from these financial assets.

The Group's principal financial liabilities are bank loans and guaranteed notes. The Group will procure various types and levels of such financial liabilities in order to maintain sufficient fundings for the Group's daily operations and to cope with expenditures incurred for various properties under development for sale or investment purposes. In addition, the Group has various other financial assets and liabilities such as debtors and creditors which arise directly from its daily operations.

The main risks arising from the Group's financial instruments are foreign currency risk, interest rate risk, liquidity risk and credit risk. Management of the Company meets periodically to analyse and formulate measures to manage the Group's exposure to these risks. Generally, the Group adopts relatively conservative strategies on its risk management. In 2018, the Group has entered into cross currency swaps agreements with financial institutions, which will mature in 2023, and the guaranteed notes have been effectively converted into HKD denominated debts. The Group does not hold or issue derivative financial instruments for trading purposes.

The policies are summarised as follows:

(a) Foreign currency risk

The Group's monetary assets, liabilities and transactions are principally denominated in RMB, USD and HKD. The Group, with HKD as its presentation currency, is exposed to foreign currency risk arising from the exposure of HKD against USD and RMB, respectively. Considering that the guaranteed notes have been effectively converted into HKD denominated debts, the Group believes that the corresponding exposure to USD exchange rate fluctuation is nominal. However, the Group has a net exchange exposure to RMB as the Group's assets are principally located in Mainland China and the revenues are predominantly in RMB.

The Group will constantly review the economic situation and its foreign currency risk profile, and will consider appropriate hedging measures in future as may be necessary.

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Foreign currency risk (continued)

The following table demonstrates the sensitivity as at the end of the reporting period to a reasonably possible change in the RMB exchange rate, with all other variables held constant, of the post-tax profit and equity (due to changes in the translated value of monetary assets and liabilities) of the Group.

	Change in exchange rate	Impact on post-tax profit HK$'000	Impact on equity* HK$'000
2021			
If USD/HKD weakens against RMB	**5%**	**10,565**	**3,855**
If USD/HKD strengthens against RMB	**5%**	**(9,633)**	**(3,542)**
2020			
If USD/HKD weakens against RMB	5%	8,685	2,997
If USD/HKD strengthens against RMB	5%	(7,794)	(2,698)

* excluding amounts attributable to non-controlling interests

(b) Interest rate risk

As the Group has some interest-bearing assets, the Group's income and operating cash flows will be affected by the changes of market interest rates.

The Group's interest rate risk also arises from long-term borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. Borrowings issued at fixed rates expose the Group to fair value interest rate risk.

At present, the Group does not intend to hedge its exposure to interest rate fluctuations. However, the Group will constantly review the economic situation and its interest rate risk profile, and will consider appropriate hedging measures in future as may be necessary.

41. Financial Risk Management Objectives and Policies (continued)

(b) Interest rate risk (continued)

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the post-tax profit (through the impact on floating rate borrowings, net of amounts capitalised to properties under development, investment properties under construction and construction in progress) and the equity of the Group.

	Change in interest rate	Impact on post-tax profit HK$'000	Impact on equity* HK$'000
2021			
	+0.25%	**(17,103)**	**(15,432)**
	-0.25%	**11,391**	**9,890**
2020			
	+0.25%	(6,533)	(6,533)
	-0.25%	6,533	6,533

* excluding amounts attributable to non-controlling interests

(c) Liquidity risk

The Group monitors its risk of a shortage of funds by regularly reviewing its cash flow forecast. The cash flow forecast considers the maturity of both its financial instruments and financial assets and projected cash flows from operations. The Group will consistently maintain a prudent financing policy and ensure that it maintains sufficient cash and credit lines to meet its liquidity requirements.

