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2021  
ANNUAL REPORT  
年度報告



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# CORPORATE INFORMATION

## 公司資料

### DIRECTORS

#### Non-executive Directors

Mr. XU Yongjun (*Chairman*)  
Mr. HUANG Junlong  
Ms. LIU Ning

#### Executive Directors

Dr. SO Shu Fai  
Mr. YU Zhiliang  
Mr. WONG King Yuen

#### Independent Non-executive Directors

Dr. WONG Wing Kuen, Albert  
Ms. CHEN Yanping  
Dr. SHI Xinning  
Mr. HE Qi

### AUDIT COMMITTEE

Dr. WONG Wing Kuen, Albert (*Chairman*)  
Ms. LIU Ning  
Dr. SHI Xinning

### NOMINATION COMMITTEE

Mr. XU Yongjun (*Chairman*)  
Ms. CHEN Yanping  
Dr. SHI Xinning

### REMUNERATION COMMITTEE

Ms. CHEN Yanping (*Chairman*)  
Mr. HUANG Junlong  
Dr. WONG Wing Kuen, Albert

### COMPANY SECRETARY

Mr. Ng Ho

### AUDITOR

Deloitte Touche Tohmatsu  
*Registered Public Interest Entity Auditors*

### REGISTERED OFFICE

P.O. Box 309, Uglan House,  
Grand Cayman,  
KY1-1104,  
Cayman Islands

### 董事

#### 非執行董事

許永軍先生(*主席*)  
黃均隆先生  
劉寧女士

#### 執行董事

蘇樹輝博士  
余志良先生  
黃競源先生

#### 獨立非執行董事

王永權博士  
陳燕萍女士  
史新平博士  
何琦先生

### 審核委員會

王永權博士(*主席*)  
劉寧女士  
史新平博士

### 提名委員會

許永軍先生(*主席*)  
陳燕萍女士  
史新平博士

### 薪酬委員會

陳燕萍女士(*主席*)  
黃均隆先生  
王永權博士

### 公司秘書

吳昊先生

### 核數師

德勤•關黃陳方會計師行  
*註冊公眾利益實體核數師*

### 註冊辦事處

P.O. Box 309, Uglan House,  
Grand Cayman,  
KY1-1104,  
Cayman Islands

## HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS

Room 2603 to 2606, 26/F  
China Merchants Tower, Shun Tak Centre  
Nos. 168–200 Connaught Road Central  
Hong Kong

## PRINCIPAL BANKERS

Agricultural Bank of China Limited  
Bank of China (Hong Kong) Limited  
Bank of China Limited  
Bank of Communications Co., Ltd.  
Bank of Communications Co., Ltd. Hong Kong Branch  
China Construction Bank Corporation  
China Construction Bank (Asia) Corporation Limited  
China Everbright Bank Co., Ltd.  
China Merchants Bank Co., Ltd.  
DBS Bank Limited  
Industrial and Commercial Bank of China (Asia) Limited  
Industrial and Commercial Bank of China Limited  
Industrial Bank Co., Ltd.  
Shanghai Pudong Development Bank Co., Ltd.

## PRINCIPAL SHARE REGISTRARS AND TRANSFER OFFICE

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

## HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

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

## SOLICITORS

Jun He Law Offices

## WEBSITE

<http://ir.cmland.hk>

## STOCK CODE

978

## 總辦事處及主要營業地點

香港  
干諾道中168–200號  
信德中心招商局大廈  
26樓2603–2606室

## 主要來往銀行

中國農業銀行股份有限公司  
中國銀行(香港)有限公司  
中國銀行股份有限公司  
交通銀行股份有限公司  
交通銀行股份有限公司·香港分行  
中國建設銀行股份有限公司  
中國建設銀行(亞洲)股份有限公司  
中國光大銀行股份有限公司  
招商銀行股份有限公司  
星展銀行有限公司  
中國工商銀行(亞洲)有限公司  
中國工商銀行股份有限公司  
興業銀行股份有限公司  
上海浦東發展銀行股份有限公司

## 主要股份過戶及登記總處

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

## 香港股份過戶及登記分處

卓佳登捷時有限公司  
香港  
皇后大道東183號  
合和中心54樓

## 律師

君合律師事務所

## 網址

<http://ir.cmland.hk>

## 股份代號

978



## COMMITTED TO CREATING BETTER LIFE

### 美好生活承載者

Each city is full of energy and alive,  
growing, buzzing with activity like a hive.  
La dolce vita, we shall be thy source,  
and nourish industry with bountiful resource.  
Our diversified products reduce everyday strife,  
our innovative services boost quality of life.  
When we achieve infinite fusion of people and city,  
**then drink we all from the fountain of joy and prosperity.**

每一座城市，有如生命，  
自然豐盛、持續生長。  
讓我們成為美好生活的源泉，  
以優裕資源賦能產業，  
以多元產品聚力美好，  
以創新服務啟動精彩，  
成就人與城市的無限可能，  
**共築一派豐盛、幸福與生機。**

# CHAIRMAN'S STATEMENT

## 主席報告

### To Distinguished Shareholders,

The beginning of a new year symbolizes a fresh and auspicious start. Looking back at 2021 that has just passed, numerous events with profound effects have occurred not only from international to domestic but also from macro to micro. In the face of the constant spread of the COVID-19 epidemic, the increasingly complex industry situation and the stringent regulatory requirements in all respects, the Group has maintained stability rather than seeking progress while forged against the difficulties, so as to strive to achieve its annual performance goals and maintain a stable and promising momentum of development. I am honored to take this opportunity to review the past and look forward to the future. I would like to present the achievements for the year of 2021 and share a vision for the future of China Merchants Land Limited (the "Company", together with its subsidiaries, the "Group") to all shareholders.

During the year of 2021, the Group realized a total operating income of RMB25.921 billion and a profit attributable to owners of the Company of RMB561 million. Profit attributable to shareholders per share was RMB0.11. The board of directors of the Company resolved to declare a final dividend of HK\$0.06 per share, with a dividend payout ratio of approximately 40%, which was the same as that of the previous year.

### DEVELOPMENT BUSINESS

**Sales performance grew steadily, and the in-depth urban development achieved results.** The Group aims to strengthen its development business by using "one city, one model (一城一模板)" as a tool. With continuously effective use of the tool, the Group pursues excellence in all aspects of its profession to launch our properties earlier and sell them in an efficient and disciplined manner, so as to seize the market opportunities, stand out from the competition and achieve record sales. In 2021, the Group, together with its associates and joint ventures, achieved aggregate contracted sales of RMB55.196 billion (a year-on-year increase of approximately 11%), and aggregate contracted sale area of approximately 2.3920 million sq.m. (a year-on-year decrease of approximately 13%). Among the cities distributed by the Group, contracted sales in Nanjing exceeded RMB28.0 billion, accounting for more than 6.5% of the local market share and continued to grow.

### 尊敬的各位股東：

一元復始，萬象更新。回望剛剛走過的二零二一年，從國際到國內，從宏觀到微觀，都發生諸多影響深遠的大事，面對新冠疫情反覆、行業形勢日益複雜、監管要求全面從嚴，本集團以穩為進，迎難而上，全力衝刺全年業績目標，保持穩中向好的發展勢頭。本人很榮幸能借此機會審視過去、展望未來，向各位股東朋友回顧招商局置地有限公司（「本公司」，連同附屬公司合稱「本集團」）二零二一年度取得的成績和分享對未來的願景。

回顧二零二一年，本集團共實現營業收入人民幣259.21億元，本公司擁有人應佔溢利人民幣5.61億元。每股股東應佔溢利人民幣0.11元。本公司董事會決議選派末期股息每股港幣0.06元，派息率約為40%，保持與往年一致的派息率。

### 開發業務

**銷售業績穩增長，城市深耕見成效。**本集團以「一城一模板」為抓手實現開發業務做強，持續用好「一城一模板」工具，在各專業維度全方位追求極致，做到早開盤、開好盤，搶佔市場先機，在競爭中脫穎而出，銷售創新高。二零二一年，本集團連同其聯營公司及合營公司獲得合同銷售總額約為人民幣551.96億元，同比增長約11%，合同銷售總面積約為239.20萬平方米，同比減少約13%。本集團佈局的城市中，南京公司的簽約銷售額突破人民幣280億元，佔當地的市場份額超過6.5%，繼續擴大。

**Actively increase land bank to build potential for future development.** In 2021, the Group, together with its associates and joint ventures, acquired 12 pieces of land with capacity building area of 2.235 million sq.m., ensuring the quality and sustainability of the Group. The Group has a proportionate interest of 1.8715 million sq.m. of abovementioned area and holds a majority interest in 9 of the 12 pieces of land. On the basis of development in Nanjing with explicit milestones, the Group took full advantages of the industry-city linkage mode of major shareholder CMSK and strengthened our market position in Chongqing. The project Xiyong in Chongqing was successfully implemented and became the Company's medium-to long-term land reserve.

## BUSINESS DEVELOPMENT IN HONG KONG

In 2021, the Group continued to focus its efforts on the business in Hong Kong by actively participating in the urban renewal projects of the Urban Renewal Bureau and paying close attention to the opportunities in Northern Metropolis, which fully demonstrated the Group's new commitment and new action in stepping out of the "comfort zone" and bravely breaking into the "no man's land".

In addition, the CM+ apartment hotels operated by the Group in Hong Kong continued to perform well this year, with an annual average occupancy rate of 68%, which is about five percentage points higher than Hong Kong's average occupancy rate of 63%. In terms of rental unit price, it was also about 109% higher than the average level in Hong Kong. In terms of RevPAR (Average Room Income), an important indicator of comprehensive occupancy rate and unit price, CM+ was 126% percentage points higher than the market average. In addition to economic indicators, CM+ hotels shouldered more social responsibilities and took the initiative to undertake the task of quarantine hotels. It has been qualified as a designated quarantine hotel by the Government for one to seven consecutive rounds, and continued to obtain the Certification of Health and Anti-Epidemic Measures issued by Hong Kong Tourism Board (HKTB) and Hong Kong Quality Assurance Agency (HKQAA).

The real estate investment trusts managed by the Group, which administer five properties in the Greater Bay Area – Shenzhen, continued to increase in total asset value to over RMB6.7 billion, contributing annual asset management service income of RMB18.93 million.

**積極吸納土儲，為未來發展儲能量。**二零二一年，本集團連同聯合營公司新增土地12宗，總計容面積約223.50萬平方米，權益面積187.15萬平方米，其中，擁有主要控制權之土地9宗，保障可持續發展的數量和質量。在深耕南京取得階段性成果的基礎上，充分發揮大股東招商蛇口的產城聯動模式優勢，強化在重慶的佈局，西永組團項目成功落地，成為公司中長期的貨值儲備。

## 香港業務發展

二零二一年，本集團繼續深耕香港業務，積極參與市區重建局的城市更新項目、時刻關注著「北部都會區」的機會，充分展現了本集團走出「舒適區」、勇闖「無人區」的新擔當和新作為。

此外，本集團在香港運營的CM+公寓式酒店，今年業績繼續出彩，全年平均入住率為68%，較全港平均63%入住率高約5百分點；租金單價方面，亦較全港平均水平高約109%。綜合入住率及單價考慮的重要指標RevPAR(平均客房收益)，CM+高於市場平均水平126%，在經濟指標以外，CM+酒店更肩負社會責任，主動承擔檢疫酒店的任務，已連續獲政府一至七輪指定檢疫酒店資格，繼續獲得香港旅發局(HKTB)及香港質量保證局(HKQAA)發出「衛生抗疫措施認證」資格。

本集團管理的房地產投資信託基金，下轄位於大灣區深圳的五座物業，總資產值繼續提升至逾人民幣67億元，貢獻年度資產管理服務收入人民幣1893萬元。



## FUNDS AND FINANCE

In 2021, through effective cash flow control and strict management of financial risks, the Group continued to maintain a sound financial position and redeemed due senior notes of RMB1.9 billion.

In addition, the Group vigorously improved its cash flow management capability, optimized sales outstanding collection management measures, continuously improved the contracted collection rate and shortened the collection period. Taking advantage of LPR anchor-changing opportunity to reduce costs and increase efficiency, the Group obtained the annual comprehensive capital cost of 4.6%, which is lower than the average of 4.9% for the last year. At the end of 2021, the Group's net debt ratio was 65%, which further took advantage of the Group's capital structure, while all monitoring indicators of the "Three Red Lines" were green at the end of the year. Steady capital structure helps the Company to resist economic cycles.

## OUTLOOK AND PROSPECT

The year of 2022 is the 150th anniversary of China Merchants Group, and the centennial is in its prime. In the future, we will seize the opportunities of the times and the new situation and accumulate strength for a take-off, to achieve high-quality development through implementing comprehensive development, elaborately exploring new industries, and realising technology enabling transformation.

In terms of development business, the Group will adhere to the multi-dimensional and strict selection criteria for project selection and strengthen location selection and deep urban development. As for the innovative business, the Group shall be good at summing up and continuously review the results of feasibility research, thereby gradually straightening out the business model of the innovation business. In addition, the Group shall pay attention to market trends, organise research forces to evaluate risks and benefits, and allocate high-quality resources by means of mergers and acquisition to capitalised on development opportunities in the window of policy.

## 資金與財務

二零二一年，透過高效管控現金流和嚴格管理財務風險，本集團繼續維持穩健的財政狀況，並按時贖回了人民幣19億元的高級債券。

同時，本集團大力提升現金流管理能力，優化銷售回款管理舉措，持續提升簽約回款率，縮短回款週期；借LPR換錨機會降本增效，全年綜合資金成本為4.6%，較去年平均4.9%更低。於二零二一年末，本集團的淨負債率為65%，進一步善用本集團資本結構空間，年末「三道紅線」監測指標全部綠檔。穩健的資本結構助力公司抵抗經濟週期。

## 前景展望

二零二二年，喜迎招商局集團成立150週年，百年恰是風華正茂。未來，我們將把握時代機遇，乘勢而上、蓄勢而發，貫徹綜合發展之路，精心開拓新興產業，科技賦能轉型，實現高質量發展。

在開發業務方面，多維嚴選項目，強化區位優選和城市深耕；創新業務善於總結，持續復盤可研兌現，逐步理順創新業務的經營模式。關注市場動向，組織研究力量做好風險和效益評估，擇機利用收併購等方式配置優質資源，充分利用政策窗口期，把握發展機遇。

In order to achieve endogenous growth and pursue high-quality and healthy development, we must strictly control risks and adhere to the "Three Red Lines" by strengthening de-inventory, accelerating asset revitalization, refining repayment management and strengthening cash flow management.

We will also focus on new industries and new technology applications, and we believe that the industry digitalization will be the main battlefield in the future. We embrace the trend of digitalization and strive to address material issues and challenges in operation and improve our service quality based on customer demands. By providing digitalized and convenient services we will enhance eventually our business competitiveness.

We, as an industry pioneer of green building, will continue to maintain our leading advantage in assembled construction and promote new technology applications in new projects. Besides, we will strengthen our industrial investment and services to contribute to the long-term development of the Company.

## APPRECIATION

Finally, on behalf of the Board, I would like to express our sincere gratitude to our shareholders, clients and business partners for their support and confidence, as well as all of our dedicated staff for their diligence and contribution.

**XU Yongjun**  
Chairman  
17 March 2022

我們將嚴格控制風險，嚴守三道紅線，加強存貨去化，加速盤活資產、精細化回款管理，強化現金流管理，謀求實現內生式增長和高質量健康發展。

我們亦將高度關注新產業和新技術應用，我們深信產業數字化是未來主戰場。我們積極擁抱數字化，以客戶為中心，應用數字科技解決經營中的重難點問題，努力提升服務品質，通過數字化便利服務，提升業務競爭力。

我們作為業內綠色建築的先行者，將繼續保持裝配式建造領域的領先優勢，持續在新項目開展應用落地，同時做好產業投資和產業服務，助力公司的長遠發展。

## 致謝

最後，本人謹代表公司董事會，對股東、客戶和合作夥伴的信任與支持，對全體員工的辛勤奉獻和努力，表示最衷心的感謝！


**許永軍**  
主席  
二零二二年三月十七日

The image shows a modern residential complex at dusk. Several high-rise apartment buildings with blue and white facades are visible. The windows are lit up, and some balconies have glass railings. In the foreground, there is a circular entrance area with a white, curved canopy supported by pillars. The ground is paved, and there are some small plants and flower pots near the entrance. A semi-transparent blue banner is overlaid across the middle of the image, containing white text.

TO PROVIDE COMPREHENSIVE SOLUTIONS FOR URBAN  
DEVELOPMENT AND INDUSTRIAL UPGRADING TO UNLOCK A  
BETTER LIFESTYLE IN ALL ASPECT

LANDMARK RIVERSIDE  
长嘉汇

BJ 两江峯

The image shows a modern architectural scene at dusk. Two tall, dark-colored high-rise buildings with glass facades are visible, with some windows illuminated from within. In the foreground, there is a well-maintained garden with various plants, including a large, bare tree with intricate branch structures and several rounded, manicured bushes. A paved walkway curves through the garden. A semi-transparent blue horizontal band is overlaid across the middle of the image, containing white text.

為城市發展與產業升級提供綜合性的解決方案  
360度啟航美好生活新方式

# DIRECTORS AND SENIOR MANAGEMENT PROFILE

## 董事及高級管理人員履歷

The Directors' updated information is set out below, save as disclosed below, there is no financial, business, family or other material/relevant relationship among the Directors. The change of directors' information pursuant to Rule 13.51B of the Rules Governing the Listing of Securities of The Stock Exchange of Hong Kong Limited (the "Listing Rules") since the Company's last published interim report is set out in the section "Change of Information relating to Directors":

### NON-EXECUTIVE DIRECTOR

**Mr. XU Yongjun**, aged 58, non-executive director of the Company, the chairman of the Board and the chairman of the nomination committee of the Company appointed on 18 March 2016.

Mr. XU joined China Merchants Logistics Holdings Co., Ltd.\* since May 2001 and held various positions as chief marketing director, deputy general manager, executive deputy general manager and general manager until January 2016. On 30 December 2015, he was appointed as the director and general manager of China Merchants Shekou Industrial Zone Holdings Co., Ltd. ("CMSK"), an intermediate controlling shareholder of the Company, and is currently being the chairman of the Board of CMSK.

From December 2019 to March 2021, he served as a director and the chairman of the board of director of China Merchants Property Operation & Service Co., Ltd.\* (招商局積餘產業運營服務股份有限公司), a subsidiary of CMSK, the shares of which are listed on the Shenzhen Stock Exchange (Stock Code: 1914.SZ).

Mr. XU graduated from Fuyang Normal University\* in Anhui province in July 1984. He graduated from Applied Chemistry Department of Northwest Institute of Light Industry\* (currently renamed as Shaanxi University of Science & Technology\*) with a Master's Degree in Engineering in November 1987.

**Mr. HUANG Junlong**, aged 56, non-executive director of the Company and a member of the remuneration committee of the Company appointed on 18 March 2016.

Mr. HUANG is currently the chief financial officer of CMSK. He joined China Merchants Shekou Industrial Zone\* as deputy supervisor of the finance department in 1988 and holds various positions as deputy in charge of finance department of China Merchants Group\*, chief financial officer of China Merchants Logistics Group Co., Ltd.\*, chief financial officer of China Merchants Port Service Co., Ltd.\*, chief financial officer of Shenzhen China Merchants Petrochemical Co., Ltd.\* and the financial controller of finance department of China Merchants Shekou Industrial Zone\*.

董事之最新資料載於下文。除下文披露者外，董事之間概無財務、業務、家族或其他重大／相關關係。自本公司最後刊發之中期報告後，根據香港聯合交易所有限公司證券上市規則（「上市規則」）第13.51B條董事資料之變動載於「有關董事資料之變動」一節：

### 非執行董事

**許永軍先生**，現年58歲，於二零一六年三月十八日獲委任為本公司非執行董事、董事會主席及本公司提名委員會主席。

許先生於二零零一年五月加入招商局物流集團有限公司歷任市場總監、副總經理、常務副總經理及總經理至二零一六年一月。彼於二零一五年十二月三十日獲委任為本公司間接控股股東招商局蛇口工業區控股股份有限公司（「招商蛇口」）之董事及總經理，現為招商蛇口之董事長。

於二零一九年十二月至二零二一年三月，彼擔任招商局積餘產業運營服務股份有限公司（招商蛇口之附屬公司，其股份於深圳證券交易所上市，股份代號：1914.SZ）的董事及董事會主席。

許先生於一九八四年七月畢業於安徽省阜陽師範學院，一九八七年十一月於西北輕工業學院（現更名為陝西科技大學）就讀應用化學專業，獲工學碩士學位。

**黃均隆先生**，現年56歲，於二零一六年三月十八日獲委任為本公司非執行董事及本公司薪酬委員會成員。

黃先生現為招商蛇口之財務總監，彼於一九八八年加入招商局蛇口工業區任職財務部副主任，及後歷任招商局集團財務部副部長、招商局物流集團有限公司財務總監、招商港務股份有限公司財務總監、深圳招商石化有限公司財務總監及招商局蛇口工業區財務總監。

\* For identification purpose only

\* 僅供識別

He was appointed as a non-executive director and the chairman of the Board of the REIT Manager of the China Merchants Commercial Real Estate Investment Trust (“CMC REIT”) (Stock Code: 1503), which is listed on the Stock Exchange, since 11 July 2019.

In July 1988, Mr. HUANG graduated from Changsha Institute of Communications\* with a Bachelor’s Degree in Finance and Accounting Profession. He graduated from China Europe International Business School\* with a Master of Business Administration Degree in September 2008.

**Ms. LIU Ning**, aged 53, non-executive Director appointed on 2 June 2012. Ms. LIU is a member of the audit committee of the Board.

Ms. Liu has over 16 years experience in the securities industry and has been the secretary of the board of directors of CMSK since December 2015. She was appointed as the representative of securities affairs of China Merchants Property Development Co., Ltd (“CMPD”) (a company merged with CMSK in December 2016) in October 2001, and the head of the secretariat of the board of directors of CMPD in July 2004, and the secretary of the board of directors of CMPD from 2008 to 2015. Ms. Liu has been a member of the 9th Listing Committee of the Shenzhen Stock Exchange from September 2016 to September 2018 and a pre-vetting specialist for the 2nd Corporate Bond Listing of the Shenzhen Stock Exchange from May 2017 to May 2019. She has been appointed as a non-executive director of the REIT Manager of the China Merchants Commercial Real Estate Investment Trust (Stock Code: 1503), which is listed on the Stock Exchange, since 11 July 2019. Also, she is currently a director of China Merchants Property Operation & Service Co., Ltd.\* (招商局積餘產業運營服務股份有限公司), a subsidiary of CMSK, the shares of which are listed on the Shenzhen Stock Exchange (Stock Code: 1914.SZ).

Ms. Liu obtained her MBA degree from the Macau University of Science and Technology after completing her postgraduate studies in Business Administration at the School of International Business, Nankai University in 2000.

彼自二零一九年七月十一日起，獲委任為在聯交所上市的招商局商業房地產投資信託基金(「招商局房託基金」)(股份代號：1503)房託管理人的非執行董事兼董事會主席。

黃先生於一九八八年七月畢業於長沙交通學院財務會計專業，獲學士學位，後於二零零八年九月畢業於中歐國際工商學院，獲工商管理碩士學位。

**劉寧女士**，現年53歲，自二零一二年六月二日獲委任為非執行董事。劉女士為董事會審核委員會成員。

劉女士於證券業擁有超過16年經驗，並於二零一五年十二月起擔任招商蛇口董事會秘書。彼於二零零一年十月獲委任為招商局地產控股股份有限公司(「招商地產」)(於二零一六年十二月與招商蛇口合併的一家公司)證券事務代表、於二零零四年七月獲委任為招商地產董事會秘書處主任，並從二零零八年至二零一五年間，擔任招商地產之董事會秘書。劉女士自二零一六年九月至二零一八年九月期間出任深圳證券交易所第九屆上市委員會委員，以及自二零一七年五月至二零一九年五月期間出任深圳證券交易所第二屆公司債券上市預審核專家。彼自二零一九年七月十一日起，獲委任為在聯交所上市的招商局商業房地產投資信託基金(股份代號：1503)房託管理人的非執行董事。此外，彼現時為招商局積餘產業運營服務股份有限公司(招商蛇口之附屬公司，其股份於深圳證券交易所上市，股份代號：1914.SZ)之董事。

劉女士於二零零零年完成南開大學國際商學院工商管理專業研究生課程後就讀於澳門科技大學獲工商管理碩士學位。

\* For identification purpose only

\* 僅供識別

## EXECUTIVE DIRECTOR

**Dr. SO Shu Fai**, aged 70, executive Director and chairman of the executive committee appointed on 11 December 2010 and was elected chairman of the Company on 31 December 2010. Dr. SO resigned from his position as the chairman of the Board and his board committee position on 23 June 2012 and remains an executive Director.

Dr. SO is the vice-chairman, an executive director and CEO of SJM Holdings Limited (Stock Code:880), which is listed on the Stock Exchange. He is a director of Estoril-Sol, SGPS, S.A. which is listed on Euronext Lisbon and the chairman of the board of directors of MACAUPORT – Sociedade de Administração de Portos, S.A.

Dr. SO was a member of the 9th, 10th, 11th and 12th National Committee of the Chinese People's Political Consultative Conference ("CPPCC"). He is presently the honorary consul of the Republic of Portugal in the Hong Kong SAR and a consultant of the Economic Development Council of the Macau SAR Government. Dr. SO is the president of Clube Militar de Macau, a member of the board of directors of The University of Hong Kong Foundation for Educational Development and Research, as well as a member of the 10th National Committee of China Federation of Literary and Arts Circles.

Dr. SO was awarded the Honorary University Fellowship by The University of Hong Kong in 2005, the Medal of Merit – Culture by the Macau SAR Government in 2009 and the Doctor of Social Sciences *honoris causa* by the University of Macau in 2012. He was conferred as Commendador Order of Merit by the Portuguese Government in 2014.

Dr. SO is a Chartered Secretary, Chartered Governance Professional and a Fellow member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute. He is a fellow member of The Hong Kong Institute of Directors. He graduated with a Bachelor of Science Degree from The University of Hong Kong in 1973, and received a Doctoral Degree in Management Studies from IMC/Southern Cross University in 2001.

Dr. SO has been appointed as an executive director and the chairman of the board of directors of HIFOOD GROUP HOLDINGS CO., LIMITED (the shares of which are listed on the Hong Kong Stock Exchange with Stock Code: 442) since 1 December 2021.

## 執行董事

**蘇樹輝博士**，現年70歲，於二零一零年十二月十一日獲委任為執行董事兼執行委員會主席，並於二零一零年十二月三十一日獲選為本公司主席。蘇博士於二零一二年六月二十三日辭任董事會主席及於董事委員會的全部職位，但留任執行董事。

蘇博士為聯交所上市公司澳門博彩控股有限公司(股份代號：880)之副主席、執行董事兼行政總裁。彼為Euronext里斯本上市公司Estoril-Sol, SGPS, S.A. 董事，以及MACAUPORT – Sociedade de Administração de Portos, S.A. 董事會主席。

蘇博士為中國人民政治協商會議(「政協」)第九屆、第十屆、第十一屆及第十二屆全國委員會委員。彼現任葡萄牙共和國駐香港特別行政區名譽領事及澳門特區政府經濟發展委員會顧問。蘇博士為澳門陸軍俱樂部主席、香港大學教研發展基金董事局成員，以及中國文學藝術界聯合會第十屆全國委員會委員。

蘇博士於二零零五年獲香港大學授予名譽大學院士銜。二零零九年，彼獲澳門特區政府頒授文化功績勳章。二零一二年，彼獲澳門大學頒授榮譽社會科學博士學位，二零一四年，獲葡萄牙總統頒授司令級功績勳章。

蘇博士為特許秘書、特許管治專業人員，並為香港公司治理公會資深會士及英國特許公司治理公會資深會士及香港董事學會資深會員。彼於一九七三年畢業於香港大學，獲授理學學士學位，並於二零零一年獲IMC/Southern Cross University授予管理學博士學位。

蘇博士自二零二一年十二月一日開始，擔任海福德集團控股有限公司(其股份於香港聯交所上市，股份代號：442)之執行董事及董事會主席。

**Mr. YU Zhiliang**, aged 43, joined the Company as an executive Director since 2 June 2012. He served as a general manager of the Company since 18 August 2016. He was the Company's Chief Financial Officer during the period from 29 June 2012 to 17 August 2016. Mr. YU has served as a director of Champion Apex Limited since January 2013 and a director of Harvest Allied Investments Limited since April 2013. Mr. YU is responsible for strategic development, and to facilitate and implement the operational plans of the Group.

Mr. YU has served as the chief financial officer of China Merchants Property (Xiamen) Co. Ltd.\* (招商局地產(廈門)有限公司) and Fujian Zhong Lian Sheng Estate Development Ltd.\* (福建中聯盛房地產開發有限公司) since 2010. Mr. YU is a director of certain major subsidiaries of the Company. He has been appointed as a non-executive Director of the REIT Manager of the China Merchants Commercial Real Estate Investment Trust (Stock Code: 1503), which is listed on the Stock Exchange, since 11 July 2019.

He obtained a Bachelor's Degree in Accounting from Xiamen University\* (廈門大學) and a MBA Degree with a concentration in finance from the Chinese University of Hong Kong. Mr. YU is an accountant of the People's Republic of China (the "PRC").

余志良先生，現年43歲，自二零一二年六月二日加入本公司為執行董事。彼自二零一六年八月十八日起擔任本公司總經理；自二零一二年六月二十九日至二零一六年八月十七日期間出任本公司財務總監。自二零一三年一月起，余先生擔任華先有限公司之董事，並自二零一三年四月起出任滙泰投資有限公司之董事。余先生負責本集團戰略發展，並推進與落實本集團之經營計劃。

余先生自二零一零年起擔任招商局地產(廈門)有限公司及福建中聯盛房地產開發有限公司之財務總監。余先生為本公司若干主要附屬公司之董事。彼自二零一九年七月十一日起，獲委任為在聯交所上市的招商局商業房地產投資信託基金(股份代號：1503)房託管理人的非執行董事。

彼獲得廈門大學會計學士學位及香港中文大學工商管理(金融方向)碩士學位。余先生為中華人民共和國(「中國」)會計師。

\* For identification purpose only

\* 僅供識別



**Mr. WONG King Yuen**, aged 54, executive director of the Company appointed on 18 March 2016.

Mr. WONG has over 20 years of experience in real estate industry. He served as assistant property manager in property agency department in China Merchants Properties Development Limited in February 1995 and subsequently he was promoted as deputy manager, manager, deputy general manager and the current position of director and general manager. From January 1999, he acted as general manager assistant in China Merchants Property Agency Limited and later he was promoted to the position of deputy general manager and the current position of director and general manager. From September 2001 to December 2002, he served as director and general manager in China Merchants Property Management (Hong Kong) Limited and from September 2017, he also acted as director and general manager in China Merchants Property Management (Overseas) Limited.

Mr. WONG graduated from Hong Kong Baptist University with a Bachelor's Degree of Business Administration (Honours) majoring in finance in November 1990. He obtained a Master's Degree of Science in real estate from the University of Hong Kong in December 2006. In 1999, he obtained estate agents license (individual) from Hong Kong Estate Agents Authority. In 2010, he was awarded the membership of Hong Kong Institute of Real Estate Administrators.

**黃競源先生**，現年54歲，於二零一六年三月十八日獲委任為本公司執行董事。

黃先生於房地產行業擁有超過20年經驗。彼於一九九五年二月加入招商局置業有限公司地產代理部任職助理物業經理，後晉升至副部門經理、部門經理、副總經理及至今之董事及總經理職位。彼於一九九九年一月兼任招商局地產代理有限公司總經理助理，後晉升至副總經理及至今之董事及總經理職位。於二零零一年九月至二零零二年十二月，彼亦曾擔任招商局物業管理(香港)有限公司之董事及總經理，並於二零一七年九月至今兼任招商局物業管理(海外)有限公司之董事及總經理。

黃先生於一九九零年十一月畢業於香港浸會大學工商管理學士(榮譽)學位，主修財務學。彼於二零零六年十二月獲得香港大學理科碩士(房地產)學位。彼於一九九九年獲得香港地產代理監管局之地產代理(個人)牌照。於二零一零年，彼成為香港地產行政師學會之會員。

## INDEPENDENT NON-EXECUTIVE DIRECTORS

**Dr. WONG Wing Kuen, Albert**, aged 70, joined the Company as an independent non-executive Director on 2 June 2012. Dr. WONG is the chairman of the audit committee and a member of the remuneration committee of the Company. Dr. WONG currently holds the following positions in other listed companies:

- independent non-executive director of China VAST Industrial Urban Development Company Limited, a company listed on the Stock Exchange (Stock Code: 6166);
- independent non-executive director of APAC Resources Limited, a company listed on the Stock Exchange (Stock Code: 1104);
- independent non-executive director of Solargiga Energy Holdings Limited, a company listed on the Stock Exchange (Stock Code: 757);
- independent non-executive director of China Wan Tong Yuan (Holdings) Limited, (its shares have transferred of listing from GEM to main board with stock code 6966 since 17 December 2019);
- independent non-executive director of China Medical & HealthCare Group Limited, a company listed on the Stock Exchange (Stock Code: 383); and
- independent non-executive director of Dexin China Holdings Company Limited, a company listed on the Stock Exchange (Stock Code: 2019).

## 獨立非執行董事

**王永權博士**，現年70歲，自二零一二年六月二日加入本公司為獨立非執行董事。王博士為本公司審核委員會主席及薪酬委員會成員。王博士現於其他上市公司擔任以下職位：

- 中國宏泰產業市鎮發展有限公司(於聯交所上市的公司；股份代號：6166)的獨立非執行董事；
- 亞太資源有限公司(於聯交所上市的公司；股份代號：1104)的獨立非執行董事；
- 陽光能源控股有限公司(於聯交所上市的公司；股份代號：757)的獨立非執行董事；
- 中國萬桐園(控股)有限公司(其股份由二零一九年十二月十七日起由GEM轉往主板掛牌，股份代號：6966)的獨立非執行董事；
- 中國醫療網絡有限公司(於聯交所上市的公司；股份代號：383)的獨立非執行董事；及
- 德信中國控股有限公司(於聯交所上市的公司；股份代號：2019)的獨立非執行董事。

In addition, Dr. WONG served as the managing director of Charise Financial Planning Limited, a private professional consulting firm in Hong Kong since October 2005 to 2 January 2014 and served as Principal Consultant of KND & Co., CPA Limited, a private professional auditing firm in Hong Kong since 2 January 2014 to 2017. Dr. WONG was appointed as the Principal Consultant by KND Associates CPA Limited, Hong Kong on 2 January 2018. Dr. WONG was elected or admitted:

- a fellow of The Chartered Governance Institute in September 2002;
- a fellow of The Hong Kong Chartered Governance Institute in February 2002;
- a fellow of the Taxation Institute of Hong Kong in January 1999;
- a member of The Hong Kong Securities and Investment Institute in November 2012;
- a fellow member of Association of International Accountants in September 2005;
- a fellow member of The Institute of Certified Public Accountants in Ireland in August 2000;
- a member of the Chartered Institute of Arbitrators in May 2002; and
- a Certified Tax Adviser of Hong Kong for the year 2013 by the Taxation Institute of Hong Kong.

Dr. WONG received a Doctoral Degree in Business Administration from Bulacan State University, Republic of the Philippines in December 2010 and a Bachelor's Degree in commerce from a joint program held by Shenzhen University and Clayton University, Missouri, USA in May 1990. He also received a Bachelor's Degree and a Master's Degree in Business Administration from Nottingham Trent University, UK in December 2005 and December 2007, respectively.

此外，王博士自二零零五年十月起至二零一四年一月二日期間擔任卓昇財務策劃有限公司(為一家香港私人專業顧問公司)的董事總經理，亦於二零一四年一月二日至二零一七年期間擔任冠達會計師事務所有限公司(為一家香港私人執業核數師公司)的首席顧問。於二零一八年一月二日，王博士獲委任為香港冠泓會計師行有限公司的首席顧問。王博士於：

- 二零零二年九月獲選為英國特許公司治理公會資深會員；
- 二零零二年二月獲選為香港公司治理公會資深會員；
- 一九九九年一月獲選為香港稅務學會資深會員；
- 二零一二年十一月獲選為香港證券及投資學會會員；
- 二零零五年九月獲選為國際會計師公會資深會員；
- 二零零零年八月獲選為愛爾蘭註冊會計師協會資深會員；
- 二零零二年五月獲選為英國特許仲裁員公會會員；及
- 二零一三年獲香港稅務學會頒授香港註冊稅務師資格。

王博士於二零一零年十二月於菲律賓比立勤國立大學獲得工商管理博士學位以及於一九九零年五月獲深圳大學及美國密蘇里Clayton University聯合項目商務學士學位。彼亦分別於二零零五年十二月及二零零七年十二月獲得英國Nottingham Trent University工商管理學士學位及碩士學位。

**Ms. CHEN Yanping**, aged 63, joined the Company as an independent non-executive Director on 2 June 2012.

Ms. CHEN had attended a “China Management Training Program” in University of California, Los Angeles from November 2003 to November 2004. Ms. CHEN received a Bachelor’s Degree and a Master’s Degree in urban planning profession from the Faculty of Architecture of Tongji University in January 1982 and November 1984, respectively. Ms. CHEN was qualified as a senior engineer in December 1993 and subsequently qualified as a registered planner of the PRC in October 2000.

Ms. CHEN had been an independent director of CMPD from October 2007 to November 2011. Ms. CHEN is the chairlady of the remuneration committee and a member of the nomination committee of the Company. Ms. CHEN is a professor of Architecture and Urban Planning School in Shenzhen University from December 2000.

**Dr. SHI Xinping**, aged 63, joined the Company as an independent non-executive Director on 2 June 2012. Dr. SHI had been an independent director of CMPD from July 2001 to October 2007. Dr. SHI is a member of the audit committee and a member of the nomination committee of the Company.

Dr. SHI was an associate professor of the Department of Finance and Decision Sciences in Hong Kong Baptist University before retirement. He is also an independent non-executive director of Renewable Energy Trade Board Corporation (formerly known as “China Technology Development Group Corporation”), a company listed on Nasdaq.

Dr. SHI received a Bachelor’s Degree from North-western Polytechnic University in July 1982, an MBA Degree from Lancaster University, UK in December 1990 and a PhD Degree from Middlesex University, UK in July 1995.

陳燕萍女士，現年63歲，自二零一二年六月二日加入本公司為獨立非執行董事。

陳女士自二零零三年十一月至二零零四年十一月曾於加州大學洛杉磯分校出席「中國管理層培訓計劃」。陳女士分別於一九八二年一月及一九八四年十一月獲得同濟大學建築系城市規劃專業學士及碩士學位。陳女士於一九九三年十二月獲高級工程師資格，及後於二零零零年十月獲中國註冊規劃師資格。

自二零零七年十月至二零一一年十一月，陳女士為招商地產獨立董事。陳女士為本公司薪酬委員會主席及提名委員會成員。陳女士自二零零零年十二月起為深圳大學建築與城市規劃學院教授。

史新平博士，現年63歲，自二零一二年六月二日加入本公司為獨立非執行董事。史博士自二零零一年七月至二零零七年十月為招商地產的獨立董事。史博士為本公司審核委員會及提名委員會的成員。

史博士榮休前為香港浸會大學財務及決策學系副教授。彼亦為納斯達克上市公司可再生能源交易所(原名「中國科技發展集團有限公司」)獨立非執行董事。

史博士於一九八二年七月獲得西北工業大學學士學位、於一九九零年十二月獲得英國Lancaster University工商管理碩士學位及於一九九五年七月獲得英國Middlesex University博士學位。

**Mr. HE Qi**, aged 66, was appointed as an independent non-executive Director of the Company on 1 November 2013. HE currently is an independent non-executive director of China Evergrande Group, a company listed on the Stock Exchange (Stock Code: 3333) since 14 October 2009. Since 10 September 2014, Mr. HE has been serving as the independent non-executive director of Orient Victory Travel Group Company Limited, a company listed on the Stock Exchange (Stock code: 265), and also the secretary of the Distribution Services and Leasing Committee of the China Real Estate Association. Mr. He had been serving as the deputy secretary of the China Real Estate Association until June 2016. He was an executive of the Development Centre of the China Real Estate Association from 1995 to 1999.

**何琦先生**，現年66歲，於二零一三年十一月一日獲委任為本公司獨立非執行董事。自二零零九年十月十四日起，何先生為聯交所上市公司中國恒大集團(股份代號：3333)的獨立非執行董事。自二零一四年九月十日起，何先生為聯交所上市公司東勝旅遊集團有限公司(股份代號：265)的獨立非執行董事，亦為中國房地產協會流通服務和租賃委員會秘書長。何先生曾擔任中國房地產協會副秘書長，直至二零一六年六月份。彼於一九九五年至一九九九年擔任中國房地產協會產業協會發展院主任。

## CHANGE OF INFORMATION RELATING TO DIRECTORS

Changes in directors' information required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules, are set out below:

## 有關董事資料之變動

根據上市規則第13.51B(1)條規定須予披露有關董事資料變動之資料變動載列下文：

Name of director 董事姓名	Details of change 變動詳情
Dr. SO Shu Fai 蘇樹輝博士	Dr. SO has been appointed as an executive director and the chairman of the board of directors of HIFOOD GROUP HOLDINGS CO., LIMITED (the shares of which are listed on the Hong Kong Stock Exchange with Stock Code: 442) since 1 December 2021. 蘇博士自二零二一年十二月一日開始，擔任海福德集團控股有限公司(其股份於香港聯交所上市，股份代號：442)之執行董事及董事會主席。
Dr. WONG Wing Kuen Albert 王永權博士	Dr. WONG has resigned as an independent non-executive director of Capital Finance Holdings Limited, a company listed on the Stock Exchange (Stock Code: 8239), with effect from 1 January 2022. 王博士自二零二二年一月一日起辭任首都金融控股有限公司(一間於聯交所上市的公司，股份代號：8239)之獨立非執行董事。
Mr. YU Zhiliang 余志良先生	During the year ended 31 December 2021, Mr. YU received annual emoluments of approximately RMB2,837,373 which were determined by reference to his experience and responsibilities, the Company's performance and remuneration policy and the prevailing market conditions. 截至二零二一年十二月三十一日止年度，余先生收取年度酬金約人民幣2,837,373元，有關酬金乃經參考彼之經驗及職責、本公司之表現及薪酬政策以及現行市況而釐定。

Upon specific enquiry by the Company and confirmations from Directors, save as otherwise set out in this Report, there are no other changes in the directors' information required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules since the Company's last published interim report.

經本公司作出具體查詢並獲董事確認，除本報告其他部分所載列者外，自本公司最後刊發之中期報告後，概無根據上市規則第13.51B(1)條須予披露有關董事資料之其他變動。

## SENIOR MANAGEMENT PROFILE

**Mr. Zhang Tao**, aged 53, is responsible for managing real estate development projects.

Mr. Zhang joined Operation and Management Center of CMPD in December 2012 as deputy general manager, and subsequently served as general manager of Dalian Company in March 2013, general manager of Qingdao Company in January 2015, general manager of Southern Jiangsu Company in March 2016, and deputy general manager (presiding over the work) of Jiangnan Region adjunct to general manager of Southern Jiangsu Company and Nanjing Company from 2019 to present.

Mr. Zhang graduated from Changchun Institute of Technology in July 1990 and Peking University in July 2000 with a master's degree in political economics.

**Mr. Zhang Bin**, aged 46, is responsible for managing real estate development projects.

Mr. Zhang started his career in August 1998 and joined CMSK in April 2014, where he served as Deputy General Manager of Nanjing Company, General Manager of Hangzhou Company, Executive Deputy General Manager of East China Region, General Manager of Shanghai Company, General Manager of Ningbo Company. He is currently served as the General Manager of South China Region and General Manager of Guangzhou Company since January 2020.

Mr. Zhang graduated from the School of Construction and Engineering of China University of Mining and Technology in 1998, majoring in architecture.

## 高級管理人員履歷

張濤先生，現年53歲，負責管理房地產開發項目。

張先生於二零一二年十二月加入招商地產運營管理中心擔任副總經理，其後於二零一三年三月擔任大連公司總經理、二零一五年一月擔任青島公司總經理、二零一六年三月擔任蘇南公司總經理、二零一九年至今擔任江南區域副總經理(主持工作)兼蘇南、南京公司總經理。

張先生於一九九零年七月畢業於長春工程學院，二零零零年七月畢業於北京大學，並授予政治經濟學專業碩士學位。

張賓先生，現年46歲，負責管理房地產開發項目。

張賓先生於一九九八年八月開始參加工作，於二零一四年四月加入招商蛇口，歷任招商地產南京公司副總經理、杭州公司總經理，招商蛇口華東區域常務副總經理、上海公司總經理、寧波公司總經理。彼於二零二零年一月起任職華南區域總經理兼廣州公司總經理至今。

張賓先生於一九九八年畢業於中國礦業大學建工學院建築學專業。

\* For Identification Purpose Only

\* 僅供識別

**Mr. Zhao Fang**, aged 43, is currently the general manager of Chongqing Company and is responsible for developing, managing and operating real estate projects.

Mr. Zhao graduated from the School of Architecture and Civil Engineering of Shenzhen University in 2002 with a bachelor's degree in architecture and completed a postgraduate course with master's degree in architectural design and its theory in 2005.

Immediately after graduation, he joined the Planning and Design Center of China Merchants Property Development Co., Ltd. From 2011 to 2016, he was appointed as the assistant general manager of Chongqing Company and the general manager of China West Premier Housing Development Co., Ltd. and Chongqing Yizhi Investment Real Estate Development Co., Ltd. and was subsequently promoted to the position of Deputy General Manager of Chongqing Company from 2016 to 2021. From 2021, he has been the general manager of Chongqing Company and the general manager of China West Premier Housing Development Co., Ltd.

**Mr. HE Junli**, aged 44, is responsible for the management of the property development projects.

Mr. HE joined CMPD in April 2003 as a planning manager for the Huangjintai project, later was promoted as senior manager in December 2005. He was a vice development director of Chongqing (Chengdu) Company in May 2008 and was promoted as assistant to general manager of Chongqing Company in February 2011. In June 2016, he was further promoted as vice general manager of Chongqing Company and also took up the position of a general manager of Chongqing China Merchants Jinshan Yiku Business Management Company\* (重慶招商金山意庫商業管理公司). He was redesignated as a general manager of Xi'an Company in September 2017.

Before joining the Group, Mr. He worked in the property department of Vanke as engineer trainee from August 2001 to April 2002, and joined Sinolink (Shenzhen) as property development manager from April 2002 to April 2003.

Mr. HE graduated from Southeast University\* in June 2001 with a bachelor degree in professional architectural engineering.

**趙方先生**，現年43歲，現為重慶公司總經理，負責開發、管理和運作房地產項目。

趙先生於二零零二年畢業於深圳大學建築與土木工程學院，獲建築學本科學歷，並於二零零五年完成建築設計及其理論專業課程，獲授研究生學歷。

畢業後隨即加入招商局地產控股股份有限公司策劃設計中心。彼於二零一一年至二零一六年期間，獲委任為重慶公司總經理助理和重慶招商置地和怡置招商公司總經理。其後於二零一六年至二零二一年期間，獲晉升為重慶公司副總經理。自二零二一年起，擔任重慶公司總經理和重慶招商置地總經理。

**何軍利先生**，現年44歲，負責管理房地產開發項目。

何先生於二零零三年四月加入招商地產擔任黃金台項目策劃經理，其後於二零零五年十二月任高級經理，於二零零八年五月任重慶(成都)公司發展副總監，於二零一一年二月晉升重慶公司總經理助理，於二零一六年六月晉升重慶公司副總經理兼任重慶招商金山意庫商業管理公司總經理。彼於二零一七年九月調任西安公司擔任總經理。

於加盟本集團前，何先生自二零零一年八月至二零零二年四月擔任萬科地產項目部見習工程師，後於二零零二年四月至二零零三年四月擔任深圳百仕達地產發展經理。

何先生於二零零一年六月畢業於東南大學，獲授建築工程專業學士學位。

\* For Identification Purpose Only

\* 僅供識別

**Ms. Chen Yan**, aged 44, is currently the chief financial officer of the Company. She had held various positions in CMSK, the controlling shareholder of the Company. She joined CMSK in October 2009 as a senior manager of the finance department until July 2016. She was also appointed as the senior financial controller of the finance department of CMSK from July 2016 to May 2017. From May 2017 to January 2018, she was the deputy chief financial officer of the Company. She has also been the internal auditor of REIT manager of CMC REIT since December 2019.

Ms. CHEN Yan was graduated from Sun Yat-Sen University Business School with a Master's Degree in Accounting and Business Studies in 2002. She was qualified as a Certified Public Accountant in the PRC in 2002.

**Mr. NG Ho**, aged 34, appointed as Company Secretary of the Company since 31 May 2019. Mr. Ng holds a Master of Business degree from Monash University in Australia and is an associate of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute. He has over 8 years of experience in compliance and listed company secretarial practice.

**陳燕女士**，現年44歲，現時為本公司財務總監。彼曾於本公司之控股股東招商蛇口擔任多個職位。彼於二零零九年十月加入招商蛇口，出任財務部高級經理，直至二零一六年七月止。自二零一六年七月至二零一七年五月，彼亦獲委任為招商蛇口財務部之高級主任財務管理師。自二零一七年五月至二零一八年一月期間曾出任本公司財務副總監及自二零一九年十二月起出任招商局房託基金的房託管理人之內部核數師。

陳燕女士於二零零二年畢業於中山大學管理學院，取得會計學商學碩士學位。於二零零二年，彼獲得中國註冊會計師資格。

**吳昊先生**，現年34歲，自二零一九年五月三十一日起擔任本公司公司秘書。吳先生持有澳洲蒙納士大學商業碩士學位，並為香港公司治理公會及英國特許公司治理公會的會士。彼在合規和上市公司秘書實務方面擁有逾八年經驗。





## “RUDDER” CULTURE 舵形文化理念

The “Rudder” is the icon of the maritime heritage of China Merchants Group.

It rallies strength and guides us to achieve our goals.

It is the guarantee of achieving the goals and the spirit of mustering the power.

Adherence to “China Merchants family and Shekou gene”,

We strive for advancement and excellence as we march forward.

「舵」是招商局集團海洋文化的傳承印記，

「舵」是力量的凝聚，是方向的指引，

是達成目標的保證，是凝聚力量的精神。

秉承「招商血脈，蛇口基因」，

我們日新求進，追求卓越，行穩致遠！

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### MARKET REVIEW

While most economies are still struggling with the spread of the new coronavirus epidemic, China's economy has been the first to recover steadily on all fronts. This is attributed to the central government's effective prevention and control of the epidemic. In 2021, China's GDP reached RMB 114 trillion, an 8.1% year-over-year increase, making it the world's second largest economy and expected to account for more than 18% of the global economy. During the year, China's commercial property sales reached RMB 18.19 trillion and sales area reached 1.794 billion square meters, while national real estate development investment was approximately RMB 14.76 trillion. All three figures grew 4.8%, 1.9% and 4.4% year-over-year, respectively.

In 2021, the real estate industry experienced robust sales in the first half of the year, with most real estate enterprises accelerating the launch of projects and the market atmosphere was heated. In the second half of the year, the new and second-hand property market cooled down due to policy restrictions and credit environment tightening, but the scale of the market can still be maintained at a high level throughout the year. Even though the central government and various ministries have continuously released signals to maintain stability since October 2021, and the marginal easing of credit policy has been released continuously, the financing environment for real estate enterprises has gradually improved, but the marginal improvement in credit environment still needs to be transmitted to the market side, and it will take time for mortgage loans and development loans to become available.

### 市場回顧

當大多數經濟體仍在為新冠病毒疫情蔓延所困擾之際，中國經濟有賴中央政府有效防控疫情之下，已率先全方位穩步復甦。二零二一年中國國內生產總值達人民幣114萬億元，按年增長8.1%，穩居世界第二大經濟體，佔全球經濟的比重預計超過18%。年內，中國商品房銷售額達人民幣18.19萬億元、銷售面積達17.94億平方米，而全國房地產開發投資約為14.76萬億元，三項數據均分別同比增長4.8%、1.9%和4.4%。

二零二一年，房地產行業於上半年銷售暢旺，大部份房企加快推盤，市場氣氛熾熱。下半年受政策調控和信貸環境收緊影響，新房和二手房市場降溫，然全年規模仍可保持較高水平。縱使2021年10月份以來，中央及各部委連續釋放維穩信號，信貸政策邊際寬鬆信號不斷釋放，房企融資環境逐步轉好，但信貸環境邊際改善傳導至市場端仍需過程，按揭放款和開發貸等資金到位尚需時間。

## REVIEW OF FINANCIAL RESULTS

### Profit for the year

For the year of 2021, profit amounted to RMB1,582,866,000 (2020: RMB1,513,445,000), representing a year-on-year increase of approximately 4.6%. The profit attributable to the owners of the Company was RMB560,569,000 (2020: RMB701,260,000), representing a year-on-year decrease of approximately 20%. Basic earnings per share was RMB11.43 cents (2020: RMB14.30 cents), representing a year-on-year decrease of approximately 20%.

### Equity attributable to owners of the Company

Equity attributable to owners of the Company was RMB9,738,462,000 as at 31 December 2021 (2020: RMB9,500,926,000), representing an increase of approximately 2.5% as compared with that of the end of last year.

### Turnover

In 2021, the Group recorded turnover of RMB25,921,416,000 (2020: RMB18,956,418,000), representing a year-on-year increase of approximately 36.7%. In 2021, projects in Foshan, Guangzhou, Chongqing, Nanjing and Jurong, Xi'an and Hong Kong accounted for approximately 14.92%, 8.56%, 34.65%, 32.82%, 8.74% and 0.31%, respectively, of the total revenue of the Group.

### Gross Profit

Gross profit amounted to RMB4,791,751,000 (2020: RMB4,719,576,000), representing a year-on-year increase of approximately 1.5%. This was mainly due to the relatively high proportion of items with lower gross profit margin in the carried forward income and written-down of properties amounting to RMB360,538,000 in 2021. The gross profit margin was approximately 18.5% (2020: approximately 25%), which was decreased by 6.5 percentage points as compare to the last year.

### Share of Profits of Associates

Share of profits of associates was RMB330,551,000 (2020: RMB195,728,000), representing a year-on-year increase of approximately 68.9%, which was mainly attributable to the completion of the projects by Guangzhou Kuangrong Real Estate Development Co. Ltd. (廣州礦榮房地產開發有限公司) and Nanjing Shansheng Property Development Limited (南京善盛房地產開發有限公司) in this year and the carry-forward of income, contributing share of profits amounted to approximately RMB189,719,000 and RMB96,571,000 respectively.

## 財務業績回顧

### 本年度溢利

於二零二一年內，溢利為人民幣1,582,866,000元(二零二零年：人民幣1,513,445,000元)，同比增長約4.6%。本公司擁有人應佔溢利為人民幣560,569,000元(二零二零年：人民幣701,260,000元)，同比下降約20%。每股基本盈利為人民幣11.43分(二零二零年：人民幣14.30分)，同比下降約20%。

### 本公司擁有人應佔權益

於二零二一年十二月三十一日，本公司擁有人應佔權益為人民幣9,738,462,000元(二零二零年：人民幣9,500,926,000元)，與去年底相比增加約2.5%。

### 營業額

二零二一年，本集團營業額為人民幣25,921,416,000元(二零二零年：人民幣18,956,418,000元)，同比增加約36.7%。二零二一年，於佛山、廣州、重慶、南京及句容、西安以及香港之項目佔本集團總收益之比例分別約為14.92%、8.56%、34.65%、32.82%、8.74%及0.31%。

### 毛利

毛利為人民幣4,791,751,000元(二零二零年：人民幣4,719,576,000元)，同比增長約1.5%，此乃主要由於二零二一年結轉收入中毛利率較低項目佔比較高及撇減物業人民幣360,538,000元所致。毛利率約為18.5%(二零二零年：約25%)，相比上年下降6.5個百分點。

### 分佔聯營公司之溢利

分佔聯營公司之溢利為人民幣330,551,000元(二零二零年：人民幣195,728,000元)，同比增長約68.9%，主要由於廣州礦榮房地產開發有限公司和南京善盛房地產開發有限公司本年完工並結轉收入，分別產生分佔溢利約人民幣189,719,000元及人民幣96,571,000元。

### Share of Profits of Joint Ventures

Share of profits of joint ventures was RMB83,937,000 (2020: RMB13,942,000), representing a year-on-year increase of approximately 502%, which was mainly due to the completion of the projects by Nanjing Huihe Zhiye Co., Ltd. (南京薈合置業有限公司) in this year and the carry-forward of income, contributing share of profits amounted to approximately RMB82,901,000.

## FINANCIAL AND TREASURY MANAGEMENT PRINCIPLES

As at 31 December 2021, the net assets attributable to owners of the Company amounted to RMB9,738,462,000 (2020: RMB9,500,926,000).

As at 31 December 2021, bank balances and cash was RMB14,423,276,000 (2020: RMB9,718,815,000). In terms of currency denomination, bank balances and cash can be divided into RMB12,840,104,000 in Renminbi, RMB1,338,167,000 in US\$ and RMB245,005,000 in Hong Kong dollars ("HK\$").

As at 31 December 2021, total interest-bearing debt of the Group was RMB36,536,844,000 (2020: RMB19,492,774,000). In terms of maturity, the outstanding total interest-bearing debt can be divided into RMB8,070,050,000 repayable within one year, RMB2,322,576,000 repayable after one year but within two years and RMB25,853,718,000 repayable after two years but within five years RMB290,500,000 repayable after five years.

At 31 December 2021, the Group's net interest-bearing debt (total interest-bearing debt minus bank balances and cash) to equity (including non-controlling interests) ratio (the "Net Gearing Ratio") was 65% (2020: 31%). The Group further utilizes the flexibility of its capital structure and resources in a rational manner according to project needs. The capital cost of the Group still remained at industry-low level. As at 31 December 2021, the weighted average finance costs is 4.6%.

The monetary assets and liabilities and business transactions of the Group are mainly carried and conducted in RMB, US\$ and HK\$. The Group maintains a prudent strategy in its foreign exchange risk management, where foreign exchange risks are minimised via balancing the monetary assets versus monetary liabilities. As at 31 December 2021, the Group did not enter into any derivative contracts to hedge the foreign exchange exposure.

### 分佔合營企業之溢利

分佔合營企業之溢利為人民幣83,937,000元(二零二零年：人民幣13,942,000元)，同比增長約502%，主要由於南京薈合置業有限公司本年完工並結轉收入，產生分佔溢利約人民幣82,901,000元。

## 財務及資金管理原則

於二零二一年十二月三十一日，本公司擁有人應佔資產淨值為人民幣9,738,462,000元(二零二零年：人民幣9,500,926,000元)。

於二零二一年十二月三十一日，銀行結餘及現金為人民幣14,423,276,000元(二零二零年：人民幣9,718,815,000元)。以貨幣計值而言，銀行結餘及現金可分為以人民幣列值人民幣12,840,104,000元、以美元列值人民幣1,338,167,000元及以港幣(「港幣」)列值人民幣245,005,000元。

於二零二一年十二月三十一日，本集團的計息債務總額為人民幣36,536,844,000元(二零二零年：人民幣19,492,774,000元)。以到期日而言，尚未償還計息債務總額可分為人民幣8,070,050,000元(須於一年內償還)、人民幣2,322,576,000元(須於一至兩年內償還)、人民幣25,853,718,000元(須於兩年至五年內償還)及人民幣290,500,000元(須於五年後償還)。

於二零二一年十二月三十一日，本集團的淨計息債務(計息債務總額減銀行結餘及現金)對股東權益(包括非控股權益)比率(「淨槓桿率」)為65%(二零二零年：31%)。本集團按照項目需求進一步合理利用其資本結構及資源的靈活性。本集團資金成本仍維持行業較低水平，於二零二一年十二月三十一日的加權平均融資成本為4.6%。

本集團之貨幣資產及負債以及業務交易主要以人民幣、美元及港幣列賬和進行。本集團恪守審慎之外匯風險管理政策，透過維持貨幣資產與貨幣負債之平衡，將外匯風險減至最低。於2021年12月31日，本集團沒有簽訂任何衍生品合同來對沖外匯風險。

## FINANCIAL GUARANTEE CONTRACTS

The Group has contingent liabilities amounted to RMB6,561,657,000 as at 31 December 2021 (2020: RMB5,567,473,000).

## PLEDGE OF ASSETS

As at 31 December 2021, land included in properties for sale and located in Chongqing, Foshan, Nanjing and Jurong with carrying values of approximately RMB2,043,820,000 (2020: RMB3,424,620,000) and investment properties with carrying values of approximately RMB1,207,206,000 (2020: RMB1,274,083,000) have been pledged to secure bank borrowings amounting to RMB1,802,451,000 (2020: RMB2,222,409,000) granted to the Group.

## BORROWINGS

Details of the borrowings of the Group are set out in note 29 to the consolidated financial statements.

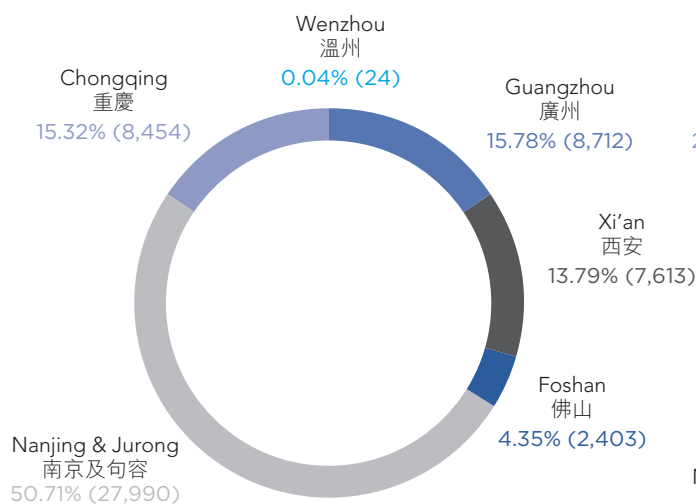
## BUSINESS REVIEW

### Contracted sales

For the year ended 31 December 2021, the Group together with its associates and joint ventures, achieved aggregate contracted sales of approximately RMB55,196,000,000 and aggregate contracted sales area was approximately 2,392,049 sq.m..

Contracted sales amount by region in 2021 (RMB million)

二零二一年按地區合同銷售金額(人民幣百萬元)



## 財務擔保合約

於二零二一年十二月三十一日，本集團有或然負債人民幣6,561,657,000元(二零二零年：人民幣5,567,473,000元)。

## 抵押資產

於二零二一年十二月三十一日，本集團已抵押位於重慶、佛山、南京及句容賬面值約為人民幣2,043,820,000元(二零二零年：人民幣3,424,620,000元)之土地(包括可供出售物業)及賬面值約為人民幣1,207,206,000元(二零二零年：人民幣1,274,083,000元)之投資物業，以就授予本集團之銀行借貸人民幣1,802,451,000元(二零二零年：人民幣2,222,409,000元)作出擔保。

## 借貸

本集團借貸詳情載於綜合財務報表附註29。

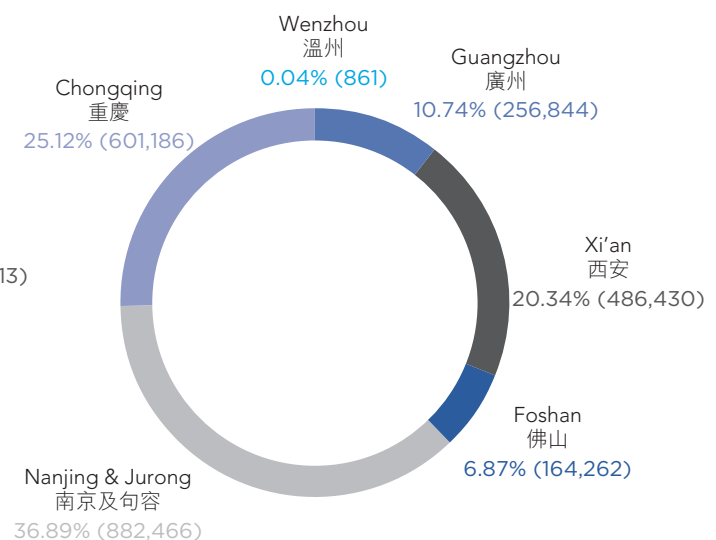
## 業務回顧

### 合同銷售

截至二零二一年十二月三十一日止年度，本集團連同其聯營公司及合營公司獲得合同銷售總額約為人民幣55,196,000,000元，而合同銷售總面積約為2,392,049平方米。

Contracted sales area by region in 2021 (sq.m.)

二零二一年按地區合同銷售面積(平方米)



## BUSINESS REVIEW *(continued)*

### Property Development Business

As at 31 December 2021, the Group's portfolio of property development projects consisted of 50 projects in Guangzhou, Foshan, Chongqing, Xi'an, Nanjing and Jurong, with a primary focus on the development of residential properties, as well as residential and commercial complex properties, types of products include apartments, villas, offices and retail shops, etc.

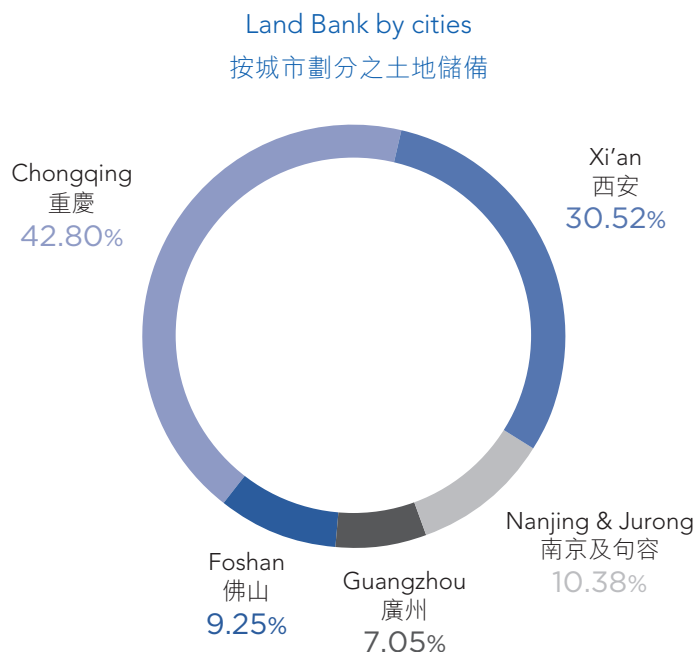
A breakdown of land bank by cities and a map showing the geographical locations and the land bank of the projects of the Group in the PRC are set out below. The saleable gross floor area of properties which had not been sold or presold as at 31 December 2021 ("Land Bank") was 5,406,063 sq.m..

## 業務回顧 *(續)*

### 房地產開發業務

於二零二一年十二月三十一日，本集團在廣州、佛山、重慶、西安、南京及句容擁有50個房地產開發項目，主要集中開發住宅物業以及住宅及商業綜合物業，產品類型包括公寓、別墅、辦公樓及零售商舖等。

下圖列示按城市劃分之土地儲備明細及本集團項目在中國之地理位置及土地儲備。於二零二一年十二月三十一日，未售或未預售之物業項目之可售建築面積（「土地儲備」）為5,406,063平方米。



BUSINESS REVIEW (continued)

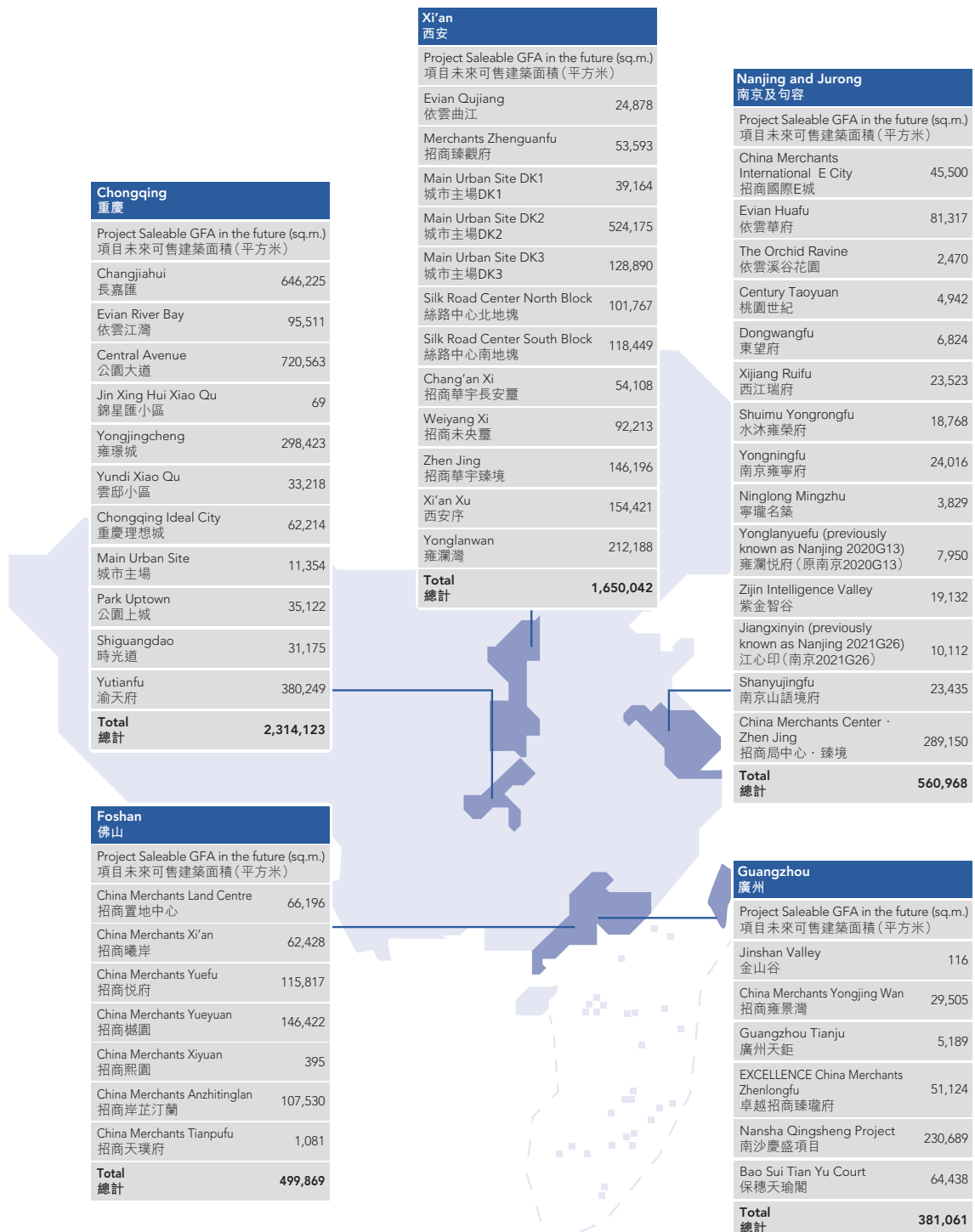
Property Development Business (continued)

業務回顧(續)

房地產開發業務(續)

A map showing the geographical location and land bank of the projects of the Group in the PRC as at 31 December 2021

下圖顯示本集團於二零二一年十二月三十一日在中國之項目之地理位置及土地儲備







業務回顧(續)  
 房地產開發業務(續)

BUSINESS REVIEW (continued)  
 Property Development Business (continued)

Project	The Company's attributable interest in the projects 本公司於項目所佔權益	Total GFA	Future Total GFA Saleable	GFA completed	Total GFA saleable/rentable	Completed 已落成		Under development 開發中			Future development 未來開發		
						Of which sold and delivered	Of which sold but not yet delivered	Of which pre-sold/ held for investment	GFA under development	Total GFA saleable/rentable	Of which sold	GFA	Total GFA saleable/rentable
		總建築面積	未來可售總建築面積	落成建築面積	可售/出租總建築面積	已售及交付	已售但未交付	未銷售/持作投資	開發中建築面積	可售/出租總建築面積	已售	建築面積	可售/出租總建築面積
China Merchants International E City	招商國際E城	372,916	45,500	372,916	324,531	274,542	4,489	45,500	-	-	-	-	-
Evian Huafu	依雲華府	358,646	81,317	358,646	276,163	194,689	157	81,317	-	-	-	-	-
The Orchid Ravine	依雲溪谷花園	343,699	2,470	343,699	273,174	270,613	91	2,470	-	-	-	-	-
Century Taoyuan	世紀世紀	221,743	4,942	221,743	171,733	158,074	8,717	4,942	-	-	-	-	-
Dongwangfu	東望府	220,311	6,824	218,498	212,269	204,975	2,283	5,011	1,813	1,813	-	-	-
Xijiang Ruirui	西江瑞府	278,840	23,523	-	-	-	-	-	278,840	226,638	-	-	-
Shiimu Yongrongfu	石林雍榮府	243,759	18,768	113,945	78,500	-	71,854	6,646	129,814	106,421	94,299	-	-
Yongningfu	南京榮寧府	351,438	24,016	314,749	270,174	259,580	863	9,731	36,689	14,285	-	-	-
Ninglong Mingzhu	寧龍名築	57,446	3,829	57,446	57,446	53,617	-	3,829	-	-	-	-	-
Yonglianyuetu (previously known as Nanjing 2020G13)	雍蘭悅府(原南京2020G13)	104,427	7,950	-	-	-	-	-	104,427	84,368	76,418	-	-
Zijin Intelligence Valley	紫金智谷	69,416	19,132	25,347	25,347	-	6,215	19,132	44,069	-	-	-	-
Jiangxinyin (previously known as Nanjing 2021G26)	江心印(南京2021G26)	168,141	10,112	-	-	-	-	-	168,141	37,626	27,514	-	-
Shanyujingfu	南京山語境府	69,032	23,435	69,032	54,495	-	31,060	23,435	-	-	-	-	-
China Merchants Center - Zhen Jing	招商局中心·臻境	395,272	289,150	-	-	-	-	-	395,272	289,150	-	-	-
Nanjing and Jurong subtotal	南京及句容合計	3,255,086	560,968	2,096,021	1,743,832	1,416,090	125,729	202,013	1,159,065	760,301	401,346	-	-
Evian Quijiang	依雲曲江	538,269	24,878	538,269	495,725	470,847	-	24,878	-	-	-	-	-
Merchants Zhenguanfu	招商鐘鐸府	231,174	53,593	-	-	-	-	-	231,174	197,304	143,711	-	-
Main Urban Site DK1	城市主場DK1	277,313	39,164	-	-	-	-	-	277,313	242,864	203,700	-	-
Main Urban Site DK2	城市主場DK2	562,692	524,175	-	-	-	-	-	562,692	524,175	-	-	-
Main Urban Site DK3	城市主場DK3	325,294	128,890	-	-	-	-	-	325,294	289,347	160,457	-	-
Silk Road Center North Block	絲路中心北地塊	160,808	101,767	-	-	-	-	-	160,808	126,946	25,179	-	-
Silk Road Center South Block	絲路中心南地塊	138,106	118,449	-	-	-	-	-	138,106	118,449	-	-	-
Chang'an Xi	招商華宇長安驛	63,626	54,108	-	-	-	-	-	63,626	54,108	-	-	-
Weiyang Xi	招商未央驛	112,359	92,213	-	-	-	-	-	112,359	92,213	-	-	-
Zhen Jing	招商華宇臻境	170,906	146,196	-	-	-	-	-	170,906	146,196	-	-	-
Xi'an Xu	西安序	158,971	154,421	-	-	-	-	-	158,971	154,421	-	-	-
Yonglianyuetu	雍蘭驛	226,883	212,188	-	-	-	-	-	-	-	-	226,883	212,188
Xi'an subtotal	西安合計	2,946,401	1,650,042	538,269	495,725	470,847	-	24,878	2,201,249	1,946,023	533,047	226,883	212,188
Total	總計	15,548,909	5,406,063	9,152,144	8,171,958	6,528,869	359,498	1,283,591	5,492,643	4,574,615	1,335,420	904,122	883,277

## BUSINESS REVIEW (continued)

### Property Development Business (continued)

Note: The following table shows the address, existing use, and actual or expected earliest full or phased completion date of the Group's property development projects as at 31 December 2021.

## 業務回顧(續)

### 房地產開發業務(續)

附註：下表顯示本集團於二零二一年十二月三十一日之房地產發展項目之地址、現有用途及實際或估計的最早之全期或分期落成日期。

Project 項目	Address	地址	Existing usage 現有用途	Actual/expected completion date (Year/Month) 實際/估計 落成日期 (年/月)
<b>Foshan 佛山</b>				
China Merchants Land Centre 招商置地中心	Western side of a planning road, eastern side of Guilan Road, northern side of a planning road, and southern side of Haiqi Road, A27 Block of Guicheng Street, Nanhai District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 南海區 桂城街道A27街區 一規劃道路西側， 桂瀾路東側， 一規劃道路北側與 海七路南側	Commercial 商業	November 2016 二零一六年十一月
China Merchants Xi'an 招商曦岸	South Jititang Road in the east to Foshan, 1st Ring in the west, from Tanzhou Water Channel in the south to Fochan Road in the north, Southern side of South Jinchang Road, Chencun Town, Shunde District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 順德區陳村鎮 金輞南路南側， 東至集體塘南路， 西至佛山一環， 南至潭州水道， 北至佛陳路	Residential and commercial 住宅及商業	January 2019 二零一九年一月
China Merchants Yuefu 招商悅府	Nan Jin Village Committee Lot, Sha Long Road, Jiujiang Town, Nanhai District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 南海區 九江鎮 沙龍路 南金村委會地段	Residential and commercial 住宅及商業	October 2019 二零一九年十月
China Merchants Yueyuan 招商樾園	Plot 1, the western side of Jianshe Yilu, Xinan Street, Sanshui District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 三水區 西南街道 建設一路西側地塊一	Residential and commercial 住宅及商業	January 2020 二零二零年一月
China Merchants Xiyuan 招商熙園	West of South Cangjiang Road, North of Sanjiang Road, Hecheng Street, Gaoming District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 高明區 荷城街道 滄江南路以西， 三江路以北	Residential and commercial 住宅及商業	June 2019 二零一九年六月
Time Merchants Tianxi 時代招商天禧	Taiping Industrial District Lot, Taiping Avenue, Dali Town, Nanhai District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 南海區 大瀝鎮 太平大道 太平工業區地段	Residential and commercial 住宅及商業	November 2020 二零二零年十一月

**BUSINESS REVIEW** (continued)

Property Development Business (continued)

**業務回顧**(續)

房地產開發業務(續)

Project 項目	Address	地址	Existing usage 現有用途	Actual/expected completion date (Year/Month) 實際/估計 落成日期 (年/月)
China Merchants Tianpufu 招商天璞府	Shuitou Industrial District Lot, Dali Town, Nanhai District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 南海區 大瀝鎮 水頭工業區地段	Residential and commercial 住宅及商業	July 2021 二零二一年七月
China Merchants Anzhitinglan 招商岸芷汀蘭	The northern side of Jiangwan 2nd Road, and western side of Wugang Road, Chancheng District, Foshan City, Guangdong Province, The PRC	中國 廣東省佛山市 禪城區 江灣二路北側、 霧崗路西側	Residential and commercial 住宅及商業	June 2020 二零二零年六月
<b>Guangzhou 廣州</b>				
Jinshan Valley 金山谷	Fei E Ling, Donghuan Street, Panyu District, Guangzhou City, Guangdong Province, The PRC	中國 廣東省 廣州市 番禺區 東環街 飛鵝嶺	Residential and commercial 住宅及商業	December 2020 二零二零年十二月
Huambo 萬博	Huambo Business District, Nancun Town, Panyu District, Guangzhou City, Guangdong Province, The PRC	中國 廣東省 廣州市 番禺區 南村鎮 萬博商務區	Commercial 商業	September 2016 二零一六年九月
China Merchants Yongjing Wan 招商雍景灣	The northern side of No. KS3-2 Gui Hua Road and eastern side of the northern extension lane of No. KS4-4 Road, Sino-Singapore Guangzhou Knowledge City Southern Start-up Area, The PRC	中國 中新廣州知識城南 起步區KS3-2號規劃路 以北，KS4-4號路北 延線以東	Residential and commercial 住宅及商業	July 2019 二零一九年七月
Guangzhou Tianju 廣州天鉅	Huang Shi West Road, Baiyun New Town, Guangzhou City, Guangdong Province, The PRC	中國 廣東省廣州市 白雲新城黃石西路	Residential 住宅	December 2021 二零二一年十二月

**BUSINESS REVIEW** (continued)

Property Development Business (continued)

**業務回顧** (續)

房地產開發業務(續)

Project 項目	Address	地址	Existing usage 現有用途	Actual/expected completion date (Year/Month) 實際/估計 落成日期 (年/月)
<b>Chongqing 重慶</b>				
Changjiahui 長嘉匯	Danzishi Nan'an District, Chongqing City, The PRC	中國 重慶市 南岸區彈子石	Residential and commercial 住宅及商業	August 2021 二零二一年八月
Evian River Bay 依雲江灣	Eastern side of Babin Road and northern side of Neihuan Expressway, Banan District, Chongqing City, The PRC	中國 重慶市 巴南區 巴濱路東側與 內環快速北側	Residential and commercial 住宅及商業	July 2021 二零二一年七月
Central Avenue 公園大道	Standard Sub-zone F, Lianglu Zone, Yubei District, Chongqing City, The PRC	中國 重慶市 渝北區 兩路組團 F標準分區	Residential and commercial 住宅及商業	August 2024 二零二四年八月
Jin Xing Hui Xiao Qu 錦星匯小區	Eastern side of Yu Ao Avenue and western side of Jian Bei Si Zhi Lu, Jiang Bei District, Chongqing City, The PRC	中國 重慶市 江北區 渝澳大道東側、 建北四支路西側	Residential and commercial 住宅及商業	July 2017 二零一七年七月
Yongjingcheng 雍璟城	Sub-zone J, Lianglu Zone, Liangjiang New District, Chongqing City, The PRC	中國 重慶市 兩江新區兩路組團 J分區	Residential and commercial 住宅及商業	March 2020 二零二零年三月
Yundi Xiao Qu 雲邸小區	Nanping Business Centre, Nan'an District, Chongqing City, The PRC	中國 重慶市 南岸區 南坪商圈	Residential and commercial 住宅及商業	September 2020 二零二零年九月
Main Urban Site 城市主場	Guanyin Bridge Business Centre, Jiang Bei District, Chongqing City, The PRC	中國 重慶市 江北區 觀音橋商圈	Residential and commercial 住宅及商業	December 2020 二零二零年十二月
Ideal City 理想城	Xiyong Area, Shapingba District, Chongqing City, The PRC	中國 重慶市 沙坪壩區 西永片區	Residential and commercial 住宅及商業	September 2021 二零二一年九月
Park Uptown 公園上城	Shuitu Town, Beibei District, Chongqing City, The PRC	中國 重慶市 北碚區 水土鎮	Residential and commercial 住宅及商業	June 2020 二零二零年六月

**BUSINESS REVIEW** (continued)

Property Development Business (continued)

**業務回顧**(續)

房地產開發業務(續)

Project 項目	Address	地址	Existing usage 現有用途	Actual/expected completion date (Year/Month) 實際/估計 落成日期 (年/月)
<b>Nanjing and Jurong 南京及句容</b>				
China Metchants International E City 招商國際E城	Eastern side of Baosi Road, southern side of Jingjiu Road, Baohua Town, Jurong City, Jiangsu Province, The PRC	中國 江蘇省句容市 寶華鎮寶四路東側 經九路南側	Commercial and residential 商業及住宅	September 2018 二零一八年九月
Evian Huafu 依雲華府	Western side of Jing 5th Road in phrase 2 Maigaoqiao Street, Qixia District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 棲霞區 邁皋橋街道經 五路二期西側	Residential and commercial 住宅及商業	November 2019 二零一九年十一月
The Orchid Ravine 依雲溪谷花園	East of Xing Huo Bei Lu and south of Yong Xin Lu, Pukou Gaoxin Zone, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 浦口高新區 星火北路以東 永新路以南	Residential and commercial 住宅及商業	September 2018 二零一八年九月
Century Taoyuan 桃園世紀	Gulou District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市鼓樓區	Residential and commercial 住宅及商業	August 2021 二零二一年八月
Dongwangfu 東望府	Junction between Hedong Road and Siwang Road, Qilin Street Jiuxiang, Jiangning District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 江寧區麒麟街道九鄉 河東路與四望路交匯	Residential and commercial 住宅及商業	August 2021 二零二一年八月
Xijiang Ruifu 西江瑞府	Xiangxian Road in the east to Yuanfen Road in the south to a planning road in the west to Zi Chuang Road in the north, 02 Land Parcel, north of Zi Chuang Road and east of Jiangpu Street and Puyun Road, Pukou District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市浦口區 江浦街道浦雲路以東、 紫創路以南02地塊、 東至象賢路、南至 園騰路、西至規劃 道路、北至紫創路	Residential and commercial 住宅及商業	March 2022 二零二二年三月
Ninglong Mingzhu 寧龍名築	a piece of land, east of Runqi Road and south of Tianhuan Road, Dongshan Street, Jiangning District, Gulou District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市鼓樓區 江寧區東山街道 潤麒路以東、天環路 以南地塊	Residential 住宅	June 2021 二零二一年六月
Nanjing Shuimu Yongrongfu 南京水沐雍榮府	a piece of land, eastern side of Bisheng Road, Xijiang Street, Qixia District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 棲霞區西崗街道 畢升路東側地塊	Residential 住宅	May 2022 二零二二年五月

**BUSINESS REVIEW** (continued)

Property Development Business (continued)

**業務回顧** (續)

房地產開發業務 (續)

Project 項目	Address	地址	Existing usage 現有用途	Actual/expected completion date (Year/Month) 實際/估計 落成日期 (年/月)
Yongningfu 雍寧府	Yushan Xi Road in the east to Jianshe Road in the south to an existing in the west to Guangdian Road in the north, Pujiang Street, Pukou District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 浦口區江浦街道 東至兩山西路， 南至建設路，西至 現狀，北至廣電路	Residential 住宅	October 2021 二零二一年十月
Yonglanyuefu 雍瀾悅府	East of Xinpu Road and south of Xinglong Road, Jiangbei New District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省南京市 江北新區新浦路以東， 興隆路以南	Residential 住宅	December 2021 二零二一年十二月
Zijin Intelligence Valley 紫金智谷	East to Tianma Road, South to Benma Road, West to Xianlin Avenue, and North to the current industrial park, Qixia District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省 南京市棲霞區 東至天馬路， 南至奔馬路， 西至仙林大道， 北至現狀產業園	Residential 住宅	December 2021 二零二一年十二月
China Merchants Centre · Zhenjing 招商局中心·臻境	a piece of land, north of Danxia Road and east of Hengjia Road, Hongshan Street, Xuanwu District, Nanjing City, Jiangsu Province, The PRC	中國 江蘇省 南京市 玄武區 紅山街道 丹霞路以北， 恆嘉路以東地塊	Residential and commercial 住宅及商業	March 2025 二零二五年三月
<b>Xi'an (西安)</b>				
Evian Qujiang 依雲曲江	South of Jinyang Road, east of Xinkaimen South Road, north of Chuangyi Avenue and, west of Xikang Highway, West Fudao, Qujiang New District, Xi'an City Shaanxi Province, The PRC	中國 陝西省西安市 曲江新區 金羊路以南 新開門南路以東 創意大道以北 西康高速西輔道以西	Residential and commercial 住宅及商業	December 2019 二零一九年十二月
Zhenganfu 臻觀府	Northeast of the junction between Tiangu 1st Road and Yunshui 1st Road, Gaoxin Zone, Xi'an,	西安高新區 天穀一路和 雲水一路十字東北角	Residential and commercial 住宅及商業	December 2020 二零二零年十二月
China Merchants Main Urban Site 招商城市主場	South of freight line and east of west Gangwu Road, Xi'an International Port District	西安國際港務區 貨運線以南 港務西路以東	Residential and commercial 住宅及商業	December 2021 二零二一年十二月
Xi'an Merchants Silk Road Center 西安招商絲路中心	South of freight line and east of west Gangwu Road, Xi'an International Port District	西安國際港務區 貨運線以南 港務西路以東	Commercial 商業	March 2023 二零二三年三月
Chang'an Xi 長安壹	South of Hangteng Road, east of Hangxin Road, north of Hangfei Road and west of planning road, Xi'an Space Base, Xi'an City, Shaanxi Province, The PRC	中國陝西省西安市 西安航天基地航騰路以 南，航新路以東， 航飛路以北，規劃路以西	Residential and commercial 住宅及商業	December 2022 二零二二年十二月
Weiyang Xi 未央壹	South of Qiyuan Yi Road and west of Guangyuntan Avenue, Xi'an City, Shaanxi Province, The PRC	中國陝西省 西安市啟源一路以南， 廣運潭大道以西	Residential and commercial 住宅及商業	September 2022 二零二二年九月
Zhen Jing 臻境	Northeast of the intersection of Wei Er Shi Liu Road and Xitai Road, Hi-tech Zone, Xi'an City, Shaanxi Province, The PRC	中國 陝西省西安市高新區 緯二十六路與西太路 交匯處東北角	Residential 住宅	June 2023 二零二三年六月

**BUSINESS REVIEW** (continued)

Property Development Business (continued)

**Newly Acquired Land Bank**

The newly acquired lands over which the Group has a majority control for the year ended 31 December 2021 are as follows:

**業務回顧**(續)

房地產開發業務(續)

**新增土地儲備**

截至二零二一年十二月三十一日止年度，本集團新收購且擁有主要控制權之土地如下：

Projects	項目	Total land consideration 土地總價 (RMB million) (人民幣百萬元)	Total site area 總佔地面積 (sq.m.) (平方米)	Total permissible area 總計容面積 (sq.m.) (平方米)	Average land premium 平均地價 (RMB/sq.m.) (人民幣元/平方米)
Dongfeng Chemical Plot, Huangpu District, Guangzhou	廣州黃埔東 風化工地塊	1,943	28,317	84,297	23,049
North of Shagongbaoyong, Qingsheng Hub Block, Nansha District, Guangzhou	廣州市南沙區 慶盛樞紐區塊沙公堡 湧北側地塊	4,131	59,907	228,126	18,108
No. 2021G24 Plot, Xuanwu District, Nanjing	南京玄武區2021G24地塊	8,890	214,519	475,537	18,695
No. 2021G26 Plot, Jiangxinzhou Road, Jianye District, Nanjing	南京市建鄴區 江心洲2021G26地塊	3,790	44,750	125,301	30,247
No. CB2-2-227 Plot, Chanba District, Xi'an	西安灤灩區CB2-2-227地塊	1,955	53,811	107,602	18,169
No. XXQH-WB05-40 Plot, Qinghan New Town, Xixian New District, Xi'an	西安市西咸新區秦漢新城 XXQH-WB05-40地塊	1,444	62,712	156,780	9,210
No. AH Plot, Xiyong Zone, Shapingba District, Chongqing	重慶市沙坪壩區 西永組團AH地塊	3,250	186,552	310,711	10,460
No. K08 Plot, Dayangshi, Jiulongpo District, Chongqing	重慶市九龍坡區 大楊石K08地塊	325	12,825	25,650	12,671
No. AH09 Plot, Xiyong Zone, Shapingba District, Chongqing	重慶市沙坪壩區 西永組團AH09地塊	2,005	180,219	362,703	5,528



## BUSINESS REVIEW *(continued)*

### Property Development Business *(continued)*

#### Foshan

In 2021, contracted sales amount in Foshan was approximately RMB2,403 million and contracted sales area was 164,262 sq.m. As at 31 December 2021, total GFA of the Group's projects in Foshan reached 1,611,946 sq.m. and the saleable GFA in the future will amount to 499,869 sq.m..

In 2021, contracted sales projects of the Group (together with its associates and joint ventures) in Foshan mainly comprised of China Merchants Xi'an (招商曦岸):

#### *Introduction of China Merchants Xi'an Project*

Located in the northern part of Shunde, Foshan China Merchants Xi'an is situated at the bridgehead of Guangzhou-Foshan border, and enjoys a 1.1 million sq.m. landscape along Binjiang Hua'an in Chencun. The location of the project enjoys a comprehensive "six vertical and four horizontal" transportation network, with 30-minute access to Chancheng district and Guicheng district of Foshan, Panyu of Guangzhou and the center district of Guangzhou. The project covers a site area of approximately 69,000 sq.m. with a GFA of approximately 230,000 sq.m.. Meanwhile, the project has created a distinctive phoenix-theme garden and is surrounded by scenery.

## 業務回顧 *(續)*

### 房地產開發業務 *(續)*

#### 佛山

二零二一年，佛山之合同銷售金額約為人民幣2,403百萬元，合同銷售面積為164,262平方米。於二零二一年十二月三十一日，本集團於佛山市的項目總建築面積達1,611,946平方米，未來可售建築面積為將達499,869平方米。

二零二一年，本集團連同其聯營公司及合營公司在佛山進行的合約銷售項目主要包括招商曦岸：

#### *招商曦岸項目簡介*

佛山招商曦岸位於順德北部片區，地處廣佛交界的橋頭堡，坐享陳村110萬平方米濱江花岸景觀帶。項目所在區域規劃有完善的「六縱四橫」交通網路配套，30分鐘暢通佛山禪桂、廣州番禺以及廣州中心城區。項目佔地約6.9萬平方米，總建築面積約23萬平方米，極具特色的鳳凰主題園林，步步皆景。



Computerised photos  
效果圖

## BUSINESS REVIEW (continued)

### Property Development Business (continued)

#### Guangzhou

In 2021, contracted sales amount in Guangzhou was approximately RMB8,712 million and contracted sales area was 256,844 sq.m.. As of 31 December 2021, total GFA of the Group's projects in Guangzhou reached 2,454,064 sq.m. and the saleable GFA in the future will amount to 381,061 sq.m..

In 2021, contracted sales projects of the Group (together with its associates and joint ventures) in Guangzhou mainly comprised of Guangzhou Haizhu Tianjun (廣州海珠天瑒):

#### Introduction of Guangzhou Haizhu Tianjun (廣州海珠天瑒)

The project is located in the Pazhou area of Haizhu District, an important part of Guangzhou's CBD, adjacent to the Guangzhou International Convention and Exhibition Center and looking towards the north bank of the Pearl River. The project is only one river away from Guangzhou International Finance City. The project covers an area of 17,382 square meters, with a total construction area of 91,131 square meters, floor area ratio of about 5.9, planning to build four high-rise residential buildings and one high-end apartments, and supporting a kindergarten.

Project for the extension of Guangzhou Metro Line 8 Fengpu Park Station, close to the planned Pazhou terminal traffic hub, through the Newport West Road, Dongpu Bridge, under construction Pazhou fish tunnel and other convenient connections to the Pazhou e-commerce headquarters area, Tianhe Zhujiang New City and the International Finance City CBD. Living facilities, within a straight line 3 kilometers, include comprehensive shopping centers, provincial and municipal primary and secondary schools and international schools, tertiary hospitals and other high-grade Supporting facilities, at the same time, enjoy 1100 hectares of Haizhu National Wetland Park, Huangpu ancient port site recreation area, the Pearl River ecological landscape resources. Comprehensive supporting conditions are very outstanding.



Computerised photos  
效果圖

## 業務回顧(續)

### 房地產開發業務(續)

#### 廣州

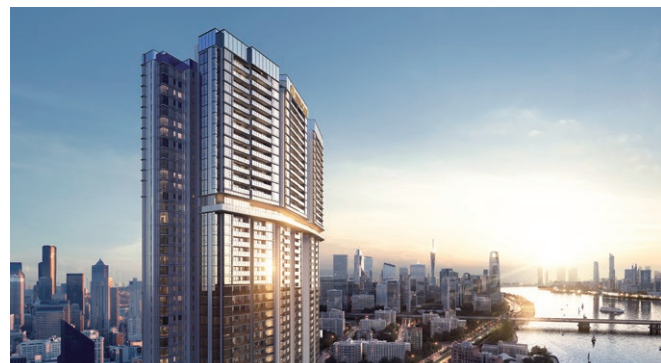
二零二一年，廣州之合同銷售金額約為人民幣8,712百萬元，合同銷售面積為256,844平方米。截至二零二一年十二月三十一日，本集團於廣州市的項目總建築面積達2,454,064平方米，未來可售建築面積將為381,061平方米。

二零二一年，本集團連同其聯營公司及合營公司於廣州進行的合約銷售項目主要包括廣州海珠天瑒：

#### 廣州海珠天瑒項目簡介

項目地處廣州市CBD的重要組成部分：海珠區琶洲板塊，毗鄰廣交會國際會展中心，面向珠江北岸，與廣州國際金融城僅一江之隔。項目佔地面積17,382平方米，總建築面積91,131平方米，容積率約5.9，規劃建築4棟高層住宅、1棟高端公寓、配套一所幼兒園。

項目為廣州地鐵8號線延長線鳳浦公園站上蓋，臨近規劃中的琶洲航空樞紐交通樞紐，通過新港西路、東圃大橋、在建的琶洲魚隧道等便捷連通琶洲電商總部區、天河珠江新城與國際金融城CBD。生活配套方面，直線3公里範圍內包括綜合購物中心、省市一級中小學及國際學校、三甲醫院等高等級配套，同時，享1,100公頃海珠國家濕地公園、黃埔古港遺址休閒區、珠江生態景觀資源，綜合配套條件非常突出。



## BUSINESS REVIEW *(continued)*

### Property Development Business *(continued)*

#### Chongqing

In 2021, contracted sales amount in Chongqing was approximately RMB8,454 million and contracted sales area was 601,186 sq.m.. As of 31 December 2021, total GFA of the Group's projects in Chongqing reached 5,261,412 sq.m. and the saleable GFA in the future will amount to 2,314,123 sq.m..

In 2021, contracted sales projects of the Group (together with its associates and joint ventures) in Chongqing comprised of Chongqing Central Avenue:

#### *Introduction of Chongqing Central Avenue Project*

Chongqing Central Avenue is located in the Central Park CBD of Yubei District, Chongqing, occupying the east golden area of the Central Park and enjoying the first completed infrastructure in the area. Also, it closes to 6 horizontal and 7 vertical and 2 rings of traffic road network, seamlessly connecting with various places of Chongqing. The project is surrounded and supported by well-developed living facilities and excellent education institutes.

## 業務回顧 *(續)*

### 房地產開發業務 *(續)*

#### 重慶

二零二一年，重慶之合同銷售金額約為人民幣8,454百萬元，合同銷售面積為601,186平方米。截至二零二一年十二月三十一日，本集團於重慶市的項目總建築面積達5,261,412平方米，未來可售建築面積將為2,314,123平方米。

二零二一年，本集團連同其聯營公司及合營公司於重慶進行的合約銷售項目包括重慶公園大道：

#### *重慶公園大道項目簡介*

重慶公園大道位於重慶渝北區中央公園CBD，佔據中央公園東黃金地帶，享受區域內率先成熟板塊，同時毗鄰6橫7縱2環立體交通路網，與重慶各版塊無縫連接。項目周邊配套成熟，教育資源優渥。



Computerised photos  
效果圖

## BUSINESS REVIEW (continued)

### Property Development Business (continued)

#### Nanjing and Jurong of Zhenjiang

In 2021, contracted sales amount in Nanjing and Jurong of Zhenjiang was approximately RMB27,990 million and contracted sales area was 882,466 sq.m.. As of 31 December 2021, total GFA of the Group's projects in Nanjing and Jurong reached 3,255,086 sq.m. and the saleable GFA in the future will amount to 560,968 sq.m..

In 2021, contracted sales projects of the Group (together with its associates and joint ventures) in Nanjing and Jurong of Zhenjiang comprised of Nanjing Zhongshan Peak View 南京鐘山峰景:

#### Nanjing Zhongshan Peak View

The project is located in Qinhuai District, Nanjing, with a total gross floor area of 231,700 square meters, at the intersection of Guanghua Road and Youyihe Road, near Metro Line 2, looking north to Zijinshan Mountain, west to Yueya Lake, and south to Qinhuai River, which is the origin of Nanjing's orthodox luxury residential properties, with complete commercial, educational and transportation facilities in the vicinity. The product type includes 18-storey small high-rise, with two staircases and two households on each floor and no connecting corridors from north to south, offering floor plans of about 118, 128, 143 and 170 sq.m..

## 業務回顧(續)

### 房地產開發業務(續)

#### 南京及鎮江句容

二零二一年，南京及鎮江句容之合同銷售金額約為人民幣27,990百萬元，合同銷售面積為882,466平方米。截至二零二一年十二月三十一日，本集團於南京市及句容市的項目總建築面積達3,255,086平方米，未來可售建築面積將為560,968平方米。

二零二一年，本集團連同其聯營公司及合營公司在南京及鎮江句容進行的合約銷售項目包括南京鐘山峰景：

#### 南京鐘山峰景

項目總建築面積23.17萬平方米，位於南京市秦淮區光華路與友誼河路交匯處，臨近地鐵2號線，北望紫金山，西望月牙湖，南望秦淮河，是南京正統豪宅的發源地，周邊商業、教育、交通配套齊全。產品類型為18層小高層，每層兩梯兩戶，南北無連廊，戶型面積約為118、128、143及170平方米。



Computerised photos  
效果圖

## BUSINESS REVIEW (continued)

### Property Development Business (continued)

#### Xi'an

In 2021, contracted sales amount in Xi'an was approximately RMB7,613 million and contracted sales area was 486,430 sq.m.. As at 31 December 2021, total GFA of the Group's projects in Xi'an reached 2,966,401 sq.m. and the saleable GFA in the future will amount to 1,650,042 sq.m..

In 2021, contracted sales projects of the Group (together with its associates and joint ventures) in Xi'an comprised of Xi'an International Trade & Logistics Park Project 西安國際港務區項目:

#### Introduction of Xi'an International Trade & Logistics Park Project 西安國際港務區項目

The Xi'an Port District project is located in the delta of the Ba river and Wei river in the northeast of the main city of Xi'an. It covers a total area of more than 580 mu and is located in the area around the Olympic Sports Center project in the International Port Area, and is a large-scale urban integrated development project integrating offices, hotels, commercial districts, apartments and residential properties.

Among them, residential and other businesses occupy an area of 500 mu, which will create an ecological and comfortable high-quality living community. The buildings include cover high-rise and small high-rise, stores and parking spaces, with 2-4 rooms as the main household type. The commercial sector covers an area of about 80 mu and will build a landmark high-rise building, which will be integrated with the Olympic Sports Center project to create a new image of a free and fashionable, ecologically vibrant regional gateway. The building include apartments, office buildings, hotels and businesses.



Computerised photos  
效果圖

## 業務回顧(續)

### 房地產開發業務(續)

#### 西安

二零二一年，西安的合同銷售額約為人民幣7,613百萬元，而合同銷售面積為486,430平方米。於二零二一年十二月三十一日，本集團在西安的項目總建築面積達到2,966,401平方米，而未來可售建築面積將為1,650,042平方米。

二零二一年，本集團連同其聯營公司及合營公司於西安進行的合約銷售項目包括西安國際港務區項目：

#### 西安國際港務區項目簡介

西安港務區項目位於西安主城區東北部灞河與渭河三角洲。總佔地面積超過580畝，位於國際港務區奧體中心項目周邊區域，是集辦公、酒店、商業街區、公寓、住宅多業態為一體的大型城市綜合開發項目。

其中，住宅等業態佔地500畝，將打造生態、舒適的高品質生活社區。建築物涵蓋高層、小高層，商舖和車位，以2-4室為主打戶型。商業佔地面積約80畝，將建設地標性超高層建築，與奧體中心項目融合呼應，共同構造自由時尚、生態活力的區域門戶新形象。建築物涵蓋公寓、辦公樓、酒店及商業。



## BUSINESS REVIEW (continued)

### Asset Management Business

Upon the listing of the China Merchants Commercial Real Estate Investment Trust ("CMC REIT") on the Main Board of the Stock Exchange of Hong Kong Limited on 10 December 2019, the Company has commenced its REIT management business through China Merchants Land Asset Management Co., Limited, a wholly-owned subsidiary of the Company and the REIT manager of the CMC REIT. During the year ended 31 December 2021, the Group recorded asset management services income of approximately RMB18,934,000 (2020: RMB18,074,000).

## PROSPECTS AND OUTLOOK

China's economy is still facing new challenges and downward pressure due to increased instability and uncertainties in the domestic and international environment including the COVID-19 epidemic, Federal reserve rates in the United States and Russia-Ukraine relations, and it is expected that China's economy will continue to recover steadily mostly in 2022. Monetary policy may continue to make efforts to stabilize the economy, strengthen support for stable employment, finance and foreign trade, and maintain stable growth in total monetary credit.

It is expected that the general tone of the real estate industry "houses are for living not for speculation" regulation will remain unchanged, financial supervision will not be relaxed. The policies such as "three red lines" for enterprises, "two red lines" for banks and "two concentrations" for land will continue to be implemented. According to the "Medium and Long-term Development Dynamic Model of China's Real Estate Industry", China's real estate market will maintain a stable development trend in 2022, with sales area and new construction area expected to decline, while average sales price and investment growth rate will run steadily.

## 業務回顧(續)

### 資產管理業務

招商局商業房地產投資信託基金(「招商局房託基金」)於二零一九年十二月十日在香港聯合交易所有限公司主板上市後，本公司通過招商局置地資產有限公司(本公司全資附屬公司及招商局房託基金的房託基金管理人)開展其房地產投資信託管理業務。截至二零二一年十二月三十一日止年度，本集團錄得資產管理服務收入約人民幣18,934,000元(二零二零年：人民幣18,074,000元)。

## 前景展望

由於國內外環境包括新冠疫情、美聯儲息率及俄烏關係等不穩定不確定因素增多，中國經濟仍面臨新的挑戰和下行壓力，預計二零二二年中國經濟將延續穩步恢復態勢居多。貨幣政策或將持續發力穩經濟，強化對穩定就業、金融、外貿等方面的支持力度，貨幣信貸總量保持穩定增長。

預期房地產行業「房住不炒」調控總基調將保持不變，金融監管力度不會放鬆，企業端「三道紅線」、銀行端「兩條紅線」、土地「兩集中」等政策仍將繼續執行。按「中國房地產業中長期發展動態模型」測算，二零二二年中國房地產市場將保持平穩發展勢態，預期銷售面積和新開工面積回落，銷售均價和投資增速則平穩運行。

## PROSPECTS AND OUTLOOK (continued)

The Group will adhere to the spirit of “continuous innovative and in-depth urban development”. In response to the rhythm of market changes, we will seize market opportunities in the process of industry adjustment to ensure stable business development. At the same time, we will strictly control our financial resources, enhance the efficiency of capital utilization and ensure the safety of cash flow. The Group will continue its prudent investment strategy, focusing on mainstream core cities, complemented by a high level of product and service strength to enhance brand competitiveness. At a time of industry restructuring, the Group will make full use of its advantages as a state-owned enterprise. In addition, the Group will continue to explore the potential of quality businesses in Hong Kong and overseas, actively focus on investment opportunities in Hong Kong and overseas regions, increase its participation in quality property development in Hong Kong, strengthen the Group’s existing investment businesses in Hong Kong and create value for shareholders.

## NON-COMPETITION DEED

To minimise actual and potential competition, the Group and China Merchants Property Development Co., Ltd.\* (招商局地產控股股份有限公司) (“CMPD”) (a company later merged with CMSK (as defined below) in December 2015) entered into a non-competition deed on 19 June 2013 as amended and supplemented on 4 October 2013 (the “Non-Competition Deed”). On 30 December 2015, the Company, CMPD and China Merchants Shekou Industrial Zone Holdings Co., Ltd. (招商局蛇口工業區控股股份有限公司) (“CMSK”) <sup>Note 1</sup> had entered into a deed of amendment and novation, pursuant to which all the obligations, undertakings, interests and benefits of CMPD under the Non-Competition Deed were novated to and undertaken by CMSK in replacement of CMPD as if CMSK has been a party to the Non-Competition Deed in substitution of CMPD with effective from 30 December 2015. Other than that, all the other terms of the Non-Competition Deed shall remain unchanged <sup>Note 2</sup>. On 17 December 2018, the Company and CMSK entered into an amended and restated non-competition deed which supersede and replace in its entirety the Non-Competition Deed (the “Amended and Restated Non-Competition Deed”), and subsequently entered into a re-amended and restated non-competition deed (the “Re-Amended and Restated Non-Competition Deed”) on 21 October 2019, which supersede and replace in its entirety the Amended and Restated Non-Competition Deed.

### Notes:

1. According to the announcements published by CMSK and CMPD on the Shenzhen Stock Exchange, on 30 December 2015, CMSK and CMPD had completed the major asset restructuring and integration exercise pursuant to which, among other things, all assets, liabilities, businesses, employees, contracts and all other rights and obligations of CMPD have been taken up and assumed by CMSK in replacement of CMPD, CMPD was delisted from the Shenzhen Stock Exchange and the shares of CMSK became listed on the Shenzhen Stock Exchange, all with effect from 30 December 2015.
2. In the above paragraph under the heading of “Non-competition Deed”, for the avoidance of doubt, references to CMSK should be construed as referring to CMPD in the context of any time before 30 December 2015.

## 前景展望(續)

本集團將秉承「持續深耕，創新發展」的精神，因應市場變化的節奏，於行業調整的過程中，把握市場機遇，開拓業務穩定發展。同時，嚴格把控財政資源，提升資金運用效率，確保現金流安全。本集團將繼續穩健的投資策略，聚焦主流核心城市，輔以高水平的產品力和服務力，提高品牌競爭力。在行業調整之時，充份發揮央企優勢。此外，本集團將持續發掘香港及海外優質業務的潛力，積極關注在香港及海外地區的投資機會，加大在香港參與優質物業發展的力度，做強公司已有的在港存量業務，為股東們創造價值。

## 不競爭契據

為最小化實際及潛在競爭，本集團與招商局地產控股股份有限公司(「招商地產」)(其後於二零一五年十二月與招商蛇口(定義見下文)合併的一家公司)於二零一三年六月十九日訂立不競爭契據(於二零一三年十月四日經修訂及補充)(「不競爭契據」)。於二零一五年十二月三十日，本公司、招商地產及招商局蛇口工業區控股股份有限公司(「招商蛇口」)<sup>附註1</sup>訂立一項修訂及更替契據，據此，招商地產於不競爭契據項下所有責任、承諾、權益及利益將更替予招商蛇口並由招商蛇口代替招商地產承擔，猶如招商蛇口一直為代替招商地產之不競爭契據之訂約方，自二零一五年十二月三十日起生效。除此以外，不競爭契據之所有其他條款維持不變<sup>附註2</sup>。於二零一八年十二月十七日，本公司與招商蛇口訂立一項經修訂及重列之不競爭契據，其取代及代替整份不競爭契據(「經修訂及重列之不競爭契據」)，並已於其後在二零一九年十月二十一日訂立經重新修訂及重列之不競爭契據(「經重新修訂及重列之不競爭契據」)，以取代及更換整份經修訂及重列之不競爭契據。

### 附註：

1. 根據招商蛇口及招商地產在深圳證券交易所刊發之公告，於二零一五年十二月三十日，招商蛇口與招商地產完成重大資產重組及整合，據此(其中包括)招商地產所有資產、負債、業務、僱員、合約及所有其他權利及義務已經由招商蛇口代替招商地產接收及承擔。招商地產終止於深圳證券交易所上市，而招商蛇口股份於深圳證券交易所上市，均自二零一五年十二月三十日起生效。
2. 為避免疑問，在上文「不競爭契據」一段中，對招商蛇口之提述於二零一五年十二月三十日前任何時間內應視為對招商地產之提述。

## NON-COMPETITION DEED *(continued)*

Pursuant to the Amended and Restated Non-Competition Deed, (i) CMSK and its subsidiaries (excluding the Group) (“CMSK Group”) will not compete with the Group in the cities of Foshan, Guangzhou, Nanjing, and Jurong (the “Four CML Cities”) except for certain operation transitional assets (“Operation Transitional Assets”) located in Foshan which would be retained by CMSK Group but managed by the Group under certain operation agreement entered into between the Group and CMSK; (ii) with respect to Chongqing and Xi’an, the Company is considering to cease to conduct Property Business (other than participating in property-related investments on a minority basis across the PRC (the “Non-Controlling Investment Arrangement”)) in and exit from such two cities in due course, depending on the results of an annual review process; (iii) CMSK Group will not compete with the Group in the cities of Chongqing and Xi’an unless the Group ceases to conduct Property Business (other than the Non-Controlling Investment Arrangement) in such city; (iv) the Group will not compete with CMSK in 46 other cities in the PRC (“CMSK Cities”) except the Group will have the rights to participate in the Non-Controlling Investment Arrangement across the PRC (including the CMSK Cities); (v) the Group will also be entitled to conduct the Asset Management Business for office premises in Beijing and Shanghai exclusively, subject to the duly transfer of all equity interest of CMSK Group in Asset Management Business for office premises in Beijing and Shanghai to the Group (the “Proposed Transfer I”); and (vi) the Company will no longer have the perpetual right of first refusal to conduct Property Business (the “Right of First Refusal”) for other cities in the PRC in which neither the Group nor the CMSK Group has an Property Business as at the date of the Non-Competition Deed (“Unoccupied Cities”).

## 不競爭契據<sub>(續)</sub>

根據經修訂及重列之不競爭契據，(i)招商蛇口及其附屬公司(不包括本集團)(「招商蛇口集團」)不會與本集團在佛山、廣州、南京及句容(「四個招商局置地城市」)競爭，惟位於佛山之若干管理過渡資產(「管理過渡資產」)除外，該等資產將由招商蛇口集團保留，但由本集團根據本集團與招商蛇口訂立之若干運營協議管理；(ii)就重慶及西安而言，視乎年度審閱程序之結果，本公司正考慮終止進行房地產業務(按少數基準參與中國之房地產相關投資(「非控股投資安排」)除外)並將適時退出該兩個城市；(iii)招商蛇口集團不會於重慶及西安與本集團競爭，除非本集團不再於該等城市進行房地產業務(非控股投資安排除外)；(iv)本集團將不會與招商蛇口於中國46個其他城市(「招商蛇口城市」)競爭，惟本集團將有權參與中國(包括招商蛇口城市)之非控股投資安排；(v)待招商蛇口集團將位於北京及上海辦公室物業的資產管理業務之全部股權正式轉讓予本集團(「第一項建議轉讓」)後，本集團亦將有權就位於北京及上海之辦公室物業獨家進行資產管理業務；及(vi)本公司將不再擁有於中國其他城市展開房地產業務的永久優先選擇權(「優先選擇權」)，即本集團或招商蛇口集團於不競爭契據日期並無進行房地產業務的其他中國城市(「未涉足城市」)。



## NON-COMPETITION DEED *(continued)*

Pursuant to the Re-Amended and Restated Non-Competition Deed, the Group will have the rights to participate in the REIT Management Business for REITs with underlying properties permitted to be situated in or come from all over the PRC on an exclusive basis. In return, the Company (by itself or through its subsidiaries) are entitled to receive cash and/or units in the REITs. Other than the inclusion of the REIT Management Business and the updates to the terms with respect to the Asset Management Business for Office Premises in Beijing and Shanghai in order to reflect the situation at the time of the completion of the Proposed Transfer I, the other terms with respect to the (a) Non-Controlling Investment Arrangement; (b) Asset Management Business for Office Premises in Four CML Cities, Xi'an and Chongqing plus Beijing and Shanghai; and (c) Property Business of the Re-Amended and Restated Non-Competition Deed remain unchanged compared to the Amended and Restated Non-Competition Deed.

For details of the Non-Competition Deed and Operation Transitional Assets, please refer to the section headed "Relationship with the Controlling Shareholders" in the circular of the Company dated 10 October 2013.

For details of the Amended and Restated Non-Competition Deed, the Four CML Cities, Property Business, Non-Controlling Investment Arrangement, the CMSK Cities, Asset Management Business, the Proposed Transfer I, the Right of First Refusal and the Unoccupied Cities, please refer to the circular of the Company dated 10 January 2019.

For the details of the Re-Amended and Restated Non-Competition Deed, REIT Management Business and REITs, please refer to the circular of the Company dated 21 October 2019.

## 不競爭契據(續)

根據經重新修訂及重列之不競爭契據，本集團將有權獨家參與房地產投資信託基金之房地產投資信託管理業務，而獲允許的相關物業均位於或來自中國各地。本公司(以其本身或透過其附屬公司)有權收取現金及/或房地產投資信託基金單位作為回報。除納入房地產投資信託管理業務及更新有關北京及上海辦公室物業之資產管理業務之條款以反映第一項建議轉讓完成時之狀況外，與經修訂及重列之不競爭契據相比，經重新修訂及重列之不競爭契據有關(a)非控股投資安排；(b)四個招商局置地城市及西安和重慶，以及北京及上海辦公室物業之資產管理業務；及(c)房地產業務之其他條款維持不變。

請參閱本公司日期為二零一三年十月十日的通函內「與控股股東的關係」一節，以了解不競爭契據及管理過渡資產的詳情。

請參閱本公司日期為二零一九年一月十日的通函，以了解經修訂及重列之不競爭契據、四個招商局置地城市、房地產業務、非控股投資安排、招商蛇口城市、資產管理業務、第一項建議轉讓、優先選擇權及未涉足城市的詳情。

請參閱本公司日期為二零一九年十月二十一日的通函，以了解經重新修訂及重列之不競爭契據、房地產投資信託管理業務及房地產投資信託基金的詳情。

### NON-COMPETITION DEED *(continued)*

The independent board committee comprising all the independent non-executive Directors of the Company, had (i) reviewed the reports prepared by the Company's management containing latest information on the respective property projects portfolios of CMSK Group and the Group; (ii) carried out a review on the implementation of and compliance with Re-Amended and Restated Non-Competition Deed by CMSK Group and the Group during the year ended 31 December 2021; and (iii) confirmed that the terms of the Re-Amended and Restated Non-Competition Deed had been complied with by CMSK Group and the Group during the year ended 31 December 2021.

The Group will continue to operate its traditional property development business in Guangzhou, Foshan, Nanjing, Jurong, Chongqing and Xi'an. Upon the annual review of the portfolio of the Group's Property Business for the year ended 31 December 2021, taking into account the financial resources available to the Group at the relevant time and the relevant market conditions, the Group decides to continue its Property Business in Chongqing and Xi'an for the time being.

### 不競爭契據<sub>(續)</sub>

由本公司全體獨立非執行董事組成的獨立董事委員會已(i)審閱本公司管理層編製之報告，當中載有招商蛇口集團及本集團相關物業項目組合的最新資料；(ii)就招商蛇口集團及本集團於截至二零二一年十二月三十一日止年度執行及遵守經重新修訂及重列之不競爭契據之情況進行審閱；及(iii)確認招商蛇口集團及本集團於截至二零二一年十二月三十一日止年度遵守經重新修訂及重列之不競爭契據之條款。

本集團將繼續於廣州、佛山、南京、句容、重慶及西安經營其傳統房地產開發業務。於對本集團截至二零二一年十二月三十一日止年度的房地產業務組合進行年度審閱後以及經計及本集團於相關時間可得的財務資源及相關市場狀況，本集團決定繼續於重慶及西安進行其房地產業務。

## FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

The Group had no plans authorised by the Board for material investments or additions of capital assets as at the date of this Report.

## EMPLOYEE REMUNERATION AND RELATIONS

The Group remunerates the employees by reference to their qualifications, experience, responsibilities, length of service, working performance, profitability of the Group and current market conditions.

As at 31 December 2021, the Group had 962 (2020: 814) employees in the PRC and Hong Kong.

A share option scheme was adopted at the annual general meeting of the Company held on 27 September 2011 (the "2011 Share Option Scheme") for the purpose of providing incentives and rewards to eligible participants who have contributed to the success of the Group's operations. No grants under the 2011 Share Option Scheme were made during the year ended 31 December 2021.

## 重大投資及資本資產的未來計劃

於本報告日期，本集團並無獲董事會授權進行重大投資或增加資本資產的計劃。

## 僱員薪酬及僱員關係

本集團乃根據員工之資歷、經驗、職責、服務年期、工作表現、本集團之盈利及現時市況釐定員工薪酬。

於二零二一年十二月三十一日，本集團在中國及香港僱用962名(二零二零年：814名)員工。

本公司於二零一一年九月二十七日舉行之股東週年大會上採納購股權計劃(「二零一一年購股權計劃」)，旨在向曾對本集團業務成就作出貢獻之合資格參與人士提供獎勵及獎賞。截至二零二一年十二月三十一日止年度，並無根據二零一一年購股權計劃授出購股權。

# ENVIRONMENTAL POLICIES AND PERFORMANCE

## 環境政策及表現

This report covers the environmental policies and performance of the Company during the year ended 31 December 2021. The Environmental, Social and Corporate Governance Report prepared in accordance with Appendix 27 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the "Stock Exchange") will be published on the websites of the Company and the Stock Exchange in due course.

### GREEN CONSTRUCTION

We have combined the community and environment requirements into the construction process and conducted investigations in depth with our cooperative partners to improve construction management and innovate construction technology. We would consider using materials available from the neighborhood as much as possible and to reduce the consumption of materials, energy and water in the course of construction for creating a clear, clean, comfortable and safe construction environment. Besides, we also launched a "Harmonious Neighborhood Scheme" to extensively collect the opinions from the residents who live nearby with an aim to doing our best to reduce the effects of construction works on the surrounding natural, cultural and social environments.

### GREEN OFFICE

We have formulated the "Green action guide for employee" to strengthen the daily management of energy saving and emission reduction and carry out the education in every corner and to every employee, making the idea of green development deeply rooted in their mind to develop the habits of saving energy, water, papers, oil and gas.

### CO-OPERATION WITH INTERNATIONAL ORGANISATIONS

We build up close ties and co-operative connections with international organisations like UNEP, UNEP-SBCI, UNEP GI-REC, WWF to combine each other's edges to promote the sustainable development.

本報告涵蓋截至二零二一年十二月三十一日止年度本公司之環境政策及表現。根據香港聯合交易所有限公司(「聯交所」)證券上市規則附錄27所編製之環境、社會及企業管治報告將適時於本公司及聯交所網站刊載。

### 綠色施工

我們將社區和環境要求融入施工過程，還會同合作單位深入研究，加強施工管理、創新施工技術，盡可能考慮就近取材，減少施工過程中的物耗、能耗與水耗，營造乾淨、整潔、舒適、安全的施工環境，並推廣「睦鄰計畫」廣泛收集周邊居民意見，努力降低施工對周邊自然環境、人文環境、社會環境造成的影響。

### 綠色辦公

我們制定《員工綠色行為指引》，從細節入手加強節能減排日常管理，並將宣傳教育延伸到每個角落和每名員工，促進綠色發展理念深植員工心中，形成自覺節電、節水、節紙、節油、節氣的習慣。

### 與國際機構合作

我們與聯合國環境規劃署(UNEP)、可持續建築與氣候促進會(UNEP-SBCI)、資源節約型城市全球促進會(UNEP GI-REC)、世界自然基金會(WWF)等國際機構建立密切的聯繫與合作關係，整合優勢資源推動可持續發展。

## SAFE AND CIVILISED CONSTRUCTION

The Company has set up a Safety Management Committee. Each project has established its own safety management team to proactively promote the standardised management of safe and civilised construction so as to protect the health and safety of every front line construction workers and back office staff with best efforts.

## REINFORCEMENT OF SAFE AND CIVILISED CONSTRUCTION MANAGEMENT

We have strengthened the measures to achieve a safe and standardised construction. We have organised and updated management requirements and practices for safe and civilised construction with a precise goal of safe and civilised construction management. We have strengthened the investigation standard for hidden dangers on-site. We carry out regular safety check and introduce the assessment system for subcontractors in order to ensure the worry-free construction. No fire accident, major equipment safety and casualty accidents occurred during the year.

## PURSUIT OF “ZERO” ENERGY WASTAGE IN CONSTRUCTION

Following the consolidation process and with many years of experience, we have gradually forged an ecological and high efficient green technology system. The development model for green construction was also upgraded into a comprehensive model with combination of “Green Planning”, “Technique Application” and “Energy Saving through Action” from the traditional technique application. As early as in 2015, the Company built up a green research and development and application system named “Green Life+” and issued the “Green Ranking Guide” and “Energy Efficiency Management Guide” in order to continuously promote the innovation and breakthrough of the green technology.

## PROTECTING THE BIO-DIVERSITY

We have implemented the idea of protecting the bio-diversity throughout the core process of our development and operation and pay attention to protecting the original natural vegetation and the habitats in the development zone during the process of planning and project construction. Through these efforts, we systematically repair the eco-system which is degenerated or damaged by project development. In addition, by building the landscape water system and seedling transplantation according to location and situations, we can reduce the effects of project development on local environment.

## 安全文明施工

本公司設立安全管理委員會，各項目設立安全管理小組，積極推進安全文明施工標準化管理，全力保障每一位前線建築工人以及後勤支援員工的健康與安全。

## 加強安全文明施工管理

我們加強各項措施，以達致安全標準化建設，並組織更新安全文明施工管理規定和管理規範，明確安全文明施工管理目標。我們已加強現場隱患排查標準，定期組織安全檢查並引入協力廠商評估機制，努力打造放心工程。全年未發生火災事故、重大設備安全事故及重大工地傷亡事故。

## 追求建築「0」能耗化

經過多年經驗沉澱與積累，我們逐步形成生態高效的綠色技術體系，綠色建築發展模式也由傳統的技術應用升級為「綠色規劃、技術應用、行為節能」三位一體的綜合模式。早於二零一五年，本公司建立「綠色生活+」綠色研發應用體系，發佈《綠色評星工作指引》與《能效管理工作指引》，不斷推進綠色技術的革新和突破。

## 保護生物多樣性

我們將保護生物多樣性的理念貫穿於開發運營核心環節，在規劃設計和項目建設過程中注重對開發區域內原有自然植被、棲息環境的保護，系統修復因項目開發而退化或者破壞的生態，並通過在景觀水系構造、苗木移栽中因地制宜，減少項目開發對當地生態環境的影響。

## EQUAL EMPLOYMENT AND DIVERSITY

Our recruitment principles are on the basis of fairness, justice and transparency. We provide every employee an equal employment opportunity. No employee will face differential treatment for their gender, age, ethnicity or cultural background. We try our best effort to provide an ideal career environment for their development.

Information on the gender representation of all employees (including senior management), any plans or measurable targets set by the Group to achieve gender diversity, and any factors and circumstances that make achieving gender diversity more challenging or less relevant for all employees (including senior management) can be found in the Company's Environmental, Social and Governance Report.

## RIGHT PROTECTION OF CONSTRUCTION WORKERS

The Company is highly concerned about the right protection of the front line construction workers. It has incorporated a system to evaluate the performance of potential suppliers in safeguarding construction worker's rights. In selecting partners, we have taken into account the protective measures with our standard evaluation system. We conduct regular checks and monitor contractors to ensure they have complied with protective measures and have adequately implemented the policies, with a view to safeguard the rights of construction workers.

## 平等僱傭與多元化

我們堅持公正、公平及透明的招聘原則，給予每一位員工平等的僱傭機會，不因性別、年齡、民族或文化背景不同而對員工差別化對待，全力為員工的發展提供良好的職業環境。

有關全體員工(包括高級管理人員)的性別比例、本集團為達到性別多元化而訂立的任何計劃或可計量目標，及任何會令全體員工(包括高級管理人員)達到性別多元化更具挑戰或較不相干的因素及情況等方面的資料可參閱本公司的環境、社會及管治報告。

## 建築工人權益保障

本公司高度重視前線建築工人的權益保障，並已將潛在供應商保障建築工人權益的履行情況納入評價體系當中。於甄選合夥人時，我們將保障措施與水準評價體系一併仔細考慮。我們定期檢查並監督承包商，確保彼等遵守保障措施並充份實施有關政策，旨在維護建築工人權益。

### Wages Guarantee

#### 工資保障

- Require the general contractor to open a specialised account for depositing of workers' wages and deposit the wages in advance
- 要求工程總承包商開設工人工資保證金專戶，預存工資保證金
- Implement real-name system management for workers, establish an alert mechanism for worker's wage and inspect regularly on the payment of worker's wage by the construction cooperation units
- 實施工人實名制管理，建立工人工資預警機制，定期檢查合作施工單位的工人工資發放情況
- Require the general contractor to pay the wages of its own workers in priority and consider this as a compulsory check item in the annual review of qualified suppliers
- 要求施工總承包商優先支付所屬工人工資，並將其作為年度合格供方評審必查項

### Safety Guarantee

#### 安全保障

- Deploy facilities for safety production and industrial diseases protection pursuant to the requirements and provide compliant protective equipment for workers
- 按規定配備安全生產和職業病防護設施，為工人發放符合要求的勞動防護用品
- Construction unit must execute their works according to construction practice guidelines on site, and simple medical facility must be equipped on site
- 施工單位必須按工地施工規範執行，現場必須配備簡單的醫療設備
- Strictly implement the Company's three-tier safety education system and prevent the occurrence of workers attending for work without receiving the three-tier safety education
- 嚴格執行本公司的三級安全教育制度，杜絕未經三級安全教育就直接上崗的現象

## BUILDING UP RESPONSIBLE SUPPLY CHAIN

As the Company regards supply chain competitiveness as one of the core corporate competitiveness, we have maintained supply chain management strategy of balancing between quality and efficiency. Through the standardised and specialised suppliers' closed-loop management system and open communication sharing mechanism between suppliers, we strived to build up a responsible supply chain, to facilitate and strengthen for mutual interests with the enterprises in the supply chain.

## SAFEGUARD THE INTERESTS OF SUPPLIERS

We have maintained a concept of purchasing under a transparent and open regime, and hence we have strengthened tendering process and enhanced the standardisation and specialisation of tendering. We have strived to explore new paths for purchasing information and have stringently complied with the contracts, and have safeguarded the basic rights of suppliers with fairness, justice and openness.

## ASSESSMENT AND REVIEW OF SUPPLIERS

We highly recognised a long-term cooperation relationship with our suppliers and has built up a positive cycle of general purchasing, annual cooperation and strategic purchasing. We have enhanced the comprehensiveness and closed-loop management for certification, selection, examination and assessment towards suppliers from different levels and types. We have identified and fostered possible strategic relation with our suppliers through the ERP Purchasing Management Platform.

## 打造責任供應鏈

由於本公司視供應鏈競爭力為企業的核心競爭力之一，我們已堅持品質與效益並重的供應鏈管理方針，通過規範化和專業化的供應商閉環管理制度、暢通的供應商溝通分享機制打造責任供應鏈，與供應鏈企業相互促進、共同成長。

## 保障供應商權益

我們堅持具透明度且開放的採購理念，因而得以加強招標流程並提升招標工作規範性與專業化。我們積極探索採購資訊化創新路徑，嚴格信守合同承諾，以公平、公正、公開的方式保障供應商基本權益。

## 供應商評估與審核

我們高度重視與供應商之間的長期合作關係並已建立常規採購、年度合作及戰略採購的良性循環。我們已加強對各級各類供應商認證、選擇、考核、評估的完整性及閉環管理。我們已通過ERP採購管理平台確認和培養與供應商之間的潛在戰略關係。

## UPGRADE OF SUPPLIERS' CAPABILITIES

The stable operation of the Company and long-term development are supported by the high-quality supply chain, which also favors the core concept of our corporation and implementation of our social responsibilities. We will help the suppliers to enhance their competitiveness, achieve a mutual development with suppliers and create a continuous win-win approach and development through various measures and activities. From unilateral examination to bilateral examination, we invite professional consultant agency to conduct satisfaction research to suppliers from engineering, marketing, design and properties and put their feedback into the evaluation of the project management. We also build a monthly report system for key suppliers and have senior management conducting on-site visit for key suppliers and regularly invite outstanding partners to share their sophisticated experience in order to mutually improve the ability to perform both parties' duties. Meanwhile, we endeavor to cultivate strategic suppliers with high quality for long-term cooperation. For those suppliers with high quality, they will be registered in our selected unit automatically and entitled to higher percentage of payments upon goods delivered and awarded with public recognition. For existing issues, we will sort out corresponding solutions one by one.

## REMUNERATION BENEFITS

While ensuring the market competitiveness of our employees' remunerations, we implement the remuneration system closely linked with performance to further create an environment where the interests of the Company and employees are aligned. Under the principles of complying with the requirements of the laws and regulations and providing our employees with assurance, we build a comprehensive benefit system with multiple levels to ensure a stable growth and development for our employees.

## 供應商能力提升

本公司的穩健經營和長遠發展有賴於高品質的供應鏈，共贏是我們合作的核心理念，也是履行社會責任的重要體現。我們通過各類措施與活動幫助供應商提升競爭力，實現與供應商的共同成長與發展，創造持續共贏的產業未來。由單向考核向雙向考核過渡，邀請專業諮詢機構對工程類、行銷類、設計類、物業類等供應商進行滿意度調查研究，將供應商回訪意見融入對項目管理的考核。建立重點供應商合作月報制，多次對重點供應商進行高層到訪溝通，定期邀請優秀合作夥伴共同分享成熟經驗，相互促進履行責任能力提升。同時，著力培育長期合作的優質戰略供應商，對於優質供應商給予自動納入入圍單位、提高到貨款比例、公開表彰等激勵，對於存在問題逐一對應提出解決方案。

## 薪酬福利

我們在確保薪酬有市場競爭力的前提下，執行與績效緊密掛鈎的薪酬制度，進一步打造本公司與員工利益共同體。在合法合規的基礎上，本著讓員工安心的原則，構建多層次、全面的福利體系，讓員工在本公司穩定成長和發展。



## DEVELOPMENT AND TRAINING

We embrace the core values of the Company to build an appropriate talent development strategy and talent promotion path, comprehensively promote a multi-level employees training system, strive to provide a broad platform for employee's development and achieve the goal of enterprise development on the basis of employee's development.

### EMPLOYEES' DEVELOPMENT PATH

We emphasise the professional and occupational growth of the employees, and we provide the employees with two major development paths of managerial talent and professional technical talent. Employees can choose the development path according to their own career development direction incorporated with the position requirement of the Company to realise a win-win situation on both the Company's development and the employee's development.

### STAFF TRAINING

We have been maximising the inputs on staff training and accelerating the optimisation of staff training system. After years of fulfillment, optimisation and innovation, we have developed a staff training system with three main elements, which are leadership, professional capability and general performance, in order to provide a favorable platform for staff's development.

### COMMUNICATION WITH EMPLOYEES

With a view to enhance communication between the staff and the management, the Group requires every project company to organise different types of face-to-face communication seminar regularly throughout the year. Our staff can share their ideas and needs to the management directly while they can get an instant responses. Furthermore, it was a brilliant time for the management to point out their objective and vision to their staff. These seminars can strengthen both parties' mutual understandings and break any barriers between them.

## 發展及培訓

我們圍繞本公司的核心價值觀，構建合適的人才發展戰略和人才晉升管道，全方位推進多層次的員工培訓體系，致力於為員工發展提供廣闊的平台，實現以員工的發展來推動企業的發展及目標。

### 員工發展通道

我們注重員工的專業化和職業化成長，為員工提供管理人才和專業技術人才兩大序列的發展通道，員工可根據自身職業發展方向並結合公司職位需求，選擇相應的發展通道，以實現本公司發展和員工發展的雙贏。

### 員工培訓

我們不斷加大對人才培養的投入力度，加快人才培訓體系的完善，經過多年的實踐積累和優化創新，我們建立起領導力、專業能力、通用能力三大類人才培養的項目培訓體系，為員工發展提供了良好平台。

### 與員工之溝通

為加強員工與管理層之間之溝通，本集團規定各項目公司於年內定期組織各式各樣的面對面座談會，員工可直接向管理層反映彼等意見及訴求，而管理層亦可即時作出回應。此外，管理層亦可藉此良機向員工指明彼等之目標及願景。此等座談會增強了雙方之相互了解及打破彼此間之隔閡。

## OPERATION IN COMPLIANCE WITH LAW

The Company strictly complies with the national laws and regulations, international practices and business ethics, and fulfills the theme of the central government and China Merchants Group – “Three-Strictness and Three-Solidness (三嚴三實)” to strengthen the practice of building and establishing the implementation of responsibility and promote the culture of corruption-free and prevention and punishment system comprehensively. We will consciously accept the supervision from relevant authorities and strive to become a good example of operating in compliance with the law and with honesty and integrity.

The Company is concerned about the establishment of a corporate legal advising system and has strengthened the legal culture and research development. The Company has promoted the compliance works and integration of operation management, so as to enable the operation of the Company to be in compliance with the applicable law requirements and contemporary corporate governance requirements and interests from relevant parties.

We have introduced specific training programmes that meet with industry’s requirement, with a view to enhance the legal awareness of our employees, in particular the frontline staff.

We will introduce two-rounds of on-site inspections and promote the legal risk awareness while building up the precaution mechanism of legal disputes and achieving an efficient and in advance control of legal risks.

## 依法合規運營

本公司嚴守國家法律法規、國際慣例和商業道德，貫徹中央和招商局集團「三嚴三實」精神加強作風建設、抓好責任落實，全面推進廉潔文化建設與防懲體系建設，自覺接受各利益相關方監督，努力成為依法經營、誠實守信的表率。

本公司重視企業法律顧問制度的建立並已加強發展法律文化及法律研究，本公司已推動合規工作與經營管理融合，使本公司運營能夠既符合適用法律要求，又滿足現代企業治理要求及利益相關方訴求。

我們已開展符合行業要求的專題培訓以提高全員尤其是前線員工的法律意識。

我們將開展兩輪式現場巡查，推進法律風險提示工作，建立法律糾紛預警機制，實現事前有效防控法律風險。

The Group has formulated policies such as “Compliance Management Regulations”, “Anti-Money Laundering and Compliance Manual” and “Code of Conduct for Employees”, and signed “Employee Integrity Performance Pledge” with all employees and external suppliers to fully implement the accountability and supervision mechanism for integrity building. In addition, the Group has also established the “Code of Conduct for Reporting Complaints”, which encourages employees to report misconduct and violations of laws and regulations through the compliance hotline and the compliance reporting mailbox, and ensures that the information of the reporting party is handled confidentially. In order to enhance the legal awareness of all staff, especially frontline staff, the Group conducts thematic training in line with the requirements of the industry and promotes in-depth integrity education, including topics such as prohibition of commercial bribery, anti-competitive practices, commercial secrets and information security, in order to strengthen the awareness of responsibility and anti-corruption of all staff.

The Group strictly complies with the laws and regulations in Mainland China and Hong Kong that prevent bribery, extortion, fraud and money laundering from having a significant impact on the Group, and complies with international practices. During the reporting period, the Group did not have any corruption cases filed or concluded against the Group or the Group’s employees.

## STRENGTHENING RISK CONTROL

With a view to achieve strategic targets, we have developed a risk management system on the basis of forward-looking and systematised comprehensiveness, which can also serve as a platform connecting to the risk management system of the professional departments covering operating level and business level. Meanwhile, we will gradually incorporate the non-financial risks management systems, including environmental protection and anti-corruption, into the comprehensive risk management system and these can further reduce the potential risks in the operation processes of the Company.

本集團制定《合規管理規定》、《反洗錢和合規手冊》及《員工行為規範》等政策，與所有員工及外部供應商簽訂《員工廉潔工作承諾書》，全面落實廉潔建設責任制和監督機制。此外，本集團亦設有《舉報投訴管理規範》，鼓勵員工通過合規舉報熱線及合規舉報郵箱，對任何人員的失職失責及違法違規行為進行舉報，並保證舉報人資料得到保密處理。為提高全員尤其是前線員工的法律意識，本集團開展符合行業要求的專題培訓，深入推進廉政教育，其中包括禁止商業賄賂、反不正當競爭、商業秘密和信息安全等專題，強化全員責任意識和反腐敗意識。

本集團嚴格遵守中國內地和香港有關防止賄賂、勒索、欺詐及洗黑錢對本集團有重大影響的法律和法規，並遵守國際慣例。於本報告期內，本集團沒有任何對本集團或本集團員工提出或已審結的貪污訴訟案件。

## 強化風險管控

為達致戰略目標，我們已按前瞻性及系統化全面性基準制訂風險管理體系，此體系亦可作為連接涵蓋營運層面及業務層面的專業部門之風險管理體系之平台。同時，我們逐步將環境保護、反腐敗等非財務風險納入全面風險管理體系，減少本公司運營過程中的潛在風險。

# DIRECTORS' REPORT

## 董事會報告

The board (the "Board") of directors (the "Directors") of China Merchants Land Limited (the "Company", and together with its subsidiaries, the "Group") are pleased to present to the shareholders their report together with the audited consolidated financial statements of the Group for year ended 31 December 2021 (the "Year").

### PRINCIPAL ACTIVITIES OF THE GROUP

The principal activity of the Company is investment holding, together with the subsidiaries, are principally engaged in the following activities:

- (i) development, sale, lease, investment and management of properties;
- (ii) assets management; and
- (iii) investment holding.

Details of the Company's subsidiaries are set out in note 44 to the financial statements.

### BUSINESS REVIEW

In accordance with Schedule 5 of the Companies Ordinance, a fair review of the Group's business, the principal risks and uncertainties to which the Group may be exposed, details of significant events affecting the Group that have occurred since the end of the financial year and insights into the likely future development of the Group's business (including, to the extent necessary for an understanding of the development, performance or position of the Group's business, an analysis of financial key performance indicators) are set out in the "CHAIRMAN'S STATEMENT" and "MANAGEMENT DISCUSSION AND ANALYSIS" in this annual report.

The Group's financial risk management objectives and policies are set out in note 38 to the consolidated financial statements.

A discussion of the Group's environmental policies and performance, the Group's compliance with relevant legislation and regulations that significantly affect the Group, and details of the discussion of the Group's key relationships with, among others, employees, customers and suppliers and others who have a significant impact on the Group and on whom the Group depends for its success, are set out in the "ENVIRONMENTAL POLICIES AND PERFORMANCE" section of this annual report, the Company's separately published "Environmental, Social and Governance Report", and this "Directors' Report".

Information on compliance with relevant laws and regulations that have a significant impact on the Group is set out in this Directors' Report. The review forms part of this statement.