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Liquidity risk (continued)

The maturity profile of the financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, is as follows:

	Less than 1 year HK$'000	1 to 5 years HK$'000	Over 5 years HK$'000	Total HK$'000
2021				
Creditors, accruals and other payables	**2,141,535**	**—**	**993,150**	**3,134,685**
Deposits received	**26,432**	**139,631**	**—**	**166,063**
Lease liabilities	**4,642**	**5,202**	**—**	**9,844**
Interest-bearing bank loans	**813,590**	**7,564,998**	**1,605,711**	**9,984,299**
Other borrowings	**41,159**	**—**	**—**	**41,159**
Advances from a former substantial shareholder	**—**	**56,181**	**—**	**56,181**
Loans from a fellow subsidiary	**—**	**445,835**	**—**	**445,835**
Guaranteed notes	**153,672**	**2,791,316**	**—**	**2,944,988**
Inflows of derivative financial instruments	**(153,672)**	**(2,791,316)**	**—**	**(2,944,988)**
Outflows of derivative financial instruments	**147,043**	**2,806,608**	**—**	**2,953,651**
	3,174,401	**11,018,455**	**2,598,861**	**16,791,717**
2020				
Creditors, accruals and other payables	2,242,950	—	—	2,242,950
Deposits received	250,856	119,852	—	370,708
Lease liabilities	5,138	836	—	5,974
Interest-bearing bank loans	3,848,777	3,104,378	1,257,973	8,211,128
Other borrowings	41,050	—	—	41,050
Advances from a former substantial shareholder	—	51,738	—	51,738
Loans from a fellow subsidiary	—	396,475	—	396,475
Guaranteed notes	153,262	2,937,142	—	3,090,404
Inflows of derivative financial instruments	(593,366)	(2,937,142)	—	(3,530,508)
Outflows of derivative financial instruments	587,147	2,953,651	—	3,540,798
	6,535,814	6,626,930	1,257,973	14,420,717

The Group is also exposed to liquidity risk through the granting of financial guarantees, further details of which are disclosed in note 35 to the financial statements. The earliest period in which the guarantees could be called is less than 12 months.

(d) Credit risk

The Group maintains various credit policies for different business operations as described in note 19 to the financial statements. In addition, receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant.

Maximum exposure and year-end staging

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification. The amounts presented are gross carrying amounts for financial assets.

2021

	12-month ECLs Stage 1 HK$'000	**Lifetime ECLs Simplified approach HK$'000**	**Total HK$'000**
Trade receivables*	**—**	**138,817**	**138,817**
Finance lease receivables*	**—**	**528,484**	**528,484**
Other receivables and deposits**	**95,418**	**—**	**95,418**
Pledged and restricted time deposits and bank balances	**1,879,366**	**—**	**1,879,366**
Cash and cash equivalents	**2,819,615**	**—**	**2,819,615**
	4,794,399	**667,301**	**5,461,700**

2020

	12-month ECLs Stage 1 HK$'000	Lifetime ECLs Simplified approach HK$'000	Total HK$'000
Trade receivables*	—	143,940	143,940
Other receivables and deposits**	80,476	—	80,476
Pledged and restricted time deposits and bank balances	1,330,619	—	1,330,619
Cash and cash equivalents	1,193,956	—	1,193,956
	2,605,051	143,940	2,748,991

* For trade receivables and finance lease receivables to which the Group applies the simplified approach for impairment, information is disclosed in note 19 to the financial statements.

** The credit quality of other receivables and deposits is considered to be "normal" as they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition.

41. Financial Risk Management Objectives and Policies (continued)

(e) Capital management

The Group manages its capital structure to ensure that the Group will be able to continue to operate as a going concern while maximising the return to stakeholders through the setting up and maintenance of an optimal debt and equity capital structure. The Group's overall strategy remains unchanged from that of the prior year.

The capital structure of the Group mainly consists of guaranteed notes, bank and other borrowings, and equity attributable to owners of the Company comprising issued share capital and reserves.

The directors of the Company review the capital structure regularly. They will take into consideration the cost of capital and the risks associated with each class of capital prevailing in the market. Based on recommendations of the directors, the Group will balance its overall capital structure through various types of equity fund raising exercises as well as maintaining of appropriate types and levels of debts.