招商局置地有限公司(「本公司」，連同其附屬公司統稱「本集團」)董事(「董事」)會(「董事會」)欣然向股東提呈董事會報告，連同本集團截至二零二一年十二月三十一日止年度(「年內」)之經審核綜合財務報表。

### 本集團主要業務

本公司主要業務為投資控股，連同附屬公司主要從事以下業務：

- (i) 開發、銷售、租賃、投資及管理房地產；
- (ii) 資產管理；及
- (iii) 投資控股。

本公司附屬公司之詳情載於財務報表附註44。

### 業務審視

根據《公司條例》附表5，本集團對業務的中肯審視、本集團可能面對之主要風險及不明朗因素、自財政年度結算日起所發生影響本集團之重要事件詳情以及本集團業務之可能未來發展之揭示(在對了解集團業務的發展、表現或狀況屬必需的範圍內，包含對財務關鍵表現指標進行的分析)載列於本年報「主席報告」和「管理層討論及分析」。

本集團之財務風險管理目標及政策載於綜合財務報表附註38。

有關本集團環境政策及表現之討論、集團遵守對集團有重大影響之相關法例及規例的情況，以及集團與對集團有重大影響且集團賴以成功之僱員、客戶與供應商及其他人士等之主要關係論述的詳情，載於本年報「環境政策及表現」一節，本公司另行發佈的《環境、社會及管治報告》，以及本「董事會報告」。

有關遵守對本集團有重大影響之相關法律及法規之情況載於本董事會報告。回顧構成本聲明一部分。

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

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

## MAJOR CUSTOMERS AND SUPPLIERS

The aggregate purchases attributable to the Group's five largest suppliers were less than 30% of total purchases.

Aggregate sales attributable to the Group's five largest customers were less than 30% of total turnover.

As far as the Directors are aware of, neither the Directors, their close associates (as defined in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules")), nor any shareholders which, to the knowledge of the Directors, own more than 5% of the Company's issued share capital, had any interest in the Group's five largest customers or suppliers.

## RESULTS AND DIVIDEND

The Group's profit for the Year and the state of affairs of the Company and of the Group as at that date are set out in the financial statements on page 113.

The board recommended the payment of a final dividend of HK\$0.06 (equivalent to approximately RMB0.046) per share in respect of the year ended 31 December 2021, representing a total payment of approximately HK\$294,315,000 (equivalent to approximately RMB225,642,000). The proposed final dividend is subject to the approval of the relevant resolution at the forthcoming annual general meeting of the company to be held, the final dividend is expected to be paid on or about 30 June 2022 to shareholders.

## 遵守對本公司有重大影響之相關法律及法規

年內，據董事所深知、全悉及確信，彼等概不知悉本公司有任何違反對本公司有重大影響之任何相關法律及法規。

## 主要客戶及供應商

本集團五大供應商應佔的採購額合共少於採購總額30%。

本集團五大客戶應佔的銷售額合共少於總營業額30%。

據董事知悉，各董事、彼等之緊密聯繫人士（定義見香港聯合交易所有限公司證券上市規則（「上市規則」））以及據董事所知擁有本公司已發行股本5%以上之任何股東，概無於本集團五大客戶或供應商中擁有任何權益。

## 業績及股息

本集團於年內之溢利及本公司與本集團於該日之事務狀況載於第113頁之財務報表內。

董事會建議派付截至二零二一年十二月三十一日止年度之末期股息每股港幣0.06元（相當於人民幣0.046元），總共派付約港幣294,315,000元（相當於人民幣225,642,000元）。建議末期股息尚待有關決議案於即將召開之本公司股東週年大會上獲通過後方可作實，末期股息預計將於二零二二年六月三十日或前後向股東派付。

## DISTRIBUTABLE RESERVES

Details of movements in the reserves of the Company and of the Group during the Year are set out in note 47 to the financial statements and in the consolidated statement of changes in equity, respectively.

The Directors consider that the Company's reserves available for distribution to shareholders amounted to RMB1,260,771,000 (2020: RMB2,360,029,000). Under the Companies Act of the Cayman Islands, the share premium of the Company is available for paying distributions or dividends to shareholders subject to the provisions of its Memorandum and Articles of Association and provided that immediately following the distribution of dividend the Company is able to pay its debts as they fall due in the ordinary course of business.

## PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Group during the Year are set out in note 14 to the consolidated financial statements.

## INVESTMENT PROPERTIES

Details of movements in the investment properties of the Group during the Year are set out in note 16 to the consolidated financial statements.

## FIVE-YEAR FINANCIAL SUMMARY

A summary of the published results, assets and liabilities of the Group for the last five financial years, as extracted from the audited financial statements and restated as appropriate, is set out on page 288. This summary does not form part of the audited financial statements.

## SHARE CAPITAL

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

## 可供分派儲備

本公司及本集團於年內之儲備變動詳情分別載於財務報表附註47及綜合權益變動表。

董事認為，本公司可供分派予股東之儲備為人民幣1,260,771,000元（二零二零年：人民幣2,360,029,000元）。根據開曼群島公司法，本公司之股份溢價可向股東派付作為分派或股息，惟須遵守其組織章程大綱及細則之規定，且本公司須於緊隨派付或分派股息後仍有能力償付其於一般業務過程中到期之債務。

## 物業、廠房及設備

本集團物業、廠房及設備於年內之變動詳情載於綜合財務報表附註14。

## 投資物業

本集團投資物業於年內之變動詳情載於綜合財務報表附註16。

## 五年財務資料概要

本集團於過往五個財政年度之已刊發業績及資產與負債概要（摘錄自經審核財務報表，並在適當情況下重列）載於第288頁。該概要並非經審核財務報表之任何部分。

## 股本

本公司股本於年內之變動詳情載於綜合財務報表附註31。

## BONDS

Details of the bonds of the Group are set out in note 30 to the consolidated financial statements.

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

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities during the year of 2021.

## RETIREMENT SCHEMES

Details of the retirement scheme of the Group are set out in note 36 to the consolidated financial statements.

## TAX RELIEF AND EXEMPTION

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

## DONATIONS

During the Year, the Group had not made any donation.

## 債券

本集團債券詳情載於綜合財務報表附註30。

## 購買、出售或贖回本公司上市證券

於二零二一年期間，本公司或其任何附屬公司概無購買、出售或贖回本公司任何上市證券。

## 退休計劃

本集團退休計劃詳情載於綜合財務報表附註36。

## 稅務減免

董事並不知悉股東因持有本公司證券而享有任何稅務減免。

## 捐款

年內，本集團概無作出任何捐款。

## DIRECTORS

The Directors of the Company during the Year and up to the date of this report were:

### Non-executive Directors:

Mr. XU Yongjun  
Mr. HUANG Junlong  
Ms. LIU Ning

### Executive Directors:

Dr. SO Shu Fai  
Mr. YU Zhiliang  
Mr. WONG King Yuen

### Independent non-executive Directors:

Dr. WONG Wing Kuen, Albert  
Ms. CHEN Yanping  
Dr. SHI Xinping  
Mr. HE Qi

In accordance with Article 116 of the Company's Articles of Association, Mr. XU Yongjun, Dr. SO Shu Fai, Ms. CHEN Yanping and Mr. HE Qi shall retire at the forthcoming Annual General Meeting ("AGM"). All the above retiring Directors, being eligible, shall offer themselves for re-election at the AGM.

The Company has received annual confirmations of independence from each of the independent non-executive Directors pursuant to Rule 3.13 of the Listing Rules and considers all of the independent non-executive Directors to be independent.

## PERMITTED INDEMNITY PROVISION

Insurance cover in respect of liability against the Directors arising from their offices and execution of their powers, duties and responsibilities has been arranged and in force during the Year.

## DIRECTORS' SERVICE CONTRACTS

No Directors proposed for re-election at the forthcoming AGM has an unexpired service contract which is not determinable by the Group within one year without payment of compensation, other than normal statutory obligations.

## 董事

年內及直至本報告日期止，本公司之董事如下：

### 非執行董事：

許永軍先生  
黃均隆先生  
劉寧女士

### 執行董事：

蘇樹輝博士  
余志良先生  
黃競源先生

### 獨立非執行董事：

王永權博士  
陳燕萍女士  
史新平博士  
何琦先生

根據本公司組織章程細則第116條，許永軍先生、蘇樹輝博士、陳燕萍女士及何琦先生將於應屆股東週年大會（「股東週年大會」）上退任。所有上述退任董事均符合重選資格並願意於股東週年大會上重選連任。

本公司已自各獨立非執行董事接獲根據上市規則第3.13條有關彼等獨立性之年度確認書，並認為全體獨立非執行董事屬獨立。

## 獲准許之彌償條文

年內，本公司已為董事因其職務及執行其權力、職責及責任引起之責任投購保險，並已生效。

## 董事服務合約

概無擬於應屆股東週年大會重選連任之董事具有不可於一年內由本集團免付賠償（一般法定賠償除外）而予以終止之未屆滿服務合約。



## DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ITS ASSOCIATED CORPORATIONS

As at 31 December 2021, the interests and short positions of each Director and chief executives of the Company in the shares or underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the Securities and Future Ordinance (Chapter 571) of the Laws of Hong Kong (the "SFO")) which were required to be notified to the Company and the Stock Exchange of Hong Kong Limited (the "Stock Exchange") pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which he was deemed or taken to have under such provisions of the SFO), or which were required, pursuant to section 352 of the SFO, to be entered in the register maintained by the Company referred to therein, or which were required, pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers contained in the Listing Rules, to be notified to the Company and the Stock Exchange were as follows:

### Long positions in ordinary shares of the Company

## 董事及高級行政人員於本公司或其相聯法團之股份、相關股份及債券之權益及淡倉

於二零二一年十二月三十一日，各董事及本公司主要行政人員於本公司及其相聯法團（定義見香港法例第571章證券及期貨條例（「證券及期貨條例」）第XV部）之股份或相關股份或債券中擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及香港聯合交易所有限公司（「聯交所」）之權益及淡倉（包括根據證券及期貨條例之有關條文被認為或視作擁有之權益及淡倉），或根據證券及期貨條例第352條須記錄於該條例所指由本公司存置之登記冊中之權益及淡倉，或根據上市規則所載上市發行人董事進行證券交易的標準守則須知會本公司及聯交所之權益及淡倉如下：

### 本公司普通股之好倉

Name of director 董事姓名	Nature of interest 權益性質	Number of ordinary shares held 所持普通股數目	Percentage of the Company's issued share capital 佔本公司已 發行股本百分比
SO Shu Fai 蘇樹輝	Through controlled corporations (Note) 由受控制之公司持有(附註)	32,054,066	0.65%

Note: These shares were directly held by Skill China Limited ("Skill China"), which is owned as to 90% by Dr. SO Shu Fai, an executive Director of the Company, and 10% by Mr. SO Man Cho, the son of Dr. SO Shu Fai. By virtue of Part XV of the SFO, Dr. SO Shu Fai is deemed to be interested in the shares held by Skill China. Skill China is a company incorporated in the British Virgin Islands with limited liability.

附註：該等股份由華能有限公司（「華能」）直接持有，華能乃由本公司執行董事蘇樹輝博士及蘇樹輝博士之兒子蘇文藻先生分別擁有90%及10%權益。因此，根據證券及期貨條例第XV部，蘇樹輝博士被視為於華能持有之股份中擁有權益。華能為於英屬處女群島註冊成立之有限公司。

**DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ITS ASSOCIATED CORPORATIONS** (continued)

Long positions in underlying shares of associated corporation

董事及高級行政人員於本公司或其相聯法團之股份、相關股份及債券之權益及淡倉(續)

相聯法團相關股份之好倉

Name of director 董事姓名	Nature of interest 權益性質	Number of underlying Shares involved <sup>(Note)</sup> 涉及相關股份數目 <sup>(附註)</sup>	Approximately percentage (%) in the associated corporation 於相聯法團之概約百分比(%)
XU Yongjun 許永軍	Beneficial owner 實益擁有人	359,466*	0.00%
HUANG Junlong 黃均隆	Beneficial owner 實益擁有人	124,000*	0.00%
LIU Ning 劉寧	Beneficial owner 實益擁有人	148,601*	0.00%

Note\*: These are interests in associated corporation, CMSK, an indirect controlling shareholder.

附註\*：該等權益為相聯法團招商蛇口(間接控股股東)的權益。

Save as disclosed above, as at 31 December 2021, none of the Directors or chief executives of the Company had any interest or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including the interests and short positions in which they were deemed or taken to have under such provisions of the SFO), or which are required, pursuant to section 352 of the SFO, to be entered in the register maintained by the Company referred to therein, or which were required, pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers contained in the Listing Rules, to be notified to the Company and the Stock Exchange.

除上文披露者外，於二零二一年十二月三十一日，概無董事或本公司主要行政人員於本公司或其任何相聯法團(定義見證券及期貨條例第XV部)之股份、相關股份或債券中擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所之任何權益或淡倉(包括根據證券及期貨條例之有關條文被認為或視作擁有之權益及淡倉)，或根據證券及期貨條例第352條須記錄於該條例所指由本公司存置之登記冊中之任何權益或淡倉，或根據上市規則所載上市發行人董事進行證券交易的標準守則須知會本公司及聯交所之任何權益或淡倉。

## ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Apart from the information as disclosed under the heading "DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ITS ASSOCIATED CORPORATIONS", at no time during the Year were rights to acquire benefits by means of the acquisition of shares in or debentures of the Company granted to any of the Directors or their respective spouses or minor children, or were any such rights exercised by them; nor was the Company, its holding company, or any of its subsidiary corporations or fellow subsidiary corporations a party to any arrangement to enable the Directors or their respective spouses or minor children to acquire such rights in any other body corporate.

## INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2021, the following interests of 5% or more of the issued share capital of the Company were recorded in the register of interests required to be kept by the Company pursuant to Section 336 of the SFO:

## 允許董事收購股份及債券之安排

除「董事及高級行政人員於本公司或其相聯法團之股份、相關股份及債券之權益及淡倉」披露之資料外，年內任何時間概無向任何董事或其各自之配偶或未成年子女授出透過購買本公司股份或債券獲得利益之權利，彼等亦概無行使任何有關權利；本公司、其控股公司或其任何附屬公司或同系附屬公司亦概無訂立致使董事或其各自之配偶或未成年子女於任何其他公司法團獲得有關權利之任何安排。

## 主要股東及其他人士於本公司股份及相關股份之權益及淡倉

於二零二一年十二月三十一日，下列於本公司已發行股本中5%或以上權益已記錄於根據證券及期貨條例第336條本公司須存置之權益登記冊內：

Name 名稱	Capacity and nature of interest 身份及權益性質	Number of ordinary shares held 所持普通股數目		Percentage of the Company's issued share capital 佔本公司已發行 股本百分比
		Long position 好倉	Short position 淡倉	
China Merchants Group Ltd. ("CMG") 招商局集團有限公司(「招商局集團」)	Through controlled corporations 由受控制之公司持有	3,646,889,329	–	74.35%
China Merchants Shekou Industrial Zone Holdings Co., Ltd. ("CMSK") 招商局蛇口工業區控股股份有限公司 (「招商蛇口」)	Through controlled corporations 由受控制之公司持有	3,646,889,329	–	74.35%
Eureka Investment Company Limited ("Eureka") 瑞嘉投資實業有限公司(「瑞嘉」)	Through controlled corporations 由受控制之公司持有	3,646,889,329	–	74.35%
Success Well Investments Limited ("Success Well") 成惠投資有限公司(「成惠」)	Beneficial interest 實益權益	3,646,889,329	–	74.35%

## INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

(continued)

As at 31 December 2021, approximately 74.35% of the issued share capital of the Company is directly held by Success Well. Success Well is 20% and 80% owned by Good Ease Holdings Limited ("Good Ease") and Eureka respectively. Good Ease was wholly-owned by Eureka, which was in turn wholly-owned by CMSK. CMG directly or indirectly owned more than 63% of the issued share capital of CMSK, and CMG is owned and controlled by the SASAC of the PRC.

Save as disclosed above, as at 31 December 2021, no person other than the Directors and chief executives of the Company whose interests are set out in the section "INTERESTS AND SHORT POSITIONS OF THE DIRECTORS AND CHIEF EXECUTIVES IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS" above, had registered an interest or short position in the shares or underlying shares of the Company that was required to be recorded pursuant to Section 336 of the SFO.

## DIRECTORS' INTERESTS IN TRANSACTIONS ARRANGEMENTS OR CONTRACTS AND DIRECTORS' CONTRACTUAL BENEFITS

During the Year, no transactions, arrangements or contracts of significance in relation to the Group's business to which the Company, its holding company or any of its subsidiary corporations was a party and in which a Director had a material interest, whether directly or indirectly, subsisted at the end of the Year or at any time during the Year.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit by reason of a contract made by the Company or a related company with the Director or with a firm of which he is a shareholder or with a company in which he has a substantial financial interest.

## 主要股東及其他人士於本公司股份及相關股份之權益及淡倉(續)

於二零二一年十二月三十一日，本公司已發行股本約74.35%由成惠直接持有。成惠由樂怡控股有限公司（「樂怡」）及瑞嘉分別擁有20%及80%權益。樂怡由瑞嘉全資擁有，而瑞嘉由招商蛇口全資擁有。招商局集團直接或間接擁有招商蛇口已發行股本超過63%，而招商局集團由中國國資委擁有及控制。

除上文披露者外，於二零二一年十二月三十一日，概無董事及本公司主要行政人員（其權益載於上文「董事及主要行政人員於本公司及其相聯法團之股份、相關股份及債券之權益及淡倉」一節）以外之人士於本公司之股份或相關股份中，已登記根據證券及期貨條例第336條須予記錄之權益或淡倉。

## 董事於交易安排或合約之權益及董事之合約利益

年內，概無於年末或年內任何時間存續的由本公司、其控股公司或其任何附屬公司訂立任何有關本集團業務而董事直接或間接於其中擁有重大權益之重大交易、安排或合約。

自上個財政年度結算日起，概無董事因本公司或董事相關公司或董事為其股東之公司或董事於其中擁有重大財務權益之公司所訂立合約而收取或有權收取福利。

## CONTRACTS OF SIGNIFICANCE WITH CONTROLLING SHAREHOLDERS

Save as disclosed in the paragraphs headed "CONNECTED TRANSACTIONS" (except for connected transactions at the subsidiary level), "CONTINUING CONNECTED TRANSACTIONS" and "NON-COMPETITION DEED" (each if applicable) in this annual report, there were no contract of significance between any member of the Group and the Company or any of its subsidiaries or contract of significance for the provision of services to any member of the Group by a controlling shareholder or any of its subsidiaries subsisted as at the end of the Year or during the Year.

## DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Year, all Directors declared that they do not have interests in the businesses, which compete or are likely to compete, directly or indirectly, with the businesses of the Group pursuant to the Listing Rules.

## SHARE OPTION SCHEME

The 2011 Share Option Scheme was adopted at the annual general meeting of the Company held on 27 September 2011 for the purpose of providing incentives and rewards to eligible participants who have contributed to the success of the Group's operations. No grants under the 2011 Share Option Scheme were made during the year ended 31 December 2021. Since the adoption of the 2011 Share Option Scheme on 27 September 2011 ("Adoption Date") and up to and including 27 September 2021, no share option has ever been granted under it.

A brief summary of the terms of the 2011 Share Option Scheme is set out below:

### 1. Purpose of the scheme

The purpose of the scheme is to enable the Group to grant share options to eligible participants as incentives or rewards for their contribution to the Group.

## 與控股股東之重大合約

除本年度報告「關連交易」(附屬公司層面的關連交易除外)、「持續關連交易」及「不競爭契據」(如各自適用)段落所披露者外，於年末及年內，概無存續由本集團任何成員公司與本公司或其任何附屬公司控股股東訂立之重大合約或由控股股東或其任何附屬公司向本集團任何成員公司提供服務之重大合約。

## 董事於競爭業務之權益

年內，全體董事聲明，彼等概無於根據上市規則與本集團業務可能直接或間接構成競爭之業務中擁有權益。

## 購股權計劃

本公司於二零一一年九月二十七日舉行之股東週年大會上採納二零一一年購股權計劃，旨在向曾對本集團業務成就作出貢獻之合資格參與人士提供獎勵及獎賞。於截至二零二一年十二月三十一日止年度，並無根據二零一一年購股權計劃授出購股權。自於二零一一年九月二十七日(「採納日期」)採納二零一一年購股權計劃起直至二零二一年九月二十七日(包括該日)止，並無據此授出購股權。

二零一一年購股權計劃之條款概述如下：

### 1. 計劃之目的

本計劃旨在使本集團可向合資格參與者授出購股權，作為彼等對本集團作出貢獻之獎勵或回報。

## SHARE OPTION SCHEME (continued)

### 2. Participants of the scheme

The Directors may within a period of ten (10) years commencing from the 2011 Share Option Scheme make offer for the grant of options to subscribe for Shares to eligible participants, namely, (a) any full time employee, executive or executive director of the Company, its subsidiaries or any entity in which any member of the Group holds any equity interest; (b) any non-executive directors (including independent non-executive directors) of the Company, any subsidiary or any entity in which any member of the Group holds any equity interest ("Invested Entity"); (c) any supplier of goods or services to any member of the Group or any Invested Entity; (d) any customer of any member of the Group or any Invested Entity; (e) any person or entity that provides research, development or other technological support to any member of the Group or any Invested Entity; (f) any shareholder of any member of the Group or any Invested Entity or any holder of any securities issued by any member of the Group or any Invested Entity; (g) any adviser (professional or otherwise) or consultant to any area of business or business development of any member of the Group or any Invested Entity; and (h) any other group or classes of participants who have contributed or may contribute by way of joint venture, business alliance or other business arrangement to the development and growth of the Group, and, for the purposes of the scheme, the offer may be made to any company wholly owned by one or more eligible participants mentioned above.

### 3. Total number of securities available for issue under the scheme and percentage

According to the scheme mandate limit approved by the shareholders on the Adoption Date, the Directors are authorised to grant share options to subscribe up to 106,846,886 Shares, representing 10% of the total number of issued shares as at the Adoption Date. As no offer for grant of share options has ever been made under the scheme, the total number of Shares underlying the share options available for grant is 106,846,886 Shares, representing approximately 2% of the total number of issued shares as at the date of this annual report. As there are no options granted under the scheme and hence there are no outstanding options under the scheme, the total number of Shares available for issued under the scheme is zero.

## 購股權計劃(續)

### 2. 計劃之參與者

董事可自二零一一年購股權計劃日期起十(10)年期間內就授出購股權以認購股份向合資格參與者提出要約，即(a)本公司、其附屬公司或本集團任何成員公司於其中擁有任何權益之任何實體之任何全職僱員、行政人員或執行董事；(b)本公司、任何附屬公司或本集團任何成員公司於其中擁有任何權益之任何實體(「投資實體」)之任何非執行董事(包括獨立非執行董事)；(c)向本集團任何成員公司或任何投資實體提供產品或服務之任何供應商；(d)本集團任何成員公司或任何投資實體之任何客戶；(e)向本集團任何成員公司或任何投資實體提供研究、開發或其他技術支援之任何人士或實體；(f)本集團任何成員公司或任何投資實體之任何股東，或本集團任何成員公司或任何投資實體發行之任何證券之任何持有人；(g)本集團任何成員公司或任何投資實體之任何業務或業務發展範疇之任何顧問(專業或其他方面)或專家顧問；及(h)透過合營企業、業務聯盟或其他業務安排而對或可能對本集團發展及成長作出貢獻之任何其他組別或類別參與者，就本計劃而言，要約可授予上文所述一名或多名合資格參與者全資擁有之任何公司。

### 3. 計劃項下可發行之證券總數及百分比

根據股東於採納日期批准之計劃授權上限，董事獲授權授出購股權以認購最多106,846,886股股份，相當於採納日期已發行股份總數10%。由於概無根據計劃就授出購股權提出要約，可授出購股權之股份總數為106,846,886股股份，相當於本年報日期已發行股份總數約2%。由於計劃項下概無授出購股權，故計劃項下並無尚未行使之購股權，因此計劃項下可發行之股份總數為零。

## SHARE OPTION SCHEME (continued)

### 4. Maximum entitlement of each participant

The total number of Shares issued and which may fall to be issued upon exercise of the Options and the options granted under any other share option scheme of the Group (including both exercised or outstanding options) to each Grantee in any 12-month period shall not exceed 1% of the issued share capital of the Company for the time being.

### 5. Period within which Shares must be taken up under an option

The period within which the shares must be taken up under an option shall not be later than 10 years from the date the option is granted.

### 6. Minimum period before an option can be exercised

There is no minimum period for which an option must be held before it can be exercised.

### 7. Amount payable on acceptance and period within which payment must be made

HK\$1.00 is payable on acceptance of the option within 21 days from its date of grant.

### 8. Basis for determining exercise price

The exercise price in respect of any option shall, subject to any adjustments made pursuant to the terms of scheme, be at the discretion of the Directors, provided that it shall be at least the highest of:

- (a) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet for trade in one or more board lots of the Shares on the date of grant;
- (b) the average closing price of the Shares as stated in the Stock Exchange's daily quotations sheets for the five business days immediately preceding the date of grant; and
- (c) the nominal value of a Share.

### 9. Life of the scheme

The scheme has a life of 10 years commencing from the Adoption Date and will expire on the 10th anniversary of the Adoption Date, namely, 27 September 2021.

## 購股權計劃(續)

### 4. 各參與者之最大配額

於任何12個月期間向各承授人已發行及因行使購股權及行使根據本集團任何其他購股權計劃授出之購股權(包括已行使或尚未行使購股權)而可能發行之股份總數不得超過本公司當時已發行股本1%。

### 5. 購股權項下須接納股份之期限

購股權項下須接納股份之期限不得超過購股權授出日期起計10年。

### 6. 購股權可予行使前之最低期限

並無購股權可予行使前須持有購股權之最低期限。

### 7. 接納購股權應付款項及須支付款項之期限

自購股權授出日期起21日內須就接納購股權支付港幣1.00元。

### 8. 釐定行使價之基準

任何購股權之行使價須按董事酌情權決定並根據計劃條款作出任何調整，但其最少須為以下最高者：

- (a) 於授出日期，聯交所之每日報價表就買賣一手或以上股份所報之股份收市價；
- (b) 緊接授出日期前五個營業日，聯交所每日報價表所報之股份平均收市價；及
- (c) 股份面值。

### 9. 計劃期限

計劃自採納日期起計為期10年，並將於採納日期第10個週年日期(即二零二一年九月二十七日)屆滿。

## CONTINUING CONNECTED TRANSACTIONS

### (1) OPERATION AGREEMENT

On 30 January 2019, the Company entered into the Operation Agreement with CMSK pursuant to which the Group will provide project operational support services to CMSK, including but not limited to taking charge of land acquisition, project development and sales, commencing from 30 January 2019 up to 31 December 2021 (both days inclusive). CMSK is the controlling shareholder of the Company holding approximately 74.35% of the issued share capital of the Company.

The annual cap for the transaction under the Operation Agreement was set at RMB 1 million for the year of 2021.

### PROPERTY MANAGEMENT MASTER AGREEMENT

On the same date, the Company also entered into the Property Management Master Agreement with Merchants Property Management pursuant to which Merchants Property Management, a wholly-owned subsidiary of CMSK, will provide property management services to the Group's PRC operating subsidiaries, commencing from 30 January 2019 up to 31 December 2021 (both days inclusive).

The annual cap for the transaction under the Property Management Master Agreement was set at RMB220 million for the year of 2021.

Details, including the annual caps, of both Operation Agreement and Property Management Master Agreement, please refer to the Announcement of the Company dated 30 January 2019.

## 持續關連交易

### (1) 運營協議

於二零一九年一月三十日，本公司與招商蛇口訂立運營協議，據此，本集團將自二零一九年一月三十日起直至二零二一年十二月三十一日止(包括首尾兩日)向招商蛇口提供項目運營支持服務，包括但不限於負責土地收購、項目開發及銷售。招商蛇口為本公司控股股東，持有本公司已發行股本約74.35%。

運營協議項下之交易於二零二一年的年度上限獲設定為人民幣1,000,000元。

### 物業管理總協議

於同日，本公司亦與招商局物業管理訂立物業管理總協議，據此，招商蛇口的全資附屬公司招商局物業管理將自二零一九年一月三十日起直至二零二一年十二月三十一日止(包括首尾兩日)向本集團的中國境內運營附屬公司提供物業管理服務。

物業管理總協議項下之交易於二零二一年的年度上限獲設定為人民幣220,000,000元。

包括運營協議及物業管理總協議的年度上限在內之詳情，請參閱本公司日期為二零一九年一月三十日之公告。



## CONTINUING CONNECTED TRANSACTIONS

(continued)

(2) Reference is made to and as disclosed in the Offering Circular of the CMC REIT dated 28 November 2019 that (i) CMC REIT was constituted by the Trust Deed entered into on 15 November 2019 between China Merchants Land Asset Management Co., Limited (the "CMLAM") (as the REIT Manager), an indirect wholly-owned subsidiary of the Company, and the Trustee, and (ii) following the completion of the global offering of the units of CMC REIT, Eureka Investment Company Limited, a wholly-owned subsidiary of CMSK, being a controlling shareholder of the Company, would become a holder of the units of CMC REIT holding more than 30% of the issued units of CMC REIT. CMLAM has been providing the REIT Management Services to CMC REIT pursuant to the terms of the Trust Deed. Since CMSK is a connected person of the Company by virtue of being a controlling shareholder of the Company, CMC REIT is deemed as an associate of CMSK under the Listing Rules, the REIT Management Services provided by CMLAM to CMC REIT under the Trust Deed constitutes a continuing connected transaction of the Company under Chapter 14A of the Listing Rules.

The annual cap for the transaction under the Trust Deed set for the year of 2021 was RMB28.86 million.

More details, including the annual caps, are disclosed in the Announcement dated 28 November 2019 and the supplemental announcement dated 25 March 2020 of the Company. On 21 December 2021, the company made an announcement to provide details of the new annual caps for the REIT Management Transaction under the Trust Deed for each of the three financial years ending 31 December 2024.

### (3) OPERATION AGREEMENT 2022

On 31 December 2021, the Company entered into the Operation Agreement 2022 with CMSK pursuant to which the Group will provide project operational support services to CMSK, including but not limited to taking charge of land acquisition, project development and sales, commencing from 1 January 2022 up to 31 December 2024 (both days inclusive). CMSK is the controlling shareholder of the Company holding approximately 74.35% of the issued share capital of the Company.

## 持續關連交易(續)

(2) 茲提述日期為二零一九年十一月二十八日招商局房託基金之發售通函及誠如其所披露，(i)招商局房託基金由招商局置地資管有限公司(「招商局置地管理」，作為房託基金經理)(本公司間接全資附屬公司)與受託人於二零一九年十一月十五日訂立的信託契據組成；及(ii)緊隨全球發售招商局房託基金單位完成後，瑞嘉投資實業有限公司(本公司控股股東招商蛇口的全資附屬公司)將成為招商局房託基金單位的持有人，持有招商局房託基金已發行單位超過30%。招商局置地管理已根據信託契據的條款向招商局房託基金提供房託基金管理服務。根據上市規則，招商蛇口因其作為本公司的控股股東而屬於本公司的關連人士，而招商局房託基金被視為招商蛇口的聯繫人，招商局置地管理根據信託契據向招商局房託基金提供的房託基金管理服務構成上市規則第14A章項下本公司的持續關連交易。

信託契據項下之交易於二零二一年的年度上限獲設定為人民幣28,860,000元。

包括年度上限在內之更多資訊已披露於本公司二零一九年十一月二十八日的公告及二零二零年三月二十五日之補充公告。本公司於二零二一年十二月三十一日刊發公告，以提供有關截至二零二四年十二月三十一日止三個財政年度各年信託契據項下的房地產投資信託管理交易的新年度上限的詳情。

### (3) 運營協議2022

於二零二一年十二月三十一日，本公司與招商蛇口訂立運營協議2022，據此，本集團將自二零二二年一月一日起直至二零二四年十二月三十一日止(包括首尾兩日)向招商蛇口提供項目運營支持服務，包括但不限於負責土地收購、項目開發及銷售。招商蛇口為本公司控股股東，持有本公司已發行股本約74.35%。

## CONTINUING CONNECTED TRANSACTIONS 持續關連交易(續)

(continued)

### (4) PROPERTY MANAGEMENT MASTER AGREEMENT 2022

On the same date, the Company also entered into the Property Management Master Agreement 2022 with Merchants Property Management pursuant to which merchants Property Management, a non-wholly owned subsidiary of CMSK, will provide property management services to the Group's PRC operating subsidiaries, from 1 January 2022 up to 31 December 2024 (both days inclusive).

Details including the annual caps, of both Operation Agreement 2022 and Property Management Master Agreement 2022, please refer to the Announcement of the Company dated 31 December 2021.

### (5) On 7 April 2017, Merchants Guangzhou as landlord and Guangzhou China Merchants – Colisée Senior Care Services Co., Ltd. (廣州招商高利澤養老服務有限公司) ("Merchants – Colisée Senior Care") (a company established under the laws of the PRC with limited liability, which is an indirect non-wholly owned subsidiary of CMSK), as tenant entered into a tenancy agreement (the "Tenancy Agreement") in respect of a four-storey building located at Block 12, No. 139, Dongyi Road, Donghuan Street, Panyu District, Guangzhou City, Guangdong Province, the PRC (the "Property"), for a rental term of three years subject to automatic renewal for three times, the cap of the aggregate of which will be ten years.

The annual cap of the aggregate maximum amount payable by Merchants – Colisée Senior Care to Merchants Guangzhou under the Tenancy Agreement for each of the 11 financial years ending 31 December 2027 and the detail of the Tenancy Agreement are set out in the Company's announcement dated 7 April 2017 for information.

The annual cap for the transaction under the aforementioned agreement for the year of 2021 was set at RMB 6,835,544.

### (4) 物業管理總協議2022

於同日，本公司亦與招商局物業管理訂立物業管理總協議2022，據此，招商蛇口的全資附屬公司招商局物業管理將自二零二二年一月一日起直至二零二四年十二月三十一日止(包括首尾兩日)向本集團的中國境內運營附屬公司提供物業管理服務。

包括運營協議2022及物業管理總協議2022的年度上限在內之詳情，請參閱本公司日期為二零二一年十二月三十一日之公告。

### (5) 於二零一七年四月七日，招商廣州(作為業主)與廣州招商高利澤養老服務有限公司(「招商高利澤養老」，根據中國法律成立之有限責任公司，為招商蛇口之間接非全資附屬公司)(作為租戶)訂立租賃協議(「租賃協議」)，乃關於位於中國廣東省廣州市番禺區東環街東藝路139號12棟之四層高樓宇(「該物業」)，租賃為期三年(可自動重續三次)，租賃期合共十年。

截至二零二七年十二月三十一日止十一個財政年度各年，招商高利澤養老根據租賃協議應付招商廣州之年度最高總金額上限及租賃協議詳情載列於本公司日期為二零一七年四月七日之公告以供參考。

上述協議項下之交易於二零二一年的年度上限獲設定為人民幣6,835,544元。

## CONTINUING CONNECTED TRANSACTIONS

(continued)

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

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

The Company's auditor was 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. The Board has received an unqualified letter from the auditors of the Company in accordance with Rule 14A.56 of the Listing Rules containing the auditors' findings and conclusion on the above continuing connected transactions of the Group, stating that the auditors have not noticed anything that causes them to believe that any of these continuing connected transactions: (a) have not been approved by the Board; (b) were not, in all material respects, in accordance with the pricing policies of the Group if the transactions involving the provision of goods or services by the Group; (c) were not entered into in accordance with the relevant agreements governing such continuing connected transactions in all material aspects; and (d) have exceeded the relevant annual caps for the financial year ended 31 December 2021.

Save as the aforesaid, there were no other discloseable non-exempted connected transaction or non-exempted continuing connected transaction under the Listing Rules during the Year.

## MATERIAL ACQUISITIONS AND DISPOSALS

Details of material acquisitions or disposals of subsidiaries, associates and joint ventures made by the Company during the year 2021 are set out in notes 32 to 35 to the consolidated financial statements of this annual report.

## 持續關連交易(續)

獨立非執行董事已審閱上述持續關連交易，並確認該等交易乃：

- (i) 於本集團之日常一般業務過程中訂立；
- (ii) 按一般商業條款或較佳條款訂立；及
- (iii) 根據規管該等交易之相關協議訂立，其條款屬公平合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘根據香港會計師公會所頒佈的香港核證委聘準則第3000號(經修訂)歷史財務資料審核或審閱以外的核證委聘及參考實務說明第740號香港上市規則規定的持續關連交易的核數師函件就本集團的持續關連交易作出報告。董事會已收取本公司核數師根據上市規則第14A.56條出具的無保留意見函件，其中載有核數師就上述本集團持續關連交易所得出的發現及結論，並表示核數師並無發現任何事宜導致彼等認為該等持續關連交易：(a)並無經董事會批准；(b)倘有關交易涉及本集團提供貨品及服務，則並非於所有重大方面遵從本集團定價政策；(c)並非於所有重大方面根據規管有關持續關連交易的相關協議訂立；及(d)已超出截至二零二一年十二月三十一日止財政年度的相關年度上限。

除上述者外，年內概無其他根據上市規則須予披露之非豁免關連交易或非豁免持續關連交易。

## 重大收購及出售

於二零二一年度內，本公司進行的有關附屬公司、聯營公司及合營企業的重大收購或出售的詳情，載於本年度報告綜合財務報表附註32至35。

## RELATED PARTY DISCLOSURES

Save as aforesaid, none of the "Related Party Disclosures" as disclosed in note 43 to the consolidated financial statements for the Year constituted discloseable non-exempted connected transaction or non-exempted continuing connected transaction under the Listing Rules.

To the extent of the above "Related Party Disclosures" constituted connected transactions or continuing connected transactions as defined in the Listing Rules, the company had complied with the relevant requirements under Chapter 14A of the Listing Rules during the Year.

## SPECIFIC PERFORMANCE OBLIGATIONS OF CONTROLLING SHAREHOLDER

Save as disclosed below, the Directors are not aware of any circumstances which would be required to disclose herein pursuant to the requirements under Rule 13.21 of the Listing Rules.

- On 28 March 2019, the Company has entered into a facility agreement with a bank in relation to a term loan facility of RMB400,000,000. The Loan Facility has a term of 3 years commencing from the date of the first drawdown.
- On 16 April 2019, the Company has entered into a facility agreement with a bank in relation to a loan facility of up to RMB1,000,000,000. The Loan Facility has a term of 3 years commencing from the date of the Facility Agreement.
- On 10 June 2019, the Company has entered into a Facility Agreement with a bank in relation to a committed term loan facility up to RMB1,000,000,000. The Loan Facility has a term of 3 years commencing from the date of first drawdown.
- On 22 June 2021, the Company entered into the Loan Agreement with a bank pursuant to which the bank shall make available to the Company a term loan facility of an amount not exceeding RMB1,950,000,000. The Loan Facility has a term of 36 months commencing from the date of first drawdown.
- On 8 December 2021, the Company entered into a facility agreement with certain banks in relation to a revolving loan facility in the principal amount of HK\$1,600,000,000 (which may be subsequently increased to not more than HK\$3,600,000,000). The Loan Facility has a term of 36 months commencing from the date of the Facility Agreement.

## 關連方披露

除上述者外，概無本年度綜合財務報表附註43所披露的「關連方披露」構成上市規則項下之須予披露非豁免關連交易或非豁免持續關連交易。

倘上文「關連方披露」構成上市規則所界定之關連交易或持續關連交易，則公司已於年內遵守上市規則第14A章項下之相關規定。

## 控股股東之特定履行責任

除下文披露者外，董事概不知悉須根據上市規則第13.21條之規定於本報告披露之其他任何情況。

- 於二零一九年三月二十八日，本公司與一家銀行訂立一份定期貸款額度為人民幣400,000,000元之融資協議。貸款融資自首次提款日期起計為期三年。
- 於二零一九年四月十六日，本公司與一家銀行訂立一份貸款額度不超過人民幣1,000,000,000元之融資協議。貸款融資自融資協議日期起計為期三年。
- 於二零一九年六月十日，本公司與一家銀行訂立一份承諾性定期貸款額度不超過人民幣1,000,000,000元之融資協議。貸款融資自首次提取日期起計為期三年。
- 於二零二一年六月二十二日，本公司與一家銀行訂立借款合同，據此，該銀行將向本公司提供一筆不超過人民幣1,950,000,000元之定期貸款額度。貸款額度期限自首次貸款提取日期起計為期36個月。
- 於二零二一年十二月八日，本公司與若干銀行訂立一份融資協議，內容有關一筆本金額為港幣1,600,000,000元（隨後可能增加至不超過港幣3,600,000,000元）之循環貸款融資。貸款融資之期限自融資協議日期起計為期36個月。

## SPECIFIC PERFORMANCE OBLIGATIONS OF CONTROLLING SHAREHOLDER *(continued)*

The following events (among other things) would trigger breach of one or more of the above mentioned loan agreements:

- (i) CMSK ceases to beneficially own (directly or indirectly) at least 40% of the issued share capital of the Company;
- (ii) CMSK ceases to beneficially own (directly or indirectly) at least 50% of the issued share capital of the Company;
- (iii) CMSK ceases to beneficially own (directly or indirectly) at least 51% of the issued share capital of the Company;
- (iv) CMSK ceases to be beneficially interested (directly or indirectly) in at least 51% equity of the Company or ceases to have any management control over the Company;
- (v) CMSK ceases to directly or indirectly own or hold at least 50.1% of the issued share capital of the Company;
- (vi) the shares of CMSK ceases for any reason to be listed on the Shenzhen Stock Exchange (or its successor) or such listing is suspended for more than 15 consecutive trading days due to non-compliance with the rules of the Shenzhen Stock Exchange (or its successor) or breach of any undertaking given to the Shenzhen Stock Exchange (or its successor);
- (vii) the Company ceases to be the indirect subsidiary of CMSK; or each of CMSK and the Company fails to maintain its listing status;
- (viii) China Merchants Group Limited ("CMG") ceases to be the single largest shareholder of CMSK (beneficially owned, directly or indirectly, the largest proportionate shareholding or ownership interest in CMSK from time to time) and ceases to beneficially own, directly or indirectly, at least 40% of the entire shareholding or ownership interest in CMSK;
- (ix) CMG ceases to beneficially own (directly or indirectly) at least 50% of the entire shareholding or ownership interest in CMSK;
- (x) CMG ceases to beneficially own (directly or indirectly) at least 50.1% of the entire shareholding or ownership interest in CMSK;

## 控股股東之特定履行責任<sup>(續)</sup>

發生以下事件(其中包括)將違反上述一項或以上之貸款協議:

- (i) 招商蛇口不再實益擁有(直接或間接)本公司已發行股本最少40%;
- (ii) 招商蛇口不再實益擁有(直接或間接)本公司已發行股本最少50%;
- (iii) 招商蛇口不再實益擁有(直接或間接)本公司已發行股本最少51%;
- (iv) 招商蛇口不再實益擁有(直接或間接)本公司最少51%之權益或不再擁有對本公司的任何管理控制權;
- (v) 招商蛇口不再直接或間接擁有本公司已發行股本最少50.1%;
- (vi) 招商蛇口之股份因任何原因不再於深圳證券交易所(或其繼任者)上市或由於未能遵守深圳證券交易所(或其繼任者)之規則或違反其向深圳證券交易所(或其繼任者)作出之任何承諾而停牌超過15個連續交易日;
- (vii) 本公司不再成為招商蛇口的間接附屬公司;或招商蛇口及本公司各自不能維持上市公司地位;
- (viii) 招商局集團有限公司(「招商局集團」)不再為招商蛇口之單一最大股東(不時直接或間接實益擁有招商蛇口之最大比例股權或擁有權權益)及不再直接或間接實益擁有招商蛇口最少40%之全部股權或擁有權權益;
- (ix) 招商局集團不再實益擁有(直接或間接)招商蛇口最少50%之全部股權或擁有權權益;
- (x) 招商局集團不再實益擁有(直接或間接)招商蛇口最少50.1%之全部股權或擁有權權益;

## SPECIFIC PERFORMANCE OBLIGATIONS OF CONTROLLING SHAREHOLDER *(continued)*

- (xi) China Merchants Group ceasing to be beneficially interested (directly or indirectly) in at least 51% equity of CMSK or ceasing to have any management control over CMSK and the Company;
- (xii) CMG ceases to be controlled by The State-owned Assets Supervision and Administration Commission of the State Council of the PRC or any other similarly empowered authorities of the PRC government, or
- (xiii) The State Council of the PRC does not or no longer owns, directly or indirectly, not less than 50% of the beneficial equity interest in China Merchants Group.

Certain loan agreements mentioned above contain cross default provisions so that if the Company or any of its subsidiaries commits a default under any other loan agreement(s) to which it is a borrower that entitles any creditor to declare any borrowed monies under such loan agreement(s) due and payable and the amount in aggregate exceeds US\$15,000,000, or its equivalent in other currencies it will also constitute an event of default under those loan agreements.

Details of the above mentioned loan agreements made pursuant to the requirements of Rule 13.18 of the Listing Rules were disclosed in the announcements of the Company and the subsequent internal/annual report of the Company respectively.

As at 31 December 2021, the aggregate outstanding principal of loans owed by the Group under the above agreements were approximately RMB5,988 million.

## MANAGEMENT CONTRACTS

Save as disclosed in this annual report, during the Year, no contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed.

## EQUITY-LINKED AGREEMENTS

Save for disclosure in this report, the Company has not entered into any equity-linked agreements for the Year.

## 控股股東之特定履行責任(續)

- (xi) 招商局集團不再實益擁有(直接或間接)招商蛇口最少51%之權益或不再擁有對招商蛇口及本公司的任何管理控制權；
- (xii) 招商局集團不再受中國國務院國有資產監督管理委員會或任何其他類似中國政府權力機關控制，或
- (xiii) 中國國務院並無或不再直接或間接擁有招商局集團不少於50%的實益股權。

若干上述貸款協議載有交叉違約條文，致使倘本公司或其任何附屬公司在其作為借款人之任何其他貸款協議項下作出違約行為，令任何債權人有權宣稱有關貸款協議項下之任何借款為到期及須予償還，且金額合計超過15,000,000美元或其他貨幣之等值金額，其亦將構成該等貸款協議項下之違約事件。

本公司已根據上市規則第13.18條之規定就上述貸款協議之詳情分別於本公司之公告以及於本公司其後之中期報告／年報作出披露。

於二零二一年十二月三十一日，本集團於上述協議項下之尚未償還貸款本金總額約為人民幣5,988百萬元。

## 管理合約

除本年報披露者外，年內概無就本集團全部或任何重大部分業務之管理及行政訂立或存續之合約。

## 股權掛鈎協議

除本報告披露者外，年內本公司概無訂立任何股權掛鈎協議。

## PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Company's Articles of Association or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders.

## AUDIT COMMITTEE

The composition and functions of the Audit Committee are set out in the section headed "CORPORATE GOVERNANCE REPORT" - "AUDIT COMMITTEE".

## INTERNAL CONTROLS

The Company is committed to maintaining a sound system of internal controls. Corporate Governance Details of the corporate governance are set out in the section headed "Corporate Governance Report" in this annual report.

## INDEPENDENT AUDITOR

Deloitte Touche Tohmatsu audited the Group's consolidated financial statements for the financial year ended 31 December 2021, 31 December 2020 and 31 December 2019.

Save as disclosed above, there were no other changes in the auditors of the Company during the past three years.

Deloitte Touche Tohmatsu has expressed its willingness to accept re-appointment as independent auditor of the Company. Deloitte Touche Tohmatsu will retire and a resolution for their re-appointment as auditor shall be proposed at the forthcoming AGM of the Company.

## SUFFICIENT PUBLIC FLOAT

Based on information that is publicly available to the Company and with the knowledge of the Directors, the Company had maintained sufficient public float of at least 25% of the Company's total issued share capital as at the date of this report.

ON BEHALF OF THE BOARD

**XU Yongjun**  
Chairman  
Hong Kong  
17 March 2022

## 優先購買權

本公司之組織章程細則或開曼群島法律概無優先購買權之條文規定本公司須按比例向現有股東發售新股份。

## 審核委員會

審核委員會的構成以及職能內容載列於「企業管治報告」—「審核委員會」一節。

## 內部監控

本公司致力維持穩健之內部監控系統。企業管治之企業管治詳情載於本年報「企業管治報告」一節。

## 獨立核數師

德勤•關黃陳方會計師行已審核本集團截至二零二一年十二月三十一日、二零二零年十二月三十一日及二零一九年十二月三十一日止財政年度之綜合財務報表。

除上文披露者外，本公司核數師於過去三年概無其他變動。

德勤•關黃陳方會計師行已表示願意接受作為本公司獨立核數師之續聘。德勤•關黃陳方會計師行將告退任，而本公司應屆股東週年大會將提呈重新委任彼等為核數師之決議案。

## 足夠公眾持股量

根據本公司公開可得資料及據董事所知悉，於本報告日期，本公司一直維持本公司全部已發行股本至少25%之足夠公眾持股量。

代表董事會

主席  
**許永軍**  
香港  
二零二二年三月十七日

# CORPORATE GOVERNANCE REPORT

## 企業管治報告

The Board (the “Board”) of Directors (the “Directors”) of China Merchants Land Limited (the “Company”, together with its subsidiaries (collectively referred to as the “Group”)) are pleased to present this Corporate Governance Report in the Group’s annual report for the year ended 31 December 2021 (the “Year”).

### COMPLIANCE WITH CORPORATE GOVERNANCE CODE

The Board considers that a sound corporate governance of the Company is the core to safeguarding the interests of the shareholders of the Company and enhancing the performance of the Group. The Board reviews its corporate governance practices from time to time in order to meet the rising expectations of shareholders and to fulfill its commitment to excellence in corporate governance.

During the Year, the Company has adopted, for corporate governance purposes, the code provisions of the Corporate Governance Code (the “HK CG Code”) contained in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) (collectively, the “Listing Rules”).

The Company has complied with the HK CG Code (to the extent that such provisions are applicable) except for below deviations from code provisions C.1.6 and F.2.2 of the HK CG Code which are explained in the relevant paragraphs of this report. The Company will continue to enhance its corporate governance practices appropriate to the conduct and growth of its businesses and to review such practices from time to time to ensure that they comply with the HK CG Code.

Code Provision C.1.6 stipulates that independent non-executive Directors and other non-executive Directors should attend general meetings, and develop a balanced understanding of the views of shareholders. Mr. Xu Yongjun, the non-executive director, and Mr. He Qi, the independent non-executive director, did not attend the annual general meeting (the “AGM”) of the Company held on 26 May 2021 due to the other business engagement. However, there were sufficient Directors, including executive Directors, independent non-executive Directors and non-executive Directors, present to enable the Board to develop a balanced understanding of the views of the Company’s shareholders.

招商局置地有限公司(「本公司」，連同其附屬公司(統稱「本集團」))董事(「董事」)會(「董事會」)欣然呈列本集團截至二零二一年十二月三十一日止年度(「年內」)年報內本企業管治報告。

### 遵從企業管治守則

董事會認為，本公司達致健全的企業管治，乃保障本公司股東利益及提升本集團表現之核心元素。董事會不時審閱其企業管治常規，以符合股東不斷提升之期望及履行其致力實踐優質企業管治的承諾。

就企業管治而言，本公司已於年內採納香港聯合交易所有限公司(「聯交所」)證券上市規則所載企業管治守則(「香港企業管治守則」)(統稱「上市規則」)之守則條文。

本公司已遵守香港企業管治守則(以該等條文適用者為限)，惟偏離香港企業管治守則之守則條文第C.1.6及F.2.2條除外，該等條文將於本報告相關段落作出解釋。本公司將繼續改善其企業管治常規以配合業務之營運及增長，並不時檢討該等常規以確保彼等符合香港企業管治守則。

守則條文第C.1.6條訂明，獨立非執行董事及其他非執行董事應出席股東大會，以對股東之意見有公正之理解。非執行董事許永軍先生及獨立非執行董事何琦先生因其他事務未能出席本公司於二零二一年五月二十六日舉行之股東週年大會(「股東週年大會」)。然而，會有足夠的董事(包括執行董事、獨立非執行董事及非執行董事)出席，以確保董事會對本公司股東之意見有公正之理解。



## COMPLIANCE WITH CORPORATE GOVERNANCE CODE *(continued)*

Code Provision F.2.2 stipulates that the chairman of the board should attend the annual general meeting. Mr. Xu Yongjun, the chairman of the Board, could not attend the AGM held 26 May 2021 due to other business engagement. However, he had appointed Mr. Huang Junlong, a non-executive Director as his alternate director who presided at the AGM and answered questions for shareholders of the Company.

### Corporate Strategy, Business Model and Culture

The Board of Directors of the Company pursues higher vision, values and strategies of the Company, taking into account both long-term and short-term corporate values, and requires the establishment and promotion of a corporate culture of “acting legally, ethically and responsibly”, which is reviewed and updated on a regular or occasional basis. For more information on corporate performance, development and future business strategies, please refer to the “Chairman’s Statement” and “Management Discussion and Analysis” sections of this annual report.

### Rationale for not publishing quarterly results

The Company publishes quarterly operating data, which includes key business information such as contracted sales amount and area. Our reasons for not publishing quarterly results after careful consideration are:

- Quarterly reports are not meaningful to the Company’s shareholders;
- Quarterly reports tend to give a short term view of the Company’s business performance;
- The Company does not operate on a three-month cycle and therefore we should not disclose information on such a cycle to allow investors to judge our performance; and
- There are costs associated with the preparation of quarterly reports, including the cost of time spent by the Board of Directors and management in preparing quarterly reports.

## 遵從企業管治守則 *(續)*

守則條文第F.2.2條訂明，董事會主席應出席股東週年大會。董事會主席許永軍先生因其他事務未能出席於二零二一年五月二十六日舉行之股東週年大會。然而，彼已委任非執行董事黃均隆先生為彼之替任董事，以主持股東週年大會及回答本公司股東疑問。

### 企業策略、業務模式及文化

本公司董事會對公司願景、價值及策略有所要求，兼顧企業長短期價值，並要求樹立和推廣「行事合乎法律、道德及責任」的企業文化，並且會定期或不定期檢討和更新。關於企業表現、發展及未來業務策略等，可參閱本年度報告「主席報告」及「管理層討論及分析」的部分。

### 不發表季度業績報告的理據

本公司發表季度運營數據，當中載列主要業務資料，例如合同銷售額及面積等。我們經詳細考慮後不發表季度業績報告的原因是：

- 季度報告對本公司股東來說無重大意義；
- 季度報告容易使人以短線角度看待公司的業務表現；
- 本公司的營運周期非以三個月為單元，故我們不應按這周期披露資料從而讓投資者判斷我們的表現；及
- 編製季度報告涉及成本，包括董事會和管理層用於製作季度報告的時間成本。

## THE BOARD

### Composition

The composition of the Board and the categories of Directors and the names of the Directors are set out in the section headed “DIRECTORS’ REPORT” - “DIRECTORS” in this annual report. The personal particulars of each Director are set out in the “DIRECTORS AND SENIOR MANAGEMENT PROFILE” section of this annual report, which is also available on the Company’s website.

### Diversity

The current Board of Directors includes directors from various fields with professional backgrounds including real estate, trading, finance and accounting, etc. Meanwhile, eight of the directors are male and two are female, aged between 43 and 70, four of whom have doctoral or professorial degrees, and all of them have experience as directors of listed companies, which shows that the current Board of Directors is able to achieve diversity.

### Responsibilities

The Board is responsible for the strategic leadership and control of the Group to maximize returns for shareholders, while giving due consideration to the interests of the Group’s business partners and other parties. The achievement of the Company’s business objectives and the day-to-day operations of the business are the responsibility of the Group’s senior management.

## 董事會

### 組成

董事會的組成和董事類別及董事姓名載列於本年度報告「董事會報告」—「董事」一節中。各董事的個人資料載於本年度報告的「董事及高級管理人員履歷」章節之內，並登載於本公司網站。

### 多元化

現行之董事會包括了來自不同範疇的董事，專業背景包括地產、貿易、財務及會計等，同時，董事中有8位是男性，2位是女性，年齡介乎43至70歲，其中四人具備博士或教授學歷，全部董事具備擔任上市公司董事的經驗，可見現行之董事會的組合能夠達到多元化的目的。

### 職責

董事會負責本集團的策略領導及監控工作，為股東取得最大的回報，而同時適當考慮與本集團業務夥伴及其他各方的利益。實現公司業務目標及日常業務的運作由本集團高級管理人員負責。

## THE BOARD (continued)

### Responsibilities (continued)

In accordance with the Memorandum and Articles of Association of the Company and subject to the relevant laws and regulations, the Board may exercise a number of reserved powers, including but not limited to:

- Maintaining and promoting the culture of the company
- Developing long-term strategies
- Approving various announcements, including financial statements
- Undertaking all major investment decisions
- Authorising significant capital structure changes and material borrowings
- Issuing or repurchasing securities of equity companies under the relevant general mandates
- Developing and review significant policies, including the board's diversity policy, to ensure that the board has the appropriate skills, experience and diversity of perspectives and views required by the company's business
- Reviewing the operational and financial performance of the business
- Reviewing the effectiveness of the group's corporate governance policies and disclosure, legal and regulatory requirements, risk management and internal control systems, and recommend to the Board of Directors
- Ensuring the adequacy of resources, staff qualifications and experience, training programmes and budgets for staff in the accounting, internal audit and financial reporting functions of the company
- Overseeing sustainability issues, including overseeing the company's materiality assessment with respect to ESG; ensuring the proper and ongoing implementation of ESG policies; and promoting a top-down culture of decision making that incorporates ESG considerations into the business.

## 董事會(續)

### 職責(續)

根據公司組織章程大綱及細則及不違反有關法律法規的前提下，董事會可行使多項保留權力，包括但不限於：

- 維持及推動公司文化
- 制定長期策略
- 核准各項公告，包括財務報表
- 承擔各項主要的投資決策
- 授權重大的資本架構變動及重要的借款
- 根據有關的一般性授權發行或回購股本公司證券
- 制定及檢討各項重大政策包括董事會多元化政策，以確保董事會具備公司業務所需的適當技能、經驗及多樣的觀點與角度
- 檢討業務營運及財政表現
- 檢討集團在企業管治政策及披露、法律及監管規定、風險管理及內部監控系統的有效程度並向董事會建議
- 確保公司在會計、內部審核及財務匯報職能方面的資源、員工資歷及經驗，以及員工所接受的培訓課程及預算是否足夠
- 監督可持續發展事宜，包括監督公司關於ESG方面的重要性評估；確保ESG政策的正確和持續實施；以及促進由上而下的將ESG考量納入業務的決策文化。

## THE BOARD *(continued)*

### Responsibilities *(continued)*

The Board is in charge to promote the success of the Group by directing and supervising its affairs in a responsible and effective manner. Each Director has a duty to act in good faith in the best interests of the Company. The Directors are aware of their collective and individual responsibilities to all shareholders of the Group for the manner in which the affairs of the Company are managed, controlled and operated. A Director is required to keep abreast of his responsibilities as a Director and of the conduct, business activities and development of the Group.

The Board is also responsible for providing guidance to overall management of the businesses and affairs of the Group. To facilitate effective management, certain functions have been delegated to various Board committees, namely Nomination Committee, Remuneration Committee and Audit Committee, each of which has its own written terms of reference and whose actions are reported to and monitored by the Board. The effectiveness of each committee is also constantly monitored.

The Board is responsible for performing the functions set out in the HK CG Code. During the Year, the Board has reviewed the corporate governance policy and the Company's internal codes for securities dealing. The Board will review, consider and determine the appropriate policy for corporate governance of the Company from time to time.

Non-executive Directors have the same duties of care and skill and fiduciary duties as executive Directors. The functions of non-executive Directors have included the functions as specified in the code provision C.1.2 of the HK CG Code.

## DELEGATION BY THE BOARD

The Board has delegated functions that are necessary and incidental to carrying out the decision of the Board or to facilitate the day-to-day operation of the Group in the ordinary course of business to the senior management and divisional heads of different units.

Major corporate matters that are specifically delegated by the Board to senior management include execution of business strategies and initiatives adopted by the Board, implementation of adequate internal controls and risk management procedures, and compliance with relevant statutory requirements and rules and regulations.

## 董事會 *(續)*

### 職責 *(續)*

董事會負責通過以負責任及具效益之方式引導並監督本公司事務，推動本集團之成就。每一位董事均有責任本著公司最佳利益下真誠行事。董事知悉，彼等須就本公司事務管理、控制及運作之方式，向本集團所有股東負起集體和個別責任。董事須時常肩負彼作為董事之責任，並應經常對本集團之行為、業務活動及發展加以留意。

董事會亦負責為本集團業務及事務之整體管理提供指引。為方便有效管理，各董事委員會（分別為提名委員會、薪酬委員會及審核委員會）已獲授權若干職能。各董事委員會均訂有書面職權範圍，其所採取行動均須向董事會報告並受其監察。各委員會之成效亦受持續監察。

董事會負責履行香港企業管治守則所載之職能。年內，董事會已審閱企業管理政策及本公司就證券交易之內部守則。董事會將不時審閱、考慮及決定本公司企業管治之合適政策。

非執行董事與執行董事具同等謹慎、熟練及受信責任。非執行董事職能包括在香港企業管治守則之守則條文第C.1.2條所列明之職能。

## 董事會之授權

董事會已授予高級管理人員及不同單位部門主管所需及相關職能，以執行董事會決定或確保本集團於一般業務過程中可暢順地進行日常營運。

董事會已特別授權高級管理人員處理之主要企業事務包括：執行董事會採納之業務策略及計劃、實施足夠內部監控及風險管理程序，以及遵從相關法定要求、規則及法規。

## THE BOARD (continued)

### Board meetings

The attendance records of each Director at the meetings of the Board, the Audit Committee, the Nomination Committee and the Remuneration Committee during the Year are set out below:

		Board 董事會	Audit Committee 審核委員會	Nomination Committee 提名委員會	Remuneration Committee 薪酬委員會
<b>Number of meeting held during the Year</b>	<b>年內舉行會議之次數</b>	4	3	1	1
<b>Non-executive Directors</b>	<b>非執行董事</b>				
Mr. XU Yongjun (Note 1)	許永軍先生(附註1)	1/4	–	1/1	–
Mr. HUANG Junlong	黃均隆先生	4/4	–	–	1/1
Ms. LIU Ning	劉寧女士	4/4	3/3	–	–
<b>Executive Directors</b>	<b>執行董事</b>				
Dr. SO Shu Fai	蘇樹輝博士	4/4	–	–	–
Mr. YU Zhiliang	余志良先生	4/4	–	–	–
Mr. WONG King Yuen	黃競源先生	4/4	–	–	–
<b>Independent non-executive Directors</b>	<b>獨立非執行董事</b>				
Dr. WONG Wing Kuen, Albert	王永權博士	4/4	3/3	–	1/1
Ms. CHEN Yanping	陳燕萍女士	3/4	–	1/1	1/1
Dr. SHI Xiping	史新平博士	4/4	3/3	1/1	–
Mr. HE Qi	何琦先生	4/4	–	–	–

Notes:

(1) Due to business affairs, Mr. XU could not attend three of Board meetings held during the year. Mr. XU had appointed Mr. HUANG Junlong or Ms. LIU Ning to act his alternate to attend the Board meetings held.

## 董事會(續)

### 董事會會議

年內，各董事於董事會、審核委員會、提名委員會及薪酬委員會之出席記錄載列如下：

		Board 董事會	Audit Committee 審核委員會	Nomination Committee 提名委員會	Remuneration Committee 薪酬委員會
<b>Number of meeting held during the Year</b>	<b>年內舉行會議之次數</b>	4	3	1	1
<b>Non-executive Directors</b>	<b>非執行董事</b>				
Mr. XU Yongjun (Note 1)	許永軍先生(附註1)	1/4	–	1/1	–
Mr. HUANG Junlong	黃均隆先生	4/4	–	–	1/1
Ms. LIU Ning	劉寧女士	4/4	3/3	–	–
<b>Executive Directors</b>	<b>執行董事</b>				
Dr. SO Shu Fai	蘇樹輝博士	4/4	–	–	–
Mr. YU Zhiliang	余志良先生	4/4	–	–	–
Mr. WONG King Yuen	黃競源先生	4/4	–	–	–
<b>Independent non-executive Directors</b>	<b>獨立非執行董事</b>				
Dr. WONG Wing Kuen, Albert	王永權博士	4/4	3/3	–	1/1
Ms. CHEN Yanping	陳燕萍女士	3/4	–	1/1	1/1
Dr. SHI Xiping	史新平博士	4/4	3/3	1/1	–
Mr. HE Qi	何琦先生	4/4	–	–	–

附註：

(1) 由於商務理由，許先生未能出席於年內舉行的三次董事會會議。許先生已委任黃均隆先生或劉寧女士出任彼之替任董事，以代表彼出席上述未能出席之董事會會議。

## THE BOARD *(continued)*

### Board meetings *(continued)*

Minutes of the Board, the Audit Committee, the Remuneration Committee and the Nomination Committee were recorded in sufficient details of matters considered at the meetings and decisions reached including any concerns or dissenting views raised by the Directors. All the minutes are kept by the company secretary and are open for inspection at any time on reasonable notice given by any Director.

Directors can access to the advice and services of the company secretary to ensure that Board procedures and applicable rules and regulations are followed.

In addition, all Directors are regularly updated on corporate governance and regulatory matters. On a continuing basis, Directors are encouraged to keep up to date on all matters relevant to the Group and attend briefings and seminars as appropriate. Guideline is available for Directors to obtain independent professional advice at the expense of the Company in the furtherance of their duties. The Company has also arranged appropriate liability insurance cover in respect of legal action against its Directors.

## CHAIRMAN AND CHIEF EXECUTIVE

Mr. XU Yongjun, a non-executive Director, is the chairman of the Board. The chairman is responsible for leading the Board to ensure its effectiveness on all aspects of its role and set its agenda.

Mr. YU Zhiliang, an executive Director who has been re-designated from the chief financial officer to general manager of the Company since 18 August 2016 is currently responsible for the Group's strategic development and operational plans, and in particular, the day-to-day operations of the Company's business, which are as same as the duties discharged by a chief executive officer. Therefore, the Company considers that the division of responsibilities between the chairman and the role of a chief executive has been achieved within the Company's written guidelines.

## 董事會 *(續)*

### 董事會會議 *(續)*

董事會、審核委員會、薪酬委員會及提名委員會之會議記錄，於會議內曾考慮之事項及所達致之決定(包括任何由董事提出的關注事宜或反對意見)均有詳盡記錄。所有會議記錄由公司秘書保管，任何董事只要發出合理通知，均可於任何時間內查閱該等會議記錄。

各董事均可獲取公司秘書之意見及服務，以確保董事會程序及適用規則以及法規均已獲遵守。

此外，本公司會定期向所有董事匯報有關企業管治及監管事務之最新情況。董事獲持續鼓勵時刻關注有關本集團之一切事宜，並於適當時候參加簡報會及研討會。本公司設有一套指引，規範董事為執行職務而諮詢獨立專業意見(有關費用由本公司承擔)。本公司亦已就向其董事提出的法律訴訟購買適當之責任保險。

## 主席及行政總裁

非執行董事許永軍先生為董事會主席。主席負責領導董事會，確保其有效履行各方面之職務，並制訂其議程。

執行董事余志良先生自二零一六年八月十八日起由本公司財務總監調任為總經理，目前負責本集團戰略發展及營運計劃，尤其本公司業務的日常經營，與行政總裁所履行職責相同。因此，本公司認為公司的書面規章制度已體現了主席與行政總裁職責之劃分。

## TRAINING FOR DIRECTORS

All Directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution to the Board remains informed and relevant.

Each newly appointed Director receives comprehensive, formal and tailored induction on the first occasion of his/her appointment, so as to ensure that he/she has appropriate understanding of the business and operations of the Company and that he/she is fully aware of his/her responsibilities and obligations under the Listing Rules and relevant regulatory requirements.

The Directors are responsible for their own training needs and report to the Company. The Company will provide suitable training course for the Directors at the Company's expenses.

The Directors are continually updated on the legal and regulatory developments, as well as business and market changes, to facilitate the discharge of their responsibilities. During the Year, all Directors have complied with code provision C.1.4 of the HK CG Code to participate in continuous professional development to develop and refresh their knowledge and skills by attending seminars, in-house briefings or reading materials on the following topics:

## 董事培訓

全體董事應確保參與持續專業培訓計劃，提高及更新其知識及技能。此舉確保彼等在知情情況下向董事會作出切合所需之貢獻。

每名新任董事於首次委任時會獲發全面、正式及針對個別董事需要的就任須知，確保彼明白本公司的業務及運作，並完全了解根據上市規則及相關監管規定所規定其擔負的職責及責任。

董事負責自身所需之培訓並向本公司報告。本公司將向董事提供合適之培訓課程，費用由本公司支付。

本公司將不斷就法律和監管發展以及業務與市場變化，向董事提供最新資訊，以協助董事履行職責。年內，全體董事已遵守香港企業管治守則守則條文第C.1.4條參與持續專業培訓，通過出席有關以下主題之講座、內部簡介或閱覽材料，發展並更新彼等之知識及技能：

		<b>Attending seminars/ Reading materials 參與座談會／閱讀材料</b>
<b>Non-executive Directors</b>		
Mr. XU Yongjun	非執行董事 許永軍先生	✓
Mr. HUANG Junlong	黃均隆先生	✓
Ms. LIU Ning	劉寧女士	✓
<b>Executive Directors</b>		
Dr. SO Shu Fai	執行董事 蘇樹輝博士	✓
Mr. YU Zhiliang	余志良先生	✓
Mr. WONG King Yuen	黃競源先生	✓
<b>Independent non-executive Directors</b>		
Dr. WONG Wing Kuen, Albert	獨立非執行董事 王永權博士	✓
Ms. CHEN Yanping	陳燕萍女士	✓
Dr. SHI Xinping	史新平博士	✓
Mr. HE Qi	何琦先生	✓

## SUPPLY OF AND ACCESS TO INFORMATION

Directors are provided in a timely manner with appropriate information in such form and of such quality as will enable them to make an informed decision and to discharge their duties and responsibilities as Directors of the Company.

In respect of regular Board meetings, and so far as practicable in all other cases, an agenda and accompanying Board papers are sent in full to all Directors in a timely manner and at least three days before the intended date of a Board meeting.

Management is aware that they have an obligation to supply the Board and its committees with adequate information in a timely manner to enable them to make informed decisions. The information supplied must be complete and reliable. The Board and each Director have separate and independent access to the Company's senior management for making further enquires where necessary.

## AUDIT COMMITTEE

The Audit Committee comprised of three members:

### Independent non-executive Director:

Dr. WONG Wing Kuen, Albert (*Chairman*)  
Dr. SHI Xinping (*Member*)

### Non-executive Director

Ms. LIU Ning (*Member*)

Most of them are independent non-executive Directors. Dr. WONG Wing Kuen, Albert has the appropriate professional qualifications or accounting or related financial management expertise. The Board considers that Dr. SHI Xinping and Ms. LIU Ning have sufficient financial knowledge and experience to discharge their responsibilities as members of the Audit Committee. None of the members of the Audit Committee is a former partner of the Company's existing external auditor.

The Audit Committee adopted its revised terms of reference in January 2019 which is applicable to the Company's accounting periods beginning on or after 1 January 2019. The Audit Committee is responsible for reviewing the Group's corporate governance, financial reporting, internal control and risk management.