The Group monitors capital using, inter alia, a gearing ratio which is net debt divided by net assets attributable to owners of the Company. Net debt includes interest-bearing bank loans, advances from a former substantial shareholder, guaranteed notes, loans from a fellow subsidiary and other borrowings, less pledged and restricted time deposits and bank balances and cash and cash equivalents. The gearing ratio as at the end of the reporting period is as follows:

	2021 **HK$'000**	2020 HK$'000
Interest-bearing bank loans	**8,333,123**	7,150,498
Advances from a former substantial shareholder	**56,181**	51,738
Guaranteed notes	**2,711,994**	2,699,772
Loans from a fellow subsidiary	**445,835**	396,475
Other borrowings	**41,159**	41,050
Less:		
Pledged and restricted time deposits and bank balances	**(1,879,366)**	(1,330,619)
Cash and cash equivalents	**(2,819,615)**	(1,193,956)
Net debt	**6,889,311**	7,814,958
Net assets attributable to owners of the Company	**15,431,259**	14,309,099
Gearing ratio	**45%**	55%

42. Statement of Financial Position of the Company

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	2021 HK$'000	2020 HK$'000
NON-CURRENT ASSETS		
Investments in subsidiaries	**13,102,617**	13,054,598
CURRENT ASSETS		
Deposits and prepayments	**1,952**	2,434
Pledged bank balance	**37,500**	197,394
Cash and cash equivalents	**73,047**	49,856
Total current assets	**112,499**	249,684
CURRENT LIABILITIES		
Creditors, accruals and other payables	**11,111**	9,353
Interest-bearing bank loan, secured	**—**	1,901,655
Derivative financial instruments	**—**	5,852
Total current liabilities	**11,111**	1,916,860
NET CURRENT ASSETS/(LIABILITIES)	**101,388**	(1,667,176)
TOTAL ASSETS LESS CURRENT LIABILITIES	**13,204,005**	11,387,422
NON-CURRENT LIABILITIES		
Interest-bearing bank loan, secured	**1,969,473**	—
Due to subsidiaries	**5,046,713**	4,928,839
Total non-current liabilities	**7,016,186**	4,928,839
	6,187,819	6,458,583
EQUITY		
Issued capital	**1,655,167**	1,655,167
Reserves (Note)	**4,532,652**	4,803,416
	6,187,819	6,458,583

42. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

Note:

A summary of the Company's reserves is as follows:

	Notes	Share premium account HK$'000	Share option reserve HK$'000	Exchange fluctuation reserve HK$'000	Retained earnings HK$'000	Total HK$'000
As at 1 August 2019		4,087,322	31,851	(9,558)	768,678	4,878,293
Loss for the year		—	—	—	(27,946)	(27,946)
Issue of shares upon exercise of share options	31	431	(250)	—	—	181
Equity-settled share option arrangement	32	—	674	—	—	674
Release of reserve upon lapse and cancellation of share options		—	(4,629)	—	4,629	—
Shares issued in lieu of cash dividend	31	17,713	—	—	(35,397)	(17,684)
Final 2019 dividend paid	11	—	—	—	(30,102)	(30,102)
As at 31 July 2020 and 1 August 2020		4,105,466	27,646	(9,558)	679,862	4,803,416
Loss for the year		—	—	—	(270,921)	(270,921)
Equity-settled share option arrangement	32	—	157	—	—	157
Release of reserve upon lapse of share options		—	(3,378)	—	3,378	—
As at 31 July 2021		**4,105,466**	**24,425**	**(9,558)**	**412,319**	**4,532,652**

43. Particulars of the Company's Principal Subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company Direct	Indirect	Principal activities
Canvex Limited	Hong Kong	HK$2	—	100	Property investment
Eastern Power Limited	Hong Kong	HK$1	—	100	Investment holding
Eternal Medal Limited	Hong Kong	HK$1	—	100	Investment holding
Fore Bright Limited	Hong Kong	HK$1	—	100	Investment holding
Frank Light Development Limited	Hong Kong	HK$19,999,999	—	100	Investment holding
Gentle Code Limited	Hong Kong	HK$1	—	100	Investment holding
Gentle Holdings Limited	Hong Kong	HK$1	—	100	Investment holding
Goldthorpe Limited	British Virgin Islands/ Hong Kong	US$1	—	100	Investment holding
Good Strategy Limited	British Virgin Islands/ Mainland China	US$1	—	100	Property investment
Grand Wealth Limited	Hong Kong	HK$2	—	100	Investment holding
Grosslink Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Guangzhou Gentle Code Real Estate Company Limited @	PRC/Mainland China	US$22,830,000##	—	100	Property investment
Guangzhou Gentle Real Estate Company Limited @	PRC/Mainland China	US$17,080,000##	—	100	Property development
Guangzhou Grand Wealth Properties Limited @	PRC/Mainland China	HK$280,000,000##	—	100	Property development and investment
Guangzhou Guang Bird Property Development Limited ("**Guangzhou Guang Bird**") @	PRC/Mainland China	US$79,600,000##	—	100	Property development and investment