## 資料之提供和查閱

本公司將會及時向董事提供適當資料，所提供資料之形式和質素，足以讓董事作出知情決定並履行本公司董事之職務及責任。

就董事會之定期會議而言，在實際可行之所有其他情況下，所有董事均會及時並在董事會會議擬定開會之日期至少三天前，獲送呈會議議程及附帶之全部董事會文件。

管理層知悉彼等有責任及時向董事會及其委員會提供足夠資料，讓彼等作出知情決定。所提供之資料必須為完整可靠。董事會及各董事在必要時均可個別及獨立地向本公司高級管理人員作出進一步查詢。

## 審核委員會

審核委員會由三名成員組成：

### 獨立非執行董事：

王永權博士(*主席*)  
史新平博士(*成員*)

### 非執行董事

劉寧女士(*成員*)

大部份成員為獨立非執行董事。王永權博士具備適當專業資格或會計或相關財務管理專長。董事會認為，史新平博士及劉寧女士具備充分財務知識及經驗以履行彼等作為審核委員會成員之職責。概無審核委員會成員為本公司現任外聘核數師之前合夥人。

審核委員會於二零一九年一月採納經修訂職權範圍，該職權範圍適用於本公司於二零一九年一月一日或之後開始之會計期間。審核委員會負責審閱本集團之企業管治、財務申報、內部監控及風險管理。



## AUDIT COMMITTEE *(continued)*

Its key functions include:

- reviewing the audit plans and results of the external auditor of the Company and the internal auditor's evaluation of the adequacy of the Company's system of internal controls, the audit reports and management letters issued by the external auditor and the co-operation given by the Company's management to the external auditor;
- making recommendations to the Board on the appointment, re-appointment and removal of external auditor and internal auditor, and to review the remuneration and terms of engagement of the external auditor;
- reviewing the nature and extent of non-audit services provided by the external auditor;
- reviewing cost effectiveness and the independence and objectivity of the external auditor;
- reviewing the significant financial reports so as to ensure the integrity of the financial statements of the Company and focus in particular on the changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit and compliance with financial reporting standards;
- reviewing interim and annual financial statements and announcements before submission to the Board for approval; and
- reviewing effectiveness of the Company's material internal controls, including financial, operational and compliance controls and risk management and reviews the findings of the internal auditor of the Company.

## 審核委員會(續)

其主要職責包括：

- 審閱本公司外聘核數師之審核計劃及結果以及內部核數師對本公司內部監控系統是否充足、外聘核數師發出之審核報告及管理函件以及本公司管理層與外聘核數師之合作情況所作評估；
- 就委聘、續聘及罷免外聘核數師及內部核數師之事宜向董事會提出推薦建議，以及審閱外聘核數師之薪酬及委聘條款；
- 審閱外聘核數師所提供非核數服務之性質及範圍；
- 審閱外聘核數師之成本效益、獨立性及客觀性；
- 審閱重大財務報告，以確保本公司財務報表之完整性，特別注意會計政策及常規方面之變動、主要風險範圍、審核所導致之重大調整以及遵守財務報告準則之情況；
- 審閱未提交董事會批准之中期及年度財務報表及公告；及
- 審閱本公司重大內部監控之成效，包括財務、營運及合規監控以及風險管理，並審閱本公司內部核數師的審核結果。

## AUDIT COMMITTEE (continued)

The Audit Committee shall hold at least two regular meetings in a year. The Audit Committee focuses not only on the impact of the changes in accounting policies and practices but also on the compliance with accounting standards, the Listing Rules and relevant legal requirements.

The Audit Committee has not taken a different view from the Board regarding the selection, appointment, resignation or dismissal of the Company's external auditor.

The Company's annual results for the year ended 31 December 2021 published on 17 March 2022 was reviewed by the Audit Committee.

During the Year, the Audit Committee held meetings thrice and has performed the following duties:

- met with the executive Directors and management of the Company to review the interim and annual results, the interim report and annual report and other financial, internal control, corporate governance and risk management matters of the Group and made recommendations to the Board;
- considered and discussed the reports and presentations by the senior management and the external auditor, with a view to ensure that the Group's consolidated financial statements are prepared in accordance with accounting principles generally accepted in Hong Kong;
- met with the external auditor without the presence of management and discussed about the interim financial report and its annual audit of the consolidated financial statements and key audit issues;
- assisted the Board in meeting its responsibilities for evaluating, establishing and maintaining effective systems of internal control;
- carried out the annual review on the continuing connected transactions of the Group;
- reviewed the adequacy of resources qualifications and experience of staff of the Company's accounting and financial reporting functions, and their training programmes and budget; and
- reviewed and discussed significant audit findings in a meeting with the external auditor.

## 審核委員會(續)

審核委員會須每年至少舉行兩次定期會議。審核委員會不僅關注於會計政策及慣例變動之影響，亦會關注遵守會計準則、上市規則及有關法律規定。

審核委員會就本公司外聘核數師之甄選、委任、辭任或罷免與董事會並無持不同意見。

本公司於二零二二年三月十七日所刊發截至二零二一年十二月三十一日止年度之年度業績已由審核委員會審閱。

於年內，審核委員會舉行三次會議，並已履行以下職責：

- 與本公司執行董事及管理層會晤，審閱中期及年度業績、中期報告及年度報告及其他財務、內部監控、本集團的企業管治及風險管理事宜，並向董事會提出推薦意見；
- 考慮並討論高級管理人員及外聘核數師之報告及提呈，以確保本集團之綜合財務報表乃根據香港普遍採用之會計原則編製；
- 在管理層避席之情況下與外聘核數師會晤，並討論其對中期財務報告及其對綜合財務報表之年度審核以及重大審核事宜；
- 協助董事會履行其評估、建立及維持有效內部監控制度之責任；
- 對本集團之持續關連交易進行年度審閱；
- 審閱資源之充分性、本公司會計及財務申報職能之員工之資格及經驗，以及其培訓計劃及預算；及
- 與外聘核數師會面時審閱及討論重大審核發現。

## AUDIT COMMITTEE *(continued)*

The Audit Committee also examines any other aspects of the Company's affairs, as it deems necessary where such matters relate to exposures or risks of regulatory or legal nature, and monitors the Company's compliance with its legal, regulatory and contractual obligations.

The Board is of the view that the members of the Audit Committee have sufficient accounting or related financial management expertise and experience to discharge the Audit Committee's function.

The Audit Committee will report to the Board on any material issues, and makes recommendations to the Board.

## NOMINATION COMMITTEE

The Nomination Committee comprised of three members:

### Non-executive Director:

Mr. XU Yongjun (*Chairman*)

### Independent non-executive Director:

Ms. CHEN Yanping (*Member*)

Dr. SHI Xinping (*Member*)

The majority of them are independent non-executive Directors. The Nomination Committee is regulated by a set of terms of reference.

The Group has a formal, considerate and transparent procedure for the appointment of new Director to the Board. The Group has adopted a nomination procedure and the Board, based on the criteria established, evaluate and select candidates for the directorships.

In assessing, selecting and recommending candidates for directorship to the Board, the Nomination Committee will give due consideration to the factors including but not limited to:

- (a) reputation for character and integrity;
- (b) accomplishment and experience in the relevant industries in which the Company's business is involved and other professional qualifications;

## 審核委員會 *(續)*

審核委員會亦在其認為必要時，審查本公司任何其他涉及監管或法律性質風險方面之事宜，並監察本公司是否遵守法律、監管及合約責任。

董事會認為，審核委員會成員具備充分會計或相關財務管理專業及經驗履行審核委員會之職能。

審核委員會將向董事會報告任何重大事宜並向其作出推薦建議。

## 提名委員會

提名委員會由三名成員組成：

### 非執行董事：

許永軍先生 *(主席)*

### 獨立非執行董事：

陳燕萍女士 *(成員)*

史新平博士 *(成員)*

大部分成員為獨立非執行董事。提名委員會受書面職權範圍規管。

本集團訂有一套正規、經深思熟慮且高透明度之委任董事會新董事程序，本集團已經採納一套提名程序，而董事會根據已確立之準則範疇評審及挑選擔任董事之人選。

向董事會評估、挑選及推薦董事職位之候選人時，提名委員會將仔細考慮包括但不限於以下各項之因素：

- (a) 品格及誠信之聲譽；
- (b) 涉及本公司業務的相關行業的成就及經驗以及其他專業資格；

## NOMINATION COMMITTEE *(continued)*

- (c) commitment in respect of available time and relevant interest;
- (d) diversity in all aspects including but not limited to gender, age, cultural and educational background, experience (professional or otherwise), skills, knowledge and length of service;
- (e) contribution that the candidates can potentially bring to the Board; and
- (f) plans in place for the orderly succession of the Board.

The Nomination Committee has considered the effectiveness of the Board as a whole and its board committees in addition to the contribution by the chairman and each individual director to the effectiveness of the Board on an annual basis. The performance evaluation criteria include an evaluation of the structure, composition and size of the Board, the Board's access to complete, adequate and timely information, Board's procedures and accountability. The Nomination Committee has 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 of the Company.

The Nomination Committee will ensure that Directors appointed to the Board possess the relevant background, experience and knowledge to enable balanced and well-considered decisions to be made. The performance criteria that the Nomination Committee will consider in relation to an individual Director include the Director's industry knowledge and/or expertise, time and effort dedicated to the Group's business and affairs, work commitments, attendance and participation at the Board and Board committee meetings. Each member of the Nomination Committee shall abstain from voting on any resolutions and making recommendation and/or participating in respect of the matters in which he is interested.

The Nomination Committee shall hold at least one regular meeting in a year. Additional meetings shall be held as and when required. The independence of each Director is reviewed annually. The Nomination Committee satisfied that the independence of the Company's independent non-executive Directors meets the requirements set out in Rule 3.13 of the Listing Rules. The Nomination Committee has assessed the independence of the independent non-executive Directors and is satisfied that there are no relationships which would deem any of the independent non-executive Directors not to be independent. The Board is able to exercise independent judgment on corporate affairs and provide the management with a diverse and objective perspective on issues.

## 提名委員會(續)

- (c) 其可投入的時間及代表相關界別的利益；
- (d) 各方面之多元化，包括但不限於性別、年齡、文化及教育背景、經驗(專業或其他)、技能、知識及服務年期；
- (e) 候選人可以向董事會帶來的潛在貢獻；及
- (f) 為董事會有序繼任而制訂的計劃。

提名委員會已按年度基準考慮主席及各個董事對董事會有效性之貢獻以及董事會整體及其董事委員會之有效性。表現評估標準包括評估董事會之架構、組成及規模、董事會能否及時獲取全面、充分及最新資料以及董事會程序及問責性。提名委員會已檢討董事會之架構、規模及組成，確保其擁有本公司業務所需之均衡及合適專業知識、技能及經驗。

提名委員會將確保獲委任加入董事會之董事具備相關背景、經驗及知識，以作出平衡及深思熟慮之決定。提名委員會用以考慮個別董事表現之標準包括董事之行業知識及／或專業知識、投放於本集團業務及事務之時間及精力、工作熱誠、於董事會及董事委員會會議之出席率及參與度等。提名委員會各成員須就有關彼於其有擁有利益之事宜放棄於任何決議案投票及作出建議及／或參與。

提名委員會須每年至少舉行一次定期會議。如有需要，可舉行額外會議。各董事之獨立性每年審閱。提名委員會信納本公司獨立非執行董事之獨立性符合上市規則第3.13條所載規定。提名委員會已評估獨立非執行董事之獨立性，並信納概無存在任何關係致使任何獨立非執行董事被視作不獨立。董事會可就公司事務行使獨立判斷，並就事宜向管理層提供多元化及客觀觀點。

## NOMINATION COMMITTEE *(continued)*

Notwithstanding that some of the Directors have multiple board representations, the Nomination Committee and the Board are satisfied that sufficient time and attention are being given by the Directors to the affairs of the Group.

The Company is committed to equality of opportunity in all aspects of its business. The Board Diversity Policy was adopted since September 2013.

Diversity of board members can be achieved through consideration of a number of factors, including but not limited to professional qualifications and experience, cultural and educational background, race and ethnicity, gender, age and length of service. In forming its perspective on diversity, the Company will also take into account factors based on its own business model and specific needs from time to time. The Nomination Committee would review the measurable objectives under the Board Diversity Policy and the progress of attainment, so as to ensure effective implementation. The Nomination Committee is satisfied that the current board composition has achieved a diversity and would enhance the quality of performance of the Company.

During the Year, the Nomination Committee held one meeting and the committee has performed the following duties:

- reviewed the independence of independent non-executive directors;
- recommended re-election of the retiring Directors after assessing their contribution and performance, and has reviewed the structure, size and composition of the board in accordance with Rule 3.10A of the Listing Rules; and
- reviewed the structure, size and composition (including the skills, knowledge and experience) of the Board and made recommendations on proposed changes to the Board to complement the Company's corporate strategy.

## 提名委員會 *(續)*

儘管部分董事身兼多個董事會職務，惟提名委員會及董事會信納董事已對本集團事務給予充分時間及關注。

本公司致力在其業務各方面給予平等機會，並自二零一三年九月起採納董事會成員多元化政策。

董事會成員多元化可透過考慮多個因素達致，包括但不限於專業資格及經驗、文化及教育背景、種族及族群特性、性別、年齡及服務任期。在引入多元化觀點時，本公司亦將會根據其本身的商業模式及不時的特別需要考慮因素。提名委員會將審閱董事會成員多元化政策下之可計量目標及達成進度，以確保其有效實施。提名委員會對目前董事會組成達致多元化感到滿意，並將提高本公司之表現質素。

年內，提名委員會已舉行一次會議，並已履行以下職責：

- 評估獨立非執行董事之獨立身份；
- 評估退任董事之貢獻及表現後就彼等重選連任提供推薦意見，並已根據上市規則第3.10A條審閱董事會之架構、規則及組成；及
- 檢討董事會之架構、規模及組成(包括技能、知識及經驗)及就董事會之建議變動向董事會作出推薦意見，以配合本公司之公司策略。

## NOMINATION COMMITTEE *(continued)*

### The term of appointment of non-executive directors

The non-executive Directors and all the independent non-executive Directors of the Company do not have specific terms of appointment. However, all of them are subject to retirement by rotation and re-election at annual general meeting ("AGM") according to the Company's Articles of Association. The Board considers that the requirement has the same effect of accomplishing the same objective as a specific term of appointment.

## REMUNERATION COMMITTEE

The Company has established a formal and transparent procedure for formulating policies on remuneration of senior management of the Group.

The Remuneration Committee comprised of three members:

### Independent non-executive Director:

Ms. CHEN Yanping (*Chairman*)

Dr. WONG Wing Kuen, Albert (*Member*)

### Non-executive Director:

Mr. HUANG Junlong (*Member*)

The majority of them are independent non-executive Directors.

The principal function of the Remuneration Committee is to ensure that a formal and transparent set of policies and procedures are in place for determining executive remuneration and for fixing the remuneration packages of individual Directors and that no Director should be involved in deciding his own remuneration.

The Remuneration Committee shall meet at least once a year, the Remuneration Committee covers all aspects of emoluments, including but not limited to Directors' fees, salaries, allowances, bonuses, options, benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment. In setting remuneration packages, the Remuneration Committee takes into consideration the pay and employment conditions within the industry and in comparable companies, as well as the Group's relative performance and their individual performance. The Remuneration Committee will seek expert advice on remuneration of all Directors as and when necessary.

## 提名委員會 *(續)*

### 非執行董事任期

本公司非執行董事及全體獨立非執行董事並無特定任期。然而，彼等均須遵守本公司組織章程細則之規定於股東週年大會（「股東週年大會」）輪值退任及重選連任。董事會認為，此規定具有達致特定任期之相同目標之同等效果。

## 薪酬委員會

本公司已就制定本集團高級管理層之薪酬政策設立正式及具透明度之程序。

薪酬委員會由三名成員組成：

### 獨立非執行董事：

陳燕萍女士 (*主席*)

王永權博士 (*成員*)

### 非執行董事：

黃均隆先生 (*成員*)

大部分成員為獨立非執行董事。

薪酬委員會之主要職能為確保設立正式及具透明度之政策及程序，以釐定行政人員薪酬及個別董事之薪酬待遇，而董事不應參與決定其本身之薪酬。

薪酬委員會須每年舉行會議至少一次。薪酬委員會處理所有方面之酬金，包括但不限於董事袍金、薪金、津貼、花紅、購股權、實物利益、退休金權利及賠償金額（包括因離職或終止職務或委任之任何應付賠償）。在制定薪酬待遇時，薪酬委員會考慮業內及可資比較公司之工資及僱傭條件，以及本集團之相對表現及彼等之個人表現。薪酬委員會將於必要時就全體董事薪酬尋求專家意見。

## REMUNERATION COMMITTEE (continued)

The Remuneration Committee is regulated by a set of written terms of reference. Its key functions include:

- reviewing and recommending to the Board the Company's policies and structure for all Directors and senior management's remuneration as are competitive and appropriate to attract, retain and motivate Directors and senior management of the required quality to run the Company successfully and on the establishment of a formal and transparent procedure for developing remuneration policy;
- reviewing and approving the management's remuneration proposals with reference to the Board's corporate goals and objectives;
- either determining (with delegated responsibility) or making recommendations to the Board on the remuneration packages of individual executive Directors and senior management;
- reviewing and approving compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive; and
- reviewing and approving compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate.

The Remuneration Committee held one meeting during the Year and has performed the following duties:

- reviewed the remuneration policy and structure of the Company, and the remuneration packages of the Directors; and
- reviewed the remuneration packages of all Directors.

## 薪酬委員會(續)

薪酬委員會受書面職權範圍規管。其主要職能包括：

- 審閱及就本公司有關全體董事及高級管理層薪酬(必須具競爭力及屬恰當以吸引、留聘及激勵具備成功營運本公司所需質素之董事及高級管理層)之政策及架構，以及就設立正式及具透明度之程序制訂薪酬政策，向董事會作出推薦建議；
- 參考董事會之企業方針及目標，審閱及批准管理層之薪酬建議；
- 獲董事會轉授責任釐定或向董事會建議個別執行董事及高級管理層之薪酬待遇；
- 審閱及批准就執行董事及高級管理層離職或終止職務或委任之應付賠償，以確保該等賠償與合約條款一致；倘未與合約條款一致，有關賠償亦須屬公平，不致過多；及
- 審閱及批准因董事行為失當而解僱或罷免有關董事所涉及之賠償安排，以確保該等安排與合約條款一致；倘未與合約條款一致，有關賠償亦須合理適當。

年內，薪酬委員會舉行一次會議，並履行以下職責：

- 檢討本公司薪酬政策及架構，以及董事之薪酬待遇；及
- 檢討所有董事的薪酬待遇。

## DIRECTORS' REMUNERATION POLICY

The remuneration of the directors and senior management of the Company is determined on the basis of their industry expertise and experience, the performance and profitability of the Group and with reference to the remuneration benchmarks of other local and international companies and the prevailing market conditions. Executive Directors and employees also participate in bonus arrangements based on the Group's performance and individual performance.

## DIRECTORS' AND SENIOR MANAGEMENT'S REMUNERATION FOR 2021

Directors' and senior management's remuneration includes amounts paid to them by the Company. Please refer to note 11 to the consolidated financial statements for details of the emoluments payable to each of the directors and senior management in 2021.

## DIRECTORS' SECURITIES TRANSACTIONS

The Group has adopted its code of conduct for securities transactions by Directors of the Company on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix 10 of the Listing Rules. Having made specific enquiry to all Directors, the Company confirms that all Directors have complied with the required standard set out in the Model Code throughout the Year.

## SECURITIES TRANSACTION BY THE RELEVANT EMPLOYEES

Under the Code Provision C.1.3 of the HK CG Code, the Board has established written guidelines on no less exacting terms than the Model Code for Directors and relevant employees in respect of their dealings in the Company's securities. "Relevant employee" includes any employee of the Group or a Director or employee of a subsidiary or holding company of the issuer, because of such office or employment, is likely to be in possession of inside information in relation to the Group and its securities. Having made specific enquiry to all Relevant Employees, the Company confirms that all Relevant Employees have complied with the written guidelines regarding securities transactions during the Year.

## 董事薪酬政策

本公司董事與高級行政人員的薪酬乃按照彼等行業專長及經驗、本集團的表現和盈利，以及參考其他本港與國際公司的薪酬基準與當前市場情況釐定。執行董事與員工亦參與按本集團業績及個人表現而釐定的花紅安排。

## 二零二一年度董事及高級管理人員的薪酬

董事及高級管理人員酬金包括本公司支付予他們之款項。於二零二一年支付予各董事及高級管理人員的酬金詳情請參閱綜合財務報表附註11。

## 董事進行證券交易

本集團已採納有關本公司董事進行證券交易之行為守則，其條款之嚴謹程度不遜於上市規則附錄十內所載上市發行人董事進行證券交易的標準守則（「標準守則」）所規定標準。經向全體董事作出特定查詢後，本公司確認，全體董事於年內一直遵守標準守則所載之規定標準。

## 有關僱員進行證券交易

根據香港企業管治守則之守則條文第C.1.3條，董事會已就董事及有關僱員進行本公司證券交易以書面制定不遜於標準守則之指引。「有關僱員」包括本集團任何僱員或發行人附屬公司或控股公司之董事或僱員，因該職位或受聘而可能掌握與本集團及其證券有關內幕消息。經對全體有關僱員進行特定查詢後，本公司確認，全體有關僱員於年內一直遵守有關證券交易之書面指引。



## FINANCIAL REPORTING

The Directors acknowledge their responsibilities for preparing the financial statements of the Company for the Year.

The Board is responsible for presenting a balanced, clear and understandable assessment of annual and interim reports, price-sensitive announcements and other disclosures required under the Listing Rules and other applicable statutory and regulatory requirements.

The Directors acknowledge that it is their responsibilities for overseeing the preparation of the financial statements for each financial period which give a true and fair view of the state of affairs of the Group, and of results and cash flow for the period. In preparing the financial statements for the Year, the Directors have selected suitable accounting policies and applied them consistently; adopted appropriate Hong Kong Financial Reporting Standards and Hong Kong Accounting Standards; made prudent and reasonable judgments and estimates and have prepared the financial statements on a going concern basis. The Directors also warrant that the Group's financial statements will be published in a timely manner.

In presenting the interim and annual financial statements and announcement to shareholders, it is the aim of the Board to provide the shareholders with a detailed analysis, explanation and assessment of the Group's financial position and prospects. The management currently provides the Board with monthly update on the Group's performance, position and prospects.

The senior management of the Group has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of the Company's financial statements, which are put to the Board for approval.

The statement of the external auditor of the Company is set out in the "Independent Auditors' Report" on pages 105 to 112.

## 財務申報

董事承擔編製本公司本年度財務報表之責任。

董事會負責就年度及中期報告、股價敏感公告以及上市規則及其他適用法定及監管規定所規定之其他披露，呈列均衡、清晰及簡明之評估。

董事確認彼等須負責監督各財政期間編製財務報表工作，以確保能真實及公正地反映本集團之財務狀況、期內業績與現金流量。在編製本年度財務報表時，董事已選擇並貫徹採用合適之會計政策；採納合適之香港財務報告準則及香港會計準則；作出審慎而合理之判斷和估計，以及按持續營運基準編製財務報表。董事亦須保證本集團財務報表將會依時刊發。

向股東呈報中期及年度財務報表及公告時，董事會旨在為股東提供本集團財務狀況及前景之詳盡分析、闡釋及評估。管理層目前每月向董事會提供有關本集團表現、狀況及前景之最新資料。

本集團高級管理層已向董事會提供董事會為本公司財務報表進行知情評估時所需之解釋及資料，以供董事會審批。

本公司外聘核數師之聲明載於第105至112頁之「獨立核數師報告」。

## DIVIDEND POLICY

The Company has adopted a dividend policy on 24 January 2019, pursuant to which in deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account the following factors:

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

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

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS

The environmental, social and governance report of the Group prepared in accordance with Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited covering the year ended 31 December 2021 will be published on the websites of the Company and the Stock Exchange in due course.

## 股息政策

本公司已於二零一九年一月二十四日採納股息政策。根據股息政策，董事會於建議宣派股息及釐定股息金額時須考慮以下因素：

- (a) 本公司之組織章程大綱及細則；
- (b) 開曼群島法律下的適用限制及要求；
- (c) 本公司不時受其約束的任何銀行或其他融資契諾；
- (d) 本公司的投資及經營需求；及
- (e) 任何其他對本公司構成重大影響的因素。

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

## 環境、社會及管治事宜

本集團根據香港聯合交易所有限公司證券上市規則附錄27所編製的，涵蓋截至二零二一年十二月三十一日止年度之環境、社會及管治報告將適時於本公司及聯交所網站刊載。

## RISK MANAGEMENT AND INTERNAL CONTROL

The Board recognises its responsibility for maintaining an adequate internal control system to safeguard the assets of the Group and the interests of shareholders and consider the governance of risk. Annual review on the adequacy and the effectiveness of the internal control and risk management systems of the Group has been conducted by the management and reviewed by the Board. The Audit Committee is satisfied that nothing has come to its attention to cause the Audit Committee to believe that the internal control system is inadequate. Review will be made at least annually to monitor the adequacy and the effectiveness of the risk management and the internal control system of the Group.

The finance department carries out annual risk assessment on each audit area and derives an annual audit plan according to their risk rankings. During the Year, the Company has outsourced its internal audit function to an independent accounting firm, Deloitte Advisory (Hong Kong) Limited to perform a review of the internal control system of the Group with a focus on the property business. During the Year, the Group has complied with code provision D.2 of the HK CG Code by establishing appropriate and effective risk management and internal control systems. Management is responsible for the design, implementation and monitoring of such systems, while the Board oversees management in performing its duties on an ongoing basis. Main features of the risk management and internal control systems are described in the sections below:

### Risk Management System

The Group adopts a risk management system which manages the risk associated with its business and operations. The system comprises the following phases:

- *Identification*: Identify ownership of risks, business objectives and risks that could affect the achievement of objectives.
- *Evaluation*: Analyse the likelihood and impact of risks and evaluate the risk portfolio accordingly.
- *Management*: Consider the risk responses, ensure effective communication to the Board and on-going monitor the residual risks.

Based on the risk assessments conducted in 2021, no significant risk was identified.

## 風險管理及內部監控

董事會重視其維持足夠內部監控系統之責任，以保障本集團資產及股東權益以及考慮監管風險。本集團內部監控及風險管理系統之充足性及成效之年度審閱已由管理層進行及由董事會審閱。審核委員會信納概無發現致使審核委員會相信內部監控系統存在不足之處。審閱將最少每年進行一次，以監察本集團風險管理及內部監控系統之充足性及成效。

財務部門就各審核領域進行年度風險評估並根據彼等之風險排名判定年度審核計劃。於年內，本公司已外判其內部審核職能予一間獨立會計師行德勤諮詢(香港)有限公司對本集團內部監控制度(專注於房地產業務)進行檢討。年內，本集團已遵守香港企業管治守則守則條文第D.2條，設立適當有效之風險管理及內部監控系統。管理層負責設計、實施及監察有關係統，而董事會持續監督管理層履行其職責之情況。風險管理及內部監控系統之主要功能於下文各節論述：

### 風險管理系統

本集團採納風險管理系統，管理其業務及營運之相關風險。該系統包括以下多個層面：

- *識別*：識別風險所有權、業務目標及可能影響目標達成之風險。
- *評估*：分析風險之可能性及影響，並對風險組合作出相應評估。
- *管理*：考慮風險應對措施，確保與董事會就風險進行有效溝通並持續監察剩餘風險。

根據於二零二一年進行之風險評估，概無發現重大風險。

## RISK MANAGEMENT AND INTERNAL CONTROL *(continued)*

### Internal Control System

The Board is responsible to ensure that the Group maintains sound and effective internal controls to safeguard the shareholders' investment and the Group's assets.

The internal control system will cover all material controls, including financial, operational and compliance controls and risk management functions.

The Company has in place an internal control system which is compatible with the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") 2013 framework. The framework enables the Group to achieve objectives regarding effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.

The components of the framework are shown as follow:

- Control Environment: A set of standards, processes and structures that provide the basis for carrying out internal control across the Group.
- Risk Assessment: A dynamic and iterative process for identifying and analysing risks to achieve the Group's objectives, forming a basis for determining how risks should be managed.
- Control Activities: Action established by policies and procedures to help ensure that management directives to mitigate risks to the achievement of objectives are carried out.
- Information and Communication: Internal and external communication to provide the Group with the information needed to carry out day-to-day controls.
- Monitoring: Ongoing and separate evaluations to ascertain whether each components of internal control is present and functioning.

### 風險管理及內部監控(續)

#### 內部監控系統

董事會須負責確保本集團保持健全而有效之內部監控，以維護股東投資及本集團資產。

內部監控系統涵蓋所有重大監控範疇，包括財務、營運及規章管控及風險管理職能。

本公司已制定符合 Committee of Sponsoring Organisations of the Treadway Commission (「COSO」)二零一三年框架之內部監控系統。該框架促使本集團達致營運有效性及效率性、財務報告可靠性及遵守適用法律及法規之目標。

該框架之組成部分列示如下：

- 監控環境：為本集團進行內部監控提供基礎之一套標準、程序及結構。
- 風險評估：動態交互流程以識別及分析風險，達成本集團目標，並為如何管理風險形成依據。
- 監控行動：按政策及程序制定行動，以確保管理層為減輕風險以達成目標之指令獲執行。
- 資料及通訊：為本集團提供進行日常監控所需資料之內部及外部通訊。
- 監察：為確定內部監控之各組成部份是否存在及運行而進行之持續及單獨評估。

## RISK MANAGEMENT AND INTERNAL CONTROL *(continued)*

### Internal Control System *(continued)*

In order to enhance the Group's system of handling inside information, and to ensure the truthfulness, accuracy, completeness and timeliness of its public disclosures, the Group has adopted and implemented an inside information procedure. Certain reasonable measures have been taken from time to time to ensure that proper safeguards exist to prevent a breach of a disclosure requirement in relation to the Group, which include the maintaining of a good control environment with defined organisational structure, limit of authority, reporting lines and responsibilities in accordance with the Company's guidelines and the regulatory requirements. An effective information platform has been created to enable relevant and timely information are sent to the Board for decision making. Appropriate control measures have been taken place to facilitate a good control environment for handling and dissemination of inside information. The access of information is restricted to a limited number of employees on a need-to-know basis. Employees who are in possession of inside information are fully conversant with their obligations to preserve confidentiality. Confidentiality agreements are in place when the Group enters into significant negotiations. Where necessary, Directors to speak on behalf of the Company when communicating with external parties such as the media, analysts or investors.

Based on the internal control reviews conducted in the year of 2021, no significant control deficiency was identified.

The Board is responsible for the risk management and internal control systems of the Group and ensuring review of the effectiveness of these systems has been conducted at least annually. Several areas have been considered during the Board's review, which include but not limited to (i) the changes in the nature and extent of significant risks since the last annual review, and the Group's ability to respond to changes in its business and the external environment; (ii) the scope and quality of management's ongoing monitoring of risks and of the internal control systems.

## 風險管理及內部監控 *(續)*

### 內部監控系統 *(續)*

為加強本集團之內幕消息控制系統，並確保其公開披露事項之真實性、準確性、完整性與及時性，本集團亦採納及實施一套內幕消息程序。本集團已不時採納若干合理措施，確保存在適當保障以防止違反有關本集團之披露規定，包括維持具備明確組織架構、權力規限以及根據本公司指引及監管規定之報告方式及責任之良好監控環境。本公司已設立有效資訊平台，以確保相關及最新資訊已向董事會提交供彼等決策。設立合適監控措施，促進處理及傳播內幕消息。僅少數僱員可按需要查閱資料。掌握內幕消息之僱員充分熟知彼等之保密責任。本集團進行重大磋商時將會訂立保密條款。如有需要，董事與媒體、分析師或投資者等外部人士溝通時會代表本公司發言。

根據於二零二一年度進行之內部監控審閱，概無發現重大監控缺失。

董事會負責本集團之風險管理及內部監控系統，並確保該等系統之成效至少每年檢討。董事會於審閱時已考慮多個範疇，包括但不限於(i)自上一個年度審閱後重大風險之性質變動及程度，及本集團應對其業務及外界環境變動之能力；(ii)管理層持續監察風險及內部監控系統之範圍及質量。

## AUDITORS' REMUNERATION

During the Year, the remuneration in respect of professional services provided by the Company's auditor, Deloitte Touche Tohmatsu, is set out as follows:

		(RMB'000) (人民幣千元)
Audit services	審核服務	2,583
Non-audit services	非審核服務	1,464
Auditors' remuneration	核數師薪酬	4,047

Non-audit services include the professional services rendered in connection with the continuing connected transactions review, reporting accountant for major transactions and internal controls assessment.

The Audit Committee had considered the Independent Auditors' independence and objectivity as required under the Code of Ethics for Professional Accountants issued by the Hong Kong Institute of Certified Public Accounts, reviewed the terms of their engagement, nature and scope of the audit and reporting obligations.

The Audit Committee is satisfied with the findings of their review of the engagement process, effectiveness, independence and objectivity of the Independent Auditor.

The Audit Committee has recommended to the Board and the Board has concurred with the nomination of Deloitte Touche Tohmatsu, for reappointment as independent auditor of the Company at the forthcoming AGM.

## COMPANY SECRETARY

During the Year, the company secretary, Mr. Ng Ho, undertook at least 15 hours of relevant professional training, was an employee of the Company.

## 核數師薪酬

於年內，本公司核數師德勤•關黃陳方會計師行提供專業服務之薪酬載列如下：

非審計服務包括有關持續關連交易的審閱、擔任主要交易的申報會計師和內部控制評估所提供的專業服務。

審核委員會已考慮香港會計師公會所頒佈專業會計師道德守則項下規定之獨立核數師獨立性及客觀性，並審閱其委聘條款、審核之性質及範圍以及報告責任。

審核委員會信納其就獨立核數師之委聘過程、有效性、獨立性及客觀性進行之審閱結果。

審核委員會已向董事會建議於應屆股東週年大會上提呈續聘德勤•關黃陳方會計師行為本公司之獨立核數師，而董事會已就此同意審核委員會之意見。

## 公司秘書

年內，公司秘書吳昊先生已進行至少15個小時相關專業培訓及為本公司僱員。

## SHAREHOLDERS' MEETINGS

Details of Directors' attendance records of the general meetings held during the Year were as follows:

General Meetings 股東大會	XU	HUANG	LIU Ning	SO Shu Fai	YU	WONG	WONG	CHEN	SHI	HE Qi
	Yongjun	Junlong					Wing Kuen,			
	許永軍	黃均隆	劉寧	蘇樹輝	余志良	黃競源	王永權	陳燕萍	史新平	何琦
26 May 2021 二零二一年五月二十六日 (AGM/股東週年大會)	N	Y	Y	Y	Y	Y	Y	Y	Y	N
COUNT/次數	0	1	1	1	1	1	1	1	1	0

N=Absent/未出席  
Y=Attended/已出席

## SHAREHOLDERS' COMMUNICATION

The Company established different communication channels with shareholders and investors, including (i) printed copies of corporate communications (including but not limited to annual reports, interim reports, notices of meetings, circulars and proxy forms and other corporate information) required under the Listing Rules; (ii) the general meetings of the Company provide a platform for communication between the Board and the shareholders. The Chairman of the Board as well as the respective chairman of the Nomination Committee, the Remuneration Committee and the Audit Committee or, in their absence, other members of the respective committees are available to answer questions for shareholders and stakeholders at the general meetings; (iii) the Company's registrars deal with shareholders for share registration and related matters; and (iv) the Directors and/or investor relationship team of the Company handles enquiries from shareholders and investors generally.

The Company is committed to pursue active dialogue with shareholders as well as to provide disclosure of information concerning the Group's material developments to shareholders, investors and other stakeholders.

AGM of the Company serves as an effective communication platform between shareholders and the Board. Notice of the AGM together with the meeting materials are despatched to all shareholders not less than 21 days and not less than 20 business days prior to the AGM.

## 股東大會

董事於年內舉行之股東大會之出席記錄詳情如下：

General Meetings 股東大會	XU	HUANG	LIU Ning	SO Shu Fai	YU	WONG	WONG	CHEN	SHI	HE Qi
	Yongjun	Junlong					Wing Kuen,			
	許永軍	黃均隆	劉寧	蘇樹輝	余志良	黃競源	王永權	陳燕萍	史新平	何琦
26 May 2021 二零二一年五月二十六日 (AGM/股東週年大會)	N	Y	Y	Y	Y	Y	Y	Y	Y	N
COUNT/次數	0	1	1	1	1	1	1	1	1	0

N=Absent/未出席  
Y=Attended/已出席

## 股東溝通

本公司與股東及投資者已建立不同的溝通途徑，包括 (i) 上市規則所規定公司通訊之印刷本 (包括但不限於年報、中期報告、會議通告、通函及代表委任表格以及其他公司資料)；(ii) 本公司股東大會為董事會及股東之間提供溝通平台。董事會主席及提名委員會、薪酬委員會及審核委員會各自之主席 (或倘彼等缺席，則相關委員會之其他成員) 將於股東大會上回應股東及權益持有人之提問；(iii) 本公司之股份過戶登記處為股東處理股份登記及相關事宜；及 (iv) 董事及/或本公司投資者關係團隊一般處理股東及投資者之查詢。

本公司致力尋求與股東開展積極對話，並向股東、投資者及其他權益持有人披露有關本集團重大發展的資料。

本公司之股東週年大會為股東與董事會提供一個有效之溝通平台。股東週年大會通告連同會議資料均於召開股東週年大會前不少於21日及不少於20個營業日寄發予全體股東。

## SHAREHOLDERS' COMMUNICATION *(continued)*

The chairman of the Board and of Audit Committee, Remuneration Committee and Nomination Committee, or in their absence, other members of the respective Committees, are invited to the AGM to answer questions from shareholders. External auditors are also invited to attend the AGM to answer questions about the conduct of the audit, the preparation and content of the auditor's report, the accounting policies and auditor independence.

The Company's last AGM was held on 26 MAY 2021. All the resolutions proposed at these meetings were approved by shareholders of the Company by poll. Details of the poll results are available under the "Announcements and Notices" section of the Company's website at <http://ir.cmland.hk>.

Vote of shareholders at general meeting will be taken by poll in accordance with the Listing Rules, unless otherwise required and permitted. Detailed procedures for conducting a poll will be explained to the shareholders at the inception of general meeting to ensure that shareholders are familiar with such voting procedures. Separate resolution will be proposed by the chairman of general meeting in respect of each substantial issue. The poll results will be posted on the websites of the Company and the Stock Exchange on the same business day of the general meeting.

## SHAREHOLDERS' RIGHT

Pursuant to the Articles of Association of the Company, general meetings can be convened on the written requisition of any two or more members of the Company deposited at the principal place of business of the Company in Hong Kong at:

Room 2603 to 2606, 26/F, China Merchants Tower  
Shun Tak Centre  
Nos. 168–200 Connaught Road Central  
Hong Kong

## 股東溝通(續)

董事會、審核委員會、薪酬委員會及提名委員會之主席或如彼等未能出席，則由各委員會之其他成員獲邀出席股東週年大會並於會上回答股東問題。外聘核數師亦獲邀出席股東週年大會並於會上回答有關審核工作、編製核數師報告及報告內容、會計政策及核數師獨立性問題。

本公司上屆股東週年大會已於二零二一年五月二十六日舉行。會上所有提呈決議案以點算股數方式表決獲本公司股東批准。有關表決結果之詳情載於本公司網站<http://ir.cmland.hk>「公告及通告」一欄。

除非另有規定及允許，否則股東將根據上市規則於股東大會上以點算股數方式表決投票。投票程序詳情將於股東大會開始時向股東說明，以確保股東熟悉該等投票程序。股東大會主席將會就每項重要事宜個別提出決議案。投票結果將於召開股東大會同一個營業日內於本公司及聯交所網站刊登。

## 股東權利

根據本公司之組織章程細則，股東大會可應本公司任何兩名或多名股東之書面請求而召開，有關請求須送達本公司於香港之主要營業地點：

香港  
干諾道中168–200號  
信德中心  
招商局大廈26樓2603至2606室



## SHAREHOLDERS' RIGHT *(continued)*

specifying the objects of the meeting and signed by the requisitionists, provided that such requisitionists held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. General meetings may also be convened on the written requisition of any one member of the Company which is a recognised clearing house (or its nominee(s)) deposited at the principal place of business of the Company in Hong Kong as set out above specifying the objects of the meeting and signed by the requisitioner, provided that such requisitioner held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. If the Board does not within 21 days from the date of deposit of the requisition proceed duly to convene the meeting to be held within a further 21 days, the requisitioner(s) themselves or any of them representing more than one-half of the total voting rights of all of them, may convene the general meeting in the same manner, as nearly as possible, as that in which meetings may be convened by the Board provided that any meeting so convened shall not be held after the expiration of three months from the date of deposit of the requisition, and all reasonable expenses incurred by the requisitioner(s) as a result of the failure of the Board shall be reimbursed to them by the Company.

## INVESTOR RELATIONS

There were no material changes to the Company's constitutional documents during the year 2021.

## CORPORATE COMMUNICATION

The Group should announce its annual results and interim results in a timely manner before the time limits set out in the Listing Rules. Separate resolutions are proposed at the annual general meetings on each separate issue, including the election of individual Directors. In addition, procedures for demanding a poll at the annual general meeting will also be included in the circular to shareholders dispatched together with this report.

The Group maintains a website of <http://ir.cmland.hk> which enables shareholders of the Company, investors and the general public to access to the information of the Group on a timely basis. Financial information and all corporate communications of the Group are made available on the Group's website and updated regularly.

Shareholders should direct their questions about their shareholdings to the Company's Hong Kong branch share registrar: Tricor Tengis Limited at Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong.

## 股東權利<sup>(續)</sup>

當中列明大會之主要商議事項並由請求人簽署，惟該等請求人於送達請求之日須持有本公司不少於十分之一之實繳股本(附帶本公司股東大會之投票權)。股東大會亦可應本公司任何一名股東(為一間認可結算所(或其代理人))之書面請求而召開，有關請求須送達上述本公司於香港之主要營業地點，當中列明大會之主要商議事項並由請求人簽署，惟該請求人於送達請求之日須持有本公司不少於十分之一之實繳股本(附帶本公司股東大會之投票權)。倘董事會於送達請求之日起計21日內未有按既定程序召開大會(該大會將在請求發出日後21天內舉行)，則請求人本身或代表彼等所持全部投票權超過半數以上之任何請求人可按盡量接近董事會召開大會之相同方式召開股東大會，惟按上述方式召開之任何大會不得於送達有關請求之日起計三個月屆滿後召開，且本公司須向請求人償付彼等因應董事會未有召開大會而產生之所有合理費用。

## 投資者關係

於二零二一年度內，本公司組織章程文件沒有任何重大變動。

## 企業通訊

本集團應於上市規則所載時限前適時公佈其年度業績及中期業績。於股東週年大會上將就各個別事項呈呈個別決議案，包括推選個別董事。此外，要求於股東週年大會以點算股數表決之程序將納入連同本報告寄發予股東之通函內。

本集團設立<http://ir.cmland.hk>網站使本公司股東、投資者及公眾人士可適時獲得本集團資料。本集團之財務資料及所有企業通訊可從本集團網站取得，並會定期更新。

股東如對名下持股有任何問題，應向本公司之香港股份過戶登記分處卓佳登捷時有限公司提出，地址為：香港皇后大道東183號合和中心54樓。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

# Deloitte.

TO THE SHAREHOLDERS OF  
CHINA MERCHANTS LAND LIMITED

招商局置地有限公司

(incorporated in the Cayman Islands with limited liability)

### OPINION

We have audited the consolidated financial statements of China Merchants Land Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 113 to 287, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with 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.

# 德勤

致：

招商局置地有限公司之股東

(於開曼群島註冊成立之有限公司)

### 意見

本核數師(以下簡稱「我們」)已審核載於第113至287頁之招商局置地有限公司(「貴公司」)及其附屬公司(統稱為「貴集團」)之綜合財務報表。此等綜合財務報表包括二零二一年十二月三十一日之綜合財務狀況表及截至該日止年度之綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註(包括主要會計政策概要)。

我們認為，綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈之香港財務報告準則(「香港財務報告準則」)真實公平地反映 貴集團於二零二一年十二月三十一日之綜合財務狀況及其截至該日止年度之綜合財務表現及綜合現金流量，並已按照香港公司條例之披露規定適當地編製。

### 意見基準

我們根據香港會計師公會頒佈之香港核數準則(「香港核數準則」)進行審核。我們於該等準則下之責任進一步於我們報告中核數師對審核綜合財務報表之責任一節描述。根據香港會計師公會之國際職業會計師道德守則(「守則」)，我們獨立於 貴集團，並根據守則履行其他道德責任。我們相信，我們所獲得之審核憑證能充分及適當地為我們之意見提供基準。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

### 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.

#### Key audit matter

##### 關鍵審核事項

#### **Net realisable values of properties for sale**

##### 可供出售物業之可變現淨值

We identified the assessment of the net realisable values of properties for sale as a key audit matter due to the management judgement involved in the determination of the net realisable values and the estimation of future costs to completion. As at 31 December 2021, the carrying amounts of the Group's properties for sale are RMB74,620,484,000, representing 54% of total assets of the Group.

我們將可供出售物業之可變現淨值識別為關鍵審核事項，乃由於釐定可變現淨值及估計竣工的未來成本時牽涉管理層的判斷。於二零二一年十二月三十一日，貴集團可供出售物業之賬面值為人民幣74,620,484,000元，佔貴集團資產總值之54%。

### 關鍵審核事項

關鍵審核事項為根據我們的專業判斷，認為對本期間綜合財務報表之審核最為重要之事項。該等事項於我們審核綜合財務報表及出具意見時處理，而我們不會就該等事項提供單獨意見。

#### How our audit addressed the key audit matter

##### 我們於審核時如何處理事項

Our procedures in relation to the valuation of the properties for sale included:

我們為可供出售物業估值的程序包括：

- Obtaining an understanding of the rationale of the management in estimating the net realisable values and writing down the amounts of properties for sale;
- 取得對管理層估計可變現淨值及撤銷可供出售物業的金額的理據之了解；
- Evaluating the reasonableness of the management's estimation on the costs to completion for properties under development for sale by reconciling the costs to completion to the budgets approved by management and, on a sample basis, examining the signed construction contracts or comparing the estimated costs to the actual costs of similar completed properties of the Group and to relevant market information;
- 使用樣本基準透過將竣工成本與管理層批准之預算進行之對賬，評估管理層對可供出售發展中物業的已竣工物業成本作出之估計是否合理，以驗證已簽訂合約或將估計成本與貴集團類似已竣工物業之實際成本及相關市場資料進行比較；

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

### KEY AUDIT MATTERS (Continued)

### 關鍵審核事項(續)

#### Key audit matter

#### 關鍵審核事項

As disclosed in note 22 to the consolidated financial statements, the directors of the Company conducted a review of the Group's properties under development for sale and completed properties for sale as at 31 December 2021. Due to a decrease in the expected selling price as referenced to the actual contract selling price during pre-sale of the relevant properties or the recent prices of similar properties during the year, the directors of the Company determined that the net realisable values of certain of the Group's properties for sale, located in Foshan and Chongqing, the People's Republic of China (the "PRC"), are lower than their carrying amounts. Accordingly, the carrying amounts of the relevant properties for sale are written down by RMB1,234,602,000, in aggregate, to their net realisable values.

誠如綜合財務報表附註22所披露，於二零二一年十二月三十一日，貴公司董事就貴集團之可供出售發展中物業及可供出售已竣工物業進行審閱。由於參考年內預售相關物業之實際合約售價或類似物業之近期價格而預期售價下降，貴公司董事釐定貴集團位於中華人民共和國（「中國」）佛山及重慶之若干可供出售物業之可變現淨值較其賬面值為低。因此，相關可供出售物業之賬面值已合共撇減人民幣1,234,602,000元至其可變現淨值。

#### How our audit addressed the key audit matter

#### 我們於審核時如何處理事項

- Comparing a selection of completed properties for sale with the sum of selling prices estimated by the management or actual contract selling prices and the estimated selling expense to assess whether their net realisable values are higher than their costs;
- 將部分竣工可供出售物業與管理部分估計的售價或實際合同售價及預估的銷售開支之間進行比較，以評估其可變現淨值是否高於成本；
- Assessing the appropriateness of the selling prices estimated by management, on a sample basis, by comparing to the market prices achieved by the same project or comparable properties with similar size, usage and location; and
- 使用樣本基準與同一項目的市價或類似大小、用途及位置的可資比較物業之現行市價進行比較，以評估售價是否合適；及
- Assessing the appropriateness of the estimated costs necessary to make the sale by comparing, on a sample basis, to the actual costs of similar completed properties of the Group in recent years.
- 按樣本基準與貴集團近年類似的已竣工物業之實際成本進行比較，以評估進行銷售的必要估計成本是否合適。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

### KEY AUDIT MATTERS (Continued)

### 關鍵審核事項(續)

#### Key audit matter

#### 關鍵審核事項

#### Accuracy of land appreciation tax ("LAT") calculation

#### 土地增值稅(「土地增值稅」)計算之準確度

We identified the accuracy of LAT calculation as a key audit matter due to the management estimation on the applicable land appreciation value and the estimated deductible expenditures involved in the LAT calculation.

我們將土地增值稅計算之準確度識別為關鍵審核事項，乃由於土地增值稅計算涉及管理層對適用土地增值及估計可扣除支出的估計。

The Group has property development projects in a number of cities in the PRC and is subject to LAT in the PRC. As disclosed in note 9 to the consolidated financial statements, the provision for LAT of RMB800,874,000 was recognised in the consolidated statement of profit or loss for the year ended 31 December 2021.

貴集團於中國眾多城市擁有房地產開發項目，並須繳納中國的土地增值稅。誠如綜合財務報表附註9所披露，人民幣800,874,000元之土地增值稅撥備已於截至二零二一年十二月三十一日止年度在綜合損益表中確認。

#### How our audit addressed the key audit matter

#### 我們於審核時如何處理事項

Our procedures in relation to the accuracy of LAT calculation included:

我們有關土地增值稅計算之準確度之程序包括：

- Obtaining an understanding from the management of the Group about the basis adopted by management of the Group in arriving at the provision for LAT;
- 向 貴集團管理層了解彼等就達致土地增值稅撥備所採用之基準；
- Assessing the accuracy of the Group's computation of the provision for LAT with reference to relevant rules and regulations with the assistance of our taxation specialists;
- 參考相關規則及法規並在稅務專家協助下評估 貴集團土地增值稅撥備的計算是否準確；
- Evaluating the judgements applied by the management in estimating the amount of deductible expenditures by comparing their estimates made in previous years to actual results as well as current year's estimates; and
- 將過往年度取得實際成果與本年度的估計進行比較，評估管理層估計可扣減開支所用的判斷；及
- Checking the accuracy of financial information, such as land costs, borrowing costs and the relevant property development expenditures, being used in the calculation of provision for LAT to the Group's historical financial data.
- 檢查於 貴集團的歷史財務數據中計算土地增值稅撥備所使用之財務資料(包括土地成本、借貸成本及相關房地產開發開支)是否準確。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

### OTHER INFORMATION

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

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

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

### RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

### 其他資料

貴公司董事須對其他資料負責。其他資料包括年報所載資料，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表之意見並不涵蓋其他資料，我們亦不對其他資料發表任何形式之鑒證結論。

於審核綜合財務報表時，我們之責任為閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審核過程中所了解之情況有重大不符，或似乎有重大錯誤陳述。基於已執行之工作，倘我們認為此其他資料有重大錯誤陳述，則須報告該事實。我們概無有關此方面之任何報告。

### 董事及治理層就綜合財務報表須承擔之責任

貴公司董事須負責根據香港會計師公會頒佈之香港財務報告準則及香港公司條例之披露規定，編製真實而公平之綜合財務報表，以及負責董事認為屬必要之內部監控，以確保編製綜合財務報表時不存在由於欺詐或錯誤而導致之重大錯誤陳述。

於編製綜合財務報表時，董事負責評估 貴集團持續經營之能力，並在適用情況下披露與持續經營有關之事項，以及使用持續經營會計基礎，除非董事有意將 貴集團清盤或停業，或別無其他現實之替代方案。

治理層負責監督 貴集團財務報告過程。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

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

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

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

### 核數師就審核綜合財務報表須承擔之責任

我們之目標為就綜合財務報表整體是否不存在由於欺詐或錯誤而導致之重大錯誤陳述取得合理保證，並根據我們協定之委聘條款僅向閣下(作為整體)發出包括我們意見之核數師報告，除此之外，我們之報告不可用作其他用途。我們概不就本報告之內容，對任何其他人士負責或承擔責任。合理保證屬高度保證，但並非關於根據香港核數準則進行之審核總能發現某一存在之重大錯誤陳述之擔保。錯誤陳述可由欺詐或錯誤引起，倘在個別或整體合理預期情況下可影響使用者根據該等綜合財務報表作出之經濟決定，則有關錯誤陳述可被視作重大。

作為根據香港核數準則進行之審核工作之一部分，我們於整個審核過程中行使專業判斷並抱持專業懷疑態度。我們亦：

- 識別及評估綜合財務報表由於欺詐或錯誤而導致之重大錯誤陳述風險，設計及執行審核程序以應對該等風險，以及獲取充分及適當審核憑證為我們之意見提供基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述或僭越內部監控的情況，故因未能發現欺詐而導致之重大錯誤陳述風險高於因未能發現錯誤而導致之重大錯誤陳述風險。
- 了解有關審核之內部監控，以設計在各種情況下適當之審核程序，但並非旨在對貴集團內部監控之成效發表意見。
- 評估董事所用會計政策之恰當性及所作會計估計及相關披露之合理性。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

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

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

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

### 核數師就審核綜合財務報表須承擔之責任(續)

- 總結董事採用持續經營會計基礎之恰當性，並根據已獲得之審核憑證，總結是否存在與事件或情況有關之重大不明朗因素，可能令 貴集團之持續經營能力嚴重成疑。倘我們得出結論認為存在重大不明朗因素，我們須於核數師報告中提請使用者注意綜合財務報表內之相關披露，或倘有關披露不足，則修訂我們之意見。我們之結論以截至核數師報告日期所獲得之審核憑證為基礎。然而，未來事件或情況可能導致 貴集團不再持續經營。
- 評估綜合財務報表之整體呈報、架構及內容(包括披露資料)，以及綜合財務報表是否已公允反映相關交易及事件。
- 就 貴集團內實體或業務活動之財務資料獲得充足及適當之審核憑證，以就綜合財務報表發表意見。我們負責指導、監督及執行 貴集團之審核工作。我們就我們之審核意見承擔全部責任。

我們與治理層溝通(其中包括)審核工作之計劃範圍、時間及重大審核發現，該等發現包括我們於審核期間所識別之內部監控之任何重大缺陷。



# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(Continued)*

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

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

The engagement partner on the audit resulting in the independent auditor's report is Chen Ping Him.

**Deloitte Touche Tohmatsu**  
Certified Public Accountants  
Hong Kong  
17 March 2022

### 核數師就審核綜合財務報表須承擔之責任(續)

我們亦向治理層提交聲明，說明我們已遵守有關獨立性之相關道德要求，並與彼等溝通可能被合理認為會影響我們獨立性之所有關係及其他事項用以消除威脅的行動或採取的防範措施(倘適用)。

從與治理層溝通之事項中，我們決定該等事項對本期綜合財務報表之審核最為重要，因而構成關鍵審核事項。我們在核數師報告中描述該等事項，除非法律或法規不允許公開披露有關事項，或於極端罕見之情況下，倘合理預期在報告中溝通某事項造成之負面後果超過其產生之公眾利益，則我們決定不應在報告中傳達該事項。

獨立核數師報告之審核項目合夥人為陳炳謙。

**德勤•關黃陳方會計師行**  
執業會計師  
香港  
二零二二年三月十七日

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

## 綜合損益及其他全面收益表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

		NOTES	2021	2020
		附註	二零二一年 RMB'000 人民幣千元	二零二零年 RMB'000 人民幣千元
Revenue	收益	5	25,921,416	18,956,418
Cost of sales	銷售成本		(21,129,665)	(14,236,842)
Gross profit	毛利		4,791,751	4,719,576
Other income	其他收入	7	314,198	268,044
Net foreign exchange gains	匯兌收益淨額		53,622	72,902
Selling and marketing expenses	銷售及營銷支出		(822,717)	(673,586)
Administrative expenses	行政支出		(277,676)	(202,843)
Allowance of expected credit losses on amounts due from associates and joint ventures	應收聯營公司及合營企業款項之預期信貸虧損撥備		(262,073)	(187,294)
Fair value gain on financial asset at fair value through profit or loss ("FVTPL")	按公平值計入損益(「按公平值計入損益」)之金融資產之公平值收益		10,937	2,407
Gain on disposal of subsidiaries	出售附屬公司之收益	34, 35	-	81,577
Share of results of associates	分佔聯營公司之業績		330,551	195,728
Share of results of joint ventures	分佔合營企業之業績		83,937	13,942
Finance costs	融資成本	8	(691,661)	(685,307)
Profit before tax	除稅前溢利	10	3,530,869	3,605,146
Income tax expense	所得稅開支	9	(1,948,003)	(2,091,701)
Profit for the year	本年度溢利		1,582,866	1,513,445
Other comprehensive expense, net of income tax	其他全面開支，扣除所得稅			
Item that may be reclassified subsequently to profit or loss:	其後可重新分類至損益之項目：			
Exchange differences arising on translation of financial statements of foreign operations	換算海外業務財務報表產生之匯兌差額		(36,839)	(44,011)
Total comprehensive income for the year	本年度全面收入總額		1,546,027	1,469,434
Profit for the year attributable to:	以下人士應佔本年度溢利：			
Owners of the Company	本公司擁有人		560,569	701,260
Non-controlling interests	非控股權益		1,022,297	812,185
			1,582,866	1,513,445
Total comprehensive income for the year attributable to:	以下人士應佔本年度全面收入總額：			
Owners of the Company	本公司擁有人		523,730	657,249
Non-controlling interests	非控股權益		1,022,297	812,185
			1,546,027	1,469,434
Earnings per share	每股盈利	13	RMB cents 人民幣分	RMB cents 人民幣分
Basic	基本		11.43	14.30

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 綜合財務狀況表

AT 31 DECEMBER 2021  
於二零二一年十二月三十一日

		At 31 December 於十二月三十一日	
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
		NOTES 附註	
<b>Non-current assets</b>	<b>非流動資產</b>		
Property, plant and equipment	物業、廠房及設備	14	250,472
Right-of-use assets	使用權資產	15	61,466
Investment properties	投資物業	16	3,325,468
Goodwill	商譽	17	160,210
Interests in associates	於聯營公司之權益	18	10,473,161
Interests in joint ventures	於合營企業之權益	19	4,611,016
Financial asset at FVTPL	按公平值計入損益的金融資產	20	117,836
Other receivables	其他應收款項	23	5,465,334
Deferred tax assets	遞延稅項資產	21	890,870
			<b>25,355,833</b>
<b>Current assets</b>	<b>流動資產</b>		
Properties for sale	可供出售物業	22	74,620,484
Deposits paid for acquisitions of land use rights	收購土地使用權所付按金		415,863
Trade and other receivables	業務及其他應收款項	23	21,402,156
Contract costs	合約成本	5	406,749
Prepaid income tax	預付所得稅		2,103,294
Bank balances and cash	銀行結餘及現金	24	14,423,276
			<b>113,371,822</b>
<b>Current liabilities</b>	<b>流動負債</b>		
Contract liabilities	合約負債	5	27,367,755
Trade and other payables	業務及其他應付款項	25	36,316,375
Lease liabilities	租賃負債	26	52,519
Loans from non-controlling interests	非控股權益貸款	27	515,035
Loans from an intermediate holding company	間接控股公司貸款	28	2,006,213
Bank borrowings	銀行借貸	29	5,548,802
Bond payable	應付債券	30	-
Income tax payable	應付所得稅		3,789,978
			<b>75,596,677</b>
<b>Net current assets</b>	<b>流動資產淨值</b>		<b>37,775,145</b>
<b>Total assets less current liabilities</b>	<b>資產總值減流動負債</b>		<b>63,130,978</b>

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 綜合財務狀況表

AT 31 DECEMBER 2021  
於二零二一年十二月三十一日

		At 31 December 於十二月三十一日	
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
		NOTES 附註	
<b>Non-current liabilities</b>	<b>非流動負債</b>		
Loans from non-controlling interests	非控股權益貸款	27	120,472
Loans from an intermediate holding company	間接控股公司貸款	28	16,159,990
Bank borrowings	銀行借貸	29	12,186,332
Lease liabilities	租賃負債	26	375,967
Deferred tax liabilities	遞延稅項負債	21	437,620
			<b>29,280,381</b>
<b>Net assets</b>	<b>資產淨值</b>		8,894,056
			<b>33,850,597</b>
<b>Capital and reserves</b>	<b>資本及儲備</b>		
Share capital	股本	31	39,132
Reserves	儲備		9,461,794
			<b>9,738,462</b>
Equity attributable to owners of the Company	本公司擁有人應佔權益		9,500,926
Non-controlling interests	非控股權益	45	24,112,135
			<b>33,850,597</b>
<b>Total equity</b>	<b>權益總額</b>		31,266,834

The consolidated financial statements on pages 113 to 287 were approved and authorised for issue by the board of directors on 17 March 2022 and are signed on its behalf by:

第113至287頁之綜合財務報表由董事會於2022年3月17日批准及授權刊發及由以下董事代表簽署：

**YU ZHILIANG**  
余志良  
DIRECTOR  
董事

**WONG KING YUEN**  
黃競源  
DIRECTOR  
董事

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## 綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

		Attributable to the owners of the Company 本公司擁有人應佔								
		Share capital	Share premium	Other reserves	Equity transaction reserve	Translation reserve	Retained profits	Total	Non-controlling interests	Total equity
		股本	股份溢價	其他儲備	權益交易儲備	交易儲備	保留溢利	總計	非控股權益	權益總額
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
				(Note ii) (附註ii)			(Note i) (附註i)			
At 1 January 2020	於二零二零年一月一日	39,132	5,179,352	(2,402,195)	(1,000,097)	47,849	7,641,700	9,505,741	19,323,826	28,829,567
Profit for the year	本年度溢利	-	-	-	-	-	701,260	701,260	812,185	1,513,445
Other comprehensive expense for the year:	本年度其他全面開支：									
- Exchange differences arising on translation of financial statements of foreign operations	- 換算海外業務財務報表產生之匯兌差額	-	-	-	-	(44,011)	-	(44,011)	-	(44,011)
Total comprehensive (expense) income for the year	本年度全面(開支)收入總額	-	-	-	-	(44,011)	701,260	657,249	812,185	1,469,434
Acquisition of additional interest in a subsidiary (Note 35)	收購一間附屬公司的額外權益(附註35)	-	-	-	(39,066)	-	-	(39,066)	(349,987)	(389,053)
Partial disposal of interest in a subsidiary without change of control (Note 34)	控制權並無變動下部分出售一間附屬公司的權益(附註34)	-	-	-	2,206	-	-	2,206	92,700	94,906
Acquisition of a subsidiary accounted for as asset acquisition (Note 33)	收購一間附屬公司並以資產收購入賬(附註33)	-	-	-	-	-	-	-	321,622	321,622
Capital injection by non-controlling interests	非控股權益注資	-	-	-	-	-	-	-	1,762,096	1,762,096
Dividend declared to non-controlling interests	向非控股權益宣派股息	-	-	-	-	-	-	-	(196,534)	(196,534)
Dividend declared (Note 12)	已宣派股息(附註12)	-	(625,204)	-	-	-	-	(625,204)	-	(625,204)
At 31 December 2020	於二零二零年十二月三十一日	39,132	4,554,148	(2,402,195)	(1,036,957)	3,838	8,342,960	9,509,926	21,765,908	31,266,834
Profit for the year	本年度溢利	-	-	-	-	-	560,569	560,569	1,022,297	1,582,866
Other comprehensive expense for the year:	本年度其他全面開支：									
- Exchange differences arising on translation of financial statements of foreign operations	- 換算海外業務財務報表產生之匯兌差額	-	-	-	-	(36,839)	-	(36,839)	-	(36,839)
Total comprehensive income for the year	本年度全面收入總額	-	-	-	-	(36,839)	560,569	523,730	1,022,297	1,546,027
Acquisition of a subsidiary (Note 32)	收購一間附屬公司(附註32)	-	-	-	-	-	-	-	297,847	297,847
Acquisition of subsidiaries accounted for as assets acquisition (Note 33)	收購一間附屬公司並以資產收購入賬(附註33)	-	-	-	-	-	-	-	2,500,000	2,500,000
Capital reduction of subsidiaries	附屬公司之資本削減	-	-	-	-	-	-	-	(2,401,766)	(2,401,766)
Capital injection by non-controlling interests	非控股權益注資	-	-	-	450	-	-	450	1,194,703	1,195,153
Dividend declared to non-controlling interests	向非控股權益宣派股息	-	-	-	-	-	-	-	(266,854)	(266,854)
Dividend declared (Note 12)	已宣派股息(附註12)	-	(286,644)	-	-	-	-	(286,644)	-	(286,644)
At 31 December 2021	於二零二一年十二月三十一日	39,132	4,267,504	(2,402,195)	(1,036,507)	(33,001)	8,903,529	9,738,462	24,112,135	33,850,597

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## 綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### Notes:

- (i) Included in retained profits of RMB1,370,026,000 (2020: RMB1,315,219,000) represents statutory reserve of the subsidiaries established in the People's Republic of China (the "PRC"). According to the relevant laws in the PRC, wholly foreign-owned enterprises in the PRC are required to transfer their net profit after tax, as determined under the PRC accounting regulations, to a non-distributable reserve fund before the distribution of a dividend to equity owners. Such reserve fund can be used to offset previous years' losses of the relevant subsidiary, if any, and is non-distributable other than upon liquidation.
- (ii) The other reserves comprise:
- (a) The deemed consideration from the immediate holding company arising from the completion of restructuring in prior years;
- (b) The consideration of the sales shares arising from the restructuring in prior years as deemed distribution to the shareholder; and
- (c) The difference between (i) the consideration of the restructuring; and (ii) the paid-up capital of the entities involved in the restructuring contributed by an intermediate holding company at the date of restructuring, deducted by the share capital and share premium of China Merchants Land Limited (the "Company") at the date of restructuring.

### 附註：

- (i) 計入保留溢利的人民幣1,370,026,000元(二零二零年：人民幣1,315,219,000元)為於中華人民共和國(「中國」)成立之附屬公司之法定儲備。根據中國相關法律，於中國之外商獨資企業於向權益持有人分派股息前，須轉撥除稅後溢利淨額(按中國會計規例所釐定)至不可分派儲備基金。有關儲備基金可用作抵銷相關附屬公司過往年度之虧損(如有)，且除非清盤，否則該儲備基金為不可分派。
- (ii) 其他儲備包括：
- (a) 過往年度重組完成所產生來自直接控股公司之視作代價；
- (b) 過往年度重組所產生銷售股份之視作向股東分派代價；及
- (c) (i)重組之代價；及(ii)參與由間接控股公司注資之重組事項之實體於重組日期之實繳股本之差異，扣除招商局置地有限公司(「本公司」)於重組日期之股本與股份溢價。

# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>OPERATING ACTIVITIES</b>	<b>經營業務</b>		
Profit before tax	除稅前溢利	<b>3,530,869</b>	3,605,146
Adjustments for:	經下列調整：		
Depreciation of investment properties	投資物業折舊	<b>148,579</b>	167,433
Depreciation of property, plant and equipment	物業、廠房及設備折舊	<b>34,576</b>	29,729
Depreciation of right-of-use assets	使用權資產折舊	<b>94,798</b>	23,778
Fair value gain on financial asset at FVTPL	按公平值計入損益之金融資產之 公平值收益	<b>(10,937)</b>	(2,407)
Gain on disposal of subsidiaries	出售附屬公司之收益	-	(81,577)
Loss (gain) on disposal of property, plant and equipment	出售物業、廠房及設備之 虧損(收益)	<b>1</b>	(8)
Write-down of properties for sale	撇減可供出售物業	<b>360,538</b>	849,920
Allowance of expected credit losses on amounts due from associates and joint ventures	應收聯營公司及合營企業款項之 預期信貸虧損撥備	<b>262,073</b>	187,294
Finance costs	融資成本	<b>691,661</b>	685,307
Interest income	利息收入	<b>(285,726)</b>	(240,226)
Share of results of associates	分佔聯營公司之業績	<b>(330,551)</b>	(195,728)
Share of results of joint ventures	分佔合營企業之業績	<b>(83,937)</b>	(13,942)
Unrealised foreign exchange gains, net	未變現匯兌收益淨額	<b>(38,876)</b>	(41,225)
Operating cash flows before movements in working capital	營運資金變動前之經營現金流量	<b>4,373,068</b>	4,973,494
Increase in properties for sale	可供出售物業增加	<b>(16,283,795)</b>	(1,782,275)
Decrease (increase) in deposit paid for acquisition of land use rights	收購土地使用權所付按金減少(增加)	<b>28,975</b>	(444,838)
Decrease (increase) in trade and other receivables	業務及其他應收款項減少(增加)	<b>473,247</b>	(1,158,994)
Increase in contract costs	合約成本增加	<b>(35,279)</b>	(298,528)
Increase in contract liabilities	合約負債增加	<b>3,569,403</b>	9,509,504
Increase (decrease) in trade and other payables	業務及其他應付款項增加(減少)	<b>5,100,554</b>	(732,101)
Cash (used in) generated from operations	經營(耗用)所得現金	<b>(2,773,827)</b>	10,066,262
Income tax paid	已付所得稅	<b>(3,432,544)</b>	(2,571,596)
Interest received	已收利息	<b>93,171</b>	175,440
<b>NET CASH (USED IN) FROM OPERATING ACTIVITIES</b>	<b>經營活動(耗用)所得現金淨額</b>	<b>(6,113,200)</b>	7,670,106

# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

		2021	2020
	Notes	二零二一年	二零二零年
	附註	RMB'000	RMB'000
		人民幣千元	人民幣千元
<b>INVESTING ACTIVITIES</b>	<b>投資活動</b>		
Advances to associates	向聯營公司墊款	(5,020,838)	(10,677,346)
Repayment from associates	聯營公司還款	6,151,608	4,022,160
Advances to joint ventures	向合營企業墊款	(922,417)	(1,393,237)
Repayment from joint ventures	合營企業還款	2,161,743	3,790,616
Advances to non-controlling interests	向非控股權益墊款	(7,719,137)	(8,439,700)
Repayment from non-controlling interests	非控股權益還款	6,011,241	2,603,048
Advances to fellow subsidiaries	向同系附屬公司墊款	(218,990)	(1,437,372)
Repayment from fellow subsidiaries	同系附屬公司還款	19,355	841,600
Advances to intermediate holding companies	向間接控股公司墊款	(917,225)	(766,737)
Repayment from intermediate holding companies	間接控股公司還款	20,020	926
Advance to an investee	向一名投資對象墊款	-	(2,491)
Repayment from an investee	一名投資對象還款	20,167	-
Capital injection to associates	向聯營公司注資	(1,037,184)	(5,917,818)
Capital injection to joint ventures	向合營企業注資	(1,798)	(130,240)
Net cash outflow arising on acquisition of a subsidiary accounted for as asset acquisition	產生自收購一間附屬公司並以資產收購入賬之現金流出淨額	(71,072)	(111,862)
Cash inflow arising on acquisition of a subsidiary accounted for as asset acquisition	產生自收購一間附屬公司並以資產收購入賬之現金流入	591,529	23,169
Net cash inflow arising on disposal of a subsidiary resulting in loss of control	產生自出售一間附屬公司(導致失去控制權)之現金流入淨額	-	743,731
Net cash inflow arising on acquisition of a subsidiary	產生自收購一間附屬公司之現金流入淨額	7,676	-
Dividend received from associates	自聯營公司收取股息	36,413	-
Dividend received from joint ventures	自合營企業收取股息	373	126,442
Purchase of property, plant and equipment	購買物業、廠房及設備	(12,519)	(12,699)
Addition of investment properties	投資物業添置	(96,818)	-
Proceeds received on disposal of property, plant and equipment	出售物業、廠房及設備所得款項	204	193
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>投資活動耗用現金淨額</b>	<b>(997,669)</b>	<b>(16,737,617)</b>



# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
	Notes 附註		
<b>FINANCING ACTIVITIES</b>	<b>融資活動</b>		
Proceeds from bank borrowings	銀行借貸之所得款項	10,561,960	3,217,811
Repayment of bank borrowings	償還銀行借貸	(7,725,559)	(2,873,559)
Advances from associates	聯營公司墊款	1,915,697	1,682,870
Repayment to associates	向聯營公司還款	(1,291,672)	(329,182)
Advances from joint ventures	合營企業墊款	759,915	660,419
Repayment to joint ventures	向合營企業還款	(232,450)	(313,011)
Advances from non-controlling interests	非控股權益墊款	4,835,978	3,744,438
Repayment to non-controlling interests	向非控股權益還款	(5,038,872)	(4,669,252)
Advances from intermediate holding companies	間接控股公司墊款	20,264,654	10,518,418
Repayment to intermediate holding companies	向間接控股公司還款	(8,131,734)	(2,301,227)
Advances from fellow subsidiaries	同系附屬公司墊款	2,285,083	2,923,992
Repayment to fellow subsidiaries	向同系附屬公司還款	(1,304,324)	(621,089)
Interest paid	已付利息	(1,240,356)	(1,186,138)
Repayment of lease liabilities	償還租賃負債	(109,796)	(28,828)
Dividends paid	已付股息	(553,498)	(1,311,734)
Repayment of bond payable	償還應付債券	(1,900,000)	-
Capital contributed by non-controlling interests of subsidiaries of the Group	本集團附屬公司之非控股權益注資	1,127,093	1,056,704
Capital reduction of subsidiaries	附屬公司之資本削減	(2,401,766)	-
Cash inflow arising on partial disposal of interest in a subsidiary without change of control	控制權並無變動下部分出售一間附屬公司的權益所產生的現金流入	-	94,906
Acquisition of additional interest in a subsidiary	收購一間附屬公司的額外權益	-	(389,053)
<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>融資活動所得現金淨額</b>	<b>11,820,353</b>	<b>9,876,485</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>現金及等同現金項目增加淨額</b>	<b>4,709,484</b>	<b>808,974</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	<b>年初現金及等同現金項目</b>	<b>9,718,815</b>	<b>8,957,799</b>
<b>EFFECT OF FOREIGN EXCHANGE RATE CHANGES</b>	<b>匯率變動影響</b>	<b>(5,023)</b>	<b>(47,958)</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR, represented by bank balances and cash</b>	<b>年終現金及等同現金項目，指銀行結餘及現金</b>	<b>14,423,276</b>	<b>9,718,815</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 1. GENERAL

The Company is incorporated in the Cayman Islands as a limited liability company and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). The address of the registered office and principal place of business of the Company are disclosed in the “Corporate Information” section to the annual report.

The principal activity of the Company is investment holding and the principal activities of its subsidiaries are set out in note 44.

The Company's immediate holding company is Success Well Investment Limited, a limited liability company incorporated in the British Virgin Islands (the “BVI”). One of its intermediate holding company is China Merchants Shekou Industrial Zone Holding Co., Ltd. (“China Merchants Shekou”), which is established in the People's Republic of China (the “PRC”) and listed on the Shenzhen Stock Exchange Limited. The ultimate holding company of the Company is China Merchants Group Limited (“CMG”). CMG is a PRC enterprise regulated and directly managed by the State-owned Assets Supervision and Administration Commission of the State Council and is owned and controlled by the PRC government.

The consolidated financial statements are presented in Renminbi (“RMB”), which is also the functional currency of the Company.

### 1. 一般資料

本公司為於開曼群島註冊成立之有限公司，其股份於香港聯合交易所有限公司（「聯交所」）主板上市。本公司之註冊辦事處地址及主要營業地點於年報「公司資料」一節中披露。

本公司之主要業務為投資控股，其附屬公司之主要業務載列於附註44。

本公司之直接控股公司為成惠投資有限公司（為於英屬處女群島（「英屬處女群島」）註冊成立之有限公司）。其其中一間間接控股公司為招商局蛇口工業區控股股份有限公司（「招商蛇口」）（為於中華人民共和國（「中國」）成立之公司，及於深圳證券交易所有限公司上市）。本公司之最終控股公司為招商局集團有限公司（「招商局集團」）。招商局集團為由國務院國有資產監督管理委員會監管並直接管理之中國企業，其屬中國政府所有並受其控制。

綜合財務報表以人民幣（「人民幣」）計值，與本公司之功能貨幣相同。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”)

Amendments to HKFRSs that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to HKFRSs issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) for the first time, which are mandatorily effective for the annual periods beginning on or after 1 January 2021 for the preparation of the consolidated financial statements:

Amendment to HKFRS 16	Covid-19-Related Rent Concessions
Amendments to HKFRS 9, HKAS 39, HKFRS 7, HKFRS 4 and HKFRS 16	Interest Rate Benchmark Reform - Phase 2

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

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

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)

於本年度強制生效之經修訂香港財務報告準則

於本年度，本集團已就編製綜合財務報表首次應用下列由香港會計師公會(「香港會計師公會」)頒佈之經修訂香港財務報告準則，有關修訂於二零二一年一月一日或之後開始之年度期間強制生效：

香港財務報告準則第16號之修訂	新冠肺炎相關租金優惠
香港財務報告準則第9號、香港會計準則第39號、香港財務報告準則第7號、香港財務報告準則第4號及香港財務報告準則第16號之修訂	利率基準改革—第二階段

此外，本集團應用國際會計準則理事會之國際財務報告準則詮釋委員會(「委員會」)於二零二一年六月頒佈的議程決定，釐清實體在釐定存貨可變現淨值時應列為「進行銷售所需之估計成本」之成本。

於本年度應用經修訂香港財務報告準則對本集團於當前及過往年度的財務狀況及表現及／或該等綜合財務報表所載披露概無重大影響。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

Impacts on application of the agenda decision of the Committee - Cost necessary to sell inventories (HKAS 2 Inventories)

In June 2021, the Committee, through its agenda decision, clarified the costs an entity should include as “estimated costs necessary to make the sale” when determining the net realisable value of inventories. In particular, whether such costs should be limited to those that are incremental to the sale. The Committee concluded that the estimated costs necessary to make the sale should not be limited to those that are incremental but should also include costs that an entity must incur to sell its inventories including those that are not incremental to a particular sale.

The Group’s accounting policy is to determine the net realisable value of inventories taking into consideration of all necessary estimated costs, not limited to incremental costs. Therefore, the Group’s current accounting policy is considered as consistent with the Committee’s agenda decision.

The application of the Committee’s agenda decision has had no material impact on the Group’s financial positions and performance.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

應用委員會議程決定的影響—銷售存貨的必要成本(香港會計準則第2號存貨)

於二零二一年六月，委員會通過其議程決定釐清實體在釐定存貨可變現淨值時應列為「進行銷售所需的估計成本」的成本。特別是，有關成本是否應僅限於銷售增量成本。委員會認為，進行銷售所需的估計成本不應僅限於增量成本，亦應包括實體出售其存貨須承擔的成本，包括非特定銷售增量成本。

本集團之會計政策為經計及全部所需估計成本(不限於增量成本)釐定存貨之可變現淨值。因此，本集團當前會計政策被認為與委員會的議程決定相一致。

應用委員會的議程決定對本集團之財務狀況及表現並無重大影響。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

New and amendments to HKFRSs in issue but not yet effective

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

HKFRS 17	Insurance Contracts and the related Amendments <sup>3</sup>
Amendments to HKFRS 3	Reference to the Conceptual Framework <sup>2</sup>
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture <sup>4</sup>
Amendment to HKFRS 16	Covid-19-Related Rent Concessions beyond 30 June 2021 <sup>1</sup>
Amendments to HKAS 1	Classification of Liabilities as Current or Non-current and related amendments to Hong Kong Interpretation 5 (2020) <sup>3</sup>
Amendments to HKAS 1 and HKFRS Practice Statement 2	Disclosure of Accounting Policies <sup>3</sup>
Amendments to HKAS 8	Definition of Accounting Estimates <sup>3</sup>
Amendments to HKAS 12	Deferred Tax related to Assets and Liabilities arising from a Single Transaction <sup>3</sup>
Amendments to HKAS 16	Property, Plant and Equipment - Proceeds before Intended Use <sup>2</sup>
Amendments to HKAS 37	Onerous Contracts - Cost of Fulfilling a Contract <sup>2</sup>
Amendments to HKFRSs	Annual Improvements to HKFRSs 2018 - 2020 <sup>2</sup>

<sup>1</sup> Effective for annual periods beginning on or after 1 April 2021.

<sup>2</sup> Effective for annual periods beginning on or after 1 January 2022.

<sup>3</sup> Effective for annual periods beginning on or after 1 January 2023.

<sup>4</sup> Effective for annual periods beginning on or after a date to be determined.

Except for the amendments to HKFRSs mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRSs will have no material impact on the consolidated financial statements in the foreseeable future.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

已頒佈但尚未生效之新訂及經修訂香港財務報告準則

本集團並無提早應用下列已頒佈但尚未生效之新訂及經修訂香港財務報告準則：

香港財務報告準則第17號	保險合約及相關修訂本 <sup>3</sup>
香港財務報告準則第3號之修訂	概念框架之提述 <sup>2</sup>
香港財務報告準則第10號及香港會計準則第28號之修訂	投資者與其聯營公司或合營企業之間之資產出售或投入 <sup>4</sup>
香港會計準則第16號之修訂	二零二一年六月三十日後新冠肺炎相關租金優惠 <sup>1</sup>
香港會計準則第1號之修訂	負債分類為流動或非流動及香港詮釋第5號(二零二零年)之相關修訂 <sup>3</sup>
香港會計準則第1號及香港財務報告準則實務報告第2號之修訂本	會計政策披露 <sup>3</sup>
香港會計準則第8號之修訂	會計估計之定義 <sup>3</sup>
香港會計準則第12號之修訂	產生自單一交易的資產及負債相關之遞延稅項 <sup>3</sup>
香港會計準則第16號之修訂	物業、廠房及設備—用作擬定用途前之所得款項 <sup>2</sup>
香港會計準則第37號之修訂	有償合約—履行合約之成本 <sup>2</sup>
香港財務報告準則之修訂	香港財務報告準則二零一八年至二零二零年的年度改進 <sup>2</sup>

<sup>1</sup> 於二零二一年四月一日或之後開始的年度期間生效。

<sup>2</sup> 於二零二二年一月一日或之後開始的年度期間生效。

<sup>3</sup> 於二零二三年一月一日或之後開始的年度期間生效。

<sup>4</sup> 於待定日期或之後開始的年度期間生效。

除下文所述之經修訂香港財務報告準則外，本公司董事預期，應用所有其他新訂及經修訂香港財務報告準則於可見未來將不會對綜合財務報表產生重大影響。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

#### Amendments to HKFRS 3 Reference to the Conceptual Framework

The amendments:

- update a reference in HKFRS 3 *Business Combinations* (“HKFRS 3”) so that it refers to the Conceptual Framework for Financial Reporting 2018 issued in June 2018 (the “Conceptual Framework”) instead of *Framework for the Preparation and Presentation of Financial Statements* (replaced by the *Conceptual Framework for Financial Reporting 2010* issued in October 2010);
- add a requirement that, for transactions and other events within the scope of HKAS 37 *Provisions, Contingent Liabilities and Contingent Assets* or HK(IFRIC) - Int 21 *Levies*, an acquirer applies HKAS 37 or HK(IFRIC) - Int 21 instead of the Conceptual Framework to identify the liabilities it has assumed in a business combination; and
- add an explicit statement that an acquirer does not recognise contingent assets acquired in a business combination.

The Group will apply the amendments prospectively to business combinations for which the date of acquisition is on or after the beginning of the first annual period beginning on or after 1 January 2022.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

#### 香港財務報告準則第3號之修訂對概念框架之提述

該等修訂：

- 更新了香港財務報告準則第3號業務合併(「香港財務報告準則第3號」)中的參考，並引用二零一八年六月發佈之二零一八年財務報告概念框架(「概念框架」)，取代財務報表的編制及呈報框架(由二零一零年十月發佈之二零一零年報告財務概念框架取代)；
- 添加一項要求，即於香港會計準則第37號撥備、或然負債及或然資產或香港(國際財務報告詮釋委員會)－詮釋21徵費範圍內的交易及其他事件，收購方應採用香港會計準則第37號或香港(國際財務報告詮釋委員會)－詮釋21取代用概念框架來確定其在業務合併中承擔的負債；及
- 添加明確的聲明，即收購方不確認在業務合併中收購的或然資產。

對於收購日期為二零二二年一月一日或之後開始的第一個年度期間開始或之後之業務合併，本集團將提前應用該等修訂。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

#### Amendments to HKAS 1 Classification of Liabilities as Current or Non-current and related amendments to Hong Kong Interpretation 5 (2020)

The amendments provide clarification and additional guidance on the assessment of right to defer settlement for at least twelve months from reporting date for classification of liabilities as current or non-current, which:

- specify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period. Specifically, the amendments clarify that:
  - (i) the classification should not be affected by management intentions or expectations to settle the liability within 12 months; and
  - (ii) if the right is conditional on the compliance with covenants, the right exists if the conditions are met at the end of the reporting period, even if the lender does not test compliance until a later date; and
- clarify that if a liability has terms that could, at the option of the counterparty, result in its settlement by the transfer of the entity’s own equity instruments, these terms do not affect its classification as current or non-current only if the entity recognises the option separately as an equity instrument applying HKAS 32 *Financial Instruments: Presentation*.

In addition, Hong Kong Interpretation 5 was revised as a consequence of the Amendments to HKAS 1 to align the corresponding wordings with no change in conclusion.

Based on the Group’s outstanding liabilities as at 31 December 2021, the application of the amendments will not result in reclassification of the Group’s liabilities.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

香港會計準則第1號之修訂負債分類為流動或非流動及香港詮釋第5號(二零二零年)之相關修訂

該等修訂為評估將結清負債期限延遲至報告日期後最少十二個月的權利提供澄清及額外指引，以將負債分類為流動或非流動，當中包括：

- 訂明負債應基於報告期間結算日存在的權利分類為流動或非流動。具體而言，有關修訂澄清：
  - (i) 該分類不受管理層在十二個月內結清負債的意圖或預期所影響；及
  - (ii) 倘該權利以遵守契諾為條件，即使貸款人在較後日期才測試是否符合條件，該權利於報告期間結算日符合條件的情況下存在；及
- 澄清倘負債具有若干條款，可由對手方選擇透過轉讓實體本身的股本工具進行結清，僅當實體應用香港會計準則第32號金融工具：呈列，將選擇權單獨確認為股本工具時，該等條款不影響將其分類為流動或非流動。

此外，香港詮釋第5號乃由於對香港會計準則第1號作出修訂而予以修訂，以使相應措詞保持一致而結論保持不變。

根據本集團於二零二一年十二月三十一日的未償還負債，應用該等修訂不會導致重新分類本集團的負債。

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## 綜合財務報表附註

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### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

#### Amendments to HKAS 1 and HKFRS Practice Statement 2 Disclosure of Accounting Policies

HKAS 1 is amended to replace all instances of the term “significant accounting policies” with “material accounting policy information”. Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

The amendments also clarify that accounting policy information may be material because of the nature of the related transactions, other events or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material. If an entity chooses to disclose immaterial accounting policy information, such information must not obscure material accounting policy information.

HKFRS Practice Statement 2 *Making Materiality Judgements* (the “Practice Statement”) is also amended to illustrate how an entity applies the “four-step materiality process” to accounting policy disclosures and to judge whether information about an accounting policy is material to its financial statements. Guidance and examples are added to the Practice Statement.

The application of the amendments is not expected to have significant impact on the financial position or performance of the Group but may affect the disclosures of the Group’s significant accounting policies.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

#### 香港會計準則第1號及香港財務報告準則實務報告第2號之修訂會計政策披露

香港會計準則第1號之修訂以「重大會計政策資料」取代「主要會計政策」一詞的所有情況。倘連同實體財務報表內其他資料一併考慮，會計政策資料可以合理預期會影響通用財務報表的主要使用者根據該等財務報表所作出的決定，則該會計政策資料屬重大。

該等修訂亦澄清，即使涉及款項並不重大，但基於相關交易性質、其他事項或情況，會計政策資料仍可屬重大。然而，並非所有與重大交易、其他事項或情況有關的會計政策資料本身即屬重大。倘一間實體選擇披露非重大會計政策資料，有關資料不得掩蓋重大會計政策資料。

香港財務報告準則實務報告第2號作出重大性判斷(「實務報告」)亦經修訂，以說明一間實體如何將「四步法評估重大性流程」應用於會計政策披露及判斷有關一項會計政策的資料對其財務報表是否屬重大。實務報告已增加指導意見及實例。

應用該等修訂預期不會對本集團財務狀況或表現產生重大影響，但可能影響本集團主要會計政策之披露。



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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## 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

### Amendments to HKAS 8 Definition of Accounting Estimates

The amendments define accounting estimates as “monetary amounts in financial statements that are subject to measurement uncertainty”. An accounting policy may require items in financial statements to be measured in a way that involves measurement uncertainty - that is, the accounting policy may require such items to be measured at monetary amounts that cannot be observed directly and must instead be estimated. In such a case, an entity develops an accounting estimate to achieve the objective set out by the accounting policy. Developing accounting estimates involves the use of judgements or assumptions based on the latest available, reliable information.

In addition, the concept of changes in accounting estimates in HKAS 8 is retained with additional clarifications.

The application of the amendments is not expected to have significant impact on the Group’s consolidated financial statements.

## 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

### 香港會計準則第8號之修訂會計估計之定義

該修訂定義會計估計為「存在計量不明朗因素的財務報表之貨幣金額」。會計政策可能規定對計量不明朗因素的財務報表的項目進行計量－即會計政策可能規定將按貨幣金額計量的有關項目不可直接觀察而須予以估計。於此情況下，一間實體應編製會計估計，旨在達到會計政策載列的目標。編製會計估計包括根據最新可得可靠的資料作出的判斷或假設用途。

此外，香港會計準則第8號的會計估計變更的概念予以保留，惟有進一步澄清。

應用該等修訂預期不會對本集團的綜合財務報表造成重大影響。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

#### Amendments to HKAS 12 Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments narrow the scope of the recognition exemption of deferred tax liabilities and deferred tax assets in paragraphs 15 and 24 of HKAS 12 Income Taxes so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences.

As disclosed in note 21, for leasing transactions in which the tax deductions are attributable to the lease liabilities (please see Note below), the Group applies HKAS 12 requirements to the relevant assets and liabilities as a whole. Temporary differences relating to relevant assets and liabilities are assessed on a net basis.

Upon the application of the amendments, the Group will recognise a deferred tax asset (to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised) and a deferred tax liability for all deductible and taxable temporary differences associated with the right-of-use assets and the lease liabilities.

The amendments are effective for annual reporting periods beginning on or after 1 January 2023, with early application permitted. As at 31 December 2021, the carrying amounts of right-of-use assets, right-of-use assets under sublease classified as investment properties and lease liabilities which are subject to the amendments amounted to RMB61,466,000, RMB293,337,000 and RMB428,486,000 respectively.

### 2. 應用經修訂香港財務報告準則(「香港財務報告準則」)(續)

香港會計準則第12號之修訂－與單一交易產生的資產及負債相關的遞延所得稅

該修訂縮窄香港會計準則第12號所得稅中第15段及第24段所述遞延稅項負債及遞延稅項資產的確認豁免範圍，使其不再適用於在初始確認時產生的同等應課稅及可扣稅暫時性差額的交易。

誠如附註21所披露，就稅項扣減歸屬於租賃負債的租賃交易(請參見下文附註)而言，本集團對相關資產及負債整體應用香港會計準則第12號的規定。與相關資產及負債有關的暫時差額按淨額基準評估。

該等修訂一經應用，本集團將繼續就與使用權資產及租賃負債相關的所有可扣稅及應課稅暫時性差額確認一項遞延稅項資產(倘應課稅溢利很可能被用作抵銷且可扣稅暫時差額可被動用時)及遞延稅項負債。

有關修訂於二零二三年一月一日或之後開始的年度報告期間生效，並可提前採納。於二零二一年十二月三十一日，經修訂的使用權資產、分類為投資物業的分租項下之使用權資產及租賃負債之賬面值分別為人民幣61,466,000元、人民幣293,337,000元及人民幣428,486,000元。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES

#### 3.1 Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with HKFRSs issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for leasing transactions that are accounted for in accordance with HKFRS 16 Lease ("HKFRS 16"), and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 Inventories or value in use in HKAS 36 Impairment of Assets ("HKAS 36").

### 3. 綜合財務報表之編製基準及主要會計政策

#### 3.1 綜合財務報表之編製基準

綜合財務報表乃按照香港會計師公會頒佈之香港財務報告準則編製。就編製綜合財務報表而言，倘有關資料合理預期會影響主要使用者作出的決定，則有關資料被視為重大。此外，綜合財務報表包括聯交所證券上市規則及香港公司條例規定之適用披露。

綜合財務報表乃按歷史成本法編製，惟於各報告期間結算日按公平值計量之若干金融工具則除外，其於下文載列的會計政策闡釋。

歷史成本一般按交換貨品及服務所付代價之公平值計算。

公平值為市場參與者於計量日期進行之有序交易中出售資產所得或轉讓負債所付之價格，不論該價格是否直接觀察或利用其他估值技術而估計所得。估計資產或負債之公平值時，倘於計量日期市場參與者為一項資產或負債定價時會計及資產或負債特徵，則本集團亦須計及資產或負債特徵。就計量及／或於綜合財務報表披露而言，公平值按此基準釐定，惟香港財務報告準則第16號租賃（「香港財務報告準則第16號」）計為租賃交易，及與公平值有部分相似但並非公平值之計量（如香港會計準則第2號存貨之可變現淨值或香港會計準則第36號（「香港會計準則第36號」）資產減值之使用價值）除外。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.1 Basis of preparation of consolidated financial statements (continued)

For financial instruments which are transacted at fair value and a valuation technique that unobservable inputs are to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equals the transaction price.

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

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

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.1 綜合財務報表之編製基準(續)

就按公平值交易的金融工具及於其後期間使用不可觀察輸入數據計量公平值的估值方法而言，估值方法會進行調整，以使估值結果於首次確認時等於交易價格。

此外，就財務報告而言，公平值計量按公平值計量所用輸入數據之可觀察程度及公平值計量之輸入數據對其整體之重要性分為第一、二或三級，詳情如下：

- 第一級輸入數據為實體於計量日期可取得之相同資產或負債於活躍市場之報價(未經調整)；
- 第二級輸入數據為就資產或負債可直接或間接觀察之輸入數據(不包括第一級報價)；及
- 第三級輸入數據為資產或負債不可觀察之輸入數據。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies

##### Basis of consolidation

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

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

The 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 listed above.

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策

##### 綜合基準

綜合財務報表包括本公司以及本公司及其附屬公司控制之實體之財務報表。倘屬以下情況，則本公司取得控制權：

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

倘有事實及情況顯示上述三個項控制因素中有一項或多項出現變化，則本集團會重新評估其是否控制投資對象。

倘本集團於被投資方的投票權未能佔大多數，但只要投票權足以賦予本集團實際能力可單方面掌控被投資方的相關業務時，本集團即對被投資方擁有權力。在評估本集團於被投資方的投票權是否足以賦予其權力時，本集團會考慮所有相關事實及情況，其中包括：

- 本集團持有投票權的規模相對於其他選票持有人持有投票權的規模及分散性；
- 本集團、其他選票持有人或其他人士持有的潛在投票權；
- 其他合約安排產生的權利；及
- 於需要作出決定(包括先前股東大會上的投票模式)時表明本集團當前擁有或並無擁有指導相關活動的能力之任何額外事實及情況。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Basis of consolidation** (continued)

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

Profit or loss and each item of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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

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

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

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **綜合基準(續)**

附屬公司之綜合入賬於本集團取得附屬公司控制權時開始，並於本集團失去有關附屬公司控制權時終止。具體而言，年內收購或出售的附屬公司之收入及開支乃自本集團取得控制權當日起計入綜合損益及其他全面收益表，直至本集團不再控制有關附屬公司當日為止。

附屬公司損益及其他全面收入之每個項目會歸屬於本公司擁有人及非控股權益。附屬公司之全面收入總額歸屬於本公司擁有人及非控股權益，即使此舉將導致非控股權益結餘出現虧絀。

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

所有集團內公司間之資產及負債、權益、收入、開支及有關本集團成員公司間交易之現金流量在綜合賬目時悉數對銷。

附屬公司的非控股權益與本集團的權益分開呈列，於清盤後相當於其持有人有權按比例分佔相關附屬公司資產淨值之現存所有權權益。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Changes in the Group's interests in existing subsidiaries

Changes in the Group's interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's relevant components of equity and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries, including re-attribution of relevant reserves between the Group and the non-controlling interests according to the Group's and the non-controlling interests' proportionate interests.

Any difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, the assets and liabilities of that subsidiary and non-controlling interests (if any) are derecognised. A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary attributable to the owners of the Company. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 *Financial Instrument* ("HKFRS 9") or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 本集團於現有附屬公司之權益變動

本集團於附屬公司權益之變動如並無導致本集團失去該等附屬公司之控制權，則均以權益交易入賬。本集團之相關權益組成部分與非控股權益之賬面值均予以調整，包括本集團與非控股權益之間相關儲備的重新分配以反映根據本集團與非控股權益之權益比例於附屬公司之相關權益變動。

非控股權益經調整之相關金額與已付或已收代價公平值之間的差異直接於權益確認，並歸本公司擁有人所有。

當本集團失去對一間附屬公司之控制權，則取消確認該附屬公司的資產及負債及非控股權益(如有)。收益或虧損於損益內確認，並計作下列兩者之差額：(i)已收代價公平值和任何保留權益公平值之總和，及(ii)資產賬面值(包括商譽)及本公司擁有人應佔附屬公司負債。就該附屬公司過往於其他全面收益確認的所有款項均按猶如本集團已直接出售該附屬公司相關資產或負債(即重新分類至損益或轉至適用香港財務報告準則所規定／允許的另一權益類別)。前附屬公司於失去控制權當日保留投資的公平值視為初次確認香港財務報告準則第9號金融工具(「香港財務報告準則第9號」)項下後續會計處理之公平值，或(倘適用)初次確認聯營公司或合營企業投資的成本。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Business combinations or asset acquisitions**

###### *Optional concentration test*

The Group can elect to apply an optional concentration test, on a transaction-by-transaction basis, that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets. The gross assets under assessment exclude cash and cash equivalents, deferred tax assets, and goodwill resulting from the effects of deferred tax liabilities. If the concentration test is met, the set of activities and assets is determined not to be a business and no further assessment is needed.

###### *Asset acquisitions*

When the Group acquires a group of assets and liabilities that do not constitute a business, the Group identifies and recognises the individual identifiable assets acquired and liabilities assumed by allocating the purchase price first to financial assets/liabilities at the respective fair values, the remaining balance of the purchase price is then allocated to the other identifiable assets and liabilities on the basis of their relative fair values at the date of purchase. Such a transaction does not give rise to goodwill or bargain purchase gain.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **業務合併或資產收購**

###### *選擇性的集中度測試*

本集團可選擇以逐項交易基準應用可選集中度測試，可對所收購之一組活動及資產是否並非一項業務作簡化評估。倘所收購總資產的公平值幾乎全部都集中在單一可識別資產或一組類似可識別資產中，則符合集中度測試。評估之總資產不包括現金及現金等價物、遞延稅項資產、及由遞延稅項負債影響產生之商譽。倘符合集中度測試，該組活動及資產釐定為並非業務及毋須作進一步評估。

###### *資產收購*

當本集團收購資產及負債組別並不構成業務時，本集團識別及確認所收購之個別可識別資產及所承擔之負債，方法為首先將購買價按各自之公平值分配至金融資產／金融負債，然後將購買價之結餘分配至其他可識別資產及負債，基準為按其於購買日期之相對公平值。該項交易不會產生商譽或議價購買收益。



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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Business combinations or asset acquisitions (continued)

###### Business combinations

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

Except for certain recognition exemptions, the identifiable assets acquired and liabilities assumed must meet the definitions of an asset and a liability in the *Framework for the Preparation and Presentation of Financial Statements* (replaced by the *Conceptual Framework for Financial Reporting* issued in October 2010).

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

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with HKAS 12 *Income Taxes* ("HKAS 12") and HKAS 19 *Employee Benefits* respectively; and
- lease liabilities are recognised and measured at the present value of the remaining lease payments (as defined in HKFRS 16 *Leases*) as if the acquired leases were new leases at the acquisition date, except for leases for which (a) the lease term ends within 12 months of the acquisition date; or (b) the underlying asset is of low value. Right-of-use assets are recognised and measured at the same amount as the relevant lease liabilities, adjusted to reflect favourable or unfavourable terms of the lease when compared with market terms.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 業務合併或資產收購(續)

###### 業務合併

收購業務採用收購法入賬。業務合併之轉撥代價按公平值計量，而計算方法為本集團所轉讓之資產、本集團向被收購方原擁有人產生之負債及本集團於交換被收購方之控制權發行之股權之總額。有關收購之成本於產生時一般於損益中確認。

除若干確認豁免外，所收購之可識別資產及所承擔之負債必須符合編製及呈列財務報表之框架(於二零一零年十月被財務報告概念框架所取代)下資產及負債之定義。

於收購日期，所收購之可識別資產及所承擔之負債按公平值確認，惟下列項目除外：

- 遞延稅項資產或負債及與僱員福利安排有關的資產或負債分別根據香港會計準則第12號(「香港會計準則第12號」)所得稅及香港會計準則第19號僱員福利確認及計量；及
- 租賃負債按剩餘租賃付款的現值確認及計量(「定義見香港財務報告準則第16號租賃」)，猶如收購的租賃於收購日期為新租賃，惟(a)租期於收購日期12個月內結束；或(b)相關資產為低價值的租賃除外。使用權資產按與相關租賃負債相同的金額確認及計量，並進行調整以反映與市場條件相比租賃的有利或不利條款。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Business combinations or asset acquisitions** (continued)

##### *Business combinations (continued)*

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

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the relevant subsidiary's net assets in the event of liquidation are initially measured at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets or at fair value.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date (i.e. the date when the Group obtains control), and the resulting gain or loss, if any, is recognised in profit or loss or other comprehensive income, as appropriate. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income and measured under HKFRS 9 would be accounted for on the same basis as would be required if the Group had disposed directly of the previously held equity interest.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **業務合併或資產收購(續)**

##### *業務合併(續)*

商譽乃按已轉讓代價、被收購方的任何非控股權益金額及收購人先前於被收購方持有之股權(如有)公平值之總額超逾於收購日期所收購可資識別資產與所承擔負債之淨額之差額計量。倘經重新評估後，所收購可資識別資產與所承擔負債之淨額超逾已轉讓代價、被收購方之任何非控股權益金額及收購人先前於被收購方持有之股權(如有)公平值之總額，超出部分即時於損益中確認為議價購買收益。

屬現時擁有之權益且於清盤時讓持有人有權按比例分佔相關附屬公司的資產淨值之非控股權益初步按非控股權益應佔被收購方可識別資產淨值的已確認金額比例或公平值計量。

倘業務合併分階段達成，本集團先前持有之被收購方股權乃於收購日期(即本集團獲得控制權之日期)重新計量至公平值，而所產生之收益或虧損(如有)乃於損益或其他全面收入(如適用)內確認。於收購日期前已於其他全面收入確認並按香港財務報告準則第9號計量之被收購方權益產生之金額，將按本集團直接出售先前持有之股權所需之相同基準入賬。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Business combinations or asset acquisitions** (continued)

##### *Goodwill*

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or group of cash-generating units) that is expected to benefit from the synergies of the combination, which represent the lowest level at which the goodwill is monitored for internal management purposes and not larger than an operating segment.

A cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment annually or more frequently when there is indication that the unit may be impaired. For goodwill arising on an acquisition in a reporting period, the cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment before the end of that reporting period. If the recoverable amount is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit (or group of cash-generating units).

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **業務合併或資產收購(續)**

##### *商譽*

因收購業務產生之商譽乃收購業務當日確定之成本減累計減值虧損(如有)入賬。

就減值測試而言，商譽將分配至預計自合併之協同效應中受惠之本集團各現金產生單位(或現金產生單位組別)，指就內部管理用途監察商譽之最低級別，且不大於經營分部。

已獲分配商譽之現金產生單位(或一組現金產生單位)每年或倘有跡象顯示有關單位可能出現減值時更頻密地進行減值測試。就於某一報告期間進行收購所產生之商譽而言，獲分配商譽之現金產生單位(或一組現金產生單位)於該報告期間結算日之前作減值測試。倘可收回金額低於其賬面值，則首先分配減值虧損以減少任何商譽之賬面值，然後按比例根據各資產之賬面值分配至該單位(或一組現金產生單位)內之其他資產。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Business combinations or asset acquisitions** (continued)

##### *Goodwill (continued)*

On disposal of the relevant cash-generating unit or any of the cash-generating unit within the group of cash-generating units, the attributable amount of goodwill is included in the determination of the amount of profit or loss on disposal. When the Group disposes of an operation within the cash-generating unit (or a cash-generating unit within a group of cash-generating units), the amount of goodwill disposed of is measured on the basis of the relative values of the operation (or the cash-generating unit) disposed of and the portion of the cash-generating unit (or the group of cash-generating units) retained.

The Group's policy for goodwill arising on the acquisition of associates and joint ventures is described below.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **業務合併或資產收購(續)**

##### *商譽(續)*

於出售相關現金產生單位或一組現金產生單位內的任何現金產生單位時，商譽之應佔金額計入釐定出售損益之金額內。當本集團出售現金產生單位(或一組現金產生單位中的現金產生單位)內的業務時，所出售商譽金額按所出售業務(或現金產生單位)與所保留現金單位(或一組現金產生單位)部分的相對價值計量。

本集團就收購聯營公司及合營企業產生的商譽之政策載列如下。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Investments in associates and joint ventures

An associate is an entity over which the Group has 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 joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of associates and joint ventures are incorporated in these consolidated financial statements using the equity method of accounting. If the associate and joint venture uses accounting policies that differ from those of the Group for like transactions and events in similar circumstances, appropriate adjustments have been made to conform the associate's and the joint venture's accounting policies to those of the Group. Under the equity method, an investment in an associate or a joint venture is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. Changes in net assets of the associate/joint venture other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group. When the Group's share of losses of an associate or joint venture exceeds the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 於聯營公司及合營企業之投資

聯營公司指本集團對其具有重大影響力之實體。重大影響力乃對投資對象之財務及經營政策有參與決策之權力，但並非控制或共同控制該等政策。

合營企業指一項合營安排，對安排擁有共同控制權之訂約方據此對合營安排之資產淨值擁有權利。共同控制權指按照合約協定對一項安排所共有之控制權，僅在相關活動決定必須獲得共同享有控制權之各方一致同意時存在。

聯營公司及合營企業之業績、資產及負債以權益會計法於該等綜合財務報表入賬。倘聯營公司及合營企業於類似情況就相似的交易及事件使用與本集團不同的會計政策，本集團已作出適當調整以使聯營公司及合營企業之會計政策與本集團會計政策一致。根據權益法，於聯營公司或合營企業之投資初步按成本於綜合財務狀況表確認，並於其後調整以確認本集團應佔該聯營公司或合營企業之損益及其他全面收入。於該聯營公司／合營企業的資產淨值（損益及其他全面收入除外）變動並不入賬，除非該等變動導致本集團持有的擁有權變動。當本集團應佔一間聯營公司或合營企業之虧損超出本集團於該聯營公司或合營企業之權益（包括實質上屬於本集團於該聯營公司或合營企業投資淨額一部分之任何長期權益）時，本集團終止確認其所佔進一步虧損。僅於本集團已產生法律或推定責任，或已代表該聯營公司或合營企業支付款項之情況下，方會確認額外虧損。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Investments in associates and joint ventures** (continued)

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate or a joint venture may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **於聯營公司及合營企業之投資(續)**

於聯營公司或合營企業之投資自投資對象成為聯營公司或合營企業當日起使用權益法入賬。收購於聯營公司或合營企業之投資時，投資成本超出本集團應佔投資對象的可識別資產及負債之公平淨值的任何數額確認為商譽，並計入投資賬面值。本集團所佔可識別資產及負債於重新評估後之公平淨值超過投資成本之任何部分會於收購投資期間即時於損益確認。

本集團評估是否具客觀證據證明於聯營公司及合營企業之權益可能減值。倘若存在任何客觀證據，投資(包括商譽)之全部賬面值按單一資產根據香港會計準則第36號進行減值測試，方法為將其可收回金額(以使用價值與公平值減出售成本之較高者為準)與其賬面值作比較。已確認之任何減值虧損不會分配至任何資產(包括商譽)，構成投資賬面值之一部分。根據香港會計準則第36號，減值虧損之任何撥回確認以投資其後增加之可收回金額為限。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Investments in associates and joint ventures (continued)

When the Group ceases to have significant influence over an associate or joint control over a joint venture, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset within the scope of HKFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate or joint venture and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate or joint venture is included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant associate or joint venture.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 於聯營公司及合營企業之投資(續)

倘本集團失去對聯營公司之重大影響力或失去於合營企業之共同控制權，將被列作出售於該被投資方之全部權益，所產生之收益或虧損於損益確認。倘本集團於先前聯營公司或合營企業保留權益，而該保留權益為香港財務報告準則第9號範圍內的一項金融資產，則本集團按該日之公平值計量該保留權益，而該公平值被視為其於初步確認時之公平值。聯營公司或合營企業之賬面值，與於聯營公司或合營企業之任何保留權益之公平值及出售聯營公司或合營企業相關權益之任何所得款項間之差額於釐定出售聯營公司或合營企業之收益或虧損時計算在內。此外，本集團將先前於其他全面收益確認之有關該聯營公司或合營企業之所有款項按倘該聯營公司或合營企業已直接出售相關資產或負債則須遵循之相同基準入賬。因此，倘該聯營公司或合營企業先前於其他全面收益確認之收益或虧損重新分類至出售相關資產或負債之損益，則本集團於出售／部分出售相關聯營公司或合營企業時將該等收益或虧損由權益重新分類至損益(作為重新分類調整)。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Investments in associates and joint ventures** (continued)

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an associate or a joint venture but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

When a group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognised in the consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 於聯營公司及合營企業之投資(續)

當於聯營公司之投資成為於合營企業之投資，或於合營企業之投資成為於聯營公司之投資時，本集團繼續採用權益法。出現該等擁有權權益變動後不會重新計量公平值。

當本集團減少於聯營公司或合營企業之擁有權權益，但本集團繼續應用權益法時，倘過往於其他全面收入中就所削減擁有權權益確認之收益或虧損部分須於出售相關資產或負債時重新分類至損益，則有關收益或虧損部分會重新分類至損益。

倘集團實體與本集團之聯營公司或合營企業進行交易，與該聯營公司或合營企業交易所產生之損益僅會在有關聯營公司或合營企業之權益與本集團無關之情況下，方會於綜合財務報表中確認。



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## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Revenue from contracts with customers

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

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

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

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

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A receivable represents the Group’s unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

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

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 與客戶合約的收益

本集團於達成履約責任時，即當特定的履約責任涉及的貨品或服務的「控制權」轉移至客戶時確認收益。

履約責任指一項明確貨品或服務(或一批貨品或服務)或一系列大致相同的明確貨品或服務。

倘符合以下其中一項條件，則控制權為隨時間轉移，而收益則參考相關履約責任的完成進度隨時間確認：

- 客戶於本集團履約時同時收取及消耗本集團履約所提供的利益；
- 本集團的履約創建或增強客戶於本集團履約時控制的資產；或
- 本集團的履約未創建對本集團具有替代用途的資產，而本集團有強制執行權收取至今已履約部分的款項。

否則，收益於客戶獲得明確商品或服務控制權時確認。

應收款項指本集團擁有無條件的向客戶收取代價的權利，即代價僅隨時間推移即會成為到期支付。

合約負債指本集團因已自客戶收取代價(或到期的代價款項)，而須向客戶轉讓貨品或服務之責任。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Revenue from contracts with customers (continued)

*Over time revenue recognition: measurement of progress towards complete satisfaction of a performance obligation*

##### Output method

The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of the goods or services transferred to the customer to date relative to the remaining goods or services promised under the contract, that best depict the Group's performance in transferring control of goods or services.

As a practical expedient, if the Group has a right to consideration in an amount that corresponds directly with the value of the Group's performance completed to date for service contracts in which the Group bills a fixed amount for each month, the Group recognises revenue in the amount to which the Group has the right to invoice.

##### Existence of significant financing component

In determining the transaction price, the Group adjusts the promised amount of consideration for the effects of the time value of money if the timing of payments agreed (either explicitly or implicitly) provides the customer or the Group with a significant benefit of financing the transfer of goods or services to the customer. In those circumstances, the contract contains a significant financing component. A significant financing component may exist regardless of whether the promise of financing is explicitly stated in the contract or implied by the payment terms agreed to by the parties to the contract.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 與客戶合約的收益(續)

*按時間確認收益：計量完全達成履約責任的進度*

##### 產出法

完成達成履約責任的進度乃按產出法計量，即透過直接計量迄今已轉讓予客戶之貨品或服務價值(相對合約項下承諾提供之餘下貨品或服務價值)確認收入，此方法最能反映本集團於轉讓貨品或服務控制權方面之履約情況。

作為實際權宜方法，倘若本集團於與本集團就每月開具固定金額賬單的服務合約至今已完成履約價值直接相關的款項代價中擁有權利，則本集團將其有權開具發票的金額確認為收益。

##### 存在重大融資成分

於釐定交易價格時，倘向客戶就轉移貨品或服務(不論以明示或暗示方式)而協定之付款時間為客戶或本集團帶來重大融資利益，則本集團就金錢時間值之影響而調整已承諾之代價金額。於該等情況下，合約含有重大融資成分。不論於合約中以明示呈列或合約訂約方協定之支付條款暗示融資承諾，合約中均存在重大融資成分。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Revenue from contracts with customers (continued)

##### Existence of significant financing component (continued)

For contracts where the period between payment and transfer of the associated goods or services is less than one year, the Group applies the practical expedient of not adjusting the transaction price for any significant financing component.

For advance payments received from customers before the transfer of the associated goods or services in which the Group adjusts for the promised amount of consideration for a significant financing component, the Group applies a discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. The relevant interest expenses during the period between the advance payments were received and the transfer of the associated goods and services are accounted for on the same basis as other borrowing costs.

##### Contract costs

##### Incremental costs of obtaining a contract

Incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer that it would not have incurred if the contract had not been obtained.

The Group recognises such costs (sales commissions) as an asset if it expects to recover these costs. The asset so recognised is subsequently amortised to profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the assets relate.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 與客戶合約的收益(續)

##### 存在重大融資成分(續)

就相關貨品或服務之支付與轉移期間少於一年之合約而言，本集團就任何重大融資成分應用不調整交易價格之可行權宜方法。

就於轉移本集團已就任何重大融資而調整已承諾之代價金額之相關貨品或服務前自客戶收取之預付款項而言，本集團應用將於本集團與客戶之間於合約開始之獨立融資交易中反映之折現率。於預收款項與轉移相關貨品及服務兩者期間之相關利息開支，乃按與借貸成本相同基準入賬。

##### 合約成本

##### 獲得合約之增量成本

獲得合約之增量成本指本集團取得客戶合約所產生之成本，倘未獲得該合約，則不會產生有關成本。

倘預期可收回有關成本(銷售佣金)，則本集團確認該等成本為一項資產。所確認資產隨後按與向客戶轉移有關該資產之貨品或服務一致之系統基準攤銷至損益。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases

###### Definition of a lease

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

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

###### The Group as a lessee

Allocation of consideration to components of a contract  
For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

###### Short-term leases

The Group applies the short-term lease recognition exemption to leases of office equipment and motor vehicles that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃

###### 租賃的定義

倘合約授予以代價為交換，在某一時期內控制使用已識別資產的權利，則該合約屬於租賃或包含租賃。

就於初次應用香港財務報告準則第16號日期或之後訂立或修訂或因業務合併而產生的合約而言，本集團根據香港財務報告準則第16號於開始或修訂日期或收購日期(倘適用)的定義評估合約是否屬於或包含租賃。除非合約條款及條件其後改變，否則不得重新評估該合約。

###### 本集團作為承租人

###### 分配代價至合約各組成部分

就合約包含租賃組成部分以及一個或多個額外租賃或非租賃組成部分的租賃而言，本集團根據租賃組成部分的相對獨立價格及非租賃組成部分的總獨立價格，將合約中的代價分配至每個租賃組成部分。

本集團應用可行權宜方法不將非租賃組成部分與租賃組成部分分開，而將租賃組成部分及任何相關非租賃組成部分作為單一租賃組成部分入賬。

###### 短期租賃

本集團對租賃辦公室設備以及汽車應用短期租賃確認豁免，即自生效日期起計之租期為12個月或以下並且不包括購買選擇權的租賃。短期租賃的租賃付款在租賃期內按直線法確認為開支。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases (continued)

##### The Group as a lessee (continued)

##### Right-of-use assets

The cost of right-of-use asset includes:

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

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

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

The Group presents right-of-use assets that do not meet the definition of investment property or inventory as a separate line item on the consolidated statement of financial position. Right-of-use assets that meet the definition of investment property and inventory are presented within "investment properties" and "properties for sales" respectively.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃(續)

##### 本集團作為承租人(續)

##### 使用權資產

使用權資產之成本包括：

- 租賃負債初始計量之金額；
- 於開始日期或之前作出的任何租賃付款減所收取之任何租賃優惠；
- 本集團產生之任何初始直接成本；及
- 本集團拆除及移除相關資產、恢復該資產所處位置或將相關資產恢復至租賃之條款及條件項下要求之狀態將產生之預計成本。

使用權資產按成本減任何累計折舊及減值虧損計量，並就租賃負債的任何重新計量作出調整。

本集團合理確定於租期結束時將取得相關租賃資產所有權之使用權資產自開始日期起至可使用年末折舊。否則，使用權資產於其估計可使用年期及租期(以較短者為準)按直線法折舊。

本集團於綜合財務狀況表將不符合投資物業或存貨定義的使用權資產呈列為獨立項目。符合投資物業及存貨定義的使用權資產分別呈列為「投資物業」及「可供出售物業」範圍內。

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## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases (continued)

##### The Group as a lessee (continued)

##### Refundable rental deposits

Refundable rental deposits paid are accounted under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets. The directors of the Company considered that such adjustment has no material impact to the consolidated financial statements of the Group.

##### Lease liabilities

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

The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable.

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

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

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃(續)

##### 本集團作為承租人(續)

##### 可退還租賃按金

已支付可退還租賃按金根據香港財務報告準則第9號列賬並按公平值初始計量。於初始確認時就公平值作出之調整被視為額外租賃付款並計入使用權資產成本內。本公司董事認為，該調整對本集團的綜合財務報表並無重大影響。

##### 租賃負債

於租賃開始日期，本集團按當日未支付之租賃付款的現值確認及計量租賃負債。在計算租賃付款的現值時，倘租賃中隱含的利率不易釐定，則本集團使用在租賃開始日期的增量借款利率。

租賃付款包括固定付款(包括非實質固定付款)減任何應收租賃優惠。

於開始日期後，租賃負債根據利息增長及租賃付款作出調整。

本集團於綜合財務狀況表將租賃負債呈列為獨立項目。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases (continued)

##### The Group as a lessee (continued)

##### Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities and lease incentive from lessor by making corresponding adjustments to the relevant right-of-use asset.

When the modified contract contains one or more additional lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component. The associated non-lease components are included in the respective lease components.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃(續)

##### 本集團作為承租人(續)

##### 租賃修改

倘出現以下情況，本集團會將租賃修改作為一項單獨的租賃入賬：

- 該項修改通過增加使用一項或多項相關資產的權利擴大租賃範圍；及
- 租賃代價增加，增加的金額相當於範圍擴大對應的單獨價格，加上為反映特定合約的實際情況而對單獨價格進行的任何適當調整。

就未作為一項單獨租賃入賬的租賃修改而言，本集團基於透過使用修改生效日期的經修訂貼現率貼現經修訂租賃付款的經修改租賃的租期重新計量租賃負債。

本集團通過對相關使用權資產進行相應調整，以對租賃負債及來自出租人的租賃優惠進行重新計量。

當經修改合約包含一個或多個額外租賃組成部分時，本集團根據租賃組成部分的相對獨立價格，將經修改合約中的代價分配至每個租賃組成部分。相關非租賃組成部分計入各自的租賃組成部分。

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## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases (continued)

###### The Group as a lessor

##### Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term.

Rental income derived from the Group's ordinary course of business is presented as revenue.

Allocation of consideration to components of a contract  
When a contract includes both leases and non-lease components, the Group applies HKFRS 15 *Revenue from Contracts with Customers* ("HKFRS 15") to allocate consideration in a contract to lease and non-lease components. Non-lease components are separated from lease component on the basis of their relative stand-alone selling prices.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃(續)

###### 本集團作為出租人

##### 租賃的分類及計量

本集團為出租人的租賃乃分類為融資或經營租賃。當租賃條款將相關資產擁有權附帶的絕大部分風險及回報轉移至承租人時，該合約乃分類為融資租賃。所有其他租賃乃分類為經營租賃。

經營租賃的租金收入於相關租期內按直線法於損益中確認。磋商及安排經營租賃時產生的初始直接成本計入租賃資產的賬面值，有關成本則於租期內按直線基準確認。

來自本集團日常業務過程的租金收入呈列為收入。

##### 分配代價至合約各組成部分

當合約包含租賃及非租賃組成部分時，本集團應用香港財務報告準則第15號與客戶合約的收益(「香港財務報告準則第15號」)將合約代價分配至租賃或非租賃組成部分。非租賃組成部分根據其相對單獨售價與租賃組成部分分開。

本集團應用可行權宜方法，不將非租賃組成部分與租賃組成部分分開，而將租賃組成部分及任何相關非租賃組成部分作為單一租賃組成部分入賬。



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Leases (continued)

##### The Group as a lessor (continued)

##### Refundable rental deposits

Refundable rental deposits received are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees. The directors of the Company considered that such adjustment has no material impact to the consolidated financial statements of the Group.

##### Sublease

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset.

The Group uses the discount rate used for the head lease (adjusted for any initial direct costs associated with the sublease) to measure the net investment in the sublease if the interest rate implicit in the sublease cannot be readily determined.

##### Lease modification

Changes in considerations of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

The Group accounts for a modification to an operating lease as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 租賃(續)

##### 本集團作為出租人(續)

##### 可退還租賃按金

已收可退還租賃按金根據香港財務報告準則第9號入賬，並初步按公平值計量。於初步確認時對公平值的調整被視為承租人的額外租賃付款。本公司董事認為，該調整對本集團的綜合財務報表並無重大影響。

##### 分租

當本集團為中介出租人，本集團會將主租約及分租約入賬為兩項獨立合約。分租約乃參照主租約所產生的使用權資產分類為融資或經營租賃，而非參照相關資產分類。

倘分租賃隱含的利率不能可靠地釐定，則本集團使用主租賃所用的貼現率(就與分租賃相關的任何初始直接成本調整)計量分租賃的投資淨額。

##### 租賃修改

不屬於原始條款及條件的租賃合約的代價變動作為租賃修改入賬，包括透過免租或減租所提供的租賃優惠。

本集團自修改生效日期起將經營租賃修改作為新租約入賬，並將與原租約相關的任何預付或累計租賃付款視為新租約的租賃付款的一部分。

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## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Property, plant and equipment

Property, plant and equipment held for use in the production or for administrative purposes are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition.

To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land that is accounted for as an operating lease is presented as "right-of-use assets". When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognised so as to written off the cost of items of property, plant and equipment less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 物業、廠房及設備

用於生產或為行政目的而持有的物業、廠房及設備按成本減其後累計折舊及其後累計減值虧損(如有)於綜合財務狀況表內列賬。

當本集團就於物業的擁有權益(包括租賃土地及樓宇成分)付款時,全部代價於租賃土地及樓宇成分之間按初始確認時的相對公平值的比例分配。

倘相關付款能可靠地分配,入賬為經營租賃的租賃土地權益呈列為「使用權資產」。倘代價未能可靠地於相關租賃土地的非租賃樓宇部分及未分割權益之間分配,則整項物業分類為物業、廠房及設備。

物業、廠房及設備項目於其估計可使用年期以直線法確認折舊,以撇減其成本減剩餘價值。估計可使用年期、剩餘價值及折舊方法於各報告期間結算日審閱,而估計之任何變動影響按將來適用法入賬。

物業、廠房及設備項目於出售時或當繼續使用該資產預期不會產生任何未來經濟利益時終止確認。出售或報廢物業、廠房及設備項目產生之任何收益或虧損,按銷售所得款項與資產賬面值間之差額釐定,並於損益確認。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation.

Investment properties also include leased properties which are being recognised as right-of-use assets and subleased by the Group under operating leases.

Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are stated at cost less subsequent accumulated depreciation and any accumulated impairment losses. Depreciation is recognised so as to write off the cost of investment properties over their estimated useful lives and after taking into account of their estimated residual value, using the straight-line method.

An investment property is transferred to properties for sales when there is a change in use evidenced by commencement of development with a view to sale of the relevant properties. The carrying value of the property at the date of transfer is the deemed cost of the property for its subsequent accounting in accordance with HKAS 2.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 投資物業

投資物業為賺取租金及／或資本升值而持有之物業。

投資物業亦包括獲確認為使用權資產並由本集團根據經營租賃分租之租賃物業。

投資物業初步按成本計量，包括任何直接應佔支出。於初步確認後，投資物業按成本減其後累計折舊及任何累計減值虧損列賬。確認折舊之目的是於考慮其估計剩餘價值後，按直線法撇銷投資物業於其估計可使用年期之成本。

投資物業於用途出現變動，且有證據顯示開始發展的目的是用作出售相關物業時，方轉撥至待售物業。物業於轉撥日期之賬面值為根據香港會計準則第2號進行後續會計處理的視作物業成本。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Properties for sale

Properties for sale under current assets are properties (under development or completed properties) held for future sale in the ordinary course of business. Except for the leasehold land element which is measured at cost model in accordance with the accounting policies of right-of-use assets, properties for sale are stated at the lower of cost and net realisable value. Cost is determined on a specific identification basis including allocation of the related development expenditure incurred and where appropriate, borrowing costs capitalised. Net realisable value is determined based on the estimated selling price in the ordinary course of business, less estimated cost to completion and costs necessary to make the sales. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

The Group transfers a property from properties for sale to investment property at cost when there is a change in use to hold the property to earn rentals or land for capital appreciation rather than for sale in the ordinary course of business, which is evidenced by the commencement of an operating lease to another party.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 可供出售物業

流動資產項下之可供出售物業為在日常業務過程中持作日後出售之發展中或已竣工物業。除租賃土地部分按照使用權資產之會計政策計量外，出售物業以成本及可變現淨值兩者之較低者列賬。成本按特定識別基準釐定，包括分配已產生的相關開發開支及(倘適用)資本化借貸成本。可變現淨值乃按照一般業務過程中的估計售價減估計竣工成本及銷售所需成本釐定。銷售所需成本包括本集團進行銷售時必須產生的銷售及非增量成本直接應佔的增量成本。

當用途改為持有物業以賺取租金或土地作資本增值而非於日常業務過程中出售時，本集團將物業按成本自可供出售物業轉撥至投資物業，此舉以向另一方開始經營租賃為憑證。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, other than those classified as FVTPL, are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具

金融資產及金融負債於集團實體成為工具合約條款一方時確認。所有常規方式買賣的金融資產概於交易日予以確認及取消確認。常規方式買賣乃指遵循法規或市場慣例在約定時間內交付資產的金融資產買賣。

金融資產及金融負債初步按公平值計量，惟產生自客戶合約的貿易應收款項根據香港財務報告準則第15號初步計量除外。收購或發行金融資產及金融負債(不包括按公平值計入損益之金融資產或金融負債)直接應佔之交易成本於初步確認時加入金融資產公平值或從金融負債公平值扣除(倘適用)。收購按公平值計入損益的金融資產或金融負債直接應佔之交易成本即時於損益確認。

實際利率法為計算金融資產或金融負債的攤銷成本以及於相關期間分配利息收入及利息開支的方法。實際利率指將估計未來現金收入及付款(包括構成實際利率不可或缺部分的所有已付或已收費用及手續費、交易成本及其他溢價或折讓)於金融資產或金融負債預期年期或(倘適用)較短期間準確貼現至初次確認時的賬面淨值的利率。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both selling and collecting contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL, except that at initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is not held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 *Business Combinations* applies.

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產

金融資產的分類及其後計量

符合下列條件之金融資產其後按攤銷成本計量：

- 金融資產乃於以收取合約現金流量為目的的業務模式內持有；及
- 合約條款於特定日期產生僅為支付本金及未償還本金利息的現金流量。

符合下列條件之金融資產其後按公平值計入其他全面收益(「按公平值計入其他全面收益」)計量：

- 金融資產乃以出售及收取合約現金流量為目的的業務模式內持有；及
- 合約條款於特定日期產生僅為支付本金及未償還本金利息的現金流量。

所有其他金融資產其後按公平值計入損益計量，倘該股本投資並非持作買賣，亦非收購方在適用香港財務報告準則第3號業務合併的業務合併中確認的或然代價，惟於金融資產首次確認本集團可作不可撤回選擇於其他全面收益內呈列股本投資其後之公平值變動除外。

此外，倘可消除或大幅減少會計錯配，本集團可不可撤回地指定須按攤銷成本或按公平值計入其他全面收益計量之金融資產按公平值計入損益計量。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Classification and subsequent measurement of financial assets (continued)

(i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost and debt instruments. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

(ii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend or interest earned on the financial asset and is included in the "fair value gain on financial asset at FVTPL" line item.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

金融資產的分類及其後計量(續)

(i) 攤銷成本及利息收入

其後按攤銷成本計量的金融資產及債務工具的利息收入乃使用實際利息法予以確認。利息收入乃對一項金融資產賬面總值應用實際利率予以計算，惟其後出現信貸減值的金融資產除外(見下文)。就其後出現信貸減值的金融資產而言，自下一報告期起，利息收入乃對金融資產攤銷成本應用實際利率予以確認。倘信貸減值金融工具的信貸風險好轉，使金融資產不再出現信貸減值，於釐定資產不再出現信貸減值後，自報告期開始起利息收入乃對金融資產賬面總值應用實際利率予以確認。

(ii) 按公平值計入損益的金融資產

不符合按攤銷成本或按公平值計入其他全面收益或指定為按公平值計入其他全面收益準則的金融資產按公平值計入損益計量。

於各報告期間結算日，按公平值計入損益的金融資產按公平值計量，而任何公平值收益或虧損則在損益中確認。在損益中確認的收益或虧損淨額不包括金融資產所賺取的任何股息或利息，並計入「按公平值計入損益的金融資產之公平值收益」項目內。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including trade and other receivables and bank balances) and financial guarantee contracts which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group always recognise lifetime ECL for trade receivables. The ECL on trade receivables is assessed individually for all debtors.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值

本集團根據預期信貸虧損(「預期信貸虧損」)模式對根據香港財務報告準則第9號須作出減值評估的金融資產(包括業務及其他應收款項及銀行結餘)及財務擔保合約進行減值評估。預期信貸虧損的金額於各報告日期更新，以反映自首次確認起的信貸風險變動。

全期預期信貸虧損指於相關工具的預期年內所有潛在違約事件所產生的預期信貸虧損。相反，12個月預期信貸虧損(「12個月預期信貸虧損」)指預期將於報告日期後12個月內可能發生的違約事件所產生的全期預期信貸虧損部分。評估是根據本集團過往信貸虧損經驗(就債務人的特定因素作出調整)、整體經濟狀況及於報告日期的現時狀況及未來狀況預測的評估進行。

本集團一直就業務應收款項確認全期預期信貸虧損。就所有債務人而言，業務應收款項的預期信貸虧損乃個別評估。

就所有其他工具而言，本集團計量金額相等於12個月預期信貸虧損的虧損撥備，除非信貸風險自初步確認以來顯著增加，則本集團確認全期預期信貸虧損。評估應否確認全期預期信貸虧損是基於自初步確認以來發生違約情況的可能性或風險有否顯著增加。



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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (i) Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, 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 instruments as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (i) 信貸風險顯著增加

評估金融工具的信貸風險是否自初次確認以來顯著增加時，本集團比較於報告日期金融工具發生違約的風險與於初次確認日期金融工具發生違約的風險。作出該評估時，本集團考慮合理可作為依據的定量及定性資料，包括毋須付出不必要成本或資源獲得的過往經驗及前瞻資料。

具體而言，評估信貸風險曾否顯著增加時考慮下列資料：

- 金融工具的外部(倘適用)或內部信貸評級實際或預期嚴重轉差；
- 業務、財務或經濟狀況的現存或預計不利變動預期會導致債務人履行其債務責任的能力大幅下降；
- 債務人的經營業績實際或預期嚴重轉差；
- 債務人的監管、經濟或技術環境實際或預期出現重大不利變動而導致債務人履行其債務責任的能力大幅下降。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (i) Significant increase in credit risk (continued)

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a financial asset to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definition.

For financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitments is considered to be the date of initial recognition for the purposes of assessing impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (i) 信貸風險顯著增加(續)

不論上述評估結果如何，本集團假設當合約付款逾期超過30日時，金融資產的信貸風險已自初次確認以來顯著增加，除非本集團有合理可作為依據的資料顯示並非如此則作別論。

儘管上文所述，本集團假設倘金融工具釐定為於報告日期具有低信貸風險，則金融工具的信貸風險自初次確認以來並無顯著增加。倘屬以下情況，金融工具釐定為具有低信貸風險：i)金融工具具有低違約風險，ii) 借款人於短期內具備雄厚實力履行其合約現金流量責任及iii)長期經濟及業務狀況的不利變動可能但不一定削弱借款人履行其合約現金流量責任的能力。倘按國際通用定義金融資產的內部或外部信貸評級為「投資級別」，本集團認為其信貸風險為低。

就財務擔保合約而言，本集團成為不可撤回承擔的承擔方當日被視為就評估減值進行初步確認之日期。於評估信貸風險在初步確認財務擔保合約後有否大幅增長時，本集團認為，風險變動乃特定債務人將違反合約。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (i) Significant increase in credit risk (continued)

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

##### (ii) Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the counterparty; or
- when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (i) 信貸風險顯著增加(續)

本集團定期監察用以確定信貸風險曾否顯著增加的標準的成效，並於適當時候作出修訂，從而確保有關標準能夠於款項逾期前確定信貸風險顯著增加。

##### (ii) 違約的定義

本集團認為以下事項構成內部信貸風險管理違約事件，此乃由於過往經驗顯示符合以下任何一項標準的應收款項通常無法收回：

- 交易對手方違反財務契約時；或
- 內部建立或自外部取得的資料顯示，債務人不大可能支付全額款項予債權人(包括本集團)(並未考慮本集團所持有的任何抵押品)。

倘不考慮上述分析，本集團認為，倘金融資產逾期超過90天，則違約已發生，除非本集團擁有合理及可靠資料顯示一項更滯後的違約標準較合適則當別論。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence of credit-impairment includes observable data about the following events:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due event;
- the lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider; or
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (iii) 已信貸減值之金融資產

當對金融資產估計未來現金流量具有不利影響的一項或多項事件發生時，該金融資產已出現信貸減值。金融資產已出現信貸減值的證據包括下列可觀察資料：

- 借款人或發行方發生重大財務困難；
- 違反合約，如違約或發生逾期事件；
- 貸方出於與借方財務困難有關的經濟或合約考慮，給予借方在任何其他情況下都不會做出的讓步；或
- 借款人很有可能破產或進行其他財務重組。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write off constitutes a derecognition event. Any subsequent recoveries made are recognised in profit or loss.

##### (v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (iv) 撇銷政策

本集團在有資料顯示對手方陷入嚴重財務困難，且無實際收回可能之時（例如對手方遭受清盤或已進入破產程序）撇銷金融資產。在考慮法律意見（如適當）後，已撇銷金融資產仍可根據本集團之收回程序實施強制執行。撇銷構成一項取消確認事件。其後收回的任何款項於損益中確認。

##### (v) 預期信貸虧損之計量及確認

預期信貸虧損的計量為違約概率、違約損失率（即違約時的損失程度）及違約風險的函數。違約概率及違約損失率乃基於根據過往數據及前瞻性資料評估。預期信貸虧損的估計反映無偏概加權平均金額，以發生違約的風險為權重確定。

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## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (v) Measurement and recognition of ECL (continued)

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

For a financial guarantee contract, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed. Accordingly, the ECL is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

For ECL on financial guarantee contracts for which the effective interest rate cannot be determined, the Group will apply a discount rate that reflects the current market assessment of the time value of money and the risks that are specific to the cash flows but only if, and to the extent that, the risk are taken into account by adjusting the discount rate instead of adjusting the cash shortfalls being discounted.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (v) 預期信貸虧損之計量及確認(續)

預期信貸虧損通常為根據合約應付本集團的所有合約現金流量與本集團預計收取的現金流量(按於首次確認時釐定之實際利率折現)之間的差額。

就財務擔保合約而言，本集團僅須在債務人違反保證文書條款情況下作出付款。因此，預期虧損撥備為償還持有人所產生信貸虧損的預期付款減去本集團預期從持有人、債務人或任何其他方收取的任何金額。

就財務擔保合約的預期信貸虧損而言，倘實際利率無法釐定，本集團將採用可反映當前市場對貨幣時間價值的評估及現金流量特定風險的貼現率，惟僅當及僅限於調整貼現率時方考慮該等風險，而非調整現金差額進行貼現。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial assets (continued)

Impairment of financial assets and other item subject to impairment assessment under HKFRS 9 (continued)

##### (v) Measurement and recognition of ECL (continued)

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

Except for financial guarantee contracts, the Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount with the exception of trade receivables where the corresponding adjustment is recognised through a loss allowance account.

##### Financial liabilities and equity

##### Classification as debt or equity

Debts and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

##### Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產及其他項目減值(續)

##### (v) 預期信貸虧損之計量及確認(續)

利息收入乃根據金融資產的賬面總值計算，除非金融資產出現信貸減值，在此情況下，利息收入根據金融資產的攤銷成本計算。

除財務擔保合約外，本集團通過調整賬面值於損益確認所有金融工具的減值收益或虧損，惟相應調整通過虧損撥備賬確認的業務應收款項除外。

##### 金融負債及權益

##### 分類為債務或權益

本集團發行之債務及股本工具按合約安排內容以及金融負債及權益工具之定義而歸類為金融負債或權益。

##### 權益工具

權益工具為證明於一間實體經扣除其所有負債後的資產中所剩餘權益的任何合約。本公司發行的權益工具按已收所得款項扣除直接發行成本確認。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

##### Financial liabilities and equity (continued)

##### Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

##### Financial liabilities at amortised cost

Financial liabilities including trade and other payables, loans from non-controlling interests and an intermediate holding company, bond payable and bank borrowings are subsequently measured at amortised cost, using the effective interest method.

##### Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument. Financial guarantee contract liabilities are measured initially at their fair values. It is subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with HKFRS 9; and
- the amount initially recognised less, where appropriate, cumulative amortisation recognised over the guarantee period.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

##### 金融負債及權益(續)

##### 金融負債

所有金融負債其後使用實際利率法按攤銷成本計量。

##### 按攤銷成本計量之金融負債

金融負債(包括業務及其他應付款項、非控股權益貸款、間接控股公司貸款、應付債券以及銀行借貸)其後採用實際利息法按攤銷成本計量。

##### 財務擔保合約

財務擔保合約乃規定發出人向持有人支付指定金額之合約，以補償持有人由於指定欠債人未能根據債務工具條款於到期時付款而蒙受之損失。財務擔保合約初步按公平值計量，並其後按以下各項較高者計量：

- 根據香港財務報告準則第9號釐定之虧損撥備金額；及
- 初步確認金額減(倘適用)擔保期內確認之累計攤銷。



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Financial instruments (continued)

###### Derecognition

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable, if any, is recognised in profit or loss.

A financial liability is derecognised when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

##### Impairment on property, plant and equipment, investment properties, right-of-use assets and contract costs

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment, investment properties, right-of-use assets and contract costs to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

The recoverable amount of property, plant and equipment, investment properties and right-of-use assets are estimated individually. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 金融工具(續)

###### 終止確認

僅當自資產收取現金流量之合約權利屆滿時，或本集團將金融資產及資產擁有權絕大部分風險及回報轉讓予另一實體時，本集團方會終止確認金融資產。

於終止確認整項金融資產時，資產賬面值與已收及應收代價之和(如有)之差額於損益確認。

當且僅當本集團之責任獲解除、取消或已到期時，本集團方會終止確認金融負債。終止確認之金融負債賬面值與已付及應付代價之差額於損益確認。

##### 物業、廠房及設備、投資物業、使用權資產及合約成本減值

本集團於報告期間結算日檢討物業、廠房及設備、投資物業及使用權資產，以及合約成本之賬面值，以確定有關資產是否出現減值虧損跡象。如有任何該等跡象，則會估計資產之可收回金額，以確定減值虧損(如有)之程度。

物業、廠房及設備、投資物業以及使用權資產的可收回金額乃個別估計，如不可能估計個別資產之可收回金額，則本集團會估計該類資產所屬現金產生單位之可收回金額。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Impairment on property, plant and equipment, investment properties, right-of-use assets and contract costs (continued)**

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Before the Group recognises an impairment loss for assets capitalised as contract costs under HKFRS 15, the Group assesses and recognises any impairment loss on other assets related to the relevant contracts in accordance with applicable standards. Then, impairment loss, if any, for assets capitalised as contract costs is recognised to the extent the carrying amounts exceeds the remaining amount of consideration that the Group expects to receive in exchange for related goods or services less the costs which relate directly to providing those goods or services that have not been recognised as expenses. The assets capitalised as contract costs are then included in the carrying amount of the cash-generating unit to which they belong for the purpose of evaluating impairment of that cash-generating unit.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **物業、廠房及設備、投資物業、使用權資產及合約成本減值(續)**

於測試現金產生單位的減值時，企業資產於確立合理及一貫的分配基準之情況下會被分配到相關現金產生單位，否則於確立合理及一貫的分配基準之情況下會被分配到最小現金產生單位組別中。可收回金額乃釐定為企業資產所屬的現金產生單位或現金產生單位組別，並與相關現金產生單位或現金產生單位組別之賬面值進行比較。

在本集團根據香港財務報告準則第15號將資本化資產減值虧損確認為合約成本前，本集團按適用準則評估及確認任何與相關合約有關的其他資產之減值虧損。屆時，倘賬面值超過本集團預期收取以換取相關貨品或服務的代價餘額減直接與提供該等貨品或服務有關之成本(尚未確認為開支)，則就作為合約成本的資本化資產而言之減值虧損(如有)予以確認。資本化為合約成本之資產其後將計入其所屬現金產生單位之賬面值，以評估該現金產生單位之減值。

可收回金額為公平值減出售成本與使用價值兩者之較高者。於評估使用價值時，估計未來現金流量以能反映當前市場評估金錢時間值及該資產(或現金產生單位)特有風險之稅前貼現率貼現至其現值，而未來現金流量之估計則並未被調整。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Impairment on property, plant and equipment, investment properties, right-of-use assets and contract costs (continued)**

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **物業、廠房及設備、投資物業、使用權資產及合約成本減值(續)**

倘估計資產(或現金產生單位)之可收回金額低於賬面值,則會將資產(或現金產生單位)賬面值降至可收回金額。就未能按合理一致基準分配至現金產生單位的企業資產或一部分企業資產而言,本集團會將一組現金產生單位的賬面值(包括分配至該現金產生單位組別的企業資產或一部分企業資產的賬面值)與該組現金產生單位的可收回款項作比較。在分配減值虧損時,減值虧損會首先用作減低任何商譽(倘適用)的賬面值,其後則根據該現金產生單位中的單位或組別內各項資產的賬面值按比例基準分配至該單位的其他資產。資產賬面值不得減至低於其公平值減去處置費用(如可計量)、其使用價值(如可確定)及零之較高者。原應分攤至該資產的減值虧損數額根據現金產生單位中的單位或組別的其他資產按比例分配。減值虧損即時於損益確認。

倘其後撥回減值虧損,該資產(或現金產生單位或一組現金產生單位)賬面值會調高至其經修訂之估計可收回金額,但增加之賬面值不得高於倘該資產(或一項現金產生單位或一組現金產生單位)過往年度並無確認減值虧損時釐定之賬面值。減值虧損撥回即時於損益中確認。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time as the assets are substantially ready for their intended use or sale.