43. Particulars of the Company's Principal Subsidiaries (continued)

Particulars of the Company's principal subsidiaries are as follows (continued):

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company Direct	Indirect	Principal activities
Guangzhou Honghui Real Estate Development Company Limited @	PRC/Mainland China	RMB79,733,004##	—	100	Property development and investment
Guangzhou Jieli Real Estate Company Limited @	PRC/Mainland China	HK$168,000,000##	—	100	Property investment
Hankey Development Limited	Hong Kong	HK$10,000	—	100	Investment holding
Kingscord Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Lai Fung Company Limited	Hong Kong	HK$20	100	—	Investment holding
Manful Concept Limited	Hong Kong	HK$2	—	100	Investment holding
Nicebird Company Limited	Hong Kong	HK$2	—	100	Investment holding
Pearl Merge Limited	Hong Kong	HK$1	—	80	Investment holding
Rosy Commerce Holdings Limited (Note)	British Virgin Islands/ Hong Kong	US$100	—	80	Investment holding
Shanghai Hankey Real Estate Development Company Limited @	PRC/Mainland China	US$47,600,000##	—	100	Property investment
Shanghai HKP Property Management Limited @	PRC/Mainland China	US$150,000##	—	100	Property management
Shanghai Hu Xin Real Estate Development Company Limited @	PRC/Mainland China	US$40,000,000##	—	100	Property development and investment
Shanghai Li Xing Real Estate Development Company Limited @	PRC/Mainland China	US$36,000,000##	—	100	Property investment

43. PARTICULARS OF THE COMPANY'S PRINCIPAL SUBSIDIARIES (CONTINUED)

Particulars of the Company's principal subsidiaries are as follows (continued):

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company Direct	Indirect	Principal activities
Shanghai Wa Yee Real Estate Development Company Limited#	PRC/Mainland China	US$10,000,000##	70	25	Property development and investment
Shanghai Zhabei Plaza Real Estate Development Company Limited @	PRC/Mainland China	US$79,800,000##	—	100	Property investment
Sunlite Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Supreme Motion Limited	Hong Kong	HK$1	—	100	Investment holding
Wide Angle Development Limited	Hong Kong	HK$2	—	100	Investment holding
Winfield Concept Limited	Hong Kong	HK$1	—	80	Investment holding
Win Merge Limited	Hong Kong	HK$1	—	80	Investment holding
Zhongshan Bao Li Properties Development Company Limited @	PRC/Mainland China	HK$960,000,000##	—	100	Property development and investment
廣州高樂物業管理有限公司ø	PRC/Mainland China	RMB1,100,000##	—	100	Property management
上海麗港物業管理有限公司ø	PRC/Mainland China	RMB500,000##	—	100	Property management
上海麗星房地產發展有限公司（「**上海麗星**」）@	PRC/Mainland China	RMB630,000,000##	—	100	Property development
中山高樂物業管理有限公司ø	PRC/Mainland China	RMB500,000##	—	100	Property management
珠海橫琴創新方商業管理有限公司@	PRC/Mainland China	RMB5,000,000##	—	100	Property management

43. PARTICULARS OF THE COMPANY'S PRINCIPAL SUBSIDIARIES (CONTINUED)

Particulars of the Company's principal subsidiaries are as follows (continued):