Any specific borrowing that remain outstanding after the related asset is ready for its intended use or sale is included in the general borrowing pool for calculation of capitalisation rate on general borrowings. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

##### **Retirement benefits costs**

Payments to state-managed retirement benefit schemes/ the Mandatory Provident Fund Scheme ("MPF Scheme") are recognised as an expense when employees have rendered service entitling them to the contributions.

##### **Short-term employee benefits**

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS require or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries) after deducting any amount already paid.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **借貸成本**

因收購、興建或生產需要長時間籌備方可供其擬定用途或銷售之合資格資產所直接產生之借貸成本，加至該等資產之成本，直至該等資產已大致上可供其擬定用途或銷售為止。

在相關資產可用作擬定用途或銷售之後仍未償還的任何特定借款，均納入一般借款範圍內，以計算一般借款的資本化比率。運用特定借貸作短期投資以待撥入合資格資產之開支所賺取之投資收入，會從可供資本化之借貸成本中扣減。

所有其他借貸成本於產生期間於損益確認。

##### **退休福利成本**

於僱員就提供服務而享有供款時，國家管理退休福利計劃／強制性公積金計劃(「強積金計劃」)之供款確認為開支。

##### **短期僱員福利**

短期僱員福利按僱員提供服務時預計將予支付的未貼現福利金額予以確認。除非另一香港財務報告準則要求或允許將福利計入資產成本內，否則所有短期僱員福利均作為開支確認。

負債乃按應給予僱員的福利(如工資及薪金)扣除任何已支付的金額後進行確認。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recorded in the respective functional currency (i.e. the currency of the primary economic environment in which the entity operates) at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into the presentation currency of the Company (i.e. RMB) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve (attributed to non-controlling interests as appropriate).

##### Government grants

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

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 外幣

編製各個別集團實體之財務報表時，以該實體功能貨幣以外貨幣(外幣)進行之交易均按交易日期之現行匯率以其各自功能貨幣(即該實體經營之主要經濟環境之貨幣)入賬。於報告期間結算日，以外幣計值之貨幣項目按當日現行匯率重新換算。

結算及重新換算貨幣項目產生之匯兌差額均於產生期間於損益確認。

為呈列綜合財務報表，本集團境外業務之資產及負債乃按於各報告期間結算日之匯率換算為本公司之呈列貨幣(即人民幣)。收支項目按期內之平均匯率進行換算，除非期內的匯率有顯著波動則使用交易當日的匯率。所產生之匯兌差額(如有)於其他全面收入確認，並於權益下以匯兌儲備累計(於適當時撥作非控股權益)。

##### 政府補助

政府補助不予確認入賬，除非有合理保證證明本集團將遵守其附帶條件及將收取補助。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Government grants (continued)

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income".

##### Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary difference to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of (other than in a business combination) assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arise from the initial recognition of goodwill.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 政府補助(續)

作為已產生開支或虧損之補償或為向本集團提供即時財務資助(並無日後相關成本)而可收取之收入有關的政府補助，乃於其成為可收取之期間於損益中確認。該等補助於「其他收入」項下呈列。

##### 稅項

所得稅開支指即期應付稅項及遞延稅項之總和。

即期應付稅項乃根據年度應課稅溢利計算。應課稅溢利與除稅前溢利不同，原因為其他年度之應課稅或可予扣稅之收入或開支項目及免稅或不可扣稅之項目。本集團有關即期稅項之負債採用於報告期間結算日已實施或實質已實施之稅率計算。

遞延稅項指在綜合財務報表內資產及負債之賬面值與計算應課稅溢利採用之相應稅基之暫時差額。遞延稅項負債一般按所有應課稅暫時差額確認入賬，而遞延稅項資產則一般會在可能有應課稅溢利可供作抵銷可扣稅暫時差額時按所有該等可扣稅暫時差額確認入賬。倘因於既不影響應課稅溢利亦不影響會計溢利之交易中首次確認資產及負債(業務合併除外)時產生暫時差額，則不會確認有關遞延稅項資產及負債。此外，倘暫時差額產生自初次確認商譽，遞延稅項負債將不會被確認。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### Taxation (continued)

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries, and interests in joint ventures and associates, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

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

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### 稅項(續)

遞延稅項負債按於附屬公司之投資以及於合營企業及聯營公司之權益而產生之應課稅暫時差額確認入賬，惟倘本集團可控制暫時差額之撥回，且該暫時差額可能不會在可見將來撥回者除外。與該等投資及權益相關之可扣稅暫時差額所產生之遞延稅項資產，僅於可能有足夠應課稅溢利可以使用暫時差額之益處且預計於可見將來可以撥回時予以確認。

遞延稅項資產賬面值於各報告期間結算日進行檢討，並於可能不會有足夠應課稅溢利可收回所有或部分資產時調減。

遞延稅項資產及負債根據於各報告期間結算日已實施或實質實施之稅率(及稅法)，按預期在負債償還或資產變現期間適用之稅率計量。

遞延稅項負債及資產之計量反映本集團在各報告期間結算日預期收回或清償其資產及負債賬面值之方式所導致之稅務後果。

就計量本集團確認使用權資產及相關租賃負債的租賃交易的遞延稅項而言，本集團首先釐定稅項扣除是否歸屬於使用權資產或租賃負債。

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### 3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 3.2 Significant accounting policies (continued)

##### **Taxation** (continued)

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 requirements to the leasing transaction as a whole. Temporary differences relating to right-of-use assets and lease liabilities are assessed on a net basis. Excess of depreciation on right-of-use assets over the lease payments for the principal portion of lease liabilities resulting in net deductible temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

### 3. 綜合財務報表之編製基準及主要會計政策(續)

#### 3.2 主要會計政策(續)

##### **稅項**(續)

就稅項扣減歸屬於租賃負債的租賃交易而言，本集團整體應用香港會計準則第12號有關租賃交易的規定。與使用權資產及租賃負債有關的暫時差額按淨額基準評估。就租賃負債的本金部分而言，使用權資產折舊超出租賃付款之部分導致出現可扣稅暫時差額淨額。

遞延稅項資產及負債於可依法強制以即期稅項資產與即期稅項負債抵銷時，及於該等遞延稅項資產及負債乃由同一稅務機關向同一課稅實體徵收的所得稅相關時抵銷。

即期及遞延稅項於損益中確認，惟倘即期及遞延稅項與其他全面收入或直接於權益確認之項目有關，在此情況下即期及遞延稅項亦分別會在其他全面收入或直接於權益確認。倘因業務合併之初始會計方法而產生即期稅項或遞延稅項，有關稅務影響會計入業務合併之會計方法內。



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### 4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the directors of the Company are required to make judgements, estimates and assumptions about the amounts of assets, liabilities, revenue and expenses reported and disclosures made in the consolidated financial statements. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### 4. 估計不明朗因素之主要來源

於應用附註3所述之本集團會計政策時，本公司董事須就綜合財務報表中所呈報之資產、負債、收益及開支之金額以及當中所作披露作出判斷、估計及假設。估計及相關假設以過往經驗及被視為有關之其他因素為基礎得出。實際結果可能有別於該等估計。

該等估計及相關假設將會持續檢討。倘會計估計之修訂將僅影響修訂期間，則會於該期間確認會計估計之修訂，或倘修訂影響本期間及未來期間，則會於修訂及未來期間確認會計估計之修訂。

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### 4. KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

#### Key sources of estimation uncertainty

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

#### Estimated write-down of properties for sale

The Group records properties for sale at the lower of cost and net realisable value. Net realisable value of properties for sale is determined based on the estimated selling price in the ordinary course of business, which is estimated based on prevailing market conditions, less applicable selling expenses and the anticipated cost to completion, if any.

The Group writes down properties for sale to net realisable value. If there is an increase in anticipated costs to completion or a decrease in estimated net sales value, the net realisable value will decrease and this might result in write-down of properties for sale to net realisable value. Write downs are recorded where events or changes in circumstances indicate that the balances may not be realised. The identification of write downs requires the use of judgements and estimates. If the expectation is different, it will impact the carrying value of properties for sale in the period in which such estimate is changed.

The net realisable values of certain of the Group's properties for sale, located in Foshan and Chongqing, the PRC, are lower than their cost and a provision of RMB1,234,602,000 have been recognised as at 31 December 2021. Details of the carrying amount of properties for sale of approximately RMB74,620,484,000, net of write-down of RMB1,234,602,000 (2020: carrying amount of RMB50,168,069,000, net of write-down of RMB1,171,760,000) as at 31 December 2021 are set out in note 22.

### 4. 估計不明朗因素之主要來源(續)

#### 估計不明朗因素之主要來源

以下為對於將來之主要假設，及於報告期間結算日之其他估計不明朗因素之主要來源，該等假設及估計具有導致對下個財政年度內之資產及負債賬面值作出重大調整之重大風險。

#### 估計撇減可供出售物業

本集團以成本及可變現淨值的較低者為可供出售物業入賬。可供出售物業的可變現淨值乃基於在一般業務過程的估計售價釐定，其乃按照現行市況減適用銷售開支、稅項開支、資本化借貸成本及竣工的預計成本(如有)而估計。

本集團將可供出售物業撇減至可變現淨值。倘預期竣工成本上升或估計銷售價值淨值下降，可變現淨值將減少，並可能導致將可供出售物業撇減至可變現淨值。倘有事件或情況改變而令該等結餘可能未能變現，則會記錄撇減。識別撇減要求使用判斷及估計。倘預計有所不同，其將於該估計變動期間影響可供出售物業的賬面值。

於二零二一年十二月三十一日，本集團位於中國佛山及重慶的若干待售物業的可變現淨值低於其成本，並已確認撥備人民幣1,234,602,000元。於二零二一年十二月三十一日，可供出售物業的賬面值約人民幣74,620,484,000元(扣除人民幣1,234,602,000元的撇減)(二零二零年：賬面值人民幣50,168,069,000元(扣除人民幣1,171,760,000元的撇減)，詳情乃載於附註22。

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### 4. KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Key sources of estimation uncertainty (continued)

#### Land appreciation tax ("LAT")

The Group is subject to LAT in the PRC, of which the implementation varies amongst different tax jurisdictions in various cities of the PRC. LAT is levied at progressive rates ranging from 30% to 60% on the land appreciation value. The Group determines the land appreciation value as the proceeds of sales of properties less the estimated deductible expenditures including cost of land use right, borrowing costs and the relevant property development expenditures.

The Group recognises LAT in its consolidated statement of profit or loss and other comprehensive income when properties are delivered to the buyers, at the time when the final amounts of LAT payments have not been approved by the local tax authorities in the PRC. The Group recognised the LAT based on management's best estimates on the applicable land appreciation value and the estimated deductible expenditures. The final tax outcome could be different from the amounts that were initially recorded, and these differences will impact the income tax expense and the related income tax provisions in the period in which such tax is finalised with local tax authorities.

#### Deferred taxation

Deferred tax assets of RMB890,870,000 (2020: RMB953,844,000) mainly in relation to tax losses and LAT have been recognised at 31 December 2021 as set out in note 21. The utilisation of the deferred tax assets mainly depends on whether sufficient future profits or taxable temporary differences will be available in the future. The directors of the Company determine the deferred tax assets based on the enacted or substantially enacted tax rates and the best knowledge of profit projections of the Group for coming years during which the deferred tax assets are expected to be utilised. The directors of the Company will review the assumptions and profit projections by the end of the reporting period. In cases where the actual future profits generated are less than expected or there is a downward revision of estimated future profits, a reversal of deferred tax assets may arise, which would be recognised in the consolidated statement of profit or loss and other comprehensive income for the period in which such a reversal takes place.

### 4. 估計不明朗因素之主要來源(續)

估計不明朗因素之主要來源(續)

#### 土地增值稅(「土地增值稅」)

本集團須繳納中國土地增值稅，惟中國各個城市不同之稅務司法權區對稅項之執行各異。土地增值稅按土地價值之增值以累進稅率30%至60%徵收。本集團將土地價值之增值釐定為銷售物業的所得款項減估計可扣除支出(包括土地使用權成本、借貸成本及所有相關物業發展開支)。

於中國地方稅務機關未批准土地增值稅的最終金額時，本集團於向買方交付物業時於綜合損益及其他全面收益表確認土地增值稅。本集團根據管理層對適用土地升值價值的最佳估計及估計可扣除支出確認土地增值稅。最後稅務結果可能有別於最初入賬金額，而該等差額將於本集團與地方稅務機關落實有關稅項期間對所得稅開支及相關所得稅撥備構成影響。

#### 遞延稅項

誠如附註21所述，主要與稅項虧損及土地增值稅有關之遞延稅項資產人民幣890,870,000元(二零二零年：人民幣953,844,000元)於二零二一年十二月三十一日分別予以確認。遞延稅項資產之動用主要取決於日後之溢利或應課稅暫時差額在未來是否足夠。本公司董事根據已實施或實質實施之稅率以及彼等所深知對本集團於預期將動用遞延稅項資產之未來數年期間之溢利預測，釐定遞延稅項資產。本公司董事將於報告期間結算日檢討假設及溢利預測。倘所產生之實際未來溢利低於預期或估計未來溢利有所下調，可能出現遞延稅項資產撥回，而將於撥回出現期間於綜合損益及其他全面收益表內確認。

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### 5. REVENUE

An analysis of the Group's revenue for the year is as follows:

### 5. 收益

本集團於本年度之收益分析如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<i>By types of goods or services</i>			
<i>Asset management segment</i>			
Asset management services income	按貨品或服務類型 資產管理分部 資產管理服務收入	18,934	18,074
<i>Properties segment</i>			
Sales of properties for sale	物業分部 銷售可供出售物業	25,591,850	18,629,867
Properties operation income	物業營運收入	45,087	32,454
Rental income from investment properties (Note 10)	投資物業的租金收入(附註10)	265,545	276,023
		<b>25,902,482</b>	18,938,344
		<b>25,921,416</b>	18,956,418
<i>By timing of revenue recognition</i>			
At a point in time	按收益確認的時間 於某一時間點	25,591,850	18,629,867
Over time	隨時間	64,021	50,528
Revenue from contracts with customers (Note)	與客戶合約的收益(附註)	25,655,871	18,680,395
Rental income from investment properties	投資物業的租金收入	265,545	276,023
		<b>25,921,416</b>	18,956,418

Note: Revenue from contracts with customers are mainly derived from the PRC except for RMB18,934,000 (2020: RMB18,074,000) related to the operation in Hong Kong.

附註：除與香港營運有關的人民幣18,934,000元(二零二零年：人民幣18,074,000元)外，與合約收益主要源自中國。

The Group enters into a sale and purchase agreement at the stage the construction of the properties is still ongoing. Upon completion of the negotiation with the customers, the Group receives certain percentage of contract value as deposits from customers and recognised as contract liabilities under HKFRS 15. The Group may provide guarantee to banks in connection with mortgage granted to the customers to finance the advanced payment to the Group and the directors of the Company consider the amount of consideration allocated to this performance obligations not significant and no transaction price is allocated to this performance obligation.

本集團於物業建設仍在進行的階段訂立買賣協議。完成與客戶磋商後，本集團自客戶收取合約價值的若干百分比作為按金，並根據香港財務報告準則第15號確認為合約負債。本集團可能向客戶授出的按揭而向銀行提供擔保，以撥付向本集團作出的墊款。本公司董事認為，分配至此履約責任的代價金額並不重大，且並無交易價格被分配至此履約責任。

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### 5. REVENUE (continued)

For contracts entered into with the customers on sales of properties, the Group recognises the revenue from sales of properties for sale 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.

#### Contract costs

Contract costs capitalised as at 31 December 2021 and 2020 relate to the incremental sales commissions paid to property agents whose selling activities resulted in customers entering into sale and purchase agreements for the Group's properties which are still under construction at the reporting date. Contract costs are recognised as part of selling expenses in the consolidated statement of profit or loss and other comprehensive income in the period in which revenue from the related property sales is recognised. The amount of contract costs amortised in profit or loss during the year was RMB319,577,000 (2020: RMB72,942,000). There was no impairment in relation to the costs capitalised during the year ended 31 December 2021 and 2020.

### 5. 收益(續)

就銷售物業而與客戶訂立的合約而言，本集團於已竣工物業轉讓予客戶的時間點確認銷售可供出售物業的收益，即客戶獲得已竣工物業的控制權時。

#### 合約成本

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Incremental costs to obtain contracts	獲得合約的增量成本	406,749	371,470

於二零二一年及二零二零年十二月三十一日的資本化合約成本與支付予銷售活動導致客戶於報告日期就本集團在建物業訂立買賣協議的物業代理的增量銷售佣金有關。合約成本在確認相關物業銷售收益期間於綜合損益及其他全面收益表中確認為銷售開支的一部分。年內，於損益中攤銷的合約成本金額為人民幣319,577,000元(二零二零年：人民幣72,942,000元)。截至二零二一年及二零二零年十二月三十一日止年度並無與資本化成本有關之減值。

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## 綜合財務報表附註

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### 5. REVENUE (continued)

#### Contract liabilities

### 5. 收益(續)

#### 合約負債

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Deposits received in respect of pre-sale of properties	已收預售物業按金	27,367,755	23,798,352

As at 1 January 2020, contract liabilities amounted to RMB14,288,848,000.

於二零二零年一月一日，合約負債為人民幣14,288,848,000元。

Contract liabilities are classified as current as they are expected to be settled within the Group's normal operating cycle.

倘合約負債預期於本集團一般營運週期內結算，則會分類為流動。

The following table shows how much of the revenue recognised in the current year relates to carried-forward contract liabilities.

下表載列於本年度可確認有關結轉合約負債之收益金額。

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Revenue recognised that was included in the contract liabilities balance at the beginning of the year in respect sales of properties for sale	就銷售可供出售物業計入年初合約負債結餘之已確認收益	17,687,170	12,415,851

#### Leases

#### 租賃

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
For operating leases: Fixed lease payments	就經營租賃而言： 固定租賃付款	265,545	276,023

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### 6. SEGMENT INFORMATION

The Group has adopted HKFRS 8 *Operating Segments*, which requires operating segments to be identified on the basis of internal report about the components of the Group that are regularly reviewed by the chief operating decision makers (“CODM”) in order to allocate resources to segments and to assess their performance. The CODM is the Company’s executive directors.

For the management purpose, the Group is organised into different property projects engaged in development and sales of properties, property leasing and assets management in various cities within the PRC, each of which is considered as an operating segment by the CODM. For segment reporting purpose, these operating segments have been aggregated into two reportable segments: (i) Development and sales of properties and property leasing (“Properties Segment”); and (ii) Asset management for office premises and shopping malls (“Asset Management Segment”), according to the nature and similarity of their products and services, the customer type or class, the method of products distribution or providing services, and the regulatory environment, which give rise to a more meaningful presentation.

#### Segment revenue and results

The following is an analysis of the Group’s revenue and results by reportable and operating segments.

### 6. 分部資料

本集團已採納香港財務報告準則第8號經營分部，該準則規定經營分部按主要營運決策者（「主要營運決策者」）為分配資源至各分部及評估其表現而定期審閱本集團各部門之內部報告為基準予以識別。主要營運決策者為本公司執行董事。

為了管理的目的，本集團被劃分為在中國各個城市從物業開發及銷售、物業租賃及資產管理的不同物業項目，各項目被主要營運決策者視為一個經營分部。為了分部報告的目的，按照該等經營分部的產品及服務的性質及相似性、客戶類型或類別、分銷產品或提供服務的方式以及監管環境，將其合併為以下兩個可呈報分部：(i)物業開發及銷售與物業租賃（「物業分部」）；及(ii)辦公室物業及購物商場的資產管理（「資產管理分部」），以便作更有意義的呈報。

#### 分部收益及業績

以下為按可呈報及經營分部劃分之本集團收益及業績分析。

		<b>Asset Management Segment</b> 資產管理分部 RMB'000 人民幣千元	<b>Properties Segment</b> 物業分部 RMB'000 人民幣千元	<b>Consolidated</b> 綜合 RMB'000 人民幣千元
<b>For the year ended 31 December 2021</b> 截至二零二一年十二月三十一日止年度				
Segment revenue – external customers	分部收益 – 外部客戶	18,934	25,902,482	25,921,416
Segment results	分部業績	10,867	3,992,979	4,003,846
Unallocated net foreign exchange gain	未分配匯兌收益淨額			55,171
Unallocated income	未分配收入			53,386
Unallocated expenses	未分配支出			(53,123)
Unallocated finance costs	未分配融資成本			(528,411)
Profit before tax	除稅前溢利			3,530,869

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### 6. SEGMENT INFORMATION (continued)

Segment revenue and results (continued)

### 6. 分部資料(續)

分部收益及業績(續)

		Asset Management Segment 資產管理分部 RMB'000 人民幣千元	Properties Segment 物業分部 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>For the year ended 31 December 2020 截至二零二零年十二月三十一日止年度</b>				
Segment revenue	分部收益			
– external customers	– 外部客戶	18,074	18,938,344	18,956,418
Segment results	分部業績	10,962	4,144,956	4,155,918
Unallocated net foreign exchange losses	未分配匯兌虧損淨額			(72,131)
Unallocated income	未分配收入			51,364
Unallocated expenses	未分配支出			(47,191)
Unallocated finance costs	未分配融資成本			(482,814)
Profit before tax	除稅前溢利			3,605,146

There was no inter-segment sales during both years.

The accounting policies of the operating segments are the same as the Group's accounting policies described in note 3. Segment results represent the profit earned by each segment without allocation of unallocated corporate costs, certain finance costs, certain other income and certain net foreign exchange losses. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

於兩個年度內並無分部間銷售。

經營分部之會計政策與附註3所述之本集團會計政策相同。分部業績指各分部在並無分配未分配公司成本、若干融資成本、若干利息收入及若干匯兌虧損淨額所產生之溢利。此乃向主要營運決策者匯報作資源分配及表現評估用途之衡量基準。



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### 6. SEGMENT INFORMATION (continued)

#### Segment assets and liabilities

The following is an analysis of the Group's assets and liabilities by reportable and operating segments:

		Asset Management Segment 資產管理分部 RMB'000 人民幣千元	Properties Segment 物業分部 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>At 31 December 2021</b>	於二零二一年十二月三十一日			
Segment assets	分部資產	85,277	127,788,530	127,873,807
Goodwill	商譽			160,210
Other unallocated assets	其他未分配資產			10,693,638
Total assets	資產總值			138,727,655
Segment liabilities	分部負債	6,324	68,545,527	68,551,851
Other unallocated liabilities	其他未分配負債			36,325,207
Total liabilities	負債總額			104,877,058

		Asset Management Segment 資產管理分部 RMB'000 人民幣千元	Properties Segment 物業分部 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>At 31 December 2020 (restated)</b>	於二零二零年十二月三十一日 (經重列)			
Segment assets	分部資產	28,076	99,794,838	99,822,914
Goodwill	商譽			160,210
Other unallocated assets	其他未分配資產			11,042,759
Total assets	資產總值			111,025,883
Segment liabilities	分部負債	8,580	55,866,952	55,875,532
Other unallocated liabilities	其他未分配負債			23,883,517
Total liabilities	負債總額			79,759,049

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### 6. SEGMENT INFORMATION (continued)

#### Segment assets and liabilities (continued)

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets, other than goodwill and assets of the investment holding companies, are allocated to reportable and operating segments; and
- all liabilities, other than bonds payable, loans from an intermediate holding company of the investment holding companies and bank borrowings of the investment holding companies, are allocated to reportable and operating segment.

Segment assets and unallocated assets as at 31 December 2020 have been restated by RMB7,341,000,000 for consistent presentation of those balances of the current year.

#### Other segment information

Amounts included in the measure of segment profit or loss or segment assets.

### 6. 分部資料(續)

#### 分部資產及負債(續)

就監管分部表現及於分部間分配資源而言：

- 所有資產(不包括商譽及投資控股公司資產)均分配至可呈報及經營分部；及
- 所有負債(不包括應付債券、投資控股公司之中間控股公司貸款及投資控股公司銀行借貸)均分配至可呈報及經營分部。

於二零二零年十二月三十日，分部資產及未分配資產已重列為人民幣7,341,000,000元，以符合本年度該等結餘的呈列方式。

#### 其他分部資料

計量分部溢利或虧損或分部資產所計及之款項。

		Asset Management Segment 資產管理分部 RMB'000 人民幣千元	Properties Segment 物業分部 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>For the year ended 31 December 2021</b>	<b>截至二零二一年 十二月三十一日止年度</b>			
Addition to non-current assets (Note)	非流動資產添置(附註)	-	3,909,694	3,909,694
Interest income	利息收入	-	232,354	232,354
Depreciation of property, plant and equipment	物業、廠房及設備折舊	7	34,569	34,576
Depreciation of investment properties	投資物業折舊	-	148,579	148,579
Depreciation of right-of-use assets	使用權資產折舊	-	94,798	94,798
Write-down of properties for sale	撇減可供出售物業	-	360,538	360,538

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## 綜合財務報表附註

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### 6. SEGMENT INFORMATION (continued)

Other segment information (continued)

### 6. 分部資料(續)

其他分部資料(續)

		Asset		Consolidated
		Management Segment	Properties Segment	
		資產管理分部	物業分部	綜合
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
<b>For the year ended 31 December 2020 截至二零二零年</b>				
	<b>十二月三十一日止年度</b>			
Addition to non-current assets (Note)	非流動資產添置(附註)	11	6,260,059	6,260,070
Interest income	利息收入	148	216,532	216,680
Depreciation of property, plant and equipment	物業、廠房及設備折舊	4	29,725	29,729
Depreciation of investment properties	投資物業折舊	–	167,433	167,433
Depreciation of right-of-use assets	使用權資產折舊	–	23,778	23,778
Write-down of properties for sale	撇減可供出售物業	–	849,920	849,920

Note: Non-current assets exclude deferred tax assets and non-current other receivables.

附註：非流動資產不包括遞延稅項資產及非流動其他應收款項。

The Group's revenue from external customers is derived from the PRC, including Hong Kong. No single customer of the Group contributed 10% or more to the Group's revenue for both years.

本集團來自外部客戶之收益來源於中國(包括香港)。本集團並無單一客戶於本集團兩個年度之收益貢獻10%或以上。

Substantially all of the Group's non-current assets (excluding deferred tax assets and financial instruments) are located in the PRC.

本集團大部分非流動資產(不包括遞延稅項資產及金融工具)均位於中國。

#### Geographical information

The Group's Properties Segment is located in Foshan, Guangzhou, Nanjing and Jurong, Chongqing, Xi'an, the PRC and Hong Kong.

#### 地理資料

本集團之物業分部位於佛山、廣州、南京及句容、重慶、西安及香港。

Information about the revenue from external customers is presented based on the location of the operations. Assets of Properties Segment and Asset Management Segment are presented based on the location of the assets.

有關來自外部客戶的收益之資料乃基於營運地點呈列。物業分部及資產管理分部的資產乃基於資產的地理位置呈列。

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### 6. SEGMENT INFORMATION (continued)

Geographical information (continued)

### 6. 分部資料(續)

地理資料(續)

		Revenue from external customers 來自外部客戶之收益		Segment assets 分部資產	
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Foshan	佛山	3,866,389	2,256,500	23,124,732	12,512,447
Guangzhou	廣州	2,218,805	3,273,038	10,122,253	14,201,823
Nanjing and Jurong	南京及句容	8,507,651	6,260,611	23,500,158	37,671,676
Chongqing	重慶	8,981,974	6,844,746	47,721,601	22,451,407
Xi'an	西安	2,264,952	255,343	22,388,256	11,045,427
Hong Kong	香港	81,645	66,180	1,016,807	1,940,134
		<b>25,921,416</b>	18,956,418	<b>127,873,807</b>	99,822,914

### 7. OTHER INCOME

### 7. 其他收入

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Bank interest income	銀行利息收入	98,150	78,084
Interest income on amount due from associates	應收聯營公司款項之利息收入	165,587	64,786
Interest income on amount due from joint ventures	應收合營企業款項之利息收入	6,919	97,356
Interest income on amount due from non-controlling interests	應收非控股權益款項之利息收入	12,729	–
Interest income on amount due from a third party	應收一名第三方款項之利息收入	1,392	–
Interest income on amount due from an investee	應收一名投資對象款項之利息收入	949	–
Government grants	政府補助	5,817	6,247
Others	其他	22,655	21,571
		<b>314,198</b>	268,044

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### 8. FINANCE COSTS

### 8. 融資成本

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest on:	利息：		
– bank borrowings	– 銀行借貸	698,948	811,909
– lease liabilities	– 租賃負債	15,350	16,649
– loans from an intermediate holding company	– 一家間接控股公司之貸款	397,118	140,304
– loans from non-controlling interests	– 非控股權益之貸款	153,652	162,660
– bonds	– 債券	88,129	87,400
Total borrowing costs	總借貸成本	1,353,197	1,218,922
Less: Amounts capitalised in the cost of qualifying assets	減：已資本化為合資格資產成本之款項	(661,536)	(533,615)
		<b>691,661</b>	685,307

Borrowing costs capitalised to properties under development for sale were determined by the contracted interest rates of respective borrowings as disclosed in notes 27, 28, 29 and 30.

誠如附註27、28、29及30所披露，已資本化為可供出售發展中物業之借貸成本按各借貸之合約利率釐定。

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### 9. INCOME TAX EXPENSE

### 9. 所得稅開支

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
The income tax expenses comprise of:	所得稅開支包括：		
Hong Kong Profits Tax	香港利得稅	2,567	2,160
PRC Enterprise Income Tax ("EIT")	中國企業所得稅(「企業所得稅」)		
– Current year	– 本年度	918,228	812,711
– Underprovision in prior year	– 過往年度撥備不足	23,714	–
Withholding tax expenses	預扣稅開支	239,944	1,477
LAT	土地增值稅	800,874	1,044,035
		<b>1,985,327</b>	1,860,383
Deferred taxation (Note 21)	遞延稅項(附註21)	<b>(37,324)</b>	231,318
		<b>1,948,003</b>	2,091,701

Under the Law of the PRC on Enterprise Income Tax (the "EIT Law") and Implementation Regulation of the EIT Law, the statutory EIT rate of the subsidiaries incorporated in the PRC is 25%. Further, 5% or 10% withholding income tax is generally imposed on dividends relating to profits earned by the PRC entities that are owned by non-PRC entities within the Group.

LAT is levied at progressive rates ranging from 30% to 60% on the appreciation of land value, being the proceeds from sales of properties less estimated deductible expenditures including cost of land use right, borrowing costs and the relevant property development expenditures.

Hong Kong Profits Tax is calculated at 16.5% of the estimated assessable profit for the year ended 31 December 2021 and 2020. The directors of the Company considered the amount involved upon implementation of the two-tiered profits tax rates regime as insignificant to the consolidated financial statements.

根據中國企業所得稅法(「企業所得稅法」)及企業所得稅法實施條例，於中國註冊成立之附屬公司之法定企業所得稅稅率為25%。此外，本集團旗下非中國實體所擁有之中國實體一般須就其所賺取溢利之股息繳納5%或10%之預提所得稅。

土地增值稅按土地價值(即銷售物業之所得款項減估計可扣減開支(包括土地使用權成本、借貸成本及相關物業發展開支))按介乎30%至60%的遞增稅率徵收。

截至二零二一年及二零二零年十二月三十一日止年度，香港利得稅按估計應課稅溢利的16.5%計算。本公司董事認為，實行利得稅兩級制所涉及之金額對綜合財務報表而言並不重大。

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### 9. INCOME TAX EXPENSE (continued)

The income tax expense for the year can be reconciled to the profit before tax per the consolidated statement of profit or loss and other comprehensive income as follows:

### 9. 所得稅開支(續)

本年度所得稅支出與綜合損益及其他全面收益表內除稅前溢利對賬如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Profit before tax	除稅前溢利	3,530,869	3,605,146
Tax at the income tax rate of 25% (2020: 25%) (Note)	按25%(二零二零年：25%)所得稅稅率計算之稅項(附註)	882,717	901,287
Tax effect of expenses not deductible for tax purposes	不可扣稅之支出之稅務影響	246,700	211,270
Tax effect of income not taxable for tax purposes	毋須課稅之收入之稅務影響	(117,028)	(88,110)
Tax effect of utilisation of tax losses previously not recognised	動用過往未確認之稅項虧損之稅務影響	(8,985)	(423)
Tax effect of tax losses not recognised LAT	未確認稅項虧損之稅務影響	161,119	203,326
Tax effect of LAT	土地增值稅	800,874	1,044,035
Tax effect of LAT	土地增值稅之稅務影響	(200,219)	(261,009)
Underprovision in prior year	過往年度撥備不足	23,714	-
Tax effect of deductible temporary differences not recognised	未確認可扣稅暫時差額之稅務影響	203,625	250,154
Tax effect of utilisation of deductible temporary differences previously not recognised	動用過往未確認之可扣稅暫時差額之稅務影響	(54,766)	(157,872)
Dividend withholding tax expense	股息預扣稅開支	(24,516)	(10,063)
Effect of different tax rates in other jurisdictions	其他司法權區不同稅率之影響	34,768	(894)
Income tax expense	所得稅支出	1,948,003	2,091,701

Note: 25% represents the tax rate in the jurisdiction where the operation of the Group is substantially based.

附註：25%為本集團大部分業務所在司法權區之稅率。

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## 綜合財務報表附註

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### 10. PROFIT BEFORE TAX

### 10. 除稅前溢利

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Profit before tax has been arrived at after charging (crediting):	除稅前溢利經扣除(計及)下列各項後得出:		
Employee benefits expenses (including directors' remuneration):	僱員福利開支(包括董事薪酬):		
Salaries and other allowances	薪金及其他津貼	418,318	387,200
Pension scheme contributions	退休金計劃供款	40,101	21,305
Total staff costs	員工成本總額	458,419	408,505
Less: Amounts capitalised to properties under and for sale	減: 已資本化為可供出售發展中物業之款項	(278,851)	(218,202)
		179,568	190,303
Gross rental income from investment properties (Note 5)	投資物業總租金收入(附註5)	(265,545)	(276,023)
Less: Direct operating expenses incurred, excluding depreciation	減: 所產生之直接經營開支(不包括折舊)	144,177	171,927
Less: Depreciation of investment properties	減: 投資物業折舊	148,579	167,433
		27,211	63,337
Cost of properties for sale recognised as expenses	確認作開支之可供出售物業成本	20,776,436	13,857,762
Depreciation of investment properties	投資物業折舊	148,579	167,433
Depreciation of right-of-use assets	使用權資產折舊	94,798	23,778
Depreciation of property, plant and equipment	物業、廠房及設備折舊	34,576	29,729
Auditor's remuneration	核數師酬金	5,045	4,047
Write-down of properties for sale (included in cost of properties for sale)	撇減可供出售物業(計入可供出售物業成本)	360,538	849,920
Loss (gain) on disposal of property, plant and equipment	出售物業、廠房及設備虧損(收益)	1	(8)



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## 綜合財務報表附註

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### 11. DIRECTORS' AND EMPLOYEES' EMOLUMENTS

(a) The emoluments paid or payable to each of the ten (2020: ten) directors were as follows:

**For year ended 31 December 2021**

### 11. 董事及僱員之薪酬

(a) 已付或應付十名(二零二零年：十名)董事各自之薪酬如下：

截至二零二一年十二月三十一日止年度

		Dr. So Shu Fai 蘇樹輝博士 RMB'000 人民幣千元	Mr. Yu Zhiliang 余志良先生 RMB'000 人民幣千元	Mr. Wong King Yuen 黃競源先生 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>A. EXECUTIVE DIRECTORS:</b>	<b>A. 執行董事：</b>				
Fee paid or payable in respect of a person's services as a director, whether of the Company or its subsidiaries	就作為本公司或其附屬公司董事所提供之服務之已付或應付袍金	-	-	-	-
Emoluments paid or payable in respect of a person's other services in connection with the management of the affairs of the Company and its subsidiaries	就有關人士管理有關本公司及其附屬公司事務所提供之其他服務之已付或應付薪酬				
Other emoluments:	其他薪酬：				
Salaries and allowances	薪金及津貼	33	1,082	33	1,148
Performance related incentive payments bonus (Note (i))	表現相關獎勵付款 花紅(附註(i))	-	1,755	-	1,755
Retirement benefits scheme contributions	退休福利計劃供款	-	-	2	2
Sub-total	小計	33	2,837	35	2,905



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## 綜合財務報表附註

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### 11. DIRECTORS' AND EMPLOYEES' EMOLUMENTS (continued)

(a) (continued)

For year ended 31 December 2020

### 11. 董事及僱員之薪酬(續)

(a) (續)

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	Dr. So Shu Fai 蘇樹輝博士 RMB'000 人民幣千元	Mr. Yu Zhiliang 余志良先生 RMB'000 人民幣千元	Mr. Wong King Yuen 黃競源先生 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>A. EXECUTIVE DIRECTORS:</b>	<b>A. 執行董事：</b>			
Fee paid or payable in respect of a person's services as a director, whether of the Company or its subsidiaries		就有關人士作為本公司或其附屬公司董事所提供之服務之已付或應付袍金	-	-
Emoluments paid or payable in respect of a person's other services in connection with the management of the affairs of the Company or its subsidiaries		就有關人士管理有關本公司或其附屬公司事務所提供之其他服務之已付或應付薪酬		
Other emoluments:		其他薪酬：		
Salaries and allowances	34	薪金及津貼	1,022	34
Performance related incentive payments bonus (Note (i))	-	表現相關獎勵付款花紅(附註(i))	1,451	-
Retirement benefits scheme contributions	-	退休福利計劃供款	-	2
Sub-total	34	小計	2,473	36

	Mr. Huang Junlong 黃均隆先生 RMB'000 人民幣千元	Mr. Xu Yongjun 許永軍先生 RMB'000 人民幣千元	Ms. Liu Ning 劉寧女士 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>B. NON-EXECUTIVE DIRECTORS:</b>	<b>B. 非執行董事：</b>			
Fees paid or payable in respect of a person's services as a director, whether of the Company or its subsidiaries	34	就有關人士作為本公司或其附屬公司董事所提供之服務之已付或應付袍金	34	34

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### 11. DIRECTORS' AND EMPLOYEES' EMOLUMENTS (continued)

(a) (continued)

For year ended 31 December 2020 (continued)

	Dr. Wong Wing Kuen, Albert 王永權博士 RMB'000 人民幣千元	Ms. Chen Yanping 陳燕萍女士 RMB'000 人民幣千元	Dr. Shi Xinping 史新平博士 RMB'000 人民幣千元	Mr. He Qi 何琦先生 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>C. INDEPENDENT NON-EXECUTIVE DIRECTORS:</b>	<b>C. 獨立非執行董事：</b>				
Fees paid or payable in respect of a person's services as a director of the Company	就有關人士作為本公司董事所提供之服務之已付或應付袍金				
	115	115	115	115	460
Total emoluments	總薪酬				3,105

Notes:

- (i) The discretionary bonus was determined with reference to the individual performance.
- (ii) The Company does not have any chief executive for which the functions are carried out by all the executive directors.
- (iii) There was no arrangement under which a director waived or agreed to waive any remuneration for both years.
- (iv) No emoluments were paid by the Group to any of the directors as inducement to join or upon joining the Group or as compensation for loss of office.

附註：

- (i) 酌情花紅乃按個人表現釐定。
- (ii) 本公司概無任何行政總裁(其職能由全體執行董事履行)。
- (iii) 於兩個年度內，概無董事據此放棄或同意放棄任何酬金之安排。
- (iv) 本集團概無向任何董事支付薪酬，以作為其加入或於加入本集團時之獎勵或作為其離職補償。

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## 綜合財務報表附註

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### 11. DIRECTORS' AND EMPLOYEES' EMOLUMENTS (continued)

(b) The five highest paid employees of the Group during the year included one director (2020: one director) whose emoluments are included in the disclosures in note 11(a) above. Details of the emoluments for the year of the remaining four (2020: four) highest paid employees are as follows:

### 11. 董事及僱員之薪酬(續)

(b) 本年度本集團五名最高薪酬人士中包括一名(二零二零年：一名)董事，其薪酬於上文附註11(a)披露。本年度餘下四名(二零二零年：四名)最高薪酬人士之薪酬詳情如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Salaries, allowances and other benefits	薪金、津貼及其他福利	4,121	3,489
Contributions to retirement benefits schemes	退休福利計劃供款	454	272
Discretionary and performance related incentive payments	酌情及表現相關獎勵付款	6,574	6,129
		<b>11,149</b>	<b>9,890</b>

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## 綜合財務報表附註

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### 11. DIRECTORS' AND EMPLOYEES' EMOLUMENTS (continued)

#### (b) (continued)

No emoluments were paid by the Group to any of the five highest-paid employees as inducement to join or upon joining the Group or as compensation for loss of office.

Their emoluments were within the following bands:

### 11. 董事及僱員之薪酬(續)

#### (b) (續)

本集團概無向任何五名最高薪酬人士支付薪酬，以作為其加入或於加入本集團時之獎勵或作為其離職補償。

彼等薪酬介乎以下範圍：

		Number of employees 僱員人數	
		2021 二零二一年	2020 二零二零年
Hong Kong dollars ("HK\$") 2,000,001 to HK\$2,500,000 (2021: approximately RMB1,660,001 to RMB2,075,000; 2020: approximately RMB1,779,001 to RMB2,223,750)	港幣(「港幣」)2,000,001元至港幣2,500,000元(二零二一年：約人民幣1,660,001元至人民幣2,075,000元；二零二零年：約人民幣1,779,001元至人民幣2,223,750元)	1	2
HK\$2,500,001 to HK\$3,000,000 (2021: approximately RMB2,075,001 to RMB2,490,000; 2020: approximately RMB2,223,751 to RMB2,668,500)	港幣2,500,001元至港幣3,000,000元(二零二一年：約人民幣2,075,001元至人民幣2,490,000元；二零二零年：約人民幣2,223,751元至人民幣2,668,500元)	2	1
HK\$4,000,001 to HK\$4,500,000 (2021: approximately RMB3,320,001 to RMB3,735,000; 2020: approximately RMB3,558,001 to RMB4,002,750)	港幣4,000,001元至港幣4,500,000元(二零二一年：約人民幣3,320,001元至人民幣3,735,000元；二零二零年：約人民幣3,558,001元至人民幣4,002,750元)	–	1
HK\$5,000,001 to HK\$5,500,000 (2021: approximately RMB4,150,001 to RMB4,565,000; 2020: approximately RMB4,447,501 to RMB4,892,250)	港幣5,000,001元至港幣5,500,000元(二零二一年：約人民幣4,150,001元至人民幣4,565,000元；二零二零年：約人民幣4,447,501元至人民幣4,892,250元)	1	–
		4	4

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## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

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### 12. DIVIDENDS

During the year ended 31 December 2021, a final dividend of HK\$0.07 per ordinary share in respect of the year ended 31 December 2020 (2020: HK\$0.14 per ordinary share in respect of the year ended 31 December 2019) was declared and paid to the shareholders of the Company. The aggregate amount of final dividend paid from share premium of the Company during the year amounted to approximately RMB286,644,000 (2020: RMB625,204,000).

Subsequent to the end of the reporting period, a final dividend in respect of the year ended 31 December 2021 of HK\$0.06 (equivalent to approximately RMB0.046) per share has been proposed by the directors of the Company and is subject to approval by the shareholders of the Company in the forthcoming general meeting.

### 13. EARNINGS PER SHARE

The calculation of the basic earnings per share attributable to owners of the Company is based on the following data:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Earnings</b>	<b>盈利</b>		
Earnings for the purpose of basic earnings per share, being profit for the year attributable to owners of the Company	計算每股基本盈利之盈利(即本公司擁有人應佔年內溢利)	560,569	701,260
		2021 二零二一年	2020 二零二零年
<b>Number of shares</b>	<b>股份數目</b>		
Weighted average number of ordinary shares for the purpose of basic earnings per share	計算每股基本盈利之普通股加權平均數	4,905,257,860	4,905,257,860

No diluted earnings per share for the years ended 31 December 2021 and 2020 were presented as there were no potential ordinary shares in issue for both years.

### 12. 股息

於截至二零二一年十二月三十一日止年度，本公司宣派截至二零二零年十二月三十一日止年度之末期股息每股普通股港幣0.07元(二零二零年：截至二零一九年十二月三十一日止年度每股普通股港幣0.14元)，並向本公司股東派付。末期股息總金額約人民幣286,644,000元(二零二零年：人民幣625,204,000元)乃於年內自本公司股份溢價派付。

於報告期間結算日後，本公司董事已建議派付有關截至二零二一年十二月三十一日止年度之末期股息每股港幣0.06元(相當於約人民幣0.046元)，惟須待本公司股東於應屆股東大會批准後，方可作實。

### 13. 每股盈利

本公司擁有人應佔每股基本盈利乃按下列數據計算：

截至二零二一年及二零二零年十二月三十一日止年度並無發行潛在普通股，故此每股攤薄盈利並未呈列。

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## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 14. PROPERTY, PLANT AND EQUIPMENT

### 14. 物業、廠房及設備

		Owned properties 所擁有物業 RMB'000 人民幣千元	Leasehold improvements 租賃物業裝修 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Office equipment 辦公室設備 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>COST</b>	<b>成本</b>					
At 1 January 2020	於二零二零年一月一日	28,453	299,583	8,320	18,299	354,655
Additions	添置	-	7,170	2,097	3,432	12,699
Disposals	出售	-	-	(1,054)	(2,010)	(3,064)
Acquisition of a subsidiary (Note 33)	收購一間附屬公司(附註33)	-	-	-	107	107
Disposal of a subsidiary (Note 35)	出售一間附屬公司(附註35)	-	-	(252)	(192)	(444)
At 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日 及二零二一年一月一日	<b>28,453</b>	<b>306,753</b>	<b>9,111</b>	<b>19,636</b>	<b>363,953</b>
Additions	添置	-	7,448	1,414	3,657	12,519
Disposals	出售	-	-	(1,852)	(1,585)	(3,437)
Exchange realignment	匯兌調整	-	-	-	(31)	(31)
At 31 December 2021	於二零二一年十二月三十一日	<b>28,453</b>	<b>314,201</b>	<b>8,673</b>	<b>21,677</b>	<b>373,004</b>
At 1 January 2020	於二零二零年一月一日	8,291	38,092	5,864	12,465	64,712
Provided for the year	年內撥備	1,026	23,970	1,536	3,197	29,729
Eliminated on disposals	於出售時對銷	-	-	(968)	(1,911)	(2,879)
Disposal of a subsidiary (Note 35)	出售一間附屬公司(附註35)	-	-	(240)	(147)	(387)
At 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日 及二零二一年一月一日	<b>9,317</b>	<b>62,062</b>	<b>6,192</b>	<b>13,604</b>	<b>91,175</b>
Provided for the year	年內撥備	1,026	29,991	844	2,715	34,576
Eliminated on disposals	於出售時對銷	-	-	(1,726)	(1,506)	(3,232)
Exchange realignment	匯兌調整	-	-	-	13	13
At 31 December 2021	於二零二一年十二月三十一日	<b>10,343</b>	<b>92,053</b>	<b>5,310</b>	<b>14,826</b>	<b>122,532</b>
<b>CARRYING VALUES</b>	<b>賬面值</b>					
At 31 December 2021	於二零二一年十二月三十一日	<b>18,110</b>	<b>222,148</b>	<b>3,363</b>	<b>6,851</b>	<b>250,472</b>
At 31 December 2020	於二零二零年十二月三十一日	19,136	244,691	2,919	6,032	272,778



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### 14. PROPERTY, PLANT AND EQUIPMENT

(continued)

The Group's owned properties are erected on land located in the PRC.

The above items of property, plant and equipment are depreciated using the straight-line basis, after taking into account of their estimated residual values, at the following rates per annum:

Owned properties	5% or over the lease terms of the relevant land, if shorter
Leasehold improvements	Over the lease terms of the relevant properties
Motor vehicles	15% - 20%
Office equipment	15% - 20%

### 14. 物業、廠房及設備(續)

本集團所擁有的物業建於中國土地上。

上述物業、廠房及設備項目經考慮其估計剩餘價值後按以下年利率以直線法計算折舊：

所擁有物業	5%或(倘較短)按相關土地租期
租賃物業裝修	按相關物業租期
汽車	15%–20%
辦公室設備	15%–20%

### 15. RIGHT-OF-USE ASSETS

### 15. 使用權資產

		Land and buildings 土地及樓宇 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>As at 31 December 2021</b>	於二零二一年十二月三十一日			
Carrying amount	賬面值	61,466	–	61,466
<b>As at 31 December 2020</b>	於二零二零年十二月三十一日			
Carrying amount	賬面值	202,669	241	202,910
<b>For the year ended 31 December 2021</b>	截至二零二一年十二月三十一日止年度			
Depreciation charge	折舊費用	94,557	241	94,798
<b>For the year ended 31 December 2020</b>	截至二零二零年十二月三十一日止年度			
Depreciation charge	折舊費用	23,279	499	23,778

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## 綜合財務報表附註

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截至二零二一年十二月三十一日止年度

### 15. RIGHT-OF-USE ASSETS (continued)

### 15. 使用權資產(續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Expense relating to short-term leases	有關短期租賃的支出	5,215	6,271
Total cash flow for leases (excluding leasehold lands for properties for sale)	租賃現金流量總額(不包含可供出售物業之租賃土地)	130,361	58,019
Additions to right-of-use assets	添置使用權資產	95,080	194,413

For both years, the Group leases various offices and vehicles for its operations. Lease contracts are entered into for fixed term of 1 year to 20 years (2020: 3 months to 20 years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

The Group regularly entered into short-term leases for motor vehicles and office equipment. As at 31 December 2021 and 2020, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed above.

During the year ended 31 December 2021, the right-of-use assets amounting to RMB69,283,000 was transferred to investment properties.

For the year ended 31 December 2021, the total cash outflow for leases is RMB19,841,700,000 (2020: RMB4,542,360,000), including RMB14,210,000 (2020: RMB22,318,000) paid for leased properties under subleases and RMB19,827,490,000 (2020: RMB4,520,042,000) paid for acquiring leasehold lands.

The lease agreements do not impose any covenants to the Group.

於兩個年度，本集團租賃多個辦公室及汽車，用作其營運。就租賃合約而言，其按租期固定為1年至20年(二零二零年：3個月至20年)訂立。租賃條款按個別基準磋商，且涵蓋多項不同條款及條件。於釐定租期及評估不可撤銷期的長短時，本集團會應用合約的定義及釐定合約可執行期。

本集團會定期訂立有關汽車及辦公室設備的短期租賃。於二零二一年及二零二零年十二月三十一日，短期租賃的組合與上文披露的短期租賃支出的短期租賃組合類似。

截至二零二一年十二月三十一日止年度，使用權資產人民幣69,283,000元已轉撥至投資物業。

截至二零二一年十二月三十一日止年度，租賃現金流出總額為人民幣19,841,700,000元(二零二零年：人民幣4,542,360,000元)，包括就分租項下的租賃物業支付的人民幣14,210,000元(二零二零年：人民幣22,318,000元)及就收購租賃土地支付的人民幣19,827,490,000元(二零二零年：人民幣4,520,042,000元)。

租賃協議並無向本集團施加任何契約。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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截至二零二一年十二月三十一日止年度

### 16. INVESTMENT PROPERTIES

The Group leases out various apartments and retail stores under operating leases with rentals payable monthly. The leases typically run for an initial period of 1 to 15 years (2020: 1 to 15 years), with unilateral rights to extend the lease beyond initial period held by lessees only. Majority of the lease contracts contain market review clauses in the event the lessee exercises the option to extend.

The Group is not exposed to foreign currency risk as a result of the lease arrangements, as all leases are denominated in the respective functional currencies of group entities. The lease contracts do not contain residual value guarantee and/or lessee's option to purchase the property at the end of lease term.

### 16. 投資物業

本集團根據經營租賃出租多個公寓及零售商舖，而租金須每月支付。租賃營運初期一般為1至15年(二零二零年：1至15年)，只有承租人可單方面擁有延長租賃初期的權利。大部分租賃合約具有市場回顧條款(倘承租人行使延長租賃權利)。

本集團並無因租賃安排而面臨外幣風險，原因為所有租賃均以集團實體的相關功能貨幣計值。租賃合約並不包括剩餘價值擔保及／或承租人於租期完結時購買物業的權利。

		Total 總計 RMB'000 人民幣千元
<b>COST</b>		
At 1 January 2020	於二零二零年一月一日	4,314,563
Transfer from properties for sale	轉自可供出售物業	107,145
Disposal of a subsidiary (Note 35)	出售一間附屬公司(附註35)	(793,842)
Exchange realignment	匯兌調整	(63,874)
At 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日及 二零二一年一月一日	<b>3,563,992</b>
Addition	添置	<b>96,818</b>
Transfer from right-of-use assets	轉自使用權資產	<b>142,010</b>
Transfer to properties for sale	轉至可供出售物業	<b>7,535</b>
Exchange realignment	匯兌調整	<b>(29,580)</b>
At 31 December 2021	於二零二一年十二月三十一日	<b>3,765,705</b>
<b>ACCUMULATED DEPRECIATION</b>		
At 1 January 2020	於二零二零年一月一日	249,245
Provided for the year	年內撥備	167,433
Disposal of a subsidiary (Note 35)	出售一間附屬公司(附註35)	(115,636)
Exchange realignment	匯兌調整	(3,508)
At 31 December 2020 and 1 January 2021	於二零二零年十二月三十一日及 二零二一年一月一日	<b>297,534</b>
Provided for the year	年內撥備	<b>148,579</b>
Transfer to properties for sale	轉至可供出售物業	<b>(3,937)</b>
Exchange realignment	匯兌調整	<b>(1,939)</b>
At 31 December 2021	於二零二一年十二月三十一日	<b>440,237</b>
<b>CARRYING VALUES</b>		
At 31 December 2021	於二零二一年十二月三十一日	<b>3,325,468</b>
At 31 December 2020	於二零二零年十二月三十一日	3,266,458

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## 綜合財務報表附註

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### 16. INVESTMENT PROPERTIES (continued)

The Group's investment properties are erected on land located in the PRC and Hong Kong.

The fair value of investment properties as at 31 December 2021 of RMB3,613,600,000 (2020: RMB3,671,600,000) has been arrived at on the basis of valuations carried out on the respective dates by Cushman and Wakefield Limited, an independent qualified professional valuer, not connected to the Group.

As at 31 December 2021, the fair values of investment properties of RMB1,089,000,000, RMB62,000,000, RMB1,334,600,000 and RMB1,128,000,000 (2020: RMB1,089,000,000, RMB85,000,000, RMB1,334,600,000 and RMB1,163,000,000) corresponding to the investment properties owned by the Group with carrying amount of RMB2,936,162,000 (2020: RMB3,088,160,000) in Nanjing, Guangzhou, Chongqing, the PRC and Hong Kong respectively, are determined based on the income approach and direct comparison approach. The fair value based on income approach is determined by taking into account the net rental income of a property derived from its existing leases and/or achievable in the existing market with due allowance for the reversionary income potential of the leases which have then been capitalised to determine the fair value at an appropriate capitalisation rate. The fair value based on direct comparison approach is determined by assuming sale with the benefit of immediate vacant possession and by making reference to comparable sales evidence as available on the market.

During the year ended 31 December 2020, the Group had changed the use of certain properties, of which had commenced the operating lease to outsiders during the year. Accordingly, it results in a transfer from properties for sale to investment properties.

### 16. 投資物業(續)

本集團投資物業建於中國及香港土地上。

投資物業之公平值於二零二一年十二月三十一日為人民幣3,613,600,000元(二零二零年：人民幣3,671,600,000元)，乃按與本集團並無關連之獨立合資格專業估值師戴德梁行有限公司於相關日期所作估值達致。

於二零二一年十二月三十一日，中國南京、廣州、重慶及香港投資物業公平值分別為人民幣1,089,000,000元、人民幣62,000,000元、人民幣1,334,600,000元及人民幣1,128,000,000元(二零二零年：人民幣1,089,000,000元、人民幣85,000,000元、人民幣1,334,600,000元及人民幣1,163,000,000元)，本集團所擁有相應投資物業的賬面值為人民幣2,936,162,000元(二零二零年：人民幣3,088,160,000元)，該等公平值乃按收入法及直接比較法釐定。按收入法計量的公平值乃經計及一項物業來自其現有租賃及／或於現有市場上可收取之租金收入淨值釐定，並就該等租賃之復歸收入潛力作適當撥備，且該等租賃當時已按適當資本化比率予以資本化以釐定公平值。按直接比較法計量的公平值乃假設在可即時交吉情況下出售並參考市場上提供的可資比較出售憑證而釐定。

截至二零二零年十二月三十一日止年度，本集團已更改若干物業的用途，當中於年內與外來人士訂立經營租約。因此，其導致可供出售物業轉為投資物業。

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### 16. INVESTMENT PROPERTIES (continued)

The fair value hierarchy as at 31 December 2021 and 2020 of the investment properties of the Group are at Level 3. There were no transfers between fair value hierarchies during both years. There has been no change to the valuation technique on the investment properties in Guangzhou, Nanjing, Chongqing, the PRC and Hong Kong, used in the prior years. In estimating the fair value of the properties, the highest and best use of the properties is their current use. The fair values of certain investment properties have been adjusted to exclude prepaid or accrued operating lease income to avoid double counting.

As at 31 December 2021, investment properties with carrying values of approximately RMB1,207,206,000 (2020: RMB1,274,083,000) have been pledged to secure bank borrowings amounting to RMB622,600,000 (2020: RMB780,000,000) granted to the Group (see note 29).

The above investment properties are depreciated on a straight-line basis at the following rates per annum:

Leasehold land and building	Over the shorter of lease terms or 25 years
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### 16. 投資物業(續)

本集團投資物業之公平值級別於二零二一年及二零二零年十二月三十一日為第三級。於兩個年度內，公平值級別之間概無轉換。過往年度於中國廣州、南京、重慶及香港投資物業所用之估值技術並無變動。估計該等物業之公平值時，該等物業目前之用途為其最高及最佳用途。若干投資物業的公平值已獲調整，以撇除預付或應計經營租賃收入，從而避免重複計算。

於二零二一年十二月三十一日，本集團已抵押賬面值約人民幣1,207,206,000元(二零二零年：人民幣1,274,083,000元)之投資物業，以就授予本集團之銀行借貸人民幣622,600,000元(二零二零年：人民幣780,000,000元)作出擔保(見附註29)。

上述投資物業按以下年利率以直線法計算折舊：

租賃土地及樓宇	按租期或25年兩者之較短者
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### 17. GOODWILL

### 17. 商譽

RMB'000  
人民幣千元

#### COST AND CARRYING VALUE

At 1 January 2020, 31 December 2020 and 31 December 2021

#### 成本及賬面值

於二零二零年一月一日、二零二零年

十二月三十一日及二零二一年十二月三十一日

160,210

Goodwill was arising from the restructuring during the year ended 31 December 2013. Goodwill has been allocated to the group of CGUs comprising the Properties Segment, that is expected to benefit from the synergies of the acquisition in prior years.

The directors of the Company have performed the assessment on impairment and determined that the recoverable amount of CGUs was higher than the carrying amount of goodwill based on the profitability of the CGUs.

商譽源自於截至二零一三年十二月三十一日止年度之重組。商譽已分配至由預期受惠於過往年度收購之協同效應之物業分部組成之現金產生單位組別。

本公司董事已就減值進行評估並按現金產生單位之盈利能力釐定現金產生單位可收回金額較商譽賬面值為高。

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### 18. INTERESTS IN ASSOCIATES

### 18. 於聯營公司之權益

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Costs of investments in associates	投資聯營公司之成本	10,115,242	7,581,098
Share of post-acquisition results, net of dividend received	分佔收購後業績，扣除已收股息	357,919	521,803
		<b>10,473,161</b>	<b>8,102,901</b>

Details of the principal associates as at 31 December 2021 and 2020 are as follows:

於二零二一年及二零二零年十二月三十一日之主要聯營公司詳情載列如下：

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之 實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021 二零二一年 %	2020 二零二零年 %	2021 二零二一年 %	2020 二零二零年 %	
			Guangzhou Liansen Real Estate Company Limited* 廣州聯森房地產有限公司	The PRC 中國	RMB200,000,000 人民幣200,000,000元	34	
Guangzhou Lianzhou Real Estate Company Limited* 廣州聯洲房地產有限公司	The PRC 中國	RMB200,000,000 人民幣200,000,000元	34	34	34	34	Property development 物業發展
Nanjing Shizhaoquansheng Property Company Limited* 南京世招萃晟置業有限公司	The PRC 中國	RMB250,000,000 人民幣250,000,000元	49	49	49	49	Property development 物業發展
Gezhouba Nanjing Property Company Limited* ("Gezhouba Nanjing") 葛洲 南京置業有限公司(「葛洲 南京」)	The PRC 中國	RMB50,000,000 人民幣50,000,000元	30	30	30	30	Property development 物業發展
Nanjing Merchants Xingsheng Property Development Co., Ltd.* 南京招商興盛房地產有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	31	31	31	31	Property development 物業發展
Xian Wocheng Property Development Co., Ltd.* 西安沃呈房地產開發有限公司	The PRC 中國	RMB10,860,000 人民幣10,860,000元	33	33	33	33	Property development 物業發展

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## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 18. INTERESTS IN ASSOCIATES (continued)

### 18. 於聯營公司之權益(續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021 二零二一年 %	2020 二零二零年 %	2021 二零二一年 %	2020 二零二零年 %	
			Plenty Thrive Investment Limited 裕昌投資有限公司	British Virgin Island 英屬處女群島	United States dollars ("US\$") 86,900,000 86,900,000美元	25	
Joy Origin Holdings Limited ("Joy Origin") 悅景集團有限公司(「悅景」)	Hong Kong 香港	HK\$10 港幣10元	30	30	30	30	Investment holding and property development 投資控股及物業發展
Nanjing Shansheng Property Development Limited* 南京善盛房地產開發有限公司	The PRC 中國	RMB9,000,000,000 人民幣9,000,000,000元	20	20	20	20	Property development 物業發展
Xixian New District Wenmao Properties Limited* ("Xixian Wenmao") (Note i) 西咸新區文茂房地產有限公司(「西咸文茂」)(附註i)	The PRC 中國	RMB10,000,000 人民幣10,000,000元	50	50	50	50	Property development 物業發展
Guangzhou Eslite Real Estate Co. Ltd.* 廣州誠品置業有限公司	The PRC 中國	RMB840,000,000 人民幣840,000,000元	25	25	25	25	Property development 物業發展
Guangzhou Kuangrong Real Estate Development Co. Ltd.* ("Guangzhou Kuangrong") 廣州礦榮房地產開發有限公司(「廣州礦榮」)	The PRC 中國	RMB490,000,000 人民幣490,000,000元	49	49	49	49	Property development 物業發展
Nanjing Zhaoying Real Estate Development Co. Ltd.* 南京招盈房地產開發有限公司	The PRC 中國	RMB143,100,000 人民幣143,100,000元	27	27	27	27	Property development 物業發展
Foshan Qinghao Real Estate Co. Ltd.* ("Foshan Qinghao") (Note ii) 佛山市清皓置業有限公司(「佛山清皓」)(附註ii)	The PRC 中國	RMB3,250,000,000 人民幣3,250,000,000元	50	50	50	50	Property development 物業發展
Nanjing Shixin Real Estate Co. Ltd.* 南京十心房地產有限公司	The PRC 中國	RMB800,000,000 人民幣800,000,000元	49	49	49	49	Property development 物業發展

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### 18. INTERESTS IN ASSOCIATES (continued)

### 18. 於聯營公司之權益 (續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021	2020	2021	2020	
			二零二一年 %	二零二零年 %	二零二一年 %	二零二零年 %	
Guangzhou Kuangyu Investment Co. Ltd.* 廣州市曠譽投資有限公司	The PRC 中國	RMB1,225,000,000 人民幣1,225,000,000元	49	49	49	49	Property development 物業發展
Nanjing Huayao Real Estate Co. Ltd.* (Nanjing Huayao) 南京輝耀房地產開發有限公司(「南京輝耀」)	The PRC 中國	RMB4,000,000,000 人民幣4,000,000,000元	45	45	45	45	Property development 物業發展
CITIC Jinshi - China Merchants Shekou Shopping Center Private Equity Investment Fund* 中信金石-招商蛇口一期資產支持專項計劃	The PRC 中國	RMB134,500,000 人民幣134,500,000元	49	49	49	49	Property development 物業發展
Cheer Smart Investment Limited* 置俊投資有限公司	Hong Kong 香港	HK\$4 港幣4元	25	-	25	-	Property development 物業發展
Nanjing Hejing Longyue Decoration Co., Ltd.* 南京和璟瓏悅裝飾有限公司	The PRC 中國	RMB2,000,000 人民幣2,000,000元	20	-	20	-	Property management 物業發展
Guangzhou Zhaoying Real Estate Co., Ltd.* 廣州招贏房地產有限責任公司	The PRC 中國	RMB100,000,000 人民幣100,000,000元	33	-	30	-	Property development 物業發展
Nanjing Zhaoyu Decoration Co., Ltd.* 南京招裕裝飾有限公司	The PRC 中國	RMB2,000,000 人民幣2,000,000元	27	-	27	-	Property development 物業發展
Nanjing Jusheng Real Estate Development Co., Ltd.* 南京聚盛房地產開發有限公司	The PRC 中國	RMB100,000,000 人民幣100,000,000元	51	-	51	-	Property development 物業發展
Nanjing Zhaojin Hongxin Real Estate Development Co., Ltd.* 南京招錦弘新房地產開發有限公司	The PRC 中國	RMB1,080,000,000 人民幣1,080,000,000元	25	-	25	-	Property development 物業發展
Nanjing Qiuzhen Decoration Engineering Co., Ltd.* 南京求真裝飾工程有限公司	The PRC 中國	RMB2,000,000 人民幣2,000,000元	49	-	49	-	Property development 物業發展
Foshan Nanhai District Fengshang Real Estate Co., Ltd.* 佛山市南海區峯商房地產有限公司	The PRC 中國	RMB407,000,000 人民幣407,000,000元	33	-	33	-	Property development 物業發展



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### 18. INTERESTS IN ASSOCIATES (continued)

\* Unofficial English translation denotes for identification purpose only.

Note i: The Group is able to appoint one out of three directors in the board of Xixian Wenmao and relevant activities of Xixian Wenmao require consent with more than half of the directors in the board of Xixian Wenmao, thus the Group is able to exercise significant influence in Xixian Wenmao. Accordingly, it is accounted for an associate of the Group.

Note ii: The Group is able to appoint two out of five directors in the board of Foshan Qinghao and relevant activities of Foshan Qinghao require consent with more than half of the directors in the board of Foshan Qinghao, thus the Group is able to exercise significant influence in Foshan Qinghao. Accordingly, it is accounted for an associate of the Group.

The associates are accounted for using the equity method in these consolidated financial statements. In the opinion of the directors of the Company, Guangzhou Kuangrong, Gezhouba Nanjing, Nanjing Huayao, Foshan Qinghao and Joy Origin are material associates of the Group for the years ended 31 December 2021 and 2020. Summarised financial information of the Group's material associates are set out below, which represented amounts shown in the respective associates' financial statements prepared in accordance with the accounting policies of the Group.

### 18. 於聯營公司之權益(續)

\* 非官方英文翻譯，僅供參考。

附註i：本集團能委任西咸文茂董事會三名董事中其中一名，而西咸文茂的相關活動須獲得西咸文茂董事會超過半數董事的同意，故本集團能夠對西咸文茂實施重大影響。因此，其入賬為本集團聯營公司。

附註ii：本集團能委任佛山清皓董事會五名董事中其中兩名，而佛山清皓的相關活動須獲得佛山清皓董事會超過半數董事的同意，故本集團能夠對佛山清皓實施重大影響。因此，其入賬為本集團聯營公司。

該等聯營公司於該等綜合財務報表使用權益法入賬。本公司董事認為，於截至二零二一年及二零二零年十二月三十一日止年度，廣州礦榮、葛洲南京、南京鐸耀、佛山清皓及悅景均為本集團之重大聯營公司。本集團重大聯營公司之財務資料概要載列如下(為根據本集團會計政策編製之各聯營公司財務報表內之金額)。

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## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

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### 18. INTERESTS IN ASSOCIATES (continued)

Guangzhou Kuangrong

### 18. 於聯營公司之權益(續)

廣州礦榮

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	1,512,641	2,725,382
Non-current assets	非流動資產	76	98
Current liabilities	流動負債	142,949	1,642,879
Non-current liabilities	非流動負債	-	100,015
Revenue	收益	2,031,274	-
Profit (loss) and other comprehensive income (expense) for the year	年內溢利(虧損)及其他全面收入(開支)	387,182	(14,509)

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Guagzhou Kuangrong was set out below:

上文呈列之財務資料概要與於廣州礦榮權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Guagzhou Kuangrong	廣州礦榮之資產淨值	1,369,768	982,586
Proportion of the Group's ownership interest in Guagzhou Kuangrong	本集團所持廣州礦榮擁有權權益比例	49%	49%
Carrying amount of the Group's interest in Guagzhou Kuangrong	本集團所持廣州礦榮權益之賬面值	671,186	481,467

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## 綜合財務報表附註

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### 18. INTERESTS IN ASSOCIATES (continued)

Gezhouba Nanjing

### 18. 於聯營公司之權益(續)

葛洲 南京

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	1,513,587	2,311,888
Non-current assets	非流動資產	1,664	3,436
Current liabilities	流動負債	898,675	1,876,576
Non-current liabilities	非流動負債	1,971	-
Revenue	收益	786,849	2,844,691
Profit and other comprehensive income for the year	年內溢利及其他全面收入	175,857	363,746
Dividend received from associate during the year	年內自聯營公司收取股息	-	174,195

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Gezhouba Nanjing was set out below:

上文呈列之財務資料概要與於葛洲 南京權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Gezhouba Nanjing	葛洲 南京之資產淨值	614,605	438,748
Proportion of the Group's ownership interest in Gezhouba Nanjing	本集團所持葛洲 南京擁有權權益比例	30%	30%
Carrying amount of the Group's interest in Gezhouba Nanjing	本集團所持葛洲 南京權益之賬面值	184,382	131,624

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### 18. INTERESTS IN ASSOCIATES (continued)

Nanjing Huayao

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	10,296,718	7,381,865
Non-current assets	非流動資產	93,025	1,221
Current liabilities	流動負債	3,990,824	3,376,659
Non-current liabilities	非流動負債	2,432,102	10,000
Revenue	收益	852	35
Losses and other comprehensive expenses for the year	年內虧損及其他全面開支	(29,610)	(2,437)

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Nanjing Huayao was set out below:

### 18. 於聯營公司之權益(續)

南京鐸耀

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Huayao	南京鐸耀之資產淨值	3,966,817	3,996,427
Proportion of the Group's ownership interest in Nanjing Huayao	本集團所持南京鐸耀擁有權權益比例	45%	45%
Carrying amount of the Group's interest in Nanjing Huayao	本集團所持南京鐸耀權益之賬面值	1,785,068	1,798,392

上文呈列之財務資料概要與於南京鐸耀權益之賬面值對賬載列如下：

上文呈列之財務資料概要與於南京鐸耀權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Huayao	南京鐸耀之資產淨值	3,966,817	3,996,427
Proportion of the Group's ownership interest in Nanjing Huayao	本集團所持南京鐸耀擁有權權益比例	45%	45%
Carrying amount of the Group's interest in Nanjing Huayao	本集團所持南京鐸耀權益之賬面值	1,785,068	1,798,392

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### 18. INTERESTS IN ASSOCIATES (continued)

Joy Origin

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	11,447,751	11,569,046
Current liabilities	流動負債	5,990,620	2,750,157
Non-current liabilities	非流動負債	2,052,135	5,409,236
Revenue	收益	1,092	-
Losses and other comprehensive expenses for the year	年內虧損及其他全面開支	(4,657)	(600)

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Joy Origin was set out below:

### 18. 於聯營公司之權益(續)

悦景

上文呈列之財務資料概要與於悦景權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Joy Origin	悦景之資產淨值	3,404,996	3,409,653
Proportion of the Group's ownership interest in Joy Origin	本集團所持悦景擁有權權益比例	30%	30%
Carrying amount of the Group's interest in Joy Origin	本集團所持悦景權益之賬面值	1,021,499	1,022,896

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### 18. INTERESTS IN ASSOCIATES (continued)

Foshan Qinghao

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	5,751,535	3,250,199
Current liabilities	流動負債	2,504,736	1,713
Revenue	收益	-	-
Losses and other comprehensive expenses for the year	年內虧損及其他全面開支	(1,687)	(1,514)

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Foshan Qinghao was set out below:

上文呈列之財務資料概要與於佛山清皓權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Foshan Qinghao	佛山清皓之資產淨值	3,246,799	3,248,486
Proportion of the Group's ownership interest in Foshan Qinghao	本集團所持佛山清皓擁有權權益比例	50%	50%
Carrying amount of the Group's interest in Foshan Qinghao	本集團所持佛山清皓權益之賬面值	1,623,400	1,624,243

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### 18. INTERESTS IN ASSOCIATES (continued)

The financial information and carrying amount, in aggregate, of the Group's interests in associates, that are not individually material and are accounted for using the equity method are set out below:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
The Group's shares of profit and total comprehensive income	本集團分佔溢利及全面收入總額	103,641	95,747
Aggregate carrying amount of the Group's interests in immaterial associates	本集團於非重大聯營公司權益之賬面值總額	5,187,626	3,044,279

### 18. 於聯營公司之權益(續)

本集團於個別而言並不重大及按權益法入賬之聯營公司權益之匯總財務資料及賬面值總額載列如下：

### 19. INTERESTS IN JOINT VENTURES

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Costs of investments in joint ventures	投資合營企業之成本	4,493,472	3,478,899
Share of post-acquisition results, net of dividend received	應佔收購後業績，扣除已收股息	117,544	72,234
		<b>4,611,016</b>	3,551,133

### 19. 於合營企業之權益

Details of the principal joint ventures as at 31 December 2021 and 2020 are as follows:

於二零二一年及二零二零年十二月三十一日之主要合營企業詳情如下：

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021 二零二一年 %	2020 二零二零年 %	2021 二零二一年 %	2020 二零二零年 %	
Nanjing Aojian Property Company Limited* 南京奧建置業有限公司	The PRC 中國	RMB2,000,000,000 人民幣2,000,000,000元	6	6	6	6	Property development 物業發展

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### 19. INTERESTS IN JOINT VENTURES (continued) 19. 於合營企業之權益 (續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之 實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021	2020	2021	2020	
			二零二一年 %	二零二零年 %	二零二一年 %	二零二零年 %	
Nanjing Zhaoyang Property Development Company Limited* 南京招陽房地產開發有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	46	46	46	46	Property development 物業發展
Nanjing Huilong Real Estate Company Limited* ("Nanjing Huilong") 南京匯隆房地產有限公司 (「南京匯隆」)	The PRC 中國	RMB1,500,000,000 人民幣1,500,000,000元	33	33	33	33	Property development 物業發展
Foshan Dingtu Property Development Co., Ltd.* 佛山鼎圖房地產有限公司	The PRC 中國	RMB1,100,000,000 人民幣1,100,000,000元	50	50	50	50	Property development 物業發展
Guangzhou Xinhe Property Development Company Limited.* 廣州新合房地產有限責任公司	The PRC 中國	RMB100,000,000 人民幣100,000,000元	34	34	34	34	Property development 物業發展
Nanjing Hongweisheng Property Development Co., Ltd.* ("Nanjing Hongweisheng") 南京弘威盛房地產開發有限公司 (「南京弘威盛」)	The PRC 中國	RMB765,000,000 人民幣765,000,000元	34	34	34	34	Property development 物業發展
Nanjing Shengxiang Yuan Property Development Limited* ("Nanjing Shengxiang Yuan") 南京盛香園房地產開發有限公司 (「南京盛香園」)	The PRC 中國	RMB3,000,000,000 人民幣3,000,000,000元	34	34	34	34	Property development 物業發展



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### 19. INTERESTS IN JOINT VENTURES (continued) 19. 於合營企業之權益(續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021 二零二一年 %	2020 二零二零年 %	2021 二零二一年 %	2020 二零二零年 %	
Chongqing Hanzhi Merchants Property Development Co., Ltd.* 重慶瀚置招商房地產開發有限公司	The PRC 中國	RMB440,000,000 人民幣440,000,000元	50	50	50	50	Property development 物業發展
Nanjing Huihe Zhiye Co., Ltd.* 南京薈合置業有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	14	14	14	14	Property development 物業發展
Nanjing Tiesheng Business Management Co., Ltd.* 南京鐵盛商業管理有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	55	55	55	55	Property development 物業發展
Nanjing Ximao Zhiye Co., Ltd.* 南京溪茂置業有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	13	13	13	13	Property development 物業發展
Nanjing Zhaohui Place Management Co., Ltd.* 南京招匯公寓管理有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	51	51	51	51	Property development 物業發展
Guangzhou Runjia Real Estate Co., Ltd.* 廣州潤嘉置業有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	30	30	50	50	Property development 物業發展
Guangzhou City Suiyun Property Limited* 廣州市穗雲置業有限公司	The PRC 中國	RMB40,000,000 人民幣40,000,000元	25	25	25	25	Property development 物業發展
Foshan Baohua China Merchants Real Estate Company Limited* 佛山招商實華房地產有限公司	The PRC 中國	RMB20,000,000 人民幣20,000,000元	51	51	51	51	Property development 物業發展
Nanjing Yuening Property Development Limited* 南京悅寧房地產開發有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	33	33	33	33	Property development 物業發展

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### 19. INTERESTS IN JOINT VENTURES (continued) 19. 於合營企業之權益 (續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之 實際擁有權權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021	2020	2021	2020	
			二零二一年 %	二零二零年 %	二零二一年 %	二零二零年 %	
Nanjing Jinhua Real Estate Development Limited* 南京錦華置業有限公司	The PRC 中國	RMB79,800,000 人民幣79,800,000元	19	24	19	24	Property development 物業發展
Nanjing Yuelin Property Development Company Limited* 南京悅霖房地產開發有限公司	The PRC 中國	RMB12,000,000 人民幣12,000,000元	20	20	20	20	Property development 物業發展
Chongqing Wanzhao Real Estate Co. Ltd.* 重慶萬招置業有限公司	The PRC 中國	RMB4,900,000 人民幣4,900,000元	49	49	49	49	Property development 物業發展
Foshan Merchants Shangxian Real Estate Co., Ltd.* 佛山招商尚賢房地產有限公司	The PRC 中國	RMB30,000,000 人民幣30,000,000元	40	–	40	–	Property development 物業發展
Foshan Merchants Xiangshun Real Estate Co., Ltd.* 佛山招商祥舜房地產有限公司	The PRC 中國	RMB101,000,000 人民幣101,000,000元	51	–	51	–	Property development 物業發展
Foshan Zhaorui Real Estate Co., Ltd.* 佛山招瑞房地產有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	34	–	34	–	Property development 物業發展
Foshan Merchants Puhai Real Estate Co., Ltd.* 佛山招商璞海房地產有限公司	The PRC 中國	RMB3,300,000 人民幣3,300,000元	36	–	36	–	Property development 物業發展

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### 19. INTERESTS IN JOINT VENTURES (continued) 19. 於合營企業之權益(續)

Name of company 公司名稱	Place of establishment/ operation 成立/營業地點	Registered share capital 註冊股本	Proportion of effective ownership interests held by the Group 本集團持有之 實際擁有權益比例		Proportion of voting power held 所持投票權比例		Principal activity 主要業務
			2021 二零二一年 %	2020 二零二零年 %	2021 二零二一年 %	2020 二零二零年 %	
Foshan Nanhai District Fengshang Real Estate Co., Ltd.* 佛山市南海區峯商房地產有限公司	The PRC 中國	RMB407,000,000 人民幣407,000,000元	33	-	33	-	Property development 物業發展
Nanjing Yueyi Decoration Co., Ltd.* 南京悅怡裝飾有限公司	The PRC 中國	RMB2,000,000 人民幣2,000,000元	20	-	20	-	Property development 物業發展
Nanjing Jinda Decoration Co., Ltd.* 南京錦達裝飾有限公司	The PRC 中國	RMB2,000,000 人民幣2,000,000元	25	-	25	-	Property development 物業發展
Guangzhou Zhaoying Urban Renewal Investment Co., Ltd.* 廣州招盈城市更新投資有限公司	The PRC 中國	RMB10,000,000 人民幣10,000,000元	50	-	50	-	Property development 物業發展
Foshan Merchants Yinyue Real Estate Co., Ltd.* 佛山招商映月房地產有限公司	The PRC 中國	RMB50,000,000 人民幣50,000,000元	40	-	40	-	Property development 物業發展
Foshan Nanhai District Meijing Real Estate Development Co., Ltd.* 佛山市南海區美璟房地產開發有限公司	The PRC 中國	RMB2,000,000,000 人民幣2,000,000,000元	25	-	25	-	Property development 物業發展

\* Unofficial English translation denotes for identification purpose only.

\* 非官方英文翻譯，僅供參考。

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### 19. INTERESTS IN JOINT VENTURES (continued)

The joint ventures are accounted for using the equity method in these consolidated financial statements. In the opinion of the directors of the Company, Nanjing Huihe, Nanjing Shengxiang Yuan and Nanjing Huilong are the material joint ventures of the Group for the years ended 31 December 2021 and 2020. Summarised financial information of the Group's material joint ventures are set out below, which represented amounts shown in the respective joint ventures' financial statements prepared in accordance with the accounting policy of the Group.

#### Nanjing Huihe

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	3,151,655	8,175,796
Non-current assets	非流動資產	85	8,404
Current liabilities	流動負債	1,600,107	7,213,109

The above amounts of assets and liabilities included the followings:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and cash equivalents	現金及等同現金項目	451,463	485,144
Revenue	收益	5,940,523	-
Profit (loss) and other comprehensive income (expense) for the year	年內溢利(虧損)及其他全面收入(支出)	580,542	(773)

### 19. 於合營企業之權益(續)

合營企業於該等綜合財務報表使用權益法入賬。本公司董事認為，於截至二零二一年及二零二零年十二月三十一日止年度，南京薈合、南京盛香園及南京匯隆均為本集團之重大合營企業。本集團重大合營企業之財務資料概要載列如下(為根據本集團會計政策編製之各合營企業財務報表內之金額)。

#### 南京薈合

上述資產及負債之金額包括以下項目：

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### 19. INTERESTS IN JOINT VENTURES (continued)

#### Nanjing Huihe (continued)

The above profit for the year included the followings:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Depreciation and amortisation	折舊及攤銷	22	22
Interest income	利息收入	4,874	1,478
Income tax expense	所得稅開支	207,734	-

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Nanjing Huihe was set out below:

### 19. 於合營企業之權益(續)

#### 南京薈合(續)

上述年內溢利包括以下項目：

上文呈列之財務資料概要與於南京薈合權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Huihe	南京薈合之資產淨值	1,551,633	971,091
Proportion of the Group's ownership interest in Nanjing Huihe	本集團所持南京薈合擁有權權益比例	14.28%	14.28%
Carrying amount of the Group's interest in Nanjing Huihe	本集團所持南京薈合權益之賬面值	221,573	138,672

#### Nanjing Shengxiang Yuan

#### 南京盛香園

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	12,310,499	12,283,325
Non-current assets	非流動資產	63,733	29,556
Current liabilities	流動負債	7,996,666	8,698,657
Non-current liabilities	非流動負債	1,304	700,380

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### 19. INTERESTS IN JOINT VENTURES (continued)

#### Nanjing Shengxiang Yuan (continued)

The above amounts of assets and liabilities included the followings:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and cash equivalents	現金及等同現金項目	726,919	538,680
Non-current financial liabilities (excluding trade and other payables)	非流動金融負債 (不包括業務及其他應付款項)	1,304	700,380
Revenue	收益	1,135,826	-
Profit (loss) and other comprehensive income (expense) for the year	年內溢利(虧損)及其他全面收入 (支出)	234,918	(41,344)

The above profit for the year included the followings:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest income	利息收入	156	389
Depreciation and amortisation	折舊及攤銷	5,374	232

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Nanjing Shengxiang Yuan was set out below:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Shengxiang Yuan	南京盛香園之資產淨值	4,376,262	2,913,844
Proportion of the Group's ownership interest in Nanjing Shengxiang Yuan	本集團所持南京盛香園擁有權 權益比例	34%	34%
Carrying amount of the Group's interest in Nanjing Shengxiang Yuan	本集團所持南京盛香園權益之 賬面值	1,487,929	990,707

### 19. 於合營企業之權益(續)

#### 南京盛香園(續)

上述資產及負債之金額包括以下項目：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and cash equivalents	現金及等同現金項目	726,919	538,680
Non-current financial liabilities (excluding trade and other payables)	非流動金融負債 (不包括業務及其他應付款項)	1,304	700,380
Revenue	收益	1,135,826	-
Profit (loss) and other comprehensive income (expense) for the year	年內溢利(虧損)及其他全面收入 (支出)	234,918	(41,344)

上述年內溢利包括以下項目：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest income	利息收入	156	389
Depreciation and amortisation	折舊及攤銷	5,374	232

上文呈列之財務資料概要與於南京盛香園權益之賬面值對賬載列如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Shengxiang Yuan	南京盛香園之資產淨值	4,376,262	2,913,844
Proportion of the Group's ownership interest in Nanjing Shengxiang Yuan	本集團所持南京盛香園擁有權 權益比例	34%	34%
Carrying amount of the Group's interest in Nanjing Shengxiang Yuan	本集團所持南京盛香園權益之 賬面值	1,487,929	990,707

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### 19. INTERESTS IN JOINT VENTURES (continued)

Nanjing Huilong

### 19. 於合營企業之權益(續)

南京匯隆

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Current assets	流動資產	1,884,322	1,883,248
Non-current assets	非流動資產	813	11,339
Current liabilities	流動負債	262,834	270,501

The above amounts of assets and liabilities included the followings:

上述資產及負債之金額包括以下項目：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Cash and cash equivalents	現金及等同現金項目	63,631	145,813
Revenue	收益	20,613	2,167,288
(Loss) profit and other comprehensive (expense) income for the year	年內(虧損)溢利及其他全面(支出)收入	(1,785)	113,683

The above profit for the year included the followings:

上述年內溢利包括以下項目：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Interest income	利息收入	746	2,800
Income tax expense	所得稅開支	-	29,391

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### 19. INTERESTS IN JOINT VENTURES (continued)

#### Nanjing Huilong (continued)

Reconciliation of the summarised financial information presented above to the carrying amount of the interest in Nanjing Huilong was set out below:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Net assets of Nanjing Huilong	南京匯隆之資產淨值	1,622,301	1,624,086
Proportion of the Group's ownership interest in Nanjing Huilong	本集團所持南京匯隆擁有權權益比例	33%	33%
Carrying amount of the Group's interest in Nanjing Huilong	本集團所持南京匯隆權益之賬面值	535,359	535,948

The aggregate information of the Group's interests in joint ventures that are not individually material that are accounted for using the equity method are set out below:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
The Group's shares of losses and total comprehensive expenses	本集團分佔虧損及全面支出總額	(78,247)	(9,406)
Aggregate carrying amount of the Group's interests in immaterial joint ventures	本集團於非重大合營企業權益之賬面值總額	2,366,155	1,885,806

### 20. FINANCIAL ASSET AT FVTPL

The amounts represented the Group's investment in 15% equity interest in the registered capital of an unlisted company incorporated in the PRC, which is engaged in property development.

During the year ended 31 December 2021, a fair value gain of RMB10,937,000 (2020: RMB2,407,000) has been recognised.

### 19. 於合營企業之權益 (續)

#### 南京匯隆 (續)

上文呈列之財務資料概要與於南京匯隆權益之賬面值對賬載列如下：

本集團於個別而言並不重大及按權益法入賬之合營企業權益之匯總資料載列如下：

### 20. 按公平值計入損益的金融資產

有關金額指本集團於一間在中國註冊成立的非上市公司註冊股本的15%股權的投資，該公司從事物業發展。

截至二零二一年十二月三十一日止年度，已確認人民幣10,937,000元的公平值收益(二零二零年：人民幣2,407,000元)。



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### 21. DEFERRED TAXATION

For the purpose of presentation in the consolidated statement of financial position, certain deferred tax assets and liabilities have been offset. The following is the analysis of the deferred tax balances for financial reporting purposes:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Deferred tax assets	遞延稅項資產	890,870	953,844
Deferred tax liabilities	遞延稅項負債	(437,620)	(537,918)
		<b>453,250</b>	415,926

The followings are the deferred tax assets (liabilities) recognised and movements thereon during the years:

### 21. 遞延稅項

就綜合財務狀況表的呈列而言，若干遞延稅項資產及負債已經抵銷。以下為遞延稅項結餘之分析以作財務申報之用：

以下為於年內確認之遞延稅項資產(負債)及有關變動：

		Temporary differences on LAT provision	Tax losses	Fair value adjustment on property under development	Dividend withholding tax	Temporary differences on deposits received in respect of pre-sale of properties	Temporary differences related to right-of-use assets and liabilities	Temporary differences related to allowance for expected credit losses	Others*	Total
		土地增值稅撥備之暫時差額	稅項虧損	發展中物業之公平值調整	股息預扣稅	已收預售物業按金之暫時差額	資產及租賃負債有關之暫時差額	與預期信貸虧損撥備有關之暫時差額	其他*	總計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At 1 January 2020	於二零二零年一月一日	737,016	79,024	(115,360)	(260,286)	188,776	12,472	5,602	-	647,244
Credit (charge) to profit or loss (Note 9)	於損益計入(扣除)(附註9)	141,488	(44,291)	-	10,063	(160,348)	3,059	56,438	(237,727)	(231,318)
At 31 December 2020	於二零二零年十二月三十一日	878,504	34,733	(115,360)	(250,223)	28,428	15,531	62,040	(237,727)	415,926
(Charge) credit to profit or loss (Note 9)	於損益(扣除)計入(附註9)	(123,154)	79,226	-	24,516	(28,428)	2,890	48,966	33,308	37,324
At 31 December 2021	於二零二一年十二月三十一日	755,350	113,959	(115,360)	(225,707)	-	18,421	111,006	(204,419)	453,250

\* Others mainly included tax effect of temporary differences arising from contract costs and deduction of construction costs of certain property development projects.

\* 其他主要包括若干房地產開發項目之合約成本與建築成本扣減產生之暫時差額之稅務影響。

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### 21. DEFERRED TAXATION (continued)

At 31 December 2021, the Group had unused tax losses of approximately RMB2,046,022,000 (2020: RMB1,120,582,000), available to offset against future profits. Deferred tax assets have been recognised in respect of such losses of RMB455,836,000 (2020: RMB138,931,000) at 31 December 2021. No deferred tax asset has been recognised in respect of the remaining RMB1,590,186,000 (2020: RMB981,651,000) as at 31 December 2021 due to the unpredictability of future profits streams. Included in unrecognised tax losses are losses of RMB502,651,000 (2020: RMB490,017,000) as at 31 December 2021 that will expire in five years from the dates they were incurred. Other losses may be carried forward indefinitely.

As at 31 December 2021, the Group had unrecognised deductible temporary differences of RMB894,941,000 (2020: RMB660,041,000) attributable to the capitalised interest expenses arising from the intra-group borrowings and RMB1,234,604,000 (2020: RMB1,171,760,000) attributable to the write-down of properties for sale. No deferred tax asset has been recognised due to the unpredictability of future profit streams.

### 22. PROPERTIES FOR SALE

### 21. 遞延稅項(續)

於二零二一年十二月三十一日，本集團擁有未動用稅項虧損約人民幣2,046,022,000元(二零二零年：人民幣1,120,582,000元)，可供抵銷日後溢利。有關虧損人民幣455,836,000元(二零二零年：人民幣138,931,000元)，已於二零二一年十二月三十一日確認為遞延稅項資產。由於不可預測未來溢利來源，因此於二零二一年十二月三十一日並無就餘下人民幣1,590,186,000元(二零二零年：人民幣981,651,000元)確認遞延稅項資產。於二零二一年十二月三十一日的未確認稅項虧損中，虧損人民幣502,651,000元(二零二零年：人民幣490,017,000元)將於產生日期起計五年後屆滿。其他虧損可無限期結轉。

於二零二一年十二月三十一日，本集團有未確認可予扣減暫時差額人民幣894,941,000元(二零二零年：人民幣660,041,000元)，此乃歸因於集團公司間借貸產生之資本化利息開支，而人民幣1,234,604,000元(二零二零年：人民幣1,171,760,000元)則歸因於可供出售物業之撇銷。由於不可預測未來溢利來源，故並無確認遞延稅項資產。

### 22. 可供出售物業

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Completed properties for sale	已竣工可供出售物業	12,363,278	9,268,866
Properties under development for sale	可供出售發展中物業	62,257,206	40,899,203
		<b>74,620,484</b>	50,168,069

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### 22. PROPERTIES FOR SALE (continued)

### 22. 可供出售物業(續)

		RMB'000 人民幣千元
<b>Analysis of leasehold lands:</b>	<b>租賃土地之分析：</b>	
<b>As at 31 December 2021</b>	<b>於二零二一年十二月三十一日</b>	
Carrying amount	賬面值	47,843,892
<b>As at 31 December 2020</b>	<b>於二零二零年十二月三十一日</b>	
Carrying amount	賬面值	34,507,576
<b>For the year ended 31 December 2021</b>	<b>截至二零二一年十二月三十一日止年度</b>	
Total cash outflow for leasehold lands	租賃土地現金流出總額	19,827,490
Additions	添置	24,210,917
<b>For the year ended 31 December 2020</b>	<b>截至二零二零年十二月三十一日止年度</b>	
Total cash outflow for leasehold lands	租賃土地現金流出總額	4,520,042
Additions	添置	4,075,204

The carrying amount of leasehold lands is measured under HKFRS 16 at cost less any accumulated depreciation, after taking into account of residual values, and any impairment losses. The residual values are determined as the estimated disposal value of the leasehold land component. No depreciation charge is made on the leasehold lands taking into account the estimated residual values as at 31 December 2021 and 2020.

Included in the properties under development for sale as at 31 December 2021 is carrying value of approximately RMB37,423,223,000 (2020: RMB20,738,443,000), which represents the carrying value of the properties expected to be completed and available for sale after twelve months from the end of the reporting period.

租賃土地的賬面值根據香港財務報告準則第16號經考慮剩餘價值後按成本減任何累計折舊及任何減值虧損計量。剩餘價值按租賃土地部分的估計出售價值釐定。經計及於二零二一年及二零二零年十二月三十一日的估計剩餘價值後，概無就租賃土地計提折舊費用。

於二零二一年十二月三十一日可供出售發展中物業中，賬面值約人民幣37,423,223,000元(二零二零年：人民幣20,738,443,000元)，指預期自報告期末結算日起計十二個月後竣工及可供出售物業之賬面值。

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### 22. PROPERTIES FOR SALE (continued)

As at 31 December 2021, land with carrying values of approximately RMB2,043,820,000 (2020: RMB3,424,620,000) have been pledged to secure bank borrowings amounting to RMB1,179,851,000 (2020: RMB1,442,409,000) granted to the Group (see note 29).

As at 31 December 2021, the directors of the Company conducted a review on the net realised value of the Group's properties under development for sale and completed properties for sale. Due to a decrease in the expected selling price as referenced to the actual selling price during pre-sale of the relevant properties or the recent prices of similar properties during the year, the directors of the Company determined that the net realisable values of certain of the Group's completed properties for sale and properties under development for sale, located in Foshan and Chongqing (2020: Foshan and Chongqing), the PRC, are lower than their carrying amounts by RMB360,538,000 (2020: RMB849,920,000), in aggregate. Certain properties under development impaired in prior year was sold during current year, the respective impairment of RMB297,696,000 (2020: RMB352,579,000) was written off. As at 31 December 2021, the carrying amounts of properties for sale amounted to approximately RMB74,620,484,000, net of write-down of RMB1,234,602,000 (2020: carrying amounts of approximately RMB50,168,069,000, net of write-down of RMB1,171,760,000) in the PRC.

### 22. 可供出售物業(續)

於二零二一年十二月三十一日，本集團已抵押賬面值約為人民幣2,043,820,000元(二零二零年：人民幣3,424,620,000元)之土地，以就授予本集團之銀行借貸人民幣1,179,851,000元(二零二零年：人民幣1,442,409,000元)作出擔保(見附註29)。

於二零二一年十二月三十一日，本公司董事就本集團的可供出售發展中物業及可供出售已竣工物業的可變現淨值進行審閱。由於參考年內預售相關物業的實際售價或類似物業的近期售價而估計售價下降，本公司董事釐定本集團位於中國佛山及重慶(二零二零年：佛山及重慶)的若干可供出售已竣工物業及可供出售發展中物業之可變現淨值合共較其賬面值低人民幣360,538,000元(二零二零年：人民幣849,920,000元)。去年出現減值的若干發展中物業已於本年度出售，有關減值撇減人民幣297,696,000元(二零二零年：人民幣352,579,000元)。於二零二一年十二月三十一日，中國的可供出售物業的賬面值約人民幣74,620,484,000元(扣除人民幣1,234,602,000元的撇減(二零二零年：賬面值約人民幣50,168,069,000元，扣除人民幣1,171,760,000元的撇減))。

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### 23. TRADE AND OTHER RECEIVABLES

### 23. 業務及其他應收款項

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Trade receivable (Note i)	業務應收款項(附註i)		
– contract with customers	– 與客戶的合約	24,317	92,552
– operating lease receivables	– 經營租賃應收款項	1,102	12,974
		<b>25,419</b>	105,526
Other receivables	其他應收款項		
Other prepaid non-income tax	其他預付非所得稅	1,774,708	1,903,410
Other receivables and prepayments	其他應收款項及預付款項	1,398,876	635,264
Amounts due from intermediate holding companies (Note ii)	應收間接控股公司款項(附註ii)	324,704	766,942
Amounts due from non-controlling interests (Note v)	應收非控股權益款項(附註v)	15,262,146	13,584,804
Amounts due from fellow subsidiaries (Note ii)	應收同系附屬公司款項(附註ii)	639,382	643,873
Amounts due from associates (Note iii)	應收聯營公司款項(附註iii)	3,685,360	8,128,328
Amounts due from joint ventures (Note iv)	應收合營企業款項(附註iv)	3,746,653	6,844,894
Amount due from an investee	應收投資對象款項	10,242	29,423
		<b>26,842,071</b>	32,536,938
Less: Amounts expected to be received after one year:	減：預計將於一年後收取的款項：		
Amounts due from associates (Note iii)	應收聯營公司款項(附註iii)	2,896,454	4,583,367
Amounts due from joint ventures (Note iv)	應收合營企業款項(附註iv)	2,568,880	–
		<b>5,465,334</b>	4,583,367
		<b>21,376,737</b>	27,953,571
		<b>21,402,156</b>	28,059,097

Notes:

(i) As at 1 January 2020, trade receivables from contract with customers amounted to RMB6,857,000.

Trade receivables mainly arise from properties operation income and rental income from the Properties Segment.

The Group's credit terms with its trade customers are generally within 30 days. The Group seeks to maintain strict control over its outstanding receivables in order to minimise credit risk. Overdue balances are reviewed regularly by senior management.

Considerations in respect of properties leasing are paid in accordance with the terms of the rental agreements and invoices, normally within 30 days from the date of invoices.

附註：

(i) 於二零二零年一月一日，來自於客戶合約的業務應收款項為人民幣6,857,000元。

業務應收款項主要產生自物業分部的物業營運收入及租金收入。

本集團與其貿易客戶之信貸期一般為30日內。本集團力求嚴格控制其未收回之應收款項，以減低信貸風險。高級管理人員定期審閱逾期結餘。

物業租賃之代價根據相關租賃協議條款及發票一般於協議日期起計30日內支付。

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### 23. TRADE AND OTHER RECEIVABLES

(continued)

Notes: (continued)

(i) (continued)

The ageing analysis of trade receivables at the end of the reporting period, based on the invoice date, is as follows:

0 - 180 days	0至180日	18,097	102,877
181 - 365 days	181日至365日	3,672	675
Over 1 year	超過一年	3,650	1,974
		<b>25,419</b>	<b>105,526</b>

Included in the Group's trade receivables balance are customers with aggregate carrying amount of RMB155,000 (2020: RMB2,649,000) which are aged over 30 days and past due at the end of the reporting period for which the Group has not provided for impairment loss. The Group assessed the credit quality of trade and other receivables based on historical default rates and the repayment records to consider adequacy of allowance has been made at the end of the reporting period.

(ii) The amounts are unsecured, interest-free and repayable on demand.

(iii) Included in the current receivables as at 31 December 2021, amounts of approximately RMB615,748,000 (2020: RMB2,234,876,000) are unsecured, interest bearing at fixed rates ranging from 4.75% to 8% (2020: fixed rate ranging from 6% to 8%) per annum and repayable on demand or within one year. The remaining amounts of current receivables are unsecured, interest-free and repayable on demand for both years.

Included in the non-current receivables as at 31 December 2021 and 2020, the amounts of approximately RMB1,996,051,000 (2020: Nil) are unsecured, interest bearing at fixed rates ranging from 6% to 8% (2020: N/A) per annum and repayable over one year. The remaining amounts of non-current receivables are unsecured, interest-free and repayable over one year for both years.

(iv) Included in the current receivables as at 31 December 2021, amounts of approximately RMB5,482,000 (2020: RMB1,590,275,000) are unsecured, interest bearing at fixed rates ranging from 5.7% to 6% (2020: 4.9% to 7%) per annum and repayable on demand or within one year. The remaining amounts of current receivables are unsecured, interest-free and repayable on demand for both years.

The non-current receivables as at 31 December 2021, amounts of approximately RMB616,391,000 (2020: Nil) are unsecured, interest bearing at fixed rates ranging from 5% to 7% (2020: N/A) per annum and repayable over one year. The remaining amounts of non-current receivables are unsecured, interest-free and repayable over one year for both years.

(v) The amounts are unsecured, interest-free and repayable on demand. As at 31 December 2021, amounts of RMB997,052,000 (2020: RMB624,332,000) are denominated in HK\$.

(vi) Details of the impairment assessment of trade and other receivables are set out in note 38.

### 23. 業務及其他應收款項(續)

附註：(續)

(i) (續)

於報告期末結算日按發票日期計算之業務應收款項賬齡分析如下：

	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
0 - 180 days	18,097	102,877
181 - 365 days	3,672	675
Over 1 year	3,650	1,974
	<b>25,419</b>	<b>105,526</b>

本集團業務應收款項結餘內賬面值總額人民幣155,000元(二零二零年：人民幣2,649,000元)，賬齡超過30日，於報告期末結算日已逾期，而本集團並未作出減值虧損撥備。本集團基於過往之違約率及還款紀錄評估業務及其他應收款項之信貸質素，並認為已於報告期末結算日作出充分撥備。

(ii) 該金額為無抵押、免息並須按要價償還。

(iii) 於二零二一年十二月三十一日的流動應收款項內，人民幣約615,748,000元(二零二零年：人民幣2,234,876,000元)為無抵押、以4.75%至8%(二零二零年：固定利率6%至8%)的固定年利率計息及須按要價償還或於一年內償還。於兩個年度內，流動應收款項的結餘為無抵押、免息及按要價償還。

於二零二一年及二零二零年十二月三十一日的非流動應收款項內，人民幣約1,996,051,000元(二零二零年：無)為無抵押、以6%至8%(二零二零年：不適用)的固定年利率計息及須按要價償還或於一年內償還。於兩個年度內，非流動應收款項的結餘為無抵押、免息及按要價償還。

(iv) 於二零二一年十二月三十一日的流動應收款項內，人民幣約5,482,000元(二零二零年：人民幣1,590,275,000元)為無抵押、以5.7%至6%(二零二零年：4.9%至7%)的固定年利率計息及須按要價償還或於一年內償還。於兩個年度內，流動應收款項的結餘為無抵押、免息及按要價償還。

於二零二一年十二月三十一日的非流動應收款項內，人民幣約616,391,000元(二零二零年：無)為無抵押、以5%至7%(二零二零年：不適用)的固定年利率計息及於一年後償還。於兩個年度內，非流動應收款項的結餘為無抵押、免息及於一年後償還。

(v) 該金額為無抵押、免息並須按要價償還。於二零二一年十二月三十一日，金額為人民幣997,052,000元(二零二零年：人民幣624,332,000元)以港幣計值。

(vi) 業務及其他應收款項之減值評估詳情載於附註38。

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### 24. BANK BALANCES AND CASH

Bank balances and cash comprise cash and short-term bank deposits with an original maturity of three months or less. The bank balances carry variable interest rates from 0.1% to 1.9% (2020: 0.01% to 1.38%) per annum.

Analysis of bank balances and cash denominated in currencies other than the functional currency of the entities of the Group to which they relate:

### 24. 銀行結餘及現金

銀行結餘及現金包括現金及原到期日為三個月或以下之短期銀行存款。銀行結餘按年利率介乎0.1%至1.9%(二零二零年：0.01%至1.38%)之浮動利率計息。

以本集團相關實體功能貨幣以外貨幣計值之銀行結餘及現金分析如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Denominated in HK\$	以港幣計值	98,701	19,704
Denominated in US\$	以美元計值	1,338,069	331,213

### 25. TRADE AND OTHER PAYABLES

### 25. 業務及其他應付款項

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Trade payables (Note i)	業務應付款項(附註i)	12,106,363	5,339,157
Other payables	其他應付款項		
Other non-income tax payables	其他非所得稅應付款項	2,885,110	2,443,252
Other payables and accrued charges (Note iv)	其他應付款項及應計開支(附註iv)	2,955,210	3,025,823
Amounts due to intermediate holding companies (Note ii)	應付間接控股公司款項(附註ii)	5,658,637	11,034,540
Amounts due to non-controlling interests (Note iii)	應付非控股權益款項(附註iii)	3,868,582	2,325,799
Amounts due to fellow subsidiaries (Note ii)	應付同系附屬公司款項(附註ii)	3,243,633	2,466,999
Amounts due to joint ventures (Note ii)	應付合營企業款項(附註ii)	2,096,973	1,454,728
Amounts due to associates (Note ii)	應付聯營公司款項(附註ii)	2,539,832	2,237,287
Dividend payable	應付股息	962,035	962,035
		24,210,012	25,950,463
		36,316,375	31,289,620

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### 25. TRADE AND OTHER PAYABLES (continued)

Notes:

- (i) Trade payables arise from Properties Segment comprise construction costs and other project-related expenses which are payable based on project progress and the average credit period of these trade payables is 60 days. The Group has financial risk management policies in place to ensure that all payables are within the credit timeframe.

The following is an aging analysis of trade payables, based on the invoice date, at the end of the reporting period:

0 to 60 days	0至60日
61 to 180 days	61至180日
181 to 365 days	181至365日
Over 365 days	超過365日

- (ii) The amounts are unsecured, interest-free and repayable on demand.
- (iii) The amounts are unsecured, interest-free and repayable on demand. As at 31 December 2021, amounts of RMB244,347,000 and RMB642,492,000 (2020: RMB192,981,000 and RMB417,000,000) are denominated in US\$ and HK\$ respectively.
- (iv) Included in the other payables and accrued charges of approximately RMB681,350,000 (2020: RMB1,536,291,000) are amounts due to financial institutions under supplier factoring arrangement entered into by the Group, construction materials suppliers and the financial institutions offering the supplier factoring arrangement. As at 31 December 2021, amounts of RMB5,392,000 and RMB181,000 (2020: RMB5,437,000 and RMB165,000) are denominated in US\$ and HK\$ respectively.

### 25. 業務及其他應付款項(續)

附註：

- (i) 物業分部之業務應付款項包括建築成本及其他項目相關開支，乃根據項目進度支付，且該等業務應付款項之平均信貸期為60日。本集團已制定財務風險管理政策，以確保所有應付款項均在信貸期限內。

以下為於報告期間結算日按發票日期計算之業務應付款項賬齡分析：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
0 to 60 days	0至60日	5,145,845	2,573,702
61 to 180 days	61至180日	5,141,906	550,292
181 to 365 days	181至365日	950,704	1,409,736
Over 365 days	超過365日	867,908	805,427
		<b>12,106,363</b>	5,339,157

- (ii) 該金額為無抵押、免息並須按要項償還。
- (iii) 該金額為無抵押、免息並須按要項償還。於二零二一年十二月三十一日，金額為人民幣244,347,000元及人民幣642,492,000元(二零二零年：人民幣192,981,000元及人民幣417,000,000元)分別以美元及港幣計值。
- (iv) 其他應付款項及應計開支中約人民幣681,350,000元(二零二零年：人民幣1,536,291,000元)為本集團、建築材料供應商與提供供應商保理安排的金融機構訂立之供應商保理安排項下應付金融機構的款項。於二零二一年十二月三十一日，金額為人民幣5,392,000元及人民幣181,000元(二零二零年：人民幣5,437,000元及人民幣165,000元)分別以美元及港幣計值。



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### 26. LEASE LIABILITIES

### 26. 租賃負債

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Lease liabilities payable:	應付租賃負債：		
Within one year	一年內	52,519	31,980
Within a period of more than one year but not more than two years	超過一年但不超過兩年期間內	55,217	35,640
Within a period of more than two years but not more than five years	超過兩年但不超過五年期間內	47,992	104,525
Within a period of more than five years	超過五年期間內	272,758	270,774
		<b>428,486</b>	442,919
Less: Amount due for settlement with 12 months shown under current liabilities	減：於12個月內到期結算的款項 (於流動負債列示)	<b>(52,519)</b>	(31,980)
Amount due for settlement after 12 months shown under non-current liabilities	於12個月後到期結算的款項 (於非流動負債列示)	<b>375,967</b>	410,939

The weighted average incremental borrowing rates applied to lease liabilities at 4.70% (2020: ranged from 4.75% to 4.9%).

就租賃負債應用的加權平均增量借款利率為4.70%(二零二零年：介乎4.75%至4.9%)。

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### 27. LOANS FROM NON-CONTROLLING INTERESTS

Amounts represent loans from non-controlling equity holder of subsidiaries of the Company.

The maturity of the loans from non-controlling interests are based on respective loan agreements and are analysed as follows:

### 27. 非控股權益貸款

有關金額指本公司附屬公司的非控股權益持有人貸款。

非控股權益貸款的到期情況基於各貸款協議而定，分析如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Within 1 year	一年內	515,035	1,722,334
Between 1 and 2 years	一至兩年	51,390	729,257
Over 2 years	超過兩年	69,082	36,560
		<b>635,507</b>	2,488,151
Less: Amounts due within 1 year shown under current liabilities	減：於一年內到期的款項 (於流動負債列示)	<b>(515,035)</b>	(1,722,334)
Amounts due after 1 year shown as non-current liabilities	於一年後到期的款項(於非流動負債列示)	<b>120,472</b>	765,817

Analysis of loans from a non-controlling interests denominated in currencies other than the functional currency of the respective entities of the Group to which they relate:

非控股權益貸款按與本集團有關的相關實體功能貨幣以外貨幣計值之分析：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Denominated in US\$	以美元計值	<b>100,472</b>	655,078

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### 27. LOANS FROM NON-CONTROLLING INTERESTS (continued)

Details of the terms of the loans are set out as below:

		Effective interest rate per annum 實際年利率	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Fixed-rate loans denominated in:	以下列貨幣計值的定息貸款：			
RMB	人民幣	4.75% to 6% (2020: 4.75% to 6%) 4.75%至6% (二零二零年：4.75%至6%)	535,035	1,833,073
US\$	美元	4% (2020: 4%) 4% (二零二零年：4%)	100,472	655,078
			<b>635,507</b>	2,488,151

### 27. 非控股權益貸款(續)

貸款條款的詳情如下：

### 28. LOANS FROM AN INTERMEDIATE HOLDING COMPANY

For the years ended 31 December 2021 and 2020, the current portion of loans from an intermediate holding company are unsecured, interest bearing at RMB Benchmark Loan Rates offered by the People's Bank of China and repayable on demand.

For the year ended 31 December 2021, the non-current portion of loan from an intermediate holding company was unsecured, interest bearing at RMB Benchmark Loan Rates offered by the People's Bank of China and repayable in 2024 (2020: repayable in 2022).

### 28. 間接控股公司貸款

截至二零二一年及二零二零年十二月三十一日止年度，間接控股公司貸款之流動部分為無抵押、按中國人民銀行提供之人民幣基準貸款利率計息並須按要求償還。

截至二零二一年十二月三十一日止年度，間接控股公司貸款之非流動部分為無抵押、按中國人民銀行提供之人民幣基準貸款利率計息，並須於二零二四年償還(二零二零年：須於二零二二年償還)。

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### 29. BANK BORROWINGS

### 29. 銀行借貸

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Bank borrowings, unsecured (Note i)	無抵押銀行借貸(附註i)	15,932,683	10,885,391
Bank borrowings, secured (Note ii)	有抵押銀行借貸(附註ii)	1,802,451	2,222,409
		<b>17,735,134</b>	13,107,800
Less: Amounts classified as current liabilities	減：分類為流動負債之金額	<b>(5,548,802)</b>	(6,128,418)
Amounts classified as non-current liabilities	分類為非流動負債之金額	<b>12,186,332</b>	6,979,382
Carrying amount repayable:*	應償還賬面值：*		
Within one year	一年內	5,548,802	6,128,418
More than one year but not more than two years	超過一年但不超過兩年	2,271,186	5,528,555
More than two years but not more than five years	超過兩年但不超過五年	9,624,646	1,450,827
More than five years	超過五年	290,500	-
		<b>17,735,134</b>	13,107,800

\* The amounts due are based on scheduled repayment dates set out in the loan agreements.

\* 到期款項乃以載於貸款協議內之原定還款日期為基準。

The Group's bank borrowings were subject to variable-rate interest at RMB Benchmark Loan Rates offered by the People's Bank of China and Hong Kong Inter-Bank Offered Rate ("HIBOR") at the respective date of borrowings' agreements or fixed-rate interest stated in borrowings' agreements. The effective interest rates on the Group's bank borrowings ranged from 1.48% to 4.99% (2020: 4.0% to 4.99%) per annum.

本集團之銀行借貸按於各自之借貸協議日期中國人民銀行提供之人民幣基準貸款利率及香港銀行同業拆放利率(「香港銀行同業拆放利率」)為基礎之浮動息率或借貸協議所述之固定息率計息。本集團銀行借貸之實際年利率介乎1.48%至4.99%(二零二零年：4.0%至4.99%)。

Notes:

附註：

- (i) Amounts of RMB3,040,482,000 (2020: RMB3,330,344,000) are bank borrowings from China Merchants Bank ("CMB") which is an associate of CMG. Also, included in the balance was borrowings of approximately RMB126,992,000 (2020: RMB326,105,000) that are guaranteed by the non-controlling interests and by the Company.
- (ii) As at 31 December 2021, land with carrying values of approximately RMB2,043,820,000 (2020: RMB3,424,620,000), shareholding of a subsidiary with carrying values of approximately RMB185,702,000 (2020: Nil) and investment properties with carrying values of approximately RMB1,207,206,000 (2020: RMB1,274,083,000) have been pledged to secure bank borrowings amounting to RMB1,802,451,000 (2020: RMB2,222,409,000) granted to the Group.
- (iii) As at 31 December 2021, amounts of approximately RMB2,101,710,000 (2020: RMB2,158,186,000) were guaranteed by China Merchants Shekou.
- (iv) As at 31 December 2021, amounts of RMB3,837,550,000 (2020: Nil) are denominated in HK\$.

- (i) 金額人民幣3,040,482,000元(二零二零年：人民幣3,330,344,000元)為自招商局集團之聯營公司招商銀行(「招商銀行」)之銀行借貸。此外，有關結餘內約人民幣126,992,000元(二零二零年：人民幣326,105,000元)乃由非控股權益及本公司擔保之借貸。
- (ii) 於二零二一年十二月三十一日，本集團已抵押賬面值約為人民幣2,043,820,000元(二零二零年：人民幣3,424,620,000元)之土地、賬面值約為人民幣185,702,000元(二零二零年：無)之附屬公司股權及賬面值約為人民幣1,207,206,000元(二零二零年：人民幣1,274,083,000元)之投資物業，以就授予本集團之銀行借貸人民幣1,802,451,000元(二零二零年：人民幣2,222,409,000元)作出擔保。
- (iii) 於二零二一年十二月三十一日，約人民幣2,101,710,000元(二零二零年：人民幣2,158,186,000元)的金額由招商蛇口擔保。
- (iv) 於二零二一年十二月三十一日，人民幣3,837,550,000元(二零二零年：無)的金額以港幣計值。

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### 30. BOND PAYABLE

During the year 31 December 2021, the bond with aggregated principal amounted to RMB1,900,000,000, interest bearing at 4.6% per annum, was fully repaid. The Company did not issue any new bond in the years ended 31 December 2021 and 2020.

### 30. 應付債券

截至二零二一年十二月三十一日止年度，本金總額為人民幣1,900,000,000元、按年利率4.6%計息的債券已悉數償還。本公司於截至二零二一年及二零二零年十二月三十一日止年度並無發行任何新債券。

### 31. SHARE CAPITAL

Ordinary share capital of the Company

### 31. 股本

本公司之普通股股本

		Number of shares 股份數目	Amount 金額 HK\$'000 港幣千元
Ordinary share of HK\$0.01 each	每股面值港幣0.01元之普通股		
<b>Authorised:</b>	<b>法定：</b>		
At 1 January 2020, 31 December 2020, and 31 December 2021	於二零二零年一月一日、二零二零年 十二月三十一日及二零二一年 十二月三十一日	30,000,000,000	300,000

		Number of shares 股份數目	Equivalent to 相當於 HK\$'000 港幣千元	RMB'000 人民幣千元
<b>Issued and fully paid:</b>	<b>已發行及繳足：</b>			
At 1 January 2020 and 31 December 2020 and 31 December 2021	於二零二零年一月一日、 二零二零年十二月三十一日及 二零二一年十二月三十一日	4,905,257,860	49,053	39,132

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### 32. ACQUISITION OF A SUBSIDIARY

As at 31 December 2020, Nanjing Jinsheng Real Estate Development Co., Ltd. ("Nanjing Jinsheng") was 19% indirectly held by the Group, and remaining were held by Changzhou Road King Real Estate Development Co., Ltd. and Nanjing Midea Real Estate Development Co., Ltd., the independent third parties to the Group. Nanjing Jinsheng was accounted for as a joint venture as the decision making process about the operating, investing and financing activities of Nanjing Jinsheng requires unanimous consent pursuant to the signed agreements.

Pursuant to the revised memorandum and articles of association dated 8 March 2021, aggregate indirect equity interest in Nanjing Jinsheng was increased from 19% to 40% after the capital injection by the Group and non-controlling interests. Upon the completion on 16 March 2021, the Group has the power to cast the majority of votes at the shareholders' meetings of Nanjing Jinsheng, which was able to exercise control over Nanjing Jinsheng and accordingly Nanjing Jinsheng became a subsidiary of the Group.

Pursuant to the revised memorandum and articles of association dated 8 March 2021, the Group further acquired 21% equity interest of Nanjing Jinsheng at a cash consideration of RMB208,200,000, the aggregate indirect equity interest in Nanjing Jinsheng was increased from 19% to 40% after the capital injection by the Group and non-controlling interests. Upon the completion on 16 March 2021, the Group has the power to cast the majority of votes at the shareholders' meetings of Nanjing Jinsheng, which was able to exercise control over Nanjing Jinsheng and accordingly Nanjing Jinsheng became a subsidiary of the Group.

### 32. 收購一間附屬公司

於二零二零年十二月三十一日，南京勁盛房地產開發有限公司（「南京勁盛」）由本集團間接持有19%權益，其餘由本集團獨立第三方 Changzhou Road King Real Estate Development Co., Ltd. 及南京美的房地產發展有限公司持有。因為南京勁盛的經營、投資及融資活動的決策過程需要根據已簽署的協議獲得一致同意，因此南京勁盛入賬列為合營企業。

根據日期為二零二一年三月八日的經修訂組織章程大綱及細則，在本集團及非控股權益注資後，南京勁盛的間接股權總額由19%增至40%。於二零二一年三月十六日完成後，本集團在南京勁盛的股東大會上擁有過半數投票權，能夠對南京勁盛行使控制權，因此南京勁盛成為本集團的附屬公司。

根據日期為二零二一年三月八日的經修訂組織章程大綱及細則，本集團進一步收購於南京勁盛的21%股權，現金代價為人民幣208,200,000元，在本集團及非控股權益注資後，於南京勁盛的間接股權總額由19%增至40%。於二零二一年三月十六日完成後，本集團在南京勁盛的股東大會上擁有過半數投票權，能夠對南京勁盛行使控制權，因此南京勁盛成為本集團的附屬公司。

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### 32. ACQUISITION OF A SUBSIDIARY (continued) 32. 收購一間附屬公司(續)

		RMB'000 人民幣千元
Assets acquired and liabilities recognised at the date of acquisition:	於收購日期所收購之資產及所確認之負債：	
Other receivables	其他應收款項	61,179
Properties for sale	可供出售物業	829,331
Bank balances and cash	銀行結餘及現金	7,676
Bank and other borrowings	銀行及其他借款	(502,933)
Other payables	其他應付款項	(17,631)
		<b>377,622</b>
Carrying amount of interest in a joint venture as at 8 March 2021	於二零二一年三月八日於合營企業之權益之賬面值	79,775
Add: Non-controlling interest	加：非控股權益	297,847
Less: Net assets acquired	減：所收購之資產淨值	(377,622)
		—
Analysis of inflow of cash and cash equivalents in respect of acquisition of a subsidiary:	收購一間附屬公司之現金及等同現金項目流入分析：	
Bank balances and cash acquired	已收購銀行結餘及現金	7,676

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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION

#### (I) Acquisition of Guangzhou Baosu Real Estate Co., Ltd. (“Guangzhou Baosu”)

On 16 December 2020, Guangzhou Merchants Property Development Ltd., an indirectly wholly-owned subsidiary of the Company, entered into a cooperation agreement with Guangdong Poly Urban Development Co., Ltd., an independent third party, to acquire the 50% equity interest of Guangzhou Baosu, at a total consideration of RMB2,000,000,000. Upon completion on 25 August 2021, Guangzhou Baosu became a subsidiary of the Company as the Company has the power to cast the majority of votes at the board of directors meetings and the power to affect the returns.

Guangzhou Baosu is principally engaged in property development business in the PRC and up to the date of acquisition, Guangzhou Baosu has not carried out any significant business transaction except for holding a piece of undeveloped land. The Group elected to apply the optional concentration test in accordance with HKFRS 3 and concluded that the property under development for sale held by Guangzhou Baosu is considered a single identifiable asset. The acquisition has been accounted for by the Group as acquisition of assets.

### 33. 收購附屬公司並入賬列作資產收購

#### (I) 收購廣州保穗置業有限公司(「廣州保穗」)

於二零二零年十二月十六日，本公司間接全資附屬公司廣州招商房地產有限公司與獨立第三方廣東保利城市發展有限公司訂立合作協議，以收購廣州保穗之50%股權，總代價為人民幣2,000,000,000元。於二零二一年八月二十五日完成後，由於本公司有權於董事會會議上投大多數票及有權影響回報，故廣州保穗已成為本公司的附屬公司。

廣州保穗主要於中國從事物業開發業務，而直至收購當日，除持有一幅未開發地塊外，廣州保穗並無進行任何重大業務交易。本集團已根據香港財務報告準則第3號選擇進行自選的集中度測試，並得出結論認為廣州保穗持有之可供出售發展中物業為一項可辨認資產。收購已由本集團以資產收購入賬。



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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION (continued)

- (I) Acquisition of Guangzhou Baosu Real Estate Co., Ltd. ("Guangzhou Baosu") (continued)

		RMB'000 人民幣千元
Bank balances and cash	銀行結餘及現金	591,529
Other receivables	其他應收款項	3,167
Deferred tax assets	遞延稅項資產	471
Right-of-use assets	使用權資產	284
Property under development for sale	可供出售發展中物業	4,925,020
Bank and other borrowing	銀行及其他借貸	(888,000)
Other payables	其他應付款項	(632,188)
Lease liabilities	租賃負債	(283)
		<b>4,000,000</b>
Consideration - deposits paid in previous year	代價—過往年度支付的按金	2,000,000
Non-controlling interests	非控股權益	2,000,000
		<b>4,000,000</b>
Cash inflow arising on acquisition	收購產生的現金流入	
Bank balances and cash acquired	已收購銀行結餘及現金	591,529

- (II) Acquisition of Guangzhou Yueshang Real Estate Development Co., Ltd. ("Guangzhou Yueshang")

On 3 September 2021, Guangzhou Merchants Property Development Ltd., an indirectly wholly-owned subsidiary of the Company, entered into a capital increase agreement with Excellent Real Estate Group (Dongguan) Co., Ltd., an independent third party, to acquire the 50% equity interest of Guangzhou Yueshang, at a total consideration of RMB500,000,000. Since the Company has the power to cast the majority of votes at the board of directors meetings and the power to affect the returns, Guangzhou Yueshang became a subsidiary of the Company.

### 33. 收購附屬公司並入賬列作資產收購 (續)

- (I) 收購廣州保穗置業有限公司(「廣州保穗」)(續)

- (II) 收購廣州市悅商房地產開發有限公司(「廣州悅商」)

於二零二一年九月三日，本公司間接全資附屬公司廣州招商房地產有限公司與獨立第三方卓越置業集團(東莞)有限公司訂立增資協議，以收購廣州悅商之50%股權，總代價為人民幣500,000,000元。由於本公司有權於董事會會議上擁有過半數的投票權及有權影響回報，故廣州悅商已成為本公司的附屬公司。

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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION (continued)

#### (II) Acquisition of Guangzhou Yueshang Real Estate Development Co., Ltd. ("Guangzhou Yueshang") (continued)

Guangzhou Yueshang is principally engaged in property development business in the PRC and up to the date of acquisition, Guangzhou Yueshang has not carried out any significant business transaction except for holding a piece of undeveloped land. The Group elected to apply the optional concentration test in accordance with HKFRS 3 and concluded that the property under development for sale held by Guangzhou Yueshang is considered a single identifiable asset. The acquisition has been accounted for by the Group as acquisition of assets.

### 33. 收購附屬公司並入賬列作資產收購 (續)

#### (II) 收購廣州市悅商房地產開發有限公司 (「廣州悅商」)(續)

廣州悅商主要於中國從事物業開發業務，而直至收購當日，除持有一幅未開發地塊外，廣州悅商並無進行任何重大業務交易。本集團已根據香港財務報告準則第3號選擇進行自選的集中度測試，並得出結論認為廣州悅商持有之可供出售發展中物業為一項可辨認資產。收購已由本集團以資產收購入賬。

		RMB'000 人民幣千元
Bank balances and cash	銀行結餘及現金	428,928
Other receivables	其他應收款項	8,663
Property under development for sale	待售發展中物業	2,109,673
Bank and other borrowing	銀行及其他借貸	(400,000)
Other payables	其他應付款項	(1,147,264)
		1,000,000
Cash paid	已付現金	500,000
Non-controlling interests	非控股權益	500,000
		1,000,000
Net cash outflow arising on acquisition of assets through acquisition of subsidiary:	自透過收購附屬公司之資產收購產生之現金流出淨額：	
Cash consideration paid in current year	本年度支付之現金代價	(500,000)
Less: Bank balances and cash acquired	減：已收購銀行結餘及現金	428,928
Net cash outflow	現金流出淨額	(71,072)

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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION (continued)

#### (III) Acquisition of Nanjing Chuangma Investment Development Co., Ltd. ("Nanjing Chuangma")

On 14 September 2020, Nanjing Zhaochuang Technology Innovation Service Co., Ltd., an indirectly non-wholly-owned subsidiary of the Company, entered into a cooperation agreement with Nanjing Longma Technology Development Co., Ltd., an independent third party, to acquire the 100% equity interest of Nanjing Chuangma, at a total consideration of RMB130,572,000. Upon completion on the same date, Nanjing Chuangma became a subsidiary of the Company.

Nanjing Chuangma is principally engaged in property development business in the PRC and up to the date of acquisition, Nanjing Chuangma has not carried out any significant business transaction except for holding a piece of undeveloped land. The Group elected to apply the optional concentration test in accordance with HKFRS 3 and concluded that the property under development for sale held by Nanjing Chuangma is considered a single identifiable asset. The acquisition has been accounted for by the Group as acquisition of assets.

### 33. 收購附屬公司並入賬列作資產收購 (續)

#### (III) 收購南京創馬投資發展有限公司(「南京創馬」)

於二零二零年九月十四日，本公司間接非全資附屬公司南京招創技術創新服務有限公司與獨立第三方南京龍馬科技發展有限公司訂立合作協議，以收購南京創馬100%的股權，總代價為人民幣130,572,000元。於完成當日，南京創馬成為本公司的全資附屬公司。

南京創馬主要於中國從事物業開發業務，而直至收購當日，除持有一幅未開發地塊外，南京創馬並無進行任何重大業務交易。本集團已根據香港財務報告準則第3號進行自選的集中度測試，並得出結論認為南京創馬持有之可供出售發展中物業為一項可辨認資產。收購已由本集團以資產收購入賬。

		RMB'000 人民幣千元
Bank balances and cash	銀行結餘及現金	18,710
Property under development for sale	待售發展中物業	111,862
		130,572
Cash paid	已付現金	(130,572)
Less: Bank balances and cash acquired	減：已收購銀行結餘及現金	18,710
Net cash outflow arising from acquisition	收購產生之現金流出淨額	(111,862)

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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION (continued)

#### (IV) Acquisition of Guangzhou Junyao Real Estate Co., Ltd. (“Guangzhou Junyao”)

On 1 July 2019, Guangzhou Merchants Property Development Ltd. (“Guangzhou Merchants”), an indirectly wholly-owned subsidiary of the Company, entered into a cooperation agreement with Guangzhou Juntang Real Estate Co., Ltd. (“Guangzhou Juntang”), an independent third party, to acquire the 50.1% equity interest of Guangzhou Junyao, at a total consideration of RMB325,650,000. The acquisition was completed on 15 May 2020. Upon completion, Guangzhou Junyao became a subsidiary of the Company as the Company has the power to cast the majority of votes at the board of directors meetings and the power to affect the returns.

Guangzhou Junyao is principally engaged in property development business in the PRC and up to the date of acquisition, Guangzhou Junyao has not carried out any significant business transaction except for holding a piece of undeveloped land. The Group elected to apply the optional concentration test in accordance with HKFRS 3 Business Combinations and concluded that the property under development for sale held by Guangzhou Junyao is considered a single identifiable asset. The acquisition has been accounted for by the Group as acquisition of assets.

### 33. 收購附屬公司並入賬列作資產收購 (續)

#### (IV) 收購廣州市君耀房地產有限公司(「廣州君耀」)

於二零一九年七月一日，本公司間接全資附屬公司廣州招商房地產有限公司(「廣州招商」)與獨立第三方廣州市君堂房地產有限公司(「廣州君堂」)訂立合作協議，以收購廣州君耀50.1%的股權，總代價為人民幣325,650,000元。收購已於二零二零年五月十五日完成。於完成後，由於本公司有權於董事會會議上投大多數票及有權影響回報，故廣州君耀已成為本公司的附屬公司。

廣州君耀主要於中國從事物業開發業務，而直至收購當日，除持有一幅未開發地塊外，廣州君耀並無進行任何重大業務交易。本集團已根據香港財務報告準則第3號業務合併進行自選的集中度測試，並得出結論認為廣州君耀持有之可供出售發展中物業為一項可辨認資產。收購已由本集團以資產收購入賬。

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### 33. ACQUISITION OF SUBSIDIARIES ACCOUNTED FOR AS ASSETS ACQUISITION (continued)

(IV) Acquisition of Guangzhou Junyao Real Estate Co., Ltd. ("Guangzhou Junyao") (continued)

### 33. 收購附屬公司並入賬列作資產收購 (續)

(IV) 收購廣州市君耀房地產有限公司(「廣州君耀」)(續)

		RMB'000 人民幣千元
Property, plant and equipment	物業、廠房及設備	107
Other receivables	其他應收款項	31,394
Property under development for sale	待售發展中物業	1,639,450
Bank balances and cash	銀行結餘及現金	23,169
Other payables	其他應付款項	(1,046,848)
		647,272
Consideration - deposit paid in previous year	代價一過往年度支付的按金	325,650
Non-controlling interest	非控股權益	321,622
		647,272
Cash inflow arising from acquisition	收購產生的現金流入	
Bank balances and cash acquired	已收購銀行結餘及現金	23,169

### 34. PARTIAL DISPOSAL AND DEEMED DISPOSAL OF INTERESTS IN SUBSIDIARIES

On 24 July 2019, Foshan Merchants Property Development Co., Ltd. ("Foshan Merchants"), an indirectly wholly-owned subsidiary of the Company, entered into a cooperation agreement with Foshan Jinteng Property Development Co., Ltd. ("Foshan Jinteng"), pursuant to which among other things, Foshan Jinteng subscribed for 10% of the paid-up capital of Foshan Merchants Luhui Property Development Co., Ltd. ("Foshan Luhui") at a cash consideration of RMB94,906,000. The equity interest transfer was completed on 22 April 2020. Upon completion of the equity interest transfer, Foshan Jinteng holds directly 10% of equity interest in Foshan Luhui and the Group holds, directly 90% of the equity interest in Foshan Luhui. As the Group remains its control over Foshan Luhui, Foshan Luhui remains as a subsidiary of the Company after the transaction which is then accounted for as an equity transaction. The difference between the fair value of the portion of consideration paid by Foshan Jinteng, to the extent of interest not related to the Group, and 10% of net assets in Foshan Luhui amounted to approximately RMB2,206,000 was recognised by the Group in equity transaction reserve.

### 34. 部分出售及視作出售於附屬公司的權益

於二零一九年七月二十四日，本公司間接全資附屬公司佛山招商房地產有限公司(「佛山招商」)與佛山市金騰房地產開發有限公司(「佛山金騰」)訂立合作協議，據此(其中包括)，佛山金騰認購佛山招商綠湖房地產開發有限公司(「佛山綠湖」)10%實繳股本，現金代價為人民幣94,906,000元。股權轉讓已於二零二零年四月二十二日完成。於股權轉讓完成後，佛山金騰直接持有佛山綠湖的10%股權，而本集團直接持有佛山綠湖的90%股權。由於本集團仍然保留其對佛山綠湖的控制權，故佛山綠湖於交易(當時作為股權交易入賬)後仍然為本公司的附屬公司。就與本集團無關的權益而言，佛山金騰所支付代價部分之公平值與分佔佛山綠湖的10%資產淨值之間之差額約人民幣2,206,000元獲本集團確認為權益交易儲備。

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### 35. ACQUISITION OF ADDITIONAL INTEREST AND DISPOSAL OF SUBSIDIARIES

On 17 April 2020, China Merchants Land (Shenzhen) Company Limited and Happy City Investments Limited, indirectly wholly-owned subsidiaries of the Company entered into an equity interest transfer agreement with China Merchants Shekou Industrial Zone Holding Co., Ltd., a non-controlling shareholder of Nanjing Xinsheng Commercial Management Co., Ltd. (“Nanjing Xinsheng”), to further acquire the remaining 49% equity interest of Nanjing Xinsheng, at a cash consideration of RMB389,053,000. The acquisition was completed on 30 June 2020. Upon completion, the Group holds 100% equity interest in Nanjing Xinsheng.

Subsequently on 14 October 2020, the Group completed the disposal of the entire investment of 100% equity interests in Nanjing Xinsheng, with an independent third party Nanjing Chengsheng Commercial Management Co., Ltd., at a consideration of RMB793,985,100. The equity interest transfer was completed on 14 October 2020. Nanjing Xinsheng ceased to be a subsidiary of the Company upon and after the disposal.

### 35. 收購額外權益及出售附屬公司

於二零二零年四月十七日，招商局置地（深圳）有限公司及本公司間接全資附屬公司樂富投資有限公司與招商局蛇口工業區控股股份有限公司（為南京信盛商業管理有限公司（「南京信盛」）之非控股股東）訂立股權轉讓協議，以進一步收購南京信盛餘下49%股權，現金代價為人民幣389,053,000元。收購已於二零二零年六月三十日完成。於完成後，本集團持有南京信盛100%股權。

於二零二零年十月十四日後，本集團與一名獨立第三方南京誠盛商業管理有限公司完成出售南京信盛的全部股權投資，代價為人民幣793,985,100元。股權轉讓已於二零二零年十月十四日完成。於出售之時及之後，南京信盛不再為本公司之附屬公司。

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### 35. ACQUISITION OF ADDITIONAL INTEREST AND DISPOSAL OF SUBSIDIARIES (continued)

Assets and liabilities derecognised at the date of disposal of Nanjing Xinsheng were as follows:

### 35. 收購額外權益及出售附屬公司(續)

於出售南京信盛當日終止確認的資產及負債如下：

		RMB'000 人民幣千元
Bank balances and cash	銀行結餘及現金	50,254
Trade and other receivables	業務及其他應收款項	9,144
Investment properties	投資物業	678,206
Property, plant and equipment	物業、廠房及設備	57
Trade and other payables	業務及其他應付款項	(24,966)
Tax payables	應付稅項	(287)
		712,408
Less: Consideration	減：代價	(793,985)
Gain on disposal of a subsidiary	出售一間附屬公司之收益	(81,577)
Consideration received by cash	以現金收取的代價	793,985
Less: Bank balances and cash disposed of	減：已出售之銀行結餘及現金	(50,254)
Net cash inflow arising on disposal	出售產生之現金流入淨額	743,731

### 36. RETIREMENT BENEFITS PLAN

#### (i) Plans for Hong Kong employees

The Group participates in the MPF Scheme for all its qualifying employees in Hong Kong. The assets of the MPF Scheme are held separately from those of the Group in funds under the control of an independent trustee. The only obligation of the Group with respect to the retirement benefit schemes is to make the specified contributions.

#### (ii) Plans for PRC employees

The employees employed in the PRC are members of the state-managed retirement benefit schemes operated by the PRC government. The PRC subsidiaries are required to contribute certain percentage of their payroll to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefit schemes is to make the specified contributions.

### 36. 退休福利計劃

#### (i) 香港僱員計劃

本集團為香港所有合資格僱員參與強積金計劃。強積金計劃之資產透過一名獨立信託人控制之基金與本集團所持資產分開持有。本集團對退休福利計劃之唯一責任為作出規定供款。

#### (ii) 中國僱員計劃

中國僱員參與中國政府所運作之國家管理退休福利計劃。中國附屬公司須向該退休福利計劃支付僱員薪酬若干百分比之供款，為該等福利提供資金。本集團對退休福利計劃之唯一責任為作出規定供款。

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### 37. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of loans from non-controlling interests and an intermediate holding company, bond payable and bank borrowings net of cash and cash equivalents and equity, comprising share capital, share premium, various reserves and non-controlling interests.

The directors of the Company review the capital structure on a regular basis. As part of this review, the directors of the Company consider the cost of capital, cost of debts, gearing ratios and the risks associated with each class of capital. Based on recommendations of the directors of the Company, the Group will balance its overall capital structure through new share issues, the payment of dividends as well as the issue of new debts or the repayment of existing debts.

Group entities which were established in the PRC maintained RMB denominated bank balances, the remittance of these funds out of the PRC is subject to exchange restrictions imposed by the PRC government.

### 37. 資金風險管理

本集團管理其資金，以確保本集團之實體將能夠以持續經營方式營運，同時亦透過達致平衡債務與股本之最佳狀況而為股東爭取最大回報。本集團整體策略與去年保持不變。

本集團之資本架構包括非控股權益及間接控股公司貸款、應付債券以及銀行借貸，經扣除現金及等同現金項目以及權益(包括股本、股份溢價、各種儲備及非控股權益)。

本公司董事定期檢討資本結構。作為檢討一部分，本公司董事考慮資本成本、債務成本、資產負債比率及各類資本相關之風險。按照本公司董事之推薦意見，本集團將藉發行新股、派付股息以及發行新債或償還現有債務，平衡其整體資本結構。

於中國成立之本集團實體持有以人民幣計值之銀行結餘，自中國匯出該等款項須遵守中國政府實施之匯兌限制。



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### 37. CAPITAL RISK MANAGEMENT (continued)

The gearing ratio of the Group at the end of the reporting period was as follows:

### 37. 資金風險管理(續)

本集團於報告期間結算日之資本負債比率如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Debt (Note i)	債務(附註i)	36,536,844	19,492,774
Bank balances and cash	銀行結餘及現金	(14,423,276)	(9,718,815)
Net debt	淨債務	22,113,568	9,773,959
Equity (Note ii)	權益(附註ii)	33,850,597	31,266,834
Net debt to equity ratio	淨債務對權益比率	0.65	0.31

Notes:

- (i) Debt is defined as loans from non-controlling interests and an intermediate holding company, bond payable and bank borrowings.
- (ii) Equity includes all capital and reserves of the Group and non-controlling interests.

附註：

- (i) 債務乃定義為非控股權益及間接控股公司貸款、應付債券以及銀行借貸。
- (ii) 權益包括本集團所有資本及儲備以及非控股權益。

### 38. FINANCIAL INSTRUMENTS

#### (a) Categories of financial instruments

### 38. 金融工具

#### (a) 金融工具分類

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Financial assets</b>	<b>金融資產</b>		
Financial asset at FVTPL	按公平值計入損益的金融資產	117,836	106,899
Financial assets at amortised cost (including bank balances and cash)	按攤銷成本計量之金融資產 (包括銀行結餘及現金)	39,210,300	40,293,289
<b>Financial liabilities</b>	<b>金融負債</b>		
Financial liabilities at amortised cost	按攤銷成本計量之金融負債	69,859,341	48,241,597

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies

The Group's major financial instruments include trade and other receivables, bank balances and cash, financial asset at FVTPL, loans from non-controlling interests and an intermediate holding company, trade and other payables, bank borrowings, lease liabilities and bond payable. Details of the financial instruments are disclosed in respective notes.