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company Direct	Indirect	Principal activities
珠海橫琴麗新文創天地有限公司(「麗新文創」)#	PRC/Mainland China	RMB2,280,379,000##	—	80	Property development and investment
珠海橫琴麗新創新方發展有限公司(「創新方發展」)@	PRC/Mainland China	RMB2,500,000,000##	—	100	Property development and investment
珠海橫琴創新方娛樂有限公司@	PRC/Mainland China	RMB500,000,000##	—	80	Development and operation of and investment in cultural, leisure, entertainment and related facilities
珠海橫琴創新方文化創意有限公司@	PRC/Mainland China	RMB52,000,000##	—	80	Development and operation of and investment in cultural, leisure, entertainment and related facilities
珠海橫琴創新方馬皇文化有限公司(「創新方馬皇」)@	PRC/Mainland China	RMB107,000,000##	—	100	Development and operation of and investment in culture, leisure, entertainment and related facilities

43. Particulars of the Company's Principal Subsidiaries (continued)

Particulars of the Company's principal subsidiaries are as follows (continued):

\# Registered as equity joint ventures under the laws of the PRC

\## The registered capital of these subsidiaries were fully paid up, except for Guangzhou Guang Bird, 麗新文創, 創新方發展 and 創新方馬皇 which capital of approximately US$9,971,000 (equivalent to approximately HK$77,485,000), RMB736,443,000 (equivalent to approximately HK$885,893,000), RMB1,419,610,000 (equivalent to approximately HK$1,707,699,000) and RMB77,500,000 (equivalent to approximately HK$93,227,000), respectively was unpaid as at 31 July 2021. Subsequent to 31 July 2021, the registered capital of 創新方發展 of RMB92,000,000 (equivalent to approximately HK$110,670,000) has been paid up.

Subsequent to 31 July 2021, the registered capital of 上海麗星 was reduced from RMB630,000,000 (equivalent to approximately HK$757,849,000) to RMB80,000,000 (equivalent to approximately HK$96,235,000).

@ Registered as wholly-foreign-owned enterprises under the laws of the PRC

ø Registered as domestic enterprises under the laws of the PRC

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

Note:

The Company, through its wholly-owned subsidiaries, held 80% equity interest in Rosy Commerce and its subsidiaries (collectively referred to as the "**Rosy Commerce Group**").

The non-controlling interest, which held equity interest of 20% in the Rosy Commerce Group, was considered material to the Group. The loss of Rosy Commerce Group allocated to the non-controlling interest amounted to HK$137,802,000 (2020: HK$219,251,000) for the year ended 31 July 2021 and the accumulated non-controlling interest of Rosy Commerce Group amounted to HK$59,717,000 in debit (2020: HK$34,525,000 in credit) as at 31 July 2021.

43. Particulars of the Company's Principal Subsidiaries (continued)

Note (continued):

The following tables illustrate the summarised financial information of the Rosy Commerce Group. The amounts disclosed are before any inter-company eliminations:

	2021 **HK$'000**	2020 HK$'000
Current assets	**3,284,419**	2,900,333
Non-current assets	**4,616,867**	4,764,089
Total assets	**7,901,286**	7,664,422
Current liabilities	**(1,838,719)**	(2,750,144)
Non-current liabilities	**(6,361,178)**	(4,741,679)
Total liabilities	**(8,199,897)**	(7,491,823)
Net assets/(liabilities)	**(298,611)**	172,599
Turnover	**214,053**	305,266
Fair value losses on investment properties	**(2,982)**	(459,214)
Loss for the year	**(689,010)**	(1,096,255)
Other comprehensive income/(expenses), net of tax	**217,800**	(90,743)
Total comprehensive expenses for the year	**(471,210)**	(1,186,998)
Dividends paid to non-controlling interests	**—**	—
Net cash flows used in operating activities	**(331,795)**	(650,939)
Net cash flows used in investing activities	**(159,865)**	(378,180)
Net cash flows from financing activities	**728,506**	953,400
Net cash inflow/(outflow)	**236,846**	(75,719)

44. Approval of the Financial Statements

The financial statements were approved and authorised for issue by the board of directors on 19 October 2021.

LAI FUNG HOLDINGS LIMITED