The risks associated with these financial instruments include market risk (currency risk and interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

#### Market risk

##### Currency risk

The Group has foreign currency denominated other receivables, bank balances, bank borrowings, loans from non-controlling interests and other payables, which expose the Group to foreign currency risk. The management has closely monitored foreign exchange exposure and will undertake necessary procedures to mitigate the currency risk.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

		Assets 資產		Liabilities 負債	
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
HK\$	港幣	1,095,753	644,036	4,480,223	417,165
US\$	美元	1,338,069	331,213	350,211	853,496
Inter-group balances	集團公司間結餘				
HK\$	港幣	1,991,809	1,253,519	200,909	37,082
US\$	美元	526,088	539,101	60	62

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策

本集團主要金融工具包括業務及其他應收款項、銀行結餘及現金、按公平值計入損益的金融資產、非控股權益及間接控股公司貸款、業務及其他應付款項、銀行借貸、租賃負債及應付債券。金融工具之詳情於相關附註披露。

該等金融工具相關風險包括市場風險(貨幣風險及利率風險)、信貸風險及流動資金風險。有關如何減輕該等風險之政策載於下文。管理層管理並監察該等風險，以確保及時並有效實施合宜措施。

#### 市場風險

##### 貨幣風險

本集團之其他應收款項、銀行結餘、銀行借貸、非控股權益貸款以及其他應付款項以外幣計值，導致本集團面對外幣風險。管理層密切監察外幣風險，並將採取適當程序緩和貨幣風險。

本集團以外幣計值之貨幣資產及貨幣負債於報告期間結算日之賬面值如下：

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Market risk (continued)

##### Sensitivity analysis

The Group is mainly exposed to the currency risk from assets and liabilities denominated in HK\$ and US\$.

The following table details the Group's sensitivity to a 5% (2020: 5%) increase and decrease in RMB, the functional currency of respective group entities, against US\$ and HK\$ which represents management's assessment of the reasonably possible change in foreign exchange rate. The sensitivity analysis includes outstanding US\$ and HK\$ denominated monetary items and adjusts their translation at the end of the reporting period for a 5% (2020: 5%) change in foreign currency rate. A positive number below indicates an increase in post-tax profit where RMB strengthens 5% (2020: 5%) against US\$ and HK\$ and vice versa.

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Profit for the year	年內溢利	<b>(3,327)</b>	60,958

##### Interest rate risk

The Group is primarily exposed to cash flow interest rate risk in relation to variable-rate interest bearing bank balances, bank borrowings and loans from an intermediate holding company. The directors of the Company considers that the exposure of cash flow interest rate risk arising from variable-rate bank balances is limited due to their short maturities.

The Group's fair value interest rate risk relates primarily to its fixed-rate loans from lease liabilities, non-controlling interests, amounts due from associates, amounts due from joint ventures, bank borrowings and bond payable.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 市場風險(續)

##### 敏感度分析

本集團主要承受以港幣及美元計值的資產及負債貨幣風險。

下表詳述本集團就人民幣(相關集團實體之功能貨幣)兌美元及港幣升值及貶值5%(二零二零年:5%)之敏感度,該敏感度乃管理層對外幣匯率可能出現之合理變動之評估。敏感度分析包括以美元及港幣計值之未結算貨幣項目,並於報告期間結算日按外幣匯率之5%(二零二零年:5%)變動調整其換算。以下正數顯示當人民幣兌美元及港幣上升5%(二零二零年:5%)時除稅後溢利之增加金額,反之亦然。

##### 利率風險

本集團主要面對與浮息計息銀行結餘、銀行借貸、間接控股公司貸款有關的現金流量利率風險。本公司董事認為,浮息銀行結餘的到期時間短,其所產生之現金流量利率風險敞口有限。

本集團之公平值利率風險主要與其非控股權益之定息貸款、租賃負債、應收聯營公司款項、應收合營企業款項、銀行借貸及應付債券有關。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Market risk (continued)

##### Interest rate risk (continued)

The Group currently does not have an interest rate hedging policy in relation to fair value interest rate risk and cash flow interest rate risk. However, management of the Group monitors interest rate exposure on an on-going basis and will consider hedging significant interest rate exposure should the need arise.

The Group's cash flow interest rate risk is mainly concentrated on the fluctuation of RMB Benchmark Loan Rates offered by the People's Bank of China and HIBOR.

##### Sensitivity analysis

The sensitivity analyses below have been prepared assuming these financial instruments outstanding at the end of the reporting period were outstanding for the whole year. A 50 basis points (2020: 50 basis points) increase or decrease is used when reporting interest rate risk internally to key management personnel and reasonably possible change in interest rates.

If interest rate had been 50 basis points (2020: 50 basis points) higher/lower for variable-rate interest bearing liabilities and all other variables were held constant, the Group's post-tax profit for the year would decrease/increase by RMB52,928,000 (2020: decrease/increase by RMB26,835,000) (excluding the effect for borrowing costs capitalised).

##### Credit risk

The Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from:

- the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position at the end of each reporting period; and
- the amount of financial guarantees provided by the Group as disclosed in note 42.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 市場風險(續)

##### 利率風險(續)

本集團現時並無有關公平值利率風險及現金流量利率風險之利率對沖政策。然而，本集團管理層持續監察利率風險，並將於需要時考慮對沖重大利率風險。

本集團現金流量利率風險主要集中於中國人民銀行提供之人民幣基準貸款利率及香港銀行同業拆放利率之波動風險。

##### 敏感度分析

以下敏感度分析乃假設於報告期間結算日之該等未償還金融工具於整年未償還而編製。內部向主要管理人員報告利率風險時採用上升或下降50個基點(二零二零年：50個基點)，此乃利率之合理可能變動。

倘以浮動利率計息之負債利率上升/下降50個基點(二零二零年：50個基點)而所有其他變數保持不變，本集團年內除稅後溢利將會減少/增加人民幣52,928,000元(二零二零年：減少/增加人民幣26,835,000元(剔除資本化借貸成本之影響))。

##### 信貸風險

本集團因交易對手未能履行其責任而引致本集團產生財務損失之最大信貸風險為：

- 各報告期間結算日綜合財務狀況表內所列載相關已確認金融資產之賬面值；及
- 附註42所披露由本集團提供之財務擔保金額。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Credit risk (continued)

The Group has concentration of credit risk in respect of bank balances. At 31 December 2021, approximately 33% (2020: 26%) of the bank balances were deposited at CMB. Except for approximately 11% (2020: 20%) of the bank balances deposited at Bank of Communications Co., Ltd. and approximately 10% (2020: 4%) of the bank balances deposited at Agricultural Bank of China, deposits in other banks are individually less than 10% of total bank deposits and bank balances. The credit risk of these liquid funds is limited because the counterparties are either state-owned banks located in the PRC or banks with high credit ratings.

The Group has concentration of credit risk in respect of amounts due from intermediate holding companies, non-controlling interests, fellow subsidiaries, associates, joint ventures and an investee. In order to minimise the credit risk on these amounts, the management of the Group continuously monitors the credit quality and financial conditions of intermediate holding companies, non-controlling interests, fellow subsidiaries, associates, joint ventures and an investee of the Group and the level of exposure to ensure that follow up action is taken to recover overdue debts. Based on the assessment on the market condition and current budget of property development projects held by the relevant joint ventures, associates and an investee of the Group, the directors of the Company consider that the Group's credit risk in respect of these balances is insignificant except for an amount due from a joint venture located in Guangzhou. Due to a decrease in the actual and expected selling price of that joint venture's property development project, the directors of the Company have recognised an impairment loss of RMB262,073,000 (2020: RMB187,294,000) in profit or loss during the year ended 31 December 2021 on the gross carrying amount of the amount due from the joint venture amounting to RMB1,082,310,000 (2020: RMB1,471,973,000) according to its internal credit rating assessment.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 信貸風險(續)

本集團之銀行結餘有信貸風險集中情況。於二零二一年十二月三十一日，銀行結餘約33%(二零二零年：26%)存放於招商銀行。除銀行結餘約11%(二零二零年：20%)及約10%(二零二零年：4%)存放於交通銀行股份有限公司及中國農業銀行外，個別其他銀行存款少於銀行存款及銀行結餘總額之10%。由於交易對手為位於中國之國有銀行或具高信貸評級之銀行，故此等流動資金之信貸風險有限。

本集團於應收間接控股公司、非控股權益、同系附屬公司、聯營公司、合營企業及一名投資對象之款項中有信貸風險集中情況。為將此等款項之信貸風險降至最低，本集團管理層持續監控本集團間接控股公司、非控股權益、同系附屬公司、聯營公司、合營企業以及投資對象之信貸質素及財務狀況以及風險水平，確保採取跟進措施收回過期債務。基於市場狀況的評估以及本集團相關合營企業、聯營公司及投資對象持有的房地產開發項目之目前預算，本公司董事認為，本集團有關該等結餘的信貸風險並不重大，惟應收一間位於廣州之合營企業款項則除外。由於該合營企業的物業開發項目之實際及預期售價減少，本公司董事根據內部信貸評級評估，就應收合營企業款項之總賬面值人民幣1,082,310,000元(二零二零年：人民幣1,471,973,000元)於截至二零二一年十二月三十一日止年度之損益內確認減值虧損人民幣262,073,000元(二零二零年：人民幣187,294,000元)。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### **Credit risk** (continued)

##### *Trade receivables*

Trade receivable consists of properties operation income receivables from customers. The Group monitors the outstanding balances on an ongoing basis. Credit evaluations are performed by the management before properties operation agreements are entered into with counterparties. In addition, the Group performs impairment assessment under ECL model on trade receivables individually. In this regard, the directors of the Company consider that the Group's credit risk on trade receivables is significantly reduced.

##### *Other receivables*

In determining the credit risk on other receivables, the directors of the Company have taken into account the historical default experience and forward-looking information, as appropriate. There had been no significant increase in credit risk since initial recognition. The Group has considered the consistently low historical default rate in connection with payments, and concluded that credit risk inherent in the Group's outstanding other receivables is insignificant.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### **信貸風險**(續)

##### *業務應收款項*

業務應收款項包括應收客戶之物業經營收入。本集團按持續基準監察未償還結餘。與交易對手訂立業務營運協議前，管理層會進行信貸評估。此外，本集團根據預期信貸虧損模式就業務應收款項進行單獨減值評估。就此而言，本公司董事認為，本集團於業務應收款項方面的信貸風險大幅下降。

##### *其他應收款項*

於釐定其他應收款項的信貸風險時，本公司董事已考慮歷史違約經驗及前瞻性資料(倘適用)。自初始確認後信貸風險並無顯著增加。本集團經考慮一貫較低的歷史付款違約率後，認為本集團其他未償還應收款項固有的信貸風險並不重大。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### **Credit risk** (continued)

The Group provides guarantees to banks in connection with certain customers' borrowing of mortgage loans to finance their purchase of the Group's properties. If a purchaser defaults on the payment of its mortgage during the period of guarantee, the bank holding the mortgage may demand the Group to repay the outstanding loan and any interest accrued thereon. Under such circumstances, the Group is able to repossess the properties for resale. Therefore, the management of the Group considers it would likely recover any loss incurred arising from the guarantee provided by the Group. No such repossession of properties occurred during the years ended 31 December 2021 and 2020.

The Group also provides guarantees to banks in connection with borrowings of certain joint ventures and associates. The maximum amount that the Group has guaranteed under the respective contracts was RMB1,603,415,000 (2020: RMB1,965,493,000) as at 31 December 2021. At the end of the reporting period, the directors of the Company have performed impairment assessment, and concluded that there has been no significant increase in credit risk since initial recognition of the financial guarantee contracts.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### **信貸風險**(續)

本集團就若干客戶之按揭貸款向銀行提供擔保，以提供資金予彼等購買本集團物業。倘買家於擔保期間內無法支付其按揭，持有按揭之銀行可要求本集團償還未償還貸款及其任何累計利息。於該等情況下，本集團可重新擁有該等物業作轉售。因此，本集團管理層認為，本集團很大可能可以填補因由其提供擔保所產生之任何虧損。截至二零二一年及二零二零年十二月三十一日止年度，並無此等重新擁有之物業。

本集團亦就若干合營企業及聯營公司之借貸向銀行提供擔保。於二零二一年十二月三十一日，本集團根據相關合約已擔保之最高金額為人民幣1,603,415,000元(二零二零年：人民幣1,965,493,000元)。於報告期間結算日，本公司董事已進行減值評估，認為自財務擔保合約初始確認以來信貸風險概無大幅增加。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Credit risk (continued)

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables	Other financial assets/ other items
內部信貸評級	描述	業務應收款項	其他金融資產/ 其他項目
Low risk	The counterparty has a low risk of default and does not have any past-due amounts	Lifetime ECL – not credit-impaired	12m ECL
低風險	對手方的違約風險較低，且並無任何違約款項	全期預期信貸虧損－未信貸減值	12個月預期信貸虧損
Watch list	Debtor frequently repays after due dates but usually settles in full	Lifetime ECL – not credit-impaired	12m ECL
觀察名單	債務人經常於到期日後還款，惟通常全數清償	全期預期信貸虧損－未信貸減值	12個月預期信貸虧損
Doubtful	There have been significant increases in credit risk since initial recognition through information developed internally	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
存疑	內部制訂的資料顯示信貸風險自初次確認起大幅增加	全期預期信貸虧損－未信貸減值	全期預期信貸虧損－未信貸減值
Loss	There is evidence indicating that the asset is credit-impaired	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
虧損	有證據表明資產已信貸減值	全期預期信貸虧損－信貸減值	全期預期信貸虧損－信貸減值
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off
撇銷	有證據表明債務人處於嚴重財務困難，而本集團收回款額的前景渺茫	撇銷有關款項	撇銷有關款項

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 信貸風險(續)

本集團的內部信貸風險評級評估包括以下類別：



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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Credit risk (continued)

The tables below detail the credit risk exposures of the Group's financial assets which are subject to ECL assessment:

		Internal credit rating	External credit rating	12-month or lifetime ECL	Gross carrying amount	
		內部信貸評級	外部信貸評級	12個月或全期預期信貸虧損	總賬面值	
	Notes				2021	2020
	附註				二零二一年 RMB'000 人民幣千元	二零二零年 RMB'000 人民幣千元
Amounts due from related parties	23	Note	N/A	12m ECL	22,586,177	28,713,585
應收關聯方款項		附註	不適用	12個月預期信貸虧損		
Amounts due from related parties	23	Loss	N/A	Lifetime ECL – credit-impaired	1,082,310	1,471,973
應收關聯方款項		虧損	不適用	全期預期信貸虧損 – 信貸減值		
Bank balances	24	N/A	Prime 1– Prime 2	12m ECL	14,423,276	9,718,815
銀行結餘		不適用	第一層級至第二層級	12個月預期信貸虧損		
Other receivables	23	Note	N/A	12m ECL	1,093,117	470,684
其他應收款項		附註	不適用	12個月預期信貸虧損		
Trade receivables	23	Low risk	N/A	Lifetime ECL	25,419	105,526
業務應收款項		低風險	不適用	全期預期信貸虧損		

Note: For the purpose of internal credit risk management, the Group uses past due information to assess whether credit risk has increased significantly since initial recognition. In the opinion of the directors of the Company, there is no significant increase in credit risk of the amounts as the amounts are not past due.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 信貸風險(續)

下表詳述本集團的金融資產(均須接受預期信貸風險評估)的信貸風險敞口:

附註: 就內部信貸風險管理而言, 本集團使用逾期資料以評估信貸風險自初次確認起有否大幅上升。本公司董事認為, 有關款項的信貸風險並無大幅上升, 乃由於有關款項並未逾期。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Credit risk (continued)

The following table shows the movement in lifetime ECL that has been recognised for amount due from a joint venture.

		Lifetime ECL (credit-impaired) 全期預期信貸 虧損－(信貸 減值) RMB'000 人民幣千元
As at 1 January 2020	於二零二零年一月一日	–
Changes due to financial instruments recognised as at 1 January 2020:	於二零二零年一月一日確認的 金融工具導致的變動：	
– Impairment losses recognised	– 已確認減值虧損	187,294
As at 31 December 2020	於二零二零年十二月三十一日	<b>187,294</b>
Changes due to financial instruments recognised as at 1 January 2021:	於二零二一年一月一日確認的 金融工具導致的變動：	
– Impairment losses recognised	– 已確認減值虧損	<b>262,073</b>
As at 31 December 2021	於二零二一年十二月三十一日	<b>449,367</b>

##### Liquidity risk

The Group's objective is to maintain a balance between continuity of funding generated from operating activities and the flexibility through the use of borrowings and issue of new debts. The directors of the Company closely monitor the liquidity position and expect to have adequate sources of funding to finance the Group's projects and operations.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 信貸風險(續)

下表列示就應收一間合營企業款項確認的全期預期信貸虧損的變動。

##### 流動資金風險

本集團的目標為透過使用借款及發行新債務，維持經營活動產生的資金之持續性及靈活性之間的平衡。本公司董事密切監察流動資金狀況，並預期將有充足資金來源以撥付本集團的項目及營運。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Liquidity risk (continued)

The following table details the Group's expected remaining contractual maturity for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows of non-derivative financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curve at the end of the reporting period.

		Weighted average interest rate 加權平均利率	On demand or within 60 days 按要求或於60日內 RMB'000 人民幣千元	61 to 180 days 180至180日 RMB'000 人民幣千元	181 to 365 days 181至365日 RMB'000 人民幣千元	1-2 years 1至2年 RMB'000 人民幣千元	2-3 years 2至3年 RMB'000 人民幣千元	Over 3 years 超過3年 RMB'000 人民幣千元	Total undiscounted cash flows 未貼現現金流量總額 RMB'000 人民幣千元	Carrying amount 賬面值 RMB'000 人民幣千元
At 31 December 2021	於二零二一年十二月三十一日									
Trade and other payables	業務及其他應付款項	-	33,322,497	-	-	-	-	-	33,322,497	33,322,497
Lease liabilities	租賃負債	4.70%	9,039	18,078	27,871	57,812	50,248	285,577	448,625	428,486
Loans from non-controlling interests	非控股權益貸款	4.97%	5,189	24,013	510,418	56,179	70,782	-	666,581	635,507
Loans from an intermediate holding company	間接控股公司貸款	4.72%	194,414	480,303	2,184,141	767,600	16,627,274	-	20,253,732	18,166,203
Bank borrowings	銀行借貸									
- fixed rate	- 定息	4.62%	5,853	9,140	54,090	265,940	133,358	211,342	679,723	601,283
- variable rate	- 浮息	2.71%	1,032,865	2,921,757	2,041,066	2,400,603	9,189,646	674,489	18,260,426	17,133,851
			34,569,857	3,453,291	4,817,586	3,548,134	26,071,308	1,171,408	73,631,584	70,287,827
Financial guarantee contracts	財務擔保合約		6,561,657	-	-	-	-	-	6,561,657	-

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 流動資金風險(續)

下表詳述本集團非衍生金融負債的預計剩餘合約到期情況。該表根據本集團可被要求支付非衍生金融負債之最早日期當日編製，以反映金融負債之未貼現現金流量。該表包括利息及本金現金流量。當利息流量為浮動利率時，於報告期間結算日的未貼現金額乃來自利率曲線。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Liquidity risk (continued)

	Weighted average interest rate	On demand or within 60 days	61 to 180 days	181 to 365 days	1-2 years	2-3 years	Over 3 years	Total undiscounted cash flows	Carrying amount
	加權平均利率	按要求或於60日內	61至180日	181至365日	1至2年	2至3年	超過3年	未貼現現金流量總額	賬面值
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
<b>At 31 December 2020</b>									
Trade and other payables	業務及其他應付款項	-	28,748,823	-	-	-	-	28,748,823	28,748,823
Lease liabilities	租賃負債	4.85%	8,938	16,555	26,814	54,336	53,457	437,999	598,099
Loans from non-controlling interests	非控股權益貸款	5.32%	30,845	60,490	1,745,343	753,972	37,831	-	2,628,481
Loans from an intermediate holding company	間接控股公司貸款	4.75%	1,798,385	3,123	4,815	209,500	-	-	2,015,823
Bank borrowings	銀行借貸								
- fixed rate	- 定息	4%	8,877	1,016,422	-	-	-	1,025,299	1,000,000
- variable rate	- 浮息	4.65%	690,682	2,473,273	2,424,064	5,719,365	882,117	805,365	12,994,866
Bond payable	應付債券	4.6%	-	43,700	1,943,700	-	-	-	1,987,400
			31,286,550	3,613,563	6,144,736	6,737,173	973,405	1,243,364	49,998,791
Financial guarantee contracts	財務擔保合約		5,567,473	-	-	-	-	5,567,473	-

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 流動資金風險(續)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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截至二零二一年十二月三十一日止年度

### 38. FINANCIAL INSTRUMENTS (continued)

#### (b) Financial risk management objectives and policies (continued)

##### Liquidity risk (continued)

The amounts included above for financial guarantee contracts are the maximum amounts the Group could be required to settle under the arrangement for the full guaranteed amount if that amount is claimed by the counterparty to the guarantors. Based on the expectations at the end of the reporting period, the Group considers that it is more likely than not that no amount will be payable under the arrangement. However, this estimate is subject to change depending on the probability of the counterparty claiming under the guarantee, which is a function of the likelihood that the financial receivables held by the counterparties that are guaranteed by the Group suffer any credit losses.

The amounts included above for variable interest rate instruments for non-derivative financial liabilities are subject to change if changes in variable interest rates differ to those estimates of interest rates determined at the end of the reporting period.

#### (c) Fair value

The directors of the Company consider that the carrying amounts of financial assets and financial liabilities as at 31 December 2021 and 2020 recorded at amortised costs in the consolidated financial statements approximate their fair values.

### 38. 金融工具(續)

#### (b) 財務風險管理目標及政策(續)

##### 流動資金風險(續)

上表所載財務擔保合約之金額為倘交易對手向擔保人提出申索，則根據悉數擔保金額安排可能要求本集團清償之最高金額。基於在報告期間結算日之預測，本集團認為很可能毋須根據該安排支付任何款項。然而，該估計可能會改變，視乎本集團擔保交易對手所持應收財務款項遭受任何信貸虧損而根據擔保提出申索之可能性而定。

倘浮動利率變動與於報告期間結算日釐定之利率估計有別，則上述就非衍生金融負債之浮動利率工具所計入之金額亦會有變。

#### (c) 公平值

本公司董事認為，於二零二一年及二零二零年十二月三十一日，於綜合財務報表以攤銷成本入賬之金融資產及金融負債之賬面值與其公平值相若。

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## 綜合財務報表附註

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (c) Fair value (continued)

The below tables summarised the financial instruments measured at fair value:

Financial instrument	Fair value as at 31 December 公平值 於十二月三十一日		Fair value hierarchy	Valuation techniques and significant key or unobservable inputs
金融工具	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	公平值層級	估值方法及重大主要或不可觀察輸入數據
Financial asset at FVTPL	117,836	106,899	Level 3	2021 Assets based approach. The value of assets are estimated based on the replacement costs and rebuilding costs.
按公平值計入損益的 金融資產			第三級	2020 Discounted cash flow. Future cash flows are estimated based on expected return, and the contracted investment costs, discounted at a rate that reflects the internal rate of return of the underlying investments. 二零二一年 資產基礎法。資產價值根據重置成本及重建成本估算。 二零二零年 貼現現金流量。未來現金流量乃根據預期回報估計，而合約投資成本乃按反映相關投資的內部回報率的比率進行貼現。

There were no transfers into or out of Level 3 during the years ended 31 December 2021 and 2020.

### 38. 金融工具(續)

#### (c) 公平值(續)

下表概述按公平值計量的金融工具：

截至二零二一年及二零二零年十二月三十一日止年度，並無轉入或轉出第三級。

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### 38. FINANCIAL INSTRUMENTS (continued)

#### (c) Fair value (continued)

Reconciliation of Level 3 fair value measurement of financial asset

		RMB\$'000 人民幣千元
Balance at 1 January 2020	於二零二零年一月一日的結餘	104,492
Unrealised fair value change recognised in profit or loss	於損益確認的未變現公平值變動	2,407
Balance at 31 December 2020	於二零二零年十二月三十一日的結餘	106,899
Unrealised fair value change recognised in profit or loss	於損益確認的未變現公平值變動	10,937
Balance at 31 December 2021	於二零二一年十二月三十一日的結餘	117,836

#### Valuation processes

Financial asset at FVTPL is measured at fair value for financial reporting purposes. The appropriate valuation techniques and inputs for fair value measurement are determined by the directors of the Company.

In estimating the fair value of an asset, the Group uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group engages independent qualified valuers to perform the valuation when considered necessary. The directors of the Company work closely with the independent qualified valuers to establish the appropriate valuation techniques and inputs to the model. The directors of the Company review the cause of fluctuations in fair value of the assets and liabilities semi-annually.

### 38. 金融工具(續)

#### (c) 公平值(續)

按公平值第三級計量的金融資產對賬

		RMB\$'000 人民幣千元
Balance at 1 January 2020	於二零二零年一月一日的結餘	104,492
Unrealised fair value change recognised in profit or loss	於損益確認的未變現公平值變動	2,407
Balance at 31 December 2020	於二零二零年十二月三十一日的結餘	106,899
Unrealised fair value change recognised in profit or loss	於損益確認的未變現公平值變動	10,937
Balance at 31 December 2021	於二零二一年十二月三十一日的結餘	117,836

#### 估值過程

按公平值計入損益的金融資產按公平值計量，以作財務報告用途。公平值計量之適用估值方法及輸入數據乃由本公司董事釐定。

估計資產之公平值時，本集團盡可能使用可觀察市場數據。在並無第一級輸入數據之情況下，本集團於有需要時委聘獨立合資格估值師進行估值。本公司董事會與獨立合資格估值師緊密合作設立模式適用之估值方法及輸入數據。本公司董事每半年審閱資產及負債公平值波動之原因。

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### 39. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

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

### 39. 融資活動之負債對賬

下表詳列本集團融資活動之負債變動，包括現金及非現金變動。融資活動產生之負債乃指其現金流量或未來現金流量於綜合現金流量表中分類為融資活動現金流量之負債。

		Non-cash changes 非現金變動							
		1 January 2021 二零二一年 一月一日 RMB'000 人民幣千元	Financing cash flow 融資 現金流量 RMB'000 人民幣千元	Exchange adjustment 匯兌調整 RMB'000 人民幣千元	Finance costs incurred 所產生的 融資成本 RMB'000 人民幣千元	New lease entered 訂立的新租賃 RMB'000 人民幣千元	Dividend declared 已宣派股息 RMB'000 人民幣千元	Non-cash transactions (Note 46) 非現金交易 (附註46) RMB'000 人民幣千元	31 December 2021 二零二一年 十二月三十一日 RMB'000 人民幣千元
Amounts due to intermediate holding companies	應付間接控股公司款項	11,034,540	(4,036,460)	-	-	-	-	(1,339,443)	5,658,637
Amounts due to non-controlling interests	應付非控股權益款項	2,325,799	(1,095,300)	(36,432)	-	-	-	2,674,515	3,868,582
Amounts due to fellow subsidiaries	應付同系附屬公司款項	2,466,999	980,759	-	-	-	-	(204,125)	3,243,633
Amounts due to joint ventures	應付合營企業款項	1,454,728	527,465	-	-	-	-	114,780	2,096,973
Amounts due to associates	應付聯營公司款項	2,237,287	624,025	-	-	-	-	(321,480)	2,539,832
Loans from non-controlling interests	非控股權益貸款	2,488,151	892,406	(2,475)	-	-	-	(2,742,575)	635,507
Loans from an intermediate holding company	間接控股公司貸款	1,996,823	16,169,380	-	-	-	-	-	18,166,203
Bank borrowings	銀行借貸	13,107,800	2,836,401	-	-	-	-	1,790,933	17,735,134
Bond payable	應付債券	1,900,000	(1,900,000)	-	-	-	-	-	-
Lease liabilities	租賃負債	442,919	(125,146)	-	15,350	95,080	-	283	428,486
Interest payables (included in trade and other payables)	應付利息(計入業務及其他應付款項)	32,784	(1,225,006)	-	1,337,847	-	-	-	145,625
Dividend payable (included in trade and other payables)	應付股息(計入業務及其他應付款項)	962,035	(553,498)	-	-	-	553,498	-	962,035
		40,449,865	13,095,026	(38,907)	1,353,197	95,080	553,498	(27,112)	55,480,647



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### 39. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

(continued)

### 39. 融資活動之負債對賬(續)

		Non-cash changes 非現金變動							
		1 January 2020 二零二零年 一月一日 RMB'000 人民幣千元	Financing cash flow 融資 現金流量 RMB'000 人民幣千元	Exchange adjustment 匯兌調整 RMB'000 人民幣千元	Finance costs incurred 所產生的 融資成本 RMB'000 人民幣千元	New lease entered 訂立的新租賃 RMB'000 人民幣千元	Dividend declared 已宣派股息 RMB'000 人民幣千元	Non-cash transactions (Note 46) 非現金交易 (附註46) RMB'000 人民幣千元	31 December 2020 二零二零年 十二月三十一日 RMB'000 人民幣千元
Amounts due to intermediate holding companies	應付間接控股公司款項	1,515,874	9,518,666	-	-	-	-	11,034,540	
Amounts due to non-controlling interests	應付非控股權益款項	2,052,694	344,208	(71,103)	-	-	-	2,325,799	
Amounts due to fellow subsidiaries	應付同系附屬公司款項	164,096	2,302,903	-	-	-	-	2,466,999	
Amounts due to joint ventures	應付合營企業款項	1,107,320	347,408	-	-	-	-	1,454,728	
Amounts due to associates	應付聯營公司款項	883,599	1,353,688	-	-	-	-	2,237,287	
Loans from non-controlling interests	非控股權益貸款	3,999,186	(1,269,022)	(45,417)	-	-	(196,596)	2,488,151	
Loans from an intermediate holding company	間接控股公司貸款	3,298,298	(1,301,475)	-	-	-	-	1,996,823	
Bank borrowings	銀行借貸	12,763,548	344,252	-	-	-	-	13,107,800	
Bond payable	應付債券	1,900,000	-	-	-	-	-	1,900,000	
Lease liabilities	租賃負債	277,334	(45,477)	-	16,649	194,413	-	442,919	
Interest payables (included in trade and other payables)	應付利息(計入業務及其他應付款項)	-	(1,169,489)	-	1,202,273	-	-	32,784	
Dividend payable (included in trade and other payables)	應付股息(計入業務及其他應付款項)	1,452,031	(1,311,734)	-	-	-	821,738	962,035	
		29,413,980	9,113,928	(116,520)	1,218,922	194,413	821,738	40,449,865	

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### 40. OPERATING LEASES

The Group as a lessor

A number of the investment properties held have committed tenants for the next one to twelve years.

Minimum lease payments receivable on leases are as follows:

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Minimum lease payments receivable on leases are as follows:	應收租賃的最低租賃款項如下：		
Within one year	一年內	155,510	151,632
In the second year	第二年內	132,754	120,809
In the third year	第三年內	94,401	102,276
In the fourth year	第四年內	70,659	65,417
In the fifth year	第五年內	49,368	51,167
After five years	五年後	219,604	255,586
		<b>722,296</b>	746,887

### 41. COMMITMENTS

At the end of the reporting period, the Group had the following commitments contracted for but not provided in the consolidated financial statements in respect of:

### 40. 經營租賃

本集團作為出租人

所持有之多項投資物業之租戶承諾於下一年至十二年期間租用。

應收租賃的最低租賃款項如下：

### 41. 承擔

於報告期間結算日，本集團有關以下各項已訂約但並未於綜合財務報表撥備之承擔如下：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Construction of properties under development for sale	建造可供出售發展中物業	8,006,036	10,984,363
Leasehold improvements	租賃物業裝修	13,003	45,610
Capital injection to joint ventures	向合營企業注資	3,300	1,666,310
Property, plant and equipment acquisition	物業、廠房及設備購置	275	-
		<b>8,022,614</b>	12,696,283

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### 42. FINANCIAL GUARANTEE CONTRACTS

### 42. 財務擔保合約

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元 (Restated) (經重列)
Guarantee given to banks in connection with facilities granted to customers (Note i)	就授予客戶之融資而給予銀行之擔保(附註i)	4,109,483	3,601,980
Guarantee given to banks in connection with facilities granted to joint ventures and associates (Note ii)	就授予合營企業及聯營公司之融資而給予銀行之擔保(附註ii)	2,452,174	1,965,493

Notes:

- (i) The Group acted as the guarantor to the mortgage loans granted to certain purchasers of the Group's properties and agreed to repay the outstanding loan and interest accrual thereon, if the purchasers default the repayment of loan before the issue of the property certificate. The directors of the Company consider that the fair value of the financial guarantee contracts at initial recognition is not significant.
- (ii) The directors of the Company consider that the fair value of the financial guarantee at the initial date of providing this guarantee is insignificant.

附註：

- (i) 本集團就授予若干本集團物業買家之按揭貸款而擔任擔保人，並同意倘買家未能於發出物業證書前償還貸款，本集團會償還尚未償還貸款及其應計利息。本公司董事認為初始確認的財務擔保合約之公平值並不重大。
- (ii) 本公司董事認為財務擔保於提供該擔保首日之公平值並不重大。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 43. RELATED PARTY DISCLOSURES

#### (a) Related party transactions

Other than as disclosed elsewhere in the consolidated financial statements, the Group had the following transactions with related parties:

Related party	關連人士	Nature of transaction	交易性質	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
An associate of an intermediate holding company	間接控股公司之聯營公司	Asset management service	資產管理服務	18,934	18,074
Fellow subsidiaries	同系附屬公司	Sales of properties for sale	銷售可供出售物業	501,905	—
		Property management fee expenses	物業管理費支出	110,009	138,496
		Construction service fee	工程服務費用	41,412	38,612
		Operational support service income	運營支持服務收入	3,557	—
		Rental income	租金收入	1,972	7,662
		Other expenses	其他費用	20,896	5,773
		Repayment of lease liabilities	償還租賃負債	5,498	—
		Interest expenses arising from lease liabilities	租賃負債產生之利息開支	5,629	—
An associate of ultimate holding company	最終控股公司之聯營公司	Finance costs	融資成本	52,549	139,902
		Bank interest income	銀行利息收入	36,577	35,840
		Rental income	租金收入	1,555	4,817

#### (b) Related party balances

Details of the Group's balances with related parties are disclosed in notes 23, 25, 27, 28 and 29.

As at 31 December 2021, bank balances of approximately RMB4,757,002,000 (2020: RMB2,564,207,000) were deposited at CMB, an associate of the ultimate holding company.

As at 31 December 2021, right of use assets and lease liabilities of approximately RMB116,259,000 and RMB123,697,000 (2020: Nil) was arisen from the lease agreement with a fellow subsidiary of the Group.

### 43. 關連人士披露

#### (a) 關連人士交易

除於綜合財務報表其他章節所披露者外，本集團與關連人士擁有以下交易：

Related party	關連人士	Nature of transaction	交易性質	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
An associate of an intermediate holding company	間接控股公司之聯營公司	Asset management service	資產管理服務	18,934	18,074
Fellow subsidiaries	同系附屬公司	Sales of properties for sale	銷售可供出售物業	501,905	—
		Property management fee expenses	物業管理費支出	110,009	138,496
		Construction service fee	工程服務費用	41,412	38,612
		Operational support service income	運營支持服務收入	3,557	—
		Rental income	租金收入	1,972	7,662
		Other expenses	其他費用	20,896	5,773
		Repayment of lease liabilities	償還租賃負債	5,498	—
		Interest expenses arising from lease liabilities	租賃負債產生之利息開支	5,629	—
An associate of ultimate holding company	最終控股公司之聯營公司	Finance costs	融資成本	52,549	139,902
		Bank interest income	銀行利息收入	36,577	35,840
		Rental income	租金收入	1,555	4,817

#### (b) 關連人士結餘

本集團與關連人士之結餘詳情披露於附註23、25、27、28及29。

於二零二一年十二月三十一日，銀行結餘約人民幣4,757,002,000元（二零二零年：人民幣2,564,207,000元）存放於招商銀行（為最終控股公司之聯營公司）。

於二零二一年十二月三十一日，約人民幣116,259,000元及人民幣123,697,000元（2020年：無）的使用權資產及租賃負債乃產生自與本集團一間同系附屬公司的租賃協議。

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## 綜合財務報表附註

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### 43. RELATED PARTY DISCLOSURES (continued)

(c) As at 31 December 2021, bank borrowings of approximately RMB2,101,710,000 (2020: RMB2,158,186,000) were guaranteed by China Merchants Shekou.

#### (d) Compensation of key management personnel

### 43. 關連人士披露(續)

(c) 於二零二一年十二月三十一日，約人民幣2,101,710,000元(二零二零年：人民幣2,158,186,000元)的銀行借貸乃由招商蛇口擔保。

#### (d) 主要管理人員之補償

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Short-term employee benefits	短期僱員福利	14,145	12,701
Post-employment benefits	退休福利	456	274
		<b>14,601</b>	<b>12,975</b>

#### (e) Transactions with other government-related entities in the PRC

The Group itself is part of a larger group of companies under CMG which is controlled by the PRC government. Thus, the directors of the Company consider that the Group is ultimately controlled by the PRC government. In addition, the Group operates in an economic environment currently pre-denominated by entities controlled, jointly controlled or significantly influenced by the PRC government ("PRC government-related entities"). Apart from the transactions with the related parties as set out in (a) and (b) above, the Group also conducts businesses with other PRC government-related entities in the ordinary course of business. The Group's bank deposits and bank borrowings are entered into with certain banks which are PRC government-related entities in its ordinary course of business. In addition, the Group entered into various transactions, including purchases of land use rights, construction of properties and other operating expenses with other PRC government-related entities in the ordinary course of business. In view of the nature of those transactions, the directors of the Company are of the opinion that separate disclosures would not be meaningful.

#### (f) Management services

The Group's activities were planned, directed and controlled by the management of China Merchants Shekou, which did not charge any fee for services rendered during both years.

#### (e) 與其他中國政府關連實體之交易

本集團為由中國政府控制之招商局集團旗下規模較大集團公司之一部分。因此，本公司董事認為，本集團受中國政府最終控制。此外，本集團所經營經濟環境現時受中國政府所控制、共同控制或於當中具重大影響力之實體(「中國政府關連實體」)主導。除上文(a)及(b)所載與關連人士之交易外，本集團亦於日常業務過程中與其他中國政府關連實體進行業務。本集團之銀行存款及銀行借貸乃於日常業務過程中與屬中國政府關連實體之若干銀行訂立。此外，本集團已訂立多項交易，包括於日常業務過程中與其他中國政府關連實體購買土地使用權、建造物業及其他經營開支。因該等交易性質使然，本公司董事認為另行披露並無意義。

#### (f) 管理服務

本集團之活動由招商蛇口管理層規劃、指導及控制，於兩個年度內招商蛇口並無就所提供之服務收取任何費用。

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## 綜合財務報表附註

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY

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

### 44. 本公司附屬公司之詳情

於二零二一年及二零二零年十二月三十一日，本公司主要附屬公司之詳情如下：

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Directly owned</b> 直接擁有					
Champion Apex Limited 華先有限公司	Hong Kong 香港	HKD10,000 港幣10,000元	100	100	Investment holding 投資控股
Cosmos Boom Investment Limited 天盛投資有限公司	The BVI 英屬處女群島	US\$100 100美元	100	100	Investment holding 投資控股
Harvest Allied Investments Limited 滙泰投資有限公司	Hong Kong 香港	HK\$10,000 港幣10,000元	100	100	Investment holding 投資控股
<b>Indirectly owned</b> 間接擁有					
China Merchants Land (Shenzhen)* (Note i) 招商局置地(深圳)有限公司(附註i)	The PRC 中國	RMB1,000,000 人民幣1,000,000元	100	100	Investment holding 投資控股
China West Premier Housing Development Co., Ltd.* (Notes i and iv) 重慶招商置地開發有限公司 (附註i及iv)	The PRC 中國	US\$533,960,015 533,960,015美元	50	50	Property development 物業發展
China Merchants Land Asset Management Co., Ltd 招商局置地資產管理有限公司	Hong Kong 香港	HK\$11,500,000 港幣11,500,000元	100	100	Real Estate Investment Trust management 房地產投資信託管理
Cheuk Tat Development Limited (Note i) 卓得發展有限公司(附註i)	Hong Kong 香港	HKD2 港幣2元	100	100	Property investment 物業投資

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## 綜合財務報表附註

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Chongqing China Merchants Yi Yun Property Co., Ltd.* (Note iii) 重慶招商依雲房地產有限公司 (附註iii)	The PRC 中國	RMB20,000,000 人民幣20,000,000元	100	100	Property development 物業發展
Chongqing Central Park Company Limited* (Notes i and iv) 重慶公園大道有限公司 (附註i及iv)	The PRC 中國	RMB3,666,249,600 人民幣3,666,249,600元	50	50	Property development 物業發展
Chongqing Merchants Yi Cheng Property Development Co., Ltd.* (Note iii) 重慶招商依城房地產開發有限公司 (附註iii)	The PRC 中國	RMB759,000,000 人民幣759,000,000元	100	100	Property development 物業發展
Chongqing Yizhi Business Management Co., Ltd.* (Notes i and iv) 重慶怡置商業管理有限公司 (附註i及iv)	The PRC 中國	US\$200,000 200,000美元	50	50	Property development 物業發展
Coming Wealth Limited (Note i) 佳臨興業有限公司(附註i)	Hong Kong 香港	HKD2 港幣2元	100	100	Property investment 物業投資
Chongqing Merchants Jinshan Yi Ku Business Management Co., Ltd.* (Note ii and iv) 重慶招商金山意庫商業管理有限公司 (附註ii及iv)	The PRC 中國	RMB10,000,000 人民幣10,000,000元	40	40	Property development 物業發展

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Chongqing Merchants Yi Gang Property Development Co., Ltd.* (Note iii) 重慶招商依港房地產開發有限公司 (附註iii)	The PRC 中國	RMB1,050,000,000 人民幣1,050,000,000元	100	100	Property development 物業發展
Converge Holdings Limited 匯聚控股有限公司	The BVI 英屬處女群島	US\$10 10美元	100	100	Investment holding 投資控股
Cosmo City Limited (Note iv) 譽越有限公司(附註iv)	Hong Kong 香港	HK\$4,640,010,000 港幣4,640,010,000元	50	50	Investment holding 投資控股
Cyber Light Investment Limited 光鴻投資有限公司	Hong Kong 香港	HK\$100 港幣100元	51	51	Investment holding 投資控股
Foshan Merchants Wharf Property Development Co., Ltd.* (Notes i and iv) 佛山招商九龍倉房地產有限公司 (附註i及iv)	The PRC 中國	US\$109,898,000 109,898,000美元	50	50	Property development 物業發展
Foshan Xin Jie Property Development Co., Ltd.* (Notes i and iv) 佛山信捷房地產有限公司(附註i及iv)	The PRC 中國	US\$250,123,443 250,123,443美元	50	50	Property development 物業發展
Foshan Yi Yun Property Development Co., Ltd.* ("Foshan Yi Yun") (Notes iii and iv) 佛山依雲房地產有限公司 (「佛山依雲」)(附註iii及iv)	The PRC 中國	RMB3,640,000,000 人民幣3,640,000,000元	50	50	Property development 物業發展



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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Foshan Merchants Property Development Co., Ltd.* (Note iii) 佛山招商房地產有限公司(附註iii)	The PRC 中國	RMB948,030,000 人民幣948,030,000元	<b>100</b>	100	Property development 物業發展
Foshan Kai Da Cheng Investment Development Co., Ltd.* (Note iii) 佛山市凱達城投資發展有限公司(附註iii)	The PRC 中國	RMB507,100,000 人民幣507,100,000元	<b>51</b>	51	Property development 物業發展
Foshan Yi Yun Zhen Yuan Property Development Co., Ltd.* (Note iii) 佛山依雲臻園房地產有限公司(附註iii)	The PRC 中國	RMB10,000,000 人民幣10,000,000元	<b>55</b>	55	Property development 物業發展
Foshan Yi Yun Shang Yuan Property Development Co., Ltd.* (Notes iii and iv) 佛山依雲上園房地產有限公司(附註iii及iv)	The PRC 中國	RMB10,500,000 人民幣10,500,000元	<b>50</b>	50	Property development 物業發展
Foshan Merchants Luhui Property Development Co., Ltd.* (Notes iii and iv) 佛山招商綠湖房地產有限公司(附註iii及iv)	The PRC 中國	RMB948,030,000 人民幣948,030,000元	<b>90</b>	100	Property development 物業發展
Foshan Merchants Hanlin Property Development Co., Limited* (Note iii) 佛山招商翰林房地產有限公司(附註iii)	The PRC 中國	RMB192,000,000 人民幣192,000,000元	<b>100</b>	100	Property development 物業發展

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Foshan Merchants Zhonghuan Property Development Co., Ltd.* ("Foshan Zhonghuan") (Notes iii and iv)	The PRC	RMB1,614,000,000	50	50	Property development
佛山招商中環房地產有限公司 (「佛山中環」)(附註iii及iv)	中國	人民幣1,614,000,000元			物業發展
Foshan Merchants Guolin Property Development Co., Ltd.* (Note iii)	The PRC	RMB50,000,000	60	60	Property development
佛山招商果嶺房地產有限公司 (附註iii)	中國	人民幣50,000,000元			物業發展
Foshan Merchants Brilliant Property Development Co., Ltd.* ("Foshan Brilliant") (Notes iii and iv)	The PRC	RMB2,016,000,000	50	50	Property development
佛山招商光華房地產有限公司 (「佛山光華」)(附註iii及iv)	中國	人民幣2,016,000,000元			物業發展
Foshan Yi Yun Xiao De Property Development Co., Ltd.* (Notes i and iv)	The PRC	US\$172,500,000	40	40	Property development
佛山依雲孝德房地產有限公司 (附註i及iv)	中國	172,500,000美元			物業發展
Foshan Yi Yuan Guan Yuan Property Development Co., Ltd.* (Notes iii and iv)	The PRC	RMB100,000,000	50	50	Property development
佛山依雲觀園房地產有限公司 (附註iii及iv)	中國	人民幣100,000,000元			物業發展

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Guangzhou Junyao (Notes iii) 廣州君耀(附註iii)	The PRC 中國	RMB650,000,000 人民幣650,000,000元	50.1	50.1	Property development 物業發展
Guangzhou Yi Yun Property Development Co., Ltd.* (Note iii) 廣州依雲房地產有限公司(附註iii)	The PRC 中國	RMB100,000,000 人民幣100,000,000元	51	51	Property development 物業發展
Happy City Investments Limited 樂富投資有限公司	Hong Kong 香港	HK\$100 港幣100元	100	100	Investment holding 投資控股
Harpen Company Limited (Note iv) 會鵬房地產發展有限公司(附註iv)	Hong Kong 香港	HK\$10,000 港幣10,000元	50	50	Investment holding 投資控股
Merchants Nanjing Real Estate Co., Ltd.* ("Merchants Nanjing") (Note ii) 招商局地產(南京)有限公司 (「招商南京」)(附註ii)	The PRC 中國	RMB148,380,817 人民幣148,380,817元	51	51	Property development 物業發展
Merchants Property Development (Guangzhou) Limited* (Note ii) 廣州招商房地產有限公司(附註ii)	The PRC 中國	RMB200,000,000 人民幣200,000,000元	100	100	Property development 物業發展
Nanjing Shengtong Property Development Co., Ltd.* ("Shengtong") (Note ii) 南京盛通房地產開發有限公司 (「盛通」)(附註ii)	The PRC 中國	RMB1,500,000,000 人民幣1,500,000,000元	51	51	Property development 物業發展
Nanjing Chuangma (Note iii) 南京創馬(附註iii)	The PRC 中國	RMB100,000,000 人民幣100,000,000元	60	60	Property development 物業發展

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Nanjing Zhaochuang Technology Innovation Service Co., Ltd. (Note iii) 南京招創技術創新服務有限公司 (附註iii)	The PRC 中國	RMB53,000,000 人民幣53,000,000元	60	60	Property development 物業發展
Nanjing DJZ Trading* (Notes iii and iv) 南京丁家莊商貿(附註iii及iv)	The PRC 中國	RMB891,000,000 人民幣891,000,000元	31	31	Property development 物業發展
Nanjing Zhaorong Property Development Co., Ltd.* (Note iii) 南京招榮房地產開發有限公司 (附註iii)	The PRC 中國	RMB1,200,000,000 人民幣1,200,000,000元	51	51	Property development 物業發展
Nanjing Merchants Qisheng Property Development Limited* (Note i) 南京招商啟盛房地產有限公司 (附註i)	The PRC 中國	US\$205,000,000 205,000,000美元	51	51	Property development 物業發展
Nanjing Zhao Ping Li Sheng Investment Limited* (Note iii) 南京招平利盛投資有限公司(附註iii)	The PRC 中國	RMB100,000,000 人民幣100,000,000元	51	51	Investment holding 投資控股
Nanjing Merchants Zhaosheng Property Development Co., Ltd.* (Note iii) 南京招商招盛房地產有限公司 (附註iii)	The PRC 中國	RMB400,000,000 人民幣400,000,000元	51	51	Property development 物業發展

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Pride Oasis Limited ("Pride Oasis") (Note iv) 茵榮有限公司(「茵榮」)(附註iv)	The BVI 英屬處女群島	US\$599,095,420 599,095,420美元	50	50	Investment holding 投資控股
Poly Field International Investments Limited 輝寶國際投資有限公司	Hong Kong 香港	RMB500,500,400 人民幣500,500,400元	60	60	Investment holding 投資控股
Runray Holdings Limited 威榮控股有限公司	The BVI 英屬處女群島	US\$100 100美元	100	100	Investment holding 投資控股
Sino Action Investments Limited 華敏投資有限公司	Hong Kong 香港	HK\$500 港幣500元	100	100	Investment holding 投資控股
Tian Jiao (Guangzhou) Property Development Co., Limited* ("Tian Jiao") (Note i) 天驕(廣州)房地產開發有限公司 (「天驕」)(附註i)	The PRC 中國	RMB500,000,000 人民幣500,000,000元	60	60	Property development 物業發展
Xi'an Mao On Property Development Company Limited* (Note i) 西安茂安房地產有限公司(附註i)	The PRC 中國	US\$172,000,000 172,000,000美元	100	100	Property development 物業發展
Zhenjiang Torch Zhidi Property Development Co., Ltd.* (Note i) 鎮江火炬置地發展有限公司(附註i)	The PRC 中國	US\$29,900,000 29,900,000美元	100	100	Property development 物業發展
Torch Investment Company Limited 火炬投資有限公司	Hong Kong 香港	HK\$10,000 港幣10,000元	100	100	Investment holding 投資控股

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

### 44. 本公司附屬公司之詳情(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment 註冊成立/ 成立地點	Issued and fully paid share capital/ registered capital 已發行及實繳股本/ 註冊股本	Proportion effective ownership interest held by the Company 本公司所持實際所有權 權益比例		Principal activities 主要業務
			2021 二零二一年 %	2020 二零二零年 %	
<b>Indirectly owned (continued)</b> 間接擁有(續)					
Xi'an Zhao Ping Property Development Co., Ltd.* (Note iii) 西安招平房地產有限公司(附註iii)	The PRC 中國	RMB1,860,800,000 人民幣1,860,800,000元	51	51	Property development 物業發展
Xi'an China Merchants Jiashi Property Development Co., Ltd.* (Note iii) 西安招商嘉時房地產有限公司 (附註iii)	The PRC 中國	RMB980,392,157 人民幣980,392,157元	51	100	Property development 物業發展
Chongqing Zhaoke Zhiye Co., Ltd.* (Note iii) 重慶招科置業有限公司(附註iii)	The PRC 中國	RMB10,000,000 人民幣10,000,000元	51	51	Property development 物業發展
Shanghai Bangxin Enterprise Management Consulting Co., Ltd.* (Note iii) 上海邦欣企業管理諮詢有限公司 (附註iii)	The PRC 中國	US\$100,000 100,000美元	51	51	Property management 物業管理
Guangzhou Baosu (Note iv) 廣州保穗(附註iv)	The PRC 中國	RMB4,000,000 人民幣4,000,000元	50	–	Property management 物業管理
Guangzhou Yueshang (Note iv) 廣州悅商(附註iv)	The PRC 中國	RMB1,000,000 人民幣1,000,000元	50	–	Property management 物業管理
Nanjing Jinsheng (Note iv) 南京勁盛(附註iv)	The PRC 中國	RMB720,000,000 人民幣720,000,000元	40	–	Property management 物業管理

\* The English name is for identification only. The official name of the entity is in Chinese.

\* 英文名稱僅供識別。實體之正式名稱為中文。

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### 44. PARTICULARS OF SUBSIDIARIES OF THE COMPANY (continued)

- Note i: The entity is a wholly-foreign owned enterprise.
- Note ii: The entity is a sino-foreign joint venture.
- Note iii: The entity is a wholly-domestic owned enterprise.
- Note iv: The entity is considered to be a subsidiary of the Company despite the Company holds directly and indirectly not more than half of the equity interest therein as the Company has the power to cast the majority of votes at meetings of the board of directors of this entity, which has power to affect the returns of this entity.

At the end of the reporting period, the Company has other subsidiaries that are not material to the Group. A majority of these subsidiaries operate in the PRC. The principal activities of these subsidiaries are summarised as follows:

Principal activities 主要業務	Principal place of business 主要營業地點	Number of subsidiaries 附屬公司數目	
		2021 二零二一年	2020 二零二零年
Property development 物業發展	The PRC 中國	30	19
Property management 物業管理	The PRC 中國	1	2
	Hong Kong 香港	3	1
Cruise 巡航	The PRC 中國	1	1
Investment holding 投資控股	Hong Kong 香港	2	2
	The BVI 英屬處女群島	12	3
		49	28

None of the subsidiaries had any debt securities outstanding as at the end of the year or at any time during the year which is held by the Group.

### 44. 本公司附屬公司之詳情(續)

- 附註i: 實體為外商獨資企業。
- 附註ii: 實體為中外合資企業。
- 附註iii: 實體為全內資企業。
- 附註iv: 該實體被視為本公司之附屬公司，雖然本公司直接及間接持有該實體不多於一半股權，但本公司於該實體之董事會會議擁有大多數投票權，故對該實體之回報有影響力。

於報告期末，本公司有其他對本集團而言不屬重大的附屬公司。該等附屬公司大部分於中國營運。該等附屬公司的主要業務概述如下：

於年末或年內任何時間，概無附屬公司持有任何由本集團持有之未行使債務證券。

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### 45. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES OF THE GROUP THAT HAVE MATERIAL NON-CONTROLLING INTERESTS

The table below shows details of non-wholly owned subsidiaries of the Group that have material non-controlling interests:

### 45. 擁有重大非控股權益之本集團非全資附屬公司詳情

下表載列擁有重大非控股權益之本集團非全資附屬公司詳情：

Name of entity 實體名稱	Place of incorporation/ establishment and principal place of business 註冊成立／成立地點及 主要營業地點	Voting rights held by non-controlling interests 非控股權益所持投票權		Profit (loss) allocated to non-controlling interests 分配予非控股權益之溢利 (虧損)		Accumulated non-controlling interests 累計非控股權益	
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
Shengtong 盛通	The PRC 中國	49%	49%	285,080	177,933	452,285	892,405
Guangzhou Baosu 廣州保穗	The PRC 中國	50%	–	(1,463)	–	1,998,537	–
Pride Oasis 天驕	The BVI 中國	50%	50%	543,193	677,092	5,604,169	5,251,541
Merchants Nanjing 招商南京	The PRC 中國	49%	49%	131,510	11,426	7,843,286	7,790,793
Individually immaterial subsidiaries with non-controlling interests 擁有非控股權益之個別不屬重大 附屬公司				63,977	(54,266)	8,213,858	7,831,169
				1,022,297	812,185	24,112,135	21,765,908

Summarised consolidated financial information in respect of each of the Group's entities that has material non-controlling interests is set out below. The summarised consolidated financial information below represents amounts before intra-group eliminations.

就每間擁有重大非控股權益之本集團實體之綜合財務資料概要載於下文。下文綜合財務資料概要指集團內部對銷前之金額。



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## 綜合財務報表附註

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### 45. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES OF THE GROUP THAT HAVE MATERIAL NON-CONTROLLING INTERESTS (continued)

Notes:

### 45. 擁有重大非控股權益之本集團非全資附屬公司詳情(續)

附註：

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Shengtong</b>	<b>盛通</b>		
Non-current assets	非流動資產	301	375
Current assets	流動資產	1,826,498	5,995,956
Current liabilities	流動負債	903,769	3,869,696
Non-current liabilities	非流動負債	-	305,400
Equity attributable to owners of the Company	本公司擁有人應佔權益	470,745	928,830
Non-controlling interests	非控股權益	452,285	892,405
Revenue	收益	3,806,964	2,670,735
Profit and total comprehensive income attributable to owners of the Company	本公司擁有人應佔溢利及全面收入總額	296,715	185,196
Profit and total comprehensive income attributable to non-controlling interests	非控股權益應佔溢利及全面收入總額	285,080	177,933
Profit and total comprehensive income for the year	本年度溢利及全面收入總額	581,795	363,129
Dividends paid to non-controlling interests	已付非控股權益股息	-	-
Net cash inflow from operating activities	經營業務之現金流入淨額	314,788	4,108,085
Net cash outflow from investing activities	投資業務之現金流出淨額	(52)	(107)
Net cash outflow from financing activities	融資業務之現金流出淨額	(1,248,105)	(3,354,087)
Net cash (outflow) inflow	現金(流出)流入淨額	(933,369)	753,891

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## 綜合財務報表附註

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### 45. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES OF THE GROUP THAT HAVE MATERIAL NON-CONTROLLING INTERESTS (continued)

Notes: (continued)

### 45. 擁有重大非控股權益之本集團非全資附屬公司詳情(續)

附註：(續)

		2021 二零二一年 RMB'000 人民幣千元
<b>Guangzhou Baosu</b>	<b>廣州保穗</b>	
Non-current assets	非流動資產	2,138
Current assets	流動資產	6,542,647
Current liabilities	流動負債	1,705,382
Non-current liabilities	非流動負債	842,329
Equity attributable to owners of the Company	本公司擁有人應佔權益	1,998,537
Non-controlling interests	非控股權益	1,998,537
Revenue	收益	-
Loss and total comprehensive expenses attributable to owners of the Company	本公司擁有人應佔虧損及全面開支總額	(1,463)
Loss and total comprehensive expenses attributable to non-controlling interests	非控股權益應佔虧損及全面開支總額	(1,463)
Loss and total comprehensive expenses for the year	本年度虧損及全面開支總額	(2,926)
Net cash inflow from operating activities	經營業務之現金流入淨額	1,151,617
Net cash inflow from financing activities	融資業務之現金流入淨額	265,936
Net cash inflow	現金流入淨額	1,417,553

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### 45. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES OF THE GROUP THAT HAVE MATERIAL NON-CONTROLLING INTERESTS (continued)

Notes: (continued)

### 45. 擁有重大非控股權益之本集團非全資附屬公司詳情(續)

附註：(續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Pride Oasis</b>	<b>天驕</b>		
Non-current assets	非流動資產	1,295,744	1,275,940
Current assets	流動資產	16,707,000	16,356,901
Current liabilities	流動負債	5,847,798	6,009,372
Non-current liabilities	非流動負債	946,608	1,120,387
Equity attributable to owners of the Company	本公司擁有人應佔權益	5,604,169	5,251,541
Non-controlling interests	非控股權益	5,604,169	5,251,541
Revenue	收益	5,927,236	4,670,038
Profit and total comprehensive income attributable to owners of the Company	本公司擁有人應佔溢利及全面收入總額	543,193	677,092
Profit and total comprehensive income attributable to non-controlling interests	非控股權益應佔溢利及全面收入總額	543,193	677,092
Profit and total comprehensive income for the year	本年度溢利及全面收入總額	1,086,386	1,354,184
Dividends paid to non-controlling interests	已付非控股權益股息	190,565	-
Net cash inflow from operating activities	經營業務之現金流入淨額	1,383,613	87,431
Net cash inflow (outflow) from investing activities	投資業務之現金流入(流出)淨額	1,770,670	(64,471)
Net cash outflow from financing activities	融資業務之現金流出淨額	(3,158,099)	(214,606)
Net cash outflow	現金流出淨額	(3,816)	(191,646)

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### 45. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES OF THE GROUP THAT HAVE MATERIAL NON-CONTROLLING INTERESTS (continued)

Notes: (continued)

### 45. 擁有重大非控股權益之本集團非全資附屬公司詳情(續)

附註：(續)

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Merchants Nanjing</b>	<b>招商南京</b>		
Non-current assets	非流動資產	7,620,456	4,715,447
Current assets	流動資產	36,814,639	28,967,511
Current liabilities	流動負債	24,879,618	19,837,652
Non-current liabilities	非流動負債	6,219,957	666,149
Equity attributable to owners of the Company	本公司擁有人應佔權益	5,492,234	5,388,364
Non-controlling interests	非控股權益	7,843,286	7,790,793
Revenue	收益	2,159,820	1,358,476
Profit and total comprehensive income attributable to owners of the Company	本公司擁有人應佔溢利及全面收入總額	95,241	29,497
Profit and total comprehensive income attributable to non-controlling interests	非控股權益應佔溢利及全面收入總額	131,510	11,426
Profit and total comprehensive income for the year	本年度溢利及全面收入總額	226,751	40,923
Dividends paid to non-controlling interests	已付非控股權益股息	-	349,987
Net cash inflow from operating activities	經營業務之現金流入淨額	2,981,811	293,148
Net cash inflow (outflow) from investing activities	投資業務之現金流入(流出)淨額	1,647,563	(3,764,476)
Net cash (outflow) inflow from financing activities	融資業務之現金(流出)流入淨額	(3,994,041)	5,020,790
Net cash inflow	現金流入淨額	635,333	1,549,462

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### 46. MAJOR NON-CASH TRANSACTIONS

During the year ended 31 December 2021, the Group entered into several new lease agreements for the use of office ranged from 1 to 20 years (2020: 2 to 20 years). On the lease commencement, the Group recognised RMB95,080,000 (2020: RMB194,413,000) of right-of-use assets and RMB95,080,000 (2020: RMB194,413,000) of lease liabilities.

During the year ended 31 December 2021, right-of-use assets amounted to RMB142,010,000 (2020: Nil) was transferred to investment properties.

During the year ended 31 December 2021, amount due to associates amounted to RMB323,000,000 (2020: Nil) have been settled by dividend declared by the associates. Also, capital injection in associates and joint ventures of RMB1,520,000 (2020: Nil) and RMB114,780,000 (2020: Nil) respectively have settled through amount due to associates and joint ventures. Besides, amount due from associates and joint ventures of RMB1,406,573,000 (2020: Nil) and RMB977,770,000 (2020: Nil) respectively have been capitalized as registered capital in the associates and joint ventures. Accordingly, there was no contractual cash outflow to the Group.

During the year ended 31 December 2021, bank and other borrowings of RMB1,790,933,000 (2020: Nil) and lease liabilities of RMB283,000 (2020: Nil) were arose from the acquisition of subsidiaries during the year (details as disclosed in notes 32 and 33). Accordingly, there was no contractual cash inflow to the Group.

During the year ended 31 December 2021, loans from non-controlling interests of RMB68,060,000 (2020: RMB196,596,000) have been capitalised as the registered share capital in the Group's non-wholly owned subsidiaries. Accordingly, the capital injection results in no contractual cash inflow to the Group.

### 46. 重大非現金交易

截至二零二一年十二月三十一日止年度，本集團就使用辦公室訂立為期介乎1至20年（二零二零年：2至20年）的若干份新租賃協議。於租賃開始時，本集團確認使用權資產人民幣95,080,000元（二零二零年：人民幣194,413,000元）及租賃負債人民幣95,080,000元（二零二零年：人民幣194,413,000元）。

截至二零二一年十二月三十一日止年度，使用權資產人民幣142,010,000元（二零二零年：無）已轉撥至投資物業。

截至二零二一年十二月三十一日止年度，應付聯營公司款項人民幣323,000,000元（二零二零年：無）已透過聯營公司宣派的股息結算。另外，於聯營公司及合營企業的注資分別人民幣1,520,000元（二零二零年：無）及人民幣114,780,000元（二零二零年：無）已透過應付聯營公司及合營企業款項結算。此外，應收聯營公司及合營企業款項分別人民幣1,406,573,000元（二零二零年：無）及人民幣977,770,000元（二零二零年：無）已資本化為該等聯營公司及合營企業的註冊資本。因此，並無合約現金流出本集團。

截至二零二一年十二月三十一日止年度，自年內收購附屬公司產生銀行及其他借貸人民幣1,790,933,000元（二零二零年：無）及租賃負債人民幣283,000元（二零二零年：無）（詳情於附註32及33披露）。因此，並無合約現金流入本集團。

截至二零二一年十二月三十一日止年度，非控股權益貸款人民幣68,060,000元（二零二零年：人民幣196,596,000元）已資本化為本集團非全資附屬公司的註冊資本。因此，注資不會導致合約現金流入本集團。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 46. MAJOR NON-CASH TRANSACTIONS

(continued)

During the year ended 31 December 2021, loans from non-controlling interests of RMB2,674,515,000 have been transferred to amount due to non-controlling interests. Accordingly, there was no contractual cash outflow to the Group.

During the year ended 31 December 2021, amount due to intermediate holding companies and fellow subsidiaries amounted to RMB1,339,443,000 (2020: Nil) and RMB204,125,000 (2020: Nil) have been settled through amounts due from intermediate holding companies and fellow subsidiaries, respectively. Accordingly, there was no contractual cash outflow to the Group.

During the year ended 31 December 2020, loan from a non-controlling interest of RMB508,796,000 was arose from the acquisition of Guangzhou Junyao (details as disclosed in note 33). Accordingly, there was no contractual cash inflow to the Group.

### 46. 重大非現金交易 (續)

截至二零二一年十二月三十一日止年度，非控股權益貸款人民幣2,674,515,000元已轉入應付非控股權益款項。因此，並無合約現金流出本集團。

截至二零二一年十二月三十一日止年度，應付間接控股公司及同系附屬公司款項分別人民幣1,339,443,000元(二零二零年：無)及租賃負債人民幣204,125,000元(二零二零年：無)已透過應收間接控股公司及同系附屬公司款項結算。因此，並無合約現金流出本集團。

截至二零二一年十二月三十一日止年度，自收購廣州君耀(詳情於附註33披露)產生非控股權益貸款人民幣508,796,000元。因此，並無合約現金流入本集團。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 47. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY

### 47. 有關本公司財務狀況表之資料

		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Non-current assets</b>	<b>非流動資產</b>		
Property, plant and equipment	物業、廠房及設備	43	804
Investments in subsidiaries	於附屬公司之投資	10,017	17
Amounts due from subsidiaries	應收附屬公司款項	17,582,949	12,399,648
		<b>17,593,009</b>	12,400,469
<b>Current assets</b>	<b>流動資產</b>		
Prepayments, deposits and other receivables	預付款項、按金及其他應收款項	14,464	1,514
Amounts due from subsidiaries	應收附屬公司款項	426	2,900,776
Amounts due from fellow subsidiaries	應收同系附屬公司款項	548,937	344,357
Bank balances and cash	銀行結餘及現金	1,722,719	119,482
		<b>2,286,546</b>	3,366,129
<b>Current liabilities</b>	<b>流動負債</b>		
Other payables and accruals	其他應付款項及應計費用	30,807	25,508
Amounts due to subsidiaries	應付附屬公司款項	4,428,601	2,719,615
Amount due to an intermediate holding company	應付間接控股公司款項	573,315	1,440,593
Amounts due to fellow subsidiaries	應付同系附屬公司款項	1,680,299	141
Bank borrowings	銀行借貸	3,350,000	3,877,500
Bond payable	應付債券	-	1,900,000
		<b>10,063,022</b>	9,963,357
<b>Net current liabilities</b>	<b>流動負債淨值</b>	<b>(7,776,476)</b>	(6,597,228)
<b>Total assets less current liabilities</b>	<b>資產總值減流動負債</b>	<b>9,816,533</b>	5,803,241
<b>Non-current liabilities</b>	<b>非流動負債</b>		
Bank borrowings	銀行借貸	8,462,550	3,350,000
<b>Net assets</b>	<b>資產淨值</b>	<b>1,353,983</b>	2,453,241
<b>Capital and reserves</b>	<b>資本及儲備</b>		
Share capital	股本	39,132	39,132
Reserves (Note)	儲備(附註)	1,314,851	2,414,109
<b>Total equity</b>	<b>權益總額</b>	<b>1,353,983</b>	2,453,241

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2021

截至二零二一年十二月三十一日止年度

### 47. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY (continued)

### 47. 有關本公司財務狀況表之資料(續)

Note: Reserves

附註：儲備

		Share premium 股份溢價 RMB'000 人民幣千元	Translation reserve 匯兌儲備 RMB'000 人民幣千元	Contributed reserve 繳入儲備 RMB'000 人民幣千元	Accumulated losses 累計虧損 RMB'000 人民幣千元	Total reserves 儲備總額 RMB'000 人民幣千元
At 1 January 2020	於二零二零年一月一日	5,179,352	8,076	46,004	(942,246)	4,291,186
Loss and total comprehensive expense for the year	年內虧損及全面開支總額	-	-	-	(1,251,873)	(1,251,873)
Dividend declared	已宣派股息	(625,204)	-	-	-	(625,204)
At 31 December 2020	於二零二零年十二月三十一日	<b>4,554,148</b>	<b>8,076</b>	<b>46,004</b>	<b>(2,194,119)</b>	<b>2,414,109</b>
Loss and total comprehensive expense for the year	年內虧損及全面開支總額	-	-	-	(812,614)	(812,614)
Dividend declared	已宣派股息	(286,644)	-	-	-	(286,644)
At 31 December 2021	於二零二一年十二月三十一日	<b>4,267,504</b>	<b>8,076</b>	<b>46,004</b>	<b>(3,006,733)</b>	<b>1,314,851</b>



# FIVE-YEAR FINANCIAL SUMMARY

## 五年財務資料概要

A summary of the results and of the assets and liabilities of the Group for the last five financial years, as extracted from the published audited financial statements for the year ended 31 December 2017, 2018, 2019, 2020 and 2021 as below.

以下載列本集團過去五個財政年度之業績以及資產及負債概要，乃摘錄自截至二零一七年、二零一八年、二零一九年、二零二零年及二零二一年十二月三十一日止年度之已刊發經審核財務報表。

RESULTS	業績	Year ended 31 December 截至十二月三十一日止年度				
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2019 二零一九年 RMB'000 人民幣千元	2018 二零一八年 RMB'000 人民幣千元	2017 二零一七年 RMB'000 人民幣千元
REVENUE	收益	25,921,416	18,956,418	19,453,295	11,955,899	17,310,562
PROFIT BEFORE TAX	除稅前溢利	3,530,869	3,605,146	5,752,671	3,796,321	5,301,478
Income tax	所得稅	(1,948,003)	(2,091,701)	(3,052,935)	(1,590,809)	(2,362,495)
PROFIT FOR THE YEAR	本年度溢利	1,582,866	1,513,445	2,699,736	2,205,512	2,938,983

ASSETS AND LIABILITIES	資產及負債	As at 31 December 於十二月三十一日				
		2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元	2019 二零一九年 RMB'000 人民幣千元	2018 二零一八年 RMB'000 人民幣千元	2017 二零一七年 RMB'000 人民幣千元
TOTAL ASSETS	資產總值	138,727,655	111,025,883	88,421,911	71,270,665	57,817,312
TOTAL LIABILITIES	負債總額	104,877,058	79,759,049	59,592,344	47,473,637	36,046,086
Net assets	資產淨值	33,850,597	31,266,834	28,829,567	23,797,028	21,771,226



